

RESOLUTION NO.

WHEREAS, the City of Austin is committed to achieving the highest standards for all of its operations, which demands transparency, regular oversight and setting clear and appropriate targets for employees and the public; and

WHEREAS, public safety services are among the City's most important responsibilities and are delivered through an interconnected system that includes Austin Police, Austin Fire, Austin-Travis County Emergency Medical Services, Forensic Services, and emergency communications; and

~~**WHEREAS**, police operations are uniquely important in the City's interactions with the public and deserving of focused attention by the Council and community at large; and~~

WHEREAS, in 2018, the City Council and City Staff co-created a strategic framework over a five-year horizon called Strategic Directions 2023 that included measures that sought to blend internal performance metrics with community indicators that captured public conditions; and

WHEREAS, in March 2023, in anticipation of doing another five-year strategic plan, the City Auditor conducted an audit of one strategic outcome (Economic Opportunity and Affordability) and made several recommendations including maintaining community indicators, which are most relevant to the community, separate from performance measures, which are most actionable by the City, and

WHEREAS, following this audit, the subsequent five-year strategic plan was cancelled, and reporting on community indicators and performance measures largely stopped for a period while the City Manager

27 did an internal strategic plan with new proposed measures, subsequently
28 unveiled in the Fiscal Year 2024-2025 budget document; and

29 **WHEREAS**, the City Manager annually prepares key performance
30 indicators (KPIs), including available data for past years and targets for current and
31 future years-, for consideration during adoption of the annual budget, they are
32 rarely revised by Council; and

33 **WHEREAS**, under the Council-Manager form of government, the City
34 Council establishes policy priorities, identifies desired community outcomes,
35 adopts the budget, allocates resources, and exercises oversight, and the review and
36 approval of performance measures and setting of targets is a valuable way of
37 communicating direction to the City Manager; and

38 **WHEREAS**, community outcome measures, departmental key performance
39 indicators, operational and process measures, outputs, and strategic milestones
40 each serve a different purpose, and an effective performance framework
41 distinguishes among them; and

42 **WHEREAS**, performance systems in other jurisdictions that have rewarded
43 outcome numbers without paired process and quality measures have produced
44 documented harm across police, fire, and emergency medical services, including
45 the reclassification and under-recording of reported incidents, the premature
46 closing of cases and stopping of response clocks, the discouragement of residents
47 from reporting, unsafe emergency driving undertaken to meet time targets, and the
48 neglect of essential work that is not counted, each of which damages the outcomes
49 the measures were adopted to improve and erodes public confidence in City
50 officials and reported data; and

WHEREAS, sound performance frameworks and transparent community indicators measure what a department does, as well as what results follow, so that accurate reporting and sound practice are never placed in conflict with meeting a target, and the impact on the community is always present; and

WHEREAS, the Fiscal Year 2026-2027 Proposed Budget has the following KPIs for the Austin Police Department (APD):

- Percent of non-urgent calls into the 911 system,
- Number of minutes for police response for emergency and urgent violent crime calls,
- Average number of APD cadets enrolled in the Academy at the start of the cadet class,
- Percent change in violent crime incidents within designated priority hot spots (*new, no data*),
- Median time between uninitiated repeat contacts between police and identified high utilizers (*new, no data*),
- Leadership Academy completion rate for frontline supervisors (*new, no data*); and

~~WHEREAS, since 2024, the City of Austin has been working with the consultant firm Berry Dunn to specifically review Resource Intensive Service Call (RISC) and other operational improvements to gain efficiencies from workloads within existing staffing levels; and~~

~~WHEREAS, a list of KPIs for APD should be able to clearly answer for the public:~~

- ~~• Is our community safe? (Public safety outcome)~~
- ~~• How well are calls for service handled? (Service delivery level)~~

- ~~Are officers acting appropriately? (Professional standards & community trust)~~
- ~~Are we using resources effectively? (Organizational effectiveness); and~~

WHEREAS, while KPIs may change over time to emphasize focus areas for management or Council, the need for transparency, accountability and high performance is consistent; **NOW, THEREFORE**,

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF AUSTIN:

The City Manager is directed to do a comprehensive review of the City's public safety performance-management framework, including applicable citywide measures and the key performance indicators and targets used by Austin Police, Austin Fire, Austin-Travis County Emergency Medical Services, Forensic Services, Office of Police Oversight, and emergency communications. This review should include existing police and other data, past local audits and studies, and potential national models for performance management. This review should also solicit and report on the input of frontline employees, employee associations, partner entities such as prosecutors' offices, and interested community organizations.

BE IT FURTHER RESOLVED:

The City Manager is directed to present the results of this review and recommend whether and how the KPIs and targets ~~for APD~~ should be updated to be focused on the community's desired outcomes, as identified by Council.

BE IT FURTHER RESOLVED:

The City Manager shall prioritize conducting this review first for Austin Police and present the results to the Public Safety Commission and to the Council's Public Safety Committee, in coordination with their respective chairs, no later than March 2027.

BE IT FURTHER RESOLVED:

The results of the reviews for all other public safety departments may be individually scheduled at subsequent meetings of the Public Safety Commission and Public Safety Committee, in coordination with their respective chairs, so these bodies' recommendations may inform the Fiscal Year 2027-2028 budget process.

~~The City Manager should make this presentation and provide recommendations to the Public Safety Commission and Public Safety Committee of Council, in coordination with their respective chairs, by no later than January 2027.~~

ADOPTED: _____, 2026

ATTEST: _____

Erika Brady
City Clerk