



Reimagining Public Safety – APD Responses to Kroll Preliminary Assessment of Austin Police Training Academy



Kroll Recommendation – Short Term Measures

#	Kroll Recommendation – Short Term Measures	Response	Timeline
1	The City of Austin should immediately hire an Organization Development Training Manager (ODTM)... to assist Academy instructors in implementing and incorporating adult/active learning models throughout the ten courses examined...	Agree	Position posted and closed on Feb. 3, 2021. Interviews finalized and hiring/onboarding expected Mid-March 2021
2	To help facilitate the transition to a new ODTM, the City should arrange contractually for Dr. Villanueva to assist the new ODTM in getting fully acclimated...	Agree	<p>Dr. Villanueva is currently employed with the City and has agreed to assist in the onboarding of the new ODTM. The ODTM position has been upgraded to Division manager (more in line with Commander).</p> <p>APD leadership will ensure all under its command understand the authority conferred to ODTM. The ODTM will report any issues directly to executive staff.</p>
3	The City should also, as soon as practicable, hire and on-board a Training Specialist to work with the ODTM and Academy Commander in updating and modifying curriculum to better reflect adult and active learning strategies...	Agree	APD has met with HRD, Dr. Villanueva and APD's Equity Manager to review job specifications/skills requirements. HRD is reclassifying the position accordingly and expects to fill this position by Mid-April 2021.



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4	APD should expedite the procurement process to begin implementation of an automated Learning Management System (LMS)...	Agree	<p>RFQ posted and were due Feb. 12, 2021. APD is in process of evaluation. Completion expected by Oct 2021.</p> <p>Recommend expediting contracting be considered short-term with full implementation being considered long term measure.</p>
5	The Academy should formalize an internal review panel responsible for reviewing each instructor’s syllabi and curriculum and suggesting ways to improve each class in the Academy...	Agree	APD members have been identified and OPO/Equity are assisting in identifying potential community members. ODTM and Training Specialist will also be added to the panel. The internal review panel will be established by Mid-March (Training Specialist added mid-April).
6	With the assistance of the ODTM and Training Specialist, and in coordination with the Commander and Academy supervisors, all course content, including courses taught by the Learned Skills Unit and Cadet Training Unit, need to be evaluated for ways to incorporate DEI content into all aspects of training...	Agree	Academy staff have already begun the evaluation though APD plans to incorporate the internal review board once onboard to ensure implementation of this measure. Completion expected Mid-April 2021.



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7	Cadets must be thoroughly and effectively trained on all proper defensive tactics, arrest and control techniques, crowd control, and so on. But the messaging throughout the Academy needs to consistently emphasize the ethical responsibilities of policing, teach a sensitivity to legitimate community fears that are based in history, and recognize the complexity and nuance of the human beings that cadets will interact with on a daily basis...	Agree	APD has been working to transition the Academy into a culture more aligned with adult learning. The Academy currently teaches several topics that address these recommendations (Communication, De-escalation, Community Engagement participation). Increased efforts aligned with Dr. Villanueva and Kroll recommendations will ensure there is consistent messaging throughout the course material and will be reinforced by lived experiences from community members.
8	Establish a formal process to continue a community review of police training videos that were not reviewed previously by the recently concluded Community Video Review Panel. This should include a process to re-review training videos every two years or so...	Agree	The framework is currently being developed to include community members as part of the CVRP. With input from Dr. Villanueva and the new ODTM we believe the framework can be finalized by mid-March. All videos flagged by the CVRP are in the process of being replaced if an alternative is available. Where replacement videos have not been identified, ODTM shall have authority to replace such instruction by other adult learning means.



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9	"Will-to-Win" should be converted to a "Self-Defense" exercise near the end of Academy training, after cadets have been properly taught and tested on all appropriate defensive tactics, hand-to-hand encounters, and similar tactics...	Agree	"Will to Win" has been eliminated and replaced with Self Defense. This exercise will be conducted after cadets have been fully exposed to defensive tactics instruction. Cadets will have already received training in multiple areas to include communication, de-escalation, and community engagement. The lesson plan will be reviewed to ensure proper implementation of this exercise. Completion expected by Mid-March.
10	Kroll recommends a defensive tactics program that has cadets learn the basic skills starting early on in the Academy, where cadets work with instructors and other cadets to learn proper defensive tactics before they are tested near the end of training...	Agree	APD agrees the cadets will be fully exposed to defensive tactics prior to the self defense exercise.
11	...every effort should be made to have cadets succeed by giving them the tools to do so. Self-defense testing and challenges should occur after PT training when recruits are warmed up and stretched out to help reduce injuries. Ensuring use of the phrases "defending oneself" and "self-defense" will also help address the "warrior vs. guardian" issue.	Agree	APD will ensure to emphasize "defending oneself" and "self-defense" to address the "warrior vs. guardian" issue and will ensure cadets are warmed up and stretched prior to PT to reduce potential injuries. The course curriculum will be reviewed to ensure messaging is consistent throughout the academy. Completion by Mid-April.



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12	The use of the sandpit and having cadets carry sandbags as punishment should also be modified or eliminated...	Agree	This practice has been eliminated as of Feb. 1, 2021.
13	Physical fitness, team building, and applying stressful situations to cadets should be completely separated from any academic training...	Agree	APD will ensure to separate academic training from Physical fitness, team building, and applying stressful situations. Also, all physical fitness activities will be placed on the calendar.
14	As part of its community engagement programming, the Academy should proactively reach out to a wide variety of community leaders and activists who are willing to work productively with APD in presenting genuine community perspectives and concerns about policing....	Agree	Academy staff, with the help of OPO, have already identified community groups that could assist in this effort. APD has also added 30 hours (for a total of 37 hours) focused on community engagement programming. APD plans to have the individuals/groups identified by Mid-April 2021.



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15	To its credit, the Academy has scheduled “The History of Policing and Race in Austin” into the 144 th cadet class curriculum and has arranged for a locally based subject matter expert to co-teach the course with an African American APD sergeant. APD should ensure that the course covers the content outlined in the OPO-approved curriculum and is reinforced in other courses throughout the Academy.	Agree	The “History of Policing and Race in Austin” has been added to the curriculum and APD will review other courses to ensure the information taught is reinforced throughout the academy. Completion expected by Mid-April 2021.
16	The above course needs to be reinforced in other courses throughout the Academy. Serious consideration should be given to coupling this training with community outreach and immersion strategies, such as having cadets spend time in a food pantry or homeless shelter, attend community meetings out in the neighborhoods, meet with local community leaders, and spend time visiting mental health and substance abuse programs.	Agree	<p>APD is planning on having cadets spend time in a pre-academy environment working directly with Recruiting and District Representatives to meet this recommendation for 145th Academy, in partnership with community leaders and organizations.</p> <p>For the upcoming 144th Academy, APD has added 30 hours of community engagement programming (for a total of 37 hours).</p>
17	The Academy should thoroughly review all DEI-related courses and determine which may benefit from an outside, more academically oriented civilian content expert or a community perspective...	Agree	See #16 above. APD is also working with the Equity Office and APD’s Equity Manager on several areas of the Recruiting and Academy process. Assistance by Dr. Villanueva, Training Supervisor and ODTM expected once hired. Completion expected by Mid-April 2021.



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18	Chief Manley should consider tapping into the resources of his existing officer base to temporarily assign some diverse officers of exceptional skills to assist with Academy instruction, particularly in courses where a diverse perspective would be beneficial and worthwhile...	Agree	APD recognizes the importance of diverse teaching staff. The Academy has already instituted several measures, including reaching out to the different affinity groups, to help recruit qualified and diverse officers to fill the vacant positions as they occur. This will be an on-going process and positions will be filled as they become vacant. Also, APD will utilize adjunct instructors to increase the diversity of instructors.
19	The Academy should consider the feasibility of incorporating Beyond Diversity by Dr. Glenn Singleton or the Groundwater Analysis training workshop by Joyce James Consulting LLC into the Academy curriculum and/or as part of annual training for Academy instructors and supervisors (and eventually all officers).	Agree	APD working with the Equity Office to bring Council a long-term contract for approval within the next 6-8 weeks for Groundwater Analysis training. This contract will include training for the training staff, cadets, and all APD sworn and civilian staff.
20	The Academy should reinstitute the practice of following-up with a cadet who leaves the Academy for any reason...	Agree	This practice shall become part of the recruiters' SOP. Completion expected Mid-Feb 2021.



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21	The Academy should develop a mentorship program for all cadets, especially recruits of color, that will provide additional support for cadets and help them succeed at the Academy.	Agree	A Women’s Mentoring Group has been established and we will evaluate the lessons learned from this group, along with input from our affinity groups, to determine how best to proceed with additional mentoring opportunities.
22	The City should require an ongoing, independent review of the Academy once the 144th Academy class begins to ensure implementation of the above recommendations and to help ensure that further adjustments and improvements are made moving forward.	Agree	APD will work with CMO to identify a consultant with the ability to conduct this review.



Kroll Recommendation – Long Term Measures

#	Kroll Recommendation – Long Term Measures	Response	Timeline
1	To build on the positive collaboration between the APD and the community in evaluating for bias and other inappropriate content in the APD’s training videos, APD and the City should consider working with a professional media literacy educator to help develop effective teaching videos moving forward....	Agree	The new Division Manager will be tasked with implementing a roadmap for the recommendation.
2	APD and the Academy should consider ways to incorporate current Academy instructors into the Field Training Officer (FTO) program for new officers...	Agree	Field Training Officers (FTOs) are required to attend annual refresher training at the Academy to they are current with what is being taught in the Academy. The Academy has an FTO Liaison who works directly with FTO’s in the field. Instructors are required to ride out in the field once a quarter to ensure what they are teaching is in line with patrol operations/FTO program.

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3	APD should develop an intentional strategy to further enhance the long-term diversity of Academy staff...	Agree	APD recognizes the importance of diverse teaching staff. The Academy has already instituted several measures, including reaching out to the different affinity groups, to help recruit qualified and diverse officers to fill the vacant positions as they occur. This will be an on-going process and positions will be filled as they become vacant. Also, APD will utilize adjunct instructors to increase the diversity of instructors.
4	Academy class schedules should be revised to eliminate 40-hour blocks of course content to such things as Penal Code, Traffic Code, and Arrest Search and Seizure....	Agree	Currently TCOLE recommends this to be taught in a 40-Block. APD will work with TCOLE and explore best practices and opportunities to teach this in smaller blocks starting with the 145 th Class and in conjunction with the implementation of the Learning Management System.



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5	...physical fitness requirements at hire may not be predictive of the physical fitness requirements in the Academy, and the physical fitness requirements in the Academy may not positively correlate with the physical fitness requirements of police officers post-graduation...further analysis and adjustments of these relationships are required to ensure that pre-Academy, Academy, and post-Academy physical fitness standards are consistent with successful job performance....	Agree	TCOLE does not have any physical fitness standards post graduation. For the past two legislative sessions, Bills have been filed to set standards for officers (post graduation) with little success. APD has been working for the past several years to set a baseline for physical fitness and will continue to move this project forward.
6	The Academy should expand its physical fitness training to a daily regimen, scheduled first thing in the morning (and separated from all academic content – except for physical training associated with self-defense and other defensive tactics).	Agree	APD's Academy is co-located with both EMS and Fire. Due to the limitation with the facility size, physical fitness training moved to the end of the day. APD agrees that physical fitness training would be best scheduled in the morning and will explore how to accommodate this recommendation.



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7	<p>The Academy should consider developing a properly credentialed and supervised program to allow for all cadets, as part of a two-week orientation program prior to officially starting at the Academy, to immerse themselves into community programs and organizations as “neighborhood liaison officers” for APD district representatives.</p>	<p>Agree</p>	<p>APD plans to incorporate a Community Connect plan beginning with the new 145th Academy. The proposed plan will have cadets spend time in a pre-academy environment working in the community directly with Recruiting and District Representatives to fulfill this expectation and bring depth to the Academy experience. We have also added 30 hours for community engagement (for a total of 37 hours) to the Academy curriculum starting with the 144th Academy.</p>
8	<p>Although we understand that the ICAT training has been adopted department wide as required inservice training for all sworn personnel, APD should require ICAT or other effective de-escalation training as part of the mandatory in-service “refresher” training....</p>	<p>Agree</p>	<p>The department will ensure de-escalation training is built into the mandatory in-service training. All videos used for de-escalation training will have been review through a DEI lens.</p> <p>De-escalation is considered one of the golden threads through which all academy training is incorporated through. This item has been completed; but it will continue to be a focus area of all future curricula reviews.</p>



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9	To promote instructor wellness and avoid burnout, low morale, and reduced job performance, there needs to be some recovery time built into the intervening period between cadet classes....	Agree	We are working toward a schedule that allows sufficient time for academy trainers to refresh and not be overloaded with back-to-back classes
10	...building a long-term system of internal and external review of training methods and Academy effectiveness is essential to institutionalizing the search for excellence....	Agree	APD shall take steps to ensure substantive, timely and periodic review of the Academy, including feedback obtained from instructors, cadets and community members.