

RESOLUTION NO. 20210325-037

WHEREAS, on December 5, 2019, the Council approved Resolution No. 20191205-066, which directed the City Manager to undertake a comprehensive evaluation of the Austin Police Department (APD) training materials administered to police cadets, and to revise training materials to the extent necessary to remedy any findings from the review; and

WHEREAS, Resolution No. 20191205-066 also directed the City Manager to complete the review and revision of training materials necessary to resume cadet classes no later than September 2020, but stated: "If the aforementioned revisions have not been implemented at least 30 days ahead of the start date for the anticipated June 2020 cadet class, the cadet class may be rescheduled as deemed appropriate by APD so long as the revisions have been implemented by the new start date. When classes resume, space will be made available for an independent party to audit classes and instruction;" and

WHEREAS, On August 12, 2020, the Council approved Ordinance No. 20200812-001, which included a budget rider direction stating: "The Council is supportive of using the full funding from cutting all three classes to invest in other areas of public safety, but we also believe we should not rule out the possibility that one or two of those classes might still yet begin in FY21 depending on factors such as having a revised curriculum successfully completed and an appropriate recruitment program available. Considerations could be given to factors including attrition rates, pension impacts, and funding that might become available (from federally designated police funding or otherwise);" and

WHEREAS, in response to these Council actions the City has undertaken multiple reviews of the APD cadet academy, including:

- Review and Strategic Plan by Dr. Sara Villanueva (May 2020)
- APD Training Academy Curriculum Review by Dr. Miguel Ferguson (June 19, 2020)
- Community + APD Equity Assessment Series: APD Training and Recruiting Divisions, The Peace Mill Research and Communications (December 14, 2020)
- Racial Inequities and Institutional Racism, Joyce James Consulting (November 2020)
- Community Report: Video Review Panel (January 18, 2021)
- Community Video Review Panel (CVRP): APD Training Academy Videos, Final Report (January 14, 2021), and CVRP Summary Reports from July 2020 to November 16, 2020 (noting APD's concurrence with CVRP's recommendations); and

WHEREAS, on November 12, 2020, the Council approved Resolution No. 20201112-039, which authorized a contract with Kroll Associates, Inc. to provide an assessment of the APD Training Academy, the preliminary findings of which were presented to City Council on March 2, 2021; and

WHEREAS, the preliminary Kroll report includes 22 short-term and 10 long-term recommendations, all of which APD has concurred with or has already started to implement; and

WHEREAS, The Kroll report recommends: "The City should require an ongoing, independent review of the academy by an outside monitor once the 144th cadet class begins to ensure implementation of the above recommendations and to

help ensure that further adjustments and improvements are made moving forward. Kroll understands that many would like to see a completely revised training program that has addressed all issues before another class starts. We caution, however, that until instructors are actively training recruits, it will be difficult to fully assess whether the changes and recommendations currently being made or adopted are sufficient;" and

WHEREAS, the Kroll report recommends that, absent exceptional circumstances, the stated "long-term measures" be implemented prior to the start of the 145th cadet class; and

WHEREAS, the City Manager has proposed a defined pathway forward for creating a reimagined APD cadet academy as set forth in the document titled "Blueprint for a Reimagined Police Cadet Training Academy" attached to this Resolution, that is designed around the following core objectives:

- Addressing the concerns about APD cadet academy curriculum, training techniques, and overall learning objectives that have been identified in both the Resolutions listed above and by community members;
- Incorporating recommendations made to date from both the Kroll Report and the APD's own reviews of the academy under the Resolution No. 20191205-066;
- Acknowledging the work of, and incorporating input from, the Community Video Review Panel, the City-Community Task Force on Reimagining Public Safety, and other important community voices, as well as from the City's Equity Office and Office of Police Oversight;

- Creating a launching point for real reforms to cadet academy learning objectives, curriculum, and training that align with the public safety expectations of the Council and the residents of Austin;
- Addressing the City's need to maintain adequate staffing within APD to account for the effects of attrition and to ensure the safety and welfare of the public; and
- Commencing the first reimagined APD cadet academy by no later than June 7, 2021, so long as that academy can be conducted in accord with the objectives stated here and as described in attached document; **NOW, THEREFORE,**

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

The Council approves the steps outlined in the City Manager's proposed "Blueprint for a Reimagined Police Cadet Training Academy" attached to this Resolution and incorporates the following steps into the Blueprint:

- Updates on the progress of the academy reforms shall be presented to Council in April 2021 and May 2021.
- An interim report including the independent evaluator's observations of the 144th cadet class shall be presented to Council at the midpoint of the academy (Week 14).
- The City Manager shall, absent exceptional circumstances, implement the Kroll report long-term measures before the commencement of the 145th class. The City Manager shall report to Council on the status of these measures before the commencement of the 145th cadet class.

- Following the completion of the pilot 144th cadet class, the city manager shall present to Council the findings from the independent evaluator and the community assessments, as well as a plan for incorporating those findings into reforms for future classes, including, as feasible, the 145th class. Moving forward, post-academy assessments of each class shall be published, including, at a minimum, details on graduation rates and injury rates disaggregated by race and gender, exit interviews from cadets who did not complete the academy, evaluations and recommendations on curriculum and on content delivery, evaluations of the academy culture (e.g. incorporation of Adult Learning Theory components and focus on building “guardians” rather than “warriors”), cadet surveys, and instructor surveys and evaluations.
- A budget amendment related to the pilot 144th cadet academy shall not be presented to Council until after the final Kroll report and the scheduled April 20th City-Community Reimagining Public Safety Task Force’s recommendations are presented to Council.
- The Academy Curriculum Review Committee along with the Office of Police Oversight and/or Equity Office shall meet at least four times in order to begin the process of incorporating community input into the curriculum. This work should focus on shifting from a “warrior” to a “guardian” orientation in the curriculum and addressing racial disparities in policing. Significant progress must be made on the curriculum through these meetings, and the Equity Office and/or OPO should make progress reports to the City Council before the City Manager presents a budget amendment for the 144th Pilot class.

- An independent evaluator shall be included to observe the 144th pilot class, and such an evaluator shall work with a group of community members (such as those from the Reimagine Public Safety Task Force, the Community Video Review Panel, and the Community Police Review Commission) to allow for a community observer, as appropriate, in order to establish a process of co-observation and co-evaluation.

The City Manager may only commence the 144th Pilot Class if all steps in the Blueprint are complete. The City Manager shall not bring budget amendments for Council approval for the Pilot Class unless all steps are complete or will be complete within 30 days of the budget amendment.

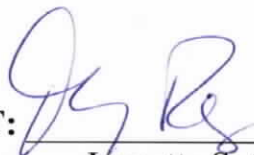
The City Manager may only commence the 145th Cadet Class after recommendations from the evaluation/review of the 144th Pilot Cadet Class have been incorporated and substantial progress of the Kroll Report's long-term recommendations has been made.

BE IT FURTHER RESOLVED:

The City Manager is directed to report to the Council and the public regularly on the status and progress of the steps described in the attached Blueprint for a Reimagined Police Cadet Training Academy, as described in that document and this Resolution.

ADOPTED: March 25, 2021

ATTEST:



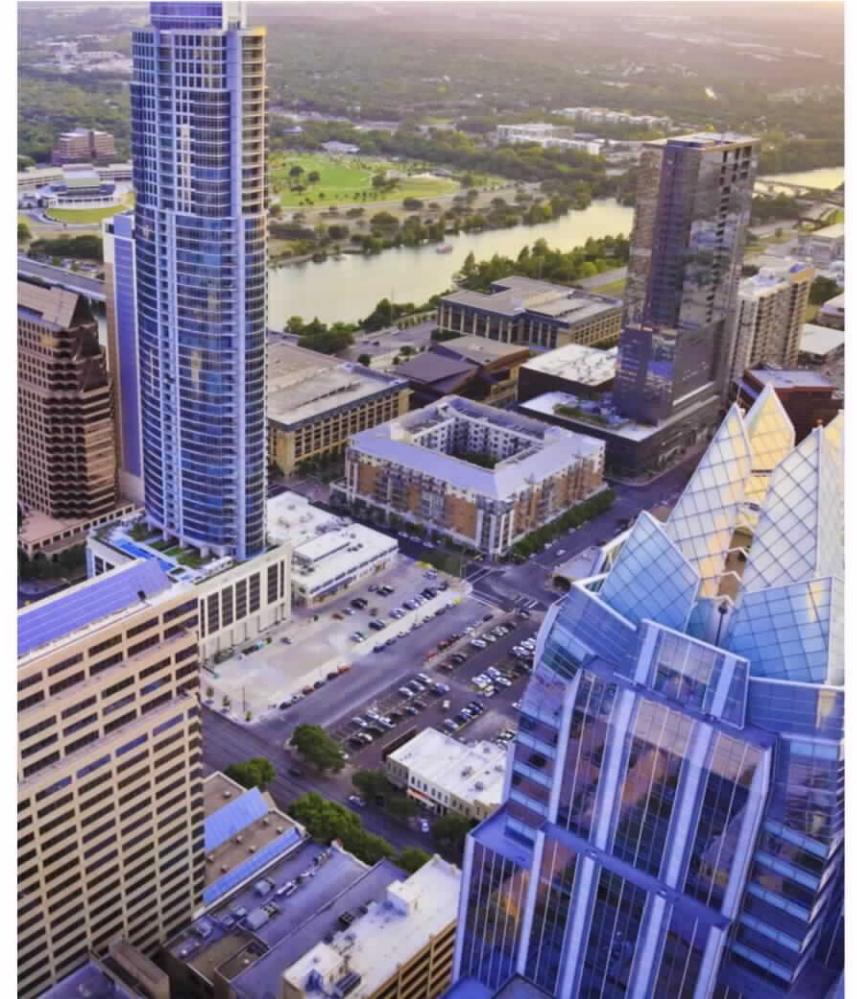
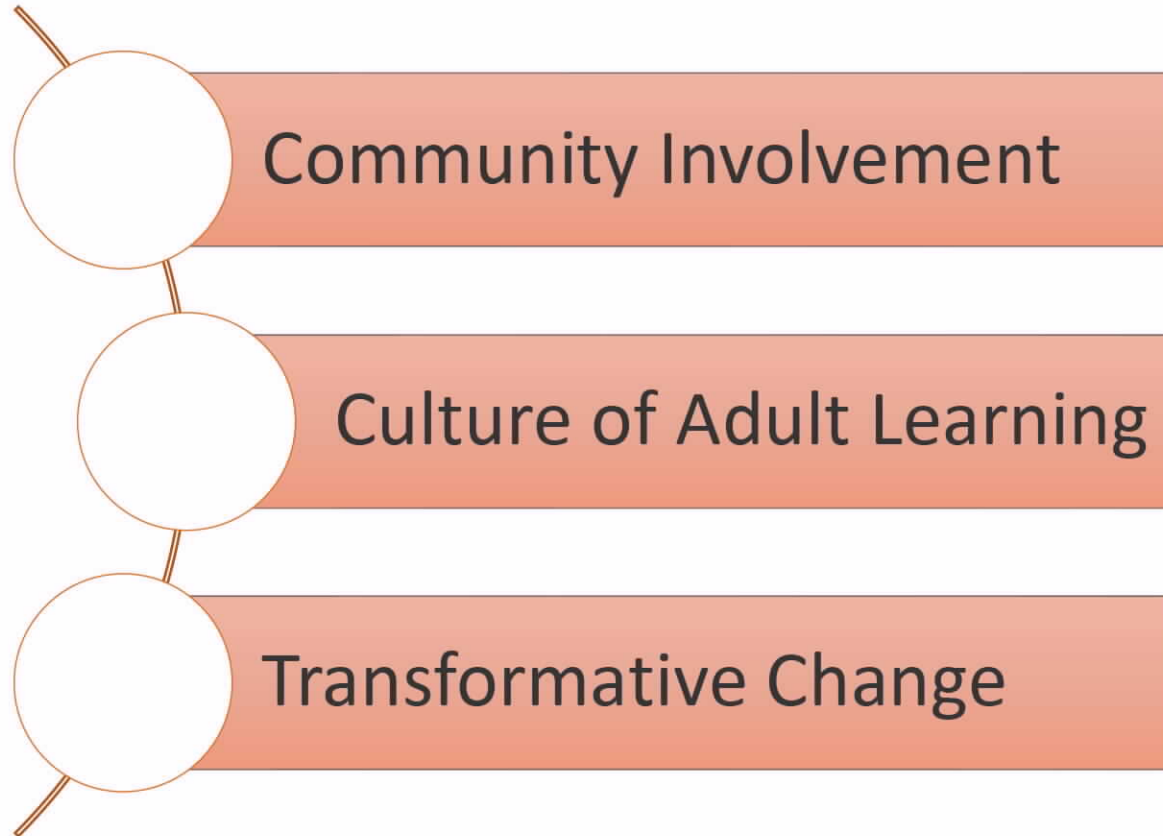
Jannette S. Goodall
City Clerk

Reimagined Police Cadet Academy Blueprint

March 25, 2021



The Path to Reimagining the Academy



Community Involvement Action Steps

Increased involvement, input and participation

- Academy Curriculum Review (ACR) committee
 - Including APD staff and community members
- Outreach to community organizations in collaboration with Equity Office and OPO
- Formalized video review process with input from Community Video Review Panel
- Review of any videos selected for use in 144th Academy class

Community centered lens

- Evaluating the neighborhood liaison pilot program
 - Designing a pilot pre-academy community connect workshop with community input
- Co-facilitation with community subject matter experts
- Community engagement hours added to core academy hours

Community debrief after the 144th Academy class

- Incorporating internal and external evaluation of:
 - Injuries, attrition rates, and patterns disaggregated by demographics
- Curriculum development and implementation
- Qualitative data related to academy experiences

Culture of Adult Learning Action Steps

Review

- Design evidence-based exit interview
- Analyze attrition and graduation rates disaggregated by demographics
- Formalize follow-up procedures with cadets who have left the academy
- Utilize analysis of each cadet class to make informed decisions for future classes

Evaluate implementation of academy methodologies

- Setting adult learning theory expectations and standards for academy faculty
- Formalize academy faculty evaluation/review process, including the ACR
- Review all course materials to ensure that diversity, equity, and inclusion are prioritized
- Retrain academy faculty in adult learning teaching methods and provide opportunities for professional development

Assessment by independent evaluator

- Assess and retain independent evaluator
- The 144th Academy class will be reviewed and assessed to ensure that the recommended changes have been implemented
- Evaluate the progress of recommendations to determine if they are achieving the desired outcomes

Transformative Change Action Steps

Incorporating evaluated effective curriculum

- Evaluate course schedule to encourage active learning opportunities
- Implement revised curriculum
- Finalize revised course schedule
- Ensure trauma informed training is incorporated
- Finalize the purchase of the learning management system which will be used to maintain curriculum and track officer training

Diversity, Equity, and Inclusion (DEI) lens to improve curriculum and teaching

- Confirmation of the History of Race & Policing Course with 8 hours of course work
- Course content evaluated for ways to incorporate DEI content
- Identification of courses that would be best taught and/or co-taught by various community subject matter experts
- Identify/Select/Retain subject matter experts and community members to teach in selected courses

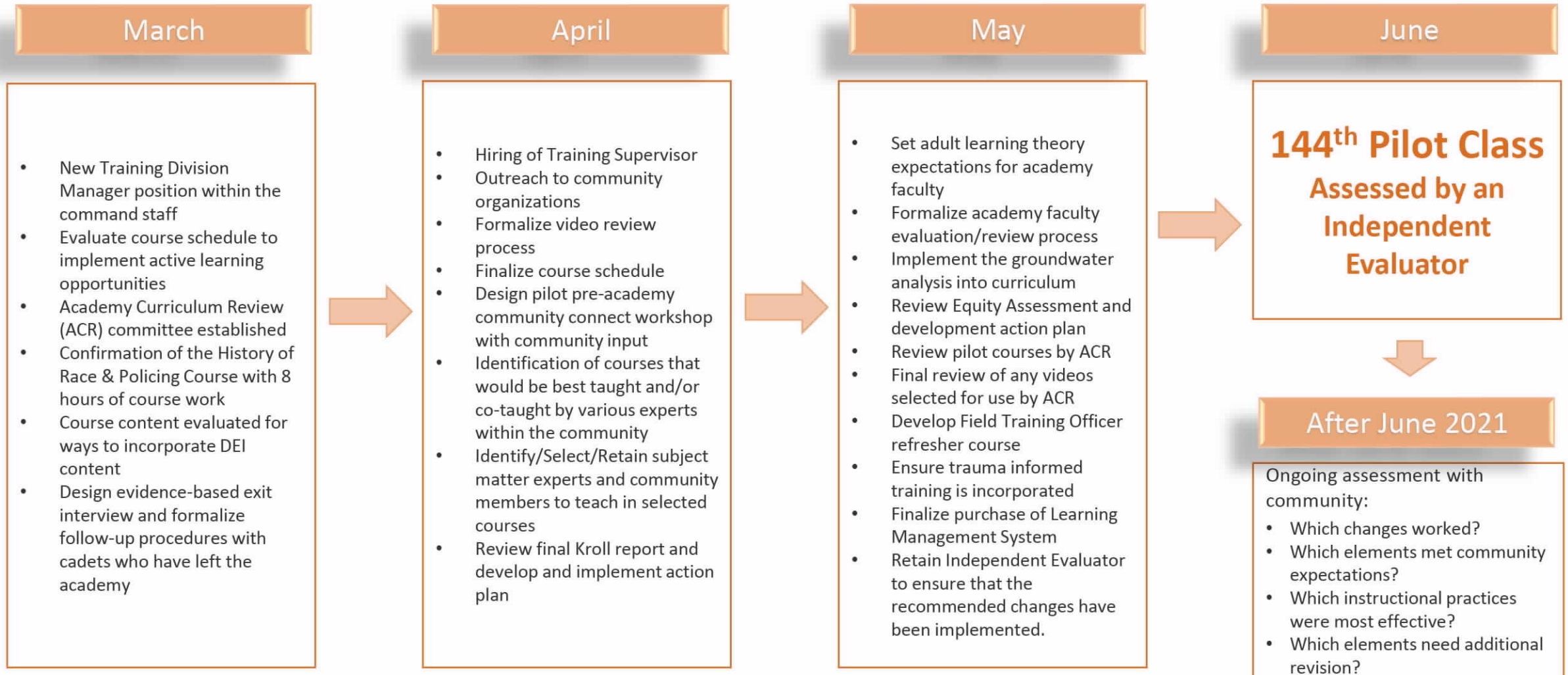
Servant and Transformational leadership and commitment to DEI

- New Training Division Manager position within the command staff that will review all academy curriculum, implement adult learning teaching methods, and evaluate faculty
- Hiring of Training Supervisor, which will manage the learning management system to keep curriculum updated and current with best practices

Implement external recommendations

- Review final Kroll report and develop action plan
- Implementation of groundwater analysis into curriculum
- Review Equity Assessment and develop an action plan
- Work with James Joyce Consulting on mentorship program for women and officers of color

Reimagined Pilot Police Cadet Academy Blueprint





Thank You