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Audit Report

APD RECRUITING AND TRAINING

February 27, 2007

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Austin, Texas

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Date: February 27, 2007

To: Mayor and City Council

From: Stephen L. Morgan, City Auditor

Subject: Austin Police Department (APD) Recruiting and Training

I am pleased to present this audit report on APD Recruiting and Training. In 2004, the City hired the Police Executive Research Forum (PERF), a nationally recognized police consultant, to review APD's recruiting and training practices. The final report from PERF evaluated the areas of training, recruiting, community engagement, and community feedback mechanisms. In the course of this audit, we tested selected PERF recommendations to determine if APD has implemented the high priority recommendations made by PERF.

In the area of recruiting, we found that APD has been working to recruit more minorities and women but more effort is needed to achieve a police department that mirrors the demographics of the Austin Community. In the area of officer training, APD is following the PERF recommendations and has begun a course of action to improve training curriculum and has adopted procedures to continuously evaluate and improve the training program. In the area of community engagement, APD has taken steps to improve community relations both on their own and following PERF's recommendations.

As a result of our findings, we recommend that APD pursue innovative ways to attract female and minority students at local schools to careers in law enforcement. The department should create a comprehensive, strategic, multi-year plan for recruiting. A system to track cadet applicant information should be created and management reports issued to help fine-tune APD's recruiting program. Finally, the process of reviewing and improving the current use of force policies by the police department should be completed and the proposed amendments implemented.

We appreciate the cooperation and assistance we received from the staff at the Austin Police Department during this audit.

COUNCIL SUMMARY

This report presents the results of the Austin Police Department (APD) Recruiting and Training Audit which was approved by the Audit and Finance Committee of the Austin City Council as part of our office's FY 2006 Service Plan.

APD has a recruiting and training program designed to produce the best and most diverse candidates to protect and serve the citizens of Austin. In 2004, APD commissioned the Police Executive Research Forum (PERF). The primary goals of the study were to examine the current training environment to determine the extent of support within the department for a culture of continual learning and to determine the extent to which the training function furthers professional policing practices beyond the cadet training environment. This report was one component of a departmental action plan designed to address racial profiling and use of force issues.

Our audit objectives were focused on whether APD has implemented high-priority recommendations from the PERF report. Specifically, we wanted to know how APD has been managing the implementation of the PERF recommendations which address: 1) the effectiveness of APD's recruiting efforts in helping them to achieve their mission of protecting and serving a diverse community, 2) if APD's Academy is providing the best quality training for the greatest number of cadets each year, and 3) if APD adequately addressed use of force issues according to the PERF report by improving their level of community engagement.

We found that APD is managing the implementation of all recommendations issued in the 2004 PERF report and confirmed the implementation status reported by APD for selected recommendations. We tested 28 of the 59 recommendations made in the PERF report, 18 of which were determined to be key recommendations by PERF and 10 others that we determined to be most directly related to the original reason for commissioning PERF. At the time of our review, APD had implemented 21 of the 28 tested recommendations, 6 were in progress, and 1 had not yet been implemented.

We found that while the Austin Police Department (APD) has been working to recruit more minorities and women, more effort is needed to achieve a police department that mirrors the demographics of the Austin community.

We also found that APD has implemented a course of action to improve the training curriculum and adopted procedures to continuously evaluate the training program according to the PERF recommendations.

APD has acknowledged that they need to improve the relationship with minority communities and created an action plan in 2004 to address use of force issues and the perception of bias in policing. This action plan was completed in 2006 and the results are available on the Department's website.



ACTION SUMMARY APD RECRUITING AND TRAINING AUDIT



Recommendation Text	Management Concurrence	Proposed Implementation Date
01. To keep stakeholders informed of improvements to training and recruiting, the Assistant Chief over Training and Recruiting should present a status report to Council that summarizes improvements made based on the PERF recommendations and the recommendations in this audit by the end of fiscal year 2007.	APD concurs	July 2007
02. In order to develop a reservoir of future candidates for APD, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should pursue ways to attract Hispanic, female, Asian, and African American students to careers in law enforcement.	APD concurs	May 2007
03. In order to continue to work towards a police force that looks like the Austin community, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should create a comprehensive, strategic, multi-year plan for recruiting that includes analysis of past recruiting efforts and strategies for achieving recruiting goals.	APD concurs	June 2007

Recommendation Text	Management Concurrence	Proposed Implementation Date
<p>04. In order to have sufficient information to improve recruiting strategies, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should put in place a system of tracking the cadet applicant information. At a minimum, the system should enable APD management to:</p> <ul style="list-style-type: none"> a) analyze information from existing management information systems in order to optimize recruiting resources, and b) track recruitment efforts to determine the most fruitful places for future recruitment. 	APD concurs	December 2007
<p>05. The Assistant Chief of Headquarters should proceed with the process of evaluating the proposed PERF Use of Force recommendations and adopt those recommendations deemed appropriate and effective in improving and strengthening Use of Force policy and training.</p>	APD concurs	May 2007

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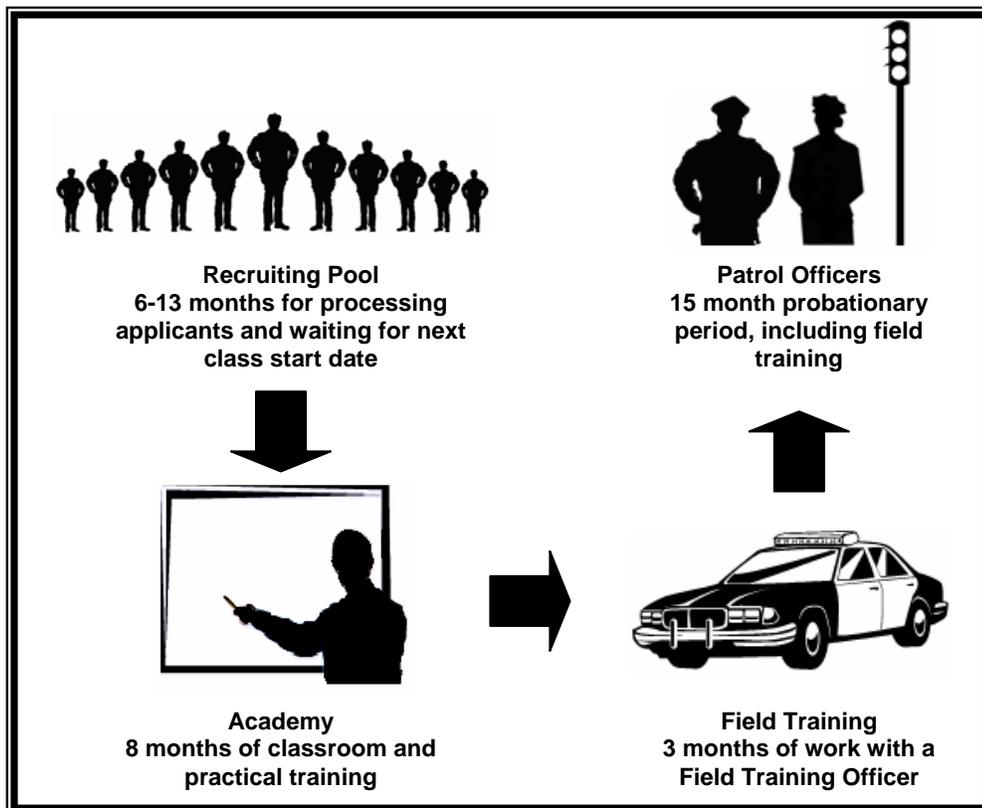
BACKGROUND

APD makes efforts to attract a well-qualified and diverse pool of cadets to attend the APD Academy. APD trains its officers in order to ensure that they will be prepared to fulfill APD's mission of protecting and serving Austin's diverse community so that residents and visitors feel safe and are safe. APD also recently commissioned outside evaluators to review APD's recruiting, training, and community engagement programs.

Recruiting and training procedures at APD are designed to select qualified officers and prepare them for police work.

Population growth and the retirement of experienced officers drives the need to recruit qualified applicants to maintain mandated officer staffing levels. Recruiters identify and screen applicants to go through the selection process, and applicants who are selected begin their cadet training in the next scheduled cadet class. Upon graduation from the APD Academy, commissioned rookies are supervised during their field training period. After commissioning and the field training phase, the officer is released to perform all the duties of an officer on their own.

EXHIBIT 1 APD Recruiting and Training Sequence



SOURCE: OCA analysis of the APD recruiting and training process.

Population growth and attrition drive the City’s need for new police officers. In FY03, the Austin City Council approved, as part of the budget process, a staffing level goal for APD of two officers per one thousand Austin residents. In FY07, six officer positions were authorized during the budget process to maintain the two officers per thousand ratio. In FY08, APD planners project a need for 71 new authorized positions due to projected population increases and new annexations. Officer attrition also impacts APD’s staffing level. Annually, an average of 48 APD officers retire, resign, or are terminated.

The Recruiting and Training Command of APD is responsible for identifying, selecting, and preparing these new hires. Since 2000, APD has added 662 officers to its ranks producing an average of 95 trained cadets a year. The annual budget and authorized full-time equivalents (FTEs) for the Recruiting and Training programs are shown in Exhibit 2 below.

**EXHIBIT 2
Recruiting and Training Program Budgets and FTEs, FY01-FY05**

	FY01	FY02	FY03	FY04	FY05
Recruiting FTEs*	18	16	21	11	11
Recruiting Expenditures	\$1.27 M	\$1.37 M	\$1.73 M	\$1.16 M	\$1.27 M
Training FTEs**	157	155	155	155.75	155.75
Training Expenditures	\$7.04 M	\$9.54 M	\$9.30 M	\$8.77 M	\$5.66 M

SOURCE: COA Budget Documents, FY02 – FY07

* Includes recruiters, recruiting supervisor, and administrative staff

** Includes cadets, trainers, supervisors, and academy administrative staff

Currently, eight recruiters are assigned to identify and screen candidates to serve the citizens of Austin as APD officers. They do this by dividing the state into four regions and assigning two officers to each section. These recruiters focus on job fairs and career day at different colleges. Because of the large total number of applicants for jobs at APD and the current demographic mix in the department, these recruiters primarily focus their efforts on recruiting underrepresented groups including women, African Americans, Asians, and Hispanics.

Candidates must meet certain criteria to initiate the application process. They must have a high school diploma or GED and at least 30 college credit hours. Candidates must be below 41 years of age and older than 20.5 unless they had prior military service or served as a police officer for at least two years. They must have a valid and current driver’s license and must have good hearing and vision.

The application process takes from six to thirteen months from the time the candidate applies to the time they begin their APD Academy training. The reason for the wait is due to time to perform the background checks and because the candidate must wait until the next cadet class begins. During the application process, candidates may be sifted from the list of eligible candidates for a number of reasons including:

- 1) Lack of supporting documentation for the application
- 2) Failure to report for tests
- 3) Medical reasons
- 4) Failure during the background checks (e.g. for bad credit history, drug use, unpaid traffic tickets)
- 5) Inability to pass reading comprehension exam administered in English
- 6) Inability to pass physical fitness exams
- 7) Inability to pass psychological screening
- 8) Inability to gain a recommendation from the oral board

Candidates can receive bonus points on their application if they demonstrate knowledge of another language such as Spanish, Vietnamese, or American Sign Language; have a bachelor's degree; have a master's degree; have two years of prior service in the military; or have two years of prior service as a police officer. Once the candidates make it through the recruiting and selection processes, APD adds the candidate to the eligibility list for selection in the next training class at the APD Academy.

Training at the APD Academy takes approximately eight months before the cadets are formally commissioned as APD officers. During this formal training period, cadets are taught arrest procedures, constitutional and criminal law, Spanish instruction, driving training, firearms training, cultural sensitivity, situational awareness, and other training topics. Many of these classes are taught by instructors using traditional methods of lecturing and testing in the classroom, but some classes are also taught or reinforced by performing role-playing exercises or hands-on training that allows the cadets to practice the duties that they be expected to perform in the field.

After commissioning, officers go through a fifteen month probationary period in which they are supervised by a Field Training Officer. The probationary officer is assigned to ride with various Field Training Officers (FTOs) for a training and evaluation period of no less than twelve weeks. Probationary officers may be allowed to operate as a solo unit at any time after the initial twelve weeks with the approval of their FTOs. Probationary officers are authorized to make arrests and perform all the duties of any other officer. At the end of the probationary period, the officer must be recommended by their FTOs to be retained as a permanent officer.

In order to maintain their skills after their initial training period, officers must participate in at least 40 hours of professional development every two years. These classes cover a range of topics including arrest procedures, changes to Texas criminal laws, and changes to APD policy. Officers also receive informal training including updates in the form of training bulletins, shift training that varies by unit, and post-incident reviews.

In 2004, the City of Austin hired a nationally recognized police consultant that reviewed APD's recruiting and training practices and made recommendations for improvement.

The Police Executive Research Forum (PERF) was selected to review APD's Recruiting and Training functions. Ultimately, the report issued by PERF evaluated the areas of training, recruiting, community engagement, and community feedback mechanisms. The report offered 59 recommendations for improvements in these areas. Overall, PERF noted that: "...the Austin Police Department's leaders, academy staff and front line officers unhesitatingly demonstrated a willingness to maintain the highest standards in law enforcement training and professionalism. The department already demonstrates a high level of proficiency in many ways, but can improve yet further with continued focused leadership at the top and a clear commitment to integrated training that promotes the pursuit of professionalism throughout the force."

The objective of the consultant's review was to determine ways to improve APD's recruiting, training, and APD's relationship with the community. As part of a 2004 community relations action plan developed by APD, APD engaged a consultant to review aspects of APD's training, recruiting, and community engagement in an effort to address officers' use of force and perceptions of racial bias. The Police Executive Research Forum (PERF) was selected to review APD because it is a nationally recognized group of professionals, practitioners, and researchers that conduct reviews of police departments nationwide. To assess the performance of APD, PERF consultants solicited information from community members as well as APD officers and staff. They also reviewed relevant documents and analyzed data to accomplish their objectives. The primary goals of PERF's study were to examine the current training environment to determine the extent of support within the department for a culture of continual learning, and determine the extent to which the training function furthers professional policing practices beyond the cadet training environment.

The PERF review resulted in a report containing 59 recommendations focused on improving basic practices as well as addressing more strategic matters. The PERF review evaluated training, recruiting, community engagement, and community feedback mechanisms. This resulting report contained 59 recommendations focused on three basic areas. The first area focused on the recruitment and selection of cadets, including the cost effectiveness of recruiting efforts, achievement of ethnic and gender balances in recruitment, and the assessment and vetting of candidates. The second area focused on cadet and officer training including APD Academy conditions and infrastructure, training curriculum, field officer training, and in-service training. The final area focused on the relationship between APD and the community, including public relations efforts by APD, the citizen complaint process, and use of force reporting. APD agreed to implement all of the recommendations after the report was presented to Council in October 2004. Of the 59 recommendations, APD reported 43 (73%) as implemented as of July 2006. The 59 recommendations and the status reported by APD for those recommendations is included in Appendix B.

OBJECTIVES, SCOPE, AND METHODOLOGY

Objectives

This audit was approved as part of the Office of the City Auditor's (OCA) FY06 and FY07 service plans. Our objectives were:

Determine whether the Austin Police Department (APD) has implemented high-priority recommendations from the 2004 Police Executive Research Forum (PERF) report.

Specifically,

- 1) Has APD been adequately managing the implementation of the PERF recommendations?
- 2) Are APD's recruiting efforts helping them to achieve their mission of protecting and serving a diverse community?
- 3) Is APD's Academy providing the best quality training for the greatest number of cadets each year?
- 4) Has APD adequately addressed the use of force according to the PERF report and improved their level of community engagement?

Scope

We focused upon the work that has been done by the APD Training and Recruiting programs since October of 2004 when the PERF report was released. We looked as far back as 2000 to examine budget and performance trends. Our work included a review of APD training and recruiting programs that are currently implemented, planned, and underway. We also looked at programs to improve community engagement and changes in the use of force.

Methodology

We first verified that APD has been appropriately tracking the implementation status of all recommendations issued in the PERF. We reviewed APD's status reports on PERF recommendations and documentation supporting those status reports. We also interviewed APD sworn and civilian staff and the original PERF consultants.

For our objective related to APD's recruiting, we gathered both quantitative and qualitative data. We conducted interviews with sworn and civilian Recruiting staff, analyzed data, and reviewed documents. This included analysis of APD policies, procedures, planning documents, demographic studies, and prior evaluations of recruiting. We also tested a sample of 20 of the 65 cadet applications for one year to test application data for reliability.

For our objective related to APD training, we conducted interviews with sworn and civilian staff at APD and staff of the Office of the Police Monitor. We also analyzed data, reviewed documents, and directly observed training. We also analyzed policies and

procedures, performance measures for training, training curricula, training plans, and past evaluations of training programs.

For our objective related to community engagement, we conducted interviews with sworn and civilian staff at APD, staff of the Office of the Police Monitor, staff of oversight organizations, and staff of community organizations that interface with APD. We also tested the data that was included in the use of force reports for accuracy and reliability by sampling all of the use of force reports from one of the APD Area Commands in one year. We tested the reliability of use of force report data by reviewing all of the use of force that were written by hand and comparing that information to what was recorded in the departmental database and what was included in the Annual Use of Force Report.

This audit was conducted in accordance with generally accepted government auditing standards.

AUDIT RESULTS

We found that the Austin Police Department (APD) is managing the implementation of all recommendations issued in the 2004 Police Executive Research Forum (PERF) report and has accurately reported the implementation status of selected recommendations. Additionally, while APD has been working to improve the diversity of the police force through recruiting, more effort is needed to achieve a police department that reflects the demographics of the Austin community. Following recommendations in the PERF report, APD made improvements to the training curriculum and adopted procedures to continuously evaluate their training programs. Also, while APD has taken steps to improve community relations and decrease officers' use of force, continued effort is needed in order to improve trust between the community and APD.

APD is managing the implementation of all recommendations issued in the 2004 Police Executive Research Forum (PERF) report and we confirmed the implementation status reported by APD for selected recommendations.

In our audit, we selected and tested the reported status of 28 of the 59 recommendations issued by the Police Executive Research Forum (PERF) in their 2004 report to APD. We found that APD is tracking the status of all 59 recommendations, and our testing confirmed the implementation status reported by APD for the 28 selected recommendations.

APD has been appropriately tracking the implementation status of all 59 PERF recommendations, but has only given one status report to Council on their progress. The results and recommendations of the PERF report were originally reported to the City Council in October 2004. The report included 59 recommendations related to recruiting, training, the use of force, and community engagement. When the report was presented, APD and City Management agreed to report back regularly to the Council on 18 key recommendations.

APD has maintained a status report that includes the status of each of the 59 recommendations and details on that status. In addition, APD and City Management presented an update on the status of the 18 key recommendations to the City Council in March 2005, but have not subsequently reported on the status.

See Appendix B for a listing of the PERF recommendations and their reported status.

We tested and verified the reported status of 28 of the 59 recommendations issued by PERF in their 2004 report to APD. In addition to testing the 18 key recommendations, we selected an additional ten recommendations for testing. While these ten recommendations were not included in the 18 key recommendations selected, we felt they were critical to the focus of the PERF review on recruiting, training, and community engagement.

We confirmed the implementation status reported by APD for the 28 high-priority recommendations. For these 28 recommendations, APD reported 21 as implemented, 6 as in progress, and 1 as not implemented pending future funding. Appendix B shows all of the PERF recommendations and the status as reported by APD. For recommendations reported as implemented, we obtained evidence to support this assertion. For recommendations reported as not implemented, we verified the accuracy of the reported status. To do this we reviewed multiple types of evidence provided by APD Training and Recruiting staff. We also interviewed Training and Recruiting staff and analyzed documentation to acquire information about improvements following the issuance of the PERF report.

Recommendation

01. To keep stakeholders informed of improvements to training and recruiting, the Assistant Chief over Training and Recruiting should present a status report to Council that summarizes improvements made based on the PERF recommendations and the recommendations in this audit by the end of fiscal year 2007.

MANAGEMENT RESPONSE: APD concurs.

As directed by the Assistant City Manager, APD will prepare a verbal or written response for Council that summarizes the progress made on the PERF report and the audit recommendations roughly 6 months from now so that progress can be made on the audit recommendations. The update for Council will be done in July before budget season and the end of fiscal 2007.

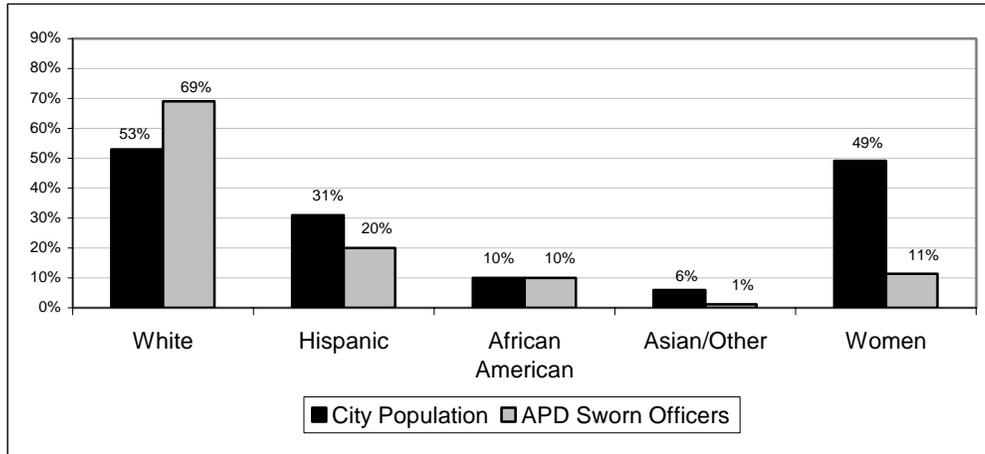
While the Austin Police Department (APD) has been working to recruit more minorities and women, more effort is needed to achieve a police department that mirrors the demographics of the Austin community.

APD Recruiting staff have been working to improve diversity of APD cadets to ultimately achieve department-wide parity with City population demographics. Still, the department needs to continue to aggressively recruit minorities and women, inside and outside of Austin, and support them in successfully completing cadet training in order to build a police department that is reflective of the ethnic and gender population of the Austin community. APD needs more information on the successes of their current recruiting efforts and a longer-term, more strategic recruiting plan to accomplish this.

APD has focused efforts on developing a police force that is representative of the community they serve. APD's goal for recruiting efforts is to have cadet classes that mirror the City's ethnic demographics. Specific targets for diversity are developed using census data. APD's current ethnic demographics are compared to demographics of the City's population in Exhibit 3.

Recruiting diversity is a nationwide policing challenge that is not specific to Austin. Police departments across the country are working to attract high quality personnel that are representative of their communities in terms of race and gender.

EXHIBIT 3 Comparison of APD Officer Ethnicity and Gender to the City Population

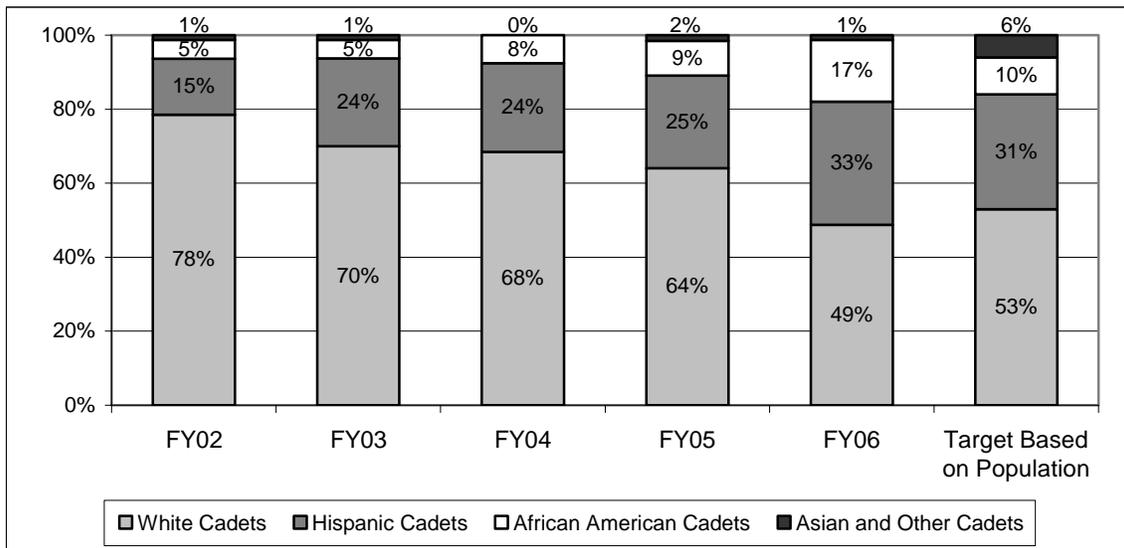


SOURCE: OCA Analysis of 2000 Census Data and 2005 Demographic Reporting by APD

To recruit diverse candidates, APD engages media advertising, conducts visits to colleges with high African-American and Hispanic enrollment, recruits military personnel, uses the internet, and has initiated some other innovative recruiting techniques.

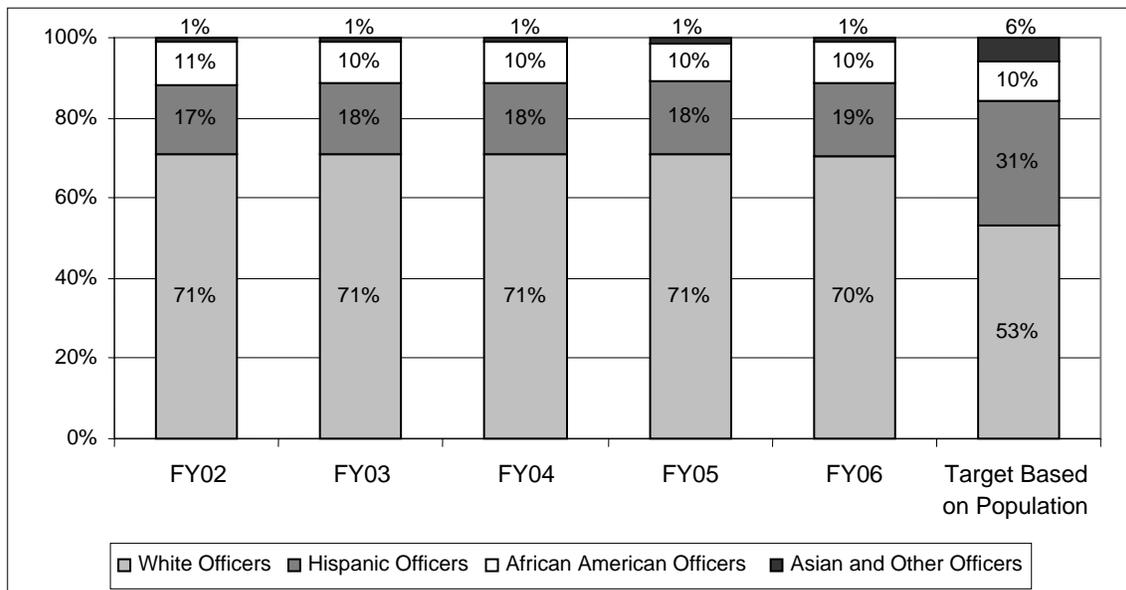
Because APD's applicant pools typically over-represent Austin's white male population, APD Recruiting staff focus the majority of their recruiting efforts on attracting minorities and women. Over the last several years, these efforts have resulted in more diverse cadet classes. This is particularly true for the 2005 recruiting class. Exhibit 4 below compares recruiting diversity targets based on City population demographics to the last three cadet classes.

**EXHIBIT 4
Diversity of Cadet Classes Compared to Recruiting Targets**



SOURCE: OCA Analysis of 2000 Census Data and Cadet Class Demographics
Over the last several years APD’s recruiting efforts have resulted in a fairly flat diversity trend for the police force, as shown in Exhibit 5.

**EXHIBIT 5
Diversity of APD Officers, FY02 – FY06**

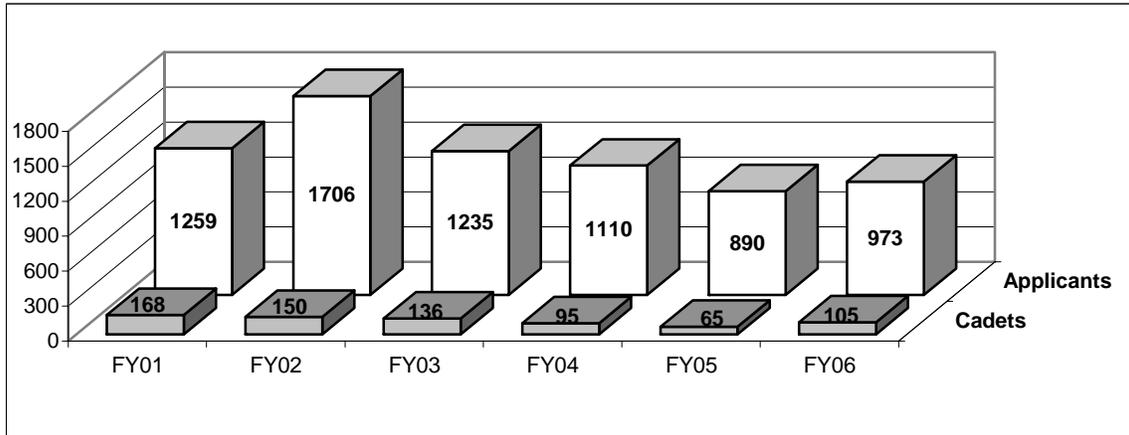


SOURCE: OCA Analysis of 2000 Census Data and Demographic Reporting by APD

APD recruiting efforts attract a sufficient number of applicants each year, but these applicants do not reflect APD’s goal of mirroring the diversity of the community. The department has averaged approximately 1,200 applicants per cadet class over the

past six years. Over 90 percent of the applicants do not meet minimum qualification standards or voluntarily drop out during this process.

EXHIBIT 6
Comparison of Number of Applicants Processed to Number of Cadets Entering the APD Academy



SOURCE: OCA Analysis of COA Approved Budget Documents and APD Statistics.

APD recruiters provide coverage in Austin and around the state. Each APD recruiter is assigned to recruiting efforts in Austin. In addition, APD divides the state of Texas into four regions and assign two recruiters to each region. For Austin and their assigned region, recruiters participate in career days and job fairs, give presentations at colleges and universities, and pursue other visibility efforts such as advertising. They also follow up with interested candidates to make sure they have all the information they need, monitor potential recruiting candidates, get recruits to fill out pre-application screening forms, and guide recruits through the formal application process. Through this approach, recruiting staff are able to recruit in Austin and to focus on areas of the state that have populations that would help increase the diversity of recruits.

While APD recruiters are attracting a sufficient number of applicants, these applicants do not result in a cadet class that reflects desired diversity goals. As Exhibit 4 shows, APD Recruiting staff have been approaching their target for African American cadets for several years, and exceeded their target in 2006. Also, the APD officer demographics shown in Exhibit 5 indicate that the police force is now representative of the African American population in Austin. The percent of cadets that are Hispanic has been increasing over time and for the first time APD exceeded the target in 2006. However, at the current authorized strength of 1,442, it would require the recruiting and training of an additional 179 new Hispanic police officers to reach the target of 31 percent based on the City population. Recruitment of Asian and Other ethnic groups has never met the target of 6 percent. In fact, there are currently only 16 sworn officers from Asian or Other ethnic groups. To reach parity the department would need to recruit and train an additional 71 Asian officers.

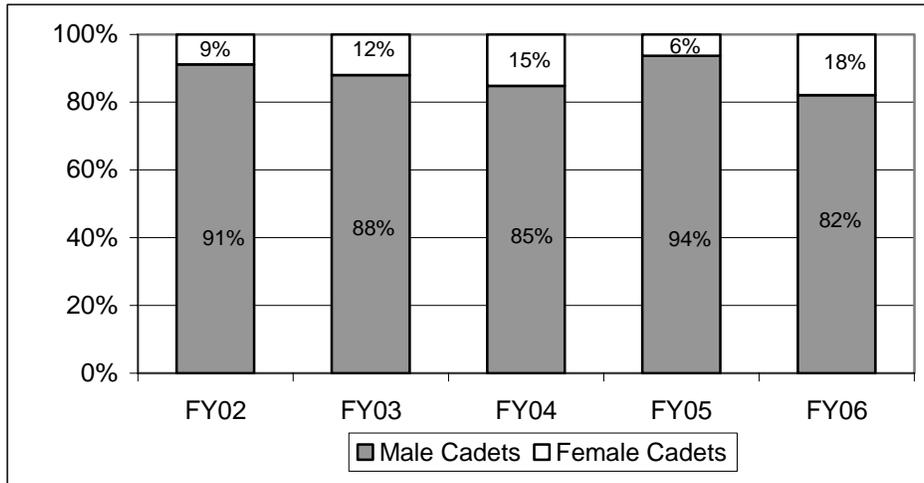
Efforts to recruit a more ethnically diverse pool of applicants locally may be hampered by several factors. A smaller advertising budget for APD Recruiting when compared to other cities also makes it difficult to reach their target audience since most advertising dollars are spent on less expensive and less effective media such as print ads, the placement of ads in patrol cars parked along highways, and the purchase of street banners.

To improve recruitment of diversity, APD may benefit from growing their own potential candidate reservoir through community outreach to youth. Focusing on local youth allows APD to develop a relationship with young people who may eventually seek a law enforcement career. According to Recruiting staff, many police officers get into police work because they meet or know someone who is a police officer or they get involved in a youth program or they have a mentor who can provide guidance toward a career in law enforcement. APD already works with local Boy and Girl Scout troops as well as the East Side Story program to provide mentoring. Other examples of such programs include police high school magnet programs and actively interfacing with ROTC programs at local high schools. Specific examples of such programs are included in Appendix C. Because APD cadets must be 21 years or older, high school recruitment may not be as fruitful as recruiting at colleges. APD could modify these programs for partnering with Austin Community College so that potential applicants will already have the required number of college credit hours and be old enough to join APD after completing the program.

Programs aimed at local youth have the added benefit of deterring juvenile delinquency by providing mentors and alternate activities to potentially at-risk youth. Additionally, these efforts increase the pool of local recruits, which can ultimately lead to having police officers who live, work, and are actively involved in the community they serve.

APD's recruiting of women has generally been improving, but women still make up only 11 percent of the current sworn strength of the department. Recommendation number 4 of the PERF Report recommends that the department organize the cadet classes with a minimum of 13 percent female participation. The cadet classes recruited for FY06 exceed that goal, with 18 percent female participation. Despite these trends, in FY06, only 11 percent of APD's sworn officers were female.

**EXHIBIT 7
Gender of Cadets, FY02 – FY06**



SOURCE: OCA Analysis of Cadet Class Demographics

PERF recommends a target for APD of organizing cadet classes with a minimum of 13 percent female cadets. This target is consistent with other law enforcement agency targets. However, APD has not consistently achieved desired targets for women in cadet classes. Exhibit 7 displays the percent of women in cadet classes each fiscal year since FY02.

In reviewing the 2006 Austin Police Department Recruitment Plan, we found few specific plans for recruiting women other than “Continue to build on the success of increasing the number of female candidates who successfully complete the hiring process.” To address historical barriers, other police departments have developed very specific plans for recruiting women. Some of the techniques include assessing current recruitment practices, developing a strategic marketing plan, hosting a “women and policing” career fair, using Web resources, and developing a media campaign featuring female police officers.

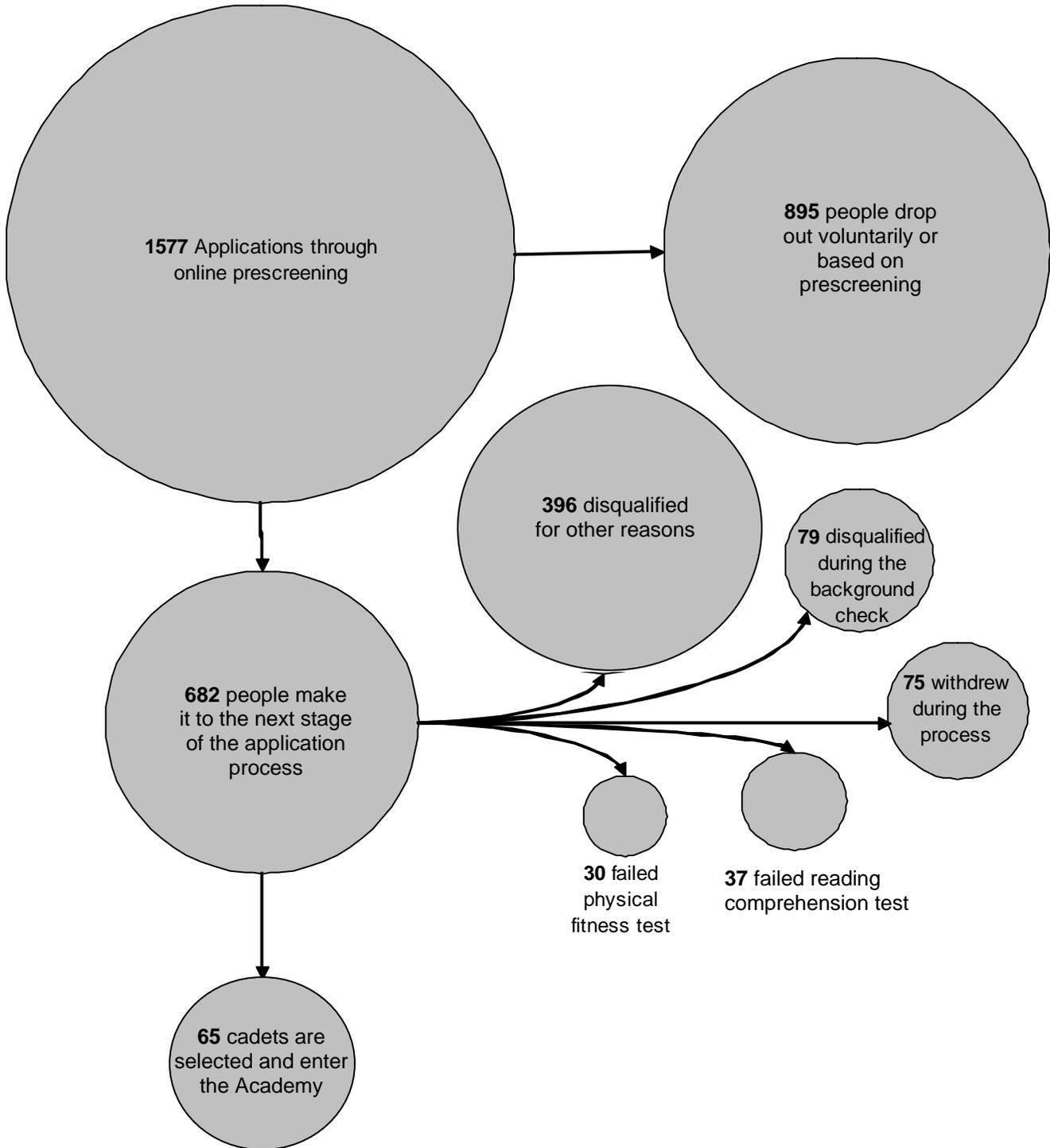
APD has not been regularly collecting and analyzing data on the outcomes of recruiting efforts. Recommendation 7 of the PERF Report recommends that recruiting staff should conduct regularly scheduled and on-going assessments of the effectiveness of each component of the recruitment process. In 2006, APD responded to this recommendation by conducting a survey of applicants to determine how they found out about the APD Academy. Recruiting staff intends to compile this information to determine the most effective ways in which to use their resources. Continuing this survey for each cadet class will provide APD with important information to use in strategically targeting recruiting efforts based on past successes.

While APD is beginning to collect survey data from APD applicants, APD does not currently track the outcome of recruiting efforts. By tracking the outcomes of out of town recruiting trips, productive sites can be identified and visited again in the future and non-productive sites can be dropped. Currently, recruiters report on the outcomes of the

recruiting trips and job fairs to the Sergeant of Recruiting but this data is not compiled into a report or maintained over time. A recommendation to analyze data on recruiting outcomes was also made in a 1998 audit conducted by our office.

APD is not consistently tracking or compiling data related to major disqualifiers of applicants to help recruiters target viable candidates. Data on major disqualifiers of applicants during the recruiting process was collected for one year, 2004. Exhibit 8 shows the number of recruits eliminated at each stage of the application process for that year. Collecting this information more regularly could allow Recruiting staff to check up front with candidates about major disqualifiers and pre-screen for specific disqualifiers such as a poor credit history before spending extensive time completing background checks. Also, as shown in Exhibit 8, the majority of disqualified candidates fell into a category called “disqualified”. Collecting more granular information about disqualification could provide helpful information for targeting candidates. A recommendation that included analyzing disqualifier information was made in a 1998 audit conducted by our office.

EXHIBIT 8
The APD Application Screening Process



SOURCE: OCA Analysis and Flowchart of APD Recruiting Data from 2004

Consistently improving recruiting of minorities and women will require more strategic planning than is currently practiced. As previously mentioned, APD's current recruiting plan is a one year plan that includes the target demographics and lists recruiting efforts that will be pursued that year. The list of recruiting efforts to be pursued is developed using the institutional knowledge and experiences of the APD recruiters. However, APD would benefit from adopting a longer-range, more strategic plan that includes analysis of past recruiting efforts and specific strategies for achieving recruiting goals in light of that analysis.

The following recommendations for improving recruiting at APD represent general strategies and techniques that should be adopted in order for APD to accomplish the performance goals that were addressed in the PERF report.

Recommendations

02. In order to develop a reservoir of future candidates for APD, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should pursue innovative ways to attract Hispanic, female, Asian, and African American students to careers in law enforcement.

MANAGEMENT RESPONSE: APD concurs.

APD will contact outreach coordinators at local colleges to be certain recruiters are attending all possible career activities. APD leaders will meet with local colleges that have criminal justice program coordinators to explore expansion of development activities offered through existing classes. APD leaders will meet with the Austin Community College criminal justice program coordinator to discuss developing APD magnet program. APD will also meet with the Houston-Tillotson criminal justice program coordinator to discuss developing an APD magnet program.

03. In order to continue to work towards a police force that looks like the Austin community, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should create a comprehensive, strategic, multi-year plan for recruiting that includes analysis of past recruiting efforts and strategies for achieving recruiting goals.

MANAGEMENT RESPONSE: APD concurs.

APD will identify a Police Planner or an officer with planning skills who can facilitate the creation of the strategic plan. Recruiting staff will gather information from past efforts, especially past recruiting goals and numbers achieved. The planner will organize past information. The Commander, Lieutenant, and Planner will prepare an agenda for a day-long retreat to develop a strategic plan. The Planner will facilitate a day-long retreat with recruiting staff to develop the plan. The Recruiting Lieutenant will present the plan to stakeholders for comments. Then the Recruiting Lieutenant and Training Commander will finalize the strategic plan.

04. In order to have sufficient information to improve recruiting strategies, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section

should put in place a system of tracking the cadet applicant information. At a minimum, the system should enable APD management to:

- a) analyze information from existing management information systems in order to optimize recruiting resources, and
- b) track recruitment efforts and to determine the most fruitful places for future recruitment.

MANAGEMENT RESPONSE: APD concurs.

APD will identify a Police Planner or an officer with planning skills who can coordinate the creation of the tracking system. The Planner will facilitate a meeting with recruiting staff that lists all pieces of applicant information, lists how information is stored, maps the flow of the information relative to the process, and links the method of recruitment to applicant. Recruiting staff and Planner will develop short term improvements to tracking applicant information. The Recruiting Sergeant and the Lieutenant will work with CTM personnel to develop a plan to create a state-of-the-art comprehensive tracking system.

APD has made improvements to the training curriculum and adopted procedures to continuously evaluate the training program, as recommended by PERF.

PERF recommended changes to the Training program at the strategic and operational levels. One of APD's four broad operational goals is to improve the trust and collaboration between community residents, businesses, and police officers. The recommended changes to the training curriculum are meant to strengthen the interaction between the officers and the people they encounter and ultimately influence the overall community's perception of officers. APD has also made efforts to optimize the current training facility and secure funding for a new training facility to fully accommodate training classes.

Based on recommendations issued in the PERF report, APD has begun redesigning training curriculum into a more integrated framework. According to PERF, training curriculum should integrate the different types of training provided to cadets into one cohesive framework. This framework should continually be reinforced throughout an officer's career. Also, each component of training should be evaluated for its effectiveness and for its support of the other components.

Following the PERF report, APD assigned a new staff member who is working with the training staff to develop a unified curriculum that takes into account career development, identifying and addressing core competencies for career advancement, and integrating key lessons throughout the curriculum. One of the outcomes of this effort is a drafted course catalog that documents the content and sequencing of courses and outlines tracks to follow in career development. Also, to evaluate the effectiveness of training courses and instructors, APD has recently implemented a comprehensive evaluation system administered following training components.

To ensure that these efforts continue, APD's long term plan is to create a "Police College" within the Joint Public Safety Training Facility, which will include several civilian positions to 1) administer and track course and instructor evaluations; 2) maintain student and instructor records; 3) regularly assess and design curriculum; and 4) monitor the link between training and field outcomes. While progress has been made in formalizing the evaluation process and building a structured curriculum, the continued growth of the program is dependent upon allocation of civilian positions to the new program.

The strategic changes to the curriculum have also resulted in changes to individual classes as recommended by PERF. Based on recommendations from PERF related to increasing the amount of communication training provided, the APD Academy added 16 hours of instruction in communication for cadets. APD now offers a total of 48 hours of training on communication during the Academy. Training for existing officers is also being enhanced to address additional skills that officers need as they progress through the ranks and to be more effective in the field. Elements from the communications courses

are reinforced through courses on mental health issues, use of Tasers, street tactics, and interviewing techniques.

PERF also recommended that APD continue to reinforce verbal and de-escalation skills through scenario-based training in realistic settings as frequently as possible. Cadet classes currently include approximately 40 role-playing exercises. In the role-playing exercises, cadets are observed for their reaction to provocation, interaction with the mentally disabled, what they say and do at a homicide scene, and other situations they may encounter as an officer. Scenario-based training is also being used in advanced officer training.

Because current training facilities do not provide an adequate environment for cadets and instructors, APD has pursued resources for a new training facility and, in the meantime, has been working to maximize the utility of the current facility. In their review, PERF recognized that APD's existing training facility is no longer adequate for cadet training. PERF recommended that the department begin formally identifying financial support and developing the specific needs and objectives which will provide the outline for a new facility.

To ensure an adequate learning environment, cadets should be trained in classrooms with sufficient space and adequate facilities for hands-on training. Since 2003, cadet classes have exceeded the Academy capacity of 60 cadets. Also, instructors must have space to prepare lessons, counsel cadets, and conduct large and small classes in a lecture setting. According to PERF, the instruction space is not adequate at the current Academy facility.

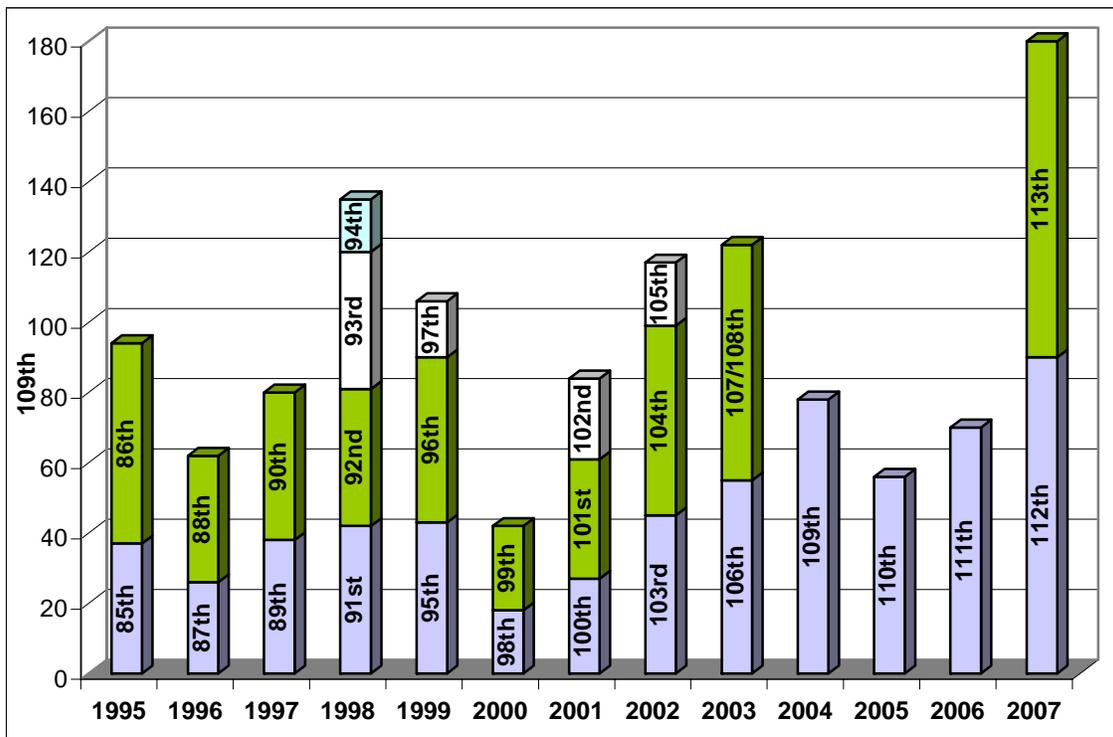
APD is working to design a new facility which was approved by voters in the November 2006 bond election. The facility will be a joint use training facility for all Public Safety entities in the City. Since it will be several years before the new facility is built, APD has been working on ways to maximize the current facility's utility. As recommended by PERF, the maintenance budget for the current facility has been moderately increased. Training staff have also worked with Building Services to find a more efficient way to utilize the existing workspace in the main building. They installed workstations and variations in the floor plan that will provide more privacy for instructors. Minor renovations were done in four classrooms and the audio system was reworked in three classrooms. Temporary solutions to space issues are also being explored.

PERF also recommended increasing funding to enhance the driving track. The current driving track is too small to simulate realistic driving conditions, it has a skid pad which no longer works, and the paved area is too small for multiple courses. Realistic driving training is important since car accidents may cause injuries to officers, civilians may get injured, and city property can be destroyed. While this need may be addressed with the new training facility, to address driver training needs in the interim, APD has purchased a simulation system and has incorporated it into their driving curriculum.

APD has continued having larger Academy classes rather than using multiple small classes to achieve desired staffing levels. At the time of PERF’s review, APD had a mandate to graduate the same number of qualified recruits per year in a single class. This allows APD to have a large group of cadets available earlier in the fiscal year rather than several smaller groups throughout the year. However, based on their review PERF recommended that APD reconsider this mandate citing a greater long term value in having smaller classes more frequently.

At this time, APD has not implemented multiple small classes. However, APD has shortened the amount of time between cadet classes. For example, in June 2006, APD graduated 70 cadets in the 111th class and began the 112th class on September 18th with over 100 cadets. The three-month gap between classes is shorter than the usual four-month gap and APD indicates that they will try to shorten the gap even further in future years. In fact, the cadet class in May 2007 will begin immediately after the previous class graduates.

**EXHIBIT 9
Number of APD Academy Graduates by Graduation Year, 1995 - 2007**



SOURCE: OCA Analysis of APD data, October 2006

While APD has taken steps to improve community relations both on their own and following PERF's recommendations, continued effort is needed in order to regain the community's trust in APD.

APD has implemented many programs to build upon the relationship between APD and the community so that Austin's diverse community feels and is safer. After the PERF report, APD made improvements to the existing community relations plan by amending policies, changing programs, and improving transparency through the reporting of the use of force. Despite these actions, tensions between APD and Austin's minority community remain.

APD has several long-standing efforts focused on community engagement. These include the Community Liaison Office, which coordinates community outreach and hosts events where APD interfaces directly with the community. APD's current practices include Town Hall Meetings for specific issues, Safety Fairs, regularly scheduled Commander's Forums, and the District Representative Officer program.

The Guidance Advisory Program (GAP) is an early intervention program that is designed to identify officers whose performance exhibits behavior that could become career threatening. These officers are provided training or counseling to correct performance issues once the behaviors are identified.

APD has also created an award-winning Cultural Immersion Program that has been incorporated into the APD Academy training. This program is designed to increase sensitivity to many different groups of people by doing more than lecturing cadets about diverse cultures. It provides the opportunity for cadets to interact with people that seem different than they are in order to build bridges and improve communication once the officers find themselves policing the community in Austin.

Additionally, to increase the transparency of interaction between APD and the community during arrests, APD began requiring any officer involved in an arrest where force was used to fill out a use of force report and submit it to their supervisor.

In order to ameliorate tension between the community and the department, APD adopted a community relations action plan in 2004 to enhance existing efforts. This action plan was completed in 2006. Several high profile incidents have called attention to APD's use of force and relationship with minority communities. Since October 2004, three people have been killed while they were resisting arrest. Two of the three people that died while resisting arrest were African American or Hispanic. In addition, members of Austin's minority communities have formally submitted complaints to the Office of Police Monitor about racial profiling and perceptions of discriminatory practices by officers.

To address community perception following these incidents, APD developed a community relations action plan in 2004 focused on the use of force and the perception of racial bias. This action plan focused on four areas: enhancing training; requiring

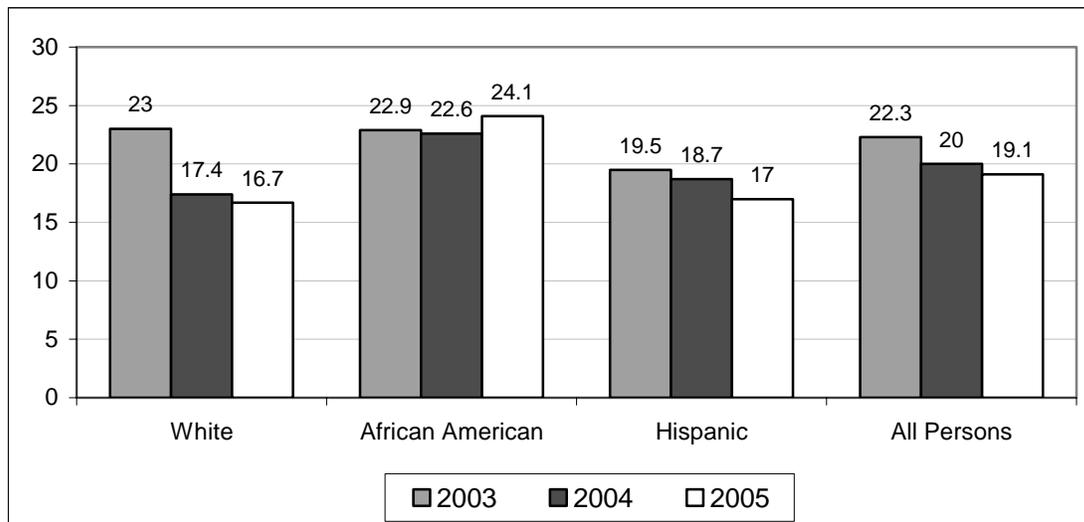
documentation of consent searches; reducing lethal use of force; and educating the community about police policies, procedures, and practices. This plan was created with input from the community and the Office of the Police Monitor and was completed in 2006.

Based on recommendations issued by PERF, APD is making changes to policies and methods. The community relations action plan included hiring PERF to review training, recruiting, and community engagement. PERF made some recommendations in their report about the use of force, a key issue raised by the Austin community. These recommendations covered APD’s use of force policy, use of force reporting form, and annual use of force report. Several of the recommendations addressed capturing more detailed information in the use of force reporting form. PERF made specific recommendations about performance measures and the supporting data that should be collected for an annual use of force report.

We confirmed that changes are in progress to address the PERF recommendations. APD has drafted changes to its use of force policy and the policy is awaiting review prior to adoption and inclusion in APD’s General Orders. APD has also begun implementing changes to the use of force reporting form. In addition, in 2003 APD began producing an Annual Use of Force Report based on use of force measures and data.

Following APD’s increased attention to use of force, the overall use of force rate has fallen; however, the use of force against African Americans has slightly increased. Exhibit 9 shows the use of force per 1,000 arrests by ethnicity. Presenting the data in this way accounts for differences in the quantity of arrests by ethnicity.

EXHIBIT 10
Use of Force per 1,000 Arrests by Ethnicity



SOURCE: OCA Analysis of APD’s 2004 and 2005 Annual Use of Force Report

The use of force during the arrest of any person fell by 14.3 percent between 2003 and 2005. However, while the use of force against White and Hispanics fell, use of force

against African Americans increased by 5.2 percent. While this discrepancy may be addressed by current efforts and reflected in future data, it does indicate that APD must continue to focus on decreasing the use of force for all groups.

While APD implemented changes to their policies to address use of force and the overall use of force rate is falling, these changes have not reversed perceptions of inequitable treatment. The City's 2006 Citizen Survey revealed that White residents are significantly more satisfied with APD than minority residents. In addition, according to the PERF report, while the greatest number of complaints against officers are made by white residents, the largest number of complaints of excessive force come from African-Americans.

Reversing community perceptions can take years of effort yet may be undermined by a single tragic event.. An established relationship of trust between APD and the community will allow APD to address the issues that arise when a critical incident occurs. Because perceptions of inequitable treatment by police officers can corrode public trust and diminish the effectiveness of APD, APD should continue efforts even if progress is slow

APD has taken steps to improve diversity through recruiting, improve officer interactions through training and improve community relations both on their own and following PERF's recommendations. However, continued effort is needed in order to improve trust between the community and APD and begin improving community perceptions of APD.

Recommendation

05. The Assistant Chief of Headquarters should proceed with the process of evaluating the proposed PERF Use of Force recommendations and adopt those recommendations deemed appropriate and effective in improving and strengthening Use of Force policy and training.

MANAGEMENT RESPONSE: APD concurs.

APD will consider possible revisions to current policy, implement policy revisions if needed, and revise use of force training methods.

APPENDIX A
MANAGEMENT RESPONSE



MEMORANDUM

Austin Police Department *Office of the Chief of Police*

TO: Corrie Stokes, Assistant City Auditor
FROM: Cathy Ellison, Acting Chief of Police
DATE: February 9, 2007
SUBJECT: Response to Recommendations Contained in the Draft Audit Report on APD Recruiting and Training

Attached are the Austin Police Department responses to the recommendations contained in the February 27, 2007 Audit Report of APD Recruiting and Training. We appreciate the opportunity to receive feedback on how we are doing in this area and, more specifically, how we are doing on the implementation of the 2004 Police Executive Research Forum (PERF) recommendations.

APD concurs with the stated recommendations. This audit provides us guidance on how to complete the implementation of PERF's recommendations. In the upcoming months, APD will:

- Provide Council with an update on the status of the PERF recommendations.
- Explore methods to recruit minority students from local institutions of education.
- Create a comprehensive, strategic, multi-year plan for recruiting.
- Make improvements to tracking system for cadet application information.
- Complete the process of reviewing PERF recommendations 57, 58, and 59 regarding use of force policies and training, and, if deemed necessary to improve either area, enacting all or some of the recommendations.

APD will also seek to improve internal systems, some requiring budget approval by City Council, to better administer the recruiting program. Additional resources, fiscal and personnel, will be necessary to implement some of the recommendations contained in the audit report. As you know, recruiting police officers is a difficult endeavor nationwide. We pledge to continue putting extensive effort into finding the best recruits to build future generations of Austin police officers.

Please feel free to call me at 974-5030 if you have any questions.

Cathy Ellison, Acting Chief of Police
Austin Police Department

Michael McDonald, Asst. City Manager
Public Safety Departments

APD ACTION PLAN
APD Recruiting and Training Audit

Rec #	RECOMMENDATION TEXT	Concurrence	Proposed Strategies for Implementation	Status of Strategies	Responsible Person(s)	Proposed Implementation Date
01	To keep stakeholders informed of improvements to training and recruiting, the Commander of Training and Recruiting should present a status report to Council that summarizes improvements made based on the PERF recommendations and the recommendations in this audit by the end of fiscal year 2007.	APD concurs	<ol style="list-style-type: none"> 1. As directed by ACM, APD will prepare a verbal or written response for Council that summarizes the progress made on the PERF and the audit recommendations - roughly 6 months from now so that progress can be made on the audit recommendations. 2. Update for Council done in July before budget season and the end of fiscal 2007. 	Planned	Larry Oliver, Recruiting & Training Commander	<ol style="list-style-type: none"> 1. June 15, 2007 2. July 31, 2007

Rec #	RECOMMENDATION TEXT	Concurrence	Proposed Strategies for Implementation	Status of Strategies	Responsible Person(s)	Proposed Implementation Date
02	In order to develop a reservoir of future candidates for APD, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should pursue ways to attract Hispanic, female, Asian, and African American students to careers in law enforcement.	APD concurs	<ol style="list-style-type: none"> 1. Contact outreach coordinators at local colleges to be certain recruiters are attending all possible career activities 2. Meet with local colleges that have criminal justice program coordinators to explore expansion of development activities offered through existing classes (i.e., student ride alongs, internships, officer job shadowing, etc.) 3. Meet with ACC criminal justice program coordinator to discuss developing APD magnet program 4. Meet with Huston Tillotson criminal justice program coordinator to discuss developing APD magnet program 	Planned	<p>Larry Oliver, Recruiting & Training Commander</p> <p>Raul Munguia, Recruiting Lieutenant</p>	<ol style="list-style-type: none"> 1. Feb 28, 2007 2. April 30, 2007 3. May 31, 2007 4. May 31, 2007

Rec #	RECOMMENDATION TEXT	Concurrence	Proposed Strategies for Implementation	Status of Strategies	Responsible Person(s)	Proposed Implementation Date
03	In order to continue to work towards a police force that looks like the Austin community, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should create a comprehensive, strategic, multi-year plan for recruiting that includes analysis of past recruiting efforts and strategies for achieving recruiting goals.	APD concurs	<ol style="list-style-type: none"> 1. Identify a Police Planner or an officer with planning skills who can facilitate the creation of the strategic plan 2. Recruiting staff gathers information from past efforts, especially past recruiting goals and numbers achieved. 3. Planner organizes past information. 4. Cdmr, Lt and Planner prepare agenda for a day-long retreat to develop strategic plan 5. Planner facilitates a day-long retreat with recruiting staff to develop plan 6. Recruiting Lt presents the plan to stakeholders (Recruiting Advisory Board & TCLEOSE Board) for comments. 7. Recruiting Lt and Training Cmdr finalize strategic plan 		<p>Larry Oliver, Recruiting & Training Commander</p> <p>Raul Munguia, Recruiting Lieutenant</p> <p>Planner to be named at a later date</p>	<ol style="list-style-type: none"> 1. Mar 15, 2007 2. Mar 30, 2007 3. Apr 20, 2007 4. Apr 23, 2007 5. Apr 30, 2007 (after end of 113th cycle) 6. May 15, 2007 7. June 1, 2007

Rec #	RECOMMENDATION TEXT	Concurrence	Proposed Strategies for Implementation	Status of Strategies	Responsible Person(s)	Proposed Implementation Date
04	<p>In order to have sufficient information to improve recruiting strategies, the Commander of Training and Recruiting and the Lieutenant of the Recruiting Section should put in place a system of tracking the cadet applicant information. At a minimum the system should enable APD management to:</p> <ul style="list-style-type: none"> a) analyze information from existing management information systems in order to optimize recruiting resources, and b) track recruitment efforts to determine the most fruitful places for future recruitment. 	APD concurs	<ol style="list-style-type: none"> 1. Identify a Police Planner or an officer with planning skills who can coordinate the creation of the tracking system 2. Planner facilitates a meeting with recruiting staff that: <ul style="list-style-type: none"> – lists ALL pieces of applicant information – lists how information is stored, i.e., paper, electronic, website database, other database, email, etc. – maps the flow of the information relative to the process – links method of recruitment to applicant 3. Recruiting staff and Planner develop short term improvements to tracking applicant information 4. Recruiting Sgt and Lt work with CTM personnel to develop a plan to create a state-of-the-art comprehensive tracking system (long-term improvements) 	Planned	<p>Raul Munguia, Recruiting Lieutenant</p> <p>Troy Officer, Recruiting Sergeant</p> <p>Planner to be named at a later date</p>	<ol style="list-style-type: none"> 1. Mar 15, 2007 2. Mar 30, 2007 3. Apr 30, 2007 4. Dec 31, 2007

Rec #	RECOMMENDATION TEXT	Concurrence	Proposed Strategies for Implementation	Status of Strategies	Responsible Person(s)	Proposed Implementation Date
05	The Assistant Chief of Headquarters should proceed with the process of evaluating the proposed PERF Use of Force recommendations and adopt those recommendations deemed appropriate and effective in improving and strengthening the Use of Force policy and training.	APD concurs	<ol style="list-style-type: none"> 1. Consider possible revisions to current policy. 2. Implement policy revisions (if needed.) 3. Revise use of force training methods. 	Underway	Kim Nobles, Advanced Officer Training Brian Manley, Internal Affairs Commander	<ol style="list-style-type: none"> 1. Feb 28, 2007 2. Mar 31, 2007 3. Apr 30, 2007

APPENDIX B

**SUMMARY OF RECOMMENDATIONS FROM THE
2004 POLICE EXECUTIVE RESEARCH FORUM (PERF) REPORT**

STATUS OF POLICE EXECUTIVE RESEARCH FORUM (PERF) RECOMMENDATIONS

KEY for the FLAG column:

* High priority recommendations selected by PERF

+ Recommendations selected by OCA for testing

REC #	PERF RECOMMENDATION	STATUS	FLAG
1	The recruiting staff should continually conduct assessments of the effectiveness of each recruiting element in light of the need to recruit candidates who can successfully complete the academy. These assessments necessitate a strict coordination with the Academy, where attributes of successful candidates are identified and factored into the recruiting process. The assessment would correlate the individual techniques or efforts which brought effective police officers to the department. Effective police officers could be defined as the recruits who have finished the academy training in the top percentage of their class and have had high performance outcomes in their initial field activities.	Completed	*+
2	The Austin Police Department must continually monitor demographic trends in the city to ensure it can identify growth in ethnic populations and adjust its recruitment efforts to attract quality candidates from those populations. Early identification of target populations will offer greater opportunities for the department to become more familiar to the communities and their youth, with the overall objective of attracting quality individuals for recruitment.	Completed	
3	The data suggest the department must continue efforts in attracting members from the Hispanic and Asian communities to balance its workforce ethnic distributions.	Completed	
4	The department should continue in its recent successes in attracting and assigning higher proportions of females to cadet classes. Census data show that females comprise nearly 50% of the total population. While the department is currently within the range of other police agencies in terms of the overall proportion of female members, the current trend of organizing cadet classes with a minimum of 13% female population should be sustained.	Completed	
5	The department should develop a formal recruitment plan that establishes goals, specific activities that are to be undertaken, assignment of responsibility for activities, a timetable for completion of events/activities, and a budget that adequately supports the plan. At least quarterly, the chief should be briefed as to current status, successes and roadblocks to meeting plan goals.	Completed	+
6	The department's effort to recruit a diverse cadre of talented and highly motivated applicants depends largely on the image each applicant has of the department. Some part of that image is stems from the department's standing in the community it serves and the perceptions that develop from media attention. But, another – and powerful – image is portrayed by the recruitment team. The team should include representation from the minority groups it hopes to attract, male and female, and at more than entry-level rank. The point being that every applicant should be able to “see” him/herself in uniform with an understanding that opportunities – including promotion – exist for them. The members of the recruitment team should be fit and appear impeccable in uniform. Their vehicles, equipment, and facilities should be among the best in the department. In every way, the recruitment team should represent the very best image of the department. They should reflect the very highest standard since they are seeking to attract applicants of the highest caliber.	Need Resources	

REC #	PERF RECOMMENDATION	STATUS	FLAG
7	The recruiting staff should conduct regularly scheduled and on-going assessments of the effectiveness of each component of the recruitment process. The assessment would correlate the individual technique or element which brought effective police officers to the department. The assessment would provide a focus on the techniques which have been most effective in meeting recruiting objectives, and lead to the elimination of techniques with poor results or which do not justify the resources expended on them. An assessment conducted in 2003 prompted changes to the pre-screening processes that resulted in a 50% increase in the number of qualified applicants. Outcomes such as these prove the positive value in conducting on-going assessments, and support this recommendation.	Completed	
8	The recruiting team should routinely and periodically conduct follow-up interviews with recent graduates of the academy to verify their suppositions about the effectiveness of various recruiting tools. The review process should also include periodic focus group discussions with representatives from various local minority communities who can provide additional insight as to the effectiveness of various recruitment strategies.	Completed	*
9	Many departments have found that the best possible applicants - including the best minority applicants - are often attracted away from law enforcement by opportunities in the private sector. One successful counter approach has been to ensure that recruiters are fully informed as to just who the competition is - both within law enforcement circles, and in the private sector. Recruiters can then develop matrices comparing the salaries, benefits, issues of job satisfaction, and more. In some instances the department may not be competitive, in other instances it will excel. This prepares recruiters to stress the department's most admirable features when attempting to attract the best possible applicants to the department.	Completed	
10	Due to the well identified need for inherent communication skills for law enforcement officers, the recruit process should include a validated testing procedure to determine the maturity level of the potential officer's communication abilities.	Completed	
11	The Austin Police Academy's goal is consistent with the mission of the organization as a whole, vividly stated in terms of its own transformation into an academy of national distinction. This, then, should serve as the driving force and defining principle behind the organization's decisions on the academy's leadership, staffing levels, coordination and acquisition of facilities and equipment, and to support development and delivery of superb training programs to all members of the police department.	Completed	
12	The academy should develop organizational guidelines and associated performance expectations for cadet instructors that specify the amount of activity each instructor should devote to course preparation, instruction, counseling and oversight, and professional development. The Academy has no clear basis from which it can determine whether a cadet instructor is devoting an appropriate amount of time to important functions like lesson planning and cadet counseling, or if they are overwhelmed with other administrative tasks. A better understanding of their use of time will assist the academy in better aligning duties with available personnel. A secondary benefit will be that the academy may then develop a stronger business case for enhancements to the exiting personnel roster. At the present time, the data cannot either support or reject a call for more instructors because of the absence of complete time usage data.	In Progress	

REC #	PERF RECOMMENDATION	STATUS	FLAG
13	Time and task measures should not be aggregates of the activities of all instructors in the academy. The current measures cannot distinguish between the time that cadet instructors devote to cadets, against time to the same functions offered by instructors from the learned skills and advanced officer training units. A more rigorous set of measures would produce a better understanding of how much time non-cadet instructors apply to specifically cadet training.	In Progress	
14	The academy should begin a process of analyzing instructor time allotments to the actual demands on their time, especially in light of the trend toward larger classes. To fully understand the impact of larger classes on the quality of instruction, the academy needs to entrench a practice of consistent measurement of instructor activity so that reasonably accurate comparisons can be made across time, and against servicing cadet classes of various sizes.	In Progress	
15	The academy should strive to develop a single and standardized form on which instructor certifications and related professional development can be recorded. The material provided showed attempts at separating certifications from courses completed, and many of the submissions appeared in the form of a résumé. A standardized form of verified qualifications assists the academy in the development of a reasonably accurate assessment of the strengths and weaknesses in the credentials of the instructor corps.	In Progress	
16	The academy should identify key learning objectives for individual instructors, that support a more global and strategic approach to enhancing instructor training, from a personal perspective (for each instructor's own development) and from an organizational perspective (in terms of future developments at the academy, such as increased cadet class sizes). The academy would be able to identify, for example, a need to cross train more instructors in certain areas earlier on so that it can meet future demands.	Completed	
17	The department should recognize the value of a highly committed training staff in that these are the individuals who will shape the future of the department, and one way to encourage quality people to apply is through the provision of compensation commensurate to responsibilities. The efforts of instructors will play a major contributing role in future community relations, officer safety, safe community encounters, and more. When the department properly conveys that assignments to the academy are highly valued and represent a sign of trust and respect, the most capable officers will seek out transfer opportunities. Supplemental pay for FTOs is typically offered because it represents additional work and responsibility while the officer is entrusted with a cadet. This should be extended to regular full-time assignments to the academy as instructors.	Completed	*
18	The PERF review of the existing training facility, the list of dysfunctional components of the existing facility, the documented expansion of training demands and the future growth of the department all clearly highlight the need for a new (or greatly enhanced) training academy. In addition to meeting previously identified needs, a new facility will categorically provide many new opportunities to meet both organizational as well as individual training needs. It is PERF's recommendation that the department begin formally identifying financial support and developing the objectives which will provide the outline for a new facility. It is imperative for cadets to be trained in an environment conducive to learning – with adequate classroom and desk space, and appropriate physical development and defensive tactics facilities. They must have proper restroom, break and meal facilities. Until a new/improved training facility can be provided, the maintenance budget for the current facility should be restored to an acceptable level.	Need Resources	*

REC #	PERF RECOMMENDATION	STATUS	FLAG
19	Instructors should have ample quiet and secure work areas in which they can conduct research, prepare lesson plans, and conduct private meetings with other instructors and subject matter experts, and cadets.	Completed	
20	Necessary administrative/clerical assistance must be provided to the academy staff so as to allow instructors and supervisors to perform the tasks required to ensure fully trained cadets. When the instructional staff is burdened with clerical duties, not integral to their duties, the quality of the instruction they provide can be expected to decline.	Completed	*
21	The department should aggressively move forward in securing funding for a driving track. Officer involved collisions are the cause for innumerable on-duty injuries and civil claims from the public. Enhanced training in this area is vital to all law enforcement departments.	Need Resources	
22	The department should reconsider its mandate to produce a large number of cadets in one sitting. The state of the current facility, reductions in administrative staff, crowding in classrooms, and supporting data relating to failure rates and cost per cadet suggest there is greater long term value in running smaller classes on a more frequent schedule.	Completed	*+
23	The department should continue to take advantage of every opportunity to reinforce verbal and de-escalation skills through scenario-based training. As with other training issues, completion of blocks of training, especially in use of force, need to be related to the broader policing skills and techniques that are learned in other component blocks of instruction. The academy should ensure cadets can practice their skills in realistic settings as frequently as possible.	Completed	*+
24	Scenarios written by the academy should have a variety of resolutions that adequately test communication skills and competencies relating to the use of force.	Completed	
25	Curriculum development should be part of a broader, more strategic process where the fundamental principle is to continually reinforce lessons from cadet training throughout an officer's career. Thus, the design of the Field Officer's Training course, and all In-Service courses should spring from this fundamental principle. Currently, the academy develops its various curricula to fulfill independent (unit-based) objectives.	In Progress	*+
26	The Austin Police Department should institute a continual practice of evaluating its entire training curriculum. Each component of training (i.e., cadet, FTO, learned skills, advanced officer or in-service training) should be evaluated in terms of its effectiveness and for its support of the other components.	In Progress	
27	The Austin Police Department should consider developing a new civilian position that is responsible for continual evaluations of the entire training curriculum and the development of new courses and lessons. This position would be ideally suited to assess the training curriculum to determine if training is meeting the organizations mission and objectives.	Completed	*
28	As identified elsewhere in this report, APD staff has noted gaps in the follow-up training of officers after they leave the academy. The noted gaps include changes in tactical procedures, differences in paperwork and processes, variations in standard procedures, and new strategies as identified by the department's executives. Many of these issues could be resolved through utilizing more roll call training sessions and continued use of standardized videos that are widely distributed and/or available through the department's intranet. Visual media are always a powerful method for communicating changes about procedures, processes and strategies.	Need Resources	

REC #	PERF RECOMMENDATION	STATUS	FLAG
29	The department must create a fundamental communications course which is delivered to recruit officers early in the academy setting. The skills which are the foundation of the communications course would be supported and reviewed within the context of all other tactical and community engagement classes.	Completed	
30	The FTO manual should be restructured to incorporate the specific components that a probationary officer will need to know about in their development process. The officer should be able to find answers to how they will be evaluated, what standards will be used for evaluation, what timetable will be used and who will be conducting the evaluation.	Completed	
31	In order for new officers to be fundamentally effective, it is suggested that the academy training staff integrate elements of community policing, problem solving, and diversity awareness into all curriculum events, including working with special populations. FTOs should be taught how to complement academy training in these areas.	Completed	+
32	The Austin Police Department must continue in its path of always encouraging continual learning and improvement, which includes an organizational demand for sustaining a high level of cultural competence. Cultural competence could be defined as the ability to value the importance of culture in the delivery of services. Activities that support an environment of cultural competence would include creation of department-wide strategic objectives for reaching competency, development of cultural knowledge through training, reinforcement of academy training during in-service and FTO phases, reinforcement of objectives at the supervisor level within each work unit, utilization of self assessment techniques for department members and department programs, utilization of clear objectives for policies and practices related to cultural engagement, inclusion of cultural competency within the evaluation for each sworn officer and using continuous quality improvement practices to reaffirm and support cultural engagement activities.	Completed	
33	The APD's FTOs should receive 8 hours of annual follow-up training regarding the latest changes to procedures and practices. The annual event would also provide an opportunity for feedback to the academy staff on the product of academy training for recruits. The one day block of training should be delivered just before FTOs receive a cadet. This would ensure that FTOs are fully briefed on the training the cadets have received as well as an opportunity to pass along specific information about individual cadets.	In Progress	*
34	Each FTO should be debriefed regarding the field training process after each recruit. The debriefing would examine what functioned well and what was not functioning well over the course of the training process. The FTO would also receive feedback from the recruit officer.	Completed	
35	The PTO program should be strategically evaluated as a possible replacement for the current FTO program. The basis for assessment would include alignment with organizational values, long-term strategy and objectives. As part of the assessment process, the agency should involve current FTO's, patrol supervisors, academy staff as well as recently trained officers who have demonstrated a high level of maturity in their current police officer role. The assessment should verify that the PTO program had clear advantages over the current recruit orientation process before implementation.	Completed	*
36	DROs should be incorporated into the standard assessment of the academy's effectiveness in preparing recruits for their job as patrol officers.	Completed	*

REC #	PERF RECOMMENDATION	STATUS	FLAG
37	The academy should develop organizational guidelines and associated performance expectations for in-service instructors that specify the amount of activity each instructor should devote to course preparation, instruction, oversight, and professional development. The academy has no clear basis from which it can determine whether an in-service instructor is devoting an appropriate amount of time to important functions like lesson planning and course delivery, or if they are overwhelmed with other administrative tasks. A better understanding of their use of time will assist the academy in better aligning duties with personnel. A secondary benefit will be that the academy may then develop a stronger business case for enhancements to the exiting personnel roster. At the present time, the data cannot either support or reject a call for more instructors.	Completed	
38	Time and task measures should not be aggregates of the activities of in-service and contract instructors. The current measures cannot distinguish between the two so it is difficult to measure the actual classroom time of in-service instructors, or their cost effectiveness. A more rigorous set of measures would produce a better understanding of how many instructors are actually needed.	Completed	
39	As the academy moves toward a greater reliance on video and computer-based instruction, consideration should be given to placing the bulk of the scripting and production responsibilities in the hands of civilians with related competencies. In-Service Unit instructors should, at the most, be consulted on the subject matter of the production, and where an outside subject matter expert is not used, as the on-screen instructor.	Needs Resources	
40	The Austin Police Department must review its policy on providing incentives for specialized assignments such as instructors at the academy. The instructors hold key responsibilities over the professional development of all members of the Austin Police Department, and the organization should signal a commitment to professional development by attracting only the most highly qualified personnel to the instructor corps and providing commensurate compensation.	Completed	
41	Where possible, the department should try to integrate use of force, communication skills, and valuing diversity into training courses that can be delivered either through electronic media or on-site lectures. These courses should be mandatory and incorporated into a schedule of annual qualifications. The APD should consider creating a modified 'use of force' curriculum for 'roll-call' training. Providing mini-blocks of instruction structured to be imparted on officers intermittently throughout the year will reinforce the department's use of force requirements. A twenty-four hour curriculum can potentially be apportioned into ten minute 'roll-call' blocks, allowing a continual stream of reinforced principles on use of force.	Completed	*+
42	As mentioned, most agencies limit use of force training to what each State certification body requires. A positive enhancement to the training of new police recruits should be in 'Training to Reduce Police-Civilian Violence'. Rather than focusing entirely on when levels of force are to be employed, a concentration on strategies and techniques to prevent and reduce police use of force is equally important. Stressing realism, tailoring the training to Austin's officers and community experiences and needs, ensuring training does not create a fear factor on the part of the officers, and concentrating on officer's conduct rather than incident outcomes should be the underlying training philosophy in use of force.	Completed	+
43	APD has an opportunity to utilize the corporal's position in a unique and organizationally needed format. It is PERF's recommendation that the job description be developed to include responsibilities for organizing, delivery, testing and documentation of recurrent training programs such as the recommended roll call sessions.	In Progress	*

REC #	PERF RECOMMENDATION	STATUS	FLAG
44	<p>The department should place greater emphasis on its commander forums. These currently are missed opportunities for valuable two-way communication between the police and the community. Attendance has reportedly diminished to a small group of “regulars” because most members of the community find the meetings non-productive. The police release what they want to say, and little more gets accomplished. The commanders need to expand the meeting agendas to cover information they want to release, but also encourage their public to air concerns about crime, disorder, traffic, quality of life issues, police activities, and more. There needs to be more representation from other components of the department to make presentations on what the department is doing to address a myriad of problems. From time-to-time, the commanders may wish to bring representative from other areas of government to keep their public up to date on matters of interest. Most importantly, the meetings must also allow the public to ask pointed questions to which they should get answers. Not all answers can be answered immediately, but researched and honest answers should follow. This establishes dialogue and a greater ongoing interest in future attendance. Much was said about the department’s failure to widely announce meetings and activities, and with sufficient lead-time. This was even evident in the meetings the department arranged between PERF and various community representatives. Several such meetings were poorly attended. Meetings should be announced with significant lead time along with a proposed agenda, to create broader community interest in the forums.</p>	Completed	*
45	<p>The department should consider adding uniformed personnel to its Public Information Office. This is not to suggest that the current staff is ineffective, but the PIO is the face of the department to many members of the public. The face the public sees should be a recognizable uniformed member of the department. Many departments seize the on-camera opportunity that accompanies press releases and interviews about newsworthy events to establish a relationship between the “face of the Department” and the public. The uniformed face they repeatedly see becomes an icon and symbol of trust and integrity. For example, in Washington, DC the same police sergeant has been the PIO for three decades. He is recognizable throughout the city and he brings great credibility to the information he releases. Departments with diverse populations find PIO positions an ideal opportunity to showcase that they are also represented by a diverse group of officers. Again, each of these possibilities can be in combination with the current PIO operation, not in place of it.</p>	Completed	
46	<p>The department should increase its efforts at publicizing its good news. Understandably, when a department is the focus of negative media attention, it is unlikely that the local news outlets will be interested in “feel-good” stories about the department. But many departments have acknowledged that good relations with the media must be cultivated at all levels. By maintaining an honest and open relationship, offering whatever is possible to the media on a regular basis, the media is more likely to pick up news releases that focus on the department’s positive initiatives. The San Jose, CA Police Department enjoyed such an open relationship with the media; there was a desk for the Mercury-News in the outer office of the chief. This may not be ideal as it would not be possible to accommodate all the new outlets in a major city, but it speaks well of the level of close relationship that can be achieved.</p>	Completed	
47	<p>The district supervisors need to acknowledge the importance of meeting community needs through the DRO program. The supervisors should assertively support the DROs efforts to maintain contact and support for community interests, and not consider the work of the DROs as expendable.</p>	Completed	

REC #	PERF RECOMMENDATION	STATUS	FLAG
48	Since DR officers are seen by the community residents as a primary bridge for addressing local community concerns, they should contribute to the short-term district strategies for responding to crime and disorder issues in neighborhoods.	Completed	
49	The department must strengthen the ties between its patrol officers – from the very top to the officer of the beat – and the public they serve. Repeatedly, the PERF team heard that in several communities there were disconnects between commanders and community representatives, DROs who were utilized in other capacities, and patrol officers who were not interested in community engagement. Despite the best efforts of the chief and others in various components of the department who do their best to strengthen relationships throughout the city, it is at the patrol officer level where the greatest potential for strife, distrust and dissatisfaction lies. The farther removed the patrol officers, their supervisors, and their commanders are from their public, the likelihood increases that diminished public support will prevail. The department must seize every opportunity to strengthen these everyday relationships at meetings, commander's forums, through DRO activities, in problem solving initiatives and through the resolution of quality of life issues, in every district, every beat and every block.	Completed	+
50	The department should develop a multi-phased survey strategy with results translated into a formal policy and practice development process. An annual community survey to understand community perceptions about crime, fear, police relations is a valuable tool for the department to use in identifying areas that need to be strengthened. A separate, random, quality control initiative – aimed at persons who were the recipient of police service – provides more specific insight into satisfaction as it relates to the service provided in particular events. This can be accomplished by formal "staff inspection" style random contacts of persons who reported incidents/crimes, received traffic citations, complained about police service, and others who had contact with officers, to establish overall levels of satisfaction, and to identify high- and low-performing officers.	Completed	+
51	The department should strive to understand the issues of importance to its employees. Recognizing that a great many suggestions and requests from employees are not always fiscally possible, and others are better handled through bargaining and contracts, the department would benefit from periodic evaluations submitted by members and rating issues such as; training, equipment, teamwork between units and workgroups, supervision and guidance, the state of community relations, effectiveness of community policing, community projects, etc. Officer and civilian employee input on topics they deal with firsthand, is invaluable. Practicing excellence in communications internally will translate into excellence in communications externally.	Completed	
52	The TCLEOSE Advisory Board should undertake training in the evaluation of curricula and other related courses, when appropriate. If the Board is to institute a process of detailed examination of police training programs, it would be helpful to their efforts to have certifications in the basics of adult-based learning principles, police and law enforcement training methods, and other similar topics.	Completed	*
53	The monthly briefings provided by the academy staff to the TCLEOSE Advisory Board can be enhanced through the advance distribution of briefing notes to members of the Board. The briefing notes can be reviewed prior to the Board meeting, thereby reducing the need to have an extended briefing at the start of the meeting. Members of the Board will be able to develop their own a series of pointed questions that can then lead into more substantive work on the development of measures of effectiveness.	Completed	*

REC #	PERF RECOMMENDATION	STATUS	FLAG
54	Information that emanates from complaints against officers can be an excellent compilation of training shortfalls. This data offers insight relative to mistakes officers make, where the public thinks the department or officers fall short of meeting their expectations, the circumstances in which policies are not properly adhered to, when ineffective communication takes place, and more. The department recognizes this and does, informally, pass information from internal affairs to training about specific officers' remedial needs. However, detailed information as to opportunities to reduce complaints through an aggressive in-service training program that focuses on actual departmental experiences is not being pursued. The training and internal affairs commanders should meet regularly (semi-annually) to surface training opportunities from real experiences. When extraordinary issues surface, the meetings should be as needed.	Completed	+
55	The current practice of not investigating anonymous complaints should be stopped. One cannot assume that an anonymous complaint is invalid. It is understood that there are investigative limitations when a complainant does not exist, but the department must ensure it investigates all allegations of misconduct.	Completed	+
56	The relationship between the Office of the Police Monitor and the APD should be strengthened. The very nature of the role of the monitor's office demands that the office remain somewhat detached from the police or its credibility as an objective agency will be lost. But there is no rationale for the feeling by some in the APD that the monitor's office is seeking/soliciting complaints. The members of the APD should be better informed as to the actual workings of the office and how the work of the monitor's office can actually allay many of the suspicions that some citizens harbor about the police.	Completed	*+
57	<p>A review of the Use of Force policy has led to the following recommendations:</p> <ul style="list-style-type: none"> • The discretion allowed to police officers in determining whether or not the arrestee has "a consistent and repetitive complaint of pain" may be too broad. For example, a baton strike to a large muscle-mass of an intoxicated subject may not result in complaint of pain but would certainly be considered a use of force. • Most police department require a report form for all use of force deployments short of mere compliant handcuffing. A modified, less-detailed form could potentially be used for force incidents without injury. This more stringent requirement will provide the department with a more complete picture of how often force is used and especially will highlight how often incidents are resolved without any injuries. 	In Progress	+

REC #	PERF RECOMMENDATION	STATUS	FLAG
58	<p>A review of the Use of Force Report Form has led to the following recommendations:</p> <ul style="list-style-type: none"> • In the first section, two options are allowed for either an “Arrest” or “Offense Report Only.” If there was a use of force but no arrest, the circumstances for the decision not to arrest should be detailed for inclusion in the database. • The violations which led to the initial police contact as well as any other violations which occurred during police contact should be listed. • Additional insight into the use of force incident could be derived if the height and weight of the officer and the offender are included. • When listing the employee’s injuries, it could be beneficial to know if the injury occurred prior to the use of force (i.e., unprovoked attack) or if the injury occurred during the effort to gain control and make the arrest. • Either the officer’s supervisor or the Training Academy should verify the training and certification history of the officer in the type of force that was used in the incident. • Either the officer’s supervisor or the Training Academy should include the previous history of use of force by the involved officer(s). • The single-word descriptions for “Subject’s Actions” could lead to misunderstandings of what actually occurred. It is recommended that a more detailed chart for level of resistance and the officer’s actions to gain control be developed. (State of Ohio form would be considered an effective alternative for this section.) • Many California law enforcement agencies are utilizing a separate “Force Effectiveness” form to track the force options used and their effectiveness. The number and type of force options described provides more insight into actual events. The level of effectiveness is captured on a multi-number scale from “Used but not effective” to “Most effective.” (San Diego form would be considered an effective alternative for this component.) • The reporting form could also include options for describing the apparent impairment of the subject (i.e., alcohol, drugs, mental disability, etc.). 	In Progress	+

REC #	PERF RECOMMENDATION	STATUS	FLAG
59	<p>A review of the internal annual report has led to the following recommendations:</p> <ul style="list-style-type: none"> • The analysis of data, as described above, must be included in the annual report. The senior supervisors of the department should provide guidance to the Training Academy on the types of analysis that is expected. District commanders should also provide guidance as to the types of collective information which will help them manage their assigned staff in regard to use of force events. • The analysis of data, as described above, must be included in the annual report. The senior supervisors of the department should provide guidance to the Training Academy on the types of analysis that is expected. District commanders should also provide guidance as to the types of collective information which will help them manage their assigned staff in regard to use of force events. • In compliance with policy and after substantial analysis, the Training Academy should address whether changes are needed in policies, training methods, or equipment. • Since the current report distinctly captures that the highest numbers of force incidents are committed by officers with very little experience, the Training Academy should focus on the relevancy of recruit training as it is applied in field situations. While the assumption can not be made that the inexperienced officers are applying force inappropriately, further analysis should determine if the new officers could use additional training and development of judgment and decision making. • While the Training Academy is tasked with producing an annual report, the staff members would not normally have access to discipline records. Therefore, this required component of the annual report should be tasked to the appropriate staff members who have access to these records. In conjunction with this element, additional analysis could also be applied to the citizen complaint system in reviewing the sustained or exonerated complaints related to a use of force event. • As recommended above, if additional categories are added to the reporting form for the type of force used, additional analysis can be applied to the review of instrumentalities as well as the training associated with each type of procedure. • The Training Academy staff may wish to consider adding a component to the report that describes the events in which the use of less lethal force has prevented injuries to officers and/or subjects. 	In Progress	+

APPENDIX C
RECRUITING ALTERNATIVES

High School Magnet Program for Law Enforcement and Criminal Justice

Description:

When the City of Austin investigates the detailed costs and benefits of a high school magnet program for students interested in law enforcement and criminal justice, it may consider looking to other cities for examples of these programs in action. Some of these high-level benefits, costs, curriculum and points of coordination are listed below. The overall purpose of the program would be to create a magnet track in one of Austin's high schools that provided an education focused on the mental, physical and social training needed to be a police officer. The program would also improve the relations between APD and its community and improve the ability for APD to recruit from its community.

Benefits:

- **Long Term Solutions To Recruiting Challenges:** More and more public safety agencies view the secondary school career programs as a key to developing future applicants who are local products, represent the diversity in the community and whom the agencies know as dedicated, ethical and qualified. In most cases applicants know what is expected of officers in terms of physical requirements and the nature of the work.
- **Demographically reflect the city's population:** Because students come from the communities served, they speak a variety of languages and have varied backgrounds. Departments also report that they are able to access a higher percentage of female candidates. At a 1999 forum of the National Career Academies Coalition, criminal justice executives endorsed the idea of exposing students to law enforcement careers at an early age. They reasoned that agencies stood a better chance of attracting a diverse ethnic group into local law enforcement, and that in turn would better reflect the make-up of the community.
- **Bolster Community Policing Effort:** Because police officers work as part of the high school and middle school programs, serving as instructors, mentors and program coordinators, they mirror many of the best aspects of community policing. The magnet program expects change the perceptions of the police in the eyes of students. Because they get to work closely with an officer and have contact with a wide variety of people in law enforcement, students will see that officers are real people doing an often-difficult job. The program's impact will not be limited to directly involved students, but to will extend to their peers, families and communities.
- **Efficiency of early action:** Investment in a magnet program may be more than made up for by the avoided costs to recruit staff on par with those coming from the program.
- **Improved Training:** APD Training Academy graduates have more training in law enforcement methodology and physical fitness than the average police academy graduate.
- **APD Academy students are in high demand:** Public and private agencies in the city can use the students' volunteer service at public events, political campaigns, soup kitchens, graffiti abatement, school beautification, and fund-raisers. All magnet program students won't pursue a career in law enforcement. Some programs estimate that about 95 percent of graduates are expected to enroll in college. Some will go on to careers in medicine, engineering, finance, and the legal profession. Even so, the city and police department need accountants, investigators, analysts, and people with good business sense. Twenty-five percent of APD staff is non-sworn staff creating police work opportunities for those students who don't want to become police officers.
- **Police Community Worker Program:** Magnet school alumni do not have to wait until they are 20½ to join APD. Graduates enrolled in the new Police Community Worker Program will have the opportunity to work for and train with APD directly after graduation. Estimates from other programs are that half of each class is expected to join the training program.

Costs:

- **Financing:** Other programs are financed with state grants, municipal funds, community foundation grants, fundraising, and in-kind donations. The first Sacramento academy was launched through asset forfeiture funds.
- **Staffing:** Typical models include the police department providing a full-time officer, supervising sergeant, guest speakers, uniforms, and some equipment. Officers request transfer in and candidates must have completed basic police training with at least three years of patrol experience. The school district provides a teacher-coordinator and a team of teachers. Together they receive special training to integrate law enforcement with core subjects.
- **Parents:** Similar programs require parents to sign a contract agreeing to participate in the program as well as the students. All parents are required to attend monthly parent meetings. Parents also have to donate a minimum of ten to fifteen hours per month.
- **Students:** The magnet program will emphasize, scholarship, education, discipline and leadership. In the LAPD program, students are called cadets and wear blue uniforms patterned after the police uniforms. Rigorous physical training will be provided with an obstacle course (patterned after that used by police recruits) and a bodybuilding program designed to help males and females develop the upper body strength needed to succeed at the APD Academy. Combined, these aspects of the magnet program are intended to meld the students, teachers and officers into a cohesive unit with mutual support and respect.

Curriculum:

- **Instruction:** The high school magnet program curriculum will go beyond the basic high school course requirements, providing students with specialized coursework, training, mentoring, work and volunteer opportunities. The program will include instruction in:
 - Communication skills, with emphasis on listening, reading, speaking, writing and thinking as it relates to law enforcement
 - Basic concepts of criminal law, principles of law enforcement, constitutional law, the criminal justice system and other law related topics
 - Health training, including mental and physical health
 - The role of science and technology in solving crimes
 - Computer science, particularly programs which relate to law enforcement
 - Community service, to develop good citizenship and ongoing community involvement
 - Internships with such places as the police department and the attorney's general office
- **Physical training:** Many applicants to the cadet APD Academy are not prepared for the physical requirements. The PE portion of the magnet program will prepare the students to meet the police department's physical fitness standards. This will help both men and women who have not developed the upper-body strength they need to compete in the APD Academy with the potential to balance the overall sex ratio of cadets. In the long run, students will be able to enter the APD Academy physically able to compete and APD will gain truly qualified applicants.
- **Students wear uniforms:** The uniforms, including polo shirts, jackets, sweats, running gear, and dress blues, are intended to bind the students together and give them the feeling that they are valued members of a peer group. The intention is that uniforms will bring order and pride to students from disparate cultures and socio-economic patterns.

Coordination:

- **Austin Independent School District:** some related programs already exist and should be leveraged for personnel, policies and best practices
 - Fulmore Middle School, Humanities and Law Magnet for International Studies
 - Garza High School students in the joint AISD/APD CSI: Garza forensic science program
 - Lanier High School students have participated in a similar program in the past with APD officers
- **Austin Community College:** The Criminal Justice Department at ACC, offering an Associate of Applied Science Degree in criminal justice, law enforcement, corrections would be an excellent resource for course materials and lesson planning.

Other cities with similar programs:

- Anchorage
- Baltimore
- Houston
- Los Angeles
- Sacramento
- West Florida

Houston ISD: High school for Law Enforcement and Criminal Justice	
Teachers & Staff..... 49	Students by Program:
Student Enrollment ('04-'05): 685	Career & Tech. Ed..... 95%
Female 66%	ESL..... 0%
Male 34%	Gifted/Talented..... 12%
African American 26%	Special Ed..... 2%
Asian 1%	Title I 100%
Hispanic..... 68%	At-Risk 53%
Native American <1%	Honors Classes 45%
White 5%	Dropout Rate 1.2%

References:

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