



Evaluation of Austin Police Department

Audit of APD Training Academy – 148th Cadet Class

October 16, 2023

APD Compliance with Audit Protocol Guidelines

Terminology

In Alignment: APD is aligned with the goals and objectives of the recommendation and is working towards a common purpose consistent with those goals.

Progressive Adherence: APD has made gradual and continuous improvement in meeting the goals and objectives of the recommendation.

Partial Adherence: APD has attempted to implement some of the recommended steps, but substantial progress is still needed to achieve the goals and objectives.

Non-Adherence: To date, APD has failed to implement adequate steps to meet the goals and objectives of the recommended approach.

“Work in Progress” is used where APD is committed to the objectives, but substantial work remains to achieve full alignment.

APD Compliance with Audit Protocol Guidelines

In Alignment

- Community Involvement in APD Instruction
- ICAT / De-escalation
- CIT / Mental Health Awareness Training
- Procedural Justice
- Cognitive Decision Making / Emotional Intelligence
- Trauma-Informed Training
- Scheduling Coordination
- Field Training Officer (FTO) Training
- Disqualification and Termination Process
- Cadet Injuries and Separations
- Evidence-Based Exit Interviews of Cadets

Community Involvement

148TH Cadet Class – Community Engagement / Community Connect / Groundwater Analysis



Marbridge



Community First



Community Resource Fair

De-escalation Training

148TH Cadet Class

De-escalation Training

- Academy instruction included an emphasis on de-escalation training and tactics, including:
 - ICAT (Integrating Communications, Assessment, and Tactics), an evidence-based best practice designed by the Police Executive Research Forum.
 - Verbal communications as a de-escalation tactic.
 - Crisis Intervention Training (CIT)/mental health awareness
 - Instructors knew the material and exhibited a positive attitude toward the subject matter.



ICAT

**Integrating
Communications,
Assessment,
and Tactics**

Developed by the Police Executive Research Forum



APD Compliance with Audit Protocol Guidelines

Progressive Adherence

- Use of External Subject-Matter Experts
- Adult Learning/Active Learning – **Work in Progress**
- Academy Diversity
- Academy Culture
- Active Bystander for Law Enforcement Training – **Work in Progress**
- Physical Fitness / Health and Wellness
- Facility and Staffing Needs – **Work in Progress**
- Continuing Education for Active Personnel

Co-Instruction / Use of Community Subject Matter

Experts

148TH Cadet Class

Academy Courses

US and Texas Constitution

History of Police and Race in America

Professional Policing

Human Trafficking

Multiculturalism and Human Relations

Mindfulness and Resiliency

Civilian Interaction Training

Traumatic Brain Injury

Patrol Procedures: LGBTQ

Victim Services

Sexual Assault and Family Violence

Groundwater Analysis (Racial Equity Training)

Hate Crimes and Law Enforcement



Diversity

148TH CADET CLASS

- 34 cadets started / 19 cadets graduated
- 44% attrition rate

January 30, 2023

	Asian/ Pacific Islander	Black	Hispanic	White	Total
Female	0	0	3	4	7
Male	1	2	9	15	27
Total	1	2	12	19	34

September 8, 2023

	Asian/ Pacific Islander	Black	Hispanic	White	Total
Female	0	0	0	3	3
Male	0	1	6	9	16
Total	0	1	6	12	19

Academy Culture

148TH Cadet Class

Paramilitary Culture

- Important to:
 - Establish clear lines of authority
 - Discipline / Collective Accountability
 - Teamwork
- Protocols for Performance Accountability Sessions

Balanced by:

- Classroom – based learning
- Community engagement
- Racial equity training
- De-escalation / mental health awareness
- Procedural Justice
- Trauma-informed training



APD Compliance with Audit Protocol Guidelines

Partial Adherence

- Roles of Division Manager and Training Supervisor
 - Imbalance of authority between sworn and civilian staff
 - Failure to enforce SOPs revised on February 4, 2022
 - Commander intends better collaboration with new civilian positions and re-aligned organizational structure

Non-Adherence

- Academy Instructor Evaluations
- Professional Development for Instructors
- Academy Video Library

Recommended Adjustments/Improvements

Additional Kroll Recommendations

- Add Physical Fitness and Cadet Ride-Out Time
- Consistent Scheduling of New Cadet Classes
- Add Learned Skills Unit – Defensive Tactics Instructors
- Develop Robust Instructor Development Program
- Enforce SOPs and Sworn-Civilian Collaboration
- Facility Improvements Needed
- Develop and Expand Academy Video Library



Long-Term Process Assessment

Scope of Work:

Assist and consult with APD as it develops long-term internal processes designed to ensure the sustainability of the implemented and on-going implementation of the Kroll recommendations, consistent with Austin City Council Resolution 37 and the Reimagined Police Cadet Academy Blueprint.

- Kroll Report – December 15, 2023



Questions?