



"We Build and Educate the Finest Officers in the Nation."

Austin Police Department

Training Academy Long-Term Processes

to

Sustain Reform Measures



PSC Questions

PSC Questions posed to APD:

Improvements since the Last Presentation

Update on Curriculum Review Committee

Academy Process

Overview of the Final Kroll Report

Review and Follow up on Remaining Improvements



Improvements since March 25, 2024

Finalized Pre-Academy Schedule

Hired e-Learning Team Supervisor

Submitted funding request for PAC

Posted remaining Civilian team positions

Began absorption of Field Training Program

Continuing Curriculum Review

Designed the New PT Program

Highlights include:

- Added emphasis on officer wellness & resiliency to Pre-Academy
- Reallocated 22 hours of the Community Connect and Engagement Programming into the Pre-Academy
- Hired and promoted six staff
- Reporting Cadet Academy statistics on the Open Data Portal



Curriculum Review Committee



Professional Advisory Committee

- Provides Subject Matter Expertise in the APD curriculum
- Implement foundational recommendations to enable the development, implementation, and evaluation of the Cadet Curriculum
- Monitor, evaluate, and refine curriculum recommendations

Now – FY24



Community Advisory Committee

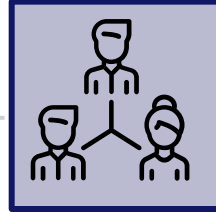
- Provides the balance between the APD PAC and the Community
- Ongoing holistic review and improvement recommendations for APD Police Academy
- Foster a culture of continuous improvement

Mid FY25 - Ongoing

Progress Reporting, Stakeholder Engagement, & Change Management



Professional Advisory Committee



Academy Workgroup

- Training Academy Commander
- Program Manager III
- Cadet Training Unit Lieutenant
- Advanced Education Unit Lieutenant*
- Assigned Lead Instructor(s)
- CID Supervisor
- FTCCP Supervisor
- TCOLE representative

Subject Matter Expert Workgroup

- Victim Services Representative
- Wellness Representative
- DEIB Representative
- Contracted Subject Matter Experts
- External SME(s)
- Office of Police Oversight Representative

Now – FY24

Progress Reporting, Stakeholder Engagement, & Change Management



Curriculum Review Committee



Professional Advisory Committee

- First Meeting on May 7th, 2024

Now – FY24



Community Advisory Committee

- CAC will be developed beginning in last quarter of 2024.

FY25 - Ongoing

Progress Reporting, Stakeholder Engagement, & Change Management



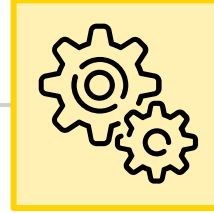
Academy Operational Phases



Phase 1: Foundational Planning & Logistics

- Implement foundational recommendations necessary to enable development, implementation, and evaluation of remaining process recommendations
- Monitor, evaluate, and refine implemented recommendations

Now – FY24



Phase 2: Ongoing Implementation

- Develop and implement remaining recommendations
- Progressive implementation strategy based on resource availability, dependencies, and prioritization
- Monitor, evaluate, and refine implemented recommendations

FY25 – FY26



Phase 3: Evaluation & Continuous Improvement

- In-depth reports on performance measures
- Foster a culture of continuous improvement

Mid FY25 - Ongoing

Progress Reporting, Stakeholder Engagement, & Change Management



Academy Overview

Pre-Academy: Community Connect

Weeks 1-8: Professionalism and Foundational Legal Courses

Weeks 9-12: Skills Weeks Begin

Week 13: Patrol Skills

Weeks 14-15: Use of Force with Roleplays

Weeks 16: Basic Roleplays

Weeks 17-20: Tactical Weeks

153rd Cadet Class:

- 32-Week Academy
- 2 Week Pre-Academy
 - FTCCP
- 4 Week Intermediate Academy
 - Advanced Education



Academy Overview

Week 21: Intoxicated Drivers

Week 22: Ride Outs

Week 24: Intermediate Roleplays

Weeks 28-29: Criminal Law Roleplays

Week 30: TCOLE Test

Week 31: Mindfulness / PT / External Groups

Week 32: Graduation

Post Graduation: Intermediate Academy

153rd Cadet Class:

- 32-Week Academy
- 2 Week Pre-Academy
 - FTCCP
- 4 Week Intermediate Academy
 - Advanced Education



Kroll Final Report & Academy Operations Manual

PROCESS RECOMMENDATIONS

1	Partnering with Subject Matter Experts (SMEs)
2	Adult Learning & Active Learning Methodologies
3	Community Involvement in Instruction
4	Instructor Evaluation Process
5	Civilian Personnel
6	Academy Diversity
7	Academy Culture
8	Cadet Exit & Interview Process
9	Field Training Officer Program
10	Continuing Education for Active APD Personnel
11	Academy Video Library & Internal Review Process
12	Cadet Training Schedule Coordination
13	Cadet Injuries, Separation, and Attrition Rates
14	Active Bystandership for Law Enforcement (ABLE) Project
15	Procedural Justice
16	Cognitive Decision-Making and Emotional Intelligence
17	Trauma-Informed Training
18	Physical Fitness, Health, and Wellness Training
19	ACADIS: Learning Management System
20	Mentorship Program
21	Recovery Time for Academy Staff
22	Internal Audit Protocols

MEMORIALIZIZING OUR LONG-TERM VISION

Austin Police Department

Academy Operations Manual

Completed Jan. 2024 ✓

ACADEMY OPERATIONS MANUAL		
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Training Manual Acronyms		
Unit	Acronym	Course / Group / Name / Term / Title / Unit
nt	ABLE	Field Training & Community Connect
	REG	Field Training Officer
	APD	Field Training Program
	BPDC	Instructor-Counselor
	CAC	Integrating Communications, Assessment, and Tactics
	SC	Learning Management System
	GCP	Department Organizational Development & Training Manager
	CID	Professional Advisory Committee
	CIT	Curriculum and Instruction Committee
	CTU	Manager II
	DEIB	Subject Matter Expert
	PIP	Stancare Operating Procedure
		Texas Commission on Law Enforcement
		SOP
		TCOLE

Public Safety Training Campus is
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modern-day policing in a diverse
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3.0: Defining Effectiveness



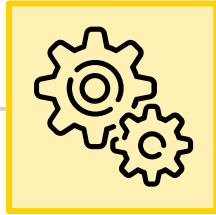
SMEs: PAC

- Develop recommendations
- Provide instructor guidance
- PAC monitors, evaluates, and refines implemented recommendations

- One of the most complex questions that arises out of the Internal Audit Protocols



3.0: Defining Effectiveness

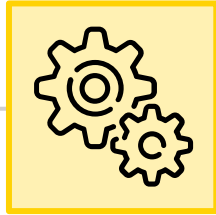


Easier to Answer

- How effectively did Academy Staff work with committees?
- How effective was the co-instruction?



3.0: Defining Effectiveness



More Difficult

- Was de-escalation training effective?
- Was CIT or similar training effective?
- Is ABLE effective?



3.1: Subject Matter Experts



SMEs: PAC

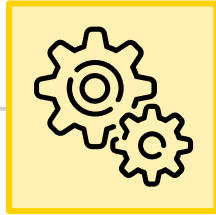
- Review Curriculum
- Develop recommendations
- Provide instructor guidance
- PAC monitors, evaluates, and refines implemented recommendations from the PAC and CAC



- SMEs already part of the Curriculum and Instruction
- Establishing the PAC
- SMEs review and make recommendations for Academy curriculum
- SMEs provide guidance on instruction methods for adult learning for assigned curriculum



3.2: Incorporating Adult Learning



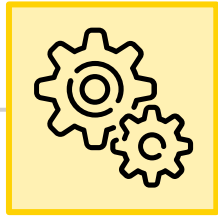
Instructor Development

- Developing the training to "Train-the-trainer"
- Instructors to use best practices of adult learning

- Curriculum and Instructor Development team ensures best practices in adult learning
- Creation of the PAC
- Sworn and Non-sworn staff working collaboratively to update the Cadet curriculum



3.3: Community Involvement



Field Training and Community Connect Program

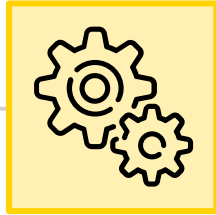
- Continuity of Community Engagement program from the Academy through the Academy and Field Training Phases



- Pre-Academy design is being finalized
- Return to the original commitment made to the Community
- Community Engagement is not second-class status and is not being siloed
- Establishing the PAC and CAC



3.4: Academy Instructor Evaluations



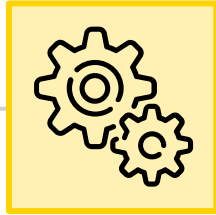
Instructor Evaluations

- Occurs multiple times per year
- Supervisor Evaluates Instructors
- CID evaluates instructor

- Instructors evaluated by both supervisors and the CID team
- Instructor improvement and development occurs after evaluations



3.5: Civilian Staff Roles



Civilian Roles

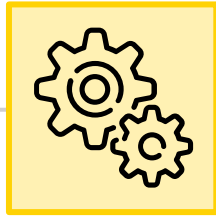
- Hiring and onboarding is still ongoing
- ACADIS Supervisor Hired
- FTCCP Supervisor Position Posted



- The Operations Manual will be refined upon hiring the civilian teams
- Reducing the Div. Manager to PM III position provides a clear delineation of duties with the Commander & AC



3.7: Academy Culture



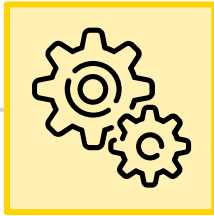
Academy Culture

- Transparency and Accountability
- Guardianship Aspect of Policing
 - Community Engagement
 - De-Escalation
 - Mental Health Awareness
 - Racial Equity
 - Procedural Justice
 - Trauma-Informed Training

- The issues addressed by Kroll in this section will be consolidated and updated in the Operations Manual



3.8: Separation Process



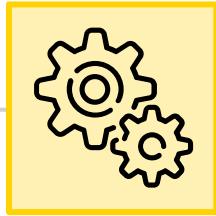
Exit Interviews

- Transparency and Accountability
- Provide Instructor feedback
- Data to be used for improving Academy Culture
- Exit Interviews remain anonymous

- The addition of Research Analyst will assist with fulfilling this long-term process



3.9: Field Training Program



FTP Feedback Sessions

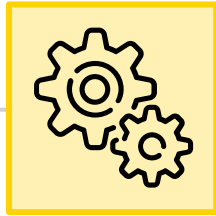
- Transparency and Accountability
- Provide PPO and FTO feedback
- Provides insights into the FTP for improvement



- FTCCP Team is being hired and onboarded
- The FTP is in the process of being absorbed by the new civilian team
- FTO feedback sessions will be developed in Phase 2
- FTCCP part of the PAC



3.10: Advanced Education



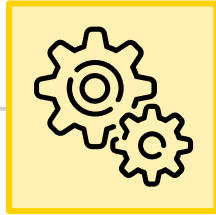
AEU Section Updates

- How the unit selects training offered
- How courses are evaluated and updated
- How the Department intends to promote and encourage APD personnel to take courses

- Additional processes will be developed in Phase 2
- Operations Manual will reflect these recommendations



3.11: Video Library



Video Library

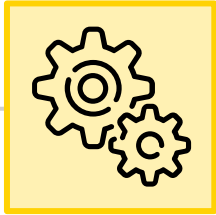
- Process in place for reviewing new videos and adding to the curriculum
- The CAC will review new videos upon their implementation



- The Video Library has been established
- APD will continue adhering to these processes



3.12: Scheduling Coordination



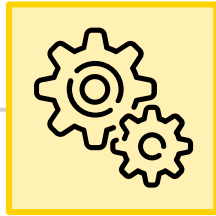
Scheduling Coordination

- CID Supervisor needs to be hired
- CID team must review current state of the curriculum

- In-depth view into the flow of curriculum will occur near the end of Phase 2
- Part of 3.21 – Recovery Time



3.13: Cadet Separation Data



Cadet Separation Data

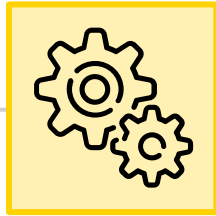
- A Research Analyst Senior needs to be hired
- Separate data will be analyzed for trends in separation



- In-depth view into the flow of curriculum will occur near the end of Phase 2
- This section will align with the corresponding guidance provided by data analysis.



3.14: ABLE



ABLE

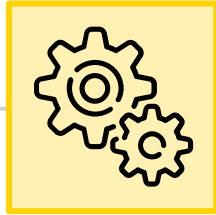
- Selection of a new ABLE coordinator



- Update the Operations Manual with a refined process of the ABLE rollout



3.15: Procedural Justice



Procedural Justice

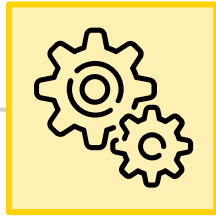
- How is Procedural Justice instruction conducted during Role Play Scenarios?
- Develop course evaluation materials related to procedural justice.



- Refine the process of how the Academy will monitor the effectiveness of procedural justice training.
- Procedural Justice training material will be a key component of PAC
- Defining Effectiveness is a key element for Phase 3



3.16: Emotional Intelligence



Emotional Intelligence

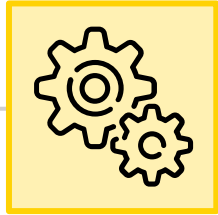
- How is Emotional Intelligence instruction conducted during Role Play Scenarios?
- Develop course evaluation materials related to emotional intelligence training.



- Refine the process of the evaluation of skills training during role plays and in-class curriculum
- Emotional intelligence training material will be a key component of PAC
- Defining Effectiveness is a key element for Phase 3



3.17: Trauma-Informed Training



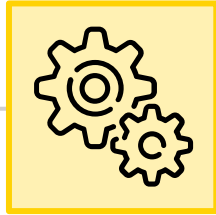
Trauma-Informed Training

- How is Trauma-Informed Training conducted during Role Play Scenarios?
- Develop course evaluation materials related to trauma-informed training.

- Refine the process of the evaluation of skills training during role plays and in-class curriculum
- Trauma-informed training material will be a key component of PAC
- Defining Effectiveness is a key element for Phase 3



3.18: Physical Training Program



PT Program

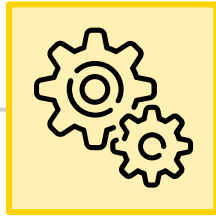
- Mission: To provide a foundation for overall wellness that promotes physical fitness and mindfulness.



- PT program expanded to more than 70 hours with 4 stages of Progression
- CTU Members being CrossFit Certified
- Emphasis on Mindfulness
 - Breathing to promote recovery
 - Journaling PT sessions
 - PT Debriefing Sessions
 - Use visualization practices



3.19: ACADIS



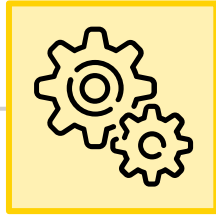
LMS

- Refine procedures of LMS use and supervisory review

- Refine the process outlining roles and responsibilities within ACADIS LMS



3.20: Cadet Mentorship Program



Cadet Mentorship

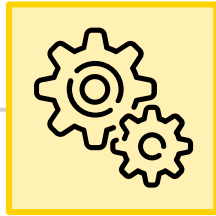
- Clarifying Goals of the Mentorship program
- Refining the Mentorship process



- Female Cadet Mentorship program SOPs in final stages of approval



3.21: Recovery Time

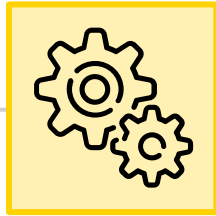


Recovery Time

- One day each month for each unit to have team building downtime
- In Phase 2, the PAC reviews flow of the Academy curriculum



3.22: Internal Audit Protocols



Internal Audit Protocols

- Reporting on Academy Productivity to Stakeholders
- Design the measures and metrics for Reports



- Research Analyst's Top Priority
- One of the most important long-term processes that APD is addressing
- Updates on the Internal Audit Protocols will occur with the onboarding of the full team



Phase 1: Foundational Planning & Logistics

Major Tasks	Deadlines
Hire and Onboard Civilian Staff	July 1, 2024
Review Academy Cadet Curriculum	July 1, 2024
Establish Professional Advisory Committee	October 1, 2024
Begin Phase 2 Implementations	October 1, 2024
Establish Community Advisory Committee	April 1, 2025



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Thank You