



## MEMORANDUM

**TO:** Mayor and Council Members

**FROM:** Spencer Cronk, City Manager *sc*

**DATE:** March 17, 2021

**SUBJECT:** Reimagined Police Cadet Academy Blueprint

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The purpose of this memo is to provide an update and the blueprint for the Reimagined Police Cadet Academy. This matter, [Item 37](#), has been posted on the City Council meeting agenda for March 25, 2021.

The attached blueprint is the pathway to create a new, reimagined police cadet academy that meets the following objectives:

- address concerns about academy curriculum, training techniques, and overall learning objectives identified by Council and the community in the past;
- incorporate recommendations made to date from both Kroll and the APD's own reviews of the academy under the 066 resolution;
- acknowledge the work of, and incorporates input from, the Community Video Review Panel, the City-Community Reimagining Public Safety (RPS) Task Force, and other community members, as well as from our own Equity Office and Office of Police Oversight;
- serve as a launching point for real reforms to academy learning objectives, curriculum, and training that align with the public safety expectations of the Council and our community; and
- address the City's need to maintain adequate staffing within APD to provide for the public's safety and welfare.

### **Reimagined Police Cadet Academy Blueprint**

The blueprint provides further detail; however, the pathway to the Reimagined Police Cadet Academy will consist of three parts: increased community involvement, establishing a culture of adult learning, and transformative change.

**Community Involvement:**

Community involvement and participation is a key component to this reimagined academy. The police academy should involve the community in the development of officers that will protect and serve them. Specific community involvement will include:

- Participation on the Academy Curriculum Review Committee;
- Co-creation of a pilot pre-academy community connect workshop and programming;
- Co-facilitation with community subject matter experts of courses; and
- Formalization of the video review process with community participation

**A Culture of Adult Learning:**

As we learned from the reports of Dr. Villanueva, Dr. Ferguson, and Kroll & Associates, the academy's teaching methodology is an area for improvement.

- Adult learning strategies, such as the use of scenario-based training tools and the realignment of course schedule to ensure that cadets are given the proper space to retain and process course content, will be implemented for this pilot academy.
- All course materials will be reviewed to ensure that diversity, equity, and inclusion are prioritized and aligned with our values.
- Academy faculty will be retrained in various teaching methods and given opportunities for expanded professional development.
- The academy faculty evaluation/review process will be formalized, including the Academy Curriculum Review Committee.
- Two additional civilian staff have been added to APD that will primarily facilitate this new culture of adult learning, support, and innovation. Dr. Anne Kringen, has been hired as the Training Division Manager, and next month she will be adding a Training Supervisor to her team to advance this work.

**Transformative Change:**

It is my expectation that with the implementation of these recommendations, the academy will have a new focus of servant leadership, increased community input and participation, updated curriculum and teaching methods that infuse diversity, equity and inclusion lens, and oversight by an independent evaluator to ensure the changes have been implemented and are achieving our desired outcomes.

The blueprint provides further detail; however, the timeline includes tasks at my direction to City staff, which must be completed over the next three months. City staff has also identified funds to move this forward.

Again, this is a pathway to a reimagined police cadet academy. There is a lot of work that staff must complete, outreach in the community to perform, and further work that will be done after the pilot ends. This is just the first step of an iterative process to sustainably transform the academy in ways that align with our values.

Farah Muscadin, who is serving as our lead on Resolution 66 and the work of Kroll & Associates, will send Council a status update on the academy assessment and timeline for completion. This update will also include an update of the RPS Task Force recommendations.

I am fully committed to moving this process forward and working with you to make our reimagined police cadet academy a reality and model for the rest of the nation.

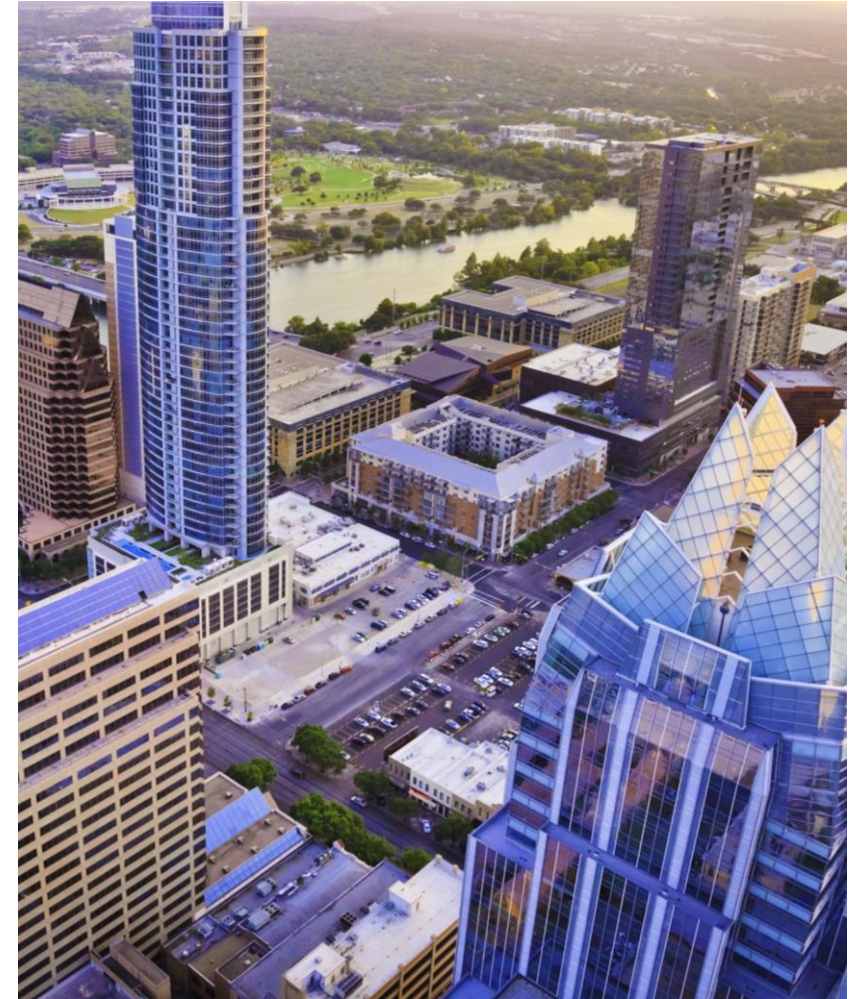
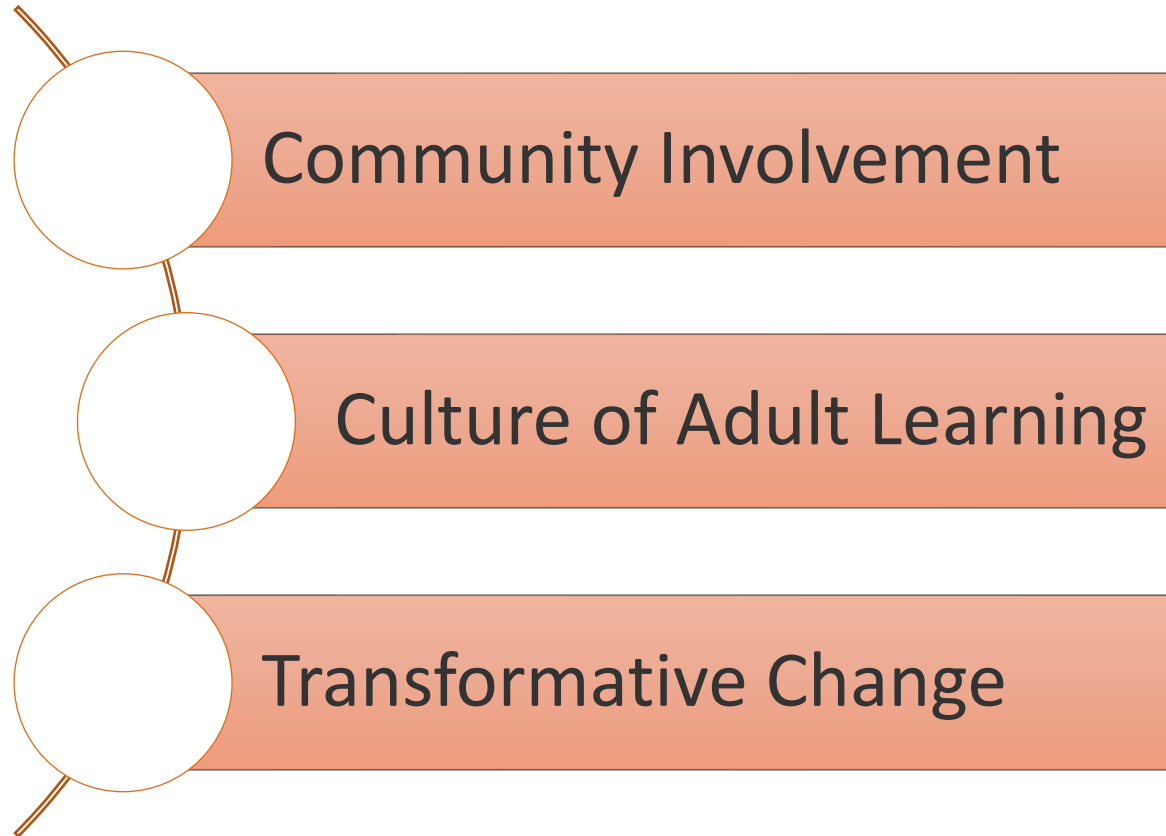
cc: Nuria Rivera Vandermyde, Deputy City Manager  
Rey Arellano, Assistant City Manager  
Shannon Jones, Assistant City Manager  
Farah Muscadin, Director, Office Police Oversight  
Chief Brian Manley, Austin Police Department  
Chief of Staff Troy Gay, Austin Police Department

# Reimagined Police Cadet Academy Blueprint

March 25, 2021



## The Path to Reimagining the Academy



## Community Involvement Action Steps

### Increased involvement, input and participation

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

### Community centered lens

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

### Community debrief after the 144<sup>th</sup> Academy class

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

## Culture of Adult Learning Action Steps

### Review

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

### Evaluate implementation of academy methodologies

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

### Assessment by independent evaluator

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

## Transformative Change Action Steps

### Incorporating evaluated effective curriculum

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

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

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

### Servant and Transformational leadership and commitment to DEI

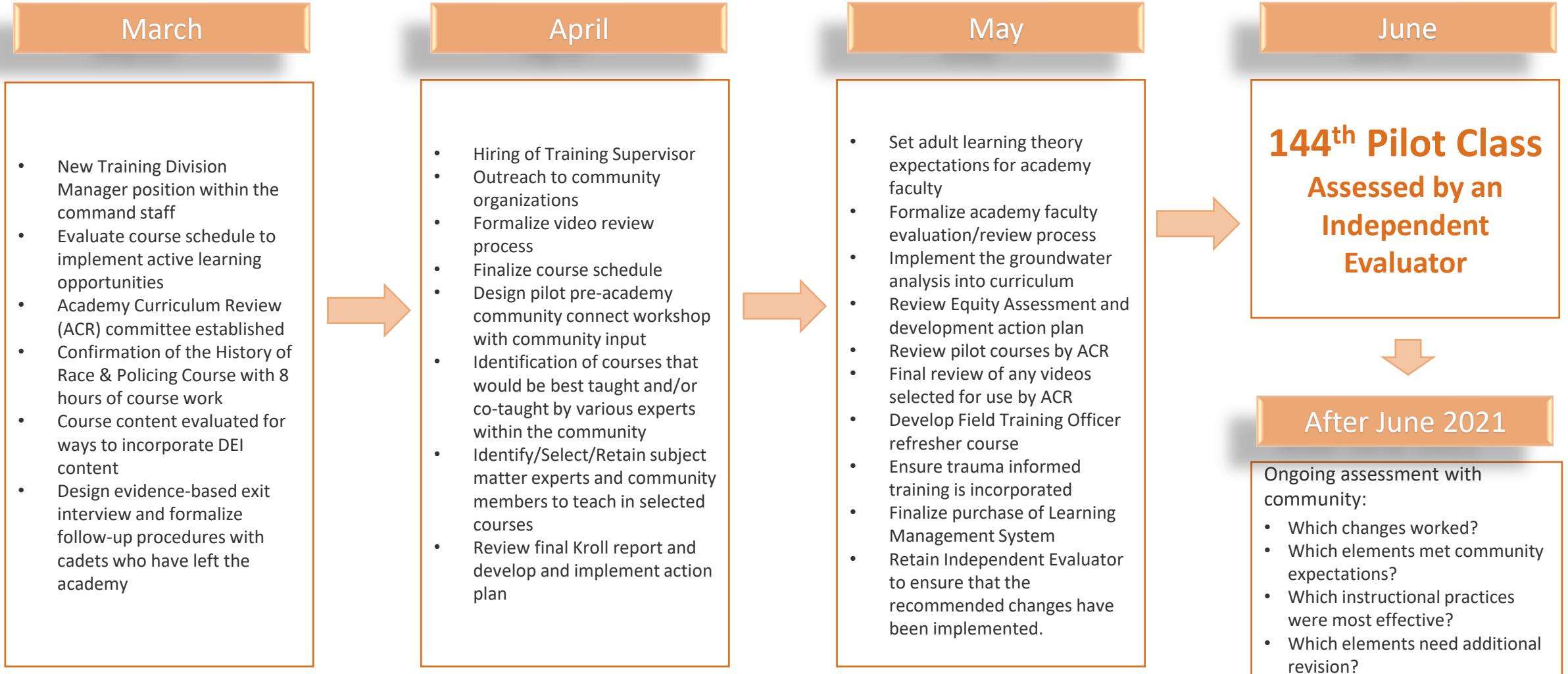
- New Training Division Manager position within the command staff that will review all academy curriculum, implement adult learning teaching methods, and evaluate faculty
- Hiring of Training Supervisor, which will manage the learning management system to keep curriculum updated and current with best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

### Implement external recommendations

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



## Reimagined Pilot Police Cadet Academy Blueprint





**Thank You**