

Austin Police Organizational Capacity, Systems and Practices Project Update



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Austin Police Department | December 1, 2025

BerryDunn and APD



- Initial Project: February 2024 – December 2024
 - Review of the Resource Intensive Service Calls (RISC) Model
 - Business Process Mapping
 - Field Technology and Data Integration Review
 - Essential Call for Service (CFS) Evaluation (Alternative Response)
- Current Project : February 2025 – Present
 - Patrol / Investigations Workload-Staffing Report
 - Supplemental Unit Staffing Report
- Expanded Work (Accreditation Nexus): June 2025 - Present
 - Project management and implementation assistance, including development of plans for achieving results.
 - Operational assessment sprints - in relation to best practices and standards.
 - A review of business processes and workflows and case management.
 - Organizational Change Management services

Project Work

Prior Reports	Current Project Work
RISC and Patrol Schedule Review (July, 2024)	Case Audit (December 2025)
APD Limited CFS and Workload Analysis Update (October, 2024)	Patrol Workload Analysis (December 2025)
Targeted Operational Review (December, 2024)	Organizational Change Management (OCM) Approach (December, 2025)
Emergent Issues Memo (May, 2025)	Academy Review and Recommendations Audit (January, 2026)
Investigations and Supplemental Unit Staffing (June, 2025)	Mission, Vision, Values Development (January, 2026)
Job Task Analysis – Data Analysis Division (November, 2025)	

Recommendations and Tracking

Priority Recommendations	Initial Timeline
OCM Plan and Strategy	Q4 – Ongoing
Records Management System (RMS) Changes	Q4 – 2025 / Q1 – 2026
Recruiting and Retention	Q4 – 2025 / Q1 – 2026
Standard Operating Procedures Adjustments	Q4 – 2025 / Q1 – 2026
Training Academy Processes and Improvements	Q4 – 2025 / Q1 – 2026
Patrol Beat Analysis and Configuration Assessment	Q4 – 2025 / Q1 – 2026
Alternative Response Review	Q4 – 2025 / Q1 – 2026

- Complexities
 - Technology
 - Business Processes and Workflows
 - Policy
 - Training

Organization Change Management Plan and Strategy



Prosci® change management approach - ADKAR

A	AWARENESS <i>for the need to change</i> The current system does not meet the current and/or future needs of the organization.
D	DESIRE <i>to support the change</i> Buy-in of individuals across the organization that the new system is needed.
K	KNOWLEDGE <i>of how to change</i> Executive sponsorship is in place, with communication and coaching plans support individuals.
A	ABILITY <i>to demonstrate skills and behaviors</i> Training and coaching plans help provide new skills and behaviors to help the organization support and manage the new system.
R	REINFORCEMENT <i>to make the change stick</i> Feedback is collected and analyzed with any gaps identified, resistance to new processes and tools is managed, and corrective action is implemented.

Organization Change Management (OCM) Plan and Strategy



- **OCM/Communication:** The department should develop an OCM Plan and Strategy to help ensure success of various operational changes
- **Communication Strategy:** The executive team should develop a strategy to document and share information from its executive discussions, both with the executive team, and the rest of the department

- **Key Step:** Mission/Vision/Values

1. Preparing for Change begins with the development of a Change Management Plan, based on input from APD leadership and stakeholders about the existing environment.

2. Managing Change involves overseeing assigned roles and tasks, providing training and coaching, using tools effectively, and executing a clear communication plan.

3. Reinforcing Change involves evaluating action plans, reviewing the sustainability of change management activities, and promoting individual and team successes.

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management
approach

Records Management System (RMS) Changes



- **RMS Configuration:** APD should make adjustments to its RMS to restrict the ability to use work-arounds to the incident intake and routing process. In addition to establishing clear protocols and process for CFS intake, QA (quality assurance), and case routing and management, APD should align RMS functions, and limitations with those new processes.
 - **Short-Term**
 - Routing Adjustments
 - Prior Platform (MRE)
 - Data Consistency
 - Quality Assurance Protocols
 - **Long Term**
 - Data Capture and Movement (single point)
 - Efficiency Improvements
 - Data Accuracy

Recruiting and Retention



- **Recruiting:** Modern recruiting strategies include more active processes and the development of an “everyone is a recruiter” philosophy across the organization. APD is currently using many full-time officers for recruiting, which places recruiting responsibilities squarely within this unit, not the greater APD.
 - **Linkage between recruiting, academy training, and FTO training**
 - **Development of active recruiting strategies**
 - **Adding/increasing attending behaviors to the recruiting and training process**
 - **Goals**
 - Improve inflow of applicants
 - Reduce washout rates at the academy or in FTO
 - Close the vacancy gap

Standard Operating Procedure Adjustments



- **Initial Calls-For-Service (CFS), Preliminary Investigation, and Routing:** APD should establish clear expectations for patrol officer data collection and input and create a culture where such standards are regarded as a professional norm that must be accomplished for each incident, without exception
- **Process Oversight, Review, Monitoring, and Accountability:** APD should establish clear expectations for patrol supervisors regarding their role in Quality Assurance (QA) for patrol staff and CFS response. These expectations (which should be regarded as a sub-set of broader patrol supervisor expectations), must occur in a timely and unremitting fashion.
- **Patrol/Investigations: Process Adjustment:** Adjusting the process for evaluating case activations and workload management (as recommended in the Emergent Issues Memo) would enhance the efficiency and assessment of caseloads by unit and individual.

Standard Operating Procedure Adjustments



- **Investigations Case Routing, Review, and Case Management:** APD should establish clear expectations for case routing, review, assignment, activity, monitoring, and closure. Additionally, APD should set expectations for case management, monitoring, and reporting by investigations supervisors.
- **Patrol/Investigations: Solvability Factors:** The current process for evaluating solvability factors is inefficient and ineffective. The use of solvability factor assessment at the patrol officer/patrol supervisor level would eliminate the need for secondary review of thousands of criminal incidents annually.
- **Broadly:**
 - Many of these protocols are already in policy, but not necessarily in practice
 - There is a need to establish/re-establish certain processes and to adhere to them

Training Academy Processes and Improvements

- **Academy/Training:**

- There are many officers assigned to the academy to provide entry-level and advanced education to cadets and seasoned officers. There is an opportunity to use retired personnel, or academics, to offset a significant portion of this work, which would allow for the return of multiple officers to patrol status.
- There is a need for experienced personnel to provide specialized education at the academy. APD would benefit from calling upon internal experts to provide training either full-time or intermittently, particularly for advanced training for officers.

- **Academy Audit**

- Kroll recommendations: Review of implementation / success
- Curriculum delivery and fidelity of delivered content
- Training Philosophy: Screening In vs. Screening out

Patrol Beat Analysis and Configuration Assessment



- **Patrol Beats/Districts:** Current deployment allows units to position themselves in a manner that increases response times or helps them avoid being recommended for response based on geographical location.
- **Patrol Response Times:** Evaluate Current Patrol Response Times for Comparison in Future Review
- **Current:**
 - GEO Plotting / Crime / Calls for Service Mapping
 - Review of Sectors / Districts
 - Improvement in Response Times

Alternative Response Review



- **Examine Call-For-Service (CFS) Types for Expanded Alternative Response:** APD should revisit each potentially divertible CFS type to assess its viability for Alternative Response and pursue Alternative Response methods whenever appropriate.
- **Consider alternative response options**
 - Online/Telephonic Reporting Unit (TRU)
 - Right-Resource Response Approach
 - Outsourcing
 - Plan Development

Next Steps

Key Areas
Recommendation Monitoring and Facilitating
Patrol Workload Analysis
Mission, Vision, Values Development
Organizational Change Management

Thank You

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