



Matrix Report

Implementation Update: October 3, 2017

Goals and Objectives

To implement an effective Community Policing Strategy for APD

- By developing community partnerships in order to build both trust and legitimacy
- By transforming our organizational management, structure, and personnel
- By creating an engaging process for problem-solving

Implementation Status

Matrix Report contained 79 recommendations and APD agreed will all but one.

- APD had concerns with tracking officers volunteer time, which could conflict with FLSA.
- Most of APD's progress has been centered around foundational changes that will support CP and enhance our ability to make substantial changes for our community.

Recommendations are in Chapters 3 through 6

- 33 recommendations have been completed
- 39 recommendations are currently in progress
- 6 recommendations are pending

Community Policing Leadership & Management (Chapter 3)

This chapter focuses on the management of a community oriented Police Department. Also, this chapter addressed both effective tracking and evaluation of CP.

Progress:

There are 28 recommendations in this chapter. Four (4) have been completed, 21 are in progress, and 3 are pending.

Focus Areas:

Implementation of a Community Policing focused Vision and Mission Statement, and a Community Policing (CP) Policy.

Management and Organizational restructure to support CP.

Implementation of an Intelligence-led, neighborhood focused problem solving model using Evidence Based practices in support of CP.

Community Policing Leadership & Management (Chapter 3)

Focus Areas (cont.):

Implementing training courses focused on CP.

Incorporating expectations for all employee regarding CP.

Development of tracking and evaluation metrics for CP.

Community Policing Leadership & Management (Chapter 3)

Examples of completed

- Provide funding for the PIO to market our Community Policing efforts.
- Track the amount of proactive time spent by patrol officers in aggregate and in regions.

Examples of in progress

- Include pedestrian stops and filed interviews in the yearly Racial Profiling Report.
- Define the roles of supervisors, managers, command and executive staff as they relate to community oriented policing and problem-solving.
- Develop specifically defined performance measures to gauge the effectiveness of the Community Policing efforts of the Department at the organizational level. Publish a yearly report of the findings.

Support for Community Policing (Chapter 4)

This chapter focuses on the support for CP within APD from recruitment, training, and other human resource programs.

Progress:

There are 28 recommendations in this chapter. Twenty (20) have been completed and 8 are in progress.

Focus Areas:

Revising the department's digital footprint to reflect CP principals.

Recruiting and hiring employees consistent with CP principals.

Reinforcement of community oriented principles in all aspects of training.

Support for Community Policing (Chapter 4)

Examples of completed:

- Automate all background and testing to speed up the process.
- Cadets should continue to write the observation report or make a presentation on their experience in the Immersion Program.
- Produce a recruiting video that is more in alignment with Community Policing and problem-solving and make it available to the general public.
- Implement a requirement that trainees complete a neighborhood portfolio that analyzes a specific area of the city.

Examples of in progress:

- Provide training on Community Policing to all non-sworn members through local delivery or e-learning methods already established by the Department.
- Develop a reward system that encourages employee efforts in Community Policing. This may be a separate system or a modification of the Superior Service Citation.

Patrol Operations and Staffing (Chapter 5)

This chapter focuses on patrol operations and staffing, recognizing officers must have sufficient time outside of community-driven workload to proactively address community issues, conduct problem-oriented policing, and perform other self-directed engagement activities within our community.

Progress:

There are 5 recommendations in this chapter. One (1) has been completed, 3 are in progress, and 1 is pending.

Patrol Operations and Staffing (Chapter 5 Cont.)

Matrix staffing recommendations for year one:

- 12 new non-sworn Community Service Officer positions (CSO)
- 12 CSO position replacing 11 District Rep's (DRs) for redeployment to Patrol
- 66 officers added to Patrol
- 4 officers added to Hwy Enforcement

APD's staffing recommendations per Matrix for FY18:

- 66 officers to be added to Patrol in addition to 4 Corporals and 4 Sgts
- 9 CSO positions (non sworn) in order to redeploy 9 DR positions to Patrol

Patrol Operations and Staffing (Chapter 5 Cont.)

Matrix staffing recommendations the following four (4) years:

- 2nd Year – 20 Officers
- 3rd Year – 18 Officers
- 4th Year – 15 Officers
- 5th Year – 13 Officers

APD concurs with the staffing recommendations, but also recommends adding the necessary supervision.

District Representatives & Other Community Support Units (Chapter 6)

This chapter focuses on units who support patrol operations who also have a responsibility toward CP.

Progress:

There are 19 recommendations in this chapter. Eight (8) have been completed, 7 are in progress, 2 are pending, and 1 will not be implemented.

Focus Areas:

Enhancement of our District Representative Program to support CP.

Recommended 9 CSO's in the FY18 budget process.

DR's will continue to work with neighborhood groups.

All sworn and non-sworn units play a role in enhancing CP.

District Representatives & Other Community Support Units (Chapter 6)

Examples of completed:

- Add a new lieutenant position to implement, coordinate, manage, centralize, and standardize the Community Oriented Policing Program (Current DR Units).
- Maintain the current staffing level in Parks and Lakes Units and continue to use these work units as necessary in support of safety and order maintenance goals in the downtown area.

Examples of in progress:

- APD/OCL should establish formal boards or committees for each constituent community that meet with a liaison on a quarterly basis (minimum) to discuss issues and ways to improve service.
- PAL and Explorer units should develop methods to recruit youth in languages representative of Austin's diverse community.

Examples of pending:

- APD should fund the publication of crime prevention materials for non-English speaking constituents.
- Increase the current staffing in the Motor's unit by 4 officers.

Response to Resistance – Training and Policy Recommendations by Austin Justice Coalition

APD reviews policies on a regular basis and considers our Response to Resistance Policies critical in promoting Trust and Legitimacy.

AJC provided APD with recommendations to R2R Policies.

APD and AJC will meet in October to discuss their recommendations.