



Matrix Report Implementation Update: July 2, 2018

Goals and Objectives

To implement an effective Community Policing (CP) 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 with all but 2.

- APD had concerns with tracking officers volunteer time, which could conflict with Fair Labor Standards Act. and APD does not want to deploy civilians to handle low level call for service.
- 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

- 50 recommendations have been completed
- 25 recommendations are currently in progress
- 2 recommendations are pending
- 2 APD does not concur with recommendation

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. Thirteen (13) have been completed, 13 are in progress, and 2 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 neighborhood focused problem solving in support of CP.

Community Policing Leadership & Management (Chapter 3)

Focus Areas (cont.):

- Implementing leadership 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

- New Vision and Mission Statements
- Developed an evaluation system that includes demensions regarding CP
- Developed a Font Line Leadership course focused on Problem Solving and community engagement.
- Updated crime (street segments) maps to help provide a tailored and focused approach to crime trends.
- Established Stakeholder groups in each Area Command.

Examples of in progress

- Include pedestrian stops and field interviews in the yearly Racial Profiling Report.
- Dimensions for CP have been added, but APD continues to evaluate how we can better track officers time spent on community engagement.

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-three (23) have been completed and five (5) are in progress.

Focus Areas:

- Revising the department's social media footprint to reflect CP principles.
- Recruiting and hiring employees consistent with CP principles.
- Reinforcement of community oriented principles in all aspects of training.

Support for Community Policing (Chapter 4)

Examples of completed:

- Automated all background and testing to speed up the recruiting and hiring process.
- The Academy has enhanced the Community Immersion Project.
- Produced a recruiting video that is more in alignment with Community Policing and problem-solving and make it available to the general public.
- Developed an introductory class to teach cadets the history, structure, philosophy, and application of Community Policing.
- The "Police-Community Partnerships" class was developed in partnership with the COPS Office
- Developed a reward system that encourages employee efforts in Community Policing.

Examples of in progress:

- Development of a marketing strategy
- Making CP a major focus of Academy training

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. Two (2) has been completed, 2 are in progress, and 1 we do not concur.

9

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
- 8 corporals for patrol

Matrix staffing recommendations the following four (4) years:

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

10

Patrol Operations and Staffing (Chapter 5 Cont.)

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

APD's staffing/funding recommendations (including Matrix) for FY19:

- 34 Officers
- 6 Corporals
- 24 Detectives
- 4 Sergeants

Total of 68 Sworn Position*

* 12 Position were authorized in 2017, but were unfunded.

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. Twelve (12) have been completed, Six (6) are in progress, and 1 will not be implemented.

Focus Areas:

Enhancement of our District Representative Program to support CP.

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:

- Redeployed a lieutenant position to implement, coordinate, manage, centralize, and standardize the Community Oriented Policing Program (Current DR Units).
- The Highway Enforcement Command should continue it's focus on having Motor units spend more time in patrol districts handling traffic accident calls for service and selective traffic enforcement.

Examples of in progress:

- APD/OCL should explore Youth Camp and LINKS programs funding.
- Provide Annual Reports of OCL activities and performance.
- Increase Motor Units staffing by four officers

11



Questions?

12