

# Introduction to the Police Division Operational Review

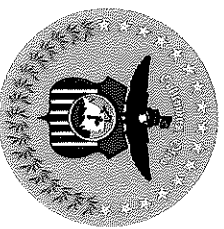
**matrix**   
consulting group

## Columbus, Ohio

# The Matrix Consulting Group

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- ◆ The leaders of our firm have provided a wide range of consulting services to local government since 1980.
- ◆ The project team has conducted over 350 law enforcement studies in the Midwest and across the country (and Canada). Many of these are larger departments – for example, Austin, Fort Worth, Kansas City, San Jose and currently Los Angeles.
- ◆ Our services to police departments are based on understanding and promoting partnerships with the community; efficient management and utilization of resources; and proactivity.
- ◆ Our approach is ‘fact-based’ emphasizing extensive data collection on site, maximizing stakeholder input and detailed implementation strategies.



# Our Police Study Project Team

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**Richard Brady**      President

President and Project Manager  
38+ years of consulting experience; police practice leader

**Devon Clunis**      Manager

Manages our international police consulting division  
Former transformative chief in Winnipeg (Manitoba)

**John Scruggs**      Manager

4 years of consulting experience  
26 years in policing (Portland, OR) and interim chief

**Ian Brady**      Senior Manager

6 years of police analytical experience  
Developed our deployment, and staffing models

**Byron Pipkin**      Senior Manager

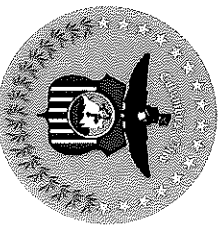
12 years of consulting experience plus  
28 years as public safety manager in Sunnyvale (CA)

**Kyle Mestad**      Senior Consultant

8 years of law enforcement experience  
Former Admin Division Manager in Ramsey County (MN)

**Ryan Peterson**      Consultant

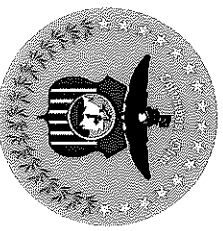
GIS and data analytics specialist



# Methodological Overview

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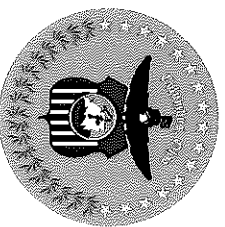
- ◆ Extensive input from law enforcement personnel through interviews and an employee survey.
- ◆ Extensive input from the community through an online survey and conduct of focus group meetings.
- ◆ In-depth data collection of the Division's service levels, staff utilization, operations and management.
- ◆ Comparing the Columbus Police Division to best practices and other large cities.
- ◆ Detailed analysis of staffing needs, community partnerships, and internal support systems.
- ◆ Collaboration with the City and Police Division staff to review findings, assumptions and analysis.



# Scope Area #1 – Staffing

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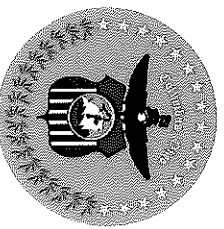
- ◆ Are sworn and civilian staffing levels optimal given the needs of the City and benchmarks?
- ◆ Are deployments of staff optimal given workloads, the characteristics of the City, crime and service patterns?
- ◆ Could new technologies improve service delivery?
- ◆ Does the organizational structure of the Division support the effective and efficient use of resources and service to the City?
- ◆ Are diversity recruitment approaches effective? Could they be made more so? Do Civil Service and labor relations practices help or impede attaining desired diversity?



# Scope Area #2 – Community

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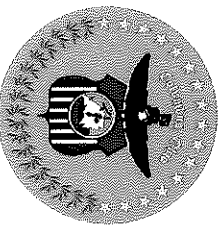
- ◆ What are the optimal approaches and programs for community policing, community engagement and problem oriented policing for Columbus?
- ◆ What mechanisms are in place or should be in place to ensure the accountability of staff in problem-oriented policing?
- ◆ Are levels of proactivity in field patrol sufficient now? Are levels consistent throughout the City and at different times of the day?
- ◆ What best practice and benchmark efforts should be adopted in the Columbus Police Division to enhance problem oriented policing and effective community engagement?



# Scope Area #3 – Policies

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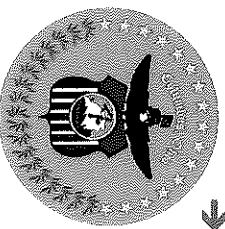
- ◆ Are policies and practices aligned with best practices?
- ◆ Critical policies and practices need an in depth review, for example:
  - Use of force
  - Crisis intervention
  - De-escalation
  - Protests and crowd control
  - Body worn camera utilization
  - Implicit and explicit bias and cultural competency
- ◆ Are policies and practices aligned with CALEA?



# Scope Area #4 – Training

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- ◆ Is training aligned with best practices? Are national approaches focusing on data driven and evidence-based results?
- ◆ Is the amount of training received and its content appropriate to the needs for Columbus Police personnel?
- ◆ Specific training areas for an in depth review include:
  - Interacting with diverse populations
  - Interacting with people in crisis
  - De-escalation
  - Protests and crowd control
  - Use of force
  - Constitutional policing

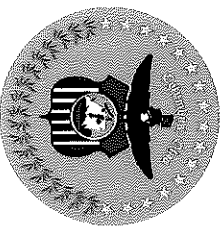




# Scope Area #5 – Transparency

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- ◆ Do complaint reviews and officer disciplinary processes reflect best practices, are data-driven and evidence-based?
- ◆ Do labor relations agreements and practices help or impede attaining desired accountability?
- ◆ Are there opportunities to improve employee wellness and early intervention approaches?
- ◆ What information do the Police Division and the City receive and utilize to ensure accountability in police services?



# Project Task Plan

