

A photograph of a park-like setting. In the foreground, there is a large, lush green palm tree. To its right is a multi-tiered stone fountain with water spraying upwards. In the background, a light-colored building with a tiled roof and arched windows is visible, surrounded by other trees and greenery.

Police Department Staffing Study

PIEDMONT, CALIFORNIA

matrix 
consulting group

Study Objectives

- 1 Current staffing analysis.
- 2 Meeting best and emerging practices in operations management
- 3 Analysis of organizational structure and management systems

High-Level Summary of Key Issues in This Study

- 1 The extent to which the community is involved in service planning and evaluation
- 2 How 'uncommitted time' is used in patrol to work with the community and to solve problems
- 3 Current and long-range administrative support to the Department
- 4 The operational support provided to officers

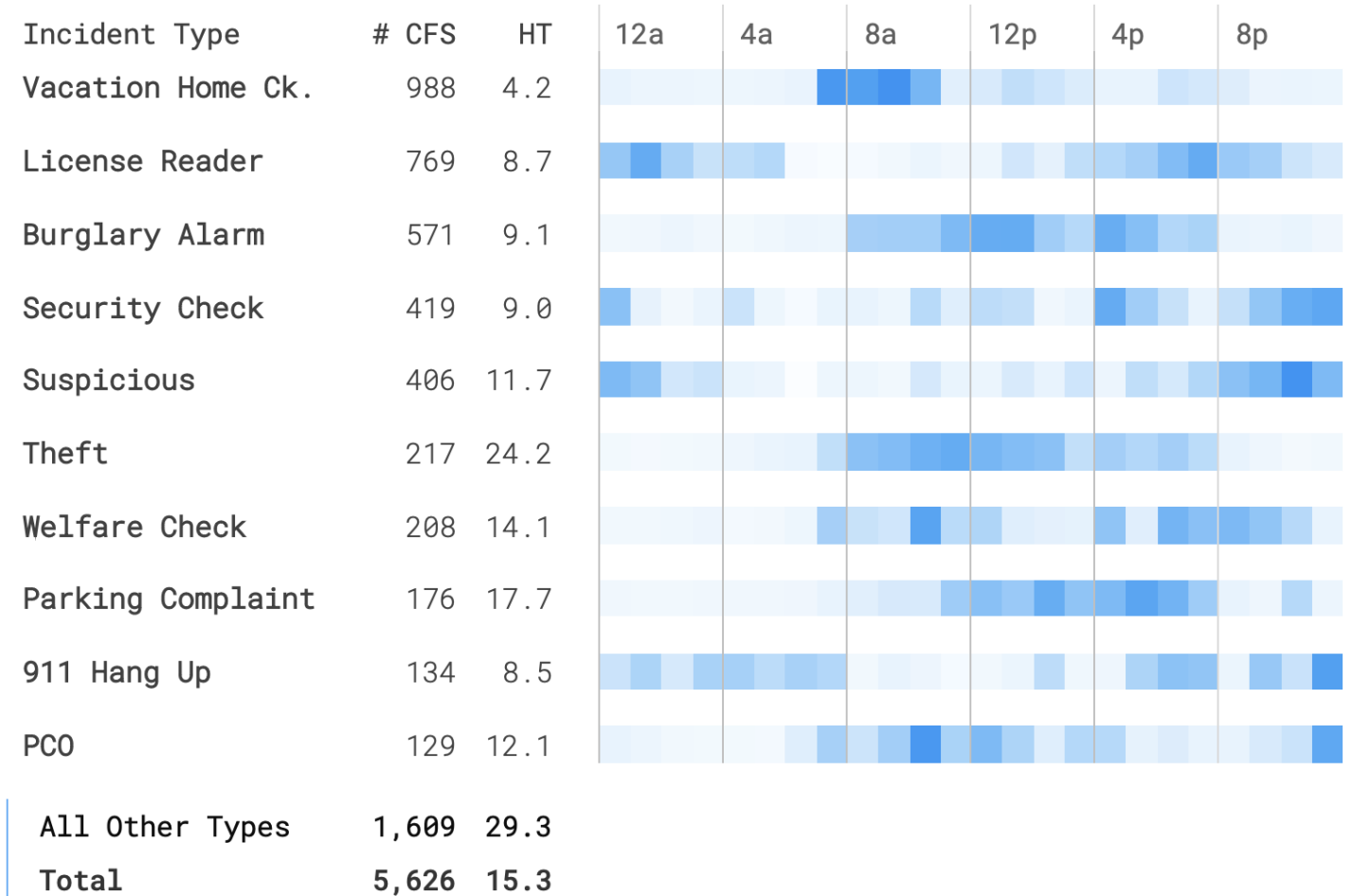
Key Findings: Operations Division 1

Piedmont has a unique call for service pattern – it is mostly community support oriented rather than response to crime.

Many of these top calls are more proactive in nature.

These Top 10 call types represent about three-quarters of all service requests.

Most Common Call for Service Categories



Methodology: Patrol

- Proactive time is the central metric used to evaluate the capacity of patrol staffing.
 - ❖ It is calculated as the percentage of on-duty staffing hours that are *not* spent responding to calls for service.
 - ❖ Adequate proactive time facilitates more engagement with the community.
 - ❖ At an overall level, proactive time should be at least **45%** of total time in the field.
 - ❖ In smaller communities, proactive time is usually a higher percentage because call for service loads are low.

Key Findings: Operations Division 3

Overall proactivity is exceptional, exceeding 60% of the time available every hour of the day.

This is an exceptional level of service capability.

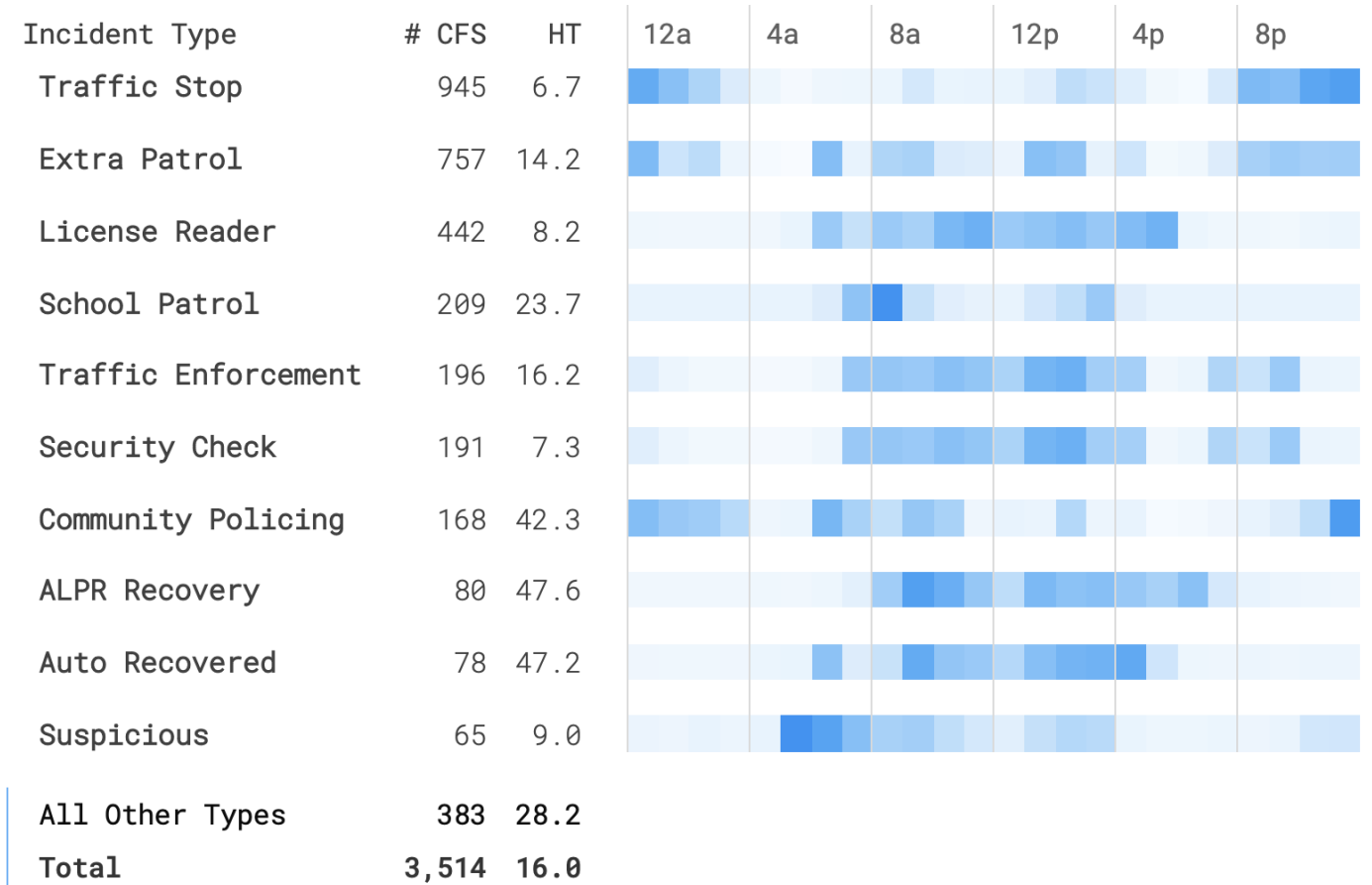
		Proactivity by Hour and Weekday								
		Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall	
2am–6am		95%	88%	90%	89%	94%	95%	94%	92%	
6am–10am		69%	68%	75%	83%	83%	78%	81%	78%	
10am–2pm		73%	68%	72%	75%	76%	74%	75%	73%	
2pm–6pm		78%	75%	62%	74%	70%	68%	79%	72%	
6pm–10pm		80%	79%	82%	83%	78%	79%	76%	80%	
10pm–2am		90%	87%	86%	91%	91%	88%	86%	88%	
Overall		82%	79%	79%	84%	84%	82%	83%	82%	

Key Findings: Operations Division 4

With high proactive ability levels, patrol officers use the time available to address problems in the community.

In Piedmont, these abilities are even higher because of the way 'calls' are classified.

Most Common Categories of Self-Initiated Activity



Operations Division Conclusions and Recommendations

- In Piedmont, patrol staffing is a function of minimal needs, not workloads.
- Two police officers and a sergeant provide adequate coverage to meet response time expectations, to cover concurrent activities, and officer safety.
- As a result, current authorized staffing levels in patrol are appropriate.
- However, additional steps can be taken to build upon proactive abilities:
 - ❖ Planning for the *best use* of proactive time in Piedmont.
 - ❖ More analytical support to drive proactive efforts.
 - ❖ More engagement with the community.

Additional Operations Division Conclusions and Recommendations

- Adding a crime analyst to support community service and the best use of patrol resources – this position could be multi-functional (e.g., to assist detectives).
- Adding an administrative sergeant would address several issues in the Department:
 - ❖ Relieving many staff of collateral responsibilities.
 - ❖ Bringing expertise to several important administrative functions (e.g., training).
 - ❖ Providing direct supervision to detectives and other positions (detectives).

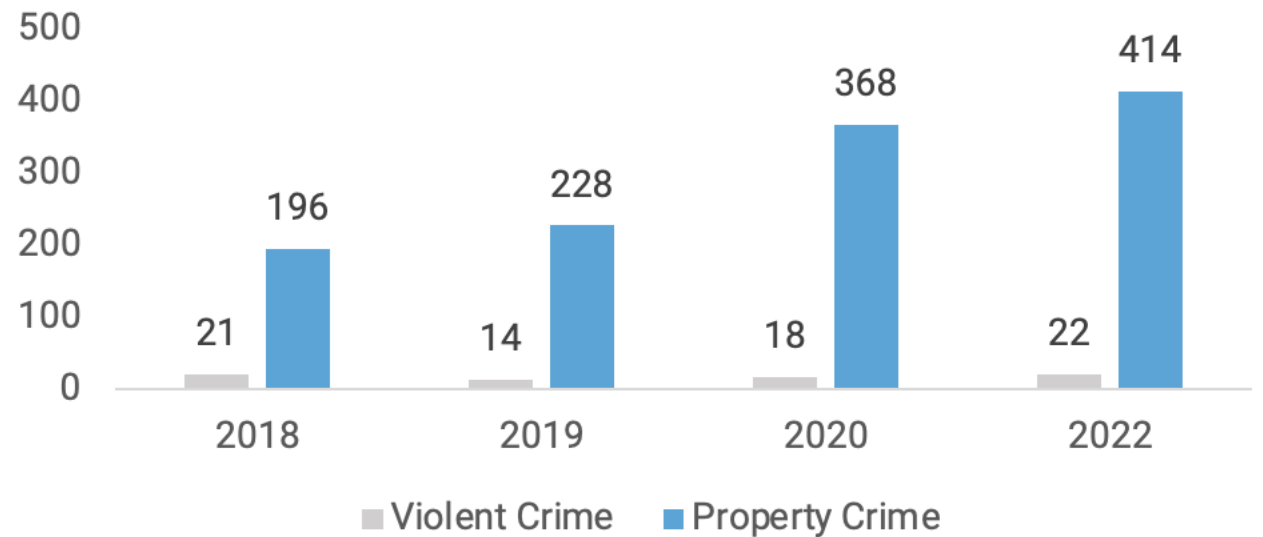
Investigations Conclusions and Recommendations

While major crimes are not common in Piedmont, property crimes are increasing.

Workable cases are low for many property crimes because of the lack of evidence or witnesses to thefts and burglaries.

This emphasizes the importance of directed field efforts as recommended previously for patrol.

Reported Part 1 Crime



Conclusions and Recommendations in Other Areas

- **Training** – the direction that discretionary training has should include an ongoing evaluation that includes community needs.
- **Complaints** – take steps to ensure that the process is transparent.
- **Dispatch** – Additional staff (3) are needed to safely and effectively operate the center. They can assist with administrative tasks between dispatch tasks.
- **Records** – An additional records specialist is needed to improve coverage, though cross-training other staff to cover these roles is an alternative.
- **Property and evidence** – needs additional technology and policies to conform to best practices.
- **Information technology** – this has been a strong area for Piedmont.

Questions and Discussion