

City of Piedmont
COUNCIL AGENDA REPORT

DATE: February 3, 2025

TO: Mayor and Council

FROM: Rosanna Bayon Moore, City Administrator

SUBJECT: Overview of Staffing Study by Matrix Inc. for the Piedmont Police Department

RECOMMENDATION

This report is submitted for information purposes only.

BACKGROUND

The purpose of this agenda item is to provide the City Council and community with an overview of the staffing study completed by Matrix, Inc. The staffing study project was one element of a multi-point plan provided in late 2023 to address crime related issues. The staffing study also provides the City of Piedmont, and community with an opportunity to assess the Department's functioning and organization relative to future changes associated with increased housing, public safety demands, evolving technology and a key planning as the community considers future public safety facility needs.

ANALYSIS

The attached staffing study provides several observations and recommendations relative to the operations of the Department. It is important to view the report as a tool and aid, but not as a literal road map of how the City and Department choose to address the identified areas. Fiscal constraints, real-world realities, staff expertise, and community needs are all contextual elements which the City must consider.

Staff has provided the following responses (last column) to the Summary of Recommendations (first four columns) which is included in the attached Executive Summary:

Functional Area	Recommendations	Priority	Timeframe	Response
Operations Bureau				
Patrol	Maintain the current staffing of 4 Sergeants.	High	Current	Concur
	Maintain 13 officer positions. 10 Officers assigned to patrol, 2 Officers assigned to Traffic, and 1 Officer assigned as Juvenile Liaison.	High	Current	Concur
	Maintain 2 full-time Community Services Officers and 1 part-time	High	Current	Concur

	Community Service Officer.			
Operations Support	Increase Operations staffing by 1 Sergeant, creating an Administrative Sergeant position who will assume duties associated with training program management, other administrative tasks, supervise department detectives and the future Crime Analyst.	High	1 – 2 years	Explore reclassification of detective position to Administrative Sergeant
	Increase department staffing by 1 non-sworn Analyst to analyze crime data and trends. This position could also function as a budget analyst for the Department.	High	1 – 2 years	Explore modification of existing job descriptions to include analyst training or working with another small jurisdiction to split an analyst position.
	Train all department employees in problem-oriented policing, hot-spot policing strategies, and evidence-based policing practices.	Medium	1 – 2 years	Concur
	Develop a comprehensive strategy of community engagement which includes individual officers in patrol as well as more planned events such as police town hall meetings.	High	Immediate	Achieved through Cop on the Block, NNO, Coffee, Cars, Cops, Bark in the Park, etc.
Investigations	Evaluate current department investigative practices to maximize effectiveness.	High	Immediate	Concur
Training	Ensure that Police Officers receive at least 40 hours of in-service training per year.	High	Immediate	Explore staffing, budgeting capacity to implement
	Continue to incorporate police training national best practices recommendations into the department's training philosophies and methodologies.	High	Immediate	Concur
Policies & Complaints	Include statistical summaries, citizen complaints received, types of offenses investigated, case dispositions, and discipline	High	Immediate	Concur, Implemented

	received when appropriate in the department's annual report.			
Support Services Bureau				
Dispatch	Increase Dispatch authorized staffing by 3 full-time Public Safety Dispatchers for a total of 9 full-time Public Safety Dispatchers and 1 per-diem Public Safety Dispatcher. Explore adding part time dispatchers as an alternative to address gaps.	Medium	1 – 2 years	Staffing has increased to 7 authorized positions. Concur with exploring part time staff
	Designate lead dispatch positions at times when the Dispatch Supervisor is not on shift.	Medium	1 – 2 years	Explore role and need with staff
	Explore opportunities to bring other Alameda County agencies into the dispatch center.	Medium	Immediate	Previously considered, concur
Records	If dispatch staffing is not increased, increase Records Specialist staffing by 1, for a total of 2 Records Specialists.	Medium	1 – 2 years	Explore adding a part time Records Specialist
Property & Evidence	Develop an auto-alert mechanism that notifies Property and Evidence personnel of property purge dates.	Medium	1 – 2 years	Concur
	Develop protocols concerning emergency and disaster planning to include procedures for removal, tracking, transportation, and relocation of property, and identify an alternate evidence/property storage area if evacuation is necessary.	High	Immediate	Concur
	Ensure the department property manual reflects current property room requirements and mandates as outlined in department policy.	High	Immediate	Concur, In Process
	Update property/evidence policy to include best practices as described in the diagnostic assessment tool.	High	Immediate	Concur, In Process
	Integrate Property Room barcode software and equipment into the current property management	Medium	1 – 2 years	Recently Implemented

	system.			
Police Technology	Create a department technology committee to analyze future department technology needs.	Medium	1 – 2 years	Concur

In addition to the presentation to the City Council, this topic will be placed as an agenda item before the Public Safety Committee.

ATTACHMENTS

Executive Summary, Police Department Staffing Study: Piedmont, California
Matrix Consulting Group.

By: Jeremy Bowers, Chief of Police

Police Department Staffing Study

PIEDMONT, CALIFORNIA

October 24, 2024



1. Introduction and Executive Summary

The Matrix Consulting Group was retained by the City of Piedmont to conduct a comprehensive analysis of police operations to determine appropriate and optimum staffing levels while ensuring management of operations is efficient. This document provides the analysis and findings of that effort.

Matrix Consulting Group, founded over 21 years ago, has extensive experience with similar assessments for over 400 police departments in California and across the country (as well as in Canada). Our firm has assisted police departments improve workload balance, management, and operations, and attaining 21st Century Policing goals.

(1) Scope of Work

The scope of this study included the assessment of current enforcement operations, response capabilities, staffing, and other resources necessary for the delivery of services to the city. A review of services and the delivery of those services should be performed periodically to ensure needs are being met. This project focused on the emergency services system delivery that included:

- Proactivity
- Resource allocations
- Current staffing and implications for the future
- Management of resources
- Responsiveness to the public

Piedmont is a city that has a tradition and expectation from the community of exceptional service levels. This assessment is intended to demonstrate that or develop a plan to address any gaps.

(2) Approaches Utilized in the Study

Data utilized in this study was developed based on the work conducted by the project team, including.

- Interviews conducted with staff
- Collection and analysis of workload and service data
- A review of operational documents and reports, budget data, organizational structure, and key practices

(3) Strategic Improvement Opportunities

The following table provides a summary of recommendations established in this report. The report itself should be reviewed to understand the factual basis behind each recommendation as well as the analysis leading to each recommendation. Where appropriate recommendations have been prioritized to assist in the allocation of resources and achievement of strategic objectives.

Summary of Recommendations

Functional Area	Recommendations	Priority	Timeframe
Operations Bureau			
Patrol	Maintain the current staffing of 4 Sergeants.	High	Current
	Maintain 13 officer positions. 10 Officers assigned to patrol, 2 Officers assigned to Traffic, and 1 Officer assigned as Juvenile Liaison.	High	Current
	Maintain 2 full-time Community Services Officers and 1 part-time Community Service Officer.	High	Current
Operations Support	Increase Operations staffing by 1 Sergeant, creating an Administrative Sergeant position who will assume duties associated with training program management, other administrative tasks, supervise department detectives and the future Crime Analyst.	High	1 – 2 years
	Increase department staffing by 1 non-sworn Analyst to analyze crime data and trends. This position could also function as a budget analyst for the Department.	High	1 – 2 years
	Train all department employees in problem-oriented policing, hot-spot policing strategies, and evidence-based policing practices.	Medium	1 – 2 years
	Develop a comprehensive strategy of community engagement which includes individual officers in patrol as well as more planned events such as police town hall meetings.	High	Immediate
Investigations	Evaluate current department investigative practices to maximize effectiveness.	High	Immediate
Training	Ensure that Police Officers receive at least 40 hours of in-service training per year.	High	Immediate

Functional Area	Recommendations	Priority	Timeframe
	Continue to incorporate police training national best practices recommendations into the department's training philosophies and methodologies.	High	Immediate
Policies & Complaints	Include statistical summaries, citizen complaints received, types of offenses investigated, case dispositions, and discipline received when appropriate in the department's annual report.	High	Immediate
Support Services Bureau			
Dispatch	Increase Dispatch authorized staffing by 3 full-time Public Safety Dispatchers for a total of 9 full-time Public Safety Dispatchers and 1 per-diem Public Safety Dispatcher. Explore adding part time dispatchers as an alternative to address gaps.	Medium	1 – 2 years
	Designate lead dispatch positions at times when the Dispatch Supervisor is not on shift.	Medium	1 – 2 years
	Explore opportunities to bring other Alameda County agencies into the dispatch center.	Medium	Immediate
Records	If dispatch staffing is not increased, increase Records Specialist staffing by 1, for a total of 2 Records Specialists.	Medium	1 – 2 years
Property & Evidence	Develop an auto-alert mechanism that notifies Property and Evidence personnel of property purge dates.	Medium	1 – 2 years
	Develop protocols concerning emergency and disaster planning to include procedures for removal, tracking, transportation, and relocation of property, and identify an alternate evidence/property storage area if evacuation is necessary.	High	Immediate
	Ensure the department property manual reflects current property room requirements and mandates as outlined in department policy.	High	Immediate
	Update property/evidence policy to include best practices as described in the diagnostic assessment tool.	High	Immediate

Functional Area	Recommendations	Priority	Timeframe
	Integrate Property Room barcode software and equipment into the current property management system.	Medium	1 – 2 years
Police Technology	Create a department technology committee to analyze future department technology needs.	Medium	1 – 2 years