

Proposal to Develop a Police Department Staffing Needs Assessment

SAN LEANDRO, CALIFORNIA

February 17, 2022

Table of Contents

	Letter of Transmittal	i
1	Company Background	1
2	Project Examples	13
3	Detailed Scope of Work	14
4.	Cost Proposal	25
5	References	26
6.	Legal Statements	28



February 17, 2022

Sally M. Perez
Purchasing Technician
City of San Leandro
835 E 14th Street
San Leandro, CA 94577

Dear Ms. Perez:

The Matrix Consulting Group is pleased to provide you with our proposal to develop the Police Department Staffing Needs Assessment for the City of San Leandro. This proposal is based on review of the City's Request for Proposals and our background research on the City and its Police Department.

We have extensive experience with similar assessments for over 400 police departments across the country (as well as in Canada). Over 100 of these studies have been in California alone. Our firm has assisted police departments improve management, operations, and attaining 21st Century Policing goals. The following table provides a partial list of recent police studies:

Asheville, NC	Kyle, TX	Roseville, CA
Austin, TX	Lewisville, TX	Sacramento, CA
Bakersfield, CA	Los Angeles, CA	Salt Lake City, UT
Berkeley, CA	Miami Beach, FL	San Francisco, CA
Columbia, MO	Oshkosh, WI	San Jose, CA
Denton, TX	Ossining, NY	Suisun, CA
Fort Worth, TX	Peoria, AZ	Tacoma, WA
Hayward, CA	Raleigh, NC	Winnipeg, MB Canada

In addition, we are currently completing law enforcement studies for **Pittsburg CA**, Madison WI, Everett WA, and Santa Fe NM. We have also just been selected to conduct a study of the **Signal Hill CA** Police Department.

All of the staff are highly experienced, having conducted hundreds of police studies, including each of those listed above. We have no subcontractors on our team. Our highly qualified team includes:

- **Richard Brady**, with over 40 years of police analytical experience working with over 400 law enforcement agencies throughout the country and in Canada.
- **Ian Brady**, a Vice President with 10 years of experience in law enforcement consulting; he has developed the firm's deployment and statistical models.
- **Devon Clunis**, a Senior Manager with over 30 years of experience as a consultant and transformational police professional, including chief in Winnipeg (MB).
- **John Scruggs**, a Senior Manager, has over 26 years of law enforcement experience. He co-authored legislation on body worn cameras in Oregon.
- **Kelli Sheffer**, a Manager, has 30 years of law enforcement experience. She has served in all facets of law enforcement, both in civilian and sworn roles.
- **Tim Donohoe**, a Senior Consultant who has over 26 years of experience in both local and international law enforcement.

The Matrix Consulting Group possesses the experience, team, and approach necessary for a successful project, as evidenced by our high rates of successful implementation.

It should be noted that we have a single exception to the proposed contract – the 'requirement' for cyber insurance. This insurance is emerging and difficult for small firms in the management consulting industry to secure. The RFP indicates that this insurance 'may' be waived.

If you have any questions, please do not hesitate to contact me – either at the letterhead address, by phone at 650-858-0507, or by email at rbrady@matrixcg.net

Richard P. Brady President
Matrix Consulting Group

1 Company Background

This section provides information on the firm and the qualifications of the firm and project team for this project.

1. Introduction to the Matrix Consulting Group

The Matrix Consulting Group was formed by senior consultants who created it in order to pursue a service in which the senior people actually do the work. Our only business focus is the provision of organization and management analytical services to local government. Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government. We are a full service that includes a combination of career public officials and consultants.
- While we are a national firm, we are headquartered in California (across the Bay in San Mateo) with additional offices in Portland OR, the Dallas Metroplex, St. Louis area, and Charlotte (NC). We also have an office in Currently we have 22 full time staff with 4 part time staff.
- While we provide a variety of services to local government our most significant service area is law services. The Matrix Consulting Group project team has conducted studies of more than 400 law enforcement agencies throughout the United States, with over 100 historical project assignments in California. Recent assignments include San Jose, San Francisco, Sacramento, and Los Angeles.

We are proud of our track record in providing analytical assistance to local governments in general, and to police departments specifically.

2. Police Study Experience

As noted above, the Matrix Consulting Group has conducted over 400 police services studies in California and elsewhere throughout the country. Our services in police consulting are varied:

- Organization and staffing
- Deployment and scheduling
- Resource and management planning
- Implementation of 21st Century Policing concepts

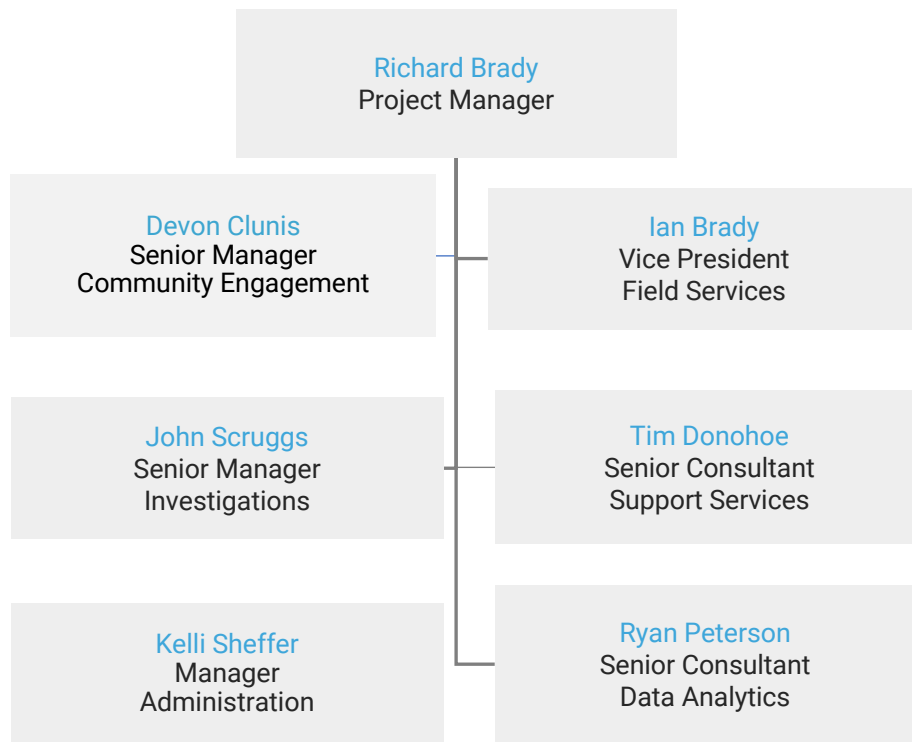
Our experience includes the following illustrative agencies:

Albuquerque, NM	Kyle, TX	Portland, OR
Austin, TX	Lewisville, TX	Puyallup, WA
Bakersfield, CA	Los Angeles, CA	Raleigh, NC
Birmingham, AL	Lynnwood, WA	Roseville, CA
Berkeley, CA	Mahwah, NJ	Sacramento, CA
Beverly Hills, CA	Manchester, NH	Salt Lake City, UT
Buda, TX	Mendham, NJ	San Clemente, CA
Carlisle, PA	Monroe, WA	San Francisco, CA
Columbia, MO	Mount Lebanon, PA	San Jose, CA
Corvallis, OR	Nashville, TN	San Antonio, TX
Denton, TX	Omaha, NE	Suisun, CA
Fort Worth, TX	Ossining, NY	Tacoma, WA
Glen Heights, TX	Peoria County, IL	Wichita, KS
Hayward, CA	Phoenix, AZ	Winnipeg, MB

In addition, we are currently completing law enforcement studies for **Pittsburg CA**, Madison WI, Everett WA, and Santa Fe NM. We have also just been selected to conduct a study of the **Signal Hill CA** Police Department.

3. Project Team

We proposed to utilize our team that is dedicated to law enforcement services, including the President of our firm and a team of senior staff that has decades of law enforcement experience. The organization and functional responsibility for our team is shown below.



The following table provides a brief overview of our proposed project team together with their roles on the project.

More detailed resumes follow these summaries.

Richard Brady

President,
Project Manager

Mr. Brady has been providing management consulting services to municipalities for over 40 years across all governmental functions, including over 400 law enforcement department clients conducting costs and financial analysis, organizational and operational assessments, organizational structure reviews, feasibility studies, technology and equipment reviews, and performance audits.

His experience includes recent police department studies for many agencies throughout the country and in Canada, including Calistoga, Laguna Hills, Los Angeles, Rancho Cordova, San Clemente, San Francisco, San Jose, Sacramento, and Suisun (CA); Coral Gables, Orange County, Miami Beach, and Jacksonville (FL), Albuquerque and Rio Rancho (NM), Lynnwood (WA), Austin (TX), San Antonio (TX), Portland (OR), Winnipeg (MB), Las Vegas (NV), and Tacoma (WA), Wichita, Kansas City and Wyandotte County (KS), Kansas City (MO), DeKalb County (GA), Raleigh (NC), Portland (OR), Omaha (NE), Aurora (CO), and Birmingham (AL).

He has a Doctoral Degree from Oxford University and a BA from Cal State, Hayward.

Devon Clunis

Senior Manager,
Community
Engagement

Devon Clunis is a highly regarded policing professional with 35 years of combined policing and consulting experience. Mr. Clunis is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach.

Mr. Clunis served 29 years with the Winnipeg Police Service in Manitoba, Canada, retiring as Chief of Police in 2016. Most recently, he undertook the role of Inspector General of Policing in Ontario, overseeing the establishment of The Inspectorate of Policing in Canada's largest province, overseeing 45 police agencies and their corresponding Civilian Police Boards.

His police consulting experience in North America in the past five (5) years is extensive in projects in which he led community engagement and leadership emphases. This includes projects in Canada for Edmonton (AB), Kawartha Lakes (ON), and Winkler and Morden (MB); in the United States he worked for Columbus (OH), Los Angeles (CA), and Kansas City (MO). He also consulting with the San Carlos Apache Tribe in Arizona.

He received his Master's Certificate from York University.

Ian Brady

Vice President
Analyst – Field
Services

Ian Brady is a Vice President with the Matrix Consulting Group in our Police Services Practice. He has over 9 years of consulting experience. He specializes in public safety and is dedicated to providing analytical support for all of our police, fire, emergency communications and criminal justice system studies.

Mr. Brady has developed the firm's staffing, scheduling, and statistical models, including GIS-based analytical tools for analyzing field workloads and redeveloping patrol deployment areas.

He recently was a lead consultant on a number of police management studies in the last five years, including Berkeley, Laguna Hills, Los Angeles, Roseville, San Clemente, San Francisco, San Jose, and Sacramento (CA); Orange County and Miami Beach (FL), Wichita (KS), Austin (TX), Raleigh (NC), Kansas City (MO), Rockford (IL), Winnipeg (MB), Raleigh (NC), Birmingham (AL), Portland (OR), Tacoma (WA).

He received his BA in Politics from Willamette University.

John Scruggs

Senior Manager
Analyst –
Investigations

John Scruggs is a Manager with the Matrix Consulting Group. He has a strong background in law enforcement, including having previously served as a Captain for the Portland Police Bureau. He has served in all facets of law enforcement including patrol, investigations, training and administration during his 26-year career.

He was a member of our police department study teams for, Bakersfield, Los Angeles, San Francisco, San Jose, Sacramento, and Suisun (CA); Kansas City (KS), Kansas City (MO), Wichita (KS) and Midwest City (OK) as well as Lower Saucon Township (PA). Recently, he also was interim police chief to Lower Saucon Township and assisted them in a recruitment for a permanent one.

Mr. Scruggs has a Master of Public Administration from Portland State University. He received his Bachelor's degree in Political Science from Portland State University.

Kelli Sheffer
Manager
Analyst –
Administration

Kelli Sheffer is a consultant with Matrix Consulting Group and has over 30 years over years of law enforcement experience both as a civilian and sworn member. She most recently served as a Patrol Division Commander overseeing 185 personnel. She has experience any every facet of police operations including personnel, investigations, traffic, K9, Emergency Management, PIO, Critical Incident Commander, Training and has served as a Crisis Negotiation Team Leader.

Kelli has additional in-depth experience in recruiting, the background process and employee discipline. She developed a use of force investigation and tracking protocol and has been active with several community outreach programs.

Tim Donohoe
Sr Consultant
Analyst – Support
Services

Tim Donohoe is a Senior Consultant with over 26 years of experience in both local and international law enforcement. He most recently served as Mission Advisor for the United States Department of Justice, International Criminal Investigative Training Assistance Program for the country of Armenia and as a Senior Law Enforcement Advisor for the country of Ukraine implementing police reform.

He is a retired Commander with the Reno, NV Police Department and has command level experience in both police operations and administration.

Mr. Donohoe holds a Master's degree in Criminology and Criminal Justice from the University of Colorado at Denver and a Bachelor of Science degree in Criminology and Criminal Justice from Portland State University. He is an Adjunct Professor at the University of Nevada, Reno.

Ryan Peterson
Senior Consultant
Project Data Analyst

Ryan Peterson is a Senior Consultant with the Matrix Consulting Group, specializing in GIS and data analytics. He has over five years of experience in conducting geospatial analysis for local and regional governments, having previously worked for the City of Portland and City of Beaverton, as well as the Tri-County Metropolitan Transportation District of Oregon (TriMet).

Mr. Peterson has recently worked on police analytical projects for Tacoma (TX), Sacramento, West Sacramento, and Rancho Cordova (CA), Rockford (IL), Peoria and Buckeye (AZ), Mequon and Oshkosh (WI), Davenport (IA), Yarmouth (MA), Miami Beach and Orange County (FL), Howard County and Harford County (MD).

He holds a BS in Geography/GIS from University of Oregon, as well as a GIS Graduate Certificate from Portland State University, and a certificate in programming from the Epicodus School.

RICHARD BRADY

PRESIDENT, MATRIX CONSULTING GROUP

Richard Brady founded Matrix Consulting Group in 2002 and our Canadian firm, MCG Consulting Solutions in 2017. He leads our Public Safety Practice which includes law enforcement and justice studies. He has served as the Project Manager or Lead Analyst on hundreds of public safety studies in his 40 year career. His subject matter expertise includes police staffing and deployment, management effectiveness, and governance and transparency. Prior to his founding of these two firms, he served for over 20 years as a practice leader in two other firms, including Maximus.

Experience Highlights

Austin, TX: Richard lead a consulting team to assist the APD recreate its approach to community policing to involve everyone, not just those with specialty assignments. While the study supported the addition of staff, the study also found that there were significant opportunities to support community policing in leadership, policies, recruitment, training, supervision, and use of data.

Columbus, OH: Richard led this recent project that identified the need for new positions, but more importantly, identified a number of areas which would improve the quality of service and integrity, including:

- Steps to improve upon building trust in the community.
- Changes to use of force policies and biased policing.
- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.

There was a 'disconnect' between the policies and management.

Ossining, NY: Richard led this just-completed engagement evaluating opportunities to reform policing consistent with 21st Century Policing concepts. Key recommendations included:

- Improve the functioning, transparency and objectivity of the Citizen / Police Complaint Review Board.
- Work with other agencies to create a mental health response unit.
- Expand training in the areas of racism, bias, de-escalation.

Role on This Engagement:

Richard will serve as a project executive and advisor.

He will be involved in all project stages, including on-site interviews and review meetings. He will lead product design and quality control.

Relevant Clients:

MB Winnipeg
 ON Kawartha Lakes
 AB Edmonton
 CA Los Angeles
 CA San Francisco
 TX Austin
 TX Fort Worth
 MO Kansas City
 OH Columbus
 NY Ossining
 NY Albany
 VA Richmond
 NC Raleigh
 NC Asheville
 AZ Phoenix
 WA Tacoma
 OR Portland

Years of Consulting: 40

Education:

BA, California State University, East Bay.

PhD, Oxford University, U.K.

Notable Accomplishments:

Ohio Commission on Juvenile Justice

Massachusetts Governor's Committee on Local Government

Professional Association:

Association of Local Government Auditors

International City-County Management Association

DEVON CLUNIS

SENIOR MANAGER, MATRIX CONSULTING GROUP

Devon Clunis is a highly regarded policing professional with 35 years of combined policing and consulting experience. Mr. Clunis is recognized internationally as a thought leader in advancing policing excellence through a collaborative, community-centered approach. Mr. Clunis served 29 years with the Winnipeg Police Service in Manitoba, Canada, retiring as Chief of Police in 2016. Most recently, he undertook the role of Inspector General of Policing in Ontario, overseeing the establishment of The Inspectorate of Policing in Canada's largest province, overseeing 45 police agencies and their corresponding Civilian Police Boards.

Experience Highlights

Province of Ontario: Led the establishment of the Inspectorate of Policing. Oversaw all aspects of Vision, Mission, and Guiding Principles formation. Established policies, procedures, and SOP guidelines. Led hiring of staff and creation of a people-centered, community-focused, continuous pursuit of excellence operational framework. Led engagements with all police agencies and civilian boards in the province resulting in a unified approach to policing.

City of Winnipeg: Chief of Police leading overarching institutional change. Worked with police and the community to develop a collaborative approach to community safety and well-being resulting in a transformational shift in police and community relationships.

Columbus, OH: Devon was a key member in this project that identified many areas which would improve the quality of service and integrity, including:

- Steps to improve upon building trust in the community.
- Changes to use of force policies and biased policing.
- Increase training on de-escalation and procedural justice.
- Increase the use of civilians in the field and in administration.

Many recommendations were made to bridge the disconnect between the department and the community

Role on This Engagement:

Chief Clunis will lead our efforts to evaluate police leadership and community engagement.

Relevant Clients:

- CA Los Angeles
- OH Columbus
- MO Kansas City
- AZ San Carlos Apache
- PA Macungie
- AB Edmonton (CAN)
- ON Kawartha Lakes (CA)
- MB Winkler (CAN)
- MB Morden (CAN)

Years of Consulting Experience: 5

Years of Government Experience: 29

Education:

Master's Certificate, Municipal Leadership, York University

IAN BRADY

VICE PRESIDENT, MATRIX CONSULTING GROUP

Ian Brady is a Vice President with Matrix Consulting Group in our Police Services Practice. He leads our data analytics unit, and has over 10 years of consulting experience. Specializing in public safety, he works on all of our police, fire, corrections, and emergency communications studies.

Mr. Brady is the lead developer on all of our statistical modeling and data analytics efforts, and has created standalone models in support of our studies' analytical efforts, including for:

- New agency formation feasibility, financial and service delivery (For nine municipalities in Riverside County, CA).
- Growth forecasting using GIS-based projections for population, service needs, and staffing requirements.
- Comprehensive workload and staffing analytics.
- Interactive scheduling configuration, forecasting effects on service levels and overtime usage.

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Study

- Led a comprehensive staffing study of LAPD field services.
- Recreated the patrol geographic deployment structure from the granular level, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Analyzed patrol resource allocation strategies, recommending improved methods in order to better equalize service levels.

San Francisco, CA: Police Department Staffing Analysis

- Lead analyst on a comprehensive staffing study of the department.
- The project was designed to create defensible methodologies for determining the staffing needs of all 600+ assignments in the department based on service needs and other factors. These methodologies were then used to recommend appropriate staffing levels in every position.
- Developed and designed an interactive analytical tool for SFPD to use in the future to recreate the analysis in its entirety.

Role on This Engagement:

Ian will serve as the lead analyst in field services, as well as more generally over data analytics.

He will be involved in all project stages, including on-site interview and review meetings, and will be involved in the development of each deliverable.

Relevant Clients:

AZ	Peoria
AL	Birmingham
CA	Berkeley
CA	Los Angeles
CA	Roseville
CA	Sacramento
CA	San Francisco
CA	San Jose
CO	Adams County
FL	Miami Beach
FL	Orange County
GA	DeKalb County
HI	Kauai County
IL	Lansing
IL	Rockford
KS	Wichita
MB	Winnipeg
MD	Harford County
MD	Howard County
MN	Hennepin County
MO	Columbia
MO	Kansas City
OK	Midwest City
NC	Raleigh
NJ	Mahwah
NM	Rio Rancho
NY	Newburgh
OH	Columbus
OR	Portland
PA	Carlisle
TX	Austin
TX	Fort Worth
TX	Travis County
VA	Suffolk
WA	Tacoma
WI	Oshkosh

Years of Experience: 10

Education:

BS in Politics, Willamette University.

JOHN SCRUGGS

MANAGER, MCG CONSULTING SOLUTIONS and MATRIX CONSULTING GROUP

John Scruggs is a manager / analyst on law enforcement, public safety, and criminal justice engagements.

John's relevant experience include:

- Completed over 50 studies for law enforcement, public safety, and criminal justice clients.
- Analysis focuses on operational and staffing review, workload analysis, net annual work hour determination, and alternative scheduling analysis.
- Expertise also includes the evaluation of administrative, dispatch, investigations, patrol, records, and property and evidence functions.
- Retired Captain with 26 years of Law Enforcement Experience.

Experience Highlights

Kansas City, MO: This study evaluated the staffing needs of the Police Department. Key findings included:

- Opportunity for greater fiscal savings by transitioning 30 positions from sworn to civilian staff, primarily in administrative areas (e.g. finance, records, fleet maintenance, security, IT, and HR).
- Identified the need for additional positions related to open record requests, reviewing BWC footage, and packaging of officer videos for judicial proceedings.
- Provided insight into alternative organizational structures and span of control in administrative functions.
- Conducting workload analysis to determine staffing needs for non-patrol and investigative units.

Kawartha Lakes, Ontario: John served as the lead analyst of the on this engagement which reviewed the current staffing and developed staffing projections for a facilities study. Key recommendations included:

- Identified two patrol positions needed in the next 4 years and six positions over the next 20 years to better meet adopted proactive policing thresholds.
- Identified a shortage of detectives assigned to investigate crimes committed at the Central East Correctional Center.
- Identified an alternative fixed post staffing plan for the jail and a revised shift schedule to increase supervision in the jail.

Role on This Engagement:

He will be an analyst on the project, focusing on investigations.

Relevant Clients:

AL	Gulf Shores
AZ	Buckeye
CA	Los Angeles
CA	San Jose
CA	Santa Clara
FL	St. Cloud
KS	Kansas City
KS	Wyandotte County
MA	Yarmouth
MN	Hennepin County
MO	Kansas City
OR	Tigard
PA	Lower Saucon
PA	Narberth
PA	Upper Macungie
NC	Waxhaw
NC	Raleigh
TX	Denton
TX	Fort Worth
TX	Glen Heights
TX	Lewisville
TX	Sunnyvale
WA	Monroe
WA	Tacoma
WI	Dodge County

KELLI SHEFFER

MANAGER, MCG CONSULTING SOLUTIONS and MATRIX CONSULTING GROUP

Kelli Sheffer is a 30-year law enforcement veteran. 16-year command leadership with a progressive major metropolitan police agency. Extensive experience in; precinct operations, investigations, major events/protests, houselessness/mental health and neighborhood livability issues, background investigation/personnel recruitment, use of force review and policy.

Experience Highlights

Kelli most recently worked for the City of Portland, Oregon as the Central Precinct Commander responsible for the oversight of all police response and operations in the downtown core and neighborhoods south and west of the city.

- Lead for the Critical Incident Management Command Program- Training for Incident Command.
- Oversight of the Service Coordination Team, a multi-disciplinary service response to houselessness, mental health, and addiction.
- Commander, North Precinct
- Commander, East Precincts
- Commander, Traffic Division.
- Public Information Officer
- Hostage Negotiation Team Lead
- Detective Sergeant
- 20-year Defensive Tactics Instructor

Camp Rosenbaum Board member (2010 – Present)

Camp counselor and staff positions from 1994 to 2018. CRB is a summer camp started 48 years ago by the late Brigadier Gen. Fred M. Rosenbaum utilizing partnerships between police, Air/Army Guard and Housing authority to support and mentor underprivileged youth.

DOJ, ICITAP (2010)

Partnering to build curriculum and instruct Bangladesh National Police in modern policing and Community Policing philosophies

Role on This Engagement:

She will be an analyst on the project focusing on administration.

Bureau Positions:

2016-2018 Central & East Precinct Commander

2013-2016 Traffic Division Commander

2012-2013 North Precinct Commander/Captain

2010-2012 Chief's Office Lieutenant

- Adjunct to Operations Branch Chief
- Public Information Officer

2007-2010 Lieutenant

- East Precinct
- Lieutenant/Hostage Negotiation Team Lead
- Personnel Division

2003-2007 Sergeant

- Precincts
- HNT
- Detectives

2000-2003 Detective

- Robbery
- Child Abuse Team

1990-2000 Officer

- Precincts
- Background Invest. /Recruitment

Training/Education

- Texas A&M All Hazard Unified Command
- NTOA Command
- HNT/CNT
- Critical Incident Stress
- Crisis Intervention
- Major Event Management

RYAN PETERSON

SENIOR CONSULTANT, MATRIX CONSULTING GROUP

Ryan Peterson is a Senior Consultant with the Matrix Consulting Group, specializing in GIS and data analytics.

He has over 5 years of experience conducting geospatial analysis for public safety agencies.

Experience Highlights

Los Angeles, CA: LAPD Basic Car Area Boundary Stud

- Assisted in the recreation the patrol geographic deployment structure from the granular level, resulting in 202 new patrol areas, up from the 168 that existed previously.
- Analyzed patrol resource allocation strategies, recommending improved methods in order to better equalize service levels.

San Francisco, CA: Police Department Staffing Analysis

- Analyst on a comprehensive staffing study of the department.
- The project was designed to create defensible methodologies for determining the staffing needs of all 600+ assignments in the department based on service needs and other factors. These methodologies were then used to recommend appropriate staffing levels in every position.
- Developed and designed an interactive analytical tool for SFPD to use in the future to recreate the analysis in its entirety.

Role on This Engagement:

Ryan will serve as a data and GIS analyst.

Relevant Experience:

CA	Los Angeles
CA	San Francisco
FL	Miami Beach
FL	Orange County
HI	Kauai County
IL	Rockford
MD	Harford County
MO	Kansas City
NC	Raleigh
OH	Columbus
TX	Fort Worth
TX	Travis County
WA	Tacoma
WI	Oshkosh

Years of Experience: 5

Education:

BS in Geography,
University of Oregon

2 Project Examples

We are providing links to three of our most recent projects: Two of these work samples are for comparably sized police departments out-of-state; the third one is a larger Bay Area City (San Francisco).

San Francisco (CA) Police Department Staffing Study and Interactive Model

<https://drive.google.com/file/d/145XI5I-hq5NnhmxKvluBa0-mnoGRE7Zz/view?usp=sharing>

Tacoma (WA) Police Department Staffing Study and Alternative Response Feasibility

https://drive.google.com/file/d/1BTEDgzWUPsoTfHiwKe2IfTpjHpA_II-0/view?usp=sharing

Denton (TX) Police Department Staffing Study and Projections

https://drive.google.com/file/d/1hcy5zylV-ay3rH0W7SX2RuarPpO_CnPk/view?usp=sharing

3. Detailed Scope of Work

This section of the proposal outlines our approach to conducting a staffing and management study of the San Leandro Police Department.

1. Background and Scope of Work

The City of San Leandro is seeking to have a comprehensive analysis conducted of the police operations to determine appropriate staffing levels while ensuring that the management of operations is efficient. This study is also intended to ensure the policies, training and operations management are effective. The Department wants this study to build for the future on an effective base now.

While being based on a data-driven approach, this study will also seek input from staff and community stakeholders.

2. Task Plan

The following task plan provides our proposed approach to the study.

Task 1 | Current State Assessment of the Police Department

In order to conduct the study of the San Leandro Police Department, the project team will first develop an initial understanding of the Department and its service environment, as well as seek input on existing service levels and potential issues from Department managers and key stakeholders. This task, which involves significant staff input, allows for an opportunity to learn about the unique characteristics, policing programs, and services provided by the department. This process includes:

- Interviews with the City Manager and elected officials (if desired) in order to obtain their views on police service issues and improvement opportunities, as well to confirm the goals and objectives of the study.
- Similarly, interviews with the chief, command and supervisory staff to obtain their views on police service issues and improvement opportunities.
- Interviews with other stakeholders as identified in initial interviews.
- Interviews with Human Resources, Finance and other municipal managers.

These initial interviews will focus on determining individual attitudes toward current law enforcement services and organizational considerations, including the following topics:

- Adequacy of existing service levels.
- Responsiveness to community priorities and other service needs.
- Perceived gaps in existing service levels, resources, and programs.

The project team will also begin to collect various documents, including departmental goals, vision, and objectives statements, as well as other organizational materials and budgetary documents.

As a result of this task, the project team will develop a current state assessment of the organization. The project team will document its initial understanding of the Department, its service levels, staffing, and service environment in a descriptive profile of the San Leandro Police Department.

A primary aim of developing the current state assessment is to provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and understanding of key details. We will provide the following information for each unit within the Department:

- Current (filled) and authorized staffing levels by classification
- Deployment of field services, including for patrol, including visualization tables showing the current shift schedule, including the number of personnel assigned.
- Key responsibilities and duties for each unit, command staff, and unique role within the department.
- Organizational structures and reporting relationships.
- Scope of services provided by support functions.

The draft document will be reviewed with the project team, with corrections and revisions being made thereafter. This document will serve as the foundation of our understanding of the organization.

TASK RESULT

A current state assessment will be created, detailing the staffing, organizational structure, and deployment schedules of the Department, as well as any key characteristics of the service environment.

Task 2 | Community and Employee Stakeholder Input

The past year has shown that the community wants its voice heard directly. This study is a critical component in providing a forum for the consultants to hear feedback from the public and employees and develop constructive strategies around this feedback.

The project team will utilize several methods of engagement in this phase of the project:

- Holding a series of community stakeholder meetings
- Utilizing a survey for Police Department employees

Our proposed approach to each of these is described in the following subsections.

(1) Community Stakeholder Input

The project team will conduct a series of four (4) community workshop meetings for the general public. These meetings allows for day time, night time, weekday and weekend options for participation as well as different neighborhoods. One of these meeting should be in Spanish. Topics will include:

Legitimacy and Trust:

What does the community expect when calling the department for assistance or in making a complaint? Do they expect the officer(s) to be courteous and respectful? Do they feel safe doing so?

Engagement and Communication

Does the community feel that the department is transparent in investigations, including officer-involved shootings? Do sufficient avenues exist for the community to express its concerns? What improvements could be made to the process?

Community Priorities

What public safety priorities does the community want the department to focus on? Are the issues the Police Department focuses on aligned with the community's priorities?

The focus group meetings would be virtual. The City would promote these meetings on its social media platforms and website.

(2) Input from Police Department Personnel

Input from within the Police Department is also critical to understanding issues regarding service delivery and alternatives. Additionally, their views are instrumental in helping to understand the greater context of police-community relations. While many employees will be individually interviewed, the project team will develop and administer an online employee survey to obtain input on key issues directly within the scope of this study.

TASK RESULT

The project team will gather community and employee input to better understand their views on Police Department response and alternatives.

Task 3 | Develop an Understanding of the Police Department

While this is not a 'staffing study, the project team will need to develop a basic understanding of the department, its service levels, staffing, and service environment in a descriptive profile. A primary aim of developing the descriptive is to provide a foundation for subsequent analysis by ensuring the accuracy of our assumptions and understanding of key details. For each divisions and units within the department, the descriptive profile will detail

- Mission, vision and goals of the department.
- Current (filled) and authorized staffing levels by classification.
- Key responsibilities and duties for each unit.
- Organizational structures and reporting relationships.
- Policies and training
- Programs and services.

The draft document will be reviewed with the project team, with corrections and revisions being made thereafter.

TASK RESULT

The project team will develop a descriptive profile of current staffing, operations, workloads and service levels. The document will be provided to the Police Department for review and corrected based on those reviews.

Task 4 | Diagnostic Assessment of Current Operations.

The project team will develop a detailed list of issues to use in a diagnostic assessment of the Police Department, using a combination of benchmarks, comparisons with best practice assessments and other agencies in order to identify issues areas in department staffing, organization, and operations management. The standards used in this assessment represent the project team's experience working with police agencies over the past 30+ years, as well as national standards from other organizations (e.g., CALEA, IACP, etc.). These would be examined from the perspective of smaller departments.

The project team will use the data collected, as well as additional research on other agencies, to assess the degree to which services or service levels conform to 'prevailing best practices'.

This task will analyze workload levels by functional area and will be utilized to identify potential challenges (and strengths) of the organization. The City will be provided with an initial diagnostic assessment of current resource allocations. The service, staffing and management targets form the basis of a performance management system.

TASK RESULT

The project team will create a diagnostic assessment in order to identify preliminary issue areas relevant to the study. The document will provide analysis on each area of the San Leandro Police Department, and define its service level targets, whether these are able to be met, and next steps for further analysis in the study.

Task 5 | Analysis of Current Staffing Needs.

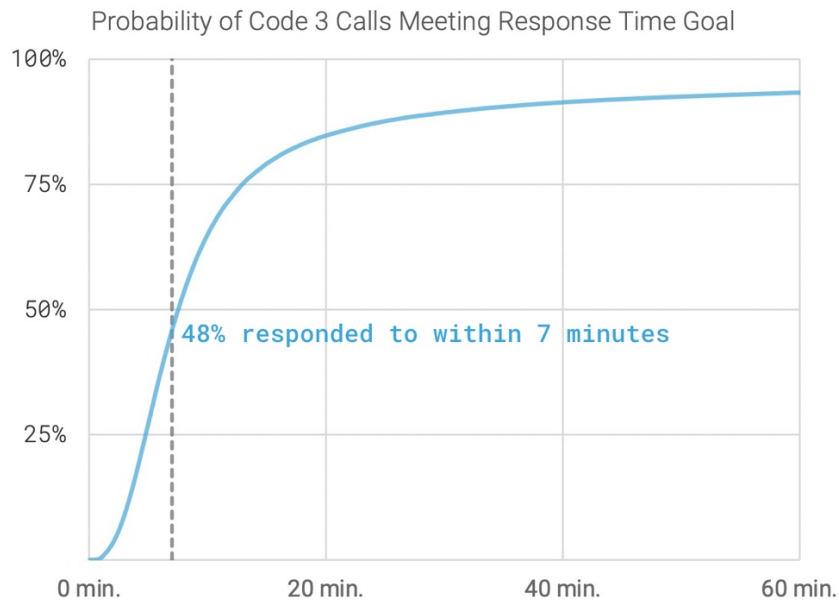
The project team will develop a comprehensive analysis of staffing needs for every function of the Department, including its multi-agency dispatch services. While different analytical factors and processes are used to determine staffing needs for each function, the project team will examine strategies for deploying, allocating, and managing the operations of personnel around a number of key considerations.

(1) Patrol

In patrol, analysis of community-generated workload using computer aided dispatch data is central to this analysis. The project team will develop current service levels and alternative deployment strategies through the following:

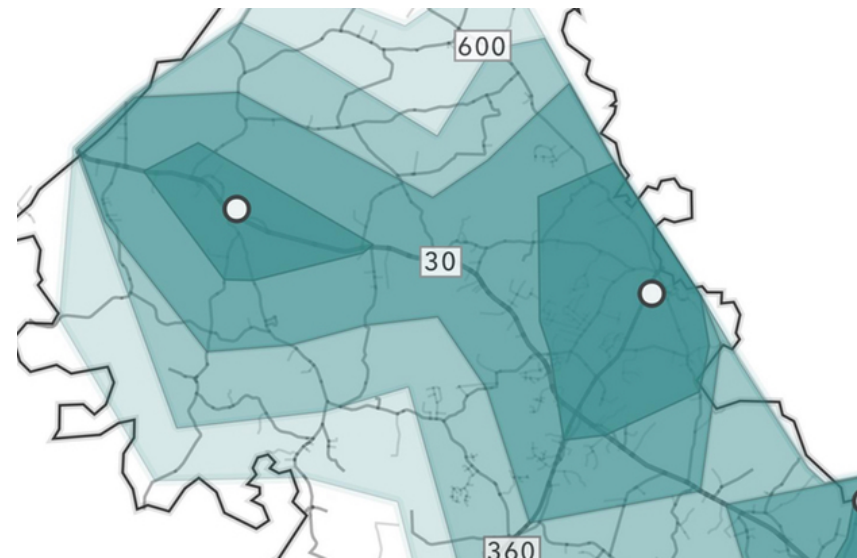
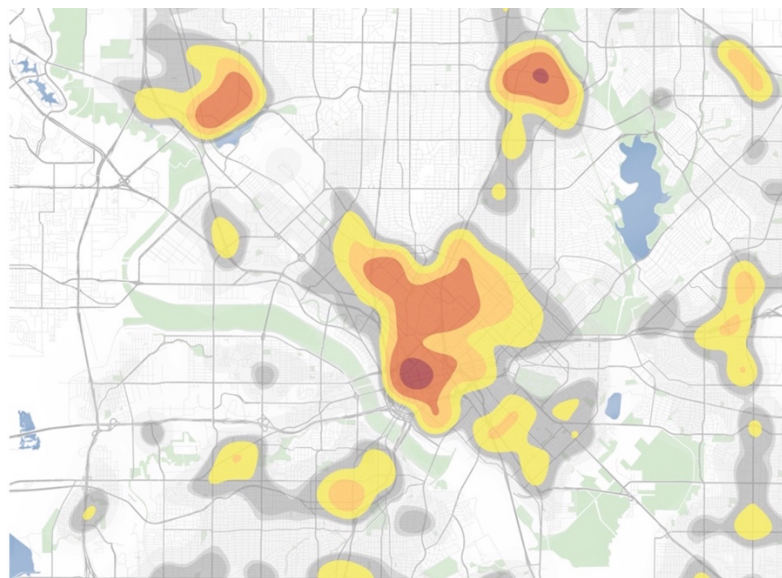
- Analysis of time used by patrol units to respond to calls for service, including:
 - Response and travel times by priority level and call classification
 - Total spent handling calls by primary and backup units
 - Factors and assumptions for other workload factors, such as report writing time, number of arrests, etc.
- Determination of patrol unit net availability, which includes analysis of factors such as a leave, training, court attendance, administrative tasks (e.g., briefings, meal breaks, etc.), and turnover that impact actual on-duty staffing levels
- Analysis of patrol proactivity using the results of the total workload and net availability calculations, in order to determine whether proactive capabilities exist both at an overall level and during key times throughout the day and week
- Analysis of shift schedule effectiveness and potential alternatives.

The following page provides examples of the firm's approaches to analyzing calls for service, crime, and patrol proactivity:



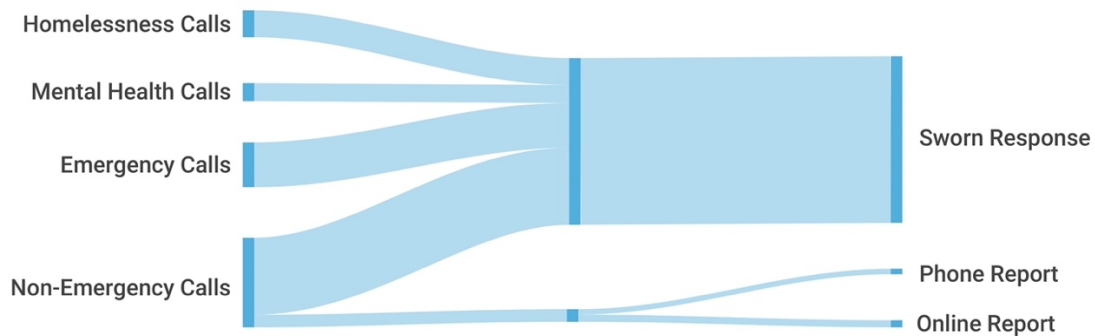
Uncommitted Time by Hour and Weekday

	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Overall
2am-6am	43%	56%	61%	61%	60%	57%	47%	54%
6am-10am	44%	34%	34%	33%	34%	34%	40%	40%
10am-2pm	22%	17%	20%	20%	20%	19%	21%	21%
2pm-6pm	32%	27%	29%	29%	28%	27%	31%	29%
6pm-10pm	24%	23%	22%	22%	24%	22%	22%	25%
10pm-2am	21%	34%	36%	37%	34%	30%	20%	30%
Overall	31%	32%	34%	34%	33%	32%	30%	32%

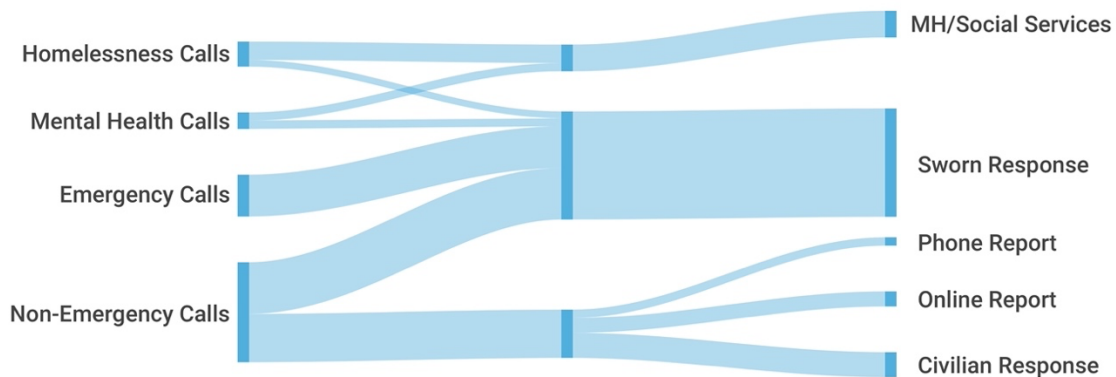


In this task, the project team will also develop assumptions leading to the identification of calls which could be handled by other service providers either alone or in partnership with the Police Department. For each type of service request assumptions would be developed for continuing existing response approaches or utilizing an alternative. The following charts provide a visual illustration of the framework for call handling before and after implementing call diversion for certain types of calls:

Before Implementing Call Diversion Approaches



After Implementing Call Diversion Approaches



(2) Investigations

Through this process, the project team will develop an analysis of staffing needs for investigative functions, including review of the following:

- Case assignment and screening.
- Management of active versus inactive cases.
- Average workloads by detective in each investigative unit.
- Coordination with patrol and records.
- Solvability factors and work priority management.

(3) Administrative Functions

Administrative support units (e.g., records management, property and evidence) would be evaluated based on the level of service provided, backlogs in work, technology issues, level of civilianization, etc.

TASK RESULT

The project team will develop an analysis of resources, staffing needs, deployment strategies, and alternative approaches to handling workloads as an interim deliverable. The document will be reviewed with the Department and the City.

Task 6 | Police Department Organization and Key Management Systems, Including the Development of a Performance Dashboard

The project team would evaluate departmental organizational structure and management systems with special emphasis on the elements described in the following subtasks. The focus on these project elements would be to identify and make recommendations that could be implemented in the short term (e.g., where collective bargaining or additional funds were not a constraint) or in the long term (where these are potential issues).

(1) Policies

The review will consider the effectiveness of policies, practices and activities, including:

- Identify areas which represent risk to the department
- Determining whether there are sufficient policies to support equity, diversity and inclusion.
- Do operations support these goals through informal and formal processes?

(2) Complaint Handling

The project team will analyze the current complaint process, other internal management control processes to identify strengths, opportunities and to identify potential issues. This will include:

- Is the complaint process open, transparent and easy to navigate?
- Are there areas where the complaint process can be improved?

- Are all complaints tracked? Is an annual report published?

(3) Training

The project team will review the current training program. The review will examine:

- How is the training plan developed (trends, prevailing practice, identified issues)?
- How many training hours does an average officer receive?
- Have officers received de-escalation training, procedural justice, cultural competency, implicit bias or other similar training?

The project team will also evaluate overall operations management as part of this task, culminating the work performed on the staffing analysis with graphic performance management indicators. The project team would develop, present and train appropriate Police Department personnel in the use of this tool.

TASK RESULT

The analysis of the Department's organizational structure and management staffing. The results of the review of management systems would also be developed and reviewed with the Department and the City.

Task 6 | Develop the Final Report and Present Study Results.

Once the work tasks described in the preceding sections have been completed, our findings, conclusions, and recommendations will be developed into a final report on the study for the San Leandro Police Department. The report will incorporate previous interim deliverables into a single unified document, combining the analysis of all functional areas of the Police Department. The document will be structured as follows:

- An **executive summary**, which includes an overview of the process used to conduct the study, key results, and a comprehensive list of all recommendations made in the report.
- Analysis of **workloads and personnel needs** for all police department functions, which includes:
 - Detailed analysis of current patrol workloads, availability factors (e.g., leave, turnover, training etc.), and patrol proactivity;

- Investigative workloads, specialization, and case management practices;
 - Allocation of sworn and civilian resources to administrative and support functions and potential re-allocation of resources to the various functions.
 - Assessment of alternative response opportunities.
- Analysis of **organization and management systems**, which examines the current structure and organization of the San Leandro Police Department and identifies its strengths and opportunities for improvement based on best practices.
 - The provision of a **dashboard** of performance indicators for the Department’s use in monitoring operations and services. We will train departmental personnel in its use.
 - A **plan of implementation** for each study recommendation with schedule, costs and responsible parties.

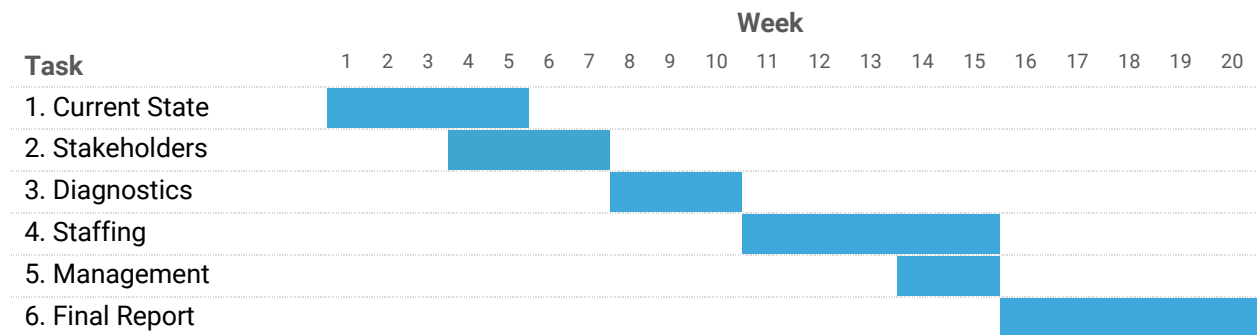
Following completion of the draft final report, the document will be reviewed with the Department and City, and revisions will be made thereafter. The implementation plan will outline the proposed timing for implementation, the proposed cost (or savings), and identification of lead responsibility.

TASK RESULT

The analysis will result in the final report on current and projected staffing for the Police Department. After draft reviews we will present the final report to the City.

3. Project Schedule

We propose a 20-week timeline for completing the study. The following chart provides a week-by-week plan for completing each of the project tasks:



4 Cost Proposal

The Request for Proposals specified that cost proposals were to be submitted separately from the technical proposal. Our price proposal was mailed prior to the due date.

5 References

The following list of references includes projects in the last 2 years. We encourage you to contact these references to learn of the quality, depth and usefulness of the recommendations we made.

San Francisco, California

Staffing Study and
Development of an Interactive
Model

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In this project the team worked extensively with the San Francisco Police Department and the City to develop a baseline for appropriate staffing and an interactive model for use in the future. The Department had historically worked with the City on a funding level of 1,971 sworn personnel. In spite of the fact that this number was not justified by workloads or service level data, the SFPD was funded at this level and put into the City Charter. Because the City had changed dramatically over the years and continues to do so, Matrix was asked to develop an interactive, workload-based model. This allows the Department, the Mayor and Board of Supervisors to agree and justify staffing levels.

Prior to that, the project team and the Department needed to develop a quantitative base for staffing. Over a period of a year we worked with each Bureau of the Department on a serial basis to develop appropriate staffing based on workloads for each function and position. Major conclusions included:

- Patrol redeployment to make service more consistent.
- An analytical basis for deployment of foot beats.
- Redistribution of officers assigned to homeless issues.
- Several support functions were civilianized.

We developed an interactive model to support this into the future and wrote the City Charter Amendment, passed by the Board of Supervisors and the electorate.

Tacoma, Washington

Police Department Staffing Study and Alternative Response Feasibility

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Matrix CG developed a comprehensive analysis of current and projected staffing needs. In coordination with city and regional planning efforts, the project team developed detailed GIS-based projections of population, housing, police service demand, and crime rates throughout the entire jurisdiction, using these to determine impacts on police staffing needs. Overall, the project team identified the need for new positions in the next fiscal year. In addition, the project team recommended significant changes to operational management in investigations (case management) and in the deployment of resources to ensure that high call volume areas were adequately served.

The following year, Matrix was asked to study alternative response, focusing on several key areas of analysis:

- Assess current operations, particularly the department's approach and response to homelessness and mental health calls.
- Alternative response to calls involving mental health crisis.
- Diversion of non-emergency calls for service to other call handlers.

In response, the project team designed two programs to divert a total of 15% of calls for service handled by officers to other, more specialized means, including a civilian crisis response team and civilian community service officers (CSOs) to take cold reports and other non-emergency calls.

Denton, Texas

Police Department Staffing Study and Projections

Frank Dixon
Police Chief
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In this recently completed project, Matrix just developed a staffing and deployment plan for current needs as well as to meet the growing and changing demands of the City. Handling current and projected workloads also justified greater use of alternative response techniques, including civilian response, telephone and internet reporting.

Detectives were significantly understaffed too, resulting in high levels of cases deferred for investigation. However, case management approaches needed to be strengthened. Other recommendations included improved workload tracking.

6. Legal Statements

The City's Request for Proposals required the affirmation to several legal statements regarding the firm. These statements are provided below:

- The Matrix Consulting Group is not now nor has it ever been involved in or subject to a legal action of any kind.
- As a result, there has never been a judgement against the firm on any kind.
- There are no pending legal or financial decisions of any kind pending.
- The firm has no prior arrangements of any kind with any other firm or agency. There has been no collusion in the development of this bid.
- Submission of this proposal was not made on behalf of any other entity.
- This proposal is genuine and truthful of our experience and plan to conduct the project.

If these summary statements are not deemed to be inclusive of all of those described in the RFP's 'Non-Collusion Affidavit' the RFP language has precedence.

The firm is also financially strong and stable to be a presence in this market.