



AGENDA REPORT

Human Resources

DATE:	September 12, 2023
TO:	Mayor Martinez and Members of the City Council
FROM:	Shasa Curl, City Manager Nickie Mastay, Deputy City Manager, Internal Services Sharrone Taylor, Interim Director of Human Resources
Subject:	Emergency Services Data Analysis Report by Matrix Consultants
FINANCIAL IMPACT:	N/A
PREVIOUS COUNCIL ACTION:	October 19, 2021 and March 15, 2022
STATEMENT OF THE ISSUE:	City Council directed City staff to issue a Request for Proposals (RFP) to conduct an emergency services data analysis. City Council approved a contract with Matrix Consulting Group as the desired consultant to perform the analysis and associated details. Matrix has completed the study and issued a final report.
RECOMMENDED ACTION:	RECEIVE a report from Matrix Consulting Group regarding their emergency services data analysis – City Manager’s Office/Human Resources Department (Shasa Curl/Nickie Mastay/Sharrone Taylor 510-620-6803). This item was continued from the July 11, 2023, meeting.

DISCUSSION:

Background

On October 19, 2021, City Council directed City staff to issue a Request for Proposals (RFP) for a consultant to analyze emergency services data. Per the staff report, the purpose of the emergency services data analysis was to provide “A comprehensive assessment of the types of emergencies residents report and our city’s response to calls for service [in order to help] our city improve service delivery and determine where resources are needed.”

The objective of the study was to produce a comprehensive assessment of (1) the types of emergencies that residents report, and (2) our City’s response to emergency calls for service to determine where resources are needed and to help our City improve service delivery.

City staff issued the RFP on December 23, 2021, and Matrix Consulting Group was selected. On March 15, 2022, the City Council approved the contract with Matrix.

Study

The project commenced in April 2022, with Matrix staff meeting with various stakeholders about the project. City staff provided a significant amount of data in order for Matrix to conduct a four-year analysis of police and fire calls for service in Richmond. Data utilized in this study was developed based on the work conducted by the Matrix project team, including:

- Collection and analysis of workload and service data.
- A review of operational documents and reports, budget data, organizational structure, and key practices.
- Planning documents on anticipated developments in the city over the 20-year planning period.

In addition to reviewing data, Matrix interviewed key City personnel such as dispatch, fire, and police employees to develop an understanding of each department, including the organization, structure, and staffing. Matrix conducted interviews at all levels, including managers, supervisors, and line-level staff.

Community engagement was also an important part of the study. Multiple community meetings were held so that the community could provide feedback and input on emergency services in Richmond (police and fire). Matrix held open community forums and attended meetings with various community groups, including the Reimagining Public Safety Task Force, the West Contra Costa Fire Safe Council, Reimagine Richmond, Richmond Neighborhood Coordinating Council, and Richmond Neighbors for Safer Communities.

While the study encompassed both police and fire issues, most of the discussion in these focus group meetings centered around police services. Matrix used a question guide to facilitate discussion directed toward obtaining valuable input from participants. Topics included: Legitimacy and Trust; Transparency and Accountability; and Community Priorities.

Report

The study culminated in Matrix issuing two final reports, which are available on the study's website at <https://www.ci.richmond.ca.us/4324/Richmond-Emergency-Services-Study>. The final reports outline the full scope of the study, their methodology, and the data analyzed. They provide a detailed summary of each department including staffing, structure, and calls for service. The reports also provide an analysis of the data that they reviewed and include recommendations for addressing some of the issues identified through the course of the study.

DOCUMENTS ATTACHED:

- Attachment 1 – Richmond Police Matrix Report
- Attachment 2 – Richmond Fire Matrix Report
- Attachment 3 – PowerPoint Presentation