



PIEDMONT POLICE DEPARTMENT

STRATEGIC PLAN 2021-2024





STRATEGIC PLAN
2021-2024

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UNITY

MESSAGE FROM THE CHIEF

A NEW PLATFORM FOR OUR STRATEGIC PLAN



In this strategic plan you will find identified priorities and objectives which are aligned with our Vision, Mission and Values to provide police services, programs and facilities that meet the needs of a diverse community in a financially responsible manner.

It is my privilege to introduce the Piedmont Police Department's Strategic Plan for 2021-2024. This strategic plan represents the collaborative efforts of many people who took the time and had the trust to engage in open and honest conversations about community safety in our City.

This plan, and the work contained in it, comes at a critical time in our City's history. Navigating a pandemic and addressing social equity issues, all with the specter of environmental challenges and natural disasters in the background, require us as a community to come together. While the outcomes of these challenges are not known we are confident that our partnerships, openness, and accountability will position the Department to meet the current day challenges as well as challenges yet to come.

We are appreciative of all who contributed to the development of this plan, which as a living document, provides a roadmap for our organization and community to realize a safe, equitable, and effective form of policing to contribute to a vibrant community.

Thank you for taking the time to review this strategic plan and learn about all the ways the dedicated women and men of the Piedmont Police Department are working to contribute to the safety of Piedmont.

We want to be transparent with you, our residents, about our police department's policies and procedures. We acknowledge that, while we strive to employ progressive policies and a culture of accountability among our ranks, we can always do better. Please visit our website www.piedmont.ca.gov to find out more and stay connected.



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PIEDMONT
POLICE
DEPARTMENT
PERSONNEL

HONESTY



7

OPERATIONS DIVISION

PATROL
TRAFFIC ENFORCEMENT
INVESTIGATIONS
JUVENILE OFFICER
PATROL RESERVES
ANIMAL CONTROL
COMMUNITY SERVICE OFFICERS

5

SUPPORT SERVICES DIVISION

COMMUNICATIONS
RECORDS
PROPERTY & EVIDENCE
SOCIAL MEDIA
TECHNOLOGY

OUR VISION

The Piedmont Police Department contributes to community safety and equity by continually exemplifying the best of policing.

OUR MISSION

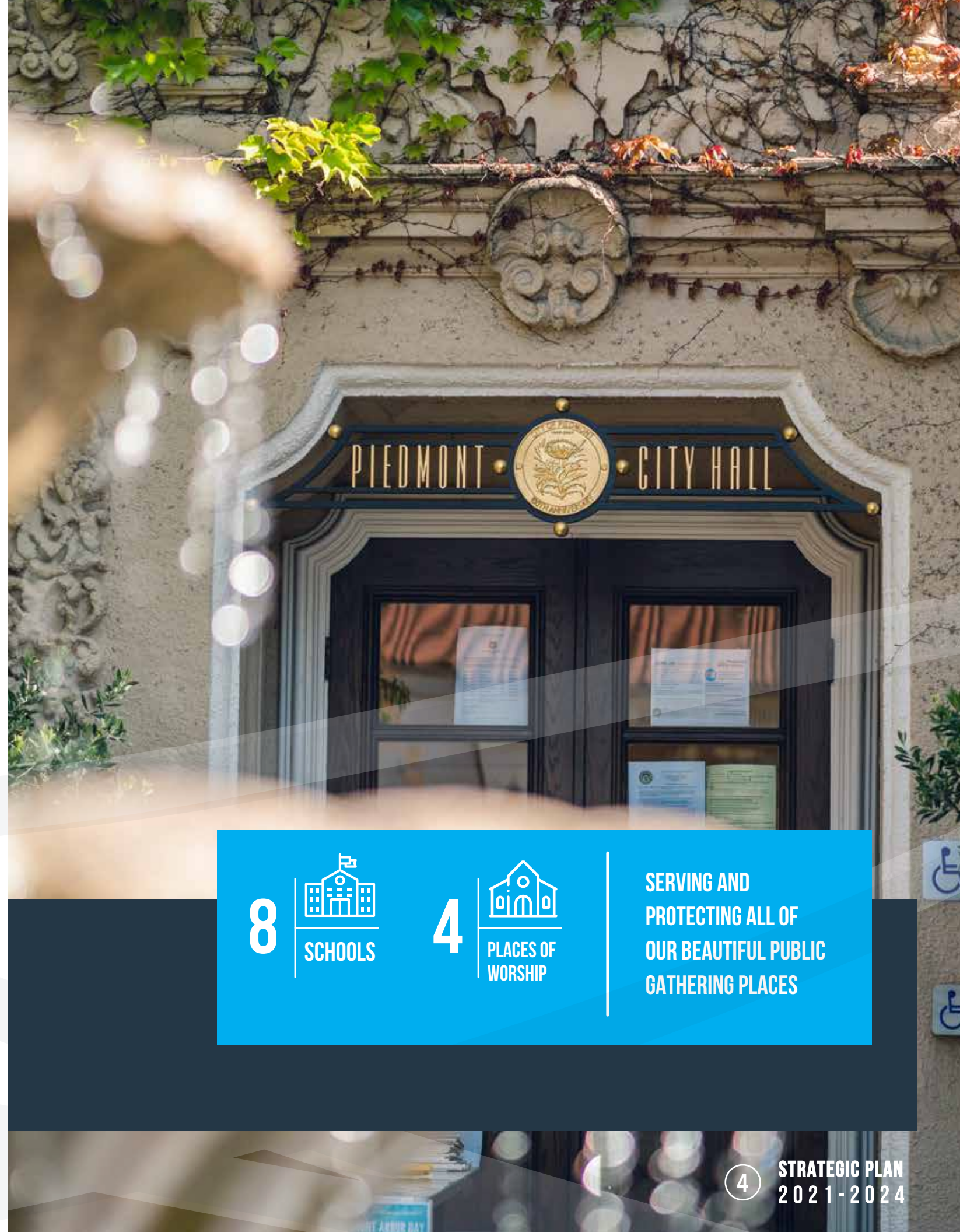
The Piedmont Police Department is dedicated to providing quality service in an honest, ethical and impartial manner. We strive to reduce crime and improve public safety by engaging with our community and utilizing innovative technology.

OUR VALUES

Integrity: Our organizational legitimacy is based on the ethics and honesty of each employee to ensure we earn and maintain trust.

Professionalism: As dedicated employees, we are committed to and accountable for providing outstanding service.

Respect: With each personal encounter, we treat all with dignity and acknowledge the need for voice and listening in order to build trust and find solutions.



8



SCHOOLS

4



PLACES OF
WORSHIP

SERVING AND
PROTECTING ALL OF
OUR BEAUTIFUL PUBLIC
GATHERING PLACES

THE PLANNING PROCESS

The development of the three year strategic plan was a multi-step project that at its inception sought to gather a wide spectrum of input from the community, police department staff and other City employees.

THE DEPARTMENT RETAINED THE PROFESSIONAL SERVICES OF DR. MARILYN MANNING AND HER TEAM TO CONDUCT THE FOLLOWING EFFORTS:

- Focus group sessions with community members representing the following groups:
 - Piedmont League of Women Voters
 - Piedmont Public Safety Committee
 - Piedmont Seniors
 - Piedmont Anti-Racist Diversity Committee (PADC)
 - Piedmont Racial Equity Campaign (PREC)
 - Corpus Christi Church
 - Piedmont Community Church
 - Kehilla Synagogue
 - Piedmont Unified School District
 - Neighborhood Representatives
- Focus group sessions with City staff representing each of the City departments.
- Focus group sessions with all department personnel.

TEAM BUILDING WORKSHOP

The final step in the strategic planning process consisted of a two-day Team Building Workshop which included supervisory and administrative staff. Over the course of the two days the team systematically constructed a three-year plan to ensure continued successes, address gaps, and plan for future needs along the five overarching areas.

We are grateful to have the insights from the focus groups. As a whole, we were able to gather important community insight into the current and prospective services within the department's offerings.

FIVE KEY IMPERATIVES

ONCE THE CONTENT OF THE FOCUS GROUPS WERE ANALYZED, THE FOLLOWING FIVE DISTINCT AREAS EMERGED:

- 1 COMMUNITY ENGAGEMENT AND EXTERNAL COMMUNICATION
- 2 EMPLOYEE DEVELOPMENT AND WELLNESS
- 3 INTERNAL COMMUNICATION
- 4 TECHNOLOGY AND FACILITY CONSIDERATIONS
- 5 POLICING AND LEGISLATIVE REFORMS



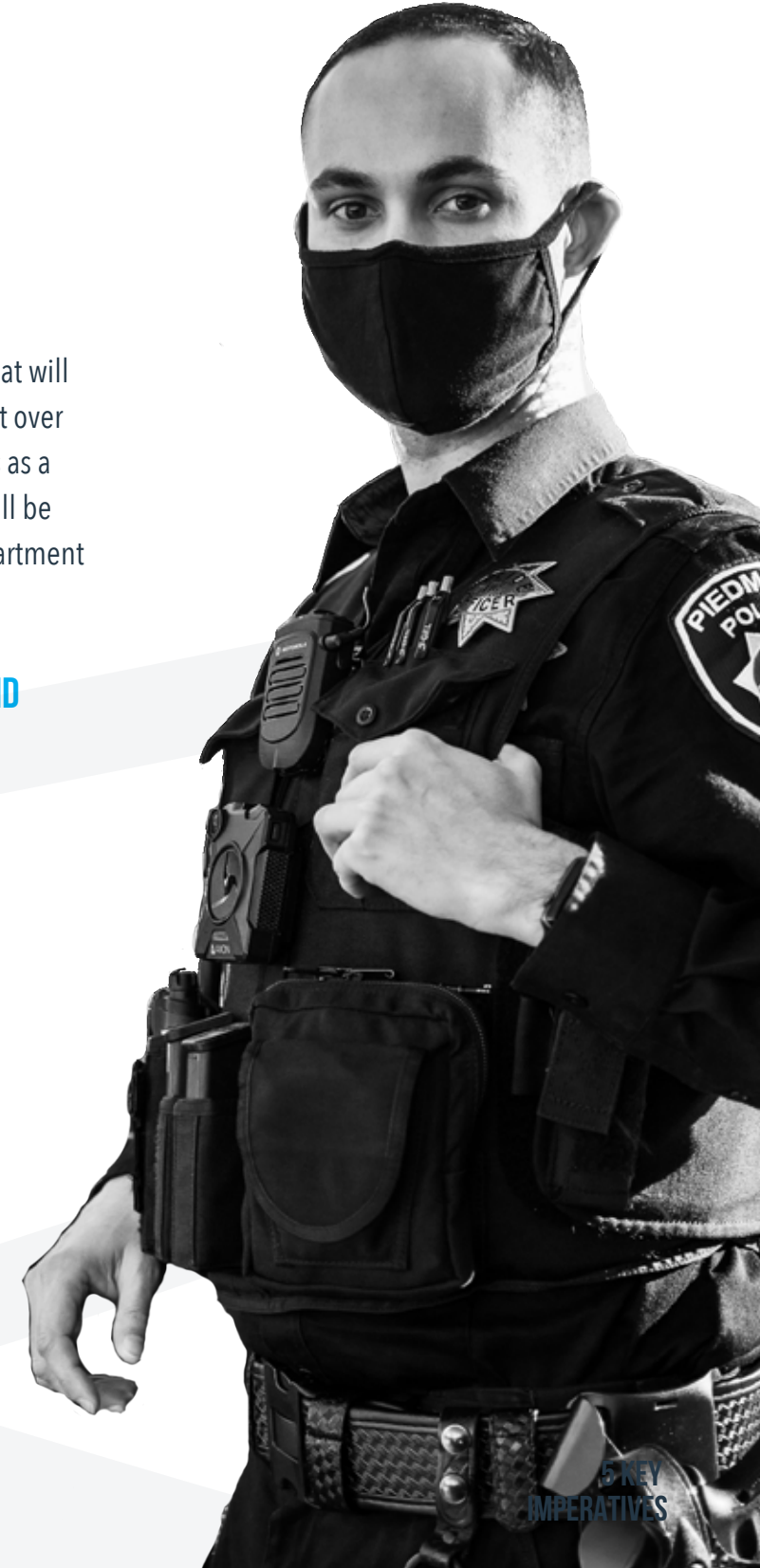
IMPLEMENTATION AND EVALUATION

This Strategic Plan is a living, breathing document that will guide the actions of the Piedmont Police Department over the next three years. To ensure this document serves as a planning tool rather than an abstract document, it will be used, referred to, and regularly updated during Department staff meetings.

WE ENCOURAGE COMMUNITY PARTICIPATION AND FEEDBACK. PLEASE VISIT US AT WWW.PIEDMONT.CA.GOV

FUNDING SOURCE LEGEND

- CIP** - CAPITAL IMPROVEMENT PROJECT
- NA** - NOT APPLICABLE
- OB** - OPERATING BUDGET
- OR** - OTHER RESOURCES
- GF** - GRANT FUNDED
- UF** - UNFUNDED



EXTERNAL COMMUNICATION AND COMMUNITY ENGAGEMENT

External communication and community engagement are critical to maintaining a strong relationship between the Department and public to ensure we achieve transparency and open lines of communication. Through these efforts, the Department strives to maintain trust and legitimacy with the public we serve.

It is with a fundamental understanding and deep compassion that the Department recognizes and prioritizes the health and welfare of each employee. From day-to-day interactions to the systemic practices of our organization, our employees’ wellness and development stand as a priority.

EMPLOYEE DEVELOPMENT AND WELLNESS

STRATEGY	STRATEGY LEAD	FUNDING SOURCE	DUE DATE
Website review	Commander Douglas	OB	Short Term Q1
Inside PPD	Captain Monahan & Commander Douglas	OB	Short Term Q1
Support city & community efforts toward equity and reconciliation with marginalized groups	Chief Bowers	NA	Short Term Q1 All Years
Develop communication plan	Chief Bowers	NA	Short Term Q1
Increased data online (Opengov)	Commander Douglas	OB	Mid Term Q1
Increase positive community encounters (Bike Patrol/ Neighborhood Foot Patrol)	TBD	OB/GF	Short Term Q1
Detective contact with public	Captain Monahan	NA	Short Term Q1
Citizen’s Academy	Captain Monahan	UF	Long Term
Expand Social Media Team to include a leader from each team. Outreach to Piedmont media	Commander Douglas	NA	Short Term Q1
Support and partner in the Pedestrian and Bike Plan to enhance roadway safety	Captain Monahan & Traffic Officer Tyler Petit	NA	Short Term Q2 (or whenever the public meetings begin)

STRATEGY	STRATEGY LEAD	FUNDING SOURCE	DUE DATE
Evaluate incentives for PPD staff who recruit new employees/applicants	Sergeant Phifer	OB	Short Term Q2
Send dispatchers and records specialist to training and conferences for professional development	Commander Douglas	OB	Short Term
Enable officers to be assigned to county-wide task force (i.e., REACT, ACRAT)	Captain Monahan	OB	Short Term Q1
Scenario Based Training	Captain Monahan	OB	Short Term Q2
Research full day training schedule	Sergeant Jaime	OB	Mid Term
Research mentoring program	Captain Monahan	OB	Mid Term
Implement mentoring program	Captain Monahan	OB	Long Term
Research evaluation best practices	Sergeant Carr/ Captain Monahan	OB	Long Term
Interagency training	Sergeant Jaime	OB	Short Term Q1
Research Officer/Detective Loan to OPD	Chief Bowers/ Captain Monahan	OB	Mid Term
Applicant orientation session	Captain Monahan	OB	Short Term Q1
Family night for new staff	Chief Bowers	OB	Short Term Q1
Post Training Summary	Sergeant Carr	OB	Short Term Q1
Develop peer support protocols	Sergeant Carr	OB	Short Term Q2

INTERNAL COMMUNICATION

A key factor in the Department's success lies with valuing all our Department members and ensuring they are provided with the tools and information they need to be successful. By ensuring effective, frequent, and inclusive communication we empower our employees to provide the highest level of service to the public.

STRATEGY	STRATEGY LEAD	FUNDING SOURCE	DUE DATE
Command Staff to attend night briefings on a regular basis	Command Staff	NA	Short Term Q1
Regularly scheduled all hands meeting	Chief Bowers	NA	Short Term Q1
COVID related communication – regular intervals	Command Staff	NA	Short Term Q1
Continue to debrief high profile events	Sergeants	NA	Short Term Q1
Expand Use of Force Training Bulletins	Captain Monahan/ Sergeant Jaime	OB	Short Term Q1
Investigative updates to line staff	Detectives	NA	Short Term Q1
Improve communications to police reserves and part-time employees	Sergeant Liaison to Reserves	NA	Short Term Q1
Reformat the Watch Commander Report to facilitate better communication between all department personnel	Sergeant Carr/April Fitzgerald	OB	Short Term Q1
Continue informal supervisory coaching with department personnel	Sergeants	NA	Short Term Q1
Review and update Strategic Plan/Leadership Retreat	Chief Bowers	NA	Short Term Q4



11K

RESIDENTS

3,755

OF HOMES

TECHNOLOGY AND FACILITY CONSIDERATIONS

The effective use of technology is a key ingredient to our mission of ensuring the public’s safety. The community has given their support and provided tools and technology which the Department has leveraged as a force multiplier. As the City, Department and community look to the future of providing public safety services in Piedmont, we all must address aging infrastructure in a collaborative and fiscally sound manner.

STRATEGY	STRATEGY LEAD	FUNDING SOURCE	DUE DATE
Support and inform the city's efforts to obtain a bond to replace unsafe and deteriorating public safety facilities	Chief Bowers	UF	Mid Term Q3
Establish secure fencing around PD for community and officer safety	Chief Bowers/ Captain Monahan	OR	Short Term Q1
Evaluate moving Dispatch to a seismically safe location which meets compliance & safety requirements	Chief Bowers	UF	Short Term Q2
Evaluate and transition department fleet to electric/hybrid vehicles	Captain Monahan	OF	Short Term Q3
Produce recruitment video for website	Commander Douglas/ Captain Monahan	UF	Short Term Q3
IT Briefing Training	Commander Douglas/ Sergeant Carr	OB	Short Term Q1
Maintain mapping and location accuracy updates	Commander Douglas	OB	Ongoing
Recruit new members for the Social Media Team	Commander Douglas	NA	Short Term Q2

TECHNOLOGY AND FACILITY CONSIDERATIONS

STRATEGY	STRATEGY LEAD	FUNDING SOURCE	DUE DATE
Continue to work with PIPS to improve BOSS system	Commander Douglas	OB	Short Term Q1
ALPR system review	Commander Douglas	OB/OR	Short Term Q1
ALPR vendor selection	Commander Douglas	OB/OR	Short Term Q3
Explore Trak-It for dog licensing and payment	Commander Douglas	OR	Short Term Q3
Explore and implement Trak-It for electronic payment for various department functions	Commander Douglas	OR	Short Term Q1
Evaluate transition to Kronos solution for scheduling and payroll	Captain Monahan	OR	Short Term Q4
CAD/RMS upgrade to include mobile RW solution and property upgrade	Commander Douglas	UF	Mid Term
Continue to work with Computer Courage to provide onsite IT support and project updates	Commander Douglas	OR	Short Term
Public Safety Camera System approval	Chief Bowers/ Commander Douglas	GF	Short Term Q1
Public Safety Camera System Implementation	Chief Bowers/ Commander Douglas	GF	Short Term Q2
Continue to evaluate public safety broadband network	Commander Douglas	NA	Ongoing
Next Generation 911 infrastructure replacement	Commander Douglas	OR	Short Term Q1
Next Generation 911 replacement of CPE equipment	Commander Douglas	OR	Mid Term
Next Generation 911 implementation	Commander Douglas	OR	Mid Term
Procure new body worn cameras	Captain Monahan	OR	Mid Term
Work with PFD and other county partners to implement evacuation application known as Zone Haven	Captain Monahan/ Traffic Officer Tyler Petit	OR	Short Term Q1

POLICING AND LEGISLATIVE REFORMS

The way in which law enforcement services are delivered to the public is a topic of much discussion and focus. As we assess different and better ways to provide law enforcement services to the public we must be data driven, cognisant of best practices, and effective in implementing legislative mandates. Change is often challenging and as a professional organization we understand how the process of change strengthens us and makes us a more effective organization.



SERVICE

POLICING AND LEGISLATIVE REFORMS

STRATEGY	STRATEGY LEAD	FUNDING SOURCE	DUE DATE
Continue to evaluate and assess the Juvenile Officer program	Chief Bowers/ Captain Monahan	GF	Ongoing
Continue to conduct training and implement our policies to mitigate bias by proxy	Chief Bowers/ Sergeant Jaime	OB	Ongoing
Review bias policing policies	Chief Bowers	NA	ST Q1
Adopt bias policing policies	Chief Bowers	NA	ST Q1
Support community efforts to address racial equity and anti-racist issues	Department Wide	NA	Ongoing
Enhance Use of Force Training to include Duty to Intercede and De-Escalation	Sergeant Phifer	OB	Ongoing
Establish Safety Officer Protocol in Use of Force situations	Sergeant Phifer/ Sergeant Jaime	NA	ST Q2
Update Use of Force Policy	Chief Bowers	NA	ST Q1
Implement MOU with ACSO to investigate OIS/In-Custody Deaths	Chief Bowers	OB	In Process
Evaluate Procedural Justice and Implicit Bias Training and refresher training for all staff	Sergeant Jaime	OB	Ongoing
Continue to comply with sexual harassment training requirements for all staff	Sergeant Jaime	OB	Ongoing
Develop Unhoused Liaison Officer position to provide resources, coordination and appropriate responses to issues of the unhoused	Captain Monahan	NA	ST Q3
Develop Mental Health Liaison officer position to provide resources, coordination and appropriate responses to issues of the unhoused	Captain Monahan	NA	ST Q1
Work with mobile mental health clinicians for mental health calls for service	Captain Monahan/ Commander Douglas	NA	ST Q2

**2021 AND BEYOND.
A TIME FOR CHANGE,
TRANSPARENCY AND
CONNECTION.**



“

WE WANT TO BE TRANSPARENT WITH YOU, OUR RESIDENTS, ABOUT OUR POLICE DEPARTMENT'S POLICIES AND PROCEDURES.

”

-CHIEF BOWERS

THE ROAD AHEAD

The road ahead of working together with the community to ensure we maintain a safe, equitable and thriving environment is an endeavor that we are honored to be a part of. Again, this is a living, breathing document and we invite you to periodically check back to see the progress of our existing projects as well as future emerging efforts. We also encourage you to reach out to us to ask questions or provide feedback on any of the efforts that we have underway. Thank you for taking the time to review the Piedmont Police Department's strategic plan.

CHANGE

The Piedmont Police Department
wants to encourage all of you to get involved.

1.
DOWNLOAD
THE PPD STRATEGIC PLAN

2.
WATCH
OUR STRATEGIC PLAN VIDEO FROM
OUR FOCUS GROUP MEMBERS

3.
CONNECT
STAY INVOLVED AND WATCH FOR THE
STRATEGIC PLAN QUARTERLY UPDATES

www.piedmont.ca.gov



SCAN ME



STRATEGIC PLAN
2021-2024

CONTACT INFO

Piedmont Police Department
403 Highland Ave
Piedmont, CA 94611

In case of emergency dial 911
Call if you can, text if you can't

For non-emergency requests, please call the
24-hour Police and Fire Dispatch at:
(510) 420-3000.

The Piedmont Police Department is open to
respond to emergencies 24-hours a day.

Non-emergency business hours are
Monday through Friday
8:30 a.m. - 5:00 p.m.

Piedmont Police Department online:
www.piedmont.ca.gov

UNITY



www.piedmont.ca.gov