



**Police Services Analysis**

**Kensington Police Protection and Community Services District, California**



# Project Structure and Goals

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- ◆ The study was conducted in two Phases.
- ◆ **Phase 1** – there were three goals of the Phase 1 study:
  - To develop an understanding of the unique values and needs of Kensington residents about their police service.
  - To perform a management and operational assessment of existing police services.
  - To develop service delivery standards that best meet Kensington's policing needs, regardless of the service provider.
- ◆ **Phase 2** – there were four goals of the Phase 2 study:
  - With community input, develop service delivery assumptions for a potential law enforcement contract partner.
  - Based on these assumptions, identify potential contract partners.
  - Identify potential costs for a law enforcement services contract.
  - Determine Kensington's next steps.

# Project Scope of Work

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- ◆ Perform an independent and fact-based approach to analyze the District's police workloads and service levels.
- ◆ Evaluate current police services and management and determine staffing and operational approaches that can enhance service delivery.
- ◆ Contact various potential law enforcement regional partners to gain their insights and feedback on alternative police service delivery models.
- ◆ Develop analyses of alternative service operational costs and compare to current Kensington operational costs.

# Community Input

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- ◆ A key to this study was to engage the community in meetings and through an online survey to help determine service delivery expectations to include the following:
  - Kensington would have a dedicated patrol beat 24/7/365.
  - The beat would always be staffed by sworn officers.
  - Kensington would be adequately staffed with high quality professional police, well-trained, with emphasis on service such as rapid response times and improved traffic enforcement.
  - An alternative service deliverer would be in an adjacent community to facilitate service expectations (e.g., rapid officer response and back-up).

# Current Service Findings

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- ◆ Kensington regularly suffers from chronic shortages of staffing:
  - Many hours per week have only 1 officer deployed.
  - Often there is no direct supervision. This has improved somewhat with the Chief now working one day on the weekend.
- ◆ Kensington police officers need to improve their use of proactive time to be more involved in traffic enforcement, schools, etc.
- ◆ Training is not at 'best practice' levels.
- ◆ Officers lack equipment to be efficient, effective and transparent (e.g., body work cameras).
- ◆ The District, like the country overall, has had difficulty attracting and retaining qualified police officers and reserves.
- ◆ The competitiveness of salaries is likely a factor in recruitment and retention in spite of excellent fringe benefits.

# Three Key Decisions – #1

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- ◆ The study effort had numerous findings, conclusions and recommendations but fundamentally results in three key decisions for the Kensington community.
- ◆ **#1** – Does Kensington want to have an enhanced and best-practice in-house police department?
  - Requires more field supervision.
  - Requires two sworn personnel fielded 24/7.
  - Additional training and equipment.
  - More competitive salary to attract and retain qualified staff.
  - Meeting these goals is more expensive than existing in-house operations.

# Three Key Decisions – #2

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- ◆ #2 – Does Kensington want to develop a Request for Proposal to explore a *full law enforcement* contract for service model and obtain related cost commitments?
  - Three potential partners – Berkeley, El Cerrito and Albany.
  - Retain Kensington police facility from which staff would be managed and deployed.
  - There are several advantages compared to in-house operations such as mandated 24/7 coverage (e.g., no staff loss from absenteeism, vacancies and/or turnover).
  - Moreover, a shared services approach provides more dedicated resources for investigations, records and other services.
  - This, too, would be more expensive than existing in-house operations.

# Three Key Decisions – #3

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- ◆ **#3** – Does Kensington want to develop a Request for Proposal to explore a *hybrid* contract for service model and related costs?
  - Three potential partners – Berkeley, El Cerrito and Albany.
  - There are numerous possibilities for hybrid service (for example, overnight coverage, investigations) which combine in-house police services with selected contracted service delivery.
  - This would allow the community to customize its police services to meet the needs of Kensington and effective law enforcement for the community.
  - Depending on which hybrid services were offered and selected, it could be more or less expensive than existing and enhanced in-house operations.



# Decision #1 – Enhanced In-house Police Department

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- ◆ The District needs 2 sworn staff on duty at all times – with one being a supervisor. This requires:
  - A Chief, 4 sergeants and a corporal (who can also function as a supervisor).
  - 4 police officers.
- ◆ Improve training, providing 40-hours per year per sworn staff.
- ◆ Adopt enhanced approaches to equipping officers, including body-worn cameras.
- ◆ Improve administrative support for police services – a full time civilian administrative assistant / technician.
- ◆ Increase salaries to be more competitive in the marketplace.
- ◆ The costs would be approximately \$720,000 more per year.

# Decision #2 – Full Contract Service Delivery

- ◆ Full contract service delivery would require a dedicated Kensington sworn operation including the following:
  - A manager for Kensington (contractor Lieutenant or Captain).
  - 1.5 field sergeants providing Kensington beat supervision 24/7.
  - 5 officers assigned to cover the Kensington beat 24/7/365.
  - A half-time (0.5) detective.
- ◆ One civilian police services assistant.
- ◆ Contract staff would total nine positions – 8 sworn and 1 civilian – compared to the enhanced in-house staffing of 11 positions.
- ◆ The costs would be approximately \$858,000 more per year.
- ◆ Accurately costing contracting requires development of an RFP.

# Decision #3 – Hybrid (Partial) Contract Service Delivery

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- ◆ Hybrid contract service delivery has several possibilities, the most impactful being patrol service options:
  - **Example #1** – Kensington provides Day Shift patrol, a contractor provides one-officer Night Shift patrol and response.
  - **Example #2** – Kensington provides Day Shift patrol; there is no Night Shift patrol and contracted police only respond to approximately one call per night.
- ◆ Other potential hybrid contract services includes criminal investigations, records, personnel, property and evidence processing, focused traffic enforcement (motor officer), etc.
- ◆ A hybrid model's costs can vary significantly compared to existing and enhanced (recommended in-house) operations.
- ◆ Accurately costing the various hybrid models requires solicitation of possible contract partners.

# Major Cost Impacts Compared to Current In-house Services

- ◆ Both an enhanced in-house model and a full services contract are more expensive than current police operations.
- ◆ Enhanced In-house police approach cost Impacts:
  - Additional staff resources and higher job classifications (e.g. Sgt.).
  - Recommended higher salaries.
  - Related operational cost increases.
- ◆ Potential full service contract cost impacts:
  - Fewer staff but higher overall compensation.
  - Shared management.
  - Continued payment of Kensington retirees' Other Post Employment Benefits (OPEB).
  - Continued payment of higher Unfunded Accrued Liability for CalPERS due to Kensington's "Inactive" status.
  - Administrative overhead charge.

# Major Cost Impacts Compared to Current In-house Services (cont.)

- ◆ Some hybrid models could potentially cost the community more, such as a dedicated contract detective, but would more effectively provide that service.
- ◆ Conversely, some hybrid models could potentially be more cost effective compared to existing (and recommended) service approaches.
- ◆ Examples of possible cost saving opportunities include full-service in-house police patrol response during the Day Shift but reduced service at night.
  - A contractor would respond with one or more officers / supervisors only to calls-for-service from 9pm to 9am for a "fixed fee per call."
  - There were only approximately 385 calls per year during the Night Shift.

# Key Strategies

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- ◆ Kensington has significant law enforcement service and management issues.
- ◆ The community clearly expects best practices law enforcement services. This can be addressed either through:
  - Enhanced in-house policing or
  - A full service contract or
  - A hybrid contract of the two approaches
- ◆ The District should develop an RFP to ‘test the waters’ for a full contract or hybrid.
- ◆ If retaining the in-house police department is the outcome of this process, the District still needs to address the serious service and management issues identified.