

# **CHAPTER I**

## **INTRODUCTION - SUMMARY OVERVIEW**

Consulting On Police Services was retained by the Kensington Police Protection and Community Services District, (KPPCSD) on July 20, 2006 to provided organizational management services as interim District General Manager / Chief of Police, (GM/COP). In this capacity the interim GM/COP provided day-to-day management of District affairs that included Police Department operations, Solid Waste / Recycling Program oversight, Kensington Park Administration, and General District Operations.

Interim services were required due to the abrupt departure of the former General Manager / Chief of Police; allegations of hostile work environment by current and past employees, significant attrition and personnel shortages, and an organization with displayed dysfunction and disorder.

During the course of one year corrective measures and initiatives were put in place to resolve issues of dysfunction and restore organizational order. Additionally, internal investigations were conducted to address allegations of workplace misconduct that was defined as a hostile work environment.

This report serves as a summary of actions taken with recommendations presented for employment of continued corrective measures.

As part of initial Board Direction the Consultant was requested to perform an operational audit of the District. The following are the elements of this request.

**1. AUDIT OF THE POLICE DEPARTMENT**

- Review internal personnel issues, and ensure that appropriate investigations are conducted.
- Review of existing police department policies and procedures
- Review the existing organizational structure, including analysis of the optimal configuration and personnel requirements.
- Review and analyze the police computer and software configurations and other technology, and to provide recommendations for optimization.
- Review and optimize duty schedules
- Review community outreach programs and time commitments.
- Review current dispatch agreement with Richmond, response times, and possible alternative arrangements.
- Review current recruitment policies and efforts, and to coordinate any needed recruitment.
- Review the current police department budget and provide an analysis of costs vs. benefits.

**2. AUDIT OF DISTRICT AFFAIRS**

- Review of the administrative structure of the District, including the existing dual role of General Manager / Chief of Police and whether the positions should be separated.
- Review of personnel requirements
- Review the office computer system, software and other technology and provide recommendations for optimization.
- Review of (District) operations and procedures.
- Review all aspects of the District's current budget.
- Review of the relationship between the Board and General Manager and the role of Board members.

**3. PROGRESS ON AUDIT ELEMENTS DURING THE PAST YEAR**

Audit elements were put in place by the District Board prior to the arrival and assessment of District operations by the Interim GM/COP. Many of the “audit elements” were addressed as a result of day-to-day management of District operations. Others, were the focus of issues having an adverse impact on organizational order or in conflict with contemporary / professional practice.

The following table provides a summary of Audit Elements with initiatives put in place and / or recommendations where appropriate to improve District operations.

Audit Element	Activity / Processes This Past Year With Recommendations as Appropriate
<p>Review internal personnel issues, and ensure that appropriate investigations are conducted</p> <p>(Police Department)</p>	<p>Significant time effort and expense was expended on this issue. Allegations of “Hostile Work Environment” were thoroughly investigated with appropriate corrective action taken.</p> <p>Although the “Organizational Standard of Conduct” was elevated as a result of this significant organizational event, there still exists in the organization “interpersonal conflict” between individuals. This “conflict” which is not to the degree that caused previous allegations certainly impacts the “good order” of daily operations.</p> <p><b>Recommendation:</b> That the new GM / COP initiate a “Professionally Facilitated” off-site organizational retreat to set a clear organization standard of acceptable professional workplace conduct. This retreat should focus on workplace “interpersonal skills” and appropriate workplace interaction.</p> <p>Follow-up to this retreat should be made every six months for 18 months.</p>
<p>Review of existing police department policies and procedures.</p> <p>(Police Department)</p>	<p>The Department subscribes to a professional service that provides the full spectrum of contemporary polices and procedures that deal with all aspects of police service delivery. The service provides updates annually or as “law” or “case law” changes.</p> <p>The Department additionally engaged the Commission on Accreditation for Law Enforcement Agencies (CALEA) for review of internal operating policies and procedures. This evaluation brings into a “national standard” the full realm of police operations.</p> <p><b>Recommendation:</b></p> <p>(1) That one Supervisor be specifically assigned the responsibility of updating these policies. This assignment should a two year assignment to assure that complacency and procrastination do not impact this significant assignment.</p> <p>(2) That all personnel in conjunction with individual annual performance reviews, review Policies and Procedures of “high liability” such as “use of force”, “pursuit driving”, “harassment policy”, “firearms”, etc.; And sign off on each acknowledging that they understand each policy.</p>

<p>Review of (District) operations and procedures.  (District)</p>	<p>One Board Member has a standing assignment for review of District Policies and Procedures. Board Policies provide good Board Direction. Their foundation are from the California Special Districts Association. Incorporated in the personnel investigations of "Hostile Work Environment", was a review of District policies that provide direction for receiving and adjudicating personnel complaints. Policies, although workable, could be refined. <b>Recommendation:</b> (1) To review and assure that District policies and procedures are (remain) contemporary and not in conflict with Police Department policies or Police Bargaining Unit Memorandum of Understanding language as it applies to District Personnel Actions, and (2) that they Provide clear direction for Board Members, District Administrative Staff, and District employees to engage Board Members to have personnel complaints addressed.</p>
<p>Review the existing organizational structure, including analysis of the optimal configuration and personnel requirements. (Police Department)</p> <p>Review of the administrative structure of the District, including the existing dual role of General Manager / Chief of Police and whether the positions should be separated. (District)</p> <p>Review of personnel requirements  (District)</p>	<p>As part of the 2007 / 2008 financial plan a new District Organizational Structure was adopted. The new structure, with full analysis, in th "Organizational Structure" Chapter III of this report, made the following modifications. (1) Reclassified 1 of 4 authorized Police Sergeant positions to a police officer classifications moving authorized sworn to 1 Chief, 3 Sergeants and 6 Officers, AND (2) Created a new (COPS Funded) non – sworn "Assistant to" the General Manager / Chief of Police position. The job duties of this position are designed to take collateral administrative duties from sworn personnel so that sworn can spend more time in field patrol and also on the District side to provide back-up for the District Secretary, develop community engagement and grant acquisition. Additionally, research through California Special District Association legal counsel disclosed that <u>Government Code Section 61051 requires that every CSD must appoint a General Manager with responsibility for running the affairs of the District. A police chief can be appointed but must be subordinate to the General Manager and cannot replace the General Manager for purposes of running the District and implementing policy adopted by the Board.</u> A POST certified police officer must run the Police Department. These can be dual functions. <b>Recommendation:</b> That the new General Manager / Chief of Police conduct the search, interview candidates and hire the "Assistant To" the General Manager / Chief of Police.</p>

<p>Review and analyze the police computer and software configurations and other technology, and to provide recommendations for optimization.</p> <p>(Police Department)</p> <p>Review the office computer system, software and other technology and provide recommendations for optimization.</p> <p>(District)</p>	<p><b><u>Police information systems are contemporary.</u></b></p> <p>The Department contracts with Richmond for Computer Aided Dispatch, (CAD) information (calls-for-service, response time, officer assignment, etc.) This information is tied to the Records Management System, (RMS) also contracted (\$10,000 annually) through Richmond to provide records management, statistical and Uniform Crime Reporting. Both systems are reliable and are contemporary. Internal systems (hardware and software) for police use in terms of incident reporting, storage and ease of use, are good.</p> <p>Advanced as part of this year's financial plan (COPS funding) were four new Mobile Data Computers, (MDC's) that will allow officers to write reports in the field, either in their patrol vehicle or by removing the MDC to another location (park, office, home, etc.). To date officers have been required to come back to the station to write reports. This technology will also allow for data base access in the cars such as (policy and procedures on CD's, etc.)</p> <p><u>District information systems</u> have been upgraded. Recently the District has upgraded the District Server Capacity (\$10,500) and last F/Y a general upgrade in individual work stations. Personal computer access is available to those that need computer resource.</p> <p><b><u>Lacking</u></b> is the ability to access the internet from personal workstations. Internet access, (e-mail, District Web information, search for District / Police business) is cumbersome as only two computers have outside access.</p> <p>The District Web-Site is to "police focused" and should be modified (re-done) to focus more on the "District" as the Web Site.</p> <p><b><u>Recommendations:</u></b></p> <ol style="list-style-type: none"> <li>(1) For F/Y 08-09 modify existing computers to provide internet access</li> <li>(2) Re-design the District Web-Site</li> <li>(3) Order the MDC's with COPS Funding</li> <li>(4) Develop an internal e-mail system for all personnel access to included a calendar system much like "Microsoft Access".</li> </ol>
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<p>Review the current police department budget and provide an analysis of costs vs. benefits.</p> <p>(Police Department)</p>	<p>The District budget for the past two years (F/Y 06/07 and F/Y 07/08) <u>have not</u> been balanced. With both proposed budgets expenses have exceeded income. Clearly District personnel costs (salary, retirement, medical, workers compensation) are the greatest expense.</p> <p>For police operations expenditures are conservative with 80% of expense for personnel costs. This is the norm for police operations.</p> <p>A monthly District Budget Variance Report was developed to track budget line item accounts that displayed spending variances of significance. On the police side expenses were within norms. Park expenses displays more variance due to the decline in the park infrastructure and very conservative budgeting approach for unanticipated facility and landscape repairs.</p> <p>The Board has established a Board Ad-Hoc Finance Committee that will provide District focus for future financial planning (police / park special assessment increase) investment vehicles, and financial plan oversight.</p> <p>Staff developed a park “infrastructure” report that identified approximately \$320,000 of potential costs associated with park / facility maintenance. Annual Park assessments generate approximately \$27,500 annually that can be used for lower park maintenance and improvements only</p>
<p>Review all aspects of the District’s current budget.</p> <p>(District)</p>	<p>The Police Memorandum of Understanding (contract) ends on June 30, 2008. This is the end of a three year contract. Probability is that labor costs for services will increase.</p> <p>Alternatives are to reduce the number of police officers employed. Average annual police officer salary with retirement and benefits for F/Y 07/08 is \$112,127, sergeants are \$145,249; Or evaluate the option of contracting for police services with El Cerrito or the Contra Costa County Sheriff’s Department. More information regarding the service level impact of officer reduction will follow later in this report.</p> <p><b>Recommendation:</b> It is very important that processes be put in place to bring to the Kensington voters the opportunity to increase assessments for police service and short and long term park / facility maintenance.</p>

<p>Review current recruitment policies and efforts, and to coordinate any needed recruitment.</p> <p>(Police Department)</p>	<p>Over the past year, due to the significant personnel shortages, the various components of the personnel (sworn) recruitment process were analyzed and streamlined.</p> <p>This analysis for improved processes included methods for candidate outreach, interview, background, medical &amp; psychological evaluation, to appointment.</p> <p>This multi-faceted process that typically takes other law enforcement agency 4 to 6 months to accomplish now takes the Kensington staff 5 to 7 weeks, with the identification of top qualified candidates as a priority.</p>
<p>Review of the relationship between the Board and General Manager and the role of Board members.</p> <p>(District)</p>	<p>The Board has initiated this past year as a high priority more focus on “active” Board Member Coordinating Assignments. These assignments identify one or two Board Members to interact actively with the General Manager / Chief of Police in specific yet all areas of District operations. These assignments include, Police Liaison, Park and Recreation, Finance and Administration, Solid Waste, and Community Outreach, and others.</p> <p>Board Members report at the District Board meeting regarding the content of these meetings. This opportunity to discuss specific District affairs and operations also provides a better understanding of Board members as “policy makers” and reinforces the role of the General Manager as the person responsible for implementing that policy.</p>
<p>Review and optimize duty schedules</p> <p>(Police Department)</p>	<p>A full staffing analysis follows in Chapter II of this report. <u>In Summary:</u></p> <ul style="list-style-type: none"> <li>• Nine Field Officers (3 Sergeants and 6 Officers) are recommended as optimum authorized strength.</li> <li>• Officer attrition can be anticipated to be “15%” per year.</li> <li>• The staffing plan that best meets the needs of the District in terms of service demand, training and Officer quality of life issues is the 4/10 plan.</li> <li>• Officers have substantial amounts of uncommitted (free time). Approximately 83% at full staffing</li> </ul>

<p>Review current dispatch agreement with Richmond, response times, and possible alternative arrangements.</p> <p>(Police Department)</p>	<p>Richmond Emergency Communications Center provides Dispatch services to the District. They also provide this same service to the Kensington Fire District and to the Cities of El Cerrito and San Pablo police departments.</p> <p>This service for \$72,000 per year (07/08 financial plan) is very reasonable for dispatch and infrastructure support that includes “tower maintenance” and 9-1-1- / Computer Aided Dispatch service.</p> <p>The existing contract, that includes the four agencies, was developed with no performance criteria. For the past year, working with a new Center Manager, we have been able to develop information, specific and isolated to Kensington, to better understand the service provided in terms of 9-1-1 ring times and when extended ring times are occurring.</p> <p>With this information we are in a position to discuss objective performance criteria with Richmond.</p> <p>Alternatives for contracting with another Center (Pinole) would require expense for the move, that we would lose the advantage of using the same police frequency as El Cerrito for police and Fire field support.</p> <p>Section III of Chapter II provides this analysis.</p> <p><b>Recommendation:</b> Continue to contract with the Richmond Emergency Communications Center and initiate contract discussion that include performance standards.</p>
<p>Review community outreach programs and time commitments.</p> <p>(Police Department)</p>	<p>Certainly opportunity exists in developing a more comprehensive network of neighborhood centers for “Disaster Preparedness” and “Neighborhood Watch”. These have proven to be viable programs in other communities.</p> <p>Lacking to date is the staff resource to coordinate these programs on the long term. The proposed “Assistant To” the GM/COP is identified to coordinate neighborhood disaster preparedness. This will naturally fold into “Neighborhood Watch” using the same structure.</p> <p>This position could certainly be supported by selected field officers given the amount of uncommitted time that they have.</p> <p><b>Recommendation:</b> Pursue Community Disaster Preparedness / Neighborhood Watch Coordination as a high priority on appointment of the Assistant To the GM/COP.</p>

## CHAPTER II

### FUNCTION AND STAFFING FOR CORE POLICE SERVICES

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#### Field Services Investigative Service Emergency Communications / Records Management

This chapter focuses on Field Services (patrol) Investigative Services (criminal and major Incident follow-up investigation) and Emergency Communications and Records Management, (contract dispatch service and records management provided by the Richmond Police Department.) All are “core services” for police service delivery.

Due to the comparatively low number of community generated calls for police service, (1,671 community requests for police service in 2006 – 4.6 calls per day), Low crime rate, (measured in terms of Part I Crimes – 159 offenses – 13 offenses per month on average for the past five years), traditional approaches for personnel field deployment and investigative follow-up staffing are different in Kensington than other more active or larger agencies. Emergency Communication (dispatch service) is by contract with the Richmond Emergency Communications Center. Kensington generates “1.15%” (339 incidents processed monthly) of total Center incident activity. Due to the contract nature of this service and the low incident volume this analysis will focus not on staffing or technologies but rather services provided.

#### Section One – Field Services Workload and Staffing Analysis

##### A. Staffing as it Relates to Community Service Expectations:

**Officers working in Kensington when considering “call volume” and “required collateral duties” have extraordinary high levels of uncommitted (free) time available (70% to 80%) to provide very high levels of community service.**

A department’s displayed involvement in providing the highest level community policing service is important in evaluating patrol workload and staff utilization because it directly influences how much time officers should have available to not only respond to community

requests for law enforcement services, but also to accomplish self initiated activity including developing and implementing “proactive” District policing problem solving projects. The approach used in evaluating patrol staffing and workload is based on determining patrol staff time utilization in terms of percent of net time available for pro-active patrol / self-initiated activity versus time devoted to handling calls for service and related activities such as report writing, back-up, bookings, and the like. Research results have indicated that there is a direct relationship between patrol time utilization, workload, and patrol staffing needs based on the proportional relationship between time spent handling community generated calls for service and time available for pro-active activities. This relationship is described in the table that follows:

40% Proactive Time	45% Proactive Time	50% Proactive Time
<ul style="list-style-type: none"> <li>• Below this level, proactive time begins to come in blocks that are too small to be useful for problem-oriented policing.</li> <li>• At this level, officers are providing the minimum level of effective service and should <u>not</u> be able to engage in a wide range of preventive activities. Including directed patrol, responding to non-criminal quality of life complaints, engaging in traffic enforcement and other activities.</li> <li>• Ability to engage in community meetings and other time consuming efforts is diminished</li> <li>• As with any effort, this requires active involvement of supervisors. More of the officers’ time is dictated by the necessity of handling calls for service than in higher target situations.</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive time at this level provides a high level of service for the District, and provides an effective and efficient balance of reactive and proactive workload.</li> <li>• At this level, officers are providing a high level of service and should be able to address the proactive needs of the community, without having to deal with having too high or too low proactive time available.</li> <li>• At this level as well supervisors are to be held accountable for their officers’ utilization, and for the results generated in the District.</li> </ul>	<ul style="list-style-type: none"> <li>• Above this level, proactive time comes in blocks that are difficult to utilize in routine street circumstances.</li> <li>• Proactive time of more than 50% tends to become an inefficient and ineffective use of time. It is often difficult to manage personnel whose time is so heavily weighted towards the proactive or time not committed on CFS.</li> <li>• At this level and above as with Kensington, at between 78% to 83%, officers are, <u>and should be</u>, providing a very high level of service and thus should be able to engage in the full range of proactive activities, (including traffic enforcement, special enforcement, directed patrol, complex community maintenance issues, etc.)</li> <li>• At this level sufficient time is available to perform all aspects of required administrative collateral duties</li> </ul>

The methodology is focused on evaluating patrol staffing and workload in this context and within the ranges noted in the previous table. The approach involves the following:

- **District Demand for Law Enforcement Services.** This consists of citizen requests for a police response and is the basic measure of patrol workload – Kensington community generated calls for service average 4.6 CFS in a 24 hours period.
- **Time Required to Handle Calls for Service.** This involves officer time associated with responding to the call; handling the call at the scene; making arrests and transporting arrestees to the jail (when required); and accomplishing other call related requirements such as immediate follow-up investigation by patrol and report writing.
- **Officer Availability.** Patrol services require that officers be deployed to the field 24 hours per day, seven days per week. The availability of each patrol officer position needs to be considered from two perspectives:
  - The impact of time off (for vacation, sick leave, training, and other authorized leaves) on the amount of time each authorized patrol officer actually has available to work; And the
  - Time lost during a typical work shift and not available for field law enforcement activities resulting from authorized meals and breaks, in-service training, and on-shift administrative duties. On shift administrative, (collateral) duties are significant for Kensington sworn personnel as the Department does not have specific units within the Department, (records, property and evidence, investigations, equipment maintenance) typically available in larger departments.
- **Composition of Patrol Officer Time While In the Field.** Patrol staffing needs to reflect the balance of workload and time available that consists of the following two components.
  - Time required to handle calls for service, as described above.
  - Time available for pro-active activities including self-initiated enforcement activities by individual patrol officers (e.g. traffic stops, field interviews of suspicious persons); preventive patrol and community contacts / engagement.

**B. Estimated Officer Time Required to Handle District Generated Calls for Service.**

**Kensington Officers are within industry norms for time used in handling calls. Required collateral duties, (records management, investigations, policy / procedure and general collateral duties) consume a great deal of daily time available that is well above industry norms for sworn field personnel.**

Officer time required to handle a District generated calls for service includes the following:

- Travel time and on-scene time for the primary Officer dispatched to a call.
- Travel and on-scene time for Officers who respond to a call in a back-up role.
- Time required to write reports for those calls that generate reports, including any post-call follow-up investigation accomplished by patrol officers such as neighborhood resident contact for potential suspect identification.
- Time required to book and transport prisoners who are arrested as a result of calls for service.

Times noted above were developed from the Richmond Communications Center, (computer aided dispatch – “CAD”) database for calls for services, (Calendar Year 2006). Included were primary unit call time, response, time on scene to time cleared. Drawing on officer interviews and previous studies, officer back-up and report writing time was estimated, considering the Kensington work environment and practices, as that information was not available in any of the available databases maintained through “CAD” or the Records Management System administered by the Richmond Police Department. Estimates were made predicated on previous studies with specific consideration given to the Departments current approach to report writing in terms of a “formal” written report vs. extensive use of a “CAD entry for response documentation; And that Officers spend additional report writing time back at the station using the computer to draft reports. The matrix that follows shows average Officer time per call for service developed based on the sources and steps described.

<b>Time Component</b>	<b>How Determined</b>	<b>Amount</b>
Primary Unit Handling Time	Community Calls For Service were identified through Computer Aided Dispatch and Records Management System data base for Calendar year 2006. All CFS were included. CFS totaled 1,671 and consumed 46,475 Minutes of time	27.81 Officer Minutes for Each CFS
Back-up Assist	<p>The data from dispatch records did not indicate the number of officers responding to each call for service. Total time by the first responding officer was logged but did not capture time involved for officers other than the primary assigned officer.</p> <p>The Industry standard is that 51% of the time initial responding officers receive some form of "Back-Up Assist", (one other officer to assist) and that the back-up officer will stay on scene for approximately 75% of the total time of the call for service. This range has been developed through many other police services studies.</p> <p>(27.81 X 75% = 20.86 min. X 51% = 10.6 min.)</p>	10.6 Officer Minutes for Each CFS
Report Writing Time	<p>The Records Management data base for 2006 indicated that field officers wrote reports (Criminal and Incident) for 52.5% of the calls for service to which they responded. Report writing time was estimated predicated on officer interview and time developed in other studies Report time (including both report writing and consideration for responding back to the station to develop a "computer generated report) is estimated to average 40 minutes per report.</p> <p>The method employed to determine average report writing time for the average call for service was as follows: (1) Reports written (877) are calculated as a percent of total community generated CFS and found that the resulting percentage was 52.5%; and (2) The resulting percentage was multiplied times the estimated average time per report of 40 minutes: (3) To estimate the average report writing time per average CFS - .52.5% X 40 = 21 person minutes for report writing for the average CFS.</p>	21.0 Officer Minutes for Each Call for Service
Arrests and Bookings	Interviews indicate that officers take approximately 5 hours for arrest processing and booking in Martinez. (5 x 15 annual arrests = 4,500 min / 1,671 = 2.69 min.)	2.69 Officer Minutes for Each Call for Service
<b>TOTAL OFFICER TIME PER COMMUNITY GENERATED CALL</b>		<b>62.1 Minutes</b>

- **Officer Availability To Deploy**

This factor involves net availability to work after time lost for vacation, sick leave, and the like is considered. To calculate this factor, Department records for F/Y's 04/05 - 05/06 were reviewed to determine average time off for various factors for Officers / Sergeants assigned to field patrol. The next table shows the results of that analysis. Times displayed are very consistent with other police agencies surveyed. The next table shows the results of that analysis.

**Net Availability to Deploy**

FACTOR	Amount (Annual Hours)
Gross Work Hours	2,080
<b>Time Lost For</b>	
Compensatory Time	(55)
Vacation	(121)
Sick Leave	(115)
Disability	(0)
"Other" Admin. / Unpaid Leave	(0)
Training	(64)
<b>Net Available Work Time</b>	<b>1725</b>
<b>Availability Percent</b>	<b>82.9%</b>

The resulting availability as displayed in the preceding table of 82.9% can be employed to estimate the average number of officers actually available for deployment to the field compared to the number scheduled.

- **On Shift Availability.**

In evaluating patrol staff utilization, it is also necessary to account for time not available to handle calls for service, accomplish self-initiated activities, or conduct preventive patrol during a typical shift. Factors contributing to shift time not available for the above include briefing time at the beginning of the shift, time for meals and breaks (even though Officers often respond during meals and breaks if the situation dictate). These times have been developed from language in the "Labor MOU" and estimated based on interviews.

Of significance for the Kensington Police Department is that time required of individual sworn staff to accomplish collateral / administrative duties associated with the operation of a police department. Some of these duties include, police records and statistical reporting, property and evidence administration, policy and procedure administration, fleet management, radio management, Internal Affairs, personnel records management, police training management, and investigations. Typically in agencies slightly larger in size, these duties are accomplished by non-sworn personnel or sworn personnel assigned as a specialty unit. These assignments and estimated time by those currently in the assignments are reflected in the following table.

These duties must be accomplished regardless of the number of officers available. Because of this, the attrition rate identified in the Chapter on Personnel Attrition, that over a eight year period the Department experienced an attrition rate of 15%. Fifteen percent of nine officers is (7.65) or eight officers was therefore used for this analysis. Eight officers divided into 555 minutes is 69.4 minutes per day for these duties.

**Required Collateral / Administrative Duties**

FACTOR	Person Minutes Per Ten Hour Shift
Records Management / Statistics UCR / DOJ	60
Police Personnel Records / I.A.	60
DOJ / POST Audits – PIO, Report Release Processing	30
Training Manager	60
Investigations (Felony / Referral F.U)	90
Property and Evidence	15
Police / Procedure	30
Fleet / Radio / Property Management	120
Recruitment	30
Web Site	15
Live Scan	15
Policy / Procedure	30
<b>Total Minutes</b>	<b>555</b>
<b>8 officers divided into 555 minutes</b>	<b>69.4 shift minutes</b>

**Net Total of “On Shift Available Time”**

<b>FACTOR</b>	<b>Person Minutes</b>
<b>Gross Time Per Shift (4/10 plan)</b>	<b>600</b>
Personal Shift Briefing	(15)
Meal	(30)
Breaks – 2 @ 15 Minutes	(30)
Beginning & End of Shift Veh. Maint	(30)
Internal Training	(25.5)
Collateral / Administrative Duties	(69.4)
<b>Net Available On-Shift Time</b>	<b>(400.1)</b>
<b>Net On-Shift Availability</b>	<b>66.7 %</b>

- **Net Availability to Handle Calls for Service and Accomplish Proactive Law Enforcement for Patrol Officers.**

The availability factors outlined in the preceding tables can be combined to estimate actual officer availability in the field to handle calls and accomplish pro-active activities compared to the number of Officers scheduled by day of the week, and time of day.

<b>Factor</b>	<b>PERCENT</b>
Gross Availability Percent	82.9%
Times On-Shift Availability Percent	66.7%
Net Availability Factor of 2080 hrs.	55.3%
<b>Annual Number of Officer Hours</b>	<b>1,150 Hours</b>

The “Summary Analysis of Patrol Staffing Requirements” table on the following page displays all of the previously discussed patrol operations analysis and identifies the number of patrol officers required predicated on proactive (uncommitted) time available.

The table displays in general terms that “4.08” officers are required to provide Kensington with an the optimum service level of “50%” of proactive time. This display does not however take into account developing a staffing plan that will provide “field patrol coverage” for seven days per week – twenty four hours per day.

## Kensington Summary Analysis of Patrol Staffing 4/10 Staffing Plan

Description	WORKLOAD	HOURS
Community Generated Calls For Service – Calendar 2006	1,671	
Associated Time For Each Call For Service	62.1 Minutes	1,730 Hours
•• 27.8 minutes (average) for each call		
•• 10.6 minutes per call for back-up officer(s)		
•• 21.0 minutes per call for report writing		
•• 2.69 minutes per call for arrest and booking		
Time for “Proactive” (Preventative) Patrol & “Officer Self Initiated Activity” @ 50%		1,730 Hours
<b>Total Projected Annual Hours</b>		<b>3,460 Hours</b>
Officer Availability from F/Y 04/05 – 05/06	Annual Hours	
•• Compensatory Time Off	(55)	
•• Vacation	(121)	
•• Sick Leave	(115)	
•• Disability / Workers Compensation	(0)	
•• Other – Unpaid Leave	(0)	
•• Training (External Training – Time Away from Department	(64)	
<b>Total Hours Per Year</b>	<b>(355)</b>	
Net Available Work Time is 1,725 hours of Individual Officer Gross Work Hours of 2080	<b>82.9%.</b>	
Officer Shift Availability – 4/10 shift = 600 minutes		
•• Briefing and Travel to Beat	(15)	
•• Meal	(30)	
•• Breaks ( 2 @ 20 minutes)	(30)	
•• End & Beginning of Shift Vehicle Maintenance	(30)	
•• Internal Training (POST,SDRMA, Internal Policies	(25.5)	
•• Collateral Administrative Duties Required While on Duty	(69.4)	
<b>Total Minutes Per Shift</b>	<b>(199.9)</b>	
Net Available “On-Shift” Time is 400.1 minutes of 600 minutes available in the 10 hours shift.	<b>66.7%</b>	
Annual “Gross” Availability Percent	82.9%	
Time “On-Shift” Availability Percent	66.7%	
<b>Net Officer Availability Factor of 2,080 Annual Hours</b>	<b>55.3%</b>	<b>1,150 Hours</b>
<b>Total Projected Annual Hours Required</b>		<b>3,460 Hours</b>
<b>Annual Individual Officer Hours Available</b>		<b>1,150 Hours</b>
<b>Sub Total Number of Patrol Officers Required</b>		<b>3.01 Officers</b>
Annual Attrition of Patrol Officers @ 15%	.45 Officer	
<b>Total Number of Officers Required</b>		<b>3.46 Officers</b>
Adjustment for 4/10 shift @ 18%	.62 Officers	
<b>TOTAL NUMBER OF OFFICERS REQUIRED</b>		<b>4.08 Officers</b>

## Summary Analysis of Patrol Staffing Observations

- The Police Chief is not included as a personnel resource for field operations. This position has too many collateral duties as General Manager and Chief of Police to have a formal field assignment. The Chief will however respond and provide support for major or complex calls for service.
- Shift Availability is 82.9%: As displayed in the “Summary Staffing Analysis” officers will only be available for staffing a shift 82.9% of the time. This means that when scheduling just one officer for a particular time period that officer will only be able to staff the shift assignment 82.9% of the time. With staffing alternatives, as displayed on the following pages, some times in the 168 hours week staffing cycle (24 / 7) only one officer is scheduled. As the personnel resource declines so does “on shift availability”.
- Field Sergeants are included in the patrol staffing analysis: First Line Supervisors, (sergeants) are not typically responsible for responding to “calls for service”. Field Patrol Sergeants are responsible for the supervision of complex or major criminal investigations and to provide personnel supervision. Best practices norms for field supervision span of control (sergeant / patrol officer) is one sergeant providing supervision for 5 to 8 field officers. Kensington has a field span of control of one sergeant for two officers. With this limited supervisory responsibility field sergeants in Kensington are required to respond to and handle calls for service and provide backup. This additional availability factor to address calls for service was factored into the staffing analysis as a “field resource.
- Kensington attrition at approximately 15% for the past eight years (1999 / 2006) with twelve (12) officers leaving is within industry norms. Attrition for the past four years is 23%, with nine (9) officers leaving, is above industry norms. Sworn personnel attrition for the past four years has been to seek employment with other public safety organizations with the underpinning reason for leaving found to be an “uncomfortable work environment”. This

environment caused a twenty percent (20%) turnover of top management and a major and protracted internal investigation. Because of the investigation and its impact on re-defining acceptable organizational norms the longer-term attrition rate of 15% is used as the component for the patrol staffing analysis. More detailed information regarding personnel attrition can be found in the Chapter dealing with “Department Personnel Attrition”.

- In addition to staffing and the loss of experienced officers, the impact of attrition is significant. As displayed in Chapter V on Personnel Attrition the cost associated with attrition of one officer is in the \$45,000 to \$50,000 range. With a 15% attrition rate, (1.5) officers per year, the estimated annual cost to the District is \$67,000 to \$75,000 per year. These estimates are assuming that the selection of candidates have completed the basic academy and come to the District as a “experienced (lateral transfer) officers”. This expense for recruitment and training, coupled with the best possible replacement time at eight months, poses a major organizational impact.

### **Field Officer Proactive Time Available**

The preceding table, (summary analysis of patrol staffing) is contrasted by the table on the following page that displays the percentage of proactive time available with a range of 3 to 9 field officers. Not taken into account for this table is the 15% allocation for attrition and 18% for the employment of the 4/10 staffing plan. As displayed, under existing staffing levels “proactive patrol time” resides well beyond what is considered in the industry to be optimum field staffing norms.

Number of Officers	Annual CFS Hours Required	Percentage of Time Committed to CFS	Total Annual Hours Available @ 1,150 hours	Percentage of Proactive Patrol Time Available	Number of Proactive Patrol Hours Available
3 officers	1730 hrs.	50%	3450 hrs	50%	1720 hrs.
4 officers	1730 hrs.	38%	4600 hrs	62%	2870 hrs
5 officers	1730 hrs.	30%	5750 hrs	70%	4020 hrs
6 officers	1730 hrs.	25%	6900 hrs	75%	5170 hrs
7 officers	1730 hrs.	21%	8050 hrs	78%	6320 hrs
8 officers	1730 hrs.	18.8%	9200 hrs	81%	7470 hrs
9 officers	1730 hrs.	16.7%	10,350 hrs	83%	8620 hrs

- With 7 to 9 officers the percentage of proactive time available range is 78% to 83%.
- This is certainly sufficient time for “community engagement” and special District assignment.
- This time must be well defined and structured with appropriate supervisory oversight to assure effective and efficient use of time.

**C. District Activity by Hour of Day and Day of Week And Proposed Patrol Staffing Plan:**

**Although service demand at 1,671 annual calls for service is low, considering collateral duties, attrition, industry scheduling norms, and enhanced District service level expectations and Staff Scheduling Redundancy, NINE (9) Field Officers are required.**

The following tables look at patrol staffing by hour of day and day of week. It is necessary to look at staffing in this manor to fully assess the personnel resource required to achieve personnel deployment consistency to assure balanced staffing. This analysis differs from the previously displayed “general staffing” information in that it looks at each of the 168 hours of a typical work week individually to format a staffing plan to meet the Kensington Community staffing expectations of officer field availability “24 hours per day / 7 days per week”.

**1,671 Calls for Service by Hour of Day and Day of Week for Calendar 2006**

The following table displays community generated calls for service for calendar year 2006. These calls do not take into account calls that were self-initiated by field officers such as traffic citations, drunk driving arrests, etc.

## Daily Frequency Of Community Generated Calls for Service - Year 2006

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun	Total / Average
0000-0100	4	5	4	4	2	7	9	35 / 2.1%
0100-0200	6	2	3	6	1	6	7	31 / 1.9%
0200-0300	1	4	5	3	6	4	5	28 / 1.7%
0300-0400	4	3	2	3	2	5	3	22 / 1.3%
0400-0500	2	4	0	0	1	5	1	13 / 0.8%
0500-0600	1	3	1	1	5	2	1	14 / 0.8%
0600-0700	3	6	8	3	6	3	3	32 / 1.9%
0700-0800	5	5	14	8	16	6	4	58 / 3.5%
0800-0900	18	14	14	19	25	13	7	110 / 6.6%
0900-1000	15	9	9	26	21	16	7	103 / 6.2%
1000-1100	14	14	9	15	15	16	19	102 / 6.1%
1100-1200	11	15	12	17	19	12	11	97 / 5.8%
1200-1300	10	11	8	17	21	20	15	102 / 6.1%
1300-1400	22	8	10	24	10	15	16	105 / 6.3%
1400-1500	15	13	22	13	25	14	19	121 / 7.2%
1500-1600	7	12	16	16	36	21	15	123 / 7.4%
1600-1700	8	12	12	15	18	19	11	95 / 5.7%
1700-1800	11	12	10	14	27	18	10	102 / 6.1%
1800-1900	10	13	13	11	12	18	8	85 / 5.1%
1900-2000	8	7	12	8	15	15	13	78 / 4.7%
2000-2100	9	9	3	11	13	8	10	63 / 3.8%
2100-2200	14	12	11	5	8	10	5	65 / 3.9%
2200-2300	3	7	7	4	16	7	5	49 / 2.9%
2300-2400	5	2	11	5	5	6	4	38 / 2.3%
<b>Total CFS Average</b>	206 / 12.3%	202 / 12.1%	216 / 12.9%	248 / 14.8%	325 / 19.4%	266 / 15.9%	208 / 12.4%	<b>1,671 / 100%</b>

### Observations About the Preceding Table

- Field Response for 2006 was 1,671 Calls for Service, (CFS) or 4.6 CFS every 24 hours on average.
- On Average one call was generated every 5.2 hours.
- The highest number of CFS of 168 hourly periods for a “24/7” work week is that time between 3 p.m. and 4 p.m. on Friday at 36. This is 36 CFS per year or 70% of one CFS per week.
- Days that provide the highest number of CFS are:
  - Friday with 325 (19.4%)
  - Saturday with 266 CFS (15.9%)
  - Thursday with 248 CFS (14.8%)

- 68.6% of all CFS are generated between the hours of 8:00 a.m. and 6:00 p.m. with the hour of between 3:00 p.m. and 4:00 p.m. being the highest producer of CFS at 123 or 7.4% of all calls.
- Fridays between the hours of 2:00 p.m. and 5:00 p.m. with 106 annual CFS are the busiest four hours of the workweek.

The preceding table of CFS activity for 2006 displays that scheduling one officer for each of the 168 weekly time periods would be adequate to handle community generated calls for service. Remember as displayed these calls for service are for a “one year period” not calls per day, per week, or month.

### **Considerations When Developing a Patrol Staffing Plan**

When developing a staffing plan consideration must be given to the fluctuating time requirement for each of the weekly 168 hours in terms of the days and times of the day that have displayed over time to generate the most CFS activity. This is increasingly important when calls for service are high and your personnel resource must be allocated by “call demand”. Again Kensington does not have high call demand. Even at the busiest time less than one call (70%) is generated per week.

Another major contributing factor is the shift that officers work. Although shifts are developed to efficiently meet high CFS demand, this must be blended with scheduling “quality of life” issues considering the number of days off, access to weekend days off, hours of work (night shift, commute times) and the length of the shift, (8, 9, 10 or 12 hours). Remember police officers must be available, (on duty) 24/7.

The staffing plan should also be designed with the ability to maintain a shift schedule stability through times of attrition. To create a plan that has to be modified with the attrition of one / two officers will impact overtime and officer morale.

And, finally the plan should accommodate, as much as possible, a day for overlap if the call for service demand allows for such an overlap. This overlap period can be used for in-

service training, Department meetings, etc. with little impact on the overtime budget. This issue of training in terms of personnel development certainly translates to improved service as well as providing a higher level of competence to mitigate allegations of service misconduct (use of force, false arrest, pursuit).

- **The Current 4/10 Staffing Plan Meets Most Scheduling Objectives:**

The Department now works a “4/10” scheduling plan. The application of this “4/10” staffing plan has most officers overlapping on Wednesdays (training, special projects, staff meeting) but additionally the schedule provides for two days off in one week and then four (4) days off the next, with most of the off days being during the weekend. The staffing plan was not designed to meet service demands but again, with the low number of calls for service, this has not been an issue in terms of staging calls or poor response time at particular periods. The shift offers the Department opportunity to establish overlap shifts for specific days and times to meet service demands, (1000 / 8:00 p.m.) with consistency in supervision and depth of resource for minor schedule adjustments to maintain service levels during times of personnel attrition. Additionally, this shift with the Wednesday overlap provides four (4) days off every other weekend, a feature not offered with an overlap other than Wednesday.

- The “8 hour” plan would require that officers commute five days per week with two days off. The plan would meet CFS demands. This shift is employed when the Department experiences significant attrition and requires that officers be “on-site” for one additional day.
- The “12 hour” plan is a two week schedule that calls for the officers to work 3 days with three days off, followed by working 4 days with 4 days off. This plan, at full staffing of nine available patrol officers, offers scheduling flexibility to meet CFS demands.  
The plan does not offer an overlap training / special projects day and becomes fragile with attrition of more than two officers.

Important consideration when developing staffing plans is that officers will only be available to staff a shift (report for work) **82.9 %** of the time, (projected absence is 17.1%) and that once at work, and on duty, the time available to respond to calls for service is only **55.3%** (1,150 annual hours) of the 2080 annual work hours available.

The current patrol schedule, displayed in the next table, is a “4/10” staffing plan as described above with two Sergeants working a “12 Hour Plan” during the evening hours for maximum evening hours supervision. The remaining Sergeant is scheduled to work a “5/8” plan, (8 hours per day Monday through Friday). This shift starts at 6:00 a.m. and ends at 2:00 p.m. This Sergeant provides day shift supervision and manages the Department major crimes and critical incident investigative function. As scheduled the three sergeants provide maximum supervisory coverage, (120 hours per week)

Officers are assigned to work a “4/10” schedule with all officers overlapping on Wednesdays for reasons previously discussed. Officers are scheduled to work as follow:

- Officers 1 & 2 cover the 6:00 a.m. to 4:00 p.m. time frame every day of the week. They, under the direction of the Day Shift Sergeant have primary responsibility for investigative follow-up for felonies, sex offenses and critical incidents.
- Officers 3 & 4 cover the 10:00 a.m. to 8:00 p.m. time frame every day of the week. This time period generates most of the CFS, (68% 8 a.m. to 6 p.m.) These positions act as next in line for investigative follow-up as determined by the Day Shift Sergeant. Additionally, these positions flex to cover day shift or the night shift when absences occur.
- Officers 5 & 6 cover the night time hours 8:00p.m. to 6:00 a.m. They are supported by the night supervisors who are scheduled to work until 2:00 a.m. daily.

**CHAPTER II**  
**SECTION I – EXHIBIT “A”**  
**(follows)**

- **September / December 2007 Staffing Plan**
  - **Two Sergeants Working the “12” Plan**
  - **One Sergeant Working the “8” Plan**
  - **All Six Officers Working the 4/10 Plan**
  
- **Displayed Scheduled Staffing for a Two Week Period**
  
- **Supervisory Coverage is Shaded**

**Current Patrol Staffing Plan**

Three Sergeants

Six Officers

Insert One Page

**Insert # of officers assigned + supervisory coverage.**

### The following are advantages of the previously displayed staffing plan

- Of the 336 hours available in the two week scheduling cycle, 240 hours or **71.4%** have scheduled field supervisory coverage. Considering that supervisors will only be available 82.9% of scheduled time due to leave associated with vacation, workers compensation, training etc. as displayed in the table “summary analysis of patrol staffing”, supervisory coverage is 199 hours or **59.2%** of the 336 hours available in the two-week scheduling cycle. This is “optimum” coverage for three supervisors.
- The plan provides for officer overlap on Wednesday to facilitate internal and external training, special projects, Department meetings and opportunity for officer day off for accrued time with very minimal impact on overtime.
- As displayed, CFS demand between the hours of 8:00 a.m. and 6:00 p.m. is 68.6% of call for service for F/Y 2006. This scheduling plan provides 52.2% of scheduled hours during the same period
- The projected busiest time of the workweek, 2:00 p.m. to 6:00 p.m. on Fridays is “6%” of weekly activity. This schedule provides for “4%” of work hours scheduled during this period.
- This schedule will require limited modification as officer availability is reduced from “9 officers” to “6 officers” as follows:
  - Eight (8) Officers
    - vacate the 1000 / 2000 shift - Sunday / Wednesday
  - Seven (7) Officers
    - vacate the 1000 /2000 shift - Wednesday / Saturday
  - Six (6) Officers
    - vacate the 0600 / 1600 shift - Wednesday / Saturday
    - move the “12 plan” sergeants (2) to “4/10 plan” with one sergeant working the first of four days at 0600 on Saturday morning.
  - Five (5) Officers will require a “5 day / 8 hour” staffing plan.

### Staffing Plan Issues:

- At optimum staffing of “9 Field Officers”, One (1) officer (ONLY) is scheduled for 72 (21.4%) of the 336 hourly periods available in the two week scheduling cycle. As displayed in the “Summary Analysis of Patrol Staffing” Officers will only be available (“be at work as scheduled) **82.9%** of the time. This means that of the 72 scheduled times when one officer is scheduled in a two week period some type of schedule

adjustment can be anticipated for 12 hours of those 72 hours due to vacation, training, sick leave, etc.

- By removing the time resource of one officer for the two-week period, (80 hours) due to vacancies created by attrition the number of “only one officers scheduled” increases as displayed in the following table.

**Attrition Impact on Scheduled Staffing Plan**

Factor				
Officers	Nine (9)	Eight (8)	Seven (7)	Six (6)
# of hours when only (1) Officer is scheduled in a two week 336 hour time period	72	108	146	168
% of the 336 hours available in a two week scheduling period that only one officer will be scheduled	21.4%	32%	43.4%	50%
Number of hours in a two week schedule period that may require some type of adjustment due to the 82.9% vacancy factor	12	18	25	29

As displayed in the preceding table, fewer officers available to schedule increases the number of shifts when only one officer is scheduled to work. To adjust for these hours officer shifts are “flexed” to work more hours to cover vacant hours. With continued decline in the personnel resource full or partial shifts (10 hours) are filled with overtime, training and authorized leave is cut back to maintain staffing levels. This is an acceptable alternative when considering the expense associated with employing more police officers and the high levels of proactive (free) time now available.

The impact of attrition at 15% or “one to two” officers per year is a constant and must be considered when considering the staffing plan and the potential for vacant shifts.

## D. Personnel Costs

When considering the staffing plan strategies during times of fiscal constraints it is important to understand the costs associated with personnel.

**Personnel Costs – Fiscal Year 2007 / 2008**

<b>Factor</b>	<b>1 Sergeant</b>	<b>1 Officer</b>		<b>3 Sergeants</b>	<b>6 Officers</b>
Base Salary	\$90,629	\$66,971		\$271,887	\$401,826
PERS Retirement – 40% (9% employee / 30% district – all paid by the District)	\$36,252	\$26,788		\$108,756	\$160,728
Medical, Vision, Dental – (average for all)	\$9,553	\$9,553		\$28,659	\$57,318
Workers Compensation average for sworn officers	\$7,175	\$7,175		\$21,525	\$43,050
LTD Insurance	\$840	\$840		\$2,520	\$5,040
	\$800	\$800		\$2,400	\$4,800
<b>TOTAL</b>	<b>\$145,249</b>	<b>\$112,127</b>		<b>\$435,747</b>	<b>\$672,762</b>

As displayed in the preceding table the average annual cost of a sergeant is \$145,249 and an officer average cost is \$112,127, (fiscal year 2007/ 2008). The reduction of one or two officers would have no impact on material support such as vehicles and supplies. Reduction of more than two officers will call for reduction of some major support items such as vehicles. Contract services such as Communications and Records Management will have little or no impact.

When evaluating reduction of personnel consideration has to be given to the scheduling impact in terms of “only one officer scheduled” and that scheduled officers will only be available for service 82.9% of the time. This reduction in personnel then has to be weighed with the issue of required shift extensions, and the associated personal impact on officer quality of life and associated overtime.

## **Section Recommendations**

- **Although four (4) officers are required to maintain an optimum of 50% “proactive patrol” time, to employ a realistic schedule with appropriate depth of resource for officer safety and consistency in coverage nine (9) field officers are required.**
- **Maintain the proposed staffing plan for optimum supervisory coverage: Wednesday overlap for Department training and meetings; With alternating four days off every other weekend:**
  - **Two sergeants working a 12 hour day during the evening hours**
  - **One sergeant working an 8 hour day during the day shift**
  - **Six officers working a 4/10 plan with a Wednesday overlap.**
- **Deploy Officer Field Resource to meet Calls-for Service Demand as displayed in this Section.**
- **Focus on officer proactive time available (uncommitted time -78% / 82%) for “target enforcement”, “community (service) engagement”, “Problem Oriented Policing Programs”, (leash law, no smoking ordinance, graffiti)**

## CHAPTER II

### Section Two – INVESTIGATIVE SERVICES FUNCTION AND STAFFING ANALYSIS

**As the number of significant crimes and incidents are low in Kensington the potential for follow-up investigations does not justify a full time investigative unit. A process with associated assigned accountability does however have to be in place to assure that all significant incidents and investigative leads are brought to proper conclusion.**

#### A. Industry Measures For Investigative Units.

Unlike Patrol, there is no single quantitative or qualitative approach that can be employed to evaluate investigative workload and staffing requirements. As a result, this methodology employs a series of broad indicators to determine the extent to which core investigative staffing and general workload in the Department compares to ranges observed in other departments to determine if the Department is significantly “out-of-range” as measured by those indicators. The measures employed are as follows:

Measures	Comparative Industry Patterns
Part I Offenses per “line” investigator (detective) as a core investigative unit such as persons and property crimes and does not include those assigned to special or “proactive” units such as Narcotics or Vice	The “Average” distribution of Part I Offenses per “line” investigator (detective) developed in recent police services studies and associated surveys of Departments in the Western U.S. is 444 Part I Offenses
“Line” investigators as a percent of line (patrol) sworn staffing	12% to 15% based on the same survey and ongoing analysis
Open/Assigned cases assigned to “property” crimes investigators	15 to 25 open/assigned cases per month based on the same survey and ongoing analysis
Open/Assigned cases assigned to “person” crimes investigators	10 to 15 open/assigned cases per month based on the same survey and ongoing analysis

The sections that follow display that “criminal / incident” activity does not support the need for a “formal investigative unit” in Kensington. Required investigative follow-up does exist however, and it is necessary to provide a consistent and accountable process with appropriate

case management and accountable personnel resource to bring all incidents to proper conclusion.

- **Part I Offenses Clearly Do Not Support The Assignment Of One Officer To Serve As The Department Core Investigator (Detective).**

As noted above one broad measure of investigative workload and staffing adequacy is the measure of the average number of Part I offenses per “one core” investigator. The table that follows displays the number of Part 1 offenses for the past five years.

**Part 1 Offense – Five-Year Comparison – 2002 through 2006**

Offense	2002	2003	2004	2005	2006
Homicide	0	0	0	0	0
Rape	0	0	0	0	0
Robbery	0	1	0	0	2
Aggravated Assault	10	5	8	6	9
Burglary Residence	14	13	16	18	21
Non-Residence Burglary	1	10	4	7	0
Auto Burglary	44	44	27	27	26
Petty Theft	49	52	70	47	39
Grand Theft	18	20	18	13	16
Auto Theft	35	36	24	27	19
<b>TOTAL PART ONE OFFENSES</b>	<b>171</b>	<b>181</b>	<b>167</b>	<b>142</b>	<b>132</b>
Average Part One Offenses Past Five Years	<b>159</b>				

**Table Note:**

As displayed part one offenses reported for the past three years have declined. On average Part One Offenses for 2006 at 132 is 17% below the past five-year average of 159.

As indicated by the information presented in the previous table, by this broad measure, criminal activity in Kensington with a five year average of 159 Part 1 Offences falls short of the 444 Part 1 Offense range for creating an investigative unit with assignment of one sworn officer to same.

It should be noted that the “Part I Offenses” per “core” investigator comparison focuses on the most serious offenses reported to police departments. The general approach in most of the departments surveyed is to assign only felony and complex misdemeanor investigations and service incidents that are significant by their very nature or involve a high profile individual, to the investigative unit. Although Kensington does not have a “stand alone” investigative unit, the processes (now) in place employs this same concept is for investigative follow-up.

- **Line Investigators as a Percent of Total Sworn Staff as Employed in Kensington is Within the Industry Range of 12% to 15%.**

Another broad measure of investigative staffing is the proportion of total sworn staff assigned to core investigative functions. As noted Kensington does not have a officer that is solely assigned as the Department “detective”.

The process now in place for follow-up investigations identifies the Day shift Sergeant as the “Manager” of the follow-up investigative process. The day Shift Sergeant uses the resource of the day shift (0600-1600) police officers (2) for investigative follow-up. The commitment of time to this process is estimated to be approximately 30% to 40% of time by the sergeant and two officers, with the remaining time devoted to field patrol activities. By this broad measure the department commits between 10% and 13% of investigative resource vs. officers assigned to field patrol, and therefore falls within this industry range.

- **Open Assigned Cases Range Between 15 and 25 for Property Crimes and 10 to 15 for Persons Crimes Does Not Apply as an Indicator in Kensington.**

The Kensington staff does not have the investigative case workload to achieve these numbers.

## **B. Investigative Case Management.**

A very important component of an Investigative Unit's workload is the case management employed by the unit supervisor in terms of case assignment case tracking and follow-up.

Many criminal incidents do not have sufficient leads to justify further follow-up. Industry norms are that approximately 76% to 80% of property crimes, (burglary, theft, etc) do not have sufficient information for additional detective follow-up and are therefore suspended. For crimes against persons approximately 85% of the reported crimes have further follow-up, (lead), information.

Prior to January of 2007, the Department did not have a formal assignment of a supervisor as "Manager of Investigations". Felony crimes, major misdemeanor offenses, and serious (non-criminal) incidents reports were the responsibility of the investigating officer, with separate individual supervisor oversight. The investigative process was not "centralized" to assure consistency in investigative case management. Additionally, the Department did not have a "case tracking system" in place to monitor the progress of not only the investigative process for significant criminal and non-criminal events with referrals, as appropriate, to the District Attorney or other Criminal Justice Agencies, but also all case reports to assure that cases were turned in and appropriate corrective follow-up was made.

The result of this lack of central control and tracking was that "29" criminal cases ranging from burglary, home invasion to elder abuse were found in a file drawer dating from 2000 to 2005. These cases were reviewed, outstanding evidence, (found in the file drawer) was booked, supplements written, case dispositions were given, and placed in case report files. Further follow-up of these cases were not made due to the statute of limitations, (1 to 3 years).

- **With the January 2007 Shift Change Management of Investigative Services was Assigned to the Day Shift Sergeant with Support of Day Shift Officers and Other Sworn Personnel as Needed. Report Writing Dispositions for Formal Case Referral to Investigations Were Also Put in Place.**

The following are the initiatives put in place to refine the follow-up investigative process.

- All completed case reports are placed in the “central holding tray” for supervisor review for final approval or correction as appropriate.
- The Investigative Manager (Day Shift Sergeant) reviews all reports daily, for “report disposition” and potential “hot leads” prior to supervisory approval.
- Report Dispositions Are:
  - **Case Closed**  
When an arrest has been made or the case sent to the D.A. for review and complaint request. Or final case disposition has been made such as found property has been returned to the owner or no further investigation is necessary for a death due to natural causes.
  - **Investigation in Progress**  
The investigating officer will retain and complete the investigation and supplement the report. This includes cases where an arrest has been made but follow-up is required; Further follow-up is necessary to bring a service incident or misdemeanor criminal offense to either closure or suspended status.  
All “investigation in progress” dispositions will be supplemented every 14 days of the original report or last supplement.  
Supplements will be monitored by supervisors to assure that supplements are timely.
  - **Investigation Suspended**  
All investigative avenues for a misdemeanor crimes and service incidents have been exhausted yet final disposition can not be made to “case closed” status; or the victim refused to cooperate, or the victim refuses to prosecute.
  - **Refer to the Investigations**  
In general, all felony cases and all misdemeanor sex cases not closed by end of shift should be referred to investigations for immediate follow-up.  
  
Some cases can be retained in patrol for investigation with the approval of the field supervisor. In these cases it is important that this is noted in the

end disposition of the case report so that follow-up is not initiated by investigations.

As with all “investigation in progress” reports investigators will complete supplements on investigative progress or lack there of, every 14 days.

- **Refer to the District Attorney for Review.**

Arrests for criminal violations or criminal reports that, through a complete and thorough investigation, deem it appropriate to refer to the District Attorney’s Office for review and complaint are to be referred to the Day Shift Sergeant for delivery to the District Attorney’s Office.

The Investigative Manager will review each case prior to assignment to determine if cases contain sufficient “leads” to warrant further expenditure of investigator time on follow-up investigation. Approaches range from judgment, to development and application of quantitative solvability factors, to identifying those cases that have those elements which might lead to identification and apprehension of the perpetrator.

- Intuitive solvability factors are employed.
- Case cover sheets for comments, direction, and case follow-up action are used initially and as the investigative process progresses.
- A “master” case “tracking log” is maintained by the Investigative Manager to account for all cases in the investigative process and all Department case dispositions for those cases not referred to Investigations.

- The Unit does not employ any mechanism for crime victim contact, advising that further investigation will be employed only with development further investigative information.

**C. Department Clearance Rates for the Past Several Years Display a General Decline And Should Receive Staff Review.**

As displayed in the following table, clearance rates for the years 2004 through 2006, (high-lighted) show an obvious decline in Department clearance for both felonies and misdemeanors.

This decline could be as a result of not having a reliable and accountable follow-up investigative process or could be an issue of appropriate (standardized) ending incident report disposition or flawed records keeping.

**Department Criminal Clearance Rates – 2002 through 2006**

Factor	2002	2003	2004	2005	2006
Felonies	22	32	10	10	14
Misdemeanors	45	33	18	18	9
Total	67	65	28	28	23
% Cleared Felony	14%	18%	<b>11%</b>	<b>8%</b>	<b>11%</b>
% Cleared Misdemeanor	28%	23%	<b>14%</b>	<b>16%</b>	<b>7%</b>

Table Notes:

Felony Clearance Rate Average:

- 02, 03 16%
- 04,05,06 10%

Misdemeanor Clearance Rate Average:

- 02, 03 51%
- 04,05,06 12.3%

**Kensington Does Not Have or Require A Specialized Investigations Unit.**

Staffing special enforcement unit(s) is a policy and priority decision, and depends on issues and problems unique to the community that warrant special enforcement.

The Police Department does not employ any type of covert (non-uniformed) proactive enforcement officer(s) but is a member of the West Contra Costa County Narcotic Enforcement Team, (West-NET) to address “mid-level” narcotics traffic / activity throughout the West County area. Unit leadership is provided by the Department of Justice / Drug Enforcement Agency.

In lieu of the formal assignment of one officer to the unit, the Police Department contributes approximately \$8,000 annually (secretarial / administrative costs) to have access to the resource of the Task Force. The use of the Task Force has been very low over the past five years and should be evaluated for continued participation.

## **SECTION RECOMMENDATIONS:**

- **That the follow-up case management and investigative processes put in place with the day shift sergeant as Investigations Manager be retained.**
- **The an evaluation should be made regarding the follow-up contact with felony crime victims for those cases that have insufficient leads to continue with a follow-up investigation.**
- **A review of issues associated with improving Department Clearance Rates should be initiated by Department Management.**
- **An assessment / evaluation of the costs associated with West-NET participation vs. current or projected need should be made for the 08/09 District Financial Plan.**

## CHAPTER II

### Section Three – RICHMOND CONTRACT SERVICE ANALYSIS

- **CONSOLIDATED EMERGENCY COMMUNICATIONS**
- **RECORDS MANAGEMENT**

**The City of Richmond Provides Consolidated Emergency Communications Services To The District of Kensington and the Cities of El Cerrito, and San Pablo; And Consolidated Records Management Services for the District of Kensington And The Cities of El Cerrito, San Pablo, Pinole, and Hercules.**

- **The Emergency Communications Service for the District is an exceptional Value at Approximately \$72,000 (F/Y 07-08) in Terms Cost for Service, Infrastructure, and Support.**
- **Records Management Service is also an Exceptional Value at Approximately \$10,000, for Hardware and Software Support, Administrative Oversight, Training and Maintenance.**
- **District Records Indicates That These Contracts Were Last Reviewed and Endorsed By Both Parties in 1999. Formal Review of the Agreements at This Time Provide Opportunity for the District to Set Associated Performance Standards.**

**A. Contracting Emergency Communication Services with Richmond has a Number of Advantages.**

- Cost of Service is predicated on the center workload generated by Kensington. The elements used to determine workload are fair and accurately reflect a fair representation of cost assessments for Kensington workload at 2.17% as displayed in the following table.
  - The cost for one dispatcher (salary and benefits) is approximately \$78,000 annually.
  - The approximate annual cost of maintaining a Communications Center with six communicators and an established infrastructure is 1.2 million annually, (City of Los Altos, CA.) F/Y 07/08)
- Richmond maintains emergency communications infrastructure, (facility, base station hardware, software, 9-1-1 service, strategically placed towers, and repeaters), Center staffing levels, (recruitment, training, supervision, administration, etc.)

- Kensington shares the same radio frequency with El Cerrito and San Pablo Police. The shared frequency offers immediate allied agency (El Cerrito) support for critical incidents and officer cover / back-up
- The Richmond Center additionally provides service to the Kensington District and El Cerrito Fire Departments. This enhances emergency response to all incidents that require both police and fire response.
- The Center provides Computer Aided Dispatch reports specific to Kensington, such as, Calls for Service by time of day, day of week and call type, 9-1-1 call administration, and field response times.

The following table is an example of the Emergency Communication Cost Matrix for shared expenses.

**Consolidated Communication Cost Matrix For Shared Expenses  
Third Quarter (January / March) Fiscal Year 2005-2006**

<b>Agencies</b>	<b>Kensington</b>	<b>El Cerrito</b>	<b>San Pablo</b>	<b>Richmond</b>	<b>Total</b>
Population	<b>5,000</b> <b>3.07%</b>	24,576 15.11%	31,344 19.27%	101,700 62.54%	162,620
Calls for Service	<b>360</b> <b>1.15%</b>	3,862 11.89%	6,105 18.79%	22,159 68.21%	32,486
Incident Activity (CAD)	<b>339</b> <b>1.15%</b>	3,595 12.22%	5,639 19.17%	19,843 67.46%	29,416
Reported Offenses	<b>160</b> <b>2.38%</b>	1,107 16.47%	1,438 21.40%	4,015 59.75%	6,720
Part 1 Crimes	<b>30</b> <b>1.01%</b>	499 16.83%	628 21.18%	1,808 60.98%	2,965
Personnel - Sworn	<b>11</b> <b>4.13</b>	38 14.90%	50 19.61%	156 61.18%	255
Non-Sworn Personnel	<b>1</b> <b>.96%</b>	13 12.5%	20 19.2%	70 67.3%	104
Personnel - Department	<b>12</b> <b>3.3%</b>	51 14.2%	70 19.5%	226 62.9%	359
<b>Consolidated Billing Percent Total</b>	<b>2.17%</b>	<b>14.27%</b>	<b>19.8%</b>	<b>63.8%</b>	<b>100%</b>
<b>Approximate Cost per Agency for Emergency Communication Service Jan/Mar- F/Y 050-06</b>	<b>\$11,418 Quarter \$47,844 Annual Projection</b>	\$78,702	\$109,056	\$368,657	\$568,376

**Table Note:**

- Costs displayed are for January through March F/Y 2005-06.
- Costs are for Communication Center Personnel w/ 40% Benefits, Administrative Overhead and Center Maintenance, Supplies, and Mobile Software Support.
- Not included are costs associated with 800 MHZ Trunked Radio System, Towers, T-1 (telephone) Lines, Repeaters, Back-up Batteries, for an annual cost of an additional \$15,000.

**B. Although Recent Dispatch Service From the Richmond Center Has Been Good the District Has Had Times When The Service Was Perceived As Not Meeting Acceptable Standards; And Further, That Center Management Was Not Viewed As Being Proactive In Addressing Service Complaints. Issues of Concern Were / Are:**

- Center consistency in answering 9-1-1 calls generated from the District was a subject of question and concern. The State Objective for emergency communication (9-1-1) is that these calls be answered in “less than 3 rings” or “10 seconds”. This objective is not a “State Mandated” objective.
- Getting 9-1-1 call information specific to the District calls for service was not available until F/Y 2006 -2007. This information became available with the appointment of a “non-sworn” Center Manager with long-term emergency communication center experience. Prior 9-1-1 reports for “all 9-1-1 calls received by the Center, provided no value to problem analysis specific for issues pertaining to Kensington.
- The perception that because of the low number of critical incident calls generated by Kensington sufficient Center resources were not given to the Kensington dispatch station but rather diverted to other stations with a higher number of critical incidents, (Richmond, San Pablo).
- That the agreement with Richmond did not have performance measures.

In July of 2006, following a defined request for 9-1-1 District call information, “9-1-1” call information was provided on a monthly bases that included.

- the number of 9-1-1 requests for service generated by the District monthly by time and location.
- the “ring time” that it took for each 9-1-1 call to be answered.
- the time that 9-1-1 calls were received by day and by time.

The information collected is displayed in the following two tables.

**Kensington 9-1-1 Calls for Service – July 23<sup>rd</sup> Through July 07.**

Evaluation Period	Total Number of 9-1-1 Calls	Ring Time "Under 10 Seconds	Ring Time Between 10 and 20 Seconds	Ring Time "Above" 20 Seconds
July 23 – August 23	42	29 / 69%	6 / 14%	7 / 17%
September	42	33 / 79%	7 / 17%	2 / 5%
October	43	21 / 49%	8 / 19%	14 / 33%
November	57	36 / 63%	13 / 23%	8 / 14%
December	83	63 / 76%	9 / 11%	11 / 13%
January 07	57	45 / 79%	7 / 12%	5 / 8.8%
February 07	59	41 / 70%	9 / 15%	9 / 15%
March 07	48	37 / 77%	7 / 15%	4 / 8%
April 07	44	33 / 75%	8 / 18%	3 / 7%
May 07	21	15 / 71%	5 / .24%	1 / .04%
June 07	39	27 / 69%	4 / 10%	8 / 21%
July 07	39	26 / 67%	7 / 18%	6 / 15%
TOTALS	574	406 / 71%	90 / 15.7%	78 / 14.3%
Average Per Month	48	34	8	7

**Table Notes:**

- For approximately one year, (July 06 through July 07) the District generated **574**, 9-1-1 calls for service.
- Of those 574 calls 406 or "71%" were answered in less than the State recommended objective of answering emergency 9-1-1 call in less than 3 rings or 10 seconds.
- Of those 574 calls, 90 or "15.7%" were answered between "10 and 20" seconds
- Of those 574 calls, 78 or "14.3% were answered in over 20 rings.

The number of 9-1-1 calls is consistent with other Communication Center reports pertaining to District generated activity and provides an excellent foundation for setting future Communication Center Standards of Performance.

The next table displays when District 9-1-1 calls are received that took longer than the optimum objective of 3 or less rings, (less than 10 seconds)

## 9-1-1 Ring Times 10 Seconds and Above July 2006 through July 2007

("A" represents between 10 and 20 seconds)  
("B" represents over 20 seconds)

<i>Hour</i>	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Total
0000				A				1
0100						B		1
0200		A		AB	B			4
0300								0
0400			A					1
0500								0
0600			B					1
0700			AA					2
0800			A	AA	AA		AA	7
0900	B	AA	AB	BB	A	B	A	10
1000	B	AB	ABB	AA				8
1100		A			AAB		A	5
1200	A	BBA		BBA	AA		AABB	13
1300		BBA	AAAA	AAAB	B	AAB	A	16
1400		A	BAAA		A	BA	BA	10
1500		ABB	AA	AB	AB	BB	BB	13
1600		BAA	B	AAA		AA	BBBB	13
1700	B	A		B	ABB	A		7
1800		B	AAAB	ABBBBBB	AAB	AB	A	18
1900	AA	BA	AB	AB	A	B		10
2000	A	AB					AB	5
2100		AB	BB	ABAA		BB		10
2200	AABB		AB		B	BB		9
2300				B			B	2
<b>Total</b>	11	24	32	36	21	18	21	

### Table Notes:

The previous table displays when 9-1-1 "ring times" at the Richmond Communications Center are above the State objective of less than ten seconds or three rings. As displayed

- Extended ring times "generally" are between 9:00 a.m. and 7:00 p.m. and "specifically" between 12 noon and 4:00 p.m.
- Wednesdays generated the highest number of extended ring times with 36.

The preceding tables display that for F/Y 06-07 the State suggested objective of answering a 9-1-1 call was met 71% of the time, or 29% of the time was not achieved.

Referring to when the extended 9-1-1 times take place over the same review period offers opportunity to set performance objectives for answering

9-1-1 calls for service. Some performance objective could be:

- Increase the percentage of 9-1-1 calls that meet the State suggested “ring time of less than 10 seconds from 71% to 75% in the last six months of F/Y 07-08 and 80% in for F/Y 08-09.
- Reduce the extended ring times on Wednesdays by 20% (7 extended ring times) by July of 08. And the 26 extended ring times between 3:00 p.m. and 5:00 p.m. by 10% ( 3 extended ring times).

These service objectives and others should be introduced with review of the existing service agreement for Communication Services as conveyed latter in this Section.

**C. Department Response Times Are Within Industry Norms.**

Department Response Times are another reporting function of the Communications Center. Response times are a product of “call prioritization”, “officer availability”, (staffing by call demand), and to some degree geography.

**Department Response Times  
July 1, 2006 – December 11, 2006**

<b>Priority Response Description</b>	<b>General Response Detail</b>	<b>Observations / Comment</b>
Priority One – 9 Responses	<ul style="list-style-type: none"> <li>• 56% (5 responses) in 6 minutes or less</li> <li>• 3 Responses in less than one minute</li> </ul>	<ul style="list-style-type: none"> <li>• Incidents that require an immediate response in order to preserve life or where an immediate response would be essential for felony apprehension.</li> </ul>
Priority Two –233 Responses	<ul style="list-style-type: none"> <li>• 85% (198 responses) in 14 minutes or less</li> <li>• 45 Responses in less than one minute</li> </ul>	<ul style="list-style-type: none"> <li>• Incident that require and immediate response that are less than 15 minutes old, where the need to apprehend suspect is great.</li> </ul>
Priority Three – 90 Responses	<ul style="list-style-type: none"> <li>• 86% (77 responses) in 30 minutes or less</li> <li>• 77% (69 responses) in 16 minutes or less</li> <li>• 36 Responses in less than one minute</li> </ul>	<ul style="list-style-type: none"> <li>• Incidents that require a police response in a timely manner, where there is no expected threat to public or officers. Response of 30 minutes or less.</li> </ul>
Priority Four - 195 Responses	<ul style="list-style-type: none"> <li>• 95% (185 responses) in one minutes or less</li> <li>• 80% (155 responses) in 21 minutes or less</li> <li>• 61 Responses in less than one minute</li> </ul>	<ul style="list-style-type: none"> <li>• Incident that require response contact within one hour. Call back is provided to reporting party for extended delays.</li> </ul>

Priority Five - <b>70</b> Responses	• 97% (68 responses) in less than one minute	• Not defined by the Communications Center.
<b>Total Responses - 597</b>		
Responses per Month – 108.5		
Responses per Week - 33		
213 Responses in Less Than One Minute	• 35.7% (213 Responses) took less than one minute for response.	

The preceding table reflects the Department response time for the first six month of F/Y - 06 / 07. Although the Communications Center uses a “Computer Aided Dispatch (CAD) System for “Call Response Prioritization” (defined below) for Center call management, it is not as important for Kensington as it is for the busier cities of Richmond, San Pablo, and El Cerrito. As reflected in the beginning of this Chapter (Field Services) Kensington has a very low number of calls for service, (4.6 calls per 24 hour period or one call every 5.2 hours) and therefore has fewer calls that are “stacked” pending an available officer to respond. This then accounts for the high number of “less than one minute” responses for all prioritized responses (1 through 4).

Further evaluation of “response time management” should be made by the Department Management Team to assure that all calls for service (1 through 4) are dispatched without delay to Kensington Field Personnel. Communication Dispatchers should be instructed to not put Kensington calls in the “prioritized call stacking mix” with calls from other cities.

### Communications Center Call Prioritization Management

#### RESPONSE 1

Incidents that require an immediate police response in order to preserve life or where an immediate response would be essential to apprehend a felony suspect when a felony is less than 5 minutes old. A response one incident requires an immediate broadcast and response and may require a Code 33.

#### RESPONSE 2

Incidents that require an immediate police response that are less than 15 minutes old, where the need to apprehend suspects is great or where apprehension would be imminent. This would also include misdemeanor property crimes. Response two details may be held up to 15

minutes. A response to an incident requires an immediate broadcast and/or response by any available unit. Also an acknowledgement from a field sergeant is required.

### RESPONSE 3

Incidents that require a police response in a timely manner, where there is no immediate or expected threat to the safety of responding officers or the public. Response three incidents require a timely response of 30 minutes or less of any available unit. If 30 minutes elapse without the detail being dispatched a call back will be made to the reporting party advising them of the delay for service.

### RESPONSE 4

Incident reports that require police contact in a timely manner. Response four incidents require contact within 1 hour. If the time limit expires without the call being dispatched a call back will be made to the reporting party advising them of the delay for service.

**D. The Service Agreement For “Consolidated Records Management” Uses the Same Cost Matrix as the Cost Matrix for Communications, Except for the Calls for Service Element and That Pinole and Hercules are Part of the User Consortium.**

The “Shared Cost” for Kensington is “1.92%” of the total cost for system operation, (vs. 2.17% for communications), The advantages for Kensington participation are:

- Hardware, Software costs and maintenance are shared with other agencies. The cost for Kensington participation is 1.92% of the total (\$10,000 for F/Y 07-08)
- Richmond serves as the “system administrator”.
- The Records Management System is tied to the Computer Aided Dispatch System on the Communications side of the contract.

**E. Service Agreements in District Files for Emergency Communications and Records Management Have Not Been Signed Since 1999 / 2000. The 1999 Consolidated Communications Service Agreement (the last signed document that could be located in District files) Has No Provisions For Performance Standards.**

District service agreements for Communications and Records Management with the City of Richmond have not been updated since 1999. Consultation with Richmond line managers have not produced more recent signed agreement copies.

Although the service agreements have not been signed the cost matrix formula for each of the two services continue with a proposed budget for the upcoming fiscal year and with scope of service levels remaining consistent from year to year.

Additionally, each of the service agreements provide for a “Operations Advisory Group” which is to meet monthly and advise the respective chiefs of police on planning, equipment, personnel, cost sharing, and operations issues that are likely to impact specific service areas in each of the contract. If the groups were convened then Kensington was not a consistent participant.

With the review of the service agreements certain performance standards, (previously discussed) can be discussed and incorporated with the agreements as a side letter specific to Kensington.

#### **SECTION RECOMMENDATIONS:**

- **Retain the Service Agreement with Richmond for Emergency Communication Services, (F/Y 07-08 annual cost \$72,000).**
  - **It is not recommended that District Staff spend time researching alternative providers for communication services.**
- **Retain the Service Agreement with the City of Richmond for Records Management Services, (F/Y 07-08 annual cost) \$10,000)**
- **Review the aforementioned Service Agreements with Richmond to Confirm Scope of Services, Coordinating Committee Responsibilities, and Agreement content as to “Form” and “Legality”.**
- **With review of the Emergency Communications Agreement, set with Center Management as a component of the Service Agreement, Performance Objectives” using 9-1-1 and Response Time information provided by the Center since July 2006.**

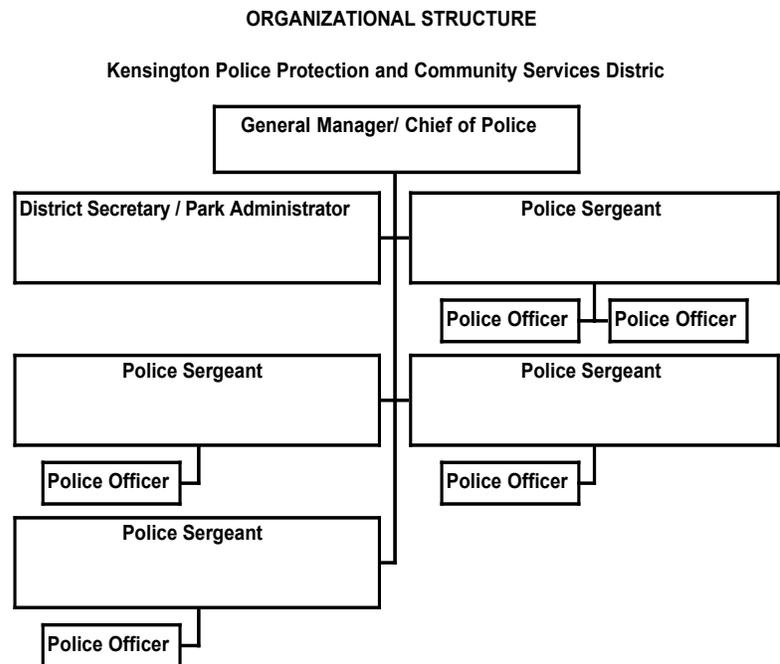
# CHAPTER III

## ORGANIZATIONAL STRUCTURE

### THE PROPOSED MODIFICATION TO THE PREVIOUS ORGANIZATIONAL STRUCTURE WAS ADOPTED WITH THE 2007 / 2008 FINANCIAL PLAN:

This Chapter addresses the overall organizational structure of the Kensington Police Protection and Community Services District, (KPPCSD) top management and supervisory positions. A review and evaluation of the previous organizational structure was made in conjunction with the planning phase of the Executive Search Process for the new General Manager / Chief of Police. With this analysis and the departure of one of the four Department sergeant positions a new more functional structure was presented and ultimately adopted with the 2007 /2008 District Financial Plan. The new structure was designed for improved customer service, additional resource for improved District program pro-activity and existing program project management.

The organization chart that follows depicts the former structure.



As displayed the Organization had one General Manager / Chief of Police, one District Secretary / Park Administrator, four Police Sergeants, and five Police Officers. The structure was not well designed in terms of “span of control” and availability of response for proactive response to emerging issues, or redundancy / backup to maximize service delivery and management control.

**COMPONENTS FOR DEVELOPING AN ALTERNATIVE STRUCTURE ARE UNDERSTANDING THE DISTRICT SERVICE DEMANDS AND RESOURCE ALLOCATION:**

The following “Organizational Profile” provides a general (not a detailed) description of job duties and responsibilities of each position in the former structure. The duties identified in the “profile” are not discarded in newly adopted structure.

**Kensington Police Protection and Community Services District Profile**

Job Function	Authorized Staffing	Position Description / Associated Duties
General Manager / Chief of Police	1	<p><b>As General Manager 35% of Time</b></p> <ul style="list-style-type: none"> <li>- 20% park related issues. Support from the Park Administrator.</li> <li>- 15% Solid Waste Issues. County MOU, Quarterly Reporting, Long Term Contract with Rate Review Every four Years.</li> </ul> <p><b>As Chief of Police 65% of Time.</b></p> <ul style="list-style-type: none"> <li>- Low Community Generated Crime or Significant Police Service Issues.</li> <li>- Small Organization with High Percentage of Proactive Time Available.</li> <li>- Reports to the five member District Board of Directors.</li> <li>- Provides supervision for the District Secretary / Park Administrator and four police sergeants.</li> <li>• <u>Sworn position</u> – serves as Chief of Police. Participates locally and regionally as the department head and District liaison for all public safety related issues.</li> <li>• <u>Serves as District General Manager</u> providing oversight for Park Management, Solid Waste Contract provider, District Personnel Matters.</li> </ul>

<p>General Manager / Chief of Police  (continued)</p>		<ul style="list-style-type: none"> <li>• Represents District at all State, County, and Public Meetings, (LAFCO, CSDA)</li> <li>• Negotiates and Maintains all District records, agreements, contracts, “MOU’s”, state grants, and Solid Waste Franchise</li> <li>• Prepares agendas for District Meetings</li> <li>• Responsible for District Fiscal Management Budget planning and preparation</li> <li>• Manages District Election Processes</li> <li>• Responsible for setting organizational mission and values</li> <li>• Responsible for police planning, directing, coordinating, controlling, training, and staffing.</li> <li>• Assure compliance with that all required criminal justice reporting, (local, State, Federal)</li> <li>• Assures the contemporary development and application of police policy and procedure.</li> <li>• Maintain community and employee relationships.</li> <li>• Responsible for managing Kensington Park Facilities.</li> <li>• Work with KCC and other community organizations who manage recreation programs.</li> <li>• With Park Administrator oversee maintenance and repair of recreation / park facility Infrastructure.</li> </ul>
<p>District Secretary Park Admin.</p>	<p>1</p>	<p><b>As District Secretary – 40% of Time</b></p> <p><b>As Police Department Confidential Secretary / Administrative Assistant – 30% of Time</b></p> <p><b>As Park Administrator – 30% of Time</b></p> <ul style="list-style-type: none"> <li>• District Board Secretary</li> <li>• Police Department / District Administrative Secretary and sole Office Manager.</li> <li>• Kensington Park Administrator</li> <li>• Maintains Personnel Records, District payroll</li> <li>• Processes invoices and billing statements</li> </ul>

<p>District Secretary Park Admin. (continued)</p>		<ul style="list-style-type: none"> <li>• Manages Park Facility Rentals. Scheduling authority and post event facility inspection.</li> <li>• Maintains District Records and Files</li> <li>• Coordinates activities of Park and Park Facility Maintenance Contractors.</li> <li>• Front Counter public contract'</li> <li>• Answers District business phone lines.</li> <li>• Manage Payroll and Accounts Receivable / payable.</li> <li>• Assist District accountant and Auditor in preparation of financial reports</li> <li>• Prepare notices, minutes, and resolutions for District meetings.</li> <li>• Regular inspection of park turf, paved, and unimproved areas for potential repairs.</li> <li>• Type correspondence, reports, forms, confidential and specialized documents.</li> </ul>
<p>Police Sergeants</p>	<p>4</p>	<ul style="list-style-type: none"> <li>• Provide Field Patrol Services – Primary</li> <li>• Provides Field Supervision for one or two police officers.</li> <li>• Primary Trainer for Field Training Program</li> <li>• Provide investigative expertise and direction for major / significant police events.</li> <li>• Collateral Duties <ul style="list-style-type: none"> <li>- Training Manager</li> <li>- Internal Affairs Manager</li> <li>- Range Master</li> <li>- Recruiting</li> <li>- UCR / Statistical Reporting</li> <li>- Police Records Management</li> <li>- Personnel Records Management</li> <li>- Property &amp; Evidence Management.</li> <li>- Follow-up Investigations</li> <li>- Community Relations</li> <li>- Senior Program</li> <li>- District W/C. Training</li> <li>- Performance Reviews</li> <li>- Live Scan Management</li> <li>- Department Inventory (Police)</li> <li>- Policies and Procedures</li> <li>- Fleet Management</li> <li>- Radio Equipment Management</li> </ul> </li> </ul>

		- District Web-Site Management
Police Officers	5	<ul style="list-style-type: none"> <li>• Provide “Preventive” Patrol</li> <li>• Provide “first responder / Investigative” field response to community generated calls for service, 24 / 7.</li> <li>• On-View Enforcement</li> <li>• Proactive / Self Initiated Activity Field Patrol.</li> <li>• Subordinate to four police sergeants.</li> <li>• Collateral Duties <ul style="list-style-type: none"> <li>- Fleet management</li> <li>- Radio management</li> <li>- Web-site management</li> <li>- National Night out management</li> <li>- Arrest and Control Training</li> <li>- Child Restraint Program.</li> </ul> </li> </ul>

**REVIEW OF THE PRECEDING SECTION THAT IDENTIFIES THE PAST ORGANIZATIONAL STRUCTURE AND ASSOCIATED JOB FUNCTIONS IDENTIFY STRUCTURAL DISFUNCTIONS:**

- Four Sergeants providing supervision for five police officers. The Supervisor Subordinate ratio is 1:1 or 1:2. The industry norm is 1: 5 / 7.
- With this design sergeants are subordinate to sergeants in order to maintain a 24/7 staffing plan.
- The organization does not have any redundancy for front counter customer service back-up, or for longer term District Secretary back-up for vacation or for “off site” training.
- Job functions and associated duties describe “maintenance of programs” rather than a resource for proactive response to emerging issues, emergency project management or opportunity for evaluation of expanding / refining District services.

The second section describes what typically are the characteristics of an effective organization.

**A SUCCESSFUL ORGANIZATION IS COMPRISED OF STRUCTURAL, FUNCTIONAL ELEMENTS AS WELL AS INDIVIDUAL MANAGEMENT CHARACTERISTICS.**

Successful public service organizations, (police service, park infrastructure and solid waste) should be designed to optimize the management and control of the organization while

furthering the goal of providing a “proactive” high level of service to the community. As with all organizations in the public and private sector, the design needs to consider functional alignment, spans of control, individual performance criteria and funding. No organization can be effective without some balance in these criteria.

While it is impossible to completely isolate structural (organizational) from functional (management) issues, the following list provides a description of the factors utilized in this evaluation. There are a number of structural, functional and span of control criteria that should be considered in an analysis of the KPPCSD organizational structure. In evaluating these issues the following criteria were used as a guide:

Criteria	Evaluation
<p><b>Complementarity of Functions</b></p> <p>Functions grouped to promote interaction, common planning and scheduling approaches, service delivery.</p>	<ul style="list-style-type: none"> <li>• Administrative / Supervisory functions are organizationally grouped consistent with contemporary practice. The structure promotes appropriate interaction to facilitate service delivery and management of police, park and solid waste issues.</li> <li>• At full field staffing with four supervisors (two working the same shift on occasion) conflict of authority and direction is a organizational structure by-product.</li> <li>• Three supervisors, with scheduled overlap, providing “team” supervision from 0600 – 0200 a.m. Daily, (except Sat. &amp;Sun.) promotes internal and external service delivery.</li> </ul>
<p><b>Management / Supervisory Spans of Control</b></p> <p>Too “tiered” or too “flat” from an administrative / supervisory perspective.</p>	<ul style="list-style-type: none"> <li>• Span of control of the GM / PC is within industry norms of four to six.</li> <li>• Park Administrator with three independent contractors, (landscape, janitorial, general maintenance as required) is appropriate.</li> <li>• Police supervision with a ratio of four supervisors to five officers is well above industry norms for field supervision of 5 to 7 officers. This is typically driven by the frequency of significant field events.</li> </ul>

<p><b>Degree of Coordination Required.</b></p> <p>Are functions grouped logically; Relationships within and among organizational teams; Do functions need close or indirect alignment in order to maximize efficiency and/or effectiveness.</p>	<ul style="list-style-type: none"> <li>• Functions are grouped logically at the Board, General Manager / Chief of Police and District Secretary / Park Administrator positions for efficiency and effectiveness.</li> <li>• With four Sergeants collateral functions and duties are not driven by day and time worked, (i.e. day shift follow-up investigations, training, recruitment) but rather duties tend to be assigned long term and assigned by individual personal strength. This tends to promote procrastination and certainly has an adverse impact on personal organizational growth and succession planning. This type of organizational structure in itself impedes the performance of the organization and tends to promote unnecessary internal conflict.</li> <li>• With four sergeants, two at times working the same shift the “organizational structure” promotes confusion regarding shift / team authority between and among (subordinate) team members. With four sergeants 20 hours per week are with two sergeants working the same shift.</li> <li>• Three sergeants, working shifts designed for supervisory oversight, balanced subordinate supervision, and “shift driven” collateral duties eliminates those coordination issues associated with staffing four supervising sergeants.</li> </ul>
<p><b>Are Lines of Authority and Responsibility Clear</b></p> <p>To all members of the organization</p>	<ul style="list-style-type: none"> <li>• Lines of Authority and Responsibility are clear at the Board, GM / COP, District Secretary and the chain of command to the Sergeant level. Structure promotes communication and accountability.</li> <li>• Lines of authority with two sergeants working one shift adds confusion to lines of authority.</li> </ul>
<p><b>Risk Management</b></p> <p>Relates to how much risk a function incurs if an activity is not performed or performed poorly. Risk might involve financial or personnel concerns. Generally the higher</p>	<ul style="list-style-type: none"> <li>• The organization is structured to provide effective risk management, (liability) oversight in all service areas, (police protection, solid waste and park administration) at the board and GM/ COP level</li> <li>• The organizational structure with four sergeants and long term assignments of collateral duties predicated on “personal strength” has not been “consistently” effective. Over time personnel assigned to important long term “high risk” functions (as described to the left) have not</li> </ul>

<p>risk functions are close in contact with top management or supervisory staff.</p> <p>Examples are: property and evidence management, personnel training, policies and procedures on the police side and Solid Waste MOU and Park infrastructure issues.</p>	<p>maintained appropriate consistent attention to these areas. These areas are:</p> <ul style="list-style-type: none"> <li>- training (mandated / perishable skills / career development</li> <li>- criminal investigative follow-up</li> <li>- high risk / liability annual policy review at time of the individual annual performance review. To build and assure on-going awareness, focus and maintenance of professional organizational standards.</li> </ul> <p>Supervisors, with certain exception, have displayed over time a sense of procrastination, adoption of the “status quo”, poor planning and follow-through.</p> <ul style="list-style-type: none"> <li>• With three supervisors assigned to shifts designed for supervisory oversight and assignment of “risk management collateral duties” individual job assignments are made by shift assigned. With regular rotation of shifts, (4 to 6 months) risk management programs are more consistently maintained and supervisors receive more opportunity for career development and succession planning.</li> <li>• Additionally, none of the collateral duties assigned that could be termed “proactive” or were just not individually developed. These are: <ul style="list-style-type: none"> <li>- Emergency Preparedness</li> <li>- Grant application / management</li> <li>- Communications / RMS operations</li> <li>- Investigative liaison</li> <li>- Training Manager liaison</li> <li>- Community Outreach</li> </ul> </li> </ul>
<p><b>Staffing Back-up and Redundancy.</b></p> <p>Does the Organizational Structure Support Redundancy / Back-up Support for Operations and Customer Service.</p>	<ul style="list-style-type: none"> <li>• The existing structure on the police side with four sergeants provides appropriate resource to cover absences of the Chief of Police for vacation, training, seminars, etc. with no impact on service delivery and/ or customer service. This resource would also certainly be available with three sergeants.</li> <li>• The District Secretary / Park Administrator does not have any back up for short or long term periods. As the primary point of “front counter” contact for District / Police business. Customers have to use a wall phone on the outside of the building to call for a police officer. This is appropriate if it is a police related matter. For District / Park related matters such as facility rentals or general</li> </ul>

<p style="text-align: center;"><b>Staffing Back-up and Redundancy</b> (continued)</p>	<p>District business the service waits until the return of the incumbent. As District Secretary the position has no back-up for District business (Board Member Management and Support, Agenda preparation and distribution, Board Meeting Minutes,) This becomes acute when absence for vacation, conferences, and training is longer term.</p> <p>Day to day, this position, to take a break, lunch or leave the office for mandated business merely has to shut access to the front public counter. Lunch and breaks are always interrupted by very consistent phone traffic.</p> <p>When the incumbent is away from work, 95% of the duties of the position come to an abrupt halt. Internal mail distribution and facility rental information is delegated.</p>
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The points that follow provide a summary of the issues associated with the Department organizational structure as summarized in the preceding table.

- Span of control for the General Manager / Chief of Police is within industry norms (of 5 to 7) at five. (Four sergeants and one District Secretary / Park Administrator)
- The organizational structure at the first line supervisory level is “Top Heavy”  
Ratios associated with “span of control” (supervisor to subordinate) with four sergeants providing supervision to one or two officers is well above industry norms of 5 to 7 officers to one field sergeant.
- The personnel resource for this organizational structure is too small to provide efficiency and order for long and short term operations.
  - With the number of shifts available at current (and appropriate) staffing levels it is not uncommon to have two sergeants working the same shift.
  - There is no balance to supervision with “four Sergeants” providing supervision for “Five Officers”.
  - Sergeant shift assignments are “blended” with officer shift assignments to cover minimum staffing levels
  - With three sergeants, staffing becomes a function of providing sound supervisory coverage 24/7 with balanced team supervision.
- With four sergeants collateral duties are by personal preference or perceived strength. As assignments are not predicated on shift assignment (day or evening) some assignments are not appropriately assigned for optimum development due to the shift assignment.

Additionally, collateral assignments are typically long term. This creates an organizational sense of apathy, procrastination, lack of aggressive pursuit of maintaining contemporary programs, and poor follow-up and follow-through.

- The organizational structure does not have a resource for pursuit of proactive activities. The organizational structure and personnel resource provides only for maintenance of programs.
- The organizational structure and personnel resource does not provide for the ability to schedule for “backup support” or redundancy for short and long term absences of the District Secretary / Park Administrator.

From this review it is clear that the organization with four sergeants is over staffed at the supervisory level. With this number of supervisors for the size of the organization and limited number of staffing plans, supervisors are required to work the same shift schedules. This structure has created inherent conflict between the supervisors and among shift team members. Additionally, necessary and mandated collateral duties are not driven by time or day worked but rather personnel interest or perceived skill set. Examples would be assignment of recruiting, community event planning, or training to the night watch sergeant who would be required to work overtime or on days off to make appropriate day time contacts. Additionally, supervision of five police officers by four working field sergeants is “top heavy” and not balanced.

The following subsection identifies collateral duties of an organizational structure with three sergeants working a staffing plan specific to providing supervisory oversight.

### **Three Sergeant Organizational Structure Duty Assignments and Responsibilities**

#### **Supervisory Responsibilities**

Day Shift Sergeant (0600 - 1400 M / F)	Two Officers
Evening Shift Sergeant (1) (12 hours 1400 – 0200)	Two Officers
Evening Shift Sergeant (2) (12 hours 1400 - 0200)	Two Officers

### Supervisor Duty Assignments:

Primary Duty is to manage team and shift activity and personnel resources. Sergeants are specifically responsible for planning to assure all shifts are appropriately staffed.

#### **Day Shift**

<b>Assignment</b>	<b>Description</b>
Department Training Manager	<ul style="list-style-type: none"> <li>• Manage the Department Training Program               <ul style="list-style-type: none"> <li>- External Training, POST Certification, Career Development</li> <li>- In-Service training,</li> <li>- Safety Training</li> <li>- Manage FTO Program</li> <li>- Regional Training Managers Association</li> </ul> </li> </ul>
Department Recruitment	<ul style="list-style-type: none"> <li>• Maintain on-going recruitment efforts as needed               <ul style="list-style-type: none"> <li>- Manage outreach and coordinate the recruitment process for new personnel.</li> <li>- Maintain available Resource</li> </ul> </li> </ul>
Case Follow-up Investigations	<ul style="list-style-type: none"> <li>• Case Log review and coordination with other supervisors for incidents requiring follow-up.               <ul style="list-style-type: none"> <li>- Felony / Sensitive incidents</li> <li>- Incidents that require out of District investigation or coordination with other agencies</li> <li>- District Attorney Liaison.</li> </ul> </li> </ul>
Incident Report CAD / Case Log Reconciliation	<ul style="list-style-type: none"> <li>• Daily review of in-house incident log and reconciliation with CAD activity to assure that all incident responses are captured               <ul style="list-style-type: none"> <li>- Forward "initialed" daily log to Chief.</li> <li>- Follow-up as appropriate though other supervisors to assure appropriate documentation is made</li> </ul> </li> </ul>
Police Web Sight Log	<ul style="list-style-type: none"> <li>• Maintain Web Site Crime Log.</li> </ul>
Subordinate Supervision	<ul style="list-style-type: none"> <li>• Provide First Line Supervision</li> <li>• Report Review</li> <li>• Performance Appraisals</li> </ul>
Master Schedule Calendar	<ul style="list-style-type: none"> <li>• Maintain Master Scheduling Calendar</li> </ul>

#### **Evening Shift 12 hours 1400-0200**

<b>Assignment</b>	<b>Description</b>
Internal Affairs Program Management	<ul style="list-style-type: none"> <li>• Records management</li> <li>• Annual Reporting</li> <li>• Process Management</li> </ul>
Personnel Records Management	<ul style="list-style-type: none"> <li>• Police Personnel File Management</li> <li>• POST Processing / Orientation / DMV</li> <li>• Critical Mandated Police Policy / Procedure</li> <li>• Background Files, I.A. Files</li> </ul>
Department Records Management	<ul style="list-style-type: none"> <li>• Federal and State Required Reporting</li> <li>• Monthly Department Statistical information</li> <li>• Incident Report (case) Maintenance / Filing</li> </ul>
Records Purge Management	<ul style="list-style-type: none"> <li>• Personnel / I.A. / Case Files.</li> </ul>
Mandated Department Reporting	<ul style="list-style-type: none"> <li>• Annual Reporting – Profiling, I.A., Sexual Offender, Etc.</li> </ul>

Police Information Systems Management and Regional Coordination	<ul style="list-style-type: none"> <li>• Richmond Records Management.</li> <li>• Police Computers (Internal)</li> </ul>
Police Equipment / Inventory and Management Budget Preparation	<ul style="list-style-type: none"> <li>• Annual Department Inventory</li> <li>• Participation in the 07/08 Budget Preparation</li> <li>• Back-up to Property and Evident Room</li> </ul>
Subordinate Supervision	<ul style="list-style-type: none"> <li>• First Line Field Supervision</li> <li>• Report Review – Referral Disposition</li> <li>• Performance Appraisal</li> </ul>
Manage The Department Weapons Qualification Program	<ul style="list-style-type: none"> <li>• Coordinate with the Training Manager Weapons Department Qualifications.</li> <li>• Evaluation and Recommendation of new weapons systems.</li> </ul>

**Evening Shift 12 hours 1400-0200**

Assignment	Description
Policy and Procedure Maintenance	<ul style="list-style-type: none"> <li>• Maintain Contemporary Department Policies and Procedures.</li> <li>• Coordinate with Lerxipol</li> <li>• Assure that all personnel receive / have access to updated or modified P &amp; P's</li> <li>• Coordinate with the Training Manager a process to review annually, significant liability / sensitive policies by all personnel.</li> </ul>
Property and Evidence Room Management	<ul style="list-style-type: none"> <li>• Complete semi annual property and evidence room audits as set forth in Department policy.</li> </ul>
Fleet Management	<ul style="list-style-type: none"> <li>• Supervise the fleet management program</li> </ul>
Radio / Communication Center Management and Liaison.	<ul style="list-style-type: none"> <li>• Supervise the Department radio program and liaison with the Richmond Communications Center</li> </ul>
Subordinate Supervision	<ul style="list-style-type: none"> <li>• First Line Field Supervision</li> <li>• Report Review – Referral Disposition</li> <li>• Performance Appraisal</li> </ul>

**ALTHOUGH FOUR VS. THREE SERGEANTS PROVIDES AN ADDITIONAL SUPERVISORY RESOURCE, FOR KENSINGTON, A SMALL ORGANIZATION WITH MINIMAL COMMUNITY GENERATED POLICE ACTIVITY, THIS ADDITIONAL RESOURCE DETRACTS FROM ORGANIZATIONAL ORDER AND EFFICIENCY OF DEPARTMENT SHORT AND LONG -TERM OPERATIONS.**

The Department, previously with four sergeants “in theory” was to provide 160 hours of available supervisory coverage of the 168 hours available in one week of “24 / 7” coverage. As there were almost as many supervisors as officers (4 vs. 5), sergeants were required to work full or partial shifts with other supervisors, (20 hours of the 160 hours available under previous staffing plans). As previously discussed this former structure did not take full advantage of the supervisory position and added to organization dysfunction and disorder, in

terms of day to day control, lines of authority, conflict of command, and faulty assignment of collateral duties.

With three sergeants working a staffing plan designed to maximize the 120 hours per week available, (40 hours X 3 = 120 hours) for team resource management and supervision, coverage can be provided from 0600 to 0200 hours as reflected in the following tables by working a staffing plan blend of 12 hour and 8 hour days. Additionally, this “three sergeant” structure provides for enhanced supervisory “span-of-control” in that each sergeant will provide supervision for two officers, and fixes specific responsibility for day and time driven duty assignments.

With the reclassification of one sergeant’s position to police officer, “by attrition”, the annual salary savings at the highest compensation level for F/Y 070-08 would be approximately \$10,284.00 annually. With the departure of a 5<sup>th</sup> level Sergeant and addition of a 1<sup>st</sup> level officer the first years saving is \$23,856.00

The two tables displayed on the next two pages display the shift assignment now in place, (September / December -2007) for a three Sergeant Structure and a display of supervisory coverage for a typical two-week work period.

As conveyed in the evaluation, the “structural elements” of the organizational structure (Section 4 of the Chapter) the reclassification of one sergeant to police officer does not provide for any additional resource to be more administratively proactive in terms of assessment of existing or new program development, “specific” new and ongoing project management, or customer service enhancements associated with the ability to provide back-up or redundant support for the District Secretary / Park Administrator duties.

INCERT THE SEPTEMBER / DECEMBER SHIFT AT THIS PAGE

INSERT THE DISPLAY OF THE STAFFING AND SUPERVISORY COVERAGE – SEPT. /  
DEC. 2007

**THE PREVIOUS ORGANIZATIONAL STRUCTURE DID NOT HAVE SUFFICIENT RESOURCE TO ADD A “PROACTIVE EDGE” OF SERVICE DELIVERY IN TERMS OF EVALUATING NEW ANDEXISTING PROGRAMS AND SERVICES, ADDRESSING EMERGING ISSUES /OPPORTUNITIES ASSOCIATED WITH GRANT ACQUISITION OR ENVIRONMENTAL REFORMS, SPECIFIC PROJECT MANAGEMENT, OR RESTRUCTURING OF TIME THAT WOULD GENERATE MORE TIME TO SWORN PERSONNEL FOR PROACTIVE FIELD PATROL.**

To add sufficient resource to the District organizational structure in order to address the needs conveyed above, one additional non-sworn, professional “analyst / administrative aide” position working subordinate to the General Manager / Chief of Police was necessary. Funding for the position would be achieved through “Supplemental Law Enforcement Services Funding” (COPS – Government Code 30061 [c][2]) pro-rated as displayed in the following tables.

The table on the following page displays the potential duties of this new professional position, the projected allocation of time for police and the Community Services District, and impact on duties now engaged by sworn officers. Due to the size of the Department, many duties handled by “non-sworn” members in other departments are handled by the “Sworn Kensington” staff. The transfer of these duties from ‘sworn to non-sworn’ is certainly in compliance with COPS (GC Section 30061) funding criteria.

**INSERT TABLE THAT DISCRIBES DUTIES AND TIME BREAKDOWN OF NEW ASSISTANT TO THE GENERAL MANAGER / CHIEF OF POLICE PROPOSED POSITION**

Funding for the position is proposed be the same as the District Secretary / Park Administrator in terms of an “at will” contract for salary, (\$21.22 per hour) – F/Y 07-08) and benefits as displayed in the following table.

**Analyst / Administrative Aide**

<b>District Cost Center</b>	<b>Salary</b>	<b>Worker Comp.</b>	<b>Social Security</b>	<b>Health Benefits</b>	<b>Total</b>
Police (75%)	\$ 33,104	\$ 334	\$ 2,533	\$ 7,308	43,279.00
CSD (25%)	\$ 11,035	\$ 111	\$ 844	\$ 2,436	14,426.00
<b>TOTAL</b>	<b>\$44,139</b>	<b>\$ 445</b>	<b>\$ 3,377</b>	<b>\$ 9,744</b>	<b>57,705.00</b>

To be compliant with Supplemental Law Enforcement Services Funding, (SLESF) criteria, only those duties of the analyst position that free sworn personnel from present administrative duties / assignments that allow the sworn to return to field “street” assignment are eligible for COPS funding.

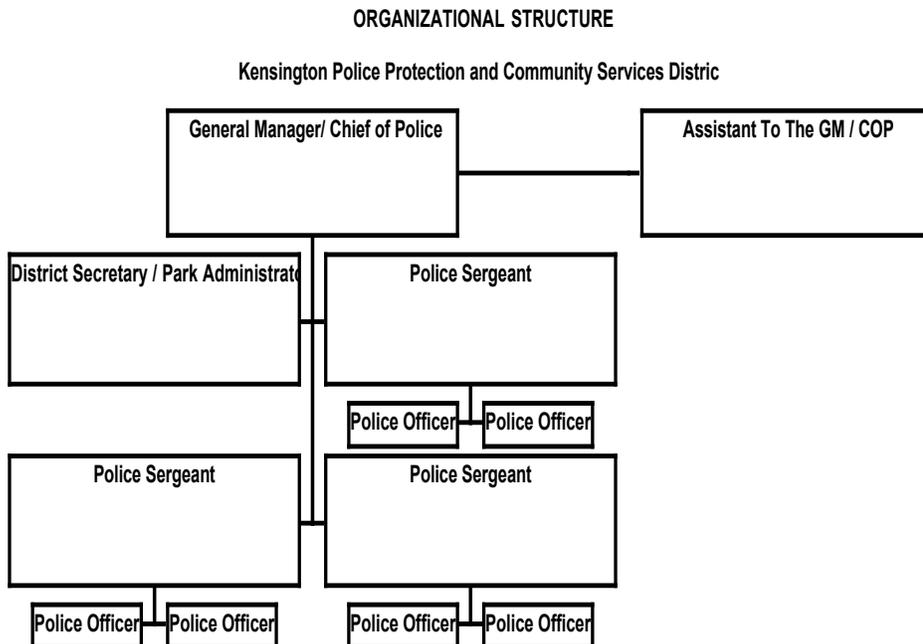
In the 2006 / 2007 fiscal year the Contra Costa County SLESF funding committee rejected much of the proposed District COPS funding as the expenditures identified were more to supplant existing (operational) programs than they were new programs / positions to create more field street time by sworn personnel. For the 06 / 07 F/Y COPS funding was approved to be used to support a new position of Interim Chief of Police, an additional position required due to the departure of the former chief. For the 2007 / 2008 F/Y the \$100,000 available through COPS funding will be difficult to encumber as all existing programs would be viewed as programs already in place with funds (again) proposed to “supplant” existing operations.

As this “new position” will release street patrol time of sworn personnel and as it is new and tied to COPS funding it meets criteria for present and on-going COPS funding. Should COPS funding, which is approved yearly, be discontinued, the District would have to evaluate continued funding of the position without COPS funding support. Additionally, COPS funding provides that the \$100,000 can be carried over for an additional year should all funds not be used.

The position will occupy a shared office with one of the police sergeants in the Public Safety facility. One un-marked vehicle is available for local and regional travel. No additional material resource is required.

With this position the following organizational chart displayed the structure of the organization with this new position and reclassification of one police sergeant to police officer.

**The following is the modified organizational structure of the KPPCSD**



## **CHAPTER RECOMMENDATIONS**

- 1. Maintain the 2007 / 2008 authorized sworn staffing level at one (1) Chief of Police, three (3) Police Sergeants, six (6) Police Officers**
  
- 2. Increase KPPCSD authorized staffing with the addition of one non-sworn analyst / administrative aide position, (Assistant to the General Manager / Chief of Police) at approximately \$57,705.00, 75% of which paid for through SLESF funding, (\$43,279.00) and 25% through KPPCSD funding, (\$14,426.00).**
  
- 3. Develop a Job Description and begin the hiring process for the new Assistant To The General Manager Chief of Police Position.**

## **CHAPTER IV**

### **DEPARTMENT TRAINING PROGRAM**

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#### **THE KENSINGTON POLICE DEPARTMENT TRAINING PROGRAM HAS BEEN TRANSFORMED FROM A “REACTIVE” TO PROACTIVE MODLE**

Evaluation of the Department Training Program in mid 2006 disclosed that for the previous two to three years the Department:

- Did not have a “Master Training Plan
- Training Records were not maintained or could not be located for the previous two years. (Training Manager was on Administrative Leave)
- No records could be found suggesting that there was any coordinated effort / focus on providing POST Continuous Professional Training, monitoring required POST Professional Certification / Perishable Skills Training, or participating in the Special District Risk Management Authority (SDRMA) training for workplace safety / liability.
- Kensington was not active regionally with other criminal justice agency Training Managers for information exchange and regional training coordination among agencies.

The Department adopted a “reactive” approach to maintaining minimum standards of training compliance for previous years, specifically from 2004 through mid 2006. Training was fragmented with no directed long range, (strategic) plan for individual career or for organizational development for improved organizational standard and / or service delivery. Training was, from all accounts, not a priority and the Training Manager was not held accountable for providing “structure”, “process”, or “maintenance” of this important program.

In order to fully understand the status of the Department training program Sergeant Khan, the Department former Training Manager, was assigned to update Department and personnel training records.

**IN CONJUNCTION WITH THE JANUARY 2007 SHIFT CHANGE, COLLATERAL DUTIES OF SUPERVISORS WERE REASSIGNED, DEPARTMENT TRAINING WAS IDENTIFIED AS A HIGH PRIORITY, AND THE TRAINING MANAGER POSITION BECAME THE ASSIGNMENT OF THE DAY SHIFT SUPERVISOR.**

The collateral duty of the Department Training Manager was assigned to the Day Shift Sergeant. With the function of Training Manager assigned to the Day Shift Sergeant position the following occurs:

- The Day Shift Sergeant Working 0600-1400 M/F has opportunity to see, (interact) with all members of the Department during shift changes or shift overlaps. This promotes and facilitates communication for individual and Department training issues.
- The Training Manager position becomes a function of the “Day Shift” Sergeant and does not become a “permanent” assignment of one individual for the long term. Collateral assignments made without a policy driven term limit can breed complacency for program initiative, follow-through, records maintenance and program management.
- With assignment tied to the Day Shift, all supervisors will have opportunity to manage this important program, which in turn, will have a positive impact on Department succession planning and a shared appreciation for the importance of Department Training.
- The Training Manager working the “Day Shift” is in a position to (again) become active in regional meetings with other Department Training Managers, (Law Enforcement Advisory Council - LETAC). This networking certainly enhances opportunity to coordinate training efforts with other Departments (i.e. El Cerrito) stay abreast emerging liability / legal issues associated with training and be exposed to new technologies available for training delivery.

With this assignment a very “aggressive” and “proactive” training plan was developed in February that would take the Department thorough calendar year 2007. The focus of the plan was to assure that all Department members would be in compliance with:

- Mandated State and Federal Training, (Terrorism / Disaster Preparedness)
- POST Mandated / Perishable Skills Training
- POST Program “Re-Certification” (FTO) Training

- POST Continued Professional Training (CPT)
- Special Districts Risk Management Authority (SDRMA Training for District Workplace Safety and Liability,
- Department Mandated Training – (Firearms / Special Weapons)
- Review of Department Policies and Procedures.

As of August 31<sup>st</sup> all training objectives set forth in the Training Plan have been met. The following tables provide a general overview of this training by category through August 31<sup>st</sup>.

The California Commission on Peace Officer Standards and Training (POST) requires that regular and specialized peace officers below middle management ranks complete Continuing Professional Training (CPT) every two years. The 24 minimum hours of training required every two years includes a minimum of 14 hours of Perishable Skills Training as follows:

- Arrest and Control (4 hours)
- Driver Training / Awareness of Driving Simulator (4 hours)
- Tactical Firearms or Force Options Simulator (4 hours)
- Communications – Tactical or Interpersonal (2 hours)

These requirements include not only line officers but first line supervisors and specialty officers (detectives, traffic officers, school resource officers, etc.) Additionally, POST has developed an Internet tracking system to track compliance by individual and by Department.

The following two tables display the Departments proactive response to maintaining these POST Training Objectives. Again, all mandated training has been accomplished as of August 31<sup>st</sup> of 2007.

## Mandated / Recertification Training Completed – February/ August

Type of Training	Mandating Agency
Hate Crimes a Proactive Approach (DVD New Legislation)	POST Mandated
L.E. Response to Homelessness (Update)(DVD New Legislation	POST Mandated
Pursuit Driving Update	POST Mandated
Proposition 69 (DNA Fingerprint, Unsolved Crime and Innocence Protection Act)	County District Attorney Mandated
Tactical Communications “Keeping Your Edge” (internet interactive - certificate)	POST Mandated Perishable Skills Training.
Communicating Effectively with Victims/Witnesses with Severe Disabilities	Department of Justice Required
LE Response to Terrorism (LERT) – (Internet interactive - certificate)	POST / Federal Mandated
CPR, Blood borne Pathogens, Defibrillator Training – 4 hours, external instructors	POST Mandated Perishable Skills Training
Field Training Officer Update – 24 hours – off site instruction	POST Mandated for FTO Program Recertification
Field Training Officer – New Training Officer – off site instruction	POST Mandated for FTO Program
Digital Crime Investigation – off site, 8 hours	POST Required for Supervisors
Arrest and Control Tactics – off site, 4 hours	POST Mandated Perishable Skills Training
Racial Profiling, off site	POST Mandated, Perishable Skills Training
“EVOC Driving Simulator Training – off site	POST Mandated Perishable Skills Training
Field Deployment (chemical agent) Training – off site	POST Mandated Perishable Skills Training
California Law Enforcement Teletype – off site, District Secretary	DOJ Mandated Training
Firearms Range Qualification	Department Mandated
FEMA ICS 800 (Supervisors) (Disaster /Terrorist Training Incident Command System Training)	Federally Mandated
FEMA ICS 200 (Supervisors) (Disaster /Terrorist Training Incident Command System Training)	Federally Mandated
FEMA ICS 700 (Disaster /Terrorist Training Incident Command System Training)	Federally Mandated
FEMA ICS 100 (Disaster /Terrorist Training Incident Command System Training)	Federally Mandated

## POST-Continued Professional Training / Certification

Type of Training	POST Continued Professional Training (CPT)
2006 Legal Update	
Case Law Today – August 2006	POST CPT Credit
Legal Update 2007	POST CPT Credit
Case Law Today – January 2007	POST CPT Credit
Case Law Today – February 2007	POST CPT Credit
Case Law Today – March 2007	POST CPT Credit
Legal Update – March 2007	POST CPT Credit
Case Law Today – April 2007	POST CPT Credit
Tactical Communication – POST DVD	POST CPT Credit
Firearms Seizure & Disposition	POST CPT Credit
Fear & Anger – Mastering the Hidden Enemy	POST CPT Credit
Use of Force by Peace Officers	POST CPT Credit
Illegal Street Racing & Sideshow Activities	POST CPT Credit
Workplace Harassment	POST CPT Credit
Drug Influence & Awareness	POST CPT Credit
Building Law Enforcement Image	POST CPT Credit
Basic Traffic Accident Investigation – off site, 40 hour course – four Officers	POST Certification – Elevate Department Service Standard.
Intoxilyzer Testing (alcohol) training	CC County Required
ADA / FEHA – Impact on Law Enforcement Hiring and Training – Two Sergeants	Elevate Department Service Standard.
POST Advanced Domestic Violence Training – Two Sergeants	POST Certification
Dragger Preliminary Alcohol Screening Calibration Training	CC County Required

Special District Risk Management Authority training, displayed in the following table, focuses on workplace safety and liability. Training is provided over the internet, is interactive, and each officer taking the course receives certification on successful completion of the course test.

Participation in the training program not only promotes awareness of workplace safety and liability issues among District employees but also generates a 15% discount on the Districts workers compensation insurance if training is completed. The District saved approximately \$10,000 for fiscal 07/08 in workers compensation costs for successful participation in this program.

### Special District Risk Management Authority Training

Type of Training	SDRMA Department Mandated
Sexual Harassment	PD Mandatory
Back Injury Prevention	PD Mandatory
Fleet Program Evaluation	PD Mandatory
Workplace Stress	PD Mandatory
Sexual Harassment for the Supervisor	PD Mandatory
Blood-borne Pathogens	PD Mandatory

**THE PRECEDING TABLES DISPLAY A BROAD SPECTRUM OF ORGANIZATIONAL TRAINING COMPLETED. WITH ALL BUT TWO MANDATED TRAINING EVENTS COMPLETED, (due October 1<sup>st</sup>), A REVIEW AND POSSIBLE RECALBRATON OF THE TRAINING PLAN IS APPROPRIATE.**

The following table displays the number of “Training Events” assigned and completed in the seven month period, February / August 31, 2007, by officer classification and training type. Only “core” line personnel were used for analysis. Officers displayed but not used for “Training Event Completion Analysis” were one officer in the field Training Program who had other training objectives to complete and one Reserve Officer, not a full time employee.

#### Training Events Completed, By Type, February through August 31<sup>st</sup>

Personnel	Type of Training Event	Training Events Completed	Training Events Not Completed	Percentage Not Completed
Three Sergeants	DVD / CD / Internet	96	1	1%
Five Officers	DVD / CD / Internet	150	1	.005%
3 Sergeants 5 Officers	Off Site Perishable Skills / Recertification	32	0	0%
<b>TOTALS</b>	<b>All Events for Line Full Time Officers</b>	<b>278</b>	<b>2</b>	<b>.001%</b>
One Officer in FTO Program	DVD / CD / Internet	15	15	50%
One Reserve Officer	DVD / CD / Internet + One Off-Site Event	31	7	23%

As reflected in the preceding table “core” line personnel (8 officers) completed 278 internal and external (off-site) training events. Considering that each of the training events ranged from a one, two, or three hours for internal training, and between four and forty hours

for off-site training, it is estimated that approximately 600 hours of officer time was encumbered to meet the objectives of this training plan.

With all but two mandated training events (Federal Mandated FEMA ICS due October 1<sup>st</sup>.) completed it is time to assess the Master Training Plan for the remainder of 2007 and recalibrate the Plan as appropriate to assure an appropriate blend of time is devoted to other Department priorities.

With the assessment of the remaining training events for the 2007 Master Training Plan, a first review should also be made of the "Draft" Proposed 2008 Master Training Plan attached as an addendum to this report.

**THE DEPARTMENT POLICY AND PROCEDURE REVIEW ELEMENT OF THE TRAINING PLAN DID NOT RECEIVE THE SAME COMPLETION RATE AS THE "TRAINING COMPONENT" OF THE PLAN.**

As an objective, the Training Plan called for review of ten Department Policies from the Department Policy Manual per month. As of August 31<sup>st</sup> 157 of the 670 Department Policies, assigned for review to all Department members, were not accomplished for a completion rate of 76.6%.

Although all Department members are responsible for review, understanding and application of all Policies and Procedures contained in the Department Manual, independent of the Training Plan, the introduction of this "aggressive and proactive" approach to policy training was included to assure a baseline understanding of all policies. Some supervisors have elected to review the more critical policies as a team for discussion regarding policy intent and understanding. Others focused on specific "high liability / critical incident policies as a main focus.

This Policy Review component of the Master Training Plan should be assessed during the mid-term review process for "recalibration" consideration.

An important consideration would be to adopt a Department Policy that would include the review of certain Department / District Policies that have associated high liability as a

component of the employee performance review process either in February and November:  
These Policies would include but not be limited to:

- Use of Force
- Use of Deadly Force
- Shooting Policy
- Vehicle Pursuit
- Discriminatory Harassment
- Officer Involved Shooting
- Critical Incident Management / County Protocols
- Biased Based Policing

Supervisor / employee review of each of these policies with appropriate “sign-off” documentation on the performance review assures a focused understanding of critical policies, builds self assurance among the employees, mitigates liability, and sets a “sunset” on issues associated discrimination and / or harassment to the single previous year.

#### **Chapter Recommendations:**

- 1. Review and Assess the 2007 Master Training Plan for Potential Recalibration of Remaining Training Initiatives to Assure Continued Focus on Other Department Service Delivery Objectives.**
- 2. Review the Draft” Proposed Master Training Plan for 2008 to Assure Department Training Objective are Incorporated in the Plan.**
- 3. Include Individual Training Objectives for Personal Career Development as Part of the Annual Performance Review Process.**
- 4. Incorporate High Liability / Critical Incident Policy Review as Part of the Annual Performance Review Process.**

**CHAPTER IV**  
**Department Training**

**(four page insert)**

**2008 Department Training Plan**

**Insert four pages of  
KPD Training Calendar  
2008**

## **CHAPTER V**

### **PERSONNEL ATTRITION**

#### **1999 through 2006**

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There has been considerable speculation as to the nature and extent of attrition in the Department. This is a “preliminary” report, offered merely to provide a foundation and awareness of Organizational Attrition from 1999 through 2006. This will become a section of a more comprehensive analysis of police service delivery in future reports.

Personnel attrition in all police departments is a significant issue. Personnel attrition certainly impacts police service levels when considering the training and community understanding associated with tenured officers. Attrition is expensive and certainly has an adverse impact on organization order.

Typically the basis for attrition for Departments the size of Kensington are:

- Organizational size that limits officer opportunity for “specialized assignment, i.e. traffic, detectives, narcotic enforcement, K-9, SWAT, etc
- Low criminal activity. Newer officers often migrate to organizations with more police activity as an opportunity to take advantage of their training and to experience a sense of esteem among peers in other organizations.
- Limited opportunity for upward mobility. Often with smaller organizations supervisory / administrative positions are few and do not open as often as opportunities in larger organizations.
- Compensation levels are typically in the mid to lower range comparatively.
- Housing costs are locally very high causing long commutes for those who want to buy or rent a home. Flexible scheduling, (4/10, 12 hour staffing plans) to provide relief for commutes, is often difficult to achieve due to the number of personnel required and the funding resources available.

**A FULL EVALUATION OF DEPARTMENT ATTRITION OF SWORN OFFICERS WAS MADE FOR THE YEARS 1999 THROUGH 2006. THIS EVALUATION IS PRESENTED AS EXHIBIT “A”**

To develop an understanding of the scope and nature of Department attrition personnel records were reviewed by month for each of the years reviewed. Vacancies were noted by

month with the time required to fill the vacancy and in turn train the new officer to street certification.

Additionally, personnel files were reviewed for letters of resignation with follow-on staff interviews to determine the reason for leaving the organization.

This information is presented in a series of tables that focus on different aspects of attrition. Again this is not intended to be a comprehensive analysis but merely a foundation to draw on for a more in-depth assessment of organizational health.

**OFFICERS NOT AVAILABLE FOR STREET STAFFING DUE TO TRAINING, RECRUITMENT TIME, AND WORKERS COMPENSATION OR MEDICAL LEAVE, RANGE FROM 12.4 MONTHS (ONE OFFICER) TO 35 MONTHS, (2.9 OFFICERS)**

**Averaged Attrition & Staffing Issues Displayed by Year**

Years	Officers On Payroll	Officers In Training	Officers Available for Street Duty	Officers Not Available for Street Duty	Comment / Observations
8 Years 99-06	9.7 Officers	5.9 Months	8.8 Officers	12.4 Months	<ul style="list-style-type: none"> <li>For the past 8 years, on average, ONE Officer was not available for "street duty" due to issues associated with attrition and staffing.</li> </ul>
4 Years 03/06	9.8 Officers	9 Months	8.2 Officers	19.5 Months	<ul style="list-style-type: none"> <li>For the past 4 years, on average, 1.6 Officers were not available for street duty due to issues associated with attrition and staffing.</li> </ul>
3 Years 04 / 06	9.7 Officers	12 Months	7.5 Officers	26 Months	<ul style="list-style-type: none"> <li>For the past 3 years, on average, 2.2 Officers were not available for street duty due to issues associated with attrition and staffing</li> </ul>
2 Years 05/06	9.8 Officers	16 Months	7.1 Officers	35 Months	<ul style="list-style-type: none"> <li>For the past 2 years, on average, 2.9 Officers were not available for street duty due to issues associated with attrition and staffing</li> </ul>

**Table Observations:**

- Officers on payroll is consistent with 9.8 Officers Authorized staffing is 10 Officers. This includes the Chief of Police.
- Officers in training varies significantly from 5.9 months on average for one year when looking at the past eight years to 16 months for the last two years.
- Officers available for “street duty” is fairly consistent around 8 Officers which includes the Chief. Removing the Chief from the staffing plan leaves 7 officers available for shift staffing.  
Seven officers is a minimum number of officers required to maintain a 4/10 hour staffing plan and to maintain minimal training and vacation leave. Eight officers is good and nine officers is optimum.
- Officers “not available for street staffing due to training, recruitment time, and workers compensation or medical leave range from 12.4 months (One Officer) to 35 months (2.9 Officers) depending on the years displayed

**FOR THE PAST EIGHT YEARS THE ATTRITION RATE HAS BEEN 1.5 OFFICERS PER YEAR (15%) and FOR THE PAST FOUR YEARS THE ATTRITION RATE HAS BEEN 2.3 OFFICERS PER YEAR, (23%)**

**Attrition by Year with Average**

Year	Position	Reason for Leaving the Department
1999	Corporal	• Officer is medically retired
2000	N/A	• No Attrition for this year
2001	N/A	• No Attrition for this year
2002	N/A	• No Attrition for this year
2003	N/A	• No Attrition for this year
2004	Officer Sergeant Officer	• Officer Resigned Per Mutual Agreement. • Sergeant Service Retirement • Officer Took a Position with the Clayton Police Department as Sgt.
2005	Officer Officer	• Officer on Medical Leave for One Year – Cancer • Officer, with the Department for 12 Months took a position with the Contra Costa County S.O. citing more opportunity for specialty assignments.
2006	Officer  Officer  Chief	• Resigned to Join the Bay Area Rapid Transit District Police. BART Police are among the highest paying in the State. This Officer was also with the Department for just one year. • Officer resigned citing “hostile work environment”. This Officer was going to leave the Department in October / November of 2005 to rejoin a former agency. This attempt was not successful. At this time no mention was made of a “hostile work environment”. With the Department for 11 months (4/05 – 5/06) • Medical / workers compensation leave.
Average Attrition		• For the past 8 years 12 officers have left the Department for an average attrition rate of 1.5 officers per year or <b>15%</b> of authorized staffing every year. • For the past 4 years 9 officers have left the Department for an average attrition rate of 2.3 officers per year or <b>23%</b> of authorized staffing.

Note: Officer on Administrative Leave (June / December) not included in attrition.

Attrition typically resides in the 15% range for most police organizations

As displayed in the preceding table Department attrition was due to a full range of issues that span service retirement, medical, employment for promotional opportunity with another agency, varied opportunity with another agency, to adverse work environment. Interesting to note that the Department has no attrition for years 2000 - 2003

**FOR THE PAST EIGHT YEARS 5.9 MONTHS PER YEAR, ON AVERAGE, WERE REQUIRED FOR NEW OFFICER FIELD TRAINING. FOR THE PAST FOUR YEARS, 9 MONTHS PER YEAR, ON AVERAGE WERE REQUIRED.**

### Officers Hired and Associated Training Time

Year	Type of Hire	Months of Training	Observation / Comment
1999	• Lateral • Lateral	7 Months	Two officers were hired with prior experience. One officer required 3 months of FTO and the other 4 months of FTO
2000	• Lateral	4 Months	One Officer was hired with prior experience and was in FTO for 4 months
2001	• No Officers	No Training	N/A
2002	• No Officers	No Training	N/A
2003	• No Officers	No Training	N/A
2004	• Lateral	4 Months	One Officer was hired with prior experience and was in FTO for 4 months
2005	• Lateral • Lateral • Basic Academy	12 Months	Two Officers Hired, both entered into a 4 Month FTO Program. One Officer entered the Police Academy for 5 + Months
2006	• Lateral • Basic Completed • Basic Completed	20 Months	Four Officers entered and completed the FTO Program this year. 3 were hired this year. One was hired in 2005 and completed the basic academy.
Average Attrition		5.9 Months	<ul style="list-style-type: none"> <li>• For 8 years, on average, 5.9 months are consumed for FTO Training. This requires the service of one sergeant for 5.4 months and impacts those duties assigned to the Sergeant.</li> <li>• For 4 years, on average, 9 months are consumed for FTO training. FTO training is educational and not designed to be a productive response to field activity.</li> </ul>

Field Training requires that a POST Certified Field Training Officer provide training to those new members of the department who were hired with prior experience from another

Department, or for a new officer recently graduated from the police academy. The Field Training Program is typically 4.5 months and conducted by a Sergeant.

**SALARY AND OVERTIME COSTS ARE CONSISTENT IN TERMS OF COSTS FOR STAFFING AND ASSOCIATED OVERTIME.**

**Fiscal Year Officer Salary and Overtime Expenditures**

Year	Officer Salary Spent (code 502)	% of Budget for Officer Salary	Overtime Spent (code506)	% of Budget for Overtime Spent	Officers on Payroll (calendar) (year)
98 /99	\$496,030.	88.%	\$41,185.	68.6%	9.1
99/00	\$541,659.	95.%	\$29,766.	59.5%	9.8
00/01	\$598,820.	100%	\$24,140.	53.6%	10
01/02	\$653,468.	99.8%	\$23,649.	59%	10
02/03	\$702,146.	100%	\$28,748.	95.8%	10
03/04	\$761,112.	98.5%	\$22,640.	119%	9.6
04/05	\$735,266.	100%	\$18,926.	75.7%	9.7
05/06	\$730,523.	94%	\$24,729.	121%	9.8
06 thru Nov.	\$313,087.	40%	\$9,327.	31% S/B 41.5%	
Average		96.9%			9.7%

- Budget numbers are by fiscal year. Officer staffing (payroll) numbers are by calendar year.
- Percent of budget for officer salary was consistent in terms of expense to the number of positions staffed per year. Variations to payroll are impacted by those on workers compensation and medical disability leave.
- Percent of overtime used varies as overtime budgets differed from year to year. For the past eight years average overtime was \$23,935.00. For the past four years average overtime was \$23,760.

**COST ASSOCIATED WITH THE ATTRITION OF ONE OFFICER IS IN THE \$45,000 TO \$50,000 RANGE. WITH A 15% ATTRITION RATE, (1.5 OFFICERS PER YEAR) THE ANNUAL COST TO THE DISTRICT IS APPROXIMATELY \$67,500 TO \$75,000**

## Costs Associated With Officer Attrition and Recruitment of New Police Officers

Activity Description	Associated Cost Description	Total Cost
Candidate Recruitment (Lateral) • Police Sergeant	<ul style="list-style-type: none"> <li>• 60 hours at \$90.00 per hour, (overtime rate as most of this activity is accomplished on time away from work due to staffing shortages caused by attrition). Includes on-site academy visits, off site interviews, use of Department vehicle for transportation, tour of police facility.</li> </ul>	\$5,400.
Oral Interview Preparation and Execution, Final Evaluation • Police Sergeant – 30 hours • Police Sergeant – 10 hours • Police Chief – 1 hour	<ul style="list-style-type: none"> <li>• 30 hours of time at \$45, (on duty time). Per hour is for initial application processing, interview panel construction, interview format, interview schedules, candidate follow-up.</li> <li>• Support materials and panel lunch - \$100.</li> <li>• 10 hours of time at \$45. Per hour is for interview panel participation, (preparation, interview)</li> <li>• 1 hour at \$65. Is for identification of successful candidate for background authorization.</li> </ul>	\$1,965.
Polygraph Examination	<ul style="list-style-type: none"> <li>• Required to assist in the Background Investigation process</li> </ul>	\$450.
Background Investigation	<ul style="list-style-type: none"> <li>• Mandated by POST. Completed by an outside investigative firm. Range is \$800 to \$1200 depending on location of candidate</li> </ul>	\$1,000.
Psychological Evaluation	POST Mandated	\$500.
Medical Examination	POST Mandated	\$500.
Miscellaneous Expense for Processing	<ul style="list-style-type: none"> <li>• Fingerprinting fee, (DOJ) - \$51.00</li> <li>• Safety /Uniform Equipment, Badge, Cards, Protective Vest, Weapon, Duty Built Equipment, (some items reusable) -\$1000.</li> </ul>	\$1051.
Field Training Program	<ul style="list-style-type: none"> <li>• 4.5 months @ \$5,050 = \$22,725.</li> <li>• Trainee is under the direct supervision of a Field Training Officer.</li> </ul>	\$22,725.
Attrition Associated Overtime	<ul style="list-style-type: none"> <li>• Overtime for vacation, training, shift fills due to short staffing levels.</li> <li>• Overtime at mid range (\$56.00) X 16 hours per month. 4 hours per week X 52 weeks= 208 hours annually.</li> </ul>	\$11,648
Administrative Time to Bring a New Employee into the Organization	<ul style="list-style-type: none"> <li>• Time required of the Administrative Sgt., for POST mandates, Firearms qualification, etc., District Secretary for personnel matters and Department Head, swearing-in, Orientation.</li> </ul>	\$2,000.
<b>TOTAL</b>		<b>\$47,239</b>

**EXIT INTERVIEWS, NOW NOT PART OF THE KENSINGTON STRATEGY FOR RETENTION OF EMPLOYEES, ARE A VALUABLE TOOL THAT ALLOWS ORGANIZAITONS TO GAIN AN UNDERSTANDING AS TO WHY PEOPLE MAY HAVE LEFT THE DEPARTMENT AND REACT ACCORDINGLY.**

Exit interviews capture ideas for improvement while promoting positive interaction with departing employees. Exit interviews can help pinpoint potential action opportunities that can encourage reduction in turnover rates and improve employee morale. With an effective exit interview program, Kensington will be able to learn form the past experiences of departing employees and gain an opportunity to improve management / employment practices accordingly.

**A PERSON EXTERNAL TO THE DEPARTMENT (DEPARTMENT OMBUDSMAN) SHOULD BE SELECTED TO CONDUCT THE EXIT INTERVIEW PROCESS.**

Exit interviews should be conducted by a suitably trained interviewer familiar with District and police service operations. The interview should not be completed by a direct line Department manager, supervisor or member of the District Board. Considerations for the interview process are:

- The interview must be entirely confidential in terms of any written materials and that materials as a result of the interview will be maintained separate from their personnel file.
- The interview should take place prior to the departure of the employee.
- The interview should be at a mutual agreeable location.
- That the “leaver” may be accompanied at the interview by a third party.
- If the “leaver” is reluctant to attend a face to face interview then the interview can be conducted by telephone.
- Where an interview highlights a grievance, potential grievance or an issue that needs to be addressed, such cases should be referred immediately and confidentially to the District General Manager or the President of the District Board for action.
- Documents generated as a result of the Exit Interview Process should be maintained for a period specified in the Public Document Retention Act.

**Chapter Recommendation:**

- **That a District Process be Established to Conduct Exit Interviews for Employees Leaving District Employment and that Findings be Reported Quarterly to the General Manager and Two Board Police Liaison Members**

**CHAPTER V**  
**Department Attrition**

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**ATTACHEMENT ONE**  
**Attrition Tables 1999 - 2006**

# CHAPTER VI

## Internal Management Systems

This Chapter provides a brief review internal Department operations not addressed or slightly addressed in previous Chapters. This Chapter will not provide the in- depth analysis as in each of the previous chapters but will provide summary recommendations by section topic predicated on professional industry norms and standards.

The following topics will be included in this final Chapter:

- Leadership / Mission / Values
- Policy and Procedure
- Information Systems
- Fleet Management
- Property and Evidence

### **Section One - Leadership / Mission / Values**

#### **The Department Over Time has Developed Displayed Varying Levels of Internal Conflict. This Conflict Overtime has Become Part of The Organizational Culture and Has Displayed Impact on Day to Day Operations.**

Every organization has dysfunction, disorder, and internal conflict in varying degrees caused by the lack of “Internal communication”, “shared values” and “common mission”. The Kensington Police Department is no different.

Prior to the 2006 / 07 F/Y this internal conflict, disorder and dysfunction reached major proportions that caused a very significant internal investigation dealing with allegations of a hostile work environment caused by racial / sexual discrimination and intimidation, and operational disorder addressed in previous chapters. During the 2006 – 07 F/Y the internal investigation was completed and operational processes modified.

The issues described above were part of the Department culture developed and reinforced over time by Department management and line staff. The Department, now at authorized strength, with 50% of officers being new staff, has had the opportunity to learn from the 2006 / 07 F/Y “transition”, evaluate the introduction of new standards of “acceptable

conduct” and new organizational processes that are more in line with industry norms and standards. Department membership is certainly professionally qualified, has a displayed commitment to the Kensington community, and has individually and collectively expressed the strong desire to work in an environment that is more harmonious and free of dysfunction of and disorder. Now, with a new Department Head in place, the Department has excellent opportunity to develop “shared” “Organizational Values” and Mission” statements and to create an organizational standard of professional conduct internally to abate personnel conflict and externally for professional consistency in customer service.

This should be treated as a very high priority by the new Department Head and District Board for the very near term.

**To Assist with the Development of Organizational Mission and Values the Department Must Engage the Assistance of a Professional Facilitator who Can Focus on the Core Issues for Internal Conflict and Offer Technologies to Resolve Same on the Long Term.**

**POST Team Building Assessment:**

The Commission on Peace Officer Standards and Training provides professional and financial support for Departments to engage in Team Building Workshops. The immediate past history of internal conflict are now at a lower level than prior to the beginning of the 06/ 07 F/Y. These conflicts are described as an atmosphere of “aloofness”, “arrogance”, “perceived verbal disrespect”, workplace immaturity”, and “workplace drama” between individuals and among small alliances of Department members.

**El Cerrito Police Department can (possibly) Provide District Coverage Back-up:**

Depending on the scope of the “team building retreat” the El Cerrito Police Department has indicated that they might be available to cover the District during the absence of the Department management team.

**Follow- in Six Months to Assess Progress on Assignments:**

Very often the enthusiasm developed at the “team building retreat” is lost due to lack of follow-up on the initiatives developed at the retreat. This builds frustration and certainly lack of confidence in the efforts to create organizational change. For this reason it is important to set attainable objectives with accountable time lines that focus on another shorter formal retreat in four to six months to review progress.

## **Regular Department / Staff Meetings**

Regular Staff Meetings every two weeks and a Department General Meeting Monthly is recommended following the Team Building Retreat to focus on how the Department is doing with the new “Values” and “Mission” Statements.

## **Follow-Up Assessments and Checks for Organizational Accountability Must Be In Place to Assure Long Term Resolve of Issues.**

- Define Organizational Values to the Degree that they can (and will be) Used as a Basis for Employee Misconduct and follow-on Discipline.
- Department Employee Surveys  
Employee survey, (example provided on following pages) should be administered one or two times per year to help assess organizational health. The results of this assessment should be evaluated by the General Manager and two Board Police Liaison members and used as a performance assessment for the General Manager / Chief of Police.
- FTO Program Evaluation  
Field Training Program Evaluations, submitted with assurances that responses would be maintained in strict confidence to the Department Head provide exceptional insight to the standards imparted to new members of the organization. These evaluations should be used to assess organizational norms and standards.
- Exit Interviews  
Exit Interview of employees leaving the District should be conducted as recommended in Chapter V (Attrition – page 85)
- Customer Satisfaction Surveys  
Community Customer Satisfaction Surveys, (example provided on the following pages) should be administered one or two time per year to help assess Department service delivery objectives. The results of this assessment should be evaluated by the General Manager and two Board Police liaison members and used as a performance assessment for the General Manager / Chief of Police.

The Kensington Police Department with the quality of personnel and proactive time available for enhanced profession training and opportunity for the development of structured community service programs could well develop to be among the best providers of police services in the region or State.

**Section Recommendations:**

- **That a POST Sponsored Department Team Building Retreat Scheduled with Focus on Resolving Internal Conflict and Setting Customer Service Objectives with a Follow-up Session in Four to Six Months.**
- **Administer a Department Employee Attitude Survey (example follows), a Minimum of Once Per Year.**
- **Administer a Community Customer Satisfaction Survey, (example follows), a Minimum of Once Per Year**
- **Develop an Exit Interview Process as set forth in Chapter V (Attrition p- 85)**

## **CHAPTER VI**

### **Employee Attitude Survey**

## Kensington Police Department Internal Survey

Listed below are a number of statements about your job and the Police Department. Please indicate the answer that most closely reflects your opinion by circling one of the numbers on the 5 (strongly agree) to 1 (strongly disagree) scale next to each question.

This is a confidential survey that will be used by my office and Police Liaison Board Members (2) to monitor “organizational health”.

Thank you for taking the time to complete that survey.

**Greg Harman, General Manager / Chief of Police**

	<u>Strongly Agree</u>	<u>Agree</u>	<u>Not Sure</u>	<u>Disagre e</u>	<u>Strongly Disagree</u>
- The Department clearly understands the various police service needs of Kensington residents.	5	4	3	2	1
2. The Department has a clear sense of direction understood by all officers.	5	4	3	2	1
3. The service levels now provided by the Police Department meet current community needs.	5	4	3	2	1
4. The values and expectations for the Department have been clearly defined by the Chief.	5	4	3	2	1
5. I agree with the values and expectations as they have been defined by the Chief.	5	4	3	2	1
6. I plan to make a career with the Kensington Police Department.	5	4	3	2	1
7. Management of the Department seeks and values input from staff on their ideas about how to improve operations and services.	5	4	3	2	1
8. The review process for special assignments and self initiated ideas from staff by Management is adequate to meet the needs of the Department.	5	4	3	2	1
9. From my position in the organization I feel that I get the support that I need from the District Board to do my job.	5	4	3	2	1

**Based on your experience, please rate the following programs and services of the Kensington Police Department.**

	<u>Excellent</u>			<u>Good</u>			<u>Fair</u>		<u>Poor</u>	
	1	2	3	4	5	6	7	8	9	10
10. Response times to emergency calls for service such as life threatening situations.	1	2	3	4	5	6	7	8	9	10
11. Response times to routine calls for service such as loud noise or disturbances.	1	2	3	4	5	6	7	8	9	10
12. Availability of backup in the field for officer safety.	1	2	3	4	5	6	7	8	9	10
13. Selective enforcement of targeted crime problems in neighborhoods / businesses	1	2	3	4	5	6	7	8	9	10
14. Amount of patrol time for self-initiated activity.	1	2	3	4	5	6	7	8	9	10
15. Level of traffic enforcement.	1	2	3	4	5	6	7	8	9	10
16. Quality of follow-up investigation.	1	2	3	4	5	6	7	8	9	10
17. Services provided by the Richmond Communications Center.	1	2	3	4	5	6	7	8	9	10
19. Working with neighborhood residents to solve public safety / nuisance problems.	1	2	3	4	5	6	7	8	9	10
20. Working with businesses to solve public safety / nuisance problems.	1	2	3	4	5	6	7	8	9	10
21. Ensuring people in Kensington feel safe.	1	2	3	4	5	6	7	8	9	10
22. Approach to recruiting new officers.	1	2	3	4	5	6	7	8	9	10

**Based on your experience, please rate the various types of training provided for Kensington Police Department staff.**

	<u>Excellent</u>			<u>Good</u>			<u>Fair</u>		<u>Poor</u>		
	1	2	3	4	5	6	7	8	9	10	
24. FTO training for new officers.											
25. In-service training for sworn officers.											
27. Training to expand your skills and contribute to your career development.											

Listed below are a series of statements that could describe how YOUR IMMEDIATE SUPERVISOR OR MANAGER (THE PERSON TO WHOM YOU DIRECTLY REPORT) manages or supervises you on a regular basis. Please circle the response that most closely reflects your attitudes toward management or supervisory behavior.

	<u>Always Does This</u>	<u>Usually Does This</u>	<u>Not Sure</u>	<u>Seldom Does This</u>	<u>Never Does This</u>
28. Makes me feel valued and important as an employee.	1	2	3	4	5
29. Gives me credit for the good work I do.	1	2	3	4	5
30. Clarifies what is expected of me and gives me freedom to do it.	1	2	3	4	5
31. Listens to my point of view.	1	2	3	4	5
32. Involves me in decisions which impact me.	1	2	3	4	5
33. Ensures I have the tools to do my job.	1	2	3	4	5
34. Leads by example.	1	2	3	4	5
35. Is fair.	1	2	3	4	5
36. Corrects my actions when I am wrong.	1	2	3	4	5
37. Ensures the work done by the unit or staff supervised is of high quality.	1	2	3	4	5
38. Ensure the staff for which he or she is responsible are productive.	1	2	3	4	5
39. Creates a motivating environment for staff under his or her supervision.	1	2	3	4	5
40. Passes information up/down and keeps staff and bosses "in the know."	1	2	3	4	5
41. Ensures staff supervised have the skills to do their jobs and sees to it that they are trained.	1	2	3	4	5

Listed below are a series of statements about HOW TOP MANAGEMENT (The Chief and Sergeants) function in the organization. Please circle the response that most closely reflects your attitudes toward top management as a whole. Sergeants and Officers can Respond.

	<u>Always Does This</u>	<u>Usually Does This</u>	<u>Not Sure</u>	<u>Seldom Does This</u>	<u>Never Does This</u>
42. Has a specific and challenging vision for our Department, communicates that vision, and ensures that staff support that vision.	1	2	3	4	5
43. Ensures that there is a realistic, long range, plan to move toward and achieve that vision.	1	2	3	4	5
44. Stimulates the development of new or better services and operations and finds ways to "re-invent" the organization if needed.	1	2	3	4	5
45. Represents the Department effectively with the public and develops and keeps their support.	1	2	3	4	5
46. Ensures that good intergovernmental relations exist with other agencies.	1	2	3	4	5

Please circle the response which must closely reflects your attitude toward the following statements.

	<u>Strongly Agree</u>	<u>Agree</u>	<u>No Opinion</u>	<u>Disagree</u>	<u>Strongly Disagree</u>
47. The Department's expectations and standards of conduct are clearly articulated to staff.	1	2	3	4	5
48. The same standards of conduct are applied to managers and supervisors as those applied to line staff.	1	2	3	4	5
49. When required, disciplinary actions are investigated and resolved in the same fashion for managers and supervisors as they are for line staff.	1	2	3	4	5
50. The Internal Affairs process provides an objective and fair investigation of complaints about staff performance.	1	2	3	4	5
51. Disciplinary actions administered to by the Department are usually fair and equitable.	1	2	3	4	5
52. Staff have a fair and equal opportunity to compete for assignments in the Department.	1	2	3	4	5
53. The assignment / transfer process is based on qualification(s) and merit.	1	2	3	4	5
55. Performance evaluations are conducted on a timely basis.	1	2	3	4	5
56. Performance evaluations are fairly done.	1	2	3	4	5

**What are the three most important things the Kensington Police Department needs to focus on over the next three years to be successful?**

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Thank you for completing this “CONFIDENTIAL” survey. If you have any additional comments you would like to bring to the attention of the my office and / or Police Liaison Board Members, please feel free to use the space provided below or attach additional written comments.**

## **CHAPTER VI**

### **Customer Satisfaction Survey**

Insert date

RE: Quality Service Survey

To Whom It May Concern:

The employees of the Kensington Police Department are committed to providing quality police services to the Community. In our efforts to continually evaluate and improve the delivery of these services, we solicit community input.

If you have received services from the Police Department, we encourage you to complete and return the attached survey. Below, you will find a "Quality Service Survey" form. Please complete the survey form at your earliest convenience and return it to me in the enclosed envelope. I will personally review your responses and will attempt to integrate viable suggestions into the daily operations of the Police Department.

Thank you for taking the time to complete the survey. If you have any questions, you may contact me by calling the Police Department at (510) 526-4141.

Sincerely,

Greg Harman  
General Manager / Chief of Police

# DISTRICT OF KENSINGTON POLICE DEPARTMENT

## QUALITY SERVICE SURVEY

1. I contacted the Police Department (mark all that apply):

- to report a crime
- because of a traffic collision
- to report domestic violence issues
- for an emergency medical call
- to ask a question
- other (explain: \_\_\_\_\_)

2. I initially made contact with the Police Department via (mark all that apply):

- 911
- non-emergency telephone
- in person at the Police Station
- direct contact with an Officer
- other (explain: \_\_\_\_\_)

3. How many times in the past two years have you contacted the Kensington Police Department for a Police response, to ask a general question or for other services?

- a. Never      b. 1-2      c. 3-5      d. 6-8      e. 8 or more

**Please rate the level of service that you received from the Kensington Police Department by circling the number corresponding to the most appropriate responses.**

	Completely Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Completel Agree	
4. The person initially answering my request for service was courteous and responsive to my needs.	1	2	3	4	5	N/A
5. The person who took my call was calm and professional.	1	2	3	4	5	N/A
6. My call was answered promptly/I was greeted promptly with no unnecessary delays.	1	2	3	4	5	N/A

	Completely Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Completely Agree	
7. The Police responded to my request for service promptly.	1	2	3	4	5	N/A
8. The employee/Officer who handled my call for service was knowledgeable and professional.	1	2	3	4	5	N/A
9. The employee/Officer who handled my call for service was courteous and helpful.	1	2	3	4	5	N/A
10. The employee/Officer who handled my call for service answered my questions thoroughly.	1	2	3	4	5	N/A
11. The employees/Officers that I dealt with presented a professional appearance.	1	2	3	4	5	N/A
12. The employees/Officers that I dealt with represented the Police Department and District well.	1	2	3	4	5	N/A
13. The Investigator assigned to complete my investigation made contact with me and kept me informed regarding the status of the investigation.	1	2	3	4	5	N/A
14. The Officer assisted me in preparing for a court appearance and testimony.	1	2	3	4	5	N/A
15. I was able to easily obtain copies of the report documenting the event that I reported.	1	2	3	4	5	N/A
16. The office staff was courteous and helpful.	1	2	3	4	5	N/A
17. The office staff answered my questions thoroughly.	1	2	3	4	5	N/A
19. The office staff appeared to be professional and competent.	1	2	3	4	5	N/A

	Completely Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Completely Agree	
20. The process for obtaining reports or other documents from the office staff was simple to understand and follow.	1	2	3	4	5	N/A
21. The Police Department building was clean, neat and professional in appearance.	1	2	3	4	5	N/A
22. The Police Department lobby contained comfortable amenities.	1	2	3	4	5	N/A
23. The Police Department building was warm and inviting.	1	2	3	4	5	N/A
24. The office area was neat, clean and professional in appearance.	1	2	3	4	5	N/A
<b>OVERALL</b>						
25. My overall impression of the Kensington Police Department is favorable.	1	2	3	4	5	N/A
26. The Police Department provides exceptional service levels.	1	2	3	4	5	N/A
27. The Police Department meets the needs of the Community.	1	2	3	4	5	N/A
28. The Police Department provides excellent law enforcement services.	1	2	3	4	5	N/A
29. Kensington is a safe community.	1	2	3	4	5	
<b>WEBSITE</b>						
29. The District website is easy to navigate and informative.	1	2	3	4	5	N/A
30. The website provided useful information in an understandable format about all community resources available .	1	2	3	4	5	N/A
31. The website reflects positively on the professional image of the District of Kensington and its Police Department.	1	2	3	4	5	N/A

**COMMENTS OR SUGGESTIONS:**

Please provide constructive comments and suggestions that would help us to better serve you and the Kensington community below. You may attach a separate page if necessary. We specifically encourage constructive criticism of the services we provide and the quality of the information contained in our website.

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Thank you for taking the time to complete this survey. Your responses, comments and suggestions will help us to better serve you, and the entire Kensington Community. *Anyone wishing to make a complaint against any member of the Police Department should be aware that responses and comments to this survey will not be used as the basis for any disciplinary investigation.* Any complaints regarding potential law or policy violations must be made in conformance with established Departmental citizen complaint procedures. For further information about the complaint process, you can contact the Police Department at 510-526-4141.

**OPTIONAL:**

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_

\_\_\_\_\_

**Telephone Number:** \_\_\_\_\_

**e-mail Address:** \_\_\_\_\_

**Date and Time of your contact with a member of the Police Dept.:** \_\_\_\_\_

I would appreciate you contacting me for additional comments or concerns.

Please return this entire survey to:

Greg Harman, General Manager / Chief of Police  
Kensington Police Department.  
217 Arlington Avenue.

## **Section Two - Policies and Procedures**

**The Department Maintains Contemporary Policies and Procedures. Critical Policies (use of force, pursuit, hostile work environment, discrimination, racial profiling, and officer involved shooting / death incidents) ) Are Also Contemporary and Compliant with Current Profession Protocol and Law.**

The Department subscribes to a professional service that provides the full spectrum of contemporary policies and procedures that deal with all aspects of police service delivery. The service provides updates annually or as “law” or “case law” changes.

The Department additionally engaged the Commission on Accreditation for Law Enforcement Agencies (CALEA) for review of internal operating policies and procedures in 2002. This evaluation brings a “national standard” to the full realm of local police operations. Although the Department made significant strides in the accreditation process, “final accreditation” was never achieved.

**Collateral Duty Policy and Procedure Oversight Should be a Two Year Rotational Position:**

As a collateral duty of one of the two evening supervisors are responsible for policies and procedures, their regular review, and update as appropriate. This supervisor is the liaison with the service that provides the policy and procedure support. This collateral duty should be an assignment that is rotated every two years to promote succession planning and to mitigate the potential for procrastination that can be, at times, associated with a long term task assignment .

**Distribution of Department Policies and Procedures Should Reside on CD and / or Officer E-mail For Scheduled Distribution As New or Modified Policies Are Approved.**

The Department now relies on a “hard copy” Policies and Procedures Manual for Reference. Personnel are held accountable for maintaining operational knowledge of all Department Policies and Procedures. These policies and procedures should reside on individual e-mail accounts for easy access and for tracking to assure that new policies are reviewed when introduced. Additionally, the industry standard is now that operational policies are available to field officers through the “mobile data computers”, (MDC’s) in patrol vehicles. This resource will be available through the MDC’s, (Toughbooks), purchased as part of the 07 / 08 F/Y.

**A Process Must Be Put In Place to Assure That Modifications To Policies / Procedures by “Special Memorandum” are Incorporated As Part of the Policy Manual At Least Two Times Per Year.**

Through F/Y 06 – 07 modifications were made to procedures dealing with day-to-day operations, (report writing case disposition, Using the Communication Center as a source of Calls for Service in lieu of answering the District phone, etc.) The Department does not maintain a general log for retention of these types of policy or procedural adjustments. Modifications to existing or new policies / procedures should be maintained as a separate organizational reference file and updated at pre-determined regular intervals, (every 3 to 6 months).

**Policies and Procedures that have Potential to Foster High District Liability or Provide Organizational Direction to Mitigate Organizational Dysfunction or Disorder Should be Reviewed Annually as Part of the Performance Review Process.**

Review of core policies and procedures that have potential for high liability exposure for the District should be reviewed annually with all District employees during the annual performance review process. These policies could include but not limited to the “use of force”, “pursuit”, “hostile work environment – sexual / racial discrimination”, officer involved / critical incident, Department “Mission and Value Statements”. Review of such policies with supervisors assures, not only,

that very specific focus is given to these policies but also provides opportunity for subordinates to bring violations of certain policies to the attention of supervisors.

**Section Recommendations:**

- **That one Supervisor be specifically assigned the responsibility of updating these policies. This assignment should be a two year assignment to assure that complacency and procrastination do not impact this significant assignment.**
- **That all personnel in conjunction with individual annual performance reviews, review Policies and Procedures of “high liability” such as “use of force”, “pursuit driving”, “harassment policy”, “firearms”, etc.; And sign off on each acknowledging that they understand each policy.**
- **Special Memorandums modifying current policy / procedures should be maintained in a special file and updated to the Master Policy / Procedures Manual two times per year.**
- **Distribution of Department policies and procedures should reside on CD and / or Officer E-mail for scheduled distribution as new or modified policies are approved.**

### **Section Three - Information Systems**

#### **District Information System Hardware is Contemporary However Associated Software Does Not Provide Staff with Systems That Are Contemporary Compared To Most Office Environments.**

In the past 14 months the District, through an information systems contract provider, has upgraded the District Server Capacity and some individual work stations. Computer access is available to all District personnel either individually for those that have office workstations or collectively for field officers in the Briefing Room, Conference Room, and Back Entry to the Property and Evidence Room.

Lacking is the software capacity for “total system networking”. Individual work stations do not have e-mail capacity with other computers in the system, a feature that is standard in contemporary office environments, (individual and collective e-mail access, internet access, external e-mail access). As personnel do not have “electronic access” to District information, communication is by memorandum to all personnel or individual officers. Schedules are managed by a “calendar” in the briefing room as opposed to an excel spreadsheet that could monitor training assignments, vacation, compensatory, and authorized leave electronically for easy access from individual or collective workstations.

Only two workstations, (conference room and entry area to the property and evidence room) have outside “e-mail and internet access. This requires that those who want to access e-mail from external sources or use of the internet for District / Police research have to go to one of these two computers.

Due to the confidentiality issues associated with police services, steps have to be taken to protect the, (criminal history) information that might be accessible through outside sources therefore some type of “firewall” has to be put in place in addition to software upgrades.

**The District Web-Site is Very “Police Focused” and Should Be Modified, (re-done) To Focus More On The “District” As The Foundation for the Web-Site with the Police Department as a Subordinate Component of the Site.**

The Kensington Web-Site was introduced, (Kensingtonpolicecsd.org) in May of 2006 with almost sole focus on the Police Department and / or Police Related activities. Over time the site was expanded to include District information such as District Board Meeting Agendas / Minutes and other related information, but the site remains primarily police focused.

New steps are underway to develop a new site with, (much) more District focus.

**Field Information Technology Will Improve With the Acquisition of New Mobile Data Computers in Patrol Vehicles – Budget F/Y 07-08.**

New Mobile Data Computers, (MDC’s) for the four field patrol vehicles were approved with adoption of the 07 / 08 District financial plan, (COPS Funding). The MDC’s will not only provide text messaging capacity for field personnel with the Communications Center, (criminal history, warrant checks, subject records checks) but also provide (wireless) access to the internet, officer e-mail, Department Policies / Procedures, etc.)

Additionally, the MDC’s, which have the capacity to be removed from the vehicle, will afford field personnel with the ability to write incident and criminal reports in the field either in or away from the vehicle

**Section Recommendations:**

- **For F/Y 08-09 modify existing computers to provide internet access**
- **Re-design the District Web-Site from a police based site to a District based site.**
- **Order the MDC's with COPS Funding.**
- **Develop an internal e-mail system for all personnel access to included a calendar system much like "Microsoft Access".**

## **Section Four - Fleet Management**

### **The Department With Four Marked Patrol Vehicles is Sufficient For Kensington Field Patrol Operations.**

With the 2007 / 2008 District Financial Plan one of the four marked patrol vehicles was replaced with a new 2008 Ford Crown Victoria. This vehicle had 51,559 miles at the end of the 06/07 F/Y. The following table displays those vehicles that are part of the District Fleet.

#### **District Fleet – June 30, 2007**

<b>Vehicle</b>	<b>#1</b>	<b>#2</b>	<b>#3</b>	<b>#4</b>	<b>#5</b>	<b>#6</b>	<b>#7</b>
<b>Make</b>	Ford	Ford	Ford	Ford	Ford	Ford	Ford
<b>Model</b>	Crown Vic	Crown Vic	Crown Vic	Crown Vic	Explorer	Crown Vic	500
<b>Year</b>	2008	2005	2005	2004	2002	1999	2006
<b>Mileage 7/1/07</b>	0000	29,267	25,668	24,189	27,834	60,049	20,796
<b>Vehicle Profile</b>	Marked Patrol	Unmarked	Unmarked				
<b>I.D. #'s</b>	Unk	SO73903	SO73907	1113386	1098625	4LXE181	1234612

#### **Table Notes:**

- Vehicles 1 through 4 are marked field patrol vehicles.
- Marked field patrol vehicles in a four month sampling (March / June 2006) were driven on average 590 per month, or a projected 7,085 miles per year.
- Projections for vehicle reaching 50,000 miles are as follows:
  - Vehicle #1 - seven years
  - Vehicle #2 - three years
  - Vehicle #3 - three years
  - Vehicle #4 - four years
- Vehicle #5 the Ford Explorer is used as a back-up for patrol use with very limited monthly mileage, (59 miles per month). The vehicle was originally designated as a supervisor vehicle as the trunk design enabled easy access to field operations equipment. The vehicle was also designated as a vehicle for use during times of disaster (earthquake, flood, fire, etc.)

It is recommended that this vehicle not be replaced as four patrol vehicles are sufficient to a field patrol resource of nine officers.

(Industry standard is 2.3 officers for each marked field patrol vehicle – 3.9 vehicles).

- Vehicle #6 is an unmarked vehicle and used for travel to schools, conferences etc. Additionally this vehicle can be used as a pool vehicle for the new Assistant to the City Manager.
- Vehicle #7 is the vehicle assigned as the General Manager Chief of Police Vehicle.

**As a Significant Assignment for the District Fleet Manager, (a collateral duty assigned to a police officer) The Vehicle Maintenance Log, By Vehicle, Should be Maintained.**

During “justification research” to acquire a replacement vehicle for F/Y 07-08 it was found that vehicle maintenance records were not maintained for vehicles individually. This practice was changed with a month maintenance report generated for each of the District Fleet Vehicle. The log is submitted to the General Manager for review and information.

Additionally, it is recommended that the officer collateral duty as “Fleet Manager” be a day shift or overlap shift assignment for easy in managing the Fleet Program.

**Section Recommendations**

- **Over time reduce the patrol fleet to four patrol vehicles.**
- **Continue to maintain a monthly vehicle Maintenance Log for each vehicle.**
- **That the collateral duty as District Fleet Manager be assigned by Shift (day or overlap) not by individual.**

## **Section Five - Property and Evidence**

### **The Department Property and Evidence Control Function Provides For Strict Measures for Receipt, Handling, Security, and Disposition of Property. The Property and Evidence Process Was Developed Pursuant to the Commission on Accreditation for Law Enforcement Agencies (CALEA) During 2000 – 2002.**

Because of the sensitive nature of the “Property and Evidence” room it is specifically addressed in this report. The property and evidence function should provide for the security and control of seized, recovered, and evidentiary property as well as abandoned, lost, or found property in the custody of the District. This is critically important in supporting investigations, in helping to guarantee successful prosecution at criminal / civil trials, and in facilitating the timely return of property to its rightful owners.

### **Although the Property and Evidence Policies and Associated Procedures Meet Industry Standards and Staff is Conscientious with Regular (documented) Property Audits, It Is Important With the Placement of a New Chief of Police That This Very Critical Organizational Function Be Reviewed And Modified As Appropriate**

The Department does have:

- A written directive that establishes procedures for receiving all in-custody and evidentiary property obtained by employees into agency control. This directive should be review to assure an organizational understanding that:
  - that all property is logged into agency records as soon as possible
  - that it is an understood requirement that all property to be placed under the control of the property and evidence control function is done prior to the end of the duty shift.
  - That the “standardized” report detailing the circumstances by which the property came into the Departments possession with detailed description is contemporary. Their was some staff disagreement regarding this report format.
  - Confirm extra security measures for handling exceptional, valuable, or sensitive items of property, (cash, narcotics)
  - The existence of logs (reconciliation sheets) detailing the efforts to identify and notify the owner or custodian of property in the Departments custody.
- Controlled access to the storage site, including doors and an access log.

- The storage room is alarmed with only two access keys for the “primary” and back-up P&E managers.
- A process by where a “P&E” audit of property is held by the primary P&E manager once a year.
  - it is additionally important with the transition of a new Department Head that an independent audit be accomplished for a complete inventory of property and to determine adherence to procedures and systems inspection.
- A component in the P&E directive that provides for initial disposal processes within 30 days of receipt of final case disposition and complete disposition within 6 months.

### **Section Recommendations**

- **That a full independent audit / inventory of the Property and Evidence room be accomplished by February of 2008.**

## SUMMARY OF RECOMMENDATIONS

Chapter / Section	Recommendation	Cost	Page
<p>Chapter II Section 1</p> <p>• Field Services</p>	<ul style="list-style-type: none"> <li>• Although four (4) officers are required to maintain an optimum of 50% “proactive patrol” time, to employ a realistic schedule with appropriate depth of resource for officer safety and consistency in coverage nine (9) field officers are required.</li> <li>• Maintain the proposed staffing plan for optimum supervisory coverage: Wednesday overlap for Department training and meetings; With alternating four days off every other weekend:               <ul style="list-style-type: none"> <li>➢ Two sergeants working a 12 hour day during the evening hours</li> <li>➢ One sergeant working an 8 hour day during the day shift</li> <li>➢ Six officers working a 4/10 plan with a Wednesday overlap.</li> </ul> </li> <li>• Deploy Officer Field Resource to meet Calls-for Service Demand as displayed in this Section.</li> <li>• Focus on officer proactive time available (uncommitted time -78% / 82%) for “target enforcement”, “community (service) engagement”, “Problem Oriented Policing Programs”, (leash law, no smoking ordinance, graffiti)</li> </ul>	<p>No Cost</p>	<p>31</p>
<p>Chapter !! Section 2</p> <p>Investigative Services</p>	<ul style="list-style-type: none"> <li>• That the follow-up case management and investigative processes put in place with the day shift sergeant as Investigations Manager be retained.</li> <li>• The an evaluation should be made regarding the follow-up contact with felony crime victims for those cases that have insufficient leads to continue with a follow-up investigation.</li> <li>• A review of issues associated with improving Department Clearance Rates should be initiated by Department Management.</li> <li>• An assessment / evaluation of the costs associated with West-NET participation vs. current or projected need should be made for the 08/09 District Financial Plan.</li> </ul>	<p>No Cost</p>	<p>39</p>

<p>Chapter II Section 3</p> <p>• Emergency Comm. • Records Management</p>	<ul style="list-style-type: none"> <li>• Retain the Service Agreement with Richmond for Emergency Communication Services, (F/Y 070-08 annual cost \$72,000). <ul style="list-style-type: none"> <li>- It is not recommended that District Staff spend time researching alternative providers for communication services.</li> </ul> </li> <li>• Retain the Service Agreement with the City of Richmond for Records Management Services, (F/Y 07-08 annual cost) \$10,000)</li> <li>• Review the aforementioned Service Agreements with Richmond to Confirm Scope of Services, Coordinating Committee Responsibilities, and Agreement content as to “Form” and “Legality”.</li> <li>• With review of the Emergency Communications Agreement, set with Center Management as a component of the Service Agreement, Performance Objectives” using 9-1-1 and Response Time information provided by the Center since July 2006.</li> </ul>	No Cost	48
<p>Chapter III</p> <p>• Org Structure</p>	<ul style="list-style-type: none"> <li>• Maintain the 2007 / 2008 authorized sworn staffing level at one (1) Chief of Police, three (3) Police Sergeants, six (6) Police Officers</li> <li>• Increase KPPCSD authorized staffing with the addition of one non-sworn analyst / administrative aide position, (Assistant to the General Manager / Chief of Police) at approximately \$57,705.00, 75% of which paid for through SLESF funding, (\$43,279.00) and 25% through KPPCSD funding, (\$14,426.00). <ul style="list-style-type: none"> <li>• Develop a Job Description and begin the hiring process for the new Assistant To The General Manager Chief of Police Position.</li> </ul> </li> </ul>	No Cost Covered In the 07/08 F/Y	68
<p>Chapter IV</p> <p>• Training</p>	<ul style="list-style-type: none"> <li>• Review and Assess the 2007 Master Training Plan for Potential Recalibration of Remaining Training Initiatives to Assure Continued Focus on Other Department Service Delivery Objectives.</li> <li>• Review the Draft” Proposed Master Training Plan for 2008 to Assure Department Training Objective are Incorporated in the Plan.</li> <li>• Include Individual Training Objectives for Personal Career Development as Part of the Annual Performance Review Process.</li> <li>• Incorporate High Liability / Critical Incident Policy Review as Part of the Annual Performance Review Process.</li> </ul>	No Cost	76

Chapter V • Attrition	<ul style="list-style-type: none"> <li>• That a District Process be Established to Conduct Exit Interviews for Employees Leaving District Employment and that Findings be Reported Quarterly to the General Manager and Two Board Police Liaison Members</li> </ul>	No Cost	86
Chapter VI Section 1  • Leadership • Values • Mission	<ul style="list-style-type: none"> <li>• That a POST Sponsored Department Team Building Retreat Scheduled with Focus on Resolving Internal Conflict and Setting Customer Service Objectives with a Follow-up Session in Four to Six Months.</li> <li>• Administer a Department Employee Attitude Survey (example follows), a Minimum of Once Per Year.</li> <li>• Administer a Community Customer Satisfaction Survey, Minimum of Once Per Year.</li> <li>• Develop an Exit Interview Process as set forth in Chapter V (Attrition p- 85)</li> </ul>	No Cost	91
Chapter VI Section 2  •Policies •Procedure	<ul style="list-style-type: none"> <li>• That one Supervisor be specifically assigned the responsibility of updating these policies. This assignment should a two year assignment to assure that complacency and procrastination do not impact this significant assignment.</li> <li>• That all personnel in conjunction with individual annual performance reviews, review Policies and Procedures of “high liability” such as “use of force”, “pursuit driving”, “harassment policy”, “firearms”, etc.; And sign off on each acknowledging that they understand each policy.</li> <li>• Special Memorandums modifying current policy / procedures should be maintained in a special file and updated to the Master Policy / Procedures Manual two times per year.</li> <li>• Distribution of Department policies and procedures should reside on CD and / or Officer E-mail for scheduled distribution as new or modified policies are approved.</li> </ul>	No Cost	106
Chapter VI Section 3  • Information Systems	<ul style="list-style-type: none"> <li>• For F/Y 08-09 modify existing computers to provide internet access</li> <li>• Re-design the District Web-Site from a police based site to a District based site.</li> <li>• Order the MDC’s with COPS Funding.</li> <li>• Develop an internal e-mail system for all personnel access to included a calendar system much like “Microsoft Access”.</li> </ul>	\$10,000	109

Chapter VI Section 4	<ul style="list-style-type: none"> <li>• Over time reduce the patrol fleet to four patrol vehicles.</li> <li>• Continue to maintain a monthly vehicle Maintenance Log for each vehicle.</li> </ul>	No Cost	111
• Fleet Management	<ul style="list-style-type: none"> <li>• That the collateral duty as District Fleet Manager be assigned by Shift (day or overlap) not by individual.</li> </ul>		
Chapter VI Section 5	<ul style="list-style-type: none"> <li>• That a full independent audit / inventory of the Property and Evidence room be accomplished by February of 2008.</li> </ul>	No Cost	113
• Property & Evidence			