



***Proposal for a Police Services Options Analysis***

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

**matrix**   
consulting group

# Presentation Agenda

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- ◆ To outline the scope of work for the project.
- ◆ To discuss the proposed approach to the scope of work.
- ◆ To provide the qualifications and experience of the Matrix Consulting Group to conduct this study.
- ◆ To answer questions about the assignment or the firm.

# Background to This Study

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- ◆ While Kensington is quite small, it does not diminish the need for effective ties and accountability between the community and its police services.
- ◆ In recent years, the District has evaluated several alternative approaches for police services, including contracts for service with neighboring municipalities.
- ◆ The District would like its current police services evaluated and a defensible and comprehensive evaluation of alternatives:
  - Improving the existing service delivery approach
  - Contracting with a municipality
  - Creating a hybrid approach

# Methodological Overview

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- ◆ Input from the Manager and Board and the community through interviews and an online survey as well as a 'Town Hall' meeting.
- ◆ Input from Kensington Police on current services.
- ◆ In-depth assessments of police service levels and operations in Kensington as well as those provided by neighbors as potential partners.
- ◆ Comparison to 'best practices' in policing and identification of opportunities to improve services and/or cost effectiveness in the existing approach.
- ◆ Detailed analysis of alternative resource and service approaches.
- ◆ Collaboration with the District to review findings, assumptions and alternatives.

# Public Input Choices

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- ◆ Input from the community is critical for a study on the nature of police services.
- ◆ We have proposed several approaches to obtaining public input that have work in prior studies (e.g. Berkeley):
  - Individual meetings with the Board and community leaders.
  - An online survey to understand the range of views on current police services and alternatives. This would be conducted early in the project.
  - A ‘town hall’ or focus group meeting to obtain more in depth views on the study.
  - A public work shop to discuss study results.
- ◆ The mix or style of these public input approaches are choices, however, this cannot be an analytical study divorced from the community.

# Staff Input

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- ◆ Input from police services staff is also critical for this study in order to accomplish the following:
  - To ensure that the goals of the study are clear to staff
  - To understand how services are delivered
- ◆ The project team would communicate with staff at regular intervals in the study.

# Neighboring Agency Contacts

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- ◆ The project team would meet with neighboring agencies at the outset of the study to communicate:
  - The goals of the study and options being considered.
  - To discuss potential alternative service delivery alternatives with each.
- ◆ The project team would collect detailed data from each neighboring agency to understand:
  - Service philosophy
  - The organization and deployment of police services
  - Their cost structure
- ◆ The project team would review the results of the assessment with each agency, as needed and as appropriate.

# Project Work Plan – Phase 1

| Proposal Tasks                            | Process and Issues  | Products  |
|---|---|---|
| <b><i>Information Gathering Phase</i></b> |   |   |
| <b>1 Project Initiation</b>               | <p>Interviews with the District Board and Police services; interviews with other agencies.</p> <p>Views toward current and future services and alternatives?</p>  | Initial issues list.  |
| <b>2 Police Service Profile</b>           | <p>Data collection of police service delivery.</p> <p>What are current law enforcement resources and how are they deployed?</p> <p>What are community workloads and service levels? What are costs?</p> | Descriptive profile of staffing, workload, service levels, etc. |
| <b>3 Community Input</b>                  | <p>Conduct of an online survey and 'town hall' meeting.</p> <p>What are community perceptions on police services and improvement needs?</p>   | Summary of issues raised community input                        |



# Project Work Plan – Phase 2

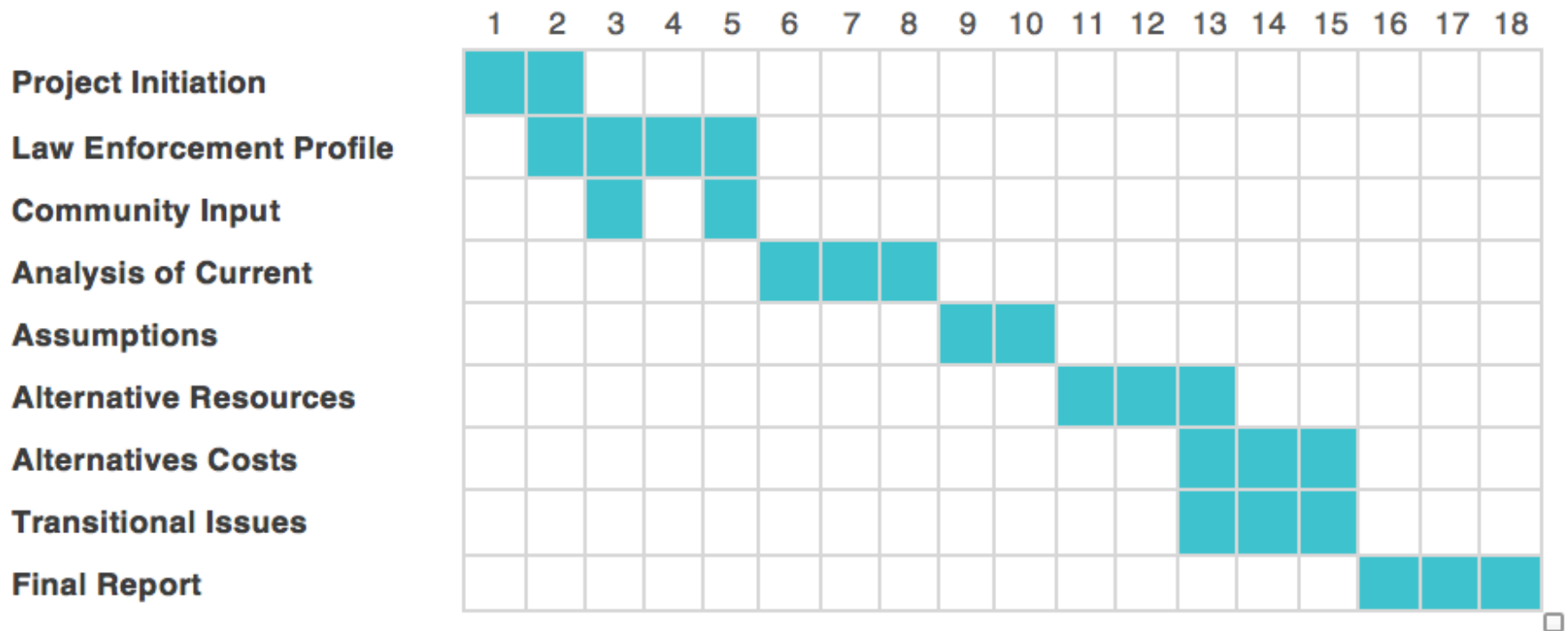
| Proposal Tasks                       | Process and Issues  | Products  |
|--------------------------------------|---|---|
| <b><i>Initial Findings Phase</i></b> |   |   |
| <b>4 Current Opportunities</b>       | <p>Analysis of current services.</p> <p>Are there opportunities to improve police services in the current District model?</p> | <p>Analysis of the police staffing and management.</p>                          |
| <b>5 Assumptions</b>                 | <p>List of organizational principles.</p> <p>What service levels, deployments, and programs should be in place?</p>           | <p>Development of assumptions to be used to develop alternatives.</p>           |
| <b>6 Resources Analysis</b>          | <p>Alternatives staffing plan</p> <p>What are 10 year police staffing needs?</p>  | <p>Staffing analysis for alternative services now and in the next 10 years.</p> |
| <b>7 Operating Costs</b>             | <p>Alternatives operating costs</p> <p>What are alternative police costs?</p>   | <p>Short and long term analysis of operating costs.</p>                         |
| <b>8 Transition Costs</b>            | <p>Alternatives start up plan</p> <p>What are start up costs of alternatives?</p>   | <p>Capital and transitional budget for start up.</p>                            |

# Project Work Plan – Phases 3 & 4

| Proposal Tasks                             | Process and Issues  | Products   |
|--|---|--|
| <b><i>Report and Assistance Phases</i></b> |   |  |
| <b>9 Final Report</b>                      | Finalizing the feasibility analysis and developing a plan for the next steps in the process.  | Final report and plan for implementation.  |
| <b>10 Contract Assistance</b>              | Assistance in developing an RFP and in evaluating responses from potential contract partners. | RFP, evaluation of responses and assistance in selection of potential contract partners. |

# Schedule

The following chart displays the 'study' portion of the project, not the RFP development or contract evaluation.



# The Matrix Consulting Group

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- ◆ The leaders of our firm have provided a wide range of consulting services to local government since 1980 – however, public safety is our core practice area.
- ◆ The project team has conducted over 300 law enforcement studies in California, around the country and internationally. Recently, we have worked for Berkeley, San Pablo and Hayward.
- ◆ Our experience also specifically includes over 50 alternative service delivery feasibility studies, including recently in Alameda, Orange and Riverside Counties (CA), and communities in Washington, New Jersey and Florida.
- ◆ Our project team combines experienced public safety analysts and former police managers who are now analysts.

# Our Project Team

| Team Member            | Background                  | Project Role   |
|------------------------|-----------------------------|--|
| <b>Richard Brady</b>   | Matrix CG President         | President and Project Manager<br>35 years of consulting experience<br>QC and involved in each project task           |
| <b>Byron Pipkin</b>    | Matrix CG Senior Manager    | 10 years of consulting experience plus<br>22 years as public safety manager<br>Alternative service delivery focus    |
| <b>Ian Brady</b>       | Matrix CG Manager           | 5 years of police analytical experience<br>Police services is his sole focus<br>Created and heads our data analytics |
| <b>Greg Mathews</b>    | Matrix CG Senior Manager    | 27 years of police analytical experience<br>Previous police auditor<br>Alternative service delivery focus            |
| <b>Shawn Messinger</b> | Matrix CG Senior Consultant | 20 years of public safety experience as<br>consultant, officer, 911 manager and<br>firefighter.                      |