

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

June 19, 2015

To; Board of Directors, Kensington Police Protection and Community Services District
Kensington Community Residents

From: Kevin E. Hart, Interim General Manager/Chief of Police

Subj: 100 Day Plan

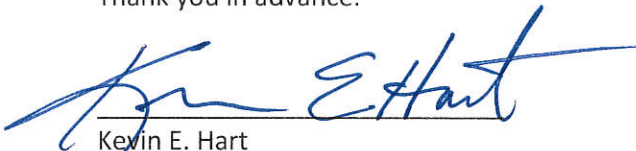
As the new Kensington Police Protection and Community Services District General Manager, I submit my 100 Day Plan for your review and comment.

This transition plan outlines six goals, objectives, and strategies designed to enable me to bring structure to the district and understand the Kensington culture.

During my first two weeks on the job, I have met with and talked with several residents and concerned citizens. Many have great ideas and want Kensington to thrive and be successful. This plan is my first step in the process to maintain the quality of life for all Kensington residents.

Please do not hesitate to discuss any elements of this plan with me.

Thank you in advance.



Kevin E. Hart
General Manager

100 DAY PLAN

KEVIN E. HART

General Manager/ Chief of Police

Kensington Police Protection and Community Services District

June 2015

“Provide services that enhance the community of Kensington”

KPPCSD Mission Statement

“Develop partnerships to strengthen service capabilities”

KPPCSD Vision Statement

PURPOSE

It is vital for Kensington's new General Manager/ Chief of Police to establish a vision for the future and to become thoroughly familiar with the operations, issues and concerns of the district, public safety and other priorities of the community. The goals, objectives and strategies outlined in this transition plan are designed to enable me to accomplish six goals within the first 100 days of my tenure as General Manager/Police Chief:

1. Assert a strong vision for the future and to further define the district's and police department's mission, vision and value statements.
2. Gather as much information possible about the community; operations of the district, police department and the other services.
3. Reach out to the residents and business owners of Kensington and establish community partnerships to foster collaborative relationships early in my tenure.
4. Establish effective professional relationships with other law enforcement officials in the county, as well as public and private districts.
5. Review all departmental policies and procedures and initiate any action necessary to update them to ensure statutory and regulatory compliance.
6. Assess and evaluate the district's strengths and weaknesses and develop strategies to build on strengths and address weaknesses.

This 100-Day Plan is based on the time I would need to gauge the current operational and administrative status of the District and the Police Department and determine where enhancements and/or modifications may be needed. Working with sworn and professional staff we will develop strategies necessary to move the district and police department forward in a progressive, innovative way, in order to be better prepared for the future.

GOALS, OBJECTIVES & STRATEGIES

There is no better more effective way, for a General Manager/ Chief of Police, to understand the public sentiment about the district, safety, budget and crime issues than to hear it first hand from those who live and work in the community, and those who provide public safety services. Goals 1 through 4, cited above, strive to understand the depth and effectiveness of the services currently provided; will help establish a solid platform from which I can make a seamless transition as your new General Manager/ Chief of Police and make sound, informed decisions based on the information gathered and the relationships we build.

GOAL 1: ASSERT A STRONG VISION TOWARD THE FUTURE AND FURTHER DEFINE THE DISTRICT'S MISSION, VISION AND VALUE STATEMENTS.

Explanation: *The Kensington Police Protection and Community Services District has already established an effective, service-orientated philosophy that engages the community to provide professional, fair, compassionate and dedicated law enforcement services with integrity, professionalism and respect. Using community policing as the foundation, the agency will respond to the community and work to render Kensington as one of the safest cities in the San Francisco Bay Area to live, work and play. The mission and vision statement outlines a clear understanding of the district's priorities. To further pledge the agency commitment to those goals, I will assert a vision that speaks to the district's critical needs, emergency preparedness, regional shared resources, and pro-active community policing efforts for the future. I will take steps to further define the district's contemporary core values, in spite of limited financial resources in support of those values and goals already identified by the police department and the community.*

Objective 1.1: Articulate to the police district my vision for the future.

Strategy: We will work with employee labor groups in a collaborative manner to review the current mission and vision statements and revise them if necessary. We will develop strategies for the department that will continue to provide high quality, ethical law enforcement services to the community. I will share this enhanced vision to all stakeholders within the community. I will also meet each employee in person or in a group, to discuss their personal and professional goals.

Timeline: 1 – 10 days

Objective 1.2: Identify the core values of the police department.

Strategy: Every year the agency core values will be reviewed by all stakeholders within the department and community. This is usually accomplished through small facilitated group meetings, during which input is gathered from all employees, sworn and professional, to identify and update core values of the district.

Timeline: 20 – 40 days

Objective 1.3: Evaluate the current mission statement for the district.

Strategy: Using a committee of employees, (4 to 6 employees from various ranks and classifications), we will review the current district mission statement based on our vision for the future and core values.

Timeline: 25 –45 days

Objective 1.4: Develop a Strategic Plan for the police department and district.

Strategy: Strategic Planning is critical to ensure a focused effort toward the agency's future success. Using a collaboration of employees, including internal and external stakeholders, we will review all aspects of the district, develop long term strategies and solutions, identify our financial strategies, and strive for excellence for the future. This process may also be a combined effort to review the agency mission, vision and value statements, which would only be one component of the Strategic Plan.

The committee will also discuss and review the Brown Taylor recommendations and other elements of consolidation at the direction of the Board of Directors.

Timeline: 45 –60 days

GOAL 2: GATHER AS MUCH INFORMATION POSSIBLE ABOUT THE PEOPLE AND OPERATIONS OF THE POLICE DEPARTMENT AND OTHER DISTRICT SERVICES.

Explanation: *In order to build trust and familiarity, it is vital for a General Manager/ Chief of Police new to the district to quickly learn about the employees, their collective and individual roles and contributions to the agency, and toward the day to day operations.*

Objective 2.1: Meet face-to-face with all police department and district personnel.

Strategy: I will hold small group and one-on-one meetings that will enable me to meet and talk face-to-face with every employee, including both sworn and professional staff.

Timeline: 1 - 45 days

Objective 2.2: Meet with the leadership teams of the POA.

Strategy: Meet and develop mutual areas of interest and concerns. I will meet weekly initially, and more if necessary, with the leadership of the Police Officer's Association (POA).

Timeline: 1 - 30 days

Objective 2.3: Connect with community leaders.

Strategy: In addition to formal introductions, I will meet personally with community leaders, official and unofficial, in order to establish strong working relationships and develop partnerships.

Timeline: 1 - 30 days

Objective 2.4: Establish an open line of communication with the Fire Chief.

Strategy: I will communicate weekly, at a minimum, with the Kensington Fire Chief to keep him informed of my transition progress, exchange information pertinent to my progress, and discuss any critical law enforcement and public safety matters.

Timeline: 1 - 100 days

Objective 2.5: Establish cooperative relationships with the Board of Directors.

Strategy: I will meet personally with each member of the Board of Directors in an effort to establish and develop effective working relationships. During these meetings I will attempt to learn more about their views and perspectives of the police department and the community, and provide an opportunity for each Director to convey anything they feel necessary toward my responsibility as the General Manager/ Chief of Police.

It is also critical to review the board's Administrative Policies and Procedures Manual, to educate myself and review to ensure policies are updated and current to practice.

Timeline: 1 - 45 days

GOAL 3: CREATE OPPORTUNITIES TO HEAR FROM THE RESIDENTS, BUSINESS OWNERS AND COMMUNITY GROUPS OF KENSINGTON AND ESTABLISH COOPERATIVE PARTNERSHIPS.

Explanation: *Maintain strong community partnerships and collaboration to help improve our efforts to resolve issues that present themselves—a principle goal of the police department and district—is critical to the success of Kensington. Our community's satisfaction of our agency is important and predicated on our willingness to be wholly responsive to community concerns; and is dependent on the level of trust and mutual cooperation between us. The community satisfaction toward services they receive during emergencies is also based on the strength of the relationships we forge ahead of time—when there is no emergency. To that end, I intend to be a General Manager/ Chief of Police who promotes and fosters strong relationships with residents and the business community in order to expand partnerships. This is commonly referred to as Community Policing.*

Objective 3.1: Introduce myself to organized neighborhood groups or associations.

Strategy: I will schedule and/or attend scheduled community meetings.

Timeline: 45 - 75 days

Objective 3.2: “Walk the talk” with business owners and merchants.

Strategy: I will walk the downtown core areas minimally three occasions, 2 to 3 hours each occasion, meeting and greeting business owners, introducing myself and listening to their concerns.

Timeline: 30 - 45 days

Objective 3.3: Establish cooperative relationships and partnerships with several Kensington community organizations.

Strategy: I will set up meetings with community leaders from various community organizations.

Timeline: 30 - 45 days

Objective 3.4: “Coffee with the Chief” with residents, business owners, etc.

Strategy: I will develop quarterly opportunities for residents of Kensington to meet with me and discuss any concerns they may have. We will establish a mutual understanding of the issues and look for short and long term solutions to problems that affect the quality of life for all the people who live, work and play in Kensington.

Timeline: 30 - 60 days

Objective 3.5: Meet with Kensington Hilltop Elementary School Official.

Strategy: I will meet with Principal Judy Sanders of Kensington Hilltop Elementary School to develop open communications and an effective working relationship.

Timeline: 30 - 60 days

Objective 3.6: Evaluate the benefits of re-establishing CALEA compliance.

Strategy: I will assess the benefits of becoming a CALEA accredited police agency once again. The police department was CALEA certified up to 2007. CALEA provides national standards that must be met and followed for daily operations and provides suggested policies within the organization to meet those standards. As an agency, we must conduct a gap analysis to determine CALEA compliance feasibility.

Timeline: 30 - 60 days

GOAL 4: ESTABLISH COLLABORATIVE RELATIONSHIPS WITH OTHER LAW ENFORCEMENT OFFICIALS IN CONTRA COSTA COUNTY, AND WITH HEADS OF PUBLIC AND PRIVATE DISTRICTS.

***Explanation:** Working with neighboring police agencies is a critical component to our success in Kensington. We must constantly seek out grant opportunities, and develop partnerships in the county and region to share resources. Often, government or community agencies are found to be competing for the same resources, planning independently for the same eventualities, and navigating autonomously through the same challenges.*

My philosophy for the future is to build strong working relationships and develop partnerships with other agencies that will increase our ability to acquire and share resources, regionalize training, and standardize our preparedness for eventualities that threaten our safety across geographic borders.

Objective 4.1: Establish cooperative relationships with law enforcement colleagues.

Strategy: I will make personal contacts and establish effective working relationships with all other Chiefs of Police in the county, the Sheriff, the District Attorney, and the Chief of the Probation Department. These meetings are for the purpose of leveraging our limited resources, and developing long term partnerships with all Agencies.

Timeline: 1 - 60 days

Objective 4.2: Meet with heads of other government agencies in the county.

Strategy: I will endeavor to meet with the county administrator, and our county board of supervisor representative, John Gioia, to identify opportunities for partnerships and collaboration. I will also seek out members of the media community, as they are important toward our communication efforts to our residents and the surrounding communities.

Timeline: 60 - 90 days

Objective 4.3: Meet with El Cerrito-Kensington Fire Department officials.

Strategy: I will meet with Kensington Fire Protection Chief Lance Maples along with other Disaster Preparedness Program leaders within the county, to determine how the Kensington Police Protection District's role in first-responder preparedness can be addressed.

Timeline: 60 - 90 days

GOAL 5: REVIEW ALL WRITTEN DEPARTMENTAL POLICIES AND PROCEDURES AND UPDATE THEM AS NECESSARY FOR STATUTORY AND REGULATORY COMPLIANCE.

Explanation: *Maintaining an up-to-date policy manual protects the Police Department and the District in terms of risk management; it also ensures the standards, training, and mandates of employees and operations stay compliant with ever-changing statutory and regulatory requirements. Modern law enforcement is adapting to changing trends in crime and policing, increased risk to officers on patrol, and new post-critical incident liability. Because policy and training are perishable tools, it is important to constantly update policies to reflect legal changes as well as the unique needs of the Kensington community.*

Most police agencies maintain a policy manual consisting of hundreds of rules, regulations and procedures, but these policies can easily become outdated if they are not periodically reviewed for relevance and compliance. This approach ensures legally defensible methods that will withstand legal challenges as to whether we're working in compliance of accepted standards and good practice. The benefit of having the master content of Lexipol created polices is quite significant. However, a brief review of the current policies has found they have not been reviewed and updated on an annual basis.

Objective 5.1: Establish a Policy Review Team and engage in the process of updating the policy manual. (This will consist of one supervisor and one officer.

Strategy: I will assemble and chair this ad hoc committee group consisting of a member of the Police Officers' Association (POA) who will work to review all policies for relevance and to make appropriate updates.

Timeline: 30 – 100 days

Objective 5.2: Begin a process to have the policy manual professionally updated.

Strategy: Using the updates and changes recommended by the Policy Review Team, and with the assistance of the Lexipol master content, I will ensure Kensington's Police Department manual is proof read and updated. Lexipol is a police policy risk management firm and a law firm specializing in Law Enforcement litigation, serving over 400 law enforcement agencies.

Timeline: Day 100 and beyond

GOAL 6: ASSESS AND EVALUATE THE DISTRICT'S STRENGTHS AND WEAKNESSES AND DEVELOP STRATEGIES TO BUILD ON STRENGTHS AND ADDRESS WEAKNESSES.

***Explanation:** Goal 6 of this 100-day plan is largely dependent on information derived while accomplishing the first five goals. That is, the familiarization with the operations of the police department, the district, interdependent agencies and the community, and the information derived from the familiarization process sets the stage for me to better understand the district's strengths and weaknesses. The goals and objectives set by the Board of Directors serves as a springboard to the success of policing in Kensington over several years of implementation. Successfully implementing those goals and objectives requires periodic analysis of the district—particularly its adherence to the plan and its ability to adjust to contemporary changes that have occurred or will occur during implementation.*

Objective 6.1: Determine District strengths and weaknesses using a SLOT assessment process.

Strategy: In small group sessions beginning with supervisory and line personnel, including professional staff members, enable employees to provide input as to their current observations and/or perception (s) of the following:

Strengths (assets, processes, systems and items that are working).

Limitations (assets, processes, systems and issues that are causing frustration, hindering, or not working).

Opportunities (external factors that could contribute to success, i.e. funding, staffing, training, legislation, improved leadership).

Threats (external factors that are barriers to success, i.e. lack of cooperation from other agencies, outdated technology, lack of funding, staffing levels).

Timeline: 90 - 100 days

ASSURANCES

Executive leadership transition plans are critical, particularly in cases where the safety of a community is at stake. The role of the General Manager/ Chief of Police of Kensington is certainly a rewarding and challenging position, but it is also encompassing in its scope, and is complex in light of the circumstances. If selected for the position, I will begin with a clear understanding of the challenges faced by leaders in general, and by department heads in particular, including:

- Revenue and expenditures limitations and desire to increase revenue
- Service-related issues commensurate with an aging park/community center
- High public expectations and accountability of the police department
- Continuing or re-establishing public confidence, trust and support
- Legal compliance of issues and standards and active law suits
- Internal strife within the police department
- Business and political concerns about public safety and the district
- Labor concerns and issues with pending POA contact
- Discussions concerning consolidation of the district-Pros & Cons
- Calls to re-evaluate current district practices
- Financial stability of the district and potential implications

DESIRED OUTCOMES

The goals and activities accomplished in my first 100 days (and beyond) bring forth the opportunity for a seamless, informative and productive beginning. In turn, a smooth, collaborative transition reinforces the police department's ability to continue moving forward and never falling back. Overall, this enhances my effort to make informed, well-thought out decisions commensurate with the continued goal of making Kensington a safe place to live, work and visit. Fulfilling the initiatives of my transition plan will afford me the best opportunity to "hit the ground running" and immediately be engaged within the department to develop long term solutions to problems and concerns. The department has suffered a significant temporary setback in public trust and yet still maintains a high level of quality service to the community, fostered by the hard work and dedication from the men and women of the district.

CONCLUSION

I will provide a summary report to the Board of Directors upon the successful implementation and completion of my transition plan. This will assist us in determining next steps congruent with our short and long-term goals and objectives. We must plan for the future and protect the health of the Police Department and the District, as it is the last line of defense to critical needs of the community. I will be a strong advocate for the men and women that makeup the Police Department and serve the great community of Kensington.