



Date: May 14, 2026
To: Board of Directors
From: David Aranda, Interim General Manager
Subject: Moving Forward: Yes or No, A Brief Discussion and Board Direction in Addressing Assorted Items from Strategic Planning Sessions

Recommendation

For each item the IGM addresses, a quick show of hands in the following manner:

- Yes, let's address it in the immediate future, not waiting for a new General Manager,
- No, we do not wish to address it at all,
- Pause, we want to wait for the new General Manager.

I would suggest that board members consider the new General Manager being ready to work with the board at the beginning of 2027, so use that as your timetable.

Background

Over the past year, the fire district board and the police district board have had discussions of items that involve strategic planning and capital planning. The boards have tabled many of those items until "a new full time general manager can be hired."

The IGM thought it beneficial to quickly review the list of items and determine if any of the items attached or that directors know of should be addressed in the next few months. KEEP IN MIND, THAT THIS IS NOT A DECISION ON THE DETAILS OF ANY ONE ITEM BUT SIMPLY AN ATTEMPT TO GAIN CONSENSUS IF THE BOARD WISHES TO PURSUE AN ITEM. Should the board feel an item is worth pursuing, that specific item will be placed on a future agenda for specific discussion.

The IGM will verbally present the assorted items for direction but attached are items that have been discussed in the past.

Exhibit(s)

- 2009 KPPCSD Planning Workshop
- KPPCSD Strategic Plan Draft - 10-2022
- KPPCSD Post Workshop Memo - 05-10-2024 FINAL
- 2024 KPPCSD Strategic Workshop Questionnaire
- KPPCSD Workshop - 05-10-2024 - Post Workshop - Revised FINAL
- Public Safety Building Changes ASI
- Potential Projects

***KENSINGTON POLICE PROTECTION & COMMUNITY
SERVICES DISTRICT***

PLANNING WORKSHOP REPORT

SPECIAL DISTRICT CONSULTING

January 17 and 18, 2009

**DRAFT
COPY**

KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

PLANNING WORKSHOP REPORT

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KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

PLANNING WORKSHOP

INTRODUCTION

PROFESSIONAL SERVICES

The Kensington Protection & Community Services District (District) contracted with Charles Beesley, Special District Consulting (Consultant) to facilitate two half-day Planning Workshops (Workshops) with the Board of Directors (Board) and Senior Management (Management) of the District. The purpose of the Workshop was to develop consensus on Board and Management priorities and action plans for the current year. This report summarizes the discussions and agreements reached at the Workshop conducted January 17 and 18, 2009 at the Community Center, 59 Arlington Avenue, Kensington, California.

BACKGROUND MATERIAL

Participants received an Agenda, a statement of Public Agency Principles, and Strategic Planning Principles prior to the Workshop (Attachments A, B and C). The Consultant conducted pre-Workshop telephone discussions with four of the Board members and the General Manager to accelerate the Workshop process. These telephone discussions focused on the District's strengths, weaknesses, opportunities and threats or concerns (known as a SWOT analysis). Board and Management responses were summarized by the Facilitator and distributed prior to the Workshop (Attachment D).

WORKSHOP FORMAT

The Workshop was conducted in accordance with the Ralph M. Brown Act. The full Board of Directors, General Manager and members of the staff, and members of the public attended for a total of 14 people (Attachment E). President Wright welcomed the attendees and expressed his appreciation for the Board and staff taking the time to conduct the Workshop over the course of two days. The Consultant explained the Workshop format and process and described his role: to listen and guide discussions, keep the group on time as the meeting progressed through the agenda, and to challenge their assumptions if needed.

The number of participants allowed for continuous, open dialogue between themselves and the Consultant. Key thoughts were recorded on a flip chart by the Consultant and utilized to develop this report.

EXPECTATIONS

Participants were asked what they expected or wanted to accomplish at the Workshop. Their answers, listed below in order of importance were felt to be the key issues for Workshop discussions:

1. Developing Mission Statement;
2. Developing a Vision Statement;
3. Clarifying the roles and responsibilities of Board and staff;
4. Identifying expected professionalism and efficiency of the Board and staff;
5. Developing consensus on the goals for 2009; and
6. Developing a team spirit

PUBLIC AGENCY PRINCIPLES

The Consultant gave a brief background regarding public agency principles and their importance. These principles are: (1) the District's customers have a sense of value in the services being delivered; (2) trust and confidence in District operations and governance; and (3) the Board can make adjustments when warranted. The Consultant discussed the three primary functions of the Board: (1) approve outcome-oriented decisions; (2) delegate these decisions and (3) ensure completion and accountability of these decisions. And lastly, the Consultant explained the three primary roles of the Board are: corporate, legislative and adjudicatory. These three roles authorize the Board to employ a General Manager; establish policies; and consider Management or staff recommendations before making final decisions. One of the key roles of the Board is to hire the General Manager and clarify what is in turn expected of the General Manager. Other points of emphasis included the value of facilitative leadership and having an outward, pro-active governing philosophy.

STRATEGIC PLANNING PRINCIPLES

The Consultant reviewed the purpose and value of Vision and Mission Statements, how they set direction and enable the District to connect with its customers. He explained that these identity statements can be motivational tools for existing employees, and an effective tool for recruiting and retaining prospective employees, and serve as a daily reminder of every employee's purpose while they are at work. The following summarizes the group's discussion regarding the District's Mission and Vision statements.

ISSUES

I. MISSION STATEMENT

ISSUE: The District does not have a Mission Statement that expresses its values or contributions to the community.

DISCUSSION: The group offered the following comments regarding the District's current role within the community:

- Serves the public;
- Provides police, recreation, solid waste management and recycling services;
- Is considered a proactive agency providing leading edge service response;
- Provides a community link to the County;
- Maintains a high degree of integrity;
- Is independent from the County;
- Exhibits a high degree of professionalism; and
- Provides a personal touch with residents.

AGREEMENT: The following Mission Statement was unanimously agreed upon and will be submitted to the full Board for adoption:

TO PROVIDE SERVICES THAT
ENHANCE THE COMMUNITY OF
KENSINGTON

II. VISION STATEMENT

ISSUE: There is no current Vision Statement to describe future programs and their potential impact on the community.

DISCUSSION: The group offered the following comments to describe potential future programs:

- Expand community awareness;
- Provide a positive work environment conducive to employees enjoying serving the community
- Facilitate a personal interaction with the community;
- Develop partnerships to enhance service capabilities;
- Facilitate community-wide services; and
- Recognize and integrate community groups that represent the diverse interests of Kensington, known as the "K Groups," listed below:

KPOA- Property Owners Association;
KIC- Improvement Club;
KCC- Community Council;
FKL- Friends of the Library;
KFPD- Kensington Fire Protection District; and
KSGp- Kensington Schools

Participants acknowledged the business in Kensington is large and diverse. There is a high level of pride in the quality of public services and the fact the community is able to provide such services without County assistance.

AGREEMENT: The following Vision Statement was unanimously agreed upon and will be presented to the full Board for adoption:

DEVELOPING PARTNERSHIPS TO
STRENGTHEN SERVICE
CAPABILITIES

III. ROLES & RESPONSIBILITIES

A. BOARD/GENERAL MANAGER ROLES

ISSUE: Participants expressed there is some uncertainty about the role of the Board and General Manager in conducting the business of the District.

DISCUSSION: Participants expressed that some of the past Board experiences appeared to be destructive and undermined Management effectiveness. For instance, prior communications to and from Management and the Board were sometimes heard second-hand rather than direct from Management. The Board has also been over-reaching in its interaction with Management and staff. Participants want clarification regarding: (1) the roles and agreements between Management and the Board; (2) formation of Board Committees and how members of the community are selected for participation on Committees; (3) Committee levels of authority.

AGREEMENTS:

1. The Board delegates as follows:
 - a) To the General Manager who may then be authorized or directed to perform stated tasks, or report back to the Board for further direction or approval; and/or
 - b) To committees to conduct specified research and to provide subsequent advice to the Board. Committees are advisory only and may be authorized to develop preliminary agreements or draft language for Board business, subject to Board approval.
2. The Kensington Park Design Review Committee process was thought to be a good template for selecting members from the community to serve on Committees. This process will be submitted to the Board to adopt as a template for community selection to Board committees.
3. The Board hires the General Manager who in turn:
 - a) Hires all other District employees provided they fall within Board approved positions;
 - b) Contractors if the service is within the Board-approved budget; and
 - c) Conducts initial screening of contractors and submits his recommendations to the Board for consideration and approval.

It was noted The Board approves the hiring and/or contracting for professional services. There is no defined threshold for when the General Manager is expected to submit contracts for Board approval.

B. FISCAL RESPONSIBILITIES

ISSUE: It is not clear whether the Board or General Manager has fiscal responsibility for extraordinary expenses.

DISCUSSION: The Board does not want to micromanage financial activities but does want to establish a threshold for when the General Manager submits expenditures to the Board for review and approval.

AGREEMENT: Unbudgeted expenditures in excess of \$10,000 need to be submitted for Board approval. For such expenditures, the General Manager is expected to solicit three bids for the Board's review and approval.

C. BOARD/COMMITTEE/STAFF INTERACTIONS

ISSUE: There has been confusion regarding the interactions between the Board, Committees and staff.

DISCUSSION: Impromptu meetings between the members of the Board and staff can be disruptive to the flow of work. Participants thought it would be more appropriate to schedule meetings in advance with the General Manager.

AGREEMENT: Members of the Board should schedule meetings in advance with the General Manager and notify the Board President of such meetings and/or interactions for his/her information.

IV. PROFESSIONALISM

A. ISSUE: There is no established method for evaluating the efficiency of the District.

DISCUSSION: Participants acknowledged the Board sets policy and the General Manager implements policy by directing staff on their duties and responsibilities. There are no established boundaries between these entities, or professional standards to ensure high levels of efficiencies on the governance and management of the District.

AGREEMENTS: An evaluation of the Board and its Committee productivity was thought to be worthwhile. A formal evaluation process is also needed for the Board to evaluate the General Manager and his oversight of the District's services. Participants agreed that an annual evaluation of the General Manager would be an appropriate time frame, utilizing a standardized form that allows for

input from both the Board and General Manager. The evaluation procedures are described below.

- 1) Board/Committee Evaluation Process: The Board charges committees with specific tasks which in turn report back to the Board with comments, questions and/or recommendations on specific subject matter. The committees may also submit these comments, questions and/or recommendations to the General Manager for his input. The Board makes the final determination on matters of policy and committee recommendations.
- 2) Board/General Manager Evaluation Process: A standardized evaluation needs to be developed which should include identified performance skills and functions. The Board should conduct the evaluation annually utilizing the following procedure:
 - a) The Board and General Manager will agree upon annual performance goals.
 - b) The evaluation form will include core functions and performance expectations.
 - c) The evaluation will allow for unanticipated events, impacts and response on the part of the General Manager.
 - d) The Executive Committee will be the liaison between the Board and General Manager.
 - e) The Executive Committee will discuss their initial evaluation with the General Manager.
 - f) Following discussion with the General Manager, the Executive Committee will present the evaluation to the full Board for comments.
 - g) Upon Board's input, the Executive Committee will report the evaluation results to the General Manager.
 - h) Following the discussion with the Executive Committee, the General Manager may elect to discuss the evaluation with the full Board.

B. ISSUE: The Annex decision-making process has not been as effective as desired.

DISCUSSION: The Annex is a separate building in unusable condition that needs approximately \$150,000 of remodeling to become suitable for occupancy. The Board budgeted \$82,000 in fiscal year 2008-09 for a new bathroom even though the adopted budget showed a \$400,000 deficit. The District also has \$48,000 in an allocated reserve account for this improvement, the majority of which was from a contribution by KCC. It was noted that if the District designates the Annex open for public use as a non-profit activity, it can qualify for East Bay Regional Park (Park) bond funds that could be applied to the improvements. However, the District's long term goal is to make the Annex self supporting through revenue generation, which might conflict with utilizing grant funds for building improvements.

AGREEMENTS: Given the projected budget shortfall in fiscal 2008-09, the Board is not yet willing to expend money for this project even though funds are allocated in the current fiscal budget. The District will solicit Park bond funds for bathroom improvements and refer the Annex site to the Annex Committee and Park Utilization Committee to develop a plan for the building's future use.

- C. ISSUE: There is uncertainty whether the number of District police personnel is sufficient for current and projected service levels.

DISCUSSION: There appears to be support for increasing the number of police officers. However, the Board questions whether this issue has been adequately researched and is uncertain about long term personnel projections. The Brown Taylor report does not appear to support expanding the number of personnel, but the Police Chief/General Manager has recommended two additional positions. This is an important issue which needs to be resolved before the Board makes a decision on how to address the projected budget shortfall which may include reducing expenses and/or submitting a ballot measure for increased funding.

AGREEMENT: The Board will conduct a review of this issue and directed the General Manager to present a summary of all prior reports, including his reports, as soon as practical. The Board wants to determine the level of police personnel before deciding whether or not to submit a ballot measure for increased funding.

- D. ISSUE: Participants expressed a desire to improve community communications.

DISCUSSION: Communicating to and with the community was felt to be very important, and goes beyond simply improving the District website. Board and staff communications play an important role in community trust.

AGREEMENTS: Enhancing community trust is one of the Board's top priorities in 2009. The General Manager will develop a formal communications plan and submit it to the Board for approval as soon as practical.

- E. ISSUE: The number and type of Board committees needs to be clarified.

DISCUSSION: The District has a wide range of committees. Standing committees are those which have a continuous subject matter or an on-going agenda, and are subject to Open Meeting Law posting requirements.

AGREEMENTS: The Board needs to reassess Committee assignments: The following committees are recognized (standing committees are noted with an asterisk *):

- Finance*;
- Solid Waste and Recycling*;
- Park and Recreation;
- Police Liaison;

- Community Outreach;
- Policies and Procedures;
- Intergovernmental; and
- Emergency Preparedness.

V. TOP GOALS FOR 2009

ISSUE: There is a need to improve communications between the Board and General Manager.

DISCUSSION: Good communications are an integral part of organizational accountability. Effective communications by the Board ensures a sense of direction for management, facilitates motivation and promotes a team spirit. All parties need to know what the priorities and goals are and what is expected of management.

The following 16 goals for 2009 along with the responsible party to accomplish the goal - are listed below:

1. Fiscal control - the Board and General Manager.
2. Improving police department operations and results- General Manager.
3. Improving community policing- General Manager.
4. Improving community communications- the Board.
5. Improving the work environment- General Manager.
6. Improving relations with neighboring agencies- The Board and General Manager.
7. Resolving the Annex building issue- the Board.
8. Seeking grant funds for the Annex under the Bond Issue- the General Manager.
9. Constructing public restrooms in the park- the Board.
10. Reviewing and executing all pending contracts- General Manager.
11. Improving the District accounting functions- General Manager.
12. Submitting a proposal for voter approval of additional police personnel- the Board.
13. Conducting a mid-year review of Board progress on the 2009 goals- the Board.
14. Improving communication between the Board, and General Manager/Police Chief- the Board and General Manager/Police Chief.
15. Reducing legal fees/expenses and improving risk management practices- General Manager.
16. Improving the District website, expanding external links and developing frequently asked questions (FAQ's) - General Manager.

ISSUE: The top priority for the year, fiscal control, warranted further discussion. Current expenses exceed revenues by \$400,000 per year and financial projections indicate this deficit trend will continue unless budgetary adjustments are made.

DISCUSSION: The District is currently offsetting the annual deficit by transferring money from reserves. It is known that the District could qualify for supplemental revenues through Measure WW funds but there are restrictions which may limit the availability and application of these funds. However, Measure WW funds, even if procured, would not offset the current deficit. Approximately 70% of District expenses are personnel-related, which means any substantial savings would more than likely impact personnel and services. The following table identifies items to be researched for possible cost reductions by the Board, and/or the General Manager.

AGREEMENTS: The following analysis of budgetary issues will be conducted:

<u>No.</u>	<u>Description</u>	<u>Researched By</u>
1	Cut projects	The Board
2	Cut services	The Board and Ad Hoc Expense Reduction Committee
3	Reduce expenses	General Manager
4	Three year financial reserve bank	None needed, current projections satisfactory
5	Increase revenues	The Board and Ad Hoc Revenue Enhancement Committee
6	Save funds by contracting for services and/or consolidating with another agency	The Board, General Manager and Ad Hoc Committee
7	Leasing equipment	The Board and Ad Hoc Expense Reduction Committee
8	Renting facilities	The Board
9	Merge with the Kensington Fire Protection District	To be assigned by the Board
10	Reducing total compensation	The Ad Hoc Expense Reduction Committee

VI. DEVELOPING A TEAM SPIRIT

ISSUE: The District would like a better sense of cohesion or understanding between the Board and management.

DISCUSSION: The multiple issues identified within this report addressed the concerns of the participants.

AGREEMENT: The Workshop provided a foundation for developing a sense of understanding and teamwork by identifying issues, discussing the Board's and management's concerns, and developing consensus on goals and priorities for 2009 and possible courses of action.

SUMMARY

The Consultant reviewed the initial list of expectations to ensure all topics were addressed and that there was no unfinished business. The participants indicated they were satisfied with the discussions and agreements reached requiring follow-up action. Board President Wright expressed his appreciation for the Board's and staff's, and public's attendance over the course of the two days. Participants were satisfied with the Mission and Vision Statements to better identify the District and give it a sense of community direction. The discussions and agreements were felt to be relevant and of value. The top goals for 2009 were thought to provide the Board and staff with a clear sense of priorities and direction for the year. It is anticipated that a mid-year review will be conducted on the status of the goals. Overall, the participants thought the Workshop was a success.

KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

PLANNING WORKSHOP

59 Arlington Avenue
Kensington, CA 94707

AGENDA

January 17, 2009

<u>Time</u>	<u>Item</u>	<u>Description</u>	<u>Person</u>
8:30 AM	1	Welcome and introductions	Board President
8:35	2	Workshop format and process	Facilitator
8:40	3	Review Pre-Workshop Questionnaire Summary	“ “
9:00	5	Participant expectations, desired outcomes	“ “
9:15	4	Review Public Agency Principles	“ “
9:30	5	Review Board/Management Interactions	“ “
9:45	6	Review Strategic Planning Principles	“ “
10:00		BREAK	
10:15	7	Identity issues and priorities	Facilitator
11:00	8	Develop agreements, action plans	“ “

January 18, 2009

<u>Time</u>	<u>Item</u>	<u>Description</u>	<u>Person</u>
1:00 PM	9	Continue to develop agreements and action plans	Facilitator
3:00		BREAK	“ “
3:15	10	Finalize and summarize agreements	
3:45	11	Review client expectations	“ “
4:00	12	Closing Remarks	Board President
4:15		ADJOURN	
4:30	13	Post workshop review	Board President, General Manager

KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

PUBLIC AGENCY PRINCIPLES

I. GOVERNING BOARDS (Creating a knowledge based public agency)

Three Keys to Agency Success

- Values
- Trust
- Flexible decision-making

Values: regarding goods and services, requires:

- Discipline/follow through
- Identity with success

Trust: A culture based on trust and communication, a prerequisite for community confidence which requires the following:

- Consensus on what constitutes success
- Shared core values, ideology
- Having open access to information, shared information about decisions and the rationale behind decisions
- Confidence in your partners
- Respect for their competence

Flexible Decision-Making: to be fluid, flexible and responsive to community needs, in order to:

- Take advantage of opportunities of value
- Make (sound) business-like decisions
- Have the ability to promote change when needed

Three Primary Functions of the Board

- Approve outcome-oriented decisions
- Delegate outcome-oriented decisions
- Ensure completion and accountability of these decisions

Three Primary Roles of the Board

- Corporate
- Legislative
- Adjudicatory

1. Corporate

- To employ the CEO
- To oversee the strategic plan
- Oversee program portfolio and resources of the organization

2. Legislative

- To establish internal operational policies
- Approve policy positions on external issues which may affect the agency

3. Adjudicatory

- Choose between positions presented by staff or others
- Weigh up information provided
- Decide on one side or the other, resolve in some other fashion

Relationship with the Chief Executive Officer

- Clarify in writing what constitutes success
- Provide him/her with a clear statement of personal goals and performance expectations for measurement and feedback
- Provide an opportunity for growth and development of the CEO (and staff)
- Discuss immediately, rather than ignore, controversial issues of significance
- Negotiate a contract with the CEO

Facilitative Leadership

- Engage in facilitating more than telling – lead don't drive
- Understand that the agency's success is more important than one's personal agenda
- Utilize a strategic agenda more than a personal agenda
- Know that you are accountable to your community and community leaders
- Leave the agency in a better place than you found it

Governing Philosophy

- Outward vision rather than internal preoccupation
- Encouragement of diversity of viewpoints
- Strategic leadership rather than administrative detail
- Distinction between Board and CEO roles and responsibilities
- Collective rather than individual decisions
- The future rather than past or present
- Pro-active rather than reactive
- High standard of ethics

KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

STRATEGIC PLANNING PRINCIPLES

Vision – describes the *program and its potential impact in the future*. A vision should be guided by dreams, not constraints. Is there a big hairy aggressive goal out there for you (BHAG)? It is what an organization hopes will happen if its dreams are realized. A vision is in a sense a philosophical view or statement that becomes the driving force to motivate an organization and its component programs into the future, through its strategic action plan(s).

Mission – a mission has two elements: *the philosophical expression of why the organization exists, what values it meets for the community, and a brief summary of what the organization does to meet that need*. For instance, Vector Health Programs of Eureka, California, a medical services organization that works only with hands, developed this mission statement: “Next to the human face, hands are our most expressive feature. We talk with them. An injury to the hand affects a person professionally and personally. At Vector Health Programs, we give people back the use of their hands.”

Goals – goals summarize the *principal program, development, administrative, or other major accomplishments* the organization hopes to *achieve* in order to realize its vision and fulfill its mission. They are general and not quantifiable, can be short or long term, and evaluated annually.

Objectives – *support the goals and provide more details – they answer the question: who will do what by when? A good rule of thumb when developing objectives is to apply the acronym “SMART.”*

Specific – to a certain task or program

Measurable – quantifiable by date, outcomes, responsibility

Attainable – doable within the time prescribed and with existing conditions

Results-oriented – focused on short-term activities to gain longer term goals; and

Time-determined – a time frame for completion is established

Action Steps – outline the *exact activities necessary to develop and/or complete the objectives*. They can be set up as a spreadsheet time line (like a construction project) or by using other appropriate methods. These action plans should be distributed to all those who are responsible for the successful completion of that particular task. *A basic action plan must list the task, the responsibility of the person(s), and the date the task will be completed.*

Summary – In general, for volunteer organizations such as boards of directors, the board develops the vision and mission and perhaps the qualitative goals. Specific objectives and action plans are then developed by staff (or committees when there is limited staff) for follow up, completion and subsequent reports to the board, for board approval.

KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

PRE-WORKSHOP QUESTIONNAIRE SUMMARY

N	Question	Comments
1	What do you want to accomplish at the workshop?	<i>Clarification of the roles and responsibilities of the Board and Management. Good understanding of the Brown Act. Development of Mission and Vision Statements. Develop strong leadership and respect and move forward with consensus. Identifying top priorities for 2009 which includes exploring fiscal issues and potential solutions, community outreach service levels. Developing a strategy for moving forward on a tax to support police services.</i>
2	What are the District's Strengths?	<i>Community support, involvement and volunteerism. Board members are committed to the success of the District and have experience that can be utilized. There is confidence the District has made some good changes, is more accountable and is a better run organization.</i>
3	What are the District's Weaknesses?	<i>Projected operating shortfall. Outreach programs and communications efforts, lack of Board consensus on key issues. No Board orientation process. District reputation is not as solid as they would like. Board does not always learn from lessons made in the past. Board gets distracted by minor complaints and loses track of priorities. Board documents are not always prepared in time; existing documents are not always kept up-to-date. Board meetings are too informal, needs to establish an effective decision making process. No recognizable benchmarks to measure services delivered. Lack of critical review before agreeing to long term expense obligations. Board meetings are inconsistent, often informal and subject to disruption or delays. Board needs a more business-like approach to governing and decision-making.</i>
4	Are there opportunities for change?	<i>Potential to add, expand services or verify services such as walking path easements, no clear understanding of District authority and maintenance obligations. Potential park enhancements, enhanced police services such as home visits, recycling, solid waste, e-waste recycling. Potential to link up with other agencies to expand capabilities or improve efficiencies. Instilling a greater sense of community participation.</i>
5	What foreseeable threats or concerns do you have?	<i>Projected operating shortfall, adequate long term funding costs such as retiree benefits to comply with GASBY 45. The District needs to make a decision on requesting community approval for additional funding in order to sustain current level of police services. Communications from special interests undermine</i>

5	What foreseeable threats or concerns do you have?	<i>Board communications. Emergency preparedness. Unsure about the organizational effectiveness.</i>
6	Does the District have a long range or strategic plan?	<i>District has 5 year financial projections but no strategic plan other than adding public lavatories to the park.</i>
7	How do you view community relations?	<i>Community cares and is supportive of the District. There is a sense the District website design and usage could be improved to better connect with community. Problems getting the public to call 911.</i>
8	Is there Board support for management and staff training?	<i>Overall, yes. Board members are now scheduling to attend CSDA Board training. Support for continued management training to enhance skills and long term leadership of the District.</i>

LIST OF ATTENDEES

BOARD OF DIRECTORS

Bill Wright, President

Chuck Toombs, Vice President

Cindy Kimball, Director

Pat McLaughlin, Director

Cathie Kosel, Director

STAFF

Greg Harman, Police Chief, General Manager

Stephanie Fries, Board Secretary

Andrea DiNapoli, Police Services Aide

MEMBERS OF THE PUBLIC

Joan Gallegos

Lynn Wolter

Val Paola

Joe Paola

Ciara Wood

Yolla Harman (Sun)



Kensington Police Protection and Community Services District



THREE-YEAR STRATEGIC PLAN OCTOBER 2022

Participants

BOARD OF DIRECTORS

Sylvia Hacaj, President

Eileen Nottoli, Director

Rachelle Sherris-Watt, Director

Christopher Deppe, Director

Mike Logan, Vice-President

DISTRICT MANAGEMENT STAFF

Rick Benson, Interim General Manager

CONSULTANT

Martin Rauch, Managing Consultant



**Kensington Police Protection and Community Services District
2020 STRATEGIC PLAN**

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Introduction

Purpose of the Plan

This three-year Strategic Plan (SBP) is Kensington Police Protection and Community Services District's (KPPCSD's or District's) highest-level planning document. It represents the Board's and Staff's direction for the future. The Plan identifies KPPCSD's Mission and Vision while providing a set of goals and objectives that serve as a framework for decision-making.

The Plan is also a practical working tool that provides clear direction to the Staff regarding the Board's goals and objectives. It includes an Implementation Plan developed by the Staff to meet those goals and objectives. The Board and Staff will regularly refer to it as a guide to KPPCSD's actions during the period covered.

Plan Development

The strategic planning process was carried out in steps as outlined below.

Background Research. The consultants began by holding discussions with Staff and reviewing selected documents.

Confidential Interviews. This was followed by a series of confidential interviews carried out by the consultant. The goal is for the interviewees to candidly express their interests and perspectives on the District and its priorities. The interviewees included the Board of directors, General Manager, Interim General Manager, Police Chief, and Legal Counsel.

Strategic Planning Workshop. The interviewees also participated in a workshop. At the workshop, the group reviewed the results of the interviews, undertook several exercises to examine the District's current state, identified issues and opportunities expected to confront the District in the future, and discussed priorities.

Staff Implementation Plan. The management team and consultant developed a staff implementation plan designed to meet the Mission of the District and strategic goals and objectives.

Strategic Framework

KPPCSD built the Strategic Business Plan from a series of logical and integrated components, described below.

Mission. The mission statement explains why the organization exists. It articulates the organization's essential work in a brief sentence or two.

Vision. The vision articulates what the organization will become at a given time in the future. It is the strategic target that, when achieved, fulfills the organization's Mission.

Values. Values provide guidance when an organization is faced with challenging decisions that require trade-offs, help govern attitudes and behaviors, and generally remain constant over time. The Board sets values.

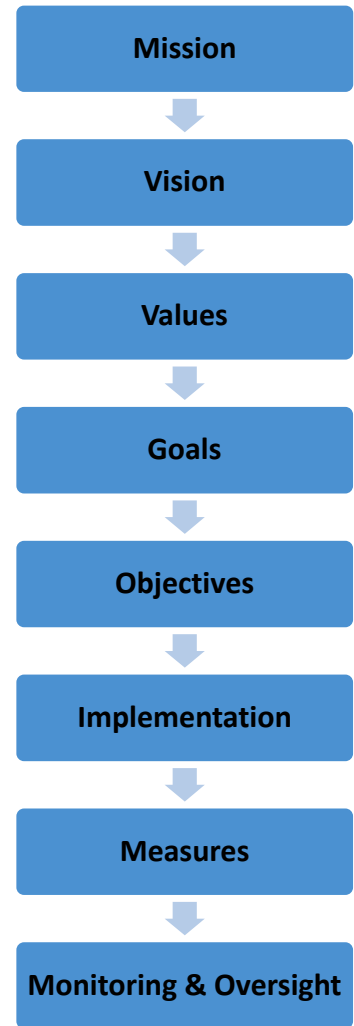
Goals. Goals describe broad, primary management, operations, and planning areas that need to be addressed to accomplish the Mission. Goals are not connected to timelines.

Objectives. Objectives are specific directions established by the Board, which expand upon and refine the goals. There may be multiple objectives for each goal. Objectives are related to goals but more specific, measurable, attainable, and have a time frame.

Implementation Plan. The Implementation Plan contains actions required to accomplish the Mission, goals, and objectives. The actions in the Plan are assigned to members of the Leadership Team and have timelines. There may be multiple tasks for each objective.

Measures. Staff will develop measures to provide insights into progress in achieving the objectives. Progress will be tracked, analyzed, used to adjust the course where appropriate, and reported to the Board.

Monitoring/Oversight. Actions developed that will be taken by the Board, Leadership Team, and Staff to ensure that the Plan is implemented and updated over time.



Mission

The Mission was pre-existing and not evaluated for change in this process.

The Mission of KPPCSD is to provide services that enhance the community of Kensington.

Vision

Kensington Police Protection and Community Services District will proactively provide:

First-Class Police Services — Kensington Police Department is housed in a modern, welcoming building, and is properly equipped. The Department cost-effectively provides first-class policing and excellent customer service. Police collaboration with citizens and community partners creates meaningful relationships that sustain a safe environment for all.

Quality Parks and Responsive Recreation Services — With the oversight of a permanent Parks Manager and long-term financial planning, Kensington’s parks and community facilities are modern and clean, serving the community as go-to resources for recreational activities.

Excellent Communication with the Community — Customers understand and support the District and understand how to get their questions answered and request services.

Productive and Collaborative Board and Staff — The District workforce is fully staffed and has low turnover. It is an engaged, trained, experienced, and satisfied workforce that feels supported by the Board and Management.

Well-Managed Long-Term Financial Planning — The District uses long-term financial planning to effectively and efficiently use its revenue to create value for its residents through its parks, police and waste management services.

Clear and understandable administrative processes — This includes a system for emergencies and a climate change adaptation plan, allow the District to run efficiently and adapt to changes.

Priorities

The narrative below summarizes this Plan's priorities. This summary is provided to help the reader to understand the goals, objectives better and work plan items on the following pages.

The single highest priority is to invest in Staff to provide a stable, quality, and fully staffed workforce.

Without a stable, experienced, and motivated staff, none of the goals and priorities of this Plan can be achieved. First, and most important is to hire and retain an excellent general manager. Building a stable staff may require new recruiting approaches, changes to the Board/Manager roles and relationships, improved compensation and benefits, and more.

Well Maintained Infrastructure, clear board direction, and well-managed, long-term finances are other priorities.

- Well maintained infrastructure. This includes the development or lease of permanent offices, and up-to-date technology and equipment for the entire District, including the Police Department
- Clear Board direction to Staff on goals and priorities.
- The District is generally on strong financial ground. However, the Board has something of a scarcity mindset and the District can afford to do bigger things than it does. As a result, assets are underfunded. The District needs a plan for managing finances in a way that allows it to most effectively fund operations, staffing, facilities, and equipment.

Goals, Objectives, and Implementation Plan

The following pages contain goals and objectives for the coming ten years. Staff developed implementation actions to fulfill these Board-level goals and objectives. This Plan focuses only on key areas where there is a change or a desire for additional clarity of direction. Numerous existing and ongoing initiatives, programs, and actions are not incorporated into this Plan.

The goals and objectives are presented on the following pages. They, along with the Mission, vision and values, represent the core strategic direction provided in this Plan.

Introductory Notes

Key Areas of Change. This Strategic Plan focuses only on key areas where there is change or a desire for additional clarity of direction. Numerous existing and ongoing initiatives, programs, and actions are not incorporated into this Plan.

Priorities. The notation “(High)” after an action indicates a high-priority action. A high priority is defined as a “must do” that is not receiving adequate attention from staff due to inadequate resources or a new or additional effort for Staff to undertake to fulfill a critical goal or objective. Some actions are urgent in terms of timing but are not necessarily a high priority. For example, it is urgent to get out payroll in the next few weeks but not a high strategic priority, just a workaday task.

Timing. Goals and objectives marked “annually” or “ongoing” will be reported on at least once each year during the budget planning season. This will allow the General Manager to use the feedback received from the Board when preparing the new fiscal year budget.

Implementation. Staff developed a complete set of initiatives to implement the goals and objectives. The implementation actions are summarized on the following pages, indicated by third-level numbering (such as 1.1.1) with non-bold type.

Summary of the Goals and Objectives

To come once the goals and objectives are finalized.

GOAL 1. STAFFING: Motivated, Stable Staff with the Tools, Training and Experience to Properly Serve the Public

District-Wide Strategic Challenge. Maintaining continuity of leadership is identified as one of the most important elements that could benefit the District. However, the District has not successfully hired and retained a long-term general manager in the past year or so. The challenge is in making the position desirable enough for a person to stay. One element is that maintaining clear and productive Board and Manager roles and relationships has been a challenge in the past. On the other hand, the District has made strides in clarifying its organization's structure, but additional work remains to ensure a long-term stable staff with the right people, training, and processes in place. For example, there is no one assigned to oversee the parks.

District-Wide Strategic Response. The District is reconsidering the salary, benefits, and terms, in seeking to hire a long-term manager. The Board will continue to refine how it works with the manager to ensure there are clear roles and a productive relationship. The next long-term manager, will optimize the organizational structure and ensure there is a staff member responsible for effectively overseeing the parks.

Police Staff Challenge: There is a need for full police staffing and ability to maintain it over time with, for example, succession planning. If the Department were to lose even one or two people, that would be a large percentage of the workforce. Historically it has been hard to recruit new good officers. Having a permanent building may help with this as will increasing salaries. Having a small department is challenging -

Police Strategic Response. The Department will develop processes to deal with the challenges of having a small force, such as cross-training staff and having non-sworn officers take over some tasks (e.g. welfare checks, security checks) or safety full-time, which would allow the Department to prioritize the police-specific roles. Staff will maintain a clear separation between the reporting of district and police roles. The Board will provide clear strategic direction on its vision and priorities for the Department.

The objectives below must be consistently carried out to achieve the goal above.

OBJECTIVE 1.1. A long-term, experienced and capable Manager is in place.

1.1.1 Develop competitive benefits package that will attract quality mid-career generalists.

[Responsible, date]

1.1.2 Contract with a professional recruiter to find quality candidates. [Responsible, date]

1.1.3 Hire a permanent General Manager who will remain with the District for several years or more. [Responsible, date]

1.1.4 Develop or obtain a permanent headquarters for the staff and the Police Department.

[Responsible, date]

1.1.5 Develop and implement successor training for qualified internal staff to elevate to higher positions. [Responsible, date]

OBJECTIVE 1.2. Management and staff roles and responsibilities are clearly defined and followed.

1.2.1 Update the strategic plan annually so there are always Board goals. [Responsible, date]

- 1.2.3 General Manager develops individual work plan and target completion dates for all staff reporting to the General Manager. [Responsible, date]
- 1.2.4 General Manager provides regular reports at Board Meetings on the status of priorities and significant projects. [Responsible, date]
- 1.2.5 Board provides ongoing direction on the topics, amount of detail and timelines of reporting on priorities and significant projects in (3.2.4). [Responsible, date]
- 1.2.6 Prepare and fund enhanced development and training program for administrative personnel. [Responsible, date]

OBJECTIVE 1.3 Administrative and management processes and policies are well defined, documented, and followed.

- 1.3.1 Conduct review of all policies and procedures of the Board of Directors every three years, [Responsible, date]
- 1.3.2 Change procedures as needed and consider changes at least once each year. [Responsible, date]
- 1.3.3 Distribute copies of procedures and policies to all management staff and include in training materials. [Responsible, date]
- 1.3.4 The General Manager shall develop an assignment and follow-up process with target dates to assure that all Board decisions and directions are completed. [Responsible, date]
- 1.3.5 Prior to negotiations for an updated Police Officer Association Memorandum of Understanding determine whether the lead negotiator will be the General Manager or a consultant. [Responsible, date]
- 1.3.6 General Manager shall meet annually or more often with City Managers of neighboring cities to improve communication and explore areas of mutual cooperation and improved efficiencies. [Responsible, date]

OBJECTIVE 1.4 The right people, with the right training, and experience are in place.

- 1.4.1 GM will determine on an ongoing basis that the workload is appropriate for each position's responsibilities and objectives. [Responsible, date]
- 1.4.2 GM will annually review salaries to keep pace with changing market and economic conditions and will recommend changes, as appropriate, to the Board of Directors. [Responsible, date]
- 1.4.3 GM will annually conduct performance evaluations of all positions reporting to the GM. Originals of all evaluations will be placed in the employee's permanent personnel file. [Responsible, date]
- 1.4.4 Develop annual goals for each management position as determined by the General Manager. These individuals shall be evaluated partly based on accomplishing these goals. [Responsible, date]

OBJECTIVE 1.5 Provide appropriate staffing and expertise for all necessary functions and responsibilities of the District

- 1.5.1 Police Department – Oversee hiring and promotional practices to assure excellent candidates are hired and promoted. [Responsible, date]

- 1.5.2 Administrative Staff – General Manager hires, supervises and promotes administrative staff positions and develops efficient internal processes to promote the accomplishment of goals and effectiveness of communications. [Responsible, date]
- 1.5.3 Park Services – Provide management, janitorial , scheduling, security, and vegetation/tree management recommendations and coordination for all outdoor services owned by the District. [Responsible, date]
- 1.5.4 Recreation Services – Assist with the contract coordination to operate the recreation program for the District. [Responsible, date]
- 1.5.5 Reorganization – the General Manager will periodically recommend reclassifications and reorganizations to improve organizational functioning and improve services to the community. [Responsible, date]
- 1.5.6 Employee Benefits – Add competitive benefits to attract and retain excellent staff. [Responsible, date]
- 1.5.7 Prepare annual calendar of known events for the District for the following calendar year and place an update on the District website. [Responsible, date]

OBJECTIVE 1.5 Provide Full-Service Human Resources Function

- 1.5.1 Human Resources – Hire an employee, contract with an experienced firm, or contract with another public agency to provide full HR services including salary administration, complete recordkeeping and personnel files, benefits administration, recruitment and hiring, positions and budget, onboarding, training, performance evaluation monitoring and management, posting of legal notices and announcements, and labor relations as needed. [Responsible, date]
- 1.5.2 Prepare annual human resources report to the Board listing all positions, salary ranges and providing a cost history of retirement and other major personnel costs.

GOAL 2. GOVERNANCE: Cohesive Board, Focused on Setting Policy

Strategic challenge. The Board has made significant progress in its transparency, communication, and how it conducts its board meetings. In general, board members are responsible, honest, and aware. The relationship between the board and police rank and file is strong. However, its communication of goals, priorities, and feedback with the General Manager needs improvement.

Strategic response. The Board will continue to work on improving its governance and focus on developing clearly defined and productive roles and relationships with the General Manager.

The objectives below must be consistently carried out to achieve the goal above.

OBJECTIVE 2.1. The Board is stable and representative of the Kensington community

- 2.1.1 Educate the community about the role of the Board and opportunities for service.
[Responsible, date]

OBJECTIVE 2.2. The Board provides clear direction and priorities for the District and Police Department to the General Manager

- 2.2.1 Assign the Board President as the direct liaison to the General Manager and act in a lead capacity in consulting on near- and long-term issues. [Responsible, date]

OBJECTIVE 2.3. A thoughtful and helpful process is utilized by the Board to evaluate the General Manager

- 2.3.1 Hire a facilitator to set a plan and pattern for the performance evaluation and facilitate the first one [Responsible, date]

OBJECTIVE 2.4. Board processes and policies are well defined, understood, documented, and followed.

- 2.4.1 SAMPLE. Develop annual Board Agenda calendar listing anticipated dates for reoccurring Board reports and actions. [Responsible, date]
- 2.4.2 Develop and implement a Board Agenda follow-up process summarizing board decisions and directions after each Board Meeting and identifying lead staff handling each item and target completion dates. [Responsible, date]

GOAL 3. FINANCE: Well-Planned Long-Term, Stable Finances that Meet Community Needs

Strategic challenge. With respect to finances, the day-to-day operations, including payroll, budgeting, and financial reporting, have improved greatly, the District still needs a long-term investment strategy, to address things such as bonds for pensions and new requirements for the community center that require investments. The landscape and lighting districts are underfunded and the general fund must make up the difference. The District is generally on strong financial ground. However, the Board has something of a scarcity mindset and the District can afford to do bigger things than it does. As a result, assets are underfunded. The District needs a plan for managing finances in a way that allows it to most effectively fund operations, staffing, facilities, and equipment.

Strategic Response. The District will develop a long-term financial plan.

The objectives below must be consistently carried out to achieve the goal above.

OBJECTIVE 3.1: Finances are managed based on a comprehensive, long-term financial plan.

- 3.1.1 Annually prepare five-year financial projections. [Responsible, date]
- 3.1.2 Annually prepare a one-year, two-year or three-year budget. [Responsible, date]
- 3.1.3 Annually prepare capital improvement budget to fund repair and/or replacement of all major capital assets. [Responsible, date]
- 3.1.4 Prepare capital budget for replacing computers, office equipment, and furnishings. [Responsible, date]
- 3.1.5 Annually prepare five-year financial projections. [Responsible, date]
- 3.1.6 Research annual grant opportunities and develop a process to evaluate and apply for these possible grants. [Responsible, date]
- 3.1.7 Develop an annual budget calendar listing target dates for all major budget preparation and review milestones. [Responsible, date]
- 3.1.8 Develop goals and performance measures for major programs to be included in the operating budget. [Responsible, date]
- 3.1.9 Develop budget update and follow-up process for all major budget goals. [Responsible, date]
- 3.1.10 Prepare annual recommended mid-year revision to the approved budget. [Responsible, date]

GOAL 4. FACILITIES, EQUIPMENT AND TECHNOLOGY: Well Maintained Facilities, Technology, and Equipment that Meet Staff and Community Needs

Strategic challenge. Neither the Staff nor Police have permanent offices with potentially significant impacts for staff effectiveness and providing a known location that customers can come to for service. In addition, the current technology infrastructure may not meet long-term community needs, surveillance systems, fi-fi, ride-sharing, autonomous vehicles, taking police reports via, zoom, etc.

Strategic Response. The District will evaluate long-term needs, develop appropriate asset management and technology plans that meet evolving needs, and develop and implement plans for succession, backup, and redundancy.

The objectives below must be consistently carried out to achieve the goal above.

OBJECTIVE 4.1. The District is housed in efficient, modern, long-term offices that meet District needs and is acceptable to the community.

4.1.1 Develop a plan for long-term options for District Offices prior to the expiration of the two-year lease of the modular office in El Cerrito. [Responsible, date]

OBJECTIVE 4.2. Facilities are upgraded and maintained based on a properly funded, proactive asset management plan.

4.2.1 Develop a long-term depreciation and funding plan to cover future office costs and possible building construction/relocation. [Responsible, date]

OBJECTIVE 4.3 Technology purchases, training, and upgrades are guided based on a multi-year, properly funded technology plan.

4.3.1 Develop and update multi-year technology plan. [Responsible, date]

4.3.2 Transfer key records and historical documents to digital format and make them available on the District website. [Responsible, date]

4.3.3 Improve internet capabilities among District facilities. [Responsible, date]

OBJECTIVE 4.4 Community Center management.

4.4.1 Hire a contractor or staff member to handle janitorial, room set-up, security, and repairs for the room. [Responsible, date]

4.4.2 Assign and train a current staff member rental management, financial oversight and cash flow, handling deposits, etc. [Responsible, date]

4.4.3 Obtain, long-term funding for replacement of hardscape, appliance, equipment, building, utility costs, etc. [Responsible, date]

GOAL 5. TECHNOLOGY: Current, Cost Effective, secure, that Meet Staff and Community Needs

Strategic challenge. Neither the Staff nor Police have permanent offices with potentially significant impacts for staff effectiveness and providing a known location that customers can come to for service. In addition, the current technology infrastructure may not meet long-term community needs, surveillance systems, fi-fi, ride-sharing, autonomous vehicles, taking police reports via, zoom, etc.

Strategic Response. The District will evaluate long-term needs, develop appropriate asset management and technology plans that meet evolving needs, and develop and implement plans for succession, backup, and redundancy.

The objectives below must be consistently carried out to achieve the goal above.

OBJECTIVE 5. The District is housed in efficient, modern, long-term offices that meet District needs and is acceptable to the community.

- 5.1.1 Information Systems - Hire an employee, contract with an experienced firm, or contract with another public agency to provide full computer coordination, hardware management, help desk liaison, replacement schedule and funding, coordination of Board meetings, and technology management for all procedures and hybrid meetings. [Responsible, date]
- 5.1.2 Consider hiring a contractor or training a person on staff to act as webmaster and to oversee social media, [Responsible, date]
- 5.1.3 Assign and train the clerk to set up the room for meetings. [Responsible, date]

Goal 6. CUSTOMER SERVICE AND ENGAGEMENT: The District Meets Community Needs

Strategic Challenge. Public Outreach: The District has earned the Transparency Certificate from California Special Districts Association, but additional outreach work needs to be done. There is a perception that most customer don't really understand or know the District. There is also the need to maintain ongoing productive relationships with the Fire District, the County, and East Bay MUD to coordinate. Customer Service. Park services and police services must evolve and grow over time to meet customer needs and expectations.

Strategic Response: To provide clear board direction, ensure adequate resources and up-to-date services, the District will develop and implement annual or multi-year plans for key services and outreach.

The objectives below must be consistently carried out into the future to achieve the goal above.

OBJECTIVE 6.1. A planned, budgeted and Board approved outreach and engagement plan guides outreach actions.

6.1.1 Maintain an accurate and timely Public Records Act Request process

OBJECTIVE 6.2. Park and Recreation Services meet the current needs of the community.

6.2.1. Prepare Police Department Annual Report.

6.2.2 Contract with an experienced writer to prepare and publish a quarterly newsletter available to all residents.

OBJECTIVE 6.3. There is clear Board direction encouraging and defining the police's role in community engagement and outreach.

6.3.1. With the assistance of the General Manager and Police Chief, the Board will hold an annual workshop focused on updating the direction to the Police Department.

OBJECTIVE 6.4 The District is prepared appropriately to mitigate significant incidents and threats (fires, shortages, earthquakes, cyber-attacks, climate change, pandemics, etc.).

6.4.1 Conduct regular emergency preparedness drills in conjunction with neighboring police and fire departments and county emergency services.

Monitoring and Oversight

Below are the actions that the Board will take, Leadership Team, and Staff to ensure that the Plan is implemented and updated over time.

Communicate and Lead

The General Manager and Police Chief will meet with all employees to review the Plan and make sure everyone understands their responsibility within the Plan.

Report progress on strategic goals and objectives at least annually to the entire Staff.

The Management will actively implement the Work Plan.

Evaluate

Evaluate General Manager and Police Chief performance based in part on their implementation of the Strategic Plan Goals and Objectives.

Resource Allocation and Oversight Reflect Goals and Objectives.

Staff will reference Strategic Plan items on Board meeting agendas as appropriate.

Align the budget to the strategic goals and objectives.

Board will consider the Strategic Plan when they deliberate

The Board, with staff and, if needed, consultant support, will review and update the Strategic Plan every other year and roll it forward.

Update the Plan

Formal Review and update of the goals and objectives every three years or as needed.

Updates the Staff implementation plan as appropriate over time.

Single-Page View of the Core Elements of the Strategic Plan

This will be updated with your info when ready

MISSION					
VISION					
GOALS					
OBJECTIVES					

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Implementation Plan

The implementation plan was developed by Staff to fulfill the strategic direction set by the Board through the Mission, Vision, Values, Goals, and Objectives. It is shown on the following pages.

FY21 – Each fiscal year is July 1 to June 30 of the year named, in this case 2021.



Kensington Police Protection and Community Services District

BOARD OF DIRECTORS

Sylvia Hacaj, President
Eileen Nottoli, Director
Christopher Deppe, Director
Rachelle Sherris-Watt, Director
Mike Logan, Vice-President

INTERIM GENERAL MANAGER

Rick Benson

And Tony Constantouros

Prepared by:



rauch
communication
consultants inc.

www.rauchcc.com



POST-WORKSHOP MEMORANDUM

To: Mr. David Aranda, *Kensington Police Protection and Community Services District*

From: Dmitry Semenov, *Ridgeline Municipal Strategies, LLC*

Date: May 10, 2024

Re: Strategic Plan Priorities; Ridgeline #24016

On May 9, 2024, the Board of Directors and staff of the Kensington Police Protection and Community Services District (the "District") held a strategic planning workshop (the "Workshop") to review the Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, and determine strategic goals for the District.

This memorandum summarizes the priorities identified during the Workshop. The SWOT Analysis and additional background information is included in the accompanying set of presentation slides that were discussed during the Workshop and updated to reflect the feedback and corrections of the District's Board and staff.

SHORT-TERM PRIORITIES

The following short term (1-3 years) strategic priorities were identified:

- Community Survey
 - Understand community's priorities and sentiment
- Public Outreach
 - Make sure that the District is reaching the different communities within Kensington
 - Consider hiring a high school intern



- Adopt Ordinances
 - Police department can provide initial set of public safety ordinances within 180 days.
- Usable Annex Building
- KPPCSD Building
- Additional Funding:
 - KPPCSD Building
 - Park Funding
 - Funding for Operations
- Park Master Plan
- Solid Waste Rate and Franchise Fee Studies
- Permanent General Manager
- Staffing
- Emergency Preparedness Plan
- Determination on Reorganization Feasibility

INTERMEDIATE-TERM PRIORITIES

The following intermediate term (4-6 years) strategic priorities were identified:

- Complete Construction of KPPCSD Building
- Decision on Paths Ownership
- Grants for Recreation Building
- Disabled Registry

The order of these priorities has not been determined.

The Board requested that a more detailed list of steps be prepared for each priority and presented at a subsequent meeting to determine order, timing, and responsibility of each step.



KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

2024 STRATEGIC PLANNING WORKSHOP PARTICIPANT QUESTIONNAIRE

Dear Workshop Participants,

We look forward to working with you during the Strategic Planning Workshop for the Kensington Police Protection and Community Services District on May 9, 2024.

Your preparation and input will be essential to make the workshop a success.

To prepare for the workshop, we ask you to read the *Planning Workshop Report* dated January 17 and 18, 2009 prepared by Special District Consulting and the *Three-Year Strategic Plan* dated October 2022 prepared by Rauch Communication Consultants, Inc. These two reports document the prior strategic planning efforts of your District.

We also ask you to provide input and answer the following questions. This will help us develop the agenda and identify key discussion topics for the Workshop.

Please, email your responses directly to Dmitry Semenov, Ridgeline Municipal Strategies, LLC, at dsemenov@ridgelinemuni.com **no later than 5 pm on May 6, 2024.**

We appreciate your help and look forward to a productive strategic planning session with you.

Warmest regards,

RIDGELINE MUNICIPAL STRATEGIES, LLC



1. What do you want to see accomplished during the May 9th Workshop?

2. What are the key strengths of the District's

- Administration Department

- Police Department

- Parks and Recreation Department

3. What are the key weaknesses of the District's

- Administration Department

- Police Department

- Parks and Recreation Department

9. What additional funding and revenue opportunities do you want the District to explore?

10. How do you envision the District looking like in the next 3-5 years?

Strategic Planning Workshop – Updated Materials



May 10, 2024



Municipal Advisory | Pension Cost Optimization | Financial Planning

Item #19e

Kensington Police Protection and Community Services District



These materials reflect feedback and corrections provided by the KPPCSD Board of Directors and staff during May 9, 2024 Strategic Planning Workshop and replace the presentation slides used during the workshop. All changes are in blue font.

The information in these slides represents the individual opinions of the KPPCSD Directors and staff and is subject to further discussion and refinement.

Prior Strategic Planning Efforts



- **2009 – Strategic Planning Workshop and Report:**
 - Developed Mission and Vision Statements
 - Clarified roles and responsibilities of Board and staff
- **2022 – Three-Year Strategic Plan**
 - Developed by prior Board and staff
 - Kept Mission Statement
 - Expanded Vision Statement
 - Identified Priorities, Goals, and Objectives
 - Was not finalized due to changing Board and staff

KPPCSD Mission Statement



The Mission of KPPCSD is to
provide services
that enhance
the community of Kensington

KPPCSD Vision



- **Proactively provide**
 - First-Class Police Services
 - Quality Parks and Responsive Recreation Services
 - Excellent Communication with the Community
 - Productive and Collaborative Board and Staff
 - Well-Managed Long-Term Financial Planning
 - Clear and Understandable Administrative Process

Pre-Workshop Questionnaire Results



- Completed by all directors, GM, and Police Chief
- **Areas of Focus:**
 - Workshop Goals
 - SWOT by Department
 - Waste Collection Services Assessment
 - Overview of 2022 Draft Strategic Plan
 - Community Perception
 - Funding and Revenue Opportunities
 - 3-5-Year Vision

2022 Strategic Plan Feedback



- Vision statement too long
- Too aspirational and broad, hard to implement with current resources
- Unclear use case
- Lacks priorities and associated time horizons
- General preference for a simpler and more focused approach

Workshop Goals

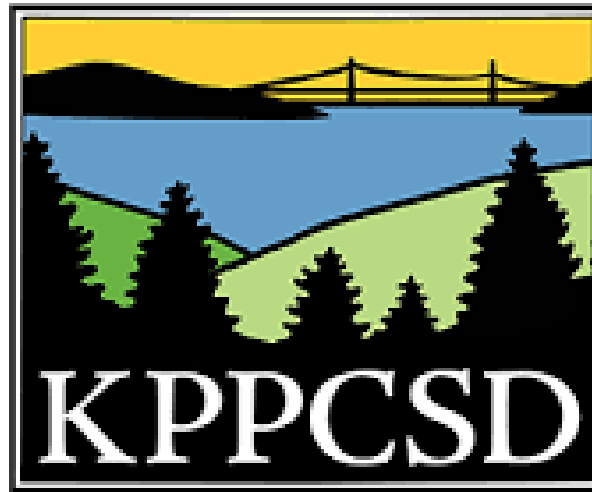


- SWOT Analysis
- Explore funding sources
- Identify top realistic priorities for 1, 2, 5, 10 and 15 years:
 - Services
 - Governance
- Who is responsible for what and how do we track progress
- Is district doing the best job it can for the community?

SWOT Analysis



ADMINISTRATION



Strengths: Administration



- Recent improvements:
 - Current GM
 - Staff members
 - Finance department
 - Legal team
 - Accounting firm
- Great work ethic
- Experience, agility, flexibility
- **Balanced budget**
- Customer service
- Cohesive, cooperative Board
- High-Caliber Directors
- Split roles of GM and Police Chief

Weaknesses: Administration



- **Staff:**
 - Lack of permanent full-time GM
 - No financial manager
 - Staff turnover
 - Need to increase technical and PR bench
- **Limited budget**
- **Grant applications**
- **Tech and Communications:**
 - AV / public meetings technology
 - Board meeting packet / agenda delays
- **File / record management system**
- **Long-term planning challenges**
- **Public Outreach:**
 - Limited social media presence
 - No regular newsletter
 - Lack of website updates (other than police and Board meetings)
 - Better interaction b/w Board and community
 - **Need to understand community's priorities and sentiment**
- **Reliance on consultants**
- **Blurred lines of responsibility between directors and staff**
- **Cost of split GM and Police Chief roles**
- **Lack of physical location in community**

Opportunities: Administration



- Improve communications thru hiring HS intern
- County liaison for community
 - Keeping in mind areas of responsibility of different organizations

Threats: Administration



- Loss of interim GM
- Failure to retain permanent GM
- Inability to maintain competent staff due to lack of funding
- Inability to attract quality Directors
- Lack of collaboration with KFPD
- Financial hardship due to overspending on **District** building

SWOT Analysis



POLICE



Strengths: Police



- **Staffing:**

- Competent Chief
- Sgt. Lande experience / background
- Dedicated officers
- Agility and flexibility (despite officer shortage)

- **Community relations:**

- Improved / positive public perception
- Friendliness, community engagement, connection

- **Operations:**

- Stays within budget
- Procedures and systems in place
- Strong hiring process
- Technology upgrades
- Fleet in good shape

- **Relationships with neighboring law enforcement agencies**

Weaknesses: Police



- Limited budget
- Facilities:
 - No permanent home
 - Current location in El Cerrito
- Staffing:
 - Turnover and recruitment
 - 2 patrol officers at night
 - Lack of redundancy
 - All male officers
- No Disabled Registry

Opportunities: Police



- Adding social worker
- Social justice
- Services for elderly population
- Explore innovation
- Volunteers
- Opportunities should be considered in light of District's mandate to avoid “mission creep”

Threats: Police



- **Lack of permanent facility**
 - Realistic design
 - High price tag (need to determine the true number)
- **Emergency preparedness:**
 - Wildfires and earthquakes
 - Evacuation drills
 - Street parking plan (streets are under County's jurisdiction)
- **Rising pension costs**
- **Inability to keep up with salaries and benefits**

SWOT Analysis



PARKS AND RECREATION



Strengths: Parks and Recreation



- Popular and well-maintained park
- Partnership with KCC
- Well-run programs for kids and adults
- Electronic reservations system
- Motivated
- Customer service / friendliness
- Knowledge of landscaping and plants

Weaknesses: Parks and Recreation



- **Funding:**
 - Inadequate budget
 - Park assessment covers ≈20% of expenses
- **Assets:**
 - Park in bad shape
 - No park master plan
 - Need professional landscape & architectural design expertise
 - Underutilized assets
- Limited parking and access
- Cost to rent Community Center
- Limited course / activity offerings
- Lack of attention to Nielson Park

Opportunities: Parks and Recreation



- Unused Annex building
- Shade trees
- Paths
- Dog park
- Pickle ball
- Amphitheater renovation
- Community engagement / communication

Threats: Parks and Recreation

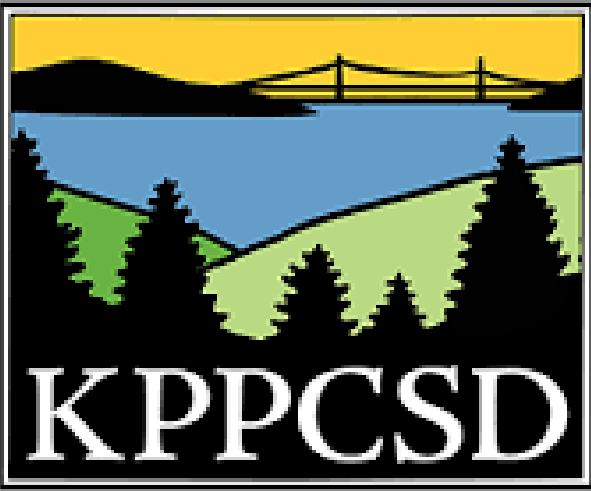


- Continuing deterioration of facilities and landscape
- Loss of facilities (parking and buildings) to permanent police location
- Liability due to dogs off leash
- Climate change impacts on trees

Taking the Temperature



WASTE COLLECTION



Waste Collection Issues



- Confusion around plastics recycling program
- Provider's contract and fee structure
- Fee study, legal justification for franchise fee and permissible uses
- Public communication on rates, services, and choice of service provider
- County contract

Taking the Temperature



COMMUNITY PERCEPTION



Board's Understanding of Community Perception



- District needs better understanding of community's priorities and sentiment
- Are we telling our story?
- Admin:
 - Availability, tech skills, and communication style
 - Greater trust for new administration
 - Slow progress on District building
- Parks and Rec:
 - General appreciation of park and KCC programs
 - Limited offerings
- Police:
 - Overall favorable perception
 - Perceived lack of police presence
 - Recent crime incidents
- Waste Collection:
 - Happy with service expansion
 - Some concerns about cost
- Tax increase concerns
- Transparency and public records requests

Rolling Up the Sleeves



DISTRICT BUILDING DISCUSSION



District Building Discussion



- Needs to be in Kensington
- What is the solution?
 - Stand alone building
 - Relocate portables behind library, if safe seismically
 - Combined Kensington public safety building – No longer considered a viable alternative
 - County multi-use building – Uncertain that County is interested
 - Public-Private Partnership
- Realistic Design
- High and yet unknown price tag

Rolling Up the Sleeves



FUNDING SOURCES

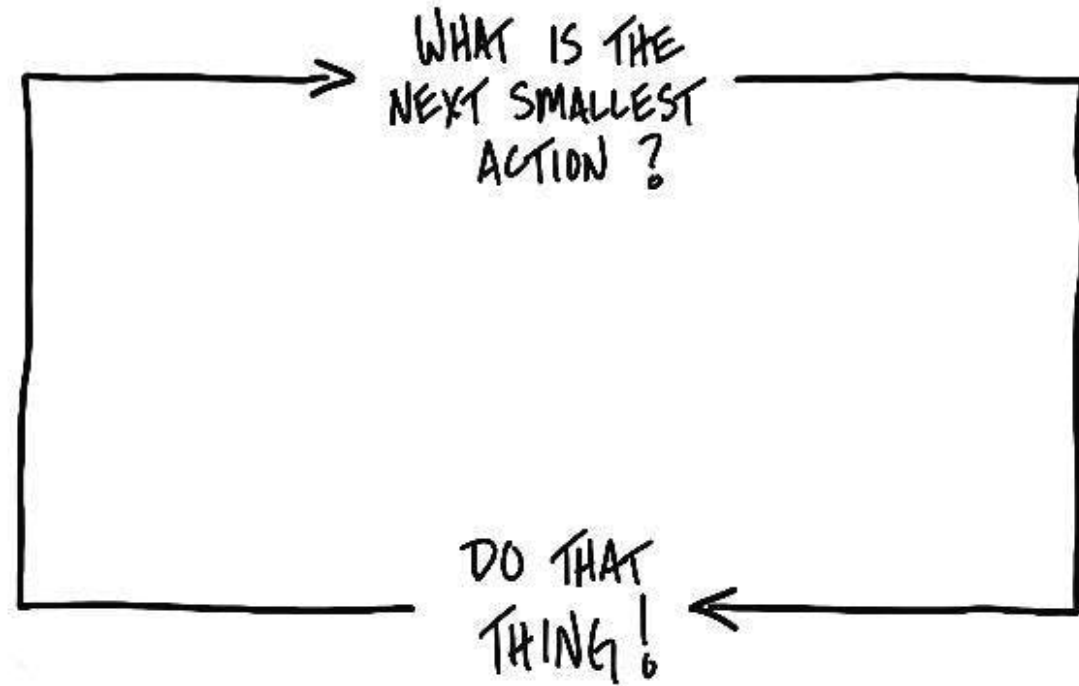


Funding Sources



- **New parcel tax:**
 - District building
 - Funding for operations
 - Additional park funding
- **Replace LLD with CFD**
- **Are higher taxes prohibitive to young buyers?**
- **Grants and earmarks**
- **Fundraising**
- **County partnership:**
 - Measure X
 - Public works projects
 - Multi-use building
- **Monetization of park assets**
- **Parking meters**
- **Rental fee for food trucks**
- **Music and theatrical events**

Making Progress



BEHAVIOR GAP

Questions?



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Kensington Community Services District

DATE: January 8, 2025

TO: Board of Directors

FROM: David Aranda, Interim General Manager (IGM)

SUBJECT: Discussion and Direction Concerning the Public Safety Building, Which Includes Purchasing Office Modular Equipment, Naming the Building, and ADA Parking

BACKGROUND:

This agenda item covers four concerns that the IGM has and is looking for directions from the Board of Directors.

1. Purchase modular equipment for staffing the administrative area of the Public Safety Building (PSB). Currently the IGM and Accounting Officer share a small space in the police building on San Pablo. It has worked but is not ideal for a few reasons, first, no privacy should the IGM need to have a private conversation either by phone or in person. Second, it would make more sense for the General Manager to be in the Public Safety Building to meet with residents, access the park and to have more space and private area.

With the hiring of a new full-time General Manager in April, it would be recommended that there is the ability to show that person where they would be located. The administrative area in the PSB is open space. The attached information provides the ability to set up a few semi-private office areas within that space, and the General Manager could go into the meeting room for private conversations.

The IGM is asking the board to provide direction if they wish to purchase the attached modulators for set up for the various office staff including the General Manager or wait until a General Manager is hired and allow that person to recommend to the board a set up for office personnel.

Direction Concerning the Public Safety Building

January 8, 2026

Page 2 of 2

2. An update on ADA parking at the public safety building. The county will not provide an additional space in Arlington because it would impact on a private residence by placing either a thirty-minute or ADA parking spot in front of a home. The lawyer for the district has confirmed that the ADA spot in the upper parking lot and the subsequent equipment on the top floor of the fire station does meet the legal requirements for ADA access. I am waiting to receive a reply about the possibility of placing a diagonal parking space in front of the public safety building as outlined in the picture attached. The cost to make this modification would be on the district but first we need to see if the county would even find it acceptable and if it would meet the legal spacing requirements. I hope to have an update at the board meeting. Board input would be appreciated.
3. Naming the building. It would seem that "Public Safety Building" does not define who we are. A suggestion is to place across the front of the building the following: "Kensington Community Services District and Station 55". The IGM looks to the board for direction.

EXHIBIT(S):

- KENSINGTON FIRE-Blockplan Options Visual-122225
- KENSINGTON FIRE-Blockplan Options-122225
- Public Safety Building Photos
- Proposed parking area 217 Arlington photo

Possible projects to work on in calendar year 2026

I. Kensington Park - See map of locations

- a) Provide fire retardant material on Bldg. E. (100,000)
- b) Remove vegetation & upgrade annex. See photo. Apply for state grant (\$200,000 - \$2,500,000)
- c) Expand driveway from the CC to end of cul-de-sac to add parallel parking. East side of drive (\$200,000 - \$400,000)
- d) Realign (2-way at Arlmont) and expand the parking shared with church. (\$300,000)
- e) Remove old trees on Kensington Park hillside along the Arlington and replace with trees/plants for stability. Need sprinklers. (\$200,000 - \$500,000)
- f) Stabilize (prevent erosion) and widen road from CC to school. See photo (\$200,000 - \$500,000)
- g) Reduce vegetation behind CC and beside annex. See photo (\$200,000)
- h) Maintain open space behind field next to Bldg E. See photo. Improve foot path. (\$50,000)
- i) Convert room #1 of CC to administrative office (\$50,000)

2. Other projects

- a) Construct new police station in Kensington Park. (\$1.0 mil - \$12.0 mil)
- b) Construct a partial police station on 1st floor of PSB. (\$500,000)
- c) Relocate car parking on Purdue, Kenyon and Westminster (50,000 - \$150,000)
- d) Install emergency signal on Arlington at Sunset. (\$100,000 - \$500,000)
- e) Provide high power sprinkler system behind school facing park. (\$150,000)
- f) Remove vegetation and selected trees from Cerrito Park. (\$75,000)
- g) Contribute 50% of costs for individual brush removal up to \$1,000. (\$50,000)
- h) Hire consultant to apply for state grants (\$50,000)

Estimated 2026 calendar expenditures/total expenditures over life of project

Board discussion of capital projects in calendar year 2026

The combined Board was merged in September 2025 and will probably not have a full-time General Manager until April 2026. The Board should not delay commencement of important capital projects. Listed on the attached are a number of capital projects that could be considered for implementation along with their assumed costs. As capital/budget projects these require Board approval and are not subject to GM authorization.

It is anticipated that if the combined Board has no capital projects there will be a cash surplus of about \$600,000 in calendar (not fiscal) year 2026. It is proposed that we consider allocating this surplus to some of the capital projects shown on the attached list.

The estimated cost of each of these projects is shown in red on the attachment. These costs should provide a reasonable approximation of total costs to undertake a specific project but could be higher if the scope of work is increased. Any increased costs would come out of the Board's available surplus cash of about \$5.0 million.

Choosing which projects should be selected for 2026 could be determined by discussion or by having each Board member assign a weighting of 1 to 10 to each item with the items with the highest score being selected up to \$600,000 for the calendar year 2026.

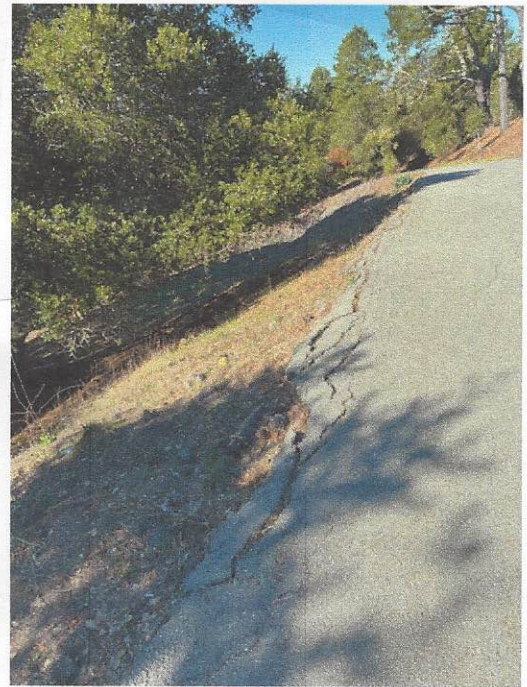
The following is used as an example of how projects might be picked.

2h -- hirer consultant	\$50,000
1f – Convert room1 of CC	\$50,000
1e – beautify Park	\$200,000
2c – relocate car parking	\$50,000
2f – remove vegetation	\$75,000
1f – Stabilize road	<u>\$200,000</u>
Total	\$625,000

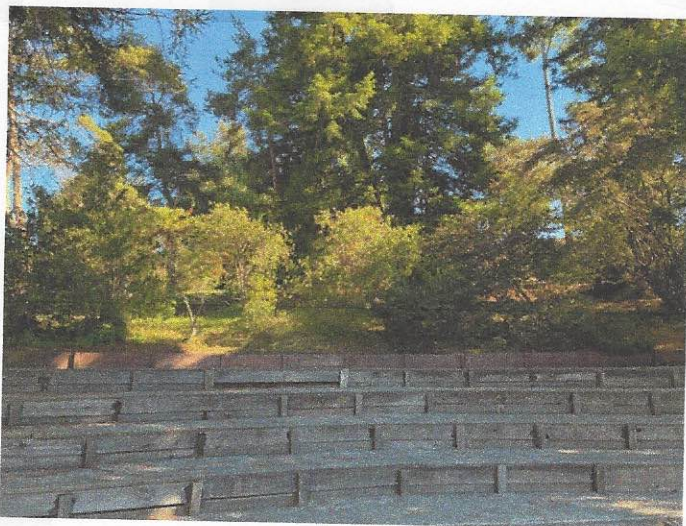
Each of these projects will require some administrative oversight which could be handled by assigning 2 Board members to serve as an ad-hoc committee until a permanent GM is hired. **See map and photos attached.**



b) Remove vegetation & upgrade annex.



f) Stabilize (prevent erosion) and widen road



g) Reduce vegetation behind CC



h) Maintain open space behind field