

# Kensington Police Protection and Community Services District



## **THREE-YEAR STRATEGIC PLAN**

OCTOBER 2022

# Participants

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## **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

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## 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

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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.

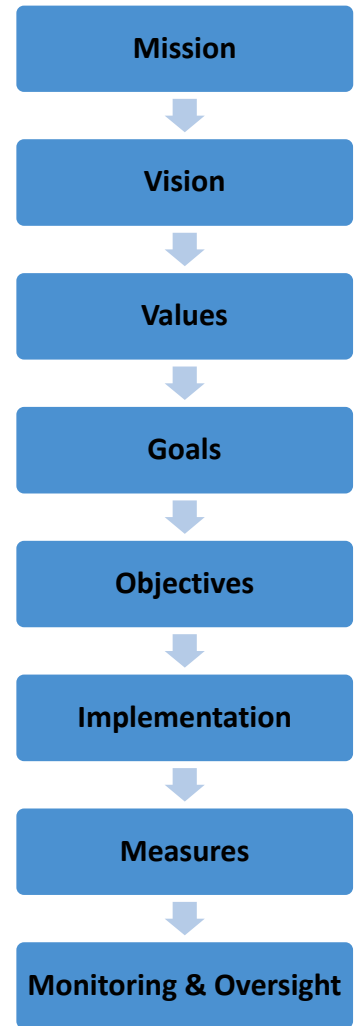
**Goals.** Goals describe broad, primary management, operations, and planning areas that need to be addressed to accomplish the Mission. Goals are not connected to timelines.

**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

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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

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**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

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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

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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

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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

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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

|                   |  |  |  |  |  |
|-------------------|--|--|--|--|--|
| <b>MISSION</b>    |  |  |  |  |  |
| <b>VISION</b>     |  |  |  |  |  |
|                   |  |  |  |  |  |
| <b>GOALS</b>      |  |  |  |  |  |
| <b>OBJECTIVES</b> |  |  |  |  |  |

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# Implementation Plan

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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

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