

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING MINUTES

Thursday, May 9, 2024

Special Meeting Workshop (Hybrid)

Kensington Community Center

59 Arlington Avenue, Kensington, CA

Special Meeting – 1:00 p.m.

Call to Order [\[TS 2:59\]](#)

President David Spath called the special meeting to order at 1:07 p.m.

Roll Call [\[TS 3:05\]](#)

Vice-President Alexandra Aquino-Fike, Director Cassandra Duggan, Director Sarah Gough, Director Sylvia Hacaj, and President David Spath were present at roll call.

Staff present included Interim General Manager David Aranda, Chief of Police Mike Gancasz, and Clerk of the Board Lynelle M. Lewis.

Special Meeting Agenda Item Public Comments [\[TS 5:53\]](#)

Addressing the Board were the following persons: 1) Lisa Caronna suggested that vision statements should be included for waste management and for parks and recreation; 2) Lin Due urged the Board to think about the safety of the police, how things are changing, and how we can address things in the future; 3) Candy Capogrossi, Kensington Property Owners Association, suggested moving the current police portables to Kensington; and 4) Bill Lee commented that he was attending to get a better understanding the various KPPCSD issues.

Discussion Only [\[TS 12:45\]](#)

1. Workshop Discussion Regarding the Future of Kensington Police Protection & Community Services District.

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. Dmitry Semenov of Ridgeline Municipal Strategies served as the facilitator and presented past strategic planning documents. The attached 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

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KPPCSD Special Meeting Workshop

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discussed during the Workshop and updated to reflect the feedback and corrections of the District’s Board and staff.

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.

- Attached to these minutes are the following documents: 1) Strategic Planning Workshop – Updated Materials dated May 10, 2024 prepared by Ridgeline Strategies, and 2) Post Workshop Memorandum dated May 10, 2024 to Mr. David Aranda, KPPCSD from Dmitry Semenov, Ridgeline Municipal Strategies, LLC regarding Strategic Plan Priorities; Ridgeline #24016.

Adjournment [TS 3:48:08]

President Spath announced that the meeting was adjourned at 4:51 p.m. The next regular meeting is scheduled for June 13, 2024.

SUBMITTED BY:

Lynelle M. Lewis

Lynelle M. Lewis, District Clerk of the Board

APPROVED: June 13, 2024

David Aranda

David Aranda, Interim General Manager

DocuSigned by:

David Spath

David Spath, President of the Board

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Strategic Planning Workshop – Updated Materials



May 10, 2024



Municipal Advisory | Pension Cost Optimization | Financial Planning

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

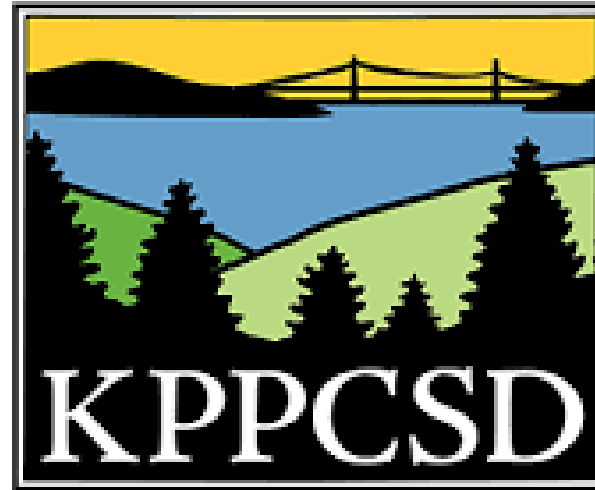


- Loss of interim GM
- Failure to retain permanent GM
- Inability to maintain competent staff due to lack of funding
- Inability to attract quality Directors
- Lack of collaboration with KFPD
- Financial hardship due to overspending on [District](#) building

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 $\approx 20\%$ 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
- Depends on proximity to park
- 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

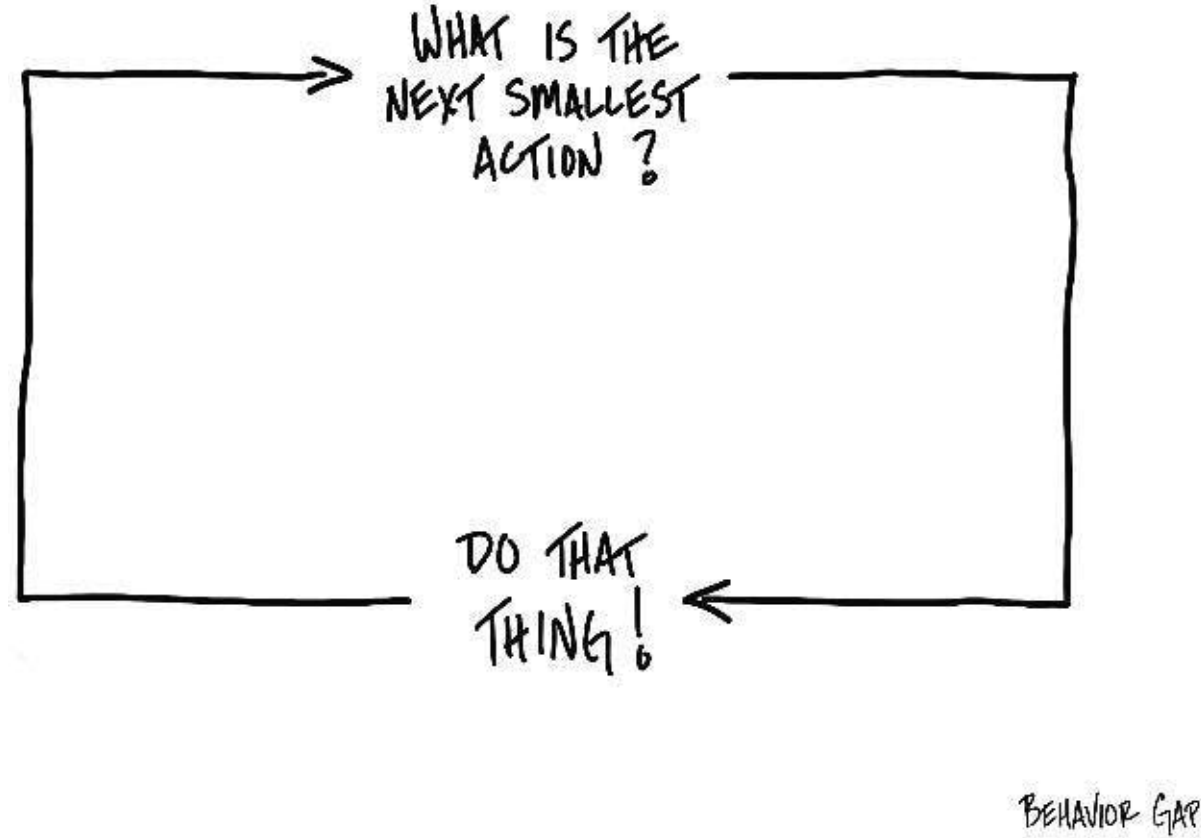


Funding Sources



- 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



Questions?



Dmitry Semenov

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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.