

# 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 of 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

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:

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Lynelle M. Lewis, District Clerk of the Board

APPROVED: June 13, 2024

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David Aranda, Interim General Manager

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David Spath, President of the Board

# 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

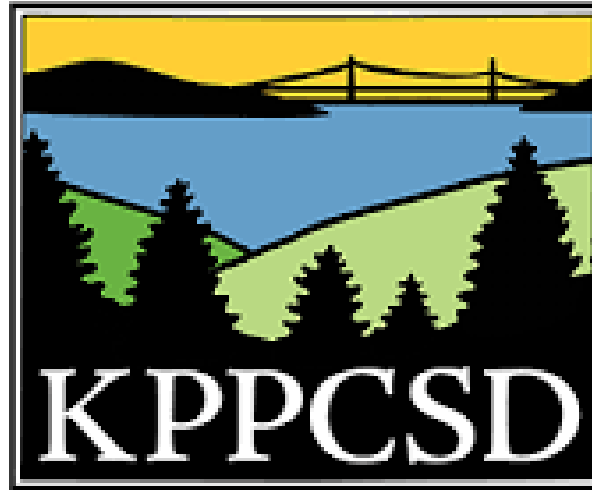


- SWOT Analysis
- Explore funding sources
- Identify top realistic priorities for 1, 2, 5, 10 and 15 years:
  - Services
  - Governance
- Who is responsible for what and how do we track progress
- Is district doing the best job it can for the community?

# 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

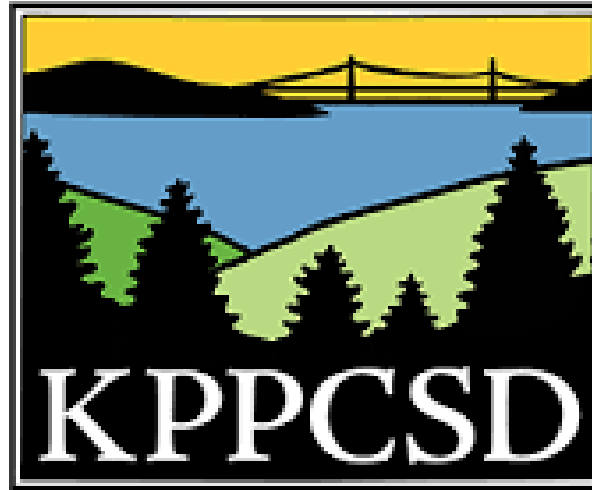


- Loss of interim GM
- Failure to retain permanent GM
- Inability to maintain competent staff due to lack of funding
- Inability to attract quality Directors
- Lack of collaboration with KFPD
- Financial hardship due to overspending on **District** building

# 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 ≈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

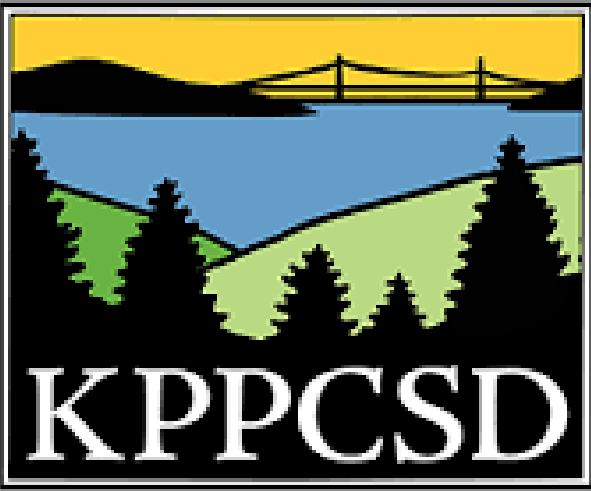


- Continuing deterioration of facilities and landscape
- Loss of facilities (parking and buildings) to permanent police location
- Liability due to dogs off leash
- Climate change impacts on trees

# Taking the Temperature



## WASTE COLLECTION



# Waste Collection Issues

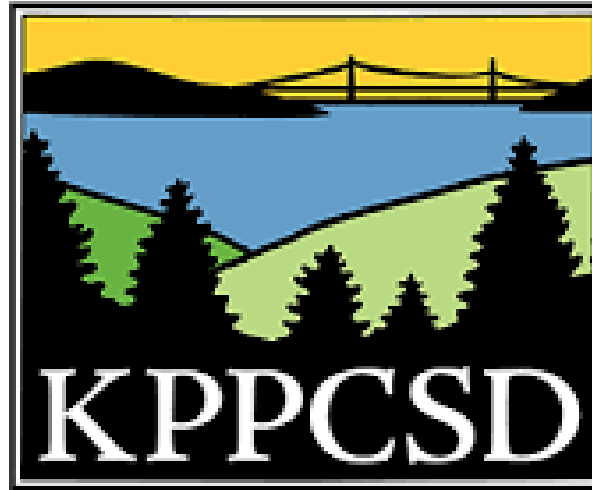


- Confusion around plastics recycling program
- Provider's contract and fee structure
- Fee study, legal justification for franchise fee and permissible uses
- Public communication on rates, services, and choice of service provider
- County contract

# Taking the Temperature



## COMMUNITY PERCEPTION



# Board's Understanding of Community Perception

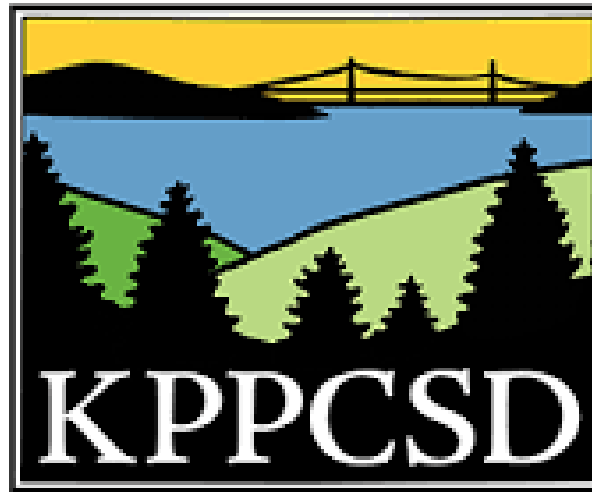


- District needs better understanding of community's priorities and sentiment
- Are we telling our story?
- Admin:
  - Availability, tech skills, and communication style
  - Greater trust for new administration
  - Slow progress on District building
- Parks and Rec:
  - General appreciation of park and 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

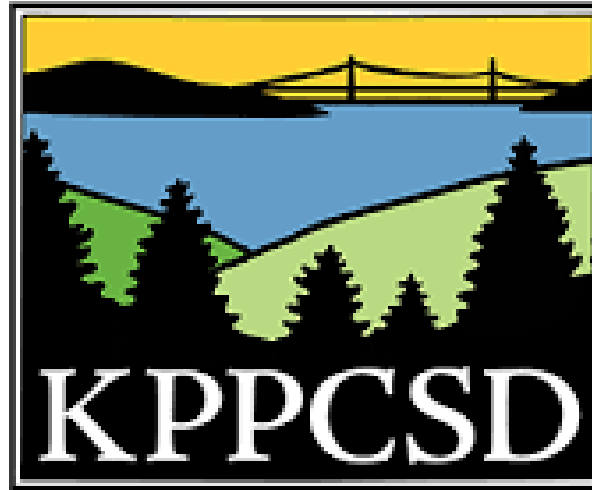


- Needs to be in Kensington
- What is the solution?
  - Stand alone building
  - Relocate portables behind library, if safe seismically
  - Combined Kensington public safety building – No longer considered a viable alternative
  - County multi-use building – Uncertain that County is interested
  - Public-Private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

# Rolling Up the Sleeves



## FUNDING SOURCES



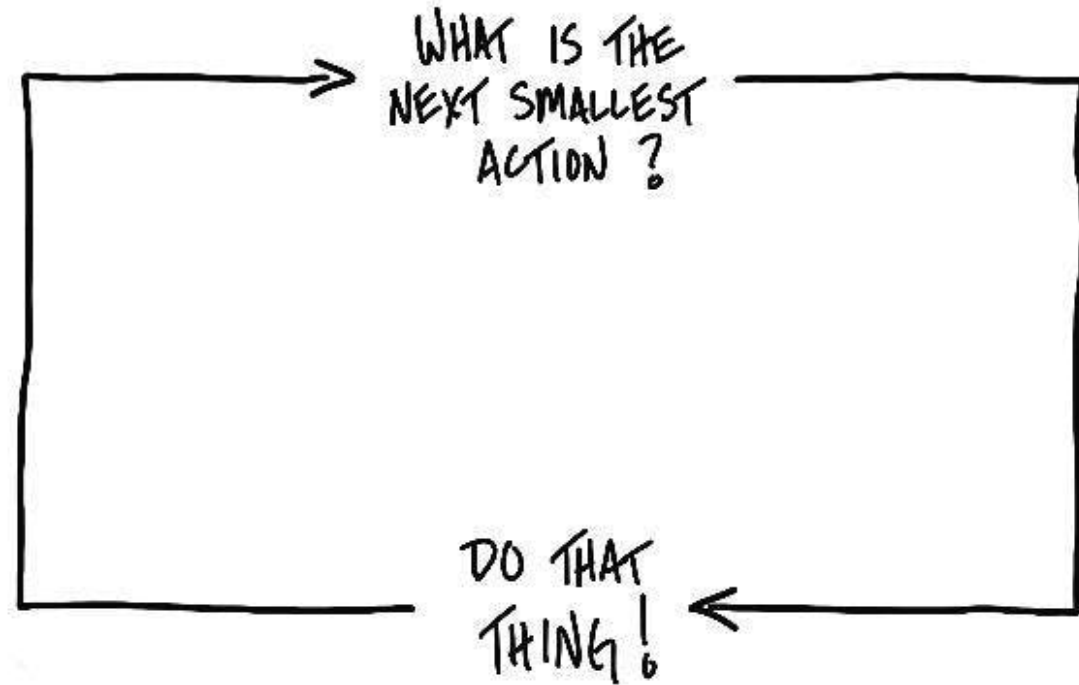


# Funding Sources



- **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?



## Dmitry Semenov

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[RidgelineMuni.com](http://RidgelineMuni.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

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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

### BOARD OF DIRECTORS MEETING MINUTES

Thursday, May 9, 2024

Kensington Community Center

59 Arlington Avenue, Kensington, CA

Regular Meeting - 7:00 p.m.

1. **Call to Order** [[TS 1:20](#)]

President David Spath called the meeting to order at 7:00 p.m.

2. **Roll Call** [[TS 1:28](#)]

Vice-President Alexandra Aquino-Fike (arrived 7:02 p.m.), Director Cassandra Duggan, Director Sarah Gough, Director Sylvia Hacaj, and President David Spath were present.

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

3. **President's Comments**

None.

4. **Public Comments** [[TS 22:35](#)]

None.

**Consent Calendar** [[TS 23:12](#)]

- Motion by Director Duggan, seconded by Director Gough, to approve the Consent Calendar, carried (5-0) by unanimous voice vote.

5. **Approve meeting Minutes for the Special and Regular meetings of April 11, 2024.**

Approved.

6. **Receive and file the April bills paid. The April 2024 financials will be presented at the June meeting.**

Received and filed April bills paid.

**Discussion and Action** [TS

7. **Swearing in Ceremony for KPPCSD Police Officers.** [TS 1:50]

Chief of Police Mike Gancasz announced the appointment and swearing in of four officers: Police Officer Vijay Thota, Police Officer Harjot Gill, Police Officer Jesse De Santiago, and Reserve Officer Michael Tranate. Chief Gancasz introduced the officers and their families. He administered the oath of office and family members pinned the officers.

8. **Discussion of the proposed budget for Fiscal Year 2025 and approval to publish a Notice of Public Hearing for June 13, 2024.** [TS 28:02]

Interim General Manager Aranda announced that the Draft Fiscal Year 2025 Budget (July 2024-June 2025) was ready for review and asked the Board to approve placing a notice of public hearing in the West County Times announcing a public hearing would be held at the June 13<sup>th</sup> board meeting prior to the Board adopting the budget. Board members asked questions regarding the waste management program, staffing for the Police Department, recreation building expenditures, Livescan usage, CalPERS payments, staff cost savings for finance functions, and Other Pension Employee Benefits trust funds.

– No public comments received.

- Motion by Director Hacaj, seconded by Director Gough, to approve staff placing the Notice of Public hearing for June 13, 2024 in the West County Times, carried (5-0) by the following roll call vote: AYES (Aquino-Fike, Duggan, Gough, Hacaj, and Spath); NOES (None); ABSTAINED (None); and ABSENT (None).

9. **Public comments and Director comments regarding the Draft Kensington Hazard Mitigation Plan as presented to Contra Costa County.** [TS 1:11:15]

Interim General Manager Aranda provided a brief background on the Draft Kensington Hazard Mitigation Plan noting that Contra Costa County takes the leads in developing a Hazard Mitigation Plan every five years and agencies such as KPPCSD and KFPD work with the county and their contractor in incorporating hazard mitigation plans specific to the District's needs. President Spath Spath noted that having a current and approved Hazard Mitigation Plan in place is critical to the District's ability to obtain FEMA and CALOES grants. He pointed out that KPPCSD has done considerable efforts to reach out to the public.

– No public comments received.

10. **Approve recommendations related to the approval of the annual Kensington Park Assessment District Levy and adopt three resolutions for Fiscal Year 2024-25 to collect the annual Kensington Park Assessment pursuant to the Landscaping and Lighting Act of 1972.**  
[\[TS 1:20:33\]](#)

Interim General Manager Aranda provided a brief background on the recommended actions required each year in order to continue to assess each parcel in the Kensington community. The process involves: 1) approving a resolution to initiate proceedings for the levy and collection of assessments, 2) approving the Annual Engineer's Report that NBS provides each year (copy attached) and, 3) approving a resolution declaring the District's intention to levy and collect assessment for the Kensington Park Assessment District for Fiscal Year 2024-25. The monies used from this assessment go toward park operations.

- Motion by Director Duggan, seconded by Director Gough, to approve Resolution No. 2024-02 Initiating Proceedings For The Levy And Collection Of Assessments For The Kensington Park Assessment District for Fiscal Year 2024-25, carried (5-0) by the following roll call vote: AYES (Aquino-Fike, Duggan, Gough, Hacaj, and Spath); NOES (None); ABSTAINED (None); and ABSENT (None).

**Resolution No. 2024-02 – A Resolution Of The Board Of Directors Of The Kensington Police Protection And Community Services District, Initiating Proceedings For The Levy And Collection Of Assessments For The Kensington Park Assessment District For Fiscal Year 2024/25.**

- Motion by Director Gough, seconded by Director Hacaj, to approve Resolution No. 2024-03 Approving The Engineer's Report For The Kensington Park Assessment District For Fiscal Year 2024-25, carried (5-0) by the following roll call vote: AYES (Aquino-Fike, Duggan, Gough, Hacaj, and Spath); NOES (None); ABSTAINED (None); and ABSENT (None).

**Resolution No. 2024-03 – A Resolution Of The Board Of Directors Of The Kensington Police Protection And Community Services District, Approving The Engineer's Report For The Kensington Park Assessment District For Fiscal Year 2024/25.**

- Motion by Director Hacaj, seconded by Director Duggan, to approve Resolution No. 2024-04 Declaring the District's Intention To Levy And Collect Assessment For The Kensington Park Assessment District for Fiscal Year 2024-25, carried (5-0) by the following roll call vote: AYES (Aquino-Fike, Duggan, Gough, Hacaj, and Spath); NOES (None); ABSTAINED (None); and ABSENT (None).

**Resolution No. 2024-04 – A Resolution Of The Board Of Directors Of The Kensington Police Protection And Community Services District, Declaring Its Intention To Levy**



**And Collect Assessments For The Kensington Park Assessment District For Fiscal Year 2024/25.**

11. **Approval to increase the annual payment KCC makes to the District from \$29,000 per year to \$29,696 per year as authorized in 2.2 of the contract. [TS 1:23:48]**

Interim General Manager Aranda provided a brief background on the recommended action for the District to consider increasing the yearly base charge as outlined in the contract from \$29,000 to \$29,696 per year.

- Addressing the Board was a member of the audience [name not given] who asked why KCC was paying the District.
- Motion by Director Duggan, seconded by Vice-President Aquino-Fike, to approve the payment KCC makes to the District from \$29,000 per year to \$29,696 per year as authorized in 2.2 of the contract, carried (5-0) by the following roll call vote: AYES (Aquino-Fike, Duggan, Gough, Hacaj, and Spath); NOES (None); ABSTAINED (None); and ABSENT (None).

12. **Discussion regarding the possibility of applying for a grant through the State of California entitled “Arts in California Parks.” [TS 1:26:29]**

Interim General Manager Aranda announced that this item would be pulled.

- Addressing the Board were the following persons: 1) Laura Callan, Good Guest Kensington, shared information about the group and reported that the grant application could not be completed by the deadline; and 2) Susanna Marshland commented that they don't have time or capacity to pursue this grant at this time, would like to continue discussion, and they will apply next year.

13. **Discussion and request for approval to pay off a vehicle lease with Ford Motor Company at a cost not to exceed \$41,000. [TS 1:37:07]**

Interim General Manager Aranda presented the recommended action to Give the General Manager authority to pay off the Ford Motor Company leased vehicle at a cost not to exceed \$41,000 at an appropriate time.

- Motion by Director Duggan, seconded by Vice-President Aquino-Fike, to give the General Manager authority to pay off the Ford Motor Company leased vehicle at a cost not to exceed \$41,000 based on the fiscal year ending in the positive and/or next year if that is more fiscally appropriate, carried (5-0) by the following roll call vote: AYES (Aquino-Fike, Duggan, Gough, Hacaj, and Spath); NOES (None); ABSTAINED (None); and ABSENT (None).

### **Comments & Reports**

**14. Police Chief Report.** [[TS 1:39:16](#)]

Police Chief Gancasz presented highlighted from his written report on patrol operations, staffing updates, repairs to a collapsed bench at Colusa Circle, meeting updates, Flock camera installation update, taser program progress, grant programs update, new patrol car preparation, community engagement events, the payroll implementation project, completion of volunteer training by Mike Logan, and contract renewal for dispatch services.

**15. General Manager's Report.** [[TS 1:53:05](#)]

Interim General Manager responded to a question about tree trimming maintenance.

**16. Director Comments.** [[TS 1:54:27](#)]

- Director Duggan offered her willingness to meet with community members to provide background on agenda items and/or ongoing community issues.
- President Spath commented that today's workshop went well and announced the upcoming public hearings on June 13<sup>th</sup> regarding the budget and the park assessment levy.

### **Adjournment** [[TS 1:55:35](#)]

President Spath adjourned the meeting at 8:55 p.m. The next regular meeting is scheduled for June 13, 2024 at 7:00 p.m.

SUBMITTED BY:

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Lynelle M. Lewis, District Clerk of the Board

APPROVED: June 13, 2024

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David Aranda, Interim General Manager

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David Spath, President of the Board