

***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)