

# KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

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## AGENDA

A Special meeting of the Board of Directors of the Kensington Police Protection and Community Services District will be held Saturday, January 17, 2009, 8:30 A.M., at the Community Center, 59 Arlington Avenue, Kensington, California.

Roll Call  
Public Comments  
Board Member/Staff Comments

### DISTRICT - NEW BUSINESS

1. Dr. Charles Beesley, of Special District Consulting will facilitate a Strategic Planning Workshop for the Kensington Police Protection and Community Services Board and staff. Session I will include reviewing public agency principles, board/management interactions, strategic planning principles, identifying issues and priorities, and developing agreements and action plans.

Session I will conclude at 12:00 P.M. and be followed by a Board member and staff lunch.

(Session II will begin on Sunday, January 18, 2009, at 1:00 P.M.)

### ADJOURNMENT

#### General Information

#### Accessible Public Meetings

NOTE: UPON REQUEST THE KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT WILL PROVIDE WRITTEN AGENDA MATERIALS IN APPROPRIATE ALTERNATIVE FORMATS, OR DISABILITY-RELATED MODIFICATION OR DISABILITIES TO PARTICIPATE IN PUBLIC MEETINGS. PLEASE SEND A WRITTEN REQUEST, INCLUDING YOUR NAME, MAILING ADDRESS, PHONE NUMBER AND A BRIEF DESCRIPTION OF THE REQUESTED MATERIALS AND PREFERRED ALTERNATIVE FORMAT OR AUXILIARY AID OR SERVICE AT LEAST 10 DAYS BEFORE THE MEETING. REQUESTS SHOULD BE SENT TO:

DISTRICT SECRETARY STEPHANIE FRIES  
COMMUNITY SERVICES DISTRICT, 217 ARLINGTON AVE., KENSINGTON, CA 94707

POSTED: Public Safety Building-Colusa Food-Library-Arlington Kiosk- and at [www.kensingtoncalifornia.org](http://www.kensingtoncalifornia.org)  
Complete agenda packets are available at the Public Safety Building and the Library.

# KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

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## AGENDA

A Special meeting of the Board of Directors of the Kensington Police Protection and Community Services District will be held Sunday, January 18, 2009, 1:00 P.M., at the Community Center, 59 Arlington Avenue, Kensington, California.

Roll Call  
Public Comments  
Board Member/Staff Comments

### DISTRICT - NEW BUSINESS

1. Dr. Charles Beesley, of Special District Consulting will facilitate Session II of the Strategic Planning Workshop for the Kensington Police Protection and Community Services Board and staff. Session II will include continuing to develop agreements and action plans, finalizing and summarizing agreements, and reviewing client expectations.

### ADJOURNMENT

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# 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 Facilitator

**KENSINGTON POLICE PROTECTION & COMMUNITY  
SERVICES DISTRICT**

**PLANNING WORKSHOP PROCESS**

EXPECTATIONS



ISSUES



PRIORITIES



DISCUSSIONS



AGREEMENTS

# KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

## PRE-WORKSHOP QUESTIONNAIRE SUMMARY

Item	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 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>

# 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
- Nimble infrastructure

Values: regarding goods and services, requires:

- Discipline/follow through
- Identity with success

Trust: An 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 COMMUNITY SERVICES DISTRICT

### PRE-WORKSHOP QUESTIONNAIRE SUMMARY

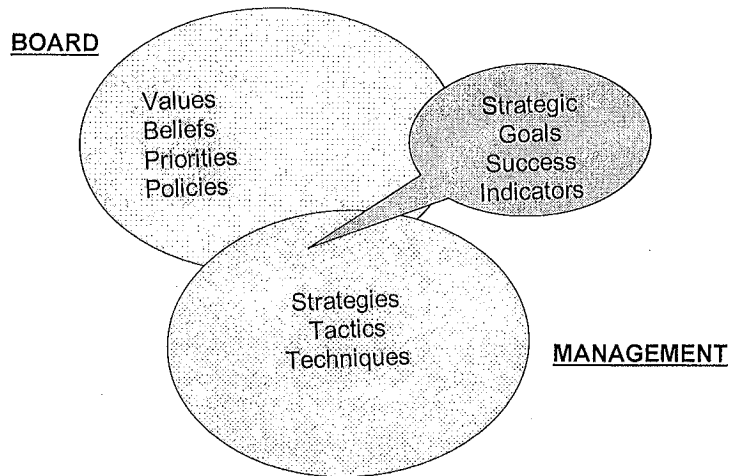
Item	Question	Comments
1	What do you want from the workshop?	<i>Clarification of the roles and responsibilities of the Board and Management. Good understanding of the Brown Act. Development of Mission and Vision Statements. Develop strong leadership and respect and move forward with consensus. Identifying 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>
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4	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	Foreseeable threats or concerns?	<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 Board communications. Emergency preparedness. Unsure about the organizational effectiveness.</i>
6	Current long range or strategic plans.	<i>District has 5 year financial projections but no strategic plan other than adding public lavatories to the park.</i>
7	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	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>



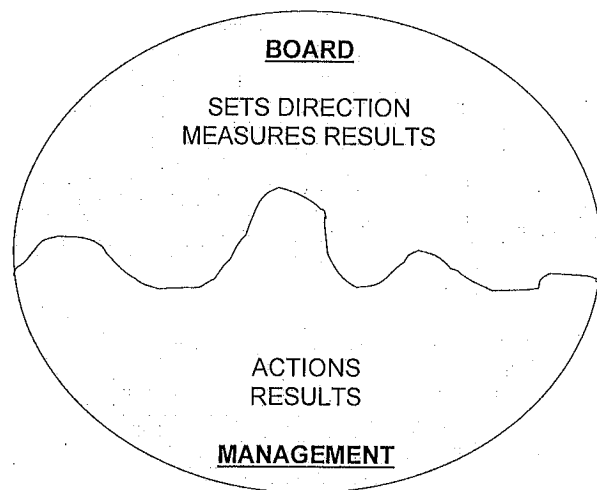
# KENSINGTON POLICE PROTECTION & COMMUNITY SERVICES DISTRICT

## BOARD/MANAGEMENT INTERACTIONS

### UNDERSTANDING ROLES



### BOARD/MANAGEMENT DIALOGUE



# 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.