



Kensington Police Protection and
Community Services District

Review of Administrative & Support Services

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Kensington Police Protection and
Community Services District



Public Management Group™

Reason for Review

- First stand alone General Manager
 - Approved with an expectation of being part-time within acceptable cost parameters
 - His experience has been:
 - 1) Consumed with transactional details or other issues that should be handled by others
 - 2) Difficult to stay within part-time expectations
 - 3) Concerned about what is not being done, thus adding risk to the District
 - Concerned about “scope creep” where the General Manager becomes full-time
 - The Board wanted a professional manager to assist in meeting their strategic priorities yet it is difficult to find time to focus on them
 - It is time to evaluate and distribute admin./support duties from the top down

How Are Public Agencies Organized & What Are the Criteria For Success?

- Framework for Good Governance



Role & Duties of a General Manager?

- Make sure “Corporate Support, Accountability & Value Systems” are in place and executed by someone else
- Hold service providers accountable to ensure “Excellent Services” — either directly or through someone else
- Partner with the Board to pursue “Innovation and Focus on the Future”

Goal of This Project?

- Ensure the “Corporate Support, Accountability & Value Systems” role is being fulfilled and addressed properly; thus, freeing the General Manager to pursue the other two roles



Project Methodology

- Very simple given budget parameters
- Surveyed employees
- Extensive interviews
- Review of some documents
- Provided employees opportunity for responding to draft report



Preamble to Observations and Recommendations

- Recommended changes are not a reflection on employee performance
- Employees were very helpful with the project
- Employees are doing their best given limited resources and with the backdrop of changes in District management



Corporate Support, Accountability & Values Systems

- Clerk of the Board (COB)
 - Gatekeeper and support for the Board and General Manager
 - Observations
 - Duties shared amongst individuals, written standards lacking, limited backup and cross training, sometimes follow up on decisions not executed
 - Board Policies and Procedures Manual deficient and not current
 - Board Minutes are extremely detailed and expensive to maintain
 - Recommendations
 - Update Board Policies and Procedures Manual
 - Clarify role of fully charged COB & assign them to one person with backup
 - Consider alternative minutes



Corp. Supp., Account. & Values Systems (cont.)

- Asset Management

- Ensuring proper asset maintenance, performance and timely replacement for Parks, Community Center, Technology and Fleet

- Observations

- Unclear who has this role except fleet—role assigned to officer
 - Community Center remodel will be complex & expensive—General Manager & other staff not highly involved
 - There is no asset replacement fund/program

- Recommendations

- Assign task of asset management & assess condition of grounds and facilities, technology and fleet
 - Formulate an asset replacement program with financing plan
 - Develop financing plan for Community Center
 - General Manager and operating staff should be engaged on Community Center project



Corp. Supp., Account. & Values Systems (cont.)

- Information Technology
 - Source for information used by stakeholders—citizens, elected officials and service providers
 - Enhances District efficiency
 - Observations
 - Not centralized and shared between various vendors
 - Payroll system is highly manual
 - Recommendations
 - Assign primary responsibility to one staff person to manage IT oversight
 - Ensure vendors are coordinated
 - Seek alternative to payroll system



Corp. Supp., Account. & Values Systems (cont.)

- Customer & Citizen Point of Contact
 - Consistent, reliable, available and responsive interaction with citizens
 - Observations
 - Shared duties between 2 employees that are part-time
 - Solid Waste provider also has a role (contractual duty)
 - No documented standards for staff
 - Recommendations
 - Document standards for staff—clarify who is responsible
 - Review Solid Waste provider performance on communication—encourage annual outreach



Corp. Supp., Account. & Values Systems (cont.)

- Solid Waste Provider Performance
 - Ensuring vendor performance consistent with contractual requirements, understanding state regulatory context, monitoring financial performance and consider changes to contract standards as needed
 - Observations
 - Provider contract is 43 pages long with various reporting, performance, communication and auditing standards
 - Someone has to be assigned the role and be provided the time for contract management
 - Franchise fee is 7% and may be low
 - Recommendations
 - Assign oversight role to one staff person



Corp. Supp., Account. & Values Systems (cont.)

- Parks & Recreation Provider Performance
 - Providing parks and recreation activities and options that help meet the needs of Kensington residents and the policy goals of the Board
 - Observations
 - Unaware of Board policy and/or performance goals of the recreation provider (KCC) and the two assets i.e. park and community center. District employee acts as liaison to schedule repairs and use of facilities but not program performance
 - Fee schedule is dated
 - Recommendations
 - District staff and Board & committee(s) should identify, monitor and address performance and/or policy goals of the District
 - Review and update fee schedule



Corp. Supp., Account. & Values Systems (cont.)

- Public Information & Engagement
 - Two way communication program to solicit resident input and to share District activities—both operating and policy
 - Observations
 - No discernable plan or assigned role to effectuate a plan, other than the District Administrator is responsible for the District webpage
 - Technology can play a large role
 - There appears to be 8 Board committees
 - Active participation at Board meetings but what about those that do not attend?
 - Recommendations
 - Develop a realistic public information & engagement program that is within the District's capacity
 - Review role of 8 committees and consider consolidation and/or elimination



Corp. Supp., Account. & Values Systems (cont.)

- Legal

- Chief counsel to the Board and General Manager—important gatekeeper and advisor to ensure legal compliance and to reduce risk to the District
 - Observations
 - Did not have time to interact with counsel given project budget parameters
 - Recommendation
 - District counsel should be involved in reviewing any new policies and procedures as a result of this report



Corp. Supp., Account. & Values Systems (cont.)

- Finance, Budget and Accounting
 - Internal controls to safeguard assets; developing and implementing fiscal management policies/practices ensuring short/long-term solvency; ensures transparency by developing and controlling budget & financial statements; ensuring compliance with state & federal law and Board policy
 - Observations
 - There are no comprehensive Board fiscal policies
 - District budget process and document does not conform with GFOA standards
 - District missing Chief Financial Officer (CFO)—various people have a piece (or think they do)
 - Recommendations
 - Create part-time CFO
 - Improve budget, replace payroll system, enhance long term planning/forecasts, facilitate realistic conversation about retiree health, PERS obligations & long-term solvency of District



Corp. Supp., Account. & Values Systems (cont.)

- Human Resources Management
 - Ensuring the District has a capable workforce that is well trained, equitably compensated, treated fairly, accountable for performance and has entry points to address concerns
 - Observations
 - Hard to justify HR staff given the District's size
 - Job Descriptions not independently developed using HR standards
 - Performance evaluations were completed by previous management but now past due
 - State and federal law in this area changes annually
 - Recommendations
 - Invest in one-time review of District HR practices and policies and update & train as necessary
 - Complete updated performance reviews
 - Use independent resource to update job descriptions and related compensation



Corp. Supp., Account. & Values Systems (cont.)

- Redefining Roles & Duties of Staff
 - Corporate Support, Accountability & Values Systems duties should be assigned & organized within new job descriptions with similar “knowledge, skills and abilities” (KSA’s)
 - It is important to get Board & General Manager concurrence on GM role
 - One possible scenario:
 - General Manager—update 10 year old job description
 - Business Support Manager/Technician—assumes higher level support to GM
 - Administrative Assistant—assumes largely clerical duties
 - CFO—assumes professional fiscal advisor duties
 - Police Services Specialist—dedicated to only police services



Corp. Supp., Account. & Values Systems (cont.)

- Priority and Goal Setting by the Board and General Manager
 - Governing body and GM reflect on the current state of the District, emerging opportunities and threats and develop annual or bi-annual goals that are realistic given the capacity of the District
 - Observation
 - Did not see evidence of this practice in recent past. Staff recalls this activity further in the past
 - Recommendation
 - Conduct a Board and General Manager workshop that fulfills the goals mentioned above



Suggested Next Steps

- Memorialize New District Administrative & Support Structure
 - Assign duties to new job descriptions with similarly required skill sets
 - Write new job descriptions using HR standards—set compensation
- Consider commissioning one-time review of HR practices & policies, update and train current staff
- Depending upon resource constraints consider updating Board Policies & Procedures Manual using best practices—inserting HR and Finance component



Questions?

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