

BOARD OF DIRECTORS MEETING MINUTES

Thursday, July 9, 2020

Via Teleconference

Regular Meeting - 7:30 p.m.

CALL TO ORDER

President Deppe called to order the Regular Meeting of the Board of Directors at 7:35 p.m. Directors Rachelle Sherris-Watt, Eileen Nottoli, Sylvia Hacaj, and Cyrus Modavi were present at roll call.

Staff present included Interim General Manager Bill Lindsay, Interim Police Chief Walt Schuld, General Counsel Ann Danforth, Finance and Business Manager Katherine Korsak, and Clerk of the Board Lynelle M. Lewis.

GENERAL PUBLIC COMMENT

The following persons provided public comment: 1) Larry Nagel commended Officer Brad Harms for his work with the Fire District on setting up evacuation plans and procedures; and 2) Mark Altenberg commented that in January 2012 a Kensington Police Protection and Community Services (KPPCSD) Board committee studied the acquisition of paths, and he urged the current Board to reactivate this work as part of a future vision of Kensington.

BOARD/STAFF COMMUNICATION

General Manager's Report. General Manager Lindsay reported that discussion was underway between KPPCSD, Kensington Fire Protection District (KFPD), and Contra Costa County on improved traffic flow as part of emergency preparedness. He said that there is no specific proposal but that more information would be forthcoming. Next, Mr. Lindsay clarified questions raised about the timing of the vote on the pension obligation bond following the June 11, 2020 meeting. He said that the vote occurred within the timeframe in which the Board had extended the meeting. Additionally, the language of the motion was clear on the intent to approve the pension obligation bond and not just to vote.

Board of Directors Communication. Director Sherris-Watt reported there would be additional Public Safety Building items on the August agenda, and there will be an update in the next two weeks concerning the completion of the Community Center. President Deppe commented that the KFPD planned to make a video on the proposed traffic flow changes and that he would be providing input on behalf of KPPCSD. He said that he would like the Board's input on what should be included, so there might be the need for a special meeting.

CONSENT CALENDAR

Items 1-4 were presented as Consent Calendar items for a single motion and vote.

- The following persons presented public comment: 1) Lynn Wolter requested that staff distinguish Consent Calendar items when posting on the website (i.e. use of "cc").

Director Nottoli removed Item 2 and President Deppe removed Item 3 from the Consent Calendar for comment and discussion.

- It was moved by Director Sherris-Watt, seconded by Director Hacaj, to approve Item 1 (Minutes of the Regular Meeting of June 25) and Item 4 (Agreement with All City Management Services, Inc. to Provide Crossing Guard Services, carried (5-0) by the following roll call vote: AYES (Directors Modavi, Sherris-Watt, Hacaj, Nottoli, and Deppe); and NOES (None).

1. Consider Approval of Minutes for the Regular Board Meeting of June 25, 2020.

Item 1 was approved as part of the Consent Calendar.

2. Consider Approval of an Agreement with First Serve Productions, Inc. for Resurfacing of the Kensington Park Tennis Courts in the Amount of \$15,200.

Interim General Manager Lindsay summarized the staff recommendation. He reported that KPPCSD staff solicited proposals, and the lowest bid was received from First Serve Productions, Inc. The proposal included two additional options for installation of tape crack repair (Item 7) and for applying six layers of cushion to the courts (Item 8). Items 7 and 8 were not included in the \$15,200 amount and would increase the cost of the contract.

President Deppe asked about the warranty and Mr. Lindsay said that this was not in the proposal, but he would bring this up as part of the final contract process. Director Notolli expressed concerns about the problematic trees in the park that posed potential liability to the District. She pointed out that bids were approved for arborist services last year, but there had been no follow up. Mr. Lindsay said the FY 2020-21 budget includes funds for tree removal or trimming, and staff will focus on getting this work done. Director Sherris-Watt recommended including Option 7 of the proposal for tape crack repair to provide a more thorough renovation.

- It was moved by Director Sherris-Watt, seconded by Director Hacaj, that we approve the bid from First Serve Productions with Options 1-7 for the repair and resurfacing of the tennis courts, carried (4-1) by the following roll call vote: AYES (Directors Sherris-Watt, Modavi, Hacaj, and Deppe); and NOES (Director Notolli).

Approved an agreement with First Serve Productions, Inc. for resurfacing of the Kensington Park tennis courts in the amount of \$15,200 plus Option 7 to furnish and install 650-700 LF of Bamilex crack repair tape system in the amount of \$5,850-\$6,300.

3. Consider Authorizing the Purchase of Equipment and Related Installation and Maintenance Services to Upgrade Police Vehicle Communication System in an Amount not to Exceed \$13,000, Allowing for Migration of Communication Services to Verizon.

Interim Police Chief Schuld reported that staff recommended the purchase of equipment and related installation and maintenance services from Presidio to improve connectivity and eliminate "dead spots" associated with the police vehicle communication system. The total cost of this upgrade is \$12,566.23 plus a \$2,279.40 per year access fee for five computers. The

equipment proposed for purchase and installation will allow migration of communication services from Sprint to Verizon.

- The following person presented public comment: 1) Linda Lipscomb said she supported anything that can improve reception for our emergency personnel.

President Deppe had questions about the cost of the router installation and configuration. Chief Schuld explained that staff contacted other agencies who used the vendor, and they said this was the standard process. Director Hacaj suggested that the motion include a "not to exceed" provision and have Chief Schuld see if there is any give in the fees.

- It was moved by Director Hacaj, seconded by Director Modavi, that the KPPCSD Board authorize the purchase of equipment and related installation and maintenance services to upgrade the police vehicle communication system in an amount not to exceed \$15,000 with the contract subject to review and approval to form by our General Counsel, carried (4-0-1) by the following roll call vote: AYES (Directors Modavi, Hacaj, Nottoli, and Deppe); NOES (None); and ABSTAINED (Director Sherris-Watt citing her husband's potential conflict of interest).

Approved the purchase of equipment and related installation and maintenance services from Presidio to improve connectivity and eliminate "dead spots" associated with the Police vehicle communication system in an amount not to exceed \$15,000.

4. Approval of an Agreement with All City Management Services, Inc. to Provide Crossing Guard Services in an Amount Not to Exceed \$17,098.00.

Item 4 was approved as part of the Consent Calendar.

BOARD DISCUSSION AND DETERMINATION

5. Discuss and Consider Request by the Kensington Improvement Club for KPPCSD to Provide a \$2,000 Contribution to a Project to Construct a Kiosk at the Colusa Circle.

Sarah Paul, representing the Kensington Improvement Club, requested a \$2,000 contribution for constructing a kiosk at Colusa Circle. She said it would be a benefit to the community and would be a place to post official notices for the KPPCSD, KFPD and KMAC as well as personal announcements for residents of lower Kensington.

Director Hacaj suggested having our traffic officers look at the location for issues of visibility. Next, she asked General Counsel Danforth if there were any jurisdictional issues about spending taxpayer dollars on this project. Ms. Danforth said it is an acceptable expense as long as it serves the public and stays within the District's mandate (i.e., posting agendas and recreation notices). Director Modavi pointed out that the kiosk would serve public safety and help with disaster preparedness and public education.

- The following person presented public comment: 1) Linda Lipscomb thanked Ms. Paul for the club's work on this project, and said the Kensington Improvement Club would be grateful for the District's contribution.

- It was moved by Director Sherris-Watt, seconded by Director Modavi, that KPPCSD provide \$2,000 to contribute to the construction of a kiosk at Colusa Circle, carried (5-0) by the following roll call vote: AYES (Directors Sherris-Watt, Modavi, Hacaj, Nottoli, and Deppe); and NOES (None).

6. Discuss and Consider the Kensington Police Protection and Community Services District Proposed Fiscal Year 2020-21 Budget and Approve the Following Actions: (a) Adopt Resolution 2020-14 of the Board of Directors of the Kensington Police Protection and Community Services District Adopting the Budget for Fiscal Year 2020-21 and (b) Adopt Resolution 2020-10 of the Board of Directors of the Kensington Police Protection and Community Services District Adopting Affirming the Establishment of the Appropriations Limit for Fiscal Year 2020-21.

Finance and Business Manager Katherine Korsak presented highlights of the FY 2020-21 budget. In summary, the FY 2020-21 operating budget is balanced, with revenues of \$3,528,577 supporting operating and capital expenditures totaling \$3,464,644 in three service areas – Police, Parks and Recreation, and Administration. Revenues are projected to increase by 2.9% in the coming year, while expenditures are proposed to increase by 1.4% in FY 2020-21, generating an operating surplus of \$63,913. She pointed out that there are several policy-level projects that will be a focus for FY 2020-21 including: recruiting and retaining a permanent General Manager and permanent Police Chief, Public Safety Building and administrative facility planning, reviewing options for long term use of the Annex building, and planning for increased retirement/other post-employment benefit (OPEB) costs. Ms. Korsak noted that while the District issued pension obligation bonds that stabilized the cost to amortize the unfunded accrued liability as of June 30, 2020, the cost of pension and OPEB obligations remain long-term concerns, and are anticipated to have negative impacts on future budgets. Additionally, the Board should discuss whether or not to propose increasing the assessment levy for Kensington Park to reduce or eliminate the current general fund subsidy for ongoing maintenance activities at that location.

Ms. Korsak noted that income is allocated across all three departments more evenly to promote departments to adhere to their budgets and stay positive. The Police Department will receive 63% of the General Levy Tax plus all the designated police income. The Parks and Recreation Department will receive 6% of the General Levy Tax and the District Administration Department will receive 31% of the General Levy Tax. To create more transparency around actual expenses, we have expanded our Chart of Accounts. This will reduce the use of lumping expenses into "miscellaneous" categories. Next, she summarized other components of the budget expenditures for all three departments, solid waste program design, capital purchases/projects, General Fund cash balance projections, Community Center renovation status report, staffing and the appendix detail.

- At 9:46 p.m., it was moved, seconded, and carried (5-0) to extend the meeting to 10:30 p.m.

Interim General Manager Lindsay pointed out that \$6,300 should be added to the budget for the additional tennis court renovation (Option 7) based on earlier action by the Board. He thanked members of the KPPCSD staff, and especially Finance and Business Manager Katherine Korsak, for their work to prepare this budget.

Director Modavi asked for information on the total cost for the Community Center renovation, and Director Sherris-Watt said she would work with Ms. Korsak to produce an accurate assessment of actual costs once the project is completed. Director Hacaj commented that while the pension obligation bond was passed to address unfunded liability, the District needs to look for ways to reduce pension costs. She asked that staff provide the Board more information on the needed repairs to the recreation building and urged staff to have the work competitively bid. Director Hacaj suggested that the staff provide the Board a first quarter budget update in October. She also suggested that once the Community Center is completed, the Board designate the approximately \$80,000 projected surplus to a capital account for improvements to the park or park buildings.

Director Nottoli suggested staffing eight officers versus ten in FY2020-21 because the District has considerable upcoming expenses for relocating the police and communications along with any renovations for the temporary location. She also suggested that the Board needs to discuss permanent and temporary relocation of the police. Director Modavi noted a misspelling of his name in the budget. He commented that the budget does not accurately reflect the upcoming expenses for relocating the police, PSB costs, communications, and Annex renovation. He said the police protect the community and we should recruit and restock the Police Department.

- The following persons addressed the Board: 1) Lynn Wolter commented on KPPCSD repairs for Building E, suggested adding a footnote in the budget to noting new versus former accounts for future analysis, suggested producing a 5-year forecast, questioned the \$15K budget projection Community Center rental citing Covid-19, questioned costs for outsourcing payroll and preparing CalPERS reports, and questioned costs for legal expenses; and 2) Linda Lipscomb commented on factors that impact officer recruitment, said KPPCSD should be more involved with CalPERS to provide input on the pension obligation unfunded liability, and said she was pleased to see transition costs for police, design of the PSB, and recruitment for a full complement of police.
- It was moved by Director Hacaj, seconded by Director Sherris-Watt, that funds remaining after close out of the Community Center renovation remain in a capital account dedicated to capital improvement for the park or park buildings unless otherwise directed by the Board, carried (5-0) by the following roll call vote: AYES (Directors Modavi, Hacaj, Nottoli, Sherris-Watt, and Deppe); and NOES (None).
- It was moved by Director Sherris-Watt, seconded by Director Hacaj, to adopt Resolution 2020-14 of the Kensington Police Protection and Community Services to adopt the Budget for Fiscal Year 2020-21, carried (4-1) by the following roll call vote: AYES (Directors Sherris-Watt, Hacaj, Nottoli, and Deppe); and NOES (Director Modavi).

Resolution No. 2020-14 – A Resolution Of The Board Of Directors Of The Kensington Poice Protection And Community Services District to Adopt the Budget for Fiscal Year 2020-21.

- It was moved by Director Sherris-Watt, seconded by Director Hacaj, to adopt Resolution 2020-10 of the Kensington Police Protection and Community Services District affirming the establishment of the appropriations limit for Fiscal Year 2020-21, carried (5-0) by the following

roll call vote: AYES (Directors Modavi, Sherris-Watt, Hacaj, Notolli, and Deppe); and NOES (None).

Resolution No. 2020-10 – A Resolution Of The Board Of Directors Of The Kensington Poice Protection And Community Services District Affirming the Establishment of the Apprriations Limit for Fiscal Year 2020-21.

The Board thanked Mr. Lindsay and Ms. Korsak for their work on developing the budget.

- At 10:15 p.m., it was moved, seconded, and carried (5-0) to extend the meeting to 11:00 p.m.

7. Discuss and Consider Adopting Resolution 2020-15 of the Board of Directors of the Kensington Police Protection and Community Services District Affirming the Establishment of the Annual Supplemental Special Tax for Police Protection.

Interim General Manager Lindsay summarized the recommended action.

- The following person addressed the Board: 1) Lynn Wolter complimented Chief Schuld, provided background information on the special tax, and asked if former Interim Police Chief Steve Simpkins submitted a final report. Interim General Manager Lindsay said staff would upload the report on the website.
- It was moved by Director Sherris-Watt, seconded by Director Deppe, to adopt Resolution 2020-15 of the Board of Directors of the Kensington Police Protection and Community Services District affirming the establishment of the annual supplemental special tax for police protection, carried (5-0) by the following roll call vote: AYES (Directors Modavi, Sherris-Watt, Hacaj, Nottoli, and Deppe); and NOES (None).

Resolution No. 2020-15 – A Resolution Of The Board Of Directors Of The Kensington Poice Protection And Community Services District Establishing the Annual Supplemental Special Tax for Police Protection.

8. Discuss and Consider Approval to Execute a Five-Year Lease/Purchase Agreement for the Procurement and Equipping of Five (5) Ford Hybrid Police Vehicles for an Annual Cost of \$65,340 and a Total Five-Year Cost of \$326,725.

Interim Police Chief Schuld summarized the proposed lease plan for five new hybrid vehicles. He reported that all existing vehicles are past their life cycle and repairs costs have significantly increased. Additionally, these new cars would save approximately \$14,000 per year in fuel costs and have reduced CO2 emissions. He noted that it would take eight months for delivery and the cars would be fully equipped. Finance and District Business Manager Katherine Korsak reiewed the three finance options.

Director Hacaj asked if staff had considered replacing vehicles every five years. Interim Police Chief Schuld said that replacement is necessary because the District did not keep up with the fleet rotation program. Director Hacaj asked if the District had considered using bikes for

certain tasks. Chief Schuld said it is a great community tool, but Kensington needs a quicker response. He also said that he is developing a vehicle replacement policy.

- The following persons addressed the Board: 1) Lynn Wolter commented that KPPCSD used to purchase one vehicle per year, but this changed six years ago and noted that people raised concerns about safety; 2) Linda Lipscomb discouraged the idea of bicycles on the hillsides and supported having a fully outfitted police person in a proper patrol car for emergencies; and 3) David Bergen said he liked the idea of electric bicycles and asked if the police officers are taking cars home.

Director Sherris-Watt reported that the Finance Committee discussed this item, and the vote was 3-2. She said she was not comfortable purchasing five cars all at once and committing over \$300,000. She commented that she was comfortable replacing three cars now and two cars next year and then getting on a regular replacement schedule. Director Hacaj asked Chief Schuld if three cars this year and two cars next year would be workable. Chief Schuld replied that the budget would need to be increased for maintenance and gas costs. Director Modavi expressed support for the five vehicles as the current cars have become a liability issue for the District. Director Nottoli asked how much the budget would need to be increased for gas and maintenance costs. She also asked if there is any benefit or disadvantage to the financing if we purchase five cars now versus three cars now and ordering two cars within six months. Chief Schuld said repair costs would be an additional \$5,000-\$6,000.

- At 10:55 p.m., it was moved, seconded, and carried (5-0) to extend the meeting until 11:30 p.m.

Ms. Korsak said projected cost savings would be about \$12,000 per month. Director Nottoli recommended that staff perform analysis of purchasing three cars versus five cars and provide the information at the next Board meeting. There was a discussion of authorizing three vehicles versus five vehicles.

- It was moved by Director Sherris-Watt to approve to execute a 5-year lease purchase agreement for the procurement of three vehicles—whichever three vehicles the Chief wants.
- Director Modavi offered an amendment to the motion of purchasing three to five vehicles. The motion died for the lack of a second.

Director Nottoli seconded the main motion by Director Sherris-Watt to approve to execute a 5-year lease purchase agreement for the procurement of 3 vehicles, carried (5-0) by the following roll call vote: AYES (Directors Sherris-Watt, Hacaj, Nottoli, Modavi, and Deppe); and NOES (None).

Ms. Korsak will bring back the numbers for the additional two cars.

9. Discuss and Consider Approval of the Extra Service Request (ESR 001) from RossDrulisCusenbery for Undertaking Architectural Work to Determine Accessibility and Seismic Requirements for the Public Safety Building (PSB).

Interim General Manager Lindsay explained the recommendation for the ESR from RossDrulisCusenbery (RDC) for undertaking architectural work to determine accessibility and seismic requirements for the PSB. He reported that several technical design issues have arisen that require additional analysis and meetings with the Contra Costa County Building Official. These issues involve accessibility and seismic requirements for the renovated PSB and are outside of the original scope of work contracted for by KPPCSD. To continue this, an architectural analysis will require KPPCSD to fund an ESR 001. RDC estimates that the cost will be approximately \$25,000, which will be split between KPPCSD and KPFD.

Director Modavi raised concerns that the Board had not seen the plans that will be considered by the County, and Interim General Manager Lindsay explained that RDC would be exploring code compliance issues with the county but not approval of a plan. President Deppe remarked that once we have a decision from the County, the Board has a further discussion on plans.

- It was moved by Director Hacaj, seconded by Director Deppe, to approve the extra service request for architectural services from RossDrulisCusenbery to determine the accessibility and seismic requirements for the Public Safety Building with a cost not to exceed \$12,500 for the KPPCSD subject to the General Counsel's approval as to form. The motion carried (5-0) by the following roll call vote: AYES (Directors Hacaj, Sherris-Watt, Modavi, Nottoli, and Deppe); and NOES (None).
- The following persons addressed the Board: 1) Linda Lipscomb asked if KPPCSD has participated in the conceptual decisions of the PSB since it makes sense to house both agencies; 2) Lynn Wolter commented that the whole process of finding a place for the Police Department is critical to our community.
- At 11:26 p.m., it was moved, seconded, and carried (5-0) to extend the meeting to 11:45 p.m.

10. Discuss and Consider Approving the Comprehensive Salary Schedule as Required by CalPERS.

Interim General Manager Lindsay reported that CalPERS requires its member agencies to provide a publicly listed pay schedule. The proposed resolution and associated salary schedule comply with these requirements. The schedule implements all changes resulting from the negotiated agreement with the Kensington Police Officers Association. It establishes salary steps for other non-safety positions to facilitate consistency in salary administration throughout the District. Any changes to the salary schedule will require an updated resolution.

President Deppe asked about the promotional process and said that we need a policy on how employees get promoted up the various steps. Director Sherris-Watt noted that the Salary Schedule includes positions we do not have, and Director Nottoli commented that the Board approved these positions last July through Resolution No. 2019-12.

- It was moved by Director Deppe, seconded by Director Hacaj, that we adopt Resolution No. 2020-16 of the Kensington Police Protection and Community Center adopting a comprehensive salary schedule as of July 1, 2020, carried (5-0) by the following roll call vote: AYES (Directors Sherris-Watt, Hacaj, Nottoli, Modavi, and Deppe); and NOES (None).

Resolution No. 2020-16 – A Resolution Of The Board Of Directors Of The Kensington Police Protection And Community Services District Adopting A Comprehensive Salary Schedule as of July 1, 2020.

11. Discuss the Process to Recruit and Retain a General Manager and Provide Direction to Staff.

Interim General Manager Lindsay outlined a proposed process to recruit and retain a permanent General Manager. He suggested that the Board consider forming a two-person recruitment committee of the Board to oversee the details of the recruitment. He said he would solicit proposals from qualified firms to assist in the recruitment and candidate screening process, select the recruiting firm to be recommended to the Board for approval, prepare a job profile to be used to advertise the position, and establish a schedule for completing the recruitment process. Subject to Board approval, staff recommends that solicitation of proposals from recruiting firms begin immediately, and that the proposed contract for the recruiting firm, and the proposed job profile, be placed on the Board agenda for approval on August 13th. This would allow the process to advertise the position to begin immediately following the August Board meeting, with interviews of General Manager candidates to be completed in September.

- The following person addressed the Board: 1) Lynn Wolter suggested that the Board delay the hiring of a General Manager until after the November election of KPPCSD board members.

President Deppe appointed Directors Nottoli and Sherris-Watt to the two-person committee, and both Directors accepted the appointment.

12. Review the Independent Financial Audit for the Fiscal Year Ending June 30, 2019.
(This item was taken out of order)

Independent Auditor Steven Chang of Lamorena & Chang presented highlights of the fiscal performance for the fiscal year ending June 30, 2019. He said his review rendered a clean audit opinion and said there were no material findings related to internal controls. From the Statement of Net Position, he reported that the total net position for the years ended June 30, 2019 and 2018 are \$1,389,673 and \$599,598, respectively. He also reported that actual revenues and actual expenditures versus budget amounts showed a positive variance of \$793,276. Actual revenues exceeded budgeted revenues by \$699,077. The largest difference in 2019 revenues was a contribution to the Community Center of \$450,000 and an insurance reimbursement for \$75,000. Actual expenditures were less than final budgeted expenditures by \$94,199. The largest under budget amount was \$284,435 in police salaries and benefits, mostly made up of officer salaries. It was noted that the budget was for ten officers, but the District averaged seven. District expenses were over budget by just over \$163,000, and it was noted that the two largest items over budget were for legal expenses and consulting fees.

- The following person addressed the Board: 1) Catherine de Neergaard asked questions about legal expenditures and where the money from police salary savings was spent; 2) Linda Lipscomb asked if there are general rules or policies regarding setting reserves; 3) Lynn Wolter asked about budgeted versus actual expenditures for legal fees, what the net position

would be if contributions to the Community Center and the insurance payment were deducted, and she asked about the unrestricted fund balance; 4) Jim Watt asked if the auditor had received his email about the unassigned balance shown on page 34 and said that some members of the Finance Committee believed that the unassigned balance was overstated; 5) Paul Dorrah asked for clarification about the insurance recovery that was credited to the Community Center project; 6) David Spath asked about a discrepancy of an excess of revenue raised at the Finance Committee and whether it impacted any possible change to the general fund balance.

Director Sherri-Watt commented that the sentence on page 5 of the report under "Comments on General Fund Budget Comparisons" stating that nothing was budgeted for the Community Center is inaccurate. She pointed out that all financial decisions had been finalized on June 14, 2019 as part of the budget approval, so the notation should read that all the project funds should have been in a capital account. Director Hacaj also encouraged Mr. Chang to investigate this concern because it is not correct that nothing was budgeted. Mr. Chang said he would note and investigate this, and follow up with Mr. Lindsay and Ms. Korsak. Interim General Manager Lindsay said staff would follow up and make sure the narrative is factually correct. At the suggestion of President Deppe, Mr. Lindsay said staff would bring the modified audit back to the Board as a Consent Calendar agenda item to ensure all questions have been answered.

ADJOURNMENT

President Deppe adjourned the meeting at 11:40 p.m.

SUBMITTED BY:

Lynelle M. Lewis, District Clerk of the Board

APPROVED: August 13, 2020

Bill Lindsay, Interim General Manager

Chris Deppe, President of the Board

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING

August 13, 2020

ITEM 2

ADOPTION OF RESOLUTION TO UPDATE EMPLOYER PAID MEMBER CONTRIBUTION (EPMC) FOR THE CLASSIC CalPERS RETIREMENT PLAN

SUMMARY OF RECOMMENDATION

Adopt Resolution No. 2020-17 to update employer paid member contribution (EPMC) for the classic CalPERS retirement plan.

BACKGROUND

CalPERS requires the governing body of its member agencies to adopt a resolution to commence payment of employer paid member contributions (EPMC) which may have been negotiated with bargaining units or otherwise obligated by contract. The proposed resolution complies with this requirement by documenting payment by KPPCSD of EPMC that was agreed upon by the Memorandum of Understanding (MOU) with the Kensington Police Officers Association (KPOA).

For classic CalPERS employees, the current MOU with the KPOA provides that KPPCSD will pay one percentage point (1% of salary) of the EPMC for the positions of Officer, Corporal, Sergeant, Master Sergeant, and Captain. The employees pay the balance of the remaining normal contribution, which is eight percentage points (8% of salary). By contract, if the Chief of Police is a Classic member, he would also receive the same EPMC benefit, which is documented in the proposed resolution.

It should be noted that this is an implementation step of actions already approved by the KPPCSD Board of Directors.

RECOMMENDATION

Adopt Resolution No. 2020-17 to update employer paid member contribution (EPMC) for the classic CalPERS retirement plan.

FISCAL IMPACT

All costs associated with the CalPERS contributions are reflected in the FY 2020-21 budget. This is an implementation step of actions already approved by the KPPCSD Board of Directors and has no additional fiscal impact.

ATTACHMENTS

Resolution 2020-17

SUBMITTED BY:

Katherine Korsak
Finance and Business Manager

RESOLUTION No. 2020-17

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT TO UPDATE EMPLOYER PAID MEMBER CONTRIBUTION (EPMC) FOR THE CLASSIC CaIPERS RETIREMENT PLAN

WHEREAS, the governing body of the Kensington Police Protection and Community Services District has the authority to implement Government Code Section 20691;

WHEREAS, the governing body of the Kensington Police Protection and Community Services District has a written labor policy or agreement, which specifically provides for the normal member contributions to be paid by the employer;

WHEREAS, one of the steps in the procedures to implement Section 20691 is the adoption by the governing body of the Kensington Police Protection and Community Services District of a resolution to commence said employer paid member contributions (EPMC);

WHEREAS, the governing body of the Kensington Police Protection and Community Services District has identified the following conditions for the purpose of its election to pay EPMC:

1. This benefit shall apply to all employees holding the rank of Police Officer, Corporal, Sergeant, Master Sergeant, Captain and Chief of Police.
2. This benefit shall consist of paying 1% of the normal member contributions as EPMC commencing July 1, 2020. The employee shall contribute 8% of this cost.

NOW, THEREFORE, BE IT RESOLVED, DETERMINED AND ORDERED that the governing body of the Kensington Police Protection and Community Services District elects to pay EPMC, as set forth above.

PASSED AND ADOPTED by the Board of Directors of the Kensington Police Protection and Community Services District upon motion by Director _____, seconded by Director _____, on Thursday, the 13th day of August, 2020, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTAINED:

Chris Deppe
President, Board of Directors

I HEREBY CERTIFY the foregoing resolution was duly and regularly adopted by the Board of Directors of the Kensington Police Protection and Community Services District at the regular meeting of said Board held on Thursday, the ___ day of August, 2020.

Lynelle M. Lewis
District Clerk of the Board

Bill Lindsay
Interim General Manger

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING

August 13, 2020

ITEM 3

RECEIVE A PRESENTATION CONCERNING THE PLANNING AND IMPLEMENTATION OF THE KENSINGTON EVACUATION ROUTE PLAN, AND CONSIDER INITIATION OF COMMUNITY REVIEW FOR AMENDED PARKING REGULATIONS PROPOSED BY THE KPPCSD POLICE DEPARTMENT, THE KENSINGTON FIRE PROTECTION DISTRICT, AND CONTRA COSTA COUNTY FOR IMPROVING NEIGHBORHOOD SAFETY.

SUMMARY/RECOMMENDATION

The Kensington Police Department, together with the Kensington Fire Protection District (KFPD) and Contra Costa County, have been working on an evacuation plan for Kensington residents. Elements of this evacuation plan include proposed parking orientation changes on six Kensington street segments. The changes would position parked vehicles to face in the direction to which they would be evacuating in the event of an emergency.

The recommendation at this juncture is to have the Board receive a presentation concerning the evacuation route plan, and consider initiating a public review process to include extensive community outreach to inform residents regarding the reason for the proposed changes. This community outreach would include preparing an educational video, distributing informational flyers, and contacting local print and social media.

The estimated total cost to reconfigure parking on the six Kensington streets is \$14,900, with the cost shares among participating agencies undetermined at this time.

There is no anticipated cost to making the video, as the KPD is soliciting volunteer services for this purpose, and other outreach activities can be done within the adopted KPD budget for FY 2020-21.

BACKGROUND

In May 2020, Kensington Police Department Officer Brad Harms was assigned to review and prepare evacuation plans for the Kensington community. Based on the recommendations contained in the "Kensington Evacuation Research Project," which was commissioned by the Kensington Fire Board, Officer Harms began coordinating with other agencies including:

- Contra Costa County Public Works;
- East Bay Municipal Utility District;
- Kensington Fire Protection District;
- Office of County Supervisor John Gioia;
- West Contra Costa Unified School District; and
- Sunset View Cemetery.

Supervisor Gioia's office facilitated meetings with all involved agencies to ensure a coordinated effort. As a result of these efforts, the following enhanced community safety measures have already been implemented or are in the planning stages:

1. An arrangement with Sunset View Cemetery has been established for gaining access to unlock all three gates on the property in the event of a massive evacuation. According to the Kensington Evacuation Research Project, unlocking these gates will ease congestion on Kensington roads by 30%. Under the arrangement, if there is an evacuation alert, the on-duty Kensington PD officer will immediately respond to the cemetery and unlock the gates. The officer will also provide traffic control at a predetermined location.
2. Evacuation signs have been installed at Sunset View Cemetery.
3. The locked steel bollards near the school and the parks have been removed and replaced with removable chains. This will increase emergency egress and allow more options for vehicle evacuation. The chain will be attached between the poles with a sign that states, "Emergency Evacuation Route Only - Violators Will Be Prosecuted per CVC 21461 (A)."
4. Representatives from County Public Works and Officer Harms have met and toured Kensington several times together, and the parties agreed on the need to change the parking on six streets in the first phase of the evacuation planning. The specific proposal is to have these streets change their parking and no parking areas the opposite sides of the street where they currently exist. This would allow the evacuation to be more efficient for traffic flow.

The street segments that are affected by this proposal are:

- a. York Avenue: Parked vehicles would face Westminster and would no longer face the end of the cul-de-sac.
 - b. Windsor Avenue: Parked vehicles would face Westminster and would no longer face the end of the cul-de-sac.
 - c. St. Albans: Parked vehicles would face Westminster and would no longer face the end of the cul-de-sac.
 - d. Purdue Avenue between Beloit Avenue and Kenyon Avenue: Parked vehicles would face downhill towards Arlington Avenue.
 - e. Kenyon Avenue between Purdue Avenue and Wellesley Avenue: Parked vehicles would face downhill towards Arlington Avenue.
 - f. Kenyon Avenue between Willamette Avenue and Westminster: Parked vehicles would face downhill towards Arlington Avenue.
5. Community outreach is proposed to be coordinated among all involved agencies, and would consist of the following:
 - a. Educational video;
 - b. Flyers mailed to effected residents;
 - c. Kensington PD Facebook;
 - d. Nextdoor;
 - e. KPPCSD and KPFD websites;
 - f. Kensington Outlook Newspaper;
 - g. Zoom/other virtual community meetings

The above activities represent the first phase of implementing the evacuation plan, which is estimated to be at least a two-month project that may take longer due to Covid-19 challenges. The second phase of the evacuation plan may include one or more of the following:

- One-way streets;
- Additional signage;
- Reducing two-sided parking to one-sided; and
- Identification of intersections and pinch points that need red markings.

All activities would involve extensive public outreach prior to any authorized implementation.

RECOMMENDATION

1. Receive a presentation concerning the planning and implementation of the Kensington Evacuation Route plan, co-sponsored by the Kensington Police Department, Kensington Fire Department, Contra Costa Public Works Department, Office of Supervisor John Goia, and the Sunset View Cemetery.
2. Consider initiation of community review of amended parking regulations proposed by the KPPCSD Police Department, the Kensington Fire Protection District, and Contra Costa County for improving neighborhood safety.

FISCAL IMPACT

The estimated total cost to reconfigure parking on the six Kensington streets is \$14,900, with the cost shares among participating agencies undetermined at this time.

There is no anticipated cost to making the video, as the KPD is soliciting volunteer services for this purpose, and other outreach activities can be done within the adopted KPD budget for FY 2020-21.

ATTACHMENTS

Kensington Evacuation Research Project Final Report, January 8, 2020

SUBMITTED BY:

Walt Schuld
Interim Chief of Police

PRESENTED BY:

Brad Harms
Traffic Safety Officer

KENSINGTON EVACUATION RESEARCH PROJECT

FINAL REPORT



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January 8, 2020

SUMMARY

The community of Kensington, California in Contra Costa County faces multiple risks from natural hazards due to its unique geography, especially from wildfires and earthquakes. Consequently, the Kensington Fire Board and community members requested a research project to begin building a community evacuation plan. This final report details all aspects of the research project and creates a series of recommendations for the community of Kensington to consider when building a wildfire evacuation plan and a transportation response strategy. This report:

- Defines the evacuation problem statement for Kensington;
- Summarizes requests for obtaining official right-of-way maps;
- Reviews local emergency and evacuation preparedness guides and plans;
- Reviews academic literature on wildfire evacuations;
- Documents a data protocol for a field survey of Kensington street conditions;
- Analyzes street condition data from the field survey of Kensington streets;
- Provides methodology and results for a network analysis of Kensington;
- Identifies critical intersections, road links, and gathering points for evacuations;
- Provides recommendations for developing a Kensington evacuation plan.

These tasks provide the starting point for the community of Kensington to develop an actionable evacuation plan in the event of a major disaster.

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1) Problem Statement

Kensington, California is a small unincorporated community in Contra Costa County with a population of approximately 5,600 people. The hillside community, bordering Berkeley, El Cerrito, and Tilden Regional Park, is largely developed with single family detached homes. Small commercial districts are located along Arlington Avenue, a major arterial running through the community and linking it with Berkeley and El Cerrito. The community is also connected with surrounding cities through Colusa Avenue and the Colusa Circle along the western edge.

The Kensington Fire District Board is interested in developing an evacuation plan for wildfires and other emergencies. An evacuation plan would complement work being done by Kensington in cooperation with the East Bay Regional Parks District, the El Cerrito Fire Department, and other neighboring jurisdictions.

One critical issue for the community is the development of evacuation routes, which would differ depending on the direction and type of the hazard. This is especially important for Kensington because many local streets are cul-de-sacs or have limited connections to roads leading out of the community. While walking is often a recommended evacuation strategy in hilly topologies, this evacuation strategy may not be feasible in many cases for Kensington. Sidewalks are lacking in many parts of the community and pedestrian pathways cutting down the hills are not always maintained. In addition, the steepness of the hills leads to critical accessibility barriers for some residents, including small children, older adults over 65 years of age, and individuals with disabilities. In Kensington, children under the age of five account for 4% of residents, older adults over 65 years of age account for 26% of residents, and individuals with disabilities account for 9% of residents (American Community Survey 2017 5-year estimate). In addition, many of the streets in the area are narrow and parking along the street creates constrictions in some locations, potentially hampering vehicular evacuations as well as movement of emergency vehicles.

2) Summary of Work

This final report covers all activities associated with the research project initiated by the Kensington Fire Board. Preliminary information in this report includes: 1) a request for right-of-way maps for Kensington, 2) a brief review of local evacuation plans (including

new information on the recently completed Berkeley evacuation map), 3) a literature review of wildfire evacuation research, and 4) methodology for data collection and network analysis. With this given context, we present results through:

- a) An analysis of the street network in Kensington including an identification of key intersections that could experience significant congestion;
- b) Development of maps that show critical intersections, road links, and potential gathering points; and
- c) An analysis of Kensington street data from a field study of street condition.

We conclude the report with a series of evacuation recommendations that will help Kensington develop an empirically driven evacuation plan for wildfires. Elements of a preliminary report, delivered in August 2019, are also included in this final report.

3) Right-of-Way Information Request

In June and July 2019, we requested official right-of-way (ROW) maps and information from Contra Costa County. The goal of the request was to produce official maps which could be compared to a field survey of Kensington streets. One primary concern for the Kensington Fire Board was that the official ROW and the effective ROW (i.e., the actual street width) may be different. This difference could lead to evacuation challenges as streets with a smaller effective ROW may be reduced to single-lane traffic.

We sent an information request to the Contra Costa County GIS Department and received information from two individuals with Contra Costa County: Mr. Chris Howard with the Department of Conservation and Development and Mr. Wiley Osborn with the Department of Public Works. According to the Department of Public Works, Contra Costa County does not have a GIS (geographical information system) layer for the official ROW. The official ROW can only be determined from various subdivision maps, deeds, dedications, and vacation documents for specific streets and parcels. This process would require a significant amount of resources and staff time to research and assemble. Consequently, the Department of Public Works noted that the consulting team could infer the official ROW from parcel GIS data, but that this may lead to inaccurate results. The department also noted that some of the ROW may be unusable. For example, an official 50 feet ROW may only have a paved road that is 22 feet wide due to inaccessible hillsides

and drop-offs. The department also explained that structures and other improvements may be encroaching on the ROW.

Given this information request and the lack of official ROW maps, we determined that our street survey of Kensington would provide accurate information on effective ROW, which is the determining factor in an evacuation. Consequently, we are unable to provide a direct comparison of official ROW and effective ROW, unless official maps become available through significant Contra Costa County staff work.

4) Review of Local Evacuation Plans

We conducted a brief review of local evacuation plans beyond the current El Cerrito – Kensington Wildfire Action Plan. The goal of this review was to highlight key evacuation elements of local plans and identify if these elements could be included in a future plan for Kensington (and El Cerrito). Given the knowledge and experience of the Kensington Fire Board and El Cerrito Fire Department with their own evacuation and emergency response plans, we suggest that officials compare the elements of their plans with other elements identified in Table 1. We also recommend that given the passage of AB 2311 (Emergency Services: Access and Functional Needs in Emergencies Act of 2016), Kensington should integrate strategies for evacuating access and functional needs populations into emergency plans upon next update.

In our brief review, we found that the no neighboring jurisdiction has a publicly available evacuation plan for community members. The Lamorinda (Lafayette-Moraga-Orinda) area had the most publicly available evacuation information with multiple documents providing evacuation zones, recommendations for residents, and tips for evacuating. This information was found through multiple sources including the local Lamorinda Community Emergency Response Team (CERT). Moraga also had a publicly available Emergency Operations Plan (EOP). Berkeley provided a map and evacuation tips, but details were significantly less than Lamorinda. Berkeley is also currently building a full-scale evacuation and response plan. In September 2019, Berkeley released an evacuation zone map. The map contains detailed information about the location of more than 100 evacuation zones along with the location of fire hydrants, temporary evacuation sites, schools, libraries, senior centers, recreation centers, fire stations, and hospitals. For more information on the specifics of the future Berkeley plan, the fire board should contact Keith May at the Berkeley Fire Department (kmay@cityofberkeley.info). Albany,

Richmond, Oakland, and the East Bay Regional Parks District had little evacuation information, focusing rather on emergency preparedness. We note that these entities may have private emergency response and evacuation plans that are not available to the public. We recommend that Kensington reach out to these specific jurisdictions for these documents as researchers may not be able to access or view the plans. Based on this review, we also recommend that any future evacuation plans should be widely disseminated to the public to increase preparedness and encourage evacuation compliance. We also did not find any indication that other jurisdictions will route evacuees through Kensington. All references and links to pages are provided in Table 1 and are not located in the reference section.

Table 1: Review of Local Evacuation Plans

Jurisdiction	Sources	Key Evacuation Elements
Berkeley	Website with evacuation information Evacuation checklist Fire suppression activity guide Evacuation Zone Map *Future full-scale evacuation plan will be released within the next year	Information on when to evacuate, how messages will be relayed, and how to evacuate (with links to AC Alert and numbers for radio stations) Additional links for Berkeley paths and how to evacuate on foot Evacuation checklist with information on go-bag contents, checking on others, preparing homes, receiving alerts, and grabbing additional items The "5 P's" (people and pets, prescriptions, papers, personal needs, priceless items) Information on how to protect homes if time allows and what to do if evacuees become trapped in their vehicle, on foot, or at home New map on evacuation zones in Berkeley Map of evacuation routes along with fire stations, hospitals, schools, senior centers, the city recreation center, and the high-risk Berkeley hills zone Language focused on taking personal initiative and making decisions, even without official support or information https://www.cityofberkeley.info/WildfireEvacuation/ http://www.cityofberkeley.info/uploadedFiles/Fire/Level_3_-_General/Fire-Safety-Suppression-Activity-Guide-Final.pdf https://www.cityofberkeley.info/uploadedFiles/Fire/Level_3_-_General/CityWide%20Evac%20Map%2009-09-19.pdf

<p>El Cerrito</p>	<p>Website with emergency preparedness information</p> <p>El Cerrito – Kensington Wildfire Action Plan</p>	<p>Tips for storing water, making an emergency plan, and building an evacuation kit</p> <p>Information on joining local CERT teams and news on local threats, including PG&E public safety power shutoff events</p> <p>Updates on hazard mitigation in the community along with a list of educational outreach programs</p> <p>Appendix to the Contra Costa Countywide Community Wildfire Protection Plan that encourages developing evacuation plans, exercising evacuations through drills, identifying evacuation routes and shelters, and collaborating with CERT and Red Cross to develop neighborhood evacuation plans (combined with Kensington)</p> <p>https://www.el-cerrito.org/572/Get-Ready---Emergency-Preparedness</p> <p>https://www.el-cerrito.org/1357/Fire-Hazard-Mitigation-Updates</p> <p>http://www.diablofiresafe.org/pdf/El%20Cerrito%20Kensington%20Wildfire%20Action%20Plan%202017.pdf</p>
<p>Albany</p>	<p>Website with emergency preparedness information</p> <p>Local Hazard Mitigation Plan</p>	<p>Link for signing up for AC Alert and list of items for a basic disaster supply kit</p> <p>Information on maintaining disaster supply kit and where to place kits</p> <p>Hazard analysis, risk assessment, and mitigation strategies and action plans</p> <p>Additional information about CERT programs, block captain programs, and other disaster preparedness websites</p> <p>https://www.albanyca.org/departments/fire-department/disaster-preparedness</p> <p>https://www.albanyca.org/home/showdocument?id=38867</p>
<p>East Bay Regional Park District</p>	<p>Website with emergency preparedness information</p> <p>Guide and postcard on preparedness</p>	<p>Wildfire protection postcard and guide with information on maintaining defensible space, current park district firefighting actions and programs, equipment descriptions, and map of park zones</p> <p>Additional emergency response information including information on the Hills Emergency Forum</p> <p>Web page with current fire warnings, fire safety tips, and weather</p> <p>https://www.ebparks.org/civicax/filebank/blobdload.aspx?blobid=32397</p> <p>https://www.ebparks.org/civicax/filebank/blobdload.aspx?blobid=32396</p> <p>https://www.ebparks.org/about/fire/be_prepared_wildfire_season_in_the_east_bay.htm</p> <p>https://www.ebparks.org/parks/fire_warning.htm</p>

<p>Richmond</p>	<p>Community Guide to Emergency Preparedness Website with emergency preparedness information</p>	<p>Preparedness tips for earthquakes along with list of supplies for disaster kit Additional tips for families, seniors, and individuals with access and functional needs Details on the community warning system, including sirens for chemical hazards Links to other useful preparedness sites and business emergency planning guidelines. https://www.ci.richmond.ca.us/DocumentCenter/View/7172/RFD-Community-Guide-July2019?bidId= https://www.ci.richmond.ca.us/206/Office-of-Emergency-Services</p>
<p>Lafayette – Moraga – Orinda (Lamorinda)</p>	<p>Moraga Emergency Operations Plan Moraga – Orinda Fire District website Lamorinda Resident Guide to Wildfire Preparedness and Evacuation Lamorinda CERT website</p>	<p>Registration and database information for seniors and individuals with special needs who may require additional assistance while evacuating (Orinda) Information on reducing wildfire fire risk on properties including the Firewise Program with educational outreach and action plans for wildfire reduction (Moraga and Orinda) Maps for very high fire hazard severity zones (Moraga and Orinda) Evacuation zone maps with descriptions, special concerns, critical sites, evacuation routes, critical traffic control posts, and collection areas for each zone (Moraga) Evacuation planning document with checklist of emergency supplies, guidance on helping neighbors and animals evacuate, and how to evacuate (Moraga) Full emergency operations plan (Moraga) In-depth guide for wildfire evacuations including evacuation tips on assisting neighbors, preparing animals for evacuations, and responding to a wildfire (Lamorinda) In-depth website from CERT providing information on preparedness and training (Lamorinda) Evacuation maps for all three cities (Lamorinda) Map of trails for pedestrian evacuations (Lafayette) Note: Recent evacuation drills have been conducted in the area to prepare for wildfires http://www.mofd.org/services/emergency-preparedness https://cityoforinda.org/DocumentCenter/View/1878/Evacuation-Planning-Doc?bidId= https://police.moraga.ca.us/documents/Wildfire.pdf https://police.moraga.ca.us/documents/Evacuation%20Plan%20Zones.pdf https://lamorindacert.org/resource/evacuate/ http://cityoforinda.org/DocumentCenter/View/1690/FinalDraft_Orinda_20170807</p>

Oakland	Website with emergency preparedness information	<p>Preparedness tips for multiple potential hazards</p> <p>Information on training for business emergency preparedness, testing of outdoor sirens, and signing up for alert systems</p> <p>Additional information on Communities of Oakland Respond to Emergencies (CORE) and the Disaster Preparedness Council (OESDPC)</p> <p>http://www2.oaklandnet.com/government/o/OFD/s/EmergencyPreparedness/index.htm</p> <p>https://www.oaklandca.gov/topics/emergency-preparedness</p> <p>http://www2.oaklandnet.com/oakca1/groups/fire/documents/report/oak031846.pdf</p>
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5) Academic Review of Wildfire Evacuations

We briefly review relevant wildfire evacuation literature for Kensington on wildfire evacuation behavior (both quantitative and qualitative), policy, and traffic modeling.

5.1) Quantitative Wildfire Evacuation Behavior Research

Despite significant academic work on hurricane evacuations, wildfire evacuation research remains limited, especially behavioral research. Early work on wildfire evacuation behavior has focused largely on the decision to evacuate or stay. Fisher III et al. (1995) presented descriptive statistics on the Ephrata Fire in Pennsylvania, finding that those who evacuated typically received mandatory evacuation orders, were contacted frequently, thought past orders were accurate, and had children in the household. Benight et al. (2004) also focused on descriptive statistics using revealed preference data, finding evacuees used a variety of sources for information. Respondents also stated that false alarms had little impact on their decision-making and that in future events, they needed more accurate, detailed, and updated maps to make their evacuation decision. Recent work has found that a sizable number of people were willing to stay and protect their home in a future wildfire throughout the fire while a high number of people were likely to do as much as possible to defend their home and then evacuate (McCaffrey and Winters, 2011). The research indicated that homeowners may be spending more time on mitigation measures than disaster planning. Indeed, wildfires lead to significant “defending” behavior, where residents stay to fight the fire. This is a popular technique in Australia, especially given strong policies that encourage the “stay and defend or leave early” (SDLE) approach (McCaffrey and Rhodes, 2008). McCaffrey and Rhodes (2008) provides an additional

review of the subject, including the feasibility of this approach for the United States. The research determined that while the context of most United States wildfires would render the SDLE approach inappropriate, some situations may require the approach in certain localities. We note this, especially in the case of Kensington, where home values may increase willingness to stay and defend. Table 2 presents results from discrete choice analysis studies (statistical models that identify factors that influence choices) of wildfire behavior, all on the decision to evacuate, stay, or defend.

Table 2: Review of Discrete Choice Studies on Wildfire Behavior

Authors (Year)	Wildfire(s)	Key Location(s)	N	Increases Likelihood to Evacuate	Decreases Likelihood to Evacuate
Mozumder et al. (2008)	Hypothetical	East Mountain, Albuquerque, New Mexico	1018	Concern of wildfire impacting home Females Democrats Expecting to stay at a hotel/motel Expecting to stay with friends	Owning stock animals High number of amenities in the area (e.g., access to water)
Paveglio et al. (2014)	Hypothetical	Flathead County, Idaho	734	Females Part-time residents Household income above \$100,000	Created a water supply for firefighting
McLennan et al. (2014)	Hypothetical	Southeastern Australia	584	Self-efficacy (i.e., ability to leave) Response Efficacy (i.e., leaving would be the safest option) Attitude (i.e., leaving would increase my chances to survive) Subjective norms (i.e., close peers would prefer me to evacuate) Perceived behavioral control (i.e., option to leave is under my control) Self-determination (i.e., opinion to defend wouldn't impact me)	Self-efficacy (i.e., ability to defend) Susceptibility to threat (i.e., lower chance of serious injury while defending) Attitude (i.e., defending would increase my chances to survive) Self-determination (i.e., the opinion of others to leave would have little influence on my decision)

Strahan (2017)	Perth Hills Bushfire (2014); Adelaide Hills Bushfire (2015)	Perth Hills, Australia; Adelaide Hills, Australia	429	<p>Received warnings from authorities</p> <p>Home would be damaged or destroyed</p> <p>Evacuating is the best way to protect myself</p> <p>Little to no cost of evacuating</p> <p>Media has a responsibility for protecting me and property</p>	<p>Defending is the best way to protect my property</p> <p>Knowledge is needed to evacuate</p> <p>Belief that neighbors have responsibility for protecting me and property</p> <p>Media has knowledge, is informed, and provides helpful fire information</p>
McCaffrey et al. (2018)	Sample of respondents threatened by fire in past three years	Horry County, South Carolina; Chelan County, Washington; Montgomery County, Texas	759	<p>Evacuation efficacy (i.e., evacuating will decrease odds of being harmed and losing home)</p> <p>Received a voluntary evacuation order</p> <p>Receive a mandatory evacuation order</p> <p>Unwritten disaster plan</p> <p>Official cues (i.e., learning about evacuation orders and having authorities tell me to leave)</p> <p>High financial risk attitude</p> <p>High property risk perception</p>	<p>Defense efficacy (i.e., defending will decrease odds of being harmed and losing home)</p> <p>High preparedness knowledge</p> <p>High physical cues (i.e., visual fire threat)</p> <p>General risk attitude</p> <p>High risk perception for family's safety</p> <p>Higher household income</p>
Toledo et al. (2018)	Haifa Wildfire (2016)	Haifa, Israel	516	<p>Younger age (under 35)</p> <p>Older age (55 and over)</p> <p>Young children in the household</p> <p>Larger households</p> <p>Fire risk</p>	<p>Pets in the household</p> <p>Low and very low income</p> <p>Very high income</p>

Wong et al. (2020)	December Southern California Wildfires (2017); Carr Wildfire (2018)	Ventura, Santa Barbara, Los Angeles counties, California; Shasta County, California	226; 284	Received a mandatory evacuation order Extreme worry of fire speed Utility loss likelihood Injury/death likelihood Children present in household Female Younger age (under 35) Older age (65 and over) Higher level education degree	Worry about cost of housing Work requirements (somewhat mixed) First responder availability likelihood Pets in the household Homeowner Very low income Long-time resident (more than 10 years) Previous evacuee Frequent experience with wildfires
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Descriptive statistics have also been used to indicate how evacuees versus non-evacuees respond to evacuation messaging and information (McCaffrey et al., 2013). Evacuees more often sought information compared to non-evacuees but were less satisfied with evacuation and road closure information. In addition, several papers offer literature reviews on the community impacts of wildfires on communities along the Wildland-Urban Interface (WUI) (Kumagai et al., 2004), the feasibility of a stay and defend strategy in the United States (McCaffrey and Rhodes, 2008), the social context for the stay and defend strategy in Australia (McNeill et al., 2015), and wildfire evacuations including the behavioral factors that impact decision-making (McLennan et al., 2018). McLennan et al. (2018) is currently the most in-depth and systematic review of literature in the wildfire evacuation field.

5.2) Qualitative Wildfire Evacuation Behavior Research

Some research in the wildfire evacuation field has collected qualitative data on evacuation behavior through interviews and focus groups (see Johnson et al., 2012 for a short overview). These studies are summarized in Table 3 with relevant conclusions for Kensington. A number of these studies also contain policy-relevant recommendations and conclusions. We also provide conclusions from additional research that did not collect

quantitative or qualitative data, focusing rather on developing frameworks and policy for wildfires. The research is summarized in Table 4.

Table 3: Review of Qualitative Studies on Wildfire Behavior

Authors (Year)	Topic	Key Location(s)	Key Conclusions
McGee and Russell (2003)	Preparedness	Rural Australia (North Central Victoria)	<p>Long-time residents were generally more prepared due to social networks, previous experience, and involvement in local fire brigades.</p> <p>Agency involvement and directives encouraged community preparedness, which led to year-round preparation, especially for those who wanted to stay and defend.</p> <p>Demographics within communities should be monitored as groups respond differently to community adaption programs and communication.</p>
Taylor et al. (2005)	Information and Communication	Bridge Fire (2003) in the San Bernardino Mountains, California	<p>Individuals relied on multiple local sources (including social contacts) for severity, size, and direction of the fire.</p> <p>Generalized information was of little value to at-risk individuals.</p> <p>News media was often viewed as inaccurate for evacuation purposes.</p> <p>The Incident Management Team should distribute information as broadly as possible in real-time.</p> <p>Local-information networks should be established and encouraged to communicate directly with fire crews.</p>

<p>Cohn et al. (2006)</p>	<p>Information and Communication</p>	<p>Hayman Fire (2002) in Teller County, Colorado; Rodeo-Chediski Fire (2002) in Northern Arizona; Bucksnot/Cave Gulch Fire (2000) in Helena, Montana</p>	<p>Officials and evacuees emphasized the need for clear communication and evacuation time estimates for residents.</p> <p>Electronic communication should be reinforced with verbal, written, and door-to-door notices.</p> <p>Specific information on evacuation status and the level of impact gives residents time to confirm evacuation orders.</p> <p>Real-time information on the evacuation and post-fire impact was useful for evacuees.</p> <p>Escorted trips into impacted areas reduced unauthorized entries and reassured property owners.</p> <p>Evacuees should be prepared to be away from homes upwards of two weeks after the fire.</p>
<p>Goodman and Proudley (2008)</p>	<p>Social Context</p>	<p>Wangary Fire (2005) in South Australia</p>	<p>Preparedness should not only focus on actions but on the roles taken by members of the household in defending and/or evacuating.</p> <p>Individuals with prior fire experience more readily recognized visual fire cues, sought information from informal networks, and had home defense for fires.</p>
<p>Paveglio et al. (2010)</p>	<p>Alternative Strategies</p>	<p>Wilderness Ranch, Idaho</p>	<p>Alternative evacuation strategies (e.g., staying and defending) are highly place-based and their success is dependent on structural/physical and social characteristics of the community.</p> <p>Alternatives can differ vastly between jurisdictions and the development of the strategies must involve significant interaction between the community, emergency managers, and fire officials to determine all available options and promote informational exchange on preparedness and training.</p> <p>Self-reliant communities and those with a diverse mix of skills and abilities are better positioned to take over some firefighting responsibilities and develop alternative strategies.</p>

Stidham et al. (2011)	Information and Communication	Black Crater Fire (2006) in Oregon; Blue Springs Fire (2005) in Utah	<p>Long-term relationships between homeowner associations and authorities (including federal authorities) produced effective communication channels for evacuation orders.</p> <p>Up-to-date and detailed information on fire progression provided reassurance to evacuees.</p> <p>Uncertainty was one of the primary stressors for evacuees.</p> <p>Without communication and transparency, fire management was blamed for some damages and persistent rumors led to distrust and resentment towards local officials.</p>
McLennan et al. (2012)	Behavior	Murrindindi Wildfire (2009) in Victoria, Australia	<p>People were more likely to stay and defend if they had a prior commitment to a defending plan and believed that it was too late to evacuate.</p> <p>A significant number of people who attempted to stay and defend still had to flee, indicating that defenders need alternate plans.</p> <p>People were more likely to leave due to a trigger event that significantly increased fire threat, when they had knowledge of others leaving, or received information about the location of the fire from trusted sources.</p>
Cote and McGee (2014)	Social Context	Mt. Lorne, Yukon, Canada	<p>A significant number of individuals intended to stay and defend in a wildfire, despite lacking knowledge of how to defend property.</p> <p>Agencies should more proactively work with residents to help them understand wildfire risks and prepare to stay or evacuate.</p> <p>Livestock loss was a major concern for rural residents, encouraging staying rather than evacuating.</p>
McCaffrey et al. (2015)	Social Context	Painted Rocks, Montana; Ventura County, California; Santa Barbara, California; Santa Fe, New Mexico	<p>The primary concerns about evacuations were the potential for a late evacuation and the logistical costs of an evacuation.</p> <p>Alternative evacuation strategies (i.e., staying and defending) were seen to reduce logistical costs, increase homeowner control, and augment firefighting capabilities.</p> <p>Staying and defending approaches were viewed as full of unknown risks by officials.</p> <p>Residents (unlike officials) believed community members could understand the nuances of staying and defending.</p>

Table 4: Review of Wildfire Policy and Framework Literature

Authors (Year)	Topic	Key Location(s)	Key Conclusions
Keeley et al. (2004)	Lessons Learned	Southern California	<p>Massive wildfires have occurred previously in many fire-prone areas and future planning should focus on the cyclical nature of fires.</p> <p>Traditional fuel breaks or fuel reductions will not stop large fires in extreme weather events and fuel manipulation should focus on creating safe and defensible space for firefighters.</p> <p>Future development should recognize that wildfires in California are natural events and fire management is severely limited in preventing, slowing, and stopping wildfires.</p>
MacGregor et al. (2007)	Risk Perception Framework	Western United States	<p>Agencies seeking to change self-protective behavior should focus on the unique socio-cultural characteristics of their local jurisdictions.</p> <p>Risk-related interventions (i.e., media events, programs, brochures) increased public awareness of risks.</p> <p>Interventions to change attitudes and behavior should be both long-term and targeted to specific populations.</p>
de Araujo et al. (2011)	Traffic Control Framework	Colorado Springs, Colorado	<p>Contraflow operations are only necessary for the most constrained neighborhoods with severe bottlenecks.</p> <p>Baseline strategies such as egress route restriction to evacuation traffic and entry restriction of non-emergency responders into areas was enough for most neighborhoods.</p> <p>Evacuation zones should be developed along fire lines with distinctive geographical differences.</p>
Mutch et al. (2011)	Communication Framework	Painted Rocks, New Mexico; Rancho Santa Fe, California	<p>Most policy in the United States has focused on evacuations, not on alternative strategies such as staying and defending.</p> <p>Several U.S. areas have implemented the "Prepare, Go Early, or Stay and Defend" strategy that is popular in Australia.</p>

			Recent devastating wildfires in Australia require further examination of the feasibility and life-saving ability of strategy for the U.S. context.
Paveglio et al. (2012)	Alternative Evacuation Strategies	Australia and United States	<p>Populations in high-risk areas do not implement personal mitigation measures, even though they know about possible actions.</p> <p>Both evacuation and alternative strategies require clear and targeted messages for different populations.</p> <p>Translating nationally consistent preparedness campaigns (such as “Ready, Set, Go” and “Prepare, Act, Survive”) tend to leave out unique local characteristics.</p> <p>Disinvestment in alternative strategies may reduce fire mitigation behaviors, while wildfire approach and terminology changes may decrease trust of fire management.</p>
Woo et al. (2017)	Lessons Learned	Fort McMurray, Alberta, Canada	<p>Traffic analysis indicated that wildfire evacuations followed an S-curve and that evacuations occurred quickly within twelve hours.</p> <p>Contraflow operations increased capacity, but additional route management could have reduced congestion.</p> <p>Contraflow operations need to be preplanned to reduce unsafe traffic situations and ensure emergency vehicle access.</p> <p>The success of air transportation (upwards of 23,000 evacuated by air convoys) suggests that a multi-modal approach could be highly beneficial for sparse geographical areas.</p>

5.3) Wildfire Mapping and Traffic Modeling

Finally, a significant amount of research on wildfire evacuations has also focused on simulations that incorporate GIS mapping techniques, traffic simulations, and fire spread models. Since wildfires are heavily localized, early work focused on neighborhood-based simulations that mapped potential response and routing scenarios (Cova and Johnson, 2002). Other work identified evacuation trigger points – points at which an evacuation should be ordered – based on the characteristics of the wildfire (Cova et al., 2005). Much

of this work has been expanded to consider buffer zones around these trigger points (Dennison et al., 2006; Larsen et al., 2011; Li et al., 2015), assessing clearance times from neighborhoods (Wolshon and Marchive, 2007), adding dynamics between fire spread and warnings into simulation methods (Beloglazvov et al., 2016), and leveraging machine learning in an experimental setting to simulate evacuee decision-making (Nguyen et al., 2018). From the perspective of the incident commander, work has been conducted on identifying which households should evacuate, shelter-in-place, or shelter-in-refuge (Cova et al., 2009; Cova et al., 2011). Fundamental research has also been conducted on identifying high-risk neighborhoods across the United States with high ratios of households-to-exits (Cova et al., 2013). For Kensington and Zonehaven (a local consulting firm), some of this literature may be beneficial in developing a simulation for evacuations. Specifically, identifying trigger points for issuing mandatory evacuation orders and areas with a high ratio of households-to-exits will be instrumental for a future evacuation plan.

6) Methodology

Using the literature review, we developed a methodology to conduct a field survey of Kensington street conditions and analyze the Kensington street network.

6.1) Kensington Field Survey Methodology

In Fall 2019, we conducted a field survey of Kensington street conditions to capture a “worst-case” scenario for a wildfire evacuation. We determined that a “worst-case” scenario would occur at night when most of the population would be home and parking occupancy along streets would be highest. Populations would also be higher during the weekday (as opposed to a weekend) due to weekend travel and vacations. Consequently, we collected data on weekdays (Monday through Thursday) between the hours of 5:00 and 8:00AM or between the hours of 8:00 and 11:00PM. A final day of collection occurred during the daytime to qualitatively assess paths and stairs and gather additional visual evidence of key bottlenecks.

Using the OSMnx Python package, OpenStreetMap data was extracted for the Kensington area. As Kensington is unincorporated and therefore cannot be queried conventionally in OpenStreetMap, a polygon was generated corresponding to Kensington’s approximate area by subtracting the Richmond and El Cerrito municipal areas from the Contra Costa

County urbanized area polygon. Comparison with Google’s representation of Kensington reveals a good match, minus some territory within the Tilden Nature Area.

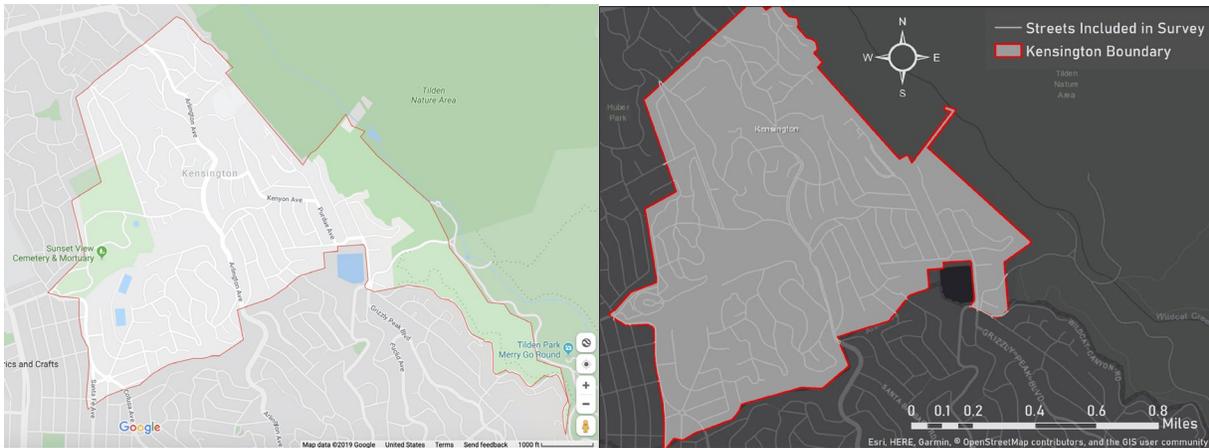


Figure 1: Comparison of Google (left) and Python-generated (right) representations of Kensington. The only significant difference is the removal of an unpopulated section of the Tilden Nature Area, which is outside the Contra Costa County Urban Limit Line.

The Kensington polygon was subsequently used to extract a street network from OpenStreetMap, initially corresponding to only drivable public roads. This resulted in some inconsistency in the incorporation of smaller and/or private roads in the study, as many of these were not initially captured in the network extract. Some were added on through the process of data collection while others were left off. In general, explicitly marked private roads were excluded from the study. While this presents some data gaps, these roads are almost universally dead-ends and are less relevant to the study’s primary goal of identifying evacuation routes and key bottlenecks. Additional challenges were encountered near borders due to edge-effects of the network download. In some cases, the network was cleanly ended at the Kensington border; in others, the network had to be modified in order to extend to the nearest intersection. For the case of Colusa Avenue, a ~20ft segment of each cross street to the west of Colusa was included, even though these streets are most likely within El Cerrito city limits. As part of our data collection process we divided Kensington into four quadrants, excluding the cemetery (Figure 2). References regarding these quadrants (Northeast, Northwest, Southeast, and Southwest) will be made throughout the following sections for orientation. These quadrants do not necessarily demarcate neighborhoods, but they do serve as potential examples for a zone-based evacuation plan that allows for zones to leave at different times.

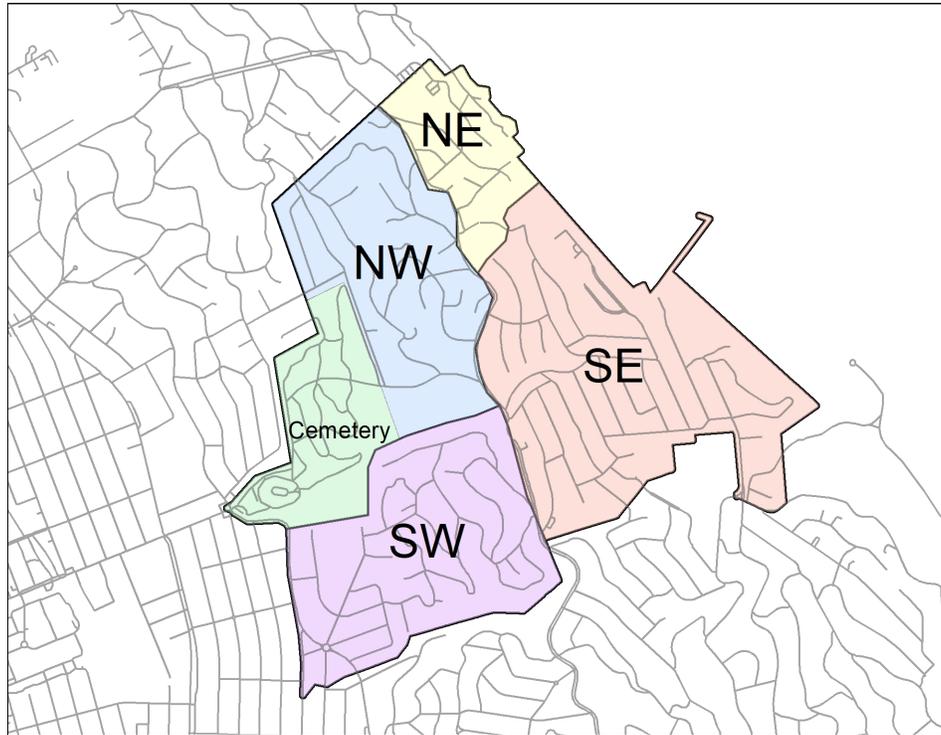


Figure 2: Kensington quadrants for data collection.

6.2) Data Types

The downloaded street network was then used to create data tables of all links (street segments) and nodes (intersections, including dead ends) in the network. For each link in the network (i.e., road between two nodes or points), we captured field conditions to that would likely impact evacuation planning and transportation response. The consulting team also contacted Zonehaven to request any additional data needs. However, the company did not require any additional data to perform their analysis of Kensington.

Table 5: Data Types for Kensington Field Survey

Link Data	
Variable	Justification
End street names	Block identification
Number of parked vehicles on each side	Parking occupancy and potential bottlenecks
Minimum street width (ft)	Potential bottlenecks

Maximum street width (ft)	Streets for contraflow or emergency responder access
Number of locations with street width under 20 feet (lane width under 10 feet for one-way segments)	"Pinch points" - road capacity and potential restrictions
Number of lanes	General road capacity
Single lane roads	Flag for single lane roads and direction of traffic flow
Centerline markings	Potential evacuation routes and clearly marked roads
Presence or absence of sidewalks on each side	Pedestrian routes and sidewalk usage for vehicles
Steep gradients	Potential evacuation routes and challenging locations for first responders
Speed limits	Potential evacuation routes and travel time for traffic simulations
Vegetation fuel levels (tree cover and underbrush)	Unsafe evacuation routes
Intersection Data	
Variable	Justification
Cross-street pair	Intersection identification
Traffic control measures	Traffic operation needs during evacuation



Figure 3: Data collection activities for the Kensington Field Survey.

Data collection (pictured in Figure 3) was undertaken in teams of 2-3 individuals on weekday mornings (5-8AM) or late evenings (8-11PM) when parking levels on residential streets were likely to be highest. When possible, efforts were made to collect data closer to the middle of the week to further avoid reduced parking counts. While collecting data during off hours does undercount parking usage in commercial districts, the vast majority of streets in the study are residential in nature and thus determining the “worst case” residential parking count was prioritized. For each segment, the team measured the available right-of-way at the qualitatively determined narrowest point, occasionally repeating the measurement if a narrower point was subsequently identified. A similar process was used for identifying the maximum segment width. Much of the survey was done on foot to avoid missing important details; however, some segments were assessed from a vehicle with quick stops to measure segment widths.

6.3) Network Analysis Methodology

As part of this study, we are assessing not only current conditions but also likely routes for evacuation. A closest facility model was used with the Network Analyst tool in ArcGIS. The model spatially assigns “incidents” to the closest “facilities” via the shortest route. In this scenario, the incidents are the nodes simulating Kensington’s population and the facilities are the designated exit routes. Most lots across Kensington are similar in size and contain mostly single-family houses, so we assume equal distribution of population for the network analysis. Nodes, including intersections and dead ends, were used as origin

points. A total of 158 nodes were used as shown in Figure 4. Nodes were removed in Sunset View Cemetery and at complex intersections that contained multiple nodes, such as Colusa Circle and along Arlington Avenue where divided segments frequently doubled the number of nodes present. As of 2017, the population of Kensington is 5,575 with 2,801 households based on the American Community Survey 2017 5-year estimate (U.S. Census Bureau, 2019). Each node therefore represents roughly 35 people or 18 households. Kensington households on average have 2.12 vehicles. The number of cars each household takes in the event of an evacuation will change the traffic load on Kensington roads. For robustness, we considered 1.5, 2.0, and 2.5 vehicles per household.

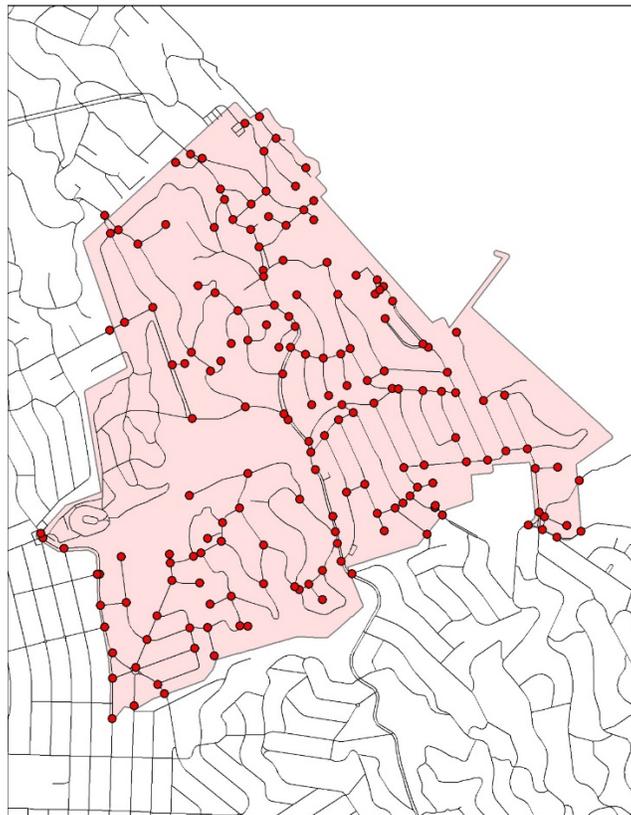


Figure 4: Origin points representing the Kensington population

There are two alternative approaches to analyzing the most heavily trafficked evacuation routes. The first is a local analysis that narrows the area of interest to Kensington. Every exit from Kensington is weighted equally. The second is a regional analysis: the underlying theory is that in the event of an emergency evacuation, evacuees will travel major regional routes to leave the area. We assume a typical route will be downhill and west and from there toward San Pablo Ave or I-80. We selected "egress points" along east-west streets (Potrero Ave, Moeser Ln, Fairmount Ave, Solano Ave, and Marin Ave) as destinations.

Potrero Ave did not appear as a destination in any of the analyses and is thus excluded from images. Local and regional egresses are shown in Figure 5.

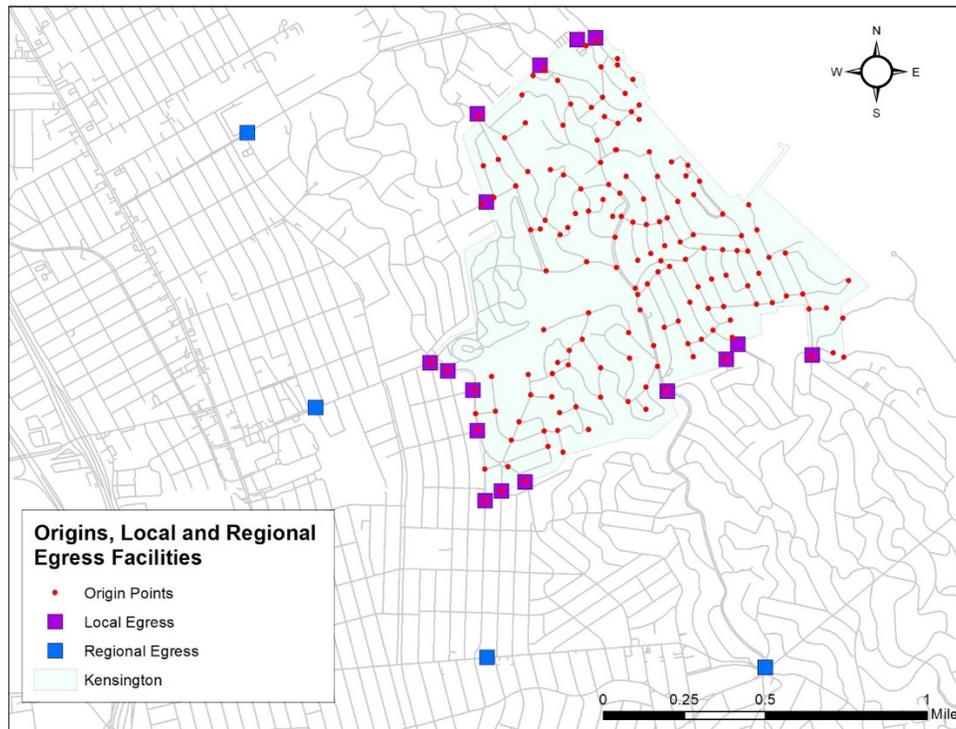


Figure 5: Origin points and egress routes

Every origin node is matched with the shortest route to the closest destination node. We calculate the number of agents (i.e., vehicles) passing along each link and through each intersection. Links with the most agents are classified as critical evacuation routes. We then analyze these routes in the context of the field survey to determine the most appropriate evacuation routes that should be designated by Kensington officials. Most importantly, we identify key streets and intersections that may require transportation response, traffic control, personnel placement, improved infrastructure (e.g., improved gutters or stop control), and/or regulations (e.g., restricted parking) to improve evacuation outcomes.

Because the nodes are not population-weighted (neighborhoods with more nodes produce more evacuees under the current model assumptions), the network analysis does not perfectly predict traffic loads on each link and intersection. Nonetheless, the analysis provides: 1) information on the shortest path from each node to the nearest egress point, and 2) directional information on which routes are likely to see more traffic, as node density is not entirely uncorrelated from population density.

There is currently no vehicular access through Sunset View Cemetery from Kensington (see section 7.1.8 for details). As access to the cemetery was thought to have a potentially significant impact on evacuation route choice, scenarios were tested with and without vehicular access to the cemetery from Kensington. The above network analyses also assume that all exits in Kensington are available to evacuees. However, in the event of a wildfire that originates north of the community and a fire that originates southeast of the community (or spreads from Berkeley), some exits are likely to be blocked. Consequently, we also conducted a Northern Wildfire scenario and a Southeastern Wildfire scenario. These two scenarios will help Kensington officials better understand how the origin of a wildfire might impact the network and associated transportation response.

7) Results

7.1) Field Survey Analysis

The field survey covered approximately 250 street segments and 200 intersections, comprising most of the public road network in Kensington. As mentioned previously, some private thoroughfares were omitted, and some additional segments were included to better understand potential exit paths. The following sections provide an overview of the findings. Appendices C.1 and C.2 contain the full data for each segment and intersection, respectively. To preface the results, centerline markings as identified by the survey are displayed in Figure 6. Centerline markings were found to be a good proxy for “major routes” that are likely to see the heaviest use during an evacuation, except for Garden Drive, whose median is more attributable to geography than network importance. In contrast to the streets lacking centerline markings, the marked streets were generally wider and had fewer obstructions to travel, though significant exceptions could be found.

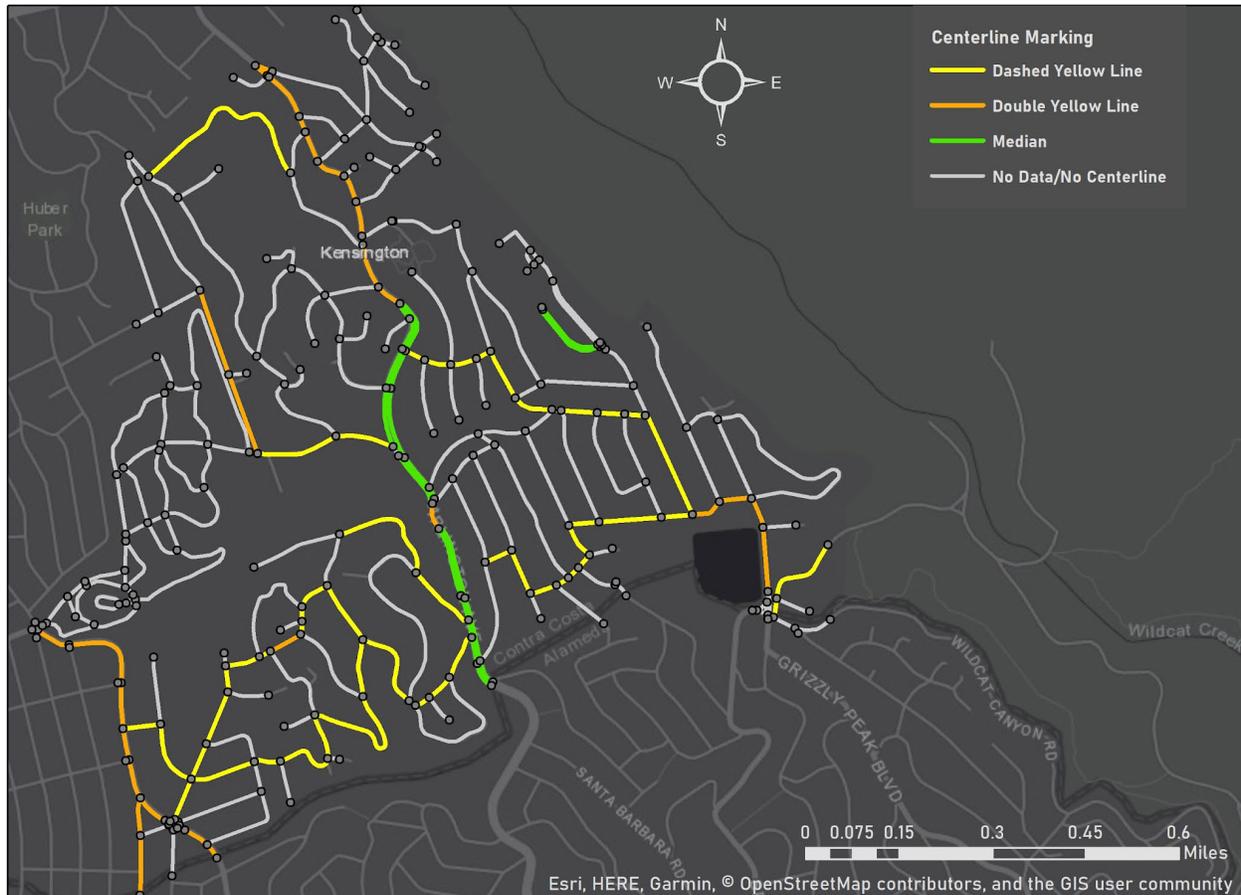


Figure 6: Centerline markings on study segments.

Nonetheless, this map allows for identification of several major routes that will be discussed later in the analysis. In terms of north-south routes, Colusa Avenue in the west, Arlington Avenue in the center, and Grizzly Peak Boulevard in the east form the primary connections to and from Berkeley to the south and (in the case of Colusa and Arlington) El Cerrito to the north and west. East-west routes between Arlington Avenue and the El Cerrito border include Coventry Road, Stratford Road, Sunset Drive/Franciscan Way (continuing to Eureka Ave), and Kerr Avenue/Edwin Drive. East-west routes between Wildcat Canyon and Arlington Avenue include a southern route consisting of Beloit, Yale, and Princeton Avenues as well as a central route consisting of Purdue, Kenyon, and Westminster Avenues.

7.1.1) Street Widths

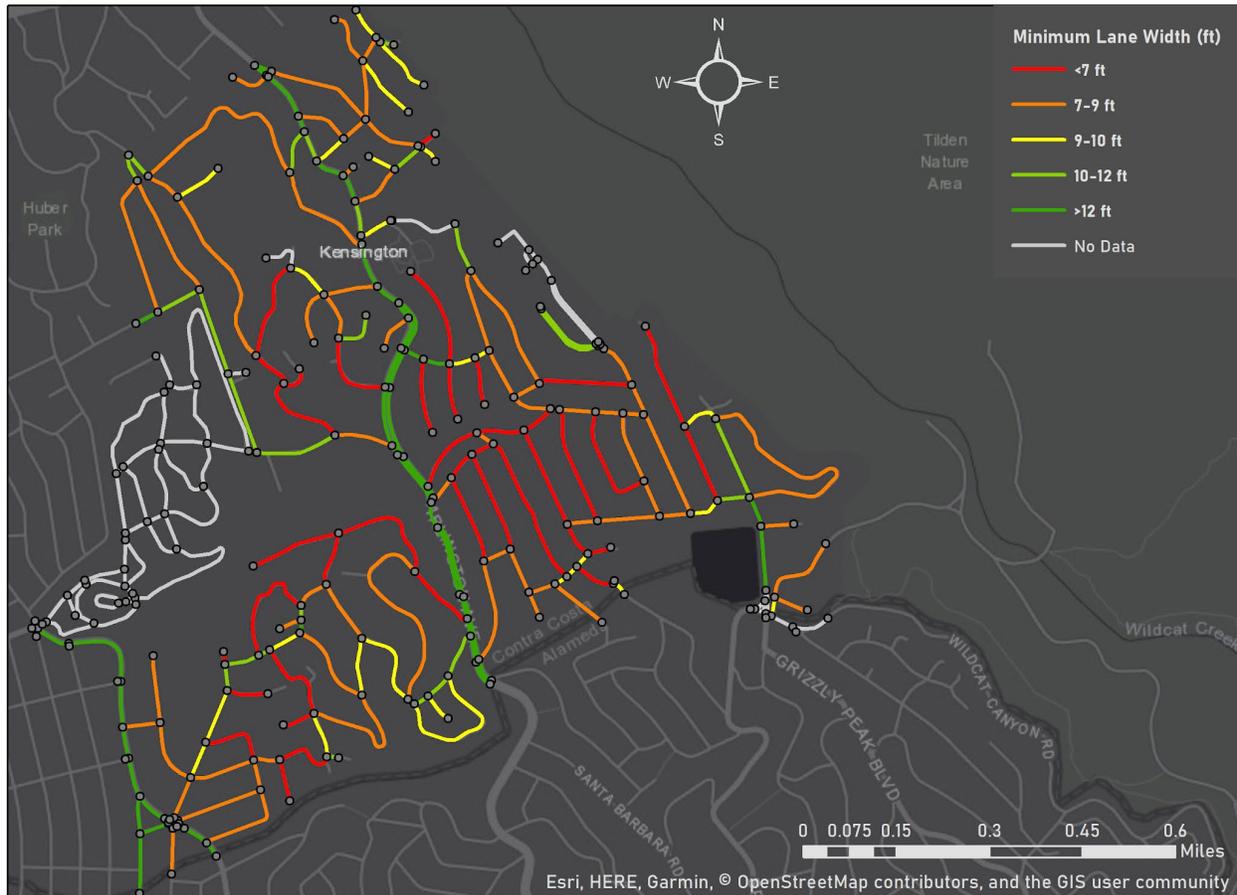


Figure 7: Minimum lane width for each segment surveyed in the study.

Lane width, illustrated by Figure 7 above, was used in order to represent both one-way and two-way streets. As the divided segments of Arlington Avenue are represented as one-way pairs (neither of which exceed 20' in width individually), using the 20' width standard derived for two-way roads would provide an exceedingly pessimistic assessment of Arlington Ave's potential as an evacuation route. Other than the divided segments of Arlington Avenue, the only other one-way segments surveyed were Edgcroft Road and Garden Drive. The former is a "true" one-way street and the latter is divided.

The purpose of gathering minimum street width (typically measured at the narrowed pinch point) is to examine the possibility of passing lanes for two-way traffic and/or emergency vehicles, as well as general difficult conditions for continuous flow of vehicles during an evacuation. However, the application of the 10' lane standard to narrow two-way roads results in "lane widths" of less than seven feet, which would not even

accommodate a passenger car. These areas can be practically interpreted as “two lane” roads that are effectively one lane due to pinch points.

A particular challenge in measuring street widths was the treatment of concrete gutters, which are common on Kensington streets given the area’s hilly topography (see Figure 8). Qualitative judgement of whether gutters were “navigable” and therefore able to contribute to street width was typically made based on the ground clearance of a typical vehicle. Gutters thought to be navigable only by 4-wheel drive or high ground clearance vehicles were considered non-navigable; however, those considered “navigable” may still present challenges for very low-clearance vehicles such as sports cars. Whenever possible, an alternate criterion was employed concerning whether the *crossings* of the gutter could be traversed by a typical passenger car. Most gutters are intersected by private driveways, with several distinct typologies of crossings emerging over the course of the survey. Many driveways have “hard cutoff” crossings, which present a 6-12” vertical barrier to any vehicle driving in the gutter. Others had sloped crossings, which could allow a vehicle to travel up and over the driveway in an emergency. Additionally, some driveways contained metal grating to allow water to drain while preserving a level surface from the roadway to the curb. In general, for any segment which presented hard barriers to driving in the gutter, the gutter was considered non-navigable and was not included in the street width measurement.



Figure 8: Three variations of driveway gutter crossings: Hard edge (left), smooth edge (center), and metal grate (right).

The area with the most streets of narrow effective width was the southeast quadrant. With street widths generally between 14ft and 18ft (7 - 9ft per lane), there would be potential on major evacuation routes for both traffic back-up and an inability of emergency responders to access uphill areas. This is driven by a combination of factors (see Figure 9)

including non-navigable gutters and extensive on-street parking along already-narrow rights-of-way.



Figure 9: Cambridge Avenue, looking north from Beloit Avenue, showing a ~20' right-of-way narrowed to a maximum width of 18' by deep gutters (note non-navigable driveway crossings) and further narrowed to a minimum of 11' by parked vehicles.

While Grizzly Peak Boulevard (and extending into Berkeley, Spruce Street) provides a wide, unimpeded exit route for the extreme southeastern quadrant, other routes are less easily traversed. For example, the primary east-west route (determined by lane markings) of Beloit-Cambridge-Yale- Princeton-Amherst frequently narrows to pinch points where parked vehicles block two-way traffic (see Figure 10). Other routes to the south (Vassar and Rugby Avenues) empty into narrow, winding roads in Berkeley that may also be congested with evacuees. Additionally, the presence of multiple tall trees along Rugby Ave at the county line presents the risk of this route being blocked in an emergency.



Figure 10: Beloit Avenue, looking east between Trinity and Colgate Avenues, showing extensive on-street parking, narrowing to a minimum of 16 feet and forcing multiple segments of one-way traffic. Several parking spots are already time-restricted (see right) to allow AC Transit buses to make a left turn off of Trinity Avenue during service hours.

7.1.2) Pinch Points

Closely related to the minimum street width is the existence of “pinch points” of less than 20’ of effective width on two-way segments (less than 10’ on one-way segments). In order to account for the different lengths of segments, a metric of “percent obstructed” was developed, in which the number of pinch points was normalized by the street width, assuming that each pinch point was the average length of one passenger car (15’ was used as a representative value)¹. The application of this metric, shown below in Figure 11, reveals a similar result to the mapping of minimum street widths.

¹ See <https://www.dimensions.guide/element/honda-civic>

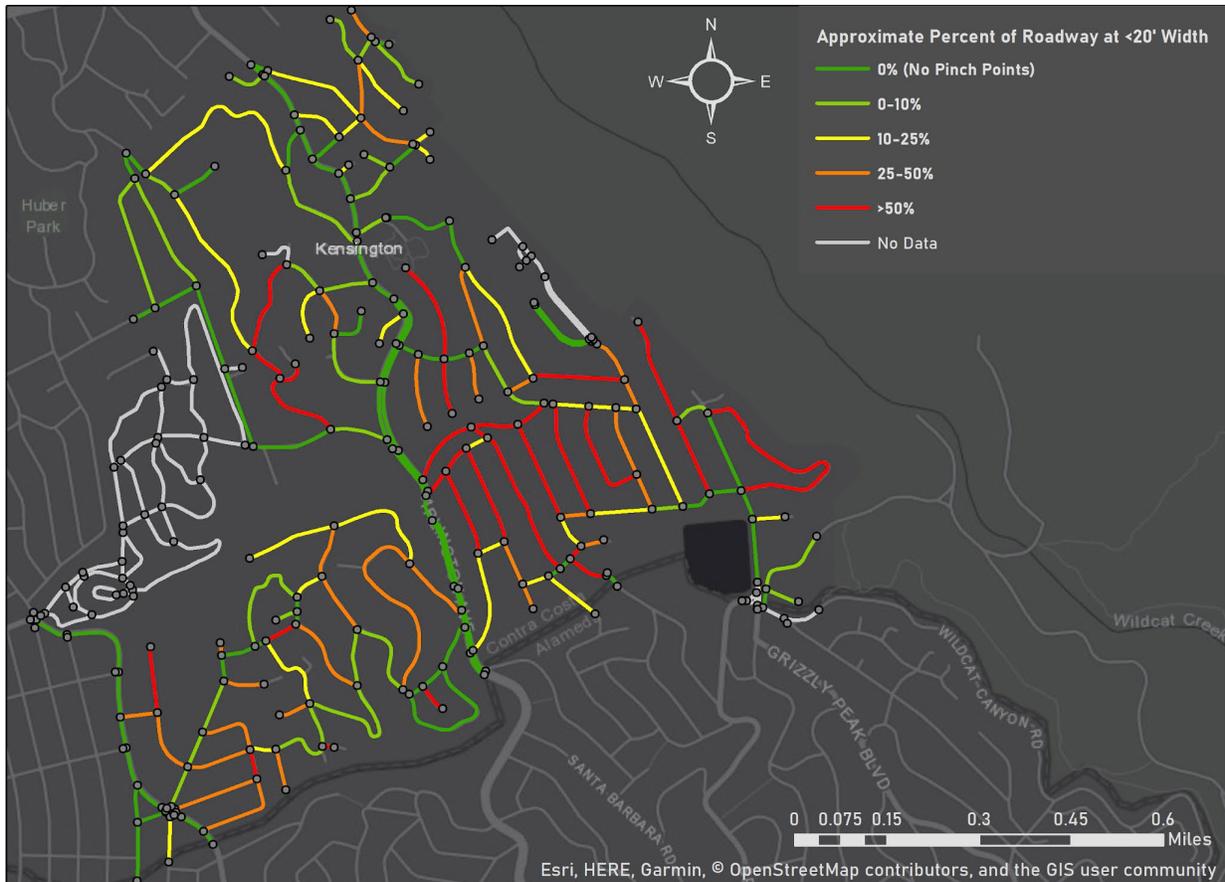


Figure 11: Percent of segment length under 20' (10' for one-way segments), assuming an average pinch point length of 15' (a typical passenger car).

While the southeastern quadrant once again fares poorly, some changes can be seen between the two maps. While the northern east-west route of Kenyon Ave-Westminster Ave fares poorly on minimum street widths, it fares better in the “percent obstructed” metric, indicating that while some obstructions exist (mostly on the Kenyon portion), there is ample space for two-way traffic along the majority of this segment. Westminster Avenue fares well on both maps as a “trunk” through which the northern portion of the southeast quadrant can access Arlington Avenue.

In addition to the high-level illustration presented in the map, several specific pinch points were qualitatively noted in the study. These included Lenox Road between Beverly Road and Kingston Road (near the intersection of Public Path #5, see Figure 12), Los Altos Drive near its eastern end (see Figure 13), and Norwood Avenue near the intersection of Norwood Court and Norwood Place (see Figure 14).



Figure 12: Lenox Road between Beverly Road and Kingston Road, looking east near the intersection of Public Path #5. The minimum width of this segment was measured to be just 11 feet, which is particularly notable given that this is a through street that could serve as an egress path for many residents of Kingston Road.



Figure 13: Los Altos Drive, looking east toward the sharp bend in which it becomes Beloit Avenue, taken from Google StreetView. This area along the retaining wall is only 17' curb to curb, despite the lack of any parked vehicles.



Figure 14: Norwood Avenue, looking north at Norwood Court (left) and looking west near Norwood Place (right), taken from Google StreetView. Both of these areas are less than 20' wide curb to curb without parked vehicles present - the power pole at right imposes a 13.5' minimum width.

In addition to the pinch points identified above, several wide spots in the road network were identified that could provide useful contingency for traffic direction, staging, or turning of large vehicles during an emergency. Many of these were intersections and will be discussed in section 7.1.6, but there were several spots that occurred in the middle of street segments. At the point where Kerr Avenue becomes Edwin Drive, the roadway widens from a typical width of 23' curb to curb to a maximum of 31' (see Figure 15). Similarly, immediately north of the Alameda County line, there is a cul de sac-like feature on Vassar Avenue that could provide a staging area in the event of an emergency (see Figure 16).



Figure 15: Edwin Drive, looking west from the point at which it becomes Kerr Avenue, taken from Google StreetView. The roadway widens significantly from its 23' typical width in this area. The location is also located midway up a steep hill and adjacent to a large stand of trees surrounding the Carmelite Monastery.



Figure 16: Vassar Avenue, looking north from the Alameda County line, taken from Google StreetView. This extra roadway could be particularly useful for passing/staging given the otherwise narrow (14-20') width of this segment.

7.1.3) Parking

Also related to both minimum widths and pinch points is the degree of on-street parking. Data was collected by counting vehicles based on whether they touched the primary road surface - vehicles could be parallel parked off the pavement and would not be counted. Motorcycles, boats, and trailers were counted as vehicles if parked within the street right-of-way. In order to normalize vehicle counts against segment lengths, a "percent parked"

measure similar to the pinch point measure was employed. As with the pinch point measure, the number of vehicles (a pessimistic sum of those parked on both sides of the street) was multiplied by a typical length of 15' and divided by the segment length to calculate the percentage of the segment occupied by parked vehicles (Figure 17).

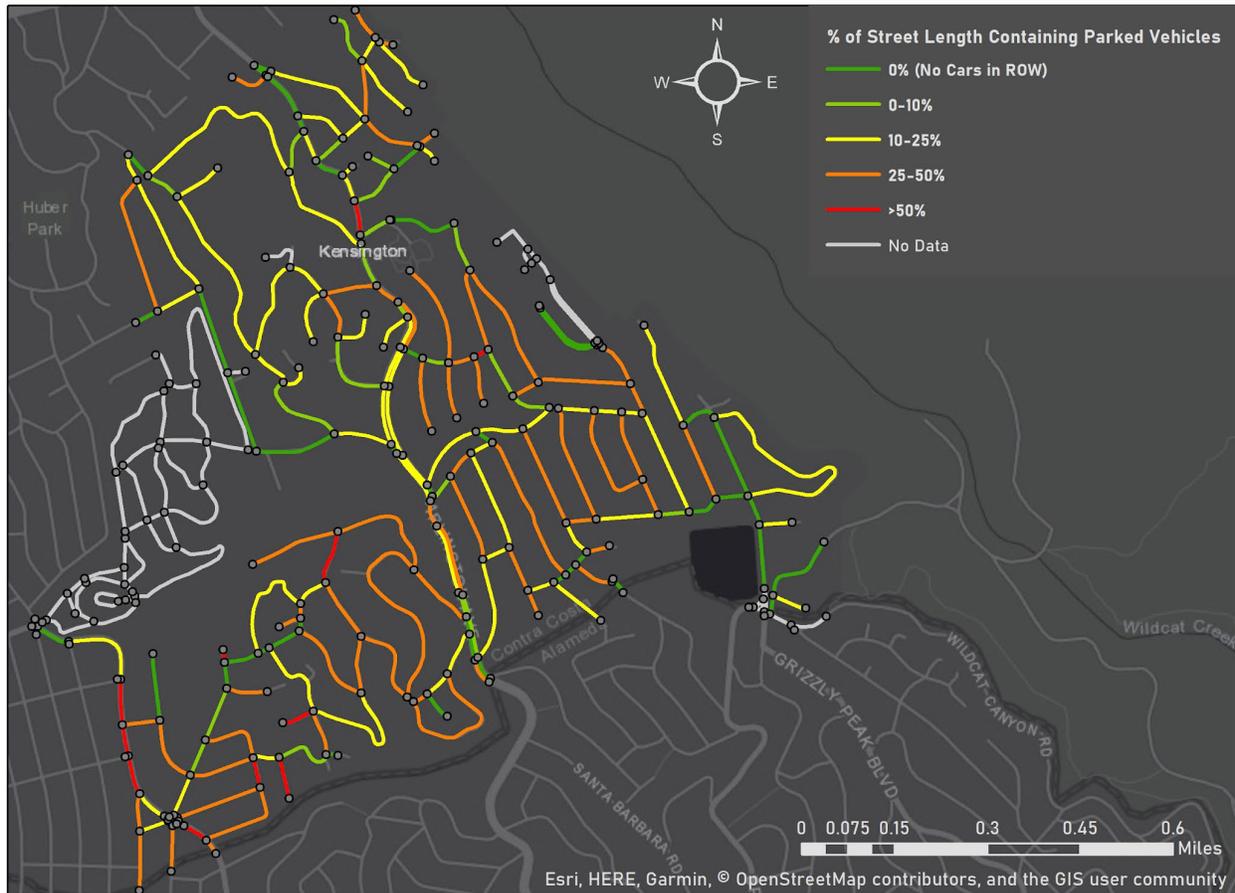


Figure 17: Percent of segment length occupied by parked vehicles, summing parking counts from both sides of a segment and assuming an average vehicle length of 15'.

Measures rarely exceeded 50%, even for densely parked streets, due to the large number of driveways that occupy much of the curb space on residential streets. The percent parked diverges from the percent under 20' in several ways. First, on narrow streets that are almost entirely under 20', parking may only be allowed on one side, whereas wider streets may allow parking on both sides but lack any locations under 20'. For example, the narrow streets of the southeastern quadrant fare "better" under this metric due to the lack of double-sided parking, while wide roads such as Colusa Avenue show high parking percentages but are unaffected by street width constraints. Nonetheless, the "percent parked" provides a good indicator of where parked vehicles may be found, which could

provide an indirect measure of parking demand as well as marking potential hazards in an evacuation. Even on a wide street such as Westminster Avenue or Colusa Avenue, parked cars could present obstacles under poor visibility conditions, which are likely to occur during a fire.

7.1.4) Vegetation

Another hazard to consider in evaluating evacuation routes is the presence of large amounts of vegetation that could block the egress path or contribute to the spread of a fire. In the course of the survey, vegetation was analyzed along two axes - tree cover and underbrush. Each was ranked on a low/moderate/high scale (though some segments in the southwest quadrant initially employed a yes/no scale for underbrush; these were later converted to low/high values). Ratings were subjective and potentially influenced by the sample being surveyed in a given outing and visibility (several surveying trips were done on foggy nights). Nonetheless, as a general guide, low tree cover ratings corresponded to few/no overhanging branches or large trees that could block a roadway, while high tree cover ratings typically corresponded to large numbers of overhanging branches and/or large trees in close proximity to the roadway. Moderate tree cover ratings typically corresponded to a large number of medium-sized trees near the roadway and/or a small number of large trees at one location along a segment that was otherwise clear of overhanging vegetation. Underbrush ratings were influenced by both the size and quantity of underbrush as well as whether it was located beneath trees, where it would be more likely to contribute to the spread of a fire. Examples of vegetation ratings are shown below in Figure 18.



Figure 18: Three examples of vegetation ratings, left-right: Low tree cover/low underbrush (Grizzly Peak Blvd between Beloit Ave and Kenyon Ave), moderate tree cover/moderate underbrush (Kenyon Ave between Trinity Ave and Columbia Ave), high tree cover/high underbrush (Yale Ave between Cambridge Ave and Vassar Ave, taken from Google StreetView).

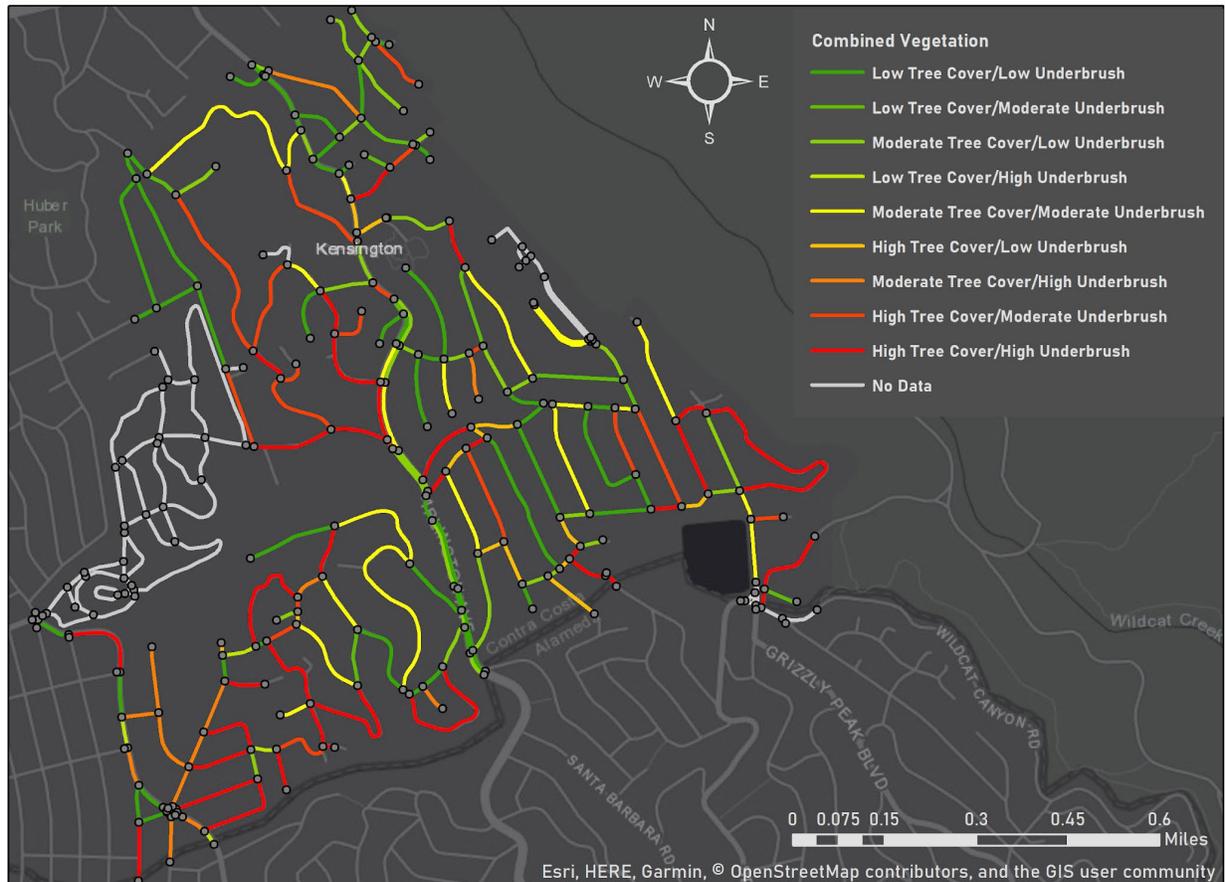


Figure 19: Vegetation ratings for the Kensington network, consisting of a nine-point combined scale incorporating tree cover and underbrush.

The two vegetation scores were combined into a nine-category scale, which was subsequently applied to the network as shown in Figure 19. In general, many streets in Kensington have significant tree cover, which poses risks to the viability of these segments during a fire. Many of the major roads (such as Arlington Ave., Colusa Ave., Grizzly Peak Blvd.) have more moderate quantities of vegetation present, but the potential for failure points remains. For example, there are large stands of trees surrounding Arlington Ave. near the Community Center and north of Sunset Drive. There are also short segments of high vegetation at the east end of Westminster Avenue and along Colusa Avenue between Curry and San Carlos Avenues. Other streets, such as Sunset Drive and Rugby Avenue, have significant vegetation along almost their entire length, which especially in the case of Sunset Drive could pose challenges to an evacuation.

7.1.5) Inclines

In addition to vegetation, inclines may also present an impediment to navigation during an emergency. Street inclines were qualitatively assessed during the survey process via a low/moderate/high scale and are presented in Figure 20 below.

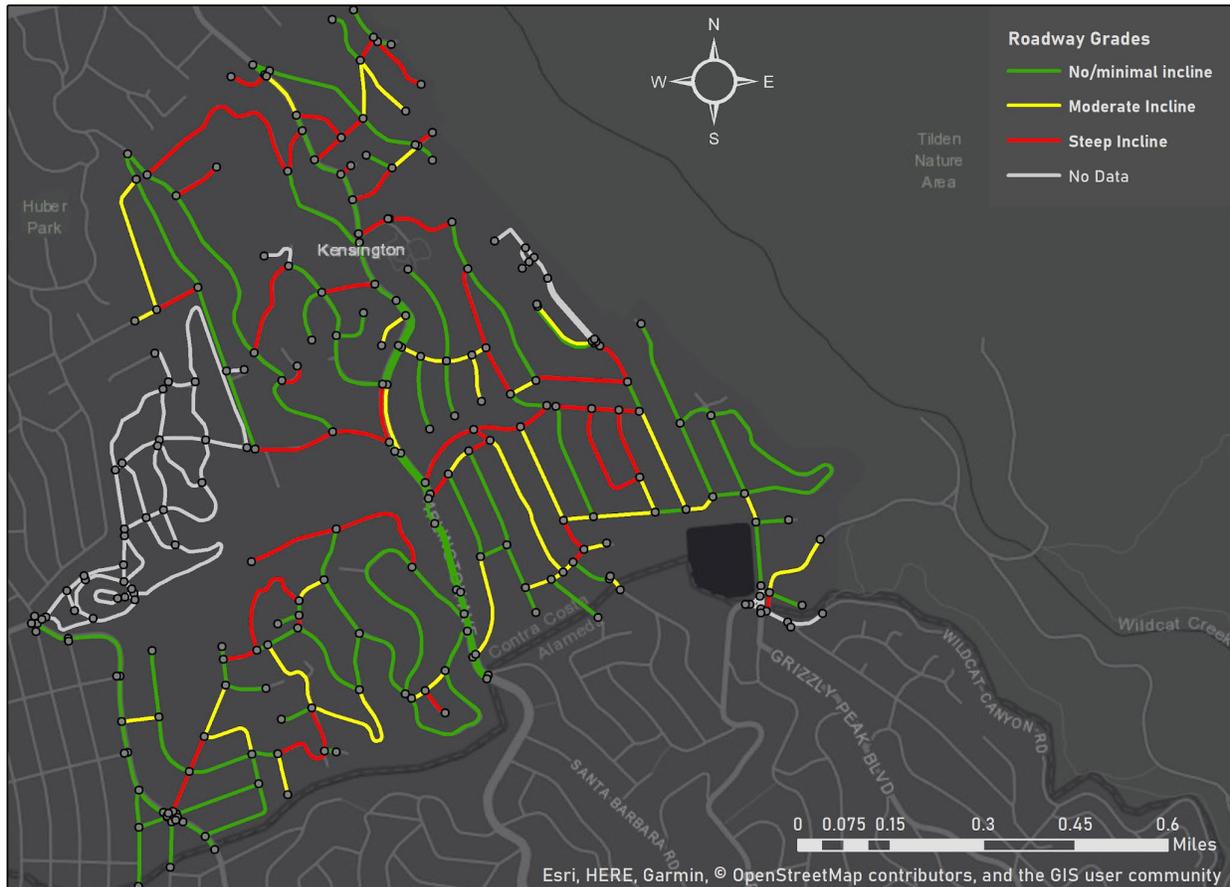


Figure 20: Road incline ratings for the Kensington network, consisting of a low/moderate/steep scale.

Unlike the case of vegetation, where one tall tree at one end of an otherwise clear segment may be cause for a 'moderate' rather than a 'high' tree cover rating, segments were generally classified as "steep" if *any* portion of the segment could be considered steep. For example, Arlington Court between Arlington Avenue and Norwood Avenue is mostly flat, but has a steep incline as it approaches Arlington Avenue (see Figure 21 and is therefore classified as "steep."



Figure 21: Arlington Court looking east toward Arlington Avenue (Google StreetView photo), showing the steep incline at the east end of an otherwise-flat segment.

7.1.6) Intersections

In addition to road segments, intersections were also assessed during the field survey. The sole variable of interest in this case was the presence of traffic control devices. For each intersection approach, the presence of a traffic control device (stop sign, yield sign, or signal) was noted and the intersection was subsequently classified based on the aggregate value for all approaches. For a full description of each intersection, refer to Appendix C.2. The intersection-level classification is mapped below in Figure 22. There were only two traffic signals in the study area - a typical signal at the intersection of Colusa Avenue and Fairmount Avenue in El Cerrito and a pedestrian beacon at the intersection of Arlington Avenue and Berkeley Park Road. All-way stops were present at several locations along key routes, most notably at the intersection of Arlington and Amherst Avenues. Partial stops (where only some approaches are stop-controlled) were more common. In general, it can be assumed that partial stops control a minor street while leaving the primary approaches uncontrolled (e.g. a partial stop on Colusa Avenue or Arlington Avenue is unlikely to affect traffic on Colusa or Arlington). Yields were present at select locations, with a mix of signage and/or pavement markings. However, the plurality of intersections (about 40%) in the study area are completely uncontrolled, with no signage or pavement markings present. While certain traffic control types such as all-

way stops could slow traffic during an evacuation, the ambiguity posed by uncontrolled intersections could present a hazard with a large number of evacuating vehicles.

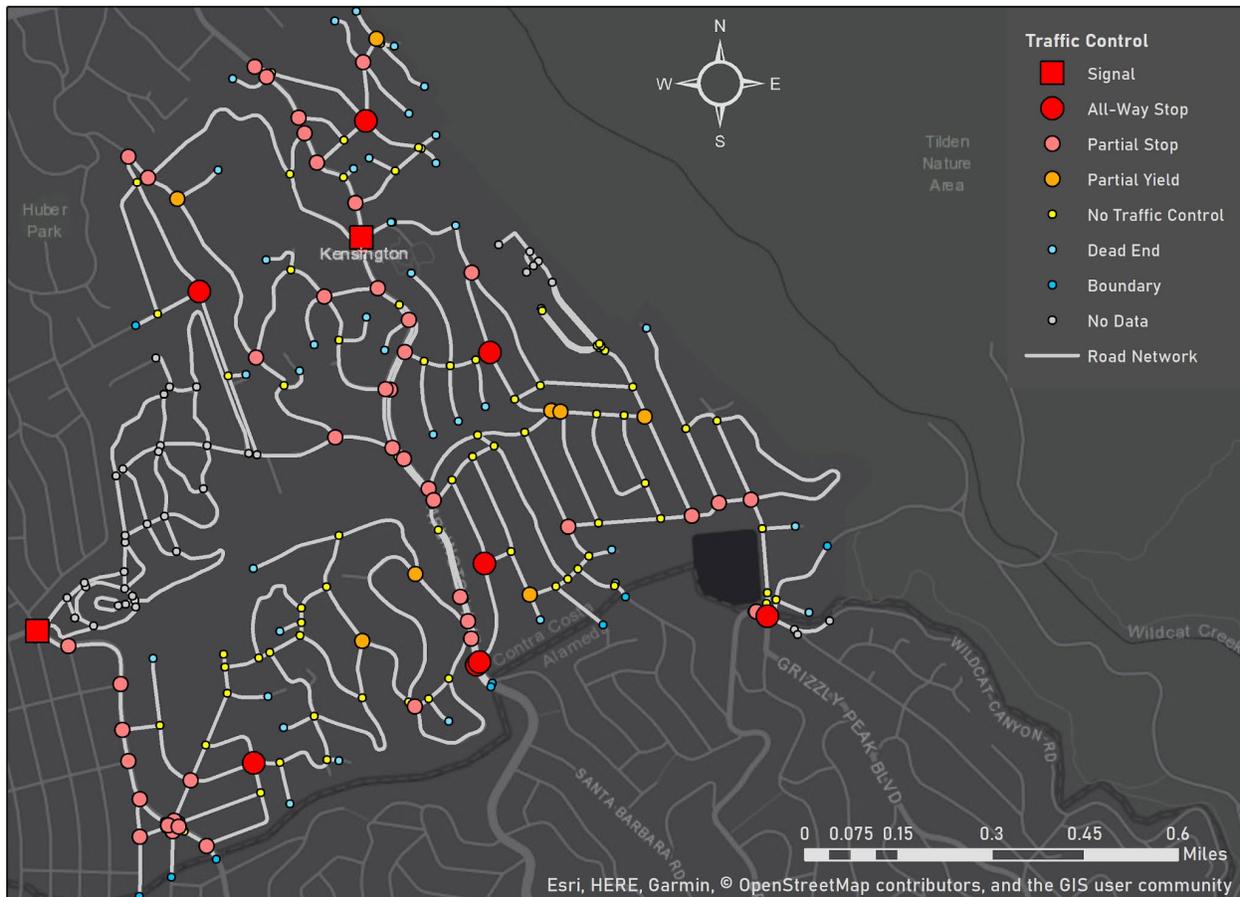


Figure 22: Map of traffic control at intersections within the study area.

Several intersections contain unconventional geometry and/or traffic control and are identified below in Figures 23-24. The intersection of Grizzly Peak Boulevard, Spruce Street, Wildcat Canyon Road, and Canon Drive at the southeastern edge of Kensington is likely to be a key node for evacuations in this area. While the intersection is large and generally has good visibility (the exception being vehicles exiting the steep ascent from Canon Drive), its five-way geometry is unconventional. This may be a location that requires monitoring in the event of an emergency.



Figure 23: Grizzly Peak Boulevard, Spruce Street, Wildcat Canyon Road, and Canon Drive meet at this intersection that also straddles the Alameda County Line (shown here looking north along Grizzly Peak toward Kensington).



Figure 24: The intersection of Grizzly Peak Boulevard and Beloit Avenue is another key node in southeastern Kensington (seen here looking east along Beloit). This intersection is notable for a somewhat unconventional traffic control arrangement.

Further north of Grizzly Peak Boulevard, the intersection with Beloit Avenue presents some unconventional traffic control in that the stop-controlled approaches are adjacent to each other rather than across from each other. This is reasonable given that the primary route through this area turns from Grizzly Peak to the south onto Beloit to the west at this location, but the traffic control is nonetheless unconventional.



Figure 25: Another unconventional intersection is that of Arlington Avenue and Sunset Drive (shown here in Google StreetView). In this case, vehicles traveling from northbound Arlington Avenue to Sunset Drive must negotiate the turn lane here and then drive up a short segment of the southbound half of Arlington Avenue to then make another left on Sunset Drive (which branches to the left behind the car seen in the photo). Vehicles have also been observed using the median gap to exit Sunset Drive and make an immediate U-turn to proceed north on Arlington Avenue.

A particularly unconventional intersection is that of Arlington Avenue and Sunset Drive (Figure 25). Sunset Drive intersects the western half of Arlington Avenue along one of its divided segments. A median break immediately to the south allows vehicles to turn left onto Arlington from Sunset and allows vehicles to turn left onto Sunset from Arlington northbound. The unconventional aspect is that, because of the offset median break, vehicles turning left onto Sunset must travel “against traffic” on a short stretch of southbound Arlington before completing their turn onto Sunset. While this short stretch of Arlington is technically two-way, it is still striped as a one-way street. Though this arrangement seemed to operate effectively during the time that the team was in the area, it could pose challenges during an emergency. Especially in the circumstance that the

Sunset View Cemetery can be used as an egress route, significant traffic will be flowing onto Sunset Drive in order to descend away from the WUI. High volumes of turning vehicles, combined with high volumes of traffic on Arlington due to its use as an egress route to the south, could present significant potential for conflicts and/or collisions at this location.

As noted previously, some larger intersections may be suitable for use as staging locations during an emergency, or at the very least could facilitate easy turnarounds of emergency vehicles. These include Kingston Road & Lenox Road, Arlington Avenue & Amherst Avenue, Grizzly Peak Boulevard & Spruce Street, Purdue Avenue & Garden Drive, and Cowper Avenue & Kensington Road. Not all these intersections are suitable as gathering points, but they may be of use to first responders. The intersection of Kingston & Lenox has a cul de sac-like footprint that could allow easy turnaround of emergency vehicles or could provide limited staging capabilities. Arlington & Amherst and Grizzly Peak & Spruce both have large footprints and could function as gathering points under certain circumstances (see Section 7.2 for details). Purdue & Garden has a large enough footprint to allow for limited staging, which could be valuable given the narrow width of the adjacent segments. Lastly, the intersection of Cowper Avenue and Kensington Road blends together with that of Kensington Road and Kensington Court, providing a sizable staging area immediately adjacent to the WUI.

7.1.7) Walking Paths

In addition to the street network, the survey team also conducted a qualitative assessment of the walking paths within Kensington. Through a combination of online resources², the team was able to identify 19 pathway segments within Kensington, including the Ye Olde School trail abutting Wildcat Canyon. While this section will present a selected overview of pathway conditions, a full table listing the condition of each segment can be found in Appendix B. Of the paths surveyed, two were completely blocked (Public Path #10 between Columbia Ave and Trinity Ave and the Princeton Path between Amherst Ave and Arlington Ave). This confirmed pre-survey information gathering from the website of the Kensington Pathkeepers, a local group devoted to ensuring public access to paths in Kensington.

² Google Maps, Kensington Pathkeepers

The remaining paths varied in condition, ranging from dirt trails (see Figure 26) to sidewalks approaching roadway width (see Figure 27). Several of the paths (mostly in the southwest quadrant) have the potential to be ADA accessible, but the vast majority contain stairs for all or part of their length. Many are not clearly signed or identified and could be easily confused with a residential entryway. Many of the paths in the northeastern quadrant have significant encroachment from vegetation, which could prove problematic when considering the paths as a fire evacuation route. In general, paths in the southwest quadrant were more likely to be paved and more sidewalk-like in nature, except for Public Path #1 between Marchant Court and Coventry Road (see Figure 28). Meanwhile, the paths in the southeast quadrant were more rustic in nature, rarely being paved and frequently containing segments of dirt trail. Both closed/blocked paths were in the southeast quadrant.

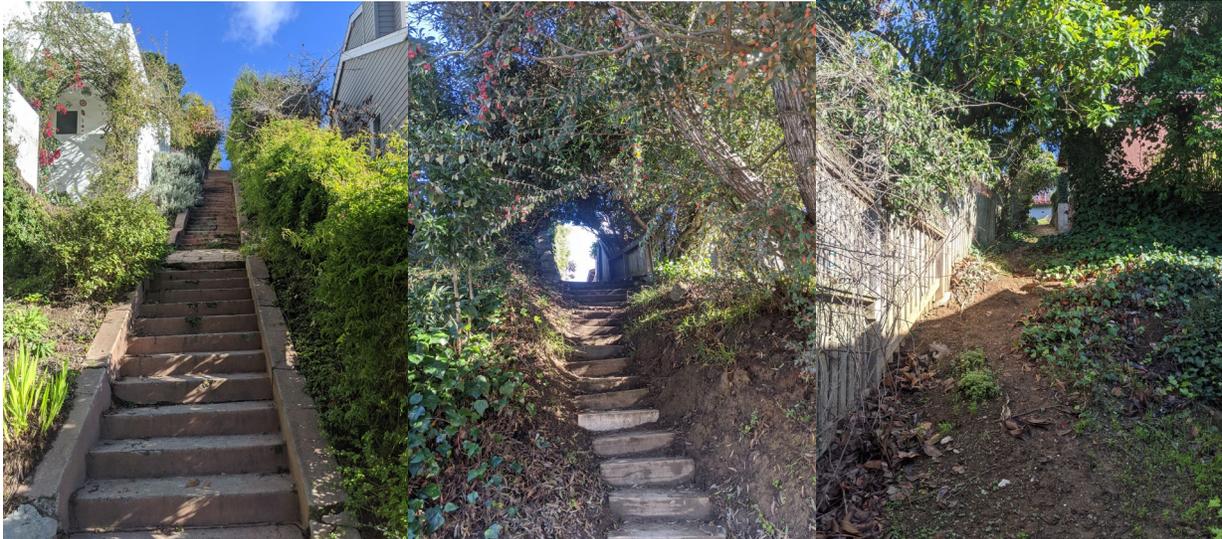


Figure 26: A range of path conditions in the northeastern quadrant, ranging from concrete surface to narrow, wooden stairs to an unmarked dirt trail. From left to right are Public Path #6 east of Arlington Avenue, the same path east of York Avenue with low overhanging foliage, and the Westminster path between Kenyon Ave. and Highland Blvd. All photographs were taken looking east.



Figure 27: The Ardmore path immediately west of Arlington Avenue features wide stairs and a double sidewalk.

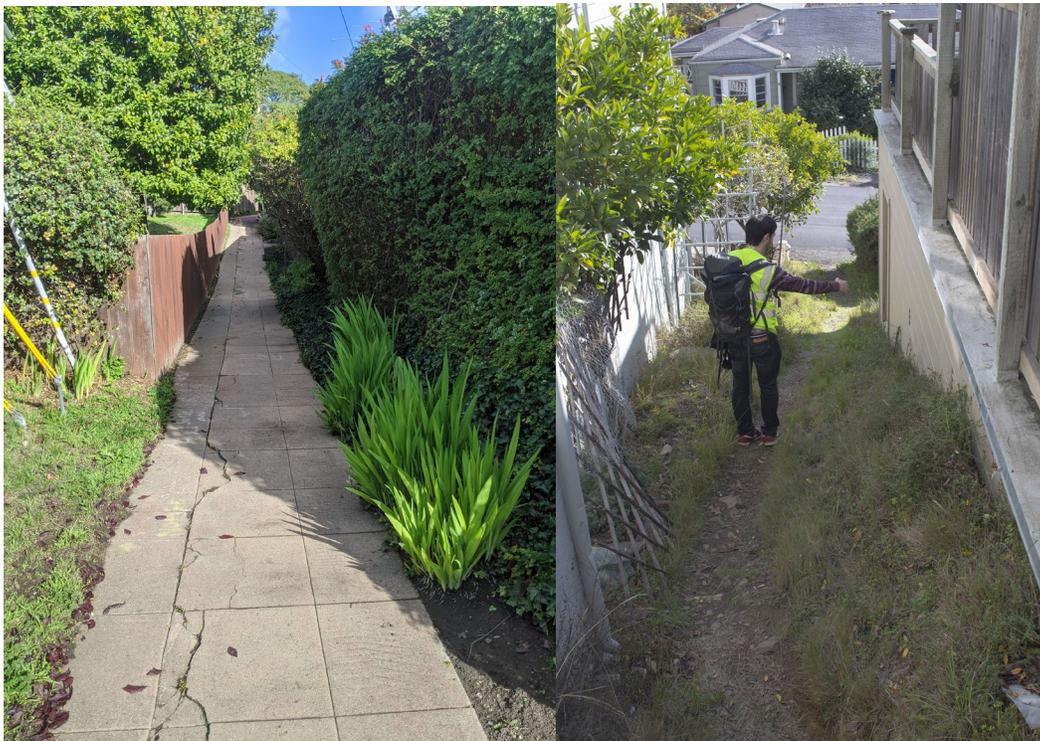


Figure 28: Most paths in the southwest quadrant are paved with concrete, such as the Ardmore Path (left, shown intersecting Coventry Road) which is entirely step-free in its western half. However, Public Path #1 (seen at right approaching Coventry Road from Marchant Court) is much less developed and only consists of a steep, unmarked walking track. An abutting homeowner claimed that part of this path traverses private property.

The Ye Olde School Trail (running from the end of Grizzly Peak Blvd. to the elementary school with branches to Lake Drive and Kensington Court) is more of a hiking trail than an egress path and may have limited utility over the street network as a means of egress for residents. Its condition is at some points akin to a dirt road that could be traversed by an all-terrain vehicle, while at other points it devolves to a single-track hiking trail with significant inclines.

7.1.8) Other Connections

In addition to the public paths, several other non-vehicular cut-throughs were noted in the course of the survey. The four most notable connections were the Sunset View Cemetery roads, a closed section of Kensington Park Road connecting the school to the Community Center, a pedestrian connection from the north end of Windsor Avenue to the community center, and an East Bay Municipal Utility District (EBMUD) access road along the west side of the Summit Reservoir.

The first connection through the cemetery is very significant in that it provides a fourth western exit route (Figure 29). Currently, egress to the west can be achieved via Coventry Road or Stratford Road in the southwest quadrant or via Eureka Avenue in the northwest quadrant. Other options require travel to the north into El Cerrito (to reach Moeser Lane) or to the south into Berkeley. The cemetery roads provide a fourth, direct path from the center of Kensington to Colusa Avenue and the flatland portion of El Cerrito.



Figure 29: The gate separating the cemetery roads from Sunset Drive (measured at 20' wide), as viewed from the east/outside of the cemetery (left) and the west/inside (right).

Kensington Park Road currently ends in a parking lot at the Kensington Community Center (Figure 30). However, a paved roadway extends further up the hill to Kensington Hilltop Elementary School parking lot, which is in turn connected to Highland Boulevard and Kenyon Avenue. This road segment is currently closed to vehicular traffic by bollards at both ends. While it was not formally measured, it appeared to be in the range of 20' wide and lacks any pinch points or obstructions. There is a steep segment at the west end where it connects to the open portion of Kensington Park Rd.

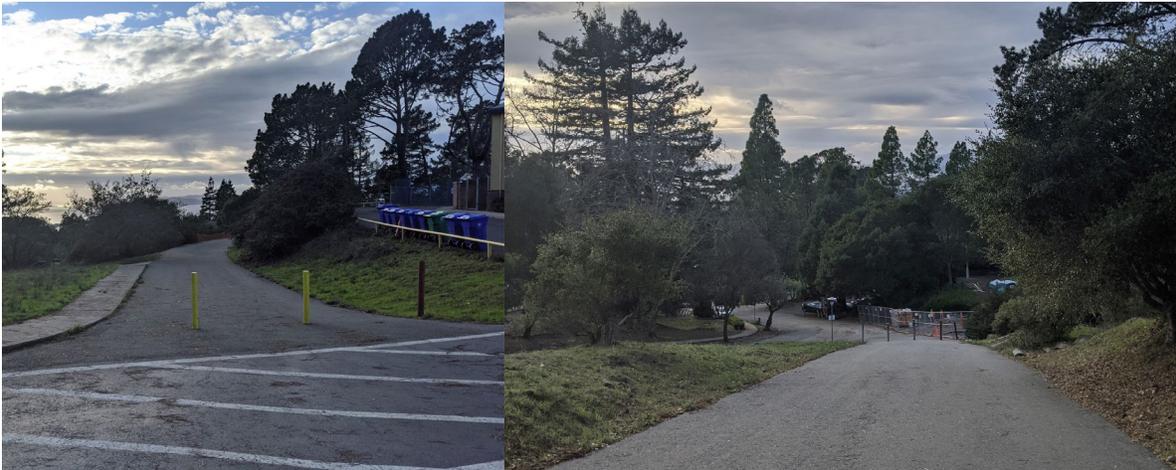


Figure 30: The east (left) and west (right) ends of the closed segment of Kensington Park Road.

In the same vicinity, several pedestrian paths (paved and step-free, potentially navigable by emergency vehicles) extend from the north end of Windsor Avenue to connect with Kensington Park Road and the Community Center (Figure 31). Given that Windsor Avenue is a long, narrow dead end, these paths could provide additional (non-car) egress options for residents living at the north end of this street segment.

Lastly, an EBMUD access road extends around the west side of the Summit Reservoir in the southeast corner of Kensington, providing an additional connection between Beloit Avenue and Spruce Street in Berkeley (Figure 32). The access road is narrow and winding (it was not measured, but it is no more than a lane wide) and is likely unsuitable for evacuations unless Grizzly Peak Boulevard becomes blocked. However, it could provide an alternate access route for first responders, in turn enabling Grizzly Peak Boulevard to be dedicated to evacuating vehicles.



Figure 31: The connection between Windsor Avenue (darker pavement at left) and the Kensington Community Center.



Figure 32: The northern gate of the EBMUD access road along Beloit Avenue.

7.2) Potential Gathering Points

Several potential gathering points were identified and are illustrated in Figure 33 below. It is important to note that great care should be taken in recommending gathering points within Kensington during any large-scale emergency, as many of these locations may not be sufficiently distant from the hazard and residents should instead attempt to reach gathering points in El Cerrito and Berkeley whenever possible.



Figure 33: Map of Identified gathering points.

Gathering points were generally identified based on a reduced amount of vegetation/fuel load, distance from the WUI, and accessibility by larger vehicles such as buses. Consideration was given to the ability of a larger vehicle (such as a transit bus) to turn around at intersections and return downhill after collecting evacuees. Traveling from west to east, they are the Summit Reservoir, the Kensington Elementary School, Kensington Recreation Center, the commercial district on Arlington Avenue, Colusa Circle, and the

intersection of Colusa Avenue and Fairmount Avenue (including the lower portion of Sunset View Cemetery).

The Summit Reservoir, and the adjacent intersection of Grizzly Peak Boulevard and Spruce Street, is a large area with relatively little vegetation. Spruce Street currently has bus service and therefore can likely support high-capacity vehicle access, though consideration should be given to the fact that Spruce Street will also be heavily trafficked with evacuees in personal vehicles. The intersection of Grizzly Peak Boulevard and Spruce Street has a sufficiently large footprint that a bus could likely be turned around without requiring a backing move. Additional and significant consideration should be given to the fact that this location is very close to the WUI and therefore may not be an appropriate gathering point for all emergencies.

The Kensington Elementary School (and nearby Recreation Center) both present lower vegetation levels than the surroundings. The Recreation Center is close to Arlington Avenue, which is a major through route which can accommodate access by larger vehicles (though similar caveats apply regarding Arlington's status as an evacuation route). Both locations are still very close to the WUI as the eastern edge of the school is the WUI and overlooks Wildcat Canyon. Consequently, consideration should be given as to when these locations can be used as gathering points.

The commercial district on Arlington Avenue presents similar advantages of lower vegetation load and high-capacity vehicle access (via Arlington Avenue). The intersection of Arlington Avenue and Amherst Avenue is sufficiently large that a bus could likely be turned around without difficulty, and a median break north of the commercial district presents an alternate option for turning vehicles. Additional advantages of this area include the potential presence of some non-wood frame structures. However, this area is also likely to be a choke point for evacuees in vehicles traveling along Arlington Avenue, so traffic management is likely to be necessary.

Colusa Circle, much like the Arlington Avenue commercial district, presents advantages of lower vegetation, potential for masonry structures, and existing transit service indicating ease of access by high-capacity vehicles. While much further from the WUI and therefore preferable to other gathering points, the potential for Colusa Circle to be a bottleneck is high, having six entrances all controlled by stop signs.

Lastly, the intersection of Colusa Avenue and Fairmount Avenue (and, by extension, the lower portion of Sunset View Cemetery) is the westernmost point that is adjacent to Kensington and therefore is furthest from the WUI. This location has low vegetation levels, existing access by high-capacity vehicles, and is directly connected to safer locations such as the El Cerrito Plaza BART station. A large field of undetermined ownership immediately south of the intersection could be used as a staging area, pending coordination with the property owners.

As a note, we do not recommend that evacuees gather at the building that houses the Kensington Fire District or Kensington Police Department. While resources may be available, evacuees may hamper emergency operations and strain personnel.

7.3) Network Analysis

As noted in section 6.3, the network analysis was conducted at two geographic levels in order to assess the strengths and weaknesses of each methodology (i.e., local and regional). The local approach consisted of placing an “egress point” at every border crossing into El Cerrito, Richmond, or Berkeley. One key advantage of this approach is that it is neutral to presumptions about major and minor routes by allocating traffic to major and minor roads based only on proximity. However, by allocating routes based on the shortest distance to a border crossing, this method presumes that the end goal is to leave Kensington, whereas evacuees actually seek safe destinations beyond the borders of the community. By only looking at border crossings, the local analysis presumes that all crossings have equal value in accessing safety, which is unlikely to be the case.

In contrast, the regional approach made use of the broader network outside of Kensington to navigate evacuees to likely gathering points and/or major roads. Attempts were made to place these egress points at similar distances from the Kensington border in order to avoid biasing the analysis. This has the benefit of reflecting potential regional destinations of evacuees but is limited by only using a handful of such locations. The act of choosing the points incorporates assumptions about likely egress routes and target destinations of evacuees. As a result, this analysis is less likely to show use of all egress routes that would be used. Nonetheless, if the points are well-chosen, the resulting network loads should demonstrate route choices based on the “shortest path to safety” versus the “shortest path out of Kensington.”

We also tested (as mentioned in the methodology) several regional scenarios where the cemetery would be an option for evacuation. We also tested this transportation response at the local analysis level but found no meaningful difference. We also tested two wildfire cases where we assume fire is either spreading from the Northeast or from the Southeast, leading some exits in Kensington to be blocked. For the Northern Wildfire, we eliminated exits from Kensington Rd, Lawson Rd and Arlington Ave while for the Southeastern Wildfire, we eliminated exits from Grizzly Peak Blvd, Vassar Ave and Rugby Ave. For the southeastern fire regional analysis, we removed The Circle egress point. We tested both north and southeast fire scenarios using the local and regional analysis along with the possibility of using the cemetery in the regional analysis.

It should be noted that predicting route choice during an emergency evacuation is an imperfect exercise and is necessarily predicated on assumptions. It is typically assumed in models that evacuees will choose their shortest path to safety; however, this presumes that evacuees have: 1) knowledge of the nearest point of safety, and 2) knowledge of the shortest path by which this point can be reached. In some cases, individuals may be unaware of their nearest place of safety and/or their shortest path. Even in the case where individuals possess both pieces of information, they may choose more familiar routes and destinations or may be forced to alter behavior based on traffic or a blocked route. Indeed, recent research has found that distance of the route, potential fire danger, and the pavement conditions were the most significant variables that impacted route choice (Wong et al., 2020). We also note that this model does not consider congestion; people will likely deviate to other routes or have to wait in a queue as the shortest paths become congested. If congestion and queuing behavior is of interest to Kensington, we recommend that the community consider conducting a full traffic analysis using microscopic and mesoscopic simulations. Regardless, this analysis provides a quantitative validation of the major routes identified in section 7.1 based on the level of road markings present. This analysis also shows how availability to evacuate through the cemetery could improve evacuations. The scenarios used for the network analysis are provided in Table 6.

Table 6: Summary of Different Network Analysis Simulations

Scenario Number	Approach	Kensington Route Availability	Location of Egress Points	Cemetery Gate Open
1	Local	All	All Exits at Kensington Border	Yes/No
2	Regional	All	Four Chosen Egress Points in El Cerrito and Berkeley	No
3	Regional	All	Four Chosen egress points in El Cerrito and Berkeley	Yes
4	Local	No Northern Exits	All Exits at Kensington Border	Yes/No
5	Regional	No Northern Exits	Four Chosen egress points in El Cerrito and Berkeley	No
6	Regional	No Northern Exits	Four Chosen egress points in El Cerrito and Berkeley	Yes
7	Local	No Southern Exits	All Exits at Kensington Border	Yes/No
8	Regional	No Southern Exits	Chosen egress points in El Cerrito and Berkeley	No
9	Regional	No Southern Exits	Chosen egress points in El Cerrito and Berkeley	Yes

7.3.1) Local-Level Analysis

Sixteen egress points were defined for the local-level analysis, representing every road crossing of the Kensington boundary. Clockwise from the southeast, these are: Grizzly Peak Boulevard at Spruce Street, Vassar Avenue, Rugby Avenue, Arlington Avenue south, Colusa Avenue south, Berkeley Park Boulevard, Santa Fe Avenue, Colusa Avenue at Lynn Avenue, Colusa Avenue at Curry Avenue, Colusa Avenue at San Carlos Avenue, Colusa Avenue at Fairmount Avenue, Eureka Avenue, Highgate Road at Franciscan Way and Contra Costa Drive, Arlington Avenue north, Lawson Road north (via the Unitarian Universalist Church of Berkeley parking lot), and Kensington Road north. The egress assignments and resulting egress assignments are illustrated in Figure 34 and Figure 35 below.

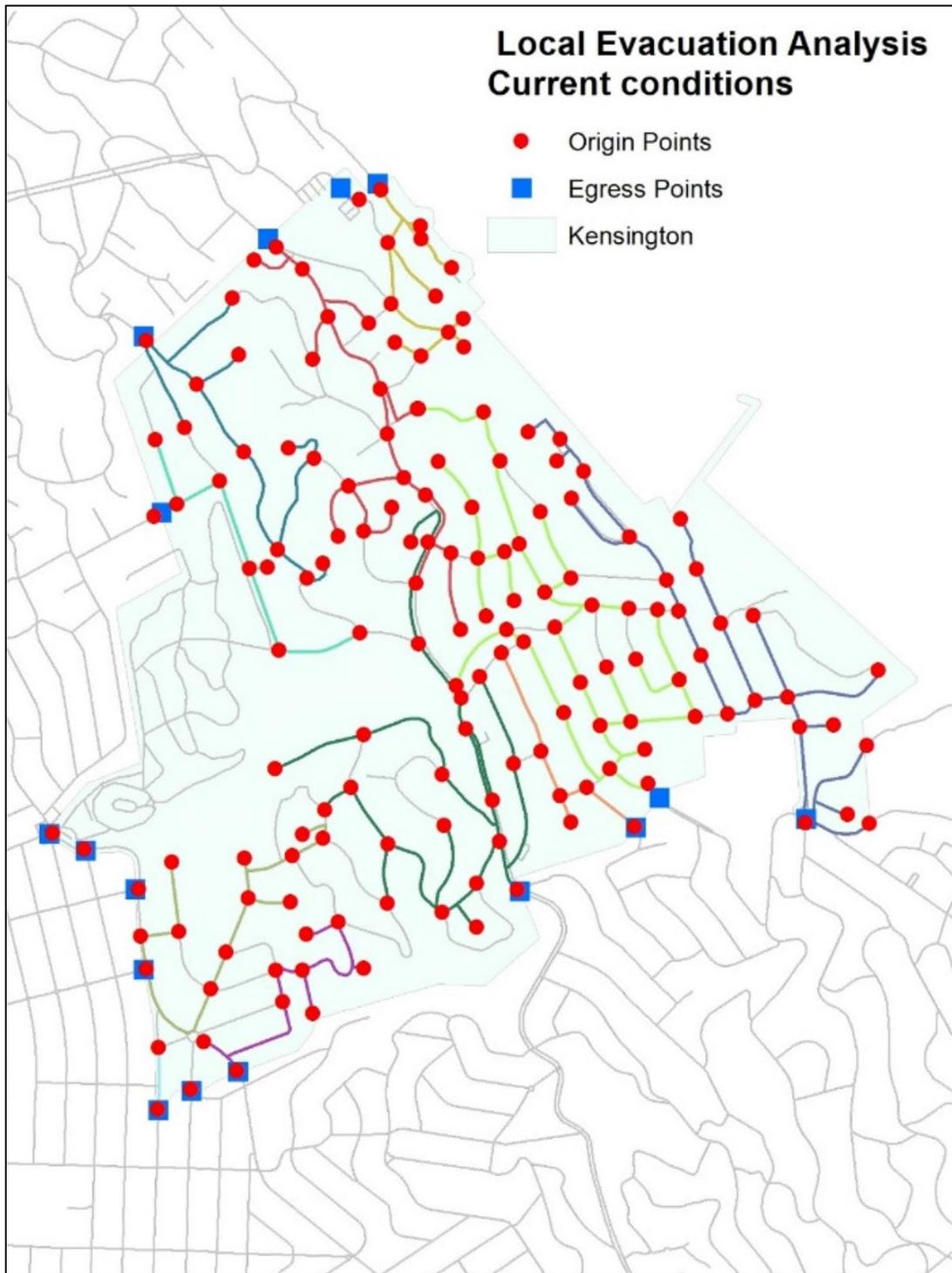


Figure 34: Egress assignment across Kensington for local-level analysis

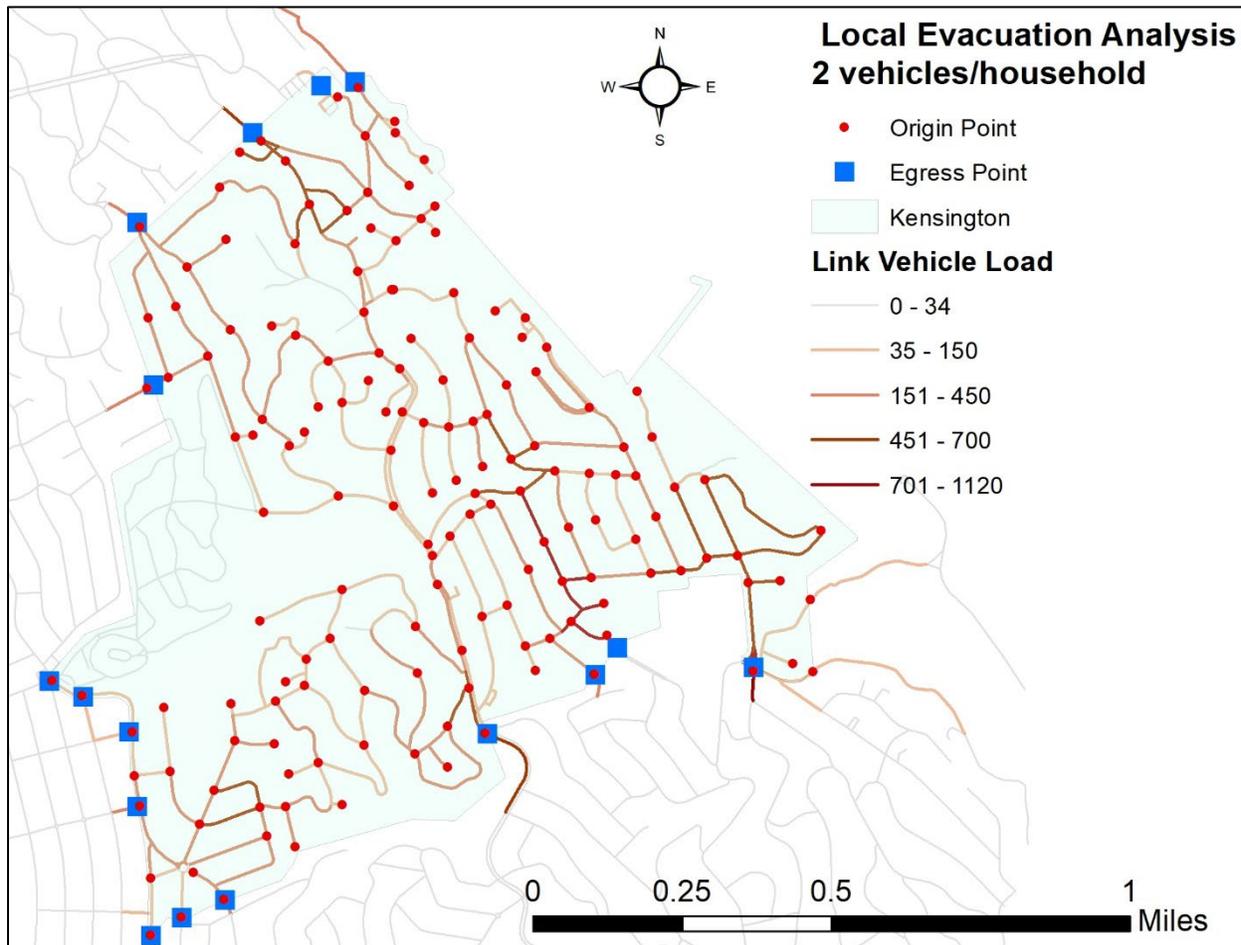


Figure 35: Network loads resulting from the local-level network analysis

Several insights can be gleaned from the egress assignment. Multiple egress routes receive no traffic (Berkeley Park Boulevard, Curry Avenue, San Carlos Avenue, Fairmount Avenue, and Lawson Road) except for vehicles generated immediately adjacent to those exits. Santa Fe Avenue is only used by traffic generated *on* Santa Fe Avenue, while other evacuees in the southwest quadrant make use of Lynn Avenue to the west or Colusa Avenue to the south. A large portion of the southwest quadrant evacuates *uphill* to Arlington Avenue, which may be technically efficient but is unlikely to be feasible in an emergency. The proximity of the Rugby and Vassar Avenue egresses causes most of the southeastern quadrant to evacuate via these roads rather than taking longer paths to reach Arlington Avenue or Grizzly Peak Boulevard. Streets to the east of Purdue Avenue *do* evacuate via Grizzly Peak, which was expected.

All vehicles originating on Arlington Avenue evacuate on Arlington Avenue to the north or south, with the split occurring between Norwood Avenue and Arlington Lane. Most of the northeast quadrant evacuates via Kensington Road, despite this requiring an uphill drive. In the southwest quadrant, vehicles originating on Highgate Road and adjacent streets along with the western portion of Norwood Avenue exit via Highgate Road/Contra Costa Drive. Lastly, traffic originating on Sunset Drive, southern portions of Franciscan Way, and Anson Way exits via Eureka Avenue. The cemetery route to the Fairmount Avenue egress point was unused even without a barrier at the gate entrance. Because the border with El Cerrito is further east at the point where Eureka Avenue crosses, the Eureka egress point is still closer than Fairmount Avenue to all the origin nodes even with the cemetery roads available for use. This highlights the issue with using the Kensington border as the “measure of success” in the network analysis, as vehicles traveling via either route are also likely headed toward Fairmount Avenue, but can cross into El Cerrito sooner if they use the Eureka egress point.

These assignments have several implications for evacuation planning. First, many of these routes require evacuees to travel uphill to reach an egress point (consider the cases of Kensington Road or the southwestern quadrant and Arlington Avenue). This is counterintuitive in the case where the hazard is to the east and may not be a realistic assumption of evacuee behavior. However, while it is likely that *most* evacuees will choose to travel downhill instead, some may opt to travel east to reach a high-capacity egress route such as Arlington Avenue or Grizzly Peak Boulevard. This raises the possibility of significant traffic conflicts in these regions as large volumes of *two-way* traffic are introduced to narrow, parking-constrained streets.

Second, the opposite case occurs in the case of Vassar Avenue and Rugby Avenue significant traffic volumes travel via these narrow, low capacity roads rather than taking a longer path to high-capacity links such as Arlington Avenue or Grizzly Peak Boulevard. This results in Vassar Avenue seeing some of the highest traffic volumes on the network (as noted in Table 7 despite having little capacity to support such a volume of traffic as shown in Figure 16). Other intersections seeing high volumes include Grizzly Peak Blvd & Spruce St and Arlington Ave & Amherst Ave, which is more in keeping with the expected results. Given the limited capacity of Vassar Avenue, it could also be expected that many of the evacuees assigned to Vassar by this analysis may use Arlington or Grizzly Peak instead, further increasing the load on these intersections. As both intersections are all-

way stops, they may also be bottlenecks in the case of a rapid evacuation and may be good candidates for traffic supervision and transportation responses.

Table 7: Intersections with Highest Traffic Loads Under Local Egress Scenario

Intersection Name	Traffic Count (1.5 veh/HH)	Traffic Count (2.0 veh/HH)	Traffic Count (2.5 veh/HH)	Traffic Control
Vassar Avenue & Circle North of County Line	864	1120	1408	None
Vassar Avenue & Yale Avenue	837	1085	1364	None
Cambridge Ave & Yale Ave	675	875	1100	None
Cambridge Ave & Beloit Ave	648	840	1056	Partial Stop
Grizzly Peak Blvd & Spruce St	594	770	968	All-Way Stop
Arlington Ave & Amherst Ave	513	665	836	All-Way Stop
Plateau Dr & Grizzly Peak Blvd	513	665	836	None
Arlington Ave & Highland Blvd	486	630	792	Partial Stop
Arlington Ave & Lam Ct	459	595	748	Partial Stop
Coventry Rd & Arlington Ave	459	595	748	Partial Stop
Grizzly Peak Blvd & Beloit Ave	459	595	748	Partial Stop
Arlington Ave & Lam-Highland Cut-Through	432	560	704	None
Cambridge Ave & Wellesley Ave	432	560	704	None
Kenilworth Dr & Arlington Ave	405	525	660	Partial Stop
Kenyon Ave & Wellesley Ave	405	525	660	Partial Yield
Arlington Ave & Rincon Road (N)	378	490	616	Partial Stop
Lake Dr & Beloit Ave	378	490	616	Partial Stop
Willamette Ave & Kenyon Ave	351	455	572	None
Lynn Ave & Colusa Ave	324	420	528	Partial Stop
Cowper Ave & Arlington Ave	324	420	528	Partial Stop
Estates Rd & Arlington Ave	324	420	528	None
Arlmont Dr & Arlington Ave	324	420	528	Partial Stop
Franciscan Way & Contra Costa Dr	297	385	484	Partial Stop
Cowper Ave & Kensington Rd	297	385	484	Partial Yield

7.3.2) Regional-level analysis

Residents will likely evacuate to a destination beyond the Kensington border. A regional method takes this behavior into account and uncovers impacts in El Cerrito and Berkeley. One limitation is that made key assumptions about the location of the egress points, which we determined prior to conducting our analysis. We consequently limit the potential destinations and routes of evacuees and allocate heavier traffic along the primary route rather than distributing to any nearby comparable routes.

For the “regional scale” analysis covering greater Kensington, five potential egress points were placed outside of Kensington along major corridors leading away from the WUI and toward high-capacity corridors such as San Pablo Ave and Interstate 80. From south to north, the egress points were located at The Circle (the south end of Arlington Avenue) in Berkeley and along Solano Avenue in Albany, Fairmount Avenue in El Cerrito, Moeser Lane in El Cerrito, and Potrero Avenue in El Cerrito. The Potrero Ave egress point did not appear in any of the results of this analysis, likely because the Moeser Lane egress point was consistently closer. That said, if there were congestion on Moeser Lane, it is possible evacuees would continue up Arlington Ave to Potrero Ave where they could continue onto Interstate 80, San Pablo Ave, or Carlson Blvd towards Richmond.

7.3.2.1) Current Conditions Without Cemetery Access

The current conditions without cemetery access show relatively even distribution of traffic among Moeser Ln and The Circle with Fairmount also collecting 20% of the traffic. The egress assignments and traffic levels are shown in Figure 36 and Figure 37.

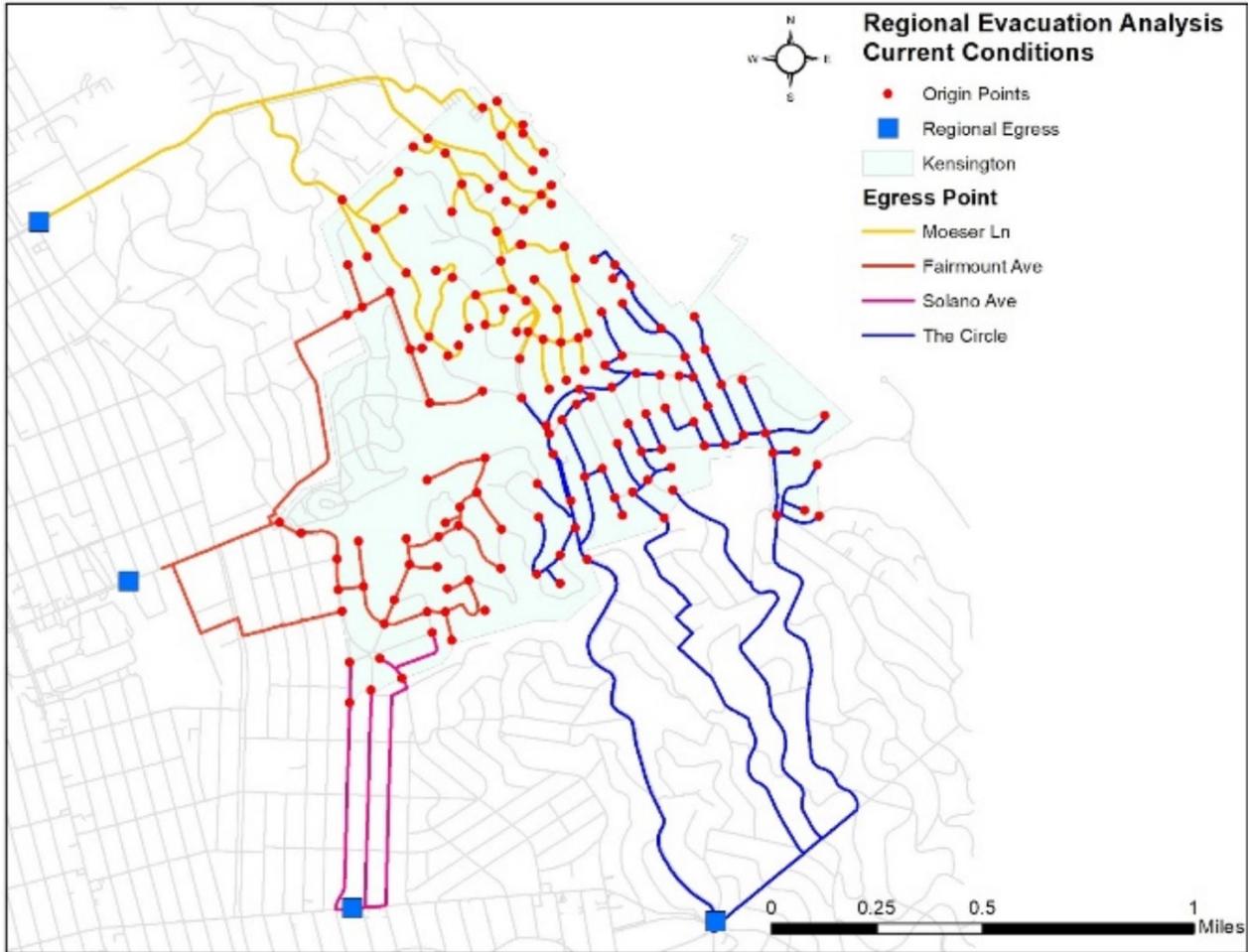


Figure 36: Egress allocation of regional analysis (no cemetery access)

With the cemetery closed, Eureka Ave receives significant traffic as vehicles take a more circuitous path to Fairmount Ave. Most cars traveling to Fairmount originate from the southwest quadrant, particularly from Coventry Road and Colusa Ave. Vehicles traveling to The Circle primarily travel down Arlington, though a significant number also route down Marin Avenue after taking Grizzly Peak Blvd to Spruce Street in Berkeley. All of northeast quadrant and part of northwest quadrant evacuate via Moeser Lane. We find more heavily used nodes as multiple egress paths combine to go towards the limited number of destinations. Thus, roads and intersections with the highest number of Kensington vehicles lie outside its borders (top five examples are shown in Table 8). While Kensington may not have control over the areas surrounding these major evacuation routes, the results highlight the need to engage with neighboring municipalities such as Berkeley and El Cerrito to prepare a coordinated evacuation strategy.

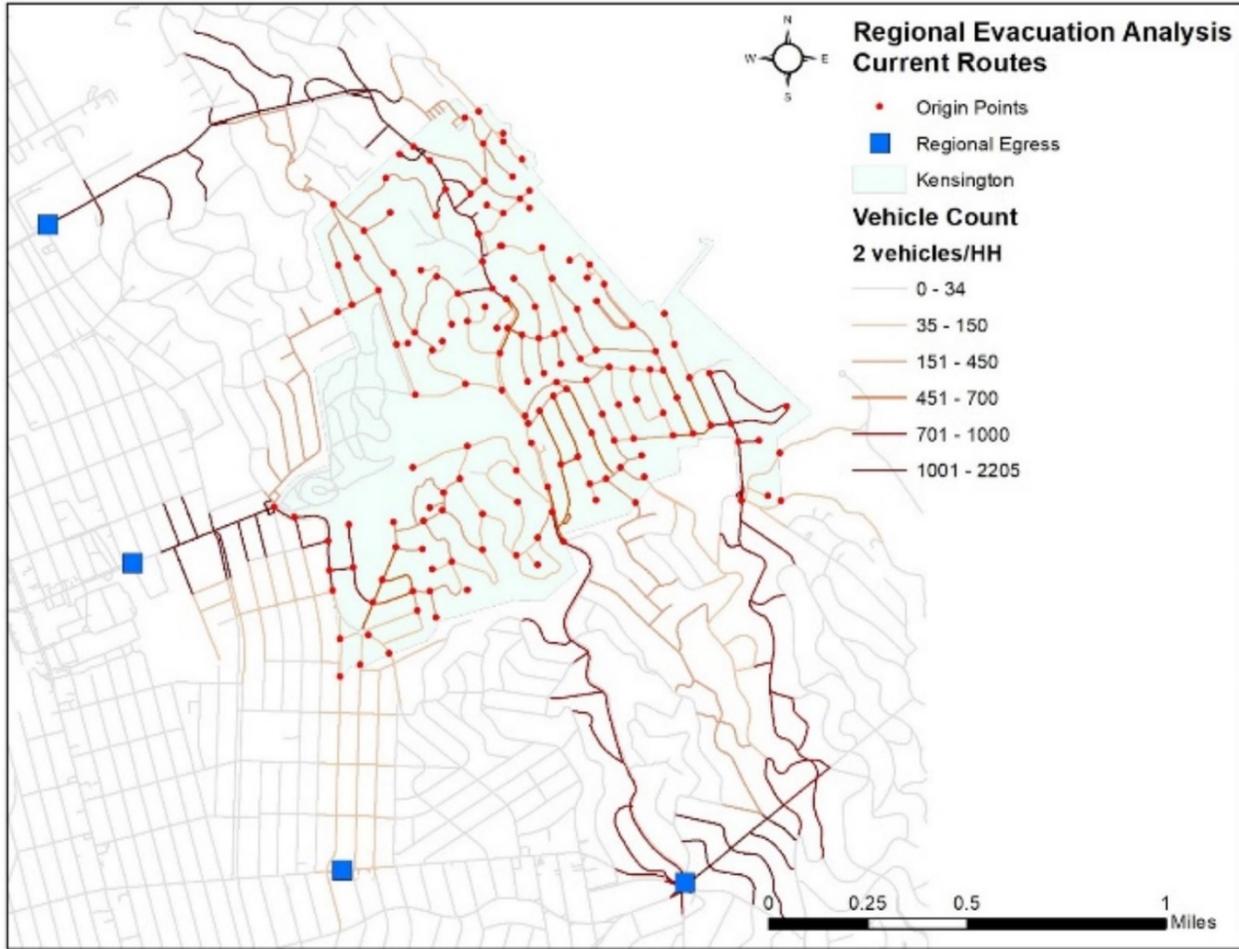


Figure 37: Traffic loading (2 vehicles/HH) for regional analysis (no cemetery access)

Table 8: Five Highest Volume Intersections from Regional Analysis (No Cemetery Access)

Intersection Name	Traffic Count (1.5 veh/HH)	Traffic Count (2.0 veh/HH)	Traffic Count (2.5 veh/HH)	Traffic Control
The Circle & Arlington Ave, Berkeley	1,701	2,205	2,772	Yield
Moeser Ln & Seaview Dr, El Cerrito	1458	1890	2376	Partial Stop
Marin Ave & Oxford St, Berkeley	999	1295	1628	Partial Stop
Arlington Blvd & Moeser Ln, El Cerrito	972	1260	1584	Partial Stop
Fairmount Ave & Ashbury Ave, El Cerrito	918	1190	1496	Traffic Light

The intersections with the highest traffic loads within the borders of Kensington are along the northern half of Arlington Ave, along Colusa Ave between Fairmount Ave and Valley Road, and along Beloit Ave and Grizzly Peak Blvd (Table 9). Arlington Ave is generally wide enough for consistent flow, with centerline markings or a median and only one traffic signal and one all-way stop along its length within Kensington. Colusa Ave along the portion described is well marked and is among the wider streets in the study area. Use of Valley Road and Coventry Road to access Colusa is subject to narrower widths.

Despite this in-depth analysis, we note that we found somewhat weak robustness of results. The location of the final destination points along the major roads significantly varied traffic loading along links and intersections. For example, shifting the egress point on Moeser Ln two blocks east or west changed the number of nodes that would choose that destination by 10%.

Table 9: Intersections with Highest Traffic Loads Under Regional Egress Scenario (No Cemetery Access)

Intersection Name	Traffic Count (1.5 veh/HH)	Traffic Count (2.0 veh/HH)	Traffic Count (2.5 veh/HH)	Traffic Control
Arlington Ave & Highland Blvd	972	1260	1584	Partial Stop
Arlington Ave & Lam Court	783	1015	1276	Partial Stop
Kenilworth Dr & Arlington Ave	729	945	1188	Partial Stop
Colusa Ave & Fairmount Ave	702	910	1144	Signal
Arlington Ave & Rincon Rd (N)	702	910	1144	Partial Stop
Grizzly Peak Blvd & Spruce St	702	910	1144	All-Way Stop
Arlington Ave & Amherst Ave	675	875	1100	All-Way Stop
San Carlos Ave & Colusa Ave	675	875	1100	Partial Stop
Colusa Ave & Curry Ave	648	840	1056	Partial Stop
Cowper Ave & Arlington Ave	648	840	1056	Partial Stop
Estates Rd & Arlington Ave	648	840	1056	None
Arlmont Dr & Arlington Ave	648	840	1056	Partial Stop

Valley Rd & Colusa Ave	621	805	1012	Partial Stop
Plateau Dr & Grizzly Peak Blvd	621	805	1012	None
Valley Rd & Coventry Rd	594	770	968	None
Rincon Rd & Arlington Ave	594	770	968	Partial Stop
Arlington Ave & Kensington Park Rd	594	770	968	Signal
Grizzly Peak Blvd & Beloit Ave	567	735	924	Partial Stop
Arlington Ave & Arlington Ct	567	735	924	Partial Stop
Berkeley Park Blvd & Coventry Rd	540	700	880	Partial Stop
Lake Dr & Beloit Ave	486	630	792	Partial Stop
Amherst Ave & Princeton Ave	432	560	704	All-Way Stop
Arlington Ave & Westminster Ave (E)	405	525	660	Partial Stop
Beloit Ave & Purdue Ave	378	490	616	Partial Stop
Ocean View Ave & Berkeley Park Blvd	351	455	572	None

7.3.2.2) Open Cemetery Path

We also ran models for both the local and regional analyses where the cemetery would be accessible for evacuees. We found minimal impact in the local analysis, so we focus our attention on the regional implications of a cemetery route. Overall, there is a significant shift in evacuation route choice, particularly for the center of Kensington, when the cemetery becomes available. Egress allocation and traffic loading are shown in Figure 38 and Figure 39. We also present the change in egress percentage (between an open and a closed cemetery route) in Table 10. Potrero Ave is excluded because no traffic is shown traveling that far north in this analysis. The table uses an assumption of 2 vehicles per household, in line with the average number of vehicles owned in Kensington.

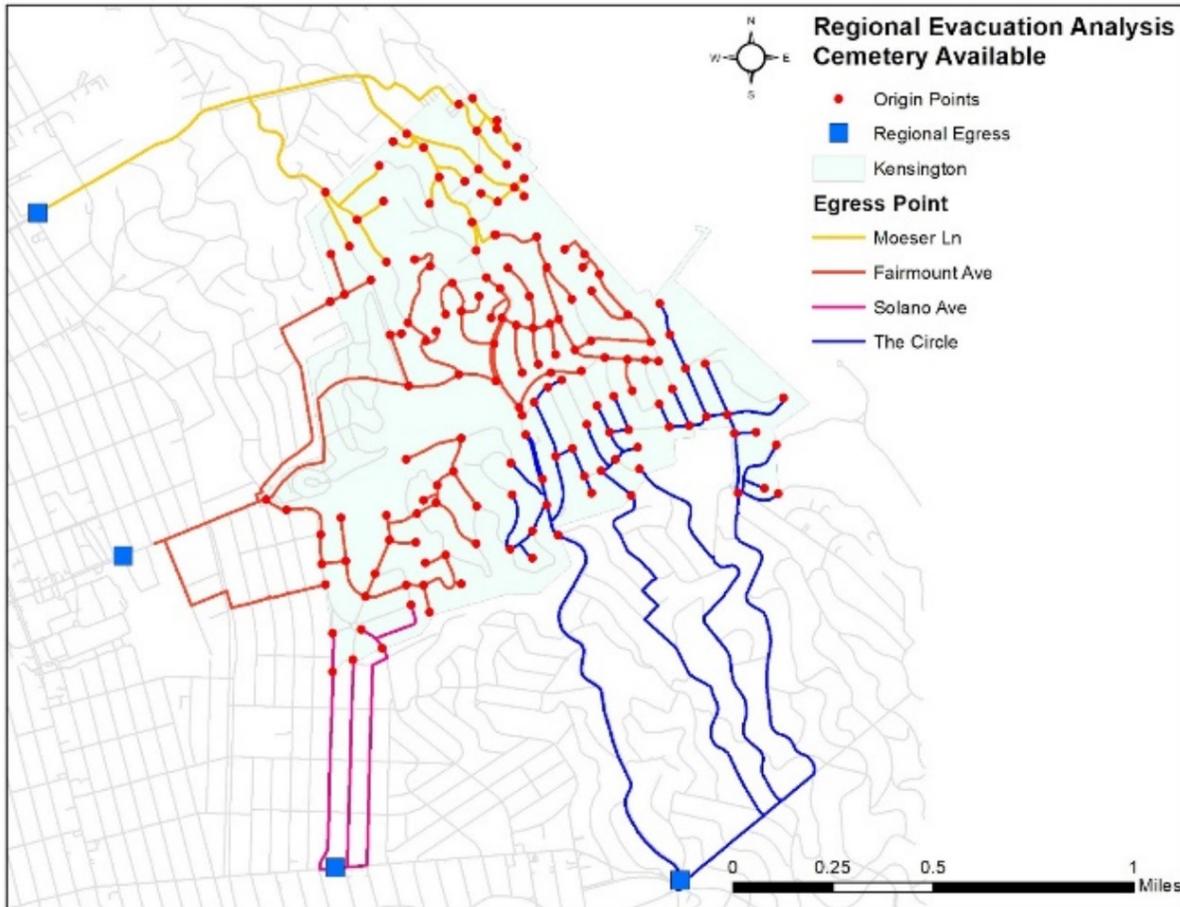


Figure 38: Egress allocation of regional analysis (no cemetery access)

We first find that the cemetery route alone carries over 30% of all vehicles evacuating Kensington in the model. It is significantly faster for a large part of Kensington’s population, particularly for residents located east of Arlington Ave near Westminster Ave. The intersections with the highest traffic loads are along the cemetery route followed by those along Westminster Ave. After these, other significant intersections include Colusa Ave from Valley Rd to Fairmount and along Grizzly Peak Blvd. The ends of Arlington Ave remain significant, though not to the same extent. These results strongly support developing an agreement to access the cemetery in the case of an evacuation. In the “no cemetery” conditions, Wellesley Ave and adjacent roads travel to Grizzly Peak Blvd and south (once again resulting in some counter-intuitive uphill travel). In contrast, when the cemetery is available, some traffic from the southeast quadrant travels via Oberlin and Wellesley to Arlington in order to reach the cemetery. Wellesley and Oberlin both have very narrow widths, which is compounded by parked vehicles and high vegetation,

making these less recommended for 2-way traffic flow. In a fire situation, one or both streets could be best designated as “downhill only.”

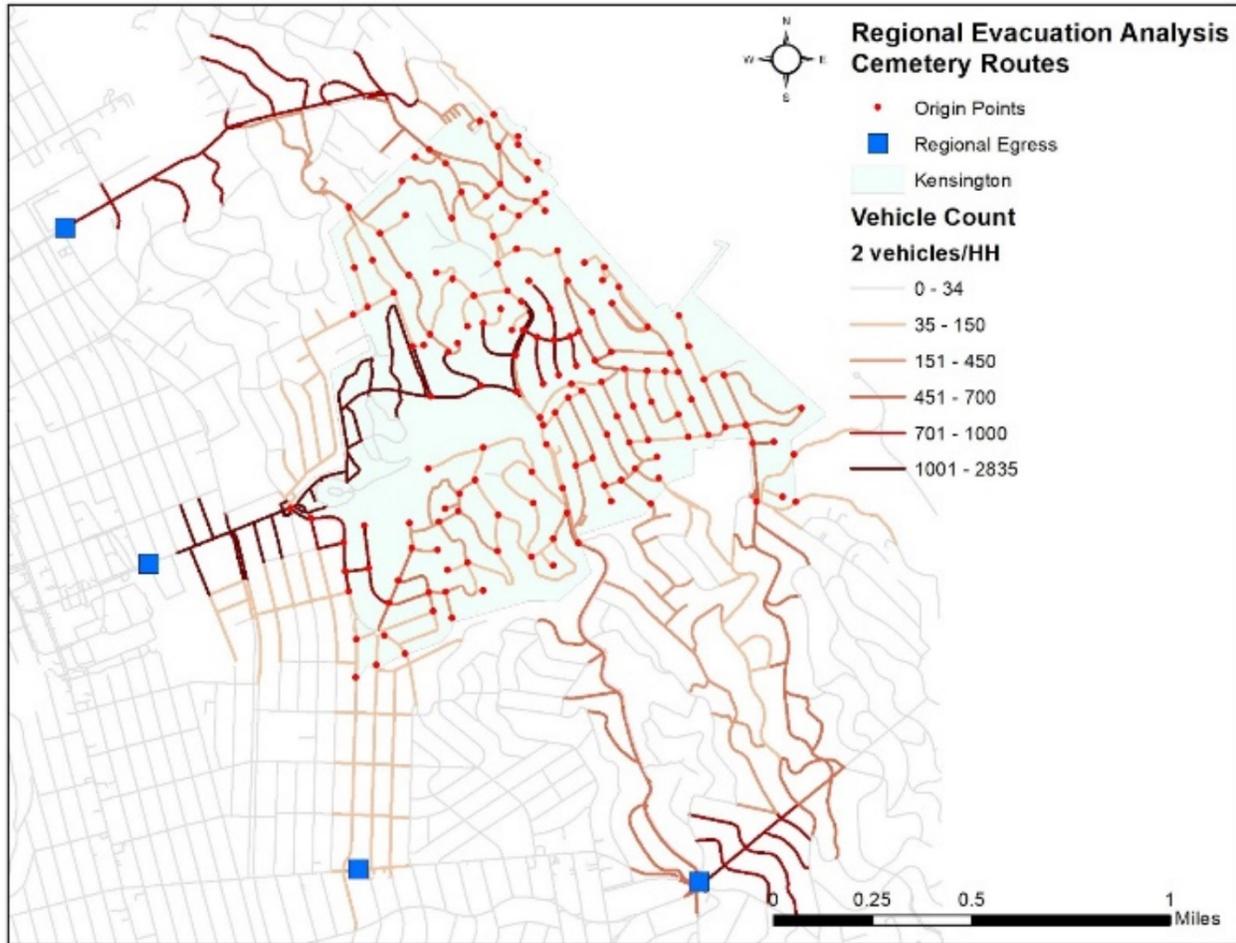


Figure 39: Egress allocation and most used routes with cemetery

Table 10: Shift in Egress Point by Cemetery Condition

Egress point (Destination)	Current (No cemetery)		Cemetery Route	
	Traffic load (vehicles), 2 veh/HH	Percentage of total vehicles	Traffic load (vehicles), 2 veh/HH	Percentage of total vehicles
Moeser Ln	1,890	34%	980	18%
Fairmount Ave	1,225	22%	2,835	51%
Solano Ave	280	4%	210	4%

The Circle	2,205	40%	1,505	27%
Total	5,530	100%	5,530	100%

While Grizzly Peak Blvd receives lower traffic than in the “no cemetery” scenario, the road remains a significant evacuation link for the southeast quadrant. Grizzly Peak Blvd itself is wide and relatively free of obstructions, but consideration should be given to downstream curves and all-way stop signs along Spruce Street in Berkeley.

If Kensington plans to move forward with designating access to the cemetery route, there are several potential hazards that should be addressed. As discussed further in section 7.1.6, the intersection of Sunset Drive and Arlington Avenue has unconventional geometry. This could lead to conflicts between traffic on southbound Arlington Ave with left-turning northbound traffic from Arlington onto Sunset. The majority of vehicles evacuating via the cemetery route from east of Arlington Ave enter Arlington from Wellesley and Westminster Avenues. Wellesley has a straightforward northbound turn onto Arlington Ave, but reaching Sunset requires turning left through the aforementioned intersection. Traffic entering via Westminster may face difficulties turning left onto Arlington Ave, particularly if there is heavy northbound traffic on Arlington. Additionally, Sunset Drive has very high vegetation levels along its entire length and is at risk of becoming blocked during an emergency.

Arlington Court and Norwood Avenue are not recommended as alternative paths to the cemetery. As discussed in the survey results, Norwood Avenue and Highgate Road together have significant issues related to pinch points, high fuels (vegetation) and a steep incline on Norwood. Sunset Drive will then be under significant load and should be treated as a major evacuation route. Traffic supervision and direction may be necessary to ensure that any possible queuing of vehicles on Sunset Dr does not block travel along Arlington Ave and vice versa.

7.3.3) Fire Simulation

While most of the network analysis considered all egress points as being available for use, conditions during an emergency would likely block certain routes or render them inadvisable for use. Two scenarios of fires traveling along the ridge are examined: one in which the fire is to the north and one in which it is to the south or southeast. These are

evaluated using both the local and regional perspectives. For the local analysis, the three egresses furthest to the northeast or southeast were eliminated. For the regional analysis barriers were drawn in a line along the northeast and south/southeast respectively.

7.3.3.1) Wildfire from the North

We first conducted a local-level analysis assuming a wildfire from the north (Figure 40 and Figure 41). One major difference from the original local analysis is significant traffic on Edwin Dr and Kerr Ave on the way to the Highgate Road egress point, which now handles most of the evacuees originating in northern Kensington. Results from our field survey indicate that the Edwin/Kerr segment is narrowed by parked vehicles and that this route requires making a sharp turn from Rincon Road onto Kerr Avenue. There are also large trees around the Carmelite Monastery which could be a hazard. Since the Highgate Road egress still moves traffic to the north, emergency responders should be prepared to channel all this traffic toward Eureka and/or encourage the northeast quadrant to evacuate via Arlington Ave. If an advancing fire from the north cuts off Kerr Avenue, it should be noted that the only other east-west route north of Sunset Drive (Norwood Avenue) is even more compromised by narrow widths and high vegetation levels.

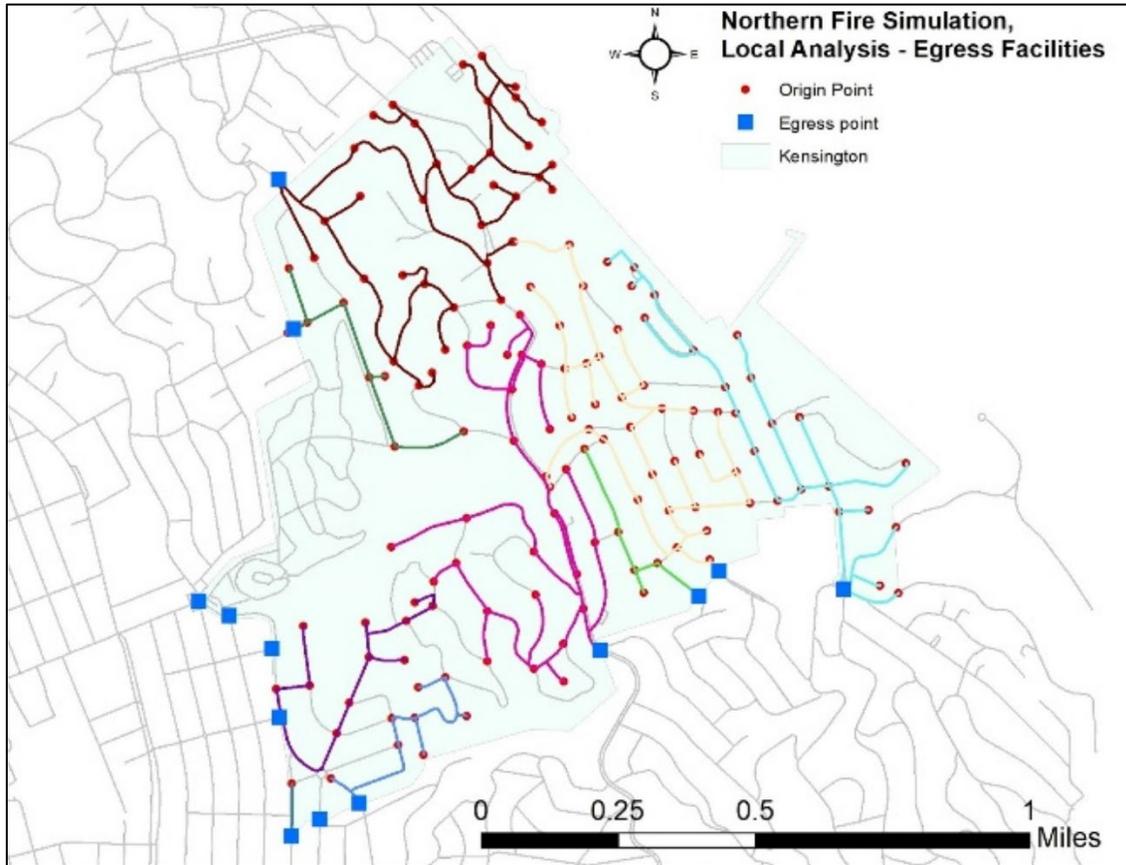


Figure 40: Available egress facilities and allocation for a wildfire from the north.

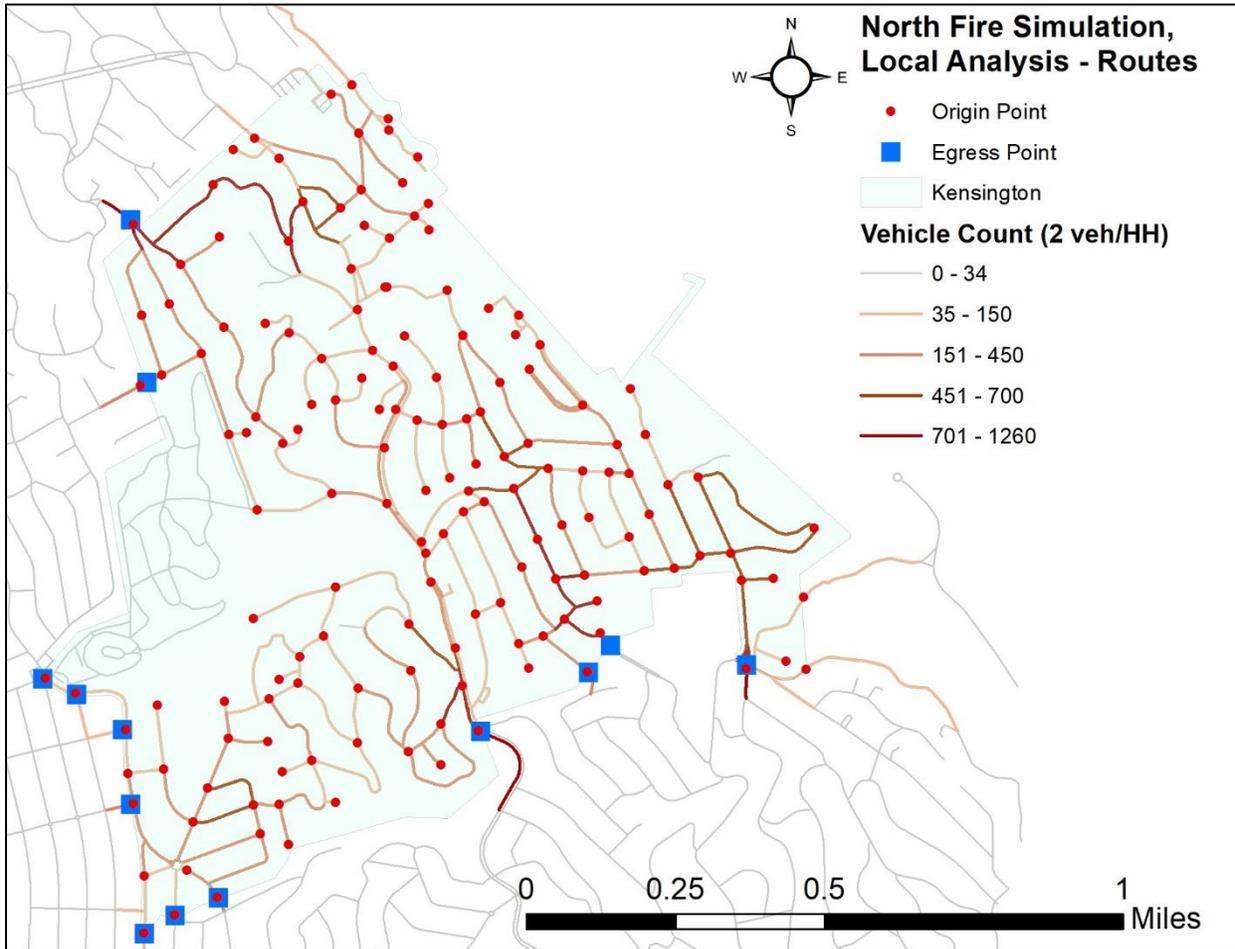


Figure 41: Traffic loading for a wildfire from the north.

We next conducted a regional analysis where we assumed that the cemetery would not be open. The regional analysis for a northern fire simulation assumes a closure of the Arlington Ave., Lawson Rd., and Kensington Rd. egress points (see Figure 42). Highgate Road was left open as was the Moeser Lane egress point, though this may not be feasible in all situations. Though fire may come from the northeast, evacuation may still be faster using a route such as Highgate. The percentage of traffic traveling to Moeser lane is roughly 10% less than the baseline regional analysis of 25% for all traffic; however, almost all this traffic now travels via Edwin and Kerr. Most of the traffic shift is from Moeser Ln to The Circle in Berkeley as seen in Figure 43.

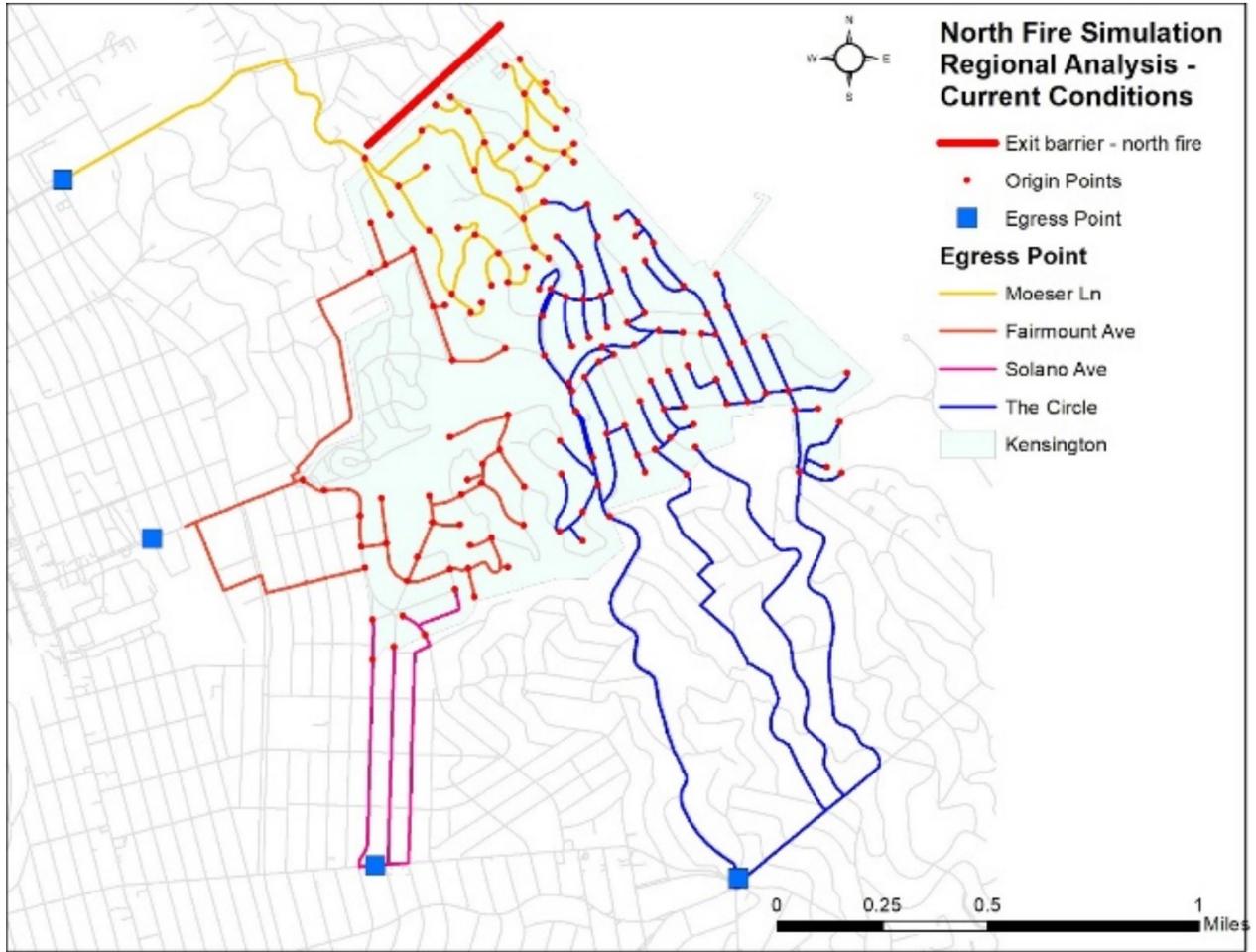


Figure 42: Exit barrier due to a northern fire and allocation of egress points (no cemetery access)

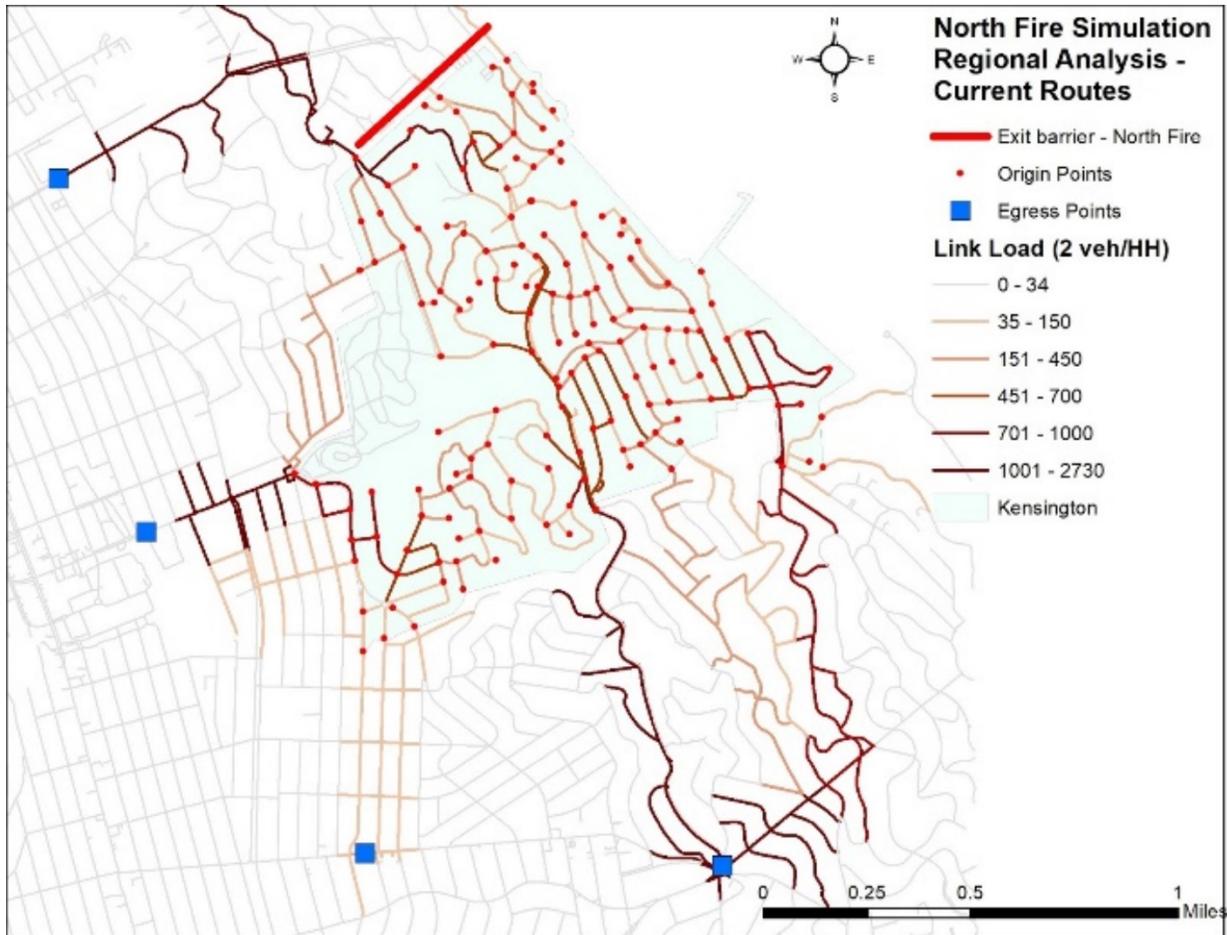


Figure 43: Traffic loading on the network for a northern fire (no cemetery access)

We also conducted a regional analysis where we assumed that the cemetery would be available to evacuees (Figure 45 and Figure 45). We find that evacuees shift again away from the Moeser Ln egress point, from 18% in the base case to 13%. However, unlike the current conditions, the rerouted trips travel to Fairmount Ave via the cemetery rather than south to The Circle. Similar to the base case through the cemetery, Arlington Ave between Sunset Dr and Arlington Ct, including the junction with Westminster Ave, faces the heaviest traffic loading. It should also be noted that this case results in significant traffic convergence at the intersection of Fairmount and Colusa, coming from the north, south, and east. While some traffic may travel via other east-west routes in El Cerrito, this intersection could easily become a bottleneck in such a scenario.

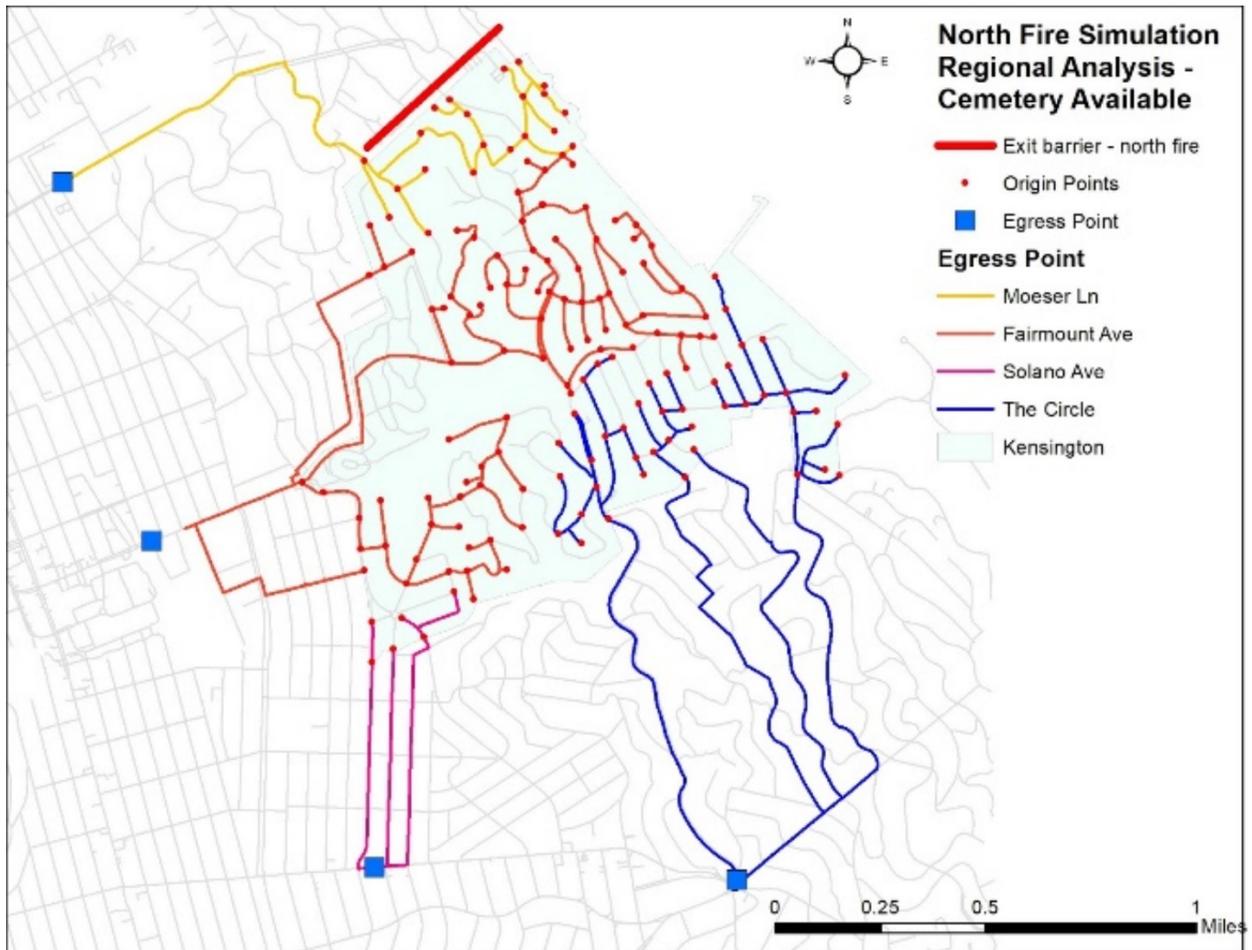


Figure 44: Exit barrier due to a northern fire and allocation of egress points (with cemetery access)

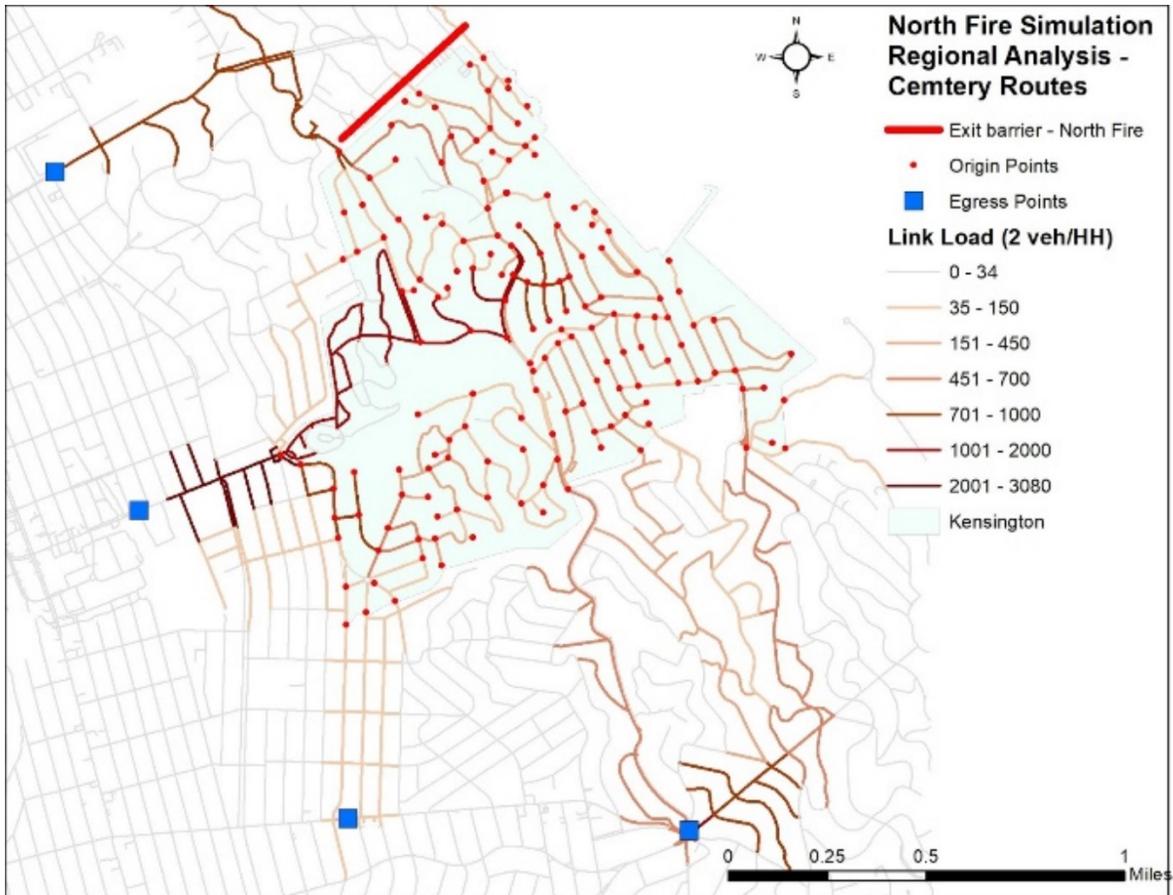


Figure 45: Traffic loading on the network for a northern fire (no cemetery access)

7.3.3.1) Wildfire from the South

We next conducted a local analysis of a southern/southeastern wildfire (Figure 46). Closing Grizzly Peak Blvd and trips to the southeast leads to heavy loading around southern Arlington Ave (Figure 47). One potential hazard here is that many of the roads in the southeast quadrant lack traffic control. Heavy traffic exists not just along southern Arlington Ave but narrow roads with parked vehicles such as Amherst and Yale. This would further encourage the designation of “downhill only” roads like Wellesley or Oberlin. Unfortunately, the fastest route from the local analysis is shown to be south on Arlington. However, there will likely be challenges with a large number of vehicles turning left onto Arlington Ave. Vehicles from Berkeley will also likely be evacuating northwards and Wellesley Avenue can only turn right (northbound) on Arlington. Additionally, similar to the case of Highgate Road in the northern scenarios, Arlington itself may become compromised, forcing all traffic to travel via comparably smaller east-west routes such as Coventry Road and Sunset Drive.

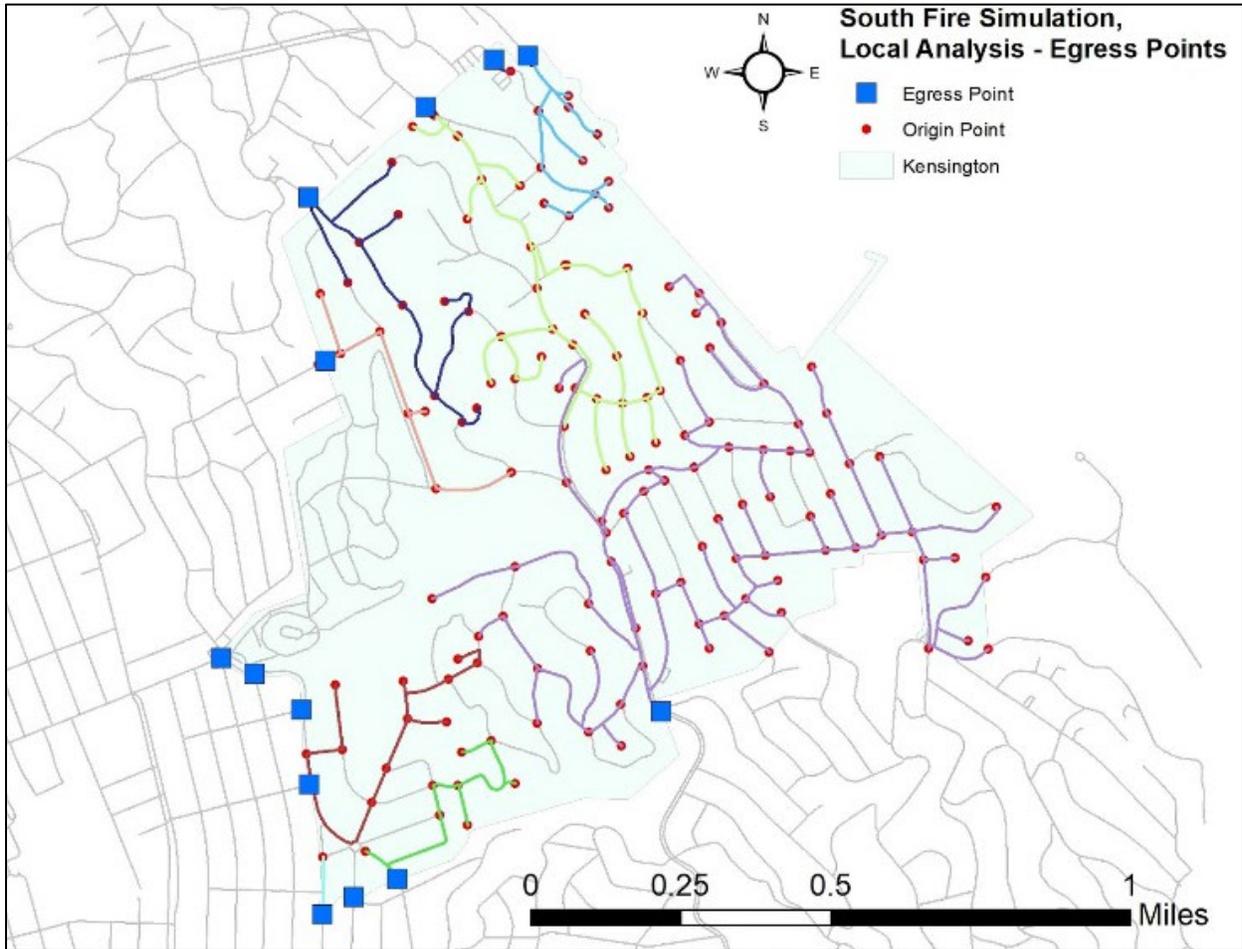


Figure 46: Available egress facilities and allocation for a wildfire from the south.

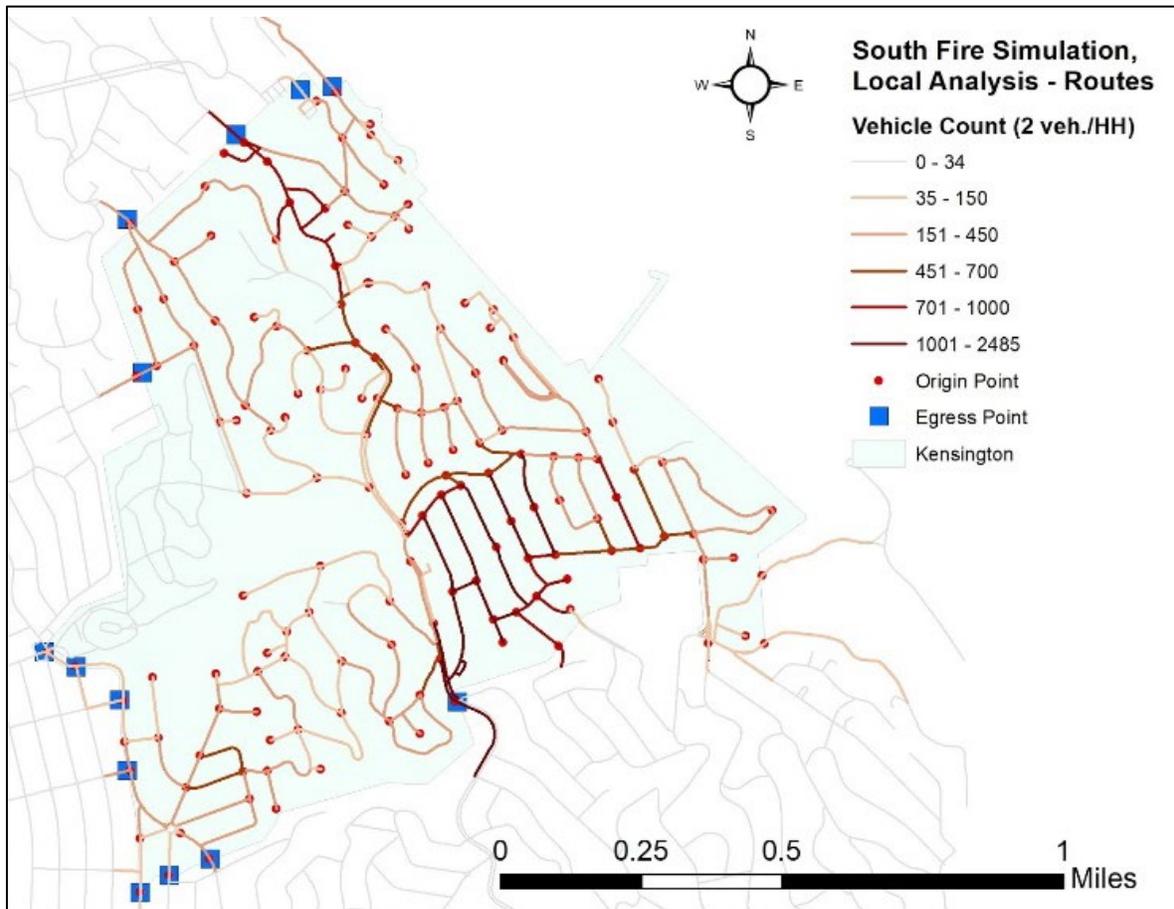


Figure 47: Traffic loading for a wildfire from the south.

At the regional level, 1,200 of The Circle's 2,200 base vehicles were redistributed to Solano Ave, primarily via a route along Arlington Ave to San Fernando Ave to Yosemite Rd to Contra Costa Ave to Capistrano Ave (Figure 48 and Figure 49). While most of those roads are narrow with street parking on both sides of the street, San Fernando Ave is of greatest concern with likely under 14' of clearance on both sides. This increases the risk of a bottleneck. Additionally, 600 trips shifted from The Circle to the Moeser Ln egress point via northern Arlington Ave. These were primarily trips from streets north of Beloit Ave including Colgate, Columbia, Trinity and Kenyon. Some of the through-streets are narrow but Kenyon is relatively well-marked. Given the large group moving downhill to Arlington rather than through Grizzly Peak, Kensington officials should consider a traffic coordinator at Westminster and Arlington. Additionally, as a fire to the south will likely result in Berkeley residents evacuating into Kensington, officials should be prepared for significant northbound traffic on Grizzly Peak Blvd, Vassar Avenue, Rugby Avenue, and Arlington Avenue.

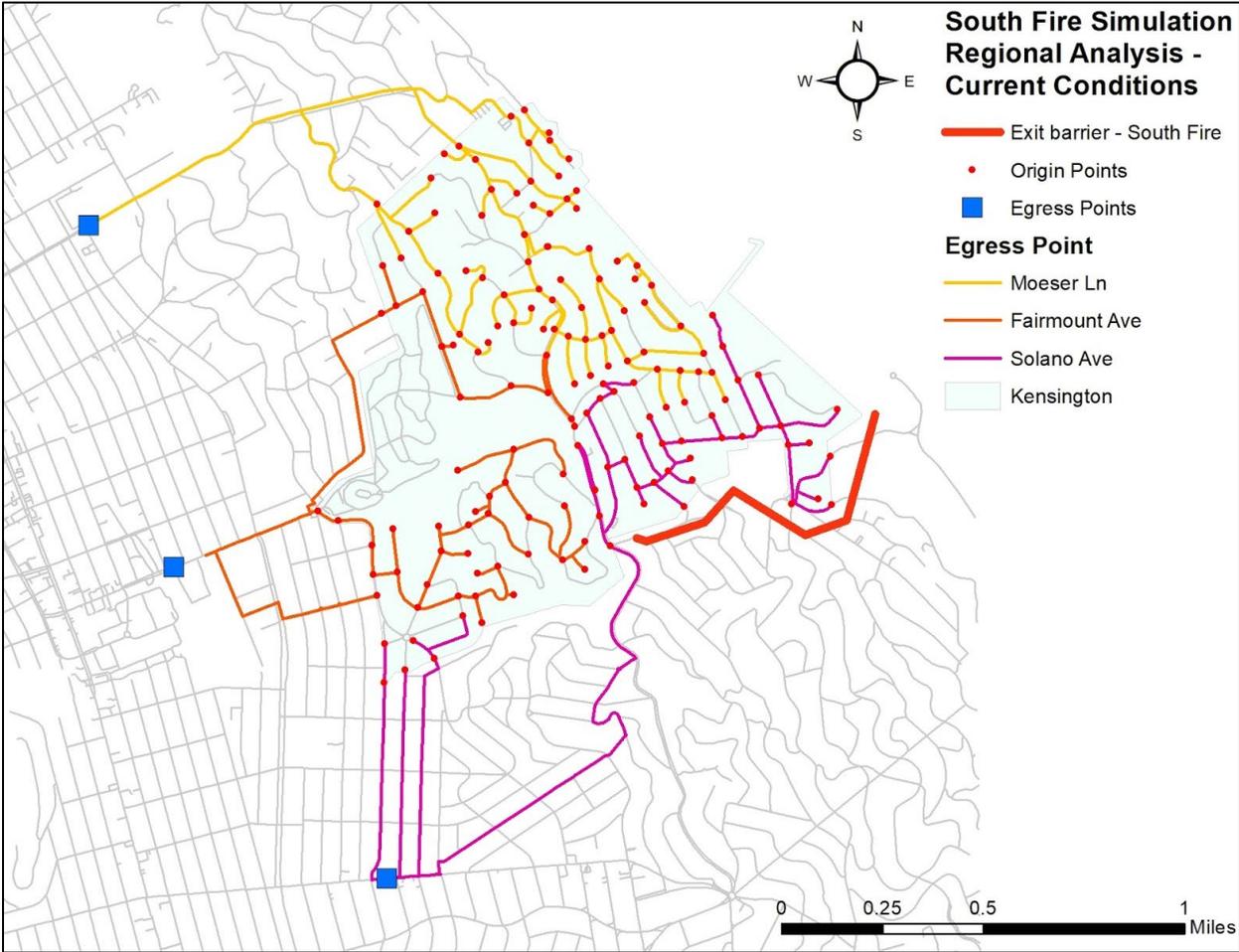


Figure 48: Exit barrier due to a southern fire and allocation of egress points (no cemetery access)

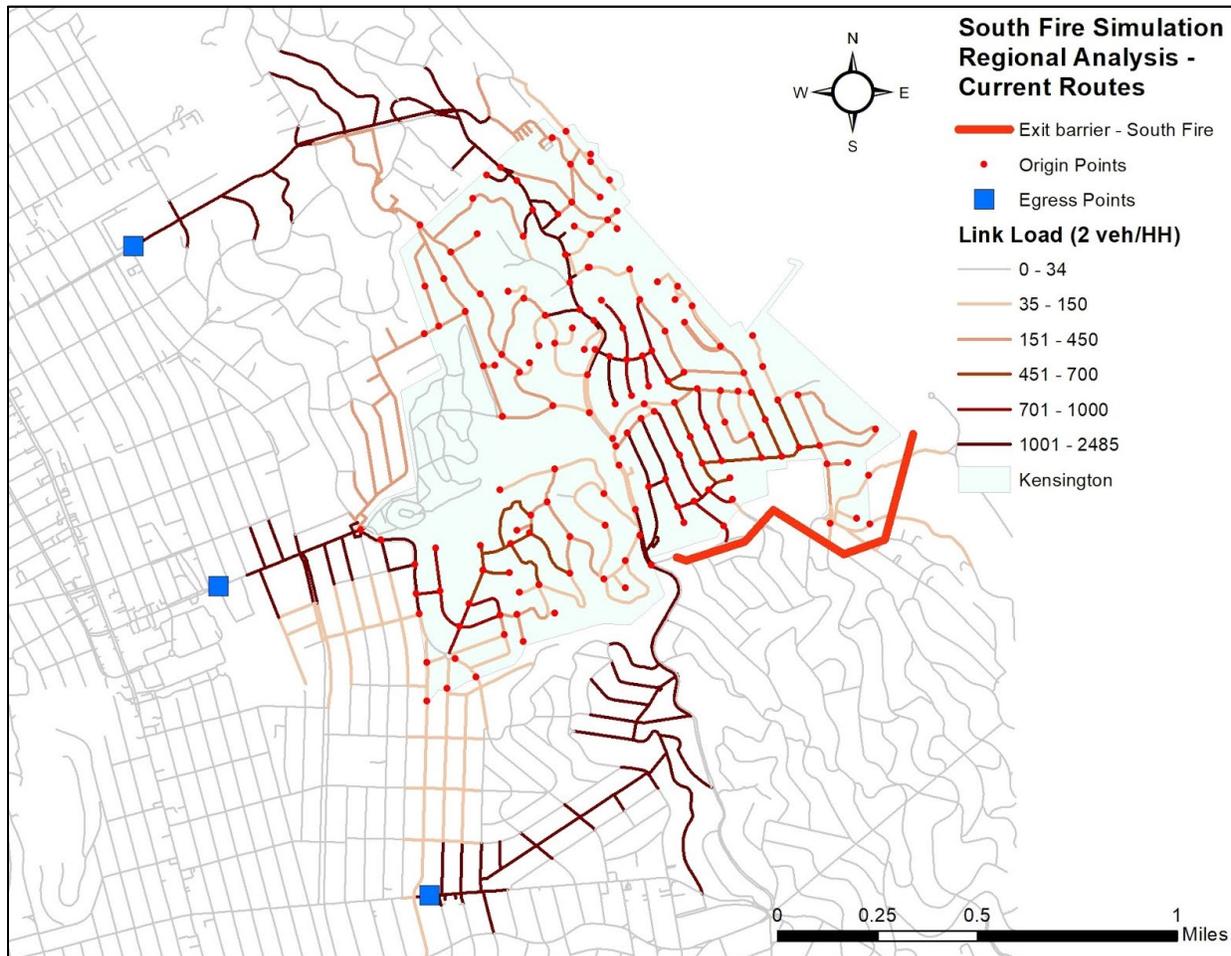


Figure 49: Traffic loading on the network for a southern fire (no cemetery access)

For the regional analysis when the cemetery is available and The Circle is not viable as an egress point, 80% all vehicles travel through the cemetery towards Fairmount Ave (Figure 50 and Figure 51). Considering congestion, this is unlikely a feasible solution. However, this result further highlights the centrality of the cemetery and its potential to improve evacuation times. Similar limitations to accessing the roads from Highgate Rd and Norwood Ave remain. In an emergency situation, traffic coordinators could be placed at major intersections along Arlington Ave to direct traffic away from the south towards the north. Communication between coordinators would also be critical. For example, if there was a delay northbound on Arlington Ave, traffic coordinators at Westminster could redirect southward towards either Sunset Dr or further south towards Solano Ave or Berkeley Park Blvd, depending on the location of the fire.

Similar to the other southern fire simulations, east-west streets uphill from Arlington Ave such as Westminster, Kenyon, Trinity and Columbia face heavier traffic when they cannot exit via Grizzly Peak Blvd towards The Circle.

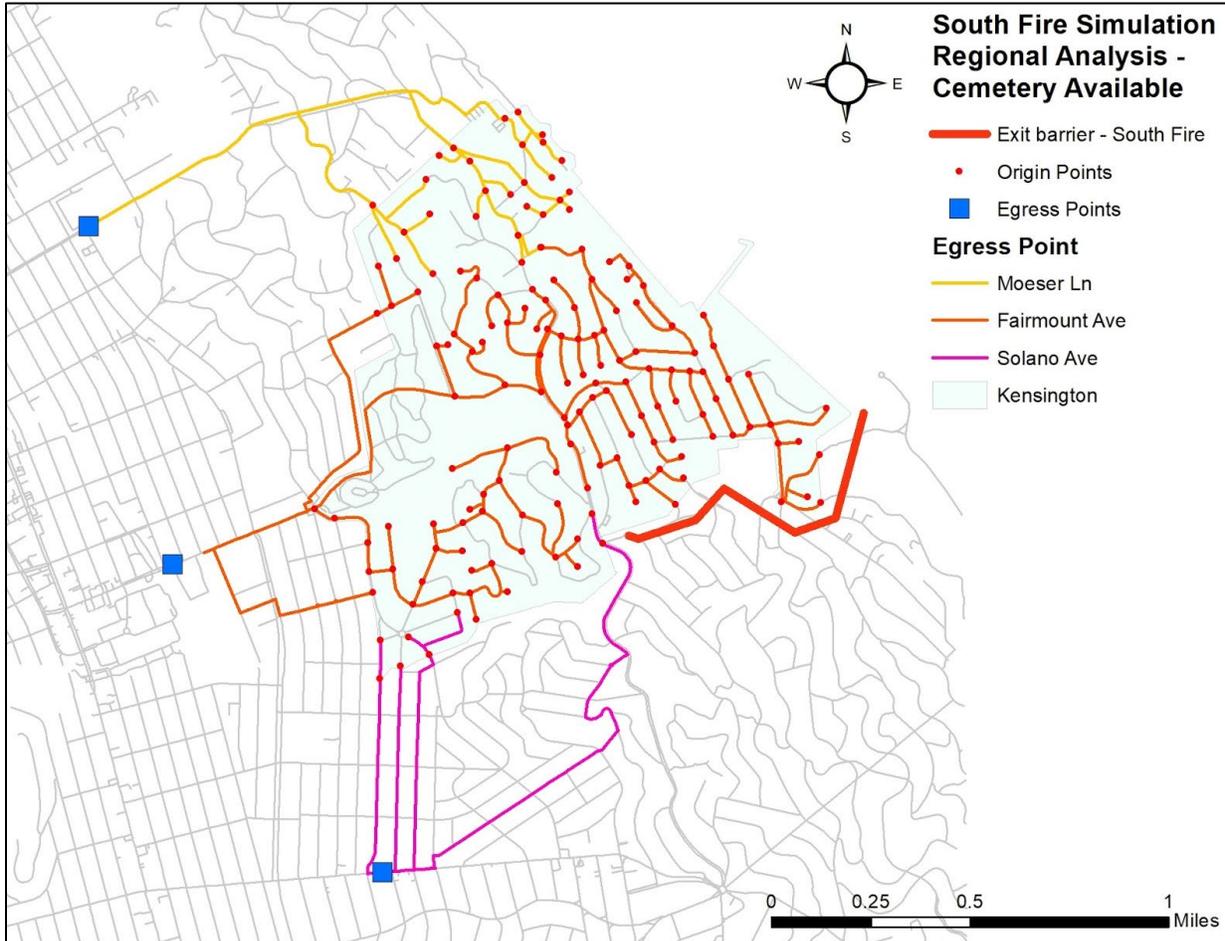


Figure 50: Exit barrier due to a southern fire and allocation of egress points (with cemetery access)

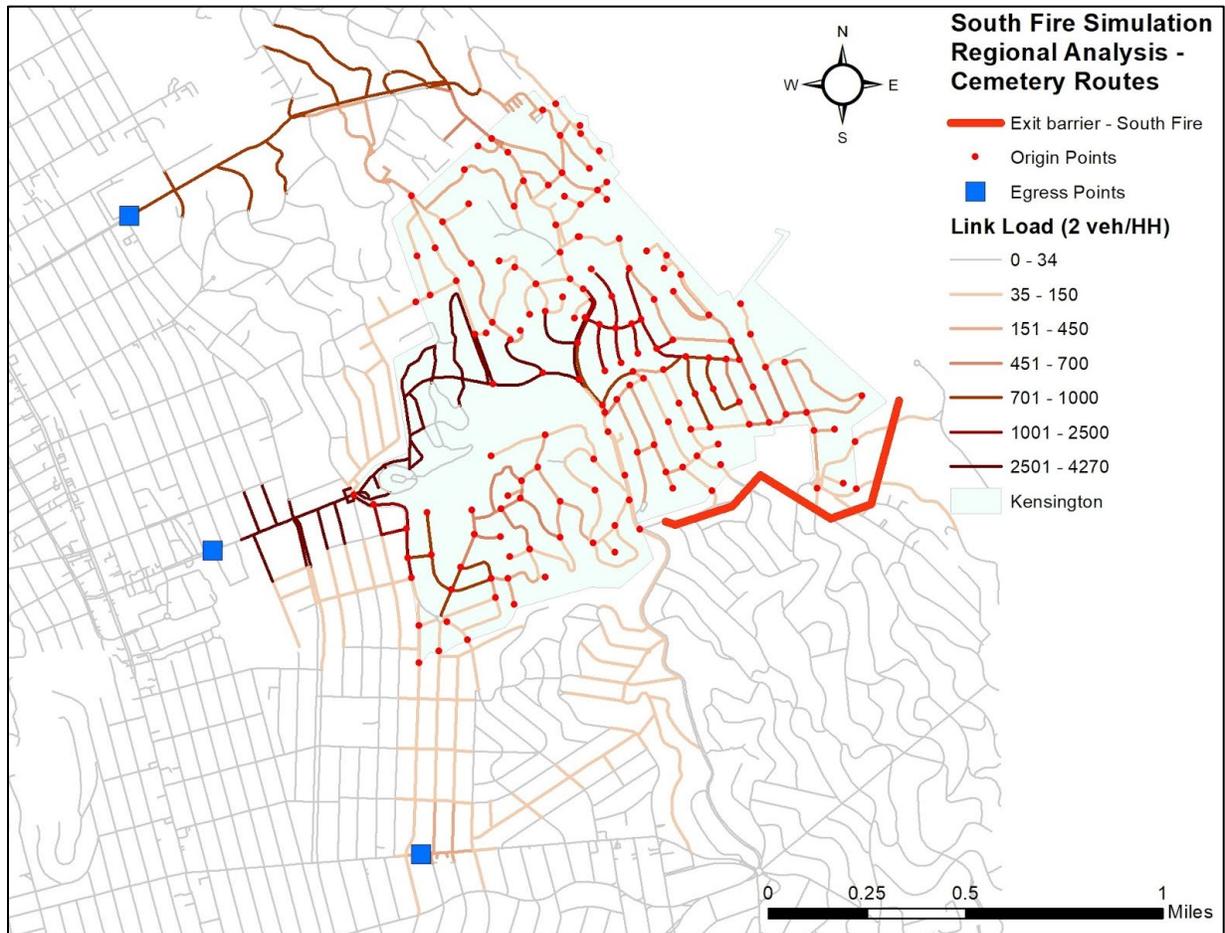


Figure 51: Traffic loading on the network for a southern fire (no cemetery access)

7.3.4) Network Analysis Summary

Each model in our network analysis has its strengths and weaknesses. The local-level analysis is unbiased to major and designated evacuation routes, weighting the importance of all exits along the border of Kensington equally. The regional-level analysis better recognizes that the goal of evacuation is to not just leave Kensington, but to reach a place of safety. Together, they highlight important findings. Consistent across both models are the importance of Arlington Ave, Grizzly Peak Blvd and parts of Colusa Ave.

The local analysis reflects how households may counterintuitively travel uphill in order to reach a more major road. Both regional and local analyses highlight how some central roads may see two-way traffic even though the current roadway geometry likely cannot accommodate this. This includes Wellesley Ave for the regional analysis and Vassar Ave for the local analysis. It may be more likely that users of Vassar Avenue may take a more

major road such as Arlington or Grizzly Peak Blvd. The regional analysis highlights the significance of the cemetery route to improving evacuation time.

The fire simulations show the need for additional sensitivity based on the direction of risk. The cemetery consistently sees higher use when exits are constrained by fire from either the north or south. The simulations also highlight how some smaller roads with lower capacity may take on more traffic when their nearest egress points are eliminated.

One shortcoming in both models is the sensitivity to egress point location. Shifting egress points by small amounts can significantly influence route choice. While the cemetery does not appear significant in the local analysis, this is largely due to a border peculiarity that favors the use of Eureka Avenue; in the regional analysis, the introduction of the cemetery route has a very significant effect on evacuation route choice. It should be noted that while the analysis is very sensitive to egress point location, this likely diverges from the decision-making of evacuees, who as noted earlier may not have any knowledge of where to evacuate to and/or the shortest path to reach such a location. Some individuals may be more likely to follow their intuition and personal habits unless given specific information on where to go and how to get there. Indeed, more evacuees than expected may attempt to evacuate on Arlington Avenue since it is the major thoroughfare for the community. Consequently, we note that simulations (or network analyses) with even the most informed assumptions and parameters will likely be different than actual events due to human behavior. However, we believe that this network analysis is a good indicator for Kensington on areas that could present major challenges moving forward with an evacuation plan and that a full-scale simulation is not necessary to make informative recommendations.

8) RECOMMENDATIONS

In this section, we provide recommendations for Kensington officials to prepare for, respond to, and recover from natural hazards, with an emphasis on wildfires and evacuations. We note that due to the unpredictable nature of wildfires and human behavior, these recommendations constitute just a toolkit for improving evacuation outcomes, not a guaranteed way to save all lives and protect all property. Moreover, some recommendations may not be currently implementable. We encourage Kensington officials to continue to reference these recommendations moving forward, as circumstances and additional resources may alter feasibility. We also note that our

network analysis is an idealized simulation. Indeed, a single evacuee moving in the wrong direction could significantly hamper overall evacuation outcomes. Through our research, we found the road network in Kensington is highly fragile to human behavior, particularly through the low tolerance of much of the road network to large volumes of two-way traffic. Consequently, recommendations may not produce the exact desirable values or results. Finally, we note that any developed evacuation plan will not be 100% implementable in a major disaster; emergencies are by nature chaotic and disruptive. However, the process of constructing the plan, setting communication protocols and flows, determining responsibilities, and notifying residents will be highly useful in a disaster.

8.1) Recommendations from Literature and Evacuation Plan Review

R1: Kensington should ensure that emergency response plans, evacuation plans, reentry plans, preparedness guides, and fire suppression activity guides are free and easily accessible to the public online and in print.

- Evidence: Most jurisdictions in the surrounding area do not provide resources or materials related to wildfires, making it difficult for residents to know what to do before, during, and after a wildfire. This lack of information may lead to dangerous behavior (such as attempting to defend residences from the fire) and hinders the goals of emergency managers.

R2: Kensington should produce relevant maps that split the community into specific zones to improve evacuation outcomes and institute a phased evacuation (releasing zones at different times), if possible. Officials should limit zones to under ten to avoid confusion and bound areas using key landmarks, distinct geographies, and clearly defined roads. Officials need to clearly communicate these zones to residents (e.g., "Know Your Zone Campaign").

- Evidence: Both Berkeley and Lamorinda developed evacuation maps that help identify zones and provide information on possible shelters. If the fire is moving slower (or given enough lead time), zones could be released at different times, beginning first with zones closest to the WUI, to reduce congestion. However, zones cannot be too small as the proliferation of zones makes it harder for residents to know their zone (e.g., over 130 zones for Berkeley). Moreover, zones

must be communicated widely to residents to ensure that any phased evacuation is performed correctly.

R3: Officials should consider adding information about how to help others in evacuations and integrating with local Community Emergency Response Teams (CERTs).

- Evidence: Given that many residents in Kensington lack transit access, officials should encourage a community-based approach that helps carless individuals and those who are unable to drive. Developing a neighborhood network that identifies neighbors that may need assistance evacuating or being notified of an evacuation would improve equitable outcomes and reduce risks. Moreover, the network should match vulnerable residents with several other residents who will be able to assist in an evacuation. Vulnerable residents include older adults, people with disabilities and individuals without car access. Moreover, CERTs could play this intermediary role since members often receive training for emergencies (see Wong and Shaheen, 2019 for more recommendations on a shared resource strategy).

R4: Officials should develop and promote a Firewise program (like that for Moraga and Orinda) to reduce wildfire fire risk on properties and encourage preparedness.

- Evidence: The Kensington Fire Board does not have enough resources to institute a broad fuel reduction program. Consequently, educational outreach through a Firewise program would be the most effective tool in improving community resilience. While a large and rapidly spreading wildfire would likely still impact Kensington, fuel reduction could be instrumental in slowing smaller wildfires and stopping the outbreak of large fires.

R5: All types of emergency and evacuation plans and guides should also consider other hazards that would be relevant to Kensington including but not limited to: earthquakes, landslides/mudslides, hazardous material and chemical spills, power outages (including public safety power outages), and floods.

- Evidence: While other hazards may be less likely or not require evacuations, Kensington should be prepared to handle such events, as evidenced by the inclusion of these hazards in other area emergency plans. Moreover, officials should include a section of cascading failures (e.g., an earthquake leading to an outbreak of a wildfire). This becomes especially important in the event of public

safety power shutoff (PSPS) events as communication with residents becomes very difficult. Low-tech strategies will be necessary to communicate wildfire risks and evacuation orders.

R6: Officials should consider developing joint evacuation and emergency plans with neighboring communities, specifically El Cerrito and Berkeley. Plans need to state how evacuees from Kensington may impact those jurisdictions.

- Evidence: The Lamorinda (Lafayette, Moraga, Orinda) area has developed joint materials and plans that factor in the regionality of wildfires and evacuations. Since most Kensington evacuees will have to travel through either El Cerrito or Berkeley, developing a joint plan could alleviate congestion through both communities. Moreover, joint planning could highlight potential opportunities and challenges in an emergency.

R7: Kensington should develop a campaign that encourages residents to sign up for emergency alerts for both Contra Costa and Alameda counties. This campaign should attempt to reach a critical mass of registered users to ensure that information is widely distributed.

- Evidence: Other community plans and preparedness material continuously encourage residents to sign up for alerts. However, a dedicated campaign may be necessary to increase sign-ups. Moreover, residents should sign up for alerts from both Contra Costa and Alameda counties given that a wildfire could originate in either county.

R8: Officials should be prepared to conduct door-to-door mandatory order notifications in neighborhoods where residents believe they are able to defend against a fire.

- Evidence: Research has found that those with strong self-efficacy in the ability to defend are more likely to stay behind. Moreover, residents with a water supply for firefighting are more likely to stay. Mandatory evacuation orders via personnel may be more effective in encouraging compliance.

R9: Kensington officials should be proactive in issuing evacuation orders to ensure that evacuees have time to leave.

- Evidence: Mandatory evacuation orders have been found to be one of the strongest influencers on the decision to evacuate. To avoid situations where some residents do not receive orders in time, officials need to push out orders early and widely. While this may encourage evacuations from people not immediately at risk, officials should prioritize any mechanism that notifies at-risk populations.

R10: Evacuation plans and mandatory orders should include information on available housing, including free public shelters in nearby cities.

- Evidence: Research has found that the cost of an evacuation can decrease willingness to evacuate. Moreover, individuals without resources are more vulnerable in an emergency event. Evacuation plans (preparedness stage) and mandatory orders (response stage) should both include information on available shelters to encourage people to leave.

R11: Officials may need to conduct additional outreach (preparedness stage) and door-to-door notifications (response stage) to encourage pet owners to evacuate.

- Evidence: Pet owners have been found to be less likely to evacuate, which substantially increases their fire risk. Officials should encourage pet owners to develop a go bag for both themselves and their pet(s). These owners should also have knowledge of local shelters that accept pets in an emergency.

R12: Mandatory evacuation orders and wildfire information should be dispersed consistently across multiple platforms to increase knowledge and reduce confusions and rumors.

- Evidence: Research has found that individuals relied on multiple local sources (including social contacts) for information about evacuations and wildfires. This information should be as detailed as possible as generalized information was found to be of little value to at-risk individuals. While Kensington does not have a large police force to conduct extensive door-to-door notices, this method has been found to improve evacuation likelihood. Alternative communication methods, including mobile or stationary sirens and drones, should be considered.

R13: Officials should keep information up-to-date for residents, including after the wildfire for the planned reentry process.

- Evidence: Research found that real-time information was critical for evacuees to make evacuation plans and conduct safe evacuations. Even if information does not change drastically, real-time information offers knowledge to evacuees, reassures residents, and decreases overall worry and concern. Uncertainty has been found to a primary stressor for evacuees. Moreover, following wildfires, poor communication led to substantial decreases in trust of fire personnel and local officials and led residents to blame fire officials for damages.

R14: Kensington should consider supplementing official orders with information to CERTs and neighborhood-based groups to encourage evacuations.

- Evidence: People have been found to be more likely to evacuate if they had knowledge that other people were leaving. Residents also leverage their social networks for information. CERTs and neighbors could be a meaningful mechanism to encourage others to evacuate, provided that the information is dispersed accurately.

R15: Officials should consider some contraflow measures, traffic signal prioritization, and intersection flow mechanisms to increase capacity.

- Evidence: Research has found that traffic interventions, even limited ones, were helpful in decreasing evacuation times and congestion. Routes also need to be developed for emergency vehicles to access hazard areas. While Kensington has limited personnel, pre-planned and targeted responses could be highly effective. To the extent possible, these responses should be communicated to residents. Additional evidence is provided in the following sections.

R16: Officials should focus on building evacuation plans and should refrain from encouraging or supporting defending behavior.

- Evidence: Residents tend to be more confident that they can defend their property from a wildfire than officials. Moreover, a significant number of individuals have been found to intend to defend their home, despite lacking knowledge of how to defend. Defending behavior has proven deadly in several instances, such as the Black Saturday Fire in Australia in 2009 when 173 people were killed. While some defending behavior has saved lives and property in certain instances, Kensington's geography and fire risk would be severely detrimental to defenders. Moreover,

limited and narrow evacuation routes throughout the community would cause challenges for individuals who defend and later evacuate.

R17: Kensington should remain up-to-date on innovative mobility options that could help (or harm) evacuation outcomes.

Evidence: Emerging mobility (e.g., electric and hydrogen vehicles, autonomous and connected vehicles, micromobility, app-based shared mobility, and urban air mobility and drones) could be helpful in increasing the amount of resources available to evacuees. Some options, such as drones, could serve to detect and monitor fires, identify congestion in real-time, or even alert residents through mounted speakers. Other options such as electric vehicles could become unusable in an evacuation, as the event may be preceded by a power shutoff.

8.2) Recommendations from Field Survey

R18: Kensington should establish improved coordination with adjacent municipalities when identifying preferred evacuation routes.

- Evidence: While this study exclusively surveyed Kensington Streets, downstream bottlenecks should be considered when recommending evacuation routes. Streets that could appear to be good conduits for evacuees within Kensington may encounter bottlenecks in adjacent jurisdictions. These could include traffic signals in El Cerrito, the traffic circle at the Berkeley end of Arlington Avenue, and stop signs along Moeser Lane in El Cerrito and Spruce Street in Berkeley.

R19: First responders should identify uphill routes for emergency vehicles that minimize conflicts with downhill traffic.

- Evidence: Many streets in Kensington would present significant challenges to emergency personnel attempting to travel uphill. The implementation of dedicated access routes or the removal of parking should be considered area-wide where applicable to either facilitate two-way traffic or provide alternate access.

R20: Kensington should consider reducing vegetation where possible along major evacuation routes.

Evidence: Many evacuation routes (as identified in sections 7.1 and 7.3) have the potential to be impacted by fallen trees or burning vegetation due to high fuel loads in proximity to the roadway. Specific cases include segments of Coventry Road between Eldridge Court and Stratford Road, the entirety of Sunset Drive, and Arlington Avenue in the vicinity of Sunset Drive. While major roadways are less likely to be impacted than secondary streets (see Section 7.1.4), potential bottlenecks remain. Kensington officials should work with the county and property owners to find site-specific solutions that could mitigate these risks.

R21: Officials should consider reducing obstructions on the Beloit/Yale/Princeton route and treating Wellesley and Oberlin as “downhill only” during an evacuation (e.g. route uphill emergency vehicles via a different route to minimize conflicts).

- Evidence: The Beloit route is a key east-west evacuation route in the southeast quadrant but is compromised by narrow widths (in part due to parked vehicles) and multiple turns. Alternate options, such as Wellesley and Oberlin Avenues, are even narrower and are further compromised by parked vehicles and vegetation.

R22: In the southwest quadrant, consider prioritizing Lenox Road/Stratford Road/Berkeley Park Boulevard over Coventry Road as an exit route and/or reducing obstructions and potential hazards along Coventry Road west of its junction with Stratford Road.

- Evidence: Between the junction of Coventry Road and Lenox Road and the Colusa Circle area, Coventry Road is more impacted by parked vehicles, pinch points, minimum lane widths, and vegetation than the Stratford Road route. Additionally, where the two routes re-converge at the intersection Berkeley Park Boulevard and Coventry Road, Berkeley Park Boulevard currently has the preferred right-of-way while traffic on Coventry faces a stop sign. Coventry Road also traverses a two hairpin turns over this distance. However, while Stratford is currently a better route based on the metrics assessed in the field survey, Coventry should be maintained and improved as an evacuation route for purposes of resilience, redundancy, and additional capacity.

R23: If appropriate given the situation, residents of Arlington Court, Norwood Court, and the eastern sections of Norwood Avenue should be encouraged to evacuate toward Arlington Avenue rather than toward Highgate Road.

- Evidence: The segment of Norwood Avenue between Norwood Place and Highgate Avenue is steep and narrow with high fuel levels, making it potentially hazardous to navigate in an emergency. The section of Highgate Road south of Norwood Avenue also has significant pinch points and high fuel levels.

R24: Kensington should examine the potential for emergency personnel to be able to remove bollards by Kensington Elementary School.

- Evidence: This response would provide a pathway for first responders to access the eastern portion of Kensington that bypasses roadways such as Westminster Avenue and Kenyon Avenue that are likely to be used by residents evacuating in the opposite direction. This also provides dedicated (though steep) access for emergency and/or high-capacity vehicles to the Kensington Elementary School if it is used as a staging area or gathering point of last resort.

R25: Kensington fire and police personnel should consider encouraging residents of the southeastern quadrant of Kensington to evacuate via Grizzly Peak Boulevard and Spruce Street rather than Beloit Avenue to Arlington Avenue.

- Evidence: The Beloit/Yale/Princeton east-west route is currently compromised by narrow streets and multiple turns, whereas Grizzly Peak Boulevard is wider and more direct. Nonetheless, consideration should be given to the fact that the intersection of Grizzly Peak Boulevard and Spruce Street is complex and likely requires supervision during an emergency, as well as the fact that Spruce Street will also have to handle evacuees from Berkeley. Moreover, both routes are closer to WUI and would only be recommended if the fire is not in the vicinity.

R26: Emergency personnel should consider using the EBMUD access road at Summit Reservoir as an alternate route for emergency vehicles. In extreme circumstances, the EBMUD access road could be used to evacuate vehicles.

- Evidence: If Grizzly Peak Boulevard is used as a preferred evacuation route, the EBMUD access road could offer emergency vehicles a section of designated right-of-way in which they could bypass evacuating traffic and the five-way intersection at Grizzly Peak Boulevard and Spruce Street. The Summit Reservoir area also has little tree cover and vegetation and therefore could be valuable as a staging area or gathering point.

R27: Officials should work with Contra Costa county to further establish “clear zones” at intersections to reduce congestion and improve turning ability.

- Evidence: Currently, many intersections are unlikely to be negotiable by large vehicles that may need to navigate them in an emergency. Targeted no-parking zones could help accommodate the larger turning radii of these vehicles. An example is already in place at the intersection of Beloit Ave and Trinity Ave, where several parking spots are removed during the hours that AC Transit line 67 operates to this part of Kensington in order for buses to be able to turn left out of Trinity onto Beloit. Such an effort could provide additional co-benefits in the form of improved visibility and safety for pedestrians crossing at intersections.

R28: Officials should investigate alternate gutter designs that could enable greater right of way width, particularly for installation in the southeastern quadrant along segments of Beloit, Cambridge, Columbia, Trinity, and Willamette Avenues.

- Evidence: Several segments were significantly width-constrained by deep gutters, as these both narrowed the drivable area and occasionally resulted in vehicles being parked farther from the curb. Potential solutions could include covering deep gutters with metal grating over their full length or incentivizing homeowners to adopt driveway crossings that could be navigable by vehicles driving in the gutter.

R29: Kensington and/or neighborhood groups should add clearly visible signage at both ends of each segment of the pathway network and vegetation along the paths should be managed to allow safe passage during an emergency.

- Evidence: Given the limitations of the road network to handle a sudden influx of vehicle traffic, greater consideration needs to be given to the potential for people to evacuate on foot. The use of the pathway network in conjunction with high-capacity vehicles is likely to be the best option based on current conditions. However, many elements of the pathway network may not be viable as evacuation routes. Two walking paths are not currently navigable due to barriers imposed by neighboring homeowners. Many more are narrow and surrounded by vegetation but navigable, though the Westminster Path is notably steep with dirt grounding that may be difficult to navigate when traveling downhill. The Ardmore Path (and

generally those west of Arlington) was more navigable with wide, paved pathways and gentler slopes.

R30: Officials should work to establish designated gathering points within Kensington, particularly for evacuees traveling on foot, where emergency services will be available and high-capacity vehicles can move people further from the hazard. Officials must ensure that anyone arriving to these gathering points is able to evacuate.

- Evidence: Residents are unlikely to be able to sufficiently remove themselves from the hazard area on foot and therefore will require pickup by vehicles, which will be easier to coordinate at a designated set of locations. Potential gathering points are detailed in section 7.2 and could include the Kensington Elementary School, the Summit Reservoir, the commercial district along Arlington Avenue, and Colusa Circle. Care should be taken in ensuring that high-capacity vehicles can access these locations, particularly if they are required to travel against evacuating traffic to do so. Currently, Colusa Avenue, Arlington Avenue, and Grizzly Peak Boulevard accommodate public transit buses, and the elementary school is presumably accessible to school buses. However, great care should be taken in recommending gathering points within Kensington during any large-scale emergency, as many of these locations may not be sufficiently distant from the hazard and residents should instead attempt to reach gathering points in El Cerrito and Berkeley whenever possible. Residents can also access resources in Albany, Richmond, Oakland, and further away in San Francisco.

R31: Officials should identify and communicate key gathering points in Berkeley. This includes schools (e.g., Thousand Oaks Elementary School, Jefferson Elementary School, Rosa Parks Elementary School, Berkeley High School, and the University of California, Berkeley), libraries (e.g., North Branch Library and Central Public Library), parks (e.g. Thousand Oaks Park, King School Park, Ohlone Park, and Ohlone Greenway), and transit centers (e.g., North Berkeley BART, Downtown Berkeley BART).

- Evidence: Most Kensington gathering points are highly vulnerable in a large wildfire or emergency. Residents should know about potential shelters and gathering points identified in the Berkeley Evacuation Map.

R32: Officials should identify and communicate key gathering points in El Cerrito. This includes schools (e.g., Harding Elementary School, Fairmont Elementary School, Fred T. Korematsu Middle School, and El Cerrito High School), the El Cerrito Library, the El Cerrito Community Center, the El Cerrito Senior Center, parks (e.g., Cerrito Vista Park, Harding Park, and Ohlone Greenway), and transit centers (e.g., El Cerrito Plaza BART and El Cerrito del Norte BART).

- Evidence: Most Kensington gathering points are highly vulnerable in a large wildfire or emergency. Residents should know about potential shelters and gathering points in El Cerrito that are away from the WUI and could have resources.

R33: Kensington should improve wayfinding regarding evacuation routes and gathering points.

Evidence: While it is valuable to inform residents of evacuation routes and gathering points, this knowledge may not be able to be relied upon in an emergency. Good wayfinding, including signs, will help guide evacuees toward safe locations, especially in cases of poor visibility or for visitors to the area.

8.3) Recommendations from Network Analysis

R34: Kensington should consider designating the following road combinations as primary evacuation routes for wildfires:

- Arlington Ave, Sunset Dr, Sunset Dr (through cemetery), Fairmount Ave;
- Arlington Ave, Moeser Ln;
- Beloit Ave & Grizzly Peak Blvd, with coordination with Berkeley as to the best downhill routes from the intersection of Grizzly Peak Blvd & Spruce Street;
 - Note that this route is close to the WUI and therefore not recommended for all situations;
- Stratford Rd, Berkeley Park Blvd, Colusa Ave, Fairmount Ave;
 - To reach Stratford Rd, Beverly Rd, Lenox Rd, Kingston and/or Coventry Rd need be improved.

- Evidence: Based on the network analysis and identifying key links that would likely see significant traffic based on shortest-path, specific routes could be designated as evacuation routes.

R35: Fire, police, and/or community officials should have access to the Sunset View Cemetery gate. Cemetery roads could be used to increase evacuation speed and/or send emergency personnel and resources into the hazard zone. Officials need to create an arrangement with cemetery personnel to ensure that the gate can be opened at any time.

- Evidence: By utilizing the cemetery roads, congestion could be significantly reduced along Arlington Avenue and northern Kensington including Highgate Rd and Franciscan Way. Rather than overloading Moeser Ln (which is also located close to the WUI), vehicles can more directly reach Fairmount Ave via the cemetery. Moreover, the inclusion of a two-way road could improve evacuation clearance times.

R36: Kensington should consider improving Sunset Dr and the nearby area, especially if Kensington intends to use the cemetery for evacuation. These include ensuring adequate width along Sunset Dr, parking restrictions along at least one side of the road and managing underbrush and trees to minimize fuel risk.

- Evidence: Currently, Arlington Ct and Norwood Ave are not suitable alternatives to Sunset Dr for reaching the cemetery. The intersection at Sunset Dr and Arlington Ave is unconventional with high potential for conflict between southbound traffic on Arlington Ave and vehicles trying to turn onto Sunset Dr. Vehicles will face difficulty turning left from Westminster onto Arlington Ave due to northbound traffic without a traffic coordinator. A traffic coordinator at Sunset Dr and Arlington Ave would make sure that the queue does not block Arlington Ave and redirect vehicles otherwise.

R37: Kensington should consider deploying traffic coordinators at key intersections to facilitate more efficient traffic flow. They should have a system to communicate with each other and central command. Specifically, they should focus on intersections where residents may travel uphill towards the WUI.

- Arlington Ave & Amherst Ave;
- Arlington Ave & Oberlin Ave;

- Arlington Ave & Sunset Dr;
 - Arlington Ave & Westminster Ave;
 - Arlington Ave & Cowper Ave;
 - Arlington Ave & Highland Blvd;
 - Grizzly Peak Blvd & Spruce St;
 - Sunset Dr & cemetery entrance;
 - Highgate Rd & Franciscan Way;
 - Eureka Ave & Franciscan Way;
 - Colusa Ave & Valley St; and
 - Fairmount Ave & Colusa Ave.
 - Vassar Ave and Yale Ave;
 - Cambridge Ave and Yale Ave;
 - Cambridge Ave and Beloit Ave;
 - Grizzly Peak Blvd and Beloit Ave; and
 - Kenyon Ave & Wellesley Ave.
- Evidence: The field survey shows unconventional intersections at Sunset Dr and Arlington Ave. All regional analyses with the cemetery available showed traffic from Westminster traveling down Sunset Dr through the cemetery. However, left turns onto Arlington Ave could be complex and unsafe, particularly if traffic is primarily evacuating north. Local analysis for the fire simulations showed heavy traffic on smaller local roads: Edwin and Kerr for northern fires and Amherst Ave and Oberlin Ave for southern fires. The edges of Kensington such as Grizzly Peak Blvd, Highgate Rd, Franciscan Way, Fairmount Rd, Eureka Ave, Valley St, & Colusa Ave are heavy evacuation points in either or both local and regional analyses.

Several other key intersections were identified in the local network analysis as having substantially higher vehicle movement. These intersections are concentrated in the southeast quadrant, are geometrically small, and sometimes fail to have any stop control. Officials could also consider placing additional yield signs to ensure that intersections are better marked. The intersection of Vassar Ave. and Yale Ave. is particularly problematic since the analysis shows it may take upwards of one hour to move the intended demand of vehicles through that intersections, especially if each household in Kensington takes an average of 2.5 vehicles.

R38: Kensington officials should consider instituting one-way directions (either all the time or only red flag warning days) along roads particularly in the southeast quadrant. Parking restrictions at some pinch points may also be necessary, particularly for roads that could be bidirectional.

- Evidence: Multiple roads in the southeast quadrant would be highly impacted by evacuees based on the local analysis. Given that many of these roads are narrow and the possibility of two-way traffic, officials should consider making roads single direction.

R39: The Kensington Fire Department should engage with the cities of El Cerrito and Berkeley to coordinate evacuation plans.

- Evidence: Kensington residents will generally evacuate towards major arteries in Berkeley and El Cerrito (Moeser Ln, Fairmount Ave, Solano Ave along with The Circle). These destinations will be subjected to heavy traffic loads based on the network analysis, particularly Moeser Ln and The Circle without cemetery access and Fairmont Ave with cemetery access. It is also likely that residents from both Kensington and these cities will be traveling on the same routes. For a northern fire, Fairmount Ave will be severely impacted (especially if the cemetery is available). For a southern fire, Solano Ave will be severely impacted (regardless if the cemetery is available).

R40: Kensington officials should consider encouraging evacuees to travel south on Arlington Avenue (rather than smaller side streets) in the event of a northern fire. Officials should also consider improving Edwin Dr and Kerr Ave by restricting parking on red flag days to ensure adequate traffic flow. Officials may also have to direct traffic from Highgate Rd toward Eureka Ave, depending on the direction of the fire.

- Evidence: The network analysis for a northern fire (both local and regional) indicates that a significant number of vehicles from the northeast quadrant will be routed down Edwin and Kerr Ave.

R41: In the case of a wildfire (regardless on directionality), Kensington should establish strong coordination with El Cerrito regarding traffic supervision and direction at the intersection of Fairmount Ave and Colusa Ave, or work with El Cerrito to define alternate east-west routes.

- Evidence: In both directional fire scenarios, particularly when the cemetery is available as an egress path, almost all of Kensington's evacuees converge on the intersection of Fairmount Ave and Colusa Ave from multiple approaches. This is likely to cause significant traffic congestion that will impact multiple evacuation routes.

R42: If there is a wildfire from the southeast, traffic coordination will need to be established by El Cerrito along Fairmount Ave (if the cemetery is opened) and along Solano Ave (if the cemetery is not opened).

- Evidence: The cemetery-available simulation results indicate that the cemetery is the shortest path for 80% of Kensington households.

R43: Overall, Kensington should consider the following transportation changes to improve evacuation outcomes, reduce congestion, and improve flow through the community:

- Removing some on-street parking and/or restricting parking during red flag days, particularly on suggested evacuation routes and roads with enough width for two lanes;
 - Designating some very narrow roads as one-way traffic permanently or for red flag days, particularly on highly impacted links;
 - Improving intersection signage with yield signs as appropriate to improve flow through the intersection and set precedent to evacuation routes;
 - Removing several spaces of parking near tight, unconventional, and/or critical intersections to improve turning radii and set staging areas for first responders;
 - Considering some two-way streets as single direction downhill in an evacuation (e.g., Berkeley Park Blvd, Coventry Rd, Moeser Ln, Sunset Dr, all roads within the cemetery);
 - Encouraging residents to park vehicles in driveways or as far off the street as possible during evacuation.
- Evidence: Network analysis results from all tested scenarios indicate that a substantial number of links and intersections in Kensington will be heavily impacted in a wildfire. Kensington should prepare a suite of community-wide, road-specific, and intersection-specific strategies that could be debated and

communicated to the public. In addition, some of these strategies have co-benefits, particularly related to overall daily safety of the network and pedestrians.

9) Conclusion

Through a review of local plans and academic literature, a field survey of Kensington, and analysis of the road network, we found that Kensington could make a number of key changes that would help improve evacuation outcomes. Most importantly, this research project serves as a primer for the development of an evacuation plan (and reentry plan), refinement of the emergency operation plan, and creation of necessary guides for residents. Any future work on these fronts should maintain strong transparency and be communicated widely to the public. Moreover, residents should be incorporated into the evacuation and preparedness planning process. With this investigative project, Kensington will be more prepared to respond to and recovery from natural hazards (especially wildfires), improving evacuation outcomes, life safety, and quality of life for community residents.

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11) Appendices

Appendix A: Variable definitions expanded

Link Data	
Variable	Definition
End street names	Block name
Number of parked vehicles on each side	Vehicles in driveways were not included. Vehicles that were parallel parked but not touching the road were not included. Paved vs. unpaved areas and different pavement types were used to determine if a vehicle was counted. Vehicles may have still been within the county ROW but were not counted unless they touched the primary roadway surface.
Minimum street width (ft)	The effective width of the road at the narrowest point. This could be edge to edge, edge to vehicle or vehicle to vehicle depending on the configuration. The edge would be the curb unless the curb had a steep gradient such that traveling over it with a low-floor vehicle would be difficult. Examples are shown in Figure 8. In that case, the edge was defined as the edge of the drainage ditch.
Maximum street width (ft)	The effective width of the road at the widest point, with some effort to exclude intersection areas that were atypical of the street's cross-section.
Number of locations with street width under 20 feet	The number of locations at which a two-way road narrowed to less than 20' or a one-way road narrowed to less than 10'. This number was typically a total or partial count of parked cars, though two cars parked across from one another could also be counted as a single "pinch point." Other examples of pinch points included power poles, non-navigable drainage ditches, and generally narrow roads (such as Los Altos Drive or Norwood Ave east of Highgate Road).
Number of lanes	All two-way roads were generally regarded as having two lanes, though parking conditions typically render these to be one-lane thoroughfares. Arlington Avenue was counted as having one lane on

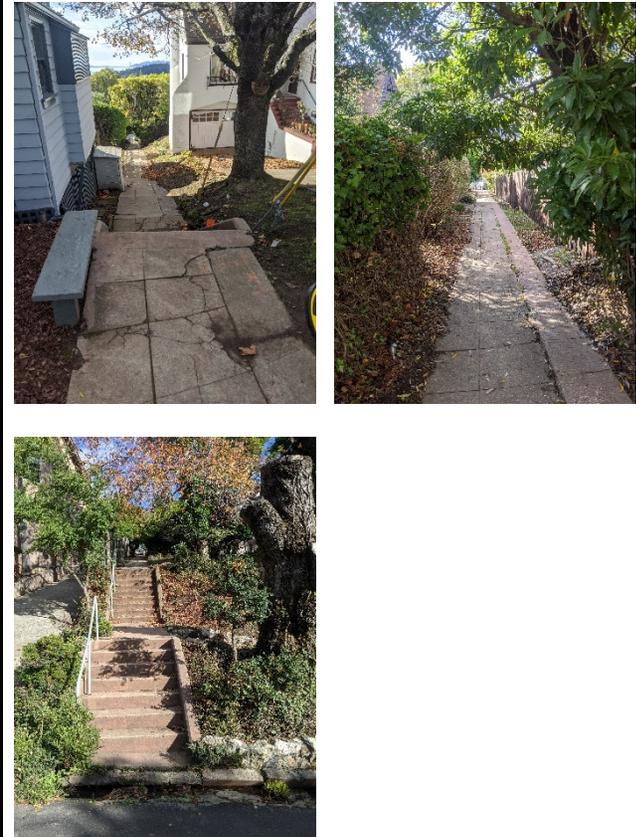
	its one-way segments (the parking shoulder was not counted) except for immediately north of Amherst where two lanes are explicitly marked.
Single lane roads	Flag for single lane roads and direction of traffic flow.
Centerline markings	Observed variations were none, dashed yellow lines, double yellow lines, and medians.
Presence or absence of sidewalks on each side	Many streets had sidewalks on one or both sides, but most sidewalks had obstacles to navigation, ranging from being incomplete to being blocked by vehicles to having accessibility barriers (e.g. stairs).
Steep gradients	Street segments were classified as flat/gradual, moderately steep, and steep. Grading was subjective and likely subject to perception error based on the sample of streets surveyed on a given night.
Speed limits	Speed limits were identified where posted, though almost all were 25mph and effective speeds during an evacuation should be assumed to be much lower.
Vegetation fuel levels	Tree cover and underbrush were separately identified as being low, moderate, or high (though some streets in the southwest quadrant used a yes/no rating for underbrush; these were later converted to low/high). Ratings were subjective and were likely skewed by the survey sample and visibility during late-evening data collection.
Intersection Data	
Variable	Definition
Cross-street pair	Streets that meet at the intersection. Directions given are from a reference of the center of the intersection. For example, Colusa St NW would indicate the link that is immediately northwest of the intersection
Traffic control measures	Any signage or ground marking around the intersection. Options were: None; Yield; All-way stop; Partial stop; Traffic light

Appendix B: Path Conditions

Path Segment	Comments	Photo	Suitability for Evacuation	Recommendations
Ye Olde School Trail, Grizzly Peak Blvd to Lake Drive Spur	Clean, well-kept trail about four paces across at its narrowest. Low underbrush, but also low-hanging tree canopy that would preclude navigation by emergency vehicles. Begins as a dirt road on the south end but narrows in spots - generally squeezed between fences and the edge of Wildcat Canyon.		Minimal for vehicles, moderate for pedestrians	Reduce tree canopy to allow emergency vehicles to pass through
Ye Olde School Trail, Lake Drive Spur	Dirt road that could likely handle an off-road vehicle. No tree obstructions, downhill sloping from the end of Lake Drive to the junction with the Ye Olde School Trail.		Moderate for vehicles (only off-road), moderate for pedestrians	Designate as a potential fire road

<p>Ye Olde School Trail, Lake Drive Spur to school</p>	<p>Alternates between road-like trail that could be suitable for a 4x4 and a hiking trail - a significant dip at the south end would likely preclude vehicle travel. Downward-sloping to the north, slope is gradual over most of the trail.</p>		<p>Minimal for vehicles, moderate for pedestrians</p>	<p>Designate as a route of last resort to reach the school</p>
<p>Ye Olde School Trail, School to Kensington Court</p>	<p>Steep, winding, narrow trail along ridge crest, with significant dip at the north end. Could provide limited access for able-bodied individuals between school and Kensington Court area.</p>		<p>Minimal for vehicles, moderate for pedestrians (only for able-bodied individuals)</p>	<p>Designate as a route of last resort to connect between the school and Kensington Court</p>

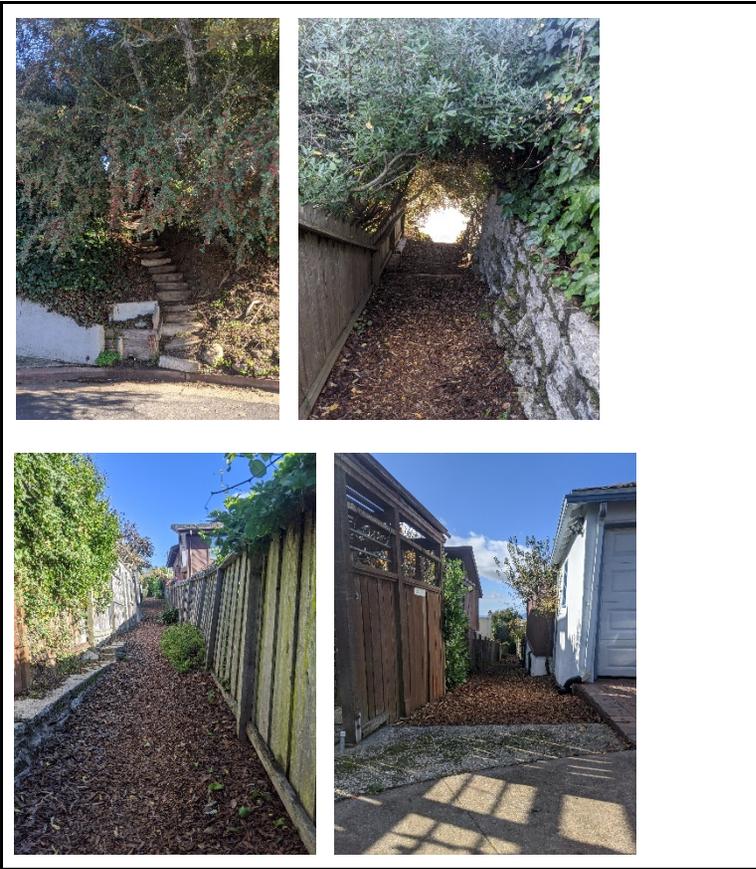
<p>Public Path #1 (Coventry Rd to Marchant Court)</p>	<p>2' at north end, opens to 4-4.5' in middle, down to 3.5' at south end. Steep dirt trail (max. 2' wide) for entire length. One wooden stair at north end (~2' wide). Bend in the middle. Homeowner at north end mentioned that path is on private land at the south end. Extensive underbrush, moderate canopy (plenty of headroom). No signage.</p>		<p>Not suitable for vehicles, low for pedestrians (only for able-bodied individuals)</p>	<p>Check if any part of the path is on private land; create signs at both ends of the path; clear extensive underbrush to reduce fire risk</p>
<p>Public Path #2 (Stratford Rd to Coventry Rd)</p>	<p>5' wide end-to-end; concrete sidewalk (uneven) at the east end, 9 stairs at west end. Fences on both sides; minimal overhanging brush. Minimal slope. Signage at east end only.</p>		<p>Not suitable for vehicles, high for pedestrians (only for able-bodied individuals)</p>	<p>Install signage at the west end; designate as a possible evacuation path for pedestrians</p>

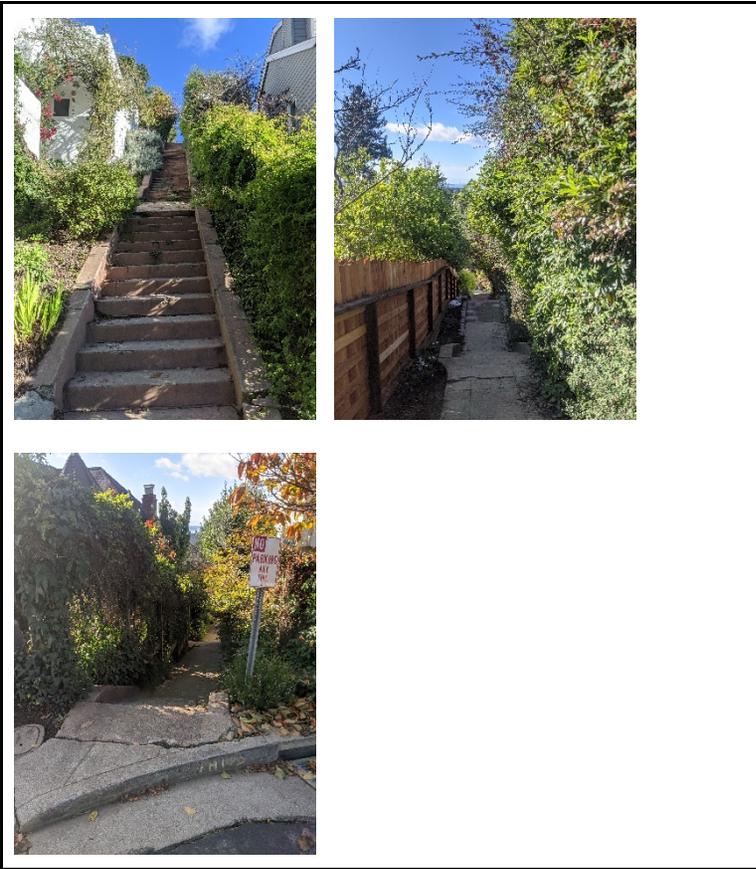
<p>Public Path #3 (Coventry Rd to Coventry Rd)</p>	<p>Stairs and intermediate (steep) concrete sidewalk all 5' wide. 7 concrete stairs at east end, 16 concrete stairs with metal railing on north side at west end; larger risers. West end is a drainage ditch (no sidewalks on either side of Coventry here, though can cross over to an adjacent driveway). Signage at east end only. Moderate overhanging brush; some additional width beyond path.</p>		<p>Not suitable for vehicles, moderate for pedestrians (only for able-bodied individuals)</p>	<p>Install signage at the west end; install sidewalk landings; clear some overhanging brush to reduce fire risk</p>
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<p>Public Path #5 (Beverly Ct to Lenox Rd)</p>	<p>8 concrete stairs (4.5' wide) with ramp bypass (2.5' wide) at west end; concrete sidewalk (4.5' wide) for full length. Fences on both sides; limited brush (partial overhang). May not be ADA slope compliant. Signed at west end only.</p>		<p>Not suitable for vehicles, high for pedestrians (for able-bodied individuals and mobile individuals)</p>	<p>Check if slope is ADA compliant; reduce overhanging brush to reduce fire risk; install sign at the east end; designate as a possible evacuation route for pedestrians</p>
<p>Ardmore Path (Coventry Rd to Ardmore Rd)</p>	<p>5.5' concrete (uneven in parts) sidewalk for full length, one bend in the middle. Fences on both sides with some extra ROW. Some overhanging trees but plenty of headroom. Likely ADA compliant (minimal slope). Signed at east end only.</p>		<p>Not suitable for vehicles, high for pedestrians (for all mobility levels)</p>	<p>Designate as an evacuation route for pedestrians; install sign at the west end; flatten concrete sidewalk to reduce unevenness</p>
<p>Ardmore Path (Ardmore Rd to Arlington Ave)</p>	<p>28 concrete stairs (8' at top, 10' at bottom) with metal railing in middle at east end, followed by 15' open space, double sidewalk (4.5' each) at west end (minimal slope outside of stairs). Some overhanging vegetation/low branches at west end, but</p>		<p>Not suitable for vehicles, high for pedestrians (for able-bodied individuals and mobile individuals)</p>	<p>Remove some brush to reduce fire risk; install additional railings; designate as a potential evacuation route for pedestrians</p>

	<p>overall very passable. Signed at both ends.</p>			
<p>Public Path #6 (Kenyon-St Albans)</p>	<p>3-6' of ROW, single track dirt trail with stones at east end; gradual slope, significant vegetation, fences on both sides in parts. Signed at the east end.</p>	 	<p>Not suitable for vehicles, low for pedestrians (only for able-bodied individuals)</p>	<p>Install sign at the west end; clear significant vegetation to reduce fire risk</p>

<p>Public Path #6 (St Albans-Windsor)</p>	<p>27 small stone/brick stairs at east end; otherwise single-track dirt trail (~18" wide) with gradual slope. ~4' of ROW in middle but generally overgrown. Part of a yard at the west end; fences on both sides at times, some enclosing vegetation but generally 6'+ of headroom. No signage.</p>		<p>Not suitable for vehicles, low for pedestrians (only for able-bodied individuals)</p>	<p>Install signs at both ends; clear significant vegetation to reduce fire risk</p>
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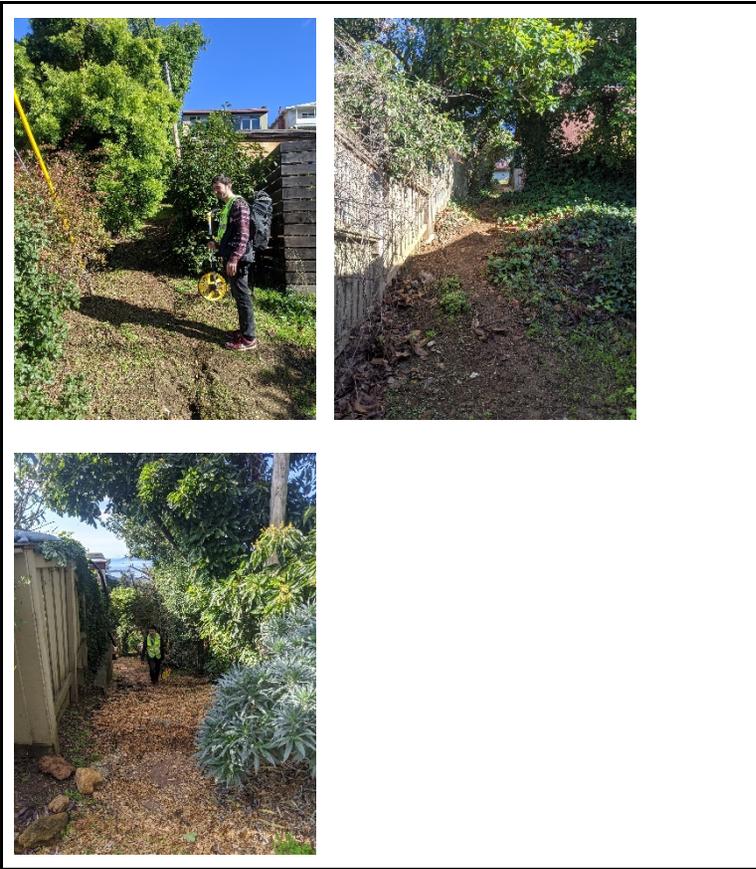
<p>Public Path #6 (Windsor-York)</p>	<p>31 wooden steps, 2' at west end widening to 4' in middle; woodchip path (~4' wide, gradual slope) at east end. Significant enclosing vegetation at west end, fences on both sides at east end. No signage.</p>		<p>Not suitable for vehicles, moderate for pedestrians (only for able-bodied individuals)</p>	<p>Install signs at both ends; clear significant vegetation to reduce fire risk</p>
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<p>Public Path #6 (York-Arlington)</p>	<p>4' concrete path with stairs (86 steps). Some enclosing vegetation (but generally 6'+ of headroom) and fences on both sides at times. Steep path (bumpy concrete with root heaves) between stair segments. No signage.</p>		<p>Not suitable for vehicles, moderate for pedestrians (only for able-bodied individuals)</p>	<p>Install signs at both ends; clear significant vegetation to reduce fire risk; level concrete to reduce impact of roots</p>
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<p>Princeton Path (Amherst-Arlington)</p>	<p>Identified as closed by Pathkeepers; some evidence at the east end but ends abruptly; no evidence at the west end.</p>		<p>Not suitable for vehicles or pedestrians</p>	<p>Remove from any evacuation maps (and inform Google Maps if possible)</p>
<p>Public Path #9 (Cambridge-Stanford)</p>	<p>83 steps; 2' concrete at top, 3' wood/cement steps at bottom; moderate riser height. Gravel/stone path in middle. Brush on one side, fencing on both. Metal railing on south side at east end; wooden railing on south side at west end. Not marked at either end, but clearly identifiable from sidewalk.</p>		<p>Not suitable for vehicles, moderate for pedestrians (only for able-bodied individuals)</p>	<p>Install signs at both ends; install continuous railings; designate as a possible evacuation route for pedestrians</p>

					
<p>Public Path #9 (Stanford-Yale)</p>	<p>160 wooden steps (3' wide), moderate riser height. 9' of ROW in middle (one bench about 1/3 of the way from east end). Dirt/woodchips on landings (more steps toward ends). Vegetation canopy but plenty of headroom. No handrails. Not much underbrush. Signed at west end only.</p>			<p>Not suitable for vehicles, moderate for pedestrians (only for able-bodied individuals)</p>	<p>Install sign at east end; designate as a possible evacuation route for pedestrians</p>

				
<p>Public Path #10 (Columbia-Trinity)</p>	<p>Identified as closed by pathkeepers. East end is unmarked and in a yard; fenced ROW begins but ends at a blocking fence. No trace of path at the west end.</p>		<p>Not suitable for vehicles or pedestrians</p>	<p>Remove from any evacuation maps (and inform Google Maps if possible)</p>

<p>Westminster Path (Highland-Kenyon)</p>	<p>Steep dirt trail (3-6' of ROW), very steep in the middle; some visible sewer infrastructure. Enclosing vegetation but plenty of headroom. Likely difficult to descend due to steep dirt slope. No signage; very hard to identify at the ends.</p>		<p>Not suitable for vehicles, low for pedestrians (only for able-bodied individuals)</p>	<p>Install signs at both ends; clear some vegetation to reduce fire risk</p>
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Appendix C.1: Link Data

Map ID	Street Name	From Node	To Node	From Intersection Name	To Intersection Name	Reference Direction	Number of Cars Parked (left)	Number of Cars Parked (right)	Minimum width (ft)	Maximum width (ft)	Number of Locations under 20' (10' for one-ways)	Number of Lanes	Minimum lane width (ft)	Segment length (ft)	Parking Fraction	Approximate Percent Under 20' (10' for one-ways)	One Way Y/N	Centerline	Sidewalk (Left)	Sidewalk (Right)	Steep?	Posted Speed Limit	Tree Cover High/Med/Low	Underbrush High/Med/Low	Combined Vegetation	Notes
[57846732-99333186]	Amherst Avenue	57846732	99333186	Arlington Avenue (W) & Amherst Avenue	Arlington Avenue (E) & Amherst Avenue	INTERSECTION																				
[57846724-99333186]	Amherst Avenue	57846724	99333186	Amherst Avenue & Princeton Avenue	Arlington Avenue (E) & Amherst Avenue	S-N	14	0	16	24	14	2	8	889.38	0.24	0.24	N	NONE	Y	Y	MED	N/A	MED	LOW	MED-LOW	
[57846724-57846719]	Amherst Avenue	57846724	57846719	Amherst Avenue & Princeton Avenue	Oberlin Avenue & Amherst Avenue	S-N	19	0	13	19	CONT	2	6.5	767.30	0.37	1.00	N	NONE	Y	Y	N	N/A	MED	MED	MED-MED	
[57921193-57854477]	Anson Way	57921193	57854477	Anson Way & Eureka Avenue	Anson Way & Franciscan Way	S-N	15	16	17	26	7	2	8.5	1210.90	0.38	0.09	N	NONE	N	N	MED	N/A	LOW	LOW	LOW-LOW	Steep at north end; large tree at south end
[57919465-57832760]	Ardmore Road	57919465	57832760	Ardmore Road & Kingston Road	Coventry Road & Ardmore Road	S-N	0	48	15	24	47	2	7.5	1829.55	0.39	0.39	N	NONE	Y	Y	N	N/A	MED	MED	MED-MED	
[2244374982-57919465]	Ardmore Road	2244374982	57919465	Ardmore Road & Arlington Avenue (W)	Ardmore Road & Kingston Road	W-E	5	12	12	22	15	2	6	615.91	0.41	0.37	N	DASHYELL	Y	Y	N	N/A	LOW	LOW	LOW-LOW	
[57878531-57878529]	Arlington Avenue	57878531	57878529	Estates Road & Arlington Avenue	Cowper Avenue & Arlington Avenue	S-N	0	0	29	29	0	2	14.5	264.71	0.00	0.00	N	DBLYELL	Y	N	N	20	LOW	LOW	LOW-LOW	
[57878526-57878529]	Arlington Avenue	57878526	57878529	Rincon Road & Arlington Avenue	Cowper Avenue & Arlington Avenue	S-N	2	0	24	29	0	2	12	269.27	0.11	0.00	N	DBLYELL	Y	PARTIAL	N	25	MED	LOW	MED-LOW	
[57878533-57878531]	Arlington Avenue	57878533	57878531	Arlmont Drive & Arlington Avenue	Estates Road & Arlington Avenue	S-N	2	0	28	35	0	2	14	243.88	0.12	0.00	N	DBLYELL	Y	N	N	20	MED	MED	MED-MED	Moderate tree cover close to road
[57797132-57878533]	Arlington Avenue	57797132	57878533	Arlington Avenue & Kensington Park Road	Arlmont Drive & Arlington Avenue	S-N	9	8	24	39	0	2	12	296.76	0.86	0.00	N	DBLYELL	Y	N	N	25	HIGH	LOW	HIGH-LOW	Large trees on east side
[263579538-57878536]	Arlington Avenue	263579538	57878536	Arlington Avenue & Rincon Road	Arlington Avenue & Arlington Court	S-N	2	0	30	37	0	2	15	387.54	0.08	0.00	N	DBLYELL	DIRT	Y	N	N/A	MED	LOW	MED-LOW	
[260540954-57878536]	Arlington Avenue	260540954	57878536	Arlington Avenue & End of Median North of Arlington Lane	Arlington Avenue & Arlington Court	S-N	5	0	32	37	0	2	16	229.69	0.33	0.00	N	DBLYELL	DIRT	Y	N	N/A	HIGH	MED	HIGH-MED	
[263579538-57797132]	Arlington Avenue	263579538	57797132	Arlington Avenue & Rincon Road	Arlington Avenue & Kensington Park Road	S-N	0	0	39	39	0	2	19.5	74.29	0.00	0.00	N	INTERSECTION	Y	Y	N	N/A	LOW	LOW	LOW-LOW	
[57837387-57841519]	Arlington Avenue	57837387	57841519	Arlington Avenue & Wellesley Avenue	Arlington Avenue & Sunset Drive	S-N	0	3	13.5	19	0	1	13.5	327.45	0.14	0.00	Y	MEDIAN	N	Y	N	N/A	MED	LOW	MED-LOW	
[99323375-3180480692]	Arlington Avenue	99323375	3180480692	Arlington Avenue & North End of Median by Police Dept	Arlington Avenue & End of Median South of Oberlin	S-N	5	0	51	56	0	2	25.5	230.93	0.32	0.00	N	DBLYELL	Y	Y	N	N/A	LOW	LOW	LOW-LOW	
[57878526-57878525]	Arlington Avenue	57878526	57878525	Rincon Road & Arlington Avenue	Kenilworth Drive & Arlington Avenue	S-N	0	0	28.5	28.5	0	2	14.25	142.27	0.00	0.00	N	DBLYELL	Y	N	N	N/A	LOW	LOW	LOW-LOW	
[57878525-50682551]	Arlington Avenue	57878525	50682551	Kenilworth Drive & Arlington Avenue	Arlington Avenue & Lam-Highland Cut-Through	S-N	0	0	29	29	0	2	14.5	432.35	0.00	0.00	N	DBLYELL	Y	N	MED	25	LOW	LOW	LOW-LOW	
[57878524-50682551]	Arlington Avenue	57878524	50682551	Arlington Avenue & Lam Court	Arlington Avenue & Lam-Highland Cut-Through	INTERSECTION																				
[57878524-57878523]	Arlington Avenue	57878524	57878523	Arlington Avenue & Lam Court	Arlington Avenue & Highland Boulevard	S-N	0	0	29	29	0	2	14.5	131.30	0.00	0.00	N	DBLYELL	Y	Y	N	N/A	LOW	LOW	LOW-LOW	
[57878542-260540954]	Arlington Avenue (E)	57878542	260540954	Arlington Avenue (E) & Westminster Avenue	Arlington Avenue & End of Median North of Arlington Lane	S-N	0	9	15	19	0	1	15	485.11	0.28	0.00	Y	MEDIAN	N	Y	N	N/A	MED	LOW	MED-LOW	
[57878543-57878542]	Arlington Avenue (E)	57878543	57878542	Norwood Avenue & Arlington Avenue (E)	Arlington Avenue (E) & Westminster Avenue	S-N	0	3	14	18	0	1	14	347.05	0.13	0.00	Y	MEDIAN	N	Y	N	N/A	MED	LOW	MED-LOW	
[57841519-57878543]	Arlington Avenue (E)	57841519	57878543	Arlington Avenue & Sunset Drive	Norwood Avenue & Arlington Avenue (E)	S-N	0	8	14	19	0	1	14	614.50	0.20	0.00	Y	MEDIAN	N	Y	MED	N/A	MED	MED	MED-MED	
[99333186-99333196]	Arlington Avenue (E)	99333186	99333196	Arlington Avenue (E) & Amherst Avenue	Arlington Avenue (E) & Median Break North of Ardmore	S-N	0	3	18.5	37	0	1	18.5	552.45	0.08	0.00	Y	MEDIAN	N	Y	N	N/A	LOW	LOW	LOW-LOW	Two lanes at north end, angled parking at south end
[26690823-99333186]	Arlington Avenue (E)	26690823	99333186	Arlington Avenue (E) & Alameda County Line	Arlington Avenue (E) & Amherst Avenue	S-N	0	0	17	17	0	1	17	217.82	0.00	0.00	Y	MEDIAN	N	Y	N	N/A	LOW	LOW	LOW-LOW	
[99333196-99323375]	Arlington Avenue (E)	99333196	99323375	Arlington Avenue (E) & Median Break North of Ardmore	Arlington Avenue & North End of Median by Police Dept	S-N	0	11	15.5	19	0	1	15.5	642.51	0.26	0.00	Y	MEDIAN	N	Y	N	N/A	LOW	LOW	LOW-LOW	
[3180480692-266909007]	Arlington Avenue (E)	3180480692	266909007	Arlington Avenue & End of Median South of Oberlin	Oberlin Avenue & Arlington Avenue	INTERSECTION																				
[266909007-57837387]	Arlington Avenue (E)	266909007	57837387	Oberlin Avenue & Arlington Avenue	Arlington Avenue & Wellesley Avenue	S-N	0	0	20	20	0	1	20	107.37	0.00	0.00	Y	MEDIAN	N	Y	N	N/A	MED	LOW	MED-LOW	
[266909009-266909051]	Arlington Avenue (W)	266909009	266909051	Arlington Avenue (W) & Sunset Drive Crosswalk	Sunset Drive & Arlington Avenue	S-N	0	0	27	27	0	2	13.5	90.06	0.00	0.00	N	NONE	Y	N	N	N/A	HIGH	MED	HIGH-MED	Short informal two-way stretch of westbound Arlington to allow left-turning vehicles to access Sunset
[266909009-3180480692]	Arlington Avenue (W)	266909009	3180480692	Arlington Avenue (W) & Sunset Drive Crosswalk	Arlington Avenue & End of Median South of Oberlin	S-N	0	0	15	21	0	1	15	499.83	0.18	0.00	Y	MEDIAN	Y	N	N	N/A	MED	LOW	MED-LOW	
[260540954-266909033]	Arlington Avenue (W)	260540954	266909033	Arlington Avenue & End of Median North of Arlington Lane	Arlington Lane & Arlington Avenue	S-N	1	0	13.5	18	0	1	13.5	151.49	0.10	0.00	Y	MEDIAN	Y	N	N	N/A	LOW	MED	LOW-MED	
[266909033-266909039]	Arlington Avenue (W)	266909033	266909039	Arlington Lane & Arlington Avenue	Arlington Avenue (W) & Westminster Avenue	S-N	2	0	14	18	0	1	14	288.92	0.10	0.00	Y	MEDIAN	Y	N	N	N/A	LOW	LOW	LOW-LOW	
[266909046-266909051]	Arlington Avenue (W)	266909046	266909051	Norwood Avenue & Arlington Avenue (W)	Sunset Drive & Arlington Avenue	S-N	6	0	15	20	0	1	15	511.23	0.18	0.00	Y	MEDIAN	Y	N	Y	25	HIGH	HIGH	HIGH-HIGH	
[266909039-266909046]	Arlington Avenue (W)	266909039	266909046	Arlington Avenue (W) & Westminster Avenue	Norwood Avenue & Arlington Avenue (W)	S-N	5	0	14	18	0	1	14	359.01	0.21	0.00	Y	MEDIAN	Y	N	N	N/A	MED	MED	MED-MED	
[57846732-677315471]	Arlington Avenue (W)	57846732	677315471	Arlington Avenue (W) & Amherst Avenue	Arlington Avenue (W) & Alameda County Line	S-N	7	0	16	26	0	1	16	233.23	0.45	0.00	Y	MEDIAN	Y	N	N	25	MED	LOW	MED-LOW	
[99323375-99323365]	Arlington Avenue (W)	99323375	99323365	Arlington Avenue & North End of Median by Police Dept	Arlington Avenue (W) & Median Break North of Ardmore	S-N	9	0	15.5	19	0	1	15.5	599.70	0.23	0.00	Y	MEDIAN	Y	N	N	N/A	MED	LOW	MED-LOW	
[2244374968-57846732]	Arlington Avenue (W)	2244374968	57846732	Coventry Road & Arlington Avenue (W)	Arlington Avenue (W) & Amherst Avenue	S-N	0	0	24.5	24.5	0	2	12.25	226.53	0.00	0.00	Y	MEDIAN	Y	N	N	N/A	LOW	LOW	LOW-LOW	
[2244374982-2244374968]	Arlington Avenue (W)	2244374982	2244374968	Ardmore Road & Arlington Avenue (W)	Coventry Road & Arlington Avenue (W)	S-N	0	0	20	20	0	1	20	150.46	0.00	0.00	Y	MEDIAN	N	N	N	N/A	MED	LOW	MED-LOW	
[99323365-2244374982]	Arlington Avenue (W)	99323365	2244374982	Arlington Avenue (W) & Median Break North of Ardmore	Ardmore Road & Arlington Avenue (W)	S-N	1	0	26	26	0	1	26	217.44	0.07	0.00	Y	MEDIAN	Y	N	N	N/A	LOW	LOW	LOW-LOW	
[99333196-99323365]	Arlington Avenue Median Break North of Ardmore	99333196	99323365	Arlington Avenue (E) & Median Break North of Ardmore	Arlington Avenue (W) & Median Break North of Ardmore	W-E	0	0	33	33	0	2	16.5	44.56	0.00	0.00	N	TURNAROUND	CROSSWALK	N	N	N/A	LOW	LOW	LOW-LOW	
[57947646-57878536]	Arlington Court	57947646	57878536	Arlington Court & Norwood Avenue	Arlington Avenue & Arlington Court	W-E	4	6	15.5	29	3	2	7.75	460.29	0.33	0.10	N	NONE	N	N	Y	N/A	MED	LOW	MED-LOW	Steep at east end w/ 19' curb-curb width - ROW widens to 29' in middle
[260540925-57947646]	Arlington Court	260540925	57947646	Arlington Court & Dead End	Arlington Court & Norwood Avenue	W-E	7	1	15.5	28	4	2	7.75	498.99	0.24	0.12	N	NONE	N	N	N	N/A	LOW	LOW	LOW-LOW	23' curb-curb at east end; wide in middle
[266909033-57882138]	Arlington Lane	266909033	57882138	Arlington Lane & Arlington Avenue	Arlington Lane & Dead End	W-E	3	2	17	22	5	2	8.5	344.73	0.22	0.22	N	NONE	N	N	MED	N/A	LOW	LOW	LOW-LOW	
[6604893822-6604893821]	Arlmont	6604893822	6604893821	Arlmont & East Dead End	Highland Boulevard & Arlmont	W-E	2	1	12	24	2	2	6	179.14	0.25	0.17	N	NONE	N	N	Y	N/A	MED	LOW	MED-LOW	
[57817312-57878533]	Arlmont Drive	57817312	57878533	Arlmont Drive & Marguerita Road	Arlmont Drive & Arlington Avenue	W-E	2	0	18	24	2	2	9	453.64	0.07	0.07	N	NONE	N	N	Y	N/A	HIGH	HIGH	HIGH-HIGH	
[57934129-57817312]	Arlmont Drive	57934129	57817312	Highland Boulevard & Arlmont Drive	Arlmont Drive & Marguerita Road	W-E	0	0	24	24	0	2	12	294.61	0.00	0.00	N	NONE	N	N	MED	N/A	HIGH	MED	HIGH-MED	
[57921722-260540544]	Avon Road	57921722	260540544	Beverly Road & Avon Road	Avon Road & Stratford Road	SW-NE	8	2	12	26	5	2	6	1025.17	0.15	0.										

[57883886-57883885]	Berkeley Park Boulevard	57883886	57883885	Berkeley Park Boulevard & Lexington Road	Stratford Road & Berkeley Park Boulevard	S-N	0	0	22.5	22.5	0	2	11.25	223.91	0.00	0.00	N	DASHYELL	Y	Y	N	N/A	LOW	LOW	LOW-LOW				
[57832735-258780720]	Berkeley Park Boulevard	57832735	258780720	Berkeley Park Boulevard & Coventry Road	Colusa Avenue & Berkeley Park Boulevard	SW-NE	2	1	16	28	1	2	8	372.10	0.12	0.04	N	DASHYELL	Y	Y	Y	N/A	MED	HIGH	MED-HIGH				
[57921722-57880650]	Beverly Road	57921722	57880650	Beverly Road & Avon Road	Beverly Road & Lenox Road	S-N	0	4	16.5	23.5	3	2	8.25	290.29	0.21	0.16	N	DASHYELL	PARTIAL	N	MED	N/A	MED	HIGH	MED-HIGH				
[57915704-57921722]	Beverly Road	57915704	57921722	Camelot Court & Beverly Road	Beverly Road & Avon Road	S-N	0	3	20.5	25	0	2	10.25	122.87	0.37	0.00	N	DASHYELL	Y	N	N	N/A	HIGH	MED	HIGH-MED				
[57915704-57921725]	Beverly Road	57915704	57921725	Camelot Court & Beverly Road	Beverly Road & Stratford Road	S-N	0	0	25	25	0	2	12.5	111.80	0.00	0.00	N	DASHYELL	Y	N	Y	N/A	HIGH	LOW	HIGH-LOW				
[57921488-57846445]	Cambridge Avenue	57921488	57846445	Cambridge Avenue & Yale Avenue	Cambridge Avenue & Beloit Avenue	S-N	4	0	14	20	4	2	7	307.59	0.20	0.20	N	DASHYELL	Y	Y	Y	N/A	HIGH	LOW	HIGH-LOW	One large tree, otherwise moderate			
[57837395-57846445]	Cambridge Avenue	57837395	57846445	Cambridge Avenue & Wellesley Avenue	Cambridge Avenue & Beloit Avenue	S-N	25	0	11	18	CONT	2	5.5	884.61	0.42	1.00	N	NONE	Y	BLOCKED	MED	N/A	LOW	LOW	LOW-LOW				
[57915704-260540545]	Camelot Court	57915704	260540545	Camelot Court & Beverly Road	Camelot Court & Dead End	W-E	1	3	14.5	26	1	2	7.25	198.14	0.30	0.08	N	NONE	N	N	N	N/A	MED	LOW	MED-LOW				
[57939694-98461061]	Canon Drive	57939694	98461061	Canon Drive & Parkside Court	Canon Drive & Grizzly Peak Boulevard	S-N	0	0	20	20	0	2	10	162.93	0.00	0.00	N	DASHYELL	N	N	Y	N/A	HIGH	HIGH	HIGH-HIGH				
[57939694-984957182]	Canon Drive	57939694	984957182	Canon Drive & Parkside Court	Canon Drive & Tilden Park Gate	S-N	0	0	18	21	1	2	9	690.64	0.00	0.02	N	DASHYELL	N	N	MED	15	HIGH	HIGH	HIGH-HIGH				
[57829666-5482922766]	Carmel Avenue	57829666	5482922766	Colusa Ave & Fairmount Ave	Carmel Avenue & El Cerrito City Line	S-N	0	1	25	34	0	2	12.5	72.64	0.21	0.00	N	NONE	Y	Y	N	N/A	LOW	LOW	LOW-LOW				
[57829666-5482922771]	Cemetery West Entrance	57829666	5482922771	Colusa Ave & Fairmount Ave	Parking Lot Entrance	W-E	0	0	34	34	0	2	17	54.66	0.00	0.00	N	NONE	N	N	N	15	LOW	HIGH	LOW-HIGH				
[5482922771-237134926]	Cemetery West Entrance	5482922771	237134926	Colusa Ave & Fairmount Ave	Parking Lot Entrance	W-E	0	0	34	34	0	2	17	39.48	0.00	0.00	N	NONE	N	N	N	15	LOW	HIGH	LOW-HIGH				
[57884195-57884194]	Colgate Avenue	57884195	57884194	Columbia Avenue & Colgate Avenue	Colgate Avenue & Kenyon Avenue	S-N	14	0	17	23	14	2	8.5	612.26	0.34	0.34	N	NONE	Y	Y	Y	N/A	HIGH	MED	HIGH-MED				
[57846447-57884195]	Colgate Avenue	57846447	57884195	Colgate Avenue & Beloit Avenue	Columbia Avenue & Colgate Avenue	S-N	8	1	15.5	23	8	2	7.75	328.96	0.41	0.36	N	NONE	BLOCKED	Y	MED	N/A	LOW	LOW	LOW-LOW				
[57953646-57884195]	Columbia Avenue	57953646	57884195	Kenyon Avenue & Columbia Avenue	Columbia Avenue & Colgate Avenue	S-N	26	0	13	20	CONT	2	6.5	972.17	0.40	1.00	N	NONE	BLOCKED	Y	Y	N/A	LOW	LOW	LOW-LOW	18' ROW with gutters			
[258780770-258780713]	Colusa Avenue	258780770	258780713	Colusa Circle	Colusa Circle	INTERSECTION																							
[53058779-258780713]	Colusa Avenue	53058779	258780713	Colusa Avenue & Ocean View Avenue	Colusa Circle	S-N	4	7	27	39.5	0	2	13.5	227.87	0.72	0.00	N	DBLYELL	Y	Y	N	25	MED	HIGH	MED-HIGH				
[258780713-258780767]	Colusa Avenue	258780713	258780767	Colusa Circle	Colusa Circle	INTERSECTION																							
[258780716-258780720]	Colusa Avenue	258780716	258780720	Colusa Avenue & Berkeley Park Boulevard	Colusa Avenue & Berkeley Park Boulevard	INTERSECTION																							
[258780767-258780716]	Colusa Avenue	258780767	258780716	Colusa Circle	Oak View Avenue & Colusa Avenue	INTERSECTION																							
[57846904-258780724]	Colusa Avenue	57846904	258780724	Santa Fe Avenue & Colusa Avenue	Colusa Circle	S-N	2	1	28	40	0	2	14	286.28	0.16	0.00	N	DBLYELL	Y	Y	N	25	LOW	LOW	LOW-LOW				
[258780724-258780763]	Colusa Avenue	258780724	258780763	Colusa Circle	Colusa Circle	INTERSECTION																							
[258780773-258780724]	Colusa Avenue	258780773	258780724	Colusa Circle	Colusa Circle	INTERSECTION																							
[258780730-258780770]	Colusa Avenue	258780730	258780770	Colusa Avenue & Berkeley Park Boulevard	Colusa Circle	INTERSECTION																							
[258780727-258780730]	Colusa Avenue	258780727	258780730	Colusa Avenue & Berkeley Park Boulevard	Colusa Circle	INTERSECTION																							
[53058779-266910806]	Colusa Avenue	53058779	266910806	Colusa Avenue & Ocean View Avenue	Colusa Avenue & Alameda County Line	S-N	1	3	25	40	0	2	12.5	142.28	0.42	0.00	N	DBLYELL	y	y	N	25	LOW	HIGH	LOW-HIGH				
[258780773-258780763]	Colusa Avenue	258780773	258780763	Colusa Circle	Colusa Circle	INTERSECTION																							
[258780763-258780727]	Colusa Avenue	258780763	258780727	Colusa Circle	Oak View Avenue & Colusa Avenue	INTERSECTION																							
[57829666-57846876]	Colusa Avenue	57829666	57846876	Colusa Avenue & Fairmount Avenue	San Carlos Avenue & Colusa Avenue	S-N	0	0	37.5	40.5	0	2	18.75	305.71	0.00	0.00	N	DBLYELL	Y	Y	N	25	LOW	LOW	LOW-LOW				
[57846909-57846876]	Colusa Avenue	57846909	57846876	Colusa Avenue & Curry Avenue	San Carlos Avenue & Colusa Avenue	S-N	0	7	32.5	39.5	0	2	16.25	717.39	0.15	0.00	N	DBLYELL	Y	Y	N	25	HIGH	HIGH	HIGH-HIGH				
[258780770-258780767]	Colusa Avenue	258780770	258780767	Colusa Circle	Colusa Circle	INTERSECTION																							
[258780720-258780773]	Colusa Avenue	258780720	258780773	Colusa Avenue & Berkeley Park Boulevard	Colusa Circle	INTERSECTION																							
[57846904-57846905]	Colusa Avenue	57846904	57846905	Santa Fe Avenue & Colusa Avenue	Lynn Avenue & Colusa Avenue	S-N	6	10	27.5	51	0	2	13.75	341.13	0.70	0.00	N	DBLYELL	Y	Y	N	25	MED	HIGH	MED-HIGH				
[57846905-57846908]	Colusa Avenue	57846905	57846908	Lynn Avenue & Colusa Avenue	Valley Road & Colusa Avenue	S-N	8	5	27	40	0	2	13.5	272.69	0.72	0.00	N	DBLYELL	Y	Y	N	25	LOW	HIGH	LOW-HIGH				
[57846909-57846908]	Colusa Avenue	57846909	57846908	Colusa Avenue & Curry Avenue	Valley Road & Colusa Avenue	S-N	8	9	26.5	40	0	2	13.25	388.19	0.66	0.00	N	DBLYELL	Y	Y	N	25	LOW	LOW	LOW-LOW				
[57829666-5482922765]	Colusa Avenue	57829666	5482922765	Colusa Avenue & Fairmount Avenue	Colusa Avenue & El Cerrito City Line	S-N	0	0	39	39	0	2	19.5	64.71	0.00	0.00	N	DBLYELL	Y	Y	N	25	LOW	LOW	LOW-LOW				
[57832760-57803490]	Coventry Road	57832760	57803490	Coventry Road & Ardmore Road	Coventry Road & Edgcroft Road West	W-E	1	2	33.5	45.5	0	2	16.75	69.46	0.65	0.00	N	DASHYELL	GRAVEL	Y	N	N/A	LOW	LOW	LOW-LOW				
[57832760-57832750]	Coventry Road	57832760	57832750	Coventry Road & Ardmore Road	Lenox Road & Coventry Road	W-E	0	20	18.5	23.5	5	2	9.25	754.68	0.40	0.10	N	DASHYELL	BLOCKED	BLOCKED	N	N/A	LOW	LOW	LOW-LOW				
[57830120-268003100]	Coventry Road	57830120	268003100	Eldridge Court & Coventry Road	Kenilworth Court & Coventry Road	W-E	3	0	14	35.5	3	2	7	514.13	0.09	0.09	N	DASHYELL	N	N	Y	N/A	HIGH	MED	HIGH-MED				
[268003100-57832743]	Coventry Road	268003100	57832743	Kenilworth Court & Coventry Road	Coventry Road & Richardson Road & Willow Lane	S-N	7	0	19.5	23	1	2	9.75	391.65	0.27	0.04	N	DASHYELL	N	N	Y	N/A	HIGH	HIGH	HIGH-HIGH				
[57832748-57832743]	Coventry Road	57832748	57832743	Coventry Road & Stratford Road	Coventry Road & Richardson Road & Willow Lane	W-E	15	0	17	24	2	2	8.5	1169.91	0.19	0.03	N	DASHYELL	N	N	MED	N/A	HIGH	HIGH	HIGH-HIGH				
[57832750-57832748]	Coventry Road	57832750	57832748	Lenox Road & Coventry Road	Coventry Road & Stratford Road	W-E	13	0	19.5	27	1	2	9.75	492.37	0.40	0.03	N	DASHYELL	BLOCKED	N	N	N/A	LOW	MED	LOW-MED				
[2244374968-57803482]	Coventry Road	2244374968	57803482	Coventry Road & Arlington Avenue (W)	Coventry Road & Edgcroft Road East	W-E	5	0	20.5	26	0	2	10.25	401.34	0.19	0.00	N	DASHYELL	Y	BLOCKED	N	N/A	MED	LOW	MED-LOW				
[57803490-57832712]	Coventry Road	57803490	57832712	Coventry Road & Edgcroft Road (West)	Eagle Hill & Coventry Road	W-E	3	0	20.5	24.5	0	2	10.25	135.95	0.33	0.00	N	DASHYELL	GRAVEL	Y	MED	N/A	LOW	LOW	LOW-LOW				
[57832712-57803482]	Coventry Road	57832712	57803482	Eagle Hill & Coventry Road	Coventry Road & Edgcroft Road (East)	W-E	4	0	20.5	24	0	2	10.25	242.73	0.25	0.00	N	DASHYELL	Y	Y	MED	N/A	LOW	LOW	LOW-LOW				
[57832731-57832729]	Coventry Road	57832731	57832729	Valley Road & Coventry Road	Coventry Road & North Dead End	S-N	0	0	15	24	CONT*	2	7.5	573.56	0.00	1.00	N	NONE	Y	N	N/A	MED	HIGH	MED-HIGH	EBMUD project has one lane closed (temporary)				
[57832735-57832731]	Coventry Road	57832735	57832731	Berkeley Park Boulevard & Coventry Road	Valley Road & Coventry Road	S-N	13	0	17	24	13	2	8.5	581.41	0.34	0.34	N	DASHYELL	Y	BLOCKED BY EBMUD	N	N/A	MED	HIGH	MED-HIGH				
[57832736-57832735]	Coventry Road	57832736	57832735	Coventry Road & Ocean View Avenue	Berkeley Park Boulevard & Coventry Road	W-E	14	0	16.5	24	14	2	8.25	560.94	0.37	0.37	N	DASHYELL	Y	Y	N	25	HIGH	HIGH	HIGH-HIGH				
[57830120-57832736]	Coventry																												

[260540808-57832712]	Eagle Hill	260540808	57832712	Eagle Hill & Dead End	Eagle Hill & Coventry Road	S-N	0	0	10	10	CONT	1	10	258.44	0.00	1.00	N	NONE	N	N	Y	N/A	MED	HIGH	MED-HIGH	Cul de sac at end (not measured)		
[57803490-57803482]	Edgcroft Road	57803490	57803482	Edgcroft Road & Coventry Road (West)	Edgcroft Road & Coventry Road (East)	W-E	0	37	10	20		0	1	10	378.68	0.42	0.00	Y	NONE	N	PARTIAL	N	N/A	HIGH	HIGH	HIGH-HIGH	Vegetation data added post-survey; changed to have zero pinch points in keeping with 10' lane-width alternate criteria	
[57830120-57830122]	Eldridge Court	57830120	57830122	Eldridge Court & Coventry Road	Eldridge Court & Dead End	S-N	8	5	13	19		8	2	6.5	361.87	0.54	0.33	N	NONE	N	N	MED	N/A	HIGH	HIGH	HIGH-HIGH		
[57942368-57878531]	Estates Road	57942368	57878531	Estates Road & Dead End	Estates Road & Arlington Avenue	W-E	1	0	18	22		1	2	9	111.99	0.13	0.13	N	NONE	N	N	Y	N/A	LOW	LOW	LOW-LOW		
[57921193-57854484]	Eureka Avenue	57921193	57854484	Anson Way & Eureka Avenue	Eureka Avenue & Franciscan Way	W-E	0	4	22	30		0	2	11	399.00	0.15	0.00	N	NONE	N	N	Y	N/A	LOW	LOW	LOW-LOW		
[57921193-57921192]	Eureka Avenue	57921193	57921192	Anson Way & Eureka Avenue	Eureka Avenue & El Cerrito City Line	W-E	0	0	28	28		0	2	14	213.23	0.00	0.00	N	NONE	N	N	MED	N/A	LOW	LOW	LOW-LOW		
[262125791-57829666]	Fairmount Avenue	262125791	57829666	Fairmount Avenue & El Cerrito City Line	Colusa Avenue & Fairmount Avenue	W-E	0	0	40	40		0	2	20	48.06	0.00	0.00	N	DBLYELL	Y	Y	N	25	LOW	LOW	LOW-LOW		
[57854484-57854477]	Franciscan Way	57854484	57854477	Eureka Avenue & Franciscan Way	Anson Way & Eureka Avenue & Franciscan Way	S-N	9	12	16	25		2	2	8	1609.90	0.20	0.02	N	NONE	N	N	N	N/A	LOW	LOW	LOW-LOW	Tall tree at south end; most cars clear of 20'	
[2869002030-57854477]	Franciscan Way	2869002030	57854477	Contra Costa Drive & Franciscan Way	Anson Way & Eureka Avenue & Franciscan Way	S-N	2	0	21	24.5		0	2	10.5	244.43	0.12	0.00	N	NONE	N	N	N	N/A	LOW	LOW	LOW-LOW	Measured to Highgate	
[57802552-57854484]	Franciscan Way	57802552	57854484	Franciscan Way & Sunset Drive & Reed Place	Eureka Avenue & Franciscan Way	S-N	0	0	23.5	27		0	2	11.75	759.19	0.00	0.00	N	DBLYELL	N	N	N	25	LOW	LOW	LOW-LOW		
[57841511-57802552]	Franciscan Way	57841511	57802552	Franciscan Way & Sunset Drive & Cemetery Entrance	Franciscan Way & Reed Place	S-N	0	0	23.5	23.5		0	2	11.75	712.12	0.00	0.00	N	DBLYELL	N	N	N	N/A	HIGH	MED	HIGH-MED		
[266909108-266909107]	Garden Drive	266909108	266909107	Garden Drive & Actual Dead End	Garden Drive & North End of Median	S-N	0	0							21.40	0.00											Cul de sac	
[266909120-266909122]	Garden Drive	266909120	266909122	Purdue Avenue & Garden Drive	Purdue Avenue & Garden Drive	INTERSECTION																						
[2478049238-2478049237]	Garden Drive	2478049238	2478049237	Purdue Avenue & Garden Drive	Purdue Avenue & Garden Drive	INTERSECTION																						
[2478049237-266909107]	Garden Drive East	2478049237	266909107	Purdue Avenue & Garden Drive	Garden Drive & North End of Median	S-N	0	0	11	12		0	1	11	607.69	0.00	0.00	Y	MEDIAN	N	N	MED	15	MED	MED	MED-MED	East side; Changed to zero pinch points in keeping with 10' lane-width alternate criteria	
[266909107-266909120]	Garden Drive West	266909107	266909120	Garden Drive & North End of Median	Purdue Avenue & Garden Drive	S-N	0	0	11	12		0	1	11	652.85	0.00	0.00	Y	MEDIAN	N	N	N	N/A	MED	MED	MED-MED	West side Changed to zero pinch points in keeping with 10' lane-width alternate criteria	
[6520693393-98461097]	Grizzly Peak Boulevard	6520693393	98461097	Grizzly Peak Boulevard & Alameda County Line	Grizzly Peak Boulevard ("divided" section near County Line)	INTERSECTION																						
[258769157-6520693394]	Grizzly Peak Boulevard	258769157	6520693394	Grizzly Peak Boulevard & Slip Lane to Spruce WB	Grizzly Peak Boulevard & Alameda County Line	INTERSECTION																						
[98461097-57812199]	Grizzly Peak Boulevard	98461097	57812199	Grizzly Peak Boulevard ("divided" section near County Line)	Plateau Drive & Grizzly Peak Boulevard	S-N	0	0	31	31		0	2	15.5	548.93	0.00	0.00	N	DBLYELL	Y	N	N	25	MED	MED	MED-MED		
[57817950-57812199]	Grizzly Peak Boulevard	57817950	57812199	Grizzly Peak Boulevard & Los Altos Drive & Beloit Avenue	Plateau Drive & Grizzly Peak Boulevard	S-N	0	0	27.5	30		0	2	13.75	266.64	0.00	0.00	N	DBLYELL	Y	N	MED	25	MED	MED	MED-MED		
[98461097-258769157]	Grizzly Peak Boulevard	98461097	258769157	Grizzly Peak Boulevard ("divided" section near County Line)	Grizzly Peak Boulevard & Slip Lane to Spruce WB	INTERSECTION																						
[258769157-98461043]	Grizzly Peak Boulevard	258769157	98461043	Grizzly Peak Boulevard & Slip Lane to Spruce WB	Grizzly Peak Boulevard & Spruce Street	INTERSECTION																						
[57817950-57817949]	Grizzly Peak Boulevard	57817950	57817949	Grizzly Peak Boulevard & Los Altos Drive & Beloit Avenue	Grizzly Peak Boulevard & Los Altos Drive	S-N	0	0	23	24		0	2	11.5	730.18	0.00	0.00	N	NONE	N	N	N	N/A	MED	LOW	MED-LOW		
[57817949-5783109]	Grizzly Peak Boulevard & Kenyon Avenue	57817949	5783109	Grizzly Peak Boulevard & Los Altos Drive	Kenyon Avenue & Lake Drive	W-E	0	0	18.5	22		1	2	9.25	330.89	0.00	0.05	N	NONE	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH		
[57883862-57883858]	Highgate Court	57883862	57883858	Highgate Court & Dead End	Highgate Road & Highgate Court	W-E	1	1	11.5	18	CONT	2	5.75	251.90	0.12	1.00	N	NONE	N	N	Y	N/A	HIGH	MED	HIGH-MED			
[57841518-57883858]	Highgate Road	57841518	57883858	Sunset Drive & Highgate Road	Highgate Road & Highgate Court	S-N	4	0	12	21	1-CONT	2	6	766.09	0.08	1.00	N	NONE/DBLYELL	N	N	N	N/A	HIGH	MED	HIGH-MED	27' wide spot (on blind corner) south of Highgate Ct, 17' curb-curb north of Sunset		
[57960336-57807649]	Highgate Road	57960336	57807649	Norwood Avenue & Highgate Road	Jessen Court & Highgate Road	S-N	14	2	15	24		12	2	7.5	1589.01	0.15	0.11	N	NONE	N	N	N	N/A	HIGH	MED	HIGH-MED	Wide area (up to 31') for passing; 17' curb-curb pinch point south of Norwood	
[57874410-57807649]	Highgate Road	57874410	57807649	Kerr Avenue & Edwin Drive & Highgate Road	Jessen Court & Highgate Road	S-N	2	0	18	26		1	2	9	307.59	0.10	0.05	N	NONE	N	N	N	N/A	LOW	MED	LOW-MED		
[57960336-57883858]	Highgate Road	57960336	57883858	Norwood Avenue & Highgate Road	Norwood Avenue & Highgate Road	S-N	4	0	12	19	CONT	2	6	351.81	0.17	1.00	N	NONE/DBLYELL	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH			
[57874410-2869002030]	Highgate Road	57874410	2869002030	Kerr Avenue & Edwin Drive & Highgate Road	Highgate Road & Highgate Court	S-N	4	0	12	19	CONT	2	6	351.81	0.17	1.00	N	NONE/DBLYELL	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH			
[57878523-506825381]	Highland Boulevard	57878523	506825381	Arlington Avenue & Highland Boulevard	Highland Boulevard & Lam-Highland Cut-Through	S-N	0	0	26	26		0	2	13	152.66	0.00	0.00	N	DBLYELL	N	N	N	N/A	MED	LOW	MED-LOW	Measured to Franciscan	
[57953642-57949752]	Highland Boulevard	57953642	57949752	Highland Boulevard & Kenyon Avenue	Highland Boulevard & Willamette Avenue	S-N	0	32	17	25		14	2	8.5	1134.42	0.42	0.19	N	NONE	PARTIAL	N	N	20	MED	MED	MED-MED	Low vegetation near south end; tall trees on hill at north end	
[57934129-6604893821]	Highland Boulevard	57934129	6604893821	Highland Boulevard & Arlmont Drive	Highland Boulevard & Arlmont Drive	INTERSECTION																						
[6604893821-57934391]	Highland Boulevard	6604893821	57934391	Highland Boulevard & Arlmont Drive	Highland Boulevard & Cowper Avenue	S-N	10	0	17	22		10	2	8.5	524.68	0.29	0.29	N	NONE	N	N	N	20	LOW	MED	LOW-MED		
[506825381-57934391]	Highland Boulevard	506825381	57934391	Highland Boulevard & Lam-Highland Cut-Through	Highland Boulevard & Cowper Avenue	S-N	3	9	15.5	23		11	2	7.75	933.27	0.19	0.18	N	NONE	PARTIAL	N	N	N/A	MED	HIGH	MED-HIGH		
[263579546-57934129]	Highland Boulevard	263579546	57934129	Highland Boulevard & South Dead End	Highland Boulevard & Arlmont Drive	S-N	2	0	19.5	26		2	2	9.75	178.17	0.17	0.17	N	NONE	N	N	N	N/A	LOW	LOW	LOW-LOW		
[57953642-57797121]	Highland Boulevard	57953642	57797121	Highland Boulevard & Kenyon Avenue	School Parking Lot Entrance	S-N	2	0	21	25		0	2	10.5	428.34	0.07	0.00	N	NONE	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH		
[57807649-260605063]	Jessen Court	57807649	260605063	Jessen Court & Highgate Road	Jessen Court & Dead End	W-E	1	2	20	26		0	2	10	423.47	0.11	0.00	N	NONE	N	N	Y	N/A	MED	LOW	MED-LOW		
[268003100-1588168793]	KENILWORTH CT	268003100	1588168793	Kenilworth Court & Coventry Road	Kenilworth Court & Dead End	S-N	0	0	10.5	24	CONT	1	10.5	100.78	0.00	1.00	N	NONE	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH			
[57878525-57890595]	Kenilworth Drive	57878525	57890595	Kenilworth Drive & Arlington Avenue	Cowper Avenue & Kenilworth Drive	S-N	7	0	18	23		7	2	9	457.62	0.23	0.23	N	NONE	N	N	Y	N/A	LOW	LOW	LOW-LOW		
[262120923-57868716]	Kensington Court	262120923	57868716	Dead End	Kensington Court & Kensington Road	S-N	5	1	19	27		3	2	9.5	538.51	0.17	0.08	N	NONE	N	N	Y	N/A	HIGH	MED	HIGH-MED		
[5733416164-57797132]	Kensington Park Road	5733416164	57797132	Highland Boulevard & Kenyon Avenue	Arlington Avenue & Kensington Park Road	W-E	0	1	18.5	31		1	2	9.25	284.41	0.05	0.05	N	NONE	N	N	Y	N/A	HIGH	LOW	HIGH-LOW	Wide at west end, narrows to steep road with bollards	
[266909128-57797121]	Kensington Park Road	266909128	57797121	Kensington Park Road & Dead End	Kensington Park Road West	W-E	0	0				0	2	575.52	0.00	0.00	N	NONE	N	N	Y	N/A	MED	LOW	MED-LOW			
[262120917-57868718]	Kensington Road	262120917	57868718	Kensington Road & El Cerrito Border	School Parking Lot	W-E	0	0				0	2	575.52	0.00	0.00	N	NONE	N	N	Y	N/A	MED	LOW	MED-LOW			
[57868716-57868714]	Kensington Road	57868716	57868714	Kensington Court & Kensington Road	Cowper Avenue & Kensington Road	S-N	0	6	18.5	25		6	2	9.25	292.44	0.31	0.31	N	NONE	N	N	N	N/A	MED	LOW	MED-LOW		
[57868718-57868716]	Kensington Road	57868718	57868716	Dead end	Dead end	S-N	0	2	21	28		0	2	10.5	119.48	0.25	0.00	N	NONE	N	Y	N	N/A	LOW	LOW	LOW-LOW		
[57809780-57884194]	Kenyon Avenue	57809780	57884194	Cowper Avenue & Kenyon Avenue	Kenyon Avenue & Kenyon Avenue	W-E	0	2	18	23		2	2	9	174.65	0.17	0.17	N	DASHYELL	Y	Y	Y	N/A	MED	MED	MED-MED		
[57953646-57884194]	Kenyon Avenue	57953646	57884194	Kenyon Avenue & Columbia Avenue	Colgate Avenue & Kenyon Avenue	W-E																						

[258769170-57837109]	Lake Drive	258769170	57837109	Lake Drive & Dead End	Grizzly Peak Boulevard & Kenyon Avenue & Lake Drive	S-N		8	7	12	18	CONT		2	6	924.09	0.24		1.00	N	NONE	N	N	N	N/A	MED	MED	MED-MED			
[57837111-57837109]	Lake Drive	57837111	57837109	Lake Drive & Beloit Avenue	Grizzly Peak Boulevard & Kenyon Avenue & Lake Drive	S-N		10	2	14	18	CONT		2	7	693.05	0.26		1.00	N	NONE	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH			
[57878524-262120961]	Lam Court	57878524	262120961	Arlington Avenue & Highland Boulevard & Arlington Avenue	Lam Court & Dead End	W-E		4	5	18	31		2	2	9	335.60	0.40		0.09	N	NONE	Y	Y	Y	N/A	LOW	LOW	LOW-LOW			
[506825551-506825381]	Lam-Highland Cut-Through	506825551	506825381	Arlington Avenue & Lam-Highland Cut-Through	Highland Boulevard & Lam-Highland Cut-Through	W-E		0	0	28.5	28		0	1	28.5	56.56	0.00		0.00	Y	NONE	N	N	Y	N/A	MED	LOW	MED-LOW			
[57826883-262120957]	Lawson Road	57826883	262120957	Lawson Road & Cowper Avenue	Lawson Road & South Dead End	S-N		0	5	18.5	24		4	2	9.25	591.51	0.13		0.10	N	NONE	N	PARTIAL	MED	N/A	MED	LOW	MED-LOW			
[57826894-57880650-57880646]	Lawson Road	57826894	57880650	57880646	Beverly Road & Lenox Road	Lenox Road & Kingston Road	S-N		11	5	11	23.5		9	2	5.5	458.64	0.52		0.29	N	NONE	N	N	N	25	HIGH	HIGH	HIGH-HIGH		
[57832750-57883886-266908984]	Lexington Road	57832750	57883886	266908984	Berkeley Park Boulevard & Lexington Road	Lexington Road & Dead End	W-E		0	8	12.5	23.5		8	2	6.25	350.47	0.34		0.34	N	NONE	Y	N	N	N/A	HIGH	HIGH	HIGH-HIGH		
[57817949-57817950]	Los Altos Drive & Beloit Avenue	57817949	57817950	Grizzly Peak Boulevard & Los Altos Drive	Grizzly Peak Boulevard & Beloit Avenue	S-N		3	17	15	22	CONT OR 20		2	7.5	730.18	0.14		1.00	N	NONE	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH	Sustained stretch of 17' ROW		
[4058051722-57846905]	Lynn Avenue	4058051722	57846905	Lynn Avenue & El Cerrito City Line	Lynn Avenue & Colusa Avenue	W-E		1	0	29	40		0	2	14.5	26.08	0.58		0.00	N	NONE	Y	Y	N	N/A	MED	LOW	MED-LOW			
[57848787-57832743]	Marchant Court	57848787	57832743	Marchant Court & Dead End	Coventry Road & Richardson Road & Willow Lane	W-E		6	6	13	24		6	2	6.5	283.36	0.64		0.32	N	NONE	N	N	N	N/A	MED	MED	MED-MED			
[57817312-57817311]	Marguerita Road	57817312	57817311	Arlmont Drive & Marguerita Road	Marguerita Road & Dead End	S-N		0	1	19	24		1	2	9.5	244.65	0.06		0.06	N	NONE	N	N	N	N/A	LOW	MED	LOW-MED			
[266909046-57878543]	Norwood Avenue	266909046	57878543	Norwood Avenue & Arlington Avenue (W)	Norwood Avenue & Arlington Avenue (E)	W-E		0	0	38	38		0	2	19	36.87	0.00		0.00	N	TURNAROUND	N	N	N	N/A	LOW	LOW	LOW-LOW			
[57960336-57847890]	Norwood Avenue	57960336	57847890	Norwood Avenue & Highgate Road	Norwood Place & Norwood Avenue	W-E		2	4	13	21	CONT		2	6.5	850.85	0.11		1.00	N	NONE	N	N	Y	N/A	HIGH	MED	HIGH-MED	13.5' pinch point at telephone pole; only 19-21' of ROW at widest		
[57947646-57847890]	Norwood Avenue	57947646	57847890	Arlington Court & Norwood Avenue	Norwood Place & Norwood Avenue	W-E		3	2	19	27		1	2	9.5	375.94	0.20		0.04	N	NONE	N	N	N	N/A	MED	MED	MED-MED			
[57947646-57918103]	Norwood Avenue	57947646	57918103	Arlington Court & Norwood Avenue	Norwood Court & Norwood Avenue	S-N		7	4	17	23		7	2	8.5	412.99	0.40		0.25	N	NONE	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH			
[266909046-57918103]	Norwood Avenue	266909046	57918103	Norwood Avenue & Arlington Avenue (W)	Norwood Court & Norwood Avenue	S-N		4	0	13.5	23		4	2	6.75	721.82	0.08		0.08	N	NONE	N	N	N	N/A	HIGH	HIGH	HIGH-HIGH	17.5' curb-curb at north & south ends		
[57918103-260540946]	Norwood Court	57918103	260540946	Norwood Court & Norwood Avenue	Norwood Court & Dead End	W-E		3	3	21	28		0	2	10.5	380.13	0.24		0.00	N	NONE	PARTIAL	PARTIAL	N	N/A	HIGH	MED	HIGH-MED			
[266909029-57847890]	Norwood Place	266909029	57847890	Norwood Place & Dead End	Norwood Place & Norwood Avenue	PRIVATE																									
[57839093-258780716]	Oak View Avenue	57839093	258780716	Oak View Avenue & Ocean View Avenue	Oak View Avenue & Colusa Avenue	W-E		21	0	16	24		21	2	8	748.28	0.42		0.42	N	NONE	Y	Y	N	N/A	HIGH	HIGH	HIGH-HIGH			
[258780727-57891376]	Oak View Avenue	258780727	57891376	Oak View Avenue & Colusa Avenue	Santa Fe Avenue & Oak View Avenue	W-E		0	2	33	40		0	2	16.5	254.89	0.12		0.00	N	NONE	Y	Y	N	N/A	LOW	LOW	LOW-LOW			
[57846719-57905313]	Oberlin Avenue	57846719	57905313	Oberlin Avenue & Amherst Avenue	Oberlin Avenue & Yale Avenue	W-E		7	0	11	18	CONT		2	5.5	267.82	0.39		1.00	N	NONE	N	Y	MED	N/A	HIGH	LOW	HIGH-LOW			
[57846719-266909007]	Oberlin Avenue	57846719	266909007	Oberlin Avenue & Amherst Avenue	Oberlin Avenue & Arlington Avenue	W-E		1	0	15	20	CONT		2	7.5	240.80	0.06		1.00	N	NONE	Y	Y	Y	N/A	HIGH	HIGH	HIGH-HIGH			
[57905315-57905313]	Oberlin Avenue	57905315	57905313	Oberlin Avenue & Stanford Avenue	Oberlin Avenue & Yale Avenue	W-E		3	0	12	20		3	2	6	203.14	0.22		0.22	N	NONE	Y	Y	Y	N/A	HIGH	HIGH	HIGH-HIGH			
[57839081-57832736]	Ocean View Avenue	57839081	57832736	Ocean View Avenue & Berkeley Park Boulevard	Coventry Road & Ocean View Avenue	S-N		13	0	13	22		13	2	6.5	582.51	0.33		0.33	N	NONE	Y	Y	MED	N/A	HIGH	HIGH	HIGH-HIGH			
[57839093-53058779]	Ocean View Avenue	57839093	53058779	Oak View Avenue & Ocean View Avenue	Colusa Avenue & Ocean View Avenue	W-E		18	0	15	23.5		18	2	7.5	799.35	0.34		0.34	N	NONE	Y	BLOCKED	N	N/A	HIGH	HIGH	HIGH-HIGH			
[57839093-57832736]	Ocean View Avenue	57839093	57832736	Oak View Avenue & Ocean View Avenue	Coventry Road & Ocean View Avenue	S-N		11	0	15	22		11	2	7.5	263.34	0.63		0.63	N	NONE	Y	Y	N	N/A	MED	LOW	MED-LOW			
[57939694-28890531]	Parkside Court	57939694	28890531	Canon Drive & Parkside Court	Parkside Court & Dead End	W-E		1	3	17.5	27		1	2	8.75	301.78	0.20		0.05	N	NONE	N	N	N	N/A	LOW	MED	LOW-MED			
[57812200-57812199]	Plateau Drive	57812200	57812199	Plateau Drive & Dead End	Plateau Drive & Grizzly Peak Boulevard	W-E		0	3	15	20		3	2	7.5	278.88	0.16		0.16	N	NONE	N	N	N	N/A	HIGH	MED	HIGH-MED			
[57846724-57906743]	Princeton Avenue	57846724	57906743	Amherst Avenue & Princeton Avenue	Yale Avenue & Princeton Avenue	W-E		3	0	18	23		3	2	9	244.93	0.18		0.18	N	DASHYELL	Y	Y	N	N/A	HIGH	LOW	HIGH-LOW			
[57809771-57809767]	Purdue Avenue	57809771	57809767	Purdue Avenue & Dewey Road	Dead end	PRIVATE																									
[57809771-266909119]	Purdue Avenue	57809771	266909119	Purdue Avenue & Dewey Road	Purdue Avenue & North End of Median	PRIVATE																									
[57809776-57809775]	Purdue Avenue	57809776	57809775	Willamette Avenue & Purdue Avenue	Purdue Avenue & End of Divided Section (South of Garden)	S-N		10	0	17	23		10	2	8.5	403.45	0.37		0.37	N	NONE	Y	Y	Y	N/A	MED	LOW	MED-LOW			
[266909120-57809775]	Purdue Avenue	266909120	57809775	Purdue Avenue & Garden Drive	Purdue Avenue & End of Divided Section (South of Garden)	S-N		2	0																						
[57809775-266909122]	Purdue Avenue	57809775	266909122	Purdue Avenue & End of Divided Section (South of Garden)	Purdue Avenue & Garden Drive	INTERSECTION																									
[57809780-57809776]	Purdue Avenue	57809780	57809776	Kenyon Avenue & Purdue Avenue	Willamette Avenue & Purdue Avenue	S-N		6	0	17	24		6	2	8.5	275.95	0.33		0.33	N	NONE	Y	Y	N	N/A	LOW	MED	LOW-MED			
[57809783-57809780]	Purdue Avenue	57809783	57809780	Beloit Avenue & Purdue Avenue	Kenyon Avenue & Purdue Avenue	S-N		14	0	17	23		14	2	8.5	937.21	0.22		0.22	N	DASHYELL	Y	Y	MED	25	HIGH	MED	HIGH-MED			
[266909119-2478049237]	Purdue Avenue	266909119	2478049237	Purdue Avenue & North End of Median	Purdue Avenue & Garden Drive	PRIVATE																									
[2478049238-266909119]	Purdue Avenue	2478049238	266909119	Purdue Avenue & Garden Drive	Purdue Avenue & North End of Median	PRIVATE																									
[2478049237-266909120]	Purdue Avenue	2478049237	266909120	Purdue Avenue & Garden Drive	Purdue Avenue & Garden Drive	INTERSECTION																									
[266909122-2478049238]	Purdue Avenue	266909122	2478049238	Purdue Avenue & Garden Drive	Purdue Avenue & Garden Drive	INTERSECTION																									
[57802553-57802552]	Reed Place	57802553	57802552	Reed Place & Dead End	Franciscan Way & Sunset Drive & Reed Place	PRIVATE																									
[57885421-57832743]	Richardson Road & Willow Lane	57885421	57832743	Richardson Road & Willow Lane & Stratford Road	Coventry Road & Richardson Road & Willow Lane	S-N		7	5	10	24		2	5	745.17	0.24		0.22	N	NONE	N	N	MED	N/A	HIGH	HIGH	HIGH-HIGH				
[263579538-57821862]	Rincon Road	263579538	57821862	Arlington Avenue & Rincon Road (South)	Kerr Avenue & Edwin Drive & Rincon Road	S-N		0	7	15.5	28		3	2	7.75	930.32	0.11		0.05	N	NONE	N	N	N	N/A	HIGH	MED	HIGH-MED	Large trees at south end; north end width ~23'		
[57878526-57821862]	Rincon Road	57878526	57821862	Rincon Road & Arlington Avenue (North)	Kerr Avenue & Edwin Drive & Rincon Road	S-N		0	2	23	23		0	2	11.5	390.69	0.08		0.00	N	NONE	N	N	Y	N/A	MED	MED	MED-MED			
[57831212-53043946]	Rugby Avenue	57831212	53043946	Yale Avenue & Rugby Avenue	Rugby Avenue & Alameda County Line	S-N		7	0	15.5	21		6	2	7.75	519.00	0.20		0.17	N	NONE	Y	Y	N	N/A	HIGH	LOW	HIGH-LOW	Large tree near county line		
[57924232-260541022]	Saint Alban's Road	57924232	260541022	Saint Alban's Road & Westminster Avenue	Saint Alban's Road & Dead End	S-N		10	0	13	20		10	2	6.5	409.47	0.37		0.37	N	NONE	Y	PARTIAL	MED	N/A	MED	HIGH	MED-HIGH	More foliage at north end		
[4058051																															

[57832748-57921725]	Stratford Road	57832748	57921725	Coventry Road & Stratford Road	Beverly Road & Stratford Road	W-E	0	16	16.5	24	15	2	8.25	786.16	0.31	0.29	N	NONE	N	PARTIAL	N	N/A	MED	MED	MED-MED	
[57885421-57921725]	Stratford Road	57885421	57921725	Richardson Road & Willow Lane & Stratford Road	Beverly Road & Stratford Road	W-E	0	0	19	22	CONT	2	9.5	293.27	0.00	1.00	N	DBLYELL	ENDS	N	N	N/A	HIGH	MED	HIGH-MED	
[57841518-57841511]	Sunset Drive	57841518	57841511	Sunset Drive & Highgate Road	Franciscan Way & Sunset Drive & Cemetery Entrance	W-E	0	0	22.5	22.5	0	2	11.25	700.32	0.00	0.00	N	DASHYELL	N	N	Y	N/A	HIGH	HIGH	HIGH-HIGH	
[57841519-26690909]	Sunset Drive	57841519	26690909	Arlington Avenue & Sunset Drive	Arlington Avenue (W) & Sunset Drive Crosswalk	W-E	0	0	24	24	0	N/A	53.31	0.00	0.00	N	TURNAROUND	CROSSWALK	N	N	N/A	LOW	LOW	LOW-LOW	Measured end of double yellow to north median	
[266909051-57841518]	Sunset Drive	266909051	57841518	Sunset Drive & Arlington Avenue	Franciscan Way & Sunset Drive & Highgate Road	W-E	0	4	15	21	3	2	7.5	498.69	0.12	0.09	N	DASHYELL	N	N	Y	N/A	HIGH	HIGH	HIGH-HIGH	
[57895320-57846446]	Trinity Avenue	57895320	57846446	Trinity Avenue & Kenyon Avenue	Trinity Avenue & Beloit Avenue	S-N	27	0	13	18	CONT	2	6.5	1016.31	0.40	1.00	N	NONE	BLOCKED	Y	N	N/A	MED	MED	MED-MED	18' ROW with gutters
[57832731-57846908]	Valley Road	57832731	57846908	Valley Road & Coventry Road	Valley Road & Colusa Avenue	W-E	0	8	16.5	24	8	2	8.25	319.72	0.38	0.38	N	DASHYELL	Y	Y	MED	N/A	MED	HIGH	MED-HIGH	
[99295292-99295289]	Vassar Avenue	99295292	99295289	Vassar Avenue & Circle North of County Line	Vassar Avenue & Alameda County Line	S-N	0	0	20	20	0	2	10	135.80	0.00	0.00	N	NONE	BLOCKED	Y	MED	N/A	HIGH	HIGH	HIGH-HIGH	
[57858944-99295292]	Vassar Avenue	57858944	99295292	Vassar Avenue & Yale Avenue	Vassar Avenue & Circle North of County Line	S-N	6	0	14	19.5	CONT	2	7	356.79	0.25	1.00	N	NONE	Y	Y	N	N/A	HIGH	HIGH	HIGH-HIGH	
[266909078-99295292]	Vassar Avenue Circle North of County Line	266909078	99295292	Vassar Avenue Circle North of County Line & End of Circle	Vassar Avenue & Circle North of County Line	INTERSECTION																				
[57837397-57837395]	Wellesley Avenue	57837397	57837395	Kenyon Avenue & Wellesley Avenue	Cambridge Avenue & Wellesley Avenue	W-E	3	0	13.5	18.5	CONT	2	6.75	291.30	0.15	1.00	N	NONE	Y	BLOCKED	Y	N/A	LOW	LOW	LOW-LOW	
[57837391-57837395]	Wellesley Avenue	57837391	57837395	Stanford Avenue & Wellesley Avenue	Cambridge Avenue & Wellesley Avenue	W-E	3	0	12	17	CONT	2	6	406.91	0.11	1.00	N	NONE	Y	Y	Y	25	HIGH	LOW	HIGH-LOW	20' with gutters
[57837387-57837391]	Wellesley Avenue	57837387	57837391	Arlington Avenue & Wellesley Avenue	Stanford Avenue & Wellesley Avenue	W-E	5	0	13	21	CONT	2	6.5	649.76	0.12	1.00	N	NONE	N	N	Y	N/A	HIGH	HIGH	HIGH-HIGH	
[57924228-57878542]	Westminster Avenue	57924228	57878542	Westminster Avenue & York Avenue	Arlington Avenue (E) & Westminster Avenue	W-E	0	0	31	32	0	2	15.5	178.81	0.00	0.00	N	DASHYELL	Y	Y	MED	N/A	MED	LOW	MED-LOW	
[266909039-57878542]	Westminster Avenue	266909039	57878542	Arlington Avenue (W) & Westminster Avenue	Arlington Avenue (E) & Westminster Avenue	W-E	0	0	58	58	0	2	29	30.91	0.00	0.00	N	TURNAROUND	CROSSWALK	N	N	N/A	LOW	LOW	LOW-LOW	
[57924232-57868920]	Westminster Avenue	57924232	57868920	Saint Alban's Road & Westminster Avenue	Windsor Avenue & Westminster Avenue	W-E	3	1	20	31	0	2	10	222.61	0.27	0.00	N	DASHYELL	Y	Y	MED	N/A	MED	LOW	MED-LOW	20' with two cars across
[57924228-57868920]	Westminster Avenue	57924228	57868920	Westminster Avenue & York Avenue	Windsor Avenue & Westminster Avenue	W-E	0	1	29	31	0	2	14.5	228.25	0.07	0.00	N	DASHYELL	Y	Y	MED	N/A	LOW	LOW	LOW-LOW	
[57924237-57924232]	Westminster Avenue	57924237	57924232	Westminster Avenue & Kenyon Avenue	Saint Alban's Road & Westminster Avenue	W-E	3	2	20	31	0	2	10	136.91	0.55	0.00	N	DASHYELL	Y	Y	MED	N/A	HIGH	MED	HIGH-MED	20' with two cars across
[57809776-57949752]	Willamette Avenue	57809776	57949752	Willamette Avenue & Purdue Avenue	Highland Boulevard & Willamette Avenue	W-E	0	17	10.5	25	CONT	2	5.25	792.04	0.32	1.00	N	NONE	PARTIAL	Y	Y	N/A	LOW	MED	LOW-MED	17.5-19' with gutters
[57949751-57949752]	Willamette Avenue	57949751	57949752	Willamette Avenue & Kenyon Avenue	Highland Boulevard & Willamette Avenue	W-E	5	0	16	22	5	2	8	243.59	0.31	0.31	N	NONE	BLOCKED	Y	MED	N/A	MED	LOW	MED-LOW	
[57868920-57868917]	Windsor Avenue	57868920	57868917	Windsor Avenue & Westminster Avenue	Windsor Avenue & North Dead End	S-N	20	0	11	18	CONT	2	5.5	895.70	0.33	1.00	N	NONE	BLOCKED	Y	N	N/A	LOW	LOW	LOW-LOW	
[57868924-57868920]	Windsor Avenue	57868924	57868920	Windsor Avenue & South Dead End	Windsor Avenue & Westminster Avenue	S-N	10	0	13	19.5	CONT	2	6.5	481.07	0.31	1.00	N	NONE	Y	Y	N	N/A	MED	MED	MED-MED	Large tree at north end
[57906743-57905313]	Yale Avenue	57906743	57905313	Yale Avenue & Princeton Avenue	Oberlin Avenue & Yale Avenue	S-N	0	14	13	18	CONT	2	6.5	874.47	0.24	1.00	N	NONE	CONSTRAINED	Y	N	N/A	HIGH	MED	HIGH-MED	Cars parked between road and left-hand (west) sidewalk
[57859955-57831212]	Yale Avenue	57859955	57831212	Yale Avenue & Yale Circle	Yale Avenue & Rugby Avenue	W-E	2	0	18	24	2	2	9	231.89	0.13	0.13	N	DASHYELL	Y	Y	MED	N/A	MED	LOW	MED-LOW	
[57859955-57906743]	Yale Avenue	57859955	57906743	Yale Avenue & Yale Circle	Yale Avenue & Princeton Avenue	S-N	0	8	17	21	8	2	8.5	400.32	0.30	0.30	N	DASHYELL	Y	Y	N	N/A	HIGH	LOW	HIGH-LOW	
[57921488-677315541]	Yale Avenue	57921488	677315541	Cambridge Avenue & Yale Avenue	Dead end	W-E	4	0	14	20	4	2	7	202.60	0.30	0.30	N	NONE	Y	BLOCKED	MED	N/A	MED	LOW	MED-LOW	
[57831212-57921072]	Yale Avenue	57831212	57921072	Yale Avenue & Rugby Avenue	Stanford Avenue & Yale Avenue	W-E	0	0	20	20	0	2	10	119.27	0.00	0.00	N	DASHYELL	Y	Y	MED	N/A	MED	LOW	MED-LOW	
[57858944-57921072]	Yale Avenue	57858944	57921072	Vassar Avenue & Yale Avenue	Stanford Avenue & Yale Avenue	W-E	0	0	20	20	0	2	10	123.06	0.00	0.00	N	DASHYELL	Y	Y	MED	N/A	HIGH	LOW	HIGH-LOW	
[57921488-57858944]	Yale Avenue	57921488	57858944	Cambridge Avenue & Yale Avenue	Vassar Avenue & Yale Avenue	W-E	0	0	19.5	19.5	CONT	2	9.75	141.23	0.00	1.00	N	DASHYELL	Y	Y	Y	N/A	HIGH	HIGH	HIGH-HIGH	
[57859957-57859955]	Yale Circle	57859957	57859955	Yale Circle & Dead End	Yale Avenue & Yale Circle	S-N	0	5	17	23	5	2	8.5	231.68	0.32	0.32	N	NONE	Y	Y	N	N/A	LOW	LOW	LOW-LOW	
[260540903-57924228]	York Avenue	260540903	57924228	York Avenue & Dead End	Westminster Avenue & York Avenue	S-N	18	0	12	20	18	2	6	640.86	0.42	0.42	N	NONE	BLOCKED	Y	N	N/A	LOW	LOW	LOW-LOW	
	Cemetery Roadway					W-E	0	0	20	20	0	2	10				N	NONE	N	N						Measured at Sunset Gate

Appendix C.2: Intersection Data

Map ID	Name	Approach 1	Approach 2	Approach 3	Approach 4	Approach 5	Approach 1 Traffic Control	Approach 2 Traffic Control	Approach 3 Traffic Control	Approach 4 Traffic Control	Approach 5 Traffic Control	Dead End?	Boundary?	Aggregate Traffic Control	Notes
57846724	Amherst Avenue & Princeton Avenue	Amherst Avenue N	Amherst Avenue S	Princeton Avenue E			Stop	Stop	Stop					All-Stop	
57921193	Anson Way & Eureka Avenue	Eureka Avenue W	Eureka Avenue E	Anson Way N			None	None	None					None	
57854477	Anson Way & Franciscan Way	Anson Way SW	Franciscan Way N	Franciscan Way S			None	None	None					None	
2244374982	Ardmore Road & Arlington Avenue (W)	Ardmore Road	Arlington Avenue (W)	Arlington Avenue (W)			Stop/no left	one way	one way					Stop	
57919465	Ardmore Road & Kingston Road	Ardmore Road NW	Ardmore Road SE	Kingston Road N			None	None	Yield					Yield	
57878536	Arlington Avenue & Arlington Court	Arlington Court W	Arlington Avenue N	Arlington Avenue S			Stop	None	None					Stop	
260540954	Arlington Avenue & End of Median North of Arlington Lane	Arlington Avenue	End of Median North of Arlington Lane				None	None						None	
3180480692	Arlington Avenue & End of Median South of Oberlin	Arlington Avenue	End of Median South of Oberlin				None	None						None	
57878523	Arlington Avenue & Highland Boulevard	Arlington Avenue NE	Highland Boulevard E	Arlington Avenue SE			None	Stop	None					Stop	
57797132	Arlington Avenue & Kensington Park Road	Arlington Avenue N	Arlington Avenue S	Kensington Park Road E			Pedestrian S	Pedestrian S	Stop					Signal	
57878524	Arlington Avenue & Lam Court	Arlington Avenue NE	Lam Court W	Arlington Avenue SE			None	Stop	None					Stop	
506825551	Arlington Avenue & Lam-Highland Cut-Through	Arlington Avenue N	Arlington Avenue S	Lam-Highland Cut-Through E			None	None	None					None	
99323375	Arlington Avenue & North End of Median by Police Dept													None	
263579538	Arlington Avenue & Rincon Road	Arlington Avenue	Arlington Avenue	Rincon Road			None	None	Stop					Stop	
57841519	Arlington Avenue & Sunset Drive	Arlington Avenue N	Arlington Avenue S	Sunset Drive W			None	None	Stop					Stop	
57837387	Arlington Avenue (E) & Wellesley Avenue	Arlington Avenue (E) N	Wellesley Avenue NE				None	Stop						Stop	
99333173	Arlington Avenue (E) & Alameda County Line	Arlington Avenue (E)	Alameda County Line				None	None					Yes	Boundary	adjusted nodeid
99333186	Arlington Avenue (E) & Amherst Avenue	Amherst Avenue	Arlington Avenue (E) South				Stop	Stop						All-Stop	
99333196	Arlington Avenue (E) & Median Break North of Ardmore	Arlington Avenue (E)	Turnaround				None	None						None	
57878542	Arlington Avenue (E) & Westminster Avenue	Arlington Avenue (E)	Westminster Avenue				None	Stop						Stop	
677315471	Arlington Avenue (W) & Alameda County Line	Arlington Avenue (W)	Alameda County Line				None	None					Yes	Boundary	
57846732	Arlington Avenue (W) & Amherst Avenue	Amherst Avenue	Arlington Avenue (W) North				Stop	Stop						All-Stop	
99323365	Arlington Avenue (W) & Median Break North of Ardmore	Arlington Avenue (W)	Turnaround				None	Stop						Stop	
266909009	Arlington Avenue (W) & Sunset Drive Crosswalk	Arlington Avenue (W)	Sunset Drive Crosswalk				None	None						None	
266909039	Arlington Avenue (W) & Westminster Avenue	Arlington Avenue (W)	Westminster Avenue				None	None	None					None	
260540925	Arlington Court & Dead End	Arlington Court	Dead End				None	None				Yes		Dead End	
57947646	Arlington Court & Norwood Avenue	Arlington Court E	Arlington Court W	Norwood Avenue NW	Norwood Avenue SE		None	Stop	None	None				Stop	
266909033	Arlington Lane & Arlington Avenue	Arlington Lane SW	Arlington Avenue (W) N				Stop	None						Stop	
57882138	Arlington Lane & Dead End	Arlington Lane	Dead End				None	None				Yes		Dead End	
6604893822	Arlmont & East Dead End	Arlmont	East Dead End				None	None				Yes		Dead End	
57878533	Arlmont Drive & Arlington Avenue	Arlmont Drive E	Arlington Avenue N	Arlington Avenue S			Stop	None	None					Stop	
57817312	Arlmont Drive & Marguerita Road	Arlmont Drive NE	Arlmont Drive SW	Marguerita Road W			None	None	None					None	
260540544	Avon Road & Stratford Road	Stratford Road W	Stratford Road E	Avon Road N			None	None	None					None	
57809783	Beloit Avenue & Purdue Avenue	Beloit Avenue N	Beloit Avenue S	Purdue Avenue W			None	None	Stop					Stop	
5043351846	Berkeley Park Boulevard & Alameda County Line	Berkeley Park Boulevard	Alameda County Line				None	None					Yes	Boundary	
57832735	Berkeley Park Boulevard & Coventry Road	Berkeley Park Boulevard	Berkeley Park Boulevard S	Coventry Road E	Coventry Road W		None	None	Stop	Stop				Stop	
57883886	Berkeley Park Boulevard & Lexington Road	Berkeley Park Blvd N	Berkeley Park Blvd S	Lexington Road E			None	None	None					None	
266908987	Berkeley Park Boulevard & North Dead End	Berkeley Park Boulevard	North Dead End				None	None						None	
57921722	Beverly Road & Avon Road	Beverly Road S	Beverly Road NE	Avon Road NW			None	None	None					None	
57880650	Beverly Road & Lenox Road	Lenox Road N	Lenox Road S	Beverly Road W			None	None	None					None	
57921725	Beverly Road & Stratford Road	Stratford Road W	Stratford Road E	Beverly Road N			None	None	None					None	
57846445	Cambridge Avenue & Beloit Avenue	Cambridge Avenue N	Cambridge Avenue S	Beloit Avenue E			None	None	Stop					Stop	
57837395	Cambridge Avenue & Wellesley Avenue	Cambridge Avenue S	Wellesley Avenue E	Wellesley Avenue W			None	None	None					None	
57921488	Cambridge Avenue & Yale Avenue	Cambridge Avenue NW	Yale Avenue SW	Yale Avenue NE			None	None	None					None	
57915704	Camelot Court & Beverly Road	Beverly Road	Beverly Road	Camelot Court			None	None	None					None	
260540545	Camelot Court & Dead End	Camelot Court	Dead End				None	None				Yes		Dead End	
57939694	Canon Drive & Parkside Court	Canon Drive N	Canon Drive S	Parkside Court E			None	None	None					None	
984957182	Canon Drive & Tilden Park Boundary	Canon Drive	Tilden Park Boundary				None	None					Yes	Boundary	
5482922766	Carmel Avenue & El Cerrito City Line	Carmel Avenue	El Cerrito City Line				None	None					Yes	Boundary	
57846447	Colgate Avenue & Beloit Avenue	Colgate Avenue N	Beloit Avenue E	Beloit Avenue W			None	None	None					None	
57884194	Colgate Avenue & Kenyon Avenue	Colgate Avenue S	Kenyon Avenue W	Kenyon Avenue E			None	None	None					None	
57884195	Columbia Avenue & Colgate Avenue	Columbia Avenue W	Colgate Avenue N	Colgate Avenue S			None	None	None					None	
266910806	Colusa Avenue & Alameda County Line	Colusa Avenue	Alameda County Line				None	None					Yes	Boundary	
258780720	Colusa Avenue & Berkeley Park Boulevard	Colusa Circle	Berkeley Park Boulevard N				None	Stop						Stop	
258780730	Colusa Avenue & Berkeley Park Boulevard	Colusa Circle	Berkeley Park Boulevard S				None	Stop						Stop	
57846909	Colusa Avenue & Curry Avenue	Colusa Avenue N	Colusa Avenue S	Curry Avenue E			None	None	Stop					Stop	
5482922765	Colusa Avenue & El Cerrito City Line	Colusa Avenue	El Cerrito City Line				None	None					Yes	Boundary	
57829666	Colusa Avenue & Fairmount Avenue & Carmel Ave	Colusa Ave SE	Colusa Ave N	Carmel Ave S	Fairmuont Ave W	cemetery entrance n	Traffic Light			Signal					
53058779	Colusa Avenue & Ocean View Avenue	Colusa Ave N	Colusa Ave S	Ocean View Ave E			None	None	Stop					Stop	
258780713	Colusa Circle	Colusa Avenue SE Approach					None							None	
258780724	Colusa Circle	Colusa Avenue NW Approach					None							None	
258780763	Colusa Circle	Colusa Circle	Colusa Avenue NW				Stop							Stop	
258780767	Colusa Circle	Colusa Circle	Colusa Avenue SE				Stop							Stop	
258780770	Colusa Circle	Colusa Circle	Colusa Avenue SE exit				None							None	
258780773	Colusa Circle	Colusa Circle	Colusa Avenue NW exit				None							None	
57832760	Coventry Road & Ardmore Road	Coventry Road NW	Coventry Road SE	Ardmore Road N			None	None	None					None	
2244374968	Coventry Road & Arlington Avenue (W)	Coventry Road	Arlington Avenue (W)	Arlington Avenue (W)			Stop/no left	one way	one way					Stop	
57832712	Coventry Road & Eagle Hill	Coventry Road	Coventry Road	Eagle Hill			None	None	None					None	
57803482	Coventry Road & Edgcroft Road East	Coventry Road NE	Coventry Road SW	Edgcroft Road SE			None	None	one way away from int					None	
57803490	Coventry Road & Edgcroft Road West	Coventry Road NE	Coventry Road SW	Edgcroft Road SW			None	None	Stop/One way					Stop	
57832729	Coventry Road & North Dead End	Coventry Road	North Dead End				None	None				Yes		Dead End	
57832736	Coventry Road & Ocean View Avenue	Coventry Road W	Coventry Road E	Ocean View Avenue N	Ocean View Avenue S		Stop	Stop	Stop	Stop				All-Stop	
57832743	Coventry Road & Richardson Road & Willow Lane	Coventry Road S	Coventry Road E	Marchant Ct W	Willow Lane N		None	None	None	None				None	
57832748	Coventry Road & Stratford Road	Coventry Road SE	Coventry Road N	Stratford Road W			None	None	None					None	

57878529	Cowper Avenue & Arlington Avenue	Cowper Avenue E	Arlington Avenue N	Arlington Avenue S			Stop	None	None					Stop	
57890595	Cowper Avenue & Kenilworth Drive	Cowper Avenue SW	Cowper Avenue NE	Kenilworth Drive NW			None	None	None					None	
57868718	Cowper Avenue & Kensington Road	Cowper Avenue SW	Kensington Road SE	Kensington Road NW			Yield	None	None					Yield	
261736262	Curry Avenue & El Cerrito City Line	Curry Avenue	El Cerrito City Line				None	None					Yes	Boundary	
57895824	Dewey Road & Dead End	Dewey Road	Dead End				None	None				Yes			
260540808	Eagle Hill & Dead End	Eagle Hill	Dead End				None	None				Yes		Dead End	
57830120	Eldridge Court & Coventry Road	Coventry W	Coventry W	Eldridge Ct S			None	None	None					None	
57830122	Eldridge Court & Dead End	Eldridge Court N	Dead End S				None	None				Yes		Dead End	
57878531	Estates Road & Arlington Avenue	Arlington Avenue N	Arlington Avenue S	Estates Road E			None	None	None					None	
57942368	Estates Road & Dead End	Estates Road	Dead End				None	None				Yes		Dead End	
57921192	Eureka Avenue & El Cerrito City Line	Eureka Avenue	El Cerrito City Line				None	None					Yes	Boundary	
57854484	Eureka Avenue & Franciscan Way	Franciscan Way N	Franciscan Way S	Eureka Avenue W			Stop	Stop	Stop					All-Stop	
262125791	Fairmount Avenue & El Cerrito City Line	Fairmount Avenue	El Cerrito City Line				None	None					Yes	Boundary	
2869002030	Franciscan Way & Contra Costa Drive	Highgate Road	Contra Costa Drive	Franciscan Way			None	None	Stop					Stop	
260604925	Franciscan Way & El Cerrito City Line	Franciscan Way	El Cerrito City Line				None	None					Yes	Boundary	
57841518	Franciscan Way & Sunset Drive & Highgate Road	Sunset Drive W	Sunset Drive E	Highgate Road N			None	None	Stop					Stop	
57802552	Franciscan Way & Sunset Drive & Reed Place	Franciscan Way N	Sunset Drive S	Reed Place E			None	None	None					None	
266909108	Garden Drive & Actual Dead End	Garden Drive	Actual Dead End				None	None				Yes		Dead End	
266909107	Garden Drive & North End of Median	Garden Drive	North End of Median				None	None						None	
6520693392	Grizzly Peak Boulevard & Alameda County Line	Grizzly Peak Boulevard	Alameda County Line				None	None					Yes	Boundary	adjusted nodeid
6520693394	Grizzly Peak Boulevard & Alameda County Line	Grizzly Peak Boulevard	Alameda County Line				None	None					Yes	Boundary	
57837109	Grizzly Peak Boulevard & Kenyon Avenue & Lake Drive	Lake Drive N	Lake Drive S	Kenyon Avenue E			None	None	None					None	
57817949	Grizzly Peak Boulevard & Los Altos Drive	Grizzly Peak Boulevard	Grizzly Peak Boulevard SE	Los Altos Drive NE			None	None	None					None	
57817950	Grizzly Peak Boulevard & Los Altos Drive & Beloit Avenue	Grizzly Peak Boulevard	Grizzly Peak Boulevard S	Beloit Avenue W	Los Altos Drive E		Stop	None	Stop	None				Stop	
258769157	Grizzly Peak Boulevard & Slip Lane to Spruce WB	Grizzly Peak Boulevard	Slip Lane to Spruce WB				None	None						None	
53030619	Grizzly Peak Boulevard & Spruce Street	Grizzly Peak Boulevard	Grizzly Peak Boulevard S	Spruce Street W	Wildcat Canyon Road E	Canon Drive N	Stop	Stop	Stop	Stop	Stop			All-Stop	adjusted nodeid
98461097	Grizzly Peak Boulevard ("divided" section near County Line)	Grizzly Peak Boulevard	Grizzly Peak Boulevard ("divided" section near County Line)				None	None						None	
98461043	Grizzly Peak Boulevard Slip Lane & Spruce Street	Spruce Street W	Spruce Street E	Slip Lane N			None	None	Stop					Stop	
57883862	Highgate Court & Dead End	Highgate Court	Dead End				None	None				Yes		Dead End	
2869002028	Highgate Road & El Cerrito City Line	Highgate Road	El Cerrito City Line				None	None					Yes	Boundary	
57883858	Highgate Road & Highgate Court	Highgate Road N	Highgate Road S	Highgate Court E			None	None	None					None	
6604893821	Highland Boulevard & Arlmont	Highland Boulevard W	Highland Boulevard E	Arlmont SW	Arlmont NE		None	None	None	None				None	
57934129	Highland Boulevard & Arlmont Drive	Highland Boulevard NW	Highland Boulevard SE	Arlmont Drive NE	Arlmont Drive SW		None	None	None	None				None	
57934391	Highland Boulevard & Cowper Avenue	Highland Boulevard NW	Highland Boulevard SE	Cowper Avenue NE	Cowper Avenue SW		Stop	Stop	Stop	Stop				All-Stop	
57953642	Highland Boulevard & Kenyon Avenue	Highland Boulevard	Highland Boulevard	Kenyon Avenue			None	None	Stop					Stop	
506825381	Highland Boulevard & Lam-Highland Cut-Through	Highland Boulevard	Highland Boulevard	Lam-Highland Cut-Through			None	None	Do not enter					None	
263579546	Highland Boulevard & South Dead End	Highland Boulevard	South Dead End				None	None				Yes		Dead End	
57949752	Highland Boulevard & Willamette Avenue	Willamette Avenue W	Willamette Avenue E	Highland Boulevard N			None	None	None					None	
260605063	Jessen Court & Dead End	Jessen Court	Dead End				None	None				Yes		Dead End	
57807649	Jessen Court & Highgate Road	Highgate Rd NW	Highgate Rd SE	Jessen Ct NE			None	None	Yield					Yield	
268003100	Kenilworth Ct & Coventry Road	Coventry Road	Coventry Road	Kenilworth Court			None	None	None					None	
1588168793	Kenilworth Ct & Dead End	Kenilworth Court	Dead End				None	None						Dead End	
57878525	Kenilworth Drive & Arlington Avenue	Kenilworth Drive E	Arlington Avenue N	Arlington Avenue S			Stop	None	None					Stop	
262120923	Kensington Court & Dead End	Kensington Court	Dead End				None	None				Yes		Dead End	
57868716	Kensington Court & Kensington Road	Kensington Court SE	Kensington Road E	Kensington Road NW			None	None	None					None	
5733416164	Kensington Park Road & Dead End	Kensington Park Road E	Dead End				None	None				Yes		Dead End	
266909128	Kensington Park Road (closed segment) & Bollards	Kensington Park Road V	Dead End				None	None				Yes		Dead End	
57797121	Kensington Park Road (closed segment) & Highland Boulev	Kensington Park Road	Highland Boulevard				None	None				Yes		Dead End	school parking lot
262120917	Kensington Road & North Dead End	Kensington Road	North Dead End				None	None				Yes		Dead End	
57868714	Kensington Road & South Dead End	Kensington Road	South Dead End				None	None				Yes		Dead End	
57953646	Kenyon Avenue & Columbia Avenue	Kenyon Avenue W	Kenyon Avenue E	Columbia Avenue S			None	None	None					None	
57809780	Kenyon Avenue & Purdue Avenue	Purdue Avenue W	Purdue Avenue E	Kenyon Avenue S			Yield	None	None					Yield	
57837397	Kenyon Avenue & Wellesley Avenue	Kenyon Avenue W	Kenyon Avenue E	Wellesley Avenue SW			None	None	Yield					Yield	
57874410	Kerr Avenue & Edwin Drive & Highgate Road	Edwin Drive NE	Highgate Road N	Highgate Road S			Stop	None	None					Stop	
57821862	Kerr Avenue & Edwin Drive & Rincon Road	Kerr Avenue NW	Kerr Drive SE	Rincon Road N			None	None	None					None	
266908967	Kingston Road & Dead End	Kingston Road	Dead End				None	None				Yes		Dead End	
57837111	Lake Drive & Beloit Avenue	Lake Drive N	Beloit Avenue W	Beloit Avenue E			Stop	None	None					Stop	
258769170	Lake Drive & Dead End	Lake Drive	Dead End				None	None				Yes		Dead End	
262120961	Lam Court & Dead End	Lam Court	Dead End				None	None				Yes		Dead End	
57826883	Lawson Road & Cowper Avenue	Lawson Road NW	Lawson Road SE	Cowper Avenue NE	Cowper Avenue SW		Stop	None	None	None	None			Stop	
57826894	Lawson Road & North Dead End	Lawson Road SE	North Dead End				None	None				Yes		Dead End	
262120957	Lawson Road & South Dead End	Lawson Road	South Dead End				None	None				Yes		Dead End	
57832750	Lenox Road & Coventry Road	Coventry Road S	Coventry Road E	Lenox Road W			None	None	Yield					Yield	
57880646	Lenox Road & Kingston Road	Kingston Road NE	Kingston Road SW	Lenox Road S			None	None	None					None	
266908984	Lexington Road & Dead End	Lexington Road	Dead End				None	None				Yes		Dead End	
57846905	Lynn Avenue & Colusa Avenue	Colusa Avenue N	Colusa Avenue S	Lynn Avenue			None	None	Stop					Stop	
4058051722	Lynn Avenue & El Cerrito City Line	Lynn Avenue	El Cerrito City Line				None	None						Boundary	
57848787	Marchant Count & Dead End	Marchant Count	Dead End				None	None				Yes		Dead End	
57817311	Marguerita Road & Dead End	Marguerita Road E	Dead End W				None	None				Yes		Dead End	
57878543	Norwood Avenue & Arlington Avenue (E)	Norwood Avenue	Arlington Avenue (E)				Stop	None						Stop	
266909046	Norwood Avenue & Arlington Avenue (W)	Norwood Avenue	Arlington Avenue (W)	Arlington Avenue (W)			Stop	None	None					Stop	
57960336	Norwood Avenue & Highgate Road	Highgate Road	Highgate Road	Norwood Avenue			None	None	Stop					Stop	
260540946	Norwood Court & Dead End	Norwood Court	Dead End				None	None				Yes		Dead End	
57918103	Norwood Court & Norwood Avenue	Norwood Court E	Norwood Avenue N	Norwood Avenue S			None	None	None					None	
266909029	Norwood Place & Dead End	Norwood Place	Dead End				None	None				Yes		Dead End	
57847890	Norwood Place & Norwood Avenue	Norwood Place N	Norwood Avenue E	Norwood Avenue W			None	None	None					None	
258780716	Oak View Avenue & Colusa Avenue	Colusa Circle	Oak View Avenue E				None	Stop						Stop	

258780727	Oak View Avenue & Colusa Avenue	Colusa Circle	Oak View Avenue W				None	Stop						Stop	
57839093	Oak View Avenue & Ocean View Avenue	Oak View Avenue W	Ocean View Avenue N	Ocean View Avenue S			None	None	None					None	
57846719	Oberlin Avenue & Amherst Avenue	Oberlin Avenue NE	Oberlin Avenue SW	Amherst Avenue SE			None	None	None					None	
266909007	Oberlin Avenue & Arlington Avenue	Oberlin Avenue NE	Arlington Avenue N	Arlington Avenue S			Stop	None	None					Stop	
57905315	Oberlin Avenue & Stanford Avenue	Stanford Avenue	Stanford Avenue	Oberlin Avenue			None	None	None					None	
57905313	Oberlin Avenue & Yale Avenue	Oberlin Avenue	Oberlin Avenue	Yale Avenue			None	None	None					None	
57839081	Ocean View Avenue & Berkeley Park Boulevard	Ocean View Avenue N	Ocean View Avenue S	Berkeley Park Boulevard E	Berkeley Park Boulevard W		None	None	None	None				None	
288990531	Parkside Court & Dead End	Parkside Court	Dead End				None	None				Yes		Dead End	
57812200	Plateau Drive & Dead End	Plateau Drive S	Dead End N				None	None				Yes		Dead End	
57812199	Plateau Drive & Grizzly Peak Boulevard	Plateau Drive N	Grizzly Peak Boulevard E	Grizzly Peak Boulevard W			None	None	None					None	
57809771	Purdue Avenue & Dewey Road	Purdue Avenue	Purdue Avenue												
57809775	Purdue Avenue & End of Divided Section (South of Garden)	Purdue Avenue												None	
266909120	Purdue Avenue & Garden Drive	Purdue Avenue	Purdue Avenue	Garden Drive (N)			None	None	None					None	
266909122	Purdue Avenue & Garden Drive	Purdue Avenue	Purdue Avenue	Garden Drive (S)			None	None	None					None	
2478049237	Purdue Avenue & Garden Drive													None	
2478049238	Purdue Avenue & Garden Drive													None	
57809767	Purdue Avenue & North Dead End	Purdue Avenue													
266909119	Purdue Avenue & North End of Median	Purdue Avenue	North End of Median				None	None							
57802553	Reed Place & Dead End	Reed Place W	Dead End E				None	None				Yes		Dead End	
57885421	Richardson Road & Stratford Road	Richardson Road S	Stratford Road W	Stratford Road E			None	None	None					None	
57878526	Rincon Road & Arlington Avenue	Rincon Road W	Arlington Avenue N	Arlington Avenue S			Stop	None	None					Stop	
53043946	Rugby Avenue & Alameda County Line	Rugby Avenue	Alameda County Line				None	None				Yes		Boundary	adjusted nodeid
260541022	Saint Alban's Road & Dead End	Saint Alban's Road	Dead End				None	None				Yes		Dead End	
57924232	Saint Alban's Road & Westminster Avenue	Saint Alban's Road	Westminster Avenue E	Westminster Avenue W			None	None	None					None	
57846876	San Carlos Avenue & Colusa Avenue	Colusa Avenue W	Colusa Avenue E	San Carlos Avenue S			None	None	Stop					Stop	
4058051737	San Carlos Avenue & El Cerrito City Line	San Carlos Avenue	El Cerrito City Line				None	None				Yes		Boundary	
53116462	Santa Fe Avenue & Alameda County Line	Santa Fe Avenue N	Alameda County Line S				None	None				Yes		Boundary	
57846904	Santa Fe Avenue & Colusa Avenue	Colusa Avenue N	Colusa Avenue SE	Santa Fe Ave S			None	None	Stop					Stop	
57891376	Santa Fe Avenue & Oak View Avenue	Santa Fe Avenue N	Santa Fe Avenue S	Oak View Avenue E			None	None	Stop					Stop	
258769162	Spruce Street (Alameda County Line)														
57837391	Stanford Avenue & Wellesley Avenue	Stanford Avenue S	Wellesley Avenue E	Wellesley Avenue W			None	None	None					None	
57921072	Stanford Avenue & Yale Avenue	Yale Avenue SW	Yale Avenue NE	Stanford Avenue NW			None	None	None					None	
57883885	Stratford Road & Berkeley Park Boulevard	Berkeley Park Blvd N	Berkeley Park Blvd S	Stratford Road E			None	None	None					None	
266909051	Sunset Drive & Arlington Avenue	Sunset Drive W	Arlington Avenue N	Arlington Avenue S			Stop	None/One-	None					Stop	
57846446	Trinity Avenue & Beloit Avenue	Trinity Avenue N	Beloit Avenue E	Beloit Avenue W			None	None	None					None	
57895320	Trinity Avenue & Kenyon Avenue	Trinity Avenue S	Kenyon Avenue W	Kenyon Avenue E			Yield	None	None					Yield	
57846908	Valley Road & Colusa Avenue	Colusa Avenue N	Colusa Avenue S	Valley Road E			None	None	Stop					Stop	
57832731	Valley Road & Coventry Road	Coventry Road	Coventry Road	Valley Rd Z			None	None	None					None	
677315536	Vassar Avenue & Alameda County Line	Vassar Avenue	Alameda County Line				None	None				Yes		Boundary	adjusted nodeid
99295292	Vassar Avenue & Circle North of County Line	Vassar Avenue	Circle North of County Line				None	None						None	
57858944	Vassar Avenue & Yale Avenue	Vassar Avenue SE	Yale Avenue SW	Yale Avenue NE			None	None	None					None	
266909078	Vassar Avenue Circle North of County Line & End of Circle	Vassar Avenue Circle N	End of Circle				None	None	None			Yes		Dead End	
57924237	Westminster Avenue & Kenyon Avenue	Kenyon Avenue S	Kenyon Avenue N	Westminster Avenue W			Stop	Stop	Stop					All-Stop	
57924228	Westminster Avenue & York Avenue	Westminster Avenue E	Westminster Avenue W	York Avenue S			None	None	None					None	
57949751	Willamette Avenue & Kenyon Avenue	Willamette Avenue NE	Kenyon Avenue N	Kenyon Avenue E			None	None	None					None	
57809776	Willamette Avenue & Purdue Avenue	Willamette Avenue S	Purdue Avenue W	Purdue Avenue E			None	None	None					None	
57868917	Windsor Avenue & North Dead End	Windsor Avenue	North Dead End				None	None				Yes		Dead End	
57868924	Windsor Avenue & South Dead End	Windsor Avenue	South Dead End				None	None				Yes		Dead End	
57868920	Windsor Avenue & Westminster Avenue	Westminster Avenue W	Westminster Avenue E	Windsor Avenue N	Windsor Avenue S		None	None	None	None				None	
677315541	Yale Avenue & Dead End	Yale Avenue	Dead End				None	None				Yes		Dead End	
57906743	Yale Avenue & Princeton Avenue	Yale Avenue	Yale Avenue	Princeton Avenue			None	None	None					None	
57831212	Yale Avenue & Rugby Avenue	Yale Avenue NE	Yale Avenue SW	Rugby Avenue SE			None	None	None					None	
57859955	Yale Avenue & Yale Circle	Yale Avenue N	Yale Avenue E	Yale Circle S			None	None	Yield					Yield	
57859957	Yale Circle & Dead End	Yale Circle	Dead End				None	None				Yes		Dead End	
260540903	York Avenue & Dead End	York Avenue	Dead End				None	None				Yes		Dead End	

BOARD OF DIRECTORS MEETING

August 13, 2020

ITEM 4

PROPOSED CONTRACT FOR EXECUTIVE RECRUITMENT SERVICES FOR KPPCSD GENERAL MANAGER

SUMMARY OF RECOMMENDATION

Consider Approving a Contract with CPS HR Consulting to Provide Consulting Services for the Recruitment of a General Manager for a Total Cost of \$25,000.

BACKGROUND

At its meeting of July 9, 2020, the KPPCSD Board of Directors discussed the process to recruit and retain a permanent General Manager. Following this discussion, the Board appointed Vice President Sherris-Watt and Director Nottoli as an ad hoc recruitment committee to oversee the details of the general manager recruitment, and directed that the following actions be taken:

- Solicit proposals from qualified firms to assist in the recruitment and candidate screening process;
- Select the recruiting firm to be recommended to the Board for approval;
- Prepare a job profile to be used to advertise the position;
- Establish a schedule for completing the recruitment process.

Request for Proposals Issued

On July 24, 2020, a Request for Proposal (RFP) was broadly distributed to qualified firms for executive search services for KPPCSD general manager. The RFP was reviewed and approved by the KPPCSD Board ad hoc committee prior to its release.

The RFP (Attachment 1) described the KPPCSD General Manager position as part-time, with a work requirement of 25-30 hours per week. The RFP noted that the current General Manager has been serving in an interim basis since April 1, 2020 and will leave this interim service upon the successor general manager assuming his/her responsibilities. The RFP also described the Kensington community, and detailed the required scope of services sought by the consultant, the consultant selection process, and the minimum information to include in the proposal. The RFP established the goal of the Board of Directors to complete the recruitment by September 30, 2020.

Proposals Received

Prior to the due date on August 6, 2020, KPPCSD received six proposals from very qualified firms to perform the work described in the RFP. (The complete proposals are attached to this report.) Proposals (with their submitted costs) were received from:

Alliance Resource Consulting	\$	30,000
Avery Associates	\$	23,400
Bob Murray & Associates	\$	23,000

CPS HR Consulting	\$	25,000
K&A Recruiting	\$	18,000
Ralph Andersen & Associates	\$	23,995

Review Process

On August 10, 2020, the ad hoc committee met (via conference call) to review and discuss the proposals, and for the purpose of making a recommendation to the Board. The committee concluded that its recommendation to the Board would be CPS HR Consulting, for a cost of \$25,000. The committee's back up recommendations (in order) are Bob Murray & Associates, followed by K&A Recruiting.

RECOMMENDATION

Based on the proposals received pursuant to the RFP, and the recommendation of the ad hoc committee (Vice President Sherris-Watt and Nottoli), the staff recommendation is to approve a contract with CPS HR Consulting to provide consulting services for the recruitment of a general manager for a total cost of \$25,000

FISCAL IMPACT

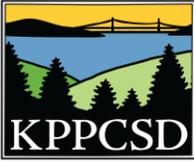
The cost for the recommended consulting services are included in the FY 2020-21 budget.

ATTACHMENTS

1. Request for Proposal for Executive Recruitment Services for General Manager
2. Proposal from CPS HR Consulting (recommended)
3. Proposal from Bob Murray & Associates (first alternate recommendation)
4. Proposal from K&A Recruiting (second alternate recommendation)
5. Proposal from Alliance Resource Consulting
6. Proposal from Avery Associates
7. Proposal from Ralph Andersen & Associates

SUBMITTED BY:

Bill Lindsay
General Manager



Kensington Police Protection and Community Services District

Request for Proposals

Executive Recruitment Services for General Manager

Release Date: July 24, 2020

Deadline for Submittal
August 6, 2020 3:00 p.m. PDT

Contact: Bill Lindsay, Interim General Manager
Email: blindsay@kppcsd.org
Phone Number: (510) 292-7408

Kensington Police Protection and Community Services District

INTRODUCTION

The Kensington Police Protection and Community Services District (KPPCSD) is seeking qualified executive recruitment firms/agencies that can assist its Board of Directors in selecting a new general manager. The KPPCSD General Manager is a part-time position with a work requirement of 25-30 hours per week. The current General Manager has been serving in an interim basis since April 1, 2020 and will leave this interim service upon the successor general manager assuming his/her responsibilities. The goal of the Board of Directors is to complete the recruitment by September 30, 2020.

This request for proposal (RFP) describes the required scope of services, the consultant selection process, and the minimum information that must be included in the proposal.

ABOUT THE KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

Background on California Special Districts

As described by the California Special Districts Association, the State of California has over 2,000 Special Districts playing a critical role in providing vital services like water and energy, public safety, treatment of wastewater, garbage removal and recycling, and much more. Special Districts are directly accountable to their voters and their ratepayer through:

- Directly elected boards of directors;
- Direct service accountability to voters, taxpayers, and ratepayers;
- Financial accountability; and
- Adherence to state laws pertaining to public meetings, bonded debt, record keeping, and elections.

Background on the Kensington Community and KPPCSD

The unincorporated Kensington community is nestled in the Berkeley Hills among the incorporated cities of Berkeley and Albany in Alameda County, and El Cerrito in Contra Costa County in the San Francisco Bay area. The community occupies one square mile and has approximately 5,000 residents. Land use is almost exclusively residential, with two small, local-serving commercial areas.

Most traditional municipal services in Kensington are provided by Contra Costa County; fire service is provided by the Kensington Fire Protection District; and police protection, parks and recreation, and (contracted) waste management services are provided by the Kensington Police Protection and Community Services District (KPPCSD). The highly educated Kensington residents are actively involved in the governance of their community through these agencies, with a keen interest in the local police services provided by KPPCSD. Approximately 75% of the KPPCSD annual budget funds the police department.

KPPCSD is governed by five unpaid board members elected by the community to serve staggered four-year terms. Two of the five existing Board seats will be elected in November 2020. Board meetings are generally held twice monthly, on the second and fourth Thursdays of the month. Each December, the Board elects one of its members to serve as Board President and one to serve as Board Vice-President for the next calendar year. The President of the Board assigns each of the Board members to serve as chairpersons for the various committees serving the Board.

Revenue to support KPPCSD is mostly property related, including a share of the base (1%) property taxes, two voter-approved property tax overrides, and a landscape maintenance district that helps support park maintenance.

In part due to facility constraints, and current public health restrictions resulting from the coronavirus pandemic, non-police personnel complete much of their duties and responsibilities through remote work.

Each of the four major functional areas of KPPCSD are described below:

Administration

The Administration section oversees business and finance functions of the District. The General Manager implements policies at the direction of the Board of Directors, and advises the Board on efficient delivery of services and best practices to achieve an effective organization. The General Manager oversees major projects, and works cross-sectionally to explore methods to improve accountability, fiscal stability, cost effectiveness, and professional standards.

Budgeted personnel (FY 2020-21) in the Administrative section consist of a 0.50 full-time equivalent General Manager, a 0.50 FTE Finance and Business Manager, a 0.50 FTE District Board Secretary, a 0.25 Accountant, and a 0.50 Administrative Assistant.

Police

The Kensington Police Department was established in the mid-1940's, and provides a full range of local, municipal-type police services. Typical responsibilities include crime prevention, traffic control, neighborhood patrol, responding to emergency calls, issuing traffic and parking citations, enforcing warrants, mediating disputes, investigating crimes, investigating traffic accidents, providing first aid, enforcing warrants, arresting violators, testifying in court, and enforcing court orders.

Budgeted personnel (FY 2020-21) in the Kensington Police Department consist of a total of 10.5 FTE, including a Police Chief, a Police Captain, two Sergeants, six officers and a 0.50 FTE Police Services Aide.

Community Center and Park

KPPCSD maintains a recently renovated Community Center, Kensington Park and surrounding amenities, including the tot lot, swings, picnic areas, basketball court, and tennis courts. For many years, the District has entered into agreements with the

Kensington Community Council (KCC) to offer recreation programs for school children and adults at the Community Center. KCC is a not-for profit organization that also helps raise funds and provides volunteers to help maintain the Community Center and Kensington Park.

Solid Waste

In 1979, Kensington residents voted to add solid waste to the services provided by the Kensington Police Protection and Community Service District. These services are now provided through a franchise agreement with Bay View Refuse and Recycling. The District's most recent franchise agreement with Bay View commenced in 2015 and will expire in 2023. Through this agreement, Bay View Refuse and Recycling provides weekly garbage collection and twice-monthly green waste pick-ups.

SCOPE OF EXECUTIVE RECRUITMENT SERVICES

The most significant aspect of the services requested in this RFP is to source qualified individuals interested in serving as the KPPCSD General Manager and recommend a group of final candidates for interview(s) with the Board of Directors. The current Interim General Manager will work confidentially with the final group of candidates and the KPPCSD Board of Directors to make a final selection and complete an employment agreement with the selected candidate.

The successful consulting firm will be expected to perform the following services:*

- Define a recruitment strategy and timeline, and provide regular status updates to the Interim General Manager and the Board;
- Interview each KPPCSD Boardmember to facilitate the development of an appropriate candidate profile, a list of challenges and opportunities for the new District manager, and to confirm the qualities they would like to see in an ideal candidate;
- Interview the District's Interim General Manager, Police Chief, Finance and Business Manager, and District Board Secretary individually, to confirm the qualities they believe are important for the ideal candidate to possess;
- Prepare an attractive job announcement and all marketing materials, such as publication and website advertisements;
- Develop and execute an advertising strategy and marketing campaign for a statewide search for appropriate candidates;
- Recruit candidates from diverse backgrounds utilizing local, regional and statewide resources;
- Answer questions from candidates and collect application materials;
- Review the applications received, comparing them to the desired candidate profile, and performing screening interviews as needed to develop a list of final candidates for interview;
- Advise the District on the qualifications of the candidates, develop a list of approximately five to eight candidates recommended for final interviews and provide a written summary report describing the overall candidate pool and the qualifications of those recommended for interview;

- Ensure all timelines are met regarding each step/phase of the recruitment process.
- * Based on public health restrictions imposed as a result of the coronavirus pandemic, all meetings and interviews will be completed remotely, unless such restrictions are lifted prior to completion of the recruitment process.

RFP SCHEDULE

The following is the tentative schedule for selection of consultant services:

Date	Activity
July 24, 2020	Release RFP
July 31, 2020	Final day to submit questions (5:00 PM)
August 4, 2020	Responses to questions provided to as a supplement to the RFP
August 6, 2020	Proposal due date
August 13, 2020	District Board selection of consultant
August 17, 2020	Approximate effective date of contract

PROPOSAL FORMAT GUIDELINES

The proposal should be concise, well organized, and demonstrate the proposer’s qualifications and experience applicable to the project. The proposal shall not exceed 20 double-sided pages (8.5 inches x 11 inches), inclusive of graphics, forms, pictures, photographs, dividers, etc., resumes, required forms, certifications, front and back covers, or letters of commitment from sub-consultants. The required font size is 12 point.

Each proposal should adhere to the following order and content of sections. Emphasis should be concentrated on conforming to the RFP instructions, responding to the RFP requirements, and on providing a complete and clear description of the offer.

The following proposal sections are to be included in the consultant’s response:

A. Consultant Cover Letter

A cover letter should summarize key elements of the proposal and shall:

- Confirm that all elements of this RFP have been reviewed and understood, and include a statement of intent to perform the services as outlined in the scope of services;

- Express the firm’s willingness to enter into an agreement under the terms and conditions prescribed by this RFP, which may include standard insurance provisions;
- Stipulate that the proposal price will be valid for a period of at least 180 days; and
- Identify a single person for contact during the RFP review process.

The cover letter shall be signed by an authorized official of the company.

B. Background and Qualifications

This section shall include the following items:

- Provide background information on the firm, including details of the firm’s experience with similar recruitments in California, specifically including special district and city manager searches and placements;
- Provide a list of successful placements within the past two years, with a description of the functions of the agencies for which work was completed;
- Include information that demonstrates the firm’s experience in seeking a diverse pool of applicants;
- Include a brief resume of the individual(s) assigned to this project;
- Provide a minimum of three references with related contact information;
- Include information about the firm's current engagements and an affirmation of the firm's ability to focus on this project to meet the recruitment timelines.

C. Methodology and Approach

Provide a detailed description of the approach and methodology to be used to accomplish the scope of services of this RFP. The Methodology and Approach Section should address:

- The process and/or approach the firm will use to develop the profile for the District manager position;
- The recruiting methodologies that the firm deems will be most effective to advertise the KPPCSD opportunity;
- The approach the firm will take for the direct solicitation of candidates;
- The proposed strategy to complete the recruitment and a description of how the firm intends to tailor the process for the KPPCSD’s search;
- A detailed description of specific tasks you will require from District staff;
- Information about the firm’s approach in the event the recruitment does not produce a viable candidate or results in the premature dismissal or resignation of the selected candidate.

D. Proposed Schedule

Provide a proposed schedule for each phase of the process, including development of the recruitment profile, search, background evaluations, initial interviews, and recommendation of finalists. Please note that the KPPCSD Board

of Directors generally meets on the second and fourth Thursdays of each month.

E. Cost Information

Submit a cost proposal, including consulting fees and reimbursable expenses. Payment terms should also be addressed.

F. Value Added Services

Please provide any additional services of benefit not specifically required herein.

G. Contractor Assignment of Sub-Contract

Provide an indication of any subcontracts to be employed for completing the work. Note that any resulting contract for the project shall not be assigned, transferred, or sublet, in whole or in part, without the prior written approval of the KPPCSD. If responders to this RFP intend to subcontract any portion of the resulting contract, they must so state in their proposal.

H. Previous Contracts with the KPPCSD

Please specifically list any prior work provided to KPPCSD, including the nature of the services and the cost of the contract.

I. Guarantee

The consultant must agree to continue to provide the services listed above until a District manager has been appointed. In addition, should the District manager be terminated for cause or resign within twelve (12) months, the replacement recruitment shall be repeated by the consultant with no additional professional fee.

PROCESS FOR SUBMITTING PROPOSALS

Questions Concerning Request for Proposals

All questions must be submitted via email to the KPPCSD Interim General Manager by 5:00 PM PDT, on July 31, 2020. If necessary, responses to questions will be provided through an addendum to the RFP and distributed to potential responders.

Any party submitting a proposal shall not contact or lobby any District boardmember, District official, employee (except those specified for contact) or agent regarding the RFP. Any party attempting to influence or circumvent the RFP, bid submittal, and review process may have their proposal rejected for violating this provision of the RFP.

Submission of Proposals

Please submit an email response (.pdf format) to this RFP no later than 3:00 PM, local time, on August 6, 2020 to blindsay@kppcsd.org. Email proposals should be followed

within three calendar days by seven (7) hardcopies of the proposal mailed to:

Kensington Police Protection and Community Services District
217 Arlington Avenue
Kensington, California 94707-1401

Attention: Bill Lindsay, Interim General Manager

The emailed proposal and any required certifications shall be signed by an individual or individuals authorized to execute legal documents on behalf of the proposer.

Proposer is responsible for submitting its entire proposal package with all required submittal documents and any modifications or revisions in order to reach the KPPCSD's office as designated in the RFP by the time specified above. Any proposal, modification, or revision received by the KPPCSD after the exact time specified for receipt of proposals is "late" and will not be considered

The proposer shall be solely responsible for its delivery to the District prior to the date and hour set forth herein. Any proposals received subsequent to the date and hour set forth herein, because of delayed mail delivery or any other reason, will not be considered by the District.

GENERAL GUIDELINES

This RFP does not commit the KPPCSD to award a contract, to defray any costs incurred in the preparation of a proposal pursuant to this RFP, or to procure or contract for work. The KPPCSD may reject a proposal without providing the reason(s) underlying the declination. A failure to award a contract to the proposer with the lowest cost proposal shall not constitute a valid cause of action against the KPPCSD. The District shall not be responsible for work done, even in good faith, prior to final approval of the proposed contract. The District may investigate the qualifications of any respondent under consideration, require confirmation of information furnished by the respondent, and require additional evidence or qualifications to perform the Services described in this RFP.

The District reserves the right to:

1. Reject any or all proposals.
2. Issue subsequent Requests for Proposal.
3. Postpone opening for its own convenience.
4. Remedy technical errors in the Request for Proposal process.
5. Negotiate with any, all, or none of the respondents.
6. Solicit best and final offers from all or some of the respondents.
7. Select one or more respondents.
8. Accept other than the lowest proposed fees.
9. Waive informalities and irregularities in proposals.

Public Records

All proposals submitted in response to this RFP become the property of the KPPCSD and public records; as such, they may be subject to public review. Documents protected by law from public disclosure will not be disclosed by the KPPCSD if clearly marked with the word "confidential" on each applicable page. Trade secrets may be marked as confidential only to the extent they meet the requirements of California Government Code section 6254.7. Only information claimed to be a trade secret at the time of submittal to the KPPCSD and marked as "confidential" will be treated as a trade secret.

Contract

The successful responder will be required to enter into a service contract with KPPCSD that is approved by the District's legal counsel.

Withdrawal of Proposals

A respondent may withdraw their proposal before the expiration of the time for submission of proposals by delivering to the Interim General Manager a written request for withdrawal signed by, or on behalf of, the respondent.

PROPOSAL EVALUATION AND SELECTION PROCESS

All proposals shall be reviewed to verify that the respondent has met the minimum requirements.

The District Board may require selected firms to be available to attend a Board meeting or engage in a conference telephone call, or both, to make a presentation or to respond to questions from Board. (Based on public health restrictions imposed as a result of the coronavirus pandemic, all meetings and interviews will be completed remotely, unless such restrictions are lifted prior to completion of the recruitment process.)

The District reserves the right to reject any or all proposals, or to make no award. The District also reserves the right to require modifications follow-up with requests for additional information, including, but not limited to, follow-up interviews.

Selection Criteria

The criteria upon which the evaluation of the proposals will be based include, but are not limited to, the following:

- **Adherence to the Requirements of this RFP** – The proposer's responsiveness to the RFP including completeness and thoroughness of proposal; all required information must be provided in the format specified.
- **Qualifications and Experience** – Qualifications and experience with services outlined in this RFP, including experience in recruitment for special district managers and city managers, recent experience in California, and depth of individuals/ service team assigned to this recruitment.

- **The Proposal/Methodology and Approach to Work** – This category will also evaluate:
 - Approach and proposed methodology to project scope
 - Demonstrated knowledge of the work required
 - Explanation of the Project or services required
 - Innovative approaches and internal measures for timely completion of the project

- **Schedule and Availability** – Consideration will be given based upon the firm’s experience, years in business, past and current client references; technical expertise and professional competence in areas directly related to this RFP; number of years of experience in performing similar work.

- **Cost**

- **Reference Contact Results**

* * * * *

The KPPCSD Board of Directors thanks you for your interest in this project.

PROPOSAL

Kensington Police Protection & Community Services District

Executive Recruitment Services for
General Manager

Due Date: August 6, 2020

3:00 P.M. PST

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
P: 916-471-3358
masher@cpshr.us
Tax ID: 68-0067209

www.cpshr.us



Your Path to Performance

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August 6, 2020

Bill Lindsay, Interim General Manager
Kensington Police Protection & Community Services District
217 Arlington Avenue
Kensington, CA 94707-1401

Submitted via email to akite@cdcwa.org and hard copies shipped via FedEx per RFP instructions

Subject: Executive Recruitment for General Manager

Dear Mr. Lindsay:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Kensington Police Protection & Community Services District (KPPCSD) with the recruitment of a new General Manager. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with KPPCSD to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

CPS HR can confirm that all elements of the RFP have been reviewed and understood, and we intent to perform the services as outlined in the scope of services. CPS HR will enter into an agreement under the terms and conditions prescribed the RFP.

It is our commitment to work in partnership with your organization to a successful result.

Melissa Asher is authorized to review and execute all client agreements, subcontracts, project notices and proposals. This proposal is valid for a period of one hundred-eighty (180) days. Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact Melissa Asher at masher@cpsr.us or (916) 471-3358.**

Sincerely,



Melissa Asher, Senior Practice Leader, Products and Services

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Background and Qualifications

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 93 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Austin, TX; Littleton, CO; and Orange County, CA.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 18 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the General Manager; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.
- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 91% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of successful recruitments completed in the last two years that consisted of Phases I, II and III as listed in the process noted below.

Agency	Title	Year Completed
County of Marin, CA	Chief Probation Officer	2020
City of Berkeley, CA	Public Works Director	2020
Montgomery County, MD	Manager III Retirement Benefits Manager	2020
County of Marin Health and Human Services, CA	Chief Financial Officer	2020
Contra Costa County, CA	Deputy Clerk Recorder	2020
Union Sanitary District, CA	CFO/Business Services Workgroup Manager	2020
Cooperative Agricultural Support Services Authority, CA	Executive Officer	2020
First 5 Contra Costa, CA	Deputy Director	2020
County of Nevada, CA	Director of Social Services	2020
County of Nevada, CA	County Librarian	2020
City of Millbrae, CA	Finance Director	2020
North Central Regional Transit District, NM	Strategic Initiatives & Planning Manager	2020
City of McAllen, TX	Deputy Director of Public Works	2020
City of Anaheim, CA	Deputy Planning Director	2020
City of Fullerton, CA	Accounting Supervisor	2020
County of Nevada, CA	Assistant Auditor-Controller	2020
City of Amarillo, TX	Assistant Solid Waste Superintendent	2020
City of Long Beach, CA	Director of Parks, Recreation & Marine	2020
Galveston Island Park Board of Trustees, TX	Chief Financial Officer	2020
City of Tucson, AZ	Housing and Community Development Director	2020
County of Santa Clara, CA	Chief Procurement Officer	2020
City of Bozeman, MT	City Manager	2020

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
City of Amarillo, TX	Drainage Utility Superintendent	2020
City of Sugar Land, TX	Intelligent Transportation Systems Manager	2020
City of Dallas, TX	Chief Information Officer	2020
City of Bakersfield, CA	Economic Development Director	2020
Alameda County Office of Education, CA	Executive Director, Human Resources	2020
City of Shafter, CA	City Manager	2020
Florin Resources Conservation District, CA	Program Manager	2020
City of Dallas, TX	Parks & Recreation Director	2020
City of Tampa, FL	Neighborhood Empowerment Administrator	2020
County of San Joaquin, CA	Director of Human Resources	2020
City of Avondale, AZ	Director of Economic Development	2020
City of Hollister, CA	City Manager	2020
Santa Clara Valley Habitat Agency, CA	Land and Resource Management Specialist	2020
City of Tampa, FL	Sustainability and Resilience Director	2020
Mountain View Sanitary District, CA	Environmental Services Manager	2020
Community Transit, CA	Director of Planning and Development	2020
City of Las Vegas, NV	Youth Development and Social Innovation Director	2020
City of Austin, TX	Assistant Director, Customer & Employee Services	2020
City of Oxnard, CA	Purchasing Manager	2020
County of Montgomery, MD	Chief, Behavioral Health and Crisis Services (Outreach only)	2020
County of Montgomery, MD	Chief, Aging and Disability Services (Outreach only)	2020
County of Sierra, CA	Chief Deputy Auditor	2020
City of Berkeley, CA	Director of Health, Housing and Community Services	2020
City of Aurora, CO	Public Safety Center Director	2020

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
LA County METRO, CA	Deputy Executive Officer, System Security & Law Enforcement	2020
City of Bell, CA	Community Development Director	2020
County of Clark, NV	Assistant Director of Social Services	2020
City of Fontana, CA	City Manager (Outreach only)	2019
Fargo, ND	Executive Director	2019
Port of Long Beach, CA	Director of Government Affairs	2019
San Mateo County Harbor District, CA	General Manager	2019
Turlock Irrigation District, CA	General Manager	2019
City of Bakersfield, CA	Assistant Solid Water Director	2019
City of Clayton, CA	City Manager	2019
County of Orange, CA	Chief Deputy Director, Social Services Agency	2019
City of Avondale, AZ	Development and Engineering Services Director	2019
San Bernardino County Housing Authority, CA	Assistant Director of Housing Services	2019
City of Oxnard, CA	Communications and Marketing Manager	2019
City of Wheat Ridge, CO	Director of Public Works PARTIAL	2019
LA County METRO, CA	Chief Planning Officer	2019
LA County METRO, CA	Chief Communications Officer	2019
Desert Healthcare District, CA	Chief Executive Officer	2019
Santa Barbara County, CA	Assistant Director, General Services	2019
Washington Department of Fish and Wildlife, WA	HR Director	2019
LA County METRO, CA	Chief Ethics Officer	2019
Imperial County, CA	Director of Social Services	2019
Carmichael Recreation and Park District, CA	District Administrator	2019
Sacramento County Employees' Retirement System, CA	General Counsel	2019
City of Glendale, AZ	Housing Services Administrator	2019
City of Glendale, AZ	Assistant City Manager	2019

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
County of Nevada, CA	Health and Human Services Agency Director OUTREACH only	2019
City of Virginia Beach, VA	Human Services Director OUTREACH only	2019
City of Hayward, CA	Deputy Director of Human Resources	2019
City of Las Vegas, NV	Parks Director	2019
City of Tulsa, OK	Housing Policy Director	2019
County of Alameda, CA	Procurement Administrator	2019
County of San Bernardino, CA	Assistant Director of Human Resources	2019
City of Novato, CA	Community Development Director	2019
City of University City, MO	Planning and Development Director	2019
City of East Palo Alto, CA	City Manager	2019
City of Carson, CA	City Manager	2019
City of Bell Gardens, CA	City Manager	2019
City of Manitou Springs, CO	City Manager	2019
City of Union City, CA	City Manager	2019
City of Columbia, MO	City Manager	2019
City of San Jose, CA	Deputy Director for the Environmental Services Department-Capital Improvement	2019
County of San Joaquin, CA	Director of Human Services	2019
City of Tucson, AZ	Housing and Community Development Director	2019
Transportation Authority of Marin, CA	Executive Director	2019
Orange County Fire Authority, CA	Fleet Manager	2019
County of Skagit, WA	County Administrator	2019
Elko County, NV	Comptroller	2019
County of Santa Barbara, CA	Director of Planning and Development	2019
Santa Cruz County Regional Transportation Commission, CA	Fiscal Officer	2019
LA County METRO, CA	Executive Officer/Deputy Chief, System Security & Law Enforcement	2019
LA County METRO, CA	Deputy Exec Officer - Emergency Security Operations Center	2019

*Proposal to Kensington Police Protection & Community Services District
Executive Recruitment for General Manager*

Agency	Title	Year Completed
City of Aurora, CO	City Clerk	2019
South Coast Air Quality Management District, CA	Director of Communications PARTIAL	2019
Superior Court of CA, San Benito County	Fiscal Manager OUTREACH ONLY	2019
City of Novato, CA	Community Development Director	2019
City of San Jose, CA	Division Manager, Capital Improvement Team	2019
City of San Jose, CA	Deputy Director - Office of Retirement Services - OUTREACH ONLY	2019
City of Garden Grove, CA	Finance Director	2019
Puget Sound Clean Air, WA	HR Manager	2019
Sierra County, CA	Chief Information Officer	2019
County of Monterey, Social Services Administration, CA	Deputy Director of Social Services, Community Benefits	2019
Sonoma County Library District, CA	Executive Director	2019
City of Missouri City, TX	CFO	2019
City of Austin, TX	Assistant Director of HR	2019
Metropolitan Transportation Commission MTC	Executive Director	2019
East Contra Costa Irrigation District, CA	General Manager	2019
Yolo County Public Agency Risk Management Insurance Authority (YCPARMIA), CA	Chief Executive Officer/Risk Manager	2019
Schools Excess Liability Fund (SELF)	Chief Executive Officer	2019
California Student Aid Commission	Executive Director	2019
LA County METRO	Director, Transit Security	2019
City of East Palo Alto	City Manager	2019
Town of Paradise, CA	Town Manager	2019
Lake County, CA	Assistant County Administrative Officer	2019
City of Oxnard, CA	Cultural and Community Affairs Director	2019
Valley of the Moon Water District, CA	General Manager	2019
County of Boulder, CO	Building Services Division Manager-PARTIAL	2019

Agency	Title	Year Completed
County of Boulder, CO	Director of Transportation	2019

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 40% of our executive level placements being minority and/or female candidates within the past three years. Our City Manager search for the City of East Palo Alto is an excellent example of our diverse outreach process. The City’s demographics are 6% White, 16% Black, 4% Asian, 7% Pacific Islander, 64% Hispanic, and 3% Other. It was a high priority of the Mayor and City Council to pursue and demonstrate a diverse outreach process.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also sought candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensured that we captured the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result was an incredibly diverse finalist group and our successful placement was an experienced Hispanic candidate. The elected officials were quite pleased with the process and end result. In fact, one Councilmember mentioned that he had checked with neighboring communities behind the scenes regarding their recent recruitments and could confirm that our candidate pool was most impressive in comparison – likely in terms of quantity, quality, and diversity.

Another good example was our recruitment for the Human Resources Manager for the Puget Sound Clean Air Agency (PSCAA). Ten years ago, the City of Seattle instituted their Race and Social Justice Initiative. As a collaborating agency, PSCAA is committed to ensuring this policy is reflected in their hiring practices. While it is standard for CPS HR to research demographics and use that information in our outreach processes, we developed an outreach plan that went a bit beyond our normal efforts. For example, we placed advertisements in several non-traditional publications including the Northwest Asian Weekly, Seattle Chinese Post, Seattle Chinese Times, and La Raza NW. In addition, we reached out to tribal nations throughout the state. This aggressive approach resulted in an applicant pool of 75 candidates – 66% female (typical for an HR position); 8% Asian; 11% Latino; 16% African American and 65% Caucasian. Our finalist candidate pool included two African American males, one African American female, two Latino females, one Asian female, one Caucasian female and one white male. PSCAA was extremely pleased with the results of the process and appointed a highly qualified Latino female who has served the agency in an exceptional manner.

Our Executive Recruiting Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Mr. Frank Rojas will serve as your dedicated project manager throughout this recruitment process. Mr. Rojas will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We will not utilize subcontractors for these services. No staff member will be removed or replaced without the prior written concurrence of KPPCSD.

Role/Project Assignment	Name	Phone	Email
Senior Executive Recruiter	Frank Rojas	916-471-3111	frojas@cpshr.us

Project Manager Resume

Frank Rojas, Senior Executive Recruiter

Frank Rojas is a Senior Executive Recruiter with CPS HR Consulting. Frank brings more than 30 years of recruiting experience from the highly competitive direct placement and contract labor industries as well as the corporate environment. Mr. Rojas has significant experience placing corporate leaders, executive, professional, and technical staff including individual contributors for government sector, non-profits, aerospace, architectural and engineering, information technology, petroleum and chemical, energy, power, civil/structural, transportation and private industry.

In addition to recently completing recruitments for City of Shafter, City of Millbrae, City of Redlands, City of Berkeley, and LA Metro, recent successful efforts include positions of City Manager, Chief Financial Officer, Director of Planning & Development, Chief Executive Officer, Chief Ethics Officer, and Director-level hires for Engineering, Health Housing and Community Services, Human Resources, Community Development, Homeless Programs, Communications, and Division/Site General Managers.

Mr. Rojas began his career in Contract Labor and over the next 20+ years launched seven start-up offices in several states and locations providing direct placement and contract support to hundreds of clients in virtually all industries and levels of talent. He continued his career in the non-profit environment managing and building talent acquisition support during significant growth periods. Having been a speaker at several networking and career coaching venues, Frank believes in utilizing traditional recruiting methodology with social media. He was named in the top 1% viewed profiles on LinkedIn. Mr. Rojas has established a strong client and customer base through trust, effective recruiting, relationship building, and teamwork.

Employment History

- Senior Executive Recruiter, CPS HR Consulting
- Employment Director and Senior Recruiter, PRIDE Industries
- Corporate Recruiter, EMF Broadcasting
- Branch Manager and Acting Vice President, Fastek Technical Services

Professional Experience

- Managed and led recruiting efforts including client interface to define and write position descriptions, profiles, and goals. Responsible for creating marketing plans, screening and selection strategies, conducting interviews and participating in final hire and post-hire activities including reference and background checks.
- Assisted in salary evaluation and competitive comparisons. This includes candidate negotiations, travel and relocation (if appropriate), benefits, and confirmation and acceptance of any requirements prior to the submittal process and acceptance of offer.
- Managed in-house staff to ensure adherence of company policies and legal compliance. Developed and maintained positive, team-building methodologies that increased productivity, created a positive, productive staff, and maintained cooperativeness and trust.
- Recruited and identified senior-level management for several federal locations including General Managers, Assistant General Managers, HR Directors, Site Controllers, Quality Managers, T-4 Water and Environmental Director and Departmental Leadership at Fort Bliss, El Paso; Fort Polk, Louisiana; Joint Base McGuire-Dix-Lakehurst; New Jersey; Los Angeles Air Force Base; Cape Canaveral, Florida; and the Lawrence Livermore National Laboratory.
- Set up staff procedures and office functions; negotiated service agreements, ensured EEO, safety/OSHA quality, and all local, state, and federal compliance policies. Migrated and implemented several Applicant Tracking Systems including participation as Systems Administrator.
- Initiated effort to define the mission and business plans of expanding organizations. Developed road maps to build client base, relevant labor pools, and resources to sustain growth for the entire enterprise. Started corporate recruiting department and initiated recruiting strategies, hiring processes, retention, and integrated cost-effective marketing tools.
- Hired and motivated in-house talent and created cross-functional business/sales and recruiting process allowing for growth, skills development, and achievement to meet customer needs and provide for an effective team-oriented environment.

Education

- B.A., Political Science, University of California at Berkeley, Berkeley, CA

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
City of Berkeley 2180 Milvia Street Berkeley, CA 94704	Paul Buddenhagen, Deputy City Manager (510) 981-7014 PBuddenhagen@cityofberkeley.info
Director of Health, Housing and Community Services (2019) Public Works Director (2020)	
City of Millbrae 621 Magnolia Ave. Millbrae, Ca 94030	Tom Williams, City Manager (650) 259-2467 TWilliams@ci.millbrae.ca.us
Finance Director (2020)	
Contra Costa County 651 Pine Street 3 rd Floor Martinez, CA 94553	Dianne Dinsmore, Human Resources Director (925) 335-1766 Dianne.Dinsmore@hrd.cccounty.us
Deputy Clerk Recorder (2020) Chief Financial Officer (2020) Chief Probation Officer (2020)	

Current Engagements

Our recruiters are generally responsible for six to eight recruitments at any given time, depending on close and kick off times. Each recruitment is treated with equal importance, regardless of the size of the city or the type of recruitment. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. Our recruitment team has the capacity and expertise to take on the KPPCSD, General Manager recruitment.

Your project manager, **Frank Rojas**, will be available and accessible to you at all times. She will work with you to develop a detailed timeline, keep you informed throughout the recruitment, and be available for any and all questions or needs. This will extend to onsite visits, phone conversations, email and/or text messages as appropriate.

Methodology and Approach

Key Stakeholder Involvement

The Board of Directors on behalf of the Kensington Police Protection & Community Services District must be intimately involved in the search for a new General Manager. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board of Directors, other key stakeholders may also be invited to provide input for the development of the candidate profile.

Authority's Needs

A critical first step in a successful executive search is for the Board of Directors to define the professional and personal qualities required of the General Manager. CPS HR has developed a very effective process that will permit the Board of Directors to clarify the preferred future direction for KPPCSD; the specific challenges KPPCSD is likely to face in achieving this future direction; the working style and organizational climate the Board of Directors wishes to establish with the General Manager; and ultimately, the professional and personal qualities required of the General Manager.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new General Manager. We will contact the Board of Directors and the newly appointed General Manager within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride ourselves in our efforts to reach the best available potential candidates. We use advertisements,

directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and proactively call qualified individuals and referral sources.

Our Process

Our proposed executive search process is designed to provide KPPCSD with the full range of services required to ensure the ultimate selection of a new General Manager uniquely suited to KPPCSD's needs.



Phase I: Our consultant will meet with the Board of Directors and/or Ad Hoc Committee to ascertain KPPCSD's needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with KPPCSD.

Phase II: The recruitment process is tailored to fit KPPCSD's specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for KPPCSD. CPS HR will work with the Board of Directors to determine the process best suited to the Kensington Police Protection & Community Services District.

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 - Develop Recruitment Brochure

The first step in this engagement is a thorough review of KPPCSD's needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new General Manager. Activities will include:

- Identifying key priorities for the new General Manager and the conditions and challenges likely to be encountered in achieving these priorities.

- Describing the type of working relationship the Board of Directors wishes to establish with the General Manager.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new General Manager in light of the discussions above.
- Discussing recruitment and selection strategies for the Board of Directors' consideration to best produce the intended results.

CPS HR will provide a summary to KPPCSD stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to KPPCSD for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpshr.us/search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 – Board of Directors Selects Finalists

The recruitment process is tailored to fit KPPCSD's specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy. Examples may include:

Advertising Sources	
● Municipal Management Association Northern/Southern California	● California Special Districts Association
● Careers in Government	● Public CEO
● LinkedIn	● ICMA
● National Hispanic Network	● Governmentjobs.com
● National Forum of Black Public Administrators	● California City News
● Women Leading in Government	● California City Municipal Foundation
	● League of California Cities
	● Jobs Available

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of

the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 40% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the General Manager brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of KPPCSD. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.
- Provide guidance and resources to candidates regarding the area's cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to KPPCSD or continuing to ensure the public confidence in the integrity of KPPCSD.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes KPPCSD is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate's long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate's technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Board of Directors. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Board of Directors to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with KPPCSD to review this process and discuss KPPCSD's preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for KPPCSD. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting KPPCSD with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should KPPCSD wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for KPPCSD. A written (anonymous) summary of the reference checks is provided to KPPCSD.

- **Conduct Background Checks:** We will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to KPPCSD for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted.

Proposed Schedule

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of a new General Manager can be completed in 13 to 14 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/ Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting						➤										
Final Filing Date						➤										
Preliminary Screening								➤								
Present Leading Candidates									➤							
Interviews											➤					
Reference/ Background Checks													➤			
Appointment														➤		
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Cost Information

Professional Services

Our professional fixed fee covers all CPS HR services associated with **Phases I, II, and III** of the recruitment process, including the necessary field visits (up to three) to develop the candidate profile and recruitment strategy, assist KPPCSD with finalist selection, and facilitate candidate interviews.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, advertising, marketing, printing/copying, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses and ***we will work proactively with KPPCSD to ensure that dollars being spent for expenses are in keeping with KPPCSD's expectations.*** Travel expenses for candidates who are invited forward in the interview process are not included under our reimbursable range. However, should KPPCSD desire, CPS HR's Travel Team is available to coordinate these arrangements. This may require additional reimbursable expenses. The listed reimbursable expenses range includes a background check on the selected finalist candidate.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services Full Recruitment (Fixed Flat Fee)	\$18,000
Reimbursable Expenses <u>Approximate</u> recruitment costs include: <ul style="list-style-type: none"> ■ Brochure Design ■ Printing/Shipping ■ Advertising ■ Background check for one candidate ■ Consultant travel/miscellaneous 	\$7,000
Not-to-Exceed Total	\$25,000

*Professional fees and reimbursable expenses would be billed and paid monthly.

Optional: Recruitment Video

In addition to the standard recruitment brochure, CPS HR can develop a recruitment video to attract a wider range of applicants. More than 63% of organizations are now using visual media to attract the attention of job seekers, convey the culture of the organization, and effectively expand the talent pool. When comparing executive searches that include a video with searches that do not include a video, our data indicates that those with a video garner over 40% more applications. For this approximately three-minute video, CPS HR will arrive onsite to film footage of the workplace and community, as well as conduct onsite interviews with selected employees. This video is optional and costs **\$3,500**, raising the Not-to-Exceed Total to **\$28,500**.

Value Added Services

Stakeholder Engagement

The Board of Directors may desire input from residents, stakeholder groups, employees, etc. To accomplish this task, we have deployed several strategies to gather feedback including community meetings, online surveys, roundtable/visioning meetings, and teleconferences. An example of the breadth this process can take is our current recruitment for the Executive Director for the San Diego Association of Governments. Over a month period, we held five Community Engagement meetings in different geographical areas hosted by the Mayors in those regions; conducted four Employee Engagement meetings; created an online survey that received more than 250 responses; and, spoke/met with more than 40 additional stakeholders that included legislators and community and environmental groups. This information was compiled into a comprehensive report and presented to SANDAG's 19-member Board at their recent annual retreat. This information was used to create marketing materials and will inform our creation of appropriate applicant screening processes. The level of engagement would determine if any additional costs would be necessary.

Personality Inventory Assessment

In order to measure candidates' attitude, motivation, and personality, the Board of Directors may wish to consider the use of a personality inventory. CPS HR has a unique relationship with Hogan Assessment Systems to provide its products to the government sector. As an international authority in personality assessment, Hogan has over 30 years of experience helping agencies evaluate leadership potential. Hogan's Leadership Forecast Potential Report, for example, outlines an individual's day-to-day leadership style, including behavioral descriptions and leadership competencies in terms of seven dimensions of normal personality that address a different component of leadership performance. In addition to being informative about individuals' attitude, motivation, and personality, these personality measures are also highly reliable in terms of their prediction for successful job performance. These optional reports are priced from \$150 - \$450 per candidate based on the suite of assessments chosen.

Contract Assignment of Sub-Contract

CPS HR do not use subcontractors for these services.

Previous Contracts with the KPPCSD

CPS HR has no previous contracts with KPPCSD.

Guarantee

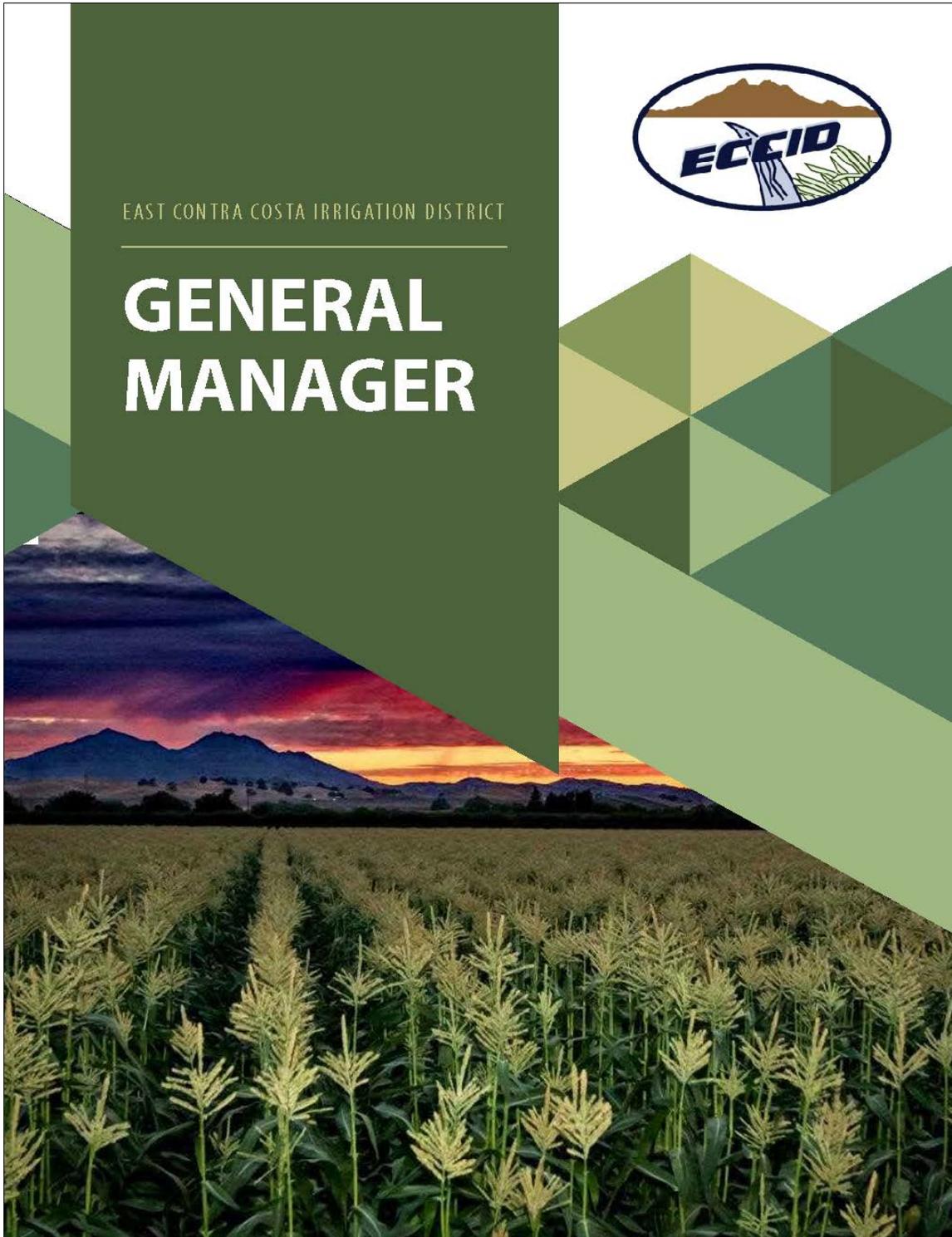
One-Year Service Guarantee

If the employment of the candidate selected and appointed by KPPCSD as a result of a full executive recruitment (Phases I, II, and III) comes to an end before the completion of the first year of service, CPS HR will provide KPPCSD with professional services to appoint a replacement. Professional consulting services will be provided at no cost. KPPCSD would be responsible only for reimbursable expenses. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the Kensington Police Protection & Community Services District in this important endeavor.

Appendix A: Sample Brochure



Proposal to Kensington Police Protection & Community Services District Executive Recruitment for General Manager



Why you want to join the East Contra Costa Irrigation District:

- Beautiful northern California Delta location with family-friendly communities and a diversity of housing options
- Opportunity to facilitate significant capital/infrastructure projects
- Well-managed organizations with a history of sound financial decisions
- Dedicated staff committed to the District's success
- Knowledgeable, long-serving Board of Directors

2 — EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER

ABOUT THE DISTRICT

The East Contra Costa Irrigation District (ECCID) is an independent special district established in 1926 under the Irrigation District Law. The District is governed by a five-member Board of Directors elected by Division to four-year terms and is supported by 19 full-time employees.

ECCID's boundaries encompass approximately 40 square miles and include the City of Brentwood, the unincorporated community of Knightsen, portions of the Cities of Oakley and Antioch. Most of the serviceable acreage is located in the unincorporated area of Contra Costa County, outside of the Brentwood city limits.

ECCID has a 1912 appropriation right to divert water from Indian Slough on Old River and a supplemental agreement with the Department of Water Resources (DWR) ensuring a certain quality and quantity of water. ECCID supplies irrigation water for agriculture, landscaping and recreational use (three local golf courses) as well as raw water for treatment and delivery to urban areas in southeast Antioch, parts of Oakley, and the City of Brentwood. ECCID has entered into agreements with the Contra Costa Water District and the City of Brentwood to sell surplus irrigation water for domestic use. This surplus water is treated at the Randall Bold Treatment Plant.

ECCID's infrastructure includes nine groundwater wells, over 35 lift pumps within seven pump stations, several tile drain systems and a conveyance system of approximately 60 miles of pipeline and 15 miles of open, concrete lined canals. Water is conveyed from Indian Slough west of Discovery Bay through seven pump stations for delivery to over 5000 acres of prime agricultural land, landscaping and golf courses. Nearly 80% of ECCID's customers have converted from furrow and flood irrigation to drip irrigation. ECCID's Operations Division includes six full-time Distribution System Operators who manage the delivery of water throughout the district. The irrigation season typically begins on March 1st and ends on October 31st; however, ECCID's mission is to provide water service to its customers, as needed. Dry weather and customer demand dictate the beginning and ending of the irrigation season.

ECCID's Maintenance Division includes nine full-time employees who conduct regular maintenance activities such as pipeline repairs, minor pipeline replacement, canal cleaning, and herbicide treatment to control aquatic weeds. ECCID receives federal power through the Western Area Power Administration (WAPA) and maintains its own power distribution line that serves the pump stations, wells and outlying lift and drainage pumps.

The proposed budget for 2018, and the long-range budget for the next six years, includes an annual allocation of approximately \$16 million dollars for Capital Projects, including the rehabilitation of ECCID's six 100-year old Main Canal Pump Stations and upgrades for the Supervisory Control and Data Acquisition (SCADA) System. Additionally, ECCID is developing a district-wide meter replacement program and implementing a Geographic Information System for mapping right of way, streets and infrastructure, as well as tracking maintenance activities throughout the district.

ECCID is a Groundwater Sustainability Agency (GSA) and is working with other local agencies (CSA's) to develop and implement a Groundwater Sustainability Plan.

EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER — 3

THE POSITION

Under the direction of a five-member Board of Directors, the General Manager serves as agent of the Board of Directors in planning, directing, managing, and overseeing the services, activities, and operation of the District including Administration, Engineering, Finance, Operations, Human Resources, Customer Service and Community Relations; serves as chief executive officer of the District ensuring that services and operations are delivered in an efficient and effective manner; implements policy decisions made by the Board of Directors; facilitates the development and implementation of District goals and objectives; and provides thorough administrative support to the Board of Directors.

Typical duties of the General Manager include, but are not limited to:

- Assume full management responsibility for all District operations, services, and activities including Administration, Engineering, Finance, Operations, Human Resources, Customer Service and Community Relations.
- Facilitate the development, implementation, and administration of District goals and objectives.
- Develop, prepare and administer the District's budget; prepare long-term plans of capital improvements and repair and replacement of District facilities, including financial plans; approve the forecast of funds needed for staffing, equipment, materials, and supplies; approve expenditures and implement budgetary adjustments as appropriate and necessary.
- Monitor and evaluate the efficiency and effectiveness of service delivery methods and procedures and allocate resources accordingly.
- Enhance organizational development to most effectively meet changing District needs.
- Ensure that the Board of Directors is informed of activities of the District and the extent to which objectives are being met; maintain positive and effective communication with Board members.
- Encourage cooperative efforts of staff; develop subordinates through delegation of authority, monitoring performance and providing feedback and counseling to key personnel.
- Select, or review the selection of consultants; approve capital expenditures within established authorization limits.
- Represent the District in meetings and discussions with employees, customers, the public, government officials, regulators, attorneys, and contractors in order to promote the District's goals and objectives and resolve issues.
- Communicate and interface with general managers in other districts; negotiate agreements with other districts at the local, regional or state level.

4 — EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER



THE COMMUNITY

ECCID is located in the City of Brentwood, one of the Bay Area's most dynamic communities. Located 55 miles west of San Francisco in Eastern Contra Costa County, Brentwood has grown from a small agricultural community of 7,500 just over two decades ago to its current population of approximately 62,000 residents. The City's growth has been carefully planned with tree-lined residential neighborhoods, new schools, award-winning parks, an extensive network of walking trails, retail shops, and a quaint Downtown.

Brentwood is also a place for both families and retirees to enjoy the views of majestic Mt. Diablo, the bounty of fresh fruits and produce from the rich agricultural areas adjacent to the City, and the recreational opportunities of the Delta.

EAST CONTRA COSTA IRRIGATION DISTRICT — GENERAL MANAGER — 5

THE IDEAL CANDIDATE

The ideal candidate will be an experienced manager and administrator with a background in dealing with agricultural irrigation, water, or similar utility operations in an agency of comparable size and scope. The ability to work collaboratively with the Board of Directors and other local and regional stakeholders, coupled with a professional demeanor and a proven track record of sound fiscal, technical and personnel management is expected. Strong communication skills, both verbal and written, and the ability to interact effectively with people from all walks of life, including community representatives, elected officials, Board members, management team members, and staff are paramount. The successful candidate will be a working manager who both empowers employees while holding them accountable. A background in construction management or the facilitation of capital projects will serve the next General Manager well as the District moves forward with significant infrastructure upgrades.

Additional desirable characteristics identified during discussions with board and staff include:

- Wide range of experience; hands-on skills and the ability to delegate
- Understands the complexities and political realities of water customers in the Delta
- Familiar with Groundwater Sustainability Plans
- Encourages staff development, supports team-building and cross-training

EDUCATION AND EXPERIENCE

A Bachelor's degree and a minimum five (5) years of supervisory experience in a related field that includes three (3) years in the public sector/local government is expected. PE, desirable.

Or, any combination of education and experience which would likely provide the necessary knowledge and abilities.





COMPENSATION AND BENEFITS

Compensation range is **\$150,000 - \$185,000** dependent on qualifications and experience. The benefit package provided to the successful candidate is as follows:

- » **CalPERS Retirement** – 2.7% at age 55 for Classic members; new CalPERS enrollees receive 2% at age 62 in accordance with the California Public Employee's Pension Reform Act
- » **Health, Dental, Vision** – The District provides several options of medical coverage including 100% fully paid dental and vision plans
- » **Disability and Life Insurance** – The District covers 100% of the premiums for short and long term disability insurance in addition to a life insurance policy for the employee
- » **Holidays** – 11 Holidays and 2 Floating Holidays
- » **Vacation Leave** – 10 - 25 days annually depending on years of service
- » **Sick Leave** – 12 days annually
- » **Automobile Allowance:** Vehicle provided for District use

APPLICATION PROCESS

To be considered for this exceptional career opportunity, submit your résumé, cover letter, a list of six work-related references (two supervisors, two direct reports and two colleagues) by **Monday, January 21, 2019**. Résumé should reflect years and months of employment, beginning/ending dates as well as size of staff and budgets you have managed, and a description of your construction management experience.

Please go to our website to submit your application: <https://secure.cpshr.us/escandidate/JobDetail?ID=413>

For further information contact:
Pam Derby
CPS HR Consulting
(916) 263-1401
E-mail: pderby@cpshr.us
Website: www.cpshr.us

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultant. Candidates deemed most qualified will be referred to the District. Selected candidates will be invited to participate in further interview and selection activities. An appointment will be made following comprehensive reference and background checks.

8 — EAST CONTRA COSTA IRRIGATION DISTRICT – GENERAL MANAGER



A Proposal to Conduct an Executive Recruitment
for the Position of
GENERAL MANAGER
on behalf of the
KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES
DISTRICT

1544 Eureka Road, Suite 280
Roseville, CA 95661
(916) 784-9080
(916) 784-1985 fax

August 4, 2020

KPPCSD BOARD OF DIRECTORS
KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT
217 ARLINGTON AVENUE
KENSINGTON, CA 94707

Submitted Via Email To: blindsay@kppcsd.org

Dear Members of the Board:

Bob Murray & Associates is pleased to submit a proposal to conduct the General Manager recruitment for the Kensington Police Protection and Community Services District (KPPCSD). The following details our qualifications and describes our systematic—yet flexible—method of identifying, recruiting, and screening outstanding candidates on your behalf. It also includes a proposed budget, timeline, and guarantee.

At Bob Murray & Associates, we pride ourselves on providing quality service to local governments, non-profit agencies, and private firms. Our recruitment process helps you to determine the direction of the search and the types of candidates you seek while capitalizing on our decades of experience and vast network of contacts to reach those candidates. Our expertise ensures that the candidates we present to the Kensington Police Protection and Community Services District will match the criteria you have established, be a good fit for your organization, and be outstanding in their field.

We recognize that we work at the pleasure of the Board of Directors and our job is to facilitate the Board's General Manager search. From the outset of the search, we work to establish a strong partnership with the Board to ensure the placement of a General Manager who is ideally suited to its needs. In developing an effective search, we will seek the opportunity to meet with the Board members individually to discuss their expectations for the Kensington Police Protection and Community Services District's new General Manager. We hope they will speak candidly with us regarding the traits they are looking for in the new General Manager. The insights garnered as a result of these meetings will be invaluable as we recruit and screen candidates for the position.

With respect to the General Manager recruitment and the Kensington Police Protection and Community Services District, Bob Murray & Associates has conducted over 1,000 searches on behalf of local government and special district executives in the eleven western United States and a vast network of contacts. We have conducted numerous General/District Manager and Administrator searches on behalf of large and small agencies throughout the Western United States. We are currently conducting the General Manager recruitment on behalf of Laguna Beach County Water District, CA and the Land & Facilities Services Manager on behalf of Midpeninsula Regional Open Space District, CA.

Recent General Manager recruitments we have completed similar in size and scope to your upcoming search include the following:

2019

Jurupa Community Services District, CA
Mendocino County Russian River Flood
Control and Water Conservation
Improvement District, CA
Mountain House Community Services
District, CA
Reclamation District #1000, CA

Livermore Area Recreation and Park District,
CA
Palos Verdes Library District, CA (District
Director)
Rancho Simi Recreation and Park District, CA
Santa Clarita Valley Water Agency, CA
(Assistant General Manager)

2018

Bear Valley Community Services District, CA
City of Glendale, CA (Chief Assistant General
Manager/Electric Services)

2017

Fallbrook Public Utility District, CA
Hidden Valley Lake Association, CA
Santa Ana Watershed Project Authority, CA

We work as a team on every search at Bob Murray & Associates. Your Project Lead would be Gary Phillips. Mr. Phillips is highly experienced in guiding elected bodies through the decision-making process and would not only direct and supervise the project team from beginning to end but also serve as your Recruiter.

To learn first-hand of the quality of our services and why the majority of our engagements come from repeat and referred clients, we invite you to contact the references listed on page 14 of the attached proposal.

We can confirm that all elements of the Request for Proposal regarding Executive Recruitment Services for General Manager are understood and can be performed as outlined. Bob Murray & Associates looks forward to your favorable consideration of our qualifications and extends the terms of our proposal for 180 days from the proposal due date of August 6, 2020. Please do not hesitate to contact Gary Phillips at (916) 784-9080 with any questions.

Sincerely,

Valerie Gaeta Phillips

Valerie Gaeta Phillips
President, Bob Murray & Associates

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THE RECRUITMENT PROCESS

Bob Murray & Associates' recruiters are specialists in finding the perfect fit, providing security and fairness to candidates and clients while ensuring the integrity of the search process. We understand that superlative recruiting for the General Manager will lead to superlative results for the Kensington Police Protection and Community Services District. Outlined below are the steps in our proven recruitment process, refined through our 30+ years of experience in executive search.

STEP 1 DEVELOP THE CANDIDATE PROFILE

Our understanding of the Kensington Police Protection and Community Services District's needs will be key to a successful search. Gary Phillips will meet with the Board of Directors and key stakeholders to learn as much as possible about the ideal candidate for the General Manager position. We want to become familiar with the values and culture of the organization, as well as to understand the current and future issues, challenges, and opportunities in the Kensington Police Protection and Community Services District.

Mr. Phillips will review and help define the District's wish-list regarding the ideal candidate's personality, management style, knowledge, skills, and abilities and will work with the District to identify expectations regarding education and experience. The Board of Directors and Mr. Phillips will discuss compensation, benefits, and other key information necessary to ensure that outstanding candidates are attracted to this opportunity. The profile we develop together at this stage will drive subsequent recruitment efforts.

Optional Service: Community and Staff Involvement

We find that many of our clients value a recruitment process that opens the opportunity for community members, business leaders, organization representatives, and employees to provide input regarding the ideal candidate. Our recruiters are skilled in designing and facilitating forums, town hall meetings, and online surveys that allow equitable involvement from a variety of constituencies and in consolidating feedback into a cohesive narrative of common themes.

If the Kensington Police Protection and Community Services District so desires, we will work with the Board of Directors to create a customized community and/or staff input process.

STEP 2 DESIGN/DISTRIBUTE BROCHURE AND ADVERTISEMENTS

Mr. Phillips and your dedicated Recruitment Coordinator will use the candidate profile developed with the Kensington Police Protection and Community Services District to create a professional recruitment brochure, with the assistance of our professional graphic designer. The four-page, full-color brochure will describe the community, organization, position, ideal candidate, and compensation and will include pictures provided by the Kensington Police Protection and Community Services District that you feel best represent your organization and your community.

Upon your approval, Mr. Phillips will send the brochure by postal mail and email to a targeted audience, personally inviting potential candidates to apply for the General Manager position. We

will also place the recruitment brochure on our website, which attracts over 11,000 unique hits weekly and is a trusted resource for candidates seeking executive and professional positions. Two sample brochures are included in this proposal package for your reference.

Mr. Phillips will also design an effective advertising campaign appropriate for the General Manager recruitment. Our broadest outreach comes through our active social media involvement on Facebook, LinkedIn, and Twitter, where upcoming and current positions are posted. Sources such as *Western City Magazine*, the “Jobs Available” newsletter, and the Careers in Government website will be used to reach an extensive local government audience, while position-specific postings will be chosen to attract candidates who have built their careers in and are committed to the General Manager field.

Suggested General Manager-specific advertising sources for the Kensington Police Protection and Community Services District’s search include:

- California Special Districts Association
- California City News
- LinkedIn

Bob Murray & Associates does not typically place ads with job aggregators or general job posting sites such as CareerBuilder, Monster, or Indeed, as we have found that the broad reach of these sites does not necessarily lead to quality candidates for executive and professional positions.

Reaching Diverse Candidates

Bob Murray & Associates, a woman- and minority-owned business, is proud of its commitment to attracting and placing diverse candidates. Not only do we place advertisements with websites designed to attract minority and female candidates, but our President, Valerie Phillips, is a member herself of many diversity-focused organizations including the Local Government Hispanic Network, the League of Women in Government, the Professional Women’s Network, Mexican Professionals, and Women Leading Government. She networks frequently with fellow members to gain insight into which potential candidates are leaders in their field.

Mr. Phillips will seek to reach candidates in communities and organizations with demographic profiles and populations served like that of the Kensington Police Protection and Community Services District, to maximize the potential for individuals from a wide variety of backgrounds, cultures, and life experiences to be considered for the General Manager position.

STEP 3 RECRUIT CANDIDATES

The strongest candidates are often those who are successful and content in their current positions and need to be sold on a new opportunity. Our extensive network of contacts, developed through over 1,400 successful placements, is a primary source for identifying and obtaining referrals for these candidates. Our in-house database of 40,000 current and former executive and professional candidates is a valuable resource that can only be built over time—time that we have invested into perfecting our process for finding the right candidates for our clients. Our aggressive outreach efforts are focused on phone calls to personally invite potential applicants, answer questions, and

allay any reservations, and these efforts are essential to the success of the General Manager recruitment.

STEP 4 SCREEN CANDIDATES

Following the closing date for the recruitment, Mr. Phillips will screen all resumes we have received, using the criteria established in the candidate profile as a basis upon which to narrow the field of candidates. Internal candidates receive sensitive consideration, and Mr. Phillips will discuss with the Board of Directors how the Kensington Police Protection and Community Services District wishes to proceed with these candidates.

STEP 5 CONDUCT PRELIMINARY INTERVIEWS

Mr. Phillips will personally interview the top 10 to 15 candidates from the resume screening, with the goal of determining which candidates have the greatest potential to succeed in your organization. To reduce travel-related expenses to our clients and increase efficiency in the search process, these interviews are typically conducted via Skype, FaceTime, or other convenient videoconferencing applications.

During these in-depth interviews, Mr. Phillips will explore each candidate's background and experience as it relates to the General Manager position, such as significant accomplishments, size and scope of responsibility, and organizational culture. In addition, Mr. Phillips will discuss with the candidates their motivation for applying for the position and assess his/her knowledge, skills, and abilities. We will devote specific attention to establishing the likelihood of the candidate's acceptance of the position if an offer of employment is made.

STEP 6 SEARCH PUBLIC RECORDS

Under the direction of Mr. Phillips, your dedicated Recruitment Coordinator will conduct a review of published print and online articles for each recommended candidate. Sources include Lexis-Nexis™, Google, social media, and our contacts in the field. This will alert Mr. Phillips to any further detailed inquiries we may need to make before our recommendations are finalized.

STEP 7 MAKE RECOMMENDATIONS

Based on our findings during the preliminary interview process, Mr. Phillips will recommend a limited number of candidates for your further consideration. He will make specific recommendations and will help facilitate discussions regarding the candidate pool, but the final determination of those to be considered will be up to you.

We typically recommend 6-8 candidates that we feel will best match your expectations, and we prepare a detailed written report on each candidate. This bound report provided to each member of the decision-making body includes:

- Candidate list with Recommended Finalists identified in *Group 1* and *Group 2* (primary and secondary recommendations), as well as *Internal* candidates
- Summary of experience, education, and salary information for each Recommended Finalist candidate

- Complete cover letter and resume for each Recommended Finalist candidate
- List of *Other Applicants* (those who did not meet minimum qualifications or were otherwise unsuitable, based on our screening process)

Bob Murray & Associates maintains all search records for a period of seven (7) years following each recruitment, and we are happy to forward cover letters and resumes for each applicant by postal mail or email as soon as the recruitment closes to new applications.

STEP 8 FACILITATE FINAL INTERVIEWS

Our years of experience will be invaluable as we help you develop an interview process that objectively assesses the qualifications of each candidate. We will work with the Kensington Police Protection and Community Services District to craft and implement an interview approach that fits your needs. This may include individual and panel interviews by the Board of Directors and key stakeholders, community/employee interview panels, writing and presentation samples, meet-and-greets, or another specialized process element Mr. Phillips helps the Kensington Police Protection and Community Services District to design.

Mr. Phillips will be present on-site during the interviews to facilitate as necessary during the process and to guide discussion to consensus regarding final candidates. Bound interview books will be provided to each interview panel member containing:

- Recruitment brochure with candidate profile
- Interview schedule
- Suggested interview questions
- Experience summary, cover letter, resume, and rating form for each candidate
- Ranking forms for use during the panel interview process

We will work closely with your staff to coordinate and schedule interviews and candidate travel. Our goal is to ensure that each candidate has a very positive experience, as the way the entire process is conducted will influence the final candidates' perception of your organization.

STEP 9 CONDUCT BACKGROUND AND REFERENCE CHECKS

Mr. Phillips and your Recruitment Coordinator will conduct detailed reference checks for up to three (3) final candidates. To gain an accurate and honest appraisal of the candidates' strengths and weaknesses, we will talk candidly with people who have direct knowledge of their work and management style. In addition to gaining a 360-degree view of candidates from the perspective of their supervisors, subordinates and peers for the past several years, we will make a point of speaking confidentially to individuals who may have further insight into a candidate's abilities but who may not be on their preferred list of contacts.

Your Recruitment Coordinator will work with candidates and our professional backgrounding firm, HireRight, to conduct credit, civil litigation, and motor vehicle record checks and verify candidates' degrees.

STEP 10 ASSIST IN NEGOTIATIONS

We recognize the critical importance of successful negotiations and can serve as your representative during this process. Mr. Phillips knows what other organizations have done to put deals together with great candidates and what the current market is like for General Manager positions in organizations like the Kensington Police Protection and Community Services District's. He will be available to advise you regarding current approaches to difficult issues, such as housing and relocation. We will represent your interests and advise the chosen candidate and you regarding salary, benefits, and employment agreements, with the goal of putting together a deal that results in the appointment of your chosen candidate. With our proven experience and vested interest in a positive outcome, we can turn a very difficult aspect of the recruitment into one that is straightforward and agreeable for all parties involved.

COMPLETE ADMINISTRATIVE ASSISTANCE

We receive many unsolicited testimonials each year from clients and candidates alike noting our prompt, considerate, accurate, and professional service during the search process. Throughout the recruitment, in time intervals that suit the Kensington Police Protection and Community Services District, we will provide you with updates on the status of the search and attend to all administrative details on your behalf.

Candidates receive immediate acknowledgement of their applications, as well as personal phone calls and/or emails (as appropriate) advising them of their status at each critical point in the recruitment. Candidates who receive preliminary or final interviews and are not chosen to move forward in the interview process will receive personal calls from Mr. Phillips on behalf of the Kensington Police Protection and Community Services District.

It is our internal company standard that all inquiries from clients and candidates receive a response within the same business day whenever possible, and certainly within 24 hours if the inquiry is received during the work week. Mr. Phillips will be available to the Kensington Police Protection and Community Services District by office phone, cell phone, and email at any time to ensure a smooth and stress-free recruitment process.

COSTS AND GUARANTEE

PROFESSIONAL FEE AND EXPENSES

The fixed, flat professional services fee for conducting the General Manager recruitment on behalf of the Kensington Police Protection and Community Services District is \$17,500. Services provided for in this fee consist of all steps outlined in this proposal, including two (2) days of meetings on site or remote meetings based on restrictions due to the coronavirus pandemic. The professional fee does not limit the amount of time invested by Bob Murray & Associates in promoting a successful outcome for this project. In fact, our mission for this project is to ensure we assist in identifying the right candidate for the Kensington Police Protection and Community Services District. Therefore, Mr. Phillips will contact the city at the first anniversary of the placement to confirm an effective transition has occurred.

The Kensington Police Protection and Community Services District will also be responsible for reimbursing expenses Bob Murray & Associates incurs on your behalf. We estimate expenses for this project not to exceed \$5,500. Reimbursable expenses include (but are not limited to) such items as the cost of recruiter travel; clerical support; brochure development; placement of ads; credit and civil background checks; education verification; and public records searches. Postage, printing, photocopying, and telephone charges are allocated costs and included in the expense estimate. *In no instance will expenses exceed this estimate without prior approval from the Kensington Police Protection and Community Services District.*

Expense reimbursement for candidate travel related to on-site interviews will be the responsibility of the Kensington Police Protection and Community Services District.

Professional Fees and Reimbursable Expenses	
Professional Services (Fixed Flat Fee)	\$17,500
Reimbursable Expenses <i>Example costs and approximate amounts include:</i>	
Brochure Design and Printing (\$1,275)	
Advertising (\$3,000)	\$5,500
Background Checks – 3 candidates (\$550)	
Consultant Travel (\$100)	
Other expenses – supplies, shipping, clerical (\$575)	
Not-to-Exceed Total	\$23,000

Optional Services

- Community/Staff Input Forum: \$1,500/day, plus travel expenses
- Online survey with analysis of results: \$250
- Additional on-site meeting days: \$1,500/day, plus travel expenses
- Additional background checks: \$250/candidate
- Additional reference checks: \$500/candidate
- Other services: \$250/hour or \$1,500/day

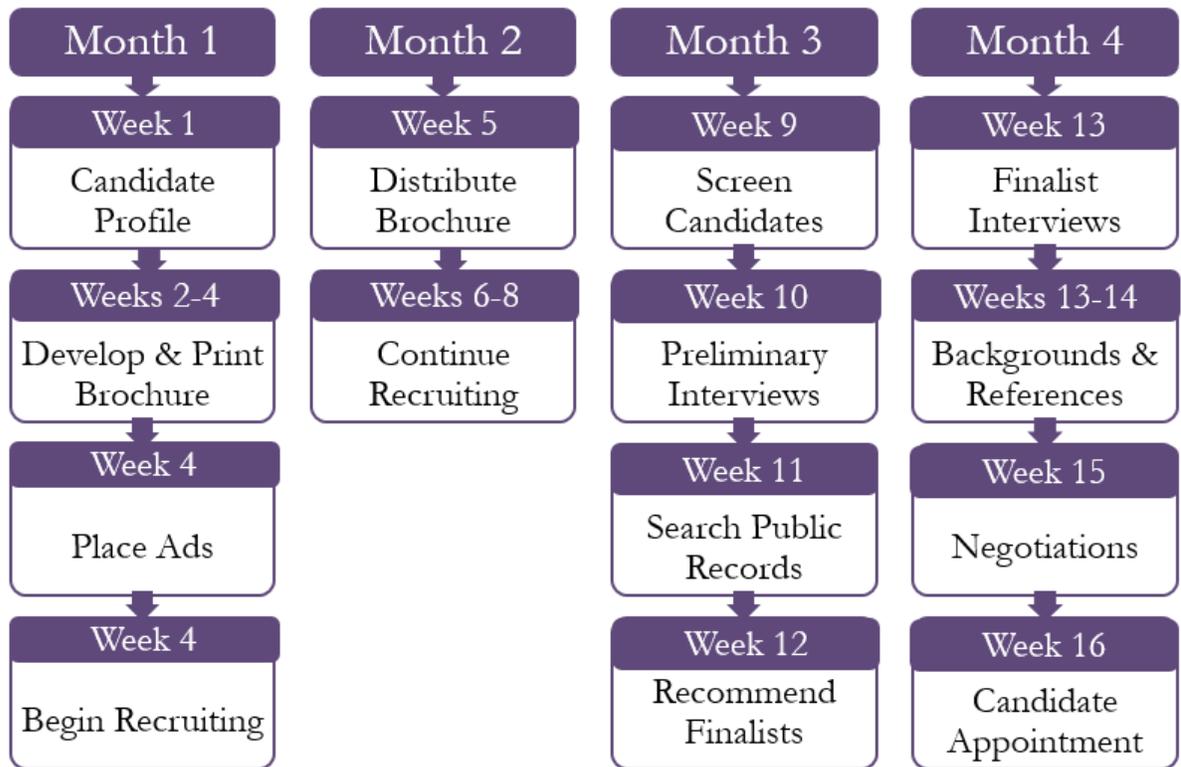
GUARANTEE

Should a candidate recommended by our firm position resign or be terminated within the first 12 months of employment, we will provide the Kensington Police Protection and Community Services District with professional services to secure a replacement. Services will be provided at no cost, aside from expenses incurred on the Kensington Police Protection and Community Services District's behalf during the new search. We are confident in our ability to recruit outstanding candidates and do not expect the District to find it necessary to exercise this provision of our proposal.

RECRUITMENT SCHEDULE

We are prepared to start work on this assignment upon receipt of a signed professional services agreement or other written, authorized notification. A full search can be completed in 13-16 weeks from the date of initial meetings with our client.

The final recruitment schedule will be determined in collaboration with Kensington Police Protection and Community Services District. A typical timeline of tasks and events is included here for reference.



FIRM PROFILE

OUR STAFF

Bob Murray & Associates is a small firm focusing exclusively on executive search services. We have a team of nine (9):

- ◆ Bob Murray, *Founder*
- ◆ Valerie Gaeta Phillips, *President*
- ◆ Gary Phillips, *Executive Vice President*
- ◆ Regan Williams, *Vice President*
- ◆ Joel Bryden, *Vice President*
- ◆ Carmen Valdez, *Senior Executive Recruiter*
- ◆ Amber Smith, *Principal Recruitment Coordinator*
- ◆ Zoila Couture, *Senior Recruitment Coordinator*
- ◆ Gini Herndon, *Contracts Administrator/Bookkeeper*

BOB MURRAY, FOUNDER

Mr. Murray—known simply as “Bob” to his clients and candidates throughout the western U.S.—brings over 40 years’ experience as a recruiter and is recognized as one of the top local government recruiters in the nation. He conducted hundreds of searches for cities, counties, and special districts and was called on to conduct searches for some of the largest, most complex organizations in the country—and some of the smallest. Bob conducted searches for chief executives, department heads, professional and technical positions, taking the lead on many of the firm’s most difficult assignments with great success. His clients retained him again and again, given the quality of his work and success in finding candidates for difficult to fill positions.

As our Founder, Bob currently takes on few searches personally but continues to be an active presence at Bob Murray & Associates, providing valued insight and experience to our team members regarding all aspects of the recruitment process.

Mr. Murray received his Bachelor of Science Degree in Criminology from the University of California at Berkeley with graduate studies in Public Administration at California State University at Hayward.

VALERIE GAETA PHILLIPS, PRESIDENT AND RECRUITER

Ms. Gaeta Phillips has over 18 years of recruiting experience, including more than a decade of recent experience in executive search for public, private, and startup companies nationwide. Since joining Bob Murray & Associates, Valerie has completed over 40 searches in a diverse range of fields, including city and general management, planning, finance, human resources, transportation, communication and public relations, community and economic development, information technology, parks and recreation, and operations. She has recruited at all levels of municipal and non-profit organizations, from technicians and engineers to Executive Directors and Chief Executive Officers.

Valerie is valued for her passion for finding and retaining the most outstanding candidates for even the most difficult or untraditional assignments and for her commitment to her clients' success; she is also active in a variety of industry organizations and in diversity-focused associations. Valerie is called upon often to serve as an expert speaker on topics such as managing one's online reputation, diversity issues in municipal and non-profit leadership, and how to identify a good "fit" for organizational culture.

Ms. Gaeta Phillips, along with Executive Vice President Gary Phillips, has a passion for helping people, evidenced by fundraising, sponsorship, and involvement in raising awareness for organizations such as Autism Speaks, the UC Davis M.I.N.D. Institute, and the Northern California Special Olympics.

GARY PHILLIPS, EXECUTIVE VICE PRESIDENT AND RECRUITER

Since joining Bob Murray & Associates, Mr. Phillips has completed over 50 searches for executives and professionals in a wide variety of fields including animal services, city and general management, planning, legal counsel, cyber security, and human resources. Gary's clients have ranged from municipal government to non-profit and private sector organizations, and he has sourced outstanding candidates for positions from the level of division managers up to City Managers, Executive Directors, and General Managers.

Gary started his career with a New York-based Fortune 100 company and quickly became a Senior Manager, building and running a large customer service organization that eventually expanded to 13 countries in Europe. He proceeded to hold senior leadership positions in several Fortune 500 companies, with noted successes such as building an organization from two to 250 employees worldwide and growing a company from 800 to 1200 employees.

As part of an executive acquisition and recruiting team, Gary helped build a start-up enterprise software company in San Francisco, recruiting top-notch talent and building a world-class organization. He has maintained customer relationships in the public sector and the private sector, including medical and financial institutions. He prides himself on finding key talent and offering the best customer service to his clients.

Mr. Phillips, along with Ms. Gaeta-Phillips, is involved in his community as a soccer coach, as an organizer of fundraisers for Autism Speaks and the UC Davis M.I.N.D. Institute, and as a sponsor of the Northern California Special Olympics. Mr. Phillips received his Associate of Science degree and completed additional coursework at Rochester Institute of Technology, NY.

REGAN WILLIAMS, SENIOR VICE PRESIDENT AND RECRUITER

Mr. Williams brings 30 years of local government experience to Bob Murray & Associates and has over 17 years of experience in executive recruitments with our firm. In his time with Bob Murray & Associates, Regan has conducted over 275 executive searches ranging from managers and department heads to City Managers, Executive Directors, and General Managers. If Regan were to have a recruiting specialty, it would be public safety positions: he has personally conducted over 60 Police Chief and 20 Fire Chief recruitments.

Prior to joining Bob Murray & Associates, Regan served as Director of Public Safety with the City of Sunnyvale, CA. He was involved in the development of some of Sunnyvale's most innovative public safety programs and has a national reputation for excellence in law enforcement, as well as in law enforcement executive recruiting. Regan's clients find his prompt and personal attention, insight, and expertise in recruitment and selection an asset. He is often called upon to recruit for difficult-to-fill law enforcement positions, such as the position of Police Chief or City Manager in challenging political environments.

Mr. Williams received his Bachelor of Science Degree in Administration of Justice from San Jose State University. He is also a graduate of the FBI National Academy.

JOEL BRYDEN, VICE PRESIDENT AND RECRUITER

Mr. Bryden has over 30 years of local government experience that he brings to the firm, having retired as Chief of Police in Walnut Creek, CA prior to joining Bob Murray & Associates in 2013. Throughout his career, Joel has been involved in public sector consulting, with vast experience in hiring and promotional processes, as well as interviewing candidates for advancement in all aspects of local government.

Joel has a solid reputation as a leader in the public sector and his ability to find and evaluate outstanding applicants for our clients is invaluable in the search process. Since joining Bob Murray & Associates, Joel has conducted over 50 recruitments in a broad range of sectors including police, fire, building, planning, city management, and general management. He is often called upon to recruit specialized or difficult-to-fill positions, such as Independent Police Auditor.

Mr. Bryden is a graduate of the FBI National Academy and obtained his Bachelor of Arts Degree in Communication from San Diego State University. He is currently based in Walnut Creek, CA.

CARMEN VALDEZ, SENIOR EXECUTIVE RECRUITER

Carmen Valdez provides executive recruitment and human resource services to municipal government agencies and non-profits. She has more than 25 years' experience in team-building, executive search, general human resources, classification and compensation, testing, policy development, performance management, organizational development, discipline, and other employee relations activities.

Carmen has most recently been consulting with Municipal Resource Group, prior to which she spent over 30 years with the City of Milpitas, a Silicon Valley city of 70,000 residents. In this capacity, she was responsible for collective bargaining, PEPRAs and Affordable Care Act implementation, modernizing Human Resource services to improve efficiencies and reduce costs, revamping the Workers Compensation service delivery and completing a City-wide strategic plan. Carmen also spent almost 2 years as the Director of Recreation Services.

In addition to her significant experience in the public sector, Carmen earned a Bachelor of Arts degree in Business from University of Phoenix. She is also a member of Local Government Hispanic Network and League of Women in Government. She is an avid runner and enjoys giving back to her community.

AMBER SMITH, PRINCIPAL RECRUITMENT COORDINATOR

As Principal Recruitment Coordinator with Bob Murray & Associates, Ms. Smith acts as a liaison between clients and candidates from beginning to end of each recruitment process. Under the direction of each client's assigned Recruiter, Amber is responsible for the development and distribution of position recruitment and advertising materials, client research, reference and background checks, responding to requests for proposals, and providing a broad range of support services for the recruiting team. She also provides leadership for our in-house staff and is an invaluable resource.

Amber brings over a decade of client-oriented customer service, administrative, and management experience to Bob Murray & Associates. Since joining our team in 2013, she has shown a commitment to working as a partner with clients and candidates to provide a quality service and experience.

Ms. Smith received her Bachelor of Arts degree in Business Administration from La Sierra University, Riverside, California.

ZOILA COUTURE, SENIOR RECRUITMENT COORDINATOR

As Senior Recruitment Coordinator with Bob Murray & Associates, Ms. Couture acts as a liaison between clients and candidates throughout each recruitment process. Under the direction of our client's assigned Recruiter, Zoila's responsibilities include development and distribution of position recruitment and advertising materials, candidate research, reference checks, and providing a broad range of support services for the recruitment team.

Zoila joined our firm in 2019 with extensive experience in research, communication, and project management. She is committed to providing the highest level of quality support and to working as a partner with clients and candidates throughout the search process.

Ms. Couture received her Bachelor of Arts degree in Political Science from the University of California, Davis.

GINI HERNDON, CONTRACTS ADMINISTRATOR/BOOKKEEPER

Ms. Gini Herndon is the Contracts Administrator/Bookkeeper at Bob Murray & Associates. Ms. Herndon is the first point of contact at Bob Murray & Associates and has an extensive administrative background in business law.

Ms. Herndon is known for her collaborative approach as she works closely with our internal team and clients to ensure a successful search. As a first point of contact, Ms. Herndon is highly professional and maintains a high level of confidentiality and sensitivity.

CORPORATION

Bob Murray & Associates was founded in May 2000 and operated under the corporation name MBN Services, Inc. until June 2014; our new corporation name is GVP Ventures, Inc., incorporated in California in 2014. Contact information for the corporation and the firm is as follows:

GVP Ventures, Inc. OR Bob Murray & Associates
1544 Eureka Road, Ste. 280
Roseville, CA 95661
(916) 784-9080
apply@bobmurrayassoc.com

Our corporation and firm are financially sound (and have been so since 2000), with documentation from our accountant available to your organization prior to final execution of a professional service agreement. We have never been involved in any litigation, aside from our personnel serving as expert witnesses when called to do so.

PROFESSIONAL ASSOCIATIONS

Our firm, represented by either our President or our Executive Vice President, are involved in the following organizations to remain engaged with current and future issues relevant to the work we conduct on behalf of clients like Kensington Police Protection and Community Services District:

- California Special Districts Association – *Member*
- California City Management Foundation (CCMF) – *Member*
- International City/County Management Association (ICMA) – *Member*
- League of California Cities – *League Partner*
- League of Women in Government – *Sponsor/Member*
- Municipal Management Association of Northern California (MMANC) – *Sponsor/Member*
- Municipal Management Association of Southern California (MMASC) – *Sponsor/Member*
- National Forum for Black Public Administrators (NFBPA) – *Committee member for Marketing and Branding*

Members of our leadership team not only attend events sponsored by these associations but are also frequently called upon to serve as panel members and to provide specialized lectures regarding industry-specific issues.

Recent and upcoming speaking engagements and trainings provided by our staff include:

- “Role of the Chief” class, presented by Joel Bryden on behalf of the California Police Chiefs Association
- Organization of Latino Affairs invited speaker, Valerie Phillips for Hispanic Heritage Month; and
- “The Next Step on Your Career Ladder: A Rung Up or a Missed Step? What City Managers are Seeking to Create a Dream Team,” Bob Murray & Associates is a leading participant on the MMANC 2019 Conference Panel

REFERENCES

Clients and candidates are the best testament to our ability to conduct quality searches. Clients for whom Bob Murray & Associates has recently conducted similar searches are listed below:

CLIENT: Jurupa Community Services District, CA
POSITION: General Manager
REFERENCE: Ms. Jane Anderson, Director
(951) 685-7434, or
Ms. Julie Saba, Board of Directors' Secretary
(951) 727-3528

CLIENT: Rancho Simi Recreation and Park District, CA
POSITION: General Manager
REFERENCE: Ms. Theresa Pennington, Director of Administration
(805) 584-4417

CLIENT: Santa Clarita Valley Water Agency
POSITION: Assistant General Manager
REFERENCE: Mr. Matt Stone, General Manager
(661) 297-1600

CLIENT: Sweetwater Authority, CA
POSITION: Director of Distribution
REFERENCE: Ms. Tish Berge, General Manager
(619) 420-1413

We appreciate the Kensington Police Protection and Community Services District's consideration of our proposal and look forward to working with you.





Submittal date: July 31, 2020

Proposal for Executive Recruitment Services for General Manager

**Kensington Police Protection and Community Services
District**

K&A Recruiting is **enhancing** the California market with a focus on innovation and diverse candidate pools, integrating a forward-thinking recruiting philosophy with traditional public sector values.

Submitted by:

K&A Recruiting

2835 Seventh Street
Berkeley, CA 94710

Richard O'Donnell
Recruitment Manager
rodonnell@koffassociates.com
510.679.3983



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EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

COVER LETTER

July 31, 2020

Bill Lindsay, Interim General Manager
Kensington Police Protection and Community Services District
217 Arlington Avenue
Kensington, California 94707

Dear Mr. Bill Lindsay:

Thank you for the opportunity to submit a proposal to assist the Kensington Police Protection and Community Services District (District) in their recruitment efforts. Koff & Associates Recruiting (“K&A Recruiting”) is most interested in assisting the District with its executive search efforts for a General Manager. We are always committed, regardless of the level of position, to finding and placing candidates who are dedicated to public service.

Our unique selling proposition lies in K&A Recruiting’s 36 years of experience supporting public sector clients in California. Through our investment in modern recruitment technology, we offer forward-thinking services that not only provide for advanced sourcing and outreach but allows us to tell the story of each project through easy-to-understand data. K&A Recruiting uses National Language Processing to remove bias from our job ads, creating diversity in candidate pools to build workforces that accurately represent the communities served.

Having conducted countless executive search efforts has made K&A Recruiting an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Our firm has a vast pool of resources at our fingertips when designing a successful advertising campaign.

K&A Recruiting has reviewed and accepts the terms and conditions of this RFP. If selected, we are willing to enter into an agreement under the terms and conditions prescribed by this RFP, which may include standard insurance provisions.

K&A Recruiting has the capacity to begin the recruitment process immediately and complete within the established timeframe. This proposal shall remain valid for at least 180 days subsequent to the proposal due date and thereafter in accordance with any resulting contract between K&A Recruiting and the District.

As Recruitment Manager of the firm, I would be Co-Project Director for all recruitment efforts together with our CEO, Georg Krammer, and K&A Recruiting’s supporting team. You can reach me at (510) 658-5633 and my email address is rodonnell@koffassociates.com.

Thank you,

Richard O’Donnell
Recruitment Manager



EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

BACKGROUND AND QUALIFICATIONS

Koff & Associates (“K&A”) is a full spectrum, public-sector human resources consulting firm that was founded by Gail Koff in 1984, and has been assisting special districts, cities, counties, other public agencies, and non-profit organizations for over 36 years.

We are a private California corporation, #2785458, and our legal name is Kaneko & Krammer Corp. dba Koff & Associates, Inc. and K&A Recruiting. Our headquarters are located at 2835 Seventh Street, Berkeley, CA 94710. We are a California State-certified Small Business Enterprise; and through the County of Alameda, we are also a locally certified Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. All recruitments have been brought to completion within stipulated time limits and proposed fees.

Our long list of clients is indicative of our firm’s reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective results. K&A Recruiting is “hands on” and responsive with the ability and expertise to identify the ideal candidate for your agency at this point in time.

K&A Recruiting uses its 36-year network to leverage recommendations and referrals of past clients in combination with modern sourcing techniques and technology to build the best candidate pools on the market. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that we have not had any formal appeals in our history, working with hundreds of public agency clients and completing hundreds of recruitments and studies.



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Kensington Police Protection and Community Services District

EXPERIENCE WITH SIMILAR POSITIONS

K&A Recruiting has successfully completed the below executive recruitments in the past two years. This list is meant to be a sample of our success not an exhaustive list.

Project	Project Contact
Alameda County Water District 2019: Project Engineering Manager 2019: Operations & Maintenance Manager	Ms. Jennifer Rogers Human Resources & Risk Manager (510) 668-4220 43885 S. Grimmer Blvd. Fremont, CA 94538 Jennifer.rogers@acwd.com
Bay Area Clean Water Agencies 2020: Assistant Executive Director 2019: Executive Director	Ms. David Williams Executive Director (925) 765-9616 PO Box 24055, MS 59 Oakland, CA 94623 dwilliams@bacwa.org
California Association of Sanitary Agencies 2019: Executive Director	Ms. Bobbi Larson Executive Director (916) 446-0388 ext. 101 1225 8th St, Suite 595 Sacramento, CA 95814 blarson@casaweb.org
Central Marin Sanitation Agency 2020: Mechanical Technician (ongoing) 2019: Environmental Services Analyst 2018: Technical Services Manager 2018: Electrical & Instrumentation Technician	Mr. Jason Dow General Manager (415) 459-1455 ext. 145 1301 Andersen Drive San Rafael, CA 94901 jdow@centralmarinsa.org
City of Arcata 2019: Building Official	Ms. Danette Demello Assistant City Manager/Personnel Director (707) 825-2114 736 F Street Arcata, CA 95521 ddemello@cityofarcata.org
City of Long Beach 2020: Purchasing Agent 2019: Automated Services Bureau Manager (Public Library)	Ms. Amber Ahlo Administrative Officer City of Long Beach – Long Beach Public Library 101 Pacific Avenue Long Beach, CA 90822
City of Sacramento 2020: Director of Public Safety (Ongoing) 2020: Director of Community Development (Ongoing) 2019: Public Works Director 2018: Director of Human Resources 2018: Diversity & Equity Manager	Ms. Sally Ly Interim Human Resource Manager (916) 808-8907 915 “I” Street Sacramento, CA 95814 Sly@cityofsacramento.org



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City of San Buenaventura Housing Authority 2019: Chief Financial Officer 2019: General Counsel	Ms. Cheryl Tabbi Human Resources Manager (805) 626-5816 995 Riverside Street Ventura, CA 93001 ctabbi@hacityventura.org
City of San Diego 2019: Public Utilities Director	Mr. Erik Hanson Human Resources Officer (619) 236-5599 1200 3rd Avenue, 13th Floor San Diego, CA 92101 EHanson@sandiego.gov
City of San Jose 2019: Assistant Director of Finance 2018: Human Resources Director 2018: Director of Planning, Building and Code Enforcement	Ms. Aracely Rodriguez Division Manager (408) 975-1411 200 E. Santa Clara St., 2nd Floor Wing San José, CA 95113-1905 Aracely.Rodriguez@sanjoseca.gov
City of Santa Clara 2020: Transportation Manager (ongoing) 2020: Traffic Engineer (ongoing)	Mr. Corey Lee Sr. Human Resources Technician (408) 615-2175 1500 Warburton Avenue Santa Clara, CA 95050
City of Seaside 2020: Director of Finance (ongoing)	Ms. Roberta Greathouse, IPMA-SCP Human Resources Director / Risk Manager City of Seaside (831) 899-6713 440 Harcourt Seaside, CA 93955 Rgreathouse@ci.seaside.ca.us
Coastside County Water District 2019: General Manager	Ms. Mary E. Rogren Assistant General Manager (650) 726-4405 766 Main Street Half Moon Bay, CA 94019 mrogren@coasidewater.org
East Contra Costa Fire Protection District 2019: Fire Marshal	Ms. Regina Rubier Business Services Manager (925)240-2138 150 City Park Way Brentwood, CA 94513 rrubier@eccfpd.org
Merced County Association of Governments 2019: Regional Waste Authority Director	Kristina Meraz Human Resources and Risk Management Manager (209) 723-3153 x 139 369 W. 18th Street Merced, CA 95340 Kristina.meraz@mcagov.org
Mt. View Sanitary District 2019: Administrative Services Manager	Ms. Lilia Corona Assistant District Manager (925) 228-5635 x18 P.O. Box 2757



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	Martinez, CA 94553 LCorona@mvsd.org
Oakland Housing Authority 2019: Director of Information Technology	Ms. Patricia Wells (510) 874-1517 Deputy Executive Director 1619 Harrison Street Oakland, California 94612 PWells@oakha.org
Paradise Irrigation District 2018: District Manager	Ms. Georgeanna Borrayo District Secretary (530) 876-2039 6332 Clark Road Paradise, CA 95969 gborrayo@paradiseirrigation.com
Ross Valley Sanitary District 2019: General Manager	Ms. Andrea Clark General Counsel (916) 520-5424 Downey Brand LLP 621 Capitol Mall, 18th Floor Sacramento, CA 95814 aclark@DowneyBrand.com
Town of Paradise 2020: Town Manager (Ongoing) 2020: Administrative Services Director/Town Treasurer (Ongoing) 2020: Accountant (Ongoing) 2020: Procurement Officer 2020: Assistant Planner	Ms. Crystal Peters Human Resources and Risk Manager (530) 872-6291 x117 cpeters@townofparadise.com Town of Paradise 5555 Skyway Paradise, CA 95969
Vallejo Flood & Wastewater District 2019: Director of Administration 2018: Director of Human Resources	Ms. Melissa Morton District Manager (707) 644-8949, Ext 211 450 Ryder Street Vallejo, Ca 94590 mmorton@vsfcd.com
Valley Water 2020: Administrative Services Manager (ongoing) 2020: Information Services Analyst II (ongoing) 2020: Information Services Manager (ongoing)	Ms. Courtney Letts Senior Management Analyst (408) 630-2981 5905 Winfield Blvd. San Jose, CA 95123-2428 CLetts@valleywater.org



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K&A RECRUITING ORGANIZATIONAL DIVERSITY STATEMENT

K&A Recruiting has provided responses and documentation in this proposal establishing that we have met the requirement in demonstrating experience in seeking diverse applicant pools:

- Demonstrated experience and success in recruiting a diverse candidate pool for consideration in Executive level placements, preferably in a local government setting.
- Possess a commitment to diversity and inclusion in all facets of the recruitment process.
- Knowledge of applicable federal, state, and local regulations concerning Equal Employment Opportunity requirements.

This statement reaffirms our commitment to affirmative action efforts and providing equal employment opportunity to all employees and applicants for employment in accordance with equal opportunity and affirmative action laws.

We affirm our personal and official support of these policies which provide that:

- Discrimination against applicants or employees based on race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, membership or activity in a local human rights commission, or status with regard to public assistance will not be tolerated.
- K&A is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include but are not limited to, the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to applicants and employees with disabilities.
- K&A will continue to actively promote a program of affirmative action wherever minorities, women, and persons with disabilities are underrepresented in the workforce; and work to retain all qualified, talented employees, including protected group employees.
- K&A will evaluate its efforts, including those of its Project and Recruiting managers in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, K&A expects all employees to perform their job duties in a manner that promotes respect and equal opportunity for all. It is K&A's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. We strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to all candidates and clients whom we serve.



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PROJECT TEAM MEMBERS

Georg Krammer, M.B.A., S.P.H.R.

Chief Executive Officer

Georg brings twenty (20) years of management-level human resources experience to Koff & Associates with an emphasis in organizational development; classification and compensation design; market salary studies; executive and staff recruitment; performance management; and employee relations, in the public sector, large corporations and small, minority-owned businesses. He had five (5) years in the private sector where he served as an HR Manager, and Administrative Officer, and then HR Director.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. With his wide-ranging and deep experience as a well-rounded senior HR generalist, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contribution to K&A's variety of projects greatly complements the Koff & Associates consulting team. He has spearheaded several hundred classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005.

golbou Ghassemieh, M.B.A., S.P.H.R., SHRM-SCP, IPMA-SCP

Recruitment Manager

golbou brings over fifteen (15) years of experience in the Human Resources field, including work as a Deputy Director and Director at County and City agencies in the public sector. Her experiences include working in and/or overseeing classification and compensation, recruitment and examination, training and development, EEO, employee and labor relations, and risk management. Her experience includes both public and private sector Human Resources work for the County of Sonoma, County of El Dorado, City of Santa Rosa, Target Corporation, and Savant Consulting. She gained experience in classification and compensation, recruitment and examination, organizational development and training programs, labor relations, MOU administration, policy development and administration, ADA programs, investigations, discipline administration, recruitment and examination, presenting to Boards and Commissions, and general human resources leadership and administration.

Richard O'Donnell, B.S.

Recruitment Manager

Richard has ten (10) years of experience recruiting in a wide variety of sectors and disciplines, including technical, engineering, human resources, labor and employee relations, water/wastewater, landscape architecture, building regulation, urban planning, and financial. His experience encompasses entities of all sizes, from smaller special districts to the largest cities in California.

Prior to K&A, Richard was a Senior Recruiter for the Coit Group, a recruitment process outsourcing firm headquartered in San Francisco, where he worked onsite exclusively for their client Apttus. Here he managed all product and engineering recruiting in North America. He managed a diverse range of positions spanning from entry level employees to senior level executives.



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Richard graduated with a double major from the University of California, Santa Cruz, earning a B.S. degree in both economics and accounting.

Since joining K&A, Richard has successfully completed placements for many public-sector clients. Richard's specialty is sourcing for hard to fill and executive-level positions.

Eric Chau, B.A.

Recruiter

Eric serves the Koff & Associates team as a recruiter. He strives to find the right candidate for our clients through rigorous candidate sourcing and review. He is committed to providing the highest level of quality support and to working as a partner with clients and candidates throughout the search process.

Prior to joining K&A, he worked in recruiting for over six years in the private sector. Eric holds a Bachelor of Arts degree in English from the University of California, Davis.

Nina Hernandez, B.A.

Recruiting Coordinator

Nina is currently the teams recruiting coordinator. She strives to exceed our client's expectations while assisting the recruiting team in candidate sourcing and review, in addition to administrative functions. Prior to joining K&A, she worked for over ten years in the luxury sales market.

Nina holds a Bachelor of Arts degree in Strategic Communication, having achieved cum laude honors from California State University East Bay.



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REFERENCES

Below are three recent executive recruitments that K&A Recruiting successfully placed in similar positions and special districts.

Recruitment & Agency	Contact
Coastside County Water District 2019: General Manager 2017: Superintendent of Operations 2014: Assistant General Manager (Finance)	Ms. Mary E. Rogren Assistant General Manager (650) 726-4405 766 Main Street Half Moon Bay, CA 94019 mrogren@coasidewater.org
Town of Paradise 2020: Town Manager (Ongoing) 2020: Administrative Services Director/Town Treasurer (Ongoing) 2020: Accountant (Ongoing) 2020: Public Works Director/Town Engineer 2020: Procurement Officer 2020: Assistant Planner	Ms. Crystal Peters Human Resources and Risk Manager (530) 872-6291 x117 Town of Paradise 5555 Skyway Paradise, CA 95969 cpeters@townofparadise.com
Bay Area Clean Water Agencies 2020: Assistant Executive Director 2019: Executive Director	Mr. David Williams Executive Director (925) 765-9616 PO Box 24055, MS 59 Oakland, CA 94623 dwilliams@bacwa.org
City of Sacramento 2020: Director of Public Safety Accountability (Ongoing) 2020: Director of Community Development (Ongoing) 2019: Public Works Director 2019: Director of Youth, Parks & Community Enrichment 2018: Director of Finance 2018: Diversity and Equity Manager 2018: Director of Human Resources	Ms. Sally Ly Interim Human Resource Manager (916) 808-8907 915 "I" Street Sacramento, CA 95814 Sly@cityofsacramento.org



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METHODOLOGY AND APPROACH

Many of our clients use our services year over year because of our forward-thinking, contemporary approach and commitment to success. Our modern philosophy ensures thorough, thoughtful and strategic sourcing, evaluation, selection, and vetting of candidates.

We are responsible for ensuring compliance, adhering to and maintaining all legally mandated documentation throughout the process. Our team sends formal requests for feedback using K&A Recruiting's Placement Evaluation Forms at the six-month and one-year anniversaries of the new hire.

All work products prepared by K&A Recruiting shall become the property of the District. There shall be no restrictions on the District's use, distribution, or modification of any work products.

Step 1 – Ideal Candidate Profile

The development of the desired profile of the ideal job candidate for the General Manager is crucial for a successful search process. Our services will include providing regular status updates to the Interim General Manager and the Board.

K&A will interview each KPPCSD Board member to facilitate the development of an appropriate candidate profile. We will also interview the District's Interim General Manager, Police Chief, Finance and Business Manager, and District Board Secretary individually, to confirm the qualities they believe are important for the ideal candidate to possess.

We will identify and/or develop the following:

- The various organizational needs, vision, mission, goals, strengths, challenges, opportunities, dynamics, culture, and staff of the governing body;
- Position competency requirements, i.e., knowledge, skills, and abilities;
- Personal and professional attributes required of and priorities for the new incumbent;
- Type of working relationship senior leadership desires with the new incumbent;
- Advertising strategies in conjunction with a national outreach;
- Compensation levels; and
- Schedule of deliverables from K&A Recruiting.

At the conclusion of the meeting(s) with the Recruitment Team, there will be a clear consensus of the key qualifications and characteristics of the position and the process, action plan, and timetable to be utilized for the recruitment process.

Step 2 – Brochure Design & Posting

Following the development of the candidate profile, a professionally produced recruitment brochure will be prepared in coordination with County prior to posting. The brochure will highlight the strengths and challenges of the District, its organizational structure and services, its mission and goals, pertinent facts regarding the position, and necessary and desirable candidate qualifications.

Step 3 – 30-Day Window of Application & Sourcing

Our effort will include a variety of activities designed to build the best available candidate pool. In coordination with the District, K&A Recruiting will:



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Kensington Police Protection and Community Services District

- Identify prospects;
- Provide each potential candidate with access to the recruitment brochure;
- Capture interested candidates in our recruitment project database; and
- Provide representative data to tell the full story.

Step 4 – Recommendation of Candidates

K&A Recruiting will coordinate sourcing and any desired phone screens with the District to further narrow the pool to the most highly qualified candidates and to establish best organizational fit of each potential finalist. This screening process is specifically designed to assess the personal and professional attributes the District has identified and will focus on each candidate's ability, technical competency, and fit with the District's values, culture, and needs. Our assessment will consist of:

- Experience and qualifications;
- Cultural fit based on our understanding of important intangibles;
- Clarity of any issues identified in the submitted documents;
- Reasons for position interest;
- The level of commitment to the position and the organization;
- And other issues, including salary requirements will be discussed.

K&A Recruiting will advise the District on the qualifications of the candidates, develop a list of approximately five to eight candidates recommended for final interviews and provide a written summary report describing the overall candidate pool and the qualifications of those recommended for interview. We will manage, plan, arrange, and conduct all interviews in coordination with the District. Our summary will include:

- Analysis and recommendations;
- Representative data;
- All candidate documents;
- Any additional relevant information the applicants have submitted.

We will prepare K&A Recruiting's user friendly Applicant Materials Binder, which will contain pre-screen notes, and Pre-Screen Evaluation Forms that summarize our conversations and assign the respective candidates a numerical score - making our recommendations concise and easy to understand, and removing bias.

Step 5 - Interview Preparation

We will advise and develop interviewing strategies and a set of key questions that will help analyze candidates' qualifications and management/workstyle. We will facilitate all necessary communications with the Recruitment Team and candidates to ensure everyone is well prepared.

Interview questions will be designed to elicit information, not only about each candidate's technical skillset and experience but also their leadership skills, adaptability, political astuteness, self-awareness, and other important aspects of the ideal candidate profile.

Questions, evaluation tools, and additional materials will be assembled in intuitive and user-friendly on-site interview binders. We will also use evaluation criteria agreed to by the Recruitment Team.



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Step 6 – Facilitation of Interviews

Our firm will provide oversight during the panel interview process and facilitate a focused discussion with the Recruitment Team at the conclusion of the interviews to identify the most qualified candidates for the hiring round of interviews.

The interview panel will narrow the field of candidates to two or three finalists who are then asked back for a second and final interview. The second round can consist of a townhall or open forum style of interview, which we are available to moderate. This list of finalists will be prepared for review and consideration by the Recruitment Team.

Step 7 - Background, References, and Offer

K&A Recruiting will conduct thorough reference and background checks for the final candidate(s). We start with employment and professional references, calling each and having an in-depth discussion covering strongest business characteristics, work style, interpersonal skills, and position-specific knowledge. Our references will be documented and presented in a concise user-friendly manner.

We will also perform a public records search, Internet, media, and newspaper searches. We work with a background checking firm that can confirm educational degrees and check driving records, criminal records, and a financial history/credit check. We, as well as our background contract firm, meet or exceed all of California's extensive reporting requirements. If preferred, background and professional reference checks can be completed before candidates are presented for the oral interview process.

K&A Recruiting will facilitate and lead the negotiations of the final terms and conditions of employment, such as the compensation package, benefits, and other perquisites (perks). We will notify all candidates not selected as finalists for the position.

Step 8 - Storage of Required Legal Documentation and Ongoing Communications

We are responsible for ensuring compliance with and establishing and maintaining all legally mandated documentation throughout the process keeping in mind the District's document management principles and the possibility of public records requests. We will prepare final documents and provide them for recruiting compliance back up and storage for the District.

In addition to the steps of the process leading to an offer of employment to the top candidate, we are committed to ensuring that the new incumbent's transition into the new position will be smooth and successful.



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RECRUITING PROCESS DURING COVID-19 CRISIS

We will work to counterbalance market forces and build a pipeline of potential candidates through strong marketing and branding efforts, including videos, job postings, and a social media campaign specific to the District. Our ongoing communication with candidates helps with reputation and keeps them engaged; so, when there is an opportunity that matches their background, we reduce the time-to-hire. As always, communication is key. Candidates who experience a warm communicative recruitment experience are more likely to maintain their interest and are more likely to feel welcomed into the organization. The recruitment experience is the first touch point with your future new employees.

We are also embracing the virtual interview. This recent push into virtual technologies is generally new for many public agencies. The adjustment at first may be intimidating or overwhelming, particularly if purchasing new webcams or other equipment poses a challenge. However, our crystal ball tells us that virtual interviewing is not going away regardless of how the world evolves through the pandemic and the investment will serve agencies well going forward. In other words, virtual interviewing may have become a necessity during a temporary crisis, but it is not a temporary strategy that should fall to the wayside after the crisis is over.

How we communicate in virtual interviews is essential and will continue to be going forward.

To conduct an effective virtual interview, simple steps can be taken to ensure a predictable and high-quality process. We will be clear on exactly how the interview process will go and what candidates should expect. We are savvy at navigating the technology and can help with technical challenges on the fly. Coaching panel members to continue to maintain a professional demeanor during virtual interviews, and eliminate smart phone or competing screen distractions, just as you would in person, can also help the process.

-K&A Recruiting



EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

PROPOSED SCHEDULE

We can begin the recruitment process immediately, upon the receipt and execution of a contract or purchase order.

Following is a typical schedule for conducting recruitment efforts. Search efforts for executive and hard-to-fill recruitments generally take three to four (3 to 4) months to complete, allowing enough time for all phases of the process.

Weeks	2	4	6	8	10	12	14	16	
Step 1	█								
Step 2		█							
Step 3			█						
Step 4					█				
Step 5						█			
Step 6							█		
Step 7								█	
Step 8									█



EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

COST PROPOSAL

Project: Executive Recruitment Services for General Manager

Offer: \$18,000

This is a not-to-exceed fee including advertising, brochure design, and associated travel.

We would expect the following method of payment:

1. Completion of Phase 1
2. Completion of Phase 2
3. Completion of Phase 3
4. Completion of Phase 4

We will submit and support the levels of coverage and endorse your agency with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

Our insurance broker is Ms. Elleen Hollander, Sr. Account Manager/Commercial Lines, Integro Insurance Brokers, 2300 Contra Costa Blvd., Suite 375, Pleasant Hill, CA 94523.



EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

PROJECT BUDGET BREAKDOWN

Phase 1	\$3,000
Ideal Candidate Development	
Brochure Design	
Launch: Posting of Advertisement	
Total	\$3,000
Phase 2	\$8,000
Sourcing, Identification, Targeting, Organizing of Candidates	
K&A Recruiting Pre-Screens	
Presentation of Recommendations	
Total	\$11,000
Phase 3	\$6,000
Interview Preparation & Scheduling	
Facilitation of Panel Interviews	
Facilitation of Hiring Interviews	
Total	\$17,000
Phase 4	\$1,000
Reference & Background Checks	
Terms of Employment & Offer Acceptance	
Storage of Documents & Ongoing Communications	
Total	\$18,000



EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

VALUE ADDED SERVICES

Our team is able to develop a big picture, third party perspective of the candidate market unique to each position. By taking the time to study the successful qualities of candidates in each niche we understand which backgrounds are relevant and why, enabling us to efficiently cement the right placement for your team.

K&A Recruiting has built the reputation for being an expert in identifying, targeting, recruiting, and successfully placing women and minority candidates in many of our recruitments. Our firm has a vast pool of resources at our fingertips when designing a successful advertising campaign that targets women and minorities.

K&A Recruiting uses Artificial Intelligence (AI) in our search strategies to recruit candidates from diverse backgrounds using local, regional, statewide, and national resources, as well as advanced candidate sourcing tools.

Our team quickly develops robust candidate pools unique to each position by applying our proven modern philosophy. We identify candidates who are not only qualified for the role, but who also reflect the communities they serve.

We tailor our outreach according to the specifics of the position using a variety of sourcing strategies to identify and attract prospects. Our method ensures that we find highly accurate candidates that exceed what the rest of the industry can provide. We are experienced with organizations of various cultures, and of all sizes and stages.

INNOVATIVE PRACTICES

Technology we use assists with:

- Removing unconscious bias in brochures.
- Improves brochure readability and applicant conversions.
- Identifying and posting to diverse job boards.
- Identification and attraction of robust and diverse candidate pools.



EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

CONTRACTOR ASSIGNMENT OF SUB-CONTRACT

K&A Recruiting does not intend to assign, transfer, or sublet, in whole or in part any of the work resulting in a contract with the District.

PREVIOUS CONTRACTS WITH KPPCSD

In 2019, K&A Recruiting filled the below positions for the District. The contract total for all three positions was \$14,000.

Kensington Police Protection District	District Clerk of the Board
Kensington Police Protection District	District Finance and Business Manager
Kensington Police Protection District	Office Assistant



EXECUTIVE RECRUITMENT PROPOSAL

Kensington Police Protection and Community Services District

GUARANTEE

K&A Recruiting is committed to recommending only the most qualified candidates who not only meet all the necessary requirements and qualifications but are also a cultural fit for the District. We proactively recruit for each search effort until a successful candidate is placed.

We therefore promise to present a slate of candidates to the District that includes only those individuals who have passed through all of our screening processes and have been identified as potential ideal matches for the position requirements. Should the Recruitment Team disapprove of all final candidates and/or should none of the final candidates pass the final interview and reference check process, we will work to find a new slate of candidates.

In addition, for executive and mid-management positions, we promise to conduct a one-time additional executive search to find a replacement should the incumbent leave the position or be terminated from employment within 12 months of hire due to performance issues. In either case, as described above, we will identify a replacement and only charge through related expenses as described in the Cost Proposal.

Overall, K&A Recruiting's retention rate during the first 12 months of hire is very strong and has been at over 95% over the last 36 years.

CONFIDENTIAL SAFEGUARDS

The advantage of hiring K&A Recruiting is that the bulk of all documentation and recordkeeping will be done by us and only very specific information and documents will be shared with the District.

We understand that confidentiality is one of the utmost important values when it comes to all things hiring-related. We also understand the potential sensitivity of job applicants' information, especially when they are currently still employed and don't want their employer to learn about their job search activities, or cases where job candidates potentially know each other.

Of course, we will never share job candidate information or application documents with any third parties. We will only contact job candidates' current employers with their express permission (although we typically require such during the final background and reference checking, at the latest when a conditional job offer has been made).

Executive Recruitment Search

GENERAL MANAGER

Kensington Police Protection and Community Services District



GENERAL MANAGER

Kensington Police Protection and Community Services District



August 3, 2020

VIA EMAIL & COURIER

Bill Lindsay
Interim General Manager
Kensington Police Protection and Community Services District
217 Arlington Avenue
Kensington, CA 94707

Dear Mr. Lindsay:

Alliance Resource Consulting is pleased to submit this proposal to assist the Kensington Police Protection and Community Services District in its efforts to recruit and screen candidates for the General Manager position. Enclosed is our proposal which outlines how we would partner with your organization to recruit the best individuals. It describes the steps we will take to accomplish the recruitment within your desired timeframe.

Alliance Resource Consulting's corporate motto is "The Power of Partnership." We take this seriously and have built our reputation on providing services of the highest quality. Alliance Resource Consulting was formed in 2004 and has a proven track record of success with more than 550 placements to our credit.

We intend to perform the services as outlined in the scope of services included in the RFP. The proposal price will be valid for a period of at least 180 days.

We do not have any potential conflicts of interest from past recruitments or relationships. We will be happy to answer any additional questions you may have. We look forward with great interest to working with you on this very important assignment.

Sincerely,

A handwritten signature in black ink, appearing to read "Sherrill Uyeda", with a long, sweeping flourish at the end.

Sherrill Uyeda
Founding Partner

GENERAL MANAGER

Kensington Police Protection and Community Services District



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GENERAL MANAGER

Kensington Police Protection and Community Services District



1 – OUR UNDERSTANDING

It is our understanding that the Kensington Police Protection and Community Services District wishes to engage an executive search firm to assist in its General Manager recruitment.

The General Manager implements policies at the direction of the Board of Directors, and advises the Board on efficient delivery of services and best practices to achieve an effective organization. The General Manager oversees major projects, and works cross-sectionally to explore methods to improve accountability, fiscal stability, cost effectiveness, and professional standards.

Alliance Resource Consulting prides itself on its commitment to customer service to both the client and the candidates.

2 – FIRM QUALIFICATIONS

2.1 Project Team

In 2004, Alliance Resource Consulting acquired the national executive recruiting practice of MAXIMUS. We are committed to providing our clients with the highest caliber of service in the industry. Our team of dedicated professionals utilizes custom-built state-of-the-art technology in conducting a search.

We are based out of La Palma, California. We also have consultants based in Palo Alto, California; Tallahassee, Florida and Seattle, Washington.

Our current staffing is:

- Sherrill Uyeda** – Founding Partner
- Cindy Krebs** - Regional Director, Pacific Northwest
- David McDonald** – Regional Director, East Coast
- Syldy Tom** – Manager
- Richard Kaplan** – Research Consultant
- Sheryl Stewart** – Research Consultant
- Linda Kann** – Special Projects and Graphics Manager

Sherrill Uyeda and Cindy Krebs will work on this recruitment. Sherrill Uyeda will be the Managing Consultant on the assignment. Cindy Krebs will be the Consultant assigned to assist Ms. Uyeda. They will be responsible for attending all on-site client meetings, and client and candidate communication. They also will be responsible for overseeing candidate research, ad placement, and candidate background checks. Rich Kaplan and/or Sheryl Stewart will be the Research Consultant responsible creating a candidate list and conducting news and internet checks. Linda Kann will be the Administrative Assistant who will be responsible for handling candidate logistics and scheduling.

GENERAL MANAGER

Kensington Police Protection and Community Services District



2.2 Biographies

Sherrill A. Uyeda – Founding Partner

Sherrill Uyeda has over twenty years of public sector executive search experience. She began her career in executive search in 1998 and from 1999 to 2004, Ms. Uyeda was an executive search consultant with MAXIMUS, a leading government consulting firm which assists state, federal and local governments. In 2004, along with Eric J. Middleton, she founded Alliance Resource Consulting LLC.

Since 2007, Ms. Uyeda has been instrumental in expanding the organization's presence to include regional offices in Palo Alto (CA), Tampa (FL) and Seattle (WA). She fosters an environment of frequent communication to both clients and candidates and transparent and ethical recruitments on a timely basis. Her leadership and collaborative skills have led to an impressive hiring and retention rate.

Ms. Uyeda's track record of recruiting high-profile government executives across the nation in various industries include: city and county management, transportation, utilities, human resources, library services, building and planning, economic development and pension and retirement systems. Past clients for nationwide recruitments have included the City/County of San Francisco (CA), the County of Los Angeles (CA), Arlington County (VA), Broward County (FL), the City of Atlanta (GA), the City of Alexandria (VA), the City of Boston (MA), the City of Dallas (TX), and the City of San José (CA). Past retirement systems she has recruited for are: Contra Costa County Employees Retirement Association, Fresno County Employees Retirement Association, Kern County Employees Retirement Association, Marin County Employees Retirement Association, Santa Barbara County Employees Retirement System, and Sonoma County Employees Retirement Association.

Additional areas of expertise include: facilitating community forums and outreach meetings, conducting multi-lingual citizen surveys and compensation and benefits negotiations.

Ms. Uyeda graduated from the University of Southern California, with both a Bachelor of Arts degree in Communication Arts and Sciences and a Master of Public Administration degree. She is a member of the Society for Human Resources Management.

Cindy Krebs – Regional Director

Cindy Krebs joined Alliance Resource Consulting in 2012 after serving more than 25 years as a high level manager and principal consultant for local governments, regional agencies and special districts. The experience she gained while working in the public sector gives Ms. Krebs a unique understanding of the complexities associated with public service careers as well as a strong appreciation for people who choose to dedicate themselves to improving the communities they serve. Ms. Krebs is highly adept at working with executive management teams, Board members, and community/special interest groups.

In the eight years since joining Alliance, Ms. Krebs has directed several high profile recruitments, placing 20 retirement agency executives, 46 water agency leaders, and more than 75 city/county employees spanning virtually every department and discipline. She has also helped to place individuals in unique positions at several agencies and assisted with over 100 other searches, cultivating countless professional relationships along the way.

Ms. Krebs graduated from Baker University with Bachelor of Art degrees in both Communications and Spanish. She is also a graduate of CORO's Orange County Leadership program. Ms. Krebs is fluent in Spanish and proficient in French and Italian. She is a dedicated community volunteer who loves outdoor activities.

GENERAL MANAGER

Kensington Police Protection and Community Services District



2.3 Our Experience

We believe we are exceptionally well qualified to assist you. We have extensive nationwide experience recruiting executives for government agencies and special districts and have helped to place excellent people with diverse backgrounds and experiences in organizations large and small.

Our previous parks and recreations recruitments are (in alphabetical order):

- City of Cypress, CA - Recreation and Community Services Director
- City of Duarte, CA - Director of Parks and Recreation
- City of El Segundo, CA - Director of Parks and Recreation
- City of Long Beach, CA - Director of Parks, Recreation and Marine
- City of Los Alamitos, CA - Recreation and Community Services Director
- City of Lynwood, CA - Director of Community Development
- City of Moreno Valley, CA - Parks and Community Services Director
- City of Morgan Hill, CA - Recreation and Community Services Director
- Northern Virginia Regional Park Authority - Executive Director
- City of Redmond, WA - Parks and Recreation Director
- City of Richmond, CA - Director of Recreation Services
- Sacramento County, CA - Director of Regional Parks
- City of San Carlos, CA - Parks and Recreation Director
- Washoe County, NV - Director of Regional Parks and Open Space

In addition, we have conducted the following public safety recruitments:

- City of Covina, CA - Police Captain
- City of Delano, CA - Police Chief
- City of El Monte, CA - Police Chief
- City of Eugene, OR - Police Auditor
- City of Glendora, CA - Police Chief
- City of Long Beach, CA - Chief of Police
- City of Newport Beach, CA - Police Chief
- Port of Long Beach, CA - Director of Security
- City and County of San Francisco, CA - Director of Police Staff Services
- Santa Clara Valley Transportation Authority (VTA) - Director of System Safety and Security

Our ability to carry out the work required by your agency is enhanced by our past experience in providing similar services to others, and we expect to continue such work in the future. It should be noted that all of the recruitments listed above were completed on time and within budget.

We will preserve the confidential nature of any information received from you or developed during our work on this recruitment in accordance with our established professional standards.

We assure you that we will devote our best efforts to carrying out the work required. The results obtained, our recommendations and any written material we provide will be our best judgment based on the information available to us.

GENERAL MANAGER

Kensington Police Protection and Community Services District



ALLIANCE
RESOURCE CONSULTING LLC

2.4 Advantages of Our Firm

Relative to your present search requirements, we believe the principal advantages in using Alliance Resource Consulting which differentiate us from other firms are:

- Our track record of success in placing superior senior level executives in particularly sensitive and highly responsible/accountable positions.
- Our specialization in public sector executive search on a nationwide basis.
- Our extensive experience recruiting executives for government agencies and special districts.
- Our PROACTIVE recruitment of candidates who may not be seeking new employment and would not normally respond to routine advertising and highly qualified candidates who might be overlooked by traditional recruiting approaches.
- Our ability to develop and meet a recruitment timeline to fit your needs.
- The fact that we assign two professionals to each recruitment to ensure we are always available to quickly respond to your most pressing requirements.
- The quality of our work and the fact that most of our clients have retained our services on more than one engagement.
- Our proven ability to identify and recommend qualified female and minority candidates.
- The transparency of our recruitment process. We will prepare weekly updates for you throughout the peak of the recruiting process.
- Our reputation among clients and candidates for timely communication and documentation (e.g., acknowledgement of receipt of candidate application, client status reports, candidate interviews, client meetings and candidate feedback).
- The thoroughness of our documented reference, internet and background checks. We request very specific references from candidates and supplement our reports with information gathered from available information sources such as LexisNexis and public records. Our ability to enhance the recruitment process through stakeholder outreach, the use of online surveys, and targeted research.
- The fact that all of our graphics work is done in-house, saving our clients time and money.
- Our promise to conduct the recruitment at the cost proposed. We have never charged a client more than our proposed amount.

2.5 References

City and County of San Francisco, CA

Name: Micki Callahan

Title: Director of Human Resources

Phone #: (415) 557-4800

City of Hermosa Beach, CA

Name: Vanessa Godinez

Title: Human Resources Manager

Phone #: (310) 318-0202

GENERAL MANAGER

Kensington Police Protection and Community Services District



City of Glendora, CA

Name: Victoria Cross

Title: Director of Human Resources & Risk Management

Phone #: (626) 914-8204

3 – RECRUITMENT METHODOLOGY & APPROACH

Alliance Resource Consulting believes that we are an extension of your organization. As such, we work within your expectations and guidelines. Our objective is to find the best qualified candidates. While notices in professional journals may be helpful, many of the best candidates must be sought out and their interest encouraged. Our general familiarity with the organization, knowledge of the field and our relationships with professional organizations make us well qualified to assist you.

Our clients have found that we are able to:

- Develop the appropriate specifications for a position.
- Encourage the interest of top-level people who would be reluctant to respond to advertisements.
- Preserve the confidentiality of inquiries, consistent with State public disclosure and open meeting laws.
- Save a considerable amount of time for client staff in developing and responding to candidates.
- Protect the confidentiality of the information discussed with or received from the client.
- Build consensus among those involved in the hiring process.
- Independently and objectively assess the qualifications and suitability of candidates for the particular position for which we are recruiting.
- Adhere to client's budget and schedule expectations.

If you desire to retain us for a full and thorough recruitment process, we will do the following for your recruitment:

3.1 Strategy Development

We will interview members of the Search Committee and other client contacts to obtain a detailed understanding of the position, key goals and challenges, and organizational culture. We will also discuss expectations regarding desirable training, experience and personal characteristics of candidates. In addition, should you request it, we will conduct/facilitate community outreach meetings and focus group discussions.

We also have experience creating and managing community surveys, should the organization want input from its constituents. We will also gather/review relevant information about the organization, such as budgets, organization and/or department goals, organization charts, etc.

Once our findings have been summarized, we will submit a Recruitment Profile with the desired qualifications and characteristics to you for approval. The Recruitment Profile that will be sent to potential candidates will include information about the organization, the job and the criteria established by you.

3.2 Active Recruitment

Once you have approved the Recruitment Profile, we will actively seek out individuals who meet your expectations. To achieve the best response, we will take a two-prong approach to attracting candidates:

1. **Direct Contact** – We will mail invitations and recruitment profiles to targeted individuals in comparable organizations at the appropriate level. These invitations will be followed up with direct phone calls to potential candidates to gauge interest.
2. **Advertisements** – We will place job advertisements in the appropriate professional journals and on-line sites.

As a matter of corporate policy, we do not discriminate against any applicant for employment on the basis of race, religion, creed, age, color, marital status, sex, sexual preference, disabilities, medical condition, veteran status or national origin. A substantial percentage of the placements made by our firm have been minority or female candidates.

Frequent communication with our clients is a hallmark of our firm. While consultants will provide regular updates on the progress of your search, you will also be able to access up-to-date ‘real time’ information regarding your search from our secure website.

3.3 Candidate Evaluation

We will review, acknowledge and evaluate all resumes received. Candidate evaluation will begin with an analysis based upon criteria contained in the Recruitment Profile, information contained in the resumes submitted to us, and our knowledge of the people and organizations for which they work.

The next phase in candidate evaluation will focus on gaining additional information from the qualified group of candidates through written supplemental information questionnaires and other resources. Telephone interviews will be conducted with the most promising candidates to gain a better understanding of their backgrounds, qualifications and interest in the position.

3.4 Progress Report Meeting

After the resume deadline, we will submit to you a progress report of the leading candidates. This report will include summary resumes, supplemental information, and the original resumes of those candidates we believe to be best qualified for the position. Supplemental information on a candidate typically includes: the size of the organization for which the person works, reporting relationships, budget responsibility, the number of people supervised, related experience and reasons for interest in the position. Any other specific information will be dictated by the criteria set forth in the Recruitment Profile.

The purpose of our progress report is two-fold. It allows you an opportunity to review the candidates and choose those who you would like to invite to be interviewed for the position. It also allows us to receive feedback on the caliber of the candidates recruited. In addition, at this point we will have conducted preliminary background checks on each of the presented candidates. Of course, we are flexible and may consider other individuals as final candidates who are subsequently identified and were not included in the progress report.

3.5 Preliminary Interviews

We will interview (either in person or via video-conference) those candidates identified by you to be the leading candidates. We will conduct a preliminary interview with questions that focus on the selection criteria. Additionally, we will verify degrees and certifications and continue to gather information about the candidate's professional backgrounds.

3.6 Client Interviews & Interview Books

We will assist you in scheduling final candidates for interview with your organization, and will send the candidates packets of information which we obtain from you should you request it (e.g., information about the organization and the geographic area, budgets, etc.).

We will prepare final interview books for the selection panel. These books will include interviewing/selection tips, suggested interview questions, and rating forms for your use. Candidates will not be ranked, for we believe it will then be a matter of chemistry between you and the candidates.

We will also be on-site for the interview day(s). We will brief the interview panel at the start of the interviews and will facilitate the process throughout the day. After the last candidate interview, we will assist you in "debriefing" the interview panel members.

As part of our process in evaluating candidates, we make telephone reference checks. In conducting these references, it is our practice to speak directly with individuals who are, or have been, in a position to evaluate the candidate's performance on the job. To gain a well-rounded impression of the candidates, we speak with current and prior supervisors, peers and subordinates. These references and our evaluations provide you with a frank, objective appraisal of the candidates. Once we finalize references on the top one or two candidates and conduct credit/criminal/civil litigation/motor vehicle record checks through an outside service, we will provide you with a detailed candidate evaluation report.

3.7 Special Assistance

Our efforts do not conclude with presentation of the final report. We are committed to you until a successful placement is made. Services that are routinely provided include:

- Arranging the schedule of interviews and the associated logistics for final candidates.
- Advising on starting salary, fringe benefits, relocation trends and employment packages.
- Acting as a liaison between client and candidate in discussing offers and counter offers.
- Conducting a final round of reference checking with current employers (if not previously done for reasons of confidentiality).
- Notifying those candidates who were not recommended for interview of the decision. Following up with the client and the selected candidate once he/she has joined the organization to ensure a smooth transition.

GENERAL MANAGER

Kensington Police Protection and Community Services District



4 – OUR CLIENT’S ROLE

The client has a very important role in the recruitment process. While we may identify and recommend qualified candidates, it is the client who must make the decision about which candidate to hire.

In order to insure that the best candidates are available from which to choose, our clients should be willing to do the following:

- Clearly inform us about matters relevant to the search that you wish to keep confidential (e.g., salary, personnel issues, and other privileged information).
- Supply us with the names of people you have previously interviewed/ considered for this position.
- Forward us copies of the resumes you receive, to avoid duplication of effort.
- Provide feedback to Alliance Resource Consulting regarding the information and recommendations provided by us.
- Promptly decide upon and follow up in scheduling interviews with the most promising candidates.
- Assist in providing information to candidates that will enable them to make their career decisions.
- Uphold confidentiality (while respecting relevant state laws about open disclosure) to protect the integrity of the recruitment process, as well as the candidate’s involvement.

By doing the above, we will maximize the likelihood of mutual success.

Finally, please be reminded that the United States Immigration Reform and Control Act of 1986 requires that all employers verify an employee’s eligibility to work in the United States. Since Alliance Resource Consulting cannot serve as your agent in this matter, your hiring process should include this verification procedure.

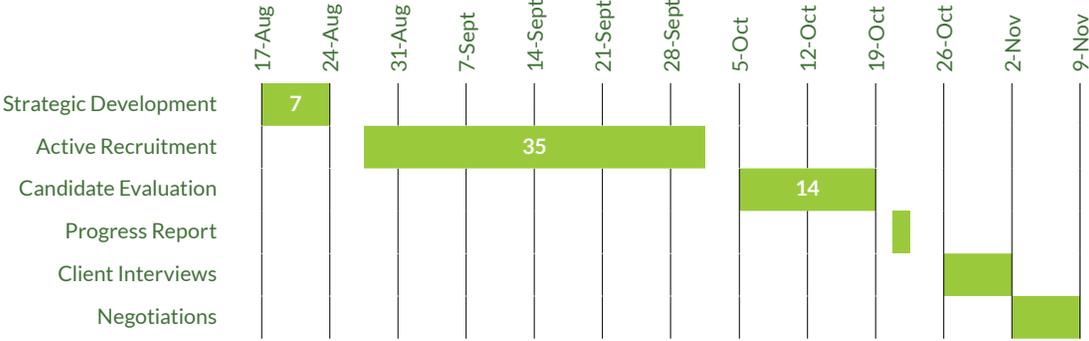
5 – PROJECTED TIMELINE

The following is a typical schedule to conduct a thorough recruitment. However, we would be pleased to modify this to meet your needs:

1st Week	Meet with the appropriate individuals to gather background information. Develop and obtain approval for the Recruitment Profile.
2nd - 3rd Week	Develop a list of potential candidates to target. Prepare and place advertisements, if desired.
4th - 7th Week	Active recruitment--solicit, receive and acknowledge resumes.
8th - 9th Week	Evaluate resumes and gather supplemental information. Submit progress report and meet with you to review leading candidates.
10th Week	Verify degrees and certifications and interview the best qualified candidates.
11th Week	Submit final report and initiate the interview process with you.
Following Interviews	Conduct references, credit/criminal/civil litigation/motor vehicle record checks, and assist with negotiations.

GENERAL MANAGER

Kensington Police Protection and Community Services District



6 – ALLIANCE ADVANTAGES

6.1 Technology

Alliance Resource Consulting is proud to announce the launch of our new client/candidate management system. This cutting edge system allows candidates to upload their resumes and cover letters on our website with one quick click. (For candidates who wish to email or mail us a hard copy of their resume, we will upload the information for them.) One of the benefits of our system is that it enables our consultants to contact the applicants and clients quickly with accurate and timely information.

In addition, we utilize social media to best market the recruitment. We have active accounts on LinkedIn, Twitter and Facebook. The use of social media allows us to contact our network and “followers” to alert them to our recruitment announcements, informational updates and reminders. It allows us to stay one step ahead of our competitors.

Alliance Resource Consulting is always searching for new ways technology can help us save our client’s money. One way we do this is by using Skype or Facetime to interview out of area candidates. Our innovative ways have set us apart from our more traditional competitors. We are able to interact with our candidates swiftly and effectively.

6.2 Stakeholder Outreach

Our firm has used several methods, including stakeholder meetings, community forums and surveys, for stakeholder outreach in a number of previous recruitments. For example, for the previous City of San José City Manager recruitment, our consultants facilitated 13 community outreach meetings where citizens were invited to attend and express their opinions about what they were looking for in city manager candidates. For the City of Alexandria’s City Manager recruitment, we also met with special interest groups such as business leaders, Chamber of Commerce members and historic preservation groups.

During the recruitment of the City Administrator for the City of Huntington Beach (CA), the consultants met with each councilperson, each department head, conducted an open citizen forum and a forum for a group of stakeholders comprised of two citizens recommended by each councilperson. For the City Manager recruitment conducted for the City of Moreno Valley (CA), the consultants conducted a community panel as well. Our previous experience in stakeholder outreach makes our firm very qualified to conduct the meetings with the Mayor’s Office and City Council Members as well as facilitate multiple stakeholder outreach forums throughout the City that your request for proposal outlined.

GENERAL MANAGER

Kensington Police Protection and Community Services District



Lastly, our firm has significant experience in creating community surveys should you wish to provide this option to your community. We have utilized surveys for many of our recruitments and can prepared them in different languages, if required. The surveys can be accessed on-line, or at our office and our client's office.

6.3 Diversity Outreach

Striving for diversity in our recruitments is a hallmark of our firm. We use a variety of sources for outreach to various minority communities to ensure the desired diversity of our candidate pool. In addition to our personal contacts in various minority communities, we advertise our positions in publications that target minorities in government and further publicize the position through minority organizations such as Blacks in Government and the International Hispanic Network. To ensure a diverse pool, we also create a recruiting list of qualified candidates from communities that have a comparable level of diversity as our client's community.

We have created lists for comparable diversity during recruitments for the City Manager for the City of Compton (CA), the City of Tigard (OR), the Assistant City Manager/Chief Operating Officer for the City of Ventura (CA), and the Assistant City Manager for the City of Irvine, CA. The final pool for the City of Irvine included three women among the six finalists. We also collect Equal Employment Opportunity (EEO) information on our candidate pool. This information is accessible to our clients in real time on our company website.

6.4 Weekly Client Updates

Our consultants provide our client contacts written recruitment updates on a weekly basis. These updates include work done that was completed during the week and what we expect to work on the following week.

7 – RECRUITMENT COSTS

We propose a fixed fee of \$30,000 for the work outlined above, which includes up to three main meetings: one to develop the Recruitment Profile, one to present our Progress Report, and one to attend the first round of candidate interviews. If additional on-site meetings, community meetings, or stakeholder outreach forums are required, a budget increase of \$2,000 per meeting will be added to the fee. Please note that this amount does not include reimbursement of candidates who travel to be interviewed by you. Unless you notify us to the contrary, we will assume that you will handle these reimbursements directly.

Our fee will be split among four equal invoices. All invoices are due and payable upon receipt. We do NOT base our fees on a percentage of the position's salary.

Our billing schedule on a retained fee (and based not on an hourly rate) is as follows:

1st Billing	Due after Start Meeting	First Phase	\$7,500
2nd Billing	Due upon our submittal of a draft recruitment profile	Second Phase	\$7,500
3rd Billing	Due after we meet and submit our Progress Report to you	Third Phase	\$7,500
4th Billing	Due after the client conducts interviews with finalists	Fourth Phase	\$7,500

Please note that this is a standard billing schedule and can be modified as requested.

GENERAL MANAGER

Kensington Police Protection and Community Services District



You may discontinue this assignment at any time by written notification. In the unlikely event that this occurs, you will be billed for all expenses incurred to the date of the cancellation, and for professional fees based upon the time elapsed from the commencement of the assignment to the date of cancellation. If a cancellation occurs within the first 30 days of the assignment, following either verbal or written authorization to proceed, one-third of the professional fee will be due. If a cancellation occurs thereafter, the fee beyond the first one-third will be prorated based upon the number of calendar days which have elapsed. If a cancellation occurs after 90 days, all professional fees will be due in full.

In the event that the Client hires, within one year of completion of this recruitment project, any candidates identified during the Progress Report as a result of Consultant's recruitment project for any position other than the General Manager, the Client agrees to pay Consultant a fee of \$10,000 for each additional candidate hired.

Guarantee

If the selected candidate (recommended by us for hire, and excluding internal candidates) should be terminated within one year from the date of hire, we will conduct a new search at a 25-50% discount from the original fee, in addition to reimbursement for direct expenses related to the new search.

8 – ALLIANCE SUMMARY

Thank you for reviewing our proposal. Should you decide to retain Alliance Resource Consulting for your executive search needs, we will do the following:

- Partner with you and act as an extension of your organization.
- Define a recruitment strategy and timeline, develop a recruitment profile and attract/research prospective candidates.
- Conduct a multi-layered candidate screening analysis on the applicants.
- Communicate frequently and on-time with both the client and candidates.

Our firm's motto is "the Power of Partnership" and we are committed to adding value to your organization's goals and mission. We bring an ethical, transparent and well-documented recruitment process to all our clients.

9 – CONTACT INFORMATION

Sherrill Uyeda Office: (562) 901-0769 x331
 Fax: (562) 901-3082
 Cell Phone: (310) 592-8847
 E-mail: suyeda@alliancerc.com
 Skype: sherrill.uyeda.marquardt

Cindy Krebs Office: (562) 901-0769 x336
 Fax: (562) 901-3082
 Cell Phone: (949) 212-2461
 E-mail: ckrebs@alliancerc.com
 Skype: cindyk_arc

GENERAL MANAGER

Kensington Police Protection and Community Services District



ALLIANCE RESOURCE CONSULTING LLC

HEADQUARTERS

1 Centerpointe Drive, Suite 440
La Palma, CA 90623

TALLAHASSEE, FLORIDA

SEATTLE, WASHINGTON

www.allianceRC.com

 twitter.com/GoAllianceRC

 Alliance Resource Consulting LLC



July 31, 2020

Bill Lindsay, Interim General Manager
Kensington Police Protection and Community Services District
217 Arlington Ave.
Kensington, CA 94707-1401

Dear Mr. Lindsay:

Thank you for the opportunity to submit our recruitment proposal for the position of General Manager for the Kensington Police Protection and Community Services District. We feel well suited to fulfill your executive search requirements based on our track record of successful recruitments, our service approach, and overall recruitment expertise.

Avery Associates is an executive recruitment firm that conducts searches for senior level personnel in the areas of municipal, county and special district management. Our collective background includes executive experience in the public sector and extensive experience in municipal recruitment. We understand the scope and nature of the project and services required by the RFP and are confident of our ability to successfully meet the recruitment needs for the District.

Contacts and authorized representatives of Avery Associates are:

Bill Avery
3 ½ N. Santa Cruz Ave. #A
Los Gatos, CA 95030
(office) 408 399-4424
(cell) 408 472-7873
(email) bill@averyassoc.net
(fax) 408 399-4423

Paul Kimura, Principal
3 ½ N. Santa Cruz Ave. #A
Los Gatos, CA 95030
(office) 408 399-4424
(cell) 408 472-7936
(email) paulk@averyassoc.net
(fax) 408 399-4423

We believe our knowledge and background in municipal recruitment and our expertise in executive recruitment methodology will provide the basis for your positive consideration of our firm.

William Avery & Associates, Inc.
Consultants to Management

3-1/2 N. Santa Cruz Ave., Suite A
Los Gatos, CA 95030
408.399.4424
Fax: 408.399.4423
www.averyassoc.net

Please be assured that Avery Associates submits this proposal of executive search services with the commitment to honor all estimated base recruiting costs for a period at least one year from this date.

If you have any questions regarding our services or this proposal, please do not hesitate to call me at 408.472.7873 or Paul Kimura at 408.472.7936.

Sincerely,

William Avery

William H. Avery

WHA:jmc



PROPOSAL FOR THE KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT FOR THE RECRUITMENT OF THE GENERAL MANAGER

What Differentiates Avery Associates

Exceptional service delivery and a very high quality work product provide excellent results for our clients. This begins with the initial client meetings, which lead to detailed timelines for deliverables followed by weekly recruitment status updates following initiation of the search. Our candidate outreach efforts are professionally and confidentially conducted. The evaluation materials we provide clients are routinely characterized as accurate, comprehensive and of very high quality. We believe more so than any other public sector recruitment firm. This is largely based on our interview system utilizing behavioral interview techniques. This leads to a quality product with excellent end results for our clients.

The service element is based on two factors: The first is the collective service philosophy from all of our organizational team members. They are each dedicated to providing service and support to clients. The second factor is based on the high level of engagement and participation from the firm Principals in every search assignment. This hands-on involvement includes client interface, identifying and developing the ideal candidate profile and position specification, development of the search strategy, candidate outreach, interviewing and assessment, completion of reference interviews, candidate presentation, final interview facilitation and when desired, negotiation of employment terms with the successful candidate.

Experience

As a public sector search business that provides executive search support for municipalities, counties, and special districts, we are familiar with the governance structure of the Kensington Police Protection and Community Services District and feel well suited to support your recruitment needs. Our track record for recruitment of similar positions at the City Manager, General Manager and Executive Director levels include current assignments for City Manager for the City of Foster City, Executive Director of Governmental Operations for the Federated Indians of Graton Rancheria, and CEOs for Butte Choice Energy and San Diego Community Power.

We've also recently completed searches for City Manager for the cities of Hawthorne, Port Hueneme, Simi Valley, Whittier, Stockton, Pinole, Tulare and Sand City; CEO/GM for the Santa Clara Valley Water District; Executive Director for the Sites Reservoir Project JPA; Chief Assistant Director/COO - Department of Health and Human Services for Marin County; Executive Director for the Housing Authority of Alameda County; Chief Administrative Officer for the Nampa & Meridian Irrigation District; and District Manager for the West Bay Sanitary District.

Our overall experience in executive recruitment is extensive. Below is a partial list of executive level recruitments conducted within the last three years.



Organization	Position	Filled
Sites Reservoir Project	Executive Director	5/2020
County of Monterey	Chief Probation Officer	4/2020
County of Marin	Chief Assistant Director/COO	4/2020
West Bay Sanitation District	District Manager	4/2020
City of Hawthorne	City Manager	3/2020
San Mateo County Fld&Sea	CEO	3/2020
City of Port Hueneme	City Manager	2/2020
City of Stockton	City Manager	1/2020
City of Simi Valley	City Manager	1/2020
Santa Clara Valley Water District	Asst. Dist Council	1/2020
City of Pinole	City Manager	12/2019
WCCIWMA	Executive Director	11/2019
San Diego Water Auth	General Manager	11/2019
City of Whittier	City Manager	11/2019
City of Sand City	City Manager	11/2019
City of Port Hueneme	Deputy CM	10/2019
City of Cupertino	Asst CM	9/2019
City of Trabuco Canyon	Dist General Manager	8/2019
City of Lafayette	City Manager	8/2019
City of Santa Rosa	Chief Asst City Attorney	8/2019
City of Tulare	City Manager	6/2019
Monterey County	Asst Ag Commissioner	4/2019
City of Martinez	City Manager	3/2019
City of Antioch	City Attorney	3/2019
City of San Leandro	Asst City Manager	12/2018
West Cnty Wastewater Dist	General Manager	11/2018
City of Vallejo	Chief Asst City Attorney	11/2018
City of Sunnyvale	Deputy City Manager	10/2018
City of Los Angeles	Director of Auditing	10/2018
City of Merced	City Attorney	10/2018
City of Half Moon Bay	City Manager	10/2018
City of Hermosa Beach	City Manager	9/2018
City of Fremont	City Manager	8/2018
City of Anaheim	City Manager	6/2018
City of Santa Rosa	CFO	6/2018
Housing Auth Cnty Monterey	Exec Director	6/2018
City of Anaheim	City Attorney	3/2018
City of Port Hueneme	Dep City Manager	1/2018
City of Vallejo	City Manager	12/2017
City of Visalia	City Manager	12/2017



Organization	Position	Filled
City of Benicia	Asst City Manager	11/2017
City of Tracy	City Attorney	8/2017
City of Fullerton	City Manager	6/2017
City of Vallejo	Asst City Attorney	6/2017
City of Redding	City Manager	6/2017
City of South El Monte	City Manager	6/2017
City of Monte Sereno	City Manager	5/2017
Delta Diablo	General Manager	5/2017
City of Hermosa Beach	City Manager	4/2017
City of Selma	City Manager	4/2017
City of Benicia	City Manager	3/2017
City of Lodi	Deputy City Manager	3/2017

Ensuring a Diverse Recruitment Effort

Our track record reflects great success in placing females and candidates of color. Our approach consists of several tactics in developing our search strategy and outreach efforts.

- Contact women or candidates of color who we previously placed or whom we've worked with. We often find this source to be the most effective way to identify similar qualified candidates.
- Maintain contacts with minority based "affinity" groups, especially those focused on the public sector.
- Original research of agencies, associations and individuals related to the recruited for positions. Direct contacts to approach them as candidate or source of referrals. Linked In is an excellent source of research and contacts for this effort.
- Utilize contacts within our extensive database of candidates developed over our many years as an executive search consulting business.

Recruitment Team for the Kensington Police Protection and Community Services District

Bill Avery and/or Paul Kimura will serve as the Principal in charge of this project and will be assisted by Bill Lopez (resumes/profiles included). Mr. Avery and/or Mr. Kimura will be personally involved in the initial client meetings, development of the ideal candidate profile and search strategy, interview and assessment of candidates, referencing and presentation of candidates, attendance at final interviews, and will be available throughout the search process to provide other related consulting services.



Avery Profile

William Avery

William Avery founded his successful management consulting firm in 1981. He has directed William Avery & Associates in service as a Labor Relations and Executive Search consultancy, serving personally as a chief negotiator, trainer, and representative in grievance and disciplinary matters.

A specialist and widely recognized expert in employer-employee relations, he has served as a City Manager (Los Gatos) and Assistant City Manager. While City Manager, he was President of the Santa Clara County City Manager's Association and Chair of the County Employee Relations Service.

Bill has lectured at De Anza College, San Jose State University, and Stanford University, and regularly makes presentations for the League of California Cities, CALPELRA, and other public sector organizations.

Building on his personal track record of success, he expanded the firm's focus to include increased emphasis on public and private sector search. He added proven industry professionals with expertise in these areas. The result has been to create an exceptionally strong management consulting firm, now known as Avery Associates, with the expertise to provide the full range of services required for successful public or private sector executive search.

A key measure of the firm's success has been the many long-term relationships that he and his staff have established with clients.

Bill holds B.A. in Political Science and an MPA from San Jose State University, where he was graduated with highest honors.



Avery Profile

Paul Kimura

Paul Kimura brings a unique combination of recruitment and business experience to Avery clients.

Paul is involved in leading Avery's public sector professional searches. He has been both a corporate recruitment director and HR director for a number of high technology companies, ranging from Fortune 500 firms such as Novell and National Semiconductor to a Silicon Valley start-up. His proven recruitment and HR generalist skills help him bring forward the best available candidates and properly assess their skills and "fit" with client organizations.

Indeed, many of the recruitment strategies and tactics incorporated into the Avery search process are a direct result of Paul's extensive recruitment experience in the high technology industry.

Paul has been a successful HR consultant, guiding clients through all aspects of Human Resources functions — compensation & benefits, employee and management training, performance management, and termination issues.

He is skilled in areas such as strategic planning, executive coaching, separation negotiation, and organizational assessment and design. It's another service that Avery Associates is able to offer its clients because of the unique background of its principals — and Paul's extended skill set in Human Resources underscores the fact that Avery professionals "have been there" and understand your needs from a personal perspective.

Paul holds a B.S. degree in Business Administration from San Jose State University. He is active in professional HR organizations and in the community, where he has worked with a number of education, youth service, civic, business, and cultural organizations.

"Just as Avery looks to form long-lasting relationships with its clients, I believe in making the same commitments within my community."



Avery Profile

Bill Lopez

Bill is the newest member of Avery and Associates, joining us in September 2015. Bill has extensive experience in public sector management in both administration and operations. Bill recently retired, in June 2015, as the Chief Administrative Officer/Director of Business Services for the Santa Clara Valley Transportation Authority (VTA). In this position he served as an executive manager over administrative departments including Human Resources, Labor Relations, Risk Management/Safety, Technology, and Procurement.

Bill has served in other management positions as well, primarily with the City of San Diego, which include Director of Risk Management/Safety, Deputy Director of Wastewater Operations & Maintenance, Labor Relations Officer, and Supervising Personnel Analyst. He also served as an Assistant Deputy Probation Officer for the County of San Diego. Bill graduated from San Diego State University in 1983.



References

- I. County of San Mateo
Rochelle Kiner, Administrative Services Deputy Director; 650.599.1423;
email: rkiner@smcgov.org
- II. City of Lodi
Adele Post, HR Manager; (M) 209.918.6924; email: apost@lodi.gov
- III. San Diego County Water Authority
Ashley Kite, Acting Human Resources Manager; 858.522.6667; email: akite@sdewa.org
- IV. City of Stockton
Michael Tubbs, Mayor; 209.937.8499; email: michael.tubbs@stocktonca.gov
- V. County of Monterey
Irma Ramirez-Bough, Human Resources Director, 831.970.7022 (C)
email: boughir@co.monterey.ca.us

Recruitment Plan and Services Provided

I. Position Profile and Organizational Assessment

The initial assessment phase is a critical component of the search process. Mr. Avery or Mr. Kimura will individually meet with the District Board of Directors to discuss the organizational needs and position requirements. Additionally, we would meet with any key staff members recommended by the District. If the District Board feels it important to secure community input we have several outreach efforts we've successfully utilized to engage and secure that input. For a community such as Kensington, we feel a computer based survey linked to your community website would be an ideal approach. We would develop and implement a community survey at no additional cost to the District.

Following our initial meetings with the Board, our goal for this aspect of the recruitment process is to:

- Understand the District's priorities for this position.
- Develop a clear understanding and consensus on the expertise, experience, education, performance attributes and operational style of the ideal candidate.
- Discuss the goals, objectives, deliverables, and challenges related to this position.



- Gain insight of the various organizational dynamics and departmental issues that exist within the organization.
- Identify the compelling aspects to this opportunity.

II. Development of the Search Strategy and Candidate Outreach

Our search strategy will be developed in conjunction with the organizational assessment. For this assignment, we feel it is critical to develop a high level of visibility with a comprehensive outreach program supplemented by a focused targeted recruitment approach. We would incorporate the following elements into this search:

- Development and contact of a targeted candidate list. This list would be based on previous recruitment contacts, referrals and recommendations from key sources and from our recruitment database would be an excellent starting point.
- Extensive utilization of Internet-based job boards and association-based websites.
- Original research, which begins with identification and contact of individuals currently in the profession or other candidates who meet the profile but are not actively seeking employment. This is the crux of our direct and aggressive phone and email outreach approach.
- Development and electronic distribution of the comprehensive position announcement.
- Utilization of print advertising in various periodicals related to the various position being recruited.

III. Candidate Assessment

Our assessment process involves several “tiers” of evaluation. All candidates responding to this position will initially, be evaluated based on their resume and if appropriate, an extensive phone “screening” by a firm Consultant. Candidates who pass the initial “qualifying” criteria are then scheduled for a formal interview with Mr. Avery or Mr. Kimura. These extended personal interviews typically take one hour and a thorough discussion of their experience, accomplishments, management philosophy and interpersonal style takes place.

In interviewing candidates, we utilize a methodology based on “behavioral” interview techniques. Fundamentally, this approach explores a candidate’s past accomplishments and experiences. The philosophy here is that the best indicator of future performance is assessing past behavior. This methodology allows the firm to “project” how a candidate would approach and address challenges in the new position.



Those individuals who best fit the position requirements will have a Candidate Assessment Report developed by the Principal who conducted the interview. Additionally, two initial reference interviews are performed on these candidates. The reference interviews provide our clients with additional insights on the candidate's "behavior" and style.

IV. Candidate Presentation

Upon completion of formal interviews and initial reference interviews, a selection of candidates for presentation is made. We feel our extensive screening, interview, and reference process; combined with the knowledge gained during our initial assessment period, enable our client to proceed with fewer rather than more finalists.

The final candidates are presented in our candidate presentation "book." Each finalist will have a file consisting of a candidate summary sheet, a resume, the Candidate Assessment Report (based on the formal interview), and initial candidate reference reports.

V. Selection Process

Once the final candidate interview group is identified, we will support the District with the final interview process as requested. Our firm will provide candidates with guidance related to travel planning, hotel accommodations, as well as other interview planning issues.

VI Recruitment Closure and Follow-Up

Based on the firm's experience in human resource management and executive search, we are able to assist our clients in the formulation of appropriate compensation and other employment arrangements. We will be available throughout our retention to assist in this process.

As a matter of policy, Avery & Associates monitors the transition and progress of any executive we place with a client. Within the first three to six months after the District has hired the individual, we will speak with that individual to ensure that an effective transition has occurred. During the same period, we will also review the individual's status with your office.



Recruitment Timeline

Task	Scheduled Dates
<i>Search Initiation, Marketing & Advertising Development:</i> <ul style="list-style-type: none"> ▪ <i>Initial meetings with District Board and staff to define the ideal candidate profile</i> ▪ <i>Develop working draft of the recruitment brochure for approval by client</i> ▪ <i>Recruitment strategy finalized</i> ▪ <i>Determination of advertising scope and placement deadlines</i> ▪ <i>Brochure designed and printed</i> 	<i>Weeks 1 - 4</i>
<i>Marketing, Advertisement and Outreach Period:</i> <i>Advertise in:</i> <ul style="list-style-type: none"> ▪ <i>Mailing of brochure</i> ▪ <i>Jobs Available</i> ▪ <i>Website postings</i> <i>Preliminary candidate screening</i>	<i>Weeks 4 - 8</i>
<i>Candidate screening</i>	<i>Weeks 7-8</i>
<i>Candidate interviews</i>	<i>Weeks 8-9</i>
<i>Complete references and prepare candidate book</i>	<i>Week 10</i>
<i>Presentation of candidates</i>	<i>Week 11</i>
<i>Final Interviews</i>	<i>Week 13</i>
<i>Appointment Offer/Acceptance</i>	<i>Week >14</i>
<i>Report to Work Date</i>	<i>Week >14</i>

Consulting Fee

Based on the services described in our proposal, the professional services consulting fee for this recruitment will be \$17,900. If awarded the search, we would request an initial retainer of \$7,900 at the outset of the search. A second invoice of \$5,000 would be submitted upon the Client's acceptance of a finalist candidate group. The final balance of \$5,000 would be invoiced upon acceptance of a job offer constituting completion of the search. Our invoicing model ensures the firm will remain totally committed to the District throughout the duration of the search as the final invoice is not submitted until the District has an accepted candidate. The consulting fee will be inclusive of all services defined within this proposal unless otherwise stated. The "breakdown" of services is reflected in the chart below.

In addition to the Professional Services Fee, normal and direct out-of-pocket expenses associated with the search are charged back to the client. Expenses for this assignment would be a not-to-exceed amount of \$5,500 without the express consent of the District. These expenses include: advertising, clerical time, supplies, printing, telephone, postage, background checks, and consultant travel for client discussions, meetings and local or out-of-area candidate interviews. All expense items are reimbursed "at cost" and will be detailed and billed on a monthly basis.



Value Added

On occasion, our potential clients inquire about the “value” provided in retaining a search firm to conduct a recruitment. We feel there are several major differentiators: first, we have a vast network and database of public sector executives, many with whom we have active work relationships. They are receptive to our contact and outreach to them. They might not otherwise know of or be inclined to apply for a position. A second advantage is the confidential manner in which we operate. Candidates are confident they will not be compromised by premature disclosure to their current employer. The third and perhaps greatest advantage is our presentation of candidates to the client. As noted in our proposal, we conduct behavioral based interviews with candidates and subsequently conduct two initial reference interviews in addition to performing an Internet check on all candidates we would recommend for further consideration. This level of evaluation ensures the candidates presented have been thoroughly vetted short of a full background check.

Subcontractors

JP Graphics	Moore Information Services, Inc.
Joan Escover	Online
3310 Woodward Ave.	Background checks – criminal/civil
Santa Clara, CA 95054	court records, identity verification
408-235-8821	and degree verification
Printing of brochures	

Previous Contracts with the District

Avery Associates hasn't provided any prior work for the District.

Guarantees and Ethics

Whenever William Avery & Associates, Inc. is retained; we make several guarantees and commitments to a client. Due to our experience, knowledge and success within the management-consulting field, we assure a client that we will only present candidates who meet a substantial majority of the ideal qualifications that you have outlined. We are also committed to continue our search efforts until a successful candidate is employed.

It is also our practice to replace a candidate who may voluntarily resign during the first year of his/her employment. This same commitment applies if the client finds it necessary to terminate or to request the resignation of the selected individual in the first year for any reason. In either case, we invoice a client only for out-of-pocket expenses incurred in identifying a replacement.





Ralph Andersen & Associates
A Tradition of Excellence Since 1972

5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

August 6, 2020

President Christopher Deppe
and Members of the Board of Directors
Kensington Police Protection and
Community Services District
217 Arlington Avenue
Kensington, California 94707

Via Email: blindsay@kppcsd.org

RE: General Manager Recruitment

Dear President Deppe and Members of the Board of Directors:

Ralph Andersen & Associates is pleased to submit our proposal to provide executive search services to the Kensington Police Protection and Community Services District (KPPCSD) for the recruitment of the position of General Manager. We look forward to working with Board of Directors and the Interim General Manager, Bill Lindsay, on this search effort.

This type of position will be appealing to retired annuitants with CalPERS benefits although it is not necessarily an easy quest to address this part-time basis. We have done similar assignments in the past and understand the challenges involved.

I will be the Project Director and lead consultant on this modified search engagement. We are aware of the desire of the Board of Directors to do a regional search to find a well-qualified part-time General Manager.

Ralph Andersen & Associates has reviewed the District's Scope of Services and can perform the requested services as outlined although the timing to have this completed by end of September is not realistic under normal circumstances even without the impacts of COVID-19. We are open to discussing the timing of this search effort should the services of our firm be employed. Under my authority, the firm is able to enter into an agreement under the terms and conditions prescribed in the RFP and can provide a Certificate of Insurance upon contract award.

We have previously worked with KPPCSD. I was involved with another consultant on our team in 2006 to conduct the Police Chief/General Manager recruitment which was a combined administrative function and public safety position.

This proposal is valid for a period of 90 days from the RFP due date of August 6, 2020.

Should you have any questions or need further clarification, I can be reached at (916) 630-4900, on my cell at (916) 804-2885, or via email at heather@ralphandersen.com.

Respectfully Submitted,

Heather Renschler
President/CEO



5800 Stanford Ranch Road
Suite 410
Rocklin, California 95765
916.630.4900

Background and Qualifications

Ralph Andersen & Associates has been providing practical, responsive executive search and management consulting services to the local public sector and related industries since 1972. With each new assignment, we earn our reputation as the nation's premier local government consulting organization.

Ralph Andersen & Associates is a California Corporation and is not a subsidiary nor does it have any subsidiaries. Contact information for the Corporate Office is 5800 Stanford Ranch Road, Suite 410, Rocklin, California 95765; telephone: (916) 630-4900; fax: (916) 630-4911; website: www.ralphandersen.com; email: info@ralphandersen.com. Ralph Andersen & Associates has more than 48 years of experience conducting executive recruitments for a variety of public sector agencies. The firm currently has 19 employees.

Ms. Heather Renschler, President/CEO, and Mr. Robert Burg, Executive Vice President, are both stockholders in the firm and, as such, are able to bind the firm.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in the area of Sacramento (Rocklin), California. Through its network of professionals associated with the firm, Ralph Andersen & Associates also provides services to municipal clients throughout the United States.

Our staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior executives all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Range of Services Offered

Ralph Andersen & Associates specializes in the following primary service areas: executive search, management consulting, and human resources consulting.

- **Executive Search** – At Ralph Andersen & Associates, there's always an entire team behind every recruitment assignment that we undertake. Our multi-disciplinary approach takes the best ideas in executive recruiting and creates innovative ways to get the right candidates for clients. When you retain Ralph Andersen & Associates, you get our team's collective support and expertise working together to achieve your organization's objectives. The firm has conducted executive searches for large and small organizations throughout the nation. In addition to conducting searches for city manager and other chief executive officer positions, Ralph Andersen & Associates has successfully completed searches in every area of municipal service. Ralph Andersen & Associates believes the most important element of a successful executive search is to listen carefully to what our clients are looking for in terms of candidate experience and qualifications. Using these client-focused guidelines, candidate identification is undertaken through marketing and personal outreach.
- **Management Consulting** – Ralph Andersen & Associates helps organizations improve their performance potential with a range of management consulting services. The types of services provided by the firm include management and performance audits, organizational analyses, productivity improvement analyses, agency and service consolidation assessments, specialized

financial management including debt restructuring and organizational problem solving. In addition to providing these services to entire organizations, the firm often conducts management consulting engagements that are focused in a specific service area such as public safety, city management, finance, public works, community development and other major service areas. Ralph Andersen & Associates treats every management consulting engagement as unique. This approach means we will assemble a consulting team comprised of consultants with the specific talents and experiences needed to successfully achieve the client's objectives. Our team of experienced consultants perform complex analyses and recommend solutions that are practical and most importantly, are capable of being implemented by our clients.

- **Human Resources Consulting** – The firm provides a full range of contemporary human resources consulting including classification studies, compensation studies, benefits analysis, pay plan development, executive pay, and pay for performance. Key staff have proven success in working with labor groups and elected officials in identifying solutions and solving challenging problems. Services also include expert witness services for mediation and arbitration hearings. Our approach to consulting services is characterized by proven methods, extensive data collection, accurate analysis, and effective communication and messaging.

Why Choose Ralph Andersen & Associates?

We are one of the few California based search firms that also have an outstanding track record of success in the field of public sector recruitments conducted on a national scale. Our substantial background and understanding of cities and special districts as well as your specific needs makes us ideally suited to represent the interests of KPPCSD.

Each consultant with Ralph Andersen & Associates has decades of service to the public sector. We are passionate about helping our clients staff their executive teams with top talent and understand the importance of fit. Especially in this era of enhanced public scrutiny, the proper placement of candidates is essential.

Additionally, we take a multi-disciplinary approach to executive search and the entire process. This is where Ralph Andersen & Associates sets itself apart:

- There's always an entire team behind every assignment;
- We take a multi-disciplinary approach to meeting our client's needs; and
- We keep commitments, performing at a level that exceeds our client's expectations.

Ralph Andersen & Associates serves a nationwide clientele through its Corporate Office in Sacramento (Rocklin), California. Our national staff of professionals and support staff include acknowledged leaders in their respective fields. Supplementing their extensive consulting backgrounds, our senior staff all have personal, hands-on executive experience in the operation of public agencies and private businesses.

Our Professional Competency

Ralph Andersen & Associates has been providing executive search and management consulting services since 1972. As such, the executive recruitment techniques used by Ralph Andersen & Associates have been developed and used successfully with hundreds of clients for more than 48 years. As a national search firm, our client list includes a wide range of municipalities including some of the largest and fastest growing cities in the country. Our firm has significant recruiting and consulting experience in California, the Western Region, and across the nation. As a highly qualified and experienced executive search firm, Ralph Andersen & Associates brings an extensive network of contacts in the area of local government that will prove invaluable

in quickly identifying a pool of outstanding candidates for the Kensington Police Protection and Community Services District.

Successful Placements

Ralph Andersen & Associates has conducted the following California city manager and special district management recruitments (with similar duties and responsibilities) in the last two years (2018 to Present):

California City Manager Recruitments

- Apple Valley, CA – Town Manager (2018)
- Bishop, CA – City Administrator (2020)
- Buellton, CA – City Manager (2019)
- Calabasas, CA – City Manager (Current Search)
- Corona, CA – City Manager (2019)
- Costa Mesa, CA – City Manager (2019)
- Cupertino, CA – City Manager (2019)
- Irvine, CA – City Manager (2018)
- La Palma, CA – City Manager (2020)
- La Quinta, CA – City Manager (2019)
- Mill Valley, CA – City Manager (2020) – **Brochure Attached**
- Modesto, CA – Deputy City Managers (2018)
- Monterey, CA – City Manager (2018)
- Moorpark, CA – City Manager (2018)
- Oakland, CA – City Administrator (2020)
- Pomona, CA – City Manager (2019)
- Redlands, CA – City Manager (2019)
- Rialto, CA – City Administrator (2019)
- San Bruno, CA – City Manager (2018)
- Suisun City, CA – City Manager (2019)
- Westlake Village, CA – City Manager (2019)

California Special District Recruitments:

- California WaterFix Project (Delta Conveyance and Construction Authority), CA
 - Executive Director (2019)
- DERWA, CA
 - Authority Manager (2019) – **Note: The Firm currently provides on-going Interim Services as an employee of Ralph Andersen & Associates**

- Elsinore Valley Municipal Water District
 - General Manager (2019)
- Georgetown Divide Public Utility District
 - General Manager (Current Search)
- Northwest Mosquito and Vector Control District, CA
 - District Manager (2020)
- Sunnyslope County Water District, CA
 - General Manager (2019)
- Valley Sanitary District, CA
 - General Manager (2019)
- Westside Water Authority, CA
 - Executive Director/General Manager (Current Search)
- Zone 7 Water Agency, CA
 - General Manager (2018)

Strategy for Recruitment of Diverse Candidates

To Ralph Andersen & Associates, the diversity of the candidates we present to our clients is a very important metric that helps measure the success of our search. We also believe an equally important measure of success is whether the client has a choice among men and women of various ethnic backgrounds on the list of finalist candidates.

Ralph Andersen & Associates is proud of its record of placing women and minority candidates. A copy of our Women and Minority Placements listing can be provided upon request.

Search Team

The reputation of the search firm and personal commitment of the recruiters define the difference between the success and failure of any given recruitment. Ralph Andersen & Associates' search professionals are acknowledged leaders in the field and possess a broad range of skills and experience in the areas of local government management, executive search, and related disciplines. Only senior members of Ralph Andersen & Associates are assigned to lead search assignments, ensuring that their broad experience and knowledge of the industry is brought to bear on our clients' behalf. **The Kensington Police Protection and Community Services District will have Ms. Heather Renschler, President/CEO of Ralph Andersen & Associates, as the Project Director and lead consultant on this engagement.**



Heather Renschler, Project Director

Ms. Renschler has been with Ralph Andersen & Associates for more than 35 years and is the firm's President/CEO. Ms. Renschler has overseen the recruitment practice of Ralph Andersen & Associates for nearly 23 years and, as a result, is often involved with recruitments on a national scale and those of a highly sensitive and critical nature. She is experienced at working with city councils, boards, staff members, and selection committees in the recruitment and selection process. Her network of contacts and potential candidates are on a national scale.

Ms. Renschler conducts executive level searches at all levels of population both within California and nationally. Specifically in the San Francisco Bay Area, she has conducted searches for the top executive (City Administrator or City Manager) for large cities (City of Belvedere, City of Mill Valley, Town of Tiburon, and City of Sausalito) or in the Southern California (City of Beverly Hills, City of Calabasas, and City of West Lake Village). Ms. Renschler has also conducted or has on-going search engagements with utility districts in the Bay Area including Dublin San Ramon Services District, Marin Municipal Water District, and North Marin Water District.

Prior to joining Ralph Andersen & Associates, Ms. Renschler had extensive private sector experience in the areas of construction management, health care, and working for a public accounting firm.

Ms. Renschler attended the University of Toledo and majored in Accounting and Journalism and obtained a Bachelor's degree in Public Administration from the University of San Francisco.

Paraprofessional and Support Staff

Other paraprofessional, graphics, and support staff will provide administrative support to the search team on recruitment assignments. These may include Ms. Christen Sanchez, Ms. Diana Hausmann, Ms. Hannah Jones, Ms. Karen Allgood, Ms. Teresa Heple, Ms. Tina Keller.



References

At Ralph Andersen & Associates, we feel strongly that our past and ongoing client relationships will attest to the professionalism of our services. We would be pleased to provide additional references upon KPPCSD's request.

- **City of Mill Valley**
Mr. John McCauley, Vice Mayor
(415) 388-4033
Recruitment: City Manager (Brochure Attached)
- **City of Sausalito**
Contact: Adam Politzer, City Manager
(415) 289-4166
Recruitment: Various recruitment over the years including City Manager in 2007 (Placement: Adam Politzer) and most recently Director of Public Works/City Engineer in 2019
- **Dublin San Ramon Services District**
Ms. Michelle Gallardo, PHR, IPMA-CP, Human Resources Supervisor
(925) 875-2289
Recruitment: Administrative Services Manager, Engineering Services Manager, General Manager, Operations Manager

Current Recruitments

Ms. Renschler, Project Director, is currently conducting a number of recruitments, all at various stages in the recruitment process. The number of searches undertaken by Ms. Renschler are typically spaced out appropriately to allow her to handle a variety of engagements over an extended period of time.

Ms. Renschler and the members of the Search Team will be able to focus on the General Manager search to meet the recruitment timelines as laid out in the District's RFP.

Methodology and Approach

Our Approach to the Recruitment Process

The successful search process relies heavily on person-to-person contact to identify outstanding potential candidates and, in the evaluation phase, to gain a complete understanding of the background, experience, and management style of the top candidates. Our approach includes:

- Extensive **personal outreach**, in-person and via telephone, to qualified candidates within the San Francisco Bay area.
- A **marketing strategy** that uses selected advertising to supplement the extensive candidate identification process using the Internet and using the firm's vast network of professional contacts.
- A **screening process that narrows the field of candidates** to those who most closely match the needs of the Board of Directors and is based on **preliminary research and telephone interviews** with the top candidates.
- **Delivering a product in the form of a search report that recommends the top group** of candidates and provides the Board of Directors with detailed information about their backgrounds and experiences.

Search Work Plan

We approach every search with a sense of excitement and urgency and we always “hit the ground running.” That means that when the Board of Directors gives us notice to proceed, we kickoff the process immediately – working closely with the Board of Directors, Interim General Manager, and others, as requested, to identify the key characteristics and professional experience desired in the candidate pool. We believe strongly in providing timely client communications and while we will deliver regular status reports at each stage of the search, our consultants pride themselves in being highly accessible and responsive to all client requests and inquiries.

Given the uncertainty regarding in-person meetings due to the COVID-19 pandemic, meetings may be conducted via videoconference if travel and in-person gatherings are not advised.

Task 1 – Review Project Management Approach

Ms. Renschler, Project Director, will meet with the Board of Directors, Interim General Manager, and others, as appropriate, to discuss the project management for the search. The discussion will include a review of the work plan, confirmation of timing, and communication methods.

Task 2 – Develop Position Profile

The position profile for the General Manager is the guide for the entire search process. The development of the profile includes the collection of technical information and recruitment criteria.

Technical Information

Ms. Renschler will meet with the Board of Directors, Interim General Manager, and others, as appropriate, to gain an understanding of the experience and professional background requirements desired in the General Manager. Oftentimes, key staff, community leaders, and other stakeholders are interviewed to help create a broader understanding of the unique aspects of the position. These

meetings will also help the Project Director gain an understanding of the work environment and the issues facing the community of KPPCSD.

Recruitment Criteria

The recruitment criteria are those personal and professional characteristics and experiences desired in the General Manager. The criteria should reflect the goals and priorities of the Board of Directors. Ms. Renschler will meet with key staff (if desired by the Board) and others, as appropriate, to facilitate the identification and articulation of that criteria.

Subsequent to the development and adoption of the candidate profile, the technical information and recruitment criteria will be documented in an electronic recruitment brochure prepared by the search consultant. The electronic recruitment brochure will be reviewed by the KPPCSD in draft format, revised as appropriate, and published for use throughout the search.

Task 3 – Outreach and Recruiting

This task is among the most important of the entire search. It is the focus of the activities of the Project Director and includes specific outreach and recruiting activities briefly described below.

Outreach

An outreach and advertising campaign will be developed. It will include the placement of ads in various publications/internet sources specific to executive leadership roles similar to general manager, city or county management.

Additionally, the advertisement and the full text of the position profile (the recruitment brochure) will be placed on Ralph Andersen & Associates' website, which is accessed by a large number of qualified candidates. This method of outreach to potential applicants provides a confidential source that is monitored by many key level executives on an on-going basis.

Candidate Identification

Ralph Andersen & Associates will use their extensive contacts to focus the recruiting effort. In making these contacts, the Project Director will target those individuals who meet the criteria set by the Board of Directors. Each of the candidates identified through the recruiting efforts will be sent an information brochure. Candidates will also be contacted directly to discuss the position and to solicit their interest in being considered.

Both the outreach and recruiting activities will result in applications and resumes from interested candidates. As they are received, resumes will be acknowledged and candidates will be advised of the general timing of the search process. The following tasks involve the actual selection process, once all resumes have been received.

Task 4 – Candidate Evaluation

This task will be conducted following the application closing date. It includes the following specific activities:

Screening

All of the applications will be carefully reviewed. Those that meet the recruitment criteria and minimum qualifications will be identified and subject to a more detailed evaluation. This evaluation will include consideration of such factors as professional experience and size and complexity of the candidate's current organization as compared to the candidate profile.

Preliminary Research and Internet Review

The research staff of Ralph Andersen & Associates, under the direction of the Project Director, will conduct preliminary research and internet review for those candidates identified as the most qualified as a result of the screening process. This level of research will be done on a limited number of candidates to learn more about each candidate's public profile and related information that is available on the internet.

Preliminary Interviews via Video Technology

The Project Director will conduct preliminary interviews with the top group of candidates identified through the screening and preliminary research and Internet review processes. The interviews are extensive and designed to gain additional information about the candidates' experience, management style, and "fit" with the recruitment criteria. Interviews will be conducted using video conferencing ("Zoom") or via telephone. No consultant travel for preliminary in-person interviews has been included in this proposal.

The screening portion of the candidate evaluation process typically reduces a field of applicants to approximately five to ten individuals. Those individuals will be reviewed with the Board prior to proceeding with the individual interviews.

Task 5 – Search Report

After completing Task 4, Ms. Renschler will meet with the Board of Directors or others (via Zoom) to review the search report on the top candidates. The report divides all of the candidates into four groups including 1) the top group of candidates that are recommended to be interviewed in-person by the Board of Directors; 2) a backup group to the first group; 3) no further consideration group; and 4) lacks minimum qualifications. The search report will include candidate resumes. The results of preliminary research and Internet reviews and interviews will be reviewed with the Board.

The results of the Search Report will be a confirmed group of finalist candidates (typically 4 to 5) that the Board of Directors will interview via Zoom (unless advisable to do in-person due to COVID-19).

Task 6 – Close Out

The Interim General Manager will work with the final group of candidates and the Board of Directors to make a final selection and complete an employment agreement with the selected candidate.

After the Board of Directors has reached agreement with the individual selected for the position, the Project Director will close out the search. These activities will include advising all of the finalist candidates of the status of the search by telephone.

Proposed Schedule

Ralph Andersen & Associates will complete the search within approximately 75 – 90 days (or less) from the execution of the agreement to the presentation of candidates. A longer timeframe may be required due to the unusual circumstances of COVID-19.

The anticipated kickoff date for the General Manager search is August 17, 2020. It is understood that the Board of Directors desires to complete the recruitment as soon as possible. We would anticipate having this position “open” for a minimum of 30 days and possible 45 days after the completion of the brochure and the placement of advertisements. If we have the ability to expedite the search, we will certainly make every effort to do so.

Based on the time requirements, we believe that the process may extend into October. Additionally, the impact of COVID-19 may also cause additional delays.

Task	Estimated Week of Completion
Task 1 – Review Project Management Approach	Week One
Task 2 – Develop Position Profile and Recruitment Brochure	Week One – Week Two
Task 3 – Outreach and Recruiting	Week Two – Seven
Task 4 – Candidate Evaluation	Ongoing Throughout Process (typically more focused during Week Six and Week Seven)
Task 5 – Search Report	Week Eight – Week Nine
Task 6 – Selection (Conducted by District)	Week Nine - Week Ten
Task 7 – Negotiation (Conducted by District)	Week Ten – Week Eleven
Task 8 – Close Out	Week Twelve

Cost Information

This search will be focused primarily in California in the San Francisco Bay Area. The fee to perform a full search for the position of General Manager will be the **fixed fee of 23,995*** for professional services and all expenses (as detailed below).

*Expenses included in this fixed fee include such items as advertisements, consultant interaction (anticipated to be done 100% through video conferencing with the final selection handled by the Interim GM), clerical, research, graphic design, printing and binding, postage and delivery, verifications and Internet and Lexis/Nexis searches on the top two candidates, and long-distance telephone charges. References and final backgrounds will be conducted on the top two candidates.

Brochure – A full color electronic brochure will be developed for the General Manager recruitment. All pictures will be the responsibility of KPPCSD.

Invoicing – KPPCSD will be invoiced in three installments as follows:

- Following kick-off and finalization of recruitment brochure - \$8,200
- After the closing date - \$8,200
- After finalist interviews - \$7,595

Progress payments will be due upon receipt.

Exclusions – KPPCSD will be responsible for all candidate expenses related to on-site interviews (this assumes social distancing guidelines will allow in-person interviews).

Value Added Services

There is not anything additional that would be included with this proposal that is not already documented in this proposal submittal.

At Ralph Andersen & Associates we believe our Search Team is a cut above other firms based on the personal and tailored approach we commit to our clients as we undertake each engagement. This also includes prompt attention to all matters such as returning phone calls to candidates and updating candidates as to their status throughout the process. Additionally, we are in close contact with scheduled updates that keep our client informed on our progress. All of these items, combined with our ethics and corporate integrity, are already embedded into our processes.

Contractor Assignment of Sub-Contract

Ralph Andersen & Associates will not be using any subcontractors for this search engagement.

Previous Contracts with the KPPCSD

Ralph Andersen & Associates conducted the Police Chief / General Manager Search for KPPCSD in 2006.

Guarantee

Important to note, since KPPCSD is requesting partial search assistance, our standard guarantee will not apply.

However, should KPPCSD desire to engage Ralph Andersen & Associates in a full search, then our standard guarantee would apply. This would raise the cost to \$27,775 for a full search process. There is no reduction in steps or cost for a part-time position of this nature. All of the tasks in our process need to be conducted no matter the number of hours the individual works for the hiring organization.

Ralph Andersen & Associates offers the industry-standard guarantee on our **full search services**. If within a one-year period after appointment, the General Manager resigns or is dismissed for cause, we will conduct another search free of all charges for professional services. Kensington Police Protection and Community Services District would be expected to pay for the reimbursement of all incurred expenses.

Should the initial outreach efforts not result in a successful placement, Ralph Andersen & Associates will continue the outreach efforts until the ideal candidate is found. Kensington Police Protection and Community Services District will be responsible for expenses based on actual receipts.

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING

AUGUST 13, 2020

ITEM 5

PRESENT A RESERVE POLICY

BACKGROUND

At the November 1, 2018 meeting of the Finance Committee a CSDA template Reserve Policy was presented and discussed. Following that at the November 15th meeting of the KPPCSD Board the same template Reserve Policy was presented and discussed. At that meeting President Sherris-Watt stated that a specific reserve policy would be crafted as part of the larger Policies & Procedures Manual revision. It was pointed out that the template was close in many ways what the district is following.

Since then Director Sherris-Watt has worked with our legal counsel to create a specific policy and that is what is being considered now.

FISCAL IMPACT

Placing funds in reserve accounts will help ensure that critical operations of the district have the financial reserves to handle future expenses, as well as aid in budgeting for general fund projects.

ATTACHMENTS

Draft Resolution
Draft Reserve Policy

SUBMITTED BY:

Christopher Deppe
President

POLICY 2040: Reserve or Fund Balance Policy

2040.1 Purpose: The District shall maintain reserve funds from existing unrestricted funds as designated by the District's Reserve Policy. This policy establishes the procedure and level of reserve funding to achieve the following specific goals:

- Fund replacement and major repairs for the District's physical assets; The General Manager may recommend additional reserves and funds or alter reserves with the approval of the Board of Directors.
- Fund repairs and replacement of park facilities and equipment.
- Fund park grounds maintenance.
- Fund regular replacement of computer hardware and software;
- Fund replacement and major repairs for the District's fleet and equipment;
- Fund capital improvements; and
- Maintain operational sustainability in periods of economic uncertainty or unanticipated events.

The District shall account for reserves as required by Governmental Accounting Standards Board Statement No. 54, which distinguishes reserves as among these classes: non-spendable, restricted, committed, assigned and unassigned. The reserves stated by this policy, unless otherwise required by law, contract, or District policy shall be deemed "assigned" reserves.

2040.2 Policy: Use of District Reserves is limited to available "Unrestricted" Funds (not obligated by law, contract or agreement). All reservations or use of these funds will be designated by formal action of the Board of Directors.

2040.3 Using Reserve Funds:

- Vehicle Fleet Reserve: Vehicle Fleet Reserves will be set aside and used exclusively for the purchase of new vehicles to support District operations, or to make major repairs to existing vehicles.
- Technology Reserve: Technology Reserves will be set aside and used to purchase hardware and software in support of District operations, with the intent of maintaining modern technology for employees and their service delivery.
- Designated Project/Special Use Reserve: Projects, programs or special uses will be identified by the General Manager and/or the Board of Directors and approved by the Board. Uses must further the mission of the District and will be evaluated for designation according to value to the District and the people it serves.
- Capital Improvements Reserve: Capital Improvements Reserves shall be limited to costs related to making changes to improve capital assets, increase their useful life, or add to the value of these assets.
- **Economic Uncertainty and Emergency Reserve: After addressing the desired reserve levels for a through d above, the District will seek to maintain a reserve level that is 25 percent of the budgeted operating expenditures for the year.**

2040.4 Monitoring Reserve Levels: The General Manager, in collaboration with the Fiscal and Business Manager, shall perform a reserve status analysis annually, to be provided to the Board of Directors' annual deliberation/approval of Budget and Reserve Funds.

Additional information may be provided to the Board of Directors upon the occurrence of the following events:

- When a major change in conditions threatens the reserve levels established by this policy or calls into question the effectiveness of this policy;
- Upon General Manager and/or Board request. The General Manager may recommend changes to this section, that the Board of Directors can consider, as economic conditions and District finances change



POLICY TITLE: Reserve Policy
POLICY NUMBER: 2150

2150.1 Purpose: The [name of District] (the District) shall maintain reserve funds from existing unrestricted funds as designated by the District's Reserve Policy. This policy establishes the procedure and level of reserve funding to achieve the following specific goals:

- a) Fund replacement and major repairs for the District's physical assets.
- b) Fund regular replacement of computer hardware and software.
- c) Fund designated conservation projects/programs or other special uses not otherwise funded by grants or requiring additional monetary support;
- d) Fund capital improvements; and
- e) Maintain minimal operational sustainability in periods of economic uncertainty.

The District shall account for reserves as required by Governmental Accounting Standards Board Statement No. 54, which distinguishes reserves as among these classes: non-spendable, restricted, committed, assigned and unassigned. The reserves stated by this policy, unless otherwise required by law, contract, or District policy shall be deemed "assigned" reserves.

2150.2 Policy: Use of District Reserves is limited to available "Unrestricted" Funds (not obligated by law, contract or agreement), including donations, interest earned, fees for service or other non-grant earnings. All special use funds will be designated by formal action of the Board of Directors. [The following reserves reflect common purposes of many Districts for cash reserves; the listed purposes and reserve amounts should be tailored to the needs of your District.]

- a) Vehicle Fleet Reserve:
Vehicle Fleet Reserves will accumulate from existing unrestricted funds, at a rate of [\$10,000] annually. The maximum amount of Vehicle Fleet Reserves will be [\$50,000]. When the annual accumulation would increase the Reserve beyond [\$50,000], only the amount required to reach the maximum will be reserved.
- b) Technology Reserve:
Technology Reserves will accumulate from existing unrestricted funds at a rate of [\$4,000] annually. The maximum amount of Technology Reserves will be [\$20,000]. When the annual accumulation would increase the Reserve beyond [\$20,000], only the amount required to reach the maximum will be reserved.
- c) Designated Project/Special Use Reserve:
Designated Project/Special Use Reserves will accumulate from existing unrestricted funds at a rate of [\$10,000 annually]. The maximum amount of Designated Project/Special Use Reserve will be [\$50,000]. When the annual accumulation would increase the Reserve beyond [\$50,000], only the amount required to reach the maximum will be reserved.



-
- d) **Capital Improvement Reserve:** Capital Improvements Reserve will accumulate from existing unrestricted funds at a rate of [\$25,000] annually. Designated Capital Improvement Funds may be used to cover major facility improvements (construction, installation of new doors or windows, replacing doors and windows, roof replacement, HVAC replacement, alarm system installation, parking lot and outside lighting improvements, etc.). The maximum amount of Capital Improvement Reserves will be [\$100,000]. When the annual accumulation would increase the Reserve beyond [\$100,000], only the amount required to reach the maximum will be reserved.
 - e) **Repair/Operations & Administrative Operations Reserve:**
Facility & Administrative Operations Reserves will accumulate from existing unrestricted funds at a rate of [\$260,000] annually. The maximum amount of Facility & Administrative Operations Reserves will be [\$780,000]. When the annual accumulation would increase the Reserve beyond [\$780,000] (equivalent of three years of Operations Reserves), only the amount required to reach the maximum will be reserved.
 - f) **Total All Reserve Funds:**
The total amount of Reserves designated annually from all funds shall be [\$309,000] with a cumulative accrual cap of [\$1,000,000].

2150.3 Using Reserve Funds:

- a) **Vehicle Fleet Reserve:**
Vehicle Fleet Reserves will be used exclusively for the purchase of new vehicles to support District operations, or to make major repairs to existing vehicles.
- b) **Technology Reserve:**
Technology Reserves will be used to purchase hardware and software in support of District operations, with the intent of maintaining a modern technology for employees.
- c) **Designated Project/Special Use Reserve:**
Projects, programs or special uses will be identified by the General Manager and/or the Board of Directors and approved by the Board. Uses must further the mission of the District and will be evaluated for designation according to value to the District and the people it serves.
- d) **Capital Improvements Reserve:**
Capital Improvements Reserves shall be limited to costs related to making changes to improve capital assets, increase their useful life, or add to the value of these assets.
Operations/Repair & Administrative Operations Reserve:
- e) **Operational Reserves shall be accrued to ensure three years of minimal facility and administrative functions, at a rate of \$260,000. Reserve funds shall be utilized to support:**
 - 1) Administrative operational functions, including minimal staffing levels and administrative/office expenses;
 - 2) facility operations;
 - 3) facility repairs (distinguished from Capital Improvements and may include painting, caulking of seams, roof repairs, HVAC repairs, patching of walls, etc.).



2150.4 Monitoring Reserve Levels: The General Manager, in collaboration with the [position title], shall perform a reserve status analysis annually, to be provided to the Board of Directors' annual deliberation/approval of Budget and Reserve Funds.

Additional information may be provided to the Board of Directors upon the occurrence of the following events:

- a) When a major change in conditions threatens the reserve levels established by this policy or calls into question the effectiveness of this policy;
- b) Upon General Manager and/or Board request.

RESOLUTION NO. 2020-18

**A RESOLUTION OF THE BOARD OF DIRECTORS OF THE
KENSINGTON POLICE PROTECTION AND COMMUNITY
SERVICES DISTRICT ADOPTING POLICY 5040**

The Board of Directors of the Kensington Police Protection and Community Services District (hereafter referred to as the "Board of Directors") does find as follows:

WHEREAS, the Kensington Police Protection and Community Services District ("District") former Policy and Procedures Manual consisted of Policies 1000 through 4000, inclusive ("Prior Manual"); and

WHEREAS, the Board has adopted new Policies 1000, 2000, 3000, 4000 and 4100, and several amendments thereto, as components of a new Policy and Procedures Manual ("New Manual");

WHEREAS, the New Manual policies are all based on the 2017 model published by the California Special District Association and

WHEREAS, on May 23, 2019, the Board adopted Resolution No 2019-6, which renumbered the then-current Policy 3000 as Policy 5000; and

WHEREAS, the Board now wishes to consider adding Policy 5040, governing the maintenance of reserve funds, based on the California Special District Association's model and therefore posted a draft of said new policy on its website on or before August 10, 2020; and

WHEREAS, on August 13, 2020, the Board considered the proposed new Policy 5040, took public testimony and decided to adopt proposed new policy.

NOW, THEREFORE, THE BOARD OF DIRECTORS DOES RESOLVE AS FOLLOWS:

Policy 5040 is hereby amended to provide as set forth in the exhibit attached hereto and incorporated herein by reference.

AYES:

NOES:

ABSENT:

Chris Deppe
President, Board of Directors

I HEREBY CERTIFY the foregoing resolution was duly and regularly adopted by the Board of Directors of the Kensington Police Protection and Community Services District at the regular meeting of said Board held on Thursday, the 13th day of August, 2020.

Lynelle M. Lewis
District Clerk of the Board

William A. Lindsay
Interim General Manager

BOARD OF DIRECTORS MEETING

August 13, 2020

ITEM 6

CONSIDER AUTHORIZING THE GENERAL MANAGER TO SOLICIT PROPOSALS FOR FINANCIAL AUDIT SERVICES

SUMMARY OF RECOMMENDATION

Discuss and consider authorizing the General Manager to solicit proposals for financial audit services.

BACKGROUND

For approximately fifteen years, the firm of Lamorena and Chang has been providing audit services for KPPCSD the purpose of expressing an opinion on the presentation of financial statements and making recommendations regarding internal financial controls.

The Government Finance Officers Association (GFOA) advises that governmental entities enter into multiyear agreements of at least five years in duration when obtaining the services of independent auditors, and that entities undertake a competitive process for the selection of independent auditors at the end of the term of each audit contract. Most recently, audit services for the year ending June 30, 2019 were provided by Lamorena and Chang under a single year proposal for a fee of \$17,000.

The purpose of this agenda item is to determine whether or not the Board of Directors would like to direct the General Manager to solicit proposals for financial audit services. Options for the Board include (1) preparing and issuing an RFP for audit services for an expected five-year contract, or (2) offering an extension to Lamorena and Chang for a contract of one, or more, additional year(s).

RECOMMENDATION

Discuss and consider authorizing the General Manager to solicit proposals for financial audit services.

FISCAL IMPACT

Estimated costs associated with completion of the annual audit for the year ending June 30, 2020 are included in the FY 2020-21 budget.

SUBMITTED BY:

Bill Lindsay
Interim General Manager

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING

August 13, 2020

ITEM 7

REQUIREMENT TO READ AND ACKNOWLEDGE CONTRA COSTA COUNTY HEALTH ORDERS

SUMMARY OF RECOMMENDATION

Direct that that each Board member, employee or contractor of the KPPCSD and KPD read, and acknowledge, the health orders given by the Contra Costa County.

BACKGROUND

Due to the Covid-19 pandemic, and by order of the County Health Officer, all individuals in Contra Costa County are subject to the following health orders for the general public:

- Social distancing order,
- Required face coverings order,
- Mass quarantine order,
- Mass isolation order, and
- Vehicle-based gatherings order.

RECOMMENDATION

It is recommended that each Board member, employee or contractor of the KPPCSD and KPD read the health orders given by the Contra Costa County. Employees do not have to be Contra Costa County residents, and in order to clarify current regulations and promote safety, it is suggested that a current copy of these five orders be placed in the Public Safety Building and the links emailed to all employees, contractors and Board members.

All Board members, employees or contractors will send an email to General Counsel stating that they have read the orders and attachments. This should be completed by September 1, 2020.

FISCAL IMPACT

Possible savings of over \$5000 to District due to restricted travel.

ATTACHMENTS/LINKS

County order concerning Covid-19, <https://www.coronavirus.cchealth.org/health-orders>
Social Distancing Order, June 16, 2020: https://813dcad3-2b07-4f3f-a25e-23c48c566922.filesusr.com/ugd/84606e_423b65646f8c4caf92722a938ee84c99.pdf

SUBMITTED BY:

Director Sherris-Watt

BOARD OF DIRECTORS MEETING

August 13, 2020

ITEM 8

COMPENSATION FOR EMPLOYEES AND BOARD MEMBERS DURING SHELTER-IN-PLACE ORDER

SUMMARY OF RECOMMENDATION

Authorize additional compensation to KPPCSD employees, Board members, and General Counsel while incurring additional expenses during the current shelter-in-place order.

BACKGROUND

Since March 19, 2020, an Executive Order and Public Health Order directed all California residents to stay home except to go to an essential job or shop for an essential need. While the KPPCSD and KPD provide essential services, certain employees of the KPPCSD have worked remotely since this date in order to prevent the transmission of Covid-19.

Board members and General Counsel have avoided or abstained from visiting the Public Safety Building and have held all meetings remotely since March 8, 2020. This has placed a burden on certain employees and Board members. As the work of the District continues unabated, employees and Board members are using personal devices and supplies for District work.

RECOMMENDATION

It is recommended to authorize compensation of a \$100/month, dated from March 2020, to employees who worked from home more than 10 hours a week. This stipend is to cover supplies and other expenses. These employees are the General Manager, Finance Director and Clerk of the Board. Other employees and contractors may be covered at the discretion of the General Manager. This compensation should be authorized through May 31, 2021, or the stay-at-home order is lifted, whichever comes first.

Board members and General Counsel, will be granted a stipend of \$50/month under the terms listed above. Payment will be issued in a manner that is decided on by the General Manager and Finance Director.

Should employees of the KPPCSD or KPD, or a Board Director require computer equipment to work remotely or attend Zoom meetings, a District laptop and/or printer will be issued within 5 business days of request. This equipment remains property of the KPPCSD and must be returned by June 1, 2020 or upon leaving the District's employ.

Requests for computer equipment should be made to the President of the Board and the General Manager.

FISCAL IMPACT

Up to \$9000 dollars in stipend fees. These costs are replacing real funds that would have been spent could employees and Board members work without restrictions.

Additional costs for computer replacement could be necessary.

ATTACHMENTS/LINKS

None

SUBMITTED BY:

Director Sherris-Watt

BOARD OF DIRECTORS MEETING

August 13, 2020

ITEM 9

AUTHORIZE PAYMENT OF STIPEND FOR FACE COVERINGS REQUIRED BY COUNTY PUBLIC HEALTH ORDER

SUMMARY OF RECOMMENDATION

Authorize payment of a stipend to KPPCSD employees and contractors for necessary face coverings required by the Contra Costa County public health order.

BACKGROUND

By order of the County Health Officer, all individuals in Contra Costa County, over the age of 2, must now wear face coverings in accordance with guidance provided by the State of California. The most recent order is dated July 5, 2020.

As part of this order, all businesses **must**:

- Require that their employees, contractors, owners, and volunteers wear a face covering;
- Provide face coverings to workers or reimburse workers for the reasonable cost of obtaining them; and
- Take all reasonable steps to prohibit any member of the public who is not wearing a face covering from entering and must not serve that person if those efforts are unsuccessful.

RECOMMENDATION

To fully comply with the County order, it is recommended that each employee or contractor of the KPPCSD and KPD be given \$50 towards the purchase of masks. This is in addition to any face coverings provided for staff at the Public Safety Building.

Furthermore, should the Board resume in-person meetings of any nature, prior to July 2021, \$50 would be given to Board Directors and General Counsel, for purchase of face coverings.

FISCAL IMPACT

Up to \$1,100 for compensation for face coverings.

ATTACHMENTS/LINKS

County order for face coverings: https://813dcad3-2b07-4f3f-a25e-23c48c566922.filesusr.com/ugd/84606e_e943fec6e2814a6786b8a46d1383adb8.pdf

SUBMITTED BY:

Director Sherris-Watt