



Kensington Police Protection and Community Services District

A G E N D A

Thursday, April 25, 2019

52 Arlington Avenue, Kensington, California

NOTE CHANGE IN MEETING LOCATION

AMENDED SPECIAL MEETING AGENDA

Special Meeting – Closed Session 6:15 P.M.

Regular Meeting: 7:30 P.M.

1. **Call to Order/Roll Call – 6:15 P.M.**
2. **Special Meeting: Closed Session – Public Comments:** Members of the public may address the Board on items listed on the agenda. Please observe our five-minute per person limit and twenty-minute total limit, per Board Policy 5030.41.
3. **Adjourn to Closed Session**
 - a. CONFERENCE WITH LEGAL COUNSEL—ANTICIPATED LITIGATION (3 Cases)
California Gov. Code §§ 54956.9(d)(1) and (e)(1)
 - b. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
Name of Case: [REDACTED] and [REDACTED] v. KPPCSD et. al
4. **Regular Meeting – Call to Order/Roll Call 7:30 P.M.**
5. **Public Comments:** Members of the public may address the Board on items not listed on the agenda but that are within the jurisdiction of the District. Comments on matters that are listed on the agenda and requiring Board action may be made at the time the Board is considering each item. Please observe our five-minute per person limit and twenty-minute total limit, per Board Policy 5030.41.
Note: Items that are informational only and that used to appear as part of the Consent Calendar have been moved to the agenda packet's addendum. Public comments about such items made be made at this time. To comment on agenda items, please complete speaker cards and submit them to staff.
6. **Board/Staff Comments**
7. **New Business**
 - a. Collection of Park Assessment: Landscaping and Lighting Act of 1972; Adoption of Resolutions for Fiscal Year 2019-20
 - i. Resolution 2019-02: A Resolution of the Board of Directors of the Kensington Police Protection and Community Services District Initiating Proceedings for the Levy and Collection of Assessments for the Kensington Park Assessment District for Fiscal Year 2019/20
 - ii. Resolution 2019-03: A Resolution of the Board of Directors of the Kensington Police Protection and Community Services District Approving the Annual Report for the Kensington Park Assessment District for Fiscal Year 2019/20
 - iii. Resolution 2019-04: A Resolution of the Board of Directors of the Kensington Police Protection and Community Services District Declaring its Intention to Levy and Collect Assessments for the Kensington Park Assessment District for Fiscal Year 2019/20

- iv. Annual report
- b. Kensington Police Department: Evaluation of Alternatives Related to Delivering Police Services: Review of Process and Community Engagement Conducted by the Matrix Consulting Group; and Consideration of a Request for Proposal (for action)
 - i. Staff report
- c. Draft Policy and Procedure Manual Sections 3000, 4000 and 4010 (for initial consideration)
 - i. Staff Report
 - ii. Draft Section 3000
 - iii. Draft Sections 4000 and 4010

ADJOURNMENT

Our next meeting will be May 23.

Rules of Decorum at Meetings

- Persons wishing to speak shall line up on the left side of the room. If there are several speakers, please try to be brief to give others the opportunity to speak.
- All persons wishing to speak shall do so at the podium and address their comments to the Board.
- Each member of the public attending the meeting has the right to speak during the public comments period. If the allotted time for public comments has been reached, we will begin the meeting and allow for additional public comment on items not on the agenda but within our jurisdiction after the business portion of our meeting.
- Each member of the public attending the meeting has the right to comment on each item on the agenda. However, the Board President may restrict the number of times that an individual may speak on the same agenda item as necessary to ensure that all persons wishing to comment on that item are heard and that the meeting proceeds in an orderly fashion.
- If any meeting is willfully interrupted so as to render the orderly conduct of the meeting unfeasible, the Board President may order the person or group of persons causing the disruption removed.
- If removal of the person or group of persons causing the disruption of the meeting does not restore order, the Board President may order the room cleared of all members of the public except members of the media and proceed to address the remaining items on the agenda.

General Information

- All proceedings of the Open Session will be audio recorded and, if the equipment works, video recorded.
- The Community Center has devices for hearing assistance. Please contact GM Anthony Constantouros for information about the equipment.
- The Community Center is Wi-Fi accessible.
- Upon request, the Kensington Police Protection and Community Services District will provide written agenda materials in appropriate alternative formats or disability-related modification of disabilities to participate in public meeting. Please send written request, including your name, mailing address, phone number, and a brief description of the requested materials and preferred alternative format or auxiliary aid or service at least two days before the meeting. Requests should be sent to: Kensington Police Protection & Community Services District, 217 Arlington Ave, Kensington, CA 94707

POSTED: Public Safety Building – Colusa Food – Arlington Kiosk and at www.kppcsd.org
Complete agenda packets are available at the Public Safety Building.

All public records that relate to an open session item of a meeting of the Kensington Police Protection & Community Services District that are distributed to a majority of the Board less than 72 hours before the meeting, excluding records that are exempt from disclosure pursuant to the California Public Records Act, will be available for inspection at the **District offices, 217 Arlington Ave, Kensington, CA 94707** at the same time that those records are distributed or made available to a majority of the Board

Items formerly included under the Board Packet Addendum are now posted separately on the District's website, under the title "Monthly Reports."

Communications and information submitted by community members and others will be included in the Correspondence section of this report and available to the public.

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING

APRIL 25, 2019

ITEM 7a

COLLECTION OF PARK ASSESSMENT: LANDSCAPING AND LIGHTING ACT OF 1972; ADOPTION OF RESOLUTIONS FOR FISCAL YEAR 2019-20

SUMMARY

Every year, the Kensington Police Protection and Community Services District needs to approve the resolutions prepared by NBS that initiate the process of collecting the park assessment, pursuant to the Landscaping and Lighting Act of 1972, which helped establish the Kensington Park Assessment District.

The first step in the process is the approval of Resolution 2019-02, initiating proceedings for the levy and collection of assessments for the Kensington Park Assessment District for Fiscal Year 2019-20.

The second step in the process is the approval of Resolution 2019-03, approving the Annual Report for the Kensington Park Assessment District for Fiscal Year 2019-20. A copy of the report, "Kensington Park Assessment District Annual Report Fiscal Year 2019-20," is attached to the resolution for Board review and approval.

The third step is the approval of Resolution 2019-04, declaring the Board's intention to levy and collect assessments for the Kensington Park Assessment District for Fiscal Year 2019-20 and to set the Public Hearing for Thursday, June 13, 2019, at 7:30 P.M. Once Resolution 2019-04 is passed, it will need to be published in the local paper at least ten (10) days prior to a public meeting which can be held on May 23, 2019 or June 13, 2019.

Total assessment to each dwelling unit is \$17.85, which is an increase from \$17.24 last year, with a total of 2,188 parcels to be assessed. The total balance to levy will be \$40,212.70. This revenue may be used only for the maintenance of the "New Park."

The final step in the process will be holding a Public Hearing on either May 23, 2019 or June 13, 2019, and Board approval of Resolution 2019-05.

RECOMMENDATION: Discuss the item, take public comment, and approve the resolutions.

FISCAL IMPACT: Anticipated revenue of \$38,299.06.

ATTACHMENTS: RESOLUTIONS 2019-02, 2019-03, and 2019-04

SUBMITTED BY: Anthony Constantouros, General Manager

RESOLUTION NO. 2019-02

**A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT,
INITIATING PROCEEDINGS FOR THE LEVY AND COLLECTION OF ASSESSMENTS FOR
THE KENSINGTON PARK ASSESSMENT DISTRICT
FOR FISCAL YEAR 2019/20**

The Board of Directors of the Kensington Police Protection and Community Services District (hereafter referred to as the "Board of Directors") does resolve as follows:

WHEREAS, the Board of Directors previously completed its proceedings in accordance with and pursuant to the Landscaping and Lighting Act of 1972, Part 2, Division 15 of the California Streets and Highways Code (commencing with Section 22500) (the "Act") to establish the Kensington Park Assessment District (the "Assessment District"); and

WHEREAS, the Board of Directors has retained NBS for the purpose of assisting with the annual levy of the Assessment District, and the preparation and filing of an Annual Report.

NOW, THEREFORE BE IT RESOLVED, DETERMINED, AND ORDERED BY THE BOARD OF DIRECTORS, AS FOLLOWS:

1. **Annual Report:** The Board of Directors hereby orders NBS to prepare and file with the Secretary of the Board of Directors the Annual Report concerning the levy and collection of assessments within the Assessment District for the fiscal year commencing July 1, 2019 and ending June 30, 2020.
2. **New Improvements or Changes to Existing Improvements:** There are no changes to existing improvements nor are there any items being added to the list of improvements previously approved at the formation of the Assessment District.

PASSED AND ADOPTED by the Board of Directors of the Kensington Police Protection and Community Services District on _____, the ____ day of _____, 2019, by the following vote to wit:

AYES:

Eileen Nottoli, President

NOES:

Sylvia Hacaj, Vice President

ABSENT:

Rachelle Sherris-Watt, Director

Christopher Deppe, Director

Cyrus Modavi, Director

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 _____, the ____ day of _____, 2019.

District General Manager

RESOLUTION NO. 2019-03

**A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT,
APPROVING THE ANNUAL REPORT FOR
THE KENSINGTON PARK ASSESSMENT DISTRICT
FOR FISCAL YEAR 2019/20**

The Board of Directors of the Kensington Police Protection and Community Services District (hereafter referred to as the "Board of Directors") does resolve as follows:

WHEREAS, the Board of Directors previously completed its proceedings in accordance with and pursuant to the Landscaping and Lighting Act of 1972, Part 2, Division 15 of the California Streets and Highways Code (commencing with Section 22500) (the "Act") to establish the Kensington Park Assessment District (the "Assessment District"); and

WHEREAS, the Board of Directors has retained NBS for the purpose of assisting with the annual levy of the Assessment District, and the preparation and filing of an Annual Report; and

WHEREAS, the Board of Directors has, by previous resolution, ordered NBS to prepare and file such Annual Report; and

WHEREAS, NBS has prepared and filed such Annual Report with the Secretary of the Board.

NOW, THEREFORE BE IT RESOLVED, DETERMINED, AND ORDERED BY THE BOARD OF DIRECTORS, AS FOLLOWS:

1. **Approval of Report:** The Board of Directors hereby approves the Annual Report concerning the levy of assessments as submitted by NBS for the fiscal year commencing July 1, 2019 and ending June 30, 2020.

PASSED AND ADOPTED by the Board of Directors of the Kensington Police Protection and Community Services District on _____, the ____ day of _____, 2019, by the following vote to wit:

AYES:

Eileen Nottoli, President

NOES:

Sylvia Hacaj, Vice President

ABSENT:

Rachelle Sherris-Watt, Director

Christopher Deppe, Director

Cyrus Modavi, Director

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 _____, the ____ day of _____, 2019.

District General Manager

RESOLUTION NO. 2019-04

**A RESOLUTION OF THE BOARD OF DIRECTORS
OF THE KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT,
DECLARING ITS INTENTION TO LEVY AND COLLECT ASSESSMENTS FOR
THE KENSINGTON PARK ASSESSMENT DISTRICT
FOR FISCAL YEAR 2019/20**

The Board of Directors of the Kensington Police Protection and Community Services District (hereafter referred to as the "Board of Directors") does resolve as follows:

WHEREAS, the Board of Directors previously completed its proceedings in accordance with and pursuant to the Landscaping and Lighting Act of 1972, Part 2, Division 15 of the California Streets and Highways Code (commencing with Section 22500) (the "Act") to establish the Kensington Park Assessment District (the "Assessment District"); and

WHEREAS, the Board of Directors has retained NBS for the purpose of assisting with the annual levy of the Assessment District, and the preparation and filing of an Annual Report.

NOW, THEREFORE BE IT RESOLVED, DETERMINED, AND ORDERED BY THE BOARD OF DIRECTORS, AS FOLLOWS:

- 1. Intention:** The Board of Directors hereby declares its intention to levy and collect assessments within the Assessment District to pay the costs of the Improvements for the fiscal year commencing July 1, 2019 and ending June 30, 2020. The Board of Directors finds that the public's best interest requires such action.
- 2. Improvements:** The improvements within the District include, but are not limited to: the operating, maintaining and servicing of all public landscaping improvements, consisting of landscaping and grass. Operating, maintaining and servicing include, but are not limited to: personnel, materials, electrical energy and water. Services provided include all necessary service, operations, administration and maintenance required to keep the improvements in a healthy, vigorous, and satisfactory condition.
- 3. Assessment District Boundaries:** The boundaries of the Assessment District are as shown by the assessment diagram filed in the offices of the Secretary, which map is made a part hereof by reference.
- 4. Annual Report:** Reference is made to the Annual Report prepared by NBS, on file with the Secretary, for a full and detailed description of the improvements, the boundaries of the Assessment District and the zones therein, and the proposed assessments upon assessable lots and parcels of land within the Assessment District.
- 5. Notice of Public Hearing:** The Board of Directors hereby declares its intention to conduct a Public Hearing concerning the levy of assessments in accordance with Section 22629 of the Act. All objections to the assessment, if any, will be considered by the Board of Directors. The Public Hearing will be held on **Thursday, June 13, 2019 at 7:00 pm** or as soon thereafter as is feasible in the meeting place of the Board of Directors located at 52 Arlington Avenue, Kensington, CA. The Board of Directors further orders the Secretary to publish notice of this resolution in accordance with Section 22626 of the Act.
- 6. Increase of Assessment:** The maximum assessment is not proposed to increase from the previous year above that previously approved by the property owners (as "increased assessment" is defined in Section 54954.6 of the Government Code).

PASSED AND ADOPTED by the Board of Directors of the Kensington Police Protection and Community Services District on _____, the ____ day of _____, 2019, by the following vote to wit:

AYES:

Eileen Nottoli, President

NOES:

Sylvia Hacaj, Vice President

ABSENT:

Rachelle Sherris-Watt, Director

Christopher Deppe, Director

Cyrus Modavi, Director

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 _____, the ____ day of _____, 2019.

District General Manager

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

Fiscal Year 2019/20 Annual Report For:

Kensington Park Assessment District

April 2019

Prepared by:



Corporate Headquarters
32605 Temecula Parkway, Suite 100
Temecula, CA 92592
Toll free: 800.676.7516

Kensington Police Protection and Community Services District
217 Arlington Avenue
Kensington, CA 94707
Phone - (510) 526-4141

BOARD MEMBERS

Eileen Nottoli, President

Sylvia Hacaj, Vice President

Rachelle Sherris-Watt, Director

Christopher Deppe, Director

Cyrus Modavi, Director

DISTRICT STAFF

Tony Constantouros, General Manager

NBS

Tim Seufert, Client Services Director

Sara Mares, Project Director

Darrylanne Zarate, Financial Analyst

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1. EXECUTIVE SUMMARY

The Board of Directors of the Kensington Police Protection and Community Services District (“KPPCSD”), State of California, has directed NBS Government Finance Group, DBA NBS (“NBS”), to prepare and file a report presenting plans and specifications describing the general nature, location, and extent of the improvements to be maintained and an estimate of the costs of the maintenance and operations and servicing of the improvements for the Kensington Park Assessment District (the “District”) for Fiscal Year 2019/20 pursuant to the provisions of the *Landscape and Lighting Act of 1972, Part 2, Division 15 of the California Streets and Highways Code (commencing with Section 22500)* (hereafter referred to as the “Act”).

The report includes a diagram of the District, showing the area and properties proposed to be assessed, an assessment of the estimated costs of the maintenance, operations and servicing the improvements, and the net amount levied upon all assessable lots and/or parcels within the District in proportion to the special benefit received.

The assessment rate and the annual rate escalation factor of the annual San Francisco Bay Area CPI were approved by property owners through the assessment balloting procedures set forth in Section 4 of Article XIIIID of the California Constitution following a public hearing on May 28, 1997.

The assessment summarized below covers a portion of the estimated costs of maintenance, operation, and servicing of said improvements to be paid by the assessable real property within the District in proportion to the special benefit received.

SUMMARY OF ASSESSMENT

DESCRIPTION	AMOUNT
Balance to Levy ⁽¹⁾	\$40,212.70
Total Equivalent Dwelling Units	2,253.984
Total Assessment Per Equivalent Dwelling Unit	\$17.85
Total Parcels to be Assessed	2,189

(1) Actual levy amount may vary due to even cent rounding for placement on the Contra Costa County tax roll.

2. OVERVIEW

2.1 Introduction

On December 6, 1994, KPPCSD formed the District for the purpose of providing improvements which benefit parcels in the District. Since that time, the District has been levying and collecting special assessments to pay for maintaining and servicing those improvements.

This Annual Engineer's Report ("Report") describes the District and the proposed charge per Equivalent Dwelling Unit (EDU) for Fiscal Year 2019/20 based on the historical and estimated costs to maintain the improvements and to provide the services that benefit parcels within the District. Maintenance and operation of the facilities provides a healthy alternative for youth and adult activities while protecting the capital investments that have been made within the District.

The word "parcel," for the purposes of this Report, refers to an individual property assigned its own Assessor's Parcel Number by the Contra Costa County Assessor's Office. The Contra Costa County Auditor/Controller uses Assessor's Parcel Numbers and specific Fund Numbers, to identify on the tax roll, properties assessed for special district benefit assessments.

Following consideration of public comments at a noticed public hearing, the Board of Directors may confirm the diagram and may order the levy and collection of assessments for Fiscal Year 2019/20. If approved, the assessment information shall be submitted to the Contra Costa County Auditor/Controller and included on the property tax roll for each benefiting parcel for Fiscal Year 2019/20.

2.2 Effect of Proposition 218

On November 5, 1996, California voters approved Proposition 218 by a margin of 56.5% to 43.5%. The provisions of the Proposition, now California Constitutional Articles XIIC and XIID, adds substantive and procedural requirements to assessments, which affect the KPPCSD maintenance assessments.

The assessment rate and the annual rate escalation factor of the annual San Francisco Bay Area CPI were approved by property owners through the assessment balloting procedures set forth in Section 4 of Proposition 218 following a public hearing on May 28, 1997. The San Francisco Bay Area CPI increase for the period ending February 2019 was 3.526%.

2.3 Description of District and Services

The District operates, services, and maintains the following improvements: landscaping and grass, water and electric services, equipment and supplies, repair or replacement of existing improvements, and addition of future improvements (if determined to be necessary).

The District consists of a residential area, generally located north of the Contra Costa County line, east of Santa Fe Avenue, west of Kensington Road, and south of Gelston Place.

3. ESTIMATE OF COSTS

3.1 Description of Budget Items

Operations & Maintenance - Includes the following:

- Tree Pruning/Removal – Includes the costs for trimming trees and removal of debris.
- Utilities – Includes the costs for water to irrigate the landscaping and the costs for electricity for street lighting.
- Miscellaneous Services/Equipment – Includes the costs for maintaining and replenishing equipment and supplies.
- Miscellaneous Repairs – Includes costs for any infrastructure repair on District property, including repairs to buildings.

Incidental Expenses - Includes the following:

- Administrative Services – Includes services necessary for District maintenance, including preparation of the Annual Engineer’s Report and expenses for the services of KPPCSD personnel.
- Levy Fees – Includes the County of Contra Costa parcel charges to collect the assessments on the County Tax Roll.

3.2 Kensington Park Budget

The proposed budget for Fiscal Year 2019/20 is as follows:

ACCOUNT DESCRIPTION	2019/20 PROPOSED BUDGET
Maintenance Contract ⁽¹⁾	\$28,262
Tree Pruning/Removal	10,353
Utilities	4,659
Drain Clearing	621
Operations & Maintenance Total	\$43,895
Administrative Services	6,313
Levy Fees	1,914
Incidental Expenses	608
Expenses Total:	\$8,835
Total Costs	\$52,730

(1) Includes Maintenance contracts, park restroom custodian and maintenance repairs.

4. METHOD OF APPORTIONMENT

4.1 Method of Apportionment

Pursuant to the Act, the costs of the District may be apportioned by any formula or method which fairly distributes the net amount to be assessed among all assessable parcels in proportion to the estimated special benefit to be received by each such parcel from the maintenance, servicing, and operation of the improvements. The formula used for the District reflects the composition of the parcels and the improvements and services provided to fairly apportion the costs based on the estimated benefits to each parcel.

The benefit was determined to be equal for all Equivalent Dwelling Units (EDU) within the District.

Kensington Park Assessment District

The method used to calculate the assessments within the District is as follows:

$$\text{Total Balance to Levy} / \text{Total EDU} = \text{Levy per EDU}$$

To determine the EDU for assessable parcels, the Benefit Unit Factor (B.U.F.) is multiplied by the number of developed residential units on the parcel. Undeveloped and non-residential parcels are not assessed. The CPI Rate Escalation Factor is applied to the Levy per EDU each year.

The operations and maintenance activities for the District are of special benefit to those parcels in the District. The benefit derived by the community at large is negligible and is considered a general benefit.

4.2 Land Use Benefit Factors

PROPERTY TYPE/ LAND USE CODE	B.U.F. PER UNIT
Single-Family Residential Parcels	1.000
Multi-Family Residential Parcels	0.768
Vacant Residential Parcels	0.000
Non-Assessable Parcels	0.000

4.3 Balance To Levy

Total District Costs – Includes Operations and Maintenance costs, in addition to any Incidental Expenses determined in Section 3 of this Report.

Other Funding Sources – This is the amount of surplus or deficit funds resulting from the collection of the previous year's assessments. This can also include funds designated for use by the District that are not from District Assessments. These funds are added to or subtracted from the District account and assessments are adjusted accordingly.

Balance to Levy – This is the total amount to be levied and collected through assessments for the current fiscal year. The Balance to Levy represents the sum of the Operations and Maintenance, Incidental

Expenses, Beginning Balance, (deficit or surplus from last year) and Other Funding Sources less installment rounding.

DESCRIPTION	AMOUNT
Total District Costs	\$52,730.00
Beginning Balance	0.00
Other Funding Sources ⁽¹⁾	(12,517.30)
Total Balance To Levy ⁽²⁾	\$40,212.70

(1) Revenue from the KPPCSD general fund

(2) Actual levy amount may vary due to even cent rounding for placement on the Contra Costa County tax roll.

4.4 Total Assessment Per EDU

The following table summarizes the total assessment and number of EDUs.

DESCRIPTION	AMOUNT
Balance to Levy ⁽¹⁾	\$40,212.70
Total District EDU	2,253.984
Total Assessment Per EDU	\$17.85

(1) Actual levy amount may vary due to even cent rounding for placement on the Contra Costa County tax roll.

4.5 Historical Maximum Assessment Per EDU

The following table lists the historical assessment rates per EDU.

FISCAL YEAR	ASSESSMENT RATE ⁽¹⁾
2006/2007	\$12.69
2007/2008	13.09
2008/2009	13.46
2009/2010	13.61
2010/2011	13.86
2011/2012	14.09
2012/2013	14.52
2013/2014	14.87
2014/2015	15.24
2015/2016	15.62
2016/2017	16.09
2017/2018	16.65
2018/2019	17.24
2019/2020	17.85

(1) Actual levy amount may vary due to even cent rounding for placement on the Contra Costa County tax roll.

4.6 Sample Calculations

The following table describes the calculation of a parcel charge based on the property type.

PROPERTY LAND USE	B.U.F. X UNITS = EDU	PARCEL EDU X LEVY PER EDU = PARCEL CHARGE	PARCEL CHARGE ⁽¹⁾
Single-Family Residential	1.000 X 1 Unit	1.000 X \$17.853123	\$17.85
Multi-Family Residential	0.768 X 2 Units	1.536 X 17.853123	27.42
Vacant Residential	0.000 X 1 Unit	0.000 X 17.853123	0.00

(1) Actual levy amount may vary due to even cent rounding for placement on the Contra Costa County tax roll.

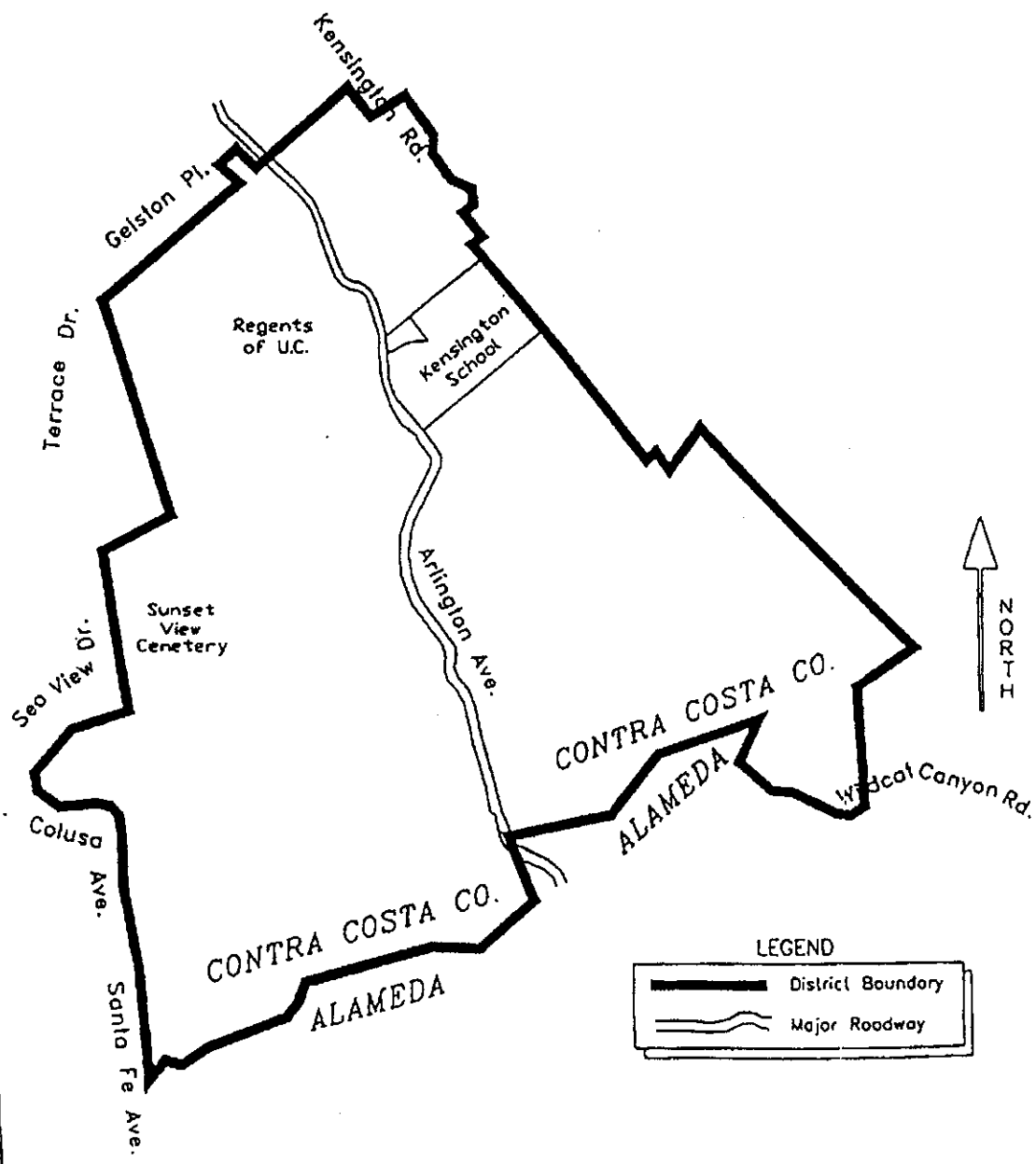
5. ASSESSMENT DIAGRAM

The following page shows a copy of the Assessment Diagram for the District. The lines and dimensions shown on the maps of the Contra Costa County Assessor for the current year are incorporated by reference herein and made part of this Report.

ASSESSMENT DIAGRAM
Kensington Park Assessment District
Kensington Police Protection and Community Services District
Contra Costa County, California

Filed in the office of the District Secretary of the Kensington Police Protection and Community Services District this _____ day of _____

Diana Jones, District Secretary of the Kensington Police Protection and Community Services District
County of Contra Costa, State of California



6. ASSESSMENT ROLL

The assessment roll is provided for Fiscal Year 2019/20 on the following pages. The description of each lot or parcel as part of the records of the County Assessor of the County of Contra Costa are, by reference, made part of this Report.

Kensington Police Protection and Community Services District
Kensington Park Assessment District
Fiscal Year 2019/20 Assessment Roll

APN	Owner	EDU	Amount⁽¹⁾
570-011-002	KIM PAUL KEUNWOO & JUNGSOON	1	\$17.84
570-011-003	BARBER RAY E TRE & MACBRIDE BONNIE	1	17.84
570-011-004	SHIBA-HARRIS LUANA TRE	1	17.84
570-011-005	DODD RICHARD S & AFZAL-RAFII ZARA	1	17.84
570-011-006	TILLEY EDWARD & REBECCA TRE	1	17.84
570-011-007	CHANG ADAM TRE & LIU GWEN	1	17.84
570-011-008	INGRAM JEFFREY THOMAS	1	17.84
570-011-009	KARLSSON RICHARD R & NANCY TRE	1	17.84
570-011-010	PERRY DOUGLAS F & HODA A TRE	1	17.84
570-011-011	LOW EVELYN A	1	17.84
570-011-012	DRAEGER HAROLD T & MARIA TRUST	1	17.84
570-011-013	SHIRYON NILY	1	17.84
570-011-014	TATSUNO SUSAN TAKAKO TRE	1	17.84
570-012-001	MCINTYRE TIMOTHY	1	17.84
570-012-002	MORSE LINDA TRE	1	17.84
570-012-003	STENQUIST RICHARD J & JEAN TRE	1	17.84
570-012-004	SMITH ROBERT W & KRISTINA L	1	17.84
570-012-005	MATTESON ROSARY TRE	1	17.84
570-012-008	HOCHBAUM AHARON & DORIT S TRE	1	17.84
570-012-009	TAO WILLIAM TRE & YU GILLIAN	1	17.84
570-012-010	AQUINO-FIKE ALEXANDRA & SEGERITZ MICHAEL	1	17.84
570-012-011	BWHITE INVESTMENTS LLC	1	17.84
570-012-012	DIMMICK MADGE E TRE	1	17.84
570-012-013	DOMMER DONALD D & SHELLEY S	1	17.84
570-012-014	GEYEN ELEANOR H TRE & PEYTON ALBERT C JR	1	17.84
570-012-015	NUCCI LARRY P & MARIA S TRE	1	17.84
570-012-016	REVELEY MARK & EMMA	1	17.84
570-020-001	EAMES COLLEEN J TRE	1	17.84
570-020-002	CAPONE RICHARD & CYNTHIA	1	17.84
570-020-003	CHAN ROSALYN SHY-TONG TRE	1	17.84
570-020-004	DOWLING ROBERT T & ROBERTA TRE	1	17.84
570-020-005	KWOCK MICHAEL RICHARD TRE & KANEKO KATHERINE MICHIE	1	17.84
570-020-006	SANDFORD ILDIKO M TRE	1	17.84
570-020-010	WETTER MICHAEL & MAUREEN O	1	17.84
570-020-011	EMERY RYAN T	1	17.84
570-020-012	DONOHUE JULIE	1	17.84
570-020-013	STRITT STEVEN	1	17.84
570-020-014	KINGSLEY MADELINE ANDERSON TRE	1	17.84
570-020-015	HIBSER MARCUS ALLEN TRE & TABOR KELLY ANN	1.536	27.42
570-031-001	CHEN CONG-YAN & JIA LUN TRE	1	17.84
570-031-002	STACHURA IRENE A TRE	1	17.84
570-031-003	HENCO MANAGEMENT LLC	1	17.84
570-031-004	CHO ERWIN & COX AYUMI	1	17.84
570-031-005	SAVAS OMER	1	17.84
570-031-006	SCHNIEWIND ARNO & TOSHIKO TRE	1	17.84
570-031-007	KOO MICHELLE E M	1	17.84
570-031-008	DAVIS NANCY B TRE	1	17.84
570-031-009	BARKER WILLA OCONNOR	1	17.84
570-031-010	DENLINGER JONATHAN D	1	17.84

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570-031-011	MOCK KATHLEEN R TRE	1	17.84
570-031-012	ROBERTS JAIMA L	1	17.84
570-031-013	WANG VICTOR & YU MARY X	1	17.84
570-031-014	POST SAMUEL DOUGLAS	1	17.84
570-032-001	PERKINS JOHN H & BARBARA B TRE	1	17.84
570-032-002	HANNAH LAUREN & PRESCOTT BENJAMIN	1	17.84
570-032-003	SADWICK LARRY P TRE	1	17.84
570-032-004	SECOND STORY LLC	1	17.84
570-032-005	KNERNAM BRENDAN & ELISE	1	17.84
570-032-006	COE RUSSELL & CONSTANCE	1	17.84
570-032-007	AYERS TEIKO A TRE	1	17.84
570-032-008	DAY KAREN TRE	1	17.84
570-032-009	GESLEY ROBERT A TRE	1	17.84
570-032-010	SOE BRADLEY A TRE & TRAN CHI L	1	17.84
570-032-011	SHEN ZUO-JUN & LI YUE	1	17.84
570-032-012	CHAR ALBERT F TRE	1	17.84
570-032-013	BIASE SIMONE TRE	1.536	27.42
570-032-014	VANTILBORG JEROEN & LEE CHRISTINA ON-YEE	1	17.84
570-032-015	BLAKELY ALTA TRE	1	17.84
570-032-016	GREENFIELD DEREK L & MAYA M	1	17.84
570-032-017	KANESANATHAN SAJEEV & CHOWNE KATRINA	1	17.84
570-032-018	ARMOUR MICHELLE	1	17.84
570-032-019	DOMANICO EDWARD & SUSAN Z	1	17.84
570-032-020	TAI CHRISTINE I	1	17.84
570-032-021	MARTIN BENJAMIN A & CHARLEE M	1	17.84
570-032-022	SASAGAWA PAMELA K	1	17.84
570-032-023	VELOZ ALBERTO M & SCARLETT NORA E	1	17.84
570-032-024	WHITTEN KRISTIAN D	1	17.84
570-032-025	LYON JILIA	1	17.84
570-032-026	FERREIRA JOHN M TRE & NELSON MARY S	1	17.84
570-032-027	LARSON HANS & ANESSA	1	17.84
570-032-028	MCCLINTON BEN & ROSENBAUM KAREN	1	17.84
570-032-029	PETERSON ANDRIS & DAGNIJA TRE	1	17.84
570-032-030	TURMAN BENJAMIN & MAYA WOODSON	1	17.84
570-032-031	HART GISELE TRE EST OF	1	17.84
570-041-001	VANNOORD MICHAEL & RAQUEL TRE	1	17.84
570-041-002	MILLER SCOTT W & MARIANNE	1	17.84
570-041-003	ROKIN HAMID SHAHRYAR TRE & BAER TIFFANY BAER	1	17.84
570-041-004	GULLIXSON ROGER W TRE	1	17.84
570-041-005	CONLEY ANNE S	1	17.84
570-041-006	PETERS ARLIN ROBERT JR TRE	1	17.84
570-041-007	LIN JIANG & CASTELLO-LIN JEANINE P	1	17.84
570-041-008	DAVIDSON TAMMY D	1	17.84
570-041-009	MAO JAMES CHO-TING	1	17.84
570-041-010	SERA BOB & LAURA D TRE	1	17.84
570-041-011	JUSTIN GALE D & ROLLER JON	1	17.84
570-041-012	NELSON HENRY M & BARBARA W TRE	1	17.84
570-041-013	SPERLING JOCELYN SHARYN TRE & RABUKA DAVID IAN	1	17.84
570-041-014	DETLOFF LOWELL N	1	17.84

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570-041-015	CHILDRESS SUE ANN	1	17.84
570-041-016	JURISICH JAY P & FINEGAN SUSAN E	1	17.84
570-041-017	PATTON SIMON TRE & STENSLAND JAN D	1	17.84
570-041-018	COLE ROSLYN TRE	1	17.84
570-041-019	NISHIMURA HIROSHI & CHIEKO	1	17.84
570-041-021	BRYDON CHRISTOPHER W & MINNA M	1	17.84
570-041-022	SAYLES ELDA G TRE	1	17.84
570-041-023	ZHANG DAVID DIWEI & TSO PAO-YUAN	1	17.84
570-041-024	LUDMER PAUL LOUIS TRE	1	17.84
570-041-025	RIVER MARILYN C TRE	1	17.84
570-042-001	NEWMAN RICHARD TRE & CHAN IRENE	1	17.84
570-042-002	YOURD ROLAND & SUSAN B TRE	1	17.84
570-042-003	FRENDERBERG MARGIT & MATES KAREN	1	17.84
570-042-004	DUDLEY JUNQIAO HAN TRE	1	17.84
570-042-005	CRAKOW PHYLLIS JO	1	17.84
570-042-006	WALDEN GWEN & PORTER CAROL	1	17.84
570-042-007	FLEMING JOHN J	1	17.84
570-042-008	FIELD MARK C & NANCY J	1	17.84
570-042-009	MORTENSON DENISE E	1	17.84
570-042-010	BERGEN DAVID P	1	17.84
570-042-011	HITCHCOCK ELAINE KAREN TRE	1	17.84
570-042-012	LAMBERT WILLIAM E & SUSAN TRE	1	17.84
570-042-013	ZHU XIAO YAN	1	17.84
570-042-014	WANG CYNTHIA W	1	17.84
570-042-015	WEAVER EVAN & MARTHA TRE	1	17.84
570-042-016	CHODOSH JOSHUA & PLENINGER PERRIN A	1	17.84
570-042-017	HAILE AMANUEL Y	1	17.84
570-042-018	ARCHIE ANGELA M TRE	1.536	27.42
570-042-019	CONCUS PAUL & CELIA TRE	1	17.84
570-042-020	CENTRAL CAPITAL GROUP INC	1	17.84
570-042-021	ROGIN GABRIEL W TRE & MAW ELIZABETH C	1	17.84
570-050-001	DUBINETT LAURA TRE	1	17.84
570-050-002	NGAN ALAN H & LAM NORA Y	1	17.84
570-050-003	MARTINEZ ANNA M	1	17.84
570-050-004	WATERS DREW & CHARLOTTE C TRE	1	17.84
570-050-005	ABEL ELIZABETH TRE & MEYER RICHARD	1	17.84
570-050-006	CODE ALAN D TRE & FRIEDKIN MINA	1	17.84
570-050-007	TAHERI ZAHRA MINOO TRE	1	17.84
570-050-008	BULKLEY GEORGE E & KRANE HILARY K	1	17.84
570-050-009	KAVALER ROBERT	1	17.84
570-050-010	FINNEY KENNETH B & FERGUSON SUSAN C	1	17.84
570-050-011	ALEGRIA ISABEL	1	17.84
570-050-012	PERKINS MICHAEL CRAIG TRE	1	17.84
570-050-013	MOSER MARVIN & SIEGEL JENNIFER	1	17.84
570-050-014	TAMAGNO MARCO & CAMPBELL CATHERINE M	1	17.84
570-050-017	WOO MARK TRE & MARTIN COLLEEN	1	17.84
570-050-018	WYRZYKOWSKI TADEUSZ & FUJITA KEIKI KAY MITSU	1	17.84
570-050-019	LINDQUIST ROBERT H & JUNE TRE	1	17.84
570-050-020	MEYER-KAWAICHI EIRENE SACHA & KAWAICHI K BYRON	1	17.84

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570-050-022	ROLLE CARMEN T TRE	1	17.84
570-050-023	HUDDLE FRANKLIN & CHANYA TRE	1	17.84
570-050-024	GAWLIKOWSKI NICHOLAS & ANGELA	1	17.84
570-050-025	DASILVA SUSAN	1	17.84
570-050-026	FEINBERG IRWIN & JANET S	1	17.84
570-050-027	GE XUE & FAN RONG	1	17.84
570-060-001	BARRAZA REYES M & BETTY T TRE	1	17.84
570-060-002	SANDOVAL STEVEN ERNEST TRE & ALGAZZALI-SANDOVAL MARY	1	17.84
570-060-003	GODFREY STEPHEN C & LUSK ELISE B	1	17.84
570-060-004	JEZ JEFFREY P & SU J G TRE	1	17.84
570-060-005	OPPENHEIMER JAMES	1	17.84
570-060-006	THOMAS JEFFEREY M & HELEN FU	1.536	27.42
570-060-007	CRAMER ARTHUR B & DONNA TRE	1	17.84
570-060-008	MILLETT JAMES M TRE	1	17.84
570-060-009	BAGHERZADEH-AZAR PARVIZ TRE & JAVIDFAR ELHAM	1	17.84
570-060-010	KOHNEN THEODORE J & COLLEEN M	1	17.84
570-060-011	MARIANO WILLARD A	1	17.84
570-060-018	PHAM LINDA D	1	17.84
570-060-019	TRAN HUNG T & HUNG LE	1	17.84
570-060-020	FONTAINE PAUL & JORDAN-FONTAINE DARLENE ANN	1	17.84
570-060-021	SHEN SIDNEY & KATHERINE TRE	1	17.84
570-060-022	LEE LUCINDA & OSULLIVAN RUAIRI	1	17.84
570-071-001	BOOKSTEIN NORMAN A TRE	1	17.84
570-071-002	SCHNEIDER LEIGH TRE	1	17.84
570-071-003	BROHAWN STEPHEN G & KATHRYN L	1	17.84
570-071-004	HOWELL MARILYN TRE & ROBINSON ANDREW	1	17.84
570-071-005	INGERSOLL CHRISTOPHER T & ALTSCHUL VERONICA	1	17.84
570-071-006	JOHSTON SCOTT & LEUNG LINDA	1	17.84
570-071-007	GOLDEN MARGARET H	1	17.84
570-071-008	SPILLER SHIRLEY A TRE	1	17.84
570-071-009	KANEKO JASON & CATHERINE	1	17.84
570-071-010	COOMBS MARY M TRE	1	17.84
570-072-001	HYER FREDERICK L III & LUCAS JACQUELINE JAY	1	17.84
570-072-002	GARBUTT GERARD	1	17.84
570-072-003	COOPER NANCY W & ULMER ANDREW	1	17.84
570-072-004	KLOTZ JUELANN L TRE	1	17.84
570-072-005	KNIGHT ERIC & WONG DOREEN	1	17.84
570-072-006	HASHIMOTO HIROFUMI	1	17.84
570-072-007	BUCHANAN PATRICIA ONEILL TRE & KANEKO JASON & CATHERINE	1.536	27.42
570-072-008	MORRISON RICHARD L & HIRASHIMA JENNIE	1	17.84
570-072-009	LOACH ROBERTA J	1	17.84
570-072-010	GO SAMUEL L & CYNTHIA M	1	17.84
570-072-011	VOLPP SOPHIE & FRANKLIN MATTHEW	1	17.84
570-072-012	GLICKSMAN MARJORIE G TRE	1	17.84
570-072-013	NIROOMAND FERESHTEH TRE	1	17.84
570-072-014	BASKIN HERBERT B	1	17.84
570-081-001	BAJCSY RUZENA & FRANKEL SHERMAN	1	17.84
570-081-002	MCDERMOTT ANN K TRE	1	17.84
570-081-003	RULE JAMES BERNARD & HANLEY OLGA	1	17.84

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570-081-004	MCGARRY DANIEL J & JULIANNE W	1	17.84
570-081-005	YEN YU PING TRE & MAGUIRE JENNIFER W	1	17.84
570-081-007	ALTENBERG MARK & BARBARA TRE	1	17.84
570-081-008	BHATT VEDA SUREN & NELSON JEFFREY G	1	17.84
570-081-009	BHATT USHA S	1	17.84
570-081-010	BIANCHINI KAREN M TRE & GAUTHIER JACQUELINE M	1	17.84
570-081-011	CHAPMAN MARGUERITE M TRE	1	17.84
570-081-012	THANAWALLA HUSSEIN	1	17.84
570-081-013	WILLIAMSON EARL R TRE	1	17.84
570-082-001	CHICK LAURA N TRE	1	17.84
570-082-002	HOACHLANDER ELDON GARETH TRE	1	17.84
570-082-003	HOACHLANDER ELDON G	1	17.84
570-082-004	BACSKAI ROBERT & JUDITH TRE	1	17.84
570-082-005	NATSOU LIS GEORGES TRE & PONT HOZ ARIANE VAN DERTRE	1	17.84
570-082-006	STAUS GENE	1	17.84
570-082-007	DAVIS DAVID H III	1	17.84
570-082-008	GILL WALTON W & WYNNE W TRE	1	17.84
570-082-009	MERCURIO FRANK S TRE	1	17.84
570-082-010	SULLIVAN JOHN E & MONICA B TRE	1	17.84
570-082-011	DEPHILLIPS JOANNE TRE	1	17.84
570-082-012	CONNORS TODD P & LISA A	1	17.84
570-082-013	CREEDON BRENDAN TRE & GHENT CATHERINE	1	17.84
570-082-014	JORGENSEN DOROTHY WISSER TRE & LUDEMAN FREDERICK RICHARD	1	17.84
570-082-015	DEVINE GREGORY F & ORGAN HENRY D	1	17.84
570-082-016	COOPER GARY C & SUSAN L	1	17.84
570-091-001	WYATT JOHN M	1	17.84
570-091-002	TANAKA KALE & LEE PEI-YIING	1	17.84
570-091-003	MAK SIU TING & CHOW HIU YAN	1	17.84
570-091-004	HAFNER KRISTINE A TRE	1	17.84
570-091-005	SNOW MARGARET ELISABETH	1	17.84
570-091-006	HARRISON IRENE TRE	1	17.84
570-091-007	BROADWELL WALTER A & ZHOUA	1	17.84
570-092-001	DALY BARBARA B TRE	1	17.84
570-092-002	CARLSON JOSEPH WILLARD	1.536	27.42
570-092-003	GOOD KRISTIN B TRE	1	17.84
570-092-004	CUNNIFF THOMAS M TRE	1	17.84
570-092-005	SCHULTZ HANNE TRE	1	17.84
570-092-006	DEVILLE JOSEPH I TRE	1	17.84
570-092-007	250 CAMBRIDGE AVE LLC	1	17.84
570-092-008	ZANTUA GEMA & YEN KUANG-YU	1	17.84
570-092-009	NAGEL LAURENCE W	1	17.84
570-092-010	MCCULLOUGH DALE R & YVETTE TRE	1	17.84
570-092-011	FELDMAN GAIL TRE	1	17.84
570-092-012	KUSUBOV ANDRE S & NATALIA TRE	1	17.84
570-092-013	JUE SUSAN & JUE HOWARD & ROSIE	1	17.84
570-092-014	DAY NICHOLAS B & CAROLINE F M	1	17.84
570-093-001	CREGER JOHN TRE & HO MEILAN	2	35.70
570-093-002	EWAM CHODEN INC	1	17.84
570-093-003	SMALL MARY W TRE	1	17.84

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570-093-004	KRON NANCY TRE	1	17.84
570-093-005	MICHAEL LESLIE W & IDA B TRE	1	17.84
570-093-006	BOLSTAD BENJAMIN & JUDY	1	17.84
570-093-007	BURKHART JEFFREY	1	17.84
570-093-008	QUAN HANSON W & FONG CHARIS	1	17.84
570-093-009	NGUYEN CHAN & THI NGUYEN & NGUYEN CATHY	1	17.84
570-093-010	OTTER SAMUEL TRE & CARY CAVERLEE	1	17.84
570-093-011	SCHOENHARD ERIC W TRE	1	17.84
570-093-012	HALPERN BETTY TRE	1	17.84
570-093-013	EVJION VIRGINIA MARIE TRE & FEINSTEIN	1	17.84
570-100-003	MICHAELS KATHERINE OGDEN TRE	1	17.84
570-100-005	JAGEMAN BARBARA A	2	35.70
570-100-008	STANICH CHRIS MICHAEL	1	17.84
570-100-009	CECCHETTI MARGARET F TRE & JAVITS CARLA IDA	1	17.84
570-100-010	CAPLIS TIMOTHY J & PRENDERGAST SIOBHAN F	1	17.84
570-100-011	BLUM MARK L & AUSTIN THERESA Y	1.536	27.42
570-100-012	SPILLANE THOMAS F & NICKI A	1	17.84
570-100-013	NG EDMOND S & LING C	1	17.84
570-100-014	LAFERTE R H & SARA S TRE	1	17.84
570-100-015	LEON JEFFREY A TRE	1	17.84
570-100-016	HARMON CARINA BEATTIE	1	17.84
570-100-017	PLAJZER-FRICK INGRID T	1	17.84
570-100-018	ALLEY LOUIS G & JUDITH R TRE	1	17.84
570-100-019	PRATT JOSEPH F & LINDA K	1	17.84
570-100-022	AURELIO MARCO LUIS TRE & AURELIO-THOMAS JASON JOHN	1	17.84
570-100-023	MOREAU ERICK	1	17.84
570-100-024	KENNEDY JANE TRE	1	17.84
570-110-001	ANDERSON DAVID & CHRISTINE TRE	1	17.84
570-110-002	REBER MUNA ABED & NICHOLS AMAL	1	17.84
570-110-003	JENKINS DANIEL LEE & MUREN SARAH JENKINS	1	17.84
570-110-004	SCHULMEISTER CYNTHIA TRE	1	17.84
570-110-005	HUGHES JULIANNE B TRE	1	17.84
570-110-006	GANO RICHARD L TRE	1	17.84
570-110-007	NAKASHIMA LYNN D & WANGER ALFRED L JR	1	17.84
570-110-008	REAM JOHN F & RENEE S TRE & REAM ANDREW J	1	17.84
570-110-009	BARNES JEANNE-MARIE TRE	1.536	27.42
570-110-010	LEVINE JOSIE TRE	1	17.84
570-110-011	GARCIA LUIS & SABHARWAL SUNENA	1	17.84
570-110-012	JOHNSON LARRY E & JANET P TRE	1	17.84
570-110-013	ZHOU YUN	1	17.84
570-110-014	RODRIGUEZ LUIS A & RHODA	1	17.84
570-110-015	YEARWOOD KAHLIL T & AMBER	1	17.84
570-110-016	BUCHHOLZ DAVID K & JADYNE TRE	1	17.84
570-121-001	MCLOUGHLIN ANTHONY WILLIAM TRE & JAPAZ FARRAH NOEMI	1	17.84
570-121-002	LUMANLAN ALVIN & JENNY TRE	1	17.84
570-121-003	PATTON JAMES L & CAROL P TRE	1	17.84
570-121-004	WEEKS RUSSELL G TRE	1	17.84
570-121-005	SKLAR FRED TRE	1	17.84
570-121-006	RUBIN NANCY JOAN TRE	1	17.84

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570-121-007	GRIFFETH GEORGE	1	17.84
570-121-008	GALLARDO JAMES FRANK TRE	1	17.84
570-121-009	CHU SHUNG-YANG FRANK TRE	1	17.84
570-121-010	CHODOSH HIRAM E TRE & JUNNAR PRIYA	1	17.84
570-121-011	GRANADOS HANA TRE	1	17.84
570-121-014	BONNELL FRASER ANTHONY	1	17.84
570-121-015	NGUYEN CATHY C	1	17.84
570-121-016	KAUFMAN DOUGLAS A	1	17.84
570-121-017	STEFAN GEORGIA S TRE	1	17.84
570-121-018	GRAY VIRGINIA	1	17.84
570-121-019	BLITZ LEO TRE & DE VRIES LIDEWEY	1	17.84
570-121-020	MORRELL STEPHEN P TRE & HEDLEY MARY K	1	17.84
570-122-001	WALKER ROBERT L & LINDA TRE	1	17.84
570-122-002	CHAPMAN CHRISTOPHER D	1	17.84
570-122-003	HOOPER ROBERT M & JULIE M TRE	1	17.84
570-122-004	HESKIN ALLAN D TRE & KELLY MARY E	1	17.84
570-122-005	ZHANG YINGQI TRE & FINSTERLE STEFAN A	1	17.84
570-122-011	FREED DONALD M & DAVA H TRE	1	17.84
570-122-012	DUMOUCHEL JUSTIN P & LIN CAROLINE Y	1	17.84
570-122-013	HARTIGAN-OCONNOR ELLEN	1	17.84
570-122-014	HANSEN G L TRE	1	17.84
570-122-015	COHAN CLAUDIA TRE	1	17.84
570-122-020	BLACKMAN MACY J TRE & MOORE MARSHA	1	17.84
570-122-025	WON CYNTHIA	1	17.84
570-130-002	GAMBRILL EILEEN D TRE & BIGELOW GAIL	1	17.84
570-130-003	PADIAN KEVIN & NANCY TRE	1	17.84
570-130-004	BOHN WILLARD E JR TRE	1	17.84
570-130-005	TEITELBAUM MARC TRE & SOARES GUINAURA C	1	17.84
570-130-006	MCCONNELL NICOLAS	1	17.84
570-130-007	CROOMS JOHN W JR & WALPOLE JEANNE	1	17.84
570-130-008	KUNKEL TIMO & CECI KIMBERLY	1	17.84
570-130-009	YANG KATHERINE EUNKYU & WHALEY CHRISTOPHER MARVIN	1	17.84
570-130-010	CROEN LISA A TRE	1	17.84
570-130-011	WILLATS BRUCE B & MORRISON DIANE E	1	17.84
570-130-012	ADAMS CHARLES D	1	17.84
570-130-013	HERRERA JOSEFINA R TRE	1	17.84
570-130-014	OGLETREE DAVID F & DELPLANCKE-OGLETREE MARIE P	1	17.84
570-130-015	URBAN JENNIFER M & NASH BRUCE W	1	17.84
570-130-016	SHAPIRO BERNICE D TRE	1	17.84
570-130-017	GARDINER MARTHA A TRE	1	17.84
570-130-018	HACKER PETER W & FELDMANN CHRISTINE	1	17.84
570-130-019	SUNG ROBERTA YUEN-CHANG TRE	1	17.84
570-130-020	NG SIONG CHIAW TRE & TAN LEE LEE	1	17.84
570-130-021	HILLMAN BRENDA TRE & HASS ROBERT	1.536	27.42
570-130-022	POGGI RAYMOND G TRE & GROTE CAROLYN R	1	17.84
570-130-023	ZAND ARMAN TRE	1	17.84
570-130-024	LOPEZ RAYMOND TRE	1.536	27.42
570-130-025	BETTERLY-KOHN MARIANNE	1	17.84
570-130-027	HEGE ANNE K & TOMPKINS ROBERT GRANT	1	17.84

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APN	Owner	EDU	Amount⁽¹⁾
570-130-032	MARTINEZ JOHN & KIMBERLEY TRE	1	17.84
570-130-033	ROSE ADAM & ADINA	1	17.84
570-141-001	ATTARD HERVE L & RUEDA ALMUDENA VICENTE	1	17.84
570-141-002	MILLER MARK ROBERT TRE & ZHANG LI	1	17.84
570-141-003	HOLDEN FRANK Q TRE & HOLMES L CHRIS	1	17.84
570-141-004	BALDASSARE MARK TRE & KATZ CHERYL	1	17.84
570-141-005	WILSON CARLA TRE	1	17.84
570-141-006	ELSBURY SYLVIA V	1	17.84
570-142-001	KOZEL MICHAEL & CHRISTYNA D	1	17.84
570-142-002	ANDERSON JAMES M & RUTH TRE	1	17.84
570-142-003	ARNOLD OLIVER M & MASLAN SUSAN	1	17.84
570-142-004	DUNN ROBERT & MAUREEN	1	17.84
570-142-005	WHELAN MARCIA MC CORKLE & GASSNER STEPHANIE HARRAH	1	17.84
570-142-006	MORAWSKA HANNA & MORAWSKI MARIAN	1	17.84
570-142-007	HOMBURGER PAUL TRE	1	17.84
570-142-008	SALMERON MIQUEL B TRE & VOLLMER CATHARINE GRETA	1	17.84
570-142-009	ETZEL ALISA	1	17.84
570-142-010	DARAB DIANA G	1	17.84
570-142-011	KNIGHT MARTIN L	1	17.84
570-142-012	CARTER ZOE FITZGERALD TRE	1	17.84
570-142-013	MOVASSAGHI ALI MORAD	1	17.84
570-142-014	NAKAGAWA ANDREA K TRE	1	17.84
570-142-015	ZIPKIN MICHAEL ANDREW	1	17.84
570-142-016	STEELE AARON D & TAM TINA K	1	17.84
570-142-017	ALFANDARY VIVIANE D & DUNAWAY WILLIAM	1	17.84
570-142-019	BROWN JOHNNY RAY & KAREN H TRE	1	17.84
570-142-020	MAKARCZYK CARL J & ERIN E TRE	1	17.84
570-142-023	TYLER LAUREN ELLE TRE	1	17.84
570-142-024	MONTENEGRO CRISTINA MARIA TRE	1	17.84
570-142-025	MAA GOODMAN & CHEN ELLEN NAI-YU	1.536	27.42
570-142-026	FARAHVASH SHAYAN	1	17.84
570-142-027	FINDLEY RUSSELL & GANTENBEIN JULIE A	1	17.84
570-142-028	SULLIVAN LARRY M & A Y TRE	1	17.84
570-142-029	MAHANI MAJID K	1	17.84
570-151-001	BRORSEN JOHN C TRE & EGELSTON DIANE C	1	17.84
570-151-002	POWELL ROBERT LOWELL TRE	1	17.84
570-151-003	WU CHING-KIT & ZHANG XIAOFEI	1	17.84
570-151-004	LYNCH PAUL W & KARA L	1	17.84
570-151-005	SMELSER BETTY W TRE	1	17.84
570-151-006	FEILER MICHAEL A & DEBORAH M	1	17.84
570-151-007	WANG MEI TRE & YANG PEIDONG	1	17.84
570-151-008	WILSON MARK R	1	17.84
570-151-009	NAITO CAROL L TRE	1	17.84
570-151-010	ALKSNIS GIRTS WARREN & SYLVIA	1	17.84
570-151-011	FUNG-SAKITA SHERRY & SAKITA GREGORY	1	17.84
570-151-012	BREUER PATRICIA	1	17.84
570-151-013	THEUNISSEN FREDERIC E	1	17.84
570-151-014	ROGERS DAWN M & DESPAIN DANIEL M	1	17.84
570-151-015	TELVICK MARLENA A & SANTEL JOSEPH R III	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
570-151-016	DELTORO MARK	1	17.84
570-151-017	MCCRARY JUSTIN R TRE & BRUCE EMILY S	1	17.84
570-151-018	JACKSON DAVID E & PHYLLIS TRE	1	17.84
570-151-019	GARRISON JOHN & ANASTASIA TRE	1	17.84
570-151-020	IHARA AMY Y & TOSHIRO A TRE	1	17.84
570-151-021	BOXER MARILYN JACOBY TRE	1	17.84
570-151-022	CALPESTRI SUZANNE H TRE	1	17.84
570-151-023	HUTTON DENNIS J & NADINE E & HUTTON KEVIN J	1	17.84
570-151-024	WONG ANNA S TRE	1	17.84
570-151-025	CHOW ALICE TRE	1	17.84
570-151-026	LAFORGE DAVID H & MARIA S TRE	1	17.84
570-151-027	KAVALER ROBERT A & GAIL TRE	1	17.84
570-151-028	FURMINGER FRANK MARTIN TRE & FORMINGER HILDA MARY	1	17.84
570-151-029	GOLDSTEIN DAVID M & ENGQVIST-GOLDSTEIN ASA	1	17.84
570-152-001	JACKL JEFFERY K TRE	1	17.84
570-152-002	HOEHN NATASHA	1	17.84
570-152-003	PETERSON DAVID TRE & AARON HOLLY	1	17.84
570-152-004	HAYES JENNIFER ANN & JOSEPH TED S	1	17.84
570-152-005	EINHORN AVINOAM	1	17.84
570-152-006	EMERY DOUGLAS R & CORDES CYNTHIA L	1	17.84
570-152-007	SNYDER DAVID L & JOVIC D	1	17.84
570-152-008	SANDOVAL HOPE	1	17.84
570-152-009	BROWN PAMELA HOPE TRE	1	17.84
570-152-010	LANE SCOTT D & WENDY W TRE	1	17.84
570-152-011	AULTMAN STEVEN M & ILENE L	1	17.84
570-152-012	PYLE DAVID H & CONNIE J TRE	1	17.84
570-152-013	MELNIK JEDIDIAH & TAMARA	1	17.84
570-152-014	MCPHAIL IRENE TRE	1	17.84
570-152-015	STEFAN VIRGINIA TRE & QUILEZ JUAN MARIA	1	17.84
570-152-016	NEWCOMB THOMAS C & JACQUELINE	1	17.84
570-152-017	DUMAS HILLARY & JONES JAY DWAIN	1	17.84
570-161-001	ZVIK KIM TRE	1	17.84
570-161-002	FOX ELOISE B TRE	1	17.84
570-161-003	NOVICKAS ADAM R & BAUTISTA ELAINE V	1	17.84
570-161-004	DOWNES LAWRENCE C TRE	1	17.84
570-161-008	NOVAKOV ANNA TRE	1	17.84
570-162-001	HILLMANN ROBERT	1	17.84
570-162-002	HOLUB RENATE W	1	17.84
570-162-003	YAMANAKA KEIKO TRE	1	17.84
570-162-004	KNIGHT ANTHONY TRE & CARUTHERS ELENA	1	17.84
570-162-005	KNIGHT ANTHONY TRE & CARUTHERS ELENA	1.536	27.42
570-162-006	WARNOCK DALE ERICH & FENCZIK CSILLA ANNE	1	17.84
570-162-007	MANYASLI NATALIE LOKKER TRE	1	17.84
570-162-008	POWELL PATRICIA	1	17.84
570-162-009	OCONNELL CATHLEEN TRE	1	17.84
570-162-010	PELLY STEVEN & BARBARA	1	17.84
570-162-011	MORRISH RICHARD H & ANNA M TRE	1	17.84
570-162-012	YIP NICHOLAS Y	1	17.84
570-162-013	DESAI MAYURI & GARRIGA GIAN	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
570-162-014	SMITH STEVE & CARAMIA STEVE	1	17.84
570-162-015	AI BEI	1	17.84
570-162-016	CHIAO CHUAN-SHENG & LEE CINDY HSIN	1	17.84
570-162-017	LUJAN JOSE P & NANCY A	1	17.84
570-162-018	NELSON THOMAS J & BRYER SUSAN L	1	17.84
570-162-019	SEARCY PATRICK L & XINRONG W	1	17.84
570-162-020	WALUKIEWICZ WLADYSLAW TRE	1	17.84
570-162-021	HAMILTON RANDALL N & DEBRA TRE	1	17.84
570-162-022	SCHOOLNIK JOEL M & LEE AGNES	1	17.84
570-162-023	DEICHSEL GARY R & JARVENPAA IRMA T	1	17.84
570-162-024	DRONKERS MARCELLE	1	17.84
570-162-025	RYAN KENNETH M	1	17.84
570-162-026	BATES MARCIA J TRE	1	17.84
570-162-027	GARRIGA GIAN TRE & DESAI JAYSHREE	1	17.84
570-162-028	FOX HJORDIS LEE	1	17.84
570-171-001	BLONZ EDWARD ROBERT TRE	1	17.84
570-171-002	RAYMOND JEAN M & SEWARD ERIC CONAN	1	17.84
570-171-003	WEISS RANDY TRE	1	17.84
570-171-004	PARKS ROBERT E & SUSAN R TRE	1	17.84
570-171-005	LEWIS RICHARD K & MARTHA S TRE	1	17.84
570-171-006	ZAKS RODNAY H & KARIN R TRE	1	17.84
570-171-007	JONES BART A & DIANA M TRE	1	17.84
570-171-008	SHOHARA JESSIE T TRE	1	17.84
570-171-009	ETEZADI COLIN H & LUCY M	1	17.84
570-171-010	HAHN MOSS J & MACHILLANDA-HAHN ZULMA	1	17.84
570-171-011	LECHNER JASON TODD & JOHNSON KAREN LYNN	1	17.84
570-171-012	YEE HING K & MINARIK JIRI	1.536	27.42
570-171-013	NICHOLAEFF LESLIE SAMUEL TRE & JACOBY LESLIE SHAWN	1	17.84
570-171-014	BODELL JOSEPH J III TRE	1	17.84
570-171-015	ANDERSON PERRY & MAR STACY	1	17.84
570-171-016	STADELHOFFER LISA TRE	1	17.84
570-172-001	OW STUART L & HOKI JEANETTE L	1	17.84
570-172-002	ALEJANDRE LAWRENCE P TRE & HASHIMOTO SHARON N	1	17.84
570-172-003	MCLAUGHLIN KAREN S	1	17.84
570-172-004	OBRIEN CHRISTINE S	1	17.84
570-172-005	AQUINO SEAN & MARCHAND SHAWN	1	17.84
570-172-006	GROSS LIZA M & BERGMAN BARRY J	1	17.84
570-172-007	COTTERAL RUSSELL & GESINE TRE	1	17.84
570-172-008	KAFITZ CHRISTA TRE	1	17.84
570-172-009	VANVLIET PETER & RENATE M TRE	1	17.84
570-172-010	JUDY GEORGE C & LARSEN LESLIE M	1	17.84
570-172-011	DUCKOR ILDIKO	1	17.84
570-172-012	VANSELOW LAWRENCE	1	17.84
570-172-013	MAYNARD MARION P & ROSALIE TRE	1	17.84
570-172-014	SILVEY CARLA TRE	1	17.84
570-173-002	JOH CLARENCE C & JENNIFER J & JOH ELIZABETH E	1	17.84
570-173-003	REICHER ALEXANDER E & JANICE W	1	17.84
570-173-004	COOPER DALE E TRE	1	17.84
570-173-005	GREEN FREDERIC B TRE	1	17.84

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APN	Owner	EDU	Amount⁽¹⁾
570-173-006	CRAWFORD MARCIA C TRE	1	17.84
570-173-007	PORTNER DOROTHY TRE	1	17.84
570-173-008	MATHEWS EMILY MARIE	1	17.84
570-173-009	DENIZ BERNARD	1	17.84
570-180-001	HUNT CAMILLE A TRE	1	17.84
570-180-002	CARD JOHN W TRE & HILLIER MARGARET	1	17.84
570-180-003	HAWLEY ROBERT L & DOROTHY TRE	1	17.84
570-180-004	YARNELL DAVID N TRE & ROWELL SARAH E	1	17.84
570-180-005	FLEMING SHARON E TRE	1	17.84
570-180-006	CONNOR JOHN TRE	1	17.84
570-180-007	LARSON A ANNE	1	17.84
570-180-008	CARNEGIE JEFFREY T & FLOM CAITLIN	1	17.84
570-180-009	TATSUNO DEAN A & MARIAN TRE	1	17.84
570-180-010	HENSON IVAN H	1	17.84
570-180-011	WEINER GAIL D TRE	1	17.84
570-180-012	KOWBEL DAVID & NELLINE	1	17.84
570-180-013	MOTOFUJI RICHARD	1	17.84
570-180-014	TOMKINSON ADRIAN & DENISE	1	17.84
570-180-015	POLITO LAWRENCE & DEBORAH	1	17.84
570-180-016	CLOSE WILLIAM HARRY TRE	1	17.84
570-180-017	WONG CONNIE K	1	17.84
570-180-018	KHOTEKAR NIKHILESH & MHATRE SHWETA	1	17.84
570-180-019	BATRA MANJUL TRE	1	17.84
570-180-020	KANI MELVIN K & JUNE C TRE	1	17.84
570-180-021	LUCIO MITCHELL G	1	17.84
570-180-022	DUMAS HILLARY & JONES JAY DWAIN	1	17.84
570-180-023	CHANCO MARIA A TRE	1	17.84
570-180-024	LASMANIS MICHAEL TRE & GARIG MICHAEL	1	17.84
570-180-025	MARASCO PATRICK A & CARA D TRE	1	17.84
570-180-027	UNTAWALE M G & M M TRUST	1	17.84
570-180-028	TUFT DAVID TRE & HACAJ SYLVIA	1	17.84
570-191-001	FIELD BEN & NANCY	1	17.84
570-191-002	BRADFORD LYNDA L TRE	1	17.84
570-191-003	CONLEY ELMA A TRE	1	17.84
570-191-004	SNOW PIPER G	1	17.84
570-191-005	SNYDER DAVID & SUNITA TRE	1	17.84
570-191-006	PAULLING THOMAS D & ELIZABETH	1	17.84
570-191-007	HOOPER ROSALIE M TRE	1	17.84
570-191-009	GERWIG KATHERINE L & GOLDMAN MARK E	1	17.84
570-191-010	HARDING BARRY J & PATRICIA L	1	17.84
570-191-011	HEATH TIMOTHY & LAURA	1	17.84
570-191-012	TISSOL GARTH EDWARD TRE	1	17.84
570-191-013	BLUHON PETER	1	17.84
570-191-014	BIEDER JOAN TRE	1	17.84
570-192-001	CHAKOS ARRIETTA	1	17.84
570-192-002	KUNDTZ DAVID J TRE & STENBERG ROBERT W	1	17.84
570-192-003	KURJAKOVIC ALEXANDRA & SHOENFELT JACOB	1	17.84
570-192-004	WAGSTAFF BARBARA A TRE	1	17.84
570-192-005	BAYNE GLORIA J TRE	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
570-192-006	XU KE	1	17.84
570-192-007	WELLS RUSSELL P TRE & ASAO-WELLS MICHIKO IRENE	1	17.84
570-192-008	HUTCHINGS JOHN EDWARD TRE	1	17.84
570-192-009	MCDOWELL COLIN & MARGARET G	1	17.84
570-192-010	MATSUSHITA AIKI & FUMIKA & MATSUSHITA SHIEGENORI & SUMIE	1	17.84
570-192-011	DUTTON GREGORY C & EMILY J	1	17.84
570-192-012	ARENS JOHN FREDERIC TRE	1	17.84
570-192-013	HALL-CRAWFORD MARIAN TRE	1	17.84
570-192-014	GROVER VIKAS & LI BEI	1	17.84
570-192-015	FLATH ROBERT A & FRIDA V TRE	1	17.84
570-192-016	ROSS MARTIN D & RENEE R	1	17.84
570-192-017	MAGID DANIEL & ROBINN TRE	1	17.84
570-192-018	POLK RYAN BRUCE & PAMELA JANE	1	17.84
570-192-019	RATHBUN MARY ALICE TRE	1	17.84
570-192-020	FISHER JAIMEY R & BERMAN JACQUELINE	1	17.84
570-192-021	SAVAGE BILL & LEE AN-CHI A	1	17.84
570-192-022	GHOLSON GREGORY	1	17.84
570-192-023	KOVACIC BOYAN & YASMIN	1	17.84
570-192-024	LEI MING & LI EDWARD	1	17.84
570-192-025	FARBER THOMAS & BONNIE	1	17.84
570-192-026	SALCEDO NICHOLAS R & KATHLEEN	1	17.84
570-192-027	BURBICK CURTIS D TRE	1	17.84
570-201-001	OCHOA LYDIA A & BERNSTEIN PAUL M	1	17.84
570-201-002	VANSCOY ROBERT J & CYNTHIA	1	17.84
570-201-003	REGISTER JOYCE L	1	17.84
570-201-004	SPATH DAVID PETER & LINDA TRE	1	17.84
570-201-005	TUBACH MICHAEL F TRE & SINGHAL AMRITA	2	35.70
570-201-006	CHUA JOSELITO C & SUSAN TRE	1	17.84
570-201-007	HANCOCK GILES A & MAYAN	1	17.84
570-201-008	BENSE BOOKER TRE & GIULIANETTI LUISA	1	17.84
570-202-002	FARROCCO PHILIP J	2	35.70
570-202-003	MECKLER BRIAN L & LISA	1	17.84
570-202-004	MCCOMBS SUSAN LYN	1	17.84
570-202-005	SMITH PATRICIA P TRE	1	17.84
570-203-001	STERNFELD BARBARA TRE	1	17.84
570-203-002	RENDON ARMANDO B TRE	1	17.84
570-203-003	WING YAKESUN TRE & HAYAKAWA-WING DEBORAH A	1	17.84
570-203-004	KAKIGI RICHARD Y & NANCY TRE	1	17.84
570-203-005	CAUGHREN CHRISTINE TRE	1	17.84
570-203-006	SCHUMACHER CECELIA LAURIE TRE	1.536	27.42
570-203-007	GIOVENCO ADRIAN TRE & KITAINIK EVELINA	1	17.84
570-203-008	SMITH-MILLER BEVERLY G	1	17.84
570-203-009	STEFAN IULIA & CIUPAGEA RADU	1	17.84
570-203-010	MORETTI CAROL F	1	17.84
570-203-011	BELL KRISTEN C	1	17.84
570-203-012	WILLIAMS BENETTE K	1	17.84
570-203-013	HASSELGREN PAUL N & ORETSKY CAROLYN J	1	17.84
570-203-014	CIPOLLA ORA THORSON TRE	1	17.84
570-221-001	BEACH RODNEY THOMAS & PETERSON BARBARA ANN	1	17.84

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570-221-002	SCHULER CARLOS A & GIOIA	1	17.84
570-221-003	WOODARD KIM & XING SHUQIN	1	17.84
570-221-004	POTWOROWSKI TOMASZ TRE	1	17.84
570-221-005	MOCO BRUCE & CHARLOTTE	1	17.84
570-221-006	JONES MICHAEL W TRE & CHURI MAYA S	1	17.84
570-221-007	WILDCAT CANYON REALTY LLC	1	17.84
570-221-008	WHITNEY STEPHEN C & MARY ANN	1	17.84
570-221-009	CONTI UGO & ISABELLA TRE	1	17.84
570-221-010	FENSTER ERIC S & KRAMER MELINDA	1	17.84
570-221-011	FOX SYLVIA TRE	1	17.84
570-221-012	BADE EDWARD & KOTEEN LAURA	1	17.84
570-221-013	BARR LAUREN ROSS & FRANCES	1	17.84
570-221-014	SHIROMOTO RONALD & SHIRLEY TRE	1	17.84
570-221-015	CHARLES RICARDO TRE & GUNDERMAN DAVID	1	17.84
570-222-001	ZAMANIAN JAMIE & ISABELLE TRE	1	17.84
570-222-002	PUNZ ERWIN TRE & KESSLER CHRISTINA	1	17.84
570-222-003	LERZA CATHERINE	1	17.84
570-222-004	MOSS PAUL S & SUSAN E TRE	1	17.84
570-222-005	CIRILLO PIERA M TRE & THOMPSON CRAIG M	1	17.84
570-222-006	JOHNSON ERIK & DELANEY KATHLEEN	1	17.84
570-222-007	RUEGG LEEANNE F	1	17.84
570-222-008	TSANG MADGE M	1	17.84
570-222-009	PRUSSIN WALTRAUD TRE	1	17.84
570-222-010	IRSCHICK EUGENE & GABRIELA TRE	1	17.84
570-222-011	THIELE BEVERLY C	1	17.84
570-222-012	HANNAN JOHN CHIASSON TRE	1	17.84
570-222-013	HANNAN JOHN CHIASSON TRE	1	17.84
570-222-014	MARGULIS JOHN R & ALIZA C TRE	1	17.84
570-222-015	HARRISON DENNIS E	1	17.84
570-222-016	MILLIGAN LISBETH TRE	1	17.84
570-222-017	SCOTT JANET L & CARSEY KAREN L	1	17.84
570-222-018	NICHOLS SALLY F TRE	1	17.84
570-222-019	FELDMAN LEWIS	1	17.84
570-222-020	BARBRACK DAVID S & JANET D	1	17.84
570-222-021	ELMORE PAUL B & CHERYL ANN	1	17.84
570-222-022	KIMBALL CYNTHIA ANN & HODGES MARGARET ANN	1	17.84
570-222-023	WATT JAMES A & IRENE TRE	1	17.84
570-222-024	GOMES LORI	1	17.84
570-222-025	ODYNIEC MICHAL & GRAZYNA TRE & ODYNIEC KRZYSZTUF JAN	1	17.84
570-222-026	RYAN LYLE & TERESA	1	17.84
570-222-027	FITZSIMMONS KEVIN J & DANG KHOI D	1	17.84
570-223-001	ADESNIK HILLEL A & LIU HELEN	1	17.84
570-223-002	BAILEY EUGENIA N TRE	1	17.84
570-223-003	ZIMMERMAN BARBARA E TRE	1	17.84
570-223-004	DESOUZA JULIO AGNELO & TAMHANE AVANTI SHIRISH	1.536	27.42
570-223-005	MARKS ANN O	1	17.84
570-223-006	MANSALIS BENJAMIN & KATHERINE	1	17.84
570-231-001	RUEGG LEEANNE F	1	17.84
570-231-002	MEISSNER MARKUS K TRE & ANGELOVSKA-MEISSNER T M	1	17.84

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570-231-003	SCHUELLER SIEGLINDE TRE	1	17.84
570-231-004	MCNULTY MARK D & LORETTA TRE	1	17.84
570-231-005	SHERRIS-WATT THOMAS TRE & WATT JAMES & IRENE A	1	17.84
570-231-006	FORREST JON L & ANNE M TRE	1	17.84
570-231-007	FORREST JON L & ANNE M TRE	1	17.84
570-231-008	ABEL THOMAS TRE & FRANKET ROSALIE	1	17.84
570-231-009	MEAD MARGARET JO & ROSENAST ANTHONY JOSEF	1	17.84
570-231-010	CHAMBERLIN MICHAEL J TRE & KANE CAROLINE M	1	17.84
570-231-011	CONRAD PETER & FELICITY R	1	17.84
570-231-012	WOOD CIARA REBECCA	1.536	27.42
570-231-013	JESSEPH MARGARET	1	17.84
570-231-014	LORRAINE HILARY TRE	1	17.84
570-231-015	WILLIAMS MICHAEL	1	17.84
570-231-018	THIEDERMAN ELIVIA R TRE	1	17.84
570-231-019	YAMAMOTO GORDON KANJI & MARTA	1	17.84
570-232-001	GUIDUCCI PIERPAOLO	1.536	27.42
570-232-002	ALPERIN LESLIE	1	17.84
570-232-003	BURNS SCOTT & KOROYESCI-BURNS IRIS	1	17.84
570-232-004	GOULD ROGER L & WAGNER CATHERINE	1	17.84
570-232-005	TROUT ANDREW E & SOWARDS JILL E	1	17.84
570-232-006	MCLEAN CONSTANCE ALISON TRE	1	17.84
570-232-007	MURRAY RICHARD & MARJORIE TRE	1	17.84
570-232-008	GOLDSTEIN JUDY A	1	17.84
570-232-009	HUNG HAZEL TRE	1	17.84
570-232-010	OVERWAY CURTIS TRE & CRAVAT MARCELINA	1	17.84
570-232-011	MAYSE ANN TRE & BERNSTEIN ROBERT M	1	17.84
570-232-012	CAIN JOHN R & WESTPHAL TRACY	1	17.84
570-240-003	ROSENFELD ILANA & SHLOMO TRE	1	17.84
570-251-006	MUELLER ALLAN C TRE	1	17.84
570-251-007	HUSAIN SYED V & WINIFRED E TRE	1	17.84
570-251-008	BRENNER BARBARA A TRE	1	17.84
570-251-009	SARASON JUDITH ANN TRE	1	17.84
570-251-010	VOLLMER ELIZABETH M	1	17.84
570-251-011	HEWETT PHYLLIS P TRE	1	17.84
570-251-012	PANDIT PRACHI TRE	1	17.84
570-251-015	BAKER TANYA L & BANKS CHRISTOPHER	1	17.84
570-251-016	BENTON PETER A & JOAN C TRE	1	17.84
570-251-017	SCANLON ELIZABETH	1	17.84
570-252-002	TWOHY JOHN M & LINDA D TRE	1	17.84
570-252-003	HAYTIN DANIEL L TRE	1	17.84
570-252-004	MOSSMAN KASPAR D & BENTLEY ADRIENNE P	1	17.84
570-252-005	FRIEDMAN JEFFREY S TRE	1	17.84
570-252-006	KAPUR RAHUL TRE & SHAH AMITA	1	17.84
570-252-007	NGUYEN CINDY & JOSHI KALPESH	1	17.84
570-252-008	SASSO MARY LYNN CUMINGS TRE	1	17.84
570-252-009	ARIKAN AKIN TRE & RIDER JESSICA	1	17.84
570-252-010	CHUN MALCOLM C	1	17.84
570-252-011	SHERMAN PATRICIA M TRE	1	17.84
570-252-012	SELKIRK MARY LORD TRE & BALLANCE LEE CHARLES	1	17.84

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570-252-013	EZZO DAVID M & DIANE L	1	17.84
570-252-014	BLUMENFELD JOEL B & ROCHELLE B	1	17.84
570-252-015	FISH OLGA	1	17.84
570-252-016	WONG LAWRENCE S & STEPHANIE L	1	17.84
570-252-017	JUDGE PEGGY ANN	1	17.84
570-252-018	VAUGHAN CHRISTOPHER R TRE	1	17.84
570-252-019	HSUEH YU J & AGNEW KELLY	1	17.84
570-252-020	PORTER RON D & ADRIANNA G	1	17.84
570-252-021	DURHAM JEAN B TRE & MACARTHUR RORY S & LESLIE	1	17.84
570-252-022	JONES JEFFREY T & ELIZABETH V	1	17.84
570-252-023	THIRUVENKATACHARI LAKSHMAN & MUKUNDAN MALLIKA	1	17.84
570-252-024	BERRIDGE ANNIKKA CORDELIA TRE	1	17.84
570-252-025	MASLAN MARSHA TRE & BUSHNELL SHARON BETH	1	17.84
570-252-026	NICOLSON WILLIAM SCOTT	1	17.84
570-252-027	SWARZENSKI BARBARA TRE	1	17.84
570-252-028	STAMPS SIGRID A TRE	1	17.84
570-252-029	FISHMAN SAMUEL ALAN TRE	1	17.84
570-252-030	MCCLERON LAURA P	1	17.84
570-252-031	REGAN DAVID & KNICELY LORI	1	17.84
570-253-010	FIRMIN ROBERT L TRE & SCHIORRING EVA B	1	17.84
570-253-011	CHAFE-POWLES MARY E TRE	1	17.84
570-253-013	JOHANSEN HANS TRE & HOROWITZ CLARISSA F	1	17.84
570-253-014	SATO MASAKO F TRE	1	17.84
570-253-015	LEE MERYVN TRE	1	17.84
570-253-016	REZAI-NIA NIMA TRE & COLE LISA D	1	17.84
570-253-017	SHIMONI YUVAL & ZHU-SHIMONI JUDITH	1	17.84
570-253-018	ELBERT JARET G & COLE GARY L	1	17.84
570-253-019	VEITCH ROBERT D & KAREN L TRE	1	17.84
570-253-020	SCHWARTZ LAWRENCE L	1	17.84
570-253-021	ROGERO MARK & CHAN JOANNE M	1	17.84
570-253-022	HARRIS MORGAN LV TR EST OF	1	17.84
570-253-026	MILLER DAVID H	1	17.84
570-253-028	PENSCO TRUST COMPANY CUST	1	17.84
570-253-029	HO CORDELL TRE & FROMSON MICHELE	1	17.84
570-253-031	ELLIOTT-SMITH DENNIS A TRE	1	17.84
570-253-032	PASTOR MANUEL GOIRI TRE	1	17.84
570-253-033	CLARK GLENN M TRE & VANKESSEL VEA LOUISE	1	17.84
570-253-034	NEWMAN NANCY J TRE & WALSTROM MARK L	1	17.84
570-253-035	KALKER ALAN TRE	1	17.84
570-253-036	DHARMATA FOUNDATION	1	17.84
570-261-001	FORSBURG JANET B TRE	1	17.84
570-261-002	CHUNG KIYOUNG & SARAH	1	17.84
570-261-003	KATZEN MOLLIE TRE	1	17.84
570-262-013	WEISZ DANIEL R & LEWIS ALEXIA R	1	17.84
570-262-014	LAM SAMUEL C C & IRENE L TRE	1	17.84
570-262-015	TURSKI JACEK TRE & LIU JIN	1	17.84
570-262-020	BRACE CHARLES S III TRE	1	17.84
570-262-021	CHOW JEANE TRE	1	17.84
570-262-022	MURAYAMA HITOSHI & NATSUKO	1	17.84

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570-262-025	JAMES JAY Z & BEVERLY B TRE	1	17.84
570-262-026	REDWOOD PROP INVESTORS II LLC	1	17.84
570-262-029	JUDD MATTHEW & HITCHCOCK ANNE	1	17.84
570-262-030	ARIYOSHI AYANO TRE	1	17.84
570-262-032	ADLER JOSEPH & ESTHER H TRE	1	17.84
570-262-033	JAINI PADMANABHA S TRE	1	17.84
570-262-034	JACKSON KIMBREL & MARINA	1	17.84
570-262-035	SALOMON MARTHA L	1	17.84
570-262-036	HOYER EGON HUGO TRE & MCCOUBREY-HOYER ANNETTE E	1	17.84
570-262-037	COTTON STEPHEN & ABIGAIL	1	17.84
570-262-038	ELLIOTT CHARLES D & KATHRYN E	1	17.84
571-010-001	WALEN EVA CLAIRE	1	17.84
571-010-002	SOTO JUAN CARLOS TRE & JONES COURTNEY LYNN	1	17.84
571-010-003	JONES KENNETH W & LINDA D TRE	1	17.84
571-010-004	OSMUNDSON LORRAINE TRE EST OF	1	17.84
571-010-005	KEILIN BRUCE JEFFREY & MORITA YOKO	1	17.84
571-010-006	VANHERICK ANDREW W & KRISTY L	1	17.84
571-010-007	BATES PETER W & TERI RAE	1	17.84
571-010-008	FREEDBERG JEFFREY SHAWN & BILTEKOFF CHARLOTTE ANNE	1	17.84
571-010-009	STEVENSON JAMES L & LORENA TRE	1	17.84
571-010-010	SINGH KIRAN & LAURA M	1	17.84
571-010-012	SCOTT WILLIAM E TRE & OSTERHOLM AMY A	1	17.84
571-010-013	WANG YUPING & CHEN DAN	1	17.84
571-010-014	MORIOKA STEVEN & IRIS	1	17.84
571-010-015	TOLBERG ADELAIDE B TRE	1	17.84
571-010-016	CONNOR MARGARET A	1	17.84
571-010-017	HUDSON DAVID B TRE & SCHREIBER JANICE F	1	17.84
571-010-018	LUBURIC ANTE & RENEE	1	17.84
571-010-019	HEMPHILL DAVID F TRE	1	17.84
571-010-020	PRYOR ALEXANDER L & MARY W TRE	1	17.84
571-010-021	MAGARACI JO ANNE	1	17.84
571-010-022	MANTON CONOR G & MORIMOTO STEPHANIE K	1	17.84
571-010-023	GRANT CHARLES A & JULIE A TRE	1	17.84
571-021-001	GERARD JEFF M & SHANAHAN KERRY A	1	17.84
571-021-002	MARTIN RONALD W & ELLEN D TRE	1	17.84
571-021-003	CHEE LYNDON Y TRE	1	17.84
571-021-004	KASLER PAULA S TRE	1	17.84
571-021-005	MEWHA CHRISTINE L	1	17.84
571-021-006	CAVAGE MARK JOSEPH & GECZI VERONICA PAULA	1	17.84
571-021-007	CLOTHIER GEORGE W & BERG-CLOTHIER ADRIANA V	1	17.84
571-021-008	PARKS JENET TRE	1	17.84
571-021-010	LOGAN MICHAEL P & SALLY A	1	17.84
571-021-011	MOTOFUJI YULIA TRE	1	17.84
571-021-014	HOLTERMANN-DOCTO MARILYN	1.536	27.42
571-021-015	BUFFETT BRUCE A & LINDA G	1	17.84
571-021-016	KEARNEY THOMAS & HOLLIMAN ELAINE	1	17.84
571-021-017	PUKDEEDAMRONGRIT AMORNRIIT & LEE CYNTHIA J	1	17.84
571-021-018	BAL SUKHBIR	1	17.84
571-021-019	STARK STEFANIE	1	17.84

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571-021-020	DAGANZO CARLOS & VALERY TRE	1	17.84
571-021-021	DESOUSA GINA TRE	1	17.84
571-021-022	GIESE JOHN D TRE	1	17.84
571-021-023	CAPOGROSSI CANDACE	1	17.84
571-021-024	EZZEDINE SOUHEIL M	1	17.84
571-021-026	BRODSKY CARL & LISA TRE	1	17.84
571-021-030	CHEUNG ANGELA JOY	1	17.84
571-021-032	ROGERS WILLIAM B TRE & WEESE KATE B	1	17.84
571-021-033	KENNEDY HELEN L H	1	17.84
571-021-034	ROGERS WILLIAM B TRE & WEESE KATE B	1	17.84
571-022-001	HARMES ROSS & ERIN	1	17.84
571-022-003	SEEGERS RICHARD M TRE & YEAZEL SUSAN J	1	17.84
571-022-004	GAHAGAN MADGE & DONNELLY CHRISTOPHER PAUL	1	17.84
571-022-005	COLTON DAVID & TRISHA	1	17.84
571-022-006	WOOD SURA	1	17.84
571-022-007	BRUCE IAN DAVID & KRASNO RACHEL NEVA	1	17.84
571-022-008	HOW-DOWNING LINDSEY	1	17.84
571-022-009	EASTON MATTHEW L & KRISTA O	1	17.84
571-022-010	MEISENHEIMER LARISA A & TOLEDO CARLOS A CABRERA	1	17.84
571-022-011	ROGOL GABRIEL TRE & CHAN TERESA	1	17.84
571-022-012	GRUEN ADAM S	1	17.84
571-022-013	MCAFEE JOHN A JR & CYNTHIA A	1	17.84
571-030-001	WAINWRIGHT MARY L	1	17.84
571-030-002	WELLS HAROLD J & HEATHER W	1	17.84
571-030-003	SIMRIN STEVEN & SHELLEY TRE	1	17.84
571-030-005	LOW CALVIN B & DALE TRE	1	17.84
571-030-006	MARSON STUART & LAURIE TRE	1	17.84
571-030-007	HESTIR KEVIN F & LEE ERNESTINE A	1	17.84
571-030-008	PETERSON ANDREW JON & CLARK KATHLEEN JANET	1	17.84
571-030-009	STELTON ELAINE	1.536	27.42
571-030-010	DIEDRICH THOMAS & DORFMAN LORI	1	17.84
571-030-011	CLAYTON LOTTYE TRE	1.536	27.42
571-030-012	AUGST JEANINE LILLIAN TRE	1	17.84
571-030-013	PARK BARBARA A TRE	1	17.84
571-030-014	TIPTON CAROLYN	1	17.84
571-030-015	SCHULAK DONALD D & HELEN S TRE	1	17.84
571-030-017	LEVINE DANIEL S & BRUNETTI CHERILYN M	1	17.84
571-030-018	KIBBEY JASON T & ELIZABETH J D	1	17.84
571-040-001	LAJOIE MARC & MCDERMOTT PATRICIA	1	17.84
571-040-002	OREGAN DEIDRE ANN TRE	1	17.84
571-040-003	STARKEY RANDALL & MAY JO TRE	1	17.84
571-040-004	MALATESTA ROBERT S & DAWN TRE	1	17.84
571-040-005	MUFTI AMIN A TRE	1	17.84
571-040-008	TAYLOR JASON K TRE & RODRIGUEZ LESBETH C	1	17.84
571-040-011	HENRY NEIL C & LINGENFELTER ANDREA	1	17.84
571-040-012	HERTZER J DAVID	1.536	27.42
571-050-002	POOLE LON W TRE & BILMAN KARIN	1	17.84
571-050-003	WULIGER THOMAS A TRE	1	17.84
571-050-011	BEAUCAGE SHARON L TRE	1	17.84

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571-050-012	KUHNE HEATHER L TRE	1	17.84
571-050-013	BRAUDY LILLIAN F TRE	1	17.84
571-050-014	FREY WALTER C TRE	1	17.84
571-050-015	STIMPSON DEBRA BRANCH	1	17.84
571-050-017	GARRETT JOSEPH R II TRE	1	17.84
571-050-018	EDWARDS STEPHEN R	1	17.84
571-050-019	LAY WILLIAM & JENNIFER & CHUNG KIN MAN & MEI LIANG	1	17.84
571-050-022	KAPAHI PANKAJ & BABEY MURIEL	1	17.84
571-050-023	GROWERS PROPERTIES #36	3.84	68.54
571-060-002	WAGNER JEANNE KATHRYN TRE	1	17.84
571-060-003	MARTIN WILLIAM K JR & MARTINEZ VIRGINIA	1	17.84
571-060-004	HACK STEFAN PETER & OXLEY STEPHANIE LYNN	1.536	27.42
571-060-005	SMITTER STACY ANN	1.536	27.42
571-060-006	MULVIHILL THOMAS E & KOLLER ELIZABETH	1.536	27.42
571-060-007	BRECHET SYLVIA TRE	2.304	41.12
571-060-008	FAIR NATHANIEL & MAXWELL ERIN	2.304	41.12
571-060-009	HOOVER WILFORD G & ANNA C TRE	1	17.84
571-060-010	HOLLANDER JUDY	1	17.84
571-060-011	BULTERMAN ROBERT TRE	1	17.84
571-070-001	HALL CHRISTOPHER M TRE & KELLY JENNIFER A	1	17.84
571-070-002	CONDEY ANDREW H TRE & KAPLAN JANE R	2	35.70
571-070-003	KINSEY ARTHUR WILLIAM	1	17.84
571-070-006	BRAAKMAN BERNARD & MARIET TRE	1	17.84
571-070-009	LO TIMOTHY & CATHERINE	1	17.84
571-070-011	PITZER RUSSELL M TRE	1	17.84
571-070-012	GOLDSTEIN GARY L TRE & LANE DEBORAH C	1.536	27.42
571-070-013	AI BEI	1	17.84
571-070-014	BAAR MICHAEL TRE	1	17.84
571-070-015	MORELAND GINA MONROE & MILLER JACK	1	17.84
571-070-016	GUTMAN DAVID	1	17.84
571-070-018	MYLES KRISTIN LINSLEY	1.536	27.42
571-070-019	SORENSEN RONALD C & ANGELINA P	1	17.84
571-080-001	MOLL BOB	1	17.84
571-080-002	SYREN GREGORY A TRE & BRENNER SUSAN E	1	17.84
571-080-003	NEWTON JOHN MARK	1	17.84
571-080-004	BIDGOLI FAE TRE	1	17.84
571-080-006	PERRY DAVID A & FOONG KIN YIN	1	17.84
571-080-007	CARLSON ALAN & JAMIE M TRE	1	17.84
571-080-008	MORRISON PATRICIA CRANE TRE	1	17.84
571-080-009	KEVIN DANIEL J TRE & BERETZ MARGARET L E	1	17.84
571-080-010	PIRNIA NICHOLAS & PORTIA TRE	1	17.84
571-080-011	LOSCHER GREGORY R & JACINE TRE	1	17.84
571-080-012	HAYES EVELYN K TRE	1	17.84
571-080-013	GORDON EDWARD C TRE	1	17.84
571-080-014	BLOOMER L RICHARD TRE	1	17.84
571-080-015	COOK SCOTT A & ROBBI A	1	17.84
571-080-016	BLAKE MARILYN A TRE	1	17.84
571-080-017	SHEPPECK TIMOTHY DOUGALS TRE & COLEMAN MARY CATHERINE	1	17.84
571-080-018	WEHKING FREDERICK WILLIAM TRE	1	17.84

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571-080-019	GOSSARD JOHN H & DIANE M	1	17.84
571-080-020	KAUFMAN PAULINA TRE	1	17.84
571-080-021	LIJPHART ANNA M TRE & DOUGHERTY BRIAN P	1	17.84
571-080-022	HEUVEL KATHLEEN VANDEN TRE	1	17.84
571-080-025	GOUGH JOHN & SARAH A TRE	1	17.84
571-090-001	CADIGAN ANNE	1	17.84
571-090-002	KAPLAN JANE RUTH TRE & BONATO DON	1	17.84
571-090-003	KOHN PETER R	1	17.84
571-090-004	COWENS CHARLES TRE & TOWNSEND SYLVIA	1	17.84
571-090-005	HEISKANEN KAARLO ANTERO TRE	1	17.84
571-090-006	GUFFY DAVID J & SUZANNE TRE	1	17.84
571-090-008	HAND JAMES E & LORRAINE TRE	1	17.84
571-090-011	LAVERNE CHRISTOPHE S & STERNER ELIZABETH A	1	17.84
571-090-012	ZELVER JACK S & JUDY A TRE	1	17.84
571-090-013	SNYDER TIMOTHY K & MELISSA TRE	1	17.84
571-090-014	MCGUIRE JIMMY & MESSENGER SHARON L	1	17.84
571-090-015	BOYD MARILYN TRE	1	17.84
571-090-016	COOK RANDALL & CARMEN TRE	1	17.84
571-090-017	BOTCHAN MICHAEL & RUTH L	1	17.84
571-090-019	CONCEPCION DAVID	1	17.84
571-100-001	HANSON JENNIFER K & LAETSCH KRISHEN A	1	17.84
571-100-002	MILLIGAN MARGARET A TRE	1	17.84
571-100-003	LUXFORD JESSIE & SCUDERI PASQUALE	1	17.84
571-100-004	HEASLIP MELDAN & SHAW TARA	1	17.84
571-100-005	WIMBERLY JAMES D	1	17.84
571-100-006	PEACH SARAH & HICKS FRANK	1	17.84
571-100-007	JONSSON ERIC M & BONNIE	1	17.84
571-100-008	BRODY GERALD L & SHEILA P TRE	1	17.84
571-100-009	FLANIGON MICHAEL THOMAS TRE & CITTADINO MARY JO	1	17.84
571-100-010	HOLABIRD JULIE IRENE TRE	1	17.84
571-100-011	KROUGH R DAVID TRE & MARSHALL ANNE O	1	17.84
571-100-012	DIETRICH WILLIAM C TRE & SIEBERN GAYLE A	1	17.84
571-100-013	CHEN CAROLYN TRE & PENNINGROTH DYLAN	1	17.84
571-100-014	RIBET KENNETH ALAN TRE & GOLDBERG LISA ROBIN	1	17.84
571-100-015	LEWIS RUTH M TRE	1	17.84
571-100-016	PANDE ABHIJEET HARIHAR & NAIR SUCHITA CHANDRASEKARAN	1	17.84
571-100-017	PATPATIA BALBIR S & DIANA S	1	17.84
571-110-001	KOCH VOLKER & MONIKA TRE	1	17.84
571-110-002	ANZIA SARAH FRANCES	1	17.84
571-110-003	HIRATA SACHIYE D TRE & VAUGHAN DONALD C	1	17.84
571-110-004	SHASTRI LOKENDRA & SADHANA J	1	17.84
571-110-007	HACKEMACK PATRICIA LYNN TRE	1	17.84
571-110-008	COOTE ROBERT B & MARY P TRE	1	17.84
571-110-009	STRACK DAVID W	1	17.84
571-110-010	FEITELBERG DAVID L & STRACK SUSAN A	1	17.84
571-110-011	LEHMAN R SHERMAN	1	17.84
571-110-012	ROOTS KIM J & MECHTILD	1	17.84
571-110-013	MOWERY DAVID C & JANET	1	17.84
571-110-014	VAINGANKAR VISHAL & NANDOSKAR PRACHI	1	17.84

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571-110-015	BESSINGER KRISTA B	1	17.84
571-110-016	STINE ANNIE TRE & GREENBERG PHILLIP A	1	17.84
571-110-017	WRIGHT CASSIDY HOPE TRE	2	35.70
571-110-019	HALLATSCHEK OSKAR	1	17.84
571-110-020	VIDAL VIVIANE M TRE	1	17.84
571-110-021	WISER RYAN H & HAND M MAUREEN	1	17.84
571-120-001	METCALF THOMAS R & BARBARA TRE	1	17.84
571-120-002	VOLLAN GWEN D	1	17.84
571-120-003	PETERSON DAVID R & DEBORAH O	1	17.84
571-120-005	RAUCH PETER A TRE	1	17.84
571-120-006	GALLAND VICTORIA RUTH TRE	1	17.84
571-120-007	GERRARD DAVID	1.536	27.42
571-120-008	WONG WAYNE TRE & LAM IRIS S	1	17.84
571-120-010	ALEXANDER PAMELA H TRE	1	17.84
571-120-011	LOJO ANDREW MARTIN	1	17.84
571-120-012	HENDRIX FLORENCE & DWIGHT TRE	1	17.84
571-120-013	ONEILL KATHERYN	1	17.84
571-120-014	HAN EDWARD & HAN CHUNG F & YA CHEUN	1	17.84
571-120-015	THORPE LAWRENCE W & JAN C	2	35.70
571-120-016	THOMSON MARK R & GWENDOLYN	1	17.84
571-120-017	ALBERE PATRICIA TRE	1	17.84
571-120-018	JOHNSTON KENNETH W & CAROL TRE	1	17.84
571-120-019	AMATEAU SUSAN TRE	1	17.84
571-120-020	HARRIS JAMES W & MUELLER SIGRID E	1	17.84
571-120-021	DAWSON TODD E & MAMBELLI STEFANIA	1	17.84
571-120-022	PARSA JAVAD S & LAURA TRE	1	17.84
571-120-023	CHEN YU & ZHANG ZHIHUI	1	17.84
571-120-024	FRIED ROBERT & CHEIT WENDY A	1	17.84
571-120-025	MARKS JAMES D TRE & WARNECKE EDNA L	1	17.84
571-120-026	KWETT DAVID H TRE & LENG QIN	1	17.84
571-120-027	KROLL WILLIAM JAY & GORDON MARGARET ELIZABETH	1	17.84
571-120-028	OGUL MICHAEL S & KURZER AMY	1	17.84
571-130-001	ROBERTS SHARON V TRE	1	17.84
571-130-002	STEIN JULIE M	1	17.84
571-130-003	GRIFFITH JOHN S & MARGARET TRE	1	17.84
571-130-004	LOPES NATHANIEL J& RACHEL	1	17.84
571-130-005	FRANKFURT ROBERT L & ANNA M	1.536	27.42
571-130-006	ZIMMERMAN PHILIP & ANN HARLOW	1	17.84
571-130-007	THURSTON CHARLES E & BROWN DORE E	1	17.84
571-130-008	WIND JOHN DAVID TRE & NIAZI SHIVA	1	17.84
571-130-009	SHANE ANNA TRE	1	17.84
571-130-010	BLANCKENBURG TED TRE	1	17.84
571-130-011	DEPELCHIN JACQUES & WYNTER PAULINE	1	17.84
571-130-012	LEIBOWITZ NANCY R TRE	1	17.84
571-130-013	CLARK THOMAS C III TRE	1	17.84
571-130-014	SHINNICK JOHN	1	17.84
571-130-015	RUSKEWICZ STEPHEN J & G M TRE	1	17.84
571-130-016	AUE DAVID B	1	17.84
571-130-017	CRAYPO ERIC & LISA TRE	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
571-130-018	OTHON ADRIENNE	1	17.84
571-130-019	PASTOR IRENE E TRE	1	17.84
571-130-020	ORTIZ JAMES S & ANNA SIRIA	1.536	27.42
571-130-021	LEVITAN DANIEL & EILAT TRE	1	17.84
571-130-022	CHEN HERBERT	1.536	27.42
571-130-023	HOM LINDA & WILLIAM	1	17.84
571-130-024	FENDER CHARLES W JR TRE	1	17.84
571-130-025	BUEHRING GERTRUDE C TRE	2	35.70
571-140-001	CARLSTAD AMY L TRE	1.536	27.42
571-140-002	CUMMINS DAVID LAWRENCE TRE	1.536	27.42
571-140-003	HERBST JON TRE & CLEMENT KARLA M	1.536	27.42
571-140-004	LEVIS LEONARD & MARY LEE TRE	1	17.84
571-140-005	MCKNIGHT JOHN J & JANET L TRE	1	17.84
571-140-006	GILLFILLAN WALTER E TRE	1	17.84
571-140-007	MCDONALD EMILITA TRE	1	17.84
571-140-008	QUINN PAUL E & MIRIAM S	1	17.84
571-140-009	SUEUGA ANTHONY P & BROWER DANIELLA K	1.536	27.42
571-140-010	REED ANDREW J & CATHERINE TRE	1	17.84
571-140-011	SCHUESSLER DANIEL L & MATSUNO ERINA	1	17.84
571-140-012	RHODES MARGARET	1	17.84
571-140-013	PILUSO DOROTHE & BURNS MICHAEL	1	17.84
571-140-014	WHYTE ROBERT EARL JR	1	17.84
571-140-015	CONNOLLY JOAN TRE	1.536	27.42
571-140-016	STATMAN ALAN J TRE	1	17.84
571-140-017	MILLER ANNELIESE B TRE	1	17.84
571-140-018	OLEARY WALLACE T	1	17.84
571-140-022	PELLECCHIA ADAM & HUANG SARA XIA	1	17.84
571-140-023	IRELAND SUSAN TRE	1	17.84
571-140-024	PUTHUSSEY TERESA & TAYLOR WILLIAM ROWLAND	1	17.84
571-140-025	TROXELL WILLIAM A & SOOK-CHENG	1	17.84
571-140-026	OHANIAN RAFFI O TRE	1	17.84
571-140-031	TRAUNER BRUCE E & PAULA M	1	17.84
571-140-032	JARA MIGUEL & MARCELA	1	17.84
571-150-001	ROBERTS JANE ELLEN TRE	1	17.84
571-150-002	POLESE INGEBORG TRE EST OF	1.536	27.42
571-150-003	POLESE INGEBORG TRE EST OF	1	17.84
571-150-005	RAFFERTY LARRY & MERYL TRE	1	17.84
571-150-008	BERSANO EUGENIA	1	17.84
571-150-010	BEHSIN ARNO JAN TRE	1	17.84
571-150-011	RHEINHEIMER SOPHIE C TRE	1.536	27.42
571-150-012	AIDELLS BRUCE TRE & OAKES NANCY	1	17.84
571-150-013	ZINOMAN PETER B & NGUYEN CAM	1	17.84
571-150-017	LEVIN KAREN R TRE & MORRIS STEPHEN M	1.536	27.42
571-150-019	ZALKIN ALLAN TRE	1	17.84
571-150-020	BARTON DENNY & JEANNETA	1	17.84
571-150-021	DENNY BARTON & JEANNETA	1	17.84
571-150-022	NORDHAUS RONALD TRE & MANN SARA A	1.536	27.42
571-160-001	PINCHUK RENE C & G ALISON TRE	1	17.84
571-160-002	IEZMAN ROBERT TRE	1	17.84

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APN	Owner	EDU	Amount⁽¹⁾
571-160-003	KLEIN CHRISTOPHER W TRE	1	17.84
571-160-004	REILLY JEAN KUKULAN & KUKULAN ANNIS K	1	17.84
571-160-006	ZIEDMAN ELEANORE ZICHERMAN TRE	1	17.84
571-160-012	YUN MOON CHUL & SAM RYE	1	17.84
571-160-013	GIBSON DAVID M TRE	1	17.84
571-160-014	WOODWORTH ARTHUR J TRE	1	17.84
571-160-017	SCHER DANIEL L TRE	2	35.70
571-160-020	KWEI GLORIA Y	1	17.84
571-170-001	TAMAKI STANLEY J & MEYER KATHLEEN E	1	17.84
571-170-002	MEYERS JEFFREY M & VALERIE TRE	1	17.84
571-170-004	SAADAT NAHID TRE	1	17.84
571-170-005	ENG DICK F & JANICE W TRE	1	17.84
571-170-006	GRABOSKE HAROLD C JR TRE	1	17.84
571-170-007	TORGAN BURTON B	1	17.84
571-170-008	MILLER THOMAS C & LESLIE I	1	17.84
571-170-010	FREEDMAN MATTHEW & MILLICH KYRA	1	17.84
571-170-014	TAYLOR KATHLEEN & CARLSTROEM MATTHEW	1	17.84
571-170-015	LEE WILLIAM D TRE & RESNER AMY	1	17.84
571-170-016	SIGURDSSON THORIR	1	17.84
571-170-017	JUNG KIRK EUGENE	1	17.84
571-170-022	GLIDDEN ROBERT S & MARGARET	1	17.84
571-170-023	VAUGHAN ELLEN COLE TRE	1	17.84
571-170-031	BEKES ROBERT & LINDA	1	17.84
571-170-032	DURAN ROBERT V & JESSICA	1	17.84
571-170-034	BOURNE MICHAEL	1	17.84
571-170-035	RICHARDS JENNY CHEYENNE TRE	1	17.84
571-170-036	LAZANEO SHARON LOUISE TRE & RARKAZIS JACQUELINE LEE	1	17.84
571-170-038	MONFORTE JOSEPH A & TRACY TRE	1	17.84
571-180-001	LANDY MICHAEL S & COLEN SHELLEE	1	17.84
571-180-002	ROUECHE KEITH	1	17.84
571-180-003	VON ROSPATT ALEXANDER & BAJRACHARYA SUNITA	1	17.84
571-180-004	WARD ARTHUR S TRE	1	17.84
571-180-005	WEISSBERG MARK P & LINDT JOSEPHINE	1	17.84
571-180-006	VERNON JAMES TRE & WYATT ROSALIND	1	17.84
571-180-007	GOLABI KAMAL TRE	1	17.84
571-180-009	HAMATI RAYMOND E & DEBRA A TRE	1	17.84
571-180-010	CONNELLY JOHN F & GRIGG FIONA	1	17.84
571-180-011	BARRETT BEBE	1	17.84
571-180-012	GILCHRIST THOMAS J & PAGANO LAURA	1	17.84
571-180-013	HEUBLEIN WILLIAM G	1	17.84
571-180-014	BURNSIDE MARY BETH TRE	1	17.84
571-180-017	REED THOMAS B & RICE KATHLEEN A	1	17.84
571-190-001	WHITTEMORE TIGER A TRE & STULKEN-WHITTEMORE KAREN L	1	17.84
571-190-002	UOMINI ROBERT G TRE	1	17.84
571-190-003	YEARWOOD INES L TRE	1	17.84
571-190-004	SILVERMAN SHARON D	1.536	27.42
571-190-006	SIEGELMAN PHILIP & ELLEN TRE	1	17.84
571-190-007	GREENE NASRINE PIRNAZAR TRE	1	17.84
571-190-008	SCHLIESSER STEPHEN F TRE	2.304	41.12

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APN	Owner	EDU	Amount ⁽¹⁾
571-190-009	MELIA ELISABETH J TRE & DELFORGE PIERRE-E	1	17.84
571-190-010	BENDER DONALD IRA TRE & CARLSSON ERICA R	1	17.84
571-190-011	ORTIZ JAMES & ANNA STRIA	1	17.84
571-190-012	BROOKS CHRISTOPHER J & ANCENEY MARIA A	1	17.84
571-190-013	DUNAWAY HUGH ALLEN JR TRE	1	17.84
571-190-014	PALLEY MARK AARON & SARAH M	1	17.84
571-190-015	MALLORY CAITLIN SIERRA	1	17.84
571-190-016	FORD ROSEMARY K TRE	1	17.84
571-190-018	CHOW CHRISTA	1	17.84
571-190-019	MONARES AIDA C	1	17.84
571-200-001	CHEIT JUNE ANDREWS TRE	1	17.84
571-200-002	NATION STEVEN P & CATHRYN TRE	1	17.84
571-200-003	SPRAGUE BRIAN & KATHY TRE	1	17.84
571-200-004	IHNKEN JAN & LISA	1	17.84
571-200-005	MUELLER JOAN G TRE	1	17.84
571-200-006	ZHELEZNYAK ALEXANDER TRE	1	17.84
571-200-007	JEFFERDS KEITH N & ELLEN TRE	1	17.84
571-200-008	YAVEN LINDA	1	17.84
571-200-009	MERRILL KATHERINE A TRE & CLAY TRACY J	1	17.84
571-200-010	NIELSEN BJARNE & GRETE J TRE	1	17.84
571-200-011	OLDS WAYNE	1	17.84
571-200-012	FARNETH STEPHEN TRE & RINTOUL ELIZABETH	1	17.84
571-200-013	APPELBAUM JOYCE BETH TRE	1	17.84
571-200-014	PAIGE DAVID & KIMBERLY	1	17.84
571-200-015	LAVRENTIEVA LYUDMILA	1	17.84
571-200-016	KESEL MARK A	1	17.84
571-200-017	MAINA SAMUEL OUYA TRE	1	17.84
571-211-004	MCCARTHY KEVIN & KATHRYN	1	17.84
571-211-005	FARNETH STEPHEN TRE & RINTOUL ELIZABETH	1	17.84
571-211-006	KOCHAN DEBORAH TRE & STEPHENSON MATHEW	1	17.84
571-211-007	NAKATA SUSAN	1	17.84
571-211-008	STEIN JOHN D & KATHRYN PERKINS	1	17.84
571-211-009	SCHWARZ MELISSA TRE & CROSS VICTOR ARTHUR JR	1	17.84
571-211-011	HOFFMAN ANDREW & HATTORI TOMOKO	1	17.84
571-211-012	BATES STEVEN B	2	35.70
571-211-013	BATES STEVEN B	2.304	41.12
571-212-001	FERMAN JOHANNA	1	17.84
571-212-002	DENNEN RAYMOND & MELINDA	1	17.84
571-212-004	KURSUNOGLU CEM & DENIZ	1	17.84
571-212-005	MATISOFF-LI ALEXANDRA L & LI QIANG	1	17.84
571-212-006	LICHTMAN SHEILA T TRE	1	17.84
571-212-007	CORBETT GAREN L & STEIN STACEY B	1	17.84
571-212-008	BROWN ELIZABETH R B TRE	1	17.84
571-212-009	BALL CLIFFORD O TRE & SARNOFF RHONDA	1	17.84
571-212-010	FINKAS R ANTHONY TRE & KAUFFMAN SUSAN G	1	17.84
571-212-011	FRIES LITA GRIFFEY TRE	1	17.84
571-221-001	SHEEHY JACQUELINE M TRE	1	17.84
571-221-002	EHRlich MARVIN & EARLINE TRUST	1	17.84
571-221-004	GREENBERG TAMARA R TRE	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
571-221-005	WINTROUB AARON MICHAEL & MIALET-WINTROUB HELENE	1	17.84
571-221-006	KRAMER LAURA D	1	17.84
571-221-007	KRAMER LAURA DEAN	1	17.84
571-221-008	BRADLEY ROBERT	1	17.84
571-221-009	BERNKLAU YVONNE TRE & FOOR THOMAS K	1	17.84
571-221-010	BOSCH BARBARA & RINGER MARK	1	17.84
571-221-011	KRITSCHER MATTHEW D & TRUONG SUSAN P	1	17.84
571-221-012	BARRETT TAMARA SUE	1	17.84
571-222-001	KONDRACKI JASON A & KAREN L	1	17.84
571-222-002	POPE JUDITH M TRE	1	17.84
571-222-003	BROWNE JUNE F TRE	1	17.84
571-222-004	TANI KAREN M & KILEY SEAN MICHAEL	1	17.84
571-222-005	WILKINS ALAN C TRE & SHEEHY BARBARA A	1	17.84
571-231-001	TAPER MARK L TRE	1	17.84
571-231-002	NIGGEL CHRISTOPHER J & VALERIE	1	17.84
571-231-003	LLOYD KEVIN S & CARMEN M	1	17.84
571-231-004	WARREN ANNE M & BAULSIR MARCI	1	17.84
571-231-005	JIMENEZ NIMFA Y	1	17.84
571-231-006	BODNAR EMESE TRE	1	17.84
571-232-001	MCLAUGHLIN ANDREW CHARLES	1	17.84
571-232-002	LARUE ANDRE M & MARGARET E TRE	1	17.84
571-232-003	KREPS ROLAND S & BUCHER KATHERINE E	1	17.84
571-232-004	MARSHLAND BRADLEY TRE	1	17.84
571-232-005	MEACHAM ALLEN & FRASER SALLY	1	17.84
571-232-006	PELLETIER RONALD J TRE	1	17.84
571-240-001	BRODY DAVID & SUSAN TRE	1	17.84
571-240-002	CLANCY KEVEN A & HANDELMAN GILIAN M	1	17.84
571-240-003	MAINE MARK EDWARD TRE	1	17.84
571-240-004	TENG XIA TRE & QIU ZIQIANG	1	17.84
571-240-005	WU LEI & LI XIAOMIN	1	17.84
571-240-006	REPSTAD HARRY J & SUSAN C TRE	1	17.84
571-240-007	MUTO-ISOLANI ANTONIO D & MALIA	1	17.84
571-240-008	MONARES AIDA C	1	17.84
571-240-009	MIGHETTO LAURA CHRISTINE & BURKE TRISTAN	1	17.84
571-240-010	SCHAFFER GERALD N & SHCAFFER DANA JOY	1	17.84
571-240-011	CHANG PAUL JIN-WEI & LEE PEI-JUNG	1	17.84
571-240-012	WEBB KINARI & STEVENS STEPHANIE	1	17.84
571-240-013	SMITH SANDRA SUSAN	1	17.84
571-240-014	TRAVAGLIO DALNY TRE	1	17.84
571-240-019	NEVO LEE & WATSON-LAMPREY BENJAMIN	1	17.84
571-240-022	DONALDSON STEVEN D TRE	1	17.84
571-240-023	KAPLAN SEBASTIAN E & ANNA R	1	17.84
571-240-024	DOUGLAS JAMES T TRE	2	35.70
571-240-027	CHEN HAO TRE	1	17.84
571-250-003	CARAMAGNO CARMELA	1	17.84
571-250-004	LIDICKER NAOMI I TRE	1	17.84
571-250-005	GIUSTI ROBERT & BERNADINE TRE	1	17.84
571-250-006	DELK ANN STEVENS	1	17.84
571-250-007	JUSTIS AMBER	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
571-250-008	BUEHRING GERTRUDE C TRE	1	17.84
571-250-009	BUEHRING GERTRUDE TRE	1	17.84
571-250-010	WEITKAMP MARGARET & VINES JONATHAN	1	17.84
571-250-013	JEWELL JAMES & STEER SEAN G	1	17.84
571-250-014	RHODE JEFFREY C & NADA N	1	17.84
571-250-015	TAPP RICHARD K & BARBARA R	1	17.84
571-250-016	PIERCE RIO S & CHI CYNTHIA ANN	1	17.84
571-250-017	BOLLWINKEL DAVID EMERY & MITGANG ALIX	1	17.84
571-250-018	FUKUCHI RUTH S TRE	1	17.84
571-250-019	METCALF ANN	1	17.84
571-250-020	MAROTH ELENA E TRE	1.536	27.42
571-250-021	SOSIN MICHAEL TRE & GILBERT ANNE	1	17.84
571-250-022	MILLER OLIVE C TRE	1	17.84
571-250-023	BERGMAN ROBERT G & WENDY S TRE	1	17.84
571-250-024	BERGMAN ROBERT G & WENDY S TRE	1	17.84
571-250-025	CAIN JOSEPHINE A TRE	1	17.84
571-250-026	WALKER DOROTHY S TRE	1.536	27.42
571-250-027	JACKMAN WINTHROP T JR TRE & PRYER NANCY K	1	17.84
571-250-028	MELLO JOHN F TRE & CELONA ANN MARIA	1	17.84
571-250-029	HUANG CHUNSHENG & RUEYTSU	1	17.84
571-250-030	MARRIFIELD THOMAS F TRE	1	17.84
571-250-031	TERRELL JAMES D & SULLIVAN KATHLEEN A	1	17.84
571-250-032	HOCK STANLEY A	1	17.84
571-250-033	NIELSEN RASMUS TRE & WEINSTEIN DAWN	1	17.84
571-250-034	CHARTER WILBUR G TRE	1	17.84
571-260-001	LYON WILLIAM C TRE & HAAS-LYON SUZANNE B	1	17.84
571-260-002	HUDSON MARY K TRE & LOTKO WILLIAM	1	17.84
571-260-003	DOTY MARK E TRE	1	17.84
571-260-004	PRIDGEN WILLIAM JOHN III TRE	1	17.84
571-260-005	MANZANAREZ RAFAEL & MULLIN KATHLEEN	1	17.84
571-260-006	NARNIA REVOCABLE TRUST	1	17.84
571-260-008	AMARO SALVADOR R & PARDINAS MARIA F L	1	17.84
571-260-013	GROOM DERWOOD W & JOAN K TRE	1	17.84
571-260-014	DUE LINNEA A	1	17.84
571-260-015	MOSSINA CHARLES L TRE	1	17.84
571-260-016	CORNU ELIZABETH I & DUE LINNEA A	1	17.84
571-270-001	MATSON PHILIP N	1	17.84
571-270-002	STAMANT FRANCIS C TRE & MCCLURE NANCY L	1	17.84
571-270-003	SUESSMEIER BERNARD & JUDITH TR	1	17.84
571-270-004	WIEGEL CAROL TRE	1	17.84
571-270-005	HAUX BARBARA L TRE	1	17.84
571-270-006	CLOW BENJAMIN JOSEPH	1	17.84
571-270-007	BEATTY SEAN P & GILDEA MICHELLE	1	17.84
571-270-012	STYLES PAMELA MADRONE TRE	1	17.84
571-270-013	WEGNER MARK MICHAEL & KORN MARY JUSTINE	1	17.84
571-270-014	STOLLON MARILYN TRE & GACCIONE JOHN V	1	17.84
571-270-015	LANGFORD JEAN TRE & GREGG LARRY G	1	17.84
571-270-018	HAMPTON DAVID M TRE & FUJIMOTO LILLIAN T	1	17.84
571-270-019	FRANKS ROBERT L	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
571-270-020	CHEN-GADDINI MIN & GADDINI SIMONE	1	17.84
571-270-021	MCCOSKER FRANCES TRE	1	17.84
571-270-022	NUVEEN JOHN SEPTIMUS	1	17.84
571-270-023	LOIZOS STEPHEN & NINA TRE	1	17.84
571-270-024	LUTZKER JOEL TRE & ROBEEY ELLEN	1	17.84
571-270-025	MOORE JULIE A TRE	1	17.84
571-270-026	BRAY SALLIE M	1	17.84
571-270-027	CUSICK STEPHEN W & YVONNE RYAN	1	17.84
571-270-029	HEIMBERG ROSALYN B TRE	1	17.84
571-270-030	SHOPTAW JOHN TRE & OLIENSIS ELLEN	1	17.84
571-270-031	ABT DOUGLAS & SARAH	1	17.84
571-270-032	HOEKSTRA KINCH & HEATHER	1	17.84
571-270-033	BARRY STEVEN H TRE & LEVINE TINA E	1	17.84
571-280-002	HARNISH LAURA TRE	1	17.84
571-280-003	BRUCKER PATRICIA M TRE	1	17.84
571-280-004	KENT ESTELLE C TRE	1.536	27.42
571-280-005	LYE LINDA TRE & CHEKURI CHIRSTOPHER	1	17.84
571-280-008	COLE GEORGE	1	17.84
571-280-009	DOBYNS LYDIA J TRE	1	17.84
571-280-010	LEITCH KENNETH TRE	1	17.84
571-280-012	GRASHIN MITCHELL E & ESPOSITO ELLEN	1	17.84
571-280-013	RICHARDS RUTH L TRE	1	17.84
571-280-014	HSBC BANK USA NATL ASSN TRE	1	17.84
571-280-015	SHENG RICHARD DH & ILENE TRE	1	17.84
571-280-016	OCCHIOGROSSO THOMAS TRE & ROBINSON BETH	1	17.84
571-280-017	LITT LAWRENCE TRE & YANG YING L	1	17.84
571-280-018	NIENBERG MARK W TRE & ZAITLIN JODY A	1	17.84
571-280-019	ZIETLOW KLAUS R TRE	1	17.84
571-290-001	JOHNSTON WILLIAM EDGAR TRE	1	17.84
571-290-002	GOSTLIN DOUGLAS W & TEJERO-GOSTLIN VIRGINIA	1	17.84
571-290-003	OWEN LLOYD H TRE	1	17.84
571-290-004	ACCORNERO HENRY P & ANGIE TRE	1	17.84
571-290-005	BATES STEVEN B	1.536	27.42
571-290-006	PRESENT CONSTANCE TRE	1	17.84
571-290-007	NOTTOLI EILEEN M TRE	1	17.84
571-290-008	FELLER AVI ISAAC TRE & WEISER JESSICA CAPLAN	1	17.84
571-290-009	BISHOP G PAUL JR & JEANINE	1.536	27.42
571-290-010	CARRICK JASON A & AMBROSE ADRIANNE M	1	17.84
571-290-011	ARGONZA KAREN	1	17.84
571-290-012	KOONTZ CLARENCE J & ANGELA F	1	17.84
571-290-013	EICHORN DAVID H TRE	1	17.84
571-290-014	SARASOHN ADAM T & ELIZABETH TR	1	17.84
571-290-015	LAHIDJI LIDA	1	17.84
571-290-016	SANDINE ALAN W TRE & BRADFORD MARY	1	17.84
571-290-017	MURRAY MARK H & GEE LIND S	1	17.84
571-290-018	MANLEY JOHN LINDSAY TRE & MARTIN R VANCE	1	17.84
571-290-019	AMBROSE DAVID ALAN & ROXANE B	1	17.84
571-290-020	WHITTEMORE TIGER A	1	17.84
571-300-001	AZIMI HOSS TRE	3.84	68.54

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APN	Owner	EDU	Amount ⁽¹⁾
571-300-002	HIBDON THOMAS L TRE	1	17.84
571-300-003	MARTIN MARVIN H	1	17.84
571-300-004	PEER NANCY A	1	17.84
571-300-005	MCNALLY PETER C	1	17.84
571-300-006	GARDELLA IVO & KATHRYN M	1	17.84
571-300-007	HOUSTON LISA B	1	17.84
571-300-008	MADRID NICHOLAS J TRE & PAYNE CHRISTOPHER W	1	17.84
571-300-009	STOJADINOVIC BOZIDAR & MRKIC JASNA	1	17.84
571-300-010	LU PAMELA W & PEREZ JENNIFER S	1	17.84
571-300-011	HO LANA	1	17.84
571-300-012	SALIMPOUR SUHAILA	1	17.84
571-300-013	SPEAR ANDREW W & SARAH H	1	17.84
571-300-014	MILBY RITCHIE L & GLASOW PATRICIA S	1.536	27.42
571-300-015	VAF AEI MASOUD & PEJMAN MITRA	1	17.84
571-300-016	BORRELLI FRANCESCO & MOHAMED MARYAN B	1	17.84
571-300-017	EISLER ALEXANDRA MITCHELL	1	17.84
571-300-018	ADLER SCOTT R TRE & TROTTIER LISA	1	17.84
571-300-019	SCHAFFELL SANFORD & JENNY H	1	17.84
571-300-020	TOSHIYUKI MELANIE M	1	17.84
571-300-021	BLOCH HEATHER S TRE	1	17.84
571-300-022	MILLER ELINORE BROOKS	1	17.84
571-300-023	GLUCK KATIE	1	17.84
571-300-024	GALLANTZ MICHAEL	1	17.84
571-300-025	ANGELL JONATHON & YALAZ-ANGELL SUNA	1	17.84
571-300-026	LIU JOHN K C & SZE-YUN TSUI	2	35.70
571-300-027	CODY MEGAN TRE & PARSLEY NATHAN	1	17.84
571-300-028	WILDMAN CRAIG & CLAIRE	1	17.84
571-300-029	WELLINGTON NICHOLAS M TRE & SAFRAN LEE B	1	17.84
571-300-030	LUCIEN RICHARD TRE & OMODELE REMI	1	17.84
571-300-031	PAUL RODNEY K & SARAH	1	17.84
571-300-032	FOLEY THOMAS E JR	1	17.84
571-311-002	ZAMALLOA DANIEL TRE & CHION MIRIAM	1	17.84
571-311-003	CHUCK GEORGE S	1	17.84
571-311-004	MARQUET CLAUDINE	1	17.84
571-311-005	VELASQUEZ RICHARD & ZENIA TRE	1	17.84
571-311-006	KERR ROBERT HENNING	1	17.84
571-311-007	ICKES TRACY S & ANDREW M	1	17.84
571-311-008	MONTERO LUZ M TRE & BARR GRACIELA L	1	17.84
571-311-009	MCKELHEER JANE L TRE	1	17.84
571-311-010	WELSH ALAN L	1	17.84
571-311-011	DAWSON CLEMMIE T TRE EST OF	1	17.84
571-311-012	LOW DIANE H TRE	1	17.84
571-311-013	MILLS PAUL D & ELLEN TRE	1	17.84
571-311-014	BELIOV NIKOLAY & AUDO-BELIOV ELISA	1	17.84
571-311-015	FORSYTHE SUSAN J TRE	1	17.84
571-311-016	ROY PARAMA & TREHAN BHARAT	1	17.84
571-311-017	ANDERSON LAURENCE & P F TRE	1	17.84
571-311-018	WARE GARY W TRE & SHOLACHMAN GRETA	1	17.84
571-311-019	PANG CHAN Y & ANNIE C Y	1	17.84

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571-311-020	WIZELMAN RON TRE	1	17.84
571-311-021	PIERCE CATHERINE HILDA	1	17.84
571-311-022	TESHIMA GLEN TRE & BALDONADO-TESHIMA IDA	1	17.84
571-311-023	GABAI TSIPORA TRE	1	17.84
571-311-024	AKMAN OYTUN & MEUS TRE	1	17.84
571-311-025	GEE JAMES T	1	17.84
571-311-026	SOURS NANCY A	1	17.84
571-311-027	TAKAHASHI PHYLLIS AKEMI TRE	1	17.84
571-311-028	BURSTEIN LEAH K S	1	17.84
571-311-029	FARVE PAMALA C	1	17.84
571-311-030	ROBERTSON WILLIAM BRUCE	1	17.84
571-311-031	FORD ROBERT A & KELLEY B H	1	17.84
571-312-003	COLWELL KATE & CONRAD HEATHER	1	17.84
571-312-004	CHRISTENSEN SCOTT N & GRAHAM CORALEA	1	17.84
571-312-005	RINELLA ANTHONY V	1	17.84
571-312-006	FRANASZEK STEPHEN M & MENDOZA ALICIA M	1	17.84
571-312-007	FAWZI VALERIE ANN TRE	1	17.84
571-312-008	BUEHRING GERTRUDE C TRE	1	17.84
571-312-009	MILLER CHARLES & JEANETTA TRE	1	17.84
571-312-010	LOMBARD CAROL L TRE	1	17.84
571-312-012	SANGER MARGO TRE	1	17.84
571-312-013	LYNCH DANIEL P TRE & DOWNS JANE M	1	17.84
571-320-001	LOBELIA 1031 LLC	1	17.84
571-320-002	MEDVECZKY ATTILA P & JENNIFER	1	17.84
571-320-003	HAUGH M HOLLY TRE	1	17.84
571-320-005	MORAN PATRICIA J EST OF	1	17.84
571-320-006	MOREAU CHARLES L TRE & CONROY ANN B	1	17.84
571-320-007	FLANAGAN GRAHAM & SHIKUMA LEANORE WALSH	1	17.84
571-320-010	WOODBURN ERICA R & SAMUEL C	1	17.84
571-320-011	YUAN ROBERT K & YUME TRE	1	17.84
571-320-012	KARLER LISE TRE	1	17.84
571-320-013	WHITE MARSHALL & JENNIFER TRE	1	17.84
571-320-014	HOFFBERG CLAUDIA	1.536	27.42
571-332-001	BREWER LAURENCE R	1	17.84
571-332-002	PODREN CYNTHIA TOBY TRE	1	17.84
571-332-003	SOKOLOWSKI ANTHONY W & TREUTING JENNIFER J	1	17.84
571-332-004	INCE SUZAN D TRE	1	17.84
571-332-005	BULLARD JENNIFER ALICE TRE	1	17.84
571-332-006	BROWN EVELYN J	1	17.84
571-332-007	JONES EVA EST OF	1	17.84
571-332-008	DAVID NARSAI M TRE	1	17.84
571-332-014	MOW MARIA C TRE	1	17.84
571-332-015	WALL GAVIN TRE & CHEU CHERYL	1	17.84
571-332-016	GIORSETTO PAUL & E JEANNE TRE	1	17.84
571-332-017	TREVINO MICHAEL & LORI	1	17.84
571-332-018	RATOOSH DAVID A TRE	1.536	27.42
571-332-019	MCFADIN DONALD S & DREWES LYNN MARIE	1.536	27.42
571-340-001	DARAKHSHAN SOHRAB	1	17.84
571-340-002	ENGEL ELIZABETH ANNE TRE	1	17.84

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571-340-003	BRUNO PHILIP JOHN TRE & BARRETT ROBIN LEE	1	17.84
571-340-004	DANYO FRANK R	1	17.84
571-340-005	WANG CHRIS S & HELEN H TRE	1	17.84
571-340-006	RHODES MERRILYN TRE	1	17.84
571-340-007	WHITWORTH JOHN LATHROP TRE	1	17.84
571-340-008	MERCER ROBERT & HARRIETT & MERCER MARK S	1	17.84
571-340-009	STEINBERG JOHN G TRE	1	17.84
571-340-010	HART JUDY A TRE	1	17.84
571-340-011	PINTO ALESSANDRO & ABERGEL REBECCA	1	17.84
571-340-012	BECKER GEORGE R & MOANA L TRE	1	17.84
571-340-013	LOPEZ NICOLE A	1	17.84
571-340-014	ONISKO BRUCE TRE & BIDERMAN FRAN	1	17.84
571-340-015	NAITO KUNIAKI	1	17.84
571-340-016	HUNTER TOM	1	17.84
571-340-017	MATHENEY BRYAN TRE & SIM AVERY	1	17.84
571-340-021	JIMENEZ JOSE M & SOSSAMON JAMES T	1	17.84
571-340-022	RENAUER ALBIN	1	17.84
571-340-023	WINDESHEIM JANET L	1	17.84
571-340-024	WINDESHEIM JANET L	1.536	27.42
571-340-025	DADGAR MINA & VALA GHAFOUR	1	17.84
571-340-026	HILGERT DAN & MCWILLIAMS JENNIFER ASHA	2	35.70
571-340-027	DIXON JAMES LEE	2	35.70
571-340-028	LOBO SUSAN B TRE	1	17.84
571-340-029	MANYASLI ERHAN & NATALIE TRE	1	17.84
571-340-030	LIU FENYONG TRE & LU SANGWEI	2	35.70
571-340-031	FREIGHTMAN RALPH E & SUSAN N	1	17.84
571-340-032	DELICH MEREDITH & JONATHAN	1	17.84
571-340-033	SMYK TIMOTHY & DOROTHY H	1	17.84
571-340-034	OLSEN RICHARD A & SALLY M	1	17.84
571-340-035	REVENAUGH DANIELL & HILDY	1	17.84
571-340-036	ANDERSON SINDRI & DAVIS OWEN V	1	17.84
571-350-001	HEROD DAVE D TRE	1	17.84
571-350-002	RAVAGO ANGELITA	1	17.84
571-350-003	IVERSEN ANN K TRE	1	17.84
571-350-004	MUELLER VIRGINIA TRE	1	17.84
571-350-005	GERSTEL DAVID U & SANDRA W	1	17.84
571-350-006	CHINGCUANCO ALFREDO ONG TRE & LAUDENCIA-CHINGCUANCO D	1	17.84
571-350-007	TURTLE JOEL S & KAREN E	1	17.84
571-350-008	SPERO RICARDO & PAMELA	1	17.84
571-350-009	LEE STEVEN B	1	17.84
571-350-010	TANANBAUM GREG TRE & DIXON MELANIE ANNE	1	17.84
571-350-011	PROCOPIOU ANDREW & CHRISTINA K	1	17.84
571-350-012	BLUM STEPHEN R TRE & MIDANIK LORRAINE T	1	17.84
571-350-013	DUGGAN CASSANDRA ROSE TRE	1	17.84
571-350-014	SHERMAN WRIGHT J & EMI TRE	1	17.84
571-350-015	KHOURY JOSEPH A	1.536	27.42
571-350-016	LEIGHTON RALPH EDWARD TRE & KWAN PHOEBE PUNSHAN	1	17.84
571-350-017	GERSTEL DAVID U & SANDRA L TRE	2	35.70
571-350-018	DIRIDONI SUSAN M TRE	1	17.84

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571-350-019	PHILLIOU CHRISTINE & YAGHOBİ GHOLAMREZA	1	17.84
571-350-020	TOROK GABOR	1	17.84
571-350-021	PALUY KERRA	1	17.84
571-350-022	KEYHANI SALOMEH TRE	1	17.84
571-350-023	ALGAR LIZA & MYERS PAUL	1	17.84
571-350-024	SANTOS DANIEL & DAVIDSON ROBIN RENEE	1	17.84
571-350-025	BAY AREA EXEC RE & DEV GROUP	1	17.84
571-350-026	SKINNER THOMAS & ZAREMBA KRISTEN	1	17.84
571-350-027	JENNINGS ROBERT B & STCLAIR NATALYA M	1	17.84
571-360-001	ZAITLIN JAN C TRE	1	17.84
571-360-003	SHEBEK PETER M & KAREN N TRE	1	17.84
571-360-004	HOBBS KAREN RUTH TRE	1	17.84
571-360-005	MCCONDOCHIE GRETCHEN TRE	1	17.84
571-360-006	CONRAD JOANN	1	17.84
571-360-007	LITWIN RICHARD L TRE	1	17.84
572-011-001	YAU CINDY	1	17.84
572-011-002	MORRISON DONALD L TRE	1	17.84
572-011-003	CHAN EDISON & SHIRLEY L TRE	1	17.84
572-011-004	BLOORI MARYAM	1	17.84
572-011-005	DANIELSEN JOHN & CHARLICE TRE	1	17.84
572-011-007	LIEBERMAN MIRIAM TRE	1	17.84
572-011-008	BRADSHAW EARLE TRE & MCGARRAHAN SARAH	1	17.84
572-011-009	DROLAPAS ANTHULA	1	17.84
572-012-001	ELLAM LAURENCE B TRE & OGDEN-ELLAM TRACY L	1	17.84
572-012-002	TRAVLOS ANTHONY J & CATHERINE	1	17.84
572-012-003	SHEY JUSTIN	1	17.84
572-012-004	AGARWAL RAJEEV KUMAR TRE & SYER KIM	1	17.84
572-012-005	HARRIS LAURINDA TRE & MEDD JOHN RANDALL	1	17.84
572-012-006	JORGENSEN DOROTHY W TRE	1	17.84
572-012-007	ALEN RONALD TRE & MCDONALD KELLY	1	17.84
572-012-008	USHIGUSA KO KOSAKU TRE	1	17.84
572-012-009	LOWE WILLIAM & PHYLLIS TRE	1	17.84
572-012-011	VAFAI M HASSAN	1	17.84
572-012-012	EVANS JENNIFER	1	17.84
572-012-013	REIF PAUL M TRE & SHIBATA ELLEN	1	17.84
572-012-014	CHANG GRETA H W TRE	1	17.84
572-012-015	TELIAN JACK K TRE & BAILEY M CATHERINE	1	17.84
572-012-016	KRUGER KARL H & GLORIA C TRE	1	17.84
572-012-020	SINGER JASON P & ZEDECK CINDY M	1	17.84
572-012-021	PATEL SUSILA & LIDDICOAT SCOTT	1	17.84
572-012-022	PUGASHETTI BALAPPA K TRE	1	17.84
572-012-023	HU TEH-WEI & TIEN-HWA TRE	1	17.84
572-012-024	LEE ROBERT & CHONG OK TRE	1	17.84
572-012-025	TANG NADINE M TRE & SMITH BRUCE L	1	17.84
572-012-026	TANG NADINE MAYING TRE & SMITH BRUCE LAZAR	1	17.84
572-012-027	WALLACE JOHN R & NORIKO K TRE	1	17.84
572-012-028	WAI TIM & CYNTHIA	1	17.84
572-013-001	BLADE GREGORY QUINN & SCHNEEBERGER RENE	1	17.84
572-013-002	MCENTIRE EULALIA TRE	1	17.84

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572-013-003	CALVERT SUSAN S TRE	1	17.84
572-013-004	WEGLEIN JESSE SAMUEL & LOWENSTEIN BARBARA SARI	1	17.84
572-013-005	HEMPEL KENNETH S	1	17.84
572-013-006	BARCLAY KAYNE DAVID W & CHIEH	1	17.84
572-013-007	FLANNERY MICHAEL B & KOGAN SHEILA	1	17.84
572-013-008	WATANABE FREDERICK D	1	17.84
572-014-001	MONSON MICHELYN SHELLEY TRE & BRADLEY AURALIE MAIR	1	17.84
572-014-002	CHONG JAMES S TRE	1	17.84
572-014-003	WALLACE HOLLY TRE	1	17.84
572-014-004	KONCHITCHKI YANIV TRE	1	17.84
572-014-005	DOHERTY GREGORY & WILSON-ABRAMSON ALICE	1	17.84
572-014-007	ELLIOTT VIBEKE ASTRID	1	17.84
572-014-008	YAMAGATA GLENN	1	17.84
572-014-009	BALDING WALTER L & AMY LOU TRE	1	17.84
572-014-016	WESTBY ROBERT L & MARTY M TRE	1	17.84
572-021-001	POURZAND MAHMOOD TRE & MOUBEDI EFFAT MINA	1	17.84
572-021-002	LEE RUSSELL D & KATHLEEN M TRE	1	17.84
572-021-003	BAUER ROSS TRE	1	17.84
572-021-004	GERSICK STEVEN MICHAEL & MILLER KEVIN	1	17.84
572-021-005	DOUGLAS HUGH JR & BERG AMY	1	17.84
572-021-006	YOUSSEF ASHRAF & MUSHET JULIE ANN	1	17.84
572-021-007	ROSSI LUCIO N & SHARON O TRE	1	17.84
572-021-008	PETERSEN THOMAS A & WENYAN	1	17.84
572-021-009	HUNT MARGARET L	1	17.84
572-022-001	BEHN ANTHONY WILLIAM & SHAFFER ROBYN JEANNA	1	17.84
572-022-002	SUDAR DAMIR & GUAGLIARDO FRANCESCA H	1	17.84
572-022-003	SCHOON KEITH	1	17.84
572-022-004	SCHUMACHER CECELIA LAURIE TRE	1	17.84
572-022-005	MOORE GEORGE E TRE	1	17.84
572-022-006	ANDERSON JUDITH L	1	17.84
572-022-009	FERRARI GIOVANNI	1	17.84
572-022-010	MAYER ALLEN J & CECILIA C TRE	1	17.84
572-022-013	MOLBERG RYAN	1.536	27.42
572-022-014	HU 1993 REVOCABLE TRUST	1	17.84
572-022-015	JENNINGS MARIA PAULA TRE	1	17.84
572-022-016	ANDRONICO CONSTANCE H	1	17.84
572-022-017	ANDRONICO DEMETRA TRE	1	17.84
572-023-001	PENFOLD SHARMAN TRE	1	17.84
572-023-002	BALDOCCHI DENNIS & NICOLE TRE	1	17.84
572-023-003	SAIDIAN YAGHOUB	1	17.84
572-023-004	HOANG VINH P & CHRISTINA	1	17.84
572-023-005	BETTELHEIM ANN ELISE TRE	1	17.84
572-023-006	BRUMBERG YEVGENIY & MUKHACHEVA IRINA	1	17.84
572-023-007	KAPLAN DOROTHY T TRE	1	17.84
572-023-008	ELKINS RACHEL BETH & GILFORD JUDITH	1	17.84
572-024-001	MACDWYER DARA	1	17.84
572-024-002	LUAN SHENG TRE & LI WEIWEI K	1	17.84
572-024-003	KENILWORTH LLC	1.536	27.42
572-024-004	PATTON HARRIET H TRE	1	17.84

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572-024-005	WHITE RICHARD A & BARBARA TRE	1	17.84
572-024-006	PIZZAMIGLIO-GUTIERREZ A TRE	1	17.84
572-024-007	MOTIAFARD VAJIHE	1	17.84
572-024-008	CHOI RYAN & KELLY	1	17.84
572-024-009	STRANGE GENE & UNDERWOOD TIMOTHY K	1	17.84
572-024-010	SANDOVAL PATRICIA ANN	1	17.84
572-025-001	BORSUK GERI L TRE	1	17.84
572-025-002	SEARLS LINDA & TIECK DONALD G	1	17.84
572-025-003	GOODLIFFE LEAH SHAFSKY	1	17.84
572-025-004	ANDERSON RYAN RICHARD TRE & BLACK PAULA JANE	1	17.84
572-025-005	MILLER PAUL	1	17.84
572-025-006	WARD CHRISTOPHER CHARLES & LUNDY MIRIAM YONG	1	17.84
572-025-007	ALTER GAIL TRE	1	17.84
572-025-008	MIZUHARA GENEVART TRE	1	17.84
572-025-009	MATHOG MARCIA LEAH TRE	1	17.84
572-026-001	TURMAN DANIEL	1	17.84
572-026-002	HOLMES JOSEPH & MARJORIE	1	17.84
572-026-003	BOWDEN CASEY LEE & SU EMILY AY-JIA	1	17.84
572-026-004	ORTIZ CATHERINE K TRE	1	17.84
572-026-005	LIGHT PAIGIE & LEE ERIC T	1	17.84
572-026-006	YOUMAGUL OULAY NINA	1	17.84
572-026-007	CARLSON STEPHEN OLIVER TRE & SPECK AMY CARLSON	1	17.84
572-026-008	CHANG HUNG-WEN & BOA-CHEN YU	1	17.84
572-026-009	OLIVELLA MARY TRE	1	17.84
572-026-010	COLLIS GREGORY T & DEANNA	1	17.84
572-026-011	CRUMP CARMEN	1	17.84
572-026-012	ADLER HEIDI	1	17.84
572-026-013	WILLIAMS GEORGE S & ROSEMARY S	1	17.84
572-026-014	KUNG YUNG-SHIN & SOO YUN SUSAN	1	17.84
572-026-015	GREENE PHYLLIS	1	17.84
572-026-016	KAZI AIAZ E & RUBINA A	1	17.84
572-026-017	HASEGAWA YOKO	1	17.84
572-026-018	DETWILER MATTHEW & DIANA	1	17.84
572-027-001	CAMPBELL EDYTHE TRE	1	17.84
572-027-002	JEWELL MARY R TRE	1	17.84
572-027-003	PARKS LARRY TRE	1	17.84
572-027-004	PARKS LARRY TRE	1	17.84
572-027-005	SHELBY KENT & MARISA D	1	17.84
572-027-006	GOLDSTINE DANIEL & HILARY TRE	1	17.84
572-027-007	STURM GARY V TRE & HSIEH HSIU-HUI	1	17.84
572-027-008	PANG GENE YOUNG & CHRISTINA H	1	17.84
572-027-009	JONES CURTIS & MARGARET TRE	1	17.84
572-027-010	MIRK KENNETH F TRE	1	17.84
572-027-011	HUROWITZ MARISA N	1	17.84
572-027-012	FRAZIER DOUGLAS L & BUCHERRE-FRAZIER VERONIQUE	1	17.84
572-028-001	ENG BETTY C	1	17.84
572-028-002	JONES KENNETH & CARLA	1	17.84
572-028-003	KELARDASHTI SORAYA	1	17.84
572-028-004	BEBAN ROBERT P & HILARY K	1	17.84

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572-028-005	PASCHALL MALLIE & ADLER KAREN	1	17.84
572-028-006	GEBHARDT HERWART W & DORIS TRE	1	17.84
572-028-007	CHOU SHERRY WU TRE	1	17.84
572-028-008	MORROW BRUCE V TRE & NORCROSS JOHN C	1	17.84
572-028-009	ANDERSON LEONARD BYRON TRE	1	17.84
572-028-010	WAJID SYED K & GEETANJALL A	1	17.84
572-028-011	CODDING CHRISTINE D TRE	1.536	27.42
572-029-007	BOYER MAUREEN MITCHELL	1	17.84
572-029-008	FREEMAN ROBERT LON & OWEN JUSTINE J	1	17.84
572-029-009	BEATTY DANA	1	17.84
572-029-011	COMBS MILTON A & EDNA M	1.536	27.42
572-029-012	HOANG VI CHI	1	17.84
572-031-001	DANN PHOEBE H TRE & RUTH JENNIFER M	1	17.84
572-031-002	ENGAN CHARLES R & KRISTINA	1	17.84
572-031-003	SACHS-WEINTRAUB JULIAN MATTHEW & WEINTRAUB SARAH DANIEL	1	17.84
572-032-001	MARSHALL HILDEGARD REV TRUST	1	17.84
572-032-002	TAIT PETER TRE & ROBERTSON-TAIT ANN	1	17.84
572-032-003	HERRING TIMOTHY B TRE	1	17.84
572-032-004	WU YEU BIN & YING SHEN	1	17.84
572-032-005	TAHARA PATRICK & AKIYAMA JENNIFER	1	17.84
572-032-006	BOCKELMAN ALIX A & DUNSCOMBE THOMAS	1	17.84
572-032-007	SRAER DAVID & GAUBERT CECILE	1	17.84
572-032-008	HASSNER RON E & LAURA P TRE	1	17.84
572-032-010	LEUNG ANTHONY W TRE	1	17.84
572-032-012	MCWILLIAMS JAMES K TRE	1	17.84
572-032-014	OKASAKI NANCY W TRE	1	17.84
572-032-016	ALLEN SCOTT TRE & CONNER-ALLEN MARGIE	1	17.84
572-032-017	POTTS FREDERIC III & EMILY TRE	1	17.84
572-032-020	MOGILL MARK M & MARIBEL TRE	1	17.84
572-032-023	SALGADO MONIQUE TRE	1	17.84
572-032-024	CRAIG TRACY TRE	1	17.84
572-032-025	KEMP CAROL L TRE	1	17.84
572-033-005	LEE DUNG-HAI & FUN-CHING	1	17.84
572-033-006	PHELPS JAMES & LING LING	1	17.84
572-033-007	SHIMURA CHARLOTTE TRE & SHIMURA TOM W & JOY	1	17.84
572-033-008	CHAN JULIANNE CLAIRE	1	17.84
572-033-009	CONNER LEWIS G II TRE & SUDA ARLENE	1	17.84
572-033-011	BOSHARD JON R & CHRISTINA TRE	1	17.84
572-034-004	PROWSE ELISE IRENE TRE	1	17.84
572-034-005	WEBSTER WILLIAM C & BETTY TRE	1	17.84
572-034-006	EAGER JONATHAN B TRE	1	17.84
572-034-007	SCHILLING MARGARET E & NEWMAN MARTHA D	1	17.84
572-034-010	STORESUND RUNE & ANNA N	1	17.84
572-034-011	THAL LAWRENCE S TRE	1	17.84
572-034-012	LEO KIMBERLY L TRE	1	17.84
572-034-014	BROWN JOAN BOUDOIN TRE	1	17.84
572-034-015	ARTIS DEAN RICHARD TRE & WILLIAMSON VIVIEN BATHILDE	1	17.84
572-034-016	ZIMRING FRANKLIN E	1	17.84
572-034-017	LUK TAI CHI & ANITA TRE	1	17.84

Kensington Police Protection and Community Services District
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APN	Owner	EDU	Amount ⁽¹⁾
572-050-001	SHANER ROBERT D & OLIVE E TRE	1	17.84
572-050-002	MACCABEE JOHN & SHERRY M TRE	1	17.84
572-050-005	HAGEN ROLF H TRE EST OF	1	17.84
572-050-009	BOURNE GERALD H W TRE & PRUDHOMME JANICE C	1	17.84
572-050-013	OSWALT EDWARD R	1	17.84
572-050-016	FLAIM GLENDA	1	17.84
572-050-017	BORODITSKY MARC & SOPHIA	1	17.84
572-050-020	FRISCH BRUNO & CINDY TRE	1	17.84
572-050-021	BERZON MARSHALL P TRE	1	17.84
572-050-022	ARMSTRONG DEBORA L TRE	1	17.84
572-050-023	LIPSCOMB LINDA G	1	17.84
572-050-024	LORINCZ MATTHEW & SHULMAN NATASHA	1	17.84
572-050-025	HODSON GARY TODD TRE & HENON MARION Q	1.536	27.42
572-050-026	CONNOLLY ALLEN & CHRISTINE	1	17.84
572-060-008	CHRIST GLENN & PETIT-CHRIST ANNE	1	17.84
572-060-009	MOLITCH HOWARD I & LISA V	1	17.84
572-060-010	STEWART DOUGLAS G & ANNE TRE	1	17.84
572-060-011	BORDOW RICHARD A & ISABEL TRE	1	17.84
572-060-012	DRAGOLOVICH JULIA	1	17.84
572-060-013	MAHSHI JAMES & GAO YUAN	1	17.84
572-060-016	GAO YUAN	1	17.84
572-060-017	KRIEG KOFORD SUSANNE & KOFORD CHRISTI REM	1	17.84
572-060-018	RAUCH CHARLES D TRE	1	17.84
572-060-026	FACIANE JANN ABRAHAN TRE & HIRSCH MARTHA ABRAHAM	1	17.84
572-060-027	FAN SWAN SZE WAN	1	17.84
572-060-028	GOUGH RICHARD & MARCIA TRE	1	17.84
572-060-029	ZETTL ALEXANDER	1	17.84
572-060-030	PATTERSON DAVID A & LINDA TRE	1	17.84
572-060-031	COOPER CORTIS K TRE & SMITH BARBARA J	1	17.84
572-060-032	BROWN JEFFREY RICHARD TRE & MEGHROUNI-BROWN ANDREA	2	35.70
572-070-001	BLONZ EDWARD R & KAREN TRE	1	17.84
572-070-002	KRAMER JOHN P & EILEEN R TRE	1	17.84
572-070-003	CANNON FREDERICK L TRE & MITCHELL JEAN E	1	17.84
572-070-011	LEONARD DUANE & CATHERINE TRE	1	17.84
572-070-013	NAFTZGER HOWARD J TRE	1	17.84
572-070-014	NAFTZGER HOWARD J TRE	1	17.84
572-070-015	SUTCH RICHARD C TRE & CARTER SUSAN B	1	17.84
572-070-016	KUSNETZOFF ELIANA TRE	2	35.70
572-070-019	ZIEGLER MICHAEL H & MARZ LEIGH	1	17.84
572-070-020	ALTMAN RAFAEL TRE	1	17.84
572-080-007	FRANKEL WENDY VANCE TRE	1	17.84
572-080-008	MILLER EVAN & ELIZABETH	1	17.84
572-080-009	LIEBER ISAAC & JUDY	1	17.84
572-080-016	STEARNS JUDITH GOOD	1	17.84
572-080-018	TOMLINSON CAROL L TRE	1	17.84
572-080-023	TAUSSIG RUTH R TRE	1	17.84
572-080-024	DIX GRIFFIN TRE & FABE MARILYN	1	17.84
572-080-025	ROSS GILLIAN M TRE	1	17.84
572-080-026	COLLINS EDWARD E & THEO R TRE & GOMES FERNANDO & AILEEN	1	17.84

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Kensington Park Assessment District
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APN	Owner	EDU	Amount ⁽¹⁾
572-080-028	CHUN VIVIAN L TRE	1	17.84
572-080-030	DRONKERS NINA & SWAIN BIX E	1	17.84
572-080-035	STEINER FRANZ & PATRICIA TRE	1	17.84
572-080-036	HSIEH KAI-CHUN & YU GUOYING	1	17.84
572-090-001	YILMAZ OMER & YILZMAN MONIKA	1	17.84
572-090-002	ROSSI MICHAEL J TRE & HOTCHKISS LISA M	1	17.84
572-090-003	KLAASSEN ALAN TRE	1	17.84
572-090-004	BARNES KENNETH H & DONNA B TRE	1	17.84
572-090-005	FORGET NATHAN W & REIERSON GILLIAN W	1	17.84
572-090-006	GADE MARIAN L TRE	1	17.84
572-090-007	COWAN PHILIP A & CAROLYN TRE	1	17.84
572-090-008	FISHER KNUTE A TRE & BURNS ROBIN L	1	17.84
572-090-009	MORGAN DARYLE LEE & WILLIAMS DEAN	1	17.84
572-090-010	DENEERGAARD CATHERINE	1	17.84
572-090-011	MADUGO CHRISTOPHER & DANIELLE	1	17.84
572-090-012	WECHSLER SHOSANA TRE	1	17.84
572-090-013	BEVINGON DOUGLAS L & WOLF SHAYE G	1	17.84
572-090-014	ZHOU NAN	1	17.84
572-090-015	MULLER RICHARD S TRE	1	17.84
572-090-016	WENZEL STUART W TRE	1	17.84
572-090-017	WALTERS GERARD & MARLENE TRE	1	17.84
572-090-018	RONNEBERG NORMAN J & PENZES EVA A	1	17.84
572-090-019	ELMASRY LORNA M	1	17.84
572-100-001	CARLSTROEM PAUL A & MILLER-CARLSTROEM CAROLYN	1	17.84
572-100-002	FONG JACOB CURTIS	1	17.84
572-100-003	MINKLER MEREDITH	1	17.84
572-100-004	FLOWERS DAVID A & CAROLYN DAY	1	17.84
572-100-005	HYDE PETER J & SUSAN L TRE	1	17.84
572-100-006	LAKE THOMAS C TRE	1	17.84
572-100-007	SHARMA SAARIKA	1	17.84
572-100-009	WOLTER JONATHAN R & LYNN M	1	17.84
572-100-010	CHANG CHENG-FONG & HU GRACE	1	17.84
572-100-011	TOOMBS CHARLES E & NANCY E	1	17.84
572-100-012	GUTMAN KATHLEEN R TRE	1	17.84
572-100-013	LEE BETTY Y TRE	1	17.84
572-100-014	SAXENA KRISHAN M S & SAROJ TRE	1	17.84
572-100-015	HOTSON CLAYTON P & HARTMANN HELENE	1	17.84
572-100-016	STADELHOFFER LISA TRE	1	17.84
572-100-017	ASTALIS JULIANA	1	17.84
572-100-018	EWELL DAVID & LABRUNA LUDOVICA	1	17.84
572-110-001	OBRIEN DANIEL M TRE	1	17.84
572-110-002	LOSSY FRANK T TRE	1	17.84
572-110-003	KEPNER CHARLES H & SUSAN F TRE	1	17.84
572-110-004	KUCZAJ DOROTHY & CLAYTON CHRISTOPHER	1	17.84
572-110-005	AKIWENZIE JOSEPH C & RICKI TRE	1	17.84
572-110-006	HSU WENBIN TRE & CHIANG ERLENE YAN-PING	1	17.84
572-110-007	BRADLEY MARK C & JULIA M TRE	1	17.84
572-110-008	ROBERTSON FELICIA L	1	17.84
572-110-009	LEAKE MARSHA M TRE	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
572-110-010	HARVEY MURIEL M	1	17.84
572-110-011	SANKA KIRAN & KARPURA	1	17.84
572-110-012	STRESHINSKY SHIRLEY	1	17.84
572-110-013	SAMPSON ROGER S & PRATIBHA W	1	17.84
572-110-014	TORBITT ALISON B TRE & WILEMAN ANDREW	1	17.84
572-110-015	CURL JAMES L JR & JANET TRE	1	17.84
572-110-016	WANG SHIRLEY K TRE	1	17.84
572-110-017	BLEVINS WILLIAM D & JUDITH TRE	1	17.84
572-110-018	LANGSTON ROBERT L & EVELYN TRE	1	17.84
572-110-019	ONG SEBASTIAN & MICHELLE	1	17.84
572-110-020	PRANGE RUSSELL F & LISA B	1	17.84
572-110-021	RADLER BENJAMIN	1	17.84
572-110-022	BRANDFORD NAPOLEON TRE	1	17.84
572-110-023	HERWIG SUZANNE A	1	17.84
572-110-024	MAZZERA LORI MCFARLAND TRE	1	17.84
572-110-025	ZEDECK SHELDON & MARTHA TRE	1	17.84
572-110-029	HSU WILLIAM & JULIE TRE	1	17.84
572-121-003	CHAMBRE ERICA ANN TRE	1	17.84
572-121-004	YAMASHITA GEORGE S & JULIE TRE	1	17.84
572-121-005	EASTON JOSEPH D TRE	1	17.84
572-121-006	NEDDERSEN CHRISTOPHER	1	17.84
572-121-007	DEDRICK RUSSELL L TRE & GARDINER BETSY L	1	17.84
572-121-008	MORIOKA TERRY KEIKO	1	17.84
572-122-001	LEE IAN TRE & ODA JOANNA	1	17.84
572-122-002	GARFIN DAVID E & SUSAN B TRE	1	17.84
572-122-003	KASHYAP BHARAT R	1	17.84
572-122-004	ROTHACHER WILLIAM & KATHERINE	1	17.84
572-122-005	VANDENEEDEN STEPHEN TRE & FERRARA ASSIAMIRA	1	17.84
572-122-006	MILLER ELINORE M	1	17.84
572-122-007	MCKENZIE RALPH & KATHIE TRE	1	17.84
572-122-008	KIRKBY RICHARD J & LISA J	1	17.84
572-122-009	SHERWOOD STEPHEN M & KELLY L	1	17.84
572-122-010	CHAN DEREK & LYDIA TRE	1	17.84
572-122-011	HINES GEORGE & STEPHANIE A	1	17.84
572-123-001	PECK RHODA	1	17.84
572-123-002	FRACCHIA MARIO & BARBARA TRE	1	17.84
572-123-003	LEEMANS WIM & ANNETTE	1	17.84
572-123-004	SCHMITT ROBERT J	1	17.84
572-124-001	WHISTLER JENNIFER L & HANSEN STIG K	1	17.84
572-124-002	LEWIS DAVID A & JULIA A	1	17.84
572-124-003	CHRISTBAUM RYAN J TRE & SICHTERMAN TRACY J	1	17.84
572-124-004	ZHOU DESHENG & LI HONG	1	17.84
572-124-005	PETROZIELLO JOSEPH M & MOUSSA NAJAT	1	17.84
572-124-006	HERBERICH DAVID H & HANLEY MARY C	1	17.84
572-124-007	VANHEUIT EILEEN J TRE	1	17.84
572-124-008	NG JUDITH TRE	1	17.84
572-124-009	CHARPENTIER ROBERT L	1	17.84
572-124-010	EVERETT SYLVIA L	1	17.84
572-124-011	ILYIN JOHN & MULLIGAN ESTHER F	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
572-124-012	NADOLNY EYLEEN S	1	17.84
572-124-013	WARD GILBERT II & LINDA M TRE	1	17.84
572-124-014	DICKINSON JOSHUA M & RICHARDS CAMDEN M	1	17.84
572-124-015	LEVIN RICHARD & HEISEL MARGARET	1	17.84
572-124-016	KOSEL JANICE E	1	17.84
572-124-017	FAN ELLIOT TRE & CHU ELAINE G	1	17.84
572-124-018	KOSEL CATHIE TRE	1	17.84
572-130-001	VISSER JAN H TRE	1	17.84
572-130-002	SAYRE RICHARD TRE	1	17.84
572-130-003	PRICE JOHN GREEN & LYNN K	1	17.84
572-130-004	TAM TAMMY TRE	1	17.84
572-130-005	SPILLER EDWARD A SR TRE	1	17.84
572-130-006	FOURE MICHEL & DAYAN SARA TUSSIE	1	17.84
572-130-007	MATSUMOTO KENT E TRE & DISOMMA DAPHNE E	1	17.84
572-130-008	FIKE DAVID J & SYLVIA J	1	17.84
572-130-009	FOLEY KATHLEEN A	1	17.84
572-130-010	NUNLIST RUDOLF TRE	1	17.84
572-130-011	URIAS PETER D TRE & MORFIN LEAH T	1	17.84
572-130-012	CROOK PETER S & DIANA D TRE	1	17.84
572-130-013	AVERETT JOHN C & LYNNE TRE	1	17.84
572-130-014	PHILIPP CONSTANCE TRE	1	17.84
572-130-015	DONAGHEY LEE F	1	17.84
572-130-016	MEADER PAULA L TRE	1	17.84
572-130-017	HOSMER PATRICIA TRE	1	17.84
572-130-018	CEHN JOAN TAYLOR TRE	1	17.84
572-130-019	VALLADARES JORGE & PATRICIA I	1	17.84
572-130-020	ELIAS CHRISTOPHER & DELWICHE ALEXA CARTHERINE	1	17.84
572-130-021	KROUZIAN ARLENE A TRE	1	17.84
572-130-022	LYNCH KEVIN MATTHEW TRE & VALIELA LUISA	1	17.84
572-130-023	SWANSON CHRISTOPHER STEVEN & PATEL SNEHA DARSHNA	1	17.84
572-130-024	GREEN-LLOYD CAROL L TRE	1	17.84
572-130-025	RITTER JUSTIN & JENNIFER	1	17.84
572-130-026	FRENCH BEVERLEE TRE	1	17.84
572-130-027	TAW-CHIN WILHELMINA & CHIN STEVEN DOY	1	17.84
572-130-028	ZAKARIAN ARMEN ALEKSONIS & MINKEL LAUREN CATHERINE	1	17.84
572-130-029	KROUZIAN ARLENE ALICE TRE	1	17.84
572-130-030	POORZAND PARDIS	1	17.84
572-140-001	CARUTHERS WILLIAM PHILIP & LAFRANCE MARGARET RUTH	1	17.84
572-140-002	YILMAZ DURMUS & SEBNEM	1	17.84
572-140-004	MORRISON GLENN A & GLORIA TRE	1	17.84
572-140-005	DAY WILLIAM H & SUSAN P TRE	1	17.84
572-140-006	RAMM ANDREW & SHONHOLTZ JENIFER	1	17.84
572-140-007	EMERY MICHAEL R & ELAINE TRE	1	17.84
572-140-008	MAYALI LAURENT & CHANTAL	1	17.84
572-140-009	SANDLER SIV M	1	17.84
572-140-010	STANTON LLEWELLYN F TRE & BREGER-STANTON DONNA E	1	17.84
572-140-011	WU JUNQIAO & ZHENG FANG	1	17.84
572-140-012	DIENER S ROBERT TRE & GANN SUSAN C	1	17.84
572-140-013	BYCEL LEE TRE & PAM-BYCEL JUDITH	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
572-140-014	LAYERLE SEAN K & HSUEH HELEN D	1	17.84
572-140-015	WEBB MATTHEW T	1	17.84
572-140-016	LOCHER FELIX C	1	17.84
572-140-017	FREEHLING SHIRA TRE	1	17.84
572-140-018	ABRAHAM MICHAEL D & MARY C	1	17.84
572-140-019	MOHIT BEHRANG & ARCHANG NEGAAR M	1	17.84
572-140-022	LEE BRENDA & LAU BOBBY	1	17.84
572-140-025	BRASFIELD WENDY TRE	1	17.84
572-140-027	DUFFY DENYS	1	17.84
572-140-028	ORETSKY DONIA J TRE	1	17.84
572-150-001	NOURI NILOOFAR	1	17.84
572-150-002	SHEAN GREGORY B & MARGARET TRE	1	17.84
572-150-003	MIRONOV OLEG A & DEMIRONOV CECILIA HELANNA	1	17.84
572-150-004	BURTON LANCE C	1	17.84
572-150-005	NEWMAN NATALIE DIANE TRE	1	17.84
572-150-006	BEAN HELEN	1	17.84
572-150-007	SEPHTON NANCY E TRE	1	17.84
572-150-008	RIESS ERIC TRE & WEIL HELENA	1	17.84
572-150-009	BELL MARK R & CARA E	1	17.84
572-150-010	SMITH STEPHEN M & SUSIE H TRE	1	17.84
572-150-011	DORROH PAUL E & VIDA F TRE & MANSHOURI ATISSA	1	17.84
572-150-012	HIRSCHKIND CHARLES TRE & [REDACTED]	1	17.84
572-150-013	STEPHENS ERIC & MARY R	1	17.84
572-150-015	KESSNER GAWAIN	1	17.84
572-150-016	HIRSHLEIFER JOHN ALFRED TRE & SISTI DONNIELLE ELOISE	1	17.84
572-150-017	KOCHER MATTHEW	1	17.84
572-150-018	SMITH JASON M	1	17.84
572-150-019	LORENZ MARK & NODA ROBIN	1	17.84
572-150-020	DEBENHAM M WARREN JR TRE	1	17.84
572-150-021	CEMBURA THOMAS M TRE	1	17.84
572-150-022	JANOFF ERIN P & STACEY E	1	17.84
572-150-023	HAMMOND MARY AMUNDSEN TRE	1	17.84
572-150-024	VALLOPILLIL VINOD & SONI ALPANA	1	17.84
572-150-025	THIBEAUX JOSEPHINE M TRE	1	17.84
572-150-026	BLASCHCZYK HELMUT TRE	1	17.84
572-150-027	WAINWRIGHT VANESSA	1	17.84
572-150-028	MINDEL MAX H & TRISHA K	1	17.84
572-150-029	COWELL LLOYD JR & SHAY ANNE H	1	17.84
572-150-030	HOLLAND STEVEN E & LAUREL TRE	1	17.84
572-150-031	LEE ESTHER K TRE	1	17.84
572-160-001	LEDERER ANDREW R TRE	1	17.84
572-160-002	TAYLOR JAMES C JR & JANE W TRE	1	17.84
572-160-003	KHARITONOV MICHAEL	1	17.84
572-160-004	HOAGLAND JOHN C & LOIS T TRE	1	17.84
572-160-005	KRAMPF JAMES M & DIANA TRE	1	17.84
572-160-006	FERGUSON KEVIN E & MICHELLE R	1	17.84
572-160-010	IRA SERVICES TRUST	1	17.84
572-160-011	JIMENEZ PATRICK J TRE & CHAMBERS JANE D	1	17.84
572-160-012	JIMENEZ PATRICK J TRE & CHAMBERS JANE D	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
572-160-013	ZAREMBA ALISON & MARVIN DANIEL J	2	35.70
572-160-014	GENTRY RICHARD E & GRACE H TRE	1	17.84
572-160-015	BLACHMAN ODETTE TRE	1	17.84
572-160-016	LINEBAUGH GORDON & SANDRA TRE	1	17.84
572-160-018	GORMAN BRUCE C & JUDY	1	17.84
572-160-023	TREMAIN RUSS TRE & CHINN SANDRA	1	17.84
572-160-024	GERARD JEFF M & SHANAHAAN KERRY A	1	17.84
572-160-025	SODERLUND SANDRA TRE	1	17.84
572-160-026	LONG ANTHONY ARTHUR TRE & ELIAS MONIQUE M	1	17.84
572-160-027	LINGO WILLIAM MAC JR TRE	2	35.70
572-160-028	HORAK D CRAIG & KELLY ANN	1	17.84
572-160-029	KESSEL ERIC A TRE & GALANIS ATHENA H	1	17.84
572-160-030	WAXMAN RICHARD & VICTORIA TRE	1	17.84
572-160-032	SEKA LEYLA D & HARRIS JOSHUA A H	1	17.84
572-170-001	HUANG THEODORE TRE & BUCHBINDER LYSLE VALERIE	1	17.84
572-170-002	GELIEBTER MARK TRE & KELLER ROBIN	1	17.84
572-170-003	WELCH JULIET W TRE	1	17.84
572-170-004	GARDINER ALLAN TRE & WOOTTON SUSAN	1	17.84
572-170-005	MULLER ROLF H TRE	1	17.84
572-170-006	WEAVER HAROLD F & CECILE T & BAY AREA COMMUNITY SERVICES	1	17.84
572-170-007	CRAWFORD TIMOTHY HALLETT	1	17.84
572-170-008	HAMPTON TIMOTHY E & LEVINE JESSICA A	1	17.84
572-170-009	DAS SANJAY	1	17.84
572-170-011	MA MAOSHENG	1	17.84
572-170-012	HOWARD CLINTON N TRE	1	17.84
572-170-013	STECHSCHULTE PAUL TRE	1	17.84
572-170-014	WANTLAND ROBERT & CYNTHIA TRE	1	17.84
572-170-015	STAW BARRY M & MCDONNELL ADRIENNE M	1	17.84
572-170-016	JASPER BRODIN & PIVACEK DIANA	1	17.84
572-170-017	HENDRICKSON BARBARA TRE	1	17.84
572-170-018	FISHER JIM & MIESZKOWSKI KATHARINE	1	17.84
572-170-019	THOMAS LUCKY R TRE	1	17.84
572-170-020	ARMSTRONG ANNELIESE TRE	1	17.84
572-170-021	CHADHA AMIT & BERLETTI MONICA J	1	17.84
572-170-022	BEILES KNITA & ROGER TRE	1	17.84
572-170-023	LYON RICHARD F & DEANNA TRE	1	17.84
572-170-024	LYON RICHARD F & DEANNA TRE	1	17.84
572-170-025	DRAEMEL AMY & BARRY BENJAMIN	1	17.84
572-170-026	MAYERI DANIEL P	1	17.84
572-170-028	THOMAS LUCKY R III	1	17.84
572-170-029	THOMAS LUCKY R III & GISELE P	1	17.84
572-170-030	THOMAS LUCKY R III & GISELE P	1	17.84
572-170-031	KRAMER SEYMOUR N & GOLDSMITH LAURIE A	1	17.84
572-170-032	KAPLAN ROBERT A & ANDREA LOIS	1	17.84
572-170-033	DEPPE CHRISTOPHER R & ADRIAANS MARIA	1	17.84
572-170-034	DEY GORDON & JEANNETTE TRE	1	17.84
572-170-035	MALECKI DANIEL R	1	17.84
572-170-037	PEDERSEN RAYMOND STANLEY TRE	1	17.84
572-170-038	WEAVER PAUL H TRE & WEAVER HAROLD E & CECILE T	1	17.84

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APN	Owner	EDU	Amount ⁽¹⁾
572-170-039	SCHAEFER KATHERINE H & JONES RILEY F	1	17.84
572-170-040	ADAMSON PAUL TRE & SAPONARA GABRIELLE L	1	17.84
572-170-041	HALPIN WILLIAM E TRE	1	17.84
572-170-042	BERRY BARBARA S	1	17.84
572-170-043	SYVANEN MICHAEL & GREENWALD SUE	1	17.84
572-170-044	STAEBLE MARTHA ABBY	1	17.84
572-170-045	PAYNE DONALD W & SUSAN TRE	1	17.84
572-181-002	BORTMAN PATRICIA TRE	1	17.84
572-181-003	BRADLEY BERNICE TRE & BRADLEY BERTRAM TRE EST OF	1	17.84
572-181-004	RUTH LEO P & DEBORAH D TRE	2	35.70
572-181-005	BRYAN MATTHEW DOUGLAS & GREENE EMILY WERNER	1	17.84
572-181-006	SHINN JAMES W & PATRICIA TRE	1	17.84
572-181-007	HARRISON ROBERT A TRE	1	17.84
572-181-008	SOMOGYI LASZLO & MARIANNE TRE	1	17.84
572-181-009	FORD CHRISTINE C TRE	1	17.84
572-181-010	HASTY-KUEHLMANN ANGELA P TRE & KUEHLMANN ANDREAS	1	17.84
572-181-011	SATTARY VAHID	2	35.70
572-181-013	TREPPA ROBERT S TRE & CARLSON MIRIAM N	1	17.84
572-181-014	ROEN JOSEPHINE	1	17.84
572-181-015	MODAVI ABDOLLAH & SUSAN F	1	17.84
572-181-016	STONE JEREMY P TRE	1	17.84
572-181-017	STONE JEREMY P TRE	1	17.84
572-181-019	SMALE STEPHEN & CLARA D	1	17.84
572-181-020	LUKA GABOR & PIA	1	17.84
572-181-022	HARDIJZER WILLEM	1	17.84
572-181-023	LAPIERRE ADRIENNE	1	17.84
572-181-024	YUAN ROBERT KUNIAKI & YUMI TRE	1	17.84
572-181-025	KOU JAMES TRE	1	17.84
572-181-026	ELETR SAM TRE	1	17.84
572-181-027	SINCLAIR BRADFORD & SHARI R	1	17.84
572-181-029	HABER JOAN M TRE	1	17.84
572-181-030	MORSHED MEHDI & LINDA M TRE	1	17.84
572-181-031	PETERSON CONWAY V TRE	1	17.84
572-181-032	GARDIZI ALI M	1	17.84
572-181-033	POWER DALE J & DANIELLE TRE	1	17.84
572-181-034	BIELLA JOAN C TRE	2	35.70
572-181-035	DRAKE PAMELA MARLOW TRE	1	17.84
572-181-037	US BANK NATIONAL ASSN TRE	1	17.84
572-181-038	COFFIN HOPE V & CLOYD MITCHEL	1	17.84
572-181-039	TRIGUEIRO ALLEN	1	17.84
572-181-040	ELLSBERG PATRICIA V TRE	1	17.84
572-182-001	BURBANK SCOT M & ARLENE W TRE	1	17.84
572-182-002	ROSSOUKHI FARSHID & MAITEE	1	17.84
572-182-003	BEEMAN SHEILA B TRE	1	17.84
572-182-004	DAILY DONNA	1.536	27.42
572-182-007	BURRIS DEAN & TROTTIER CHRIS	1	17.84
572-182-008	NIELSON RONALD P & NANCY TRE	1	17.84
572-182-009	GOULD THOMAS P & DIANE C TRE	1	17.84
572-182-010	CAMPBELL PHILLIP TRE & TONG YUN	1	17.84

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572-182-013	BORBRIDGE MICHAEL H & FLICKER LAUREN S	1	17.84
572-182-014	ALBANO CLAUDIA L TRE	1	17.84
572-182-015	HOPKINS STEPHEN TRE	1	17.84
572-182-016	KIYAWAT SIDDHARTH & PANDIT SUPRIYA	1	17.84
572-182-017	MANNING NATHANIEL & SUNISA TRE	1	17.84
572-190-001	RILEY PAMELA	1	17.84
572-190-002	DEAN THOMAS L TRE & CHAMBERS CHIEKO	1	17.84
572-190-003	THAPA ANIL & MA CINDY I P	1	17.84
572-190-004	CLAGETT KATHRYN C & HAXO PAUL D	1	17.84
572-190-005	STURMAN JANE O TRE	1	17.84
572-190-006	NELSON KEIKO	1	17.84
572-190-007	LAVERTY ROSS M & DOROTHY H TRE	1	17.84
572-190-008	KOEHLER JEFFREY D & METCALF MARI E	1	17.84
572-190-009	JENSEN JOHN GILBERT TRE & CHAN SHU-TONG ROSALYN	1	17.84
572-190-010	CALLEN DAVID S & LAURA S TRE	1	17.84
572-190-011	HOROWITZ IRWIN & HELEN TRE	1	17.84
572-190-012	CHOI MARK P & GRAGG KELDA M	1	17.84
572-190-013	YAMATE MADELINE	1	17.84
572-201-002	STOCKFORD JENNIFER TRE	1	17.84
572-201-003	HARRIS SUSAN L & PIPER DAVID A	1	17.84
572-201-004	CHARNEY PHILIP TRE	1	17.84
572-201-005	FONG BRUCE D & LIM VIRGINIA	1	17.84
572-201-006	LEE GERALDINE & WIDRIG THOMAS A	1	17.84
572-201-007	SORENSEN CHRISTINE J TRE	1	17.84
572-201-008	BARRY MICHAEL J & NETTE P TRE	1	17.84
572-201-009	MARCUS PAMELA WONG TRE	1	17.84
572-201-010	GODFREY PAUL DOUGLAS & KAHN BRYN JOHANNA	1	17.84
572-201-011	ROKHSAR DANIEL S & SUSSMAN ANN P	1	17.84
572-201-012	FLOYD MICHAEL R TRE & EHRLICH NANCY E	1	17.84
572-201-013	ONO CAROLE J	1	17.84
572-201-014	REIFF JACOB W & BRITTANY B	1	17.84
572-201-015	CHOY ROBERT YING CHOI TRE	1	17.84
572-201-016	BRANNAN ANNA MARGARET TRE	1	17.84
572-201-019	RIEMANN RICHARD D & IRENE TRE	1	17.84
572-201-020	EAGER JONATHAN B TRE	1	17.84
572-202-004	HAUSKEN JAMES P TRE & DILTS BARBARA S	1	17.84
572-202-005	CHAN STEVEN J & JENNY D	1	17.84
572-202-006	LEWALLEN GEORGE TRE & HUACO VALERIE D	1	17.84
572-202-007	KLUMB LORI RAE TRE	1	17.84
572-202-008	AKBAR IRFAN & LEDUC ISABELLE	1	17.84
572-202-009	LAGESON ERNEST B & JEANNE TRE	1	17.84
572-202-010	JOHN ROBERT ALAN TRE & OKUBO DAVID	1	17.84
572-202-012	WALSH MICHAEL N & CRAWFORD COURTNEY M	1	17.84
572-202-013	SCHLESINGER PATRICK TRE & HILL ESTER J	1	17.84
572-202-014	BUEHRING GERTRUDE C TRE	1	17.84
572-202-015	WOOLSEY CHRISTOPHER R TRE	1	17.84
572-202-016	THOMSEN JAMES & ELIZABETH TRE	1	17.84
572-202-020	SCULLY TIMOTHY P & JULIE CARR	1	17.84
572-202-023	JENKINS JAMES A & MORRISSEY ELLEN C	1	17.84

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572-202-024	SCHLITT-GERSON ARLETTE TRE & KEYSTONE CAROLINE J	1	17.84
572-202-025	ROBINSON TANSY F & HOLSEN JOSEPH L	1	17.84
572-202-026	OWENS ALISON M TRE	1	17.84
572-202-027	GEE MARLENA & JULIA TRE	1	17.84
572-202-029	NARECHANIA TEJAS & KHUSHALI G	1	17.84
572-202-032	HEXTER STELLA TRE & LONG BARBARA HEXTER	1	17.84
572-203-001	YEE DIANA C TRE	1	17.84
572-203-002	UBAID MOHAMED AMIN DIYAN M & RAZVI ZARA	1	17.84
572-203-003	MILLER DAVID J & JENNIFER M	1	17.84
572-203-004	FENSTER ROBERT D & JANET L	1	17.84
572-203-007	OPPENHEIM LAVINIA TRE	1	17.84
572-203-008	KIRK JOHN H & CAROL L TRE	1	17.84
572-203-009	LAHTI PETER M TRE	1	17.84
572-203-010	TEICHOLZ LESLIE ANNE TRE	1	17.84
572-203-011	DORMAN BURTON P & RUTH E & DORMAN JENNIE B	1	17.84
572-203-013	GILLETTE DANE R & PATRICIA TRE	1	17.84
572-203-014	AFONG WILLIAM C	1	17.84
572-203-015	AFONG GREGORY C	1	17.84
572-203-016	EBBE SHIRLEY N TRE	1	17.84
572-203-017	JONES RICHARD L & IVA DORA TRE	1	17.84
572-203-018	VLAHOS MARTHA J TRE	1	17.84
572-203-019	CARDALL CHARLES C & KRISTINE L	1	17.84
572-203-020	NOZICK EMILY TRE	1	17.84
572-203-021	CHUNG KIYOUNG & SARAH TRE	1	17.84
572-203-022	BUEHRING GERTRUDE C TRE	1	17.84
572-203-023	LOU LILLIAN LIEN-LI TRE	1	17.84
572-203-024	FREEMAN LAURIE TRE	1	17.84
572-203-025	HILL BRIAN & MARISA	1	17.84
572-203-029	HANHAM HAROLD JOHN & RUTH TRE & SOULE STANLEY E JR	1	17.84
572-204-001	JONE GILBERT & GRACE TRE	1	17.84
572-204-002	SAKAMOTO WILLIAM TRE	1	17.84
572-204-003	BANWAIT PREMILLA TRE & MANI AARON	1	17.84
572-204-004	SULTAN SAYED M & NAGAT E	1	17.84
572-204-005	DUQUET ANDREW M TRE & GILL SUMAN J	1	17.84
572-204-006	CHENG ROBERT KAI-CHEONG & WONG JINNY SHUI-HING	1	17.84
572-204-007	BARKER KAREN W TRE	1	17.84
572-204-008	NG JOYCE E TRE	1	17.84
572-204-009	DANDEKAR ABHAY S & APARNA A	1	17.84
572-204-010	BARSOTTI DEBORAH	1	17.84
572-204-011	WEILER DANIEL & LOUISE	1	17.84
572-204-012	FERSHTMAN BRIAN & JULIETTE	1	17.84
572-204-013	PINEAU RODOLPHE & SOMMER LESLIE C	1	17.84
572-204-014	WEINTRAUB MARISSA ELODIE & SACHS-WEINTRAUB JUSTIN	1	17.84
572-204-015	LUCAS JONELL TRE	1	17.84
572-204-016	UNRAU NORMAN JOHN TRE	1	17.84
572-204-017	ERDMANN JOHN C & ANNE M TRE	1	17.84
572-204-018	PETZEL WILLIAM & MARGARET TRE	1	17.84
572-204-019	MUROKAMI KENJI & HITOMI	1	17.84
572-204-020	CHAN GARY M & MARILYN M TRE	1	17.84

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572-210-002	BAR-DIN AVIGDOR & MARION TRE	1	17.84
572-221-001	DEMERCURIO JOYCE E TRE	1	17.84
572-221-003	DOTY ROBERT P TRE & GARZA CATHERINE	1	17.84
572-221-004	WESTON AMY E	1	17.84
572-221-005	STEINBERG BARBARA SHERMAN TRE	1	17.84
572-221-006	MOORE CAMERON M TRE & RECKLER LESLIE R	1	17.84
572-221-007	SHORTRIDGE TAPSCOTT GAYLE	1	17.84
572-222-003	CHO SUNG-SOO & SEUNG-SOON TRE	1	17.84
572-222-004	SCHMID RUDOLF TRE	1	17.84
572-222-005	CANTU ARTHUR JR & AMY N	1	17.84
572-222-006	SUL MARTIN & RUIZ CELIA M	1	17.84
572-222-007	HACOPIANS GERALD	1	17.84
572-222-008	CONSEY KEVIN E & SUSAN M TRE	1	17.84
572-222-009	SPECTER DONALD & KENWOOD NEOMA D	1	17.84
572-222-010	GONZALEZ EDWARD A & WOLF DESTANI	1	17.84
572-222-011	STORONI HENRY RICHARD	1	17.84
572-222-012	EPSON MARTIN F & ERIN E	1	17.84
572-222-013	FINLEY GRAEME M & ORTON ASHLEY C	1	17.84
572-222-014	SATO DAVID D	1	17.84
572-222-015	LAUXMAN CRAIG JOSEPH TRE & EGER DOREEN JOYCE	1	17.84
572-222-016	ANDERSEN ROBERT	1	17.84
572-222-017	BORELLI HILDEGARD TRE	1	17.84
572-222-018	SRC REAL ESTATE LLC	1	17.84
572-222-019	HENNESSEY JUDY UNGERLEIDER TRE & HENNESSEY JENNIFER LYNN	1	17.84
572-222-020	DOUGHERTY THOMAS JAMES & HAUSNER JANE WHITMAN	1	17.84
572-222-021	COOK DYLAN N & STACK TRACY	1	17.84
572-222-022	KATLER ERNEST I & ANN F	1	17.84
572-222-026	ESMAILI MASOOD	1	17.84
572-231-001	POZZAN RUBY V TRE	1	17.84
572-231-002	MORFIN PETER & EMILY T TRE	1	17.84
572-231-003	YEW TAI FREDERICK TAN TRE	1	17.84
572-231-004	MATHIESEN THOMAS TRE & STARR GREGORY	1	17.84
572-231-005	WILKERSON MARGARET B TRE	1	17.84
572-231-006	ALYAMI ALI HASSAN & TERI TRE	1	17.84
572-231-007	KORB RICHARD E TRE	1	17.84
572-231-008	JIMENEZ PATRICIA A	1	17.84
572-231-009	COSTANTINI MARK & CHERYL	1	17.84
572-231-011	WAXMAN RICHARD & VICTORIA TRE	1	17.84
572-231-012	NABETA-BRODSKY SUSAN	1	17.84
572-231-013	PINGUELO JOSEPH M & MICKEY S	1	17.84
572-231-014	DAVIS RICHARD C TRE	1	17.84
572-231-015	VANTRAN LOC & LIEN THI	1	17.84
572-231-016	EARLEY THOMAS C TRE & DAUD FARHAT	1	17.84
572-231-017	GIRARD BRYAN K & ROSEMARIE TRE	1	17.84
572-231-018	SEELY DAVID & GLENNA TRE	1	17.84
572-231-019	MADRIL CHRISTOPHER J & STEFANI	1	17.84
572-231-020	MOSHER KEITH M & KIRA L	1	17.84
572-231-021	LENNON DANIEL & OLSON ELIZABETH ADDINE	1	17.84
572-231-022	KARKOUTLI ISSAM & MARIAN	1	17.84

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572-231-023	BARTHMAIER MARTIN GEOFFREY TRE & STEPHENSON CAMERON WH	1	17.84
572-231-024	LEE STEVEN	1	17.84
572-231-025	YIM ELAINE & CHOY JUSTIN	1	17.84
572-231-026	SIMON DAVID & TOTOS VERONIKA	1	17.84
572-231-027	SPENCER RICHARD P	1.536	27.42
572-231-028	HUI KEVIN C & LEE ARLENE K	1	17.84
572-231-029	ESTRADA RAYMUND & JENNIFER	1	17.84
572-232-001	GROSVENOR JOHN R & CARO S TRE	1	17.84
572-232-002	KELKAR SACHIN & STIELER KELLEY F	1	17.84
572-232-003	BALDWIN VAN TRE	1	17.84
572-232-004	OKANE THOMAS R & JENNIFER H	1	17.84
572-232-005	HARTY TERENCE A TRE	1	17.84
572-232-006	MONTOYA JORGE JR & SHOLEH E	1	17.84
572-232-007	SANMARTIN PEDRO R & PATRICIA A	1	17.84
572-232-008	TOURIEL VICTOR & SARAH	1	17.84
572-232-009	FAVILLE CURTIS & MERRY TRE	1	17.84
572-232-010	EDENS MATTHEW BRANDON & ERIN	1	17.84
572-232-011	KERIEVSKY TRACY	1	17.84
572-232-012	JENKINS LANE R	1	17.84
572-232-013	MACOMBER DOROTHY P TRE EST OF	1	17.84
572-232-014	OVCHINNIKOV SERGEI TRE	1	17.84
572-232-015	LEE ESTHER K Y TRE	1	17.84
572-232-016	VOINAR ANDREI & BARBARA TRE	1	17.84
572-232-017	SEYFARTH RICHARD H TRE	1	17.84
572-232-018	WILLIAMS CHARLES E & VALLERY L	1	17.84
572-232-019	WILLIAMS CHARLES E & VALLERY	1	17.84
572-232-020	NARANJO JAVIER & LO-NARANJO MINNA	1	17.84
572-232-021	EBERLINE SCOTT D & ERIKA R TRE	1	17.84
572-232-022	KELKAR SACHIN TRE & STIELER KELLEY F	1	17.84
572-232-023	KURIHARA TED KAZUO & LINDA TRE	1	17.84
572-232-024	GOODMAN EVELYN B	1	17.84
572-232-025	BLAKELEY JIM & ALLISON GIGI	1	17.84
572-232-026	MULLARKEY MARKUS F & AMY S TRE	1	17.84
572-233-001	MUNOZ OXANA & OTTO IAN	1	17.84
572-233-002	HELLERSTEIN MARC K & MICHELLE	1	17.84
572-233-003	SCHLANGER JOSH & APRIL	1	17.84
572-233-004	FATTAH MUWAFFAQ & BARBARA TRE	1	17.84
572-233-005	FLEWELLING ROBERT A & DIEHL JANET B	1	17.84
572-233-006	KARP DAVID TRE & CARONNA-PERLEY LISA	1	17.84
572-233-007	DIEGO DOUG W & SARAH A	1	17.84
572-233-008	LABA JONATHAN TRE & AHANA DORILYN	1	17.84
572-233-009	ROGERS N JEFFREY & JENKINS STACEY A	1	17.84
572-233-010	YU ZHOU	1	17.84
572-233-011	MCCLAIN KRISTINE TRE	1	17.84
572-233-012	SAXONHOUSE ELENA & RAFFERTY TULLEY	1	17.84
572-233-013	WILLIAMS CHARLES & VALLERY	1	17.84
572-233-014	SAYLES DAVID S	1	17.84
572-233-015	YOUNG DONALD RANDALL & KATY M	1	17.84
572-233-016	KIMBERLIN WILLIAM O & CONNOR BEVERLY ANN	1	17.84

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572-234-001	MALEKI PARAND & WAGNER KEVIN EUGENE	1	17.84
572-234-002	RECHT JOSEPH W & DALTON JANIE F	1	17.84
572-234-003	FRUSHA KATHERINE M & BRAKHA DVIR	1	17.84
572-234-004	BENSON WILLIAM HOWARD TRE	1	17.84
572-234-005	PARKER JANICE E TRE	1	17.84
572-234-006	EISENBERG JOSHUA E	1	17.84
572-234-007	LOSEKOOT FRANK J & KATHLEEN	1	17.84
573-091-002	HENRY MARGARET R TRE	1	17.84
573-091-003	CHEN MARGARET MULCHIEH TRE & SHIU ITTAI	1	17.84
573-091-004	RODRIGUEZ LUCY TRE & AYRES THOMAS J	1	17.84
573-091-007	RHODES MERRILYN TRE	1	17.84
573-091-008	OLSON ANNA M TRE & BLANK THERESA M	1	17.84
573-091-009	BOCKELMANN ERICA	1	17.84
573-092-001	BREAUX DAVID M & BRITTANY L	1	17.84
573-092-002	HENDERSHOTT AIMEE L TRE	1	17.84
573-092-003	HUTCHINGS LEONARD R & M E TRE	1	17.84
573-092-004	SHAFFER JANICE TRE	1	17.84
573-093-001	SAXER NANCY	1	17.84
573-093-002	SIEGEL ALAN B TRE & GREEN TRACY	1	17.84
573-093-003	HAASE FRANK & CUEPPER DAGMAR	1	17.84
573-093-004	WHITEFIELD FREDRICK B & BREWER RANDALL E	1	17.84
573-093-005	LUK JACQUELINE L & LUK JESSICA LINDSEY	1	17.84
573-093-006	RIESS STEVEN J TRE	1	17.84
573-093-007	MARCUS SUSAN D	1	17.84
573-093-008	OKIMOTO MICHAEL A & DONOVAN FRANCES M	1	17.84
573-093-009	CHANOWITZ MICHAEL S TRE & SUPTON ALICE L	1	17.84
573-093-011	NGUYEN TRACY TIEN & CRYSTAL C	1	17.84
573-093-012	REIMER DAVID J & TOMOKO KAI	1	17.84
573-093-013	HAMATI RAYMOND E & DEBRA A TRE	1	17.84
573-093-014	KRANE CAROL J TRE	1	17.84
573-093-015	TROW MARTIN A & KATHERINE TRE	1	17.84
573-093-016	MIHAILOVSKI ALEXANDER TRE	1	17.84
573-093-017	KING C JUDSON & JEANNE A TRE	1	17.84
TOTALS:		2,253.984	\$40,212.70

(1) Actual levy applied to tax roll may vary due to rounding

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

BOARD OF DIRECTORS MEETING

APRIL 25, 2019

ITEM 7b

KENSINGTON POLICE DEPARTMENT: EVALUATION OF ALTERNATIVES RELATED TO DELIVERING POLICE SERVICES; REVIEW OF PROCESS AND COMMUNITY ENGAGEMENT CONDUCTED BY THE MATRIX CONSULTING GROUP; AND CONSIDERATION OF A REQUEST FOR PROPOSAL

BACKGROUND

In December 2009, the evaluation and consideration of options related to Kensington Police Services was originally initiated by District Special Employee, Brown D. Taylor. A “Feasibility Study – Contract Police Service Alternative” provided early rudimentary data for consideration and was an “initial preliminary evaluation” that recommended a “more in-depth evaluation.”

On October 1, 2016, the Final Report of the Ad Hoc Committee for Governance and Operations Structure Submitted their report to the District Board of Directors. The Ad Hoc Committee was an initial step in gathering information on police contracting options with neighboring jurisdictions. The report pointed out they were “unable to gather information about the relative cost of contracting” with other agencies. They also suggested, “given the critical importance of these activities, consideration should be given to hiring professionals” to conduct further review and evaluate options. The next step of review would be an analysis by a professional with experience in evaluating police departments.

At the September 14, 2017 meeting, the Board of Directors authorized a Request for Proposal (RFP) for individuals experienced and knowledgeable about organizing and operating police departments to evaluate the options related to delivering police services. This evaluation would provide specific data on the best options available to the Kensington community, including a high-performing but sustainable in-house model vs. other contracting options. Specific cost data and best practices information would create a uniform basis to make a factual decision. Since police services are central to the District’s mission and consumes most the budget, the District will need a thorough and methodical evaluation of alternatives moving forward.

At that time, it was roughly estimated that the cost of this analysis would be \$50,000 to \$100,000. A number of officers had been off work for a variety of personnel matters, costing the department approximately an annualized \$200,000+ in non-productive

employee time. This represented a large portion of the departmental line staffing, which is currently budgeted for 10 sworn positions including the Chief of Police. In addition, legal costs averaged about \$240,000 per year over Fiscal Years 2014/15, 2015/16 and 2016/17. There has been some reduction in these costs in 2017/18 and the total figures for the current 2018/19 are not yet available. It is expected that changes in the department structure or contract/shared services approaches would drastically reduce these costs. These studies also typically result in operational and service improvements to the community.

The selection process was updated at the November 16, 2017 meeting and a special meeting of the Board of Directors was schedule for November 29, 2017. At this meeting, the General Counsel was authorized to finalize a contract with the Matrix Consulting Group for a not to exceed project cost of \$74,000. To date, \$50,759 has been paid to Matrix.

Matrix was asked to present an objective viewpoint on the issues facing Kensington and the options for delivering police services. According to their website, the Matrix Consulting Group indicates that law enforcement is a core area of expertise. The firm has conducted over 350 studies for agencies across the United States and Canada.

MATRIX PRESENTATIONS & COMMUNITY ENGAGEMENT

Mr. Richard Brady, President of the Matrix Consulting Group, initially presented an overview of the study at the November 29, 2017 Board of Directors meeting. On May 24, 2018 Matrix presented the draft Phase I of the report and on October 4, 2018 Matrix presented the draft Phase II of the report.

Four community meetings have been held: Saturday, March 17, 2018, Saturday, April 28, 2018, Thursday, February 28, 2019 and Saturday, March 2, 2019.

Since some individuals do not wish to express ideas in a public setting, an online community survey was developed. The survey presented an additional opportunity to provide feedback on the quality of current police services and solicit any ideas to improve service delivery. The survey was not a scientific measure of public opinion, only another technique available to residents to express opinions. There were 628 responses to the project team in addition to many separate emails.

There are three main options for the consideration of the Board of Directors:

ALTERNATIVE I: IN-HOUSE POLICE OPERATION**ALTERNATIVE II: REQUEST FOR PROPOSAL TO CONTRACT FOR SPECIFIC POLICE FUNCTIONS (HYBRID MODEL)****ALTERNATIVE III: REQUEST FOR PROPOSAL TO FULLY CONTRACT POLICE SERVICES**

These alternatives are discussed in greater detail below. Under all three options, the General Manager will seek to change the immediate management structure of the Police Department by (1) recruiting and striving to hire an experienced Police Chief to serve as Interim Chief of Police effective July 1, 2019 and assist with guiding the implementation process; if the individual selected is a CalPERS retiree, they will be subject to the 960 hour limitation per fiscal year and cannot be compensated above the salary level of the current Chief of Police, and (2) appointing the current Interim Chief of Police to Police Captain retaining his current salary level. Although not ideal to have both positions compensated at the same level, this is a temporary, transitional organization that will see the department through to the next phase toward a permanent organization as determined by the Board of directors. The salary situation is caused by below market police salaries in Kensington.

ALTERNATIVE I: IN-HOUSE POLICE OPERATION

Definition: The recommendations for this alternative are contained in the Phase I Report and summarized below. The recommendations include:

- Staffing for 11 positions including a corporal
- Elimination of the detective position; assign all investigative efforts to the patrol sergeants and officers.
- Fill the vacant reserve position; double the size of the reserve program to four (4) officers while retaining the minimum 20 hours of service per month.
- Develop a Volunteers program for local seniors wishing to support the Kensington community through various service.
- Explore supporting contract services with another police department for Records, Property and Evidence, Internal Affairs investigations, and Recruitment (excluding background) services.
- Training improvements for all sworn personnel.
- Use of body-worn cameras, reduction of the Albany dispatch 'queue' time, improved recruitment strategies and additional metrics.

Implementation Process:

1. Recruit and hire permanent Chief of Police.
2. The Police Chief, in concert with the General Manager and the Board, should develop a Kensington Policing Strategic Plan and a financial plan to address budget issues and options available to the Board of Directors.
3. Develop a performance management program with relevant output and outcome measures, including improved training opportunities for all staff, designed to report upon key metrics important to the Kensington community.
4. Evaluate best practices and report back to the Board of Directors on implementing relevant industry standards of excellence.
5. Explore with the City of Albany, the average 6.08-minute dispatch 'queue' time and discuss ways to reduce this queue time by 50% over the next year.
6. Direct staff to evaluate cost saving strategies including contract negotiation options, contracting some internal services and night shift staffing costs.
7. Direct staff to present a balanced budget with options for increasing revenue to appropriately fund the Police department.
8. Develop an implementation timeframe and budget to complete these tasks and report back to the Board of Directors. It is likely that full implementation could take a year or longer that would include on-going review and updating.

Cost: The projected cost is included in the Phase 2 report and approximates an additional cost of \$720,000 per annum, including consideration of a salary raise of up to 25%. Kensington's excellent benefits were also noted. This cost is based on the staffing model recommended in the report. However, Matrix representatives have indicated that these figures are only included for discussion purposes and can be subject to wide variation depending on actual salary and benefit costs which are subject to the negotiation process.

Discussion: As noted in the Phase II report, Kensington is a very safe community with both violent and property crime rates trending downward. This trend has continued despite difficulties in recruitment and filling positions, with a declining average number of deployed police staff over the last several years and the lack of 24-hour supervision. Some residents have questioned the adequacy of statistical research in the analysis and the need for 11 staff, including sergeants for the night shift. The recommendations in the report are based on the firm's extensive experience in evaluating police services in hundreds of jurisdictions. There have also been suggestions from the community that the Town of Ross should be utilized as a model of police staffing and operations. There can be discrepancies with modeling operations on a single jurisdiction since there is not an exact comparison of demographics, geography, location and crime statistics.

ALTERNATIVE II: REQUEST FOR PROPOSAL TO CONTRACT FOR SPECIFIC POLICE FUNCTIONS (HYBRID MODEL)

Definition: The recommendations for this alternative are contained in the Phase II Report and summarized below. The report can be referenced for additional details on this option. This alternative is in coordination with Alternative I. Essentially, this alternative is an internal department with some services contracted out, as determined by the Board of Directors. The potential services that could be contracted include:

- Patrol services on the night shift.
- Investigative services for all Kensington 'major' crimes.
- Property and evidence services.
- Crime Scene Investigation (CSI) services.
- Records management services.
- Executive Management.
- Perishable skills training. Specialized Ancillary Support.
- Recruitment services.

Implementation Process:

1. Authorize the Matrix Consulting Group to prepare and disseminate a Request For Proposal for specific police for a cost not to exceed \$12,000.
2. Direct the Matrix consulting Group to present the draft RFP to the Board of Directors for approval prior to distribution.
3. Once the draft RFP is approved, authorize distribution of the RFP to cities of El Cerrito, Albany, Berkeley and Contra Costa County.
4. Present the results of the RFP process to a future meeting of the Board of Directors once the results have been received.
5. Once a decision is made on, and if, services to be contracted, proceed with the Alternative I implementation process.

Cost: There are rough estimates for each option included in the Phase II report. The projected cost is dependent on the services selected and the responses to the RFP. Some services also have the potential of cost savings. For example, this would occur under the model of a police services contractor only responding to calls for service with no preventive patrol, during the very quiet period in the evening.

Discussion: It is estimated the solicitation schedule for RFP responses would span 120-150 days. This alternative essentially creates a menu of possible services that could be considered. Seeking responses to an RFP allows definitive pricing for specific options and does not obligate the Board of Directors to contract these services. Some jurisdictions may choose to bid on only specific services that they would consider undertaking. This option largely maintains the existing in-house department and

creates flexibility by contracting out services that may improve efficiency, embraces possible partnership opportunities, and explores the potential for cost effective options.

The Board can consider including all or most options identified in the Matrix report. Obtaining cost information will aid in the decision-making process and there could be a changed perspective regarding some alternatives with additional information. This hybrid model, in which core police services are provided by an in-house department with a contract agency providing some supporting services could be an effective approach for providing law enforcement to the community.

With respect to hybrid services, Matrix believes given the unique needs of the Kensington community, that these services and the related emphasis in an RFP should be prioritized as follows:

- Patrol services on the night shift to either include a contracted one officer deployment or alternatively contract response to calls for service only.
- Investigative services for all Kensington 'major' crimes such as Part I burglaries.
- Crime Scene Investigation (CSI) services to collect evidence on the above crimes.

Moreover, Matrix further suggests that a citizens committee could be assembled to help identify which hybrid services should be focused upon in an RFP.

The cost for any RFP by Matrix is \$12,000 total for all RFP's authorized by the Board of Directors.

ALTERNATIVE III: REQUEST FOR PROPOSAL TO FULLY CONTRACT POLICE SERVICES

Definition: The recommendations for this alternative are contained in the Phase II Report and summarized below. This alternative is extensively discussed by the ad hoc committee and the Matrix reports.

Implementation Process:

Same process as the previously discussed Hybrid Model (Alternative 2).

Cost: The projected cost of this options is projected at an additional \$858,140. As noted earlier, Matrix representatives have indicated that these figures are only included for discussion proposes. There can be wide variation depending on actual proposals that are submitted by interested contracting partners. There is no additional cost for Matrix to seek an RFP for these services. The \$12,000 RFP cost includes all contract options that are submitted in a single RFP.

Discussion: The pros and cons of contracting services has been debated over the year, including the Ad Hoc Committee for Governance and Operations Structure in a report submitted to the Board of directors on October 1, 2016. Some of the key pros and cons that were identified include:

Pros

- Fully staffed police
- The contracting agency responsible for legal liabilities
- Access to a broader range of special services
- Ability to change out officers that are not desired
- Improved access to field supervision
- relieved of the human resource management responsibilities

Cons

- Not have control over negotiations salaries and benefits
- Not have direct control over managing the day-to-day operations
- Concerns in a loss of local identity
- Need for effective contract management
- Re-establishing the Kensington PD once it is dissolved would likely be difficult
- Existing Kensington PD officers may not be guaranteed a job

The Sheriff's Department has successfully contracted with areas of the County and their services could be included in an RFP. The contracts seem to provide seamless services with officers wearing the uniforms and driving vehicles of the local agency. Regular cost management is an essential part of the contracting option.

The Phase II report also evaluates the cost issues related to the unfunded actuarial accrued liability for CalPERS retirement costs. Four options were evaluated, with the Active 30-year amortization option being the most cost effective over a 15-year or 30-year period. These costs have been factored into the cost analysis of the report. It is possible that if the District pays these costs, a contracting agency will realize some savings on their PERS costs, reducing the cost of a contract. This information should be available from potential contracting agencies that submit proposals.

The Phase II report recommends the following considerations for potential police services contract which are discussed in greater detail in the report:

- Dedicated Kensington Management and Leadership
- Comparable Community Profile
- History and Philosophy of Customer Service
- Prior Service Relationship
- Access to Police Support Services
- Willingness to be Flexible In-Service Delivery
- Best-practice Service Delivery Philosophy

- Field Staffing and Operations
- Proactive Time Usage
- Professionalism in Policing

There may be limited response to the RFP, with only one city indicating a possible interest to provide full contractual services. To augment the potential cost and service comparisons, the Contra Costa Sheriff's Department, an experienced police services contracting agency, should also be included in the RFP. Having this information will help guide the evaluation process and strengthen the justification for the organizational alternative selected by the Board after all the data has been submitted.

According to the report, the components of an RFP would include the following elements and is applicable to both Alternative I and Alternative II:

- Solicitation Schedule.
- Introduction, Background and Purpose of the RFP.
- Response Requirements.
- RFP Scope.
- Qualifications.
- Proposal Requirements.
- Selection Criteria.
- Contract Terms and Conditions.

This report includes an attachment submitted by Director Cyrus Modavi on April 22, 2019.

RECOMMENDATIONS ON NEXT PAGE

RECOMMENDATIONS:

1. Authorize the Matrix Consulting Group, for a cost not to exceed \$12,000, to prepare a Request For Proposal for specific police functions (Alternative II) and to fully contract police services (Alternative III).
2. Direct the Matrix consulting Group to present the draft RFP to the Board of Directors for approval prior to distribution.
3. Once the draft RFP is approved, authorize Matrix to distribute the RFP to the cities of El Cerrito, Albany, and Berkeley and the Contra Costa County Sheriff's Department.
4. Present the results and analysis of the RFP to a future meeting of the Board of Directors once the results have been received.
5. Once the RFP information has been received and evaluated, the Board of Directors can then then direct staff with an organizational approach for the Police Department.

FISCAL IMPACT:

1. There are sufficient salary savings to fund an Interim Chief of Police.
2. There are sufficient funds in the authorized Matrix contract to fund the \$12,000 for the preparation and management of a Request For Proposal, which was included in the original Matrix proposal.

ATTACHMENTS:

1. Phase I report
2. Phase II report
3. Material submitted by Director Cyrus Modavi

SUBMITTED BY: Anthony Constantouros, General Manager

Phase 1 Report – Police Services Analysis

KENSINGTON POLICE PROTECTION AND
COMMUNITY SERVICES DISTRICT

FINAL



February 8, 2019

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1. Introduction and Executive Summary

1 Goals of the Study

The Matrix Consulting Group was retained by the Kensington Police Protection and Community Service District to conduct a multi-phased Police Services Options Analysis. This Phase 1 report is designed to evaluate current police services and to develop standards related to retaining in-house police operations or to seek service delivery alternatives.

2 Methodology and Process Used to Conduct the Study

The project team utilized a number of approaches in order to fully understand the service environment and issues relevant to the study, including the following:

- **On-site interviews** with members of the Board, the General Manager, the Chief of Police, and staff of the District's police services.
- **Data collection** across a wide range of areas in order to facilitate our analysis. While computer-aided dispatch (CAD) records from Albany Police Department were provided, other data from Kensington was limited but included budgets, policies and procedures, and various Excel spreadsheets, principally relating to service costs.
- **Community feedback** was obtained from a variety of sources including two Town Hall meetings (on March 17, 2018 and April 28, 2018), a web-based survey, and invitation for e-mail comments. This information provided a wide variety of opinions on police services. It is clear that the Kensington community is very engaged on public service issues. The results of the community survey are provided in Attachment B to this report.
- **A Profile document** was provided as an interim deliverable to identify basic staffing, scheduling and operational protocols of Kensington's police services. This was circulated and corrected and serves as a factual baseline for many of the findings in this report. This "Profile" is provided as Attachment A to this report.

This report represents the culmination of this Phase 1 effort, presenting the

results of our analysis, including specific recommendations for Kensington operations, staffing, deployment, and other relevant issues.

3 Executive Summary

Kensington's Police services have faced many staffing and management issues in recent years. Like most police agencies in California and across the country, recruiting police officers is challenging in a full employment economy and in an environment of intense public scrutiny. A small agency faces even bigger challenges. These challenges have been addressed in prior Board efforts to examine their options for police services, including this study and an internal study conducted last year.

There are numerous findings in this report about Kensington's police service environment and issues which need to be addressed. The following reflects some of the highlights of our review of Kensington's current police service.

- "Major crime" (as defined by the FBI in its Uniform Crime Reports) are not common in Kensington, averaging approximately one per week – and are mostly property related (burglaries and thefts). Kensington, based on these crimes, is among the top 7% of safest communities in California.
- Kensington suffers from significant challenges related to maintaining sworn staffing levels, with continual declines in staffing over the past three years. Recruitment and retention will remain a challenge in Kensington due to several factors that include compensation and an operational environment that is not considered "challenging" to many potential recruits and laterals.
- Approximately two-thirds of the time only one sworn personnel is deployed in the District—and regularly there is no supervisor on duty.
- Requests for police services (i.e., community-generated calls for service) occur at low levels in Kensington too, and averaged about four (4) calls per day in 2017. Mostly, requests for police services are for 'quality of life' issues and minor crimes.
- Response times are reasonable considering the composition of most of the

service requests, though there is opportunity to improve dispatch queue time.¹

- The ability of staff to be proactive is exceptional – 81% of total field time in 2017 was available for proactive problem solving and/or working with the community. However, despite high proactive levels, recorded self-initiated activity by officers during this time is modest, at only four activities per day. However, these activities appear to be increasing.
- Access to and use of better equipment should be considered a priority.
- There are a variety of operational issues in Kensington’s police services relating to inconsistent internal management, leadership and oversight.
- There is a significant opportunity to develop a more strategic approach to law enforcement service delivery in Kensington consistent with problem-oriented and community-oriented policing philosophies.

These issues are explored in more detail in the body of the report. The section,

which follows, summarizes the key recommendations for change in Kensington’s current police services.

4 Summary of Recommendations

Throughout this report the project team provides evaluation and analysis of the operations and services provided by Kensington police operations and, where appropriate, makes suggestions for improvements. The table, below, provides a summary of the recommendations and/or opportunities for improvement that appear in this report.

¹ Queue time is dispatch processing time – the elapsed time from the receipt of a call in the communications center to the dispatch of an officer in the field.

Recommendations

Staff-Related Recommendations

Develop an organizational structure consisting of one (1) Chief, four (4) sergeants, one (1) corporal, (4) four officers and one (1) Police Services Specialist for a total of 11 staff positions. This would provide for a presence in Kensington of two personnel on duty each shift, one of whom should be a supervisor.

The corporal position, providing line support and back-up supervision to sergeants, should be rotated for coverage purposes and receive compensatory pay when rotated off their baseline "Day Shift" assignment.

Deploy all sergeants and officers/corporal on the team-based 12-hour shift schedule.

Eliminate the detective position and assign all investigative efforts to patrol sergeants and officers.

Fill the vacant reserve position. The Chief should attempt to double the size of the reserve program to four (4) officers while retaining the minimum 20 hours of service per month.

The Chief should develop a Volunteers program for local seniors wishing to support the Kensington community through Vacation Watch, administrative support, and other efforts.

Operations-Related Recommendations

Explore supporting contract services with another police department for support services – records, property and evidence, internal affairs investigations, and recruitments (excluding backgrounds).

Ensure that all sworn personnel obtain, at minimum, 24-hours every two years of Continuing Professional Training (CPT) and 12-hours of Perishable Skills training for a total of 36-hours every two years. Endeavor to provide voluntary training of an additional 22-hours per officer per year for career / skill / leadership enhancement, resulting in an average of 40-hours annually for in-service training.

Over the next year provide the Chief with dedicated managerial training and mentorship.

Strongly consider adopting use of Tasers and body-worn cameras consistent with best practices.

Explore with the contract dispatch agency, Albany, the average 6.08-minute dispatch 'queue' time², impacting overall response time, and endeavor to reduce this queue time by 50% over the next year.

² Queue time is dispatch processing time – the elapsed time from the receipt of a call in the communications center to the dispatch of an officer in the field.

Recommendations

Devise more comprehensive recruitment strategies to expedite new officer hires.

Despite Kensington's exceptional benefits, as part of recruitment and retention efforts, consider a salary raise of up to 25% to be competitive with regional police agencies.

The Police Chief, in concert with the General Manager, the Board and the community, should develop a Kensington Policing Strategic Plan consistent with the approach detailed in the *IACP Building Police-Community Partnerships in Small Towns*.

The Strategic Plan should contain, at minimum: 1) community and internal survey; 2) community planning retreat, and 3) design and development of the Strategic Plan.

As part of the strategic planning effort, devise a specific Community Action Plan developed to identify services, programs and related community-focused efforts to conduct during proactive policing activities.

As part of the Community-oriented Action Plan effort, develop a performance management program with relevant output and outcome measures designed to report on key metrics important to the Kensington community.

Metrics that should be considered include: 1) response times; 2) formal complaint tracking; 3) annual training hours obtained; 4) neighborhood watch meetings conducted; 5) non-injury, injury and fatal traffic accidents; 6) traffic and parking citations and warnings; 7) business and home security checks performed; 8) sergeant follow-up contacts made on officer performance; 9) special events supported; and 10) case clearance rate.

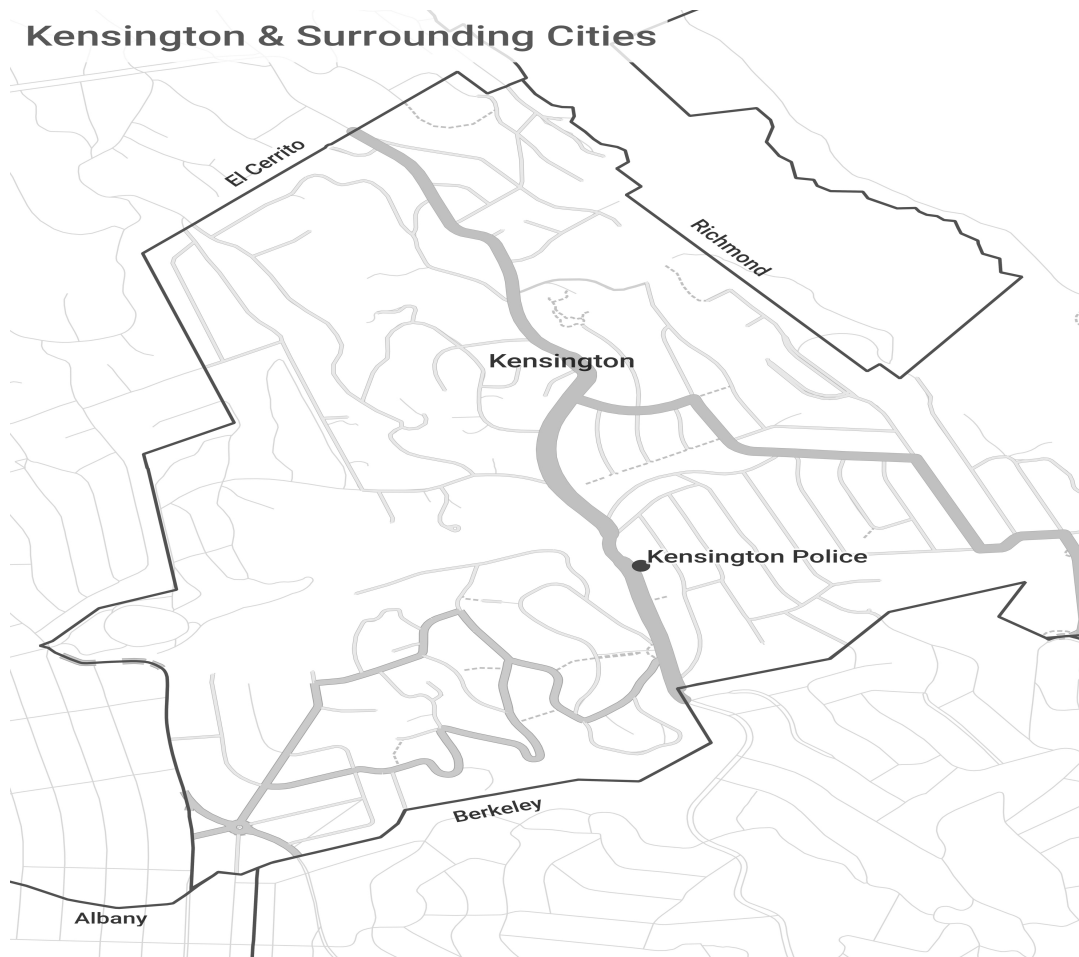
Relevant performance metrics should be updated quarterly and reported on the Kensington website similar to the 'old' Activity Log and Monthly Report.

2. Kensington Police Services Environment

The following chapter provides an overview of key characteristics associated with the Kensington Police Protection and Community Services District police services environment. This chapter is intended to supplement information provided in the Profile located in Attachment A of this report.

1 Overview of the District

Kensington Police Protection and Community Services District (KPPCSD or hereafter 'District') is an unincorporated community in Contra Costa County of approximately 5,364 full time residents covering one square mile.



As shown, Kensington is surrounded by the municipalities of Berkeley, Albany, El Cerrito and Richmond. As an unincorporated area, the Kensington Police Protection and Community Services District has local jurisdiction over its police, parks and sanitation services. Kensington has two voter-approved assessments. There is a Kensington Fire Protection District (KFPD) which contracts with the City of El Cerrito to provide fire protection services.

2 Crime Environment in Kensington

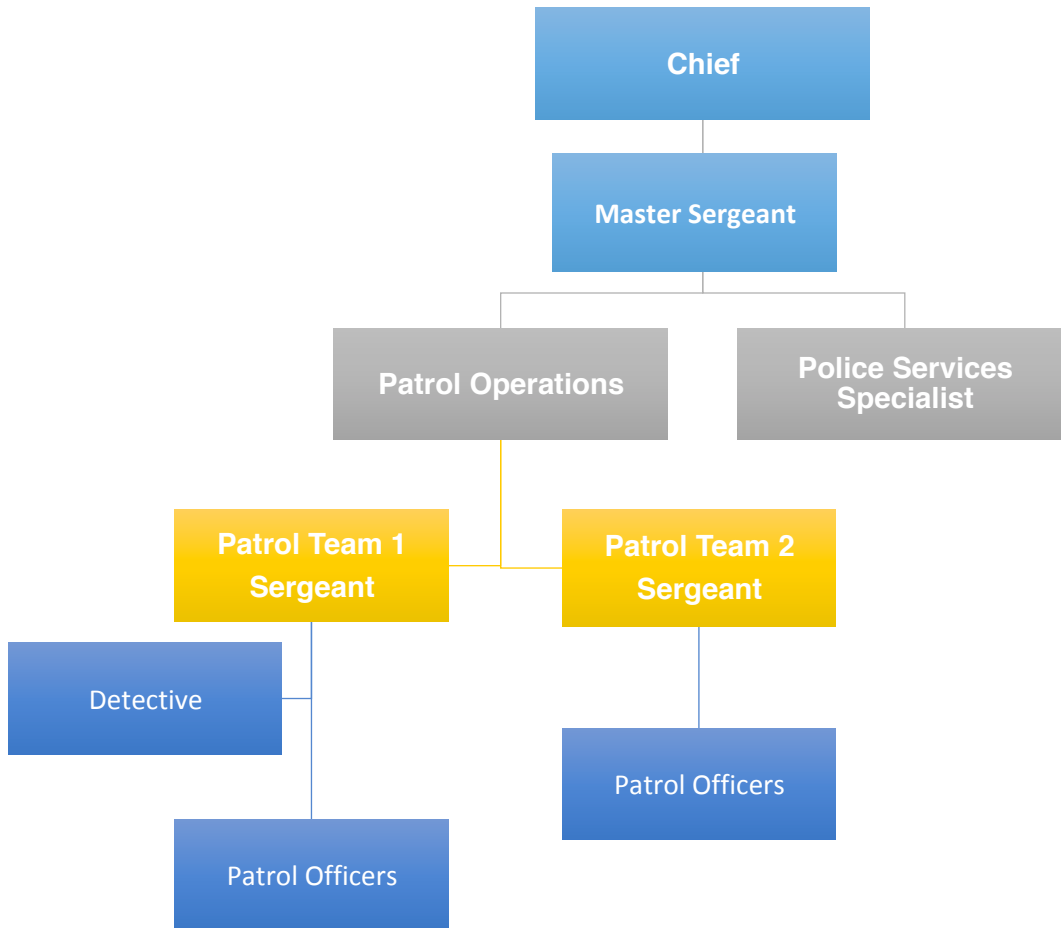
Kensington has a very low rate of ‘major crimes’ (as defined by the FBI in its Uniform Crime Reports) – violent crimes, in fact, are rare in the community. The following table shows “Part I” crimes as reported from years 2012 to 2016, as reported to the FBI.

Kensington Part I Crime Trends					
	2012	2013	2014	2015	2016
Violent Crime	4	5	2	1	3
Criminal Homicide	1	0	0	0	0
Rape	0	0	1	0	0
Robbery	3	0	0	0	0
Aggravated Assault	0	5	1	1	3
Property crime	85	85	46	86	56
Burglary	30	36	16	21	20
Larceny-Theft	45	35	25	52	36
Motor Vehicle Theft	10	14	5	13	0
Arson	2	2	0	0	0
Part I Crimes Per 1,000	11.0				
5YR Violent Crime					▼ -25%
5YR Property Crime					▼ -34%

Overall, Kensington is a very safe community with both violent and property crime rates trending downward. Indeed, Part I Crimes Per 1,000 residents shows Kensington ranking 31st of 461 California communities reporting (top 7%).

3 Overview of Police Service Delivery

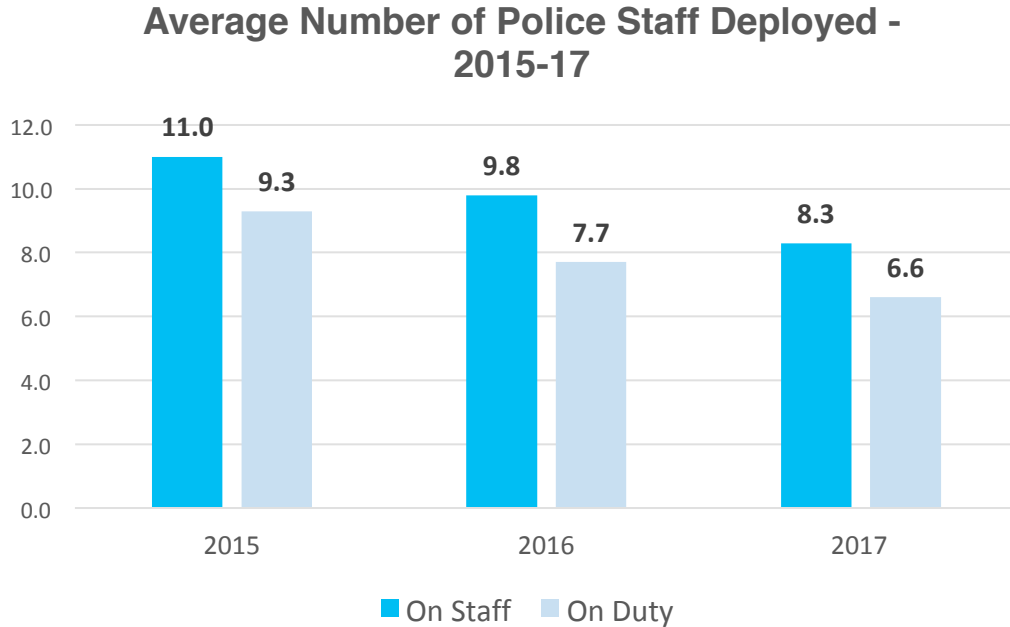
The District, which also provides solid waste and parks services, is overseen by a General Manager who supports all KPPCSD services. Recently, the roles of the Chief of Police and General Manager have been separated into two distinct positions. Police services are now led by an interim Chief of Police, and are provided to the District by the following authorized staff positions assuming all authorized positions are filled:

Kensington Police Services Organizational Chart

Currently (and historically) the Department has consisted of ten (10) authorized sworn Officers, which includes the Chief of Police, and one (1) Police Services Specialist for a total of 11 staff. Recently, however, the total number of sworn police department personnel was reduced by one position to nine (9) staff, leaving the Master Sergeant position unfilled.

At the time of this report, one field sergeant position, one detective and one patrol officer position were vacant—a 33% vacancy rate. During this time, one officer position

was filled and was serving in a field training tour of duty. The following graph shows the number of police positions on staff and compares this to the number actual on patrol-related duty after subtracting the civilian position, personnel on long-term injury or other leave, and similar extended absenteeism.



As shown, staffing has been in decline from 2015-2017 with a 29% reduction in on duty staff over the three-year period. This has been an ongoing issues for police services in Kensington, resulting in the inability to field targeted staffing on shifts, potential safety issues, and employee burn-out possibilities.

The following shift schedule, based on the *existing* staff deployment, is based on the following key operational aspects:

- **Dark Gray** shows scheduled days off for staff.
- **Light Gray** shows days in which more than one sworn personnel is deployed.
- **Red** shows days in which only one sworn personnel is deployed for the entire shift.

- **Gold** shows days in which only one sworn personnel is deployed for a portion of the shift.

Team	Officer	Start	End	Week 1							Week 2						
				S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa
1	Chief	1000	1800	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
	Officer 1	1800	0600	Grey	Grey	Grey	Gold	Gold	Red	Grey	Grey	Grey	Gold	Gold	Gold	Red	
	Officer 2	1800	0600	Red	Gold	Gold	Gold	Grey	Grey	Grey	Red	Gold	Gold	Grey	Grey	Grey	
2	Sergeant	1200	2200	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	
	Officer 3	0600	1800	Grey	Grey	Grey	Grey	Gold	Gold	Red	Grey	Grey	Gold	Gold	Gold	Red	
	Officer 4	0600	1800	Red	Gold	Gold	Gold	Grey	Grey	Grey	Red	Gold	Gold	Grey	Grey	Grey	

As demonstrated in the schedule above, the entire weekend has only one officer deployed while during the remainder of the week there are also periods in which only one patrol officer is fielded. Approximately 113 hours are expended monthly to provide scheduled and unscheduled leave coverage, but this overtime is not used to fill permanent vacancies. In effect, 66% of the time only one full-time officer is fielded in Kensington without supervision. In addition to permanent staff, there are two police reserve officers that provide 20 or more hours each. These additional resources do not fill the gap in staffing needed.

These issues are discussed further later in this report.

4 Patrol Workloads and Service Levels

One of the key workloads for patrol staff is handling community-generated calls for service (CFS) – unique incidents which are requests for service from the community. These workloads are an important (though not the only) driver of staff resource needs in a police agency. The project team was provided CFS data from the Albany Police Department for July 2017 through January 2018 and annualized this information

because of the change in contract dispatch services. In total and on an annualized basis there were 1,565 community generated calls for service, just over 4 such incidents per day.

The following tables and graphs describe various descriptive elements surrounding CFS in the District.

The first table displays the total number of community generated calls for service handled by patrol units by hour of day and day of week.

Calls for Service by Hour and Weekday

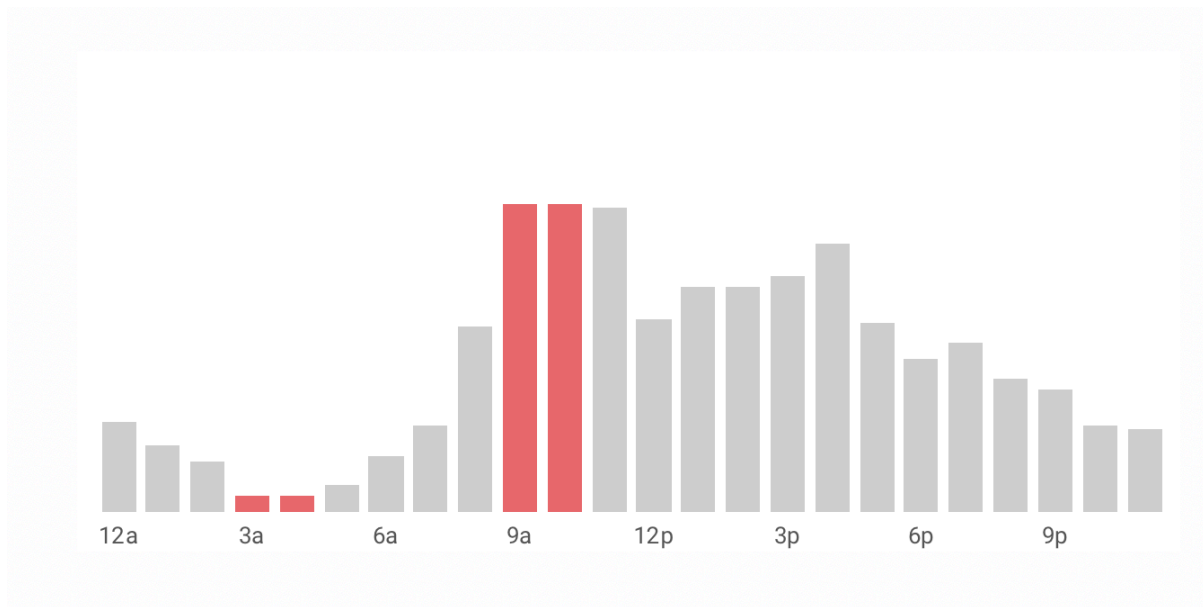
Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	14	10	5	5	0	3	2	39
1am	0	3	7	3	3	2	10	29
2am	7	2	0	3	2	3	5	22
3am	3	0	2	0	0	2	0	7
4am	0	3	2	2	0	0	0	7
5am	2	2	3	2	2	2	0	12
6am	3	5	3	0	0	7	5	24
7am	7	9	3	3	3	10	2	38
8am	2	14	17	17	7	15	9	81
9am	14	27	21	26	21	22	3	134
10am	10	27	24	17	27	9	19	134
11am	14	29	19	19	26	17	9	132
12pm	10	10	15	12	12	15	9	84
1pm	21	12	12	19	9	10	15	98
2pm	7	15	27	21	7	14	7	98
3pm	10	14	17	19	17	21	5	103
4pm	19	19	17	24	12	21	5	117
5pm	9	7	24	10	15	12	5	82
6pm	7	15	12	10	7	10	5	67
7pm	15	14	12	12	5	10	5	74
8pm	7	12	10	7	3	12	7	58
9pm	7	7	9	9	2	3	17	53
10pm	9	2	5	5	0	10	7	38
11pm	0	2	0	7	5	12	10	36

Total	195	261	267	252	185	243	161	1,565
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The data above shows variations in CFS by time of day and day of week. The data underscores the low volumes of community generate workloads – the numbers in square represent total calls in that daily and hourly time block for an entire year. For example, from midnight until 8 a.m. calls for service average only one-half of a call every day reflecting an extremely quiet period for staff on patrol. Yellow – Red represent busier times of the day and Green less busy.

As shown, below, the CFS by time of day are particularly infrequent in the early morning hours (which is common) with calls for service peaks taking place in the mid-morning hours. In most communities, calls for service peak in later afternoons and/or during the later evening hours. A review of call types, however, shows that in the morning residents are reporting abandoned vehicles and vandalism, asking for information and requesting welfare checks. The busiest times Kensington experiences are in the morning from 9 a.m. to 11 a.m. This time block, however, only experiences slightly more than one call for service per day during the two-hour period.

Calls for Service by Hour



The following table reflects the top 10 most common call types. The table also shows the relative frequency in which these calls occur (darker is more frequent).

CFS Incident Types by Time Block

Incident Type	# CFS	12a	4a	8a	12p	4p	8p
Citizen Assist	257	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue
Alarm	235	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue
Abandoned Vehicle	110	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue
Suspicious Person	79	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
911 Call Hang-up	77	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Misc. Automobile³	67	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
Disturb Peace	58	Dark Blue	Light Blue	Light Blue	Light Blue	Light Blue	Dark Blue
Vandalism	46	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue
Information	46	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue
Welfare	46	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue

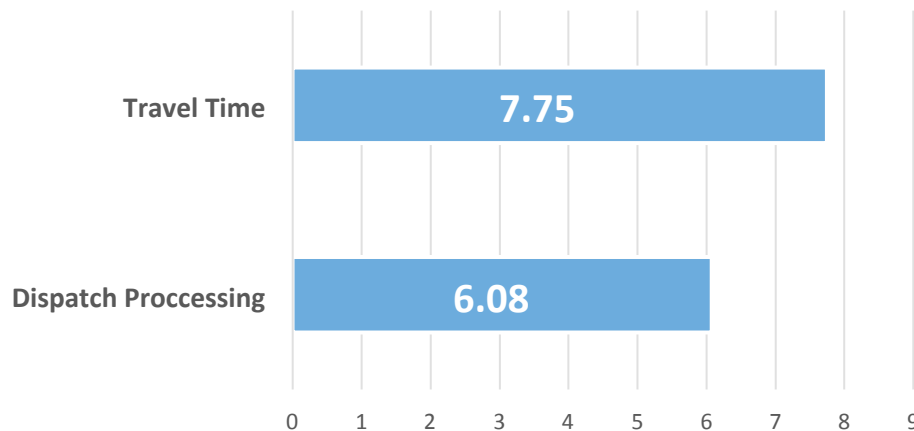
³ Classified as Mis Pub Auto in the CAD software.

All Other Types	543
Total	1,565

Interestingly, the 10 most common CFS represent approximately two-thirds of the police call types received by the District. All of these calls would be considered lower priority events in most police agencies as they typically represent neither high risk or serious criminal events. These call types are relatively self-explanatory with the exception of “Misc. Automobile” which reflects some kind of automobile-related issue whether a vehicle blocking a driveway, an unlock assist, etc.

The project team also evaluated response times to call for service. Response times are composed of two elements: 1) Call processing time in the dispatch center and, 2) the travel time for the officer once the dispatched call is received. As shown in the graph below, response times in Kensington average approximately 14 minutes.

Total Call for Service Response Time in Minutes (13.83 Min.)



Kensington response times need to be viewed in the context of the previous finding that virtually all activities requiring police response are lower priority – most are

quality of life and not crimes and life threatening calls are rare. This impacts response needs, including the speed of response. The street network and topography of the District are also factors. As a result, average response times in Kensington are adequate from a service level perspective and conform to common response time averages in communities with low priority calls for service.

One potential issue, however, is that calls for service are being held in the dispatch center an average of six minutes. This length of time for a dispatch agency is atypical, and not consistent with best practices, though also an indicator of low priority calls.

5 Patrol Service Requirements

The next step for the project team was to evaluate the amount of workload these community generated workloads represent in order to assess how highly utilized staff are in handling these workloads. The intention of the analysis is to estimate in a reasonable range of work requirements and officer availability to perform various tasks.

The table, below, builds a portrait of the amount of time community generated workloads represent. Calls for service have a 'handling time' associated with the time taken to resolve the reason for the call. Call handling time represents 31.6 minutes for the primary unit. However, there is other work that must be accounted for in a CFS. In Kensington, however, existing information on some of these additional workload metrics is unavailable. As a result, normative values had to be used for such factors as report writing time, back-up rate and time on a back-up. These normative values are based on the project team's nationwide experience in conducting over several hundred law enforcement studies and err on the side of caution.

Summary of Patrol Workload Factors

Category	Value	Work hours
Total Number of Calls for Service	1,565	
Avg. Primary Unit Handling Time (min.)	31.6	824
Backup Units Per CFS	0.50	
Avg. Backup Unit Handling Time (min.) @ 75% of Primary Unit	23.7	309
Reports Written Per CFS	0.33	
Time Per Report (min.)	45.0	387
Avg. Workload Per Call (min.)	58.6	
Total Workload Hours	1,528	1,540

Based on the information noted thus far in the report, an estimated 1,528 hours of CFS-related workload occurs annually.

Secondly, the project team needed to estimate the amount of annual time available for patrol personnel to perform their work. A typical patrol officer on a 12-hour shift schedule with one 8-hour bi-weekly tour is scheduled for 2,080 regular hours per year. However, patrol staff are actually on duty well below this due to scheduled and unscheduled leaves, administrative requirements such as meetings, etc. The table, which follows, provides the calculation of the “net availability” of Kensington patrol officers based on data provided to the project team. Where data was not available, estimates are provided based on other national law enforcement agency averages.

Breakdown of Net Availability

Calculation Factor	Value
Base Annual Work Hours	2,080
Total Leave Hours	– 226
On-Duty Training Hours	– 0
Administrative Hours	– 273
Net Available Hours Per Officer	= 1,582
<i>Number of Patrol Positions Currently Deployed (4 officers, 1 sergeant)</i>	
<i>x</i>	<i>5</i>
Total Net Available Hours	= 7,908

Proactive time addresses all other workloads that are not in response to a community-generated call for service. These include such important services as officer self-initiated activity: proactive or preventive patrol, investigative follow-up, traffic enforcement, pedestrian stops, foot patrols, etc. It is critical to recognize that all self-

initiated activity falls within an “uncommitted time” category. Increasingly, law enforcement agencies have come to the realization that the most important test of effectiveness in field services is the amount of proactivity and how it is utilized to support the community in problem-solving. For high service level residential communities proactive capabilities need to represent at least 40% – 50% of available time.

Based on the call for service and officer availability data, the following discussion builds the analysis of field proactive time based on the following formula:

$$\frac{\text{Total Net Available Hours} - \text{Total CFS Workload Hours}}{\text{Total Net Available Hours}} = \% \text{ Proactivity}$$

Using the variables calculated to this point, the amount of proactive time available to patrol officers in Kensington is shown below.

Overall Patrol Proactivity

Total Patrol Net Available Hours		7,908
Total Patrol Workload Hours	–	1,528
Resulting # of Uncommitted Hours	=	6,380
<i>Divided by total net available hours</i>	<i>÷</i>	7,908
Overall Proactivity Level	=	80.7%

Gross proactivity is quite high in Kensington – over 80%. This provides officers in the District with an exceptional ability to support the community in law enforcement related problems. The table, below, further supports this analysis by showing that these capabilities exist throughout the day, every day.

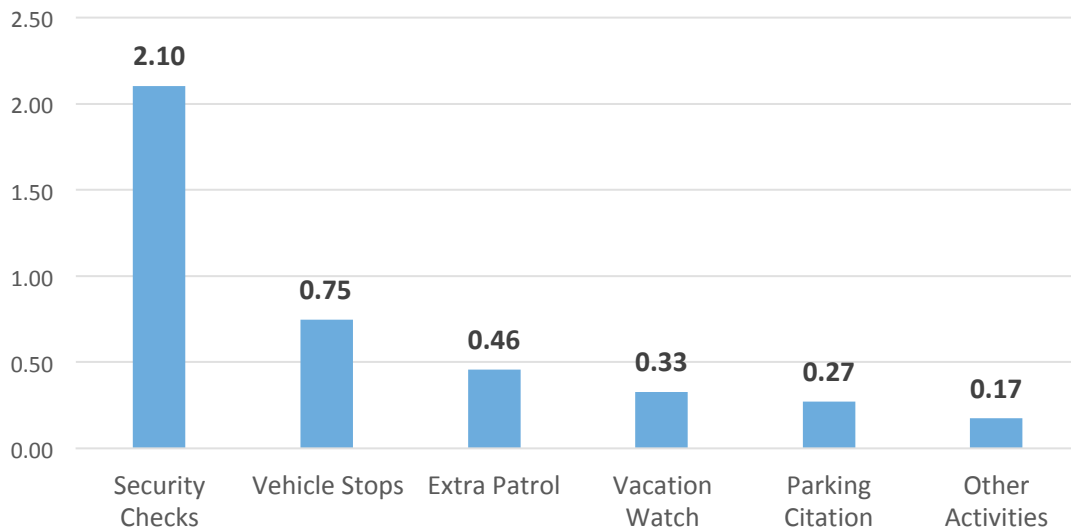
Proactivity by Hour and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am-6am	0.8	95%	96%	97%	97%	96%	96%	98%	97%
6am-10am	0.8	74%	53%	75%	78%	76%	68%	78%	72%
10am-2pm	1.1	74%	66%	71%	55%	54%	48%	60%	67%
2pm-6pm	1.3	79%	84%	76%	71%	80%	50%	88%	76%
6pm-10pm	1.3	78%	88%	90%	85%	94%	82%	84%	87%
10pm-2am	0.8	87%	90%	91%	92%	96%	80%	86%	89%
Overall	1.0	81%	82%	83%	79%	84%	70%	82%	81%

As shown by the table above, proactive time ranges from 67% to 97%. At 81% proactivity overall, Kensington has exceptional abilities for patrol services to be able to respond to community-generated calls for service, while also having significant community-oriented proactive capabilities.

The current evidence suggests, however, that despite significant amounts of proactive time, according to CAD records Kensington patrol staff are not using this time to conduct progressive self-initiated activities. Approximately four (4) self-initiated activities are conducted per day, mostly related to business security checks and vehicular activities. This is shown in the following graph.

Number of Daily Activities Performed During Proactive Time



In addition to call handling and officer initiated activities, officers are assigned a variety of ancillary duties that they perform during their uncommitted time (e.g., public records response, etc.).

6 Summary of Kensington Police Service Delivery

The following bullets serve to summarize key law enforcement service delivery outcomes to the Kensington community:

- Part I (major) crimes are very low in Kensington, averaging approximately one per week. Kensington, based on these crimes, is in the top 7% of safest communities in California.
- Average community-generated calls for service are generally low in Kensington, averaging about four (4) calls per day. Calls for service are typically 'quality of life situations' and minor crimes.
- Response times to calls for service average close to 14 minutes from call-receipt to police unit arrival. This is not unexpected, however, given call characteristics and the road network in the community.
- Approximately two-thirds of the time only one sworn personnel is deployed – and regularly without direct on-site supervision.

- Based on patrol field resources available and call loads, proactive time is 81% availability for officers to conduct various activities beyond responding to calls. This is an extremely high level of uncommitted time that needs to be used wisely. *This level of proactivity exists even at current lower staffing levels.*
- Despite high proactive time, recorded self-initiated activity by officers during this time is low, and reflects only four activities per day. Very recent efforts have seen an increase in these activities.

The services provided by Kensington provide a foundation for the examination of future services that may be provided by the District in the context of best practices for a small police agency. These are discussed in the following chapters.

3. Current Service Delivery Issues

Based on the current police services environment in Kensington, as described in the previous chapter, there are a variety of issues that should be addressed in order to best meet service delivery needs in the community in the most effective, efficient and safe way. The following sections are categorized by service area.

1 Kensington Staffing Issues for Police Services

As a small policing agency Kensington suffers from some important staffing risks that are relatively common for many policing agencies. Kensington represents one in approximately 30 policing agencies in California with 10 or fewer sworn staff. In fact, nearly half (47%) of police agencies in the United States have 10 or fewer sworn⁴, micro agencies have staffing and operational difficulties not experienced by their larger counterparts. These difficulties provide various challenges that they community must either accept or attempt to resolve through a variety of potential solutions.

In Kensington, the problems of a small department are compounded by the number of vacant positions. Staff vacancies are presently resulting in only one officer available in Kensington frequently, resulting in several operational issues of importance.

These challenges include the following key issue areas.

(1) Recruitment and Retention Difficulties.

The Matrix Consulting Group's national experience suggests the following denotes a common theme throughout today's law enforcement profession:

⁴ <https://www.icpsr.umich.edu/icpsrweb/ICPSR/studies/36697>

Ask any law enforcement executive worldwide to list the most challenging internal issue facing their respective agencies, and the vast majority will mention recruiting, selecting and retaining sworn personnel. The fact is, given the current environment of the policing profession, recruiting the next generation of police officers is more difficult than ever. With the pressures, demands, and expectations of the community, finding individuals who want to step into and stay in this uncertain and dangerous career is a daunting task.⁵

The *North Carolina Criminal Justice Analysis Center* conducted a study that concluded law enforcement had a higher attrition rate, at 14%, than both teaching and nursing, which were at 13% and 12%, respectively.⁶ As shown previously, Kensington suffers similar attrition, averaging approximately 13% from 2015-2017, and while such turnover is consistent with these reported national averages, these rates are higher than the attrition rates seen in other police studies conducted by the project team over the last ten years. Kensington has rarely had their full staffing contingent. This is due to multiple retention factors.

One factor is salary. While compensation comparisons are more complicated than just salary, they provide a good starting point. Based on data provided, Kensington officers mid-point salary is \$76,359 per annum. This can be juxtaposed against the following salary table for California.⁷

⁵ Police Foundation (2016) <https://www.policefoundation.org/recruiting-selecting-and-retaining-law-enforcement-officers/>

⁶ <https://www.thebalancecareers.com/what-to-do-about-police-retention-problems-974770>

⁷ <https://www.sokanu.com/careers/police-officer/salary/california/#employment-type>

Top End Police Officer Earnings The highest earning Police Officers in California earn:	\$61.44 an hour	\$127,799.10 per year
Senior Police Officer Earnings Senior Police Officers in California earn:	\$53.25 an hour	\$110,754.10 per year
Experienced Police Officer Earnings Experienced Police Officers in California earn:	\$45.32 an hour	\$94,268.50 per year
Junior Police Officer Earnings Junior Police Officers in California earn:	\$36.65 an hour	\$76,226.00 per year
Kensington Police Officer Earnings Mid-point Salary Kensington Officers earn:	\$36.71 an hour	\$76,359.00 per year
Starting Police Officer Earnings Starting Police Officers in California earn:	\$27.91 an hour	\$58,043.90 per year

Kensington average officer salaries can be compared to the midpoint salaries of the law enforcement agencies that surround it as shown in the table below:

Agency	Mid-point Annual Salary
Richmond	\$ 107,220
Berkeley	\$ 106,281
Albany	\$ 97,284
El Cerrito	\$ 96,534
Kensington	\$ 76,359

Kensington's average salaries are 25% less than the average of the other four regional agencies. Importantly, however, Kensington offers a very competitive benefits package to include retirement and retiree medical. Nevertheless, such benefits are often not perceived by potential employees as a significant recruitment influencer, as such benefits do not become viable except in the very long term, well beyond most police candidates' planning horizon.

Kensington is attempting to attract candidates from the same regional pool of new cadets or laterals, and as such can be at a competitive disadvantage for higher paying jobs that provide the opportunity for crime-fighting, and specialized assignments.

While competitive salary is important and certainly one challenge, more critically perhaps is the work environment of Kensington due to several factors. A recent academic study found other reasons for becoming a police officer. Salary ranked sixth of nine categories while “*to help people*” and “*to fight crime*” ranked first and second, respectively.⁸ While Kensington is an environment that best provides motivation to those interested in ‘*helping people*,’ it does not provide a locale for those interested in ‘*crime fighting*,’ as Kensington is one of the safest locales in California.

Recruitment for law enforcement professionals is becoming more difficult throughout the nation, and as such Kensington should consider adopting certain strategies to attract qualified candidates. These include, but are not limited to:

- Focus on and expediting lateral officer candidates with a marketing strategy framing Kensington’s unique service environment.
- Focus attention on hiring potential recruits who are ‘guardians of the community’ and problem solvers rather than reflecting a ‘warrior culture’.
- Bolstering the reserve officer program as soon as practical.
- Coordinating recruitment efforts with adjoining (partnering) agencies to offer potential candidates choices in service environment.
- Accelerated selection process to potentially include further privatized efforts such as backgrounding, polygraph, etc. (approximately \$1,000 to \$2,500 per candidate) that can lead to a competitive edge against ‘slower’ selection processes in competing agencies.

In sum, Kensington should adopt more strategic and comprehensive strategies

⁸ ...*Motivations for Becoming a Police Officer*, Kennesaw State University, March 2017, pg. 56

for its recruitment approach.

(2) Officer Safety Issues.

According to the *Pew Research Center*, the number of fatal attacks on officers has grown in recent years. About nine-in-ten officers (93%) say their colleagues worry about their personal safety.⁹ Moreover, according to the same study, officers are regularly worried about their personal safety. Most police officers say that they face dangers on the job.

Most of the time, Kensington police personnel are operating on their own, with reasonable back-up availability only provided by surrounding jurisdictions. Despite this mutual aid, such back-up can be several minutes away, creating a higher risk environment than agencies able to field multiple officers on a shift. Even with a reserve program, the current staff contingent of two officers is insufficient to provide regular and consistent back-up. Indeed, this program is also suffering from recruitment issues as recent reserves have become full-time staff.

In fact, in one-officer deployments there are some calls that staff are responding to that best practice suggests requires two-persons for officer safety purposes. For example, all domestic disputes are being dispatched with two officers in most law enforcement agencies throughout the nation. Domestic Violence and Disturbances account for 40% of officer deaths resulting from a call for service.¹⁰ This suggests that even in the quiet community of Kensington, real officer safety issues could exist particularly with no near immediate back-up availability.

⁹ *Behind the Badge*, PEW Research Center, January 2017, pg. 5

¹⁰ *Deadly Calls and Fatal Encounters*, COPS- US Department of Justice, 2015, pg. 13

(3) Lack of Supervision.

According to a recent publication by *George Mason University*, the *Police Foundation* and others:

Your role, as the first line supervisor, is without question the most important assignment in any law enforcement agency. If any policing strategy is going to be successful, it will likely be due, in large part, to the effectiveness of the first line supervisor. You are expected to be an effective leader, coach, mentor, and supervisor of others, being responsible for both the performance of other people and for the outcome of events. Successfully performing this role and these responsibilities may not always be easy, but the rewards can be lasting and most gratifying.¹¹

The Matrix Consulting Group has long been proponents of effective levels of first-line supervision in public safety. It is the fulcrum between the directives of upper management and the performance of field staff. As such, the availability of sergeants (or their equivalents) is extremely important in maintaining an effective police organization.

Currently, Kensington does not have adequate first-line supervision deployed. Indeed, one of two sergeant positions were vacant at the time of this report, putting the Chief in the position of performing as a first-line supervisor as opposed to department manager. On Mondays a supervisor (Chief) is available from 10 a.m. to 6 p.m. while on Tuesday through Friday some supervisor (Chief or Sergeant) is available from 10 a.m. to 10 p.m. Other hours, including all weekends, there is no supervisor deployed, though these represent the slowest days of the week with respect to calls for service.

With Kensington operating approximately two-thirds of a week without supervision, operational risks are exacerbated, as no formal decision-makers are available on-scene to address problems which first-line supervisors should provide

¹¹ *Evidence-based Policing Leadership Training for First and Second Line Supervisors*, George Mason University, et. al., January 2014, pg. iii.

experienced oversight. Consequently, the availability of timely first-line supervision is a core or best practice of any law enforcement agency irrespective of size.

(4) Training Issues.

Training, particularly specialized training beyond California POST required Continuing Professional Training (CPT) and Perishable skills, is problematic. With minimal staffing, time for additional training is not readily available. In Kensington's fiscal year ending 2017 the training budget was only \$3,794 – well below the expected 1% to 2% of total police operational budget consistent with best practice in law enforcement.

While training is important for all law enforcement agencies, it is particularly important for less busy small agencies which do not have the opportunity to consistently practice their skills given the fundamental lack of calls for service. In the absence of “on the job” training opportunities, regularly scheduled on-going professional training can help close the gap to help ensure professionalism and safety.

With respect to management training, the interim Chief who has been in an acting role for a lengthy period of time, and while being considered for the permanent position should be afforded appropriate managerial training opportunities by the General Manager and Board. This training would encompass such approaches as:

- POST and supplementary training in managerial duties, responsibilities and personnel oversight approaches consisting initially of 80 hours with re-fresher training every two-years.
- Formal mentorship from a retired Chief of a small to moderate sized policing agency of approximately 120 hours over the course of six months.
- One-day team building retreat with a trained facilitator with all staff to address

and resolve long-standing issues of importance. Kensington could formally request Albany PD to handle call-load during this period.

Such training is important to help ensure the success of a vital manager who has yet to be afforded such training opportunities that would help facilitate success. The costs for the approaches described above is estimated to be \$25,000.

3 Equipment Issues

Kensington has not adopted some best practices with respect to equipment. Currently, officers are not equipped with Tasers which provide an appropriate escalation of force tool prior to lethal force usage.

Furthermore, Kensington has not adopted use of body-worn cameras which is becoming increasingly common and consistent with best-practice for transparency purposes. In a community with very high expectations and interest in police services, body-worn cameras should be adopted.

4 Leadership and Management Issues

In the absence of a full-time permanent Chief, consistent leadership and strategic and other managerial direction is not regularly apparent. For example:

- Kensington's last reported Activity Log and Monthly Report was June and January 2016, respectively.
- There is no strategic plan framing desired goals, objectives and policing operations.
- There is no directive formalizing the use of the significant amount of proactive time, including policies regarding community or problem-oriented policing.

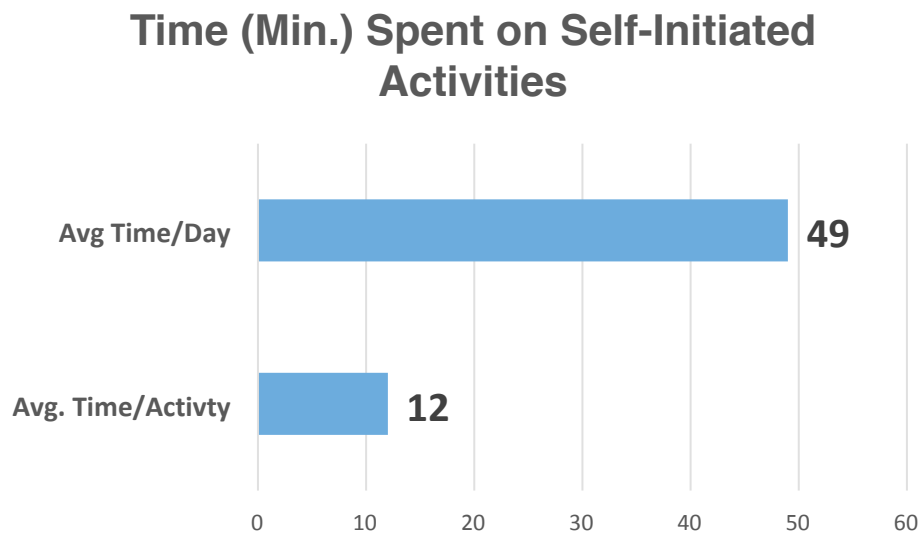
Lack of leadership has resulted in the Board being too involved in the minutia of daily operations as opposed to focusing on broader issues such as community service,

recruitment, retention, and broader police service initiatives.

5 Community Service Issues

It has become clear during the course of the Kensington engagement that the community has high public safety expectations. Many in the community are passionate about its livability; this has been reflected in the various outreach efforts undertaken during this study.

While Kensington's police officers are involved in such specialized proactive activities as elderly checks, Supplemental Traffic Enforcement Program (STEP) or Vacation Watch (the latter two which can be requested on the District's web) and perform other self-initiated activities as reflected in CAD records, their use of proactive time has been limited, as shown by the graphic below.



Each self-initiated activity takes approximately 12 minutes, and based on the number of activities per day based on CAD records, recorded time dedicated to such efforts reflects 49 minutes per shift. Importantly, given the high level of daily proactive

time available, 81%, only a small portion of this is being used to perform recorded self-initiated activities. In fact, approximately 18.5 hours per day is transpiring in which no police activity is being recorded. This is not an appropriate use of proactive time available. It should be noted, however, that lack of field resources and potential back-up may exacerbate issues related to effective use of proactive time, as patrol staff most often do not have timely support and are the only unit in the field to respond to calls for service. Therefore, there may be hesitancy on the part of officers to perform activities, preferring instead to “remain available for response.” Additionally, it is also very likely, especially during the nighttime hours, the number of incidents reasonably requiring police officer attention in Kensington are very low or not occurring.

Current Kensington police operations and the effective use of uncommitted or proactive time do not consistently reflect a planned approach with respect to problem-oriented policing (POP). As a result, Kensington is, for the most part, performing public safety in a service vacuum, without a coherent strategy to resolve perceived problems in the community.

To better address these community problems, Kensington should fully executive a problem-oriented policing (POP) approach designed to take full advantage of POP tools and community assistance. According to the Department of Justice’s abstract on problem-oriented policing, “(POP) is a way of thinking about policing that stresses the importance of the end product rather than the means. ***It overlaps with Community-oriented Policing in that the community is often involved in defining the problems and identifying interventions (emphasis added).***” The problem-oriented

programmatic philosophy is further summarized in the following abstract by the *Department of Justice*.¹²

Problem-Oriented Policing – Department of Justice Office of Justice Programs Summary

Problem-oriented policing is a department-wide strategy aimed at solving persistent community problems. Police identify, analyze, and respond to the underlying circumstances that create incidents. The theory behind it is that underlying conditions create problems. Thus, officers use the information gathered in their responses to incidents, together with information obtained from other sources, to get a clearer picture of the problem. The traditional conceptual model of problem solving, known as SARA, follows these four steps:

Scan. Identify problems and prioritize them incorporating community input.

Analyze. Study information about offenders, victims, and crime locations.

Respond. Implement strategies that address the chronic character of priority problems by thinking “outside the box” of traditional police enforcement tactics and using new resources that were developed by the city to support problem-solving efforts.

Assess. Evaluate the effectiveness of the strategy through self-assessments to determine how well the plan has been carried out and what good has been accomplished.

This process provides for a fresh uninhibited search for alternative responses. Some examples of alternative solutions include:

- Target hardening (i.e., reducing opportunities)
- Changes in government services
- Provision of reliable information to residents
- Specialized training for police officers
- Use of community resources
- Increased regulation
- Changes in city ordinances or zoning

In summary, the process represents a new way of looking at the police function. It is a way of thinking about policing that stresses the importance of the end product rather than the means. ***It overlaps with Community-oriented Policing in that the community is often involved in defining the problems and identifying interventions.***

POP efforts needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results as discussed in the abstract above. It ideally involves the Kensington community in becoming part of the solution by helping identify problems of local interest. The community needs to be brought into the planning, identification and problem-solving aspects of this process. Their involvement in a strategic planning or other process is essential. Proactive efforts

¹² Community and Problem-oriented Policing Abstract, USDOJ, October 2010, pg. 4-5.

should be widely publicized on the Kensington District's website to keep the involved citizenry informed.

6 Summary of Service Delivery Issues

The following bullets provide a summary of key law enforcement issues experienced by the Kensington community.

- Current and authorized field staffing levels are not consistent with best-practices, as operating solo as well as without regular direct supervision carries risk.
- Lack of supervision is a significant issue and also not a best practice.
- Minimal staffing also exacerbates the ability to conduct supporting functions well, including training, records keeping, internal affairs, criminal investigations, etc.
- Recruitment and retention will remain a challenge in Kensington due to several factors that include compensation and an operational environment that is not considered "challenging" to many potential recruits and laterals.
- Proactive time is at a high level in Kensington, even at existing staffing levels, to perform considerable self-initiated activity and have rapid response times. However, this capacity is not well utilized.
- Access to and use of better equipment should be considered a priority.
- Leadership, management and oversight issues exist in which the interim Police Chief, part time General Manager and Board are unable to focus on their respective strategic, managerial, oversight and policy roles, instead focusing on details associated with day-to-day operations.

These service issues should be resolved consistent with best practices for a small policing agency. These practices, or future service delivery standards, are developed in the following chapter and can be used to establish a framework of operation for either an in-house or contract-for-service police agency.

4. Standards for Small Agency Police Service Delivery

There is a wealth of literature in public safety regarding how to operate a law enforcement agency with much information dedicated specifically to operations of a small police department. Throughout our professional history we have specifically devised dozens of best-practices in law enforcement applicable to large and small agencies. We continue to expand our best practice efforts as we discover new methods for conducting business and other law enforcement professionals' research efforts expand. As the policing landscape changes, so must the way law enforcement must be approached. To that end, the following standards for Kensington police service delivery are provided.

1 Framing Standards of Service Delivery

Over the last several decades the Matrix Consulting Group has developed a strategic approach to evaluating law enforcement agencies effectiveness in providing high quality service to their communities. Some of these best practices and evaluation points include effective recruiting and hiring practices, quality leadership, training, appropriate field supervision, transparency, accountability, connection with the community and an effective disciplinary system. Some of these key components of effective policing were also published in the 'President's Task Force on 21st Century Policing' in May 2015. There are six principles that were defined in this strategic document:

- Building Trust and Legitimacy
- Policy and Oversight

- Community Policing and Crime Reduction
- Training and Education
- Technology and Social Media
- Officer Safety and Wellness

Where practical and where these “six pillars” fit well with the project team’s best practice approaches, we will juxtapose such goals against the noted practice.

(1) Best Practices in Staffing.

The following matrices provide best practice staffing standards for Kensington law enforcement service delivery.

Matrix Best Practice Standard	Kensington Change(s) Required	21 st Century Pillars
For officer safety, ensure minimum staffing level of two (2) patrol personnel on each shift.	Will require increased staffing contingent and use of overtime.	Officer Safety and Wellness
Field units operate with an appropriate mix of supervisory and line positions.	Field supervision is critical. This will require hiring/promotion of corporals and/or sergeants resulting in a 1:1 supervision to staff ratio. This ratio is unavoidable in an independently operated small policing agency.	Policy and Oversight
First-line supervisors are consistently in the field to provide direct oversight and mentorship of line personnel.	In Kensington these staff would spend much of their time in the field operating as a supervisor, back-up patrol unit, and primary responder, when needed.	Policy and Oversight
Supervisors (Sergeants) routinely respond to calls for service to assist and also evaluate field performance and work of Officers.	Again, supervisors need to spend much of their time in the field operating as a supervisor, back-up patrol unit, and primary responder, when needed.	Building Trust and Legitimacy

Matrix Best Practice Standard	Kensington Change(s) Required	21 st Century Pillars
Patrol Officers conduct thorough investigations of the calls and incidents they are assigned and write thorough reports to allow investigative follow-up of the reported crimes.	In a small agency with sufficient proactive time, officers and supervisors conduct investigative efforts without support of dedicated detectives. Preliminary investigative efforts would be performed by officers with sergeants performing more comprehensive detective efforts where warranted.	Community Policing and Crime Reduction
Recruitment is performed continuously, and attracts candidates matching the profile of a desirable community-oriented officer for the Kensington citizenry.	To best effectuate this, targeted recruitment should be performed on contract with a larger police agency which as the capacity to focus on such dedicated efforts.	Training and Education
Recruitment offers attractive incentives in order to get the best candidates in a competitive field.	Given “lack of challenge” in Kensington vis-à-vis crime-fighting, other incentives must be provided such as very competitive salary and/or signing bonuses.	Training and Education
Retention is encouraged to avoid unnecessary turnover and maintain consistency in operations.	Continuation of existing practices that encourage tenure (increased vacation, longevity pay, etc.) should be embraced.	Training and Education
Transparency is fostered through policy, training, supervision and reporting.	In Kensington, the ability to function as a holistic department is compromised by the lack of staff and by the inability of a chief to function above the operational level.	Building Trust and Legitimacy

These best practice standards in staffing should be strongly considered in order to ensure the most effective, efficient and safe police service delivery in Kensington.

(2) Best Practices in Operations.

The following matrices provide best practice operational standards for Kensington law enforcement service delivery.

Matrix Best Practice Standard	Kensington Change(s) Required	21 st Century Pillars
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Matrix Best Practice Standard	Kensington Change(s) Required	21 st Century Pillars
Proactive patrol time is in the range of 40% to 50% after subtracting time handling calls for service and administrative tasks.	Kensington has significantly more proactive time now than these benchmarks and will have expanded proactive time at necessary staffing levels.	Community Policing and Crime Reduction
Officers' use of proactive time is directed based on, intelligence-led policing initiatives, problem-oriented policing plans, or other formal work direction.	Currently these efforts are not accomplished with any consistency and strategic approaches involving community input must be undertaken to devise appropriate problem-oriented and community-oriented policing approaches.	Community Policing and Crime Reduction
Officers are consistently held accountable for the use of proactive time on their beats and in their shifts.	This requires appropriate levels of supervision and leadership from the Chief.	Policy and Oversight
High levels of professional training are funded and provided on a consistent basis.	Appropriate perishable skills, continuing education and advanced education is necessary to properly train and facilitate retention of staff. This should include 40 hours of training per year/staff.	Training and Education
Officers have the tools they need to be effective in the delivery of public safety services.	Kensington lacks many of the tools which are commonplace today in law enforcement (e.g., less than lethal force, body worn cameras, as well as effective information systems).	Officer Safety and Wellness Building Trust and Legitimacy
The organization has developed a strategic approach to problem and community-oriented policing through appropriate partnerships with the community.	There is presently no strategic approach to problem-oriented policing or community-oriented policing in Kensington. This will require an investment in time to devise a strategic use of policing resources in Kensington in large part driven by community expectation to include citizens, school, business representatives and other stakeholders.	Community Policing and Crime Reduction

Matrix Best Practice Standard	Kensington Change(s) Required	21 st Century Pillars
Strategies are directly linked to performance objectives and outcomes and these are reported upon regularly.	There is no formal performance management program in Kensington or reporting of key performance indicators or performance measures to the Board. This should be resolved so the Board can be transparently informed on exceptional performance and emerging problems.	Community Policing and Crime Reduction
Clear lines of authority and responsibility are designed to facilitate management, communication, and accountability.	Better differentiation needs to occur among the roles of the Chief, General Manager, and Board members. This would, in part, be facilitated by addressing the interim status of police leadership.	Policy and oversight
Leadership knowledge, skills and abilities are expected of all staff, particularly at supervisor and management levels.	Leadership has been lacking with a master sergeant who has not received adequate training to be a chief of police; the lack of a full-time District general manager also impacts service oversight and the roles of the Board. Appropriate training and a chief who is functioning more as a chief more of the time.	Policy and oversight

These best practice standards in operations should be strongly considered in order to ensure the most effective, efficient and safe police service delivery in Kensington. Within the scope of work for this study, these targets for effective policing should be applied both to improve in house operations or to consider alternative service delivery systems.

5. Recommendations for Improving Kensington's Police Services

There are several recommendations that result from the analysis of the police services environment in Kensington. As described through this report, these fall into staffing related areas and operational areas of service. These recommendations are provided in the following sections.

1 Staffing Recommendations

The following staff-related recommendations are designed to address the various issues noted throughout this report. The recommendations change the organizational profile, eliminating the detective position, but retaining a total of 11 staff positions. Staffing is predicated on deploying all staff, excluding the Chief and Police Services Specialist, on a team-based 12-hour shift schedule.

Recommendation: Develop an organizational structure consisting of one (1) chief, four (4) sergeants, one (1) corporal, (4) four officers and one (1) police services specialist for a total of 11 staff positions. This staffing complement results in two on duty, with one being a supervisor.

Recommendation: The corporal position, providing line support and back-up supervision to sergeants, should be rotated for coverage purposes and receive compensatory pay when rotated off their baseline "Day Shift" assignment.

Recommendation: Deploy all sergeants and officers/corporal on the team-based 12-hour shift schedule.

Recommendation: Eliminate the detective position and assign all investigative efforts to the patrol sergeants and officers.

Recommendation: Fill the vacant reserve position. The Chief should attempt to double the size of the reserve program to four (4) officers while retaining the minimum 20 hours of service per month.

Recommendation: The Chief should develop a Volunteers program for local seniors wishing to support the Kensington community through Vacation Watch, administrative

support, and other related efforts.

2 Operational-Related Recommendations

Similar to the above, the following recommendations are designed to address the various operational issues noted. Most are self-explanatory with the exception of a reference document—*IACP's Building Police-Community Partnerships in Small Towns*—which can be reviewed online with other relevant publications for small police department.¹³

The following recommendations are made with respect to continued operations of an in-house Kensington police operation.

Recommendation: Explore supporting contract services with another police department for Records, Property and Evidence, Internal Affairs investigations, and Recruitment (excluding background) services.

Recommendation: Ensure all sworn personnel obtain, at minimum, 24-hours every two years of Continuing Professional Training (CPT) and 12-hours of Perishable Skills training for a total of 36-hours every two years. Endeavor to provide voluntary training of an additional 22-hours per sworn per year for career/skill/leadership enhancement, resulting in an average of 40-hours annually for in-service training.

Recommendation: Over the next year, provide the Chief with management training and mentorship.

Recommendation: Strongly consider adopting use of Tasers and Body-worn cameras consistent with best practices.

Recommendation: Explore with Albany PD the average 6.08-minute dispatch 'queue' time, impacting overall response time, and endeavor to cut this queue time by 50% over the next year.

Recommendation: Devise more comprehensive recruitment strategies to expedite new officer hires.

Recommendation: Despite Kensington's exceptional benefits, as part of recruitment

¹³ <http://www.theiacp.org/BigIdeas>

and retention efforts, consider a salary raise of up to 25% to be competitive with regional police agencies.

Recommendation: The Police Chief, in concert with the General Manager and the Board, should develop a Kensington Policing Strategic Plan consistent with the approach detailed in the *IACP Building Police-Community Partnerships in Small Towns*.

Recommendation: The Strategic Plan should contain, at minimum, 1) community and internal survey; 2) community planning retreat, and 3) design and development of the Strategic Plan.

Recommendation: As part of the strategic planning effort, devise a specific Community-oriented Action Plan developed to identify services, programs and related community-focused efforts to conduct during proactive policing activities.

Recommendation: As part of the Community-oriented Action Plan effort, develop a performance management program with relevant output and outcome measures designed to report upon key metrics important to the Kensington community.

Recommendation: Metrics that should be considered include: 1) response time; 2) formal complaint and accolade tracking; 3) annual training hours obtained; 4) neighborhood watch meetings conducted; 5) non-injury, injury and fatal traffic accidents; 6) traffic and parking citations and traffic warnings completed; 7) business and home security checks performed; 8) sergeant follow-up contacts made on officer performance; 9) special events supported; and 10) case clearance rate.

Recommendation: Relevant performance metrics should be updated quarterly and reported on the Kensington website similar to the 'old' Activity Log and Monthly Report.

3 Summary

The estimated cost for implementing these staffing and operations recommendations, excluding various contract for services options, is detailed in our Phase 2 report, and approximates an additional cost of \$720,000 per annum.

Many management and operational recommendations are made in this report to improve Kensington's standards of police service delivery with an in-house police operation. This operational and cost analysis would ultimately be compared to those of contracting in the feasibility phase of the project.

Attachment A – Profile of Kensington’s Police Services

1. Introduction

This document provides a description or “profile” of the organization of the Police Services provided by the Kensington Police Protection and Community Services District, referred to internally as the Kensington Police Department (KPD). This document outlines the major tasks and responsibilities of the various work groups within the Department. This profile is descriptive only, while some particularly relevant data is provided, it does not contain detailed analysis or recommendations.

Data contained in the profile were developed based on the work conducted by the project team to date, including:

- Interviews with district staff in the Police Department.
- Collection of various data describing organization and staffing patterns, workloads and service levels, etc. Our data collection efforts continue.
- Review of various documents and reports which the KPD has forwarded to the project team.

This descriptive profile does not attempt to recapitulate all organizational and operational facets of the Police Department. For example, duties and responsibilities and tasks performed are not at the job description level. Rather, the profile reflects a summary of our understanding of the organization, which is foundational for issues identification and analysis as part of the study. The structure of this descriptive profile is as follows:

- Generalized services provided for key KPD functional areas.

- Authorized staffing levels by functional area, along with current staffing levels.
- Functional organizational charts, where appropriate, showing organizational structure.



This profile will be reviewed for accuracy and completeness by KPD staff. Once finalized, it will serve as a factual basis for the project team's understanding of the KPD organization, staffing, and operations.

2. The Kensington Police Protection and Community Services District

Kensington Police Protection and Community Services District (KPPCSD) is an unincorporated community of approximately 5,364 full time residents located covering one square mile in the East Bay north of Berkeley, in Contra Costa County California. As an unincorporated area, Kensington is relatively unique in that it has local jurisdiction over its police, parks and sanitation services through the establishment of two Community Service Districts (CSDs) as allowed by California law. In 1953 the citizens of Kensington dissolved the original Police Protection District established in the mid-1940s, in favor of the current District (KPPCSD), which provides police, parks, and sanitation services to the community. Fire services are overseen by the Kensington Fire District, with services being provided under contract by the neighboring city of El Cerrito. The District is governed by a five (5) member board of Directors that is elected by the community, in accordance with the State law.

Kensington has a very low crime rate, with very few violent crimes being committed. The following table illustrates Part I crimes as reported from years 2011 to 2015, as reported annually to the FBI in their Uniform Crime Report.

Kensington Part I Crime Trends

	2011	2012	2013	2014	2015	
Violent Crime	3	4	5	2	1	
Criminal Homicide	1	1	0	0	0	
Rape	0	0	0	0	0	
Robbery	1	3	0	0	0	
Aggravated Assault	1	0	5	1	1	
Property crime	93	85	85	46	86	
Burglary	28	30	36	16	21	
Larceny-Theft	51	45	35	25	52	
Motor Vehicle Theft	14	10	14	5	13	
Arson	–	–	–	–	–	

Part I Crimes Per 1,000 16.3

5YR Violent Crime ▼ -67%

5YR Property Crime ▼ -8%

As the table shows overall Kensington is a very safe community with both violent and property crime rates trending downward.

The following sections of this profile explore Kensington Police service's budget, staffing and organizational structure, and staff roles and responsibilities.

2. Budget

The following tables show the Districts' police related revenues and expense budgets for the last three fiscal years as provided to the project team. (Note Parks and Sanitation related revenues and expenditures are not included, as they are not a part of this study.)

1. Revenues

The following table outlines the projected and estimated revenues as from fiscal years 2016 through 2018.

Police Service Revenues			
Ordinary Income/Expense	Est. Actual¹⁴ 2015/2016	Est. Actual 2016/2017	Projected 2017/2018
400 · Police Activities Revenue			
401 · Levy Tax	\$1,573,495.81	\$1,685,128.58	\$1,752,000.00
402 · Special Tax-Police	\$681,690.00	\$681,630.00	\$680,000.00
403 · Misc. Tax-Police	\$69.50	\$70.88	\$0.00
404 · Measure G Supplemental Tax Rev	\$514,175.88	\$527,989.12	\$547,995.00
409 · Asset seizure forfeit/WEST NET	\$18,525.71	\$143,777.00	\$0.00
410 · Police Fees/Service Charges	\$3,370.00	\$3,368.90	\$1,500.00
411 · Kensington Hilltop Srvcs Reimb	\$28,475.00	\$19,468.00	\$20,051.00
412 · Special Assignment Revenue	\$12,237.19	\$0.00	\$0.00
413 · Crossing Guard Reimbursement	\$10,515.00	\$7,434.00	\$11,623.00
414 · POST Reimbursement	\$5,761.84	\$1,053.59	\$0.00
415 · Grants-Police	\$100,000.00	\$119,534.65	\$0.00
416 · Interest-Police	\$4,421.52	\$7,633.29	\$2,500.00
418 · Misc. Police Income	\$11,772.73	\$17,640.05	\$11,500.00
419 · Supplemental W/C Reimb (4850)	\$29,345.06	\$94,252.49	\$11,033.00
Total Police Related Revenue	\$2,993,864.24	\$3,308,980.55	\$3,038,202.00

As the table shows FY2018 projected revenues represent an overall increase of 1%, however, it should be noted that estimated actual police revenues from the two prior years exceeded projections by 5.7% and 0.01% respectively. Also of note,

¹⁴ Prior year revenue figures are considered “estimated actuals” by the KPPCSD until audited.

Measure G, Supplemental Police Tax Revenue, comprises about 18% of total revenue for Police Services.

2. Expenses

The following table shows the Districts police-related expense budget classification categories from FY 2016 through present, as well as the three-year overall change in expenditures.

Police Service Expenditures

Classification	2015/2016 ¹⁵ Est. Actual	2016/2017 Est. Actual	2017/2018 Budget	3 Year Change
Police Salaries & Benefits	\$2,044,405.13	\$2,167,006.88	\$2,166,058.39	+\$121,652.26
Police Expenses	\$250,700.02	\$246,213.30	\$412,811.28	+\$162,111.26
Police Building Lease	\$1.00	\$1.00	\$35,468.00	+\$35,467.00
Operating Expense Total	\$2,295,106.15	\$2,413,212.18	\$2,614,337.67	+\$319,230.52
Capital Outlay – Police Related	\$44,823.31	\$30,532.28	\$4,000.00	-\$40,823.31
Budget Grand Total	\$2,339,929.46	\$2,443,753.46	\$2,618,337.67	+\$278,407.21

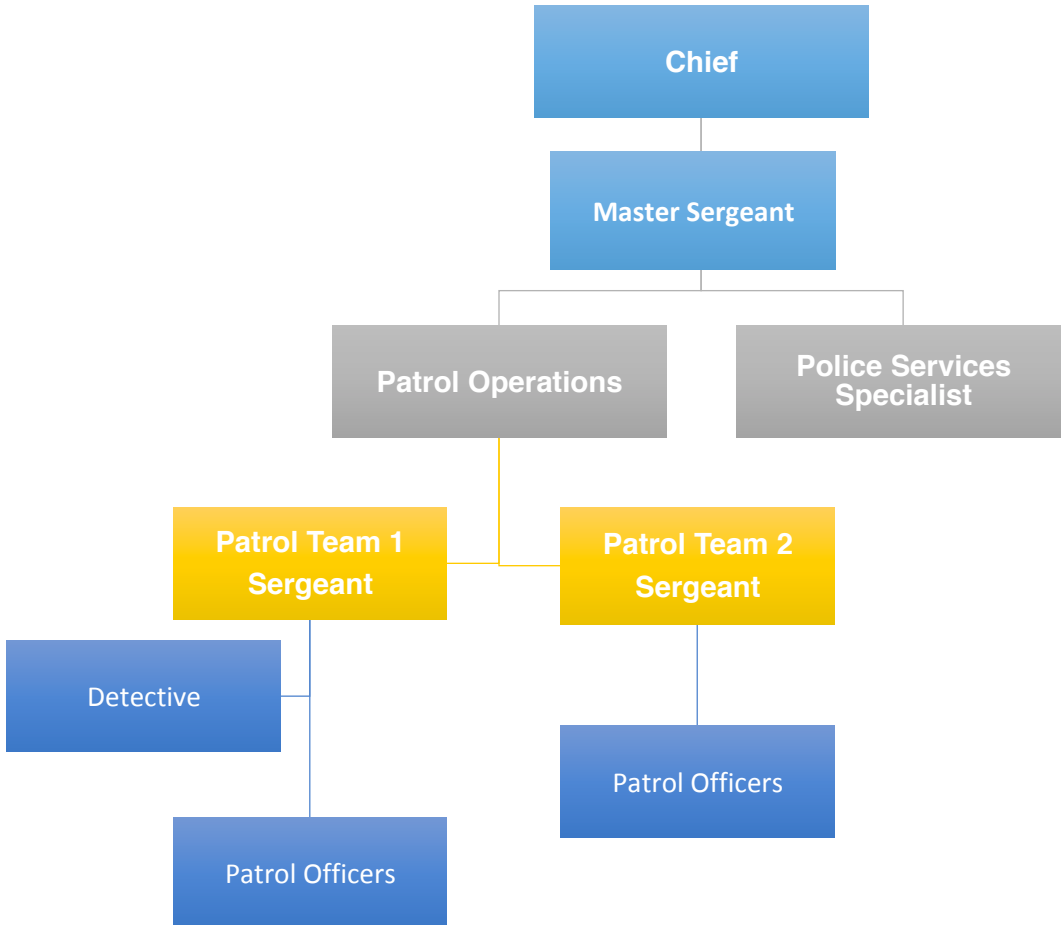
As the table illustrates, overall police related expenditures have increased by approximately \$278,400, with the largest portion of that increase being found in non-salary related expenses. Budgeted salary costs increase by 6% over the three-year period, though are essentially flat between FY2017 and FY2018. These figures do not include CalPERS Unfunded Accrued Liability.

¹⁵ Prior year expense figures are considered “estimated actuals” by the KPPCSD until audited.

3. Organizational Structure

The following is an organizational chart of Kensington Police services by major function.

Kensington Police Services Organizational Chart



4. Deployment and Staffing

The Kensington Police services are responsible for providing general law enforcement services and investigative functions within the District. Traditionally the Department has consisted of ten (10) sworn Officers, which included the Chief of Police / General Manager and one (1) Police Services Specialist. Recently the roles of the Chief of Police and General Manager have been separated into two distinct positions, and the total number of sworn police department personnel was reduced by one to nine (9).

The following sections describe the roles and major tasks for the various positions within Kensington's Police Services.

1. Management and Administration

Administration provides overall direction, guidance and leadership for Police services. The Chief has responsibility for every area of the organization and ensures that all employees perform their jobs in accordance with the overall mission of Police services and in accordance to the established values. Management and administration is comprised of the Chief, one (1) Master Sergeant, one (1) Police Service Specialist.

Note that the total number of sworn positions shown in the following tables indicate a total of ten (10) available job *classifications*, however as noted earlier the total number of authorized sworn Police Service positions has been reduced to nine (9).

The following table provides the personnel and major tasks of staff for functions under Administration.

Unit/Division	Curr	Auth	Position	Unit Description
Chief's Office	1	1	Chief	<ul style="list-style-type: none"> • Provides the overall leadership, management, and administration of the Department. • Provides direct Supervision of the Patrol Sergeants. • Reviews and approves policies and procedures, goals and objectives. • Performs routine administrative functions in the day to day management of the Department, including shift scheduling and overtime approval. • Attends community meetings and events on behalf of the Department and District. • The Chief of Police primarily works week days beginning at 10:00am.
	0	1	Master Sergeant	<ul style="list-style-type: none"> • The Master Sergeant reports to the Chief of Police, and provides mid-level management of Department operations and personnel. • Directly supervises the patrol Sergeants, and Police Aide, assisting with special projects and conducting investigations as needed.
	1	1	Police Service Specialist	<ul style="list-style-type: none"> • Reports to the Chief of Police. • Provides numerous support functions for the Department including: property and evidence management, and records processing. • Acts as the Training Coordinator, scheduling and tracking training hours for Department personnel and ensuring compliance with California POST requirements. • Also produces various reports from CAD and UCR data as requested by the Chief.

2. Operations

Traditionally Patrol Operations are subdivided into two patrol squads or “Teams”, Team 1 and Team 2, which are responsible for providing patrol services and investigative functions throughout the District. Each Patrol Team is supervised by a Sergeant, with Team 1 consisting of two (2) Officers and one (1) Detective, and Team 2 consisting of three (3) Officers. However, due to recent staffing shortages the actual deployment of personnel has been modified. Kensington uses the Reserve Officer program to accelerate the recruitment, and training process for the filling of vacancies, and currently has two (2) Reserve Officers who are assigned to work with a full-time Officer for a minimum of 20-hours per month.

The following table provides current filled and authorized staffing positions for the Operations. It is important to note that current, or actual position totals include those that are temporarily reassigned, on light duty, working out of class, or on administrative leave. Authorized staffing levels include all positions that are currently funded, and are either vacant or currently filled.

Unit/Division	Curr	Auth	Position	Unit Description
Operations	1	2	Sergeant	<ul style="list-style-type: none"> • Sergeants report to the Chief of Police. • Sergeants function as first-line supervisors, and are responsible for providing direction and prioritization for the use of proactive time in the field. • Sergeants review reports and assist the Detective with more involved investigations.
	1	1	Detective/Corporal	<ul style="list-style-type: none"> • The Detective reports to the Team 1 Sergeant. • The Detective conducts more detailed investigations of crimes, especially those that are more time intensive.

Unit/Division	Curr	Auth	Position	Unit Description
				<ul style="list-style-type: none"> The Detective also reviews all other case reports, checking for solvability elements, and providing necessary feedback regarding investigative efforts by Officers. The Detective position is currently splitting time between patrol and investigations.
	5	5	Patrol Officer	<ul style="list-style-type: none"> Patrol Officers and Sergeants respond to emergency incidents and other calls for service, completing investigations and reports as needed. Patrol Officers report to their assigned Sergeant, and work varying shifts providing 24-hour coverage of the District. Officers and sergeants work voluntary and mandatory overtime as needed to meet minimum staffing levels. Patrol Officers and Sergeants work a rotating 12-hour shift schedule consisting of 3-on, 3-off, 4-on, and 4-off. Reserve Officers ride with their assigned full-time Officers, and work a minimum of 20-hours per month. A fifth officer position was recently hired and coming off of FTO training at the time of this report.
	2	NA	Reserve Officer	

3. Shift Schedule

Patrol Officers follow a rotating 12-hour shift schedule consisting of 3-on, 3-off, 4-on, and 4-off pattern, with staff working opposite sides of the week to provide 24/7 shift coverage in the District. Every other Wednesday the Officers work an 8-hour shift, keeping the annual work hours to a typical 2,080. Officers are typically assigned to one of the two patrol Teams, reporting to their Team Sergeant, however at the time of the project teams visit all Officers reported to the one remaining Sergeant. The Patrol

Sergeant works a 4/10 shift schedule, with Saturday through Sundays off. The Detectives position typically works a 4/10 schedule and is staffed with a Corporal rank, however at the present time this position is working patrol shifts, while also performing investigative duties.

The following table provides an illustration of how the current shift schedule operates over a two-week period:

Illustration of the Patrol Shift Schedule

Team	Officer	Start	End	Week 1							Week 2								
				S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa		
1	Chief	1000	1800	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Sergeant -Vacant	1000	2000	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Detective	0800	1800	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Officer 1	1800	0600	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
2	Officer 2	1800	0600	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Sergeant	1200	2200	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Officer 3	0600	1800	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Officer 4	0600	1800	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
	Officer 5	1800	0600	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█

As the table above illustrates there are currently two (2) vacant positions. Note that the table representing the schedule above does not include the currently vacant Master Sergeants role.

4. Geographic Deployment

Kensington does not utilize formal patrol beats or zones, however when staffing allows for two Officers to be on shift at the same time the District is typically divided in half, with one Officer handling the East (upper) half of District, and the other covering the West (lower) half.

Attachment B – Results of the Community Questionnaire on Police Services

PURPOSE OF THE QUESTIONNAIRE

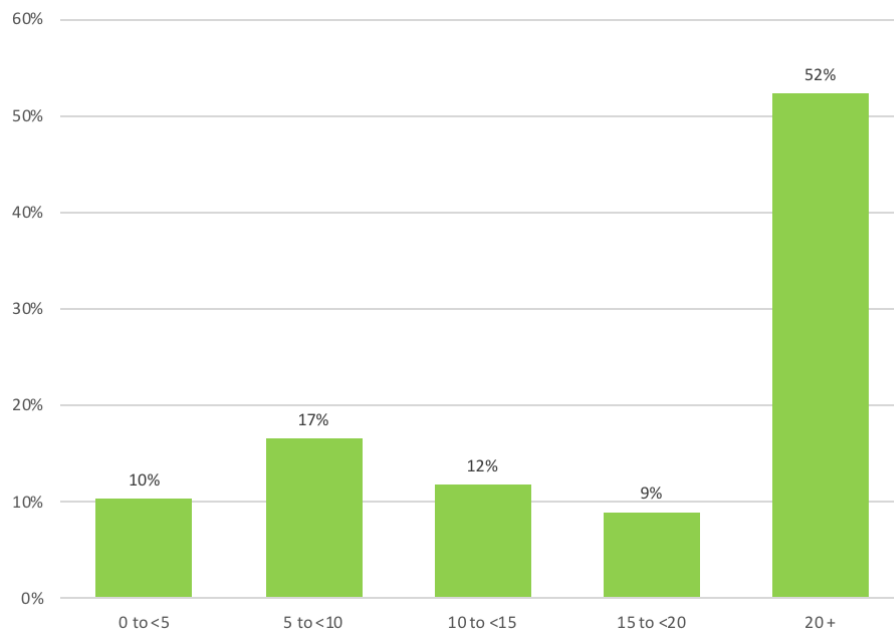
Matrix Consulting Group was retained to evaluate Police Services issues and alternatives in the Kensington Police Protection and Community Services District. As part of the study, anonymous electronic questionnaires were distributed to gather input from community members. The community questionnaire was publicized through announcements at KPPCSD Board meetings, on the District website, the NextDoor social media platform, and in the community newsletter, The Outlook. To further promote the questionnaire, the project team, in conjunction with the , sent postcards to every residence to make residents aware of it.

This report presents an analysis of key findings from the community questionnaire, organized by subject area. The analysis focuses on presenting key findings that assess community impressions, thoughts, and opinions of Kensington's current Police Services.

There were 616 responses from the community. Given the size of Kensington the project team considers this to be a very high rate of return.

FINDINGS – RESPONDER CHARACTERISTICS

About the Community. Of the 616 community members that completed the questionnaire, 98% live in Kensington. Overall, 10% of respondents have lived in Kensington for fewer than 5 years but 90% have lived Kensington for more than 20 years. The table below shows the distribution of years of residence.

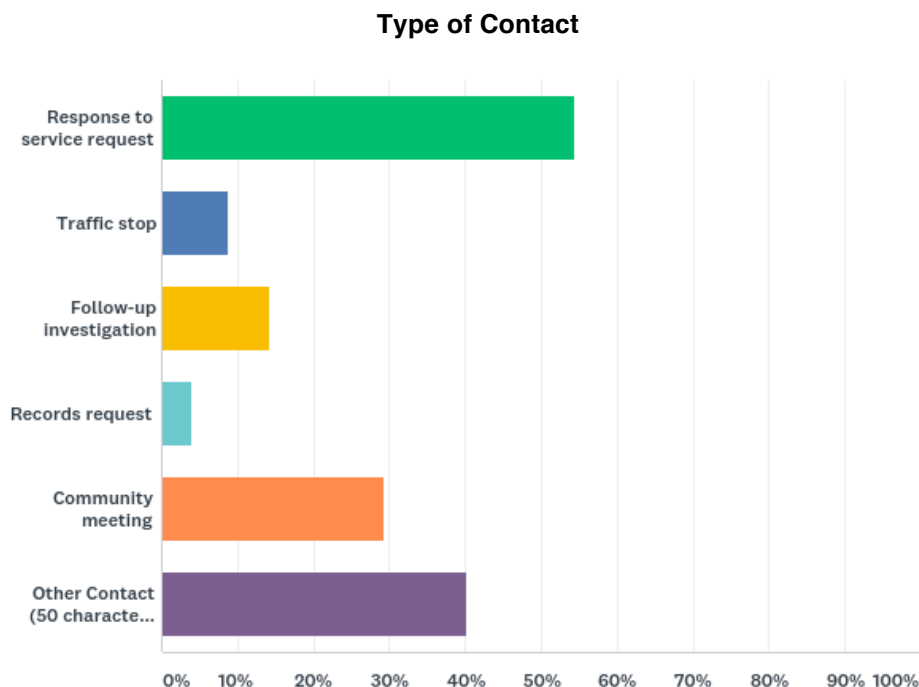
Number of Years Lived in Kensington

At 70%, most households that responded have two adults – 15% of respondents are in households with one adult and 10% have three adults. At 67%, most households that responded have no children.

FINDINGS – INTERACTIONS WITH KENSINGTON’S POLICE SERVICES

Interactions with Police Services. Over the last two years, 76% respondents have had contact with a Kensington Police Officer. Of those respondents who have had contact with Kensington Police, respondents cited Response to a Service Request as the most frequent type of contact, followed by a Community Meeting.

*Most Frequent Contact:
Response to
Service Request*



As shown in the chart above, the questionnaire allowed respondents to choose "Other" and provide a customized reason for contact with Kensington Police. Of the "Other" types of contacts, respondents stated the most frequent type of contact was also some kind of request for service.

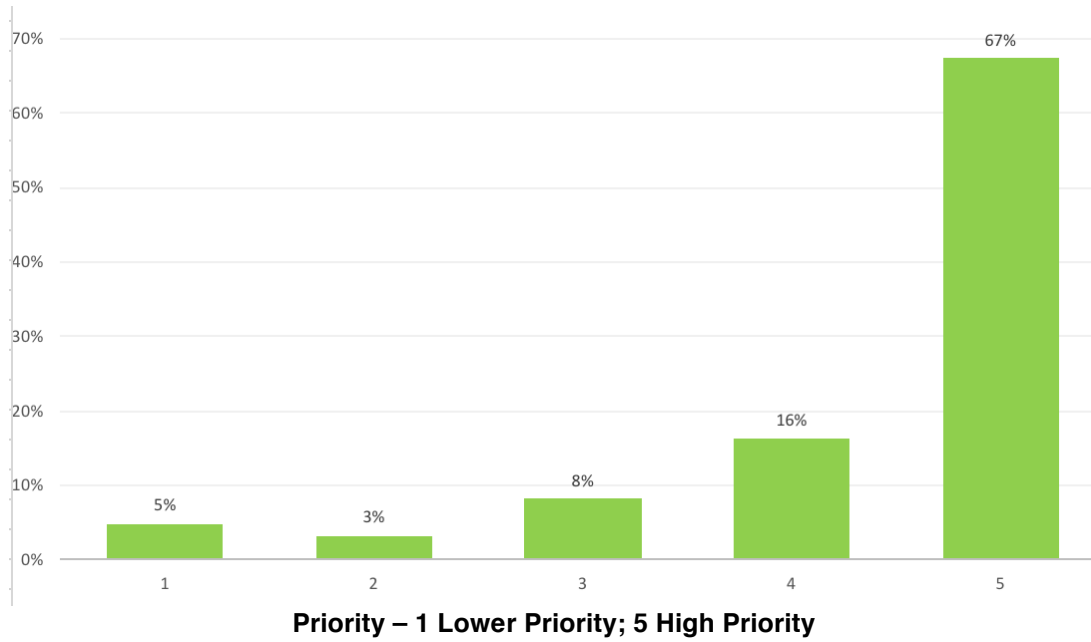
Most respondents (86%) agree or strongly agree that police officers were professional in their interactions. This rating aligns with the open-ended responses collected in the survey's final question. While some respondents reported negative experiences with police officers, open-ended responses frequently complimented police on their service, their courteous and personal demeanor, and the value they add to the Kensington community.

Significance of Police Issues. The questionnaire asked respondents to rate the significance of issues related to policing. Respondents were asked to rate significance on a scale of 1 to 5, with 1 being the least significant and being the most significant.

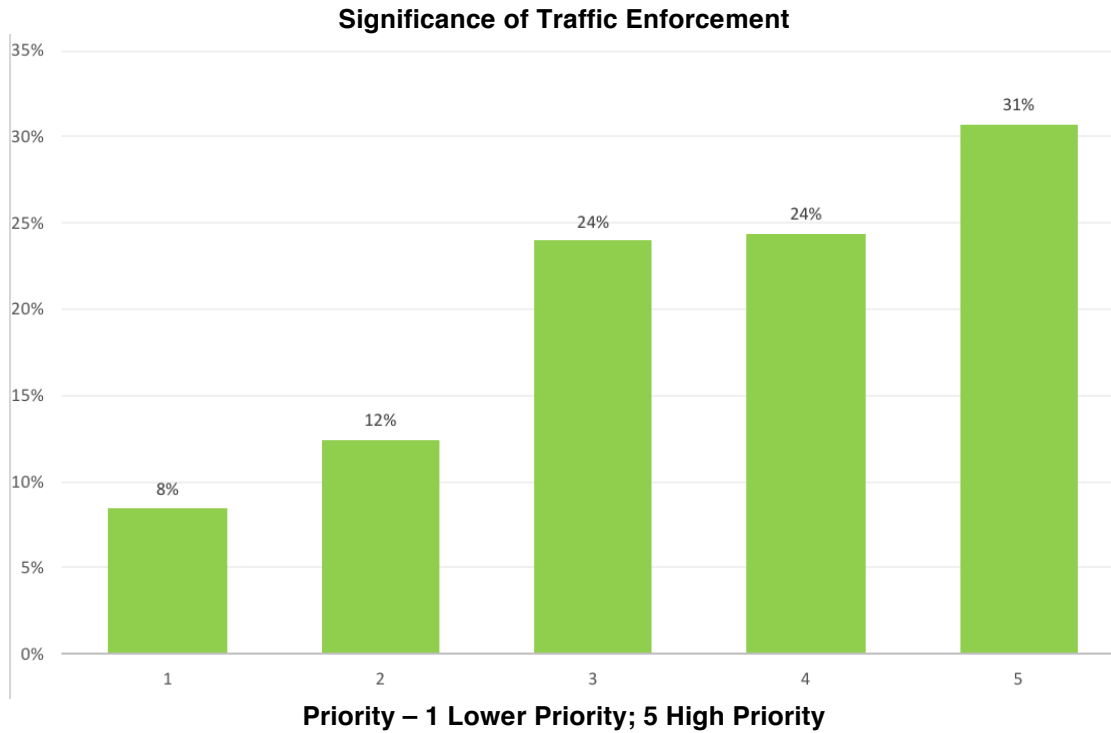
***Most Significant Policing Issue:
Property Crimes***

Property Crimes were rated as the most significant issue with 84% of respondents rating its significant as 4 or 5.

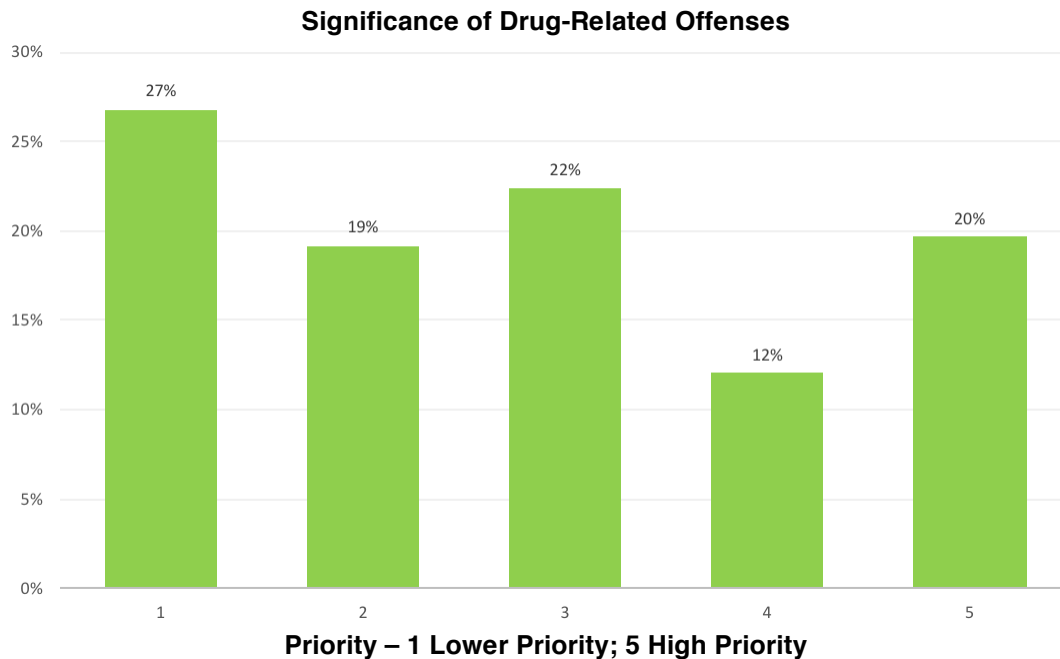
Significance of Property Crimes



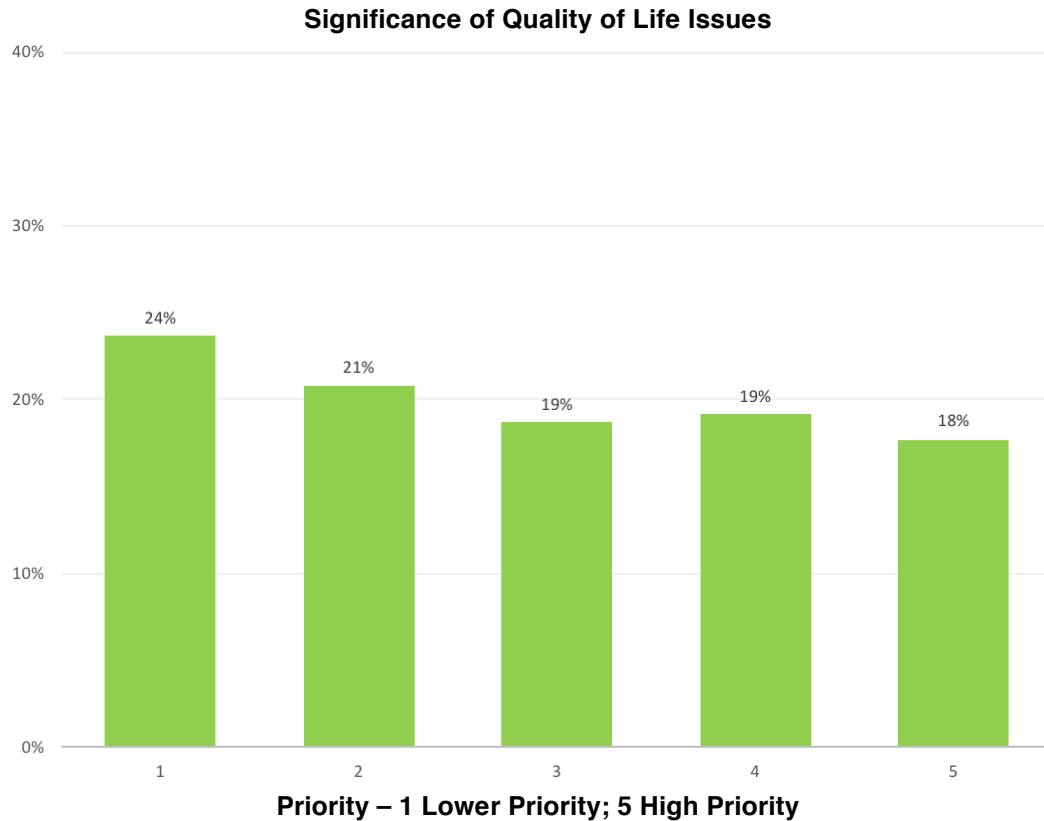
Traffic Enforcement was the second most significant issue for police with 55% of respondents rating the issues as 4 or 5.



Of the respondents who rated the significance of drug-related offenses issues, 46% rated these with low significance (rated 1 or 2) and 32% rated it as high (4 or 5).



Of the respondents who rated the significance of Quality of Life issues, such as noise dogs barking, 44% rated it with low significance (rated 1 or 2) and 37% rated it as high (4 or 5). At 32%, fewer respondents rated drug-related issues as important.



Only 31% percent of respondents rated “Other” as a significant issue.

Policing Issue Themes:
***Neighborhood Safety
 and Police Visibility***

Community issues included community policing, outreach, visibility, and care. Issues related to police included the value of a local, visible police force. However, some narrative comments identified cost and infrequent visibility as an issue. Safety issues included school, neighborhood, and emergencies.

FINDINGS – CURRENT POLICE SERVICES

Ratings of Current Police Services. The overwhelming majority of respondents feel safe in their neighborhood (98%). Most respondents agree that the Kensington Police Services are responsive to the law enforcement needs of the community (79%).

The majority agree that police services are highly regarded (65%) and that they have a positive view of police services (71%). However, about a quarter of respondents disagree with both of these statements indicating discontentment with the reputation and experience of police services.

There was also widespread opinions relating to whether Police Services proactively works with residents to address public safety issues – about a quarter of respondents disagree, while most agree that they do.

Respondents are also split on the frequency of police visibility – 56% agree that visibility is frequent, but 41% disagree.

The table, below, shows the distribution of all responses to these service questions. As the preceding summary has shown, even though there are divergences in some opinions, overwhelmingly these results are positive.

Current Police Services Ratings

	SA ¹⁶	A	D	SD
I feel safe walking in my neighborhood.	74%	24%	1%	1%
Police services are highly regarded in the community.	35%	30%	18%	10%
I have a positive view of the police services in Kensington.	40%	31%	15%	9%
The Kensington Police Department is responsive to the law enforcement needs of the community.	41%	38%	8%	5%
I frequently see police patrol vehicles in my neighborhood.	20%	36%	25%	16%
The Kensington Police Department proactively works with residents to address public safety issues (community policing).	25%	31%	15%	8%

PRINCIPAL INSIGHTS

Police interactions are positive. Most respondents indicated their interactions with police were positive. Respondents cite courteous and professional contacts and helpful service.

Some issues were raised. Although respondents generally have good impressions of police services, some respondents indicated they had negative experiences with police

¹⁶ SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree.

and / or were troubled by the negative news reports regarding police activities and management.

More visibility. Many respondents indicated that they do not frequently see police units and that they would like to see more units as a deterrent to crime and traffic concerns.

More traffic patrol. Related to increasing police visibility is increasing traffic enforcement. Respondents noted that they would be open to solutions to eliminate traffic concerns such as traffic calming measures.

Service Alternatives. Although the purpose of this questionnaire was to obtain feedback on current services many respondents took the opportunity to provide their views on service alternatives. Most respondents indicated that more information needs to be provided to residents regarding the impacts of outsourcing police services.

Phase 2 Report – Police Contract Services Feasibility Analysis

KENSINGTON POLICE PROTECTION AND
COMMUNITY SERVICES DISTRICT



February 18, 2019

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1. Introduction and Executive Summary

1 Goals of the Phase 2 Study

The Matrix Consulting Group was retained by the Kensington Police Protection and Community Service District (KPPCSD) to conduct a two-phased Police Services Options Analysis. These reports go beyond prior KPPCSD initiatives conducted over prior years in that additional financial review, best management practices assessment, overall depth in the analyses, and detailed findings and recommendations for operational improvements were provided in this initiative. Study efforts included:

- **A Phase 1 report** to evaluate the efficiency, effectiveness and service delivery outcomes of the in-house Kensington police operation with appropriate findings, conclusions and recommendations surrounding future in-house staffing and operational approaches. This report has been provided previously under separate cover.
- **A Phase 2 report** to evaluate the feasibility of possible contracting for police service opportunities. This feasibility effort is subsequent to developing service delivery assumptions provided through Kensington community input. This report represents the Phase 2 effort.
- **A Phase 3 support** in the event contracting opportunities wish to be pursued. This includes development of a contract RFP and assistance in possible selection.

This **Phase 2** report is designed to evaluate the feasibility of police services contracting approaches that may be available to the KPPCSD.

2 Methodology and Process Used to Conduct the Study

The project team utilized a number of approaches in order to understand the potential police service options available to KPPCSD and issues relevant to Phase 2 including the following:

- **On-site Interviews** with potential police service delivery partners expressing a willingness to discuss law enforcement service delivery to Kensington.
- **Data collection** to include further cost-related information and data from potential partnering agencies.
- **Community feedback** was collected from a variety of sources. This included:
 - Public input sessions on March 17 and April 28, and a formal Board meeting on May 24, 2018. These meetings provided guidance with respect to what parameters were important regarding potential law enforcement service delivery partners. These guidelines were used to help identify the most probable law enforcement service delivery candidates.
 - An online community survey was developed for the public to provide input on the quality of existing police services and on ideas to improve service delivery. There were 628 responses to the project team in addition to many separate emails.

This Phase 2 report represents the culmination of this effort, presenting the results of our analysis, including findings and conclusions on relevant issues identified.

3 Executive Summary

The following reflects the highlights of our Phase 2 Police Contract Services Feasibility Analysis. A contract for service model is compared to the Phase 1 recommended Kensington Police staffing of eleven (11) in-house positions (10 sworn and 1 civilian). There are many qualitative and quantitative factors to consider when determining a potential contracting partner.

(1) Approach to Contract for Services

The process developed by the project team for this assessment included:

- The Matrix Consulting Group, with the support of the KPPCSD and community, devised guiding principles under which possible police contractors would be selected for possible solicitation of service. Key principles included:
 - Adjacency to Kensington borders.

- Dedicated Kensington “beat” with the community not a part of a broader geographic service delivery area.
- Dedicated full-time patrol resources in the beat with appropriate rapid back-up. As practical, dedicated officers to Kensington in the long-term.
- A specific policing plan dedicated to Kensington’s unique needs.
- Based on these assumptions, the cities of Berkeley, Albany and El Cerrito were selected as possible “best-fit” contracting candidates with the latter two cities being most practical given our research.
 - Berkeley did not respond to multiple contacting inquiries.
 - Albany expressed little interest in providing a police contract for service in the short term because of several key administrative changes, including a new Chief emphasizing restructuring, recruitment challenges, and other needs.
 - El Cerrito noted some reservations regarding contracting but was open to full contract services and hybrid contracting models.
 - Two of the three agencies (El Cerrito and Albany) are changing city managers.

It should be noted, that the interest in contracting can be variable over time and can depend on the experience and management philosophy of the police chief and city managers.

- If Kensington chose a full law enforcement contract for service model, there are important cost considerations regarding the CalPERS retirement system. Kensington could move from an ‘Active’ status account to either:
 - An ‘Inactive’ Status account which would force Kensington to pay the Unfunded Accrued Liability on retirement on fixed annual payment over 15-years.
 - A ‘Terminated’ Status account which would be far more expensive for the District. This status, however, is unlikely, and Kensington would only transition to terminated status as discussed in the following bullet.
- Kensington can avoid transitioning to ‘Terminated’ Status by avoiding the following:
 - Dissolving the agency.

- Merging with a non-CalPERS agency (and thus is no longer in existence).
- Failing to pay any owed contributions (e.g., the Unfunded Accrued Liability) in a timely manner.
- Failing to report employees eligible for the retirement program (e.g., in the event of outsourcing but still having an eligible employee working for the agency).
- Kensington could avoid the ‘Unfunded Termination Liability’ ranging from \$13.9 million to \$16.5 million payable over 15-years by avoiding the four criteria noted above. The preferred ‘Inactive’ status would instead result in the following:
 - A mandated 15-year fixed payment plan for Unfunded Accrued Liability (versus a 15-year, 20-year or 30-year amortized plan for an ‘Active’ status).
 - A flat-rate annual payment over the 15-years as opposed to a graduated ‘bell-curve’ amortized schedule. This flat rate would be \$431,045 per year; this is a higher payment for the first seven-years of approximately \$308,000¹ over that time period when juxtaposed against a similar 15-year amortized schedule. Moreover, at the end of both 15-year payment plans, the flat-rate payment is only \$15,000 more than the amortized schedule. Importantly, nearly \$926,000² would be additionally paid in the first seven-years of the 15-year flat-rate plan when compared to a 30-year amortized schedule. These data are further illustrated in the Unfunded Accrued Liability Payments Under Various Options Table later in this report.
- A contract for a full-service contract model and a revised best practices in-house police service delivery model demonstrate costs are essentially equivalent given the various factors considered.
 - Staffing requirements in a contract for service scenario are only modestly reduced from 11 to 9;
 - Compensation costs of a contracting agency would be higher than what Kensington now provides and pays;
 - A “fully-loaded” overhead rate of 8% to 15% on top of direct operating costs would be consistent with best-practice.

¹ Flat-rate payments of \$3,017,312 minus 15-year amortized payments of \$2,709,085 in the first seven year period. $\$3,017,312 - \$2,709,085 = \$308,227$.

² Flat-rate payments of \$3,017,312 minus 30-year amortized payments of \$2,091,457 in the first seven year period. $\$3,017,312 - \$2,091,457 = \$925,855$.

- Cost comparisons between the Phase 1 recommended in-house police operation, a full-service contract, and current police operations are further detailed in the report, but summarized in the following table. It is important to note, particularly with respect to the sample full services contract, that this model has a number of uncertainties because potential contract partners may propose services very differently than estimated. By example, some agencies may forego “Administrative Overhead” while others may charge a higher proportion based on their city’s cost allocation methods.

Estimated Budget Comparison for Three Operational Options

Line Item	Phase 1 Report Revised In-house Police Approach	Sample Full Services Contract	Current Operation
Compensation			
Salary	\$1,101,243	\$1,398,289	\$1,101,243
Phase 1 Sal/Ret Raise	\$366,956	-	-
Benefits	\$664,122	\$699,133	\$664,122
OPEB Retiree Benefits	\$400,693	\$400,693	\$400,693
Sub-Total Salary/Benefits	\$2,533,014	\$2,498,115	\$2,166,058
Phase 1 Rpt. Add'l Costs			
New Positions' Salary	\$130,112	-	-
Benefit Increases	\$37,557	-	-
Retirement	\$36,144	-	-
SS and Workers Comp	\$12,436	-	-
Misc. PD Equip/Supplies	\$30,750	-	-
Training-related	\$78,009	-	-
Reserves	\$19,350	-	-
Additional Vehicle O&M	\$9,063	-	-
Sub-Total Phase 1 Adds	\$353,420	-	-
Other Costs			
Other Police Expenses	\$412,811	\$476,095	\$412,811
Admin. Overhead	-	\$386,647	-
Unfunded Accrued Liability	\$354,893	\$431,045	\$354,893
CalPERS Payment			
TOTAL:	\$3,654,138	\$3,791,902	\$2,933,762
Change Compared to Current Operations	+\$720,376	+\$858,140	N/A

As shown above, the costs of an in-house police department and sample full services contract are well above current operations. Note that the table above does not include potential hybrid law enforcement models discussed later in this report. For example, Kensington could field their own sworn staff during day shift and contract out

night shift patrol response, investigative work, and property and evidence. Our analysis suggests there are possible operational savings for adopting a hybrid model dependent upon the kind of hybrid service delivery approach selected. By example, a hybrid patrol deployment model could result in the following savings to Kensington based on a Phase I recommended patrol deployment model (excluding salary raises).

Hybrid Shared Patrol Services Contract Approaches

Contractor Response	Est. Cost	Est. Salary Savings	Annual Difference
One Officer Night Beat	\$ 434,803	\$ 536,756	(\$102,353)
Call Response Only	\$ 48,125	\$ 536,756	(\$488,631)

Irrespective of the operational model ultimately selected, Kensington would always have a police facility under which police services would be deployed.

(2) Outcomes of the Quantitative Analysis

Kensington cannot presently afford the expense associated with the Phase 1 revised in-house police approach or the sample full service contract. KPPCSD is challenged with respect to delivering best practice law enforcement at a reasonable and sustainable cost. The costs for a revised in-house police service operation, as well as a full contract for service, are both more expensive than existing police services delivery. This is compounded in all operational scenarios due to Kensington's Unfunded Accrued Liability expense for CalPERS, and the on-going funding requirements for existing and pending retirees and their dependents related to the Other Post-Employment Benefits including medical / dental / vision provision. These factors result in Kensington's need to consider additional options relative to police service delivery and/or methods for funding these services:

- Development of a hybrid police service delivery model using in-house and contract services together to arrive at a reasonable and safe service level.
- A Parcel Tax to fund additional policing services as outlined whether these are provided through contract or by in-house personnel.

Beyond the quantitative outcomes that show full contract for service estimated costs are only marginally below a revised in-house policing approach (as described in the Phase 1 report), there are important qualitative issues to consider.

(3) Outcomes of the Qualitative Analysis

Beyond the quantitative factors when comparing contract options versus in-house options, there are a number of qualitative factors that must be considered; these are not insignificant. Challenges faced by an internal Kensington police operation include:

- An internal Kensington police operation requires additional sworn resources to provide for officer safety and 24-hour supervision despite limited community generated calls for service and infrequent, minor crimes. Additional sworn supervisory resources need to be dedicated not because there is sufficient workload to justify it, but because there is a need to mitigate risks.
- Recruitment and retention will remain an acute challenge in Kensington due to several factors that include current salary compensation and an operational environment that is not considered “challenging” enough to many potential recruits and laterals.
- There is limited promotional opportunity, career path upward mobility, and specialized assignments for Kensington police personnel.
- Small departments have difficulties gaining expertise in important law enforcement areas such as criminal investigations, evidence processing, specialized traffic enforcement, consistent use of perishable skills (e.g. arrest procedures), etc.
- Kensington is too small to have professionalized ancillary supporting services such as dedicated Internal Affairs, dedicated Human Resources, dedicated police records management, etc.
- The absence of professionalized ancillary support and other factors common to very small departments can have an impact on a community’s risk. For example,

over the last 10-years approximately one-third of the 15 claims against the City related to police operations are related to Errors & Omissions and Employment Practices Liability (as opposed to injury/damage events).

Micro-agencies such as Kensington, which represent one in approximately 30 policing agencies in California with 10 or fewer sworn staff, have operational difficulties generally not experienced by their larger law enforcement counterparts. While recruitment of law enforcement personnel is a national issue, it is exacerbated in very small police departments. Moreover, maintaining staffing levels is extremely problematic in very small departments as the loss of only one person can have significant operational impact, whereas such a reduction in larger police departments can be partially mitigated.

Larger police agencies have the flexibility to provide a multitude of opportunities to their communities and employees, ranging from specialized support provided by both sworn (focused traffic enforcement) and non-sworn (dedicated crime prevention) staff. Career mobility and advancement in larger agencies helps retain personnel, thereby facilitating the development of various law enforcement expertise. It is for these reasons that many local governments across the country choose to contract for law enforcement service delivery. Potential advantages include:

- Only one officer dedicated to a Kensington beat given that there would be appropriate external back-up, especially from an adjacent community.
- First-line supervision could be provided more effectively as a sergeant would be supervising several staff as opposed to just one officer.
- Different kinds of specialized support could be provided, such as dedicated traffic enforcement efforts by Motor Officers, depending on Kensington's unique needs.

As discussed in the Phase 1 report, there are obviously counterpoints to the

various advantages and disadvantages noted. All factors must be considered when arriving at a conclusion on an approach to addressing Kensington law enforcement service delivery.

(4) Conclusion

Given the totality of quantitative and qualitative information, and because of numerous analytical assumptions and uncertainties, Kensington should test the market with respect to contracted law enforcement services that could potentially be provided, with the related costs. Kensington should pursue the development of a Request for Proposal for a full-service police contracting partner with a willingness to explore hybrid law enforcement approaches. While a full service contract is more expensive than current operations, the present approach to providing Kensington police services was determined to be untenable in Phase 1 of this project. A contract offers modest cost savings compared to fixing issues identified with current operations.

Given the comparable costs between a revised in-house policing approach and a contract for service model, a hybrid service delivery model, in which Kensington provides some core police services and a contractor provides supporting services, could be the most effective approach. Potential approaches are evaluated later in the report.

2. Kensington Police Services Phase 1 Impacts

This section provides a summary of the key findings, conclusions and recommendations in the Phase 1 report impacts the work in Phase 2.

1 Key Service and Operational Findings of Phase 1

The following sub-sections provide key operational findings of the Phase 1 report.

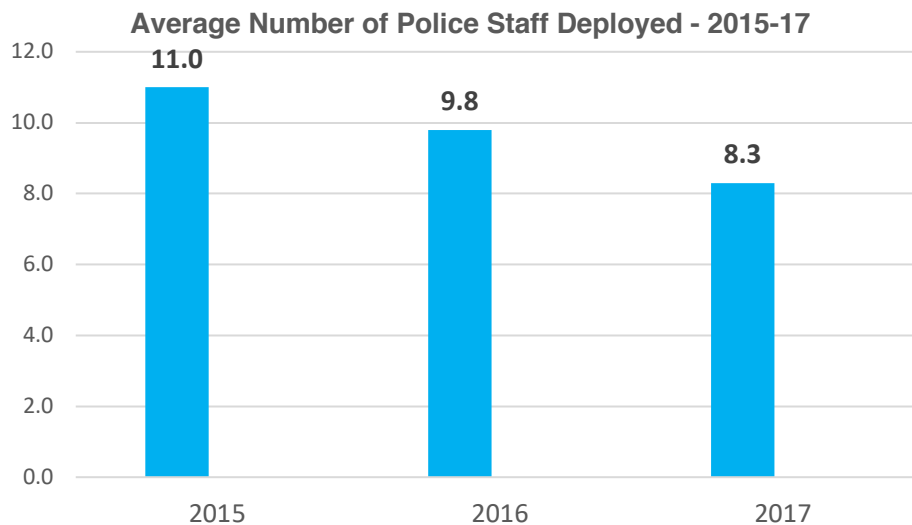
(1) Crime Rate.

Kensington has a very low rate of ‘major crimes’ (as defined by the FBI in its Uniform Crime Reports) – violent crimes, in fact, are rare in the community. Overall, Kensington is a very safe community with both violent and property crime rates trending downward. Indeed, Part I Crimes Per 1,000 residents shows Kensington ranking 31st of 461 California communities reporting (top 7%).

Kensington Part I Crimes						
	2012	2013	2014	2015	2016	2017
Violent Crime	4	5	2	1	3	3
Criminal Homicide	1	0	0	0	0	0
Rape	0	0	1	0	0	1
Robbery	3	0	0	0	0	1
Aggravated Assault	0	5	1	1	3	1
Property crime	85	85	46	86	56	49
Burglary	30	36	16	21	20	13
Larceny-Theft	45	35	25	52	36	29
Motor Vehicle Theft	10	14	5	13	0	7
Arson	2	2	0	0	0	0
Part I Crimes Per 1,000	9.7					
6-YR Violent Crime						▼ -40%
6-YR Property Crime						▼ -42%

(2) Staffing Changes.

Kensington, over the last few years, has experienced a significant turnover rate, impacting the ability to deliver law enforcement services. Staffing has been in decline from 2015-2017 with a 29% reduction in on duty staff over the three-year period. The following graph shows the number of police positions on staff and compares this to the number actually on patrol-related duty after subtracting the civilian position, personnel on long-term injury or other leave, and similar extended absenteeism.



(3) Workload Metrics.

The project team was provided community-generated Call for Service data for Kensington from the Albany Police Department for July 2017 through January 2018 and annualized this information because of the change in contract dispatch services. On an annualized basis there were 1,565 community generated calls for service, just over four (4) such incidents per day. The large majority of these calls are lower priority events as they typically represent neither high risk or serious criminal events.

The busiest times Kensington experiences are in the morning from 9 a.m. to 11 a.m. This time block, however, only experiences slightly more than one call for service per day during the two-hour period.

Response times in Kensington average approximately 14 minutes. Kensington response times need to be viewed in the context that virtually all activities requiring police response are lower priority. This impacts response urgency, including the speed of response. The street network and topography of the District are also factors. As a result, average response times in Kensington are adequate from a service level perspective and conform to common response time averages in communities with low priority calls for service. One potential issue, however, is that calls for service are being held in the dispatch center an average of six minutes. This should be resolved with Albany Police Department.

The availability and utilization of 'proactive time' is essential for effective policing. Without it, officers are handling problems which occurred minutes ago rather than anticipating future problems. Generally, small agencies have or target proactivity levels of at least 50% of total time. Based on Calls for Service workloads, the amount of proactive time available to patrol officers in Kensington is shown in the following table.

Overall Patrol Proactivity

Total Patrol Net Available Hours		7,908
Total Patrol Workload Hours	–	1,528
<hr/>		
Resulting # of Uncommitted Hours	=	6,380
<i>Divided by total net available hours</i>	<i>÷</i>	7,908
Overall Proactivity Level	=	80.7%

Gross proactivity is quite high in Kensington – over 80%. This proactivity provides officers in the District with exceptional abilities for patrol services to be able to respond to community-generated calls for service, while also having significant community-oriented proactive capabilities. Such proactive time usage should be guided, in part, by community expectation based on a strategic planning effort.

(4) Factors Impacting Staffing Levels

As a small policing agency Kensington suffers from some important risks related to staffing that are relatively common for many similar policing agencies. These include:

- **Recruitment and retention difficulties.** As discussed in the Phase 1 report, retention for Kensington has been difficult; this is a national problem for agencies of all sizes. This is exacerbated by several factors described in the Phase 1 report but includes such things as limited ability to “fight crime,” lower wages compared to counterpart agencies, etc.
- **Lack of 24-hour supervision.** Kensington’s current deployment strategy (on nights and partial weekends) foregoes first-line supervision. This is typically a consequence of fiscal realities. Lack of supervision is a high-risk endeavor and should be avoided.
- **Officer safety issues.** Similar to the above, small agencies will often field only one sworn officer, increasing the risks to that individual. This is Kensington’s current deployment strategy in some instances, and the Phase 1 report recommends this be avoided.

- **Best-practice training efforts.** Such efforts include at minimum 40-hours annually of training which Kensington does not provide. This is recommended to be rectified as lack of training increases risks.
- **Equipping officers** with effective police technologies / equipment. Modern policing suggests the use of advanced equipment is best-practice and minimizes risk. Body-worn cameras have been recommended.

The key issue, then, is devising an appropriate staffing plan and operational approach to address the above areas if KPPCSD continues with an in-house police service delivery approach.

(5) Phase 1 Key Findings and Conclusions.

As a consequence of the analysis surrounding the requirements for an in-house KPPCSD law enforcement agency, the following key findings and recommendations are summarized from the Phase 1 report:

- Develop an organizational structure consisting of one (1) chief, four (4) sergeants, one (1) corporal, (4) four officers and one (1) police services specialist for a total of 11 staff positions. Eliminate the detective position and assign all investigative efforts to patrol sergeants and officers. This staffing complement results in two on duty at all times, with one being a supervisor.
- Deploy all sergeants and officers/corporal on the team-based 12-hour shift schedule.
- The corporal position, providing both line support and back-up supervision to sergeants, should be rotated for coverage purposes and receive compensatory pay when rotated off the dedicated “Day Shift” assignment.
- As noted previously, there are several additional recommendations related to mitigating risk including improved training, additional equipment, ensuring two field staff at all times, etc. Please consult the Phase 1 report for a listing of all in-house operational recommendations.

In conclusion, the Matrix Consulting Group recommends various changes to in-house Kensington police operations to lower risk, improve service, and operate consistent

with best practice.

2 Key Fiscal Findings Related to Phase 1

The additional costs associated with staffing and operational recommendations are shown in the table below.

Costs Associated with Phase 1 Report Recommendations

New Costs	New Annual \$	Notes
Salary	\$130,112	Additional Recommended Staff
Health Benefits	\$37,557	Additional Recommended Staff
Retirement SS and Workers Comp	\$36,144	Additional Recommended Staff
Incr.	\$12,436	Additional Recommended Staff
Misc. Police Equipment & Supplies	\$30,750	Rentals for new equipment and add'l staff
Training-related	\$78,009	Apx 2% plus mentorship/special training
Reserves	\$19,350	Double size reserve program
Additional Vehicle O&M Costs ³	\$9,063	Additional Recommended Staff
TOTAL	\$353,420	

If KPPCSD implements a more competitive salary, which the project team recommended based on the information provided in Phase 1, costs would also increase beyond those noted in the table above. A 25% higher salary increase to increase competitiveness would result in an additional cost of \$366,956 per year in salary and benefits.

Based on the above information, the following table shows a summarized proforma budget for Phase 1 recommendations.

³ Operations and Maintenance (O&M) does not include the possible need for one additional vehicle which can be leased on a monthly basis or purchased outright. Dependent upon manufacturer and outfitting, capital costs for such a vehicle purchase would be approximately \$42,000 to \$57,000.

**Estimated Budget Associated with Phase 1 Recommended In-house Police Operation
(2018 Costs)**

Line Item	Phase 1 Report Revised In-house Police Approach	Notes
Compensation		
Salary ⁴	\$1,101,243	2018 Kensington Budget
Phase 1 Sal/Ret Raise ⁵	\$366,956	25% compensation increase on all positions
Baseline Benefits	\$664,122	2018 Kensington Budget
OPEB Retiree Benefits ⁶	\$400,693	2018 Kensington Budget
Sub-Total Salary/Benefits	\$2,533,014	
Phase 1 Rpt. Add'l Costs		
New Positions' Salary	\$130,112	
Benefit Increases	\$37,557	
Retirement	\$36,144	
SS and Workers Comp	\$12,436	
Misc. PD Equip/Supplies	\$30,750	
Training-related	\$78,009	
Reserves	\$19,350	
Add'l Vehicle O&M	\$9,063	
Sub-Total Phase 1 Adds	\$353,420	See Phase 1 Recommendation Table
Other Costs		
Other Police Expenses	\$412,811	2018 Kensington Budget
Unfunded Accrued Liability	\$354,893	1 st year payment of 15-year amortized schedule
CalPERS Payment		1 st year payment
TOTAL:	\$3,654,138	

The above table can be compared against the current 2018 law enforcement budget, shown below, that also includes the 15-year Unfunded Accrued Liability.

Budget Associated with Current In-house Police Operation (2018 Costs)

Line Item	Estimated Cost	Notes
Salary	\$1,101,243	2018 Kensington Budget
Baseline Benefits	\$664,122	2018 Kensington Budget
OPEB Retiree Benefits	\$400,693	2018 Kensington Budget
Other Police Expenses	\$412,811	2018 Kensington Budget
Unfunded Accrued Liability	\$354,893	15-year amortized schedule, 1 st year payment
CalPERS Payment		(2017 actuarial).
TOTAL:	\$2,933,762	

⁴ Includes overtime, uniform allowance, etc.

⁵ Includes salary and retirement impact.

⁶ The Other Post-Employment Benefits (OPEB) includes both retiree medical/dental/vision as well as funding of a Trust Account for estimated expenses for future and existing retiree benefits based on a two-year actuarial. The annual level of funding for the Trust account is a policy decision.

The estimated annual cost differential between the two operational approaches is \$720,376 per year.

These existing and recommended in-house operational approaches, and the costs associated with Phase 1, can be compared to information provided in the following chapters regarding alternative law enforcement service delivery.

2. Guiding Principles for Contract Services

This section provides a description of law enforcement contract for service perceived benefits and disadvantages and guiding principles to be used by KPPCSD to determine potential contract for service partners. It concludes with a comparison of the in-house Kensington recommended police staffing model and a likely contract for service staffing model.

1 Law Enforcement Contract for Service Overview

Over the last fifteen years the Matrix Consulting Group has worked with municipalities in California and throughout the nation on service delivery alternatives, including contract-related services. Contracting for law-enforcement services has long existed, but changing community conditions, coupled with the increasing cost and difficulty of providing police services, have increased the interest in and adoption of contracted police services.⁷

National research continues to be conducted with respect to the perceived advantages and disadvantages of contracting. According to the *National Sheriff's Association (NSA)*, "Contract law enforcement offers small municipalities a wide range of services at a reduced cost; and it allows contractor towns to choose the specific levels and types of services that best meet the needs of their citizenry."⁸ Our experience generally mirrors the outcomes of the national research.

⁷ *Contracting for Law Enforcement Services*, Report from Michigan State University, 3/2014, page 2,10.

⁸ <https://www.sheriffs.org/publications-resources/resources/contract-law-enforcement-services>

Larger police agencies have the flexibility to provide a multitude of opportunities to their communities and employees, ranging from specialized support provided by both sworn (focused traffic enforcement) and non-sworn (dedicated crime prevention) staff. Career mobility and advancement in larger agencies helps retain personnel, thereby facilitating the development of various law enforcement expertise. It is for these reasons, as well as others, that various local governments throughout the United States choose to contract for law enforcement service delivery.

As important as the research is “meeting the needs of the citizenry” as stated by the NSA. To that end, the viewpoints of the Kensington community that participated in this study through town halls, a survey and e-mails, need to be considered—both proponents and opponents of contracting for service.

When considering contract law enforcement services, potential partners need to be identified that can maximize the advantages and minimize the disadvantages. To accomplish this, various guiding principles for a community need to be established and are further discussed below.

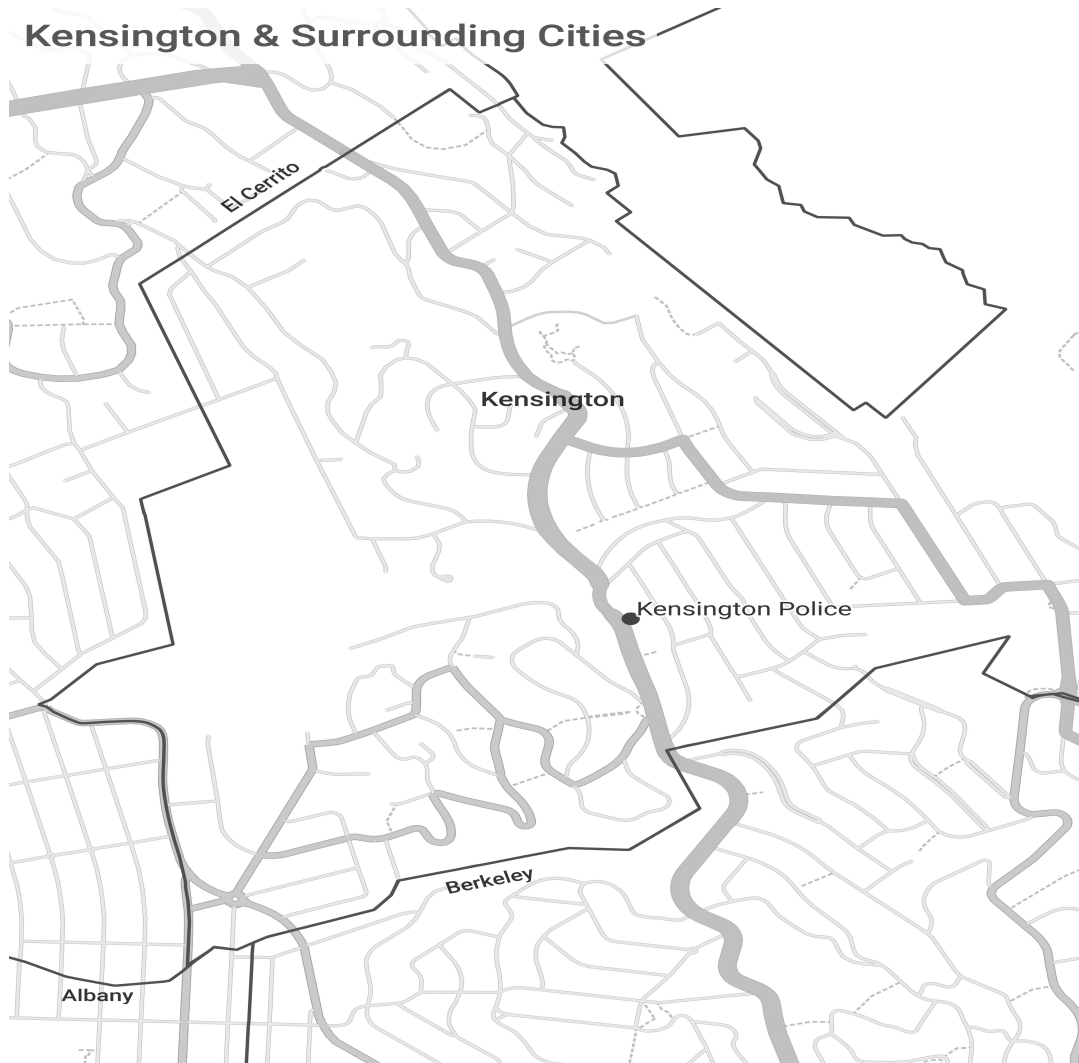
(1) Guidelines Perceived Important by the Kensington Community

The following guiding principles for contract service delivery were discussed and deemed important by over 200 Kensington residents that attended community meetings in Town Hall and other settings. The Matrix Consulting Group conducted these meetings to specifically discuss what key characteristics would be desired in a potential contract for service environment. Over the course of the study the Matrix Consulting Group also received dozens of e-mails from proponents, opponents, and those currently neutral to

potential contract for service delivery that helped inform the framework for potential contact-for-service partners.

Estimates are provided below of the estimated proportion of participants in support of the guideline as well as, where necessary, a description of the guiding principle, based on our visual observations.

- **Kensington is a Dedicated “Beat” (90%)** – Law enforcement agencies typically assign and deploy resources in specific geographic areas in order to facilitate effective law enforcement service delivery. To that end, Kensington strongly desires being their own individual beat as opposed to a sub-set of a larger beat within another community. This helps ensure police resources are dedicated exclusively to the Kensington area.
- **Long-Term Officers (95%)** – This guideline suggested that sworn staff always be dedicated to a Kensington Beat over the long-term on a 24/7/365 basis.
- **Contractor is in an Adjacent Community (90%)** – In order to facilitate the rapid deployment of supervision, back-up and specialized support services, it is often most practical to contract with a law enforcement agency that has “local presence.” This can, in some jurisdictions, be the County Sheriff, but often it is adjoining law enforcement agencies. As shown by the map below, this includes the communities of Berkeley, Albany, and El Cerrito.



- **Kensington has a Specific Community Policing Plan (60%)** – Consistent with the unique needs of the Kensington community, the contractor has a willingness to develop a specific community (oriented) or problem-oriented policing plan that serves the best interests of the locals. This plan may or may not reconcile with the broader police services plan for the entire contracting police department.

These guidelines devised from community feedback helped inform the potential candidates for contract service delivery.

(2) Critical Guidelines and Assumptions for the Matrix Consulting Group

In addition to the guiding principles provided by the community, the Matrix Consulting Group, consistent with best practices and its prior experience in police contract services assessments, recommends the following considerations for potential contract for service partners.

- **Dedicated Kensington Management and Leadership** – This reflects a specific senior management position dedicated to oversight of the Kensington contract and serving as the single-point-of-contact for the Kensington KPPCSD and community. Essentially this position, either at the Lieutenant or Captain rank, effectively acts as the “Chief of Police” for the Kensington contract and serves as the leader overseeing effective service delivery and manager of policing staff involved in the contract.
- **Comparable Community Profile** – Generally, contract for service agencies should have comparable community profiles such that the police culture that is perpetuated aligns well with the contracting agency. Police agencies with severe crime issues, homelessness, etc., by example, will have a different philosophical approach to policing than communities that do not suffer such challenges. Consequently, potential contractors should have similar community profiles with the agencies with which they contract.
- **History and Philosophy of Customer Service** – Contracting partners should have an established philosophy and demonstrated history to their community customers.
- **Prior Service Relationship** – Ideally, contracting partners should have a prior history of supporting each other formally or informally through mutual aide, other contract types, etc. This prior relationship serves as an important foundation for developing a trusted partnership.
- **Access to Police Support Services** – Contract policing agencies should be in a position to provide access to a broad array of supporting services to include special investigations, crime prevention, K9, traffic support, SWAT, and other ancillary services. These services may not be pro-bono, but they should be accessible.
- **Willingness to be Flexible in Service Delivery** – Best-in-class contractors provide services in a fashion that accommodates their contract partners, to include “hybrid” patrol models whereby an in-house police agency is supported only on one shift (e.g. graveyard) by the contractor, or the contractor provides a total

number of service hours per annum to the community based upon need. This flexibility is attractive in any potential contractor.

- **Best-practice Service Delivery Philosophy** – The agency largely operates consistent with best practices per IACP or other organizations and/or is certified by CALEA and/or other state-based agencies that audit the professional standards and policies and procedures of the agency in question. Best-practices standards previously identified in Phase 1 and duplicated here include:

Guiding Principle Best Practices

Field Staffing and Operations

For officer safety, ensure minimum staffing level of two (2) patrol personnel on calls requiring such resources (e.g. Domestic Violence).

Field units operate with an appropriate mix of supervisory and line positions.

First-line supervisors are consistently in the field to provide direct oversight and mentorship of line personnel.

Supervisors (Sergeants) routinely respond to calls for service to assist and also evaluate field performance and work of Officers.

Patrol Officers conduct thorough investigations of the calls and incidents they are assigned and write thorough reports to allow investigative follow-up of the reported crimes.

Proactive Time Usage

Proactive patrol time is in the range of 40% to 50% after subtracting time handling calls for service and administrative tasks.

Officers’ use of proactive time is directed based on, intelligence-led policing initiatives, problem-oriented policing plans, or other formal work direction.

Officers are consistently held accountable for the use of proactive time on their beats and in their shifts.

Professionalism in Policing

High levels of professional training are funded and provided on a consistent basis.

Transparency is fostered through policy, training, supervision and reporting.

Officers have the tools they need to be effective in the delivery of public safety services.

The organization has developed a strategic approach to problem and community-oriented policing through appropriate partnerships with the community.

Strategies are directly linked to performance objectives and outcomes and these are reported upon regularly.

Clear lines of authority and responsibility are designed to facilitate management, communication, and overall accountability.

Leadership knowledge, skills and abilities are expected of all staff, particularly at supervisor and management levels.

In summary, these guiding principles provide a framework in which potential contract for service partners can be chosen, as well as provide a method by which other agencies can be culled as potential candidates.

3 How Contract Guiding Principles Differ from In-house Kensington Policing Requirements

The advantages of contract services, in part discussed previously, is that they provide an opportunity to conduct business “differently” than an in-house police operation. For example, the benefits of a contract arrangement are the potential economies of scale and related advantages that can be incurred through this service delivery approach. As such, the following are key elements of how a contract arrangement would differ than the recommend (Phase 1) in-house policing model.

- **One Officer Dedicated to Kensington Beat with Appropriate Back-up** – Unlike an in-house operation that requires at all times two (2) police patrol personnel deployed for officer-safety purposes, the ability of a contractor to provide one or more officer back-up in a timely manner (given an adjoining agency) is potentially one of the most significant benefits of a contracted service delivery model. Such agencies can not only provide a second officer when needed on a call, but can provide a multiple officer back-up response in case of need. Importantly, in the large majority of instances where only one officer is needed based on workload and call types (such as in Kensington), the cost incurred for services delivery should be comparatively reduced as a mandated in-house “two staff minimum 24/7” is unnecessary in a contract environment that allows for rapid back-up from

adjoining service areas. Kensington presently has one officer frequently, but cannot consistently rely on “mutual aid” back-up and therefore should deploy two-officers at all times, as recommended, in an in-house operation.

- **Reduction in First-Line Supervision (Costs)** – As recommended in the in-house model, first-line supervision is tantamount to successful police operations. Furthermore, the recommended sergeants serve as the critical “second staff person” in the field for Kensington. In a contract environment, a first-line sergeant would supervise a larger cadre of personnel (i.e., four or more geographic beats or the entire shift), and as such only a portion of one supervisor (and associated costs) would be dedicated to Kensington’s deployment. As noted in the Phase 1 report, Kensington presently suffers from consistent first-line supervision due to staffing levels that would be resolved in a contract environment.
- **Enhanced Investigative Access** – Whereas detective work would be accomplished by in-house Kensington sergeants and officers in the recommended Phase 1 model, this model does not facilitate development of expertise in investigative efforts. Kensington’s crime is very low and thus there are insufficient caseloads to develop extensive expertise in criminal investigations. Moreover, sergeants and officers in Kensington would be multi-tasking significantly, and not have the potential time to invest in investigative efforts. A contract scenario would provide dedicated detective resources from another agency who has the training, expertise, and regional crime view to help solve key criminal events. Kensington’s ability to deliver equivalent investigative efforts is challenged based on staffing, training, and “expertise” issues.
- **Supporting Services** – Supporting services such as Records; Property & Evidence; Recruitment; Special Events Planning; dedicated Traffic Support; etc. could all be included in a contract service delivery model. Access to a broad suite of extra services could prove beneficial to the Kensington community and such services would be provided differently than the in-house model allows. Kensington only has an ability now to offer modest supporting services through in-house, mutual aid, or current contracted services.

In summary the contract service delivery model would look notably different than the recommended in-house service delivery model and as such, savings/costs associated with this contract approach would be based on a different staffing and deployment approach.

3. Analysis and Outcomes of Contract Options

Based on the previous section's Guiding Principles, the following table compares staffing-related operations of a (Phase 1) recommended in-house Kensington police operation versus a contracted operation.

In-house Police versus Contract Staffing Requirements

Staff Position	Kensington Currently Authorized	Phase 1 Report Revised In-house Police Approach	Sample Full Services Contract
Chief	1 Position	1 Position	1 Position at Lieutenant or Captain.
Sergeant	2 Positions	4 Positions	1.5 Positions (Full-time Equivalents) reflect robust amounts of time dedicated to supervising Kensington "beat."
Corporal / Detective	1 Position	1 Corporal position; most investigations conducted by Officers	Half-time (0.5) position as sufficient workload supports this specialized allocation.
Officers	5 Positions	4 officers	5 officers (1,752 net annual hours available/officer) to include staffing levels necessary for 24/7/365 coverage.
Police Services Specialist	1/2 Position	1 Position	1 civilian.
Ancillary Support	Provided by Kensington staff and contract	Provided by Kensington staff and contract	Provided by contractor either pro bono or based on specific requests for paid services (e.g. Traffic Enforcement).

In summary, the table shows how an in-house Kensington police operation of eleven (11) personnel consisting of 10 sworn and one civilian compares to a probable

contract for service model of nine (9) personnel composed of 8 sworn and 1 civilian position. This projection is subject to revisions by the actual contracting partner.

2 Outcomes of Potential Contract Partners

Based on the guiding principles developed by the Matrix Consulting Group and the Kensington community, the following outcomes are shown relative to each potential contract for service participant.

(1) City of Berkeley.

Berkeley is an adjoining municipality to Kensington, sharing a large border with significant opportunities for ingress and egress between the two communities. Crime rate per population is approximately five-times that of Kensington.

City of Berkley Part 1 Crimes

	2012	2013	2014	2015	2016
Violent Crime	487	562	431	530	602
Criminal Homicide	5	4	3	1	2
Rape	39	26	35	44	54
Robbery	335	410	263	330	361
Aggravated Assault	108	122	130	155	185
Property crime	5,696	5,377	5,102	5,906	5,420
Burglary	971	1,055	932	1,090	805
Larceny-Theft	4,084	3,658	3,615	4,099	3,965
Motor Vehicle Theft	641	664	555	717	650
Arson	15	16	15	22	24
Part I Crimes Per 1,000	49.1				
5YR Violent Crime	▲ 24%				
5YR Property Crime	▼ -5%				

Despite higher crime overall, there are some touchpoint areas with some commonality with respect to geography, demographics, lower crime, and the like. Despite this, Berkeley as a larger city with university population offers some unique contractor challenges to include:

- **Lack of Comparability** – Despite pockets of “commonality,” Berkeley is a much larger city and overall is not a comparable environment to Kensington for various reasons. Property and Person crimes are much higher, and Berkeley suffers a crimes rate-per-thousand approximately five-times greater than Kensington. As such, the approach to law enforcement service delivery differs from Kensington’s desired approach.
- **Prior Relationships** – Kensington has limited previous public safety ties to Berkeley which does not facilitate a strong contractual partnership.
- **Lack of Interest** – Most importantly, despite several repeated attempts to contact Berkeley via different approaches with regard to potential contract services to Kensington, Berkeley chose not to respond to our repeated inquiries regarding service delivery. The lack of communication did not bode well for Berkeley as a proactive and communicative contracting service delivery partner to Kensington.

In sum, Berkeley was not included as a potential contract for service partner for these key reasons.

(2) City of Albany

The City of Albany is an adjoining municipality to Kensington, sharing a small border with Kensington. The community is relatively small with fewer than 20,000 residents and has a much lower crime than Berkeley as shown below.

City of Albany Part I Crimes

	2012	2013	2014	2015	2016
Violent Crime	35	29	31	34	29
Criminal Homicide	0	0	0	1	0
Rape	2	1	0	6	0
Robbery	26	24	24	16	24
Aggravated Assault	7	4	4	11	5
Property crime	537	557	478	605	533
Burglary	116	94	105	95	62
Larceny-Theft	346	388	319	447	426
Motor Vehicle Theft	75	75	54	63	45
Arson	4	7	0	0	3
Part I Crimes Per 1,000	28.1				
5YR Violent Crime					
5YR Property Crime					

While there is more crime in Albany compared to Kensington, it is still very safe, and these communities have comparable characteristics based on demographics. Importantly, Albany once again is providing 911 dispatch services to Kensington police and serves as primary back-up to existing Kensington officers.

The various guiding principles previously mentioned resulted in the City of Albany being a potential candidate for contract service delivery. Upon further analysis and direct contact with Albany police executive staff, some issues became evident. These include:

- **Agency in Transition** –The Department is in transition with the longer-term Chief of Police retired in July 2018 and a recent successor being appointed. As such, according to interviews with police management, Albany does not believe they are able to support a service contract in the near future.
- **Recruitment Issues** – Albany is a relatively small police department and as such

suffers challenges with respect to their own recruitment and retention. Staffing is down approximately 15% at the time of this report. A need to fill their own internal positions restricts Albany as a potential partner in the nearer term.

(3) City of El Cerrito

The City of El Cerrito is an adjoining municipality to Kensington sharing the largest border with numerous ingress/egress points. El Cerrito has long-term public safety relationships with Kensington as fire service delivery is shared and they used to provide regular police back-up to Kensington. As with Albany, El Cerrito is a smaller community of approximately 25,000 but unlike Albany experiences a higher crime rate, as shown below, which brings service delivery challenges.

City of El Cerrito Part 1 Crimes

	2012	2013	2014	2015	2016
Violent Crime	128	92	77	97	137
Criminal Homicide	0	0	0	1	1
Rape	2	0	0	2	6
Robbery	79	63	43	68	78
Aggravated Assault	47	29	31	26	52
Property crime	1,022	1,120	926	1,231	1,064
Burglary	239	280	158	211	126
Larceny-Theft	635	717	667	899	831
Motor Vehicle Theft	148	123	101	121	107
Arson	1	1	8	2	3
Part I Crimes Per 1,000	47.6				
5YR Violent Crime	▲ 7%				
5YR Property Crime	▲ 4%				

The various guiding principles previously mentioned resulted in the City of El Cerrito being a strong candidate for potential contract service delivery. Discussions with

the City Manager, Police Chief, and other El Cerrito representatives, however, resulted in ambivalence with respect to a desire to provide contract law enforcement services to Kensington. Their reasons included:

- Challenges maintaining existing sworn staffing levels exclusive of the need to augment staffing for a Kensington contract.
- Prior formal (2009) and informal (2015/16) discussions and cost estimates to provide law enforcement contract for service that did not come to fruition.
- Concern that the Kensington community is divided regarding contracting and the potential impact on the service delivery environment and community relationships. No formal independent poll accomplished to gauge such interest.
- Kensington's unique service environment and the District's community expectations may make it difficult for El Cerrito to meet needs.

In summary, the City of El Cerrito has reservations at this time to enter in a contract. While El Cerrito has modest interest in considering 'Hybrid' models, in certain hybrid models discussed later, El Cerrito would be required to help facilitate 911 dispatch integration if Kensington continued to use Albany PD as a dispatch agency. This might require currently unpredictable capital investments that would change contract costs noted in this report.

(4) Concluding Remarks Regarding Full Contract for Service Partners

It is important to note that these potential partners and their sentiments expressed reflect a "snapshot in time." Opinions can shift dependent upon a variety of variables. On-going contact with El Cerrito, for example, showed a modest shift in exploring various partnering opportunities to include hybrid models later discussed.

It is further important to recognize that the contract partnering assumptions are based on previously established criteria based on our analysis and suggestions from the

Kensington community. Alteration of these assumptions, such as including only potential contract partners that are on a contiguous border, would have a notable impact on operational assumptions and the related costs. This does not suggest that such opportunities are not possible; it does, however, indicate that such possibilities are not included in this feasibility analysis.

2 Potential Costs Associated with Kensington Contract Service Delivery

Irrespective of the potential lack of interest on the part of a reasonable service provider, there are important fiscally-related factors that must be considered in any alternative service delivery approach.

(1) Fully-loaded Costs for a Police Contract for Service Has Modest Fiscal Benefits Compared to Recommended Phase 1 In-house Police Services

As shown earlier in the chapter, a contract for service arrangement, regardless of service provider, will require approximately 9 personnel as opposed to the 11 personnel in the recommended in-house Kensington police operation. This is a staff savings of 2 positions associated with a likely contract for service model.

In order to demonstrate fiscally-related outcomes, data from El Cerrito—the most likely contract candidate – is used to demonstrate cost-related comparisons.

- **Salaries** - As stipulated in the Phase 1 report, police agencies' salaries competing with Kensington are significantly higher than Kensington salaries. As such, additional salary expense would be incurred under a contract scenario. A portion of the salary table from the Phase 1 report is duplicated below:

El Cerrito versus Kensington Mid-Point Police Officer Salaries

Agency	Mid-point Annual Salary
El Cerrito	\$96,534
Kensington	\$76,359

- **Baseline Benefits** - Kensington offers an approximate 60%⁹ baseline benefit rate (with full family medical) for existing employees compared to a community such as El Cerrito which offers an approximate 50% benefit rate. The table below illustrates a comparison between fully-loaded salary and benefits for the mid-point officer.

El Cerrito versus Kensington Mid-point Police Officer Salary-Benefits

Agency	Calculated Annual Salary/Baseline Benefits
El Cerrito	\$144,801
Kensington	\$127,520

Importantly the above baseline salary/benefit figures *do not include* for Kensington a current obligation to pay for retirees' and their dependents' medical/dental/vision classified as Other Post-Employment Benefits (OPEB). The benefit varies, dependent upon the funding level of an OPEB Trust account for existing/future retirees. As such, this benefit could be added to the above Kensington officer salary and benefit structure, thereby further closing the gap on total compensation when compared to El Cerrito.

- **Administrative Overhead** - Best practice suggests that an overhead rate will be levied as part of contract terms and conditions. A contract with "fully-loaded" costs includes both the direct and indirect (overhead) costs associated with providing police services. Indirect costs required to manage the contract (Police Department's Chief, City Attorney, public records requests, payroll support, crime scene investigation, etc.) would very likely be incorporated into the contract for service. These fully-loaded overhead charges generally range from 8% to 15% of the total direct services costs.
- **Inactive Status Unfunded Accrued Liability** - CalPERS Unfunded Accrued Liability, also known as UAL, will be incurred at an 'Inactive' status for the first 15-years of the contract totaling a flat-rate annual payment of \$431,045.

⁹ As shown in the prior Estimated Budget Associated with Phase 1 Recommended In-house Police Operations (2018) table, \$664,122/\$1,101,243 = 60%

These charges can be converted to an estimated table based on our analysis and predictions of what a El Cerrito (or other agency) contract for service might look like.

Estimated Budget Associated with Sample Contracted Law Enforcement Services (2018 Costs – El Cerrito Model)

Line Item	Sample Full Contract Law Enforcement	Notes
Compensation		
Salary	\$1,398,289	9 Staff at expected mid-point salary
Phase 1 Sal/Ret Raise	-	
Benefits	\$699,133	
OPEB Retiree Benefits	\$400,693	
Sub-Total Salary/Benefits	\$2,498,115	
Other Costs		
Other Police Expenses	\$476,095	% of "Other Police Expenses" compared to total operating costs for a small police agency
Admin. Overhead	\$386,647	Indirect charges for support est. at 15%
Unfunded Accrued Liability	\$431,045	For first 15-years of contract.
CalPERS Payment		
TOTAL:	\$3,791,902	

These contract estimates can be juxtaposed against information from prior tables to show a comparison of estimated operational costs under different law enforcement operating scenarios. This is shown in the table below.

Estimated Budget Comparison for Three Operational Options

Line Item	Phase 1 Report Revised In-house Police Approach	Sample Full Services Contract	Current Operation
Compensation			
Salary	\$1,101,243	\$1,398,289	\$1,101,243
Phase 1 Sal/Ret Raise	\$366,956	-	-
Benefits	\$664,122	\$699,133	\$664,122
OPEB Retiree Benefits ¹⁰	\$400,693	\$400,693	\$400,693
Sub-Total Salary/Benefits	\$2,533,014	\$2,498,115	\$2,166,058
Phase 1 Rpt. Add'l Costs			
New Positions' Salary	\$130,112	-	-
Benefit Increases	\$37,557	-	-
Retirement	\$36,144	-	-
SS and Workers Comp	\$12,436	-	-
Misc. PD Equip/Supplies	\$30,750	-	-
Training-related	\$78,009	-	-
Reserves	\$19,350	-	-
Additional Vehicle O&M	\$9,063	-	-
Sub-Total Phase 1 Adds	\$353,420	-	-
Other Costs			
Other Police Expenses	\$412,811	\$476,095	\$412,811
Admin. Overhead	-	\$386,647	-
Unfunded Accrued Liability	\$354,893	\$431,045	\$354,893
CalPERS Payment			
TOTAL:	\$3,654,138	\$3,791,902	\$2,933,762
Change Compared to Current Operations	+\$720,376	+\$858,140	N/A

In summary, the modest police staffing level reductions in a Kensington contracting scenario compared to an in-house Kensington Phase 1 policing approach reflect a modest increase compared to the categorical expenditures noted above. Importantly, the revision or elimination of one line item such as Contract Administrative Overhead would reflect a contract less expensive than a revised in-house operation. Moreover, and importantly, if Kensington were to forego recommended salary increases as discussed

¹⁰ The Other Post-Employment Benefits (OPEB) includes both retiree medical/dental/vision as well as funding of a Trust Account. This would also need to be paid in a contract scenario. The Trust Account can fluctuate; as a result, this line item would change equally in all options.

previously, there is a likelihood that internal Kensington operational costs would remain notably less expensive than a contract for service delivery model. The possible iterations of different in-house versus contract-for-service policing operations are significant, and the above comparison reflects only one of several possibilities. This is discussed further later in this report.

(2) Funding of the California Employee Retirement System (CalPERS) on Inactivation or Termination of In-house Police Services Is a Factor for Consideration.

Similar to many public sector agencies throughout the nation, Kensington has an Unfunded Accrued Liability for CalPERS retirement of \$3.670 million as of July 2017, the most recently available actuarial analysis.¹¹ While this obligation alone requires a fiscal payment in the first 10-years beginning in 2018 of \$202,139 to \$445,221 annually dependent upon a 30-year, 20-year or 15-year amortization schedule¹², this Unfunded Accrued Liability obligation for an “Active” retirement account is less than an “Inactive” retirement account and pales in comparison to what must be funded if the retirement plan is classified as “Terminated.” The definitions of these three retirement classifications are:

- **Active CalPERS Retirement Account** – An account remains Active in CalPERS if Kensington maintains an in-house law enforcement operation with sworn personnel.
- **How to Remain ‘Active’** – Importantly, Kensington can remain “Active” as long as they have one (1) public safety employee as part of their retirement plan. While our project team has not recommended a “single employee model,” this approach does allow Kensington to continue to participate in a 30-year, 20-year or 15-years graduated ‘bell-curve’ amortized schedule (as reflected in the most recent actuarial report) for payment of the Unfunded Accrued Liability.

¹¹ Actuarial Valuation (6/30/17) for the Safety Plan of the Kensington Community Services District, page 5.

¹² Ibid, page 11.

- **Inactive CalPERS Retirement Account** – An account goes Inactive in CalPERS if Kensington fully contracts out law enforcement operations. When an account is inactivated, certain account modifications occur such as movement to a less risky investment pool. Other modifications also occur:
 - A *mandated* 15-year fixed payment plan for the Unfunded Accrued Liability (as opposed to 15-year, 20-year or 30-year amortized plan for an ‘Active’ status).
 - A flat-rate annual payment over the 15-years as opposed to a graduated ‘bell-curve’ amortized schedule. This flat rate would be \$431,045 per year; this is a higher payment for the first seven-years of approximately \$308,000¹³ over that time period when juxtaposed against a similar 15-year amortized schedule.
 - Moreover, at the end of both 15-year payment plans, the flat-rate payment is only \$15,000 more than the amortized schedule. Importantly, nearly \$926,000¹⁴ would be additionally paid in the first seven-years of the 15-year flat-rate plan when compared to a 30-year amortized schedule.
- **Terminated CalPERS Retirement Account** – This option can be generally avoided as Kensington is largely in control of the outcome. Nevertheless, this is an extremely expensive proposition of Kensington’s CalPERS account were classified as terminated. Termination would occur under the following four circumstances:
 - The agency is dissolved, or no longer in existence.
 - The agency merges with a non-CalPERS agency (and thus is no longer in existence).
 - Failure to pay any owed contributions in a timely manner (e.g. the Unfunded Accrued Liability).
 - Failure to report employees eligible for the retirement program (e.g. in the event of outsourcing but still having an eligible employee working).

Kensington could avoid the ‘Unfunded Termination Liability’ ranging from \$13.9 million to \$16.5 million payable over 15-years by avoiding the four criteria noted above.

¹³ Flat-rate payments of \$3,017,312 minus 15-year amortized payments of \$2,709,085 in the first seven year period. $\$3,017,312 - \$2,709,085 = \$308,227$.

¹⁴ Flat-rate payments of \$3,017,312 minus 30-year amortized payments of \$2,091,457 in the first seven year period. $\$3,017,312 - \$2,091,457 = \$925,855$.

A comparison of the inactive versus active versus terminated status payment approaches for CalPERS is summarized in the table below.

Unfunded Accrued Liability Payments Under Various Options

Payment Year	Inactive 15-year Fixed	Active 15-year Amortized	Active 30-year Amortized	Terminated 15-year Fixed
Year 1 (est. paid)	-	-	\$202,139	-
2	\$431,045	\$354,893	\$250,446	\$1,011,899
3	\$431,045	\$365,096	\$280,906	\$1,011,899
4	\$431,045	\$375,593	\$313,308	\$1,011,899
5	\$431,045	\$386,391	\$337,848	\$1,011,899
6	\$431,045	\$397,500	\$348,397	\$1,011,899
7	\$431,045	\$408,928	\$358,413	\$1,011,899
8	\$431,045	\$420,684	\$368,717	\$1,011,899
9	\$431,045	\$432,779	\$379,318	\$1,011,899
10	\$431,045	\$445,221	\$390,223	\$1,011,899
11	\$431,045	\$458,021	\$401,442	\$1,011,899
12	\$431,045	\$471,190	\$412,984	\$1,011,899
13	\$431,045	\$484,736	\$424,857	\$1,011,899
14	\$431,045	\$498,672	\$437,072	\$1,011,899
15	\$431,045	\$513,009	\$429,855	\$1,011,899
16	\$431,045	\$527,758	\$421,863	\$1,011,899
17-30	Not Applicable	Not Applicable	\$2,261,312	Not Applicable
Total 15-year Period	\$6,465,668	\$6,540,471	\$5,757,788	\$15,178,485
Total 30-year Period			\$8,019,100	

In summary, in the absence of an in-house police operation, KPPCSD remains obligated for the retirement pay-out of prior and current law enforcement employees (now 37 personnel). If the District “Inactivates,” it will pay a fixed-rate over a 15-year period of \$431,045 per annum. If the District is forced to “Terminate,” effectively concluding its on-going relationship with CalPERS, it would be moved to a different “risk free” investment

pool that uses a far more conservative investment strategy. Furthermore, KPPCSD is then obligated for an Unfunded Accrued Liability termination payment ranging from \$13.9 million to \$16.5 million payable over 15-years as “averaged” in the above table. Note that actuarial tables change annually and there is always a risk that CalPERS will change policy, thereby changing the figures noted above.

(3) Potential Hybrid Models Might Offer Opportunities but Possible Contractors Have Shown Only Modest Interest in Delivering These Approaches.

As noted earlier in the report, the delivery of various contracted hybrid law enforcement models is considered a best-practice offering. This includes such illustrative alternatives as:

- Fielding an in-house Day Shift with Kensington personnel but contracting-out Graveyard Shift.
- Contracting out additional support services such as investigative efforts and/or traffic enforcement to a contract agency.
- Compensated “back-up” officers in case of need from a contract agency as opposed to relying solely on mutual aid in emergency situations.
- Shared property and evidence.

Possible hybrid models could be explored upon guidance from the District and Kensington community.

(4) There Are Opportunities for a Hybrid Law Enforcement Service Delivery Approach.

While subject to the same general contracting perspectives as a full service contract, El Cerrito showed some interest in providing hybrid law enforcement services in some functional areas. The following provides a brief description and potential estimated contract costs based on assumptions and data available to the project team:

- **Patrol services on the night shift.** This assumes Kensington will provide their own police services during busier times but not on a “night shift.” Two sergeants and two officers would be eliminated from Kensington’s “Phase 1 police force.” This option is detailed further in the next report section. ***Estimated annual contract cost for one option type: \$434,803.***
- **Investigative services for all Kensington ‘major’ crimes.** Instead of Kensington patrol-based sworn personnel focusing on investigative services, Kensington could contract all major crime investigation (e.g., “Part 1 Crimes” as defined by the FBI). This would result in enhanced community-oriented policing efforts on behalf of Kensington sworn staff as they would not be involved with investigations. In 2016 there were 59 Part 1 crimes in Kensington, mostly burglary and thefts. Assuming one-third of these have investigative leads, approximately 20 crimes would be investigated on contract. Benchmarks suggest approximately 32 hours of investigative effort per Part 1 crime. An estimated hourly rate of \$75/hour for such services is reasonable. ***Estimated annual contract cost: \$48,000¹⁵.***
- **Property and evidence services.** These services, largely linked to investigated crimes above and “lost property,” would likely be based on number of transactions occurring. This is difficult to estimate as such input / output processing is not currently known. However, a modest fee is reasonable. ***Estimated annual contract cost: \$10,000.***
- **Crime Scene Investigation (CSI) services.** Such services would be contracted to another agency to collect evidence, thereby freeing Kensington sworn staff from performing such functions. Collection of evidence is a perishable skill better performed by staff that perform this regularly. Even if all of the Part 1 crimes per year had a technician response at the hourly rate noted previously, with 3-hours collection/processing time is reasonable for a cost estimate. ***Estimated annual contract cost: \$13,275.¹⁶***
- **Records management services.** Includes the processing, maintenance and customer service activities associated with crime report processing, citation management, and very well may include public records request services. These workload activities are difficult to estimate as they can fluctuate from year-to-year. It is likely this would be contracted out at an FTE portion of one records specialist (estimate 0.25 FTE). ***Estimated annual contract cost: \$17,500.***
- **Executive Management.** Kensington could engage a contract policing agency to provide a police manager, effectively acting as a ‘Kensington Chief,’ to provide oversight to an in-house Kensington police operation. This would likely be a

¹⁵ \$75 x 32-hours x 20 crimes = \$48,000 per annum.

¹⁶ \$75 x 3-hours x 59 crimes = \$13,275 per annum.

Captain-level position that would be on a rotational assignment for 3-5 years.
Estimated annual contract cost: \$175,000

- **Perishable skills training.** Direct perishable skill and Continuing Professional Training (CPT) as discussed in the Phase 1 report could be contracted. This would approximate 18 hours per year per person for the recommended 10 Kensington sworn staff. ***Estimated annual contract cost: \$13,500.***
- **Specialized Ancillary Support.** Specialized supporting services could be contracted out to augment service delivery to the community. This could include such things as dedicated traffic enforcement officers (Motors) that would patrol certain areas during certain time periods. This could include school zones, commuter thoroughfares during peak usage, etc. Costs would be based on the types of services provided and negotiated based on service expectations.
- **Recruitment services.** Recruitment services for new sworn personnel would be on an as-needed basis and involves too many variables to effectively estimate an annual contract cost. This service would have to be negotiated on an as-required basis.

While some interest was expressed by El Cerrito with respect to a hybrid service delivery model, no potential cost approach was suggested by the City. As a consequence, hybrid services should be included as an RFP option in any alternative law enforcement service delivery approach.

(5) Additional Details on a Potentially Practical Hybrid Model.

As noted above, there are a variety of hybrid models that Kensington could pursue for alternative police service delivery. One of the more practical and broader sweeping approaches would be a shared-service delivery model whereby Kensington operates an in-house police department with their own staff during Day Shift and transfers responsibility of police coverage during the nights and early morning hours to a contractor.

The following table demonstrates the workload during a 12-hour lull in Kensington call for service activity from 9pm at night until 9am in the morning.

Night Shift Annual Calls for Service by Time/Day

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	14	10	5	5	0	3	2	39
1am	0	3	7	3	3	2	10	28
2am	7	2	0	3	2	3	5	22
3am	3	0	2	0	0	2	0	7
4am	0	3	2	2	0	0	0	7
5am	2	2	3	2	2	2	0	13
6am	3	5	3	0	0	7	5	23
7am	7	9	3	3	3	10	2	37
8am	2	14	17	17	7	15	9	81
9pm	7	7	9	9	2	3	17	54
10pm	9	2	5	5	0	10	7	38
11pm	0	2	0	7	5	12	10	36
Total	54	59	56	56	24	69	67	385

As illustrated by the 12-hour shift times above, this time period would be covered by a contract. This “Night Shift” time period results in an average of slightly more than one call for service per day during the shift and servicing could be approached in at least two alternative ways:

- **One contract officer would be deployed 24/7 during this shift.** In this hybrid example, one contract officer would be deployed from 9pm to 9am in the Kensington community in a dedicated beat. This officer would patrol the area and be supervised by a contract sergeant overseeing multiple beat areas. In order to operate on a 12-hour shift, approximately 2.5 to 2.7 contract officers would be needed to provide full coverage over the year (compensating for sick, vacation, other time). Assuming some overhead for supervision, contract management, etc., an estimated annual charge for three contract officers is reasonable at \$434,803.

This cost would be offset by the reduction of in-house Kensington staffing needs of four positions—two officers and two sergeants in a revised Phase I deployment model. This would result in an estimated compensation savings of approximately \$536,756 (non-salary raise amount).

- **A contractor would respond only to the calls for service during minimal Kensington activity.** During this quiet period from 9pm to 9am, an alternative

shared-service model would entail a police services contractor only responding to calls, and not provide proactive or preventive patrol and other community interface services during this later nighttime period. Given only 385 calls occur annually during this time frame, a charge model based on each call would be practical. Assuming a robust one-hour of processing time for each call, a charge for 385 hours of a contract officer's time is estimated at \$125 per hour (loaded and overhead considerations) or an annual charge of \$48,125.

This cost would be offset by the reduction of in-house Kensington staffing needs of four positions—two officers and two sergeants in a revised Phase I deployment model. This would result in a mid-point compensation savings of approximately \$536,756 (non-salary raise amount).

In summary, a hybrid patrol deployment model could result in the following savings to Kensington based on a Phase I recommended patrol deployment model (excluding salary raises).

Hybrid Shared Patrol Services Contract Approaches

Contractor Response	Est. Cost	Est. Salary Savings	Annual Difference
One Officer Night Beat	\$ 434,803	\$ 536,756	(\$102,353)
Call Response Only	\$ 48,125	\$ 536,756	(\$488,631)

3 Five-Year Projection on Alternative Service Delivery Models

The following table provides a 5-year financial projection based on the three primary service delivery models discussed in this report. These projection entail numerous variables that could be altered, and as such this is a rough approximation. Many of the variables can be impacted by the District's policy decisions.

5 Year Cost Projections for Service Delivery Models

	Year 1	Year 2	Year 3	Year 4	Year 5
Phase 1 Report	\$3,654,138	\$3,781,876	\$3,875,436	\$3,971,752	\$4,070,850
Sample Contract	\$ 3,791,902	\$ 3,881,889	\$ 3,974,868	\$ 4,070,932	\$ 4,170,176
Current Operation	\$ 2,933,762	\$ 3,005,607	\$ 3,079,923	\$ 3,156,974	\$ 3,236,282

The five year change from Year 1 to Year 5 is summarized as follows:

- **Phase 1 Approach** - +\$416,712
- **Sample Contract** - +\$378,275
- **Current Approach** - +\$302,520

Some key assumptions, which as noted can be modified, include:

- Per information from CalPERS in Spring 2018, a local government employer rate increase to existing CalPERS employee contributions (not the Unfunded Accrued Liability) of about 50% is expected over the next 7-years. A portion of this increase has been included year-over-year in the above projections.
- A salary raise of 2.5% per year per the District's recent employment contracts.
- The Unfunded Accrued Liability increases over the 5-years per the amortized table.
- Training funds will be modestly reduced after the first year's mentorship funding.
- No changes in health benefits; it is assumed any additional costs associated with this over the mid-term would be a meet-and-confer negotiated item.
- No changes in other operating costs. It is assumed these areas will be tightly managed and many operating costs are entirely speculative (e.g. fuel costs).

4 Conclusions and Next Steps

The outcomes of the feasibility analysis for potential contracted Kensington police service delivery are qualitatively and quantitatively ambivalent. Only Albany and El Cerrito were determined as probable contracting candidates, and neither has expressed a strong

interest in providing a police contract for service, with Albany suggesting they cannot consider such service in the nearer term due to internal challenges. Of most significance, there are likely no savings associated with full-service police contracting given the factors discussed, and only savings opportunities associated with hybrid service delivery models.

Given the totality of quantitative and qualitative information, and because of numerous analytical assumptions and uncertainties, Kensington should test the market with respect to contracted law enforcement services that could potentially be provided, with the related costs. With regard to next steps, the KPPCSD should pursue the development of a Request for Proposal for a full-service police contracting partner with a willingness to explore hybrid law enforcement approaches. Kensington is in a position where the totality of circumstances suggest that either an in-house policing approach, consistent with the findings, conclusions and recommendations associated with Phase 1 of this engagement, or a full-contract for service model, are both comparable and potentially efficient approaches to delivering police services. At issue is the effectiveness of operations and the and customer-service orientation of such service delivery. As a result, a hybrid service delivery model, whereby Kensington provides some core police services and a contractor provides supporting services, might be the most effective approach.

5 Outline for a Police Contract Request for Proposal.

The elements of a Police Contract Request for Proposal RFP would be comprehensive, and contain opportunities to bid on both a full-service policing contract as well as a variety of hybrid models developed by the Kensington Board. The key

components of an RFP would include the following:

- **Solicitation Schedule.** This would include key due dates such as RFP Issuance, Questions Due, Due date, etc. It is estimated the solicitation schedule would span 90-120 days.
- **Introduction, Background and Purpose of the RFP.** Frames the reason for the RFP providing relevant background and history.
- **Response Requirements.** Includes all legal requirements as well as contact information.
- **RFP Scope.** This would outline the expected service delivery options to include full-service police contracting as well as select hybrid models. This could also leave options for the proposer to provide their own hybrid approach based on their operational assessment of Kensington needs.
- **Qualifications.** This serves to target the audience of the proposal (e.g. no private security firms).
- **Proposal Requirements.** Beyond legal requirements, stipulates what is expected in the response to the RFP, to include contents, formatting, page limits, etc.
- **Selection Criteria.** Identifies how/if the Kensington community will select a contractor (e.g. scoring system, interviews and scoring system, etc.).
- **Contract Terms and Conditions.** Outlines what would be expected in a formal agreement between Kensington and a Contractor.

This outline would be used in a future effort to develop a Request for Proposal if this is the direction selected by the Board.

KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

Dear Fellow Board Members, General Manager, & Public,

Attached are materials that you may find elucidating in terms of better understanding Police Services. The material produced here aims to investigate concerns raised since the Matrix Phase 1 Draft & Final Report, to better understand the strong community support for the police, and to highlight some important historical considerations.

All data/material is obtained from local agency sources or personnel. This includes, but is not limited to:

- Publically available legacy reports produced by the KPD (<https://www.kppcsd.org/monthly-police-reports>) - though, records for 2010-01 to -07 were obtained from the old website archive, now accessible to Directors & District Staff.
- Querying the KPPCSD & KPD for publically accessible information
- Communications obtained from neighboring police departments

The purpose of this packet is meant to highlight three major points:

- 1. KPD operational value is spread across tasks that are not captured completely by “Calls for Service”. The Matrix data presented in the Phase 1 report is incomplete and, at times, somewhat misleading on its own.**
 - o A1 - Analysis of *recorded* police activity statistics for an 8-year period.
 - o A2 - Breakdown of *recorded* KPD activities.
 - o A3 - Some caveats on statistics.
 - o *<See Appx01-04 for detailed month-by-month plotting and raw Richmond PRA data>*
- 2. That there is a very qualitative (“in the trenches”) and personal initiative factor to the police work in town that is missed by the Matrix report.**
 - o B1 - A series of clippings from the old Monthly Police Reports meant to give a flavor to aspects of what the police do.
- 3. Historical cost analyses do not support any financial advantages to contracting out**
 - o C1 - Clippings from the LAFCO 2011 (Law Enforcement) MSR related to service indicators.
 - o C2 - Clippings from the LAFCO 2011 (Law Enforcement) MSR related to staff and budget indicators.
 - o C3 - Figure 14 from the *Ad hoc committee*, providing a historical comparison of KFPD & KPPCSD operating costs.
 - o *<See Appx05 for Director attempt at contemporary “LAFCO-like” calculations using more current budget information>*
 - o *<See Appx06-08 for historical and contemporary context to contracting out>*

Expanded and additional information is provided as an appendix:

Appx01 & 02 – Plotting of the A1 data points against month and sworn officer counts; transition to the Albany PD’s RIMS software is also marked for reference.

Appx03 & 04 – Original email correspondence from Richmond PD related to PRA request for dispatch numbers. (*Note: the sudden zero-ing in Jun 2017 is due to transition to Albany*)

Appx05 – Director’s contemporary “LAFCO-like” calculations and analysis

Appx06 – Clipping from the LAFCO 2009 (Fire) MSR regarding the potential for annexation of Kensington by El Cerrito.

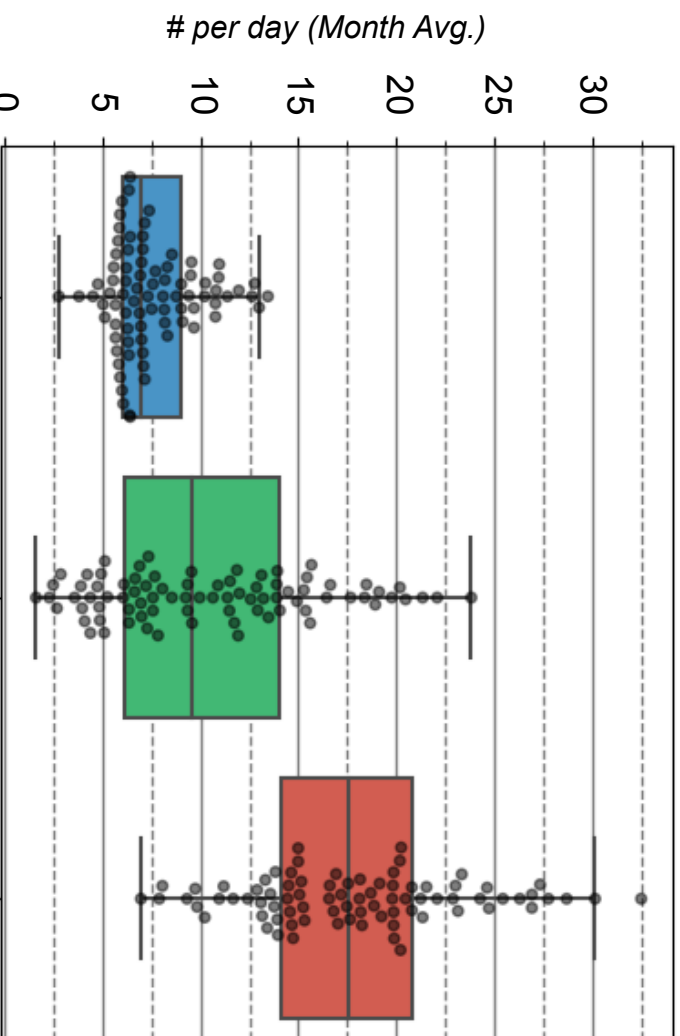
Appx07 – Clipping regarding Kensington and El Cerrito History

Appx08 – A curious email obtained from a PRA packet

SUBMITTED BY: Director Cyrus Modavi

KPD Call-Activity Statistics

Key: Box-plot analysis of 83 months worth of “# per day (for a given month)” data, with statistical analysis provided at bottom



Non-outlier Max
 Q3 = 3rd Quartile
 Q2 = 2nd Quartile**
 Q1 = 1st Quartile
 Non-outlier Min

* Inter-Quartile Range =
 measure of data point
 spread; range that captures
 50% of the data

** Also known as the “Median”

Calls for Service (CFS) + **Non-Call Activities (NCA)** = **Activity Count Total (ACT)**

Number of calls to
 Richmond or Albany
 dispatch for police

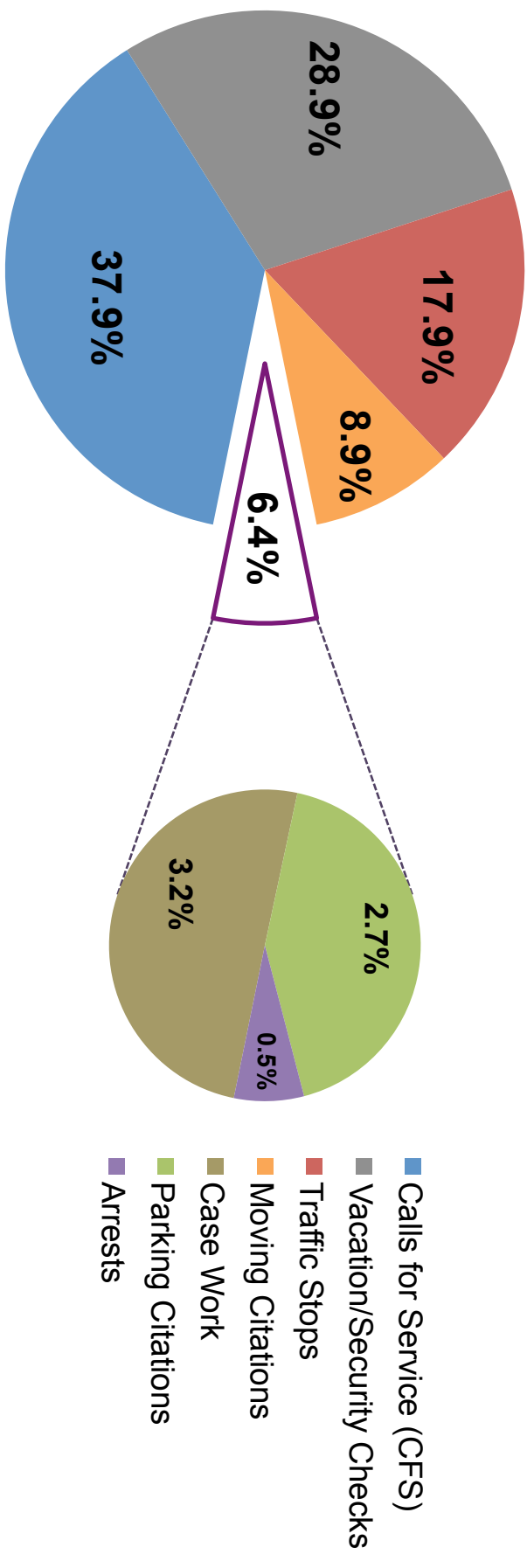
Number of other
 activities or events
 recorded by KPD officers

Combined statistic of
 recorded calls and other
 activities

Item	Avg.	N =	Min	Max	Q1	Q2	Q3	IQR
CFS	7.4	83	2.7	12.7	5.9	6.9	8.8	2.9
NCA	10.4		1.5	23.7	6.1	9.5	13.9	7.8
ACT	17.8		6.9	30.1	14.0	17.5	20.7	6.7

KPD Call-Activity Statistics

Key: Percentage breakdown of different reported police activities as recorded in the KPD Monthly Police Reports. Data represents the average across 2010-2015 (3 months randomly selected for each year, for a total of 18 months).



Note: Percentage breakdown does NOT reflect overall officer daily activity time. It is only the proportions of reported activities in the Monthly Police Reports.

Caveats of Call-Activity Statistics

A3

Note: Not an exhaustive list, just some of the major items that came up as a result of communication with the KPD

- Availability status measurements fail to account for **how officers choose to mark themselves as available / in-service (“10-8”) even while working on collateral tasks** so that they can be dispatched to respond to a community call.
 - *e.g.) Detective Martinez: besides being a Patrol Officer & Detective, is also the department’s fleet manager.*
- Value of **high-visibility constant police cruiser presence or strategic “idling” to control traffic** are not directly quantifiable by dispatch or “recorded activities”.
 - *e.g.) Police presence around the school in the mornings or at the Kensington Farmers’ Market on Sundays.*
- Does not account for crime prevention/deterrence by Kensington’s built-up reputation as a heavily patrolled area with officers that will **respond to and diligently investigate even “petty” and non-Part1 crimes.**
 - *Which again links into Kensington’s status as one of the safest areas in the state and bay area.*

Stories from the KPD's Records

B1

2010-1138

On 3-19-2010, at approximately 1254 hours, Officer Martinez took a report of a stolen bicycle from the 200 block of Amherst Avenue. A resident left an expensive mountain bike unsecured in the front yard and discovered it had been stolen the next morning.

[20]14-0552 Warrant Arrest

Sergeant Barrow, Reserve Officer Armanino, and I [Stegman] went to Oakland on an anonymous tip that the primary suspect in one of KPD's extensive identity theft cases, had resurfaced at a family member's home. While attempting to serve the arrest warrant the suspect attempted to flee the house and was apprehended running out the back door. *Due to the scope and extensive criminal activity this case will be further investigated by the FBI for further victims/suspects.*

2011-2194, 2706, and 3560 Residential Burglaries

On 4/7/2011 and 4/28/2011, Officers responded to the 100 block of Highland Blvd and 00 block of Highgate Road, for reported residential burglaries. During the investigation we were able to link two of the burglaries to a suspect in numerous other burglaries throughout Contra Costa and Alameda County's. The suspect was arrested and charged with eight residential burglaries. *On 4/21/2015, the suspect was sentenced to four years prison.*

2015-1926 Warrant Arrest

On 5/18/2015, I [*<officer unclear>*] noted a white male adult standing across the street from the police department, 217 Arlington Avenue. The male was standing next to some bushes looking through a set of binoculars and into a residence. Officer Ramos and I contacted the male who was wanted from the California Department of Corrections and classified as a parolee at large. He was taken into custody without incident. *Case closed by arrest.*

[20]12-7574 Burglary

On 12/12/12, a residential burglary occurred on the unit block of Stratford Rd. The suspect entered a ground level window by removing a screen and entering an open window. A short time after KPD responded, I [Stegman] located some of the stolen property at a "cash for gold" store in El Cerrito. I recovered the stolen property and was able to identify the suspect that sold the stolen property to the business. On 12/21/12, Sgt. Barrow, Officer Martinez, Officer Wilkens, and I served a search warrant at the suspect's residence. We subsequently arrested the suspect for burglary and possession of stolen property. *This was submitted to the DA and the case is closed.*

Then on January 21st [2012], I [Harman] received an e-mail from Officer Doug Wilson. Officer Wilson described how he had received a call from an elderly resident informing him that her fire alarm was going off but there was no fire. She had asked Officer Wilson if he could stop by and shut the alarm off. Officer Wilson went to the residence and learned that the alarm was sounding from a newly installed carbon monoxide detector. The resident felt that it could have been a defective unit or a bad battery and wanted Officer Wilson to re-set it so the alarm would be silenced.

Officer Wilson could have done just that, re-set the alarm and gone back out on patrol. However, he decided to call the fire station and speak to one of the firefighters about the alarm. The firefighter suggested that they go out and use their carbon monoxide detector on their fire rig and see if they would pick anything up. They did, and they were getting high readings of carbon monoxide. After investigating further, they all decided to contact PG&E. A PG&E technician arrived and after testing with his unit, which maxed out the unit for high readings, located the problem with the furnace. The technician then capped the defective furnace to eliminate the problem until it could be repaired.

Historical note: Stegman was the KPD's assigned detective at the time

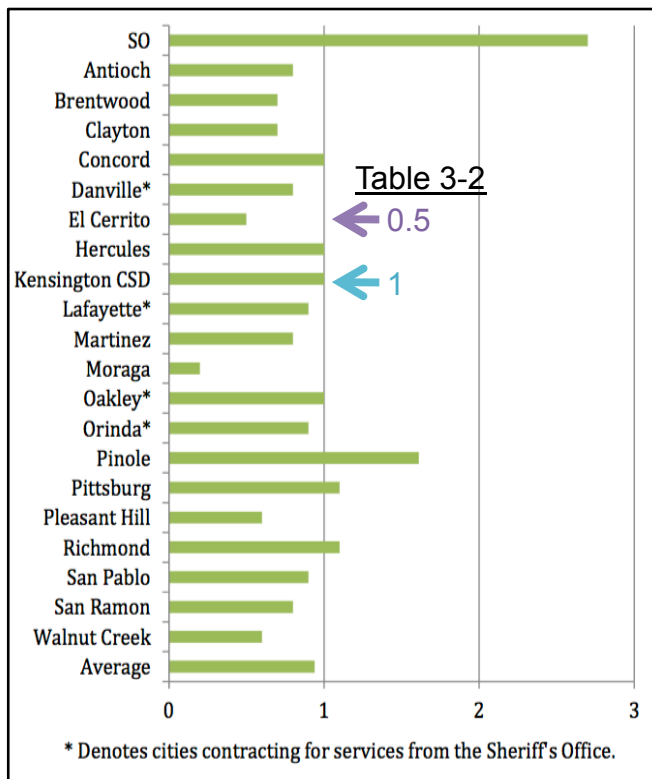
LAFCO 2011 (Police) MSR Clippings

<http://contracostalafco.org/agencies/municipal-service-reviews/>

← Kensington

Figure 3-4

Annual Average Service Calls per Capita (CY 07-09)



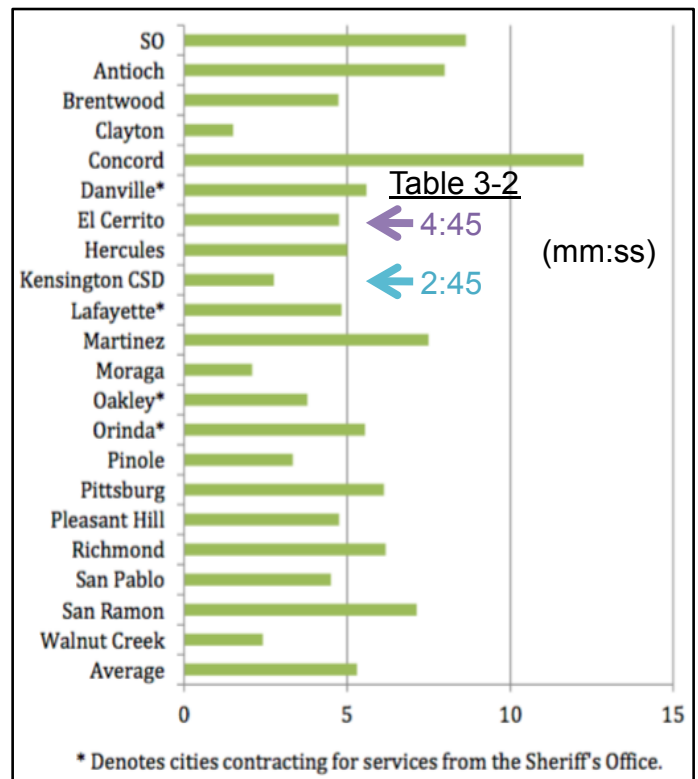
Notes:

- “Most service calls are not emergency responses, and most do not involve a crime. Service calls reflect a community’s need for emergency and non-emergency services.”

← El Cerrito

Figure 3-7

Priority 1 Response Times (2010)



Notes:

- Both ECPD & KPD shared Richmond Dispatch
- Countywide Avg ≈ 5:19

Table 3-2 [selected rows & columns]

Service Indicators (based on 3-year average)

Agency	Service Calls	Calls per Capita	Violent Crimes [VC]	Property Crimes [PC]	Total Crimes per 1000 population	[VC] Clearance Rate	[PC] Clearance Rate
EC	35,000	0.5	155	570	30.8	35% ^{DOJ}	15% ^{DOJ}
K-CSD	5,000	1	4	64	13.4	44% ^{DOJ} 65% ^{Agency}	2% ^{DOJ} 17% ^{Agency}

~4.6 calls per day

Note: DOJ vs. Agency discrepancies (for cases where both data sets presented) are present for Antioch, Brentwood, Clayton, Pinole, & Walnut Creek. Only Pittsburg showed congruence.

LAFCO 2011 (Police) MSR Clippings

<http://contracostalafco.org/agencies/municipal-service-reviews/>

← Kensington

← El Cerrito

Figure 3-2

Staffing Levels per 1,000 Residents (FY 10-11)

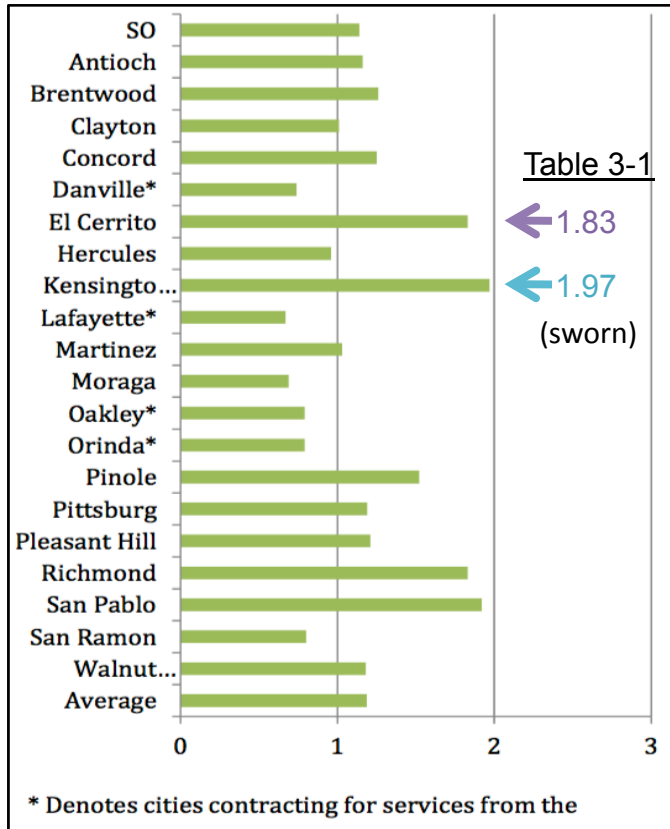
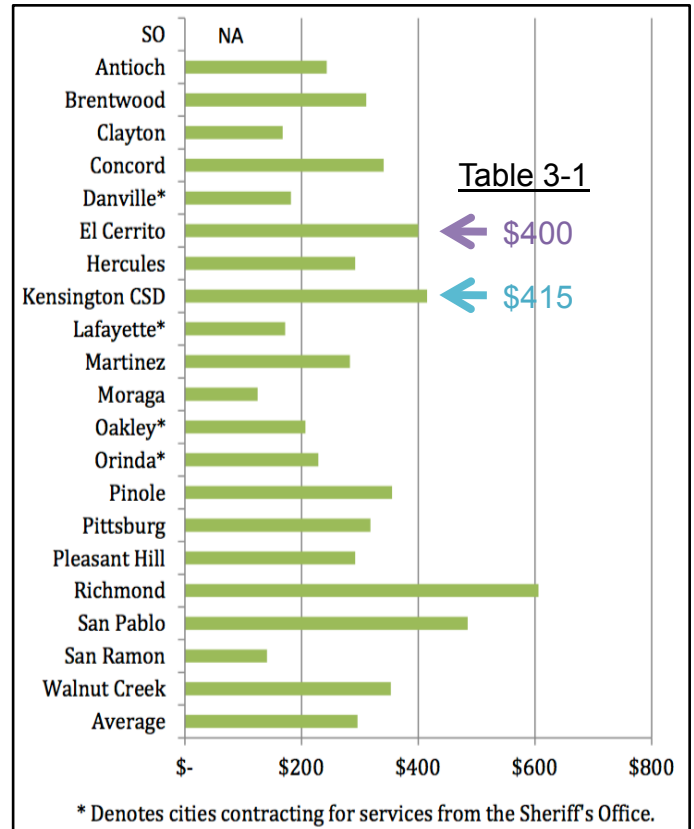


Figure 3-3

General Fund Expenditures Per Capita (FY 09-10)



Note: "General Fund" refers to police agency's General Fund

Table 3-1 [selected rows & columns]

Staff and Budget Indicators

Agency	(2010 Census)	Sworn Staff	Police General Fund Expenditure	Percent of Agency General Fund	Cost per Capita
EC	23,549	43	9.4 million	35.70%	400
K-CSD	5,077	10	2.1 million*	N/A	415

*Includes expenditures from all sources of District funds

Pg. 44-45 [selected]

"...below are those police agencies whose General Fund budgets have increased over the past three years."

El Cerrito	increased from \$7.8 million to \$9.4 million; a 21.0% increase.
Kensington CSD	increased from \$2.0 million to \$2.1 million; a 6.7% increase.

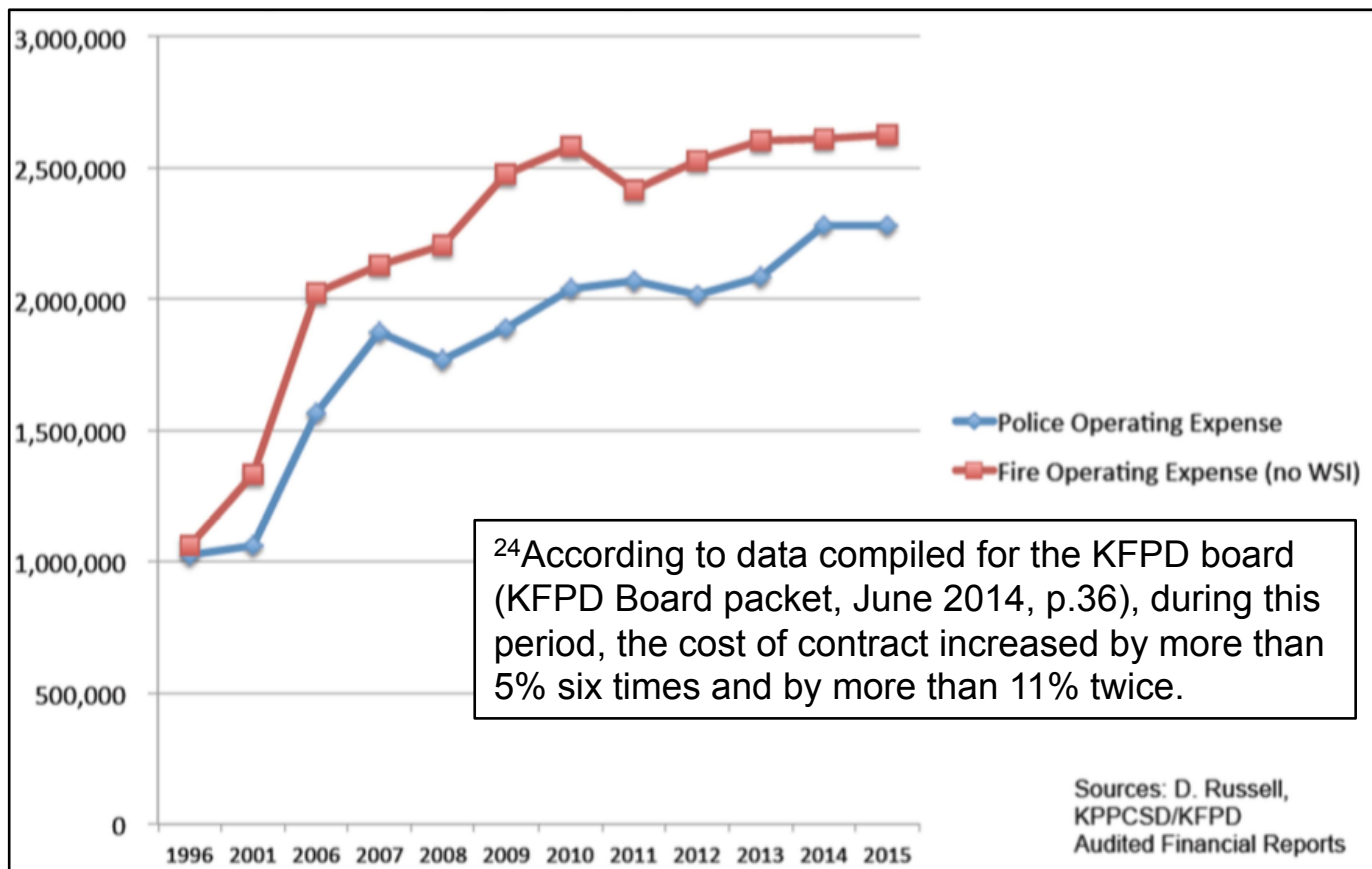
Historical Case-Study: KFPD

Final Report of the Ad Hoc Committee for Governance and Operations Structure

<https://www.kppcsd.org/ad-hoc-committee-documents>

Figure 14 - Pg. 84-85

KPPCSD (Police) and KFPD (Fire) Operating Expenses - Historical



“Figure 14 shows the historical operating expenses for fire and police services. **In theory, these are the most comparable features of the two districts, since staffing levels are very similar (at roughly 2/1,000 residents, or 10 full-time employees).**”

As with revenues, 20 years ago, these expenses were roughly equal. However, from 1996 to 2006, as shown in Figure 14, operating expenses for fire services increased much faster than for police services(91% vs. 53%).

As the KFPD began contracting with the city of El Cerrito for fire services in 1996, and most of the KFPD costs in Figure 14 are the result of this contract, **the rate of increase may have been connected to the cost of the contract.**²⁴ Whatever the reason, expenses were significantly different at the end of this period.

Fortunately, during this time period the revenue for KFPD increased by 80%, as mentioned previously (note the revenue and expense lines in Figure 13).

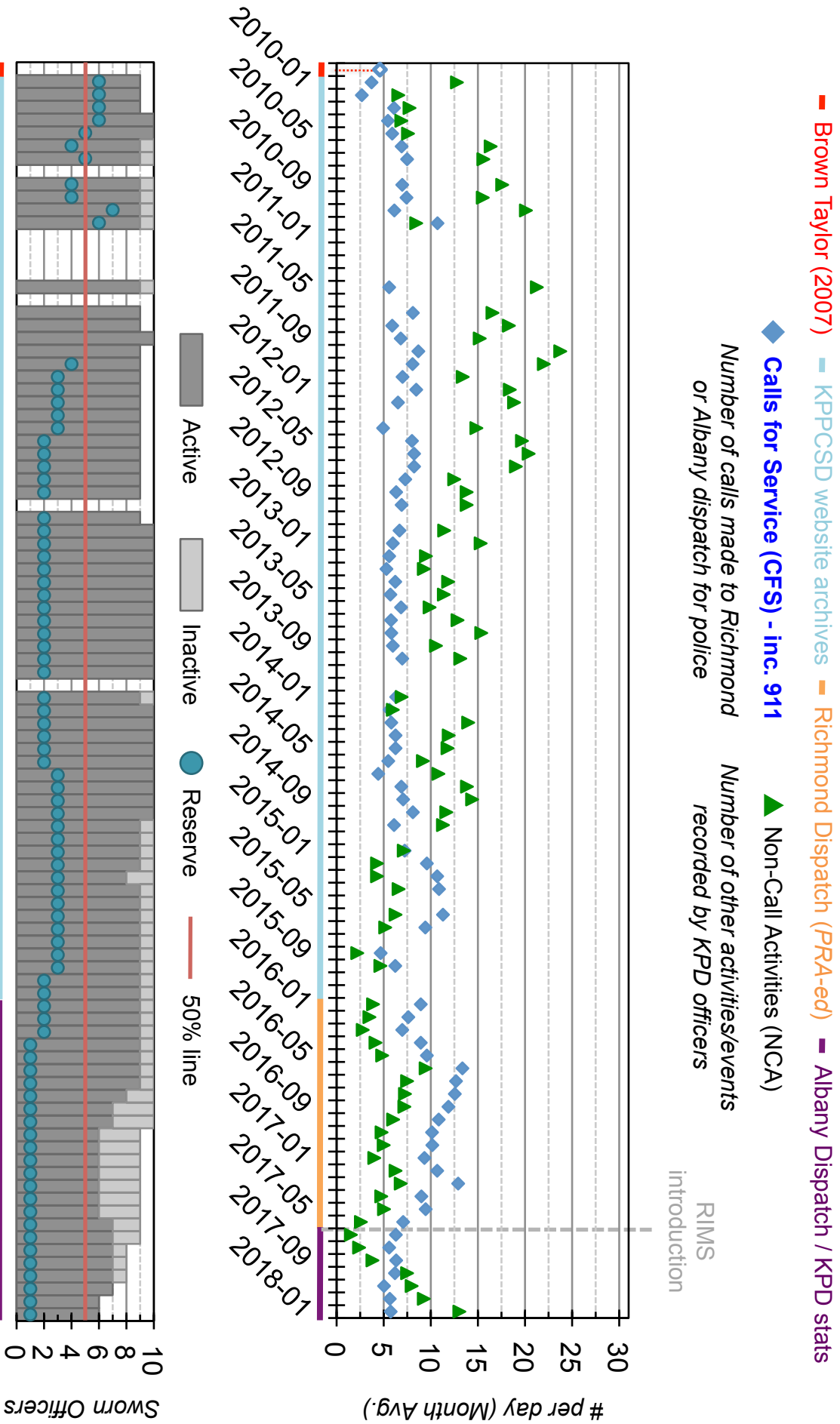
This large increase in revenue allowed the district to cover the significant cost increases in the early years of contracting with El Cerrito.

Had the increase in revenue been limited to that of the KPPCSD in the same time period (49%, shown in Figure 12), the KFPD would have been running a large deficit relative to total (operating and capital) expenditures.” [emphasis added]

KPD Call-Activity Statistics

Key: All points are monthly values presenting the average number of "CFS / NCA per day" of that month.

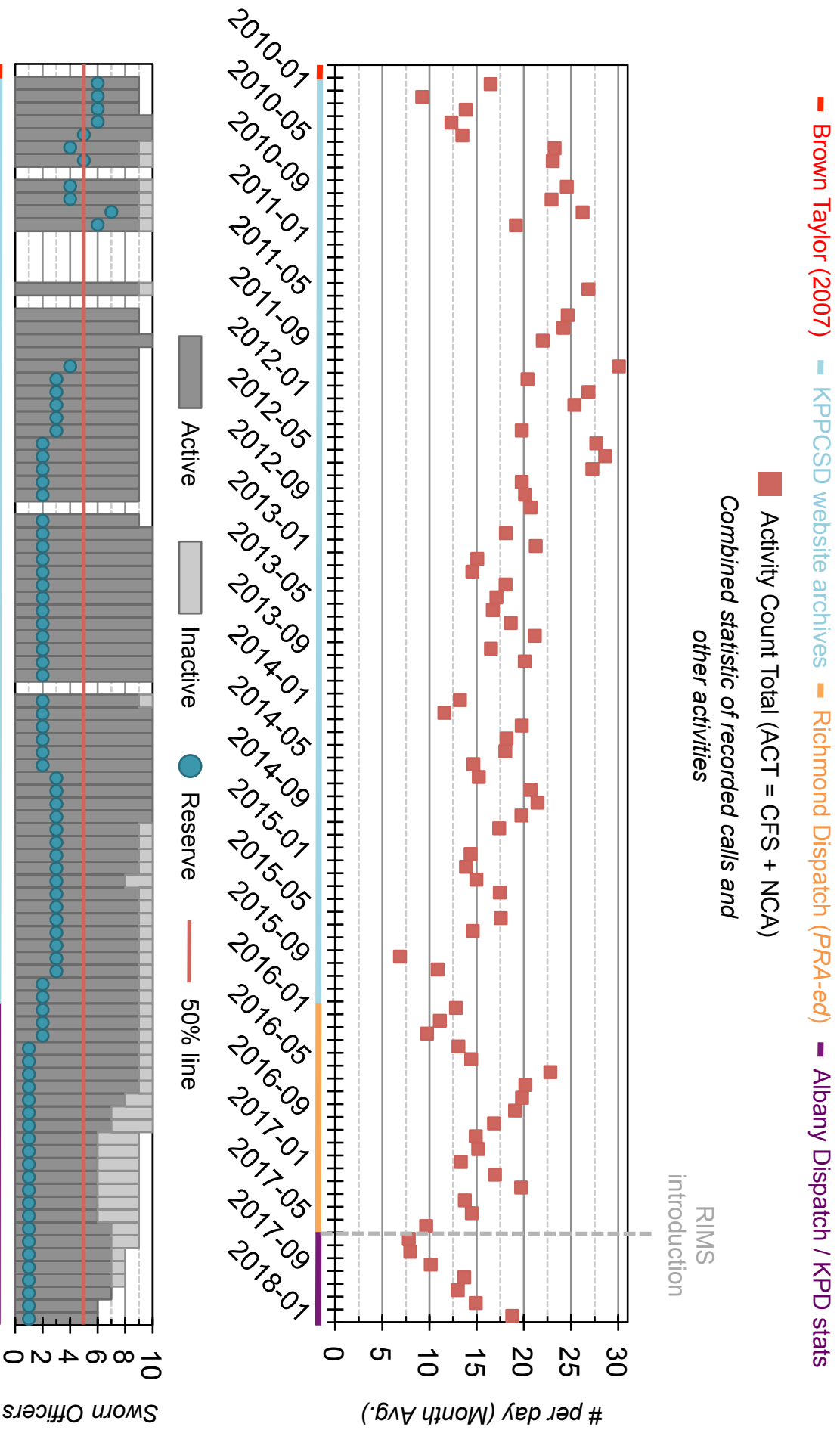
Note: For processing simplicity, all months were treated as 31 days



KPD Call-Activity Statistics

Key: All points are monthly values presenting the average number of "ACT per day" of that month.

Note: For processing simplicity, all months were treated as 31 days



RE: Call Follow up (PRA data request)

Victor Wang [vwang@richmondpd.net]

Sent: Wednesday, April 10, 2019 10:39 AM**To:** Cyrus Modavi**Categories:** Old - District Info**Attachments:** RPD KPD CFS Data Comparis~1.xlsx (12 KB)

Cyrus, as per our discussion please find the information requested below. I have attached the spreadsheet for your further evaluation.

Month-Year	Richmond PD Total Calls for Service	Kensington PD Total Calls for Service	RPD Officer Initiated Activity	KPD Officer Initiated Activity
Jan 2016	8,454	277	2,968	120
Feb 2016	8,039	236	2,729	108
Mar 2016	8,720	219	3,337	83
Apr 2016	8,376	277	2,728	128
May 2016	8,525	297	2,765	150
Jun 2016	8,633	414	2,811	273
Jul 2016	8,943	393	2,882	232
Aug 2016	8,729	389	3,123	225
Sep 2016	8,428	368	2,847	223
Oct 2016	8,398	336	2,864	186
Nov 2016	8,030	314	2,589	148
Dec 2016	7,505	315	2,138	155
Jan 2017	7,960	289	2,661	124
Feb 2017	7,661	331	2,636	194
Mar 2017	8,684	400	3,248	211
Apr 2017	8,499	279	3,061	147
May 2017	8,675	293	2,936	156
Jun 2017	8,313	219	2,619	80
Jul 2017	8,727	7	3,022	0
Aug 2017	8,238	1	2,780	1
Sep 2017	7,654	2	2,254	2
Oct 2017	7,442	0	2,067	0
Nov 2017	7,035	2	2,054	1
Dec 2017	7,064	1	1,966	0
Jan 2018	7,129	1	2,359	0
Feb 2018	7,097	0	2,350	0
Mar 2018	7,667	2	2,454	2
Apr 2018	7,465	2	2,413	1
May 2018	7,865	3	2,469	3

VICTOR WANG

(510) 965-3274 [mobile] (510) 621-1708 [desk]

CRIME INTELLIGENCE ANALYST MON-THU

RICHMOND POLICE DEPARTMENT, SAN FRANCISCO BAY AREA, CALIFORNIA

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From: Victor Wang
Sent: Wednesday, April 10, 2019 9:37 AM
To: 'Cyrus Modavi' <cmodavi@kppcsd.org>
Subject: RE: Call Follow up (PRA data request)

Hello Cyrus,

Just informing you that we are still working on the request. After seeing how the PRA is worded and variables requested it will take a bit more time to compile the information to give the stats in this format. On the plus side we will be able to calculate for you what the KPD total calls for service were like, in comparison.

VICTOR WANG

(510) 965-3274 [mobile] (510) 621-1708 [desk]
CRIME INTELLIGENCE ANALYST MON-THU
RICHMOND POLICE DEPARTMENT, SAN FRANCISCO BAY AREA, CALIFORNIA

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From: Cyrus Modavi [<mailto:cmodavi@kppcsd.org>]
Sent: Monday, April 08, 2019 12:16 PM
To: Victor Wang <vwang@richmondpd.net>
Subject: Call Follow up (PRA data request)

<PRA form attached>

If possible at all, could the totals be provided on a per month (e.g., 2016-01 = X calls for service [including 911], Y total reported officer activities)?

Thank you so much for your assistance!

Sincerely,
KPPCSD Director Cyrus Modavi

Director's Contemporary Check

Disclaimer: This is only a very broad view of direct costs

Director's LAFCO-like comparison

Fund Expenditures Per Capita

City	FY18-19 Police Total Fund Expenditures	(2010 Census)	Per Capita
EC (biennial)	\$11,902,037 ¹⁾ Adopted, pg. 101	23,549	~\$505
KPPCSD	\$2,474,163 ²⁾ Budgeted: pg. 2 of Item4	5077	~\$487

Note: Essentially average payment burden placed on each resident for police services

[Director's additional comparison]

Fund Expenditures Per Police Department Personnel

City	Sworn Officers + COP	Non-Sworn Personnel	Per Sworn Personnel	Per Each Personnel
EC	44+1 ¹⁾ FY18-19, pg. 96	13*	~\$264,490	~\$205,208
KPPCSD	9+1	0.4**	~\$247,416	~\$237,900

Note: Essentially cost burden each personnel is on average placing on the departmental budget, either in terms of only sworn officers (with implicit support staff costs/time baked into each officer cost) OR each police staff as an individual

Personnel Composition

City	Sworn:Non-sworn (excluding CSOs/cadets)
EC	45:9 = "5:1"
KPPCSD	10:0.4 = "25:1"

Note: Essentially looking at how much of department is sworn officers versus support staff

1) Adopted Biennial Budget FY 18-19 & 19-20 – <https://www.el-cerrito.org/232/Budget-Financial-Information>

2) KPPCSD Feb 12th Finance Committee – <https://www.kppcsd.org/2019-02-12-finance-committee-meeting>

* Includes: non-sworn CSOs (2.4), police cadets (1.6), management analyst (1), executive assistant (1), various layers of police specialists (7)

**Generalist Police Specialist is not full time, and also aids KPPCSD civilian-side operations

Kensington & El Cerrito

LAFCO 2009 (Fire) MSR Clipping – pg. 79

<http://contracostalafco.org/agencies/municipal-service-reviews/>

ANNEXATION

[El Cerrito]

A governance option is for the City to annex unincorporated areas within its fire service area. Kensington and the southern portion of East Richmond Heights are within the City's existing SOI. The existing SOI does not include the northern portion of East Richmond Heights, although this area is within the City's fire service area. LAFCO's past actions prioritize the City's SOI over fire district SOIs, meaning that the City's existing SOI would allow for annexation of territory in its SOI and detachment of that territory from the respective fire district.⁴³

The likelihood of annexation of East Richmond Heights would depend on the community's preferences and the fiscal impact on the City of El Cerrito.

Annexation of Kensington may not be likely. Although the Kensington FPD contracts with the City of El Cerrito for services, the Kensington CSD relies on its own paid staff for delivery of law enforcement services to the community. If the area were annexed to the City of El Cerrito, it would rely on the City for services presently provided by the Kensington CSD. It appears that the community may prefer the local control afforded by its special districts. Kensington FPD staff reported that the community "guards its local autonomy," "KFPD has tailored its services to the community," and that "Kensington residents demand local control in their community and benefit from their own local police force [and] recreation program."⁴⁴

⁴³ Contra Costa LAFCO resolution, adopted Dec. 12, 1984, states "SOIs of the cities of El Cerrito, Pinole and Richmond shall take precedence over fire protection district SOIs. Proposals that include annexation to one of these cities consistent with that city's SOI, and concurrent detachment from a fire protection district, shall be construed as consistent with these fire protection district SOIs."

⁴⁴ Correspondence from Kensington FPD Administrator Brenda Nevallier to LAFCO consultant Beverly Burr, Dec. 3, 2008.

This should be a serious part of any deliberations if contracting with El Cerrito is explored; this is especially pertinent given LAFCO's growing authority to regulate the existence of special districts.*

*See: CSDA Magazine [Vol. 14, Iss. 1, Jan/Feb 2019, pg. 36-38]: "LAFCOs & Involuntary Dissolutions and Consolidations – Strategies for Responding and Staying Engaged"

Kensington & El Cerrito

Stege Sanitary District History E-Book:

“Where the Sewage Meets the Sea”

(100th year anniversary edition, Chapter 18, pg. 71)

<https://www.stegesan.org/who-we-are/ebook>

El Cerrito had a harder time adding to its borders another area that had gotten away back in 1917—Kensington.

The Keep Kensington Committee fought it out with the pro-annexation Kensington Citizens Committee in a sometimes dirty battle in 1956 involving stolen campaign signs and lively block parties.

Keep Kensington won, with 1,554 voters opposing joining El Cerrito, and only 829 favoring the move—far fewer than the 1,300 who had signed the petition that brought the matter before the voters in the first place. Still, a proposal to marry El Cerrito returned again in 1966, again to be rebuffed by voters.

(In 1982, folks in Kensington who favored more hands-on governance than provided by the county or the town’s service districts, tried again—this time seeking, not annexation to El Cerrito, but incorporation as the city of Kensington. Proponents argued that forming a city would prevent any other city—meaning El Cerrito—from annexing them. They also argued it would stabilize finances, in the wake of 1978’s Proposition 13.

But, as Natalie Salsig, vice president of the Kensington Improvement Club, put it, “Everybody likes the way it is now. They don’t want it to change.”

Incorporation died by a vote of 1,686 nays, 904 yeas, 65 versus 35 percent.)¹⁴⁵

In erratum: Stege’s book misattributes the Police District formation date with the Gov. code driven designation change date (see current KPPCSD P&P Manual):

- “Kensington Police Protection” District formed in 1946
- *Renamed* to “KCSD” in 1953 – Under Government code §§ 61600-61749, since revised
- *Renamed* to “KPPCSD” in 1993 – Changed by Board of Directors; recognized in the Government code § 53060.7

(Other dates correct based on cross-referencing research)

Miscellaneous

PRA-ed email: [refers to March 14th meeting]

> On Mar 18, 2019, at 8:15 PM, Paul A. Keith <PKeith@ci.el-cerrito.ca.us> wrote:
>
> Ms. (past resident)
>
> I would be happy to discuss your concerns about my attendance at the KPPCSD meeting last week. I was present and did not hear Mr. Hart make any statements about the El Cerrito Police Department. He did speak about a Kensington investigation from several years ago. I will defer to the audio/video recording of the event for the details of his statement. I did not make any public statements at the meeting. I made private statements regarding my presence at the meeting being born of a desire to learn more about Kensington governance.
>
> I was not at the meeting based on an invitation from any party. I have had a number of meetings with Kensington residents over the past three years on the topic of police contracting. I feel that understanding the public meeting process in Kensington is a necessary part of considering how a police contract might be administered.
>
> I attempted to contact you at the number you left, [REDACTED], but was met with an unusual dial tone and a message in a language other than English. I am generally available between 8:00 am and 5:00 pm on Monday through Thursday at the telephone number listed below. I look forward to discussing this matter with you, should you so desire.
>
> Regards,
>
> Paul Keith
> Chief of Police
> El Cerrito Police Department
> (510) 215-4425
>
>
>
> This email communication may contain CONFIDENTIAL INFORMATION WHICH ALSO MAY BE LEGALLY PRIVILEGED and is intended only for the use of the intended recipients identified above. If you are not the intended recipient of this communication, you are hereby notified that any unauthorized review, use, dissemination, distribution, downloading, or copying of this communication is strictly prohibited. If you are not the intended recipient and have received this communication in error, please immediately notify us by reply email, delete the communication and destroy all copies.

Historical Note: Ad Hoc Committee disbanded in Oct. 1st 2016, and was not active after that date.

ITEM NUMBER: 7(c)

To: KPPCSD Board of Directors
From: Anthony Constantouros, General Manager
Ann Danforth, General Counsel
Date: April 25, 2019
Subject: Consideration of New Policy 3000 and 4000

I. BACKGROUND

The governing documents of any organization must continually evolve to meet changing conditions, circumstances and expectations of the Board. The District's Policies and Procedures Manual (PPM) is no exception. On November 16, 2017, the consulting firm Public Management Group (PMG) identified the existing manual's deficiencies as an obstacle to improving the District's administrative operations in the initial Review of District Administrative and Support Services. The current manual has many outdated policies, does not conform to state / federal law, is unclear if the Board approved some policies and it includes numerous items that simply are not appropriate for a Board Policy Manual. For example old job descriptions, employment agreements and the Police MOU are in the manual, are no longer used and simply not proper items for the manual. The Personnel section lacks many policies that ensure conformance with state / federal law—a prime example is the Equal Employment—Discrimination and Harassment Policy and Procedures.

The most basic purpose of the PPM is for the duly elected Board of Directors to clearly articulate how they want to function as a District. It provides policy guidance and articulates some of the procedures necessary to effectuate those policies. It puts the Board in the District "driver seat" and promulgating the PPM is a basic role of an elected governing body. It provides continuity of direction for the District as management, staff and Board members come and go. PMG previously shared that troubled public agencies have one factor in common, the lack of clear policy direction and engagement from their governing body. This creates a situation where one or two people can greatly change and potentially harm that public agency—absent clear policy parameters.

The Board accepted the report and asked PMG to proceed to further develop its recommendations. Then-Board President Sherris Watt suggested that the District use the California Special District Association (“CSDA”) Model Policy and Procedures Manual as a template for an updated manual.

On August 9, 2018, the consultant, now known as Management Strategies Group (MSG), presented its recommended staffing model to address the shortcomings reported out in 2017. While some recommendations attracted a considerable amount of testimony, the Board ultimately approved the report. The report’s recommendations regarding the need for an updated manual did not attract comment and in fact, work on the new PPM was already under way.

II. THE PROCESS

Policy 1010 of the existing Policy Manual governs the adoption or amendment of new policies. The required process is as follows:

- A. Any director or the General Manager may initiate the process by submitting a written draft of the proposed amendment to each director and the Manager and request that the item be placed on the next agenda. **Status:** The Manager placed the item on the April 25 Agenda and will complete this step by distributing the draft new policies to the directors with the agenda packet.
- B. The Board must consider the new or amended policy at a regular meeting before it may adopt the proposal at a separate regular meeting. The Board must receive the draft with the agenda packet at least three days before the meeting. **Status:** The Board will receive the draft on Monday, April 21, three days before the regular April 25 meeting and will consider the draft at said meeting.
- C. The Board must adopt the proposal by 4/5 vote of the entire Board at a regular meeting. **Status:** If the Board decides to proceed with the proposed draft changes, staff will place the item on the agenda for the Board’s regular May 23 meeting.

III. ISSUES

The proposed new policies contain a number of departures from the existing manual. This report describes the most significant changes.

One non-substantive change may cause some initial confusion. To facilitate Board and public understanding of this large and important document, we are taking major sections of the proposed new PPM in stages for Board consideration and adoption. However, by doing so, we have to take interim steps with the current manual’s numbering system, until the entire new PPM is approved by your Board and completely replaces the current PPM. This is because the new PPM is based on the

CSDA model and we are using that model's numbering to facilitate future maintenance. But that numbering is not entirely compatible with the number of the current PPM.

For example, the current PPM has Policy Series 3000 OPERATIONS that covers four primary topics. We are proposing that you renumber this section to Policy Series 6000. It is a change in numbering only. We propose that you approve a new Policy Section 3000 – Personnel Management. Staff will return with the new OPERATIONS policies at a later date.

A. Policy 3000

The new Policy 3000 will eventually cover all personnel management related policies for the District. The current Policy Series 2000 – Personnel does not adequately cover best practices, state/federal law compliance and it includes extraneous information e.g. old agreements that are not used by the District. The current condition of this manual adds risk to the District. However, there are two key provisions in the current Series 2000 that refer to the Executive Officer and Board Secretary that need to stay until we replace the language at a future date. Thus, we are keeping the Series 2000 as an interim step and adding Policy 3000 – Personnel Management

The items that we propose to add include basic best practices for a public agency and to ensure the District conforms with state/federal law. Given the small size of the District, it cannot fund a full time Human Resources (HR) professional; thus, we have focused on installing policies to help guide staff in following good HR practices. Much of public agency HR practices are restricted by law. The past conflict in the District and the high use of outside attorneys has a common thread—the District's HR practices. This is one step toward improving District practices.

As MSG was doing their due diligence for this PPM, they learned that the Police Department has their own Operations Manual that includes a Personnel Section—policies that have not been reviewed by the District Board. A cursory review of the Police Personnel section suggests there are some voids that need to be addressed in the future. Due to the interplay of that PPM with the terms of the Police Officer Association MOU, it was decided that for this first phase, the new Section 3000 will apply only to non-sworn staff and the Chief of Police at this time. To include sworn staff will require substantial work and meet and confer obligations.

Key areas that we propose to add include: clarity on prohibited conduct and potential for discipline; continued affirmation of non-sworn and the Chief's "at will" employment status; a robust policy (and procedure) on equal employment opportunity and related position on Discrimination, Harassment and Retaliation; a Grievance Policy as an avenue to address employee concerns; a uniform and professional system for hiring and evaluating employees; travel reimbursement policies; an Internet, E-Mail and Electronic Communications policy; policies governing the health and safety of our employees; a Drug and Alcohol policy; procedures to guide accommodation for employees with a disability; and, other miscellaneous HR policies and procedures.

Simply said, much of these additions are commonly found in public agencies to ensure conformance with the law. Taken together they reduce risk and help provide the conditions for a motivated and high-performing workforce

B. Policy 4000

Policy 4000 would replace the existing Policies 4000 and 5000 in their entirety.

1. Policy 4020: The current Policy 4060 establishes three standing committees, for Solid Waste, Emergency Preparedness and Finance. Although all of these committees involve critical functions of the District, the Finance Committee is by far the most active on an on-going basis. The proposed new Policy 2020 would keep the Finance Committee as a standing committee and allow the Board to use temporary advisory committees for Solid Waste, Emergency Preparedness and other issues on an as-needed basis.
2. Policy 4110: This Policy clarifies the process for placing items on the Board agenda. Agenda preparation is one of the critical functions of a public agency's chief executive. The agenda must reflect the Board's stated priorities. Moreover, the General Manager must provide the Board with enough information about each agendized item to enable the Board to have a productive discussion. Compiling this information requires a significant time. This is not a good use of District resources unless the Board has some interest in discussing the issue in question. With these considerations in mind, the new policy provides the following options for placing an item of the Board's agenda:
 - a. In the normal course, the General Manager is responsible for creating the agenda in coordination with the Board President.
 - b. Any director may request that the General Manager agendize an item by providing a written report on the item for the agenda packet two business days before the closing of the agenda for the next meeting (agendas must be posted 72 hours in advance so for a regular Thursday meeting, the deadline would be the prior Thursday).
 - c. If the General Manager does not believe that the item is sufficiently germane to the District's then-current workload, two collaborating directors may request that the item be placed on an upcoming agenda. The General Manager shall so agendize the item but shall have the discretion to allocate District resources to said item as practicable given the District's then-priorities.
 - d. Any member of the public can ask that a matter be agendized by asking an individual director, or two collaborating directors, to request it (as provided in Section 41102) or by asking that it be agendized during the public comment period of any regular meeting, which issue

shall be decided by the consensus of the Board. This latter option is not a part of the Policy but is contained within the Brown Act.

3. Policy 4140: Board minutes have proved to be a controversial issue recently. In prior years, the District Board has adopted summary minutes. These were expensive to prepare. Staff has tried different alternatives, all of which have attracted criticism from various quarters. The proposed draft policy would require minutes that meet all of the requirements of the Brown Act and other applicable law. These would be action minutes. The policy also requires that the District maintain recordings of its meetings on its website for five years. Persons interesting in reviewing only a portion of the recording can fast-forward through the other portions. Staff recognizes that this will not satisfy everyone but believes that only a small minority of residents actually benefit from creating and maintaining the more detailed minutes.

IV. CONCLUSION AND RECOMMENDATION

Staff recommends that the Board discuss the proposed new Policies 3000 and 4000, make any desired changes and direct staff to return with an appropriate resolution repealing the current Policies 4000 and 5000 and adopting the new Policies 3000 and 4000. As an interim step, the resolution should also change the current Policy Series 3000 – OPERATIONS to Policy Series 6000. This last recommendation is a change in numbering only and does not otherwise change the policy narrative.

**Exhibits: Summary of Numbering Changes
Draft Policies 3000 and 4000**

Summary of Proposed Changes to the Existing Policy and Procedure Manual

Existing Policy and Procedure Manual	Proposed New Section
Series 1000 - General	No change at present
Series 2000 Personnel	No change at present
Series 3000 Operations	To be renumbers as new Section 6000 Policy 3000 Personnel Management
Series 4000 Board of Directors	Replaced by Policy 4000
Series 5000 Board Meetings	Replaced by Policy 4100
	Policy 6000 (old Series 3000)

DRAFT

PERSONNEL MANAGEMENT

Policy 3000.1 Introduction and Applicability

These Personnel Policies, Rules and Regulations (hereinafter referred to as the “Rules”) are applicable to the non-sworn employees of the District and the Chief of Police.

None of the information contained in these Rules is intended in any way to create, or shall be construed as creating, an express or implied contract of employment nor does it guarantee any employee continued employment with the District. Employment with the District is “at-will,” which means the District retains the right at any time to terminate any employee from employment with the District for any or no reason.

In its sole discretion, District management may determine if it is in the best interest of the District, it reserves and retains the rights and responsibilities to administer, manage, direct and control the activities and work forces of the District, including, but not limited to, the right to: reassign and relocate personnel within the District; determine the size and composition of the workforce; terminate employees; and determine the nature and extent of services to be performed and provided. The foregoing rights, together with the right to determine the methods, processes and manner of performing work, are vested exclusively with the District.

No conduct, exception or variation of or from these Rules shall constitute, be deemed to be, or become an amendment, practice, interpretation, modification, repeal or suspension of any of these Rules.

Concurrently with signing a District at-will employment acknowledgement, or following adoption by the Board of these Rules, each employee shall be given a copy of these Rules and shall sign the acknowledgment in Appendix 3000 A his/her responsibility for reading these Rules and shall agree to be bound by and comply with these Rules.

In the event of an emergency, any part or all of these Rules may be temporarily suspended by order of the General Manager and such suspension shall remain in effect until the General Manager’s order is withdrawn.

POLICY 3110: Disciplinary Action

3110.1 Prohibited Conduct:

The following conduct is also prohibited and will not be tolerated by the District. The types of misconduct identified below are merely examples of conduct that may lead to disciplinary action. They do not constitute a complete list of all types of conduct that can result in disciplinary action, up to and including discharge. Neither this list of prohibited conduct nor the disciplinary action referenced below alters the at-will employment relationship.

1. Unlawful harassment.

2. Stealing or removing, without permission, the District property or property of another employee, director, contractor, or member of the public.
3. Engaging in acts of violence or threats of violence toward employees, director, contractor, or member of the public.
4. Causing, creating, or participating in a disruption of any kind during working hours on organization property.
5. Participating in horseplay or practical jokes on agency time or on agency premises.
6. Violating any of the District professional, safety or health rules.
7. Possession or use of alcoholic beverages, or possession or use of illegal drugs, or being under the influence of alcohol or illegal drugs on District premises.
8. Falsification, failure to submit or destruction or intentional loss of employment records, employment information, or other the District records including but not limited to changes of relationship, child or family assessments, time sheets or scans, and mileage sheets.
9. Engaging in acts of theft or sabotage of equipment, facilities, the District time, documents or any other District proprietary information or documents.
10. Unauthorized use of the District equipment, time, materials, or facilities.
11. Giving the District's products away free of charge or at a discount to any person or in violation of District's policies.
12. Deliberate destruction or damage to any the District property or the property of any employee, client, or visitor.
13. Bringing or possessing firearms, weapons, or any other hazardous or dangerous devices on the District property or during on-duty time.
14. Neglect or carelessness that results in damage or destruction of customer or the District property or endangers the life or health of any person.
15. Breach of confidentiality of grievances, or of staff, family or child information.
16. Pleading guilty to or being convicted of a crime that indicates the employee is unfit for the job or poses a threat to the safety or well-being of the District's employees, customers, or property.
17. Failure to observe OSHA or Cal OSHA regulations.
18. Any deliberate action that is harmful to staff, clients or the District in nature and is obviously detrimental to the District's efforts to operate effectively and profitably.

19. Insubordination, including, but not limited to, failure or refusal to obey the instructions of a supervisor or the use of abusive or threatening language or behavior toward a supervisor.
20. Violations involving any nondisclosure (secrecy) agreement or failure to maintain the confidentiality of the District's proprietary or confidential information.
21. Unsafe handling of equipment and/or hazardous materials/chemicals.
22. Unsatisfactory job performance.
23. Smoking, including the use any electronic smoking devices (e.g., e-cigarettes), in restricted areas or where "No Smoking" signs are posted. All District facilities are nonsmoking including parking lots and outdoor areas that are part of the facility.
24. Failure to observe working schedules, including lunch and break periods.
25. Any action that involves unsafe conduct.
26. Reporting working time, mileage, expense reports or other documents inaccurately.
27. Working unauthorized overtime or refusing to work assigned overtime.
28. Tardiness.
29. Unreported absence of three (3) consecutive scheduled workdays.
30. Failure to obtain permission to leave work for any reason during normal working hours.
31. Failure to notify supervisor or other appropriate staff when unable to report to work.
32. Sleeping on the job.
33. Inappropriate appearance or grooming as defined by District in memos, procedures or other communication.
34. Failure to promptly report to a supervisor the loss of or known malfunctioning of keys, tools, vehicles, identification badges, credit cards, or equipment, electrical or mechanical.
35. Convictions for traffic violations or driving under the influence of alcohol or drugs while performing the District business and/or in a District vehicle.
36. Reckless or negligent use of and/or damage to a District vehicle.
37. Failure to provide a physician's certificate when requested or required to do so.
38. Committing a fraudulent act or a breach of trust under any circumstances.
39. Engaging in any conduct that is not in the best interest of the District.
40. Unauthorized access to personnel files.

41. Unauthorized copying or distribution of confidential documents to anyone or any organization without the advance approval of the General Manager.

42. Unauthorized representation by an employee of the District's position on any matter.

Note: With at-will employment, either the employee or the District can terminate the employment relationship without any cause, without any reason or notice, and in the absence of employee misconduct.

3110.2 Discipline:

If a supervisor is concerned about an employee's job performance, or if the employee is not meeting job expectations, the supervisor may take further action to communicate this concern. Appropriate discipline for performance is not considered harassment.

POLICY 3120: Employment Status

3120.1 At-will Employment:

Employment at the District is at-will, meaning that either the District or the employee may terminate the employment relationship at any time for any reason. No District employee has any authority to make any agreement or representation contrary to District's policy of at-will employment, except that the Board or the General Manager may occasionally enter into severance agreements in the business interest of District and in accordance with the law.

As a condition of employment, each employee must execute an At-Will Employment Agreement prior to beginning employment with the District. Employees may be required to re-sign the acknowledgement in Appendix 3000 A at other points during employment with District, for example, when these Rules are updated.

3120.2 Regular Employees:

3120.2.1 Full-Time Employees

Regular full-time employees are those whose normal workweek is at least forty (40) hours per week. Full-time employees may be paid on an hourly basis or a salaried basis at the District's discretion. Full-time employees are eligible for all District-sponsored benefits on the first day of the first full month following the date of hire.

3120.2.2 Part-Time Employees

Regular part-time employees are those whose normal workweek is fewer than forty (40) hours per week

3120.3 Temporary Employees:

Temporary employees are those whose services are intended to be of limited duration. Temporary employees may be full-time or part-time. An employee's status will not change from temporary to regular unless the employee is advised of such a change in writing by the General Manager (or designee). Temporary employees are not eligible for any District-sponsored benefits except as set forth in these Rules and to the extent mandated by state and federal law.

3120.4 Exempt & Non-Exempt Employment Status:

3120.4.1 Exempt Employees

Exempt employees are those employees, including executive, professional, and administrative employees, who are excluded (or "exempt") from the overtime provisions of federal and state wage and hour law and are therefore not entitled to overtime pay.

3120.4.2 Non-Exempt Employees

Nonexempt employees are those employees who are covered by the overtime provisions of federal and state wage and hour law and are entitled to overtime pay in accordance with Section 5.5 (Overtime).

3120.4.3 Designation of Confidential Employees

The General Manager may designate any Regular Employee as a "Confidential Employee." Confidential Employees can access personnel files and have limited access to attorney-client privileged documents with the prior authorization and approval of the General Manager.

POLICY 3130: Equal Employment Opportunity

The District affords equal employment opportunity to all qualified employees and applicants as to all terms and conditions of employment, including compensation, hiring, training, promotion, transfer, discipline and termination.

3130.1 Policy Against Discrimination, Harassment, and Retaliation:

3130.1.1 Purpose

The purpose of this policy is to establish a strong commitment to prohibiting harassment, discrimination, and retaliation in employment; to define discrimination, harassment, and retaliation; and to set forth a procedure for investigating and resolving such complaints.

The District is committed to providing a work environment that is free of discrimination and harassment. In keeping with this policy, the District strictly prohibits discrimination and harassment of any kind, including discrimination and harassment on the basis of race, color, religion, sexual orientation, sex (including harassment and discrimination based on pregnancy, childbirth, or related medical conditions), gender, gender identity, gender expression, citizenship, national origin, ancestry, age (40 or older), physical disability, mental disability, medical

condition (as defined by California law), genetic information, marital status, military and veteran status, political activity or affiliation, taking or requesting statutorily protected leave, or any other characteristics protected under federal, state, or local laws.

The law prohibits any District employee, supervisor or manager, intern, volunteer, or third party with whom the employee comes into contact, from engaging in unlawful discriminatory, harassing, or retaliatory conduct.

As a condition of employment, each employee must execute an acknowledgment and agreement regarding the District's policy prohibiting discrimination, harassment and retaliation form as found in Appendix 3000 B.

3130.1.2 Discrimination:

3130.1.2.1 Policy Against Discrimination

The District prohibits and will not tolerate discrimination on the basis of race, color, religion, sexual orientation, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, gender expression, citizenship, national origin, ancestry, age (40 or older), physical disability, mental disability, medical condition (as defined by California law), genetic information, marital status, military and veteran status, political activity or affiliation, taking or requesting statutorily protected leave, or any other basis protected by federal, state or local law ("Protected Status"). Violations of this policy may result in disciplinary action, up to and including termination of employment.

3130.1.2.2 Definition of Discrimination

Discriminatory actions may include treating a person differently or subjecting a person to different treatment due to a person's actual or perceived Protected Status in a way that adversely affects the person's employment. Such treatment may include but is not limited to: refusing to hire or employ a person; discharging a person from employment; refusing to select for or discharging a person from a training program leading to employment; or treating a person differently in compensation or with regard to other terms, conditions, or privileges of employment.

3130.1.3 Harassment:

3130.1.3.1 Policy Against Harassment

The District prohibits and will not tolerate harassment on the basis of race, color, religion, sexual orientation, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, gender expression, citizenship, national origin, ancestry, age (40 or older), physical disability, mental disability, medical condition (as defined by California law), genetic information, marital status, military and veteran status, political activity or affiliation, taking or requesting statutorily protected leave, or any other basis protected by federal, state or local law ("Protected Status").

The District prohibits any and all conduct that may reasonably be interpreted as harassment as defined below, whether or not such conduct is severe or pervasive enough to meet the legal definition of harassment. Violations of this policy may result in disciplinary action, up to and including termination of employment.

3130.1.3.2 Types of Harassment

Harassment may include:

- Verbal harassment – such as jokes, epithets, slurs, negative stereotyping, and unwelcome remarks about an individual’s body, color, physical characteristics, or appearance, questions about a person’s sexual practices, or gossiping about sexual relations;
- Physical harassment – such as physical interference with normal work, impeding or blocking movement, assault, unwelcome physical contact, leering at a person’s body, and threatening, intimidating, or hostile acts that relate to a Protected Status;
- Visual harassment – such as offensive or obscene photographs, calendars, posters, cards, cartoons, e-mails, drawings, and gestures, display of sexually suggestive or lewd objects, unwelcome notes or letters, and any other written or graphic material that denigrates or shows hostility or aversion toward an individual, because of a Protected Status, that is placed or displayed on walls, bulletin boards, computers or elsewhere on the employer’s premises or circulated in the workplace.

3130.1.3.3 Sexual Harassment

Sexual harassment includes unwelcome sexual advances, requests for sexual favors, or other visual, verbal, or physical conduct of a sexual nature when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual’s employment; (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting that individual; or (3) such conduct has the purpose or effect of unreasonably interfering with an individual’s work performance or creating an intimidating, hostile, or offensive working environment.

Sexual harassment may include a range of behaviors and may involve individuals of the same or different gender. Sexually harassing conduct need not be motivated by sexual desire and may include nonsexual conduct motivated by the harasser’s hostility toward the victim’s gender, or toward the victim’s nonconformity with gender stereotypes.

Examples of sexual harassment may include, but are not limited to:

- Physical conduct including unwelcome touching, intentionally blocking normal movement, pinching, patting, or coerced sexual conduct;
- Verbal conduct including making derogatory comments, sexually explicit jokes, slurs, sexual innuendo and insults, or comments about an individual's body or dress;
- Visual conduct including leering or displaying sexually oriented posters, photography, cartoons, drawings, emails, or gestures;
- Offering employment benefits in exchange for sexual favors; and
- Taking or threatening reprisals after a negative response to sexual advances.

3130.1.3.4 Harassment Based on Other Protected Status

Harassment on the basis of other Protected Status is also prohibited. Such harassment includes physical, verbal, and visual conduct when such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

3130.1.4 Retaliation:

3130.1.4.1 Policy Against Retaliation

The District prohibits employees and officers from taking any Adverse Action (as that term is defined below) against an employee because he/she in good faith engaged in a Protected Activity (as that term is defined below).

Retaliation is strictly prohibited, and complaints of retaliation will be promptly and thoroughly investigated in accordance with the District's investigation procedures. Violations of this policy may result in disciplinary action, up to and including termination of employment.

3130.1.4.2 Definition of Protected Activity

"Protected Activity" may include, but is not limited to, any of the following:

- Reporting any incidents of harassment or discrimination, or perceived harassment or discrimination;
- Participating in any investigation relating to a complaint of harassment or discrimination;
- Filing a complaint with a federal or state agency;
- Participating in or cooperating with a federal or state enforcement agency that is conducting an investigation of the District regarding alleged unlawful activity;
- Testifying as a party or witness regarding alleged unlawful activity;
- Associating with another employee who is engaged in a Protected Activity;

- Making or filing a complaint regarding alleged unlawful activity;
- Calling a governmental agency’s “Whistleblower hotline.”
- Reporting suspected fraud, in good faith, consistent with Policy 2020.7

3130.1.4.3 Definition of Adverse Action

“Adverse Action” may include, but is not limited to, any of the following:

- Real or implied threats of intimidation to attempt or prevent an individual from reporting alleged wrongdoing;
- Refusing to hire an individual because of Protected Activity;
- Denying promotion to an individual because of Protected Activity;
- Taking any form of disciplinary action because of Protected Activity;
- Altering work schedules or work assignments because of Protected Activity.

3130.2 Complaint Process:

3130.2.1 Reporting a Complaint

The District encourages the reporting of all incidents of prohibited harassment, discrimination, or retaliation, regardless of the identity of the offender. If you believe you have been subject to harassment, discrimination, or retaliation by a District employee, supervisor, manager, or a third party, or have been denied an equal employment opportunity, you must bring the matter to the attention of the General Manager or General Counsel as soon as possible. If, for any reason, you do not feel comfortable discussing the matter with the General Manager, you should bring the matter to the attention the General Counsel. Reports must be made promptly so that any concerns can be investigated and addressed appropriately.

Any District employee with supervisory responsibilities who has knowledge that an employee, other supervisor, manager, intern, volunteer, client, or other business contact has been subject to conduct in violation of District policy prohibiting discrimination, harassment, and retaliation should immediately inform the General Manager so that prompt action can be taken to resolve the matter.

3130.2.2 Investigation

Complaints will go through a two-stage process. Initially, the General Manager, in consultation with the General Counsel, will complete an informal review of the merits of the complaint to determine future steps, if any. If the complaint involves the General Manager, the General Counsel will make the determination in consultation with the Board President. If the complaint involves the General Counsel, the General Manager will make the determination in consultation with the Board President. Baseless and frivolous complaints will not be further processed. Those complaints requiring further processing will be investigated. These complaints will be promptly and thoroughly investigated by an impartial and qualified person in a confidential manner, to the

extent possible, appropriate and allowable under the circumstances and by law. As appropriate, informal reviews and investigations will include documentation and proper tracking to ensure reasonable progress and provide all parties appropriate due process and reach reasonable conclusions based on the evidence collected. Every employee who brings forth a complaint is entitled to a timely response and a timely closure.

All employees and supervisors have a duty to cooperate in the investigation of alleged harassment, discrimination or retaliation. Failing to cooperate or deliberately providing false information during an investigation shall be grounds for disciplinary action, up to and including termination of employment.

3130.2.3 Remedial Action

At the conclusion of the investigation, if it is determined that a violation of policy has occurred, District will take effective remedial action commensurate with the severity of the offense. This action may include disciplinary action against the accused party, up to and including termination. Steps will be taken, as reasonable and necessary, to prevent any further violations of policy.

In addition to District's internal complaint procedure, employees should also be aware that the federal Equal Employment Opportunity Commission (EEOC) and the California Department of Fair Employment and Housing (DFEH) investigate and prosecute complaints of harassment, discrimination, and retaliation in employment.

Information about the EEOC complaint procedure can be found on its website (www.eeoc.gov). You may also contact the EEOC at:

1-800-669-4000 (English)

1-800-669-6820 (TTY)

Information about the DFEH can be found on its website (www.dfeh.ca.gov). You may also contact the DFEH at the following numbers if you are calling within California:

1-800-884-1684 (English)

1-800-700-2320 (TTY)

This policy can be modified unilaterally by the District at any time without notice. Modification may be necessary to maintain compliance with local, state, and federal laws and/or accommodate organizational changes within the District.

POLICY 3140: Grievance Policy

A grievance is defined as any complaint about the application of District policies and procedures. At some time, current employees may have a complaint about their job, their working conditions, or the treatment they are receiving. Current employees' good-faith complaints are of concern to the District. When a current employee has a job-related concern or complaint, the District encourages them to take the following steps:

- Step 1: Within a week of the events that gave rise to the grievance, bring the situation to the attention of your direct supervisor who will then investigate, as necessary, and provide a resolution or explanation. The District emphasizes that an employee is not required to bring their grievance first to their direct supervisor if the grievance is against the supervisor. The employee may then take their grievance directly to the General Manager (or designee). A supervisor cannot investigate a grievance brought to him/her by his/her staff if the complaint is directed at an employee who is the equivalent or higher in terms of position to the supervisor. All such grievance must be directed to the General Manager (or designee). If the complaint is not addressed to your satisfaction then proceed to Step 2.

Step 2: If the problem persists, you may submit a written request to the General Counsel within ten (10) business days of the outcome of the initial investigation, which will then investigate, as necessary, and provide a resolution or explanation. It is recommended that you bring the matter to the District General Counsel as soon as possible after you believe that your immediate supervisor and/or the General Manager has failed to resolve the matter.

This procedure, which we believe is important for both you and District, may not necessarily result in every problem being resolved to your satisfaction.

If the grievance is against the General Counsel, it should be submitted to the General Manager. If it involves the General Manager, the employee may submit the complaint with the General Counsel. In either event, the receiving party will consult with the Board President.

Nothing contained herein affords, or is intended to afford, a terminated employee any right to appeal his or her discharge or to receive a hearing in connection with a discharge. Moreover, nothing in this Grievance Policy eliminates or modifies employees' at-will status.

POLICY 3150: Work Hours and Compensation

3150.1 Punctuality and Attendance

Employees are expected to report to work as scheduled, on time, and prepared to start work. Employees also are expected to remain at work for their entire work schedule, except for meal periods or when required to leave on authorized District business. Late arrival, early departure, or other absences from scheduled hours are disruptive and must be avoided whenever possible. Abuse of late arrival, early departure or other unscheduled absences is grounds for disciplinary action, up to and including termination.

If you know in advance that you are going to be absent, you must schedule the absence with your supervisor at least one (1) week in advance.

If you are unable to report for work on any particular day, you must call and speak directly with a supervisor at least one (1) hour before the time you are scheduled to begin working for that day. If you call less than one (1) hour before your scheduled time to begin work, you will be considered tardy for that day.

If you are absent for three (3) consecutive scheduled workdays without contacting your supervisor, you will be considered to have voluntarily terminated your employment as provided in Section 9.3 (Job Abandonment).

Excessive absences, abuse of the District's sick leave policy, failure to report absences on time, and excessive tardiness may lead to discipline, up to and including termination. Absences are excessive if they occur frequently, or if they show a pattern. Tardiness is excessive if you are frequently or unnecessarily late, or if you demonstrate a pattern of tardiness.

3150.2 Work Hours

The District's administrative office is normally open for business between the hours of 9:00 a.m. and 4:00 p.m., Monday through Friday. These hours can change depending on staff availability and work priorities. Public accessibility is an important service of the District. These hours can be altered depending on the volume of public inquires and public needs. Additionally, some services are scheduled around the needs of District's clients and may fall outside the above listed hours. The General Manager (or designee) will assign your individual work schedule and/or satellite office hours. Your hours are subject to change according to District's needs.

3150.3 Breaks:

3150.3.1 Meal Period

Nonexempt employees scheduled to work more than five (5) hours are entitled and must take an unpaid, off-duty meal period of at least thirty (30) minutes. This meal period should be taken prior to the end of the fifth hour of work. A second meal period is required after ten hours of work.

If an employee is unable to take his/her meal break or take it in a timely manner, the employee must notify his/her supervisor before or at the time the employee is unable to take the meal break. The failure to take off-duty meal periods or to follow this notification requirement is a violation of policy. If an employee does not take a full meal break, or fails to take it in a timely manner, and fails to notify his/her supervisor, it will be presumed that the employee voluntarily waived the meal break.

Finally, if the employee works between five and six hours, the meal period can be waived by a written (mutual consent) waiver of the meal period with District in accordance with applicable law.

3150.3.2 Rest Period

Nonexempt employees must take a ten (10) minute paid rest period for every four hours of work or major portion thereof. All 10-minute breaks must be taken on District premises. Employees are entitled to these breaks as a matter of law and cannot be required to work through these

breaks. If at any time you feel that you are being coerced into working through your breaks, you should immediately bring your concern to the General Manager or General Counsel.

3150.3.3 Lactation Accommodation

District will provide all employees who wish to express breast milk at work with a reasonable amount of break time. The break time will be required to run concurrently, if possible, with any paid break time already provided. Unless it runs concurrently with paid break time, break time for expressing milk is unpaid.

District will provide all employees desiring to express breast milk at work with reasonable accommodations. The employee will be provided with use of a room, or other location, other than a toilet stall, in close proximity to the employee's work area. The employee's normal work area may be used if it allows the employee to express milk in private.

3150.4 Timekeeping Requirements

All employees (exempt and nonexempt) are required to record their hours worked in a manner determined and approved by the District. Hourly employees must document the beginning and end of their shifts and time taken for meal breaks. Ten-minute breaks need not be documented.

All employees must prepare a time sheet for each pay period. Time sheets must be submitted to your supervisor for approval by the deadline specified on the time sheet. Part-time or temporary employees must submit time sheets to their supervisor according to the schedule assigned to them. Failure to document your time with a time sheet that also matches travel, calendar and other materials is considered insubordination. A time sheet is a legal document and must be completed accurately and should not be tampered with. Completing the time sheet of a fellow employee or falsifying your own time sheet is dishonest and may lead to discipline, up to and including termination.

3150.5 Overtime

Non-exempt employees are entitled to receive overtime pay at the rate of one and one-half (1 ½) times the employee's regular rate for actual time worked in excess of forty (40) hours per workweek. An employee must obtain advance written permission from his or her supervisor to work overtime, except in the case of an emergency. Working overtime without permission is grounds for discipline, up to and including termination. The District provides compensation for all overtime hours worked by nonexempt employees in accordance with state and federal law.

3150.6 Payment of Wages:

3150.6.1 Pay Periods and Payday

There are two pay periods per month. Employees are paid on the fifteenth (15th) day and last day of the month for work performed during the previous pay period. If a regular payday falls on a holiday, employees will be paid on the preceding workday. The District does not permit advances against paychecks or against non-accrued vacation. The District highly encourages all employees to participate in the direct deposit of pay into their checking accounts.

3150.6.2 Payroll Deductions

Federal and state laws require that the District withhold a portion of employees' wages for state and federal income taxes, Social Security and Medicare, and California State Disability Insurance. Employees wishing to change their number of claimed exemptions or their marital status for tax purposes should contact the General Manager (or designee). The District will take other deductions from your wages as required by law.

3150.6.3 Paid Family Leave Insurance and Wage Replacement

The State of California provides several wage replacement insurance programs for employees who have a wage loss due to a statutory or approved leave of absence. For more information, contact the General Manager (or designee) or see Appendix A to these Rules.

POLICY 3160: Performance Evaluations, Personnel Records

3160.1 Performance Evaluations

To the extent possible, employees will receive periodic performance reviews. Generally, a new employee will receive a mid-introductory informal performance review after the first three (3) months of employment followed by a performance review after the first six (6) of employment. After that, the reviews will be conducted approximately every twelve (12) months, on or about the performance evaluation date for the District. However, the frequency of performance evaluations may vary depending upon length of service, job position, past performance, changes in job duties, or recurring performance problems.

Performance evaluations may review factors such as the quality and quantity of the work performed, knowledge of the job, initiative, work attitude, review of past goals, measurable performance objectives, job description duties and relationships with internal and external stakeholders. The performance evaluation should create awareness of progress and areas for improvement. After the review, employees will be required to sign the evaluation report to acknowledge that it has been presented and discussed with the employee's manager, and that the employee is aware of its contents.

A good performance evaluation does not guarantee a pay raise, because pay increases may not occur every year, nor is it a promise of continued employment. Employment at the District is expressly at the will of the employee and the District. Either the employee or the District may terminate the employment relationship with or without cause and with or without notice at any time. Nothing in the performance evaluation alters an employee's at-will employment.

3160.2 Personnel Records

Employees have the right to inspect and receive a copy of their personnel files and records that relate to the employee's performance or to any grievance concerning the employee, at reasonable times and at reasonable intervals, but no later than 30 calendar days from the date the District receives a written request. Employees also have the right to inspect or copy their own payroll records; the District shall comply with reasonable requests for inspection or copying as soon as practicable, but no later than 21 calendar days from the request.

Contact the General Manager (or designee) to set up an appointment if you wish to see or copy certain papers in your personnel file. The review of your file must be done in the District's main office with employee supervision.

To ensure that the files are kept up to date, employees should inform their supervisors of any personnel changes such as changes to address, phone number, marital status, or in the number of dependents.

Although the District makes reasonable efforts to protect the privacy of personally identifiable information (such as the addresses and telephone numbers of current and former employees), the District at times may be required to produce such personally identifiable information to third parties pursuant to, and in accordance with, directions from legal authorities.

3160.3 Employee References

All requests for references must be directed to the General Manager (or designee). The District's policy as to references for employees who have left the District is to disclose only the dates of employment and the title of the last position held. No other information will be provided.

POLICY 3170: Hiring, Transfer, Resignation, Job Abandonment, Layoff

3170.1 District Hiring

The existing District positions and position descriptions may be abolished or amended by the Board. In addition, new positions and position descriptions may only be added or amended by the Board.

3170.1.1 New Positions and Vacancies

New positions, as approved by the Board, and vacancies of regular positions may be filled by reinstatement, transfer, demotion, as deemed appropriate within the discretion of the General Manager based on the best interest of the District.

In case of emergencies or otherwise to protect the District's interests, the General Manager may appoint, on a temporary basis, any person available and qualified to assist with the emergency situation. Emergency appointments will be terminated as soon as the emergency situation is alleviated.

3170.1.2 Recruitment & Hiring Process

It is the Agency's desire to recruit the best qualified applicants for District positions. The District will make efforts to promote qualified persons already employed by the District and will endeavor to give reasonable notice to all of its employees concerning the District's employment opportunities.

Each candidate for District employment shall complete all application forms required by the District. An applicant's failure to provide complete and accurate information on all application materials shall result in immediate disqualification in the application process and may result in dismissal from employment. Once submitted to the District, applications shall not be returned.

Applications must be received, or USPS postmarked on or before the filing deadline stated in the job announcement. Applications received, postmarked after the deadline, or sent with franking meter postage will be disqualified.

As part of the pre-employment procedure, applicants may be required to supply references, and submit to a thorough background check by the District. In addition, all employees must be physically and mentally capable of performing the essential functions of their jobs with or without reasonable accommodation.

The District shall have the right to conduct a complete and exhaustive background investigation on all applicants seeking employment, including, but not limited to a financial, DMV, and criminal background check, where applicable, and a medical and/or psychological examination by District-retained medical practitioners, where deemed appropriate by the District. However, any medical or psychological examination shall be conducted only after a conditional job offer has been made, in accordance with applicable law.

Disqualification or Rejection of Application. The District may reject any application. No applicant has the right to grieve or appeal any such actions by the District.

The District, at its discretion, may screen applications and invite only those applicants who best meet the District's needs and requirements to test further in the process. There is no obligation to interview or test all applicants.

Selection and Examination/Assessment Process. All hiring, including promotions, shall be made according to merit and fitness. The District may utilize any objective method to determine the qualifications of applicants, including without limitation, written tests, physical agility tests, oral examinations, panel interviews, assessment centers and oral interviews.

The General Manager is the only District employee authorized to enter into a District at-will relationship with District employees. All candidates recommended for a position are to be interviewed by the General Manager, which may include designees, prior to being offered

employment. This includes full-time, part-time, extra-help, temporary, and promotional appointments.

The types of positions in District employment shall be Temporary, Regular, Extra-help and Emergency. Employees in each class shall be subject to the conditions and limitations set forth in these Rules.

3170.1.3 Verification of Identity and Right to Work

In compliance with federal law, all persons hired will be required to verify identity and eligibility to work in the United States and to complete the required employment eligibility verification document form upon hire.

3170.1.4 Employee Clearance

If the District is notified by a government agency that an employee has engaged in an activity that causes him or her to lose employment eligibility, that employee will immediately be placed on an unpaid suspension from employment until he or she receives a clearance or exemption from the California Department of Justice. Offers of employment may be conditioned upon verification of necessary licensing and clearances.

3170.1.5 Promotions

When deemed appropriate by the General Manager, vacancies may be filled by promotion of employees. Such promotion shall be based on a competitive selection process, taking into consideration of the employees' performance evaluations and past District service, and any other reasonable assessment criteria as determined by the General Manager or designee.

The promotion of an employee from one position to another having a higher pay range shall take place only upon by approval by the General Manager. Such promotion shall be based upon a judgment of qualifications for the position.

3170.2 Employee Transfer Policy

Employees who would like to request a location transfer must contact their direct supervisor or the General Manager. No transfers will be granted during an employee's initial six (6) months of employment with the District. After a transfer, staff must complete six (6) months prior to requesting another transfer. The District may consider transfers that further the best interests and/or business needs of the District, but the District reserves the right to deny any requests for transfer in its sole discretion. The District also reserves the right to transfer employees to another location for any reason, at any time.

3170.3 Resignation

Employees may voluntarily resign their employment at any time by notifying their supervisor or the General Manager in writing. The District requests (but does not require) that employees

provide two weeks' advance notice of resignation. All District-owned property (vehicles, keys, uniforms, identification badges, credit cards, etc.) must be returned immediately upon separation from employment.

3170.4 Job Abandonment

An employee who fails to report to work for three (3) consecutively scheduled workdays without notice to or approval by his/her supervisor will be considered to have voluntarily terminated employment with the District unless the employee can show reasonable cause for the absence that is in accordance with state and federal law. All District-owned property (vehicles, keys, uniforms, identification badges, credit cards, etc.) must be returned immediately upon termination of employment.

3170.5 Layoff

From time to time, the District may need to lay off staff due to cuts in funding, to achieve better utilization of agency resources, or to address changes in programs, mission, philosophy, or any other business changes. Layoffs do not provide priority for other open positions, nor are layoffs required to be conducted by seniority or any other factor. Layoffs can be based on any business reason that is not prohibited by law.

POLICY 3180: Miscellaneous Policies

3180.1 Appearance and Dress

Employees are required to use their common sense and good judgment with regard to their dress and appearance and are expected to project a professional image. Employees must dress in a manner that is consistent with their responsibilities. Attention should be paid to safety, District's image, customer interaction, and District's anti-harassment policy. If there are any questions as to what constitutes proper attire within a given department, the supervisor or General Manager should be consulted. In order to properly present the professionalism of the District, all employees must observe good habits of grooming and personal hygiene.

Clothing or jewelry must not be worn if it communicates a message that is harassing or against the District's business interest. Tattoos and any piercing that is not on the head must be covered at all times.

3180.2 Outside Employment

While employed by the District, employees are expected to devote their full attention and energy to their jobs with the District. For this reason, second jobs are discouraged. The following types of outside employment are strictly prohibited:

1. Employment that conflicts with an employee's work schedule, duties and responsibilities;

2. Employment that creates a conflict of interest or is incompatible with the employee's employment with the District;
3. Employment that interferes with the protection of the District's proprietary or confidential information;
4. Employment that impairs or has a detrimental effect on the employee's work performance with the District;
5. Employment that requires the employee to conduct work or related activities for outside employment on the District's property during the employee's working hours or using the District's facilities and/or equipment in relation to the employee's outside employment; and
6. Employment that directly or indirectly competes with the business or the interests of the District.

Employees who wish to engage in outside employment must submit a written request to the District explaining the details of the outside employment. If the outside employment is authorized, the District assumes no responsibility for the outside employment. No work related to an employee's outside employment may be performed during District time, with District property or equipment, or on District premises. The District shall not provide workers' compensation coverage or any other benefit for injuries occurring from or arising out of outside employment. Authorization to engage in outside employment can be revoked at any time.

3180.3 Telecommuting

Telecommuting may be allowed if it is in the best interest of the District. Telecommuting is at the discretion of the supervisor and require the approval of the General Manager.

3180.4 Travel:

3180.4.1 Authorization

All travel outside of areas in which the District provides services must be authorized in advance by the General Manager and must be supported by properly approved invoices and receipts covering both travel and per diem expenses. The District shall reimburse all pre-approved travel costs including lodging, private vehicle (as noted below), taxi or similar service, shuttle, air fare. Bus and train. All other expenses, including meals and incidental expenses will be reimbursed at the per diem rate of \$75/day (full day) or prorated for a partial day (\$15 breakfast, \$22 lunch, \$38 dinner) adjusted annually with the Consumer Price Index for San Francisco-Oakland-San Jose unless the conference sponsor provides meals in which case only actual reasonable expenses will be reimbursed. All reasonable effort should be made to reserve lodging at conference rates or find comparable rooms at nearby locations. All reimbursements shall be made in accordance with applicable State and federal law, including but not limited to Internal Revenue Service Guidelines.

3180.4.2 Driving Requirements

Employees whose driving records are not approved by either the District's insurance company are prohibited from driving on District's behalf and receiving mileage reimbursement.

3180.4.3 Reimbursement

The District will only reimburse costs incurred for travel in accordance with either District policy or the Internal Revenue Service, whichever is less. Mileage costs for use of privately owned automobiles used for authorized District business shall be reimbursed at a set rate except where District contracts require a lower limitation.

3180.5 Gifts

No employee may accept or extend a gift or gratuity valued in excess of \$50.00 from or to any customer, vendor, supplier, or other person doing business with the District. Please discuss expenses paid or extended to such persons for business meals or trips with the District in advance. In no event may a gift, gratuity, or expense payment influence (or appear to influence) a business decision, transaction, or service.

3180.6 Employment of Relatives

Relatives of employees may be eligible for employment with the District only if the individuals involved do not work in a direct managerial relationship or in job positions in which a conflict of interest could arise. "Relatives" is defined to include spouses, registered domestic partners, children, siblings, parents, in-laws, and step-relatives. Current employees who marry or register as domestic partners will be permitted to continue working in the position held only if they do not work in positions as noted above. If employees who marry or register as domestic partners do work in a direct supervisory relationship with one another, the District will attempt to reassign one of the employees to another position for which he or she is qualified, provided such a position is available. If no such position is available, then one of the employees will be required to leave the District. The decision as to which individual will leave District is left solely to the two employees. The General Manager or his/her designee may prohibit all employment of relatives if it is in the best interest of the agency.

3180.7 Employer Property

All District property must be maintained according to District rules and regulations. The District reserves the right to inspect all District property or premises to ensure compliance with its rules and regulations.

Prior authorization must be obtained before any District property may be removed from the premises. In order to ensure compliance with District rules and regulations, employees may be asked to cooperate in inspections of their work areas and/or personal property, including but not limited to lockers, packages, purses, backpacks and other personal property brought onto District premises. Inspections may be conducted at District's discretion. Employees refusing to cooperate in such inspections may be subject to discipline.

3180.8 Off-Duty Use of Facilities

Employees are expressly prohibited from being in District's facilities while off duty and from using District facilities or District equipment for personal use and/or while off duty without prior authorization from the General Manager or his/her designee. Past employees are prohibited from entering District offices unless provided permission by the General Manager or his/her designee.

3180.9 Outside Activities

The District employees are prohibited from selling products for profit or gain on District property during the District's business hours. Fundraising activities are permitted, and materials can be left in an open area for employees, so they can choose whether they want to participate. Employees seeking fundraising may not directly approach any employee with pressure to purchase a fundraising item, except if the fundraising is on behalf of the District. Under no circumstances will non-employees be permitted to solicit or to distribute written material for any purpose on District property.

Employees' personal advocacy and political activities must be done on their own time. No political contributions to candidates for public office may be reimbursed by the District. The District will not discriminate against employees based on their lawful political activity engaged in outside of work. Any employee with any question as to the application of these rules should consult with his or her supervisor or General Manager immediately.

POLICY 3190: Internet, E-Mail and Electronic Communications

3190.1 Telephone and Device Use Policy

Excessive use of personal phones while at work and excessive use of the District's phone for personal use disrupts the work of other employees and limits employees' ability to complete District business. As such, employees should limit personal telephone communication, email, texting or other usage during work hours to emergency and/or brief communications.

The District is committed to keeping its employees safe at all times while on District business. Employees are required to comply with all state and local laws regarding the use of wireless phones while driving, including applicable laws prohibiting text messaging while driving. All employees must use a hands-free device while driving. Whenever possible, employees should not make or receive telephone calls while driving, and employees may not send work-related email messages or text messages while driving. Under no circumstances should employees use wireless phones during adverse weather or difficult traffic conditions. Under no circumstances is an employee required to answer the phone to conduct District business while driving. Any employee who violates this policy will be considered to be operating outside the course and scope of their employment. The District takes its phone and device use policy seriously. Any violations of this policy will subject employees to disciplinary action, up to and including termination of employment.

3190.2 Technology Systems

The District provides an e-mail system, voicemail system, access to the Internet, and other technology systems to assist employees in conducting the District business. All information,

data, and messages created, received, sent, or stored in these systems are, at all times, the property of the District. During working time (which does not include meal and rest breaks), the foregoing systems are to be used solely for business-related purposes and employees have no reasonable expectation of privacy in such systems. All existing District policies apply to employee conduct on the Internet and use of all technology systems, including, but not limited to, District policies regarding intellectual property, misuse of District property, discrimination, harassment, sexual harassment, information and data security, and confidentiality.

3190.2.1 Prohibited Uses of Technology Systems

The District does not allow these systems to be used in creating, receiving, sending, or storing data that may reasonably be considered to be offensive, defamatory, obscene, discriminatory or harassing. Such data includes, but is not limited to, sexual images and comments, racial and gender-based slurs, or anything that would reasonably be expected to offend someone based on their disability, age, gender, religion, marital status, sexual orientation, national origin, culture, or any other status protected by law. Any such use would violate this policy and may also violate the District's policy against harassment. In particular, the display of any kind of sexually explicit image or document on any District system is a violation of the District's policy on sexual harassment. Employees who are aware of the misuse of these systems by other employees shall report the misuse to a supervisor or to the General Manager (or designee) immediately.

Unauthorized use of District information, emails, District intellectual or other property is prohibited for current and former employees. Nothing in this policy is intended to limit or will be applied in a manner that limits employees' rights to engage in protected concerted activity as prescribed by the National Labor Relations Act.

Please refer to the District's Electronic Resources Policy found in Policy 2000 for additional guidance.

3190.2.2 Monitoring and Recording of Technology

All employees should be aware that the District has software and systems in place that are capable of monitoring and recording all network traffic to and from any computer employees may use. The District reserves the right to access, review, copy, and delete any of the unauthorized software, copyrighted material, information, data, or messages accessed through these systems with or without notice to the employee and/or in the employee's absence. This includes, but is not limited to, all email messages sent or received, all website visits, all chat sessions, all news group activity (including groups visited, messages read, and employee postings), and all file transfers into and out of the District's internal networks. The District further reserves the right to retrieve previously deleted messages from email or voicemail and monitor usage of the Internet, including websites visited and any information employees have downloaded. In addition, the District may review Internet and technology systems activity and analyze usage patterns and may choose to publicize this data to assure that technology systems are devoted to legitimate business purposes. Accordingly, no employee should have any expectation of privacy as to his or her Internet or technology systems usage and should not use these systems for information they wish to keep private.

The District reserves the right to inspect, without notice to the employee, any and all files stored in all areas of the District's network, including those files assigned to individual employees, and those stored on any District computer, or storage device, or any storage device connected to a District computer in order to assure compliance with this and other District policies.

3190.3 Social Media

The District uses social media in certain circumstances for defined business purposes. Social media is a set of Internet tools that aid in the facilitation of interaction between people and companies online. The District expects employees to understand and comply with the Policy 2415 Social Media Use. If employees have specific questions about which programs the District deems to be social media, employees should consult with their supervisor or the General Manager. Employees' use of social media is subject to District's policies against discrimination, harassment, retaliation, disclosure of confidential information, and prohibited uses of technology systems. Nothing in this policy is intended to limit or will be applied in a manner that limits employees' rights to engage in protected concerted activity as prescribed by the Meyers-Milias-Brown Act.

POLICY 3200: Holiday, Vacation, & Sick Leave

3200.1 Holidays:

3200.1.1 Eligibility

Full-time and part-time salaried exempt employees are eligible for holiday pay. To be eligible for holiday pay, an employee must be regularly scheduled to work on the day on which the holiday is observed and must work their regularly scheduled working days immediately preceding and immediately following the holiday, unless an absence on either day is approved in advance by the General Manager or his/her designee.

3200.1.2 Holiday Pay

Eligible employees are entitled to seven (7) paid holidays per year. Part-time employees will receive a pro-rated portion of the seven (7) days based on the employee's regularly assigned work hours.

Holidays shall be determined by the General Manager or his/her designee in accordance with the District's needs. Current holidays are:

- New Year's Day
- Martin Luther King, Jr.
- President's Day
- Memorial Day
- Independence Day

- Labor Day
- Columbus Day
- Veterans' Day
- Thanksgiving
- Day After Thanksgiving
- Christmas

When a holiday falls on a Saturday, it will be observed on the preceding Friday. When a holiday falls on a Sunday, it will be observed on the following Monday. When a holiday is observed during an employee's scheduled vacation, the employee will receive holiday pay instead of vacation time.

3200.2 Sick Leave

3200.2.1 Eligibility

All employees, including part-time and temporary employees, who work thirty (30) or more days in a year are entitled to paid sick leave.

3200.2.2 Accrual Rate

All employees – including part-time, temporary and hourly employees – accrue sick leave at a rate of two (2) hours every pay period. Employees begin to accrue paid sick leave on their first day of employment.

3200.2.3 Limits on Accrual

Employees may accrue up to forty-eight (48) hours of sick time. When an employee has accrued 48 hours of sick leave, the employee will cease accruing additional sick leave until the employee's sick leave balance falls below 48 hours, at which time the employee will begin accruing sick leave again. There is no retroactive grant of sick compensation for the period of time the accrued sick compensation was at the cap. Sick leave does not accrue during an unpaid leave.

3200.2.4 Limits on Use

Employees may use up to 48 hours of paid sick leave per year. Accrued, unused sick leave carries over from year to year.

The District reserves the right to prohibit employees from using sick leave during any shutdown period, except as prohibited by law.

3200.2.5 Permitted Uses of Sick Leave

Sick leave may be used for the following purposes:

1. Diagnosis, care, or treatment of an existing health condition of, or preventive care for, the employee.
2. Diagnosis, care, or treatment of an existing health condition of, or preventive care for, the employee's family member.
3. For an employee who is a victim of domestic violence, sexual assault, or stalking, any of the following purposes related to the domestic violence, sexual assault, or stalking: to obtain or attempt to obtain a temporary restraining order, restraining order, or other injunctive relief; to seek medical attention for injuries; to obtain services from a shelter, program, or crisis center; to obtain psychological counseling; or to participate in safety planning and take other actions to increase safety, including temporary or permanent relocation.

For the purposes of sick leave, a "family member" is any of the following: a child (biological, adopted, or foster child, stepchild, legal ward, or a child for whom the employee stands in loco parentis, regardless of age or dependency status); parent (biological, adoptive, or foster parent, stepparent, or legal guardian of the employee or the employee's spouse or registered domestic partner, or a person who stood in loco parentis when the employee was a minor child); spouse or registered domestic partner; grandparent; grandchild; or sibling.

Abuse of the District's sick leave policy is dishonest and may lead to discipline, up to and including termination.

3200.2.6 Requesting Sick Leave

If the need for sick leave is foreseeable, employees must give reasonable advance notice. Employees who request sick leave are required to communicate with their supervisor at least one (1) hour before the beginning of the employee's shift. If requests for sick leave are not made within this time frame, approval for sick leave usage will not be granted unless there is an unusual circumstance (i.e., earlier notice was not practicable). Communication may be by telephone, email, or in person. The District reserves the right to ask for proof of illness as permitted under the law.

Employees are permitted to take sick leave in increments of two hours.

3200.2.7 Certification of Need for Leave

Employees may be required to provide documentation from a state recognized medical practitioner certifying the need for leave upon request by the employee's supervisor or General Manager. If an employee is absent for three (3) or more days with an illness or injury, a doctor's release is required before being allowed to return to work.

3200.2.8 Disability Insurance for Leave Exceeding Seven Days

Employees who are hospitalized or out sick for more than seven (7) calendar days for an injury or illness that is not work-related, may apply for State Disability Insurance ("SDI") benefits. The General Manager (or designee) can supply the SDI application form, but it is the employee's

responsibility to apply. Also, employees must send their Notice of Disability Benefits Received to the General Manager (or designee).

POLICY 3210: Other Protected Leaves

3210.1 Military Leave

All employees are entitled to take time off to serve in the uniformed services on a voluntary or involuntary basis, including absences to attend a fitness examination. “Uniformed services” refers to the U.S. Armed Services, including the Coast Guard; the Army National Guard and Air National Guard when engaged in active duty for training, inactive duty training, or full-time National Guard duty; and the commissioned corps of the Public Health Service.

With certain exceptions, Military Leave may be granted for a total of up to five (5) years. When the need for military leave is foreseeable, you must notify your manager as far in advance as possible, so arrangements can be made to cover your duties. If you have written authorization from your military branch for your leave, you should provide it when you request leave.

Generally, a military leave of absence is unpaid, although employees may utilize available leave to provide continued compensation during the leave.

Upon completion of duties, employees will be reinstated into their former position or into another position of equal pay and status, consistent with applicable laws.

In order to be eligible for reemployment, employees must:

1. Give advance notice (written or oral) of his or her military service, unless such notice is impossible or unreasonable under the circumstances;
2. Be absent for five (5) years or fewer, not including inactive duty training or involuntary recall to or retention on active duty;
3. Have separated from military service under honorable conditions; and
4. Report for reemployment within the following time periods:
 - a. Employees performing military service for fewer than thirty-one (31) days must report for reemployment no later than the first regularly scheduled workday that occurs after a reasonable time for the employee to return to his or her residence, plus eight (8) hours.
 - b. Employees serving more than thirty (30) but fewer than one hundred eighty-one (181) days must submit an application for reemployment within fourteen (14) days after the completion of military duty.
 - c. Employees serving more than one hundred eighty (180) days must submit an application for reemployment within ninety (90) days after the completion of military duty.

- d. Military leave can be extended for an additional two (2) years or longer if the employee is hospitalized or recovering from an illness or injury incurred or aggravated during military service or if reporting or reapplying to work is unreasonable or impossible.

The District is not be required to reemploy individuals under the following circumstances: (1) where the District's circumstances have changed so that reemployment of the person would be impossible or unreasonable, such as when there has been a reduction-in-force that would have included the person on leave; (2) where efforts to qualify returning service members or accommodate individuals with service-connected disabilities would be of such difficulty or expense as to cause undue hardship; or (3) where the pre-service position was for a brief or non-recurrent period and there was no reasonable expectation that employment would continue indefinitely or for a significant period.

Reemployed service members are entitled to the seniority and all rights and benefits based on seniority that they would have attained with reasonable certainty had they remained continuously employed.

If an employee's health plan coverage would terminate because of an absence due to military service, the employee may elect to continue the health plan coverage for up to twenty-four (24) months after the absence begins or for the period of service (plus the time allowed to apply for reemployment), whichever period is shorter. Employees will be required to pay the employee portion, if any, of any funded benefit to the extent that other employees on a leave of absence are so required.

3210.2 Leave for Military Spouse/Domestic Partner

An eligible employee who is the spouse or registered domestic partner of a member of the Armed Forces, National Guard, or Reserves who has been deployed during a period of military conflict is entitled to take up to ten (10) days of unpaid leave while the servicemember is on leave from deployment. In order to be eligible for leave under this section, an employee must: work for the District for an average of twenty (20) or more hours per week; notify his/her supervisor of the employee's intention to take the leave within two (2) days of receiving notice of the servicemember's leave from deployment; and submit written documentation to the General Manager certifying that the servicemember will be on leave from deployment during the employee's requested leave.

3210.3 Bereavement Leave

With the approval of the employee's supervisor, regular full-time employees may take up to five (5) consecutive days of unpaid leave in the event of a death in the immediate family. "Immediate family" for the purposes of this section means the employee's current spouse or registered domestic partner, child, parent, legal guardian, brother, sister, grandparent, grandchild, or mother-, father-, sister-, brother-, son-, or daughter-in-law.

3210.4 Time Off to Vote

In the event that an employee does not have sufficient time outside of working hours to vote in a statewide or federal election, the employee may take off enough working time to enable him or her to vote. Such time off shall be taken at the beginning or the end of the regular working shift, whichever allows for more free time, and the time taken off shall be combined with the voting time available outside of working hours. Under these circumstances, an employee will be allowed a maximum of two (2) hours on the Election Day without loss of pay. Deductions will not be made from the salary of an exempt employee for time taken off for voting. Where possible, the employee shall give his or her manager at least two (2) days' notice that time off to vote is needed.

3210.5 Jury Duty and Court Appearances

Employees are entitled to take time off to serve on jury duty. Employees should notify their supervisor of the need for time off for jury duty as soon as a notice or summons from the court is received. An employee may be requested to provide written verification from the court clerk of having served. If work time remains after any day of jury selection or jury duty, employees will be expected to return to work for the remainder of the employee's scheduled work hours.

In addition, every employee, including but not limited to an employee who is a victim of a crime, is entitled to take time off to comply with a subpoena or other court order to appear as a witness in any judicial proceeding.

Leave under this section is unpaid unless the employee uses other applicable accrued time off.

3210.6 Leave Without Pay

A supervisor may grant a leave of absence without pay for up to three (3) days, provided that such absence does not negatively impact the District's business interests, including the safety and care of children. Leaves of absence exceeding three (3) days may be granted at the discretion of the General Manager or his/her designee upon the written request of an employee and the approval of the employee's supervisor. No leave without pay shall be granted for more than one (1) month.

An employee will be required to use all of his/her applicable accrued leave before requesting an unpaid leave of absence. The only exception is the unpaid days off during any District closure between Christmas and New Year (if applicable to the District).

Employees on unpaid leave status do not accrue additional benefits, including sick leave.

The District will attempt to hold an employee's position for the duration of the unpaid leave of absence unless otherwise required by federal, state or local law. If the position cannot be held, the employee will be eligible to reapply should a position become available in the future.

3210.7 Paid Family Leave Program

The District offers a Paid Family Leave Program pursuant to state law.

POLICY 3220: Health and Safety

3220.1 Safe Workplace Policy

Every employee is responsible for the safety of himself or herself as well as the safety of others in the workplace. To achieve our goal of maintaining a safe workplace, everyone must be safety-conscious at all times.

3220.2 Security

The security of facilities and the welfare of our employees require that every individual be constantly aware of potential security risks. Employees should immediately notify their supervisor when persons are acting in a suspicious manner in or around the facilities, or when keys, security passes, or identification badges are lost or misplaced.

Visitors, upon entering the site, must be greeted immediately. The District may from time to time and at different locations install surveillance monitoring by video or audio for purposes of protecting District property and programs only. This surveillance system is in no way intended to provide employees with personal security.

3220.3 Workplace Violence

The District has zero tolerance for acts of violence and threats of violence. Without exception, acts and threats of violence are not permitted. All such acts and threats, even those made in apparent jest, will be taken seriously and will lead to appropriate discipline, up to and including termination.

A threat includes, but is not limited to, any indication of intent to harm a person or damage property. Threats may be direct or indirect, and they may be communicated verbally or nonverbally. It is every employee's responsibility to assist in establishing and maintaining a violence-free work environment. Each employee is expected and encouraged to report to a supervisor or senior staff all actual or perceived threatening and/or violent incidents. The District is committed to thoroughly investigating all reports of workplace violence and will take immediate, appropriate action commensurate with the offense. Depending on the circumstance, the District may choose to place an individual on leave while it investigates a complaint. Anyone with questions about the application of this policy should contact the General Manager (or designee) or the District's Police Chief.

Employees must notify the General Manager (or designee) when District keys or security cards are lost or misplaced. Employees must secure all doors upon the closure of the facility, set any alarms, and report to General Manager (or designee) if any outside lighting that is not working. Employees will not be sanctioned or otherwise suffer any Adverse Action for calling the police.

3220.4 Drug and Alcohol Abuse

The District is concerned about the use of alcohol, illegal drugs, and controlled substances as they affect the workplace. Use of these substances, whether on or off the job, can adversely affect an employee's work performance, efficiency, safety, and health, and therefore seriously impair the employee's value to the District. In addition, the use or possession of these substances on the job constitutes a potential danger to the welfare and safety of other employees and children we serve and exposes the District to the risks of property loss or damage, injury to other persons and adverse publicity. Conviction for violation of drug laws, illegal alcohol use, crimes of violence or abuse or neglect of a child on or off duty shall not be tolerated because such conduct reflects adversely on the District.

Employees may not smoke or use any electronic smoking devices (e.g., e-cigarettes) on any property owned, operated, used by the District including automobiles. Smoking is not permitted in the presence of staff, families or children or the public during work time.

As a condition of employment, the District requires each employee to abide by the terms of this Drug and Alcohol Abuse policy and notify the District of any criminal drug or alcohol statute conviction for a violation occurring in the workplace within five (5) days of such conviction. In receiving a copy of these Rules, each employee is provided a copy of this policy and will be required to sign the acknowledgment in Appendix 3000 C. All employees covered by this policy should be aware that violation of the policy may result in discipline, up to and including termination.

3220.4.1 Policy

The term "drug" or "drugs" whenever used in this policy means any controlled substance that is not legally obtainable under State or Federal law, a prescription drug obtained or used without benefit of a valid prescription by a medical provider licensed to prescribe medications, and marijuana even if prescribed by a medical provider licensed to prescribe medications.

3220.4.2 Standards of Conduct

The following rules and standards of conduct apply to all employees either on the District property or during the workday (including meals and rest periods). The following are strictly prohibited by the District:

1. Possession or use of alcohol, or being under the influence of alcohol while on the job;
2. Employees shall not be impaired by alcohol or drugs, nor possess alcohol or drugs at the assigned worksite;
3. The illegal or unauthorized use of prescription drugs is prohibited. It is a violation of this policy to intentionally misuse and/or abuse prescription medications;
4. Driving a District vehicle while under the influence of alcohol or drugs;
5. Distribution, dispensation, sale, or purchase of an illegal or controlled substance while on the job; and

6. Unlawful manufacture, possession, or use of a controlled substance, or being under the influence of an illegal or controlled substance while on the job.

Violation of the above rules and standards of conduct shall result in disciplinary action, up to and including termination. The District also may bring the matter to the attention of appropriate law enforcement authorities.

The District is dedicated to educating its employees of the dangers and consequences of workplace drug abuse. In this vein, District has developed a comprehensive Drug-Free Awareness program. The District's program will be an ongoing educational effort to prevent and eliminate drug and alcohol abuse that may affect the workplace. The Drug-Free Awareness program will inform employees about: (1) the dangers of alcohol and drug abuse in the workplace; (2) the District's policy of maintaining a drug-free workplace; (3) the availability of drug and/or alcohol counseling for employees who voluntarily seek such assistance; and (4) the penalties that the District will impose for alcohol and drug abuse violations.

3220.4.3 Enforcement

In order to enforce this policy as well as other District policies, and to ensure the safety of the District's employees and clients, the District reserves the right to conduct searches of all portions of District's property or premises for drugs, alcohol or other contraband. All employees, contractors and visitors may be asked to cooperate in inspections of their persons, work areas and/or their personal property, including but not limited to lockers, packages, purses, backpacks and other personal property brought onto District premises that might conceal drugs, alcohol or other contraband. Employees who possess such contraband or refuse to cooperate in such inspections are subject to appropriate discipline, up to and including discharge. The District also reserves the right to implement other measures necessary to deter and detect abuse consistent with this policy.

An employee may be required to submit to a fitness-for-duty examination where there is a reasonable and objective belief that an employee may be impaired by prescription or over-the-counter medications that the employee is taking. The purpose of the fitness-for-duty examination will be limited to determining whether the employee can safely perform the essential functions of the job with or without accommodation. Such fitness-for-duty examinations will be conducted in compliance with the limitations set forth under state and federal law.

In addition, the District must keep people who sell or possess controlled substances off District's premises in order to keep the controlled substances themselves off the premises. Therefore, District reserves the right to take appropriate disciplinary action for such convictions. Employees who are convicted of such crimes are required to report the conviction to the General Manager (or designee) prior to returning to work. Failure to comply with this policy may result in discipline, up to and including termination.

An employee is subject to disciplinary action, up to and including termination, if the employee works while impaired by a prescription or over-the-counter drug and that impairment affects the

employee's ability to safely perform the job or affects the safety or well-being of others. Notwithstanding the foregoing, the District will make reasonable accommodations for the known physical or mental limitations of an otherwise qualified individual with a disability, unless undue hardship for the District would result or no accommodation is available which would enable the employee to safely perform his or her job.

3220.4.4 Treatment and Rehabilitation

Consistent with federal and state laws, the District will encourage and reasonably accommodate any employee who wishes to voluntarily enter and participate in an alcohol or drug rehabilitation program, provided that this reasonable accommodation does not impose an undue hardship on the District. However, the District is not prohibited from refusing to hire, or discharging an employee who, because of the employee's current use of alcohol or drugs, is unable to perform his or her duties, or cannot perform the duties in a manner which would not endanger his or her health or safety or the health or safety of others.

The District shall make reasonable efforts to safeguard the privacy of an employee as to the fact that he or she has enrolled in an alcohol or drug rehabilitation program.

Leave under this section is unpaid, except that an employee may use sick leave to which he or she is entitled for the purpose of entering and participating in an alcohol or drug rehabilitation program. An employee with a chemical dependency who is not voluntarily seeking treatment is not qualified as a disabled individual under applicable state and federal law and may be subject to discipline as a result of job performance impaired by drug or alcohol use.

3220.5 No Smoking Policy

California law prohibits smoking at any facility used to provide children's services. The District prohibits smoking (including the use of electronic smoking devices, e.g., e-cigarettes) on any property owned, operated, used by the District including offices, employee break areas, locker rooms, parking lots, bathrooms, vehicles and other the District facilities.

3220.6 Off-Duty Activities

The District or its insurer will not be liable for the payment of workers' compensation benefits for any injury that arises out of an employee's voluntary participation in any off-duty recreational, social, or athletic activity that is not part of the employee's work-related duties.

POLICY 3230: Reasonable Accommodation Policy

3230.1 Policy

The District provides employment-related reasonable accommodations to qualified individuals with disabilities within the meaning of the California Fair Employment and Housing Act and the Americans with Disabilities Act.

3230.2 Qualifying Disability

A “disability” means a physical or mental disorder or condition that limits one or more major life activities, a record of having such a disorder or condition, or being regarded as having such a disorder or condition.

3230.3 Procedure for Obtaining Reasonable Accommodation

An employee or applicant with a qualifying disability who needs reasonable accommodation in the application process or to perform essential job functions should make a request to the General Manager. After the General Manager receives or is made aware of the request, the General Manager or his/her designee may require the employee or applicant to submit additional information in writing, including medical certification from a health care provider supporting the need for accommodation.

Once it is determined that the employee or applicant has a qualifying disability, the District will hold a discussion with the employee or applicant to determine if and how reasonable accommodation can be made. The purpose of this discussion is to timely communicate in good faith in order to understand restrictions or limitations on an employee’s ability to perform essential job functions, or an applicant’s ability to participate in the application process, and to fully consider all potential reasonable accommodations. The refusal or failure of an employee or applicant to participate or cooperate in this discussion may result in denial of accommodation. Any information relating to the employee’s or applicant’s request for accommodation shall be kept confidential to the extent required by law and shall be kept in a file separate from applicant and personnel files.

The District determines, in its sole discretion, whether reasonable accommodation(s) can be made and the type of accommodation(s) to provide. The District will not provide accommodation(s) that would pose an undue hardship upon the District’s finances or operations, endanger the health or safety of the employee or others, or eliminate an essential job function. The District will inform the employee or applicant of its decision as to reasonable accommodation(s) in writing.

3230.4 Fitness for Duty Examination

The General Manager (or designee) may require a fitness for duty examination to determine whether an employee can perform the essential functions of the job with or without accommodation, if the examination is job-related and consistent with business necessity. The General Manager (or designee) may require that a District-approved physician conduct the examination. The District will pay for fitness for duty examinations that it initiates.

**Personnel Management Section 3000 - ACKNOWLEDGMENTS
AND AGREEMENTS**

ACKNOWLEDGMENT AND AGREEMENT REGARDING RECEIPT OF DISTRICT'S EMPLOYEE RULES AND AT-WILL EMPLOYMENT STATUS

This is to acknowledge that I have received a copy of the District's Rules and understand that it sets forth the terms and conditions of my employment as well as the duties, responsibilities, and obligations of employment with the District. I understand and agree that it is my responsibility to read and familiarize myself with the provisions of the Rules and to abide by the rules, policies, and standards set forth in the Rules, including any updates to the Rules.

I acknowledge that I have received, read, and understood:

- District's Discrimination, Harassment and Retaliation Policies;
- District's Alcohol and Drug Abuse Policy;

I also acknowledge that my employment with the District is at will, not for a specified period of time, and can be terminated at any time for any reason, with or without cause, by me or by the District. I acknowledge that no statements or representations regarding my employment can alter the foregoing. As to the circumstances under which employment may be terminated, this is the entire Policy between the District and me; there are no oral or collateral agreements of any kind.

I agree to abide by the terms of the At-Will Employment (Section 3120) policy as executed by me and the District.

Employee's Name and Initials

Date

Appendix 3000 B

ACKNOWLEDGMENT AND AGREEMENT REGARDING DISTRICT'S POLICY PROHIBITING DISCRIMINATION, HARASSMENT, AND RETALIATION

This is to acknowledge that I have received a copy of District's policy prohibiting discrimination, harassment, and retaliation, and understand District's policy that there be no discrimination or harassment against any employee or applicant for employment on the basis of race, color, religion, sexual orientation, sex (including pregnancy, childbirth, or related medical conditions), gender, gender identity, gender expression, citizenship, national origin, ancestry, age (40 or older), physical disability, mental disability, medical condition (as defined by California law), genetic information, marital status, military and veteran status, political activity or affiliation, taking or requesting statutorily protected leave, or any other characteristics protected under federal, state, or local laws.

I understand that District is committed to a work environment free of harassment and discrimination, and that District specifically prohibits retaliation whenever an employee or applicant makes a good-faith complaint that they have been subjected to harassment or discrimination. Accordingly, I specifically agree that to the extent I am the subject of any conduct that I view to constitute harassment, discrimination, or retaliation or which is otherwise in violation of District's policy prohibiting discrimination, harassment, and retaliation, I will immediately report such conduct to my supervisor or to a management-level employee with whom I feel comfortable.

I understand and agree that to the extent I do not use the grievance procedures outlined herein or in District's policy prohibiting discrimination, harassment, and retaliation, District shall have the right to presume that I have not been subjected to any harassment, discrimination, or retaliation.

Employee's Name and Initials

Date

Appendix 3000 C

ACKNOWLEDGMENT AND AGREEMENT REGARDING DISTRICT'S ALCOHOL AND DRUG ABUSE POLICY

I have carefully and thoroughly read District's Alcohol and Drug Abuse Policy (3220.4). I agree, without reservation, to abide by the terms of that policy. I further agree to notify District of any conviction for any criminal drug or alcohol statute violation occurring in the workplace no later than five (5) days after such conviction. I understand that abiding by the terms of the Alcohol and Drug Abuse Policy and notifying District of workplace-related drug and alcohol convictions are conditions of my employment. I understand that any violation of the policy will result in disciplinary action, up to and including immediate termination.

Employee's Name and Initials

Date

DRAFT

BOARD OF DIRECTORS

POLICY 4000: Board Responsibility

4000.1 Each Board member is elected by and responsible to the electorate of the entire District. Directors do not represent any fractional segment of the community.

POLICY 4010: Attendance at Meetings

4010.1 Members of the Board of Directors are expected to and shall attend all regular and special meetings of the Board unless there is good cause for absence.

To be counted as present for any meeting, Board Members must be present for the duration of the meeting. If a Board Member participates in a meeting by telephone or electronic device, their attendance by these methods will be noted in the minutes and they shall be counted as present for the duration of their participation.

Good cause for excusable absence, include late arrivals or early departures, includes temporary illness or other unavoidable circumstances of which the President of the Board is notified prior to the meeting. Good cause also includes Board authorized meeting absences such as attendance at a conference directly related to the functions and interests of the District or at the meeting of another public agency in order to participate in an official capacity. The minutes of the meeting shall note that the Board Member is excused from the meeting under the circumstances noted in this section.

A Board Member who will be absent for good cause may notify the President by electronic transmission (email), telephone, or letter. The President shall notify the General Manager and the Board of all absences that are excused for good cause. The minutes shall indicate whether an absence was excused.

A vacancy shall occur if a Board Member is absent from three (3) consecutive regular meetings without good cause, or six (6) in a twelve-month period, except as otherwise provided for by law or as authorized by the Board.

POLICY 4020: Committees of the Board of Directors

4020.1 Temporary Advisory Committees:

The Board President shall appoint any such temporary advisory committees as may be deemed necessary or advisable by the President or the Board. The purpose of a temporary advisory committee and the time allowed to accomplish that purpose shall be outlined at the time of appointment. A temporary advisory committee shall be considered dissolved when its purpose has been accomplished or when the timeframe for its existence has expired, whichever occurs first.

4020.2 Standing Committee – Finance Committee

The Finance Committee shall be the only Standing Committee of the Board of Directors. The Finance Committee shall provide the Board with recommendations regarding the financial management of the District, including the preparation of a draft annual budget and reviewing major expenditures. Any recommendations from the Finance Committee committees shall be submitted to the Board via a written or oral report.

The Finance Committee shall consist of up to two (2) Board Directors with one serving as committee chair. The President shall also have discretion to appoint residents to the Committee. The Board President shall appoint and publicly announce the members of the Finance Committee for the ensuing year in January. The frequency of meeting shall be at the discretion of the Board President. All meetings of the Finance Committee are subject to the requirements of all applicable open meeting laws, including but not limited to the Brown Act.

4020.2.1 Optional Committees

The Board shall have the authority to activate or deactivate any other committees at any time. Two Directors may ask for the activation of an Optional Committee. This request should be made in writing and its formation dependent on a majority vote by the Board of Directors.

Committees may be deactivated at any time if it is deemed to be in the best interest of the District, if there are limited objectives of the committee or there is insufficient need for the committee. There is no obligation to activate any committees.

4020.3 Board Coordinators

The Board Present shall appoint and publicly announce in January Board members as Coordinators pertaining to the following areas:

The Solid Waste Coordinator shall be the Board member on the Coordinating Committee with the County and concerned with the implementation of the contract between the District and the solid waste services provider.

The Special District Coordinator shall be concerned with interfacing with other Special Districts operating within Kensington or having considerable effect upon the purview of the KPPCSD. These districts include the Kensington Fire Protection District, Stege Sanitary District, East Bay Regional Park District and East Bay Municipal Utility District.

The Community Relations Coordinator shall be concerned with community outreach.

The Park and Recreation Coordinator shall be concerned with the use and development of Kensington Park, Kensington Community Center, other park buildings, and recreation services.

The Emergency Services Coordinator shall be concerned with the development of the Local Hazard Mitigation Plan.

POLICY 4030: Duties of the Board President

4030.1 Presiding Officer: The President of the Board of Directors shall serve as the presiding officer at all Board meetings.

In the absence or disability of the President, the Vice President of the Board of Directors shall serve as the presiding officer over all meetings of the Board. If the President and Vice President of the Board are both absent or disabled, the remaining members present shall select one of themselves to act as temporary presiding officer of the meeting.

The presiding officer shall have the same rights as the other members of the Board in voting, introducing motions, resolutions and ordinances, and any discussion of questions that follow said actions. The presiding officer may move, second, debate, and vote from the chair.

4030.2 Duties Regarding Meetings: The President shall preside over and conduct all meetings of the Board of Directors, shall carry out the resolution and orders of the Board of Directors, and shall exercise such other powers and perform such other duties as the Board of Directors shall prescribe including, but not limited to, the following:

- * Call the meeting to order at the appointed time;
- * Announce the business to come before the Board in its proper order;
- * Enforce the Board's policies in relation to the order of business and the conduct of meetings;
- * Recognize persons who desire to speak, and protect the speaker who has the floor from disturbance or interference;
- * Explain what the effect of a motion would be if it is not clear to every member;
- * Restrict discussion to the question when a motion is before the Board;
- * Rule on meeting procedure;
- * Put motions to a vote, and state clearly the results of the vote; and
- * Preserve order and decorum.

4030.3 Responsibilities: Responsibilities of the President include, but are not limited to, the following:

- * Sign all instruments, act, and carry out stated requirements and the will of the Board;
- * Sign the minutes of the Board meeting following their approval;
- * Appoint and disband all committees, subject to Board ratification
- * Call such meetings of the Board as he/she may deem necessary, giving notice as prescribed by law;
- * Coordinate the preparation of meeting agendas with the General Manager;
- * Confer with the General Manager or designee on crucial matters that may occur between Board of Directors meetings;
- * Be responsible for the orderly conduct of all Board meetings;

- * Be the spokesperson for the Board; and
- * Perform other duties as authorized by the Board.

In the absence or disability of the President, the alternate presiding officer may temporarily carry out these responsibilities until such time as the President is able to resume his or her responsibilities.

In the absence or disability of the President, the Vice President of the Board of Directors shall serve as the presiding officer over all meetings of the Board. If the President and Vice President of the Board are both absent or disabled, the remaining members present shall select one of themselves to act as temporary presiding officer of the meeting.

POLICY 4040: Ethics Training

4040.1 All Directors, General Manager, Chief of Police, and members of all committees that are subject to the Brown Act shall receive two hours of training in general ethics principles and ethics laws relevant to public service within one year of election or appointment to the board of directors and at least once every two years thereafter, pursuant to Government Code Sections 53234 et seq. as may be amended from time to time.

4040.1.1 All ethics training shall be provided by providers whose curricula have been approved by the California Attorney General and the Fair Political Practices Commission.

4040.1.2 Ethics training may consist of either a training course or a set of self-study materials with tests, and may be taken at home, in person, or online.

4040.1.3 Attendees shall obtain proof of participation after completing the ethics training. Applicable costs for attending the training shall be reimbursed by the District.

4040.1.3.1 District staff shall maintain records indicating both the dates that attendees completed the ethics training and the name of the provider that provided the training. These records shall be maintained for at least five years after the date of training and may be public records subject to disclosure under the California Public Records Act.

4040.1.4 District staff shall provide the prospective attendees with information on available training that meets the requirements of this policy once every year.

POLICY 4050: Members of the Board of Directors

4050.1 Directors shall thoroughly prepare themselves to discuss agenda items at meetings of the Board of Directors.

4050.1.1 Requests by individual Directors for substantive information and/or research from District staff will be channeled through the General Manager.

4050.1.2 The General Manager shall be responsible for providing the requested information and shall make all information equally available to all Directors. Information development and distribution is subject to staff availability.

4050.1.3 If writings are distributed to a majority of the Board in connection with an agenda item, those writings shall be made available to the public in the manner required by law.

4050.2 Meeting Decorum:

4050.2.1 Directors shall at all times conduct themselves with courtesy to each other, to staff, and to members of the audience present at Board meetings.

4050.2.2 Directors shall defer to the presiding officer for conduct of meetings of the Board but shall be free to question and discuss items on the agenda. All comments should be brief and confined to the matter being discussed by the Board.

4050.3 Abstentions and Failure to Vote: Directors should not abstain from the Board's decision-making responsibilities unless a personal or financial conflict of interest exists. Directors abstaining due to a disqualifying conflict of interest will not be counted as part of a quorum and will be considered absent for the purposes of determining the outcome of a vote on the matter. Directors who fail to vote in the absence of a declared conflict of interest will be counted as part of a quorum and in effect consent that a majority of the quorum will determine the outcome of a vote on the matter.

POLICY 4060: Training, Education and Conferences

4060.1 Members of the Board of Directors are encouraged to attend educational conferences, seminars, trainings, and professional meetings when the purpose of any such activity is to improve District operation. There is no limit as to the number of Directors attending a particular activity when it is apparent that attendance is beneficial to the District, as long as a majority of the members of a body do not discuss issues related to their local agency's business. Directors shall not attend conference or training event when it is apparent that there is no significant benefit to the District. Directors shall not attend or engage in any travel for pleasure at public expense (e.g. "junkets" or other such events that are not beneficial to the District).

4060.2 The General Manager (or a designated employee) may use District funds to pay tuition, registration, travel and/or lodging expenses for educational conferences, seminars, trainings, and/or professional meetings for Members of the Board of Directors. These prepaid expenses must be listed on an itemized sheet, supported with receipts and submitted to the District no later than ninety (90) days following the conclusion of training.

4060.2.1 The District shall reimburse all pre-approved travel costs including lodging, private vehicle (as noted below), taxi or similar service, shuttle, air fare. Bus and train. All other expenses, including meals and incidental expenses will be reimbursed at the per diem rate of \$90/day (partial or full day) adjusted annually with the Consumer Price Index for San Francisco-Oakland-San Jose. All reasonable effort should be made to reserve lodging at conference rates or find comparable rooms at nearby locations. It is recognized that some reservation will be made later and not qualify for conference rates. All reimbursements shall be made in accordance with applicable State and federal law, including but not limited to Internal Revenue Service Guidelines. Directors so reimbursed shall present a brief report on the meeting attended at the soonest possible regular Board meeting.

4060.2.2 Costs for attendance by Directors at seminars, workshops, courses, professional organization meetings, and conferences shall be included in the operating budget prior to the District incurring any reimbursable costs.

4060.2.3.3 Requesting reservations sufficiently in advance, when possible, to obtain discounted air fares and hotel rates. Other hotels can be utilized if sponsor hotels are booked and are not available. It is recognized that scheduling may not allow early registration and it is acceptable to register and attend, even if late, in recognition of the networking opportunities, informal gatherings and educational value to the District of attending these sessions. Attendance at annual conferences and education sessions is encouraged.

4060.3 A Director shall not be reimbursed for expenses incurred at any educational conference, seminar, training, or professional meeting event if such event occurs after the District has announced that Director's pending resignation, or if such event occurs after an election in which it has been determined that the Director will not retain his or her seat on the Board.

BOARD MEETINGS

POLICY 4100: Board Actions and Decisions

4100.1 Action can only be taken by the vote of the majority of the Board of Directors. Three (3) Directors represent a quorum for the conduct of business.

4100.1.1 A member abstaining in a vote is considered as absent for that vote. A member abstaining due to a conflict of interest does not count towards a quorum.

4100.1.1.1 Example. If three of five Directors are present at a meeting, a quorum exists, and business can be conducted unless the abstention is due to a conflict of interest. However, if one Director abstains on a particular action and the other two cast "aye" votes, no action is taken because a "majority of the Board" did not vote in favor of the action.

4100.1.1.2 Example. If an action is proposed requiring a two-thirds vote and two Directors abstain, the proposed action cannot be approved because four of the five Directors would have to vote in favor of the action.

4100.1.1.3 Example. If a vacancy exists on the Board and a vote is taken to appoint an individual to fill said vacancy, three Directors must vote in favor of the appointment for it to be approved. If two of the four Directors present abstain, the appointment is not approved

4100.2 The Board may give directions that are not formal actions and do not require formal procedural process. Such directions include the Board's directives and instructions to the General Manager.

4100.2.1 The President shall determine by consensus a Board directive and shall state it for clarification. Should any two Directors challenge the statement of the President, a voice vote may be requested.

4100.2.2 A formal motion may be made to place a disputed directive on a future agenda for Board consideration, or to take some other action (such as refer the matter to the General Manager for review and recommendation, etc.).

4100.2.3 Informal action by the Board is still Board action and shall only occur regarding matters that appear on the agenda for the Board meeting during which said informal action is taken.

4100.2.4 Nothing in this policy prevents the Board from providing direction to the General Manager in response to public comments or under Board member or General Manager comments, as allowed under the Brown Act. No vote or action shall be taken.

POLICY 4110: Board Meeting Agenda - General

4110.1 Agenda preparation. The General Manager, in coordination with the Board President, shall prepare an agenda for each regular and special meeting of the Board of Directors in accordance with the Brown Act. Any Director may contact the General Manager and request an item to be placed on the agenda 2 weeks prior to the closing of the agenda for the next meeting date, providing a staff report by said date. Items submitted after the deadline shall be evaluated and considered by the Board President and General Manager.

4110.2 Agenda items. If the General Manager decides an item is not germane to the current work of the Board, two collaborating Directors may place an item on the next regular meeting agenda by written request. However, the General Manager shall have the discretion to allocate District resources to said item as practicable given the Board's then-current priorities.

4110.3 Agenda descriptions. All Board agendas shall include an unambiguous description of each item on the agenda to be discussed, including closed session items, discussion items and action items. The General Manager shall ensure that the description gives notice to the public of the essential nature of business to be considered.

4110.4 Agenda posting. Agendas for regular meetings shall be posted 72 hours in advance of the meeting and agendas for special meetings shall be posted 24 hours in advance of the meeting. The posting must occur in a place that is freely accessible to the public and on the District's website. On or before January 1, 2019, the internet posting shall occur on the District's primary website homepage through a prominent, direct link to the current agenda. The agenda shall also be accessible in an open format by that date.

4110.5 Agenda packages. When distributing agenda packages and other materials to members of the Board of Directors, those materials should be provided to all members at the same time. Agenda packages, except for closed session materials, should also be made available to the public once distributed to the Board.

4110.5.1 The agenda package is not a public forum. District staff should include in the package only materials relevant to items on the Board agenda.

4110.6.1 At each regular meeting the Board shall provide the public with an opportunity for up to twenty (20) minutes to address any item within the subject matter jurisdiction of the District

not on the agenda and before each the agenda. Each person shall have up to three (3) minutes and no person may speak more than once during a public comment period. Every regular meeting agenda shall include this opportunity as part of the meeting.

4110.6.2 For special meetings, the Board shall provide the public with an opportunity of up to twenty (20) minutes to address any item on the agenda. Each person shall have up to three (3) minutes.

4110.7 Closed sessions. The Brown Act allows the Board to conduct a closed session during a noticed meeting for certain matters. Major reasons for permissible closed sessions, as authorized by the Brown Act, include real property transactions, labor negotiations, and pending litigation. The Board shall allow public comment on any closed session item before going into closed session.

4110.8 Items not on the agenda. The Board shall not discuss or take action on any item that does not appear on the posted agenda except in cases of permitted by the Brown Act, including, without limitation, in case of emergency or urgent need for action. The Board may also briefly respond to public comments, direct staff to follow-up on matters that arise during public comments and make announcements.

4110.9 The Board President and General Manager (or designee) shall ensure that physical facilities and related equipment for said meetings are functional and appropriate.

4110.10 The Board President shall determine the order in which agenda items shall be considered for discussion and/or action by the Board.

POLICY 4120: Board Meeting Conduct

4120.1 Rules of order. Meetings of the Board of Directors shall be conducted by the President in a manner consistent with the policies of the District. Policy No. 4230, "Rules of Order for Board and Committee Meetings," shall be used as a general guideline for meeting protocol.

4120.2 Agenda timing. All Board meetings shall commence at the time stated on the agenda and shall be guided by same.

4120.3 Conduct of meetings. The following concepts shall be applied to Board meetings:

4120.3.1 The meetings shall be conducted in an open and fair manner.

4120.3.2 The public shall be given ample opportunity to participate in the meetings, as set forth in section 4120.4 of this Policy.

4120.3.3 Due process principles shall apply to quasi-judicial proceedings, or as otherwise required by law.

4120.3.4 The meetings shall proceed in a manner that enables the Board to consider problems to be solved and make wise decisions intended to solve the problems.

4120.3.5 The Board may receive, consider and take any needed action with respect to reports of District operations.

4120.3.6 Noticed public hearings shall be conducted in an orderly fashion, with the Board President establishing the order of the proceedings.

4120.3.7 The Board may weigh and determine the credibility of evidence and public comment.

4120.4 Public comment. Public comment on items on the agenda, and general public comment at a regular Board meeting for matters within the jurisdiction of the Board of Directors, shall be as followed:

4120.4.1 Each member of the public present at a meeting shall be allowed to speak once in connection with each item on the agenda for that meeting. Speakers are not allowed to give or allot their time to another speaker. Time reading statements from others, will be considered towards the speaker's three-minute allotment.

4120.4.2 Members of the public should address the Board. Speakers should refrain from beginning their remarks until they are at the podium, able to use any provided amplification and are recognized by the Board President.

4120.4.3 Each speaker shall be allotted a maximum of three (3) minutes per item and may speak only once on during a public comment session. Each subject matter shall be allotted a maximum of twenty (20) minutes for comment. These are general guidelines. The Board President may shorten the time for each speaker to accommodate an unusual number of persons wishing to speak and/or may extent the allotted time per subject where the subject matter requires.

4120.4.4 The Board President cannot refuse to recognize members of the Board, or the public, whose behavior is within the standards of conduct and when time allows.

4120.5 Disruption of meetings. Willful disruption of any of the meetings of the Board of Directors shall not be permitted. If the President finds that there is willful disruption of any meeting of the Board, he/she may do the following:

4120.5.1 Notify the disrupting parties to immediately stop the conduct and that they will be asked to leave the meeting if the behavior continues.

4120.5.2 If the behavior continues after notice, order the disrupting parties out of the room and conduct the Board's business without them present.

4120.5.3 In cases of extreme disruption, the Board President may clear the room of all members of the public and conduct the Board's business without them present.

4120.5.4 Duly accredited representatives of the news media, whom the President finds not to have participated in the disruption, shall be permitted to remain in the meeting.

POLICY 4130: Brown Act Compliance – Open Meeting Requirements

4130.1 The Brown Act. The Legislature adopted the Brown Act, commonly referred to as California's "Open Meetings Laws" in 1964. The Brown Act is contained in Government Code section 54950 et seq. The Brown Act is broadly construed, and compliance is constitutionally mandated. This Policy 4130 is intended to facilitate compliance with the Brown Act. It is not a

complete listing of Brown Act requirements. In the event of a conflict between this Policy and the Brown Act, the latter shall prevail. In the event of an amendment or addition to the Brown Act that conflicts with this Policy, this Policy shall be deemed amended to conform with said amended or addition.

4130.2 All meetings of the Board of Directors shall comply with the Brown Act. The Brown Act mandates advance notice of meetings on a published agenda (see Policy 4110), opportunities for public comment (see Policy 4120.4) and preparation of minutes memorializing the meeting (see Policy 4140). There is no obligation of the District to apply the Brown Act to meetings not covered by this Act. There is also no obligation of the District to exceed any requirements of the Brown Act.

4130.2.1 Meetings occur whenever the majority of the Board of Directors meets to discuss District business.

4130.2.2 Members of the Board include newly elected and appointed officials prior to assuming office.

4130.2.3 All Board meetings shall be open and freely accessible to the public, including those with disabilities.

4130.2.4 Meetings through the use of intermediaries, serial communications, or emails are prohibited.

4130.2.5 The Board shall only take action during a properly noticed meeting.

4130.3 Committees. Standing committees created by formal action of the Board shall comply with the Brown Act

POLICY 4140: Minutes of Board Meetings

4140.1 Duty to keep minutes. The General Manager (or his or her designee) shall keep minutes of all regular and special meetings of the Board.

4140.2 The General Manager shall ensure that accurate Minutes of each Board meeting are prepared, maintained and stored in accordance with state law.

4140.3 The minutes, presented in action format, shall include sufficient detail to record all direction and actions of the Board of Directors. See 4140.1.5

4140.1.1 Copies of a meeting's minutes shall be distributed to Directors as part of an information packet for a regular meeting of the Board, at which time the Board will consider approving the minutes as presented or with modifications. Once approved by the Board, the official minutes shall be properly saved and protected, and posted on the District's webpage.

4140.1.2 An audio tape recording of regular and special meetings of the Board of Directors will be made. The device upon which the recording is stored shall be kept in a locked cabinet for a minimum of ninety (90) days or until the minutes are approved by the Board. Members of the

public may inspect recordings of Board meetings without charge on a playback machine that will be made available by the District.

4140.1.3 In addition to the written minutes, whenever possible, an audio recording and/or video recording will be made of each special or regular meeting and posted to the District website for a period of no less than thirty-six (36) months.

4140.1.3 Motions, resolutions or ordinances shall be recorded in the minutes as having passed or failed. The motion makers, and individual votes will be recorded. A unanimous vote shall be recorded as a vote in favor by each member.

4140.1.4 All resolutions and ordinances adopted by the Board shall be numbered consecutively, starting new at the beginning of each year.

4140.1.5 In addition to other information that the Board may deem to be of importance, the following information (if relevant) shall be included in each meeting's minutes:

- * Date, place and type of each meeting;
- * Directors present and absent by name;
- * Administrative staff present by name;
- * Call to order;
- * Time and name of late arriving Directors;
- * Time and name of early departing Directors;
- * Names of Directors absent during any agenda item upon which action was taken;
- * Summary record of staff reports;
- * Summary record of public comment regarding matters not on the agenda, including names of commentators if provided;
- * Approval of the minutes or modified minutes of preceding meetings;
- * Approval of financial reports
- * Information as to each subject of the Board's deliberation;
- * Record of the vote of each Director on every action item for which the vote was not unanimous;
- * Summary record of Board member comments on resolutions, ordinances, and contracts.
- * Resolutions and ordinances described as to their substantive content and sequential numbering;
- * Record of all contracts and agreements, and their amendment, approved by the Board;
- * Approval of the annual budget;

- * Approval of all polices, rules and/or regulations;
- * Approval of all dispositions of District assets;
- * Approval of all purchases of District assets; and,
- * Time of meeting's adjournment.

POLICY 4150: Review of Administrative Board Decisions

4150.1 Code of Civil Procedure § 1094.6. The provisions of California Code of Civil Procedure §1094.6 shall be applicable to judicial review of all administrative decisions of the Board of Directors pursuant to the provisions of §1094.5 of said code. The provisions of §1094.6 shall prevail over any conflicting provision and any otherwise applicable law, rule, policy or regulation of the District, affecting the subject matter of an appeal.

4150.1.1 In accordance with §1094.6, the time to seek judicial relief shall be 90 days following the date in which the Board's decision becomes final.

4150.1.2 No person aggrieved by a Board decision shall be allowed to seek judicial relief unless they shall have first raised that issue before the Board and provided the Board with an opportunity to address the issue.

4150.1.3 No person aggrieved by a Board decision shall be allowed to seek judicial relief unless they shall have first exhausted all available administrative remedies made available by the District.

4150.2 Applicability. This policy affects those administrative decisions rendered by the Board of Directors following a proceeding at which notice and an opportunity to be heard has been provided.

4150.3 Purpose. The purpose of this policy is to ensure efficient administration of the District, and the expeditious review of decisions rendered by the Board of Directors.

4150.4 Claims. Nothing in this policy shall be deemed to waive the claims filing requirements of the District when damages are being sought.

POLICY 4160: Rules of Order for Conduct of Board and Committee Meetings

4160.1 General:

4160.1.1 The Board and Board Committees will consider action items by motion in accordance with this Policy, which the Board President and Committee Chair should apply with flexibility. In the event that a Board or committee member raises a point of order that is not addressed by that this Policy or elsewhere in this Manual, the Board President or Committee Chair should consult with the General Counsel and Rosenberg's Rules of Order for guidance, a copy of which is in Appendix ---.

4160.1.1.1 If a Director believes order is not being maintained or procedures are not adequate, then he/she should raise a point of order - not requiring a second - to the President. If the ruling

of the President is not satisfactory to the Director, then it may be appealed to the Board. A majority of the Board will govern and determine the point of order.

4160.2 Obtaining the Floor:

4160.2.1 Any Director desiring to speak should address the President and, upon recognition by the President, may address the subject under discussion.

4160.3 Motions:

4160.3.1 Any Director, including the President, may make or second a motion. A motion shall be brought and considered as follows:

4160.3.1.1 A Director makes a motion; another Director seconds the motion; and the President states the motion.

4160.3.2 Once the motion has been stated by the President, it is open to discussion and debate. After the matter has been fully debated, and after the public in attendance has had an opportunity to comment, the President will call for the vote.

4160.3.2.1 If the public in attendance has had an opportunity to comment on the proposed action, any Director may move to immediately bring the question being debated to a vote, suspending any further debate. The motion must be made, seconded, and approved by a majority vote of the Board.

4160.4 Secondary Motions. Ordinarily, only one motion can be considered at a time and a motion must be disposed of before any other motions or business are considered. There are a few exceptions to this general rule, though, where a secondary motion concerning the main motion may be made and considered before voting on the main motion.

4160.4.1 Motion to Amend. A main motion may be amended before it is voted on, either by the consent of the Directors who moved and seconded, or by a new motion and second.

4160.4.2 Motion to Table. A main motion may be indefinitely tabled before it is voted on by motion made to table, which is then seconded and approved by a majority vote of the Board.

4160.4.3 Motion to Postpone. A main motion may be postponed to a certain time by a motion to postpone, which is then seconded and approved by a majority vote of the Board.

4160.4.4 Motion to Refer to Committee. A main motion may be referred to a Board committee for further study and recommendation by a motion to refer to committee, which is then seconded and approved by a majority vote of the Board.

4160.4.5 Motion to Close Debate and Vote Immediately. As provided above, any Director may move to close debate and immediately vote on a main motion.

4160.4.6 Motion to Adjourn. A meeting may be adjourned by motion made, seconded, and approved by a majority vote of the Board before voting on a main motion.

4160.5 Decorum:

4160.5.1 The President shall take whatever actions are necessary and appropriate to preserve order and decorum during Board meetings, including public hearings.

4160.5.2 The President may also declare a short recess during any meeting.

4160.6 Time Limit for Board Meetings:

4160.6.1 All meetings of the Board of Directors must be adjourned by 10:00 pm. Meetings can be extended by a four-fifths vote of the Board, or if less than four-fifths of the Directors is present, a unanimous vote of those Directors that are present.

4160.6.2 If the meeting is still in session at 9:45 pm, the Board President (or whoever is chairing the meeting) shall stop the progress of the meeting and suggest which of the remaining items on the agenda will be addressed in the remaining fifteen minutes of said meeting. As an alternative, the Board President will entertain a motion to consider whether to extend the meeting as described in Policy 4160.6.1.

4160.6 Amendment of Rules of Order:

4160.6.1 By motion made, seconded and approved by a majority vote, the Board may, at its discretion and at any meeting: a) temporarily suspend these rules in whole or in part; b) amend these rules in whole or in part; or, c) both.

POLICY 4170: Types of Board Meetings

4170.1 Regular meetings. The purpose of meetings is to conduct the business of the District requiring action by the Board of Directors. Regular meetings of the Board of Directors shall be held on the second and fourth Thursday of each calendar month (except November and December meetings occur only on the second Thursday) at 7:30 PM in the Community Center, 59 Arlington Avenue in Kensington, CA or if the Community Center is unavailable, at a temporary location within Kensington, if possible. The date, time and place of regular Board meetings may be reconsidered as the Board may determine due to a change in District needs and circumstances.

4170.1.1 The Board may choose to reschedule meetings at any time, for any time and location, with a majority vote to accommodate special circumstances that may arise between regular meetings. Any meeting can be cancelled by the General Manager in consultation with the Board President. For example, if no action, no motion, or no direction is required of the Board, there would not be a need to hold a meeting and the meeting can be cancelled. There shall be at least twelve (12) meetings per year.

4170.1.2 The General Manager may also reschedule meetings after consulting with the Board President, or if unavailable, the Vice-President to accommodate special circumstances that may arise between regular meetings.

4170.2 Special meetings (non-emergency). Special meetings of the Board of Directors may be called by the Board President or by a majority of the Board.

4170.2.1 All Directors shall be notified of the special Board meeting and the purpose or purposes for which it is called. Notice of the meeting shall be in writing, received by them at least 24 hours prior to the meeting.

4170.2.2 An agenda shall be prepared and posted at least 24 hours before the meeting, as specified in Policy 4210 and shall be delivered with the notice of the special meeting to the Board of Directors.

4170.2.3 Notice of the meeting shall be provided to any local newspaper or any other media outlet that has requested to receive notices of meetings (consistent with the Brown Act) by serving a copy of the agenda at least 24 hours before the meeting.

4170.2.4 Only those items of business listed in the call for the special meeting shall be considered by the Board at any special meeting.

4170.3 Emergency Meetings. In the event of an emergency situation involving matters upon which prompt action is necessary due to the disruption or threatened disruption of public facilities, the Board of Directors may hold an emergency special meeting without complying with the 24-hour notice requirement. An emergency situation means a crippling disaster that severely impairs public health, safety, or both, as determined by the General Manager after consulting with the Board President, or in their absence, the Vice-President.

4170.3.1 When possible, notice shall be provided to the local newspaper, any other media outlet by telephone at least one hour before the meeting.

4170.3.2 Actions taken during an emergency meeting shall be by roll call vote.

4170.3.3 The Board may meet in closed session if agreed to by 2/3 vote of the members present, or if less than 2/3 present, by unanimous vote.

4170.3.4 Following an emergency meeting, the minutes of the meeting, a list of persons notified or attempted to be notified of the meeting, and actions taken must be posted for ten (10) days in the District office.

4170.3.5 Workshops. The Board President may schedule a workshop to discuss the status of projects and any items of general information. If no actions or direction is given by the Board of Directors at the workshop no minutes will be prepared. Minutes must be taken at any workshop where priorities are discussed, where votes are taken, or where direction is given to staff.

4170.4 Adjourned Meetings. A majority vote of the quorum of the Board of Directors may adjourn any Board meeting at any place in the agenda to a time and place specified in the order of adjournment, except that if no quorum is present or no Directors are present at any regular or adjourned regular meeting, the Board president or General Manager may declare the meeting adjourned to a stated time and place. Notice of the adjourned meeting shall be posted on or near the door of the meeting within 24 hours after the adjournment and the adjourned meeting shall be noticed in the same manner as a special meeting.

4170.5 Annual Workshop. The Board of Directors shall hold an annual organizational and goal setting workshop.

4170.6 Annual Elections. The Board will elect a President and Vice President among its members at the regular December meeting or the first meeting following certification of an election. The President and Vice President serve during the coming calendar year from January 1st to December 31st.