

# *Where should the future home of the KPPCSD be located?*



## **Preliminary Needs Assessment & Financial Analysis**

Kensington Police Protection and  
Community Services District

March 11, 2021



*Existing facilities often fail on the criterion of adequate space. In most cases, increases in police services and personnel have not been accompanied by increased space to support them.*

*It is common for police department staffing and operations to have expanded significantly along with community needs and growth since the time the existing facility was built or acquired. In many cases, an existing police facility may provide very little of the total required space that a detailed space needs analysis will recommend.*

**~ Police Facilities Planning Guidelines,  
International Association of Chiefs of Police**



# Presentation Objectives

To provide an overview and understanding of:

- Current Status of Project
- Existing and Future Working Conditions
- Public Safety Considerations of Employees
- Industry standards for police facilities, and
- Preliminary financial analysis of the most promising options for the future home of KPPCSD.



# Presentation Outline

- Introduction & Overview
- Modern Law Enforcement: Today's Regulatory & Administrative Framework
- Industry Standards
- Employee Safety & Continuity of Service
- Location & Housing Options
- Preliminary Financial Analysis



# Introduction & Overview



# Project Status

- Long standing Fire District and KPPCSD discussions and analysis to renovate the Public Safety Building.
- Several scenarios considered:
  - Renovate existing building footprint for both Fire and KPD.
  - Renovate existing building for Fire District and relocate KPD to another facility:
    - Buy/lease an existing facility for KPD, or
    - Build a new KPD on vacant land.
  - Build a new joint Public Safety Building.
- For the past several months, the focus has been to renovate the existing Public Safety Building and building footprint to accommodate both Fire and Police.
- Meanwhile, KPPCSD staff have also been exploring lease and/or lease-to-own options in the event the renovations cannot accommodate both Fire and Police.



# Existing Conditions

- PS Building constructed in 1970.
- Remodeled in 1999.
- Since KPD's establishment in 1946, there has been substantial increase in staffing.
  - 1946 – 2 Police Officers,
  - 1957-'99 – 5 Police Officers, and
  - 2000 to present – 6 to 10 Police Officers.
- There are many more regulatory and reporting demands of law enforcement than when KPD was first established.
- Although staffing and regulatory conditions have increased over the years, there has been no significant expansion of workspace.



# Existing Conditions (Cont.)

- Department of Justice Non-Compliance.
- Lack of space for confidential work.
- Currently, there is no owned or leased space for the Administrative staff. With one exception, everyone is working remotely or in temporary spaces.
- Lack of sufficient and confidential physical storage, filing and archiving space.
- Existing working conditions reduce efficient use of staff time (e.g., confidential matters must be postponed due to lack of confidential work area).



# Existing Conditions (Cont.)

- Lack of privacy for routine work (e.g., difficult to work in same space when one person is on the phone while another is trying to write a report).
- Insufficient work square footage for social distancing and/or the next public health and safety risk.
- Shortage of restroom facilities.



# Modern Law Enforcement: Today's Regulatory & Administrative Framework



# Requirements

- **Department of Justice Requirements:**

**District is out of compliance.** DOJ requires 110 square feet of secured space.

- **Required Evidence Room:**

Contracting out to secure evidence is cost prohibitive and not considered a best practice or the industry standard.

- **Minimum Equipment and Space Requirements:**

- **Patrol Officers** - 3 computers for 6 patrol officers.
- **Sergeants** - 2 computers in one office and adequate space to perform necessary job functions.

- **Confidential Workspace Requirements:**

In addition to the Police of Chief, any other management and Sergeants need work spaces that allow for confidential meetings and discussions (e.g., Internal Affairs investigation, performance evaluations, disciplinary action, meeting with members of the public on confidential matters).



# Deficiencies & Constraints

- **Secured Filing, Storage and Archiving:**  
Lack of secure physical storage, filing and archiving space, especially for State Regulated & Confidential Files.

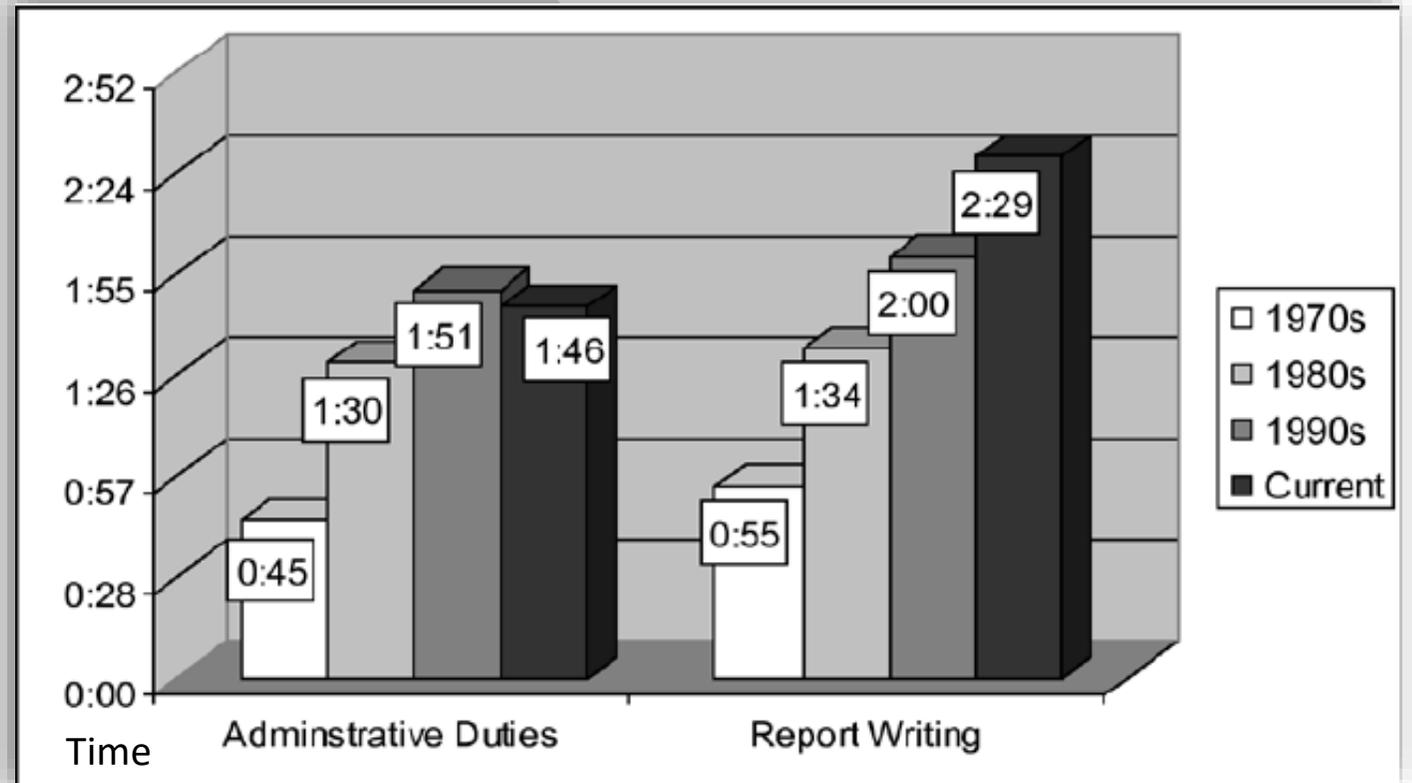
Employee Background Files	Officer Field Training Program files
Internal Affairs Investigations	Homicide/Major Crimes Investigations
Personal Files	Counseling Files
Human Resource Files	Payroll
Evidence Documentation	Citizen Complaints
Fleet Equipment & Building Maintenance	Police Forms (Citations, Towing, Legal)
Community Forms	Department of Justice Data (AB 392)

- **Administrative Staff:**  
Insufficient space in PS building to co-locate administrative support staff with KPD.
- **Restroom Facility Shortage:**  
There is one restroom on the first floor shared by Police, Fire, Administrative and Civilian Staff as well as the public. There is also one sub-standard bathroom upstairs used by 6 patrol officers.



# Administrative Duties – Changes Over Time

While police administrative and reporting duties, as well as the demand for service, have increased substantially over the past 30 years, the number of officers in police departments has not increased proportionally to meet these demands.



Source: Malm, Aili & Pollard, [Utilizing activity-based timing to analyze police service delivery](#). Law Enforcement Executive Forum, 2007.

# Routine Duties & Activities

## Important and Essential Duties for Police Sergeant and Other Police Management:

- ✓ Plans, schedules, organizes, assigns, reviews and evaluates the work of sworn and non-sworn staff on an assigned shift.
- ✓ Provides input into selection, disciplinary and other personnel matters; may counsel employees as required.
- ✓ Plans, develops, presents and maintains records of training programs; trains staff in work procedures; reviews and approves reports prepared by sworn staff.
- ✓ Oversees, reviews and evaluates a variety of departmental programs and County-wide joint ventures; may represent the department and the District in contacts with other law enforcement agencies.
- ✓ Directs ongoing and sensitive internal affairs investigations.
- ✓ Schedules the work of employees to provide for coverage and makes day-to-day assignments as required by the needs of the department.
- ✓ Assists in the preparation and administration of the departmental budget; prepares grant proposals for various state and federal programs.
- ✓ Performs the full range of patrol duties.



*Source: Kensington Police Protection and Community Services District Police Sergeant and Chief of Police Job Description, KPPCSD.org.*

# Routine Duties & Activities

## Administrative Staff Support of KPD Activities:

- ✓ Budget,
- ✓ Payroll,
- ✓ Public information requests,
- ✓ Political matters,
- ✓ Policy related action and response,
- ✓ CalPERS management,
- ✓ PD regulations & Grants,
- ✓ Police Fleet, Purchase Equipment,
- ✓ Legislation and State Mandates,
- ✓ Injury on Duty,
- ✓ Police equipment,
- ✓ Uniforms,
- ✓ Legal related issues,
- ✓ Employee recruitment,
- ✓ Hiring, discipline, and
- ✓ Termination.



# Routine Duties & Activities

Officer	
On patrol (% of time)	Admin (% of time)
75%	25%

Sergeant	
On patrol (% of time)	Admin (% of time)
50%	50%

*Paperwork consumes officer hours that could be better spent Protecting the public and solving crimes. ~ J. Careless, Police One Magazine, 2019*

*15 to 20 years ago, officers would spend 10 to 15 percent of their time on administrative tasks, but the number has ballooned to over 50 percent.*

*~ Chief Michel Moore, LA PD, My News LA, 2019*

*While incident reporting is vital to police work and helps move criminal proceedings forward, officers spend a significant portion of their workdays on documentation. According to a recent survey, officers say they spend three hours or more per shift on paperwork.*

*~ M. Geremia, Police Chief Magazine, June 2019*



# Industry Standards



# Employee Workspace

The average net usable square feet per employee ranges broadly from one business to the next. However, survey results show that 93% of companies provide 100 square feet of work space or more per employee.

## Survey Results - Square Footage per Employee:

- 41% provide 200 square feet or more.
- 34% provide 150-199 square feet.
- 18% provide 100-149 square feet.
- 4% provide 75-99 square feet.
- 3% provide less than 75 square feet.

## Current Kensington PD Employee Office Space:

- 38-56 square feet per employee.



*Source: SA Office of Government Wide Policy, Workspace Utilization and Allocation Benchmark Report, July 2011*

## Proposed Plan:

- Reduces available PD space by 200 square feet from 1220 square feet to 1020.



# Police & Fire Operations

- In the United States, it is uncommon for Fire and Police to be co-located in the same facility. For example, out of approximately 18,000 police departments in the United States, less than 150 have consolidated services under one roof.
- However, when a joint public safety building has been ***designed*** to accommodate both professional disciplines with adequate space, there can be financial benefits to co-location.
  - Police Schedule – 12-hour shifts; 24/7.
  - Fire Schedule – Live on site; sleep at night (if there are no 911 calls).



*Sources: International Association of Chiefs of Police, 2014; and Pathways to consolidation taking stock of transitions to alternative models of police service, Michigan State University Report, 2015.*

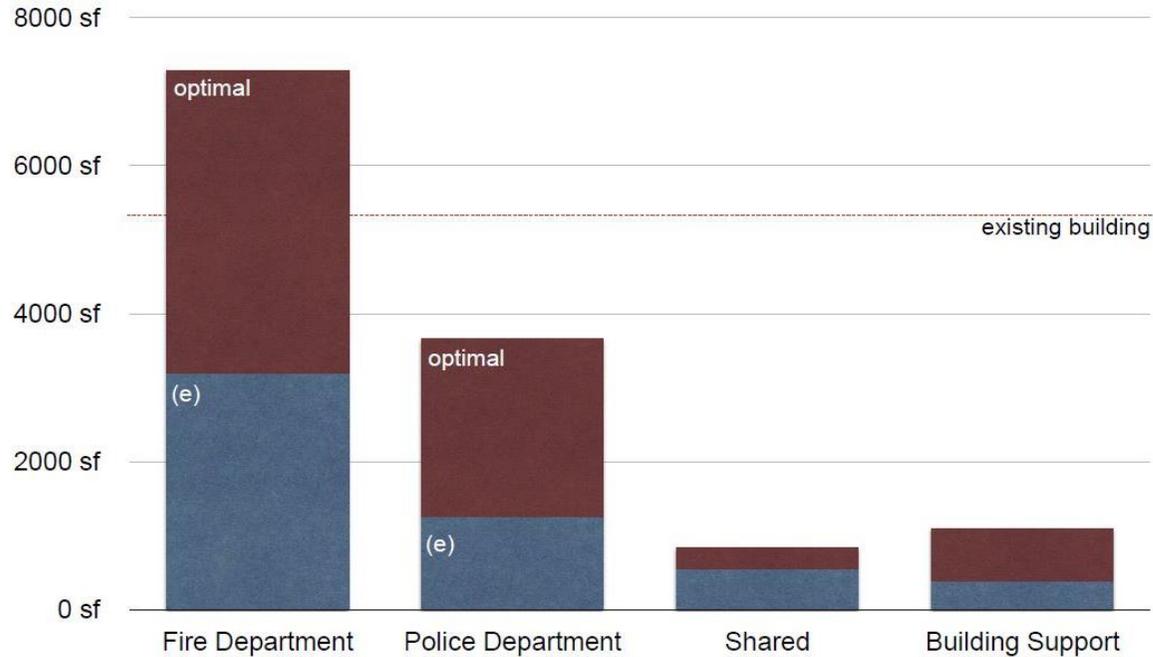
# Fire District Feasibility Study Results

DEPARTMENT	EXISTING		REDUCED		OPTIMAL		OPTIMAL WITH CUTS	
	Staff	NSF	Staff	NSF	Staff	NSF	Staff	NSF
FIRE DEPARTMENT	3	3,202	5	5,700	5	<b>7,287</b>	5	5,955
POLICE DEPARTMENT	<b>*5</b>	1,269	7	2,880	8	<b>3,668</b>	8	2,488
SHARED SUPPORT	0	892	0	338	0	<b>838</b>	0	500
BUILDING SUPPORT	0	585	0	990	0	<b>1,100</b>	0	990
Totals	8	5,948	12	9,908	<b>13</b>	<b>12,893</b>	13	9,933

\*Table Not Accurate – reflects table as published in 2016. KPD has 10 employees.

Source: Ross, Drulis, Cusenbery, Architecture, Inc., Fire District Feasibility Study, Kensington Fire Station Preliminary Space Requirements (PSR), December 14, 2016.

# Fire District Public Presentation - 2019



 existing vs. optimal program areas

*Source: Kensington Public Safety Building, Public Forum: Status Update, November 16, 2019.*

# Employee Safety & Continuity of Service



# Considerations

- **PSB Seismically Unsound**

Cracks are visible in the Office walls.

- **Employee Health & Safety - Confined Workspace**

The current situation presents serious health and safety challenges for first responders working in close proximity without adequate ventilation.

- **Public Health Preparedness**

The current co-location hinders comprehensive preparedness for the next pandemic and/or public health emergency.

- **Disadvantage of Co-Location**

The PSB would likely be uninhabitable post-earthquake or fire eliminating Kensington's only first responder facility and likely damaging apparatus and vehicles.

- **Advantage of Separate Facilities**

To mitigate the potential of irreparable damage to both police and fire facilities and apparatus/vehicles at the same time during a local/regional public health and safety emergency.



# Location/Housing Options & Preliminary Financial Analysis



# Location/Housing Options

- **Option #A:**  
KPD to stay in the PS Building and lease 1020 square feet of newly renovated space from the Fire District.  
Administrative staff to be located in separate leased location.
- **Option #B:**  
KPPCSD lease space in separate location and co-locate KPD and administrative staff together.
- **Option #C:**  
KPPCSD and/or Fire District separate or together construct new PS building on vacant land in the District.



# Preliminary Financial Analysis

- **Option #A:**

KPD to stay in the PS Building and lease 1020 square feet of newly renovated space from the Fire District. Administrative staff to be located in separate location.

- **Cost\*:**

- Temporary location during renovation, tenant improvements : ~\$150K.
- Currently, the District Pays the Fire District \$3050 per month.
- Although currently unknown, after renovation the lease rate will increase.
- Administrative staff will need to lease a separate physical location estimated to cost a minimum of \$900 per month.



# Preliminary Financial Analysis

- **Option #B:**  
KPD and Administrative staff lease  
(or lease-to-buy/own) space in separate location.
- **Cost (Tenant Improvements Only):**
  - **Minimum Upgrade - \$150-300/square foot**, includes minor interior remodeling, tenant improvements and minor electrical upgrades.  
**Example: 2500 square feet = \$375,000 to \$750,000**
  - **Medium Level Upgrade - \$400-600/square foot**, Greater electrical upgrades and improvements.  
**Example: 2500 square feet = \$1-1.5 Million**
  - **Highest Level Upgrade - \$800-1200/square foot**, Ensures the highest level of upgrades, everything to code and seismically sound.  
**Example: 2500 square feet = \$2-3 Million**



# Preliminary Financial Analysis

- **Option #B (Cont.):**  
KPD and Administrative staff lease space in separate location.



## Potential Lease Rate (Post TI) – 15 Year Lease:

	FIRST 2 YEARS		3 <sup>rd</sup> YEAR		4 <sup>th</sup> – 15 <sup>th</sup> YEARS		+ CPI in YEAR 6, 8, 10, 12, 14	
	COST	NSF	ADDITIONAL	COST	ADDITIONAL	COST	COST	CPI
<b>UPSTAIRS</b>	\$2,800/Mo	1041	+ \$200/Mo	\$3,000/Mo	+ \$500/Mo	\$3,500/Mo	\$70-\$350	2%
<b>DOWNSTAIRS OFFICE + BASEMENT</b>	\$2,500/Mo	1,615	+ \$500/Mo	\$3,000/Mo	+ \$300/Mo	\$3,800/Mo	\$76-\$380	2%
<b>Totals</b>	<b>\$5,300/Mo</b>	<b>2,656 Sq Ft</b>	<b>+ \$700/Mo</b>	<b>\$6,000/Mo</b>	<b>+ \$800/Mo</b>	<b>\$7,300/Mo</b>	<b>\$146-\$730</b>	<b>\$7,466 - \$8,030</b>

# Preliminary Financial Analysis

- **Option #C:**  
KPPCSD and/or Fire District separate or together construct new optimal PS building on vacant donated land in the District.
- **Cost:**
  - **Land donated and new construction: ~ 800/square foot.**
  - **PD and Admin Staff Only: 3,000 SF; \$2.4 Million\***
  - **Fire, PD and Support Staff: 10,000 SF; \$8 Million\***



*\*Source: based on the "Optimal with Cuts" scenario from the Fire District Feasibility Study, 2014.*

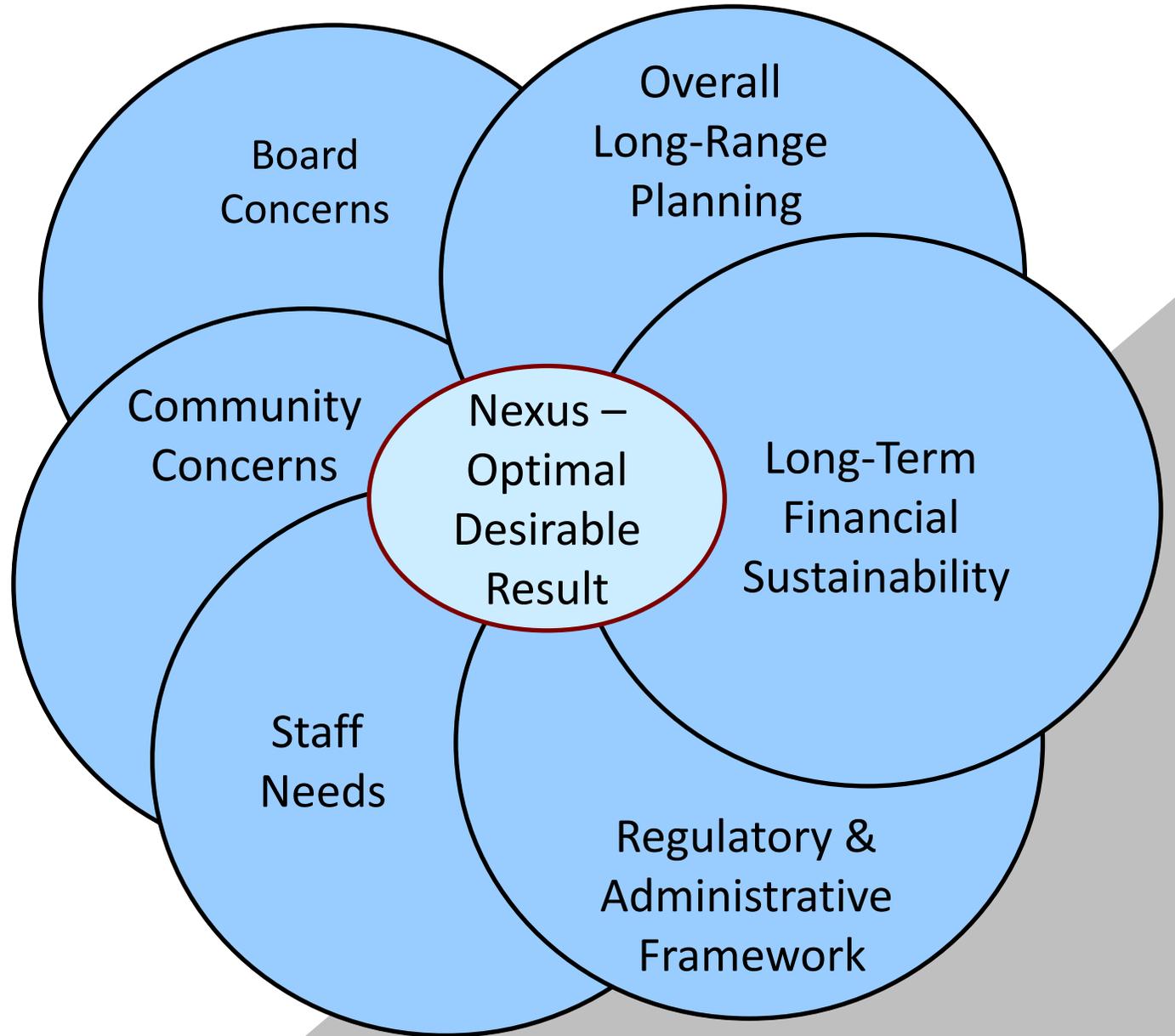
# Preliminary Financial Analysis

## Side by Side Cost Comparison of Options

Item	Option #A: Stay in PS Building	Option #B: Lease Space	Option #C: Construct New Building
Space	KPD – 1020 Sq. Ft. Admin. – 310 Sq. Ft.	2656 Sq. Ft. (both KPD and Admin.)	3000 Sq. Ft. or 10,000 Sq. Ft. (with or without Fire)
One-Time Expense	~ \$150K (Tenant Improvements to Temporary Space)	~ \$375K to \$3 Million*	~ \$2.4 Million or \$8 Million
On-going Expense	> \$4000/month	\$5300 to \$8030 (over 15 years)	Ongoing Building and Site Maintenance

\*One-time cost for tenant improvements likely in the minimum to medium upgrade range. See slide 26.

# Conclusion: Responding to the Present, Preparing for the Future



# Discussion & Questions

