

San Luis Obispo Police Department

SPACE NEEDS ASSESSMENT

22 February 2021





TABLE OF CONTENTS

TABLE OF CONTENTS	ii
EXECUTIVE SUMMARY	iv
EXISTING FACILITY	2
PROJECT DESCRIPTION	6
Unit Descriptions	
Service Call Data	
Population Projections	
Staffing Projections	
Existing Facility Conditions	
Objectives of New Facility	
SITE CHARACTERISTICS & REQUIREMENTS	18
Circulation & Access	
Parking	
Auxiliary Buildings	
BUILDING CHARACTERISTICS & REQUIREMENTS	26
Essential Services Facility	
Building Character	
Building Systems	
Security	
Sustainability Strategies	
PROGRAM REQUIREMENTS	44
Space Needs Outline	
Space Narrative	
Adjacencies	
Standard Room Forms	
Standard Component Diagrams	
ALTERNATIVE SITE EVALUATION	156
Site Locations Explored	
Site Evaluation Findings	
CONCEPTUAL SITE DESIGNS	174
CONCEPTUAL BUILDING MASSING STUDY	182
APPENDIX	190
City Facilities Master Plan	
Police Facilities Master Plan	
City Gate Study	



EXECUTIVE SUMMARY

BACKGROUND

For decades, the San Luis Obispo Police Department Facility at 1042 Walnut Street has been inadequate in size, configuration, and infrastructure to meet the needs of the public safety service the Department provides. This was documented previously in facilities assessments conducted in 1998 and 2003. The Police Headquarters was built in 1969 and is the City's oldest facility still in operation. Much has changed in the City since that time. The pace and complexity of changes in technology and society in general since the 1990's have had an even greater impact on public safety and law enforcement. At the same time, the existing Police building has served well beyond its useful life.

THE PROCESS

In recognition of those challenges, the City of San Luis Obispo hired RRM Design Group in 2017, to assist in planning for a replacement for the Police facility. RRM has prepared this report to document the work with the Police Department and City Staff to:

- Confirm existing conditions and deficiencies via observation tours at the facility,
 - Describe and quantify space needs for current operations with an eye on projected needs for the future,
 - Evaluate the carrying capacity and features of selected alternate building sites identified by City staff to accommodate those space needs,
 - Assist in site selection that resulted in a recommendation to retain the Walnut Street location,
 - Articulate goals and objectives for a new facility to meet the department's spaces needs in keeping with broader City goals for sustainability, and diversity + equity + inclusion, and
 - Develop adjacency diagrams, floor plans and building massing schemes to test how the facility needs can be met on the site.
- Integrated into the observation tours were a series of interviews to gather data on the following issues:
- Existing and anticipated personnel, hours of operation
 - Current deficiencies on space, furniture, equipment, and security needs

ACKNOWLEDGMENTS

The SLO Police Space Needs Assessment Report identifies the next critical steps for the development of a new Police Facility. RRM Design Group acknowledges the team effort it took to develop this report. We appreciate the leadership, dedication, and time that Police and City staff contributed to the comprehensiveness of the report and vision for achieving the project.

SAN LUIS OBISPO POLICE DEPARTMENT

Interim Chief *Jeff Smith*
Captain *Brian Amoroso*

CITY OF SAN LUIS OBISPO

Project Manager *Richard Burde*

RRM DESIGN GROUP

Principal *Michael Scott*
Project Architect *Pat Blote*
Job Captain *Enrique Cervantes*
Job Captain *Paige Cook*
Designer *Peggy Sonoda*

- Anticipated needs on space, furniture, and equipment
- Anticipated needs for mechanical, plumbing, and electrical systems
- Anticipated emergency power and interruptible power needs
- Required and desired operational adjacencies

SPACE NEEDS ASSESSMENT

Based on the data collected, a “Space Needs Outline” spreadsheet was developed to summarize square foot and space type requirements. The spreadsheet is organized according to the units and functions within the Police Department and highlights priorities for adjacencies for staff, units and for floor level locations. Parking requirements were examined, and the Report identifies the number of Police vehicles, staff personal vehicles, and specialty vehicles and equipment that need to be accommodated at the new facility. Additional site requirements for pedestrian and vehicle circulation, emergency egress, an emergency generator, and building services such as utilities and trash, were also considered.

Current Gross Square Feet 16,388

Current Parking Capacity 133

PROJECT NEEDS

FINDINGS OF SITE AND BUILDING DEFICIENCIES

The current facility is inadequate multiple ways but particularly in size, structure, functional spaces, and poorly performing building mechanical, plumbing, and electrical systems. Among the deficiencies described in the report are:

- Space Needs Assessment: Given the age of the building, the increase in personnel and equipment and evolving technology over the years, the facility does not meet current department functions and “best-practices” for law enforcement and public safety facilities. Examples of the space deficiencies include:
 - Lack of space for computer forensics, training, records, evidence processing, and evidence storage.
 - Evidence storage is decentralized, and some Evidence Refrigerators and freezers are housed in unconditioned space which is not energy efficient nor efficient for staff and workflow.
 - Workstations and offices are in short supply, and there is limited space for training, fitness, and locker-changing areas.
- Narrow corridors are a problem throughout the building. This is acute where the Briefing Room exits into a corridor where gear is hung on the wall, creating congestion in what should be a wide corridor to expedite emergency response.
- Structural and Systems Assessment: The current facility predates the 1986 Essential Services Act and the building and electrical, mechanical, plumbing and telecommunications infrastructure may be at risk of being rendered uninhabitable following a seismic or other event. This creates the potential for the disruption of the ability to provide essential services to the community.
- Site Assessment: The existing configuration of parking along with vehicle and pedestrian circulation on an irregularly sloping site is inefficient and poses safety challenges. The inefficiencies and potential hazards may be exacerbated during nighttime hours or under inclement weather conditions. Public parking is non-existent and limited police vehicle parking and staff vehicle parking impacts local streets.

PLANNING A NEW FACILITY

NEXT STEPS

The conceptual diagrams and drawings for site, floor plans and building massing demonstrate how functions can be organized into a new building and onto the site in appropriate ways. The City has taken an important step to address these deficiencies by initiating this Study and to give priority to a new facility.

This study is provided to support the efforts to obtain approval and funding for a replacement Police Facility. The report and the conceptual drawings will be useful to initiate critical discussions with City staff, elected officials and the local community that will be needed to make a new Police Headquarters a reality.

- Obtain more detailed up-to-date cost information.
- Initiate briefing sessions with City staff and Council.
- Develop a plan and strategy for outreach and community engagement.



EXISTING FACILITY

AGE OF FACILITY

Since 1969, the San Luis Obispo Police Department has operated from 1042 Walnut Street adjacent to both Santa Rosa Street/Highway 1 and Highway 101. The 52-year-old facility includes approximately 12,000 gross square feet and is the oldest of all City-owned buildings. The City added a two-story addition in 1983 to raise the total gross square feet to 15,600. Today the Police facility's Walnut Street site also includes an old house of 788 square feet and an 800 square foot pre-fabricated metal structure for vehicle forensics and evidence. Combined, these facilities are cramped and out-of-date with building components and systems that are beyond repair.

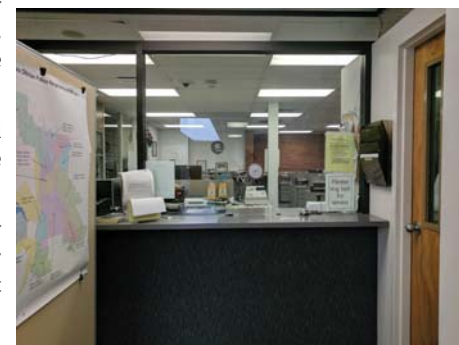
Facilities assessments conducted in 1998 and 2003 confirmed the aging infrastructure, electrical deficiencies for technology and communications and ever-increasing space limitations. Now 23 and 18 years later, those issues have increased exponentially in quantity and severity.

SPACE DEFICIT

The 1998 "SLO City Facilities Master Plan Report" stated that "the facility is projected to reach maximum capacity by 1995." (Page 28, See Appendix.) In 2003, the "Police Facilities Master Plan" estimated that the Department was operating in approximately 43% of the space needed for a new building. (See Page 18, 2003 Report in Appendix. Many years later, that situation is largely unchanged. One significant change was made in 2005 when the City wisely invested in a new facility to relocate the Police Dispatch-Communications operation to a new City Dispatch Center near Fire Station No. 1 on Santa Barbara Avenue.

Space shortages noted in previous studies and confirmed by visual observations for this study are exemplified by these examples:

Records is crowded and the space is inefficiently carved up by circulation space. The reception counter is recessed behind heavy electrified fire doors that present an unwelcoming face to visitors.



The space limitations impact all units of the department with limited space for evidence processing and storage, locker-shower rooms, patrol, detention, investigations, computer forensics, and training. The fitness room is actually a storage soace,

A very small employee lounge and patio is located on the northeast corner of the Station. The patio is small, lacks sun exposure and has no privacy from Santa Rosa Street.” (Page 28, See Appendix for 1988 MP Report)

The site is extremely deficient in parking. There is limited public parking on the street in front of the Station. The number of parking spaces within the secured gate is insufficient, particularly at shift change when police and personal vehicles are on site. There is very limited parking available for on-site training events especially involving officers from other jurisdictions.

OLD BUILDING SYSTEMS

While moving Dispatch to a different facility was a significant step in the right direction, the Dispatch operation was only a small 2,000-3,000 sf portion of the Police Department’s total space need at that time. It is important to note that part of the argument to move Dispatch out of the Walnut Street building was that the HVAC and electrical systems could not support the needs of a circa 2005 communications center.

According to the 1998 Report, “Interconnected heating ducts breach acoustical privacy in several locations.” The inadequacy of building systems for power, signal and HVAC to meet the equipment loads 2021 much less ten years from now poses a major challenge for this critical City facility.

That 1998 Report (Page 28) continues by noting that “The interior space is entirely compartmentalized with limited natural light or ventilation. Several offices are completely encompassed by corridors and have no exterior windows.

NOT ACCESSIBLE

NO ELEVATOR- NO FIRE SPRINKLERS

The multi-story building is not served by an elevator. There are no fire sprinklers and there are fire doors scattered throughout the facility.

NOT ESSENTIAL SERVICES

The current police facility predates the State requirements for an “Essential Services” building. In 1986, the California Legislature enacted the “Essential Services Buildings Seismic Safety Act” to ensure that buildings providing “essential services” such as fire stations, police and sheriff stations, California Highway Patrol, dispatch facilities and emergency operations centers would be capable of providing those services to the public after a disaster. It is not feasible to cost-effectively retrofit the existing facilities to comply with the essential services act, and in combination with the operational challenges of the facility, total replacement is the most cost-effective option over the long-term.

SUMMARY

The old and inadequate facility has served well beyond its useful life. Repairs and upgrades to meet current needs and essential services requirements are not feasible, and replacement of the Walnut Street Police facility is warranted. The site does not have available land for additional buildings or expansions. In an evaluation of potential station sites in other parts of the City, the Walnut Street site offers a superior geographic location for call response.



PROJECT DESCRIPTION

- UNIT DESCRIPTIONS
- SERVICE CALL DATA
- POPULATION PROJECTIONS
- STAFFING PROJECTIONS
- EXISTING FACILITY DESCRIPTION
- OBJECTIVES OF NEW FACILITY

SAN LUIS OBISPO POLICE DEPARTMENT DESCRIPTION

The San Luis Obispo Police Department is organized under two bureaus - the administrative bureau and an operations bureau. There are 61 sworn positions and 29.5 non-sworn positions for a total of 90.5 Full-time equivalent staff. Each bureau is headed by a Captain. The administrative bureau includes Administrative Services, Records, Special Enforcement, Investigations, and Communications. The operations bureau includes Patrol, Traffic, Field Services, and Neighborhood Outreach.

UNIT DESCRIPTIONS

PATROL SERVICES

Provides 24-hour emergency and non-emergency response and service to the community and includes special assignments such as Field Training Officer, Downtown Officer, Crime Scene Investigator, SWAT, and others. Personnel within the patrol division work a modified 3/12 week. A typical Watch complement will include a Lieutenant Watch Commander, Sergeant Field Supervisor, and several officers. Traffic

TRAFFIC SAFETY UNIT

Provides motorcycle assignments and special traffic enforcement. Traffic Safety takes a balanced approach to enforcement, engineering, and education. The Traffic Safety Unit is comprised of four patrol officers supervised by a Sergeant. The unit is responsible for enforcing traffic laws, investigating traffic collisions, event planning, reviewing DUI cost recovery claims, training department personnel on new traffic laws and operation of traffic equipment and other traffic safety duties as assigned. The team works closely with City Traffic Engineers and Community Development Staff and neighborhood groups to improve traffic safety issues. The team actively participates in traffic safety programs such as Click It or Ticket, Child Safety Seat Week, Safe Routes to School, Every 15 Minutes, Bicycle Rodeos, MADD, Distracted Driving month and school safety presentations.

NEIGHBORHOOD SERVICES

The Neighborhood Services Manager coordinates the response of City departments to neighborhood issues. The office directs the Student Neighborhood Assistance Program (SNAP), offers information regarding the noise ordinance, crime prevention, public information, and education programs. In addition, Neighborhood Enhancement Ordinance enforcement, Crime Prevention, Working to Improve Neighborhoods (WIN), and various other programs originate from this office. The Police Department looks to expand the SNAP program to increase the number of initial interactions with the community to be with neighborhood assistance as opposed to a uniform officer.



ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division consists of a Sergeant who is responsible for programs administration, internal affairs investigation, civil and permit investigation, training, and special projects.

INVESTIGATIVE DIVISION

The Investigative Division is supervised by a Lieutenant and includes two detectives working property crimes (burglary, grand theft, fraud etc.) and three detectives working crimes against persons (robbery, assault, rape, murder). Also working out of the Investigative division is a School Resource Officer (assigned to the high school and middle school). In addition, one detective is assigned to the county-wide Narcotics Task Force unit. At any time, the Investigations Bureau typically has an average of eighty active cases. In 2017 and 2018, the bureau investigated 177 suspected child abuse reports, 87 missing persons cases and followed up on 584 cases. In 2018, a Marijuana Enforcement Team (MET) was created to enforce regulations under the City's new cannabis business licenses.

PROPERTY AND EVIDENCE

Within the Investigations Bureau, this unit provides safe and secure storage for all items seized by Officers or turning in by the public. A full-time employee is assigned as the Property and Evidence Technician who is responsible for the preservation, destruction and release of all items placed in their care, as well as providing all items of evidence to courts. The technician attends frequent specialized trainings to keep up-to-date in storage techniques to insure the integrity of evidence is maintained.

COMMUNICATIONS DIVISION

(Not included in new Policy Facility - located at a separate City facility)

Communications dispatchers receive incoming telephone calls for service, including 911 calls. Police dispatchers are also responsible for dispatching fire department personnel and applying emergency medical dispatch techniques. The dispatch staffing consists of 10 Communication Technicians managed by 2 Communications Supervisors, answering directly to the Communications manager.



RECORDS UNIT

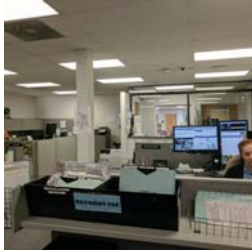
Records clerks are responsible for processing and maintaining the large amount of documentation generated by all divisions within the department. Their work includes meeting state crime reporting standards, fulfilling public records requests, registering sex, arson and drug offenders, processing background requests from government agencies and preparing court paperwork to the District Attorney's office. The records unit consists of 5 records clerks and a records unit supervisor. Records personnel also staff the main reception counter at the Police Department Lobby.

SPECIAL ENFORCEMENT TEAM (SET)

Is part of the Investigative Bureau and typically operates undercover with a special focus on narcotics enforcement. They may also conduct operations and seizures of money and weapons as well as narcotics. SET regularly assists the Investigative and Patrol Divisions and other department units as needed. They also assist the County Sheriff's Narcotics Unit as needed. The unit has flexible assignments and schedules to respond to the dynamic needs of police department investigations and operations.

COMMUNITY ACTION TEAM (CAT)

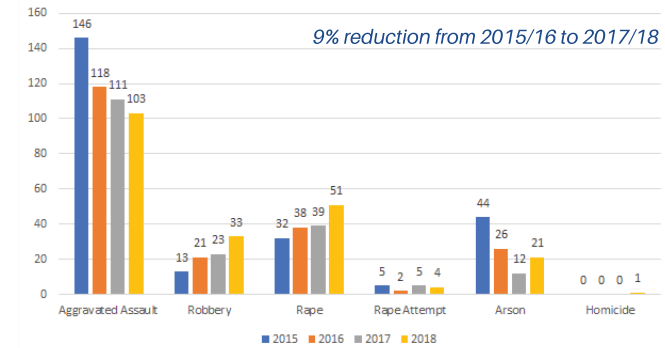
Within the Special Enforcement Team, the Community Action Team identifies problems and crime trends that negatively impact the quality of life for residents, business owners and visitors to the City of San Luis Obispo such as SLO's homeless population. Officers work directly with a Social Worker who is employed by Transitions-Mental Health Association (THMA). CAT members work collaboratively with a myriad of individuals and groups to problem solve to include patrol officers, investigators, Neighborhood Outreach Manager, other City Departments, social service providers, business groups, and other governmental agencies as appropriate.



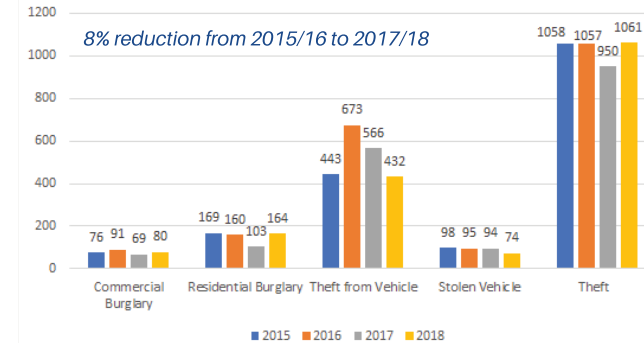
SERVICE CALL DATA

CRIME DATA

PROPERTY CRIMES



PROPERTY CRIMES



INCOMING & OUTGOING CALLS

2016	94,771
2017	101,917
2018	106,780

VIDEO EVIDENCE BOOKED

2017	62,815
2018	79,375

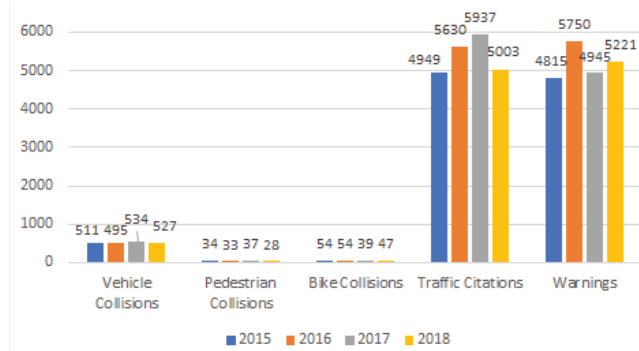
EVIDENCE/PROPERTY INTAKE

2017	7,931
2018	7,196

In all, Part 1 crime for the City of SLO decreased from 2015/16-2017/18 by 8.5%

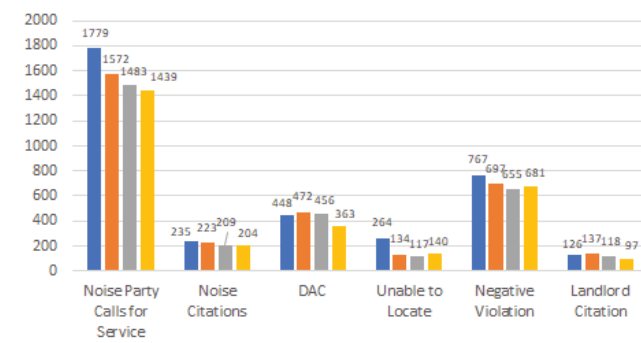
TRAFFIC & ARREST DATA

TRAFFIC RELATED



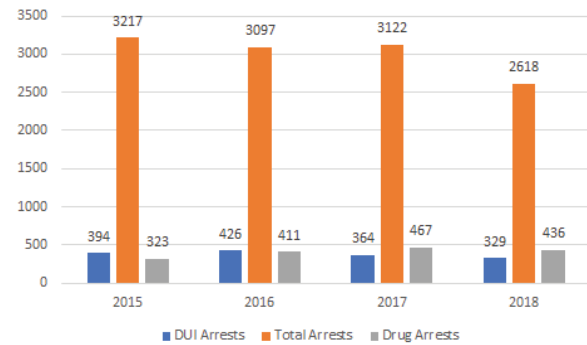
NOISE DATA

TRAFFIC RELATED



Since 2015, Noise Party calls for service have decreased by 19%

ARRESTS



POPULATION PROJECTIONS

Table 3. One Percent City Population Growth Projection

Year	Approximate Maximum Number of Dwellings*	Anticipated Number of People
2013	20,697	45,541
2015	21,113	46,456
2020	22,190	48,826
2025	23,322	51,317
2030	24,512	53,934
2035	25,762	56,686
Estimated urban reserve capacity:		57,200

* 2013 population based on CA Department of Finance data and projected based on 1% annual growth.



Table A - 1: Population Growth, 2011-2019

Year	City of San Luis Obispo		County of San Luis Obispo		State of California	
	Population	Rate of Change (%)	Population	Rate of Change (%)	Population	Rate of Change (%)
2011	45,286	-	271,644	-	37,594,781	-
2012	45,303	0.04	272,357	0.63	37,971,427	1.00
2013	45,558	0.56	274,144	0.66	38,321,459	0.92
2014	45,950	0.86	276,248	0.77	38,622,301	0.79
2015	46,331	0.83	277,219	0.35	38,952,462	0.85
2016	46,363	0.07	278,405	0.43	39,214,803	0.67
2017	46,705	0.74	279,538	0.41	39,504,609	0.74
2018	46,741	0.08	280,048	0.18	39,740,508	0.60
2019	46,802	0.13	280,393	0.12	39,927,315	0.47

Source: California Department of Finance (DOF), 2019
SLOCOG 6th Cycle Data Package 2019, Table 1; California Dept. of Housing & Community Development (HCD)

STAFFING PROJECTIONS

The many variables that typically come into play for projecting staffing levels and even City population levels has become extremely difficult at the present time. Unprecedented events such as the pandemic and recession it brought about make forecasting for this report a challenge. A more in depth discussion with City officials regarding population projections is warranted.

Ten years ago, the Police Department has 59 sworn officers. Today there are 60. But it might be reasonable to suggest there would be 70-75 officers by 2035. That might be an ambitious goal but one that reflects population increase and complexity of workload and compliance with regulations. That would increase the total sworn and non-sworn staff level from 90.5 to 110 FTEs. Those additional positions would be expected to fill increasing needs in Records, Communications, Field Services, Property and Evidence as well as professional staff.

EXISTING FACILITY CONDITIONS

Based on the Facility Reports prepared in 1998 and 2003 (See Appendix) and current observations for this study, this list highlights some of the major issues for this facility:

LACK OF SPACE FOR POLICE FUNCTIONS AND OPERATIONS

- Workspaces are beyond capacity
- Operations and functions in spaces not designed for the people or their jobs

OLD AND INADEQUATE BUILDING SYSTEMS

- Technology and equipment upgrades are obsolete
- Failing building and site conditions
- Not built for seismic performance under Essential Services Act
- No fire sprinklers
- No elevator

NOT BUILT FOR SUSTAINABILITY

- Old and inefficient HVAC
- Old, inefficient and failing plumbing systems
- Old technology water heating

SAFETY OF PERSONNEL AND BUILDING SECURITY

- Lacks safety measures such as bullet proof glass at reception counter and command offices
- Chief office has large windows on busy Santa Rosa Street
- Employee patio is exposed along Santa Rosa Street

CHALLENGES FOR RESPONSE AND OPERATIONS

- Functions scattered across site/building resulting in inefficient work processes
- Evidence storage in multiple locations some with refrigerators-freezers in unconditioned space
- Narrow hallways, ad hoc spaces and adjacencies that have evolved over time result in a maze-like environment
- Congestion in corridors with conflicting activities such as Briefing Room exit at wall with gear storage in narrow hallway,

LACKS SPACE FOR COMMUNITY ENGAGEMENT-OBSTACLE TO DIVERSITY+EQUITY+INCLUSION

- No elevator
- Limited ADA accessible restroom facilities
- Public and community space non-existent. Chief's Roundtable, PACT meetings held in basement in dark, windowless Briefing Room that is cramped full of equipment and materials for training
- Very limited volunteer and Explorer Program space



OBJECTIVES OF NEW FACILITY

The project will provide a facility with appropriately sized, designed, and equipped spaces to support modern-day Police Operations. The goal is to develop the site and a building that are worthy of this important civic function while embracing sustainable practices, employee wellness and community engagement. With thoughtful planning throughout the design and construction process these primary goals will enhance opportunities to meet broader community objectives such as:

HIGH QUALITY WORK SPACE

- Eliminate outdated and cramped conditions
- Provide adequate space for functional areas and police units
- Suitable employee spaces for fitness, break room, lactation room

PROMOTES PUBLIC SAFETY

- Replace the City's oldest facility with a building that meets Essential Services requirements
- An EOC site strengthens the City's ability to respond effectively to public safety emergencies and natural disasters

FOSTER COMMUNITY ENGAGEMENT

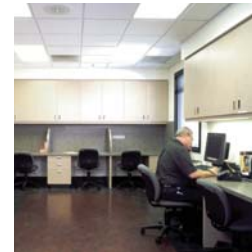
- Provide Unmet Need for event and activities for Public Safety programs (Explorers, Volunteers, PACT, CAT, SRO, Neighborhood Outreach)
- Creates a Community-Training Room as a multipurpose space that allows for Community Engagement in support of Diversity+Equity+Inclusion

SAFETY OF EMPLOYEES AND THE PUBLIC

- Improve circulation of emergency personnel within the building for quicker response time
- Create safer emergency vehicle egress from station
- Provide secured parking for Department vehicles and personnel private vehicles that is out of public view and access
- Provide adequate parking for police department and employee vehicles to accommodate day to day operations, training and EOC activation while minimizing impact on neighborhood streets.

SUSTAINABLE DESIGN

- Replace an old, poorly performing building with a new building with a high-performance envelope, potentially all-electric (with exception of Emergency Generator for which essential services is exempt)
- Reduce GHG emissions from this old facility, consider an opportunity for City to take leadership with an all-electric building
- An all-electric facility on Central Coast Community Energy (3CE) power is operationally carbon neutral



SITE CHARACTERISTICS & REQUIREMENTS

CIRCULATION AND ACCESS

PARKING

AUXILIARY BUILDINGS



CIRCULATION & ACCESS

Emergency egress for police vehicles is critical to maintain response time to calls as well as personnel and public safety. Drive aisles and driveway exits should be free of extraneous structures or obstructions to travel and have clear sight lines for pedestrian, vehicle, and property safety. The conceptual site plan shows a three-story building with a full basement and an adjacent parking structure. The parking structure and police station is separated by a primary driveway to access the rear of the station. Pedestrian bridges connect the parking structure to the Police Station. The narrative that follows in this section describes key considerations in the planning and organization of activities on the site for the new police facility.

ACCESS & SECURITY ZONES

Public safety facilities have physical and security requirements that make site planning critical. To balance the competing demands for ease of public access, secure access and parking for police officers and vehicles, staff personal vehicles and access as well as emergency egress the site should be divided into three distinct zones:

- A “Public Zone” where the public can park vehicles and access the public lobby
- A semi-secure gated “Service Zone” to allow for service deliveries, authorized access to utilities, and trash and recycling dumpsters.
- A fenced and screened “Secure zone”, where the police fleet and staff personal vehicles park.

PUBLIC ZONE

Since the department provides some public services, the main entrance must be very easy to find. The Reception Counter and Training Room should be readily accessible from the lobby. The Training Room should have a separate entry off the main plaza on the site. Most police operations within the building must remain secure and generally inaccessible to the public.

SERVICE ZONE

Careful consideration is required for locating the building dumpsters and loading area for the delivery of equipment and supplies to the facility. Ideally this is where refueling of the emergency generator tanks takes place as well. This area should have its own discrete controlled and monitored

access. It should be screened from public view for the protection of the emergency generators and security of the facility when the loading doors are open and for aesthetics.

SECURED ZONE

The secured zone is provided for the parking of fleet and staff personally owned vehicles {POV}. The zone should be enclosed with a perimeter screen wall or fence-limiting view. To prevent unauthorized access the enclosure should be equipped with a vehicle gate. The gate, or gates, should be viewed remotely via closed-circuit television (CCTV) and be equipped with an electronic access control system.

see Building Characteristics for additional Security descriptions

BARRIER FREE PARKING

ADA compliant parking must be provided both in the public parking area and the secured parking zones.

PARKING

According to a 2017 forecast provided by the City, the Police Facility was facing a deficit of an estimated 78 spaces for parking. With only 133 existing spaces but the station cannot accommodate current parking needs much less the needs forecast for the next ten years.

SITE PARKING ANALYSIS

The site can accommodate a parking structure adjacent to the building and some limited on-site parking. Evaluation of site area working with the slope has shown that providing a parking structure with levels that align with the building's basement and 3 levels above grade would provide 155 secure parking spaces with ADA parking at each level and direct access to the building at two levels via a bridge. The parking structure would be secured by a vehicle security gate and have two entrances for redundancy. The site also allows for 6 public spaces in front of the building. In addition, space on site or in the parking structure would allow for space for:

- Patrol Lockers at Patrol Parking spaces
- Police Trailer Parking
- Police Bearcat Vehicle Parking
- Two Long Term Vehicle Evidence Storage Bays
- Evidence Storage Area
- Trash enclosure area
- Motorcycle storage
- Bike storage



PARKING GARAGE

PARKING SPOTS

	CURRENT NUMBER OF PEOPLE REQ. PARKING	FORECAST NUMBER OF PEOPLE REQ. PARKING
Officers	46	58
Chief	1	1
Captains	2	2
Lieutenants	3	5
Sergeants	8	10
Field Service Tech.	1	4
Records Clerks	5	8
Records Supervisors	1	1
Dispatch Supervisors	2	4
Admin Analyst	1	1
Crime Analyst	1	1
Communications/Records Manager	1	1
Dispatchers	11	16
Neighborhood Outreach Manager	1	1
IT Staff	0	2
Admin Assets,	2	4
Property & Evidence Tech	2	4
Marked Patrol Vehicles	16	25
Unmarked Police Vehicles	13	18
Police Motorcycle	7	10
Public Parking	2	20
SWAT Command Post (bus sized)	0	1
Sally Port (fenced)	1	4
Misc. City Employee	6	10
SITE PARKING ANALYSIS	133	211

SECURED PARKING DEPARTMENT VEHICLES

Existing parking capacity at the site is inadequate and needs additional security features typical of contemporary police stations. The parking area sits below street level and despite some screened fencing, it is currently somewhat exposed to the public. Several sections of the parking area exhibit uneven surfaces and paving that is failing.

SECURED PARKING PERSONNEL PRIVATE VEHICLES

Secured parking for employees is very limited. Both sworn and non-sworn staff should have close-in secured parking since they need to be at work at all hours of the day and night. Their parking areas should be screened from public view as much as possible.

SECURED PARKING FOR TRAINING AND EMERGENCY EVENTS

Parking within a secured area with gated access is also required for public safety and other vehicles from other agencies that come to the police facility for professional training. This parking is also needed when the Emergency Operations Center is activated as a response to natural disasters or other public emergencies and incidents.

PUBLIC PARKING

Public parking areas need to provide a balance of being ADA compliant to provide easy entry into the facility while being physically separate from immediate adjacency to a public safety facility. The space in front of a public safety facility usually includes defensive landscaping features, utilizing hardened planters, bollards and seating walls to prevent vehicular rams of the building.

AUXILIARY BUILDINGS

Outdoor covered areas are needed to provide weather protection for bicycle evidence storage, the SWAT Command Trailer, motorcycles, specialty vehicles and equipment and a K-9 kennel.

BUILDING CHARACTERISTICS & REQUIREMENTS

ESSENTIAL SERVICES FACILITY
BUILDING CHARACTER
BUILDING SYSTEMS
SECURITY
SUSTAINABILITY STRATEGIES



ESSENTIAL SERVICES FACILITY

As noted in the 2019 California Administrative Code, the proposed Police facility will be considered an Essential Services Building.

§4-207 ESSENTIAL SERVICES BUILDING

Any building, or any building a portion of which is used or designed to be used as a fire station, police station, emergency operations center, California Highway Patrol office, sheriff's office or emergency communication dispatch center.

The design team anticipates the “Enforcement Agency” will be San Luis Obispo City Community Development Department as noted below. Due to “local Ownership” of the proposed facility, the permit review process does not anticipate review by the Division of the State Architect in the Department of General Services, State of California (DSA).

In addition to review by the San Luis Obispo City Community Development Department the project Plans and Specification will be reviewed by several referral agencies during the permit review process

- SLO City Public Works – compliance for CA storm water regulations (SWRCB)
- SLO City Fire – compliance with NFPA fire and life safety

§4-207 ENFORCEMENT AGENCY

Shall mean the Division of the State Architect for state-owned or state-leased buildings and shall mean the enforcement agency of any city, county or city and county having jurisdiction over locally owned or locally leased essential services facilities.

Police Stations are defined as an Essential Services Facility (Essential Facility) per the California Building Code (CBC), and will be designed to maximize building operations after extreme environmental events such as earthquakes, flooding, wind, and storms. In addition to code-required structural strengthening, the structure will contain several non-structural systems that will be defined as ‘Critical’ to the continued operation of the facility. These include building systems such as HVAC, Electrical, Plumbing, and Telecommunication systems. Such Critical systems typically require seismic anchoring, bracing, special seismic

§4-208 APPLICATION FOR APPROVAL OF DRAWINGS AND SPECIFICATIONS

(a) Before adopting plans and specifications, the agency responsible for the essential services function shall submit an application to the appropriate enforcing agency for written approval of said plans and specifications except where the new construction is a Type V or Type II-B one-story structure which contains 2000 square feet or less of floor area and is not located in a special studies zone as defined in Section 2622 of the Public Resources Code.

(b) An architect, structural engineer or civil engineer may act as the agent for the essential services agency when filing the application for approval of plans and specifications.

certification, and special inspections as described in:

- Police Station as an Essential Services Facility under City jurisdiction per the California Code of Regulations (CCR) as stated in Title 24 (California Building Code), Part 1, Chapter 4.
- Police Station designed for Immediate Operation per ASCE/SEI 7 and includes seismic provisions for non-structural components. The general intent of these non-structural seismic provisions is to maximize the post-seismic immediate operation of these systems and their components.
- Redundant systems and connections, on-site resources, backup energy systems, and other strategies will be utilized to maximize the immediate operation of this facility after natural emergency events (seismic, flooding, storms, etc.).

The new Police facility will contain an infrastructure of telecommunication, IT, electrical power, and building conditioning systems. Many of these systems will be designed with measures that increase their redundancy, strength, and self-sufficiency so they will meet Essential Facility requirements. Several of the public safety areas/functions within the structure or structures are governed by specialty Codes and Standards.

BUILDING CHARACTER

A public safety facility must appear safe, approachable and be readily identifiable by the distressed seeking sanctuary. It should be readily obvious to a first-time visitor how to gain entry to visitor parking and the building front door. The new structure and parking garage should feature building massing and exterior materials that are appropriate to the neighborhood context. In keeping with the smaller scale street scape, the proposed massing depicts a building with a ground level with two stories above and a full basement to less impact at street level. At the same time, the materials and building massing must provide a sense of security and of civic pride, reflecting the significance of the occupants and the City itself.

GENERAL CHARACTERISTICS

TWO STRUCTURES – ESSENTIAL AND NON-ESSENTIAL PARKING GARAGE

The main public safety building would include the command, administrative, support, emergency operations center and investigative functions required to operate the police department. It would include the areas that the building code requires to be built to the highest standard: Essential.

A stand-alone parking structure would meet the needs for secured parking for police vehicles and staff personal vehicles. If space permits there may also be some general storage areas and ancillary functions. The building code would allow for this area to be built to the non-essential services level.

EXTERIOR BUILDING/SITE LIGHTING

To promote pedestrian safety and quality closed-circuit television coverage of the police facility site it is essential that an exterior lighting scheme be developed that provides sufficient illumination throughout the building site area. Good lighting and site monitoring not only provides for improved pedestrian safety, but it also serves to discourage intrusion and vandalism at the site. The use of full cut-off type light fixtures helps to reduce the required wattage required to light the site, minimize night sky light pollution, and better direct the light to where it is needed.

The cladding and placement of walls on the building's exterior should be considered from the standpoint of graffiti. Where a porous material is used, it may need to be sealed with a graffiti release agent.

SIGNAGE FOR IDENTIFICATION AND WAYFINDING

Way finding is one of the most important aspects of any public safety related facility. Providing the public with safe navigation to and within the site and through the facility is of paramount importance. First time visitors should see obvious and simple signage. Site signage must also clearly direct visitors away from hazardous and restricted areas.

DESIGN FOR DIVERSITY, EQUITY, AND INCLUSION

SLO's new police station should be designed to support an increasingly diverse population whether that be in terms of the community it serves but also in terms of its employees. This includes planning a new facility that welcomes visitors as well as the employment of veterans, older employees, and individuals with reduced mobility.

SEPARATE BUILDING ENTRY POINTS

The new Police facility should have clearly defined access points into the building for three distinct zones: 1) Main Public entrance via Reception and Lobby, 2) a direct entry from outside into the Training Room but no access into the rest of the facility, and 3) a secured staff entry from the garage area.

The public will access the building from Walnut Street and the public parking area in front of the building.

ARCHITECTURAL FEATURES

ACOUSTICS AND INTERIOR FINISHES

Aesthetics, durability, sustainability and ease of maintenance and replacement should all be considered in selecting interior finishes. Wall, flooring, and ceiling materials that absorb noise are preferred over “hard” wall and floor materials. The exception to that may be in high-traffic corridors where priority must be given to providing durable wainscot wall materials, industrial grade floor materials, and protective corner guards. Certain specialized areas such as interview rooms and communications should have specialized finishes to assist in acoustic control. Wall carpeting and acoustic paneling systems are recommended in those areas.

DURABLE WALLS/MATERIALS

Reliance on painted gypsum board wall surfaces in main corridors is strongly discouraged. Painted gypsum board, either with or without a vinyl wall covering, should not be used within 48” of the floor, since it will quickly become an on going maintenance problem, due to the abrasion caused by officers wearing cuffs, nightsticks, and service weapons abrading it as they walk past. A wainscot made of a more durable resilient material is recommended.

In high traffic spaces or spaces that are subject to abuse, such as the public lobby and circulation spaces used for moving arrestees, durable materials like tile facing or burnished concrete masonry are recommended. In low traffic corridors impact resistant (IR) gypsum board is recommended with a durable resilient finish applied to four feet above finished floor (AFF).

CORRIDOR WIDTH

In areas where arrestees are being escorted, corridors of six to eight feet wide are preferred. Corridors in all Patrol areas of the building should be at least six feet wide to allow for officers to pass easily when wearing protective gear and with a minimum of impact on the wall finishes.

PRIVATE OFFICES

Private offices are planned for the Chief and Command level officers or where staff work with sensitive evidence or deal with personnel issues. Private offices, however, do not promote collaboration in work groups or provide long-term flexibility and are limited to certain positions due to function.

Open plan office areas using systems furniture require workstations of adequate size for the performance of assigned work and to provide flexibility, encourage multiple uses of a space and shared use of spaces where feasible.

Where private offices are indicated, full height partitions extending to the underside of the deck above and other acoustic treatments as needed should be provided for sound isolation.

WORKSTATION AND SYSTEMS FURNITURE STANDARDIZATION

Utilizing standard sizes and variations in workstations enhances the flexibility of work areas, particularly if a new facility has the budget for new furnishings. A workstation should provide enough space for an efficient work area with a complement of filing and storage space. In some cases, it may be possible to allow space for a wardrobe cabinet, if desired, and those can be configured in “neighborhoods,” to allow for impromptu meetings of staff.

The main advantage of standardizing the workstations is that when staff is reassigned, they simply move their wheeled file cabinets to their new workstation. These standardized purchases can minimize the need and expense of reconfiguring open plan workstations.

Some systems furniture offers additional flexibility with the use of two-drawer file cabinets with padded tops for seating. The ability to use dual-purpose and easily movable furniture allows for customized workspaces that are integral to a flexible and collaborative work environment.

BUILDING SYSTEMS

MECHANICAL SYSTEMS

ZONING

Zoning of the HVAC system must consider the intended flexible nature of key areas. It must also anticipate that certain key areas operate 24-hours a day and include specialized spaces for evidence, narcotics, and weapons storage.

AIR INTAKES

Air intakes supplying outside air throughout the station should be protected. Air intakes should not be placed near areas with public access or adjacent to parking areas or drives. Ideally, air intakes are placed at the highest point of the building, away from exhaust outlets and other potential pollutant sources, and should account for seasonal prevailing wind directions.

100% EXHAUST

To reduce the potential for cross-contamination and the spread of odors, infectious diseases and dangerous chemical agents, all exhaust air from the evidence rooms, crime lab, and interview rooms is to be 100% exhausted from the building to the outside. No recycled return air is allowed from these areas.

FIRE SUPPRESSION SYSTEMS

A fire suppression system will be required throughout these facilities. Anti-ligature sprinkler devices and equipment are needed in holding areas and interview rooms.

ELECTRICAL AND TELECOM

ELECTRICAL POWER

Robust power outlets at each workstation should be provided for the ever-increasing number of electronic peripheral devices requiring either line voltage connections or power for recharging batteries.

For future flexibility, provide an empty conduit to each office and office-sized room to allow for inexpensive future retrofits of electrical systems.

Offices of all key command staff should also be furnished with power outlets on emergency power.

Flexibility and Capability for Desktop and Laptop Computers

Field officers are transitioning from larger laptop computers, to smaller tablet type devices.

Command staff, records clerks, administrative aides, and investigators are utilizing compact laptop computers coupled with a desk-sized monitors.

Hard-wired data lines to each private office or workstation are no longer needed other than specific workstations with licensed software/computers and multi-function fax/copy/print machines.

The hardwiring is being replaced with wireless “hotspot” data network allowing staff to work in a report writing area, briefing room, or the staff break room.

TELEPHONES

Voice over IP is used in office areas such as Records and administrative assistants’ desks. Patrol officers often have cell phones issued to them in place of a dedicated line at a desk. This helps reduce infrastructure for this facility and allows flexibility.

COMPUTERIZATION AND LIGHTING

The quality of the work environment and employee wellness is enhanced with access to controlled natural light and proper artificial light. With the increased use and number of screen-based devices there is a greater need for glare-free lighting. This can be made complex by the increasing use of daylighting, using skylights, light-shelves, and interior glazed transfer elements such as transoms in office environments. It is imperative to consider the effects of lighting and glare on the computerized workspaces. Also ceiling heights can be designed to allow for reduced-glare “ambient”

or indirect up-lighting systems.

Wherever possible task lighting should be employed at individual workstations to reduce the need for high ambient light levels, helping to reduce both glare and energy consumption. Light management systems incorporating occupancy and photoelectric sensors as required by code may also be utilized for balancing light levels and managing energy usage.

LIGHTNING PROTECTION AND GROUNDING

Special grounding should be included at the facility's foundation system to ensure protection of electrical and communications devices from overcurrent surcharges caused by lightning or components of the electrical utility grid.

SAFETY

DOOR ACCESS CONTROL SYSTEM

The new police facility requires a door access control system. This system may be proximity card, biometric reader, or some combination of proximity/biometric with a scramble pad in very high security zones, such as the drug evidence room. Door access devices will be required at all exterior doors, all doors at the detention area, vehicle gates and into key building zones. The system should include a "status report" feature that can identify an individual's movement.

BRIAN + RICHARD: Is there a preference and/or City standard?

CLOSED CIRCUIT TELEVISION

All key areas of the building(s) and site should be monitored via a closed-circuit television system. Key locations include public parking and public entry, all exterior doors, vehicle access gates, detention, evidence areas, records, and at key doors at the Training Room and lobby areas.

ALARMS

DURESS ALARM SYSTEM

A duress alarm system is required, but not limited to, the public service counter, interview rooms, and at the evidence area. The alarm should be sounded sound in areas where responders are located, such as staff locker areas, investigations, traffic, and special enforcement.

INTRUSION ALARMS

A commercial externally monitored intrusion alarm is required at the armory and where evidence is stored. This is particularly important at the drug evidence room.

FIRE ALARM SYSTEMS

An alarm/strobe fire alarm system will need to be employed throughout the building.

EMERGENCY POWER AND UPS

Emergency generation should supply powering to meet the total needs of the building. Uninterrupted power supply (UPS) system providing filtering of power and continuous uninterrupted power to key systems, such as communications and computers is also required. The City must determine the duration of time the UPS systems must operate

Radio and Communications Reception

Adequate cell or radio signal may require a site-specific antenna in the building. Modern building techniques such as the use of Low-E glass in commercial buildings (which includes a layer of tin that shields radio signals), metal structural framing, steel concrete reinforcing and metal roofs compound the situation. The facility should be planned for the use of internal building antenna systems for radio, data, and telecommunications.

OTHER SPECIAL SYSTEMS

At the discretion of the Police Department and City, some of the following special systems may also be required in the facility design:

- Public address systems should be provided to all areas of the building except areas designated clandestine by the police department.
- Cable television should be provided to all conference areas, the briefing room, and the community meeting/training room
- Internal closed circuit information reader boards should be provided in the break room, throughout patrol, and in all main corridor areas.
- Infrared control of exterior lighting.
- Infrared room occupancy monitors and indicators for interview rooms.

SECURITY

CIVIL DISTURBANCES

Current events demonstrate both the importance and potential volatility of civil disturbances. While it is important to facilitate the safety of these events, it is equally important to ensure the safety of the public, civil servants, and public safety facilities. Due to the nature of this structure, it will be a prominent icon in the community, and likewise potentially attract malicious activity. Due to this potential, precautions must be taken to deter both small and large acts of hostility, from graffiti to intentional acts of violence.

WINDOWS AND OPENINGS

Windows facing public streets or parking should be protected with blast film or be bulletproof. Recessed windows and glazing that is approachable by the public should be sloped to prevent the placement or concealment of explosive devices. Windows facing public streets or public parking should have windowsills set at 48" above the floor in the facility to protect seated building occupants. Glazing in exterior windows should be protected with blast film.

PROTECTION OF SUPPLY AND EXHAUST AIR OPENINGS

Duct shafts and pipe openings in the exterior of the structure should be protected by height, location, reverse traps, sloping tops, and non-access type grilles. They should be located as far as possible from publicly accessed areas.

FUEL TANK PROTECTION

The fuel-filling spout serving the emergency generator should be protected with covers and bollards and placed within secure locations.

POWER/COMMUNICATIONS

These should be protected and enclosed. They should not be placed underground or in an area that is accessible directly from the street.

EMERGENCY POWER SOURCES

The emergency generator should be placed in a secure location. Locating the generator should also noise generation of the equipment and routine maintenance operations and proximity to occupied neighboring parcels. Protection of secondary power sources such as emergency generators using concealed locations and hardened structures is recommended.

LANDSCAPE/PLANT MATERIALS

Plant materials should be carefully selected with building and site security in mind. The height of plant materials at their maturity should discourage opportunities to climb structures and equipment. Care must be taken to select plant materials that will not conceal weapons or explosives while also securing the site and building. Defensive landscaping strategies for placing planters and seat walls and other landscape structures can be implemented to protect the building from vehicular terrorism while defining public space.

SUSTAINABILITY STRATEGIES

Sustainable design and green building strategies encompass measures for energy efficiency, reducing greenhouse gas emissions, and compliance with State and Local codes, but they also contribute greatly to creating quality environments that support employee health and wellness. The design, construction and operation of the new Police facility will measure its success in terms of all those elements.

The project will comply with the California Energy Code and Cal Green (Green Building Standards Codes) in place at the time of permit application. The new facility will also follow the City's "Clean Energy Choice Program for New Buildings" that was adopted in September 2020 as an incentives package and local Code amendment to the California code. The local program and amendments encourage clean, efficient, and cost-effective all-electric new buildings. Taking a leadership role, San Luis Obispo is one of approximately 40 jurisdictions in the State who have adopted local amendments that go beyond the current California code with what are known as "reach codes."

As an "essential services facility" this project is technically exempt from the Clean Energy Choice Program. The project is, however, an opportunity to lead and model responsible building and facility operation that meets the city's objective to for all-electric new buildings. In adopting the program an all-electric building is defined as:

ALL ELECTRIC BUILDING

A building that has no natural gas plumbing installed within the building and that uses electricity as the source of energy for all space heating, water heating, cooking appliances, and clothes drying appliances. An All-Electric building may be plumbed for use of natural gas as a fuel for appliances in a commercial kitchen.

The new police station and the emergency operations center it contains are exempt from the policy. Gas line connections used exclusively for emergency generators are also exempt. Along with the Clean Energy Choice program, the City also joined the Central Coast Community Energy (3CE) consortium. 3CE acts as a clean energy aggregator that procures carbon neutral electricity for its member partners. Given that, new all-electric buildings in the City will be "operationally carbon neutral." In addition, multiple studies have shown that new all-electric buildings developed

under the 2019 California Energy Code while obtaining power from the current Statewide electricity mix, create substantially less greenhouse gas emissions than the similar buildings using natural gas. (Clean Energy Choice Program for New Buildings – GHG Emissions, City of San Luis Obispo, June 2020)

While the Police Station is not required to be Zero Net Energy (ZNE) at this time, it is worth noting that all new commercial construction in California will be ZNE by 2030. Under State requirements a ZNE building is defined as an energy-efficient building where, on a source energy basis, the actual annual consumed energy is less than or equal to the on-site renewable generated energy.

These requirements aim to push buildings to greater efficiency in energy consumption, thermal performance. Other sustainable elements involve water conservation, indoor environmental quality and the durability and long-life cycles of buildings and equipment. More general sustainable design practices focus on the site, site selection, location and connection to community services and access to transportation. On those notes the Walnut Street site is ideal in that it is a previously developed site, and it is close to many businesses and services, allows for City employees to walk rather than drive to get to it and has ready access to public transportation and bicycle and pedestrian routes.

Another best practice of sustainable design is the emphasis on an integrated design process. A requirement under Cal Green and building commissioning, that process brings the design team of architects, engineers, and together early in the process to clarify goals and objectives and review implementation strategies for energy efficiency and building performance. Sustainable design expands that integrated design process to include builder owners/operators in a more broadly focused

examination that can include the site, demolition and waste management, indoor environmental quality and long-term operational issues of durability, green-cleaning practices, etc.

The integrated design process starts in the preliminary stage

“Studies have shown that new all-electric buildings... create substantially less greenhouse gas emissions than the similar buildings using natural gas.”



and should be a priority as an early next step in moving forward with the new Police Facility. While Cal Green Commissioning requires a “Design Review Kick Off” session, a more powerful integration tool is to expand that into a “sustainability charette” where the project team (design team + owner/operator) comes together to explore opportunities. All building projects benefit from this integrated process, but this is especially true for essential services buildings.

As an essential services facility, the building will need to be carefully designed, with efforts to maximize passive and sustainable strategies for building operation while minimizing its impact on the environment. The design should focus on strategies that will allow the facility to operate in a ‘stand-alone’ condition during instances when typical incoming utilities, communication. The general strategy will be to reduce building loads while maximizing system efficiency. Along with an all-electric facility, electric heat-pump water heating, and on-site renewable energy may be other options. These and other options and how they relate to building systems and architecture should be part of the early phases of the Integrated Design Process.

These discussions will also inform the Owner’s Project Requirements (OPR) that documents the City’s sustainability and efficiency goals for the Police Station, the project’s functional requirements, and the expectations of the building’s use and operation. The OPR and the design team’s response in the Basis of Design (BOD) document help keep the project on track for best practices for green building design and to ensure compliance with Cal Green, LEED, and ASHRAE Commissioning requirements.

The Basis of Design (BOD) describes the building systems selected and outlines design assumptions not indicated in the design documents. The BOD describes how the proposed building and systems’ design meets the Owner’s Project Requirements (OPR), and why the design and systems



were selected. The BOD is most effective when developed early in the project design and updated as necessary throughout the design process.

Cal Green Compliance requires the completion of the BOD document to address how the design of building systems for envelope design, HVAC, sound control, indoor lighting, and water heating meets or exceeds the OPR. For items such as renewable energy, landscape irrigation, and electric heat pump water heating, the BOD describes the reasons for system selection — why the chosen system is better than alternatives, and identify issues such as performance, efficiency, reliability, flexibility, simplicity, expandability, cost, payback period, utility company incentives, and owner preference. For Cal Green compliance and to support a robust integrated design process, the OPR and BOD may examine some of the following typical features for:

PERFORMANCE AND SUSTAINABILITY GOALS

- Conditions important to occupant comfort are indoor air quality, daylight, ventilation, and lighting controls.
- Outdoor open spaces and informal gathering spaces (indoors and out) to encourage impromptu interaction among professional colleagues/building occupants is desired.
- Design should reduce the carbon footprint of construction and operation activities, and will identify energy-efficient lighting, heating, ventilation, and air conditioning systems.
- No potable water use for landscape irrigation or achieve at least a minimum 50% reduction as compared to a baseline case.

Typical Expectations for Building Occupancy and Operations-Maintenance

- Periodic HVAC maintenance performed by City Facilities personnel or their contractor.
- Lighting system maintenance performed by City Facilities personnel or their contractor.
- Training is required for operating and maintenance personnel is to be provided by City’s Commissioning Agent
- Green cleaning practices are also required (Is there a City Policy for this?)

Successful sustainable facilities are efficient to operate, pleasant to work in and minimize their impact on the environment. They are the result of carefully considered design choices made early and by a project team that has extensive experience with and understands up-to-date technology and the complexity of how building systems and building architecture are intertwined.

PROGRAM REQUIREMENTS

SPACE NEEDS OUTLINE
SPACE NARRATIVE
ADJACENCIES
STANDARD ROOM FORMS
STANDARD COMPONENT DIAGRAMS



SPACE NEEDS OUTLINE

Command-Administration

Staff Positions	Program				Proposed				Finish Type
	S/C	Ex	30 yr	Current SF	Dimensions	SF	Qty	Total SF	
Chief	S	1	1	329	14' x 22'	308	1	308	B
Restroom		0	0	incl above	7' x 12'	84	1	84	C
Administrative Assistant	C	1	2	116	12' x 12'	144	2	288	B
Captains	S	2	2	120	10' x 14'	140	2	280	B
Manager Office / Financial Analyst	C	0	1	0	10' x 12'	120	1	120	B
Financial Analyst	C	1	1	120	12' x 12'	144	1	144	B
Financial Assistant	C	0	1	0	10' x 12'	120	1	120	B
Conference Room					20' x 22'	440	1	440	B
Waiting Area					6' x 14'	84	2	168	B
Admin Unisex Visitor Restrooms					8' x 8'	64	2	128	B
TOTAL PERSONNEL		5	8						
SPACE SF SUBTOTAL								2080	
SF TOTAL WITH CIRCULATION & STRUCTURE (35%)								2808	

Patrol - Bottom Level

Staff Positions	Program				Proposed				Finish Type
	S/C	Ex	30 yr	Current SF	Dimensions	SF	Qty	Total SF	
Patrol Office / Watch Commander	S	4	5	0	12' x 12'	144	5	720	B
Report Writing	S	5	10	459	4' x 6'	24	10	240	B
Report Writing Open Area					12' x 12'	144	1	144	A
Riot Gear Storage					12' x 12'	144	1	144	A
Patrol Storage					10' x 13'	130	1	130	A
Equipment Storage and Charging Room - Shared with Traffic					14' x 16'	224	0	0	B
Explorers Storage Closet					4' x 8'	32	1	32	B
TOTAL PERSONNEL		9	15						
SPACE SF SUBTOTAL								1410	
SF TOTAL WITH CIRCULATION (35%)								1904	

SAN LUIS OBISPO POLICE STATION PROJECT PROGRAM

Traffic

Staff Positions	Program				Proposed				Finish Type
	S/C	Ex	30 yr	Current SF	Dimensions	SF	Qty	Total SF	
Traffic Sergeant	S	1	1	0	12' x 12'	144	1	144	B
Traffic Workstations	S	4	4	266	8' x 8'	64	4	256	B
Traffic Office-Future	S	1	1	0	10' x 12'	120	1	120	B
Traffic Equipment Storage					8' x 8'	64	1	64	A
Gear Storage and Charging Room or Hall					14' x 20'	280	1	280	B
TOTAL PERSONNEL		6	6						
SPACE SF SUBTOTAL								864	
SF TOTAL WITH CIRCULATION & STRUCTURE (35%)								1166	

Investigations

Staff Positions	Program				Proposed				Finish Type
	S/C	Ex	30 yr	Current SF	Dimensions	SF	Qty	Total SF	
Lieutenant-Sergeant Office	S	2	3	129	12' x 12'	144	4	576	B
Investigators	S	7	10	704	10' x 12'	120	10	1200	B
SET-Narcotics Open Office	S	3	6	303	10' x 10'	100	6	600	B
Analyst Office	C	1	1	0	10' x 12'	120	1	120	B
War Room - Bull Pen Table at Center of Offices					12' x 24'	288	1	288	B
Narcotics Team Table Area					12' x 16'	192	1	192	B
Investigations Conference Room (18-20 seats)				433	16' x 32'	512	1	512	B
Interview Rooms					10' x 10'	100	3	300	B
Monitoring Room					10' x 10'	100	1	100	A
Unisex Restroom near Interview Rooms					8' x 8'	64	2	128	C
Computer Forensics					8' x 8'	64	4	256	B
Printer / Copier Investigations Area					12' x 6'	72	1	72	A
Equipment Room					12' x 16'	192	1	192	A
Drones Shop-Storage					8' x 10'	80	1	80	A
should be close to Evidence, adjacent to elevator									
TOTAL PERSONNEL		13	20						
SPACE SF SUBTOTAL								4016	
SF TOTAL WITH CIRCULATION & STRUCTURE (35%)								5422	

SAN LUIS OBISPO POLICE STATION PROJECT PROGRAM

Property and Evidence

Near Investigations

Staff Positions	Program				Proposed				Finish Type		
	S/C	Ex	30 yr	Current SF	Dimensions			Total SF			
					SF	Qty					
Property Clerk - Full time	C	2	3	115	10'	x	12'	120	3	360	B
Evidence Booking and Processing				805	16'	x	16'	256	1	256	C
Evidence Pass Through Room					4'	x	12'	48	1	48	C
Evidence Processing and Warehouse					36'	x	40'	1440	1	1440	A
Work Alcove-Supply Storage-Copy-Shred-Purge					10'	x	12'	120	1	120	B
Evidence Garage (outside ancillary - 30 x 24)				426	0'	x	0'	0	0	0	A
Bicycle Evidence Storage (outside ancillary)					0'	x	0'	0	0	0	A
Evidence Return				0	12'	x	12'	144	1	144	B
TOTAL PERSONNEL		2	3								
SPACE SF SUBTOTAL										2368	
SF TOTAL WITH CIRCULATION & STRUCTURE (35%)										3197	

Neighborhood Outreach - SNAP

near Patrol

Staff Positions	Program				Proposed				Finish Type		
	S/C	Ex	30 yr	Current SF	Dimensions			Total SF			
					SF	Qty					
Nieghborhood Outreach Manager	C	1	1	106	10'	x	12'	120	2	240	B
SNAP Open Office Workstations	C				8'	x	8'	64	3	192	B
Community Service Officers	C	0	1	0	8'	x	8'	64	1	64	B
Storage					6'	x	8'	48	1	48	A
Code Enforcement (@Comm. Dev. Now)		2	2	0	8'	x	8'	64	2	128	B
Social Worker - Interview					10'	x	12'	120	1	120	B
Neighborhood Watch Reception					8'	x	10'	80	1	80	B
TOTAL PERSONNEL		3	4								
SPACE SF SUBTOTAL										872	
SF TOTAL WITH CIRCULATION & STRUCTURE (35%)										1177	

SAN LUIS OBISPO POLICE STATION PROJECT PROGRAM

Records - bottom level - adjacent to Lobby

Staff Positions	Program				Proposed				Finish Type		
	S/C	Ex	30 yr	Current SF	Dimensions			Total SF			
					SF	Qty					
Records Personnel Open Office	C	7	9	1255	8'	x	10'	80	9	720	B
Records Supervisor	C	1	1	123	12'	x	12'	144	1	144	B
Supplies/Copier/Printer Room				97	10'	x	14'	140	1	140	B
Mailroom				98	10'	x	10'	100	1	100	B
Records Files					3'	x	10'	30	1	30	B
Reception Counter - 2 workstations					8'	x	10'	80	2	160	B
TOTAL PERSONNEL		8	10								
SPACE SF SUBTOTAL										1294	
SF TOTAL WITH CIRCULATION & STRUCTURE (35%)										1747	

Field Services Technician

Staff Positions	Program				Proposed				Finish Type		
	S/C	Ex	30 yr	Current SF	Dimensions			Total SF			
					SF	Qty					
FST Office	C	2	3	0	8'	x	8'	64	3	192	B
FST Equipment Room				121	10'	x	12'	120	1	120	B
TOTAL PERSONNEL		2	3								
SPACE SF SUBTOTAL										312	
SF TOTAL WITH CIRCULATION & STRUCTURE (35%)										421	

SAN LUIS OBISPO POLICE STATION PROJECT PROGRAM

Detention - bottom level

Staff Positions	Program								Finish Type
	S/C	Ex	30 yr	Current SF	Proposed				
					Dimensions	SF	Qty	Total SF	
Holding Cell				67	10' x 12'	120	4	480	C
Sally Port - two vehicles				285	40' x 24'	960	1	960	C
Processing				72	10' x 12'	120	1	120	C
DUI Test room				35	8' x 8'	64	1	64	C
Waiting Area-Cuff Bench				97	8' x 8'	64	1	64	C
Fish Bowl				41	8' x 10'	80	1	80	C
Juvenile Holding Cell - separate entry				0	10' x 12'	120	1	120	C
Sally Port Storage				0	10' x 12'	120	1	120	A
TOTAL PERSONNEL									
				SPACE SF SUBTOTAL				2008	
				SF TOTAL WITH CIRCULATION & STRUCTURE (40%)				2811	

SAN LUIS OBISPO POLICE STATION PROJECT PROGRAM

Common - Shared Spaces

Staff Positions	Program								Finish Type
	S/C	Ex	30 yr	Current SF	Proposed				
					Dimensions	SF	Qty	Total SF	
Lobby				715	25' x 25'	625	1	625	B
Interview Rooms				66	10' x 8'	80	3	240	B
Break Room				225	25' x 24'	600	1	600	B
Small Break Room - Other Floors				1	14' x 10'	140	2	280	B
Work Alcove / Report Writing Near Break Area				0	10' x 20'	200	1	200	B
Briefing Room				393	30' x 30'	900	1	900	B
Classroom-Training (POST)				914	44' x 34'	1496	1	1496	B
Defensive Tactics				0	45' x 55'	2475	0	0	A
Training Fitness				0	40' x 40'	1600	1	1600	A
Bunk Room				0	12' x 10'	120	2	240	B
Bunk Room Restroom				0	8' x 8'	64	1	64	B
Men's Lockers				670	32' x 40'	1280	1	1280	C
Men's Restroom-Shower				0	20' x 14'	280	1	280	C
Women's Lockers				520	20' x 28'	560	1	560	C
Women's Restroom-Showers				0	12' x 20'	240	1	240	C
Equipment Bag Storage				0	12' x 14'	168	1	168	A
Armory				0	14' x 16'	224	1	224	C
Janitor-Custodial				0	8' x 8'	64	2	128	A
Public Restroom at Lobby				0	10' x 20'	200	2	400	C
Server Room				0	12' x 14'	168	1	168	A
Mechanical/Telecomm Equipment				0	15' x 15'	225	1	225	A
UPS				0	10' x 10'	100	1	100	A
Stairs					20' x 10'	200	2	400	B
Elevator					8' x 10'	80	1	80	B
Elevator Machine Room					10' x 10'	100	1	100	A
				SPACE SF SUBTOTAL				10598	
				SF TOTAL WITH CIRCULATION & STRUCTURE (35%)				14307	

SPACE NARRATIVE

The building and space descriptions that follow have been developed based on tours of the existing SLO PD facilities and discussions with its leadership, officers staff and City Staff about the current and proposed Station. The space requirements identified here are a collaborative effort that draws on the practical experience, ideas and examples of other police facilities that have been brought forth by the occupants and owners of the current Police facility and the consultant team.

The space descriptions identify the many functional and aesthetic features to be incorporated into the design of the new police facility. The project requirements discussed here will guide the development to meet the City's objectives for a durable, highly functional, secure, and healthy work environment. This calls for flexible, dual-purpose, and shared spaces for efficiency and team building. The new station is to be based on sustainable design and construction methods. The facility also strives to embody the Department and City's goal as a more diverse, equitable and inclusive community. As a new civic building it should stand as a measure of civic pride and appropriately represent and reflect the community it serves.

SPACE FUNCTIONS AND UNIT DESCRIPTIONS

COMMAND AND ADMINISTRATION

The Police Department leadership team composed of the Chief, the Administrative Captain and the Operations Captain are located together in a cluster of private offices. The Administrative Assistant to the Chief will have an office immediately adjacent to the Chief to be able to screen visitors. An additional Administrative Assistant and two Financial Analysts will also have two offices within the cluster. A conference room with seating for 10 will be adjacent to these offices but it will be available for use by others in the building by reservation.

PATROL

The Patrol Unit includes separate offices for the Day Watch Commander and another for the Night Watch Commander. Additional dedicated offices are needed for a minimum of three sergeants.

REPORT WRITING

An area for Patrol should be a combination of open areas with report writing stations and small group tables for enhanced collaboration. Smaller tables can be brought together as needed and in one area a half-height wall or other screening device may be desired for informal meetings. This combination of workstation types offers flexibility for the future and serves as the transition space for shift changes. At the end of a shift, everyone is in the bullpen area together.

GEAR STORAGE

Storage space close that is close to patrol officers is needed for patrol equipment, riot gear storage and equipment and charging stations.

ARMORY

A hardened and separately ventilated and exhausted room for weapons and ammunition storage for sworn officers. This is a high-security space.

A weapons maintenance counter should be provided that has panels to partition and protect adjacent spaces in case of an accidental discharge. The weapons maintenance area should include a work counter with mechanical exhaust along the backsplash and task lighting. Electrical outlets or continuous plug-mold should be provided at the counter area to allow for the use of tools, such as ultrasonic cleaners, etc. Compressed air cocks should also be provided at each work position. A weapon clearing device and an emergency eyewash station should be located in this area.

TRAFFIC UNIT

Traffic includes a private office for the Traffic Sergeant and open office cubicles for Traffic Officers. The Traffic unit can share gear storage and equipment charging rooms in the building with other police units. Some additional storage for traffic equipment should be available in the outside yard or Ancillary Structure.

INVESTIGATIONS

Investigations requires a minimum of 5-6 detective offices. In addition, dedicated offices are needed for the Detective Sergeant, Internal Affairs Detective, and the Marijuana Enforcement Team Detective. Four Narcotics Detective can share a bullpen office that has a door that can be closed so they can post and leave up investigative materials for active cases, such as flow charts, timelines, photos, etc. for as long as necessary. Multiple investigator officers that are shared and flexible allows some options for more internal collaboration and with Parole and Probation Officers from other agencies.

An Investigations War Room is a conference room sized space with closed doors. A team working a case can utilize the space and post important investigative materials up where they are out of view by others.

Computer Forensics staff can share an office but need workstations and a technician's work bench to break down computer equipment for further investigation.

PROPERTY AND EVIDENCE

The property and evidence storage area should be planned to be a high security space. The new facility will replace a scattered inefficient layout for evidence processing and handling and bring intake, processing, and secure storage all under one roof. Since narcotic and bio-hazardous evidence will be stored in this area it should be equipped with a mechanical system that exhausts 100% of the air from the space. Special care should be given to locating exhaust vents away from pedestrian areas, such as walkways, patios, or operable windows.

In accordance with standards from the International Association of Property and Evidence (IAPE) and Drug Enforcement Agency storage of guns and drug evidence should be isolated from each other and from other

types of evidence.

Secured "one-way" pass-through evidence lockers are required from the officer's side into the property/evidence room. These lockers will be of varying sizes and will allow officers to insert evidence for safekeeping until the evidence staff can remove it and begin processing items. Because Evidence Technicians are not typically on duty over the weekend, there should be approximately 30 lockers or at least enough to accommodate a few days' worth of incoming evidence. At least some of the lockers should be refrigerated units equipped with internal dividers/cages to be able to store multiple small items.

BIOLOGICAL DRYING

Drying Cabinets for bio-hazardous items should be located on the officer input side of Evidence Processing. These cabinets require 100% exhausting of their air to outside.

The cabinet units should feature materials capable of being scrubbed with chlorine bleach solutions, such as laboratory grade epoxy coatings. Special care should be taken to avoid exhausting these units from the building near or adjacent to pedestrian areas, such as walkways, patios, or operable windows.

BIOHAZARDS

Under Federal Occupational Safety and Health Administration (OSHA) mandates workers must be protected from coming into contact with bio-hazardous materials. This ranges from the extreme of danger posed by terrorist activity such as incidents that involve anthrax or other biological substances. Police staff are may also be at risk due to exposure to more commonly seen communicable diseases. Potential contamination from Hepatitis A, B, & C, Tuberculosis, HIV (AIDS), and Aspergillus Fumigatis should be of concern and treated with caution in the Police Department's evidence handling, processing and storage areas.

Property Return is a small room with a service counter and an entry directly from the outside of the building. This allows property owners to make an appointment with a Property Clerk, enter the building at the schedule time and have their property released to them in a discreet manner.

NEIGHBORHOOD OUTREACH – SNAP

The Manager of this unit will need a private office and open office workstations will be required for other staff, Community Service Officers, and volunteers. The Manager should be on the same floor level as the Chief and other Command officers. The Community Outreach Team is part of Investigations but also works closely with Neighborhood Outreach so there may be opportunities for collaboration or shared space with these staff members.

RECORDS

In addition to all the processing, documentation and legal work required of Records Staff, they provide staff coverage at the main reception counter and handle mail distribution. There should be two workstations with office computers at the reception counter. The Supervisor has a private office. Records staff work in open office workstations. For safety reasons these workstations should have a good view into the reception counter area, but they should not be easily visible to someone on the lobby side of the counter. The Records area should contain a flexible workstation space for officers on light-duty assignments and volunteers.

FIELD SERVICES TECHNICIANS (FST)

I don't have a clear description of FSTs though Brian said floor plans looked good for FST.

DETENTION

A Sally Port for the secure transfer of individuals from police vehicles will be required immediately adjacent to holding cells. A new facility will include a purposely designed juvenile holding cell that has a totally separate access from the adult holding areas. A DUI test room is also in the detention area.

COMMON SHARED SPACES

PUBLIC ENTRY AND LOBBY

Public entry to the building should be through a vestibule. This vestibule assists in building energy management, may be secured to lock the lobby after hours, and offers a place for video-screening incoming visitor from the back.

Visitors should initially be restricted at the main public lobby, furnished with appropriate seating. When a visitor has an appointment with a staff member, they may be asked to wait momentarily in the public lobby until

the requested staff member comes to greet them. A visitor badge may then be issued. The staffer should then escort the visitor into the secure areas of the building.

The public lobby will have access to the Records service window, a community meeting room, and public toilets. Display spaces for police memorabilia, public notices and frequently asked questions may also be provided at the public lobby.

The public lobby should be a professional and friendly space and should provide:

An afterhours "house" phone should also be provided in the entry vestibule for visitors who arrive when the lobby may be closed.

A window at the Records counter, capable of being closed and locked when the counter is not staffed.

- Durable finishes and appropriate seating
- Adequate lighting
- ADA accessible public restrooms
- ADA accessible drinking fountains
- Electronic remote door locks to the interior vestibule doors
- Areas for public education and displays of historical materials.
- Accommodations for an electronic multi-lingual information kiosk

PUBLIC TRANSACTION WINDOW AT RECEPTION COUNTER

The Records Unit provides staffing for the reception counter so the counter should be between the lobby and Records personnel. The counter should be visible to Records staff, but visitors view into the wider Records unit should be limited. The counter area should have two computer workstations. A portion of the public transaction counter must be lower to allow for wheelchair access.

For security purposes transaction windows with ballistic protection but allow for a normal voice conversations. The ADA accessible portion of the counter may need voice amplification system. Transaction pass trays and ballistic rated parcel passing devices will be needed as well. Live Scan fingerprinting equipment space is not required since the SLO Police Department does not provide this service to the public.

COMMUNITY AND TRAINING ROOM

The Training Room/multi-purpose space should be adjacent to the public

lobby for police in-service training, public safety programs and public meetings. There should also be a direct public entry from the outside. Public restroom facilities should be adjacent to the Training Room but access beyond the restrooms and lobby is to be locked off to allow only authorized persons to reach the station. A separate storage room for tables and chairs should be accessed directly off the training room floor. A hospitality counter with a small sink is highly desirable.

EMERGENCY OPERATIONS CENTER

As needed, the SLO City Emergency Operations Center (EOC) must be available to support field response operations in the event of a natural disaster or other critical events. The EOC acts as an emergency management central coordination point. As part of the City's Emergency Plan the primary City EOC is located at SLO Fire Station No. 1-Headquarters on Santa Barbara Avenue. Although any location with appropriate sized spaces can serve as an EOC, they are generally established at a location with pre-established communications and other needed resources already in place.

FS No 1 was built as an essential services facility but the other alternate EOC locations listed in the City's EOC plan are not essential services. These include the Ludwick Center, City Corporation Yard and the Veteran's Hall. It is prudent to plan for an EOC in the new Police Station which will also be an essential services facility. Another advantage of the the Walnut Street Police site is that it is within easy walking distance from many of the City administrative departments. FS 1 is approximately 1.1 miles away by car, assuming city streets would be driveable.

The Police Station will have a multiple spaces available for EOC activation, including a Command Center, temporary work space/tables for EOC functions for logistics, planning, legal, safety, finance, public information and utilities. A lockable cabinet containing a Dispatch Console and a "red phone" landline to the County EOC is will remain in the EOC space at all times. A hospitality counter with a small sink should be in or near the EOC.

BREAK ROOM

A staff break room for sworn and non-sworn staff is needed. It should be a welcoming environment with natural light and feature indoor and a visually screened outdoor seating area. If feasible, an outdoor BBQ area that is out of public view is also encouraged. This space should be designed as a wireless "hot spot" to create a cafe type atmosphere and encourage staff use and for occasional group gatherings. Developing this space where staff can come together spontaneously and informally supports

team diversity, equity, and inclusion goals. Space for microwave ovens, refrigerators and coffeemakers should be included. Provide wall space in the break room or adjacent and hallway for miscellaneous displays for employment notices, awards, certificates, etc.

BRIEFING ROOM

This room is dedicated for daily briefings for police personnel and should seat up to 30 people at one time. It should be equipped with wall-mounted monitors and wall space for maps and other displays, both temporary and permanent. This room is not typically available for non-Police use and should be in a secure area away from public access.

INTERVIEW ROOMS

One interview room is needed off the main lobby and the remainder should be with the Investigations group. One of the rooms should be designed for "soft" interviews in a less intimidating space that can be used to meet with crime victims and/or families. The Interview rooms should have out-swinging doors to prevent someone barricading the door from the inside. Walls and the ceiling should be secure, withstand abuse and have acoustical finishes to allow for proper recording of interviews. Each room should be provided with a motion detector that activates a small inconspicuous light to signal to other officers and staff that the room is in use.

Electrical outlets (if provided in these rooms must be equipped with Ground Fault Interrupter (GFI) protection and be capable of being switched on or off from the outside of the room for safety and suicide prevention. A wide-angle door viewer should be provided to see into the room from the adjacent corridor.

Interview rooms should be equipped to allow for discrete audio and video recording. All recording devices should "homerun" to recording devices located in Investigations, preferably in a dedicated monitoring room within the Investigations area.

Interview rooms must be constructed for acoustic isolation. Typically this includes: double stud cavity walls with acoustic insulation; resilient channels; double layers of gypsum wallboard; and sound seals on doors and drop thresholds. Also ducts must be sound attenuated and block sound transfer from side-to-side and above and below. Transfer grills of any kind should not be allowed in walls or doors. Electrical boxes must be staggered along walls for acoustic isolation.

FITNESS

The fitness room is a key component of officer wellness and fostering a culture of self-care, mental and physical wellness as well as team bonding. That healthy culture prevents injuries, absences, early retirements and enhances quality of life for personnel while serving and into their retirement. A robust fitness program has three components 1) Heavy weights; 2) Cross fit and alternate weight equipment; and 3) Cardio. Those three components can be in one shared space or separate. An ideal situation would be similar to Santa Barbara's planned facility that has cardio on the roof top to take advantage of views and open air. The facilities need to be accessible 24/7. The weights area could also be used for Defensive Tactics Training if floor mats could be always left out. These pads are needed for grappling and other defensive techniques. An adequate space for fitness activities in the new station will provide an opportunity for new and more training, alternate methods and refine current tactics all of which will help improve public safety and officer training. The locker/changing room/shower facilities should be located for easy access to fitness areas.

STAFF PERSONNEL LOCKERS

Lockers for all sworn staff should be at least 30" wide x 2' deep x full height. with 100 for men and 24 for women. Lockers should be fully ventilated to be able to dry ballistic vests. Each locker should be provided with a storage space below for boots or files. Each locker should contain: power outlets to recharge flashlights, a laptop, or other devices; adjustable shelves; and a heavy duty belt hook.

In support of the Department's diversity, inclusion and equity objectives, a gender-neutral, large locker area may be considered. Several individual changing/shower rooms and toilet rooms would be adjacent to a central open locker area. Smaller lockers for non-sworn personnel should also be included in the large open locker area.

BUNK ROOMS – QUIET/LACTATION ROOM

A cot in a closet currently serves as a place to rest when an officer needs to remain on-site after a long shift to be available for court appearances or to support incident response. There is also no space available in the current facility for a lactation quiet room. One of the two bunks rooms will be equipped with soft seating and a small refrigerator. Two bunk rooms are planned in the new building for these dual purposes.

ANCILLARY STRUCTURE

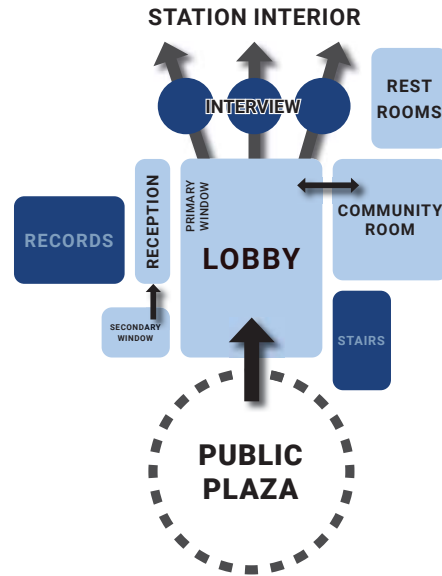
This accessory structure should provide secured, weather protected space

for an Evidence Garage for forensics, storage for bicycle or other large evidence and storage for traffic and other specialty equipment. It may also be used to house a K-9 kennel and supplies.

ADJACENCIES

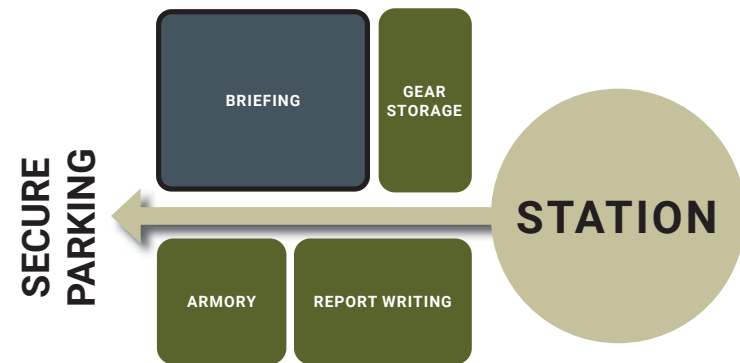
PUBLIC ADJACENCY FLOW

The public entry to the police station should flow thru an exterior public plaza that is inviting and can be used for police public outreach and connection. This is the visible connection to the community for the station. The lobby is the interior public space that is monitored by the reception desk at the edge of the records department. This space allows access to the public community room and public restrooms. The doors to the station are secure to allow control of who enters beyond the lobby. The reception window, while protected by ballistic resistant construction, has a welcoming front counter for public visitors. There is also a side secondary counter to be able to separate sensitive situations from the public, such as registered offenders reporting to the station. Interview rooms flank the lobby to allow officers to escort someone into the interview room from the lobby. The interview rooms also have a secure door entering into the station that allows the officer to bring an interviewee thru the back door to the station for booking without passing thru the lobby.



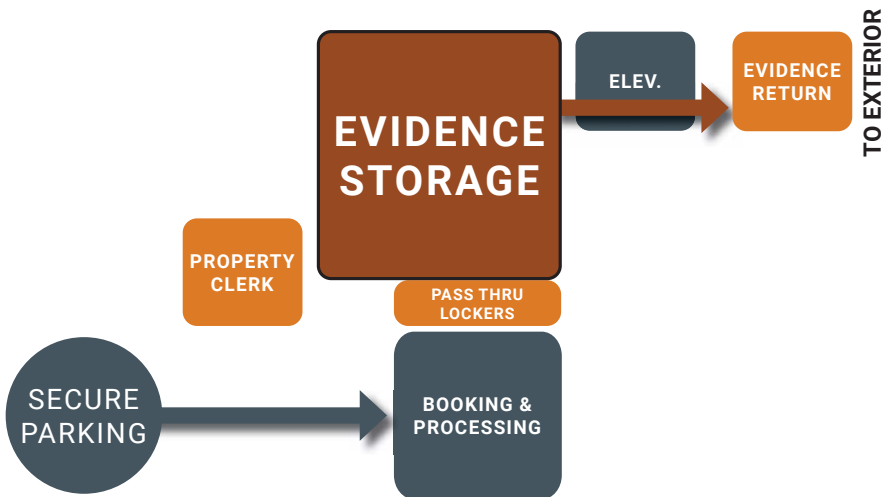
PATROL ADJACENCY FLOW

Layout of the police station should provide a for the operational flow of patrol officers at the beginning of the shift from the briefing room to the patrol cars in the secured parking area. This path should include passing by the armory and gear storage. The report writing area should be along this path near the exit to the secure parking as offices return from their patrol and complete and file written reports. Body camera upload and charging stations should be along this path in a secured area.



EVIDENCE ADJACENCY FLOW

The evidence storage shall be located to provide an efficient path of travel for the returning officer to return from the secured parking with minimal passage through the station to the evidence processing room. The Officer maintains possession of the evidence and then “bags and tags” the evidence at a work counter and then places items in the secure pass-through lockers to be received by the evidence tech. This process maintains the chain of custody. Upon completion of a case the evidence tech may be returning evidence to an individual. An evidence return room with pass-through locker is located and the ground floor for safe transfers. The elevator is a short path from the evidence storage, to facilitate intake and processing of heavy items of evidence.

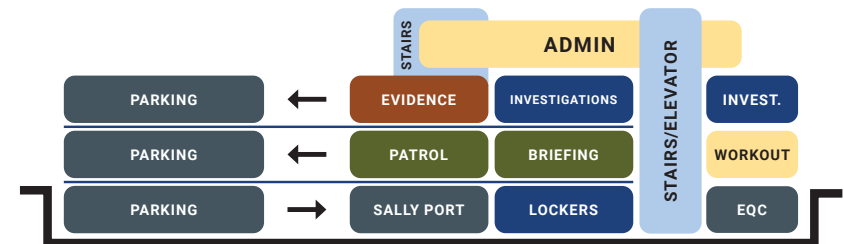


STACKING FLOW

The police station on a small site must be multi story. Departments were identified by function for the appropriate levels:

- Basement: Sally Port, Detention, Locker Rooms and Emergency Operations Center
- Ground Floor: Lobby, Records, Community Room, Public Restrooms, Briefing, Exercise, Patrol, Armory, Evidence Return
- Second Floor: Investigations, Evidence, FST and Traffic
- Third Floor: Administration, Break Area, Neighborhood Outreach

The floors are linked with an elevator that allows for evidence transfer between floors and is connected with bridges to the adjacent parking structure.



STANDARD ROOM FORMS

SPACE IDENTIFICATION

ROOM NAME: Server Room	ROOM NUMBER(S):
---------------------------	-----------------

SPACE USE

PRIMARY ACTIVITIES:	SECONDARY ACTIVITIES:	UTILIZATION	ACCESS	SECURITY
Computer Room		<input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	<input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	<input type="checkbox"/> NO LOCK <input type="checkbox"/> KEY LOCK <input type="checkbox"/> KEYPAD <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES:	FLOOR LEVEL LOCATION	ISOLATION
Dispatch Floor	<input type="checkbox"/> FIRST <input checked="" type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	SOUND: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO VISUAL: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH	WALL FINISH	CEILING FINISH	CEILING HEIGHT	INTERIOR GLAZING/COVER	SOUND/ACOUSTIC TREATMENT
<input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input checked="" type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	<input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	<input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	<input type="checkbox"/> 9'-0" <input checked="" type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	<input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	<input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR	DOOR FINISH	CASEWORK FINISH	CASEWORK TYPE	COUNTERTOPS	
<input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	<input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	<input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	<input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	<input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	
SPECIAL REQUIREMENTS: Static dissipative flooring					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING	HVAC	PLUMBING	ELECTRICAL POWER	COMMUNICATION
<input type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	<input type="checkbox"/> EXHAUST FAN <input type="checkbox"/> THERMOSTAT <input checked="" type="checkbox"/> OTHER Dedicated System	<input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	<input type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input checked="" type="checkbox"/> OTHER - UPS	<input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Double Office	ROOM NUMBER(S):
-----------------------------	-----------------

SPACE USE

PRIMARY ACTIVITIES:	SECONDARY ACTIVITIES:	UTILIZATION	ACCESS	SECURITY
Work area		<input checked="" type="checkbox"/> 8 HRS / DAY <input type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	<input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	<input type="checkbox"/> NO LOCK <input type="checkbox"/> KEY LOCK <input type="checkbox"/> KEYPAD <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES:	FLOOR LEVEL LOCATION	ISOLATION
Evidence storage	<input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH	WALL FINISH	CEILING FINISH	CEILING HEIGHT	INTERIOR GLAZING/COVER	SOUND/ACOUSTIC TREATMENT
<input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input checked="" type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	<input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	<input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	<input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	<input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	<input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR	DOOR FINISH	CASEWORK FINISH	CASEWORK TYPE	COUNTERTOPS	
<input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	<input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	<input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	<input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input checked="" type="checkbox"/> SYSTEM FURNISHING	<input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	
SPECIAL REQUIREMENTS:					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING	HVAC	PLUMBING	ELECTRICAL POWER	COMMUNICATION
<input checked="" type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	<input type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	<input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	<input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	<input checked="" type="checkbox"/> TELEPHONE <input checked="" type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Supply Storage Room	ROOM NUMBER(S):
--	------------------------

SPACE USE

PRIMARY ACTIVITIES: Supply Storage	SECONDARY ACTIVITIES:	UTILIZATION <input checked="" type="checkbox"/> 8 HRS / DAY <input type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES: Office & Evidence Booking-Processing	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input checked="" type="checkbox"/> NONE <input type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input checked="" type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS:

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input type="checkbox"/> EXHAUST FAN <input type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Evidence Booking and Processing	ROOM NUMBER(S):
--	------------------------

SPACE USE

PRIMARY ACTIVITIES: Evidence booking & processing for Patrol and Investigation	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES: Evidence warehouse	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input checked="" type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input checked="" type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input checked="" type="checkbox"/> BASE CABINET <input checked="" type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS: FRP on walls. Special cleanable acoustic ceiling tiles. Stainless steel countertops. Metal and lockable pass through lockers. Specialized pass through locker system and refrigerator. Specialized pre-booking lockers.

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input checked="" type="checkbox"/> SINK <input checked="" type="checkbox"/> DRINKING FOUNTAIN <input checked="" type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input checked="" type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Bicycle Evidence Storage	ROOM NUMBER(S):
---	------------------------

SPACE USE

PRIMARY ACTIVITIES: Evidence storage	SECONDARY ACTIVITIES:	UTILIZATION <input checked="" type="checkbox"/> 8 HRS / DAY <input type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES: Evidence warehouse	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input checked="" type="checkbox"/> EXPOSED <input checked="" type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input checked="" type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS: Wall mounted bicycle rack system.

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Property and Evidence Warehouse	ROOM NUMBER(S):
--	------------------------

SPACE USE

PRIMARY ACTIVITIES: Long term evidence storage	SECONDARY ACTIVITIES: Evidence purging	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS: Card key and CCTV all doors				

SPACE RELATIONSHIPS

ADJACENCIES: Property work areas	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input checked="" type="checkbox"/> EXPOSED <input checked="" type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input checked="" type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input checked="" type="checkbox"/> BASE CABINET <input checked="" type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS: Galvanized steel workbench at purging area. Heavy duty metal shelving at high density storage and shelving. Ceiling height to be 14'-0" high minimum.

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input checked="" type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input checked="" type="checkbox"/> OTHER	COMMUNICATION <input type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS: Special power and exhaust systems for evidence storage in freezer and refrigerated units. Special exhaust systems for narcotics and weapons storage. Compressed air at workbench.				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Evidence Garage	ROOM NUMBER(S):
--------------------------------------	------------------------

SPACE USE

PRIMARY ACTIVITIES: Secured storage of vehicular evidence	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS: Card key at all doors				

SPACE RELATIONSHIPS

ADJACENCIES: Other garage spaces	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input checked="" type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input checked="" type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS: Minimum height of exposed ceiling @ garage is 10'.

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input checked="" type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS: CCTV at all doors.				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Watch Commander Office	ROOM NUMBER(S):
---	------------------------

SPACE USE

PRIMARY ACTIVITIES: Work space	SECONDARY ACTIVITIES: Small Meeting space	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES: Report Writing	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input checked="" type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input checked="" type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input checked="" type="checkbox"/> WOOD <input type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input type="checkbox"/> PAINT <input checked="" type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input checked="" type="checkbox"/> EXPOSED SHELVING-Bookcase <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input checked="" type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS: Polished concrete floor

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input checked="" type="checkbox"/> LED <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS	HVAC <input type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input checked="" type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input checked="" type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Report Writing	ROOM NUMBER(S):
------------------------------	-----------------

SPACE USE

PRIMARY ACTIVITIES: Work Space	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEY LOCK <input type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES: Watch Commander Office and Booking	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input checked="" type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input type="checkbox"/> METAL <input type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input checked="" type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input checked="" type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input checked="" type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	
SPECIAL REQUIREMENTS: Polished concrete floors					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input type="checkbox"/> NATURAL LIGHT <input checked="" type="checkbox"/> LED <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS	HVAC <input type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Computer Forensics Room	ROOM NUMBER(S):
---------------------------------------	-----------------

SPACE USE

PRIMARY ACTIVITIES: Work Space	SECONDARY ACTIVITIES:	UTILIZATION <input checked="" type="checkbox"/> 8 HRS / DAY <input type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES: Investigation	FLOOR LEVEL LOCATION <input type="checkbox"/> FIRST <input checked="" type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input checked="" type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input checked="" type="checkbox"/> BLINDS <input type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input checked="" type="checkbox"/> OTHER-Floor
DOOR <input type="checkbox"/> WOOD <input type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input checked="" type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input type="checkbox"/> PAINT <input checked="" type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input checked="" type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input checked="" type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	
SPECIAL REQUIREMENTS:					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input checked="" type="checkbox"/> LED <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS	HVAC <input type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input checked="" type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Armory	ROOM NUMBER(S):
-----------------------------	------------------------

SPACE USE

PRIMARY ACTIVITIES: Secured Storage	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES:	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input checked="" type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW OTHER: <input type="checkbox"/> ONE-WAY	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	
SPECIAL REQUIREMENTS: Hardened room walls, floor and ceiling. Metal gun lockers and safe. Wall mounted gun racks.					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input type="checkbox"/> NATURAL LIGHT <input checked="" type="checkbox"/> LED <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input checked="" type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input checked="" type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS: Camera and alarm at doors				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Equipment Storage and Charging Room	ROOM NUMBER(S):
--	------------------------

SPACE USE

PRIMARY ACTIVITIES: Secured Storage	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES:	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input checked="" type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW OTHER: <input type="checkbox"/> ONE-WAY	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	
SPECIAL REQUIREMENTS: Hardened room walls, floor and ceiling.					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input type="checkbox"/> NATURAL LIGHT <input checked="" type="checkbox"/> LED <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input checked="" type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input checked="" type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS: Camera and alarm at doors. Charging stations in cabinets and along countertop and shelving.				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Patrol Bicycle Storage Room	ROOM NUMBER(S):
--	------------------------

SPACE USE

PRIMARY ACTIVITIES: Bicycle Patrol Equipment	SECONDARY ACTIVITIES:	UTILIZATION <input checked="" type="checkbox"/> 8 HRS / DAY <input type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEY LOCK <input type="checkbox"/> KEYPAD <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS: Card Key at all doors				

SPACE RELATIONSHIPS

ADJACENCIES: On-duty vehicle parking	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input checked="" type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input checked="" type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input checked="" type="checkbox"/> BASE CABINET <input checked="" type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input checked="" type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS: Galvanized steel workbench top.

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input checked="" type="checkbox"/> LED <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input checked="" type="checkbox"/> 120V DEDICATED OUTLET <input type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS: Charging of equipment.				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Quiet Room	ROOM NUMBER(S):
---------------------------------	------------------------

SPACE USE

PRIMARY ACTIVITIES: Resting space	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEY LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS: Privacy lock. Locate in quiet area.				

SPACE RELATIONSHIPS

ADJACENCIES:	FLOOR LEVEL LOCATION <input type="checkbox"/> FIRST <input checked="" type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO VISUAL: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input checked="" type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input checked="" type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input checked="" type="checkbox"/> WOOD <input type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input type="checkbox"/> PAINT <input checked="" type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER HEIGHT _____ DEPTH _____	SPECIAL REQUIREMENTS: Acoustical wall covering.

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input checked="" type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Bunk Room	ROOM NUMBER(S):
--------------------------------	------------------------

SPACE USE

PRIMARY ACTIVITIES: Sleeping	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS: Locate in a quiet area. Privacy lock				

SPACE RELATIONSHIPS

ADJACENCIES: Other bunk rooms	FLOOR LEVEL LOCATION <input type="checkbox"/> FIRST <input checked="" type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO VISUAL: <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO
SPECIAL REQUIREMENTS: Window for exiting		

SPACE CHARACTERISTICS

FLOOR FINISH <input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input checked="" type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input checked="" type="checkbox"/> WOOD <input type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input type="checkbox"/> PAINT <input checked="" type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE <input type="checkbox"/> HEIGHT _____ <input type="checkbox"/> DEPTH _____	
SPECIAL REQUIREMENTS:					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

SPACE IDENTIFICATION

ROOM NAME: Private Office	ROOM NUMBER(S):
-------------------------------------	------------------------

SPACE USE

PRIMARY ACTIVITIES: Office	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS:				

SPACE RELATIONSHIPS

ADJACENCIES:	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

FLOOR FINISH <input type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input checked="" type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input checked="" type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input checked="" type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input checked="" type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input checked="" type="checkbox"/> BLINDS <input type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input type="checkbox"/> BASE CABINET <input type="checkbox"/> UPPER CABINET <input type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input type="checkbox"/> BUILT-IN <input checked="" type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input checked="" type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER <input type="checkbox"/> HEIGHT _____ <input type="checkbox"/> DEPTH _____	
SPECIAL REQUIREMENTS: Acoustical wall coverings.					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input type="checkbox"/> TASK <input checked="" type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input type="checkbox"/> HOSE BIBB <input type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input type="checkbox"/> OTHER	ELECTRICAL POWER <input type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS:				
GENERAL COMMENTS/REMARKS:				

Detailed Space Use Requirements

SPACE IDENTIFICATION

ROOM NAME: Mobile Command and SWAT Garage	ROOM NUMBER(S):
---	------------------------

SPACE USE

PRIMARY ACTIVITIES: Secured Equipment and Vehicle Storage	SECONDARY ACTIVITIES:	UTILIZATION <input type="checkbox"/> 8 HRS / DAY <input checked="" type="checkbox"/> 24 HRS / DAY <input type="checkbox"/> OTHER	ACCESS <input type="checkbox"/> PUBLIC <input checked="" type="checkbox"/> STAFF <input checked="" type="checkbox"/> SECURE	SECURITY <input type="checkbox"/> NO LOCK <input type="checkbox"/> KEYPAD <input type="checkbox"/> KEY LOCK <input checked="" type="checkbox"/> CARD KEY
SPECIAL REQUIREMENTS: Secured Storage of SWAT Equipment and Armory. Card key at all doors				

SPACE RELATIONSHIPS

ADJACENCIES: Other garages	FLOOR LEVEL LOCATION <input checked="" type="checkbox"/> FIRST <input type="checkbox"/> SECOND <input type="checkbox"/> NO PREFERENCE	ISOLATION SOUND: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO VISUAL: <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO
SPECIAL REQUIREMENTS:		

SPACE CHARACTERISTICS

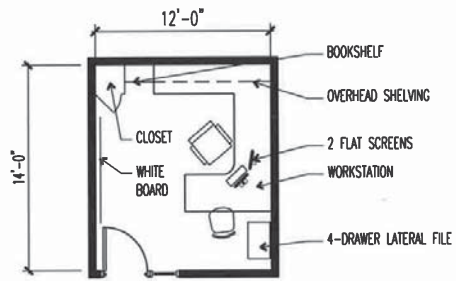
FLOOR FINISH <input checked="" type="checkbox"/> SEALED CONCRETE <input type="checkbox"/> COLOR CONCRETE <input type="checkbox"/> CARPET <input type="checkbox"/> CARPET TILE <input type="checkbox"/> RESILIENT <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> RUBBER	WALL FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> TACKABLE SURFACE <input type="checkbox"/> CERAMIC TILE <input type="checkbox"/> WALLCOVERING <input type="checkbox"/> WAINSCOT	CEILING FINISH <input type="checkbox"/> ACOUSTIC TILE <input type="checkbox"/> DRY WALL <input checked="" type="checkbox"/> EXPOSED <input type="checkbox"/> SKYLIGHT <input type="checkbox"/> OTHER	CEILING HEIGHT <input type="checkbox"/> 9'-0" <input type="checkbox"/> 12'-14" <input type="checkbox"/> OTHER	INTERIOR GLAZING/COVER <input type="checkbox"/> STANDARD <input type="checkbox"/> TINTED <input type="checkbox"/> BLINDS <input checked="" type="checkbox"/> NO WINDOW <input type="checkbox"/> OTHER: <input type="checkbox"/> ONE-WAY GLASS	SOUND/ACOUSTIC TREATMENT <input type="checkbox"/> NONE <input checked="" type="checkbox"/> WALL INSULATION <input checked="" type="checkbox"/> CEILING INSULATION <input type="checkbox"/> INSULATED DOOR <input type="checkbox"/> OTHER
DOOR <input type="checkbox"/> WOOD <input checked="" type="checkbox"/> METAL <input checked="" type="checkbox"/> METAL FRAME <input type="checkbox"/> DOUBLE <input type="checkbox"/> FULL LITE <input type="checkbox"/> HALF LITE <input type="checkbox"/> SIDE LIGHT <input type="checkbox"/> OTHER	DOOR FINISH <input checked="" type="checkbox"/> PAINT <input type="checkbox"/> STAINED <input type="checkbox"/> LAMINATE	CASEWORK FINISH <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> PAINTED WOOD <input type="checkbox"/> STAINED WOOD <input type="checkbox"/> SOLID PHENOLIC	CASEWORK TYPE <input checked="" type="checkbox"/> BASE CABINET <input checked="" type="checkbox"/> UPPER CABINET <input checked="" type="checkbox"/> FULL HEIGHT CABINET <input type="checkbox"/> PANTRY <input type="checkbox"/> WARDROBE <input type="checkbox"/> EXPOSED SHELVING <input type="checkbox"/> LOCK <input checked="" type="checkbox"/> BUILT-IN <input type="checkbox"/> SYSTEM FURNISHING	COUNTERTOPS <input type="checkbox"/> PLASTIC LAMINATE <input type="checkbox"/> SOLID PHENOLIC <input type="checkbox"/> SOLID SURFACE POLYMER <input type="checkbox"/> HEIGHT _____ <input type="checkbox"/> DEPTH _____	
SPECIAL REQUIREMENTS:					

MECHANICAL AND ELECTRICAL REQUIREMENTS

LIGHTING <input checked="" type="checkbox"/> NATURAL LIGHT <input type="checkbox"/> FLUORESCENT <input type="checkbox"/> INCANDESCENT <input checked="" type="checkbox"/> TASK <input type="checkbox"/> RECESSED <input type="checkbox"/> DIMMER <input checked="" type="checkbox"/> MULTIPLE LEVELS <input checked="" type="checkbox"/> OTHER - LED	HVAC <input checked="" type="checkbox"/> EXHAUST FAN <input checked="" type="checkbox"/> THERMOSTAT <input type="checkbox"/> OTHER	PLUMBING <input checked="" type="checkbox"/> COMPRESSED AIR <input type="checkbox"/> GAS <input checked="" type="checkbox"/> HOSE BIBB <input checked="" type="checkbox"/> SINK <input type="checkbox"/> DRINKING FOUNTAIN <input checked="" type="checkbox"/> OTHER	ELECTRICAL POWER <input checked="" type="checkbox"/> 120V DEDICATED OUTLET <input checked="" type="checkbox"/> EMERGENCY POWER <input type="checkbox"/> OTHER	COMMUNICATION <input checked="" type="checkbox"/> TELEPHONE <input type="checkbox"/> VIDEO/CABLE <input type="checkbox"/> AUDIO SYSTEM <input checked="" type="checkbox"/> CCTV <input type="checkbox"/> OTHER:
SPECIAL REQUIREMENTS: Ceiling cord reels for battery charging. Charging of equipment. CCTV @ all doors.				
GENERAL COMMENTS/REMARKS:				

STANDARD COMPONENT DIAGRAMS

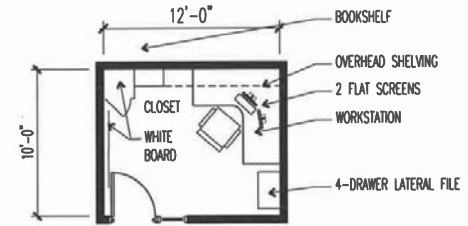
ADMIN/COMMAND



CHIEF OFFICE

SCALE: 1/8 = 1'-0"

168 SQ.FT.



OFFICE

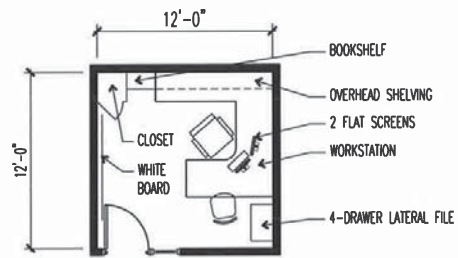
SCALE: 1/8 = 1'-0"

120 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

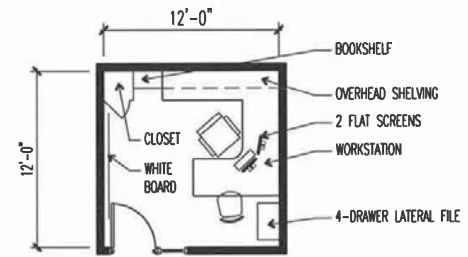
Date: 3/12/2015



CAPTAIN OFFICE

SCALE: 1/8" = 1'-0"

144 SQ.FT.



PRIVATE OFFICE

SCALE: 1/8" = 1'-0"

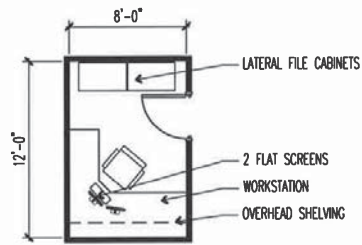
144 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

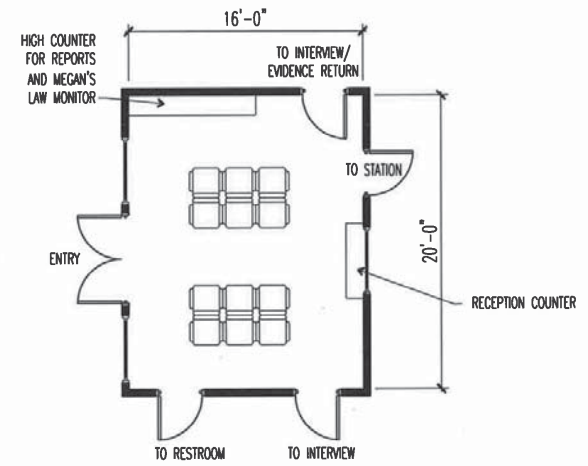
ADMIN/COMMAND



OFFICE STAFF ASSISTANT

SCALE: 1/8" = 1'-0"

96 SQ.FT.



LOBBY

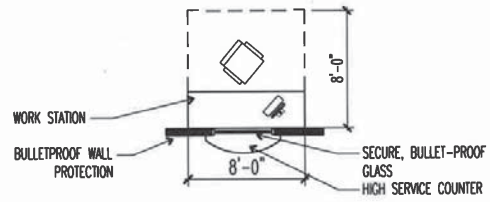
SCALE: 1/8" = 1'-0"

320 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

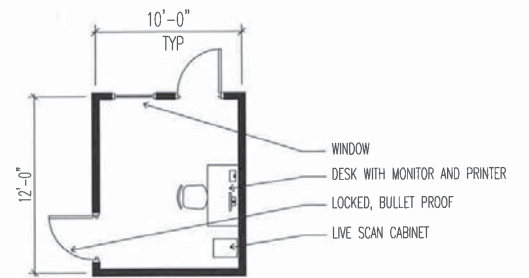
Date: 3/12/2015



FRONT DESK-COUNTER

SCALE: 1/8" = 1'-0"

64 SQ.FT.



LIVE SCAN ROOM

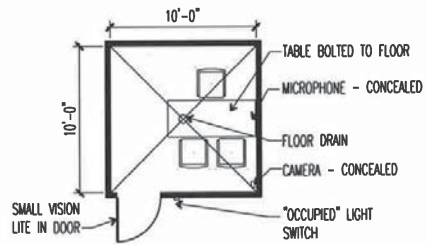
SCALE: 1/8" = 1'-0"

100 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

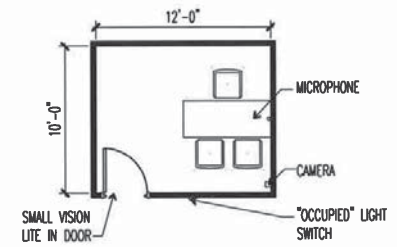
Date: 3/12/2015



INTERVIEW ROOM - HARD

SCALE: 1/8" = 1'-0"

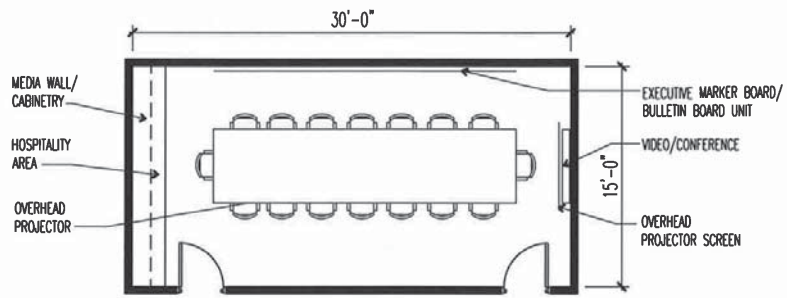
100 SQ.FT.



INTERVIEW ROOM

SCALE: 1/8" = 1'-0"

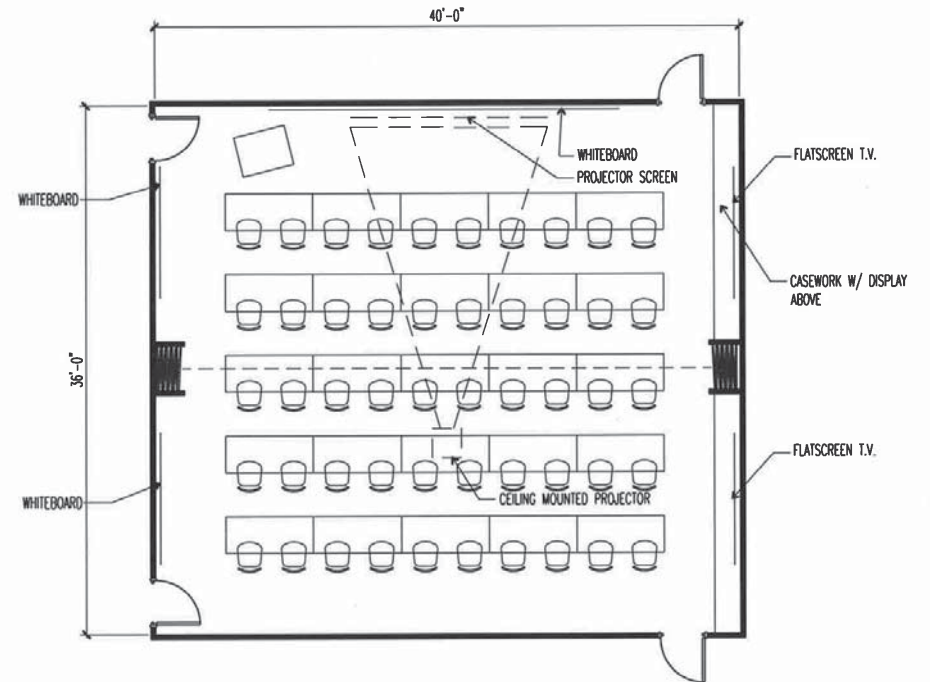
120 SQ.FT.



BRIEFING ROOM

SCALE: 1/8" = 1'-0"

450 SQ.FT.

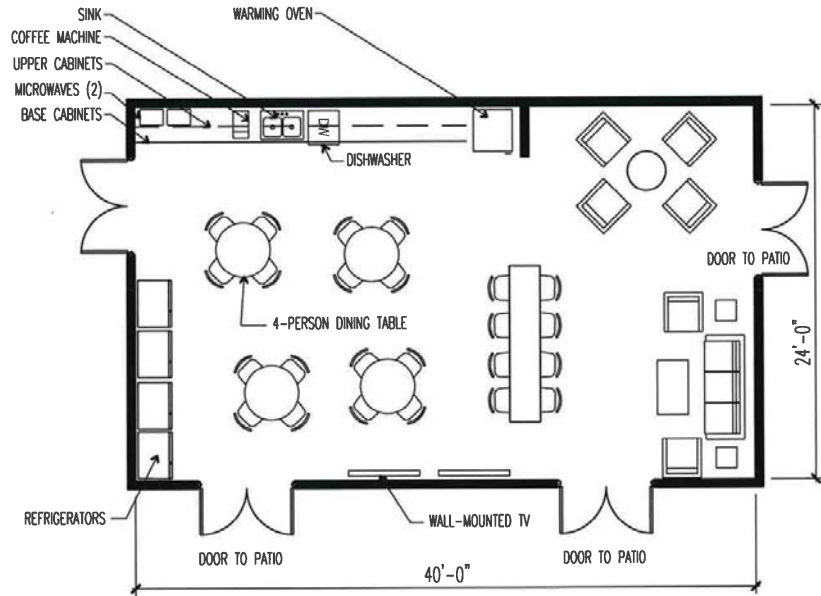


**TRAINING ROOM / EOC
(CLASSROOM CONFIGURATION)**

TRN

SCALE: 1/8" = 1'-0"

1440 SQ.FT.



BREAK ROOM / LOUNGE

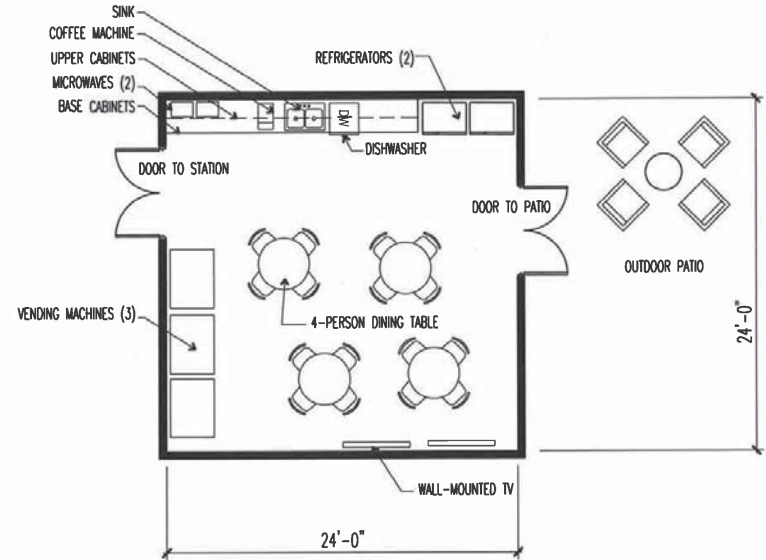
BRK-LNG

SCALE: 1/8" = 1'-0"

960 SQ.FT.

Component Diagram

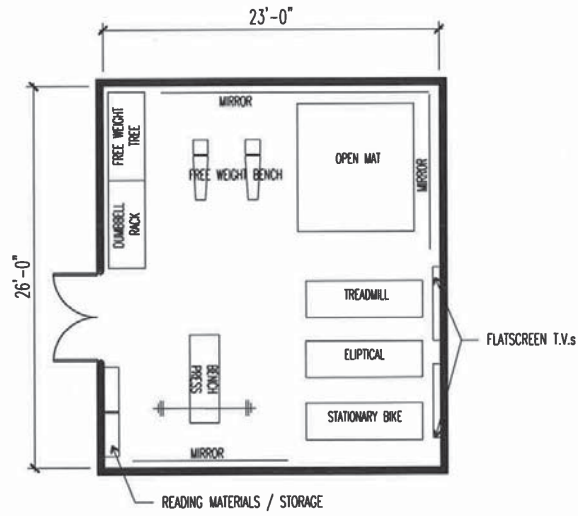
This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.



BREAK ROOM / LOUNGE

SCALE: 1/8" = 1'-0"

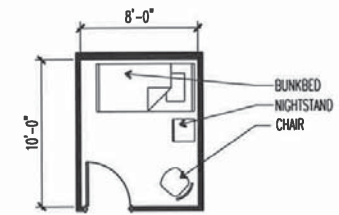
576 SQ.FT.



FITNESS CENTER

SCALE: 1/8" = 1'-0"

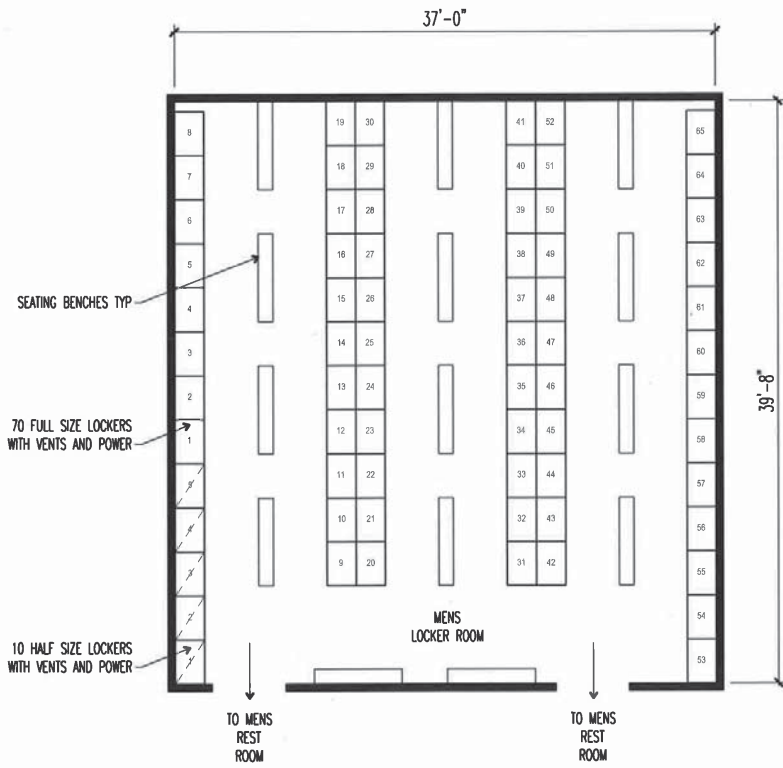
598 SQ.FT.



BUNK ROOM

SCALE: 1/8" = 1'-0"

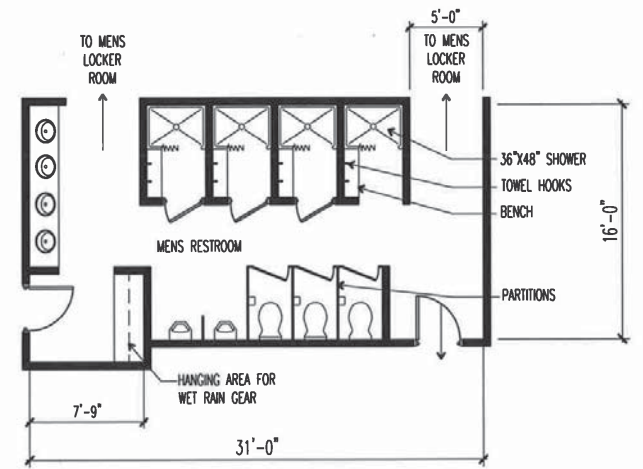
80 SQ.FT.



MENS LOCKER ROOM

SCALE: 1/8" = 1'-0"

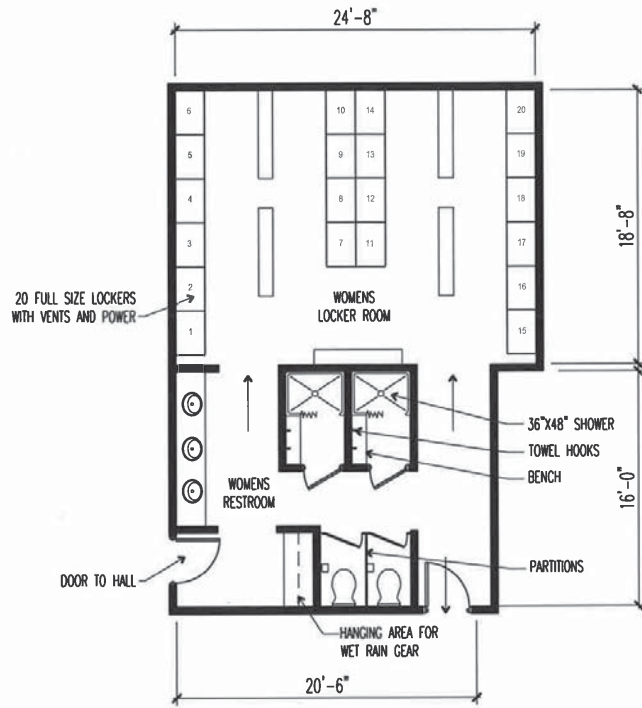
+/- 1,468 SQ.FT.



MENS RESTROOM

SCALE: 1/8" = 1'-0"

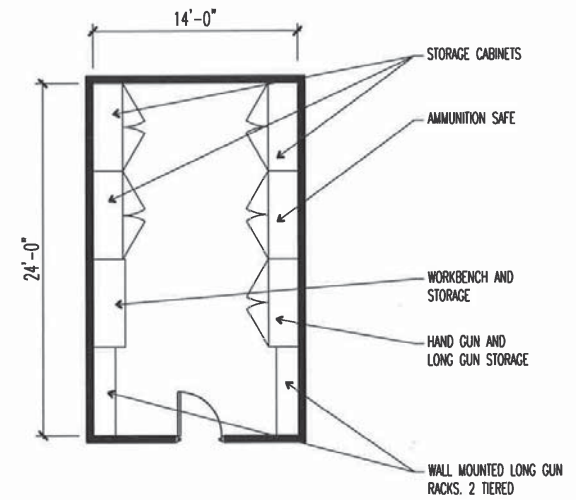
508 SQ.FT.



WOMENS RESTROOM & LOCKER

SCALE: 1/8" = 1'-0"

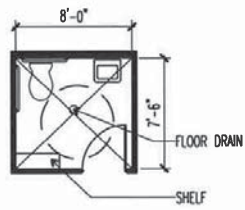
816 SQ.FT.



ARMORY

SCALE: 1/8" = 1'-0"

336 SQ.FT.



RESTROOM - UNISEX

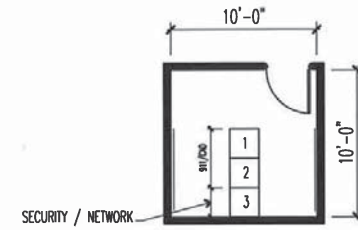
SCALE: 1/8" = 1'-0"

60 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015



SERVER ROOM

SCALE: 1/8" = 1'-0"

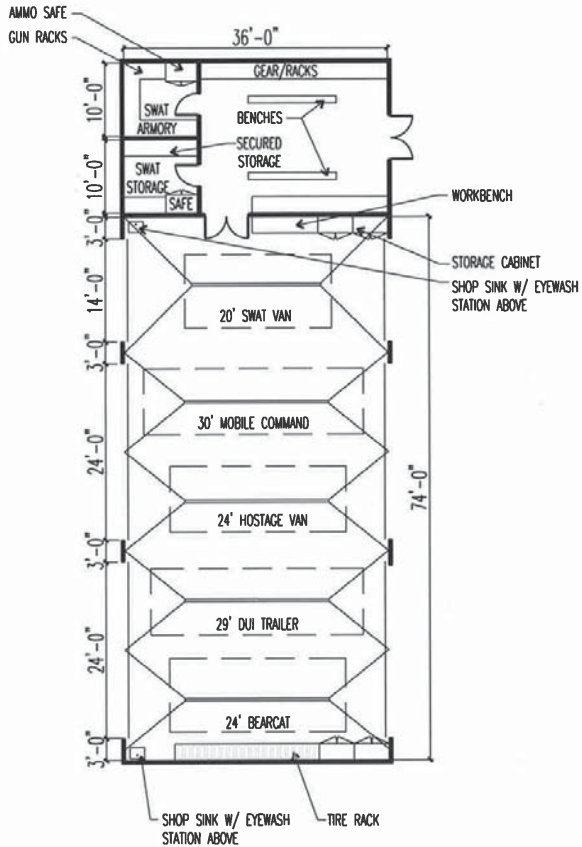
100 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

CRIME LAB



MOBILE COMMAND & SWAT GARAGE

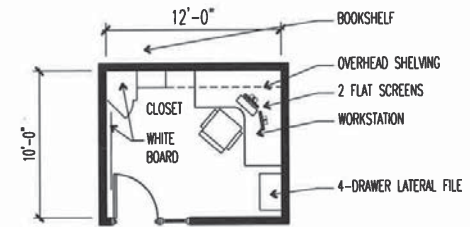
SCALE: 1/16" = 1'-0"

3,420 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015



OFFICE

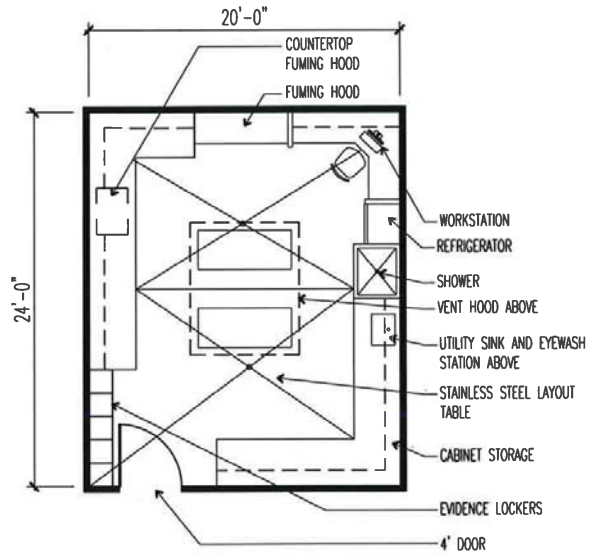
SCALE: 1/8" = 1'-0"

120 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

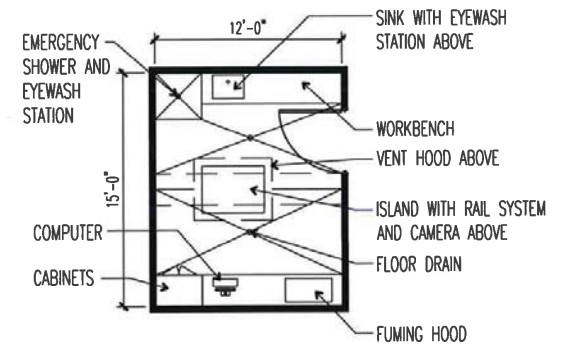


LAB

LAB

SCALE: 1/8" = 1'-0"

480 SQ.FT.

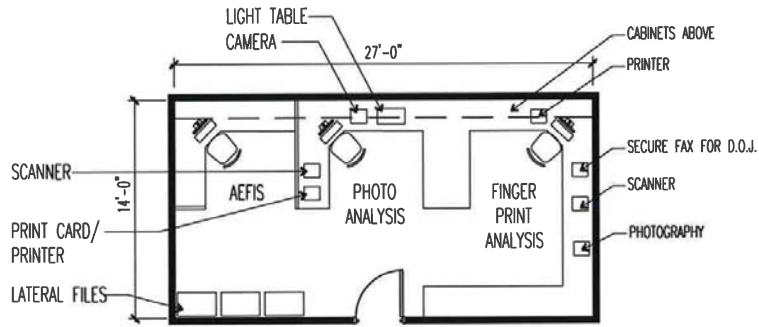


DARKROOM ANALYSIS

DRK

SCALE: 1/8" = 1'-0"

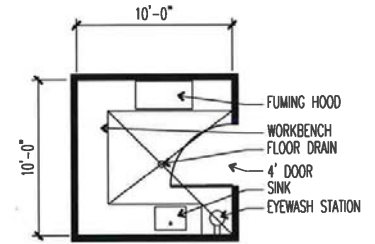
180 SQ.FT.



FINGERPRINT ANALYSIS ROOM FNGR-A

SCALE: 1/8" = 1'-0"

378 SQ.FT.

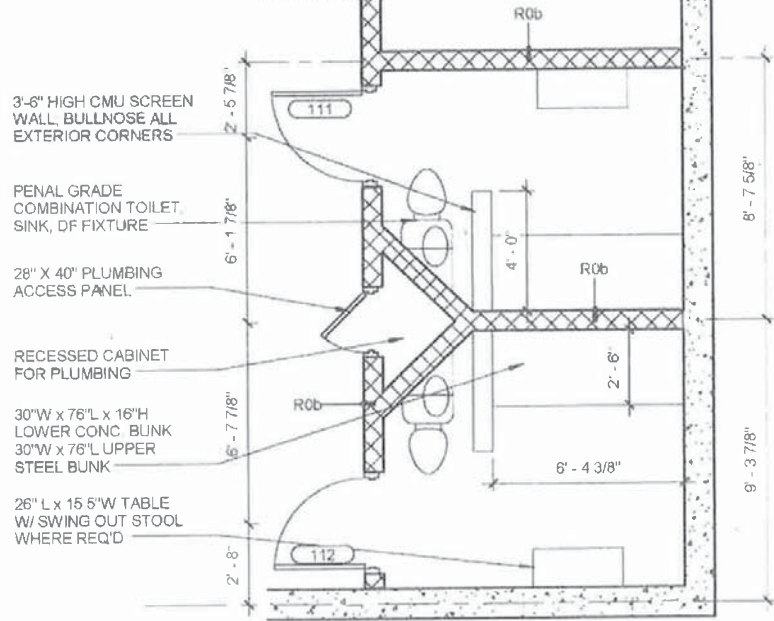


FINGERPRINT DUSTING ROOM FNGR-D

SCALE: 1/8" = 1'-0"

100 SQ.FT.

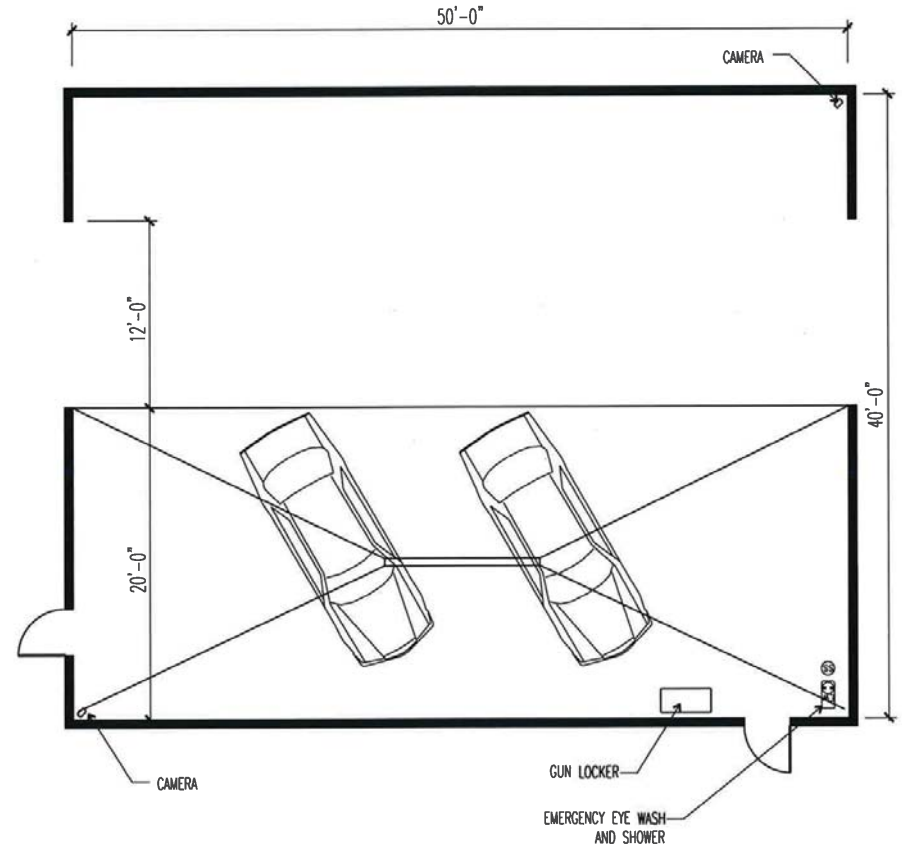
DETENTION



NOTES

1. ALL INTERIOR WALLS 6" CMU GROUTED SOLID W/ BULLNOSE CORNERS. EXTERIOR WALLS 8" CMU GROUTED SOLID
2. ALL FIXTURES, GRILLES, SMOKE DETECTORS, SPRINKLER HEADS, HARDWARE TO BE PENAL GRADE
3. VIEW WINDOW INTO CELL TO BE ONE WAY GLASS LAMINATED OVER 30 MINUTE ATTACK-RESISTANT GLASS
4. ROOMS TO BE NEGATIVELY PRESSURIZED AND 100% EXHAUST
5. SEAL ALL FIXTURE EDGES, CRACKS, SEAMS, AND JOINTS WITH SECURITY TYPE (EPOXY) SEALANT THROUGHOUT CELL INTERIOR.
6. DOORS TO HAVE METAL PASS-THROUGH

HOLDING CELLS



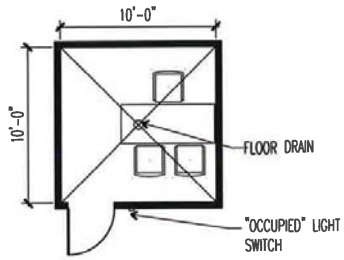
SALLY PORT

SCALE: 1/8" = 1'-0"

2,000 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

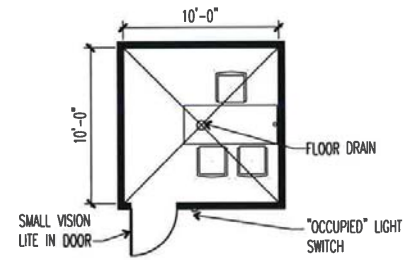


DRESS - OFF ROOM

INT-1C

SCALE: 1/8" = 1'-0"

100 SQ.FT.



BLOOD DRAW ROOM

INT-1D

SCALE: 1/8" = 1'-0"

100 SQ.FT.

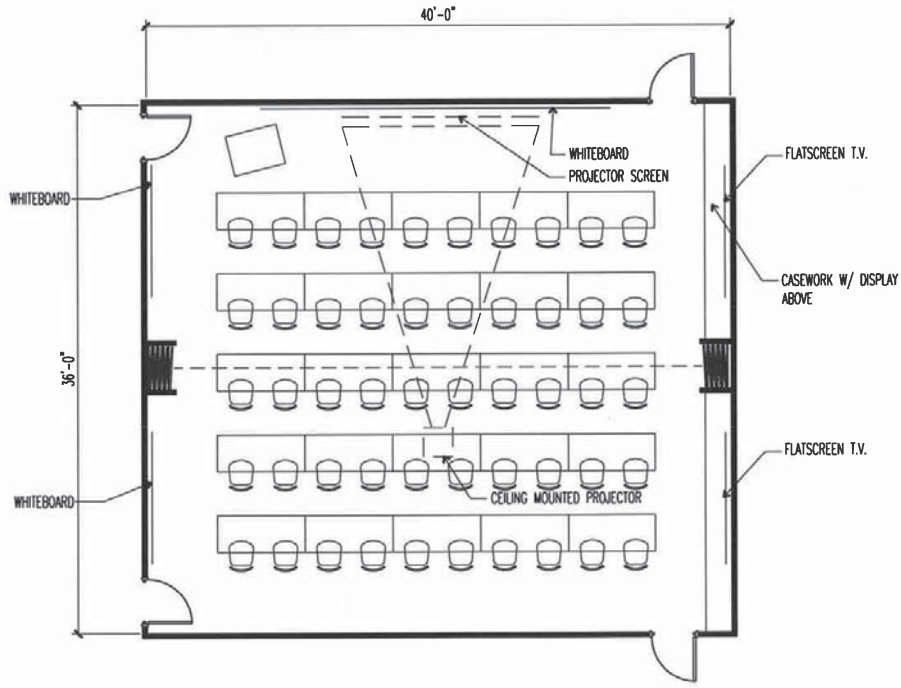
Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

EOC



TRAINING ROOM / EOC
(CLASSROOM CONFIGURATION) TRN
SCALE: 1/8" = 1'-0" 1440 SQ.FT.

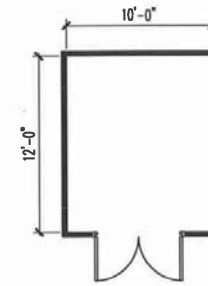
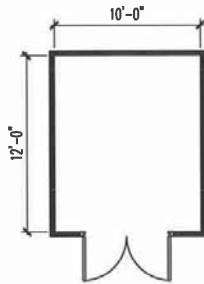


TABLE & CHAIR STORAGE STOR-T
SCALE: 1/8" = 1'-0" 120 SQ.FT.

EVIDENCE

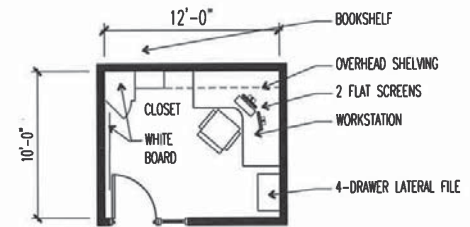


EOC SUPPLY STORAGE

STOR-EOC

SCALE: 1/8" = 1'-0"

120 SQ.FT.



OFFICE

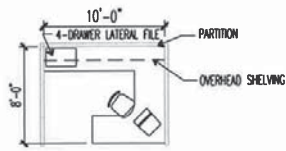
SCALE: 1/8" = 1'-0"

120 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

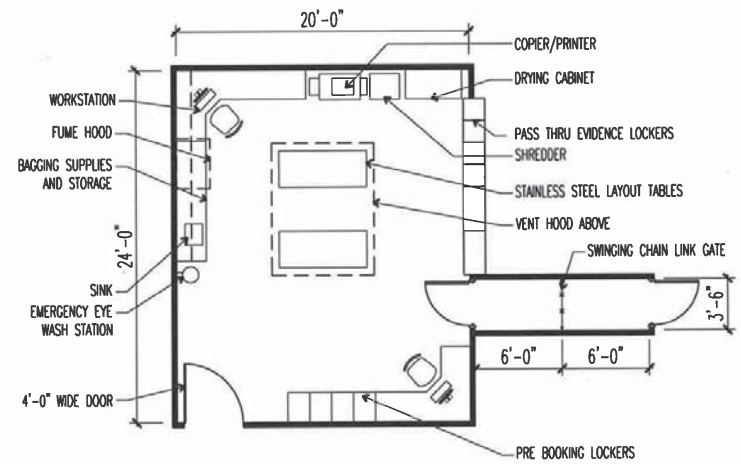
Date: 3/12/2015



WORKSTATION

SCALE: 1/8" = 1'-0"

80 SQ.FT.



EVIDENCE BOOKING & PROCESSING

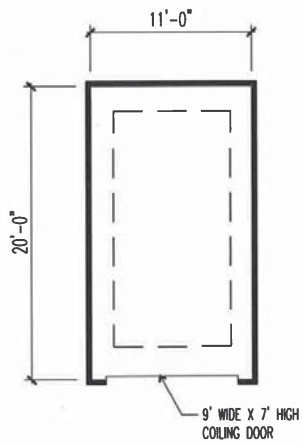
SCALE: 1/8" = 1'-0"

522 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015



EVIDENCE GARAGE

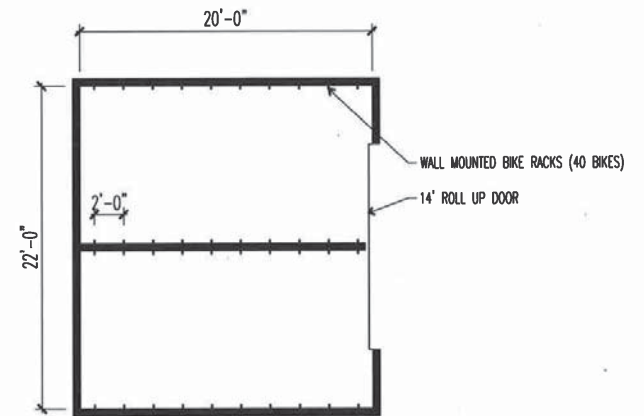
SCALE: 1/8 = 1'-0"

220 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015



BICYCLE EVIDENCE STORAGE

SCALE: 1/8 = 1'-0"

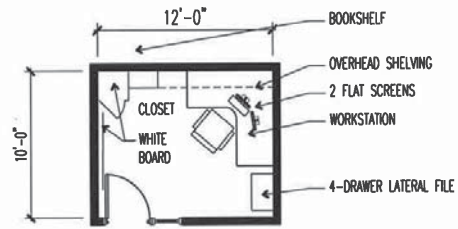
440 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

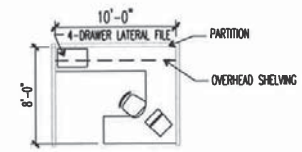
INVESTIGATION



OFFICE

SCALE: 1/8" = 1'-0"

120 SQ.FT.



WORKSTATION

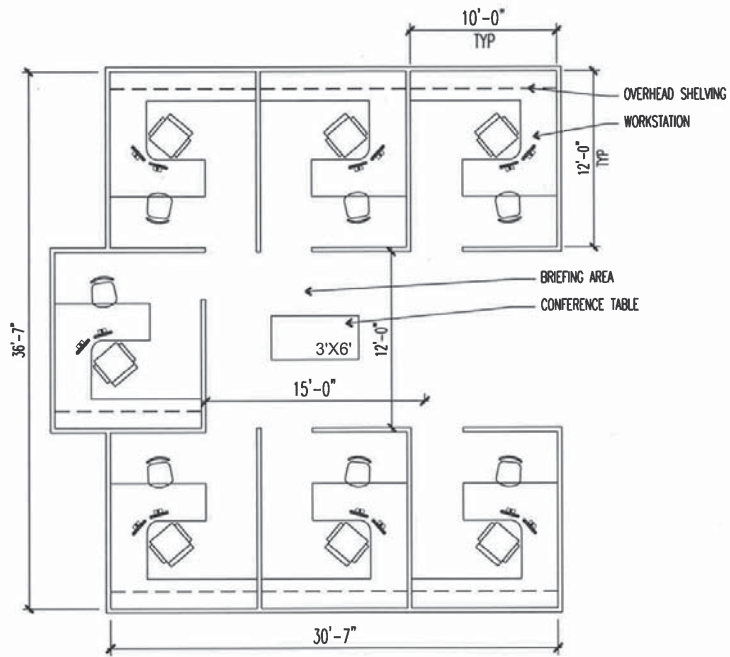
SCALE: 1/8" = 1'-0"

80 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

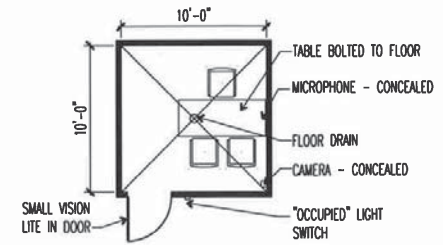
Date: 3/12/2015



BRIEFING AREA W/ DETECTIVE OFFICES

SCALE: 1/8" = 1'-0"

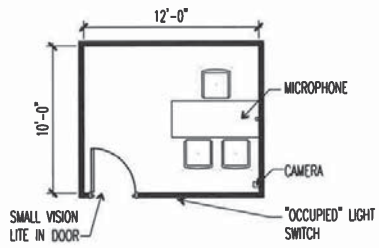
+/- 1119 SQ.FT.



INTERVIEW ROOM - HARD

SCALE: 1/8" = 1'-0"

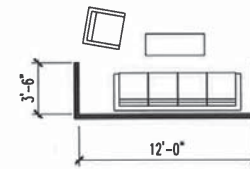
100 SQ.FT.



INTERVIEW ROOM

SCALE: 1/8" = 1'-0"

120 SQ.FT.



WAITING AREA

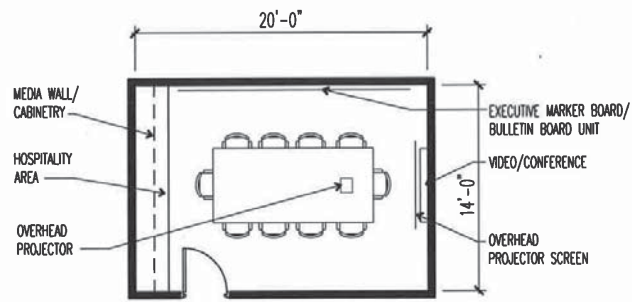
SCALE: 1/8" = 1'-0"

42 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

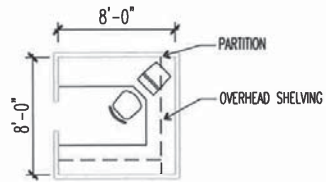


CONFERENCE ROOM

SCALE: 1/8" = 1'-0"

280 SQ.FT.

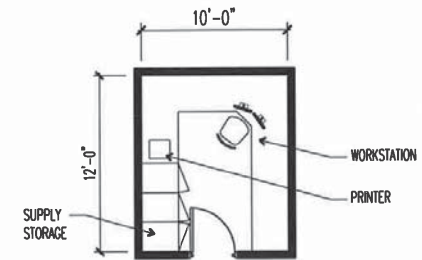
FORENSICS



WORKSTATION

SCALE: 1/8" = 1'-0"

64 SQ.FT.

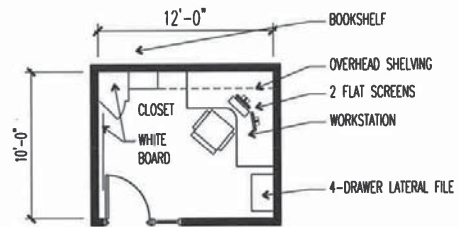


COMPUTER FORENSICS ROOM

SCALE: 1/8" = 1'-0"

120 SQ.FT.

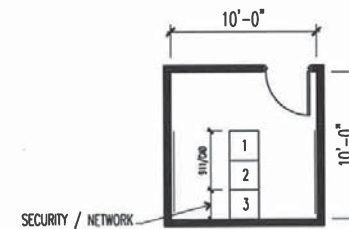
IT



OFFICE

SCALE: 1/8" = 1'-0"

120 SQ.FT.



SERVER ROOM

SCALE: 1/8" = 1'-0"

100 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

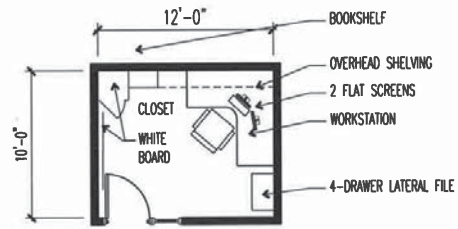
Date: 3/12/2015

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

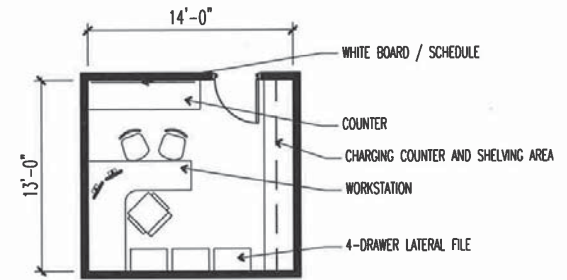
PATROL



OFFICE

SCALE: 1/8" = 1'-0"

120 SQ.FT.



WATCH COMMAND OFFICE

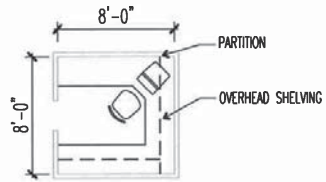
SCALE: 1/8" = 1'-0"

182 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

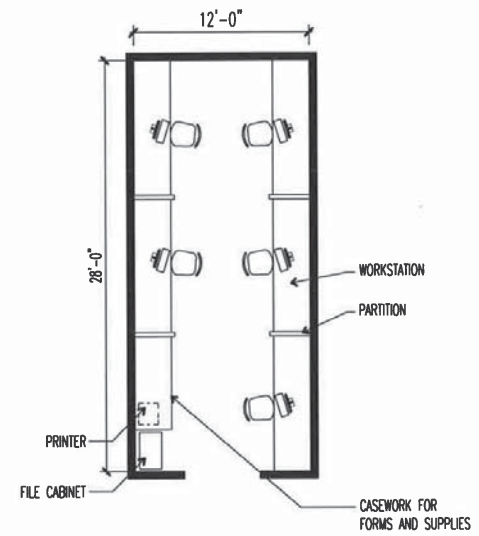
Date: 3/12/2015



WORKSTATION

SCALE: 1/8" = 1'-0"

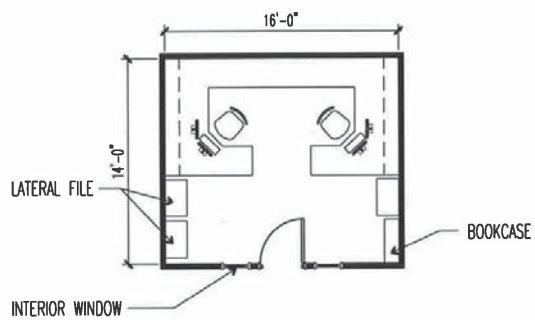
64 SQ.FT.



REPORT WRITING

SCALE: 1/8" = 1'-0"

336 SQ.FT.



SHARED OFFICE

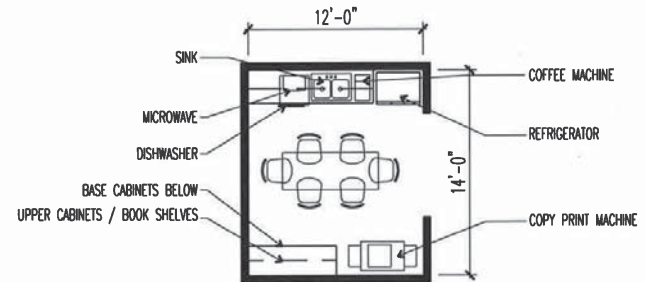
SCALE: 1/8" = 1'-0"

224 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015



BREAK / COPY / SUPPLY AREA

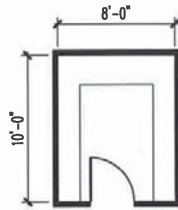
SCALE: 1/8" = 1'-0"

168 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015



SUPPLY STORAGE ROOM

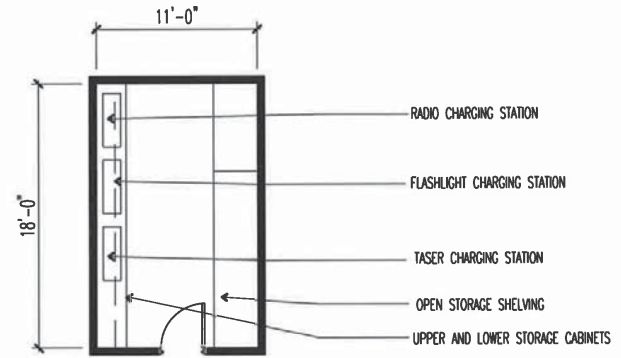
SCALE: 1/8" = 1'-0"

80 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015



EQUIPMENT STORAGE & CHARGING ROOM

SCALE: 1/8" = 1'-0"

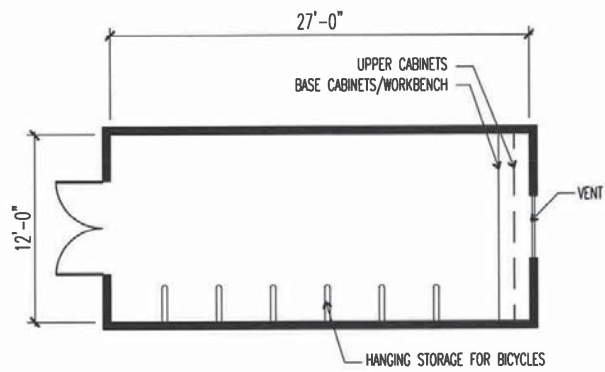
198 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

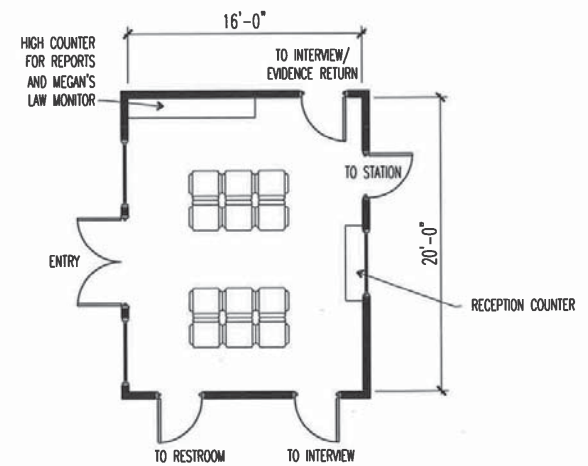
LOBBY



PATROL BICYCLE STORAGE ROOM

SCALE: 1/8" = 1'-0"

324 SQ.FT.



LOBBY

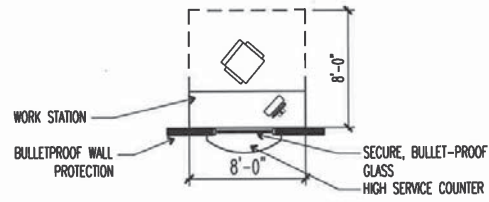
SCALE: 1/8" = 1'-0"

320 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

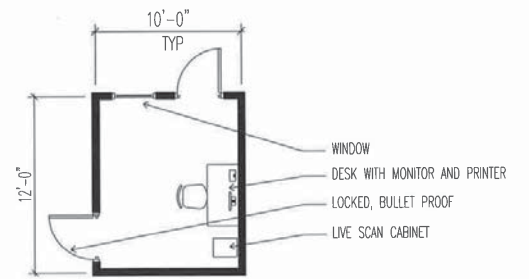
Date: 3/12/2015



FRONT DESK-COUNTER

SCALE: 1/8" = 1'-0"

64 SQ.FT.



LIVE SCAN ROOM

SCALE: 1/8" = 1'-0"

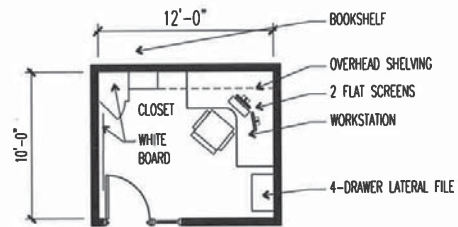
100 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

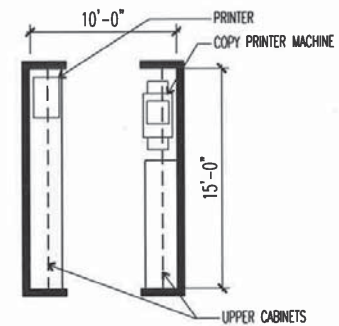
RECORDS



OFFICE

SCALE: 1/8" = 1'-0"

120 SQ.FT.



SUPPLIES / COPIER / PRINTER

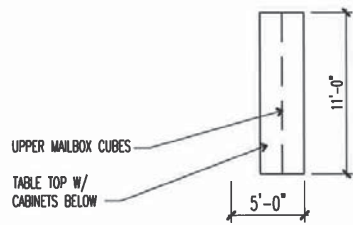
SCALE: 1/8" = 1'-0"

150 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

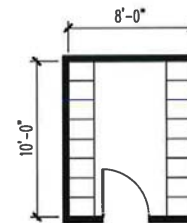
Date: 3/12/2015



STAFF MAILBOXES

SCALE: 1/8" = 1'-0"

55 SQ.FT.



FILE ROOM - SMALL

SCALE: 1/8" = 1'-0"

FR-S
80 SQ.FT.

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.

Date: 3/12/2015

Component Diagram

This diagram is conceptual and is provided only to indicate required furnishings, equipment, and general room proportions. The actual room design may change.



ALTERNATIVE SITE EVALUATION

SITE LOCATIONS EXPLORED
SITE EVALUATION FINDINGS

SITES EXPLORED

At the direction of City Staff, the following potential sites were examined:

OPTION 1

Walnut Street (existing site)

For Walnut Street, three alternative site schemes were developed

- Alternative 1
- Alternative 2
- Alternative 3

OPTION 2

Foothill Boulevard

OPTION 3

Hind/Windmill Lane

OPTION 4

Prado Road

OPTION 5

Madonna Road/Highway 101

SITE LOCATIONS EXPLORED

OPTION 1-ALTERNATIVE 1 WALNUT STREET (EXISTING SITE)



OPTION 1 - ALTERNATIVE 2 WALNUT STREET (EXISTING SITE)



OPTION 1 - ALTERNATIVE 3 WALNUT STREET (EXISTING SITE)



OPTION 3 HIND/WINDMILL LANE

STRENGTHS

Large enough site for 1-story building

No parking structure needed

Dual street access to site

Tank Farm Road allows access to Broad Street

No residential nearby

WEAKNESSES

Left turns on South Higuera and Tank Farm are difficult

Farther from center of town

Minimized public presence

Challenging access on Tank Farm Road

No left turn on Tank Farm available



OPTION 4 PRADO ROAD

STRENGTHS

Large enough site for 1-story building

No parking structure needed

Adjacent Northbound freeway access

WEAKNESSES

Further travel to downtown and Cal Poly

Further distance to Southbound freeway access

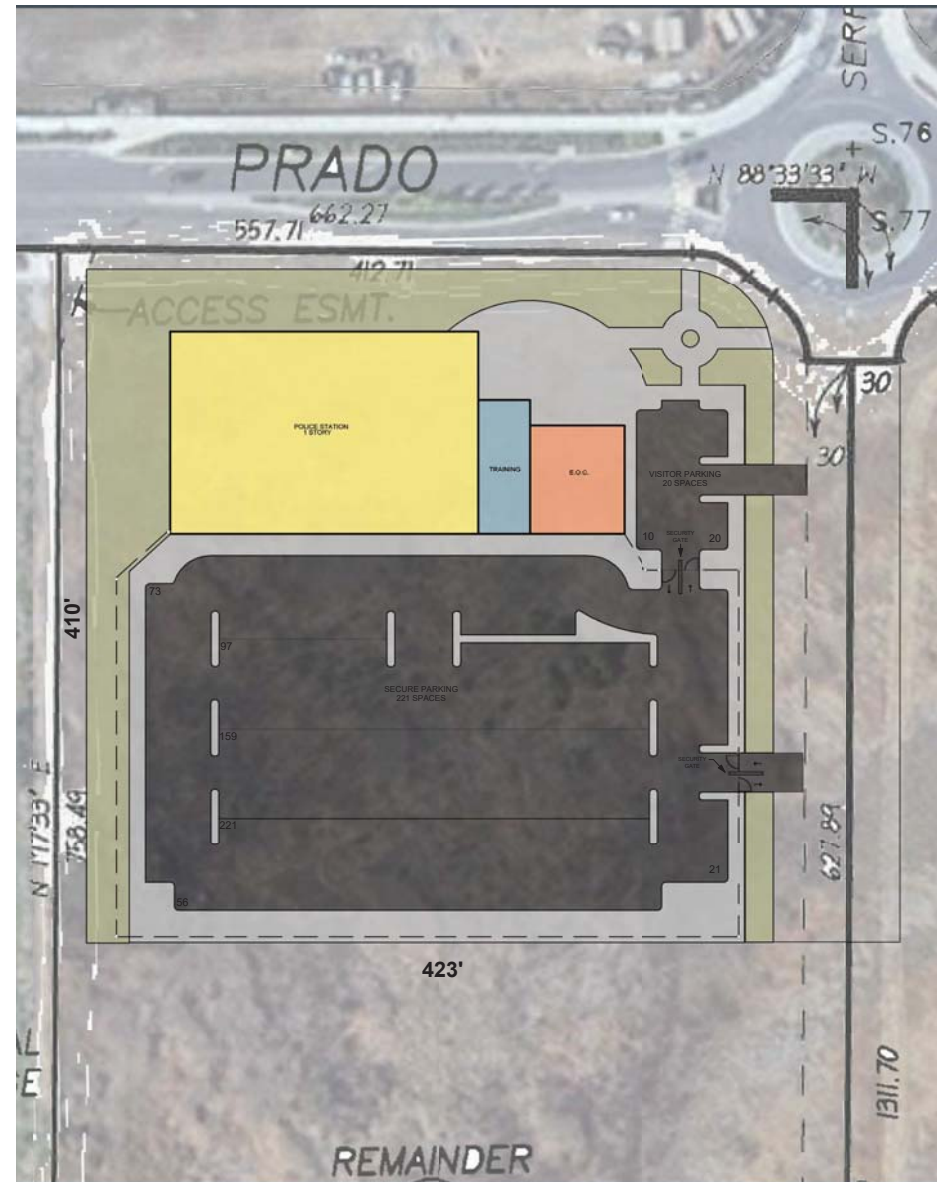
Less visible public presence

Roundabout not conducive to required response times

Limited connection to main arterial roads

Surrounded by a residential neighborhood

Police sirens may be undesirable to residences



OPTION 5

MADONNA ROAD/HIGHWAY 101

STRENGTHS

Large enough site for 1-story building

No parking structure needed

Near access to Highway 101

WEAKNESSES

Drive through shopping area to roadway

Very public visibility

Circulation has traffic congestion issues

Security concerns; added security will be needed

Undesirable for nearby retail

Under development by others



SITE EVALUATION FINDINGS

Based on examination and evaluation of potential alternative locations identified by City staff, the existing Walnut Street site was determined to be the most suitable location for a new, replacement station due to:

Though the site's topography varies, the size of the site is adequate to meet the building and site program requirements.

Adjacent parcels are predominantly commercial and non-residential uses to minimize potential conflicts within a more residential setting;

The site has been previously developed and avoids utilizing currently undeveloped land.

Connection to utilities and City service lines are already on-site or accessible.

Freeway access to Highway 101 and State Highway 1 to expedite response to all parts of the City.

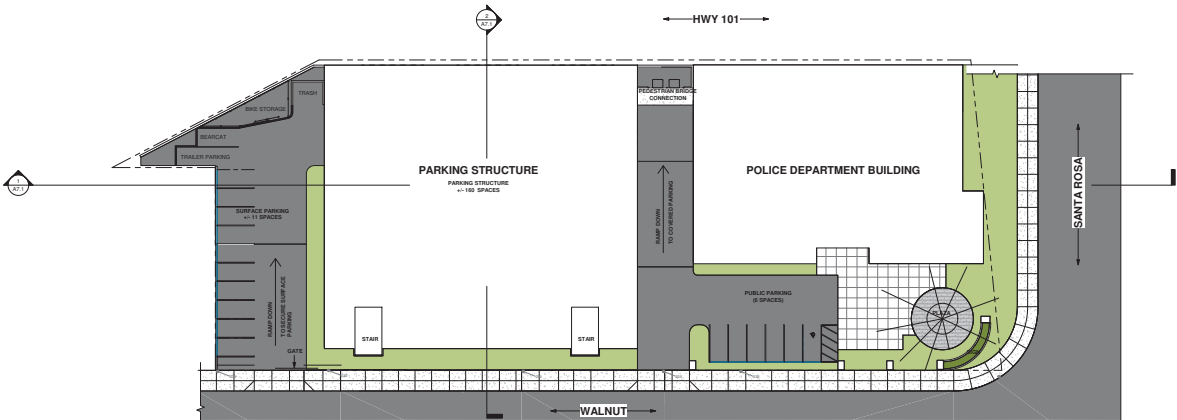
The location is central to high call volume areas such as downtown and Cal Poly; and convenient location at the edge of downtown's with easy access to major business and commercial neighborhoods and public facilities.

CONCEPTUAL SITE DESIGNS



SITE PLANS

SEPARATE PARKING STRUCTURE



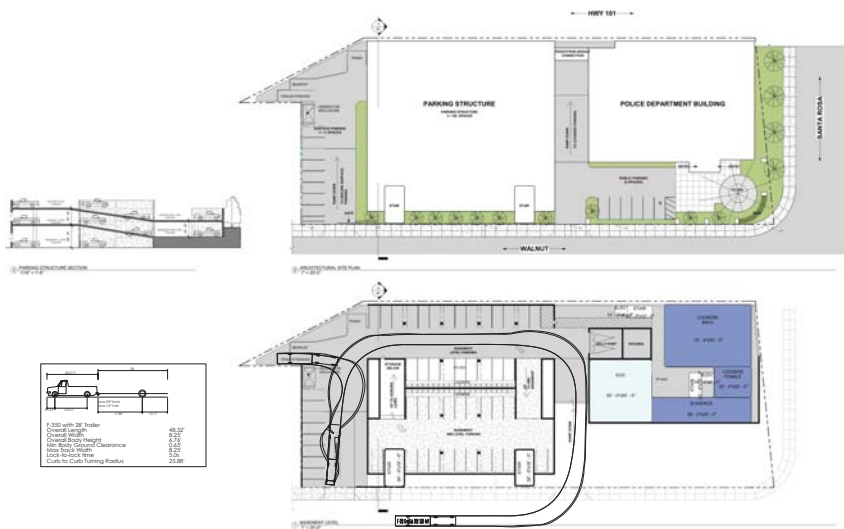
SITE PLAN - PARKING BELOW BUILDING



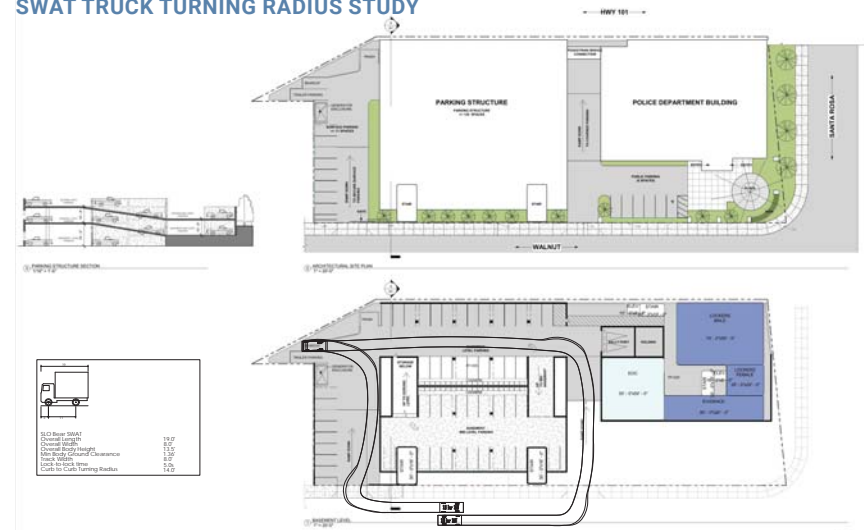
TRASH TRUCK TURNING RADIUS STUDY



F150 WITH TRAILER TRUCK TURNING RADIUS STUDY

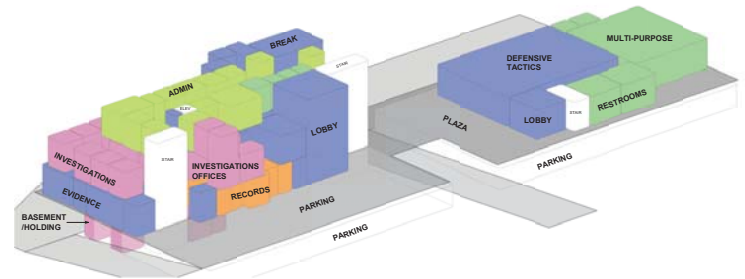
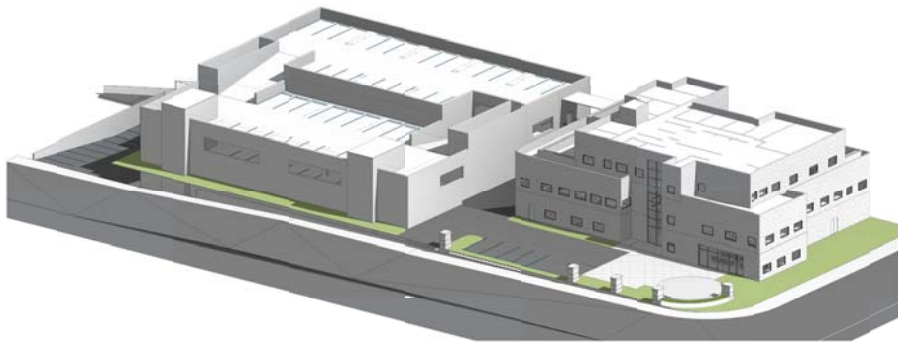
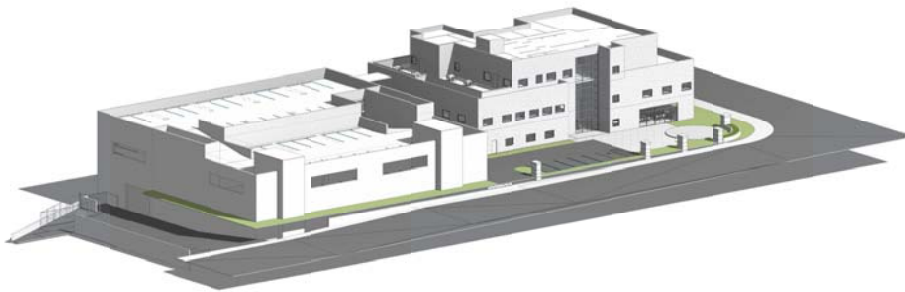


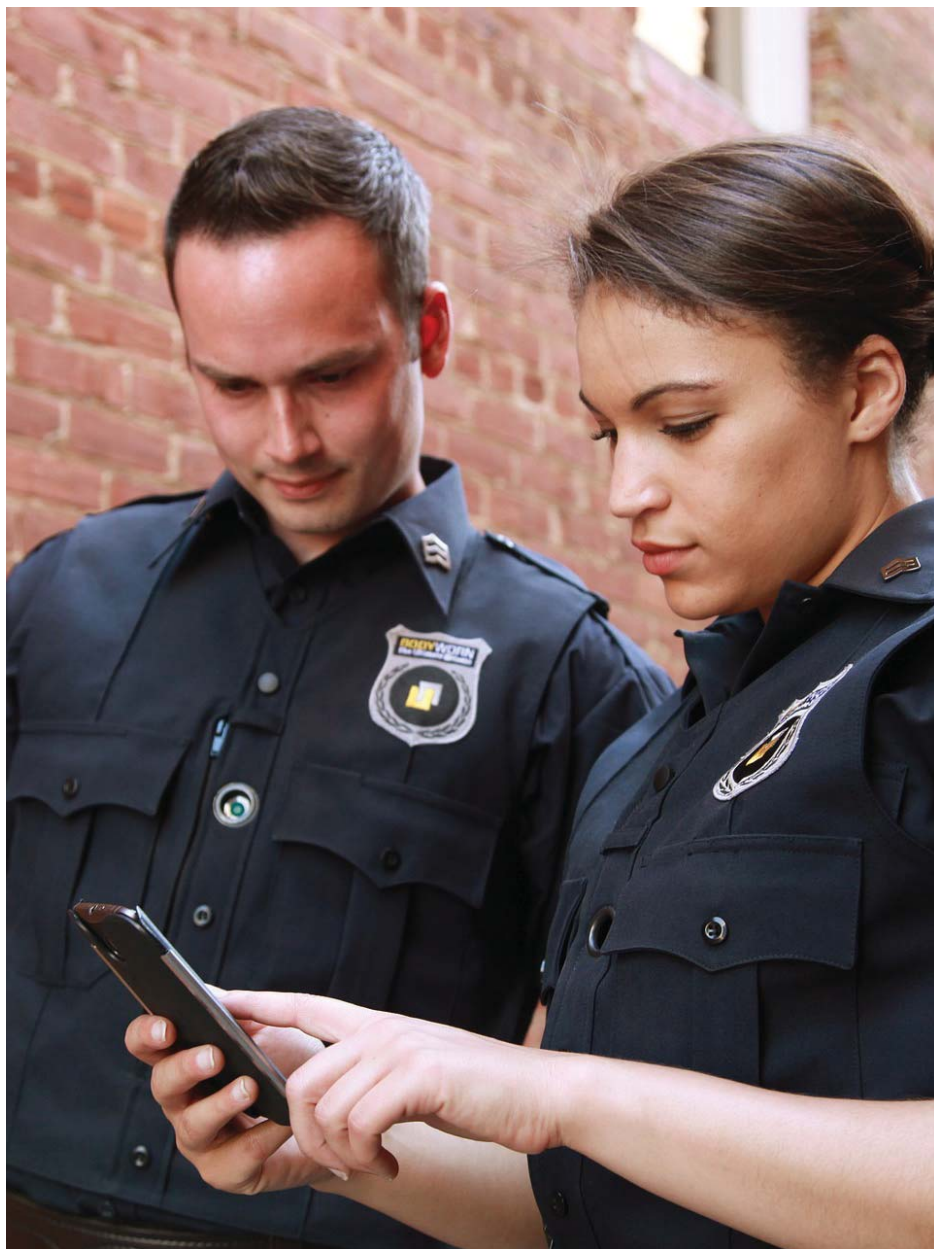
SWAT TRUCK TURNING RADIUS STUDY



CONCEPTUAL BUILDING MASSING STUDY





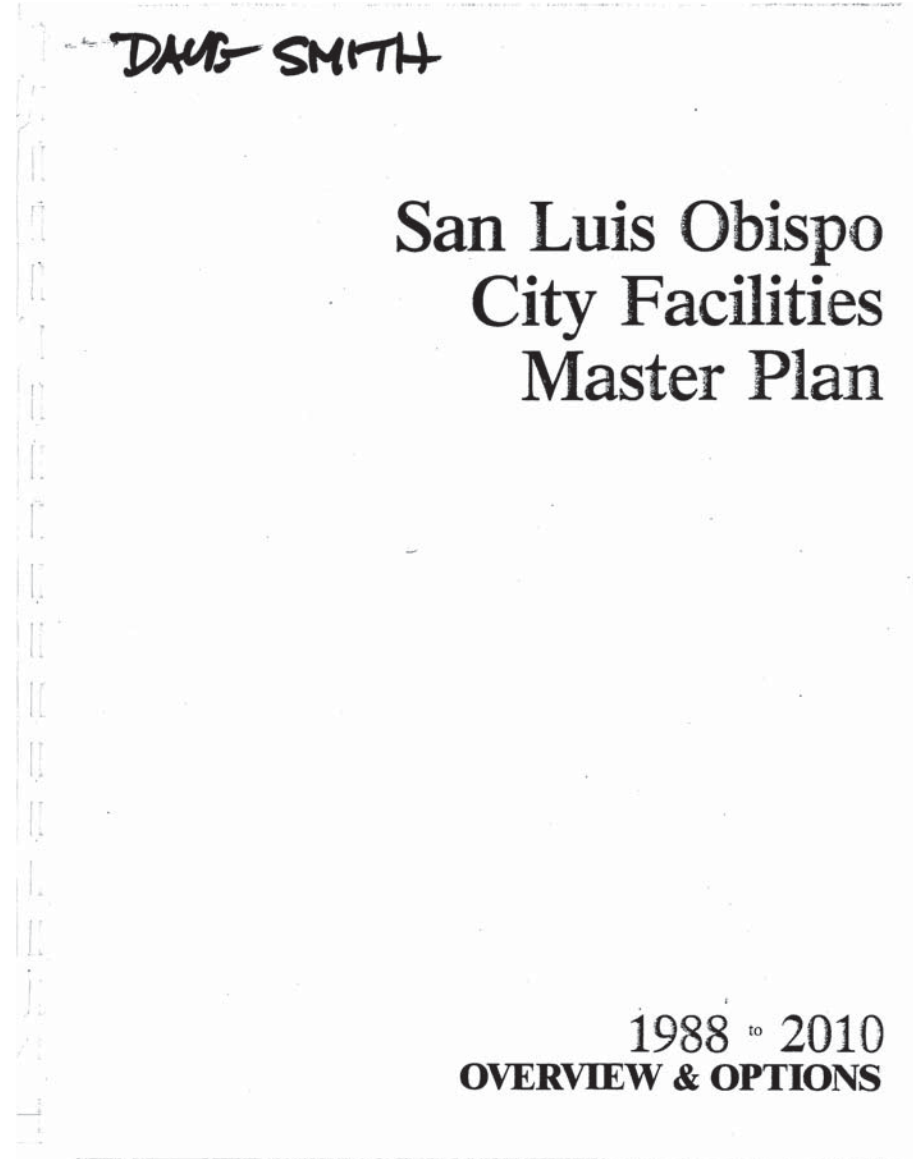


APPENDIX

CITY FACILITIES MASTER PLAN OCTOBER 1988
POLICE FACILITIES MASTER PLAN JANUARY 2003
CITY GATE STUDY AUGUST 2017

CITY FACILITIES MASTER PLAN

OCTOBER 1988



CITY FACILITIES MASTER PLAN

CITY OF SAN LUIS OBISPO, CALIFORNIA
OCTOBER 1, 1988

WEST + DOUBLEDEE ARCHITECTS • P.O. Box 1258 • 800 Quintana Suite 2F • Morro Bay, CA 93442 • 805/772-5668

ACKNOWLEDGEMENTS

SAN LUIS OBISPO CITY COUNCIL

Ron Dunin
Penny Rappa
Peg Pinard
Jerry Reiss
Allen Settle

Mayor
Vice-Mayor

Special appreciation is expressed to the following for contributing valuable information and assistance to the study.

John Dunn
Toby Ross
David Elliott

City Administrative Officer
Assistant City Administrative Officer
Administrative Analyst

Department Directors:

Roger Picquet
Pam Voges
Mike Multari
Bill Statler
Mike Dolder
Ann Crossey
Jim Gardiner
Dave Romero
Jim Stockton

City Attorney
City Clerk
Community Development Director
Finance Director
Fire Chief
Personnel Director
Police Chief
Public Works Director
Recreation Director

Other Contributing Individuals:

Jack Kellerman, Terry Sanville, Erwin Willis, Wayne Peterson,
Bill Hetland, Dave Pierce

PREPARED BY

WEST + DOUBLEDEE ARCHITECTS

P.O. Box 1258, 800 Quintana Suite 2F Morro Bay, California 93442
805/ 772-5668

Don Doubledee
Don West
Alisa Bartz
Jon McAlpin

Project Manager
Architectural & Planning Analysis
Communications/Graphics
Graphics

SLO FACILITIES MASTER PLAN

CONTENTS

SUMMARY AND RECOMMENDATIONS	1
OVERVIEW	
POLICIES	9
ORGANIZATION INTERRELATIONSHIPS	11
PERSONNEL INVENTORY AND PROJECTIONS	17
INVENTORY OF FACILITIES	23
SPACE PROJECTIONS	43
OPTIONS	
CITY HALL	48
FIRE STATION NO. 1	57
860 PACIFIC (RECREATION OFFICE)	62
CORPORATION YARD	66
POLICE STATION	69
MISCELLANEOUS FACILITIES	72
BIBLIOGRAPHY	

SUMMARY AND RECOMMENDATIONS

SUMMARY AND RECOMMENDATIONS

PURPOSE

The city of San Luis Obispo is facing immediate decisions about many of its existing facilities.¹

- Fire Station No. 1 has documented structural, plumbing and electrical deficiencies. The site plan and work spaces are cramped and inefficient.
- City Hall is currently overcrowded and does not effectively accommodate necessary programs and activities.
- The Recreation Department is located temporarily in a converted residence which may not be available for long-term use.
- The Corporation Yard needs additional facilities for bulk storage and covered areas for field crew equipment.

The city has previously dealt with such issues on an individual basis without considering shared solutions or the benefit of long-term goals.

During budget hearings in 1987, the San Luis Obispo City Council requested that no projects proceed without further study of the city's overall space needs and available facilities. A staff committee discussed the need for a master plan and drafted a request for proposals to prepare the plan and to confirm evaluations of the four projects cited above. As a result of an interview process, West + Doubledee Architects was selected to prepare the master plan and a contract was executed February 2, 1988.

The purpose of the Facilities Master Plan is to provide a logical and reliable planning tool that will assist city officials in making immediate and long-term facility decisions.

ORGANIZATION

This report incorporates the findings of previously prepared consultant reports, staff reports, census and economic data, field investigations, staff interviews and data from city-wide office workspace questionnaires.

¹ City of San Luis Obispo, Request for Proposals to Prepare a Master Plan for City Facilities, December 1987.

Preparation of the Facilities Master Plan will occur in four phases which are summarized below. This document is the product of the first two phases.

- I. **OVERVIEW**
Research and analysis of existing organization, staffing and evaluation of existing facilities. Projection of future program demands, staffing patterns, space requirements and anticipated facility needs.
- II. **OPTIONS**
Graphic illustration, analysis and economic evaluation of alternative solutions to identified facility needs along with consultant recommendations.
- III. **MASTER PLANNING**
Development of specific implementation plans, priorities and guidelines for immediate and future facilities development.
- IV. **ARCHITECTURAL PROGRAMMING**
A detailed program of functional, spatial requirements for projects identified in the master planning phase.

The planning methods required to resolve existing and potential facility/function conflicts are guided by the initial determination of one of the following basic strategies:

- A. Adjust facilities by replacement, modification and/or expansion to satisfy operational needs.
- B. Adjust services, personnel and/or management strategies to conform to existing facilities.

This report is limited to the examination of solutions to facility needs within the context of existing city policies and practices (A). Examination of alternative organizational techniques, personnel practices and management strategies (B) is not included in this report.

POLICIES

The Overview section identifies existing city policies that guide facility planning and land development. These policies are summarized below:

Adequate Facilities:

The city will plan and program for facilities as needed to provide and support all city services and programs.

Economic Land Use:

The city will make economic use of land and buildings. When possible, the city will own (rather than rent) the facilities required for its ongoing operations.

Convenient Access:

The city will provide for convenient public access to facilities.

Architectural and Historic Sensitivity:

New and remodeled city facilities will be designed to protect historic and architectural values and to be compatible with existing development.

Civic Center:

City Hall will remain downtown and the city will reinforce the Civic Center as the primary location for public facilities.

City Hall Improvements:

The city will improve information records management, meeting space and storage space at City Hall.

Building Goals:

- a. productive work environments
- b. safe, energy efficient and easily maintained buildings
- c. positive image for the city
- d. maximum building service lives
- e. attractive recreation facilities

ORGANIZATION INTERRELATIONSHIPS

This study investigates and documents departmental interrelationships and linkages. Four interrelated and overlapping groups are identified. Group One includes the City Council, City Attorney, and the City Administrative Officer. It is important for Group One to have a high degree of privacy in an area that provides convenient, inter-departmental access. Group Two consists of the City Council, City Clerk, Finance, Personnel and the City Administrative Officer. This group should also have adjacency to facilitate constant daily contact between departments. Group Three consists of Community Development, a portion of Public Works and the City Administrative Officer. This group needs to be closely linked for frequent contact. Groups One, Two and Three should be located in City Hall. Group Four includes: most of the Public Works Department (primarily located at the Corporation Yard); and the Police, Fire and Recreation Departments (each located in separate facilities). It is not necessary for these departments to be located in City Hall.

FACILITY INVENTORY

The city owns more than 100 properties. Of these, 21 facilities contain most of the city's programs and employees. This study specifically addresses these 21 facilities in detail. Each facility is evaluated for its physical condition, use of space and development potential.

Fire Station No. 1, City Hall, the "old" City/County Library and the Recreation Department offices are **rated deficient** in condition and space use categories. The Corporation Yard and the City Hall site are rated high for their development potential.

PERSONNEL INVENTORY AND PROJECTIONS

The city has permanent, temporary and contract employees as well as contracts with private industry for services that might be otherwise provided by city employees. Currently, the city has more than 300 permanent employees, more than 100 temporary employees during the seasonal peak and a variety of service contracts with private industry including reproduction, mailing and building maintenance. Since 1980, temporary employees and contracted services have increased significantly while permanent staff has increased at a slower rate. In 1988 the city established procedures to manage the growth of the workforce and staff costs. These procedures are expected to slow growth of temporary staff, convert

some long-standing temporary positions to permanent positions, and increase the use of private industry to provide public service.

The permanent city workforce has increased at a rate of 3.0 percent per year for the last ten years. This compares with a 1.3 percent annual rate of population increase, a 5.4 percent annual rate of county-wide employment growth and a 6.2 percent annual rate of retail sales growth in the city.

Future growth in the workforce depends on the types and levels of service provided, how the services are provided and the overall growth of the community and county. Based on expected community growth, existing service trends and anticipated programs, growth of the workforce is expected to be between two and three percent per year. This would mean that the city would have a workforce of 450 to 575 permanent employees and that City Hall would have 150 to 200 total employees by the year 2010.

SPACE PROJECTIONS

Analysis indicates that only 55 to 65 employees can be efficiently housed in the 20,134 square foot City Hall in the current configuration, including occupancy of areas of the basement that are less than desirable for use as office space. There are currently more than 80 employees working in the building. Approximately 18,000 additional square feet will be required to comfortably and efficiently house existing employees and public functions at this location. By the year 2010, an additional 10,000 to 20,000 square feet may be required.

The Corporation Yard facilities were planned to provide for a staff of 91 to serve a city population of 55,000 to 60,000. Projections, however, indicate that the Operations and Maintenance buildings may reach design capacity as soon as the year 1995 at a city population of 45,000 to 48,000. Planned warehouse and toxic storage buildings have not been constructed. The continuing need at the Corporation Yard is for storage facilities and shelter for vehicles and equipment.

The labyrinth of corridors in the Police Station contribute to the high (40%) percentage of support area. A support area of 30 percent is more typical of this type of facility. Additional space may

be needed before 1995 and up to 10,000 square feet of additional space, needed by 2010.

Fire Station No. 1 has a very low percentage of support area due to the poor circulation pattern. Internal circulation through office areas is disruptive and inefficient. This two bay facility is operating as a four bay fire station and the 9,600 square foot building has an existing space deficiency of between 5,000 and 7,000 square feet.

The Recreation Department has historically been the fastest growing department. The existing 2,700 square foot office space in the converted residence at 860 Pacific is inefficient and slightly deficient for current needs. A need for an area of 3,500 to 4,000 square feet is projected by 1995 and up to 6,500 square feet by 2010. This office area would be best located within a large recreation center. It is anticipated that the community will be inclined to support construction of a new, large recreation facility before 2010. Such a facility should include the administrative and office areas.

RECOMMENDATIONS

The Options section examines potential solutions to existing and projected facility needs which are identified in the Overview Section. Of the 21 facilities examined, five facilities have been identified which have significant spatial, functional, environmental or structural deficiencies; or are expected to experience deficiencies in the future.

Fire Station No. 1 is an inefficient building that has serious structural and environmental deficiencies which present potential safety hazards to occupants and threaten response capability. The potential failure of this structure during a seismic event would seriously restrict the emergency response capability of the city.

City Hall currently has more than 80 employees working in spaces which can efficiently accommodate only 55 to 65. If this facility is not expanded, the city will be required to continue relocating portions of staff to remote locations.

The Corporation Yard is nearing capacity earlier than anticipated and has a continuing need for storage facilities and vehicle shelter.

The Recreation Department offices, at capacity in a converted residence, should be relocated to facilities consistent with city policies.

The Police Station facilities are adequate for current needs but will require expansion or relocation after 1995.

The greatest opportunity for shared or common facility solutions may be in the planning of future cultural and recreation facilities. Existing and future needs for senior activities, recreational programs, branch library, Recreation Department offices, etc. could potentially be combined into a central cultural/ recreational center which may provide opportunity for shared parking, toilet facilities, meeting rooms, multi-use rooms, etc.

The chart on the following page illustrates a summary of the major issues, recommendations and associated projected costs for the five facilities identified to have significant deficiencies. A complete examination of the issues, options, cost comparisons and recommendations for all city facilities is included in the Options Section, beginning on page 48.

SUMMARY OF MAJOR RECOMMENDATIONS

Facility & Issues	Recommendations	Est. Cost*
FIRE STATION NO. 1 <ul style="list-style-type: none"> Existing facilities have many functional, environmental & structural deficiencies. Existing space deficiency of 5,000 SF to 7,000 SF. 	<ul style="list-style-type: none"> Construct new Fire Station on adjacent site. Remove or retrofit existing structure depending on historical findings. 	\$1,750,000. to \$2,750,000.
CITY HALL <ul style="list-style-type: none"> Existing facility has functional & environmental deficiencies. Existing space deficiency of 18,000 SF may increase to 23,000 SF by 1995 and to 38,000 by 2010. 	<ul style="list-style-type: none"> Expand City Hall on old library site. Provide full or phased expansion as indicated by market analysis to determine feasibility of leasing surplus space. Renovate existing structure to mitigate major functional & environmental deficiencies. 	\$2,300,000. to \$5,700,000.
CORPORATION YARD <ul style="list-style-type: none"> Existing facilities are nearing maximum capacity in advance of original projections. Existing need for enclosed storage & covered parking. Existing storage need of 18,000 SF may increase to between 25,000 & 30,000 SF by 2010. Maintenance & Operations Buildings are currently adequate, but may require expansion between 1995 & 2000. 	<ul style="list-style-type: none"> Construct 18,000 SF warehouse & ten-stall covered parking with provision for expansion. Revise Corporation Yard Development Plan. 	\$1,500,000. to \$2,000,000.
860 PACIFIC (RECREATION OFFICE) <ul style="list-style-type: none"> Existing facilities inefficient & inappropriate for city agency. Existing space requirement of 2,800 SF may increase to 4,000 by 1995 and to 6,500 SF by 2010. 	<ul style="list-style-type: none"> No immediate action required. Reserve space in future Chorro St. parking structure as interim location. Plan for permanent location in future major recreation facility. 	nominal
POLICE STATION <ul style="list-style-type: none"> Adequate for current needs. Some internal environmental & functional deficiencies. Internal inflexibility & site limitations inhibit modification & expansion. Facility will reach maximum capacity between 1995 & 2000. 	<ul style="list-style-type: none"> No immediate facility mitigation required. Detailed evaluation of departmental needs will be necessary as facility approaches capacity. Acquire adjacent parcels for parking expansion. 	nominal
TOTAL EST. COST		\$5,550,000. to \$10,450,000.

* Estimated total project cost for initial recommendation including renovation, construction & design. Does not include site acquisition costs.

OVERVIEW

This section documents city policies affecting facilities and development; examines program and departmental interrelationships; projects future city staff levels; provides an inventory and evaluation of city facilities; projects future facility space needs and identifies major issues.

Existing temporary and permanent staff levels are based upon personnel department data as of March 1988. Personnel projections are based upon historic data from 1979 to 1988, adjusted by factors that include economic trends and external influences. Future facility needs and space projections are based upon assumed continuity of current policies, organizational relationships and management strategies.

POLICIES

EXISTING POLICIES The city of San Luis Obispo has more than a dozen documents that affect the planning and development of city facilities. Eight contain most of the policy and goal statements guiding facility planning. This section summarizes the essence of relevant policy statements which are dispersed throughout city documents.

POLICY STATEMENTS Documents containing major policies and goals affecting city facilities planning include:

1. 1987-89 Financial Plan & Approved 1987-88 Budget.
2. San Luis Obispo Council and Management Policies and Procedures, 1987.
3. 1977 General Plan; Urban Land Use Element.
4. Parking Management Plan, October 20, 1987.
5. Goals for Downtown, October 1979.
6. Zoning Regulations, April 1987.
7. Historical Preservation Program Guidelines, February 1987.
8. Property Management Manual, March 1986.
9. Architectural Review in San Luis Obispo, 1983.

POLICY IMPACTS Policies affecting facility planning fall into seven main categories: Facility; Employment; Energy; Safety; Programs; Service; and Economic policies. The following matrix shows the relationship of documents to policies.

DOCUMENT	POLICIES	FACILITY							EMPLOY- MENT		ENERGY	SAFETY	PROGRAMS	SERVICE	ECONOMIC
		Location	Quality	Quantity	Access	Parking	Historic	Circulation	Personnel Description	Personnel Growth					
1. BUDGET		•	•	•					•	•			•	•	•
2. CITY COUNCIL POLICIES															•
3. GENERAL PLAN		•	•		•	•	•				•	•			
4. PARKING MANAGEMENT PLAN						•		•							
5. GOALS FOR DOWNTOWN		•	•		•	•	•	•							•
6. ZONING REGULATIONS		•	•	•	•	•	•	•			•	•			
7. HISTORIC PRESERVATION GUIDELINES		•	•				•								
8. PROPERTY MANAGEMENT MANUAL		•													•
9. ARCHITECTURAL REVIEW GUIDELINES		•	•	•	•	•	•	•			•	•			

POLICY SUMMARY

Policies relevant to facility planning, listed on the previous page, can be summarized as follows:

Adequate Facilities

The city will plan and program for facilities as needed to provide and support all city services and programs. (1,2) *

Economic Land Use

The city will make economic use of land already owned. (2) *

Convenient Access

The city will provide for convenient public access to facilities. (1,2,3) *

Historic Sensitivity

City facilities will be consistent with Historic Preservation Guidelines which preserve historic structures and require remodeled or new buildings to be compatible and in context with adjacent historic structures. (3,5,6,7,9) *

Architectural Sensitivity

City facilities will be consistent with ARC guidelines concerning the use of materials, finishes, colors, textures, etc. Facilities will be in harmony with the environmental context. (9) *

Civic Center

City Hall will remain downtown and the city will foster further development of the "Civic Center" concept. (2,3,5) *

City Hall Improvements

The city will improve information records management, meeting space and storage space at City Hall. (1,2) *

Building Goals

- a. productive work environments
- b. safe, energy efficient and easily maintained buildings
- c. positive image for the city
- d. maximum building service lives
- e. attractive recreation facilities (1,2,3) *

* See policy listing, previous page

ORGANIZATIONAL INTERRELATIONSHIPS

INTERRELATIONSHIPS

Ease of communication and interaction between departments and programs contributes to effective government operation. Physical proximity is important to departments and programs where frequent personal and physical communication is necessary. The following matrix of department to department relationships illustrates interaction patterns.¹

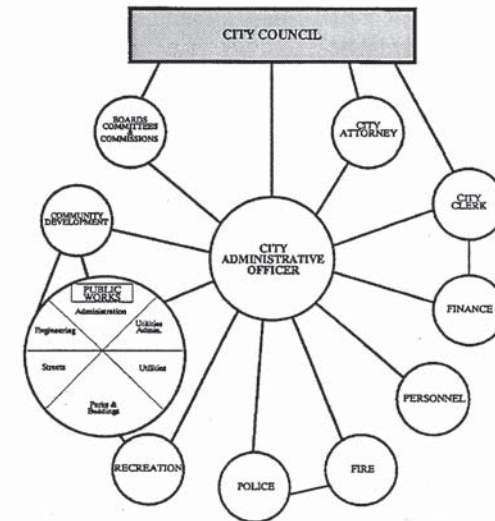
DEPARTMENT	DEPARTMENT														
	CITY COUNCIL	ADMINISTRATION	CITY ATTORNEY	CITY CLERK	FINANCE	PERSONNEL	FIRE	POLICE	RECREATION	COMMUNITY DEV.	PUBLIC WORKS/ Admin.	Engineering	Streets	Utilities	Parks & Buildings
CITY COUNCIL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
ADMINISTRATION	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
CITY ATTORNEY	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
CITY CLERK	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
FINANCE	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
PERSONNEL	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
FIRE	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
POLICE	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
RECREATION	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
COMMUNITY DEV.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
PUBLIC WORKS/ Admin.	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Engineering	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Streets	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Utilities	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Parks & Buildings	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

¹ Information developed from interviews with city department directors and administrators.

ORGANIZATIONAL LINKAGES

The following organizational diagram was developed from the previous interrelationship matrix. It graphically illustrates "ideal" department linkages of all city departments, the City Council and various boards and commissions.¹

The City Administrative Officer is the "hub" of the city communications linking all departments. The CAO is also the liaison between the council and city departments. Lines on this diagram between departments indicate primary departmental linkages and communications.¹



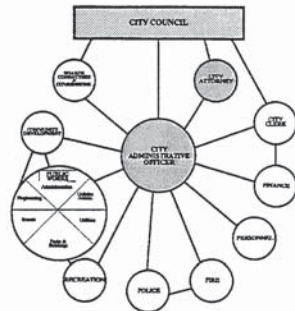
¹ Utilities, shown here as a Public Works division, is actually a separate city department created at the time of publication. This change in organizational status has no affect upon the illustrated linkages and groupings, nor does it alter the conclusions of this study.

ORGANIZATION GROUPINGS

The departmental linkages diagram on the previous page can be divided into four groups reflecting frequency and level of interaction.

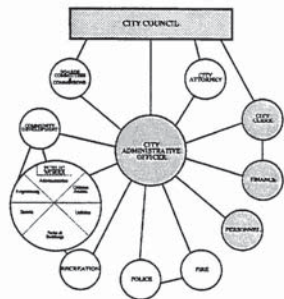
GROUP ONE

The City Council and the City Administrative Officer must be able to interact conveniently and with a high degree of privacy with the City Attorney.



GROUP TWO

While the City Administrative Officer (CAO) is the hub of department interrelations and communications, the City Clerk's office maintains all records for the City Council and also has a direct link with the council. The CAO, City Council, City Clerk, Finance and Personnel Department must work closely together on a daily basis and should be adjacent.

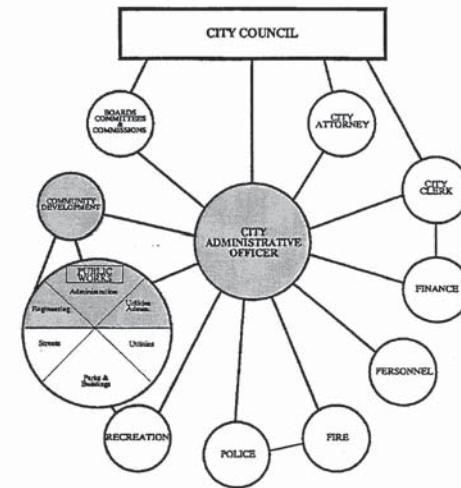


OVERVIEW

13.

GROUP THREE

Employees from the administrative divisions of the Public Works Department, Utilities division, Community Development Department and a portion of the Engineering division interact frequently on planning issues. This group also interacts frequently with the CAO and Groups One and Two.



GROUP FOUR

The remaining departments are "line" departments and require convenient access to the CAO, however, not as frequently as Groups Two and Three. These departments may be located in separate facilities without adversely affecting communications.

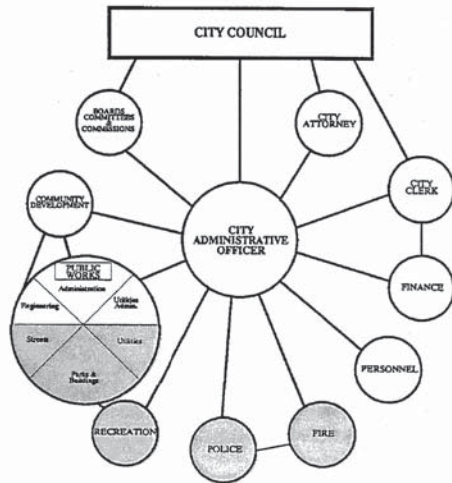
14.

OVERVIEW

The police chief and fire chief are required for emergency response. Their offices are preferred to remain within their departments. This helps maintain the communications in their departments and is viewed as good for morale.

The Police Department could be relocated to a site in the Civic Center without significant adverse effects on response time. Recent studies show that Fire Station No. 1 could not be moved to the Civic Center without negative impacts on response time and overlaps or gaps in the response areas.

The Recreation Department has a high degree of public contact. Moving this department back to City Hall would significantly impact parking and circulation requirements at the site. Although this department is ideally located in the recreation facility, it is currently functioning satisfactorily at its existing location.



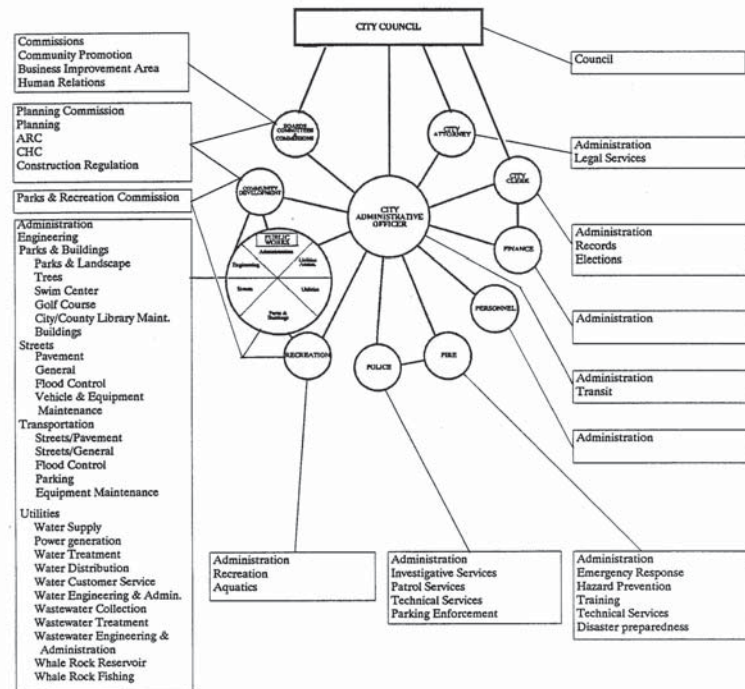
1 City of San Luis Obispo, Fire Location Study, 1986.

FIGURE 1

PROGRAMS

The city has 46 operating programs designed to deliver essential services to citizens. Each program is assigned to a "lead" department. These are shown in Figure 1 below.

PROGRAM/DEPARTMENT LINKAGES



PERSONNEL INVENTORY AND PROJECTIONS

STAFF COMPOSITION

The city work force currently consists of more than 400 employees, approximately 70 percent permanent and 30 percent temporary. The city also uses a variety of service contracts with private industry.

Permanent employees are the core work force and are the preferred means of staffing ongoing, year-round program activities. Permanent status can include part-time as well as full-time employees.

Temporary employees include all employees other than permanent employees and City Council members. Temporary employees augment permanent city staffing as extra-help employees, seasonal employees, contract employees and work-study assistants. Most work part-time or seasonally; others work full-time for a short duration (usually no more than six months). Occasionally a temporary employee may work full-time for a period of up to two years to complete a specific project or on a trial program.

The city also has contract employees who are classified as temporary employees. These employees have written contracts and may receive approved benefits depending on hourly requirements and length of contract. Contract employees are used for medium-term (generally between six months and two years), special or seasonal projects or for workload increases that require specialized staffing.

Independent contractors are not considered city employees. They usually do not require city work space and their duties are performed with less supervision than city staff.

TRENDS

The city permanent workforce has increased at a rate of 3.0 percent per year for the past ten years. This compares with an average 1.3 percent annual population increase for the city¹ and 5.2 percent countywide rate of growth.²

1 City of San Luis Obispo Planning Department, "City Population & Housing Analysis," May 6, 1987.
2 San Luis Obispo Chamber of Commerce, *Economic Profile*, June 1987.

PROJECTIONS

The city economic indicators are increasing at a greater rate than the population. Retail sales are experiencing an annual growth rate of 6.2 percent and transient occupancy tax revenues have increased over 300 percent during the last ten years.¹

Services provided by the city have also increased at a greater rate than the city population. Police service calls have increased a total of 26 percent over the last six years and Fire Department responses have increased 54 percent during the same period.²

The number of temporary employees has increased at a higher rate than permanent staff during the past six years. This trend reflects an attempt to limit permanent staff growth and hire temporary employees for specific tasks, special projects and seasonal work as needed.

Human resource management policies adopted in 1987 established procedures which will help to slow the growth of the workforce and stabilize the permanent staff costs. These new procedures are expected to slow growth of temporary staff, convert some long-standing temporary positions to permanent positions, and increase the use of contracts with private industry to provide public services.

Current city policy will limit the population increase of San Luis Obispo to one percent per year during the 1990's. The lack of adequate water could further limit future growth. The city is currently in the process of updating the General Plan. The updated plan will establish new growth and service policies that could affect population size through the year 2010.³ This policy may have some effect on the projected growth of the city work force. The graph on the following page illustrates three possible growth scenarios. The trends indicate there will be an increased demand for city services disproportionate to the city population growth. This demand will be generated by two factors: economic growth within the city and the growing county population utilizing commercial and county government facilities within the city.

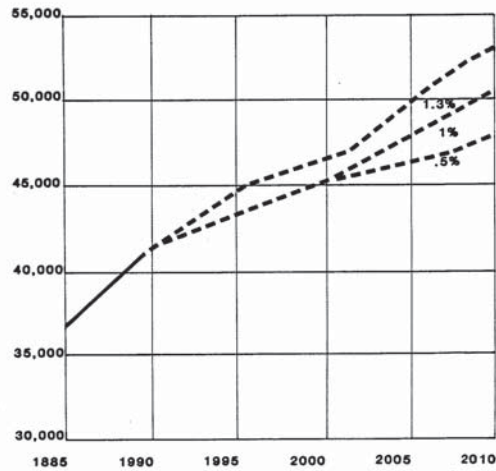
1 City of San Luis Obispo, "Transient Occupancy Tax Returns," March 1, 1988.
2 City of San Luis Obispo, *1987-89 Financial Plan & Approved 1987-88 Budget*, 1987.
3 City of San Luis Obispo, *City Council Policies & Procedures*, November 1987.

Historically, some city program functions have maintained a relatively stable staff size. Other program functions such as Leisure, Cultural and Social Services, Public Safety and Community Development have experienced spurts of growth and are expected to experience fairly rapid growth in response to the anticipated increased demand for services.

Employee growth patterns are influenced by the quantity and quality of facilities available. Staff can be most productive in an efficient work environment. Productivity of staff, communications between departments and general quality of services provided have been affected by recent facility limitations. These space limitations have also reduced options available for expanding services and meeting increased workloads.

In some situations, new facilities will directly affect the size of the workforce. For example, when an additional fire station is constructed (anticipated to be needed in the late 1990's), more employees will be needed to staff the new facility.

CITY POPULATION PROJECTION

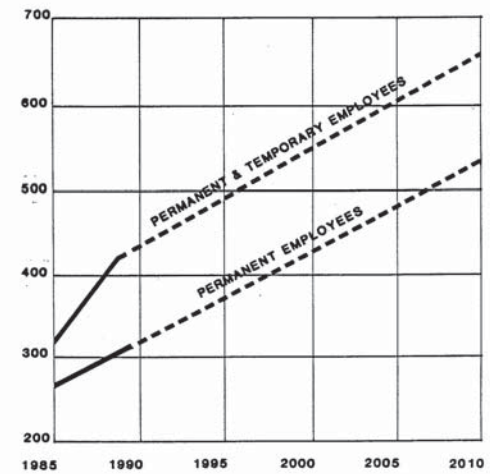


OVERVIEW

19.

Future growth in the workforce will depend upon the types and levels of services provided, how the services are provided and the overall growth of the city and county. Based upon expected growth, existing service trends and anticipated programs, city staff growth is anticipated to be between two and three percent per year. The following graph illustrates anticipated permanent and temporary staff levels at five year increments through the year 2010.

CITY STAFF PROJECTION



20.

OVERVIEW

Figure 2, on the following page, illustrates the number of city employees to 1995 and 2010 for departments located in City Hall, the Police and Fire Departments, and Public Works divisions remote from City Hall. The approximate number of existing employees is also shown here for reference.

These projections are based upon historical growth trends adjusted to include: city population projections, economic trends and influences of population growth outside the city. These projections are conservative and intended to provide an average estimate of city growth through 2010.

The contingency range shown in Figure 2 is intended to illustrate the probable upper and lower limits of city employment.

Many factors including political, social, economic and environmental influences could have significant impacts on city employment numbers. This study assumes future continuity of existing city policies, organizational relationships and operational methods.

Projections are only an estimate. The city should monitor future growth, update the projections and adjust the facility master plan periodically.

FIGURE 2 **EMPLOYEE PROJECTIONS**

DEPARTMENT	EXISTING			PROJECTED							
	1988/89			1995			2010				
	PERM.	TEMP.	TOTAL	PERM.	TEMP.	TOTAL	PERM.	TEMP.	TOTAL		
CITY HALL (All Departments)	83	37	120	107	25	132	144	36	180		
RECREATION	10	17*	27	12	20*	32	20	32*	52		
POLICE	81	21	102	90	20	110	125	24	149		
FIRE	54	9	63	66	9	75	84	11	95		
PUBLIC WORKS/ Streets	20	9	29	23	9	32	32	12	44		
PUBLIC WORKS/ Utilities	37	5	42	40	4	44	56	6	62		
PUBLIC WORKS/ Parks & Buildings	26	24	50	28	24	52	46	32	78		
PUBLIC WORKS/ Parking	1	2	3	2	2	4	4	4	5		
GRAND TOTAL	312	124	434	368	113	479	511	158	665		
			CONTINGENCY RANGE		Low	332	105	437	467	150	617
					High	407	122	529	571	185	753

* Includes temporary administrative personnel at 860 Pacific only. Does not include temporary or part-time employees connected with "field" activities or programs.

INVENTORY OF FACILITIES

INTRODUCTION

This section provides an inventory and evaluation of city owned facilities and documents the current condition, space utilization and development potential of each.

The city owns 110 properties. Of these, 25 properties are vacant or open space, 12 are used for parking, 23 are miscellaneous satellite facilities (used for utilities operations) and 25 are parks, a swimming pool, golf course and playgrounds. The remaining 22 properties contain the primary 21 buildings that house office spaces, public safety and recreation programs. These are the facilities addressed by this chapter.

Figure 3 on the following page lists the 21 facilities specifically addressed in this inventory. The matrix also includes the square footage and "Program Functions" of each building.

Five facilities warrant special attention because they house most of the city's employees or because of previously identified issues. These five facilities are City Hall, Fire Station No. 1, Police Station, Recreation Department offices and the Corporation Yard.¹

FACILITY LOCATIONS

Figure 4 illustrates the location of the 21 primary city facilities. Thirteen of these facilities are located in the general downtown vicinity. City Hall, the old and new public libraries and the 955 Morro building are located in a section of downtown designated as the Civic Center. A new parking structure is also located in the Civic Center area. Figure 5 illustrates the location of all city facilities in the downtown area.

¹ City of San Luis Obispo, Request for Proposals to Prepare a Master Plan for City Facilities, December 1987.

FIGURE 3

FACILITIES/ PROGRAMS

FACILITIES	EXISTING BUILDING AREA	PROGRAM FUNCTIONS						
		Public Safety	Public Works/ Utilities	Transportation	Leisure, Cultural Social	General Admin.	Community Development	
✓ 1. POLICE STATION	16,640	•					•	
2. FIRE STATION #1	9,683	•					•	
3. FIRE STATION #2	2,954	•						
4. FIRE STATION #3	3,480	•						
5. FIRE STATION #4	3,180	•						
✓ 6. 955 MORRO	5,531		•	•			•	
7. 1010 NIPOMO	2,500		•					
✓ 8. CORP. YARD (Operations)	9,176		•	•			•	
9. CORP. YARD (Maintenance)	24,948		•	•				
✓ 10. 860 PACIFIC	2,778					•	•	
11. RECREATION CENTER	14,000					•		
12. SENIOR CENTER	5,800					•		
13. MEADOW PARK	1,500					•		
14. HISTORICAL MUSEUM	5,600					•		
15. ART CENTER	4,600					•		
16. JACK HOUSE	2,200					•		
17. NEW LIBRARY	31,455					•		
18. OLD LIBRARY	11,300					•		
✓ 19. CITY HALL	20,134		•	•			•	
20. PALM ST. PARKING	138,000		•	•				
21. BUS YARD	5640			•				

CITY FACILITIES

FIGURE 4



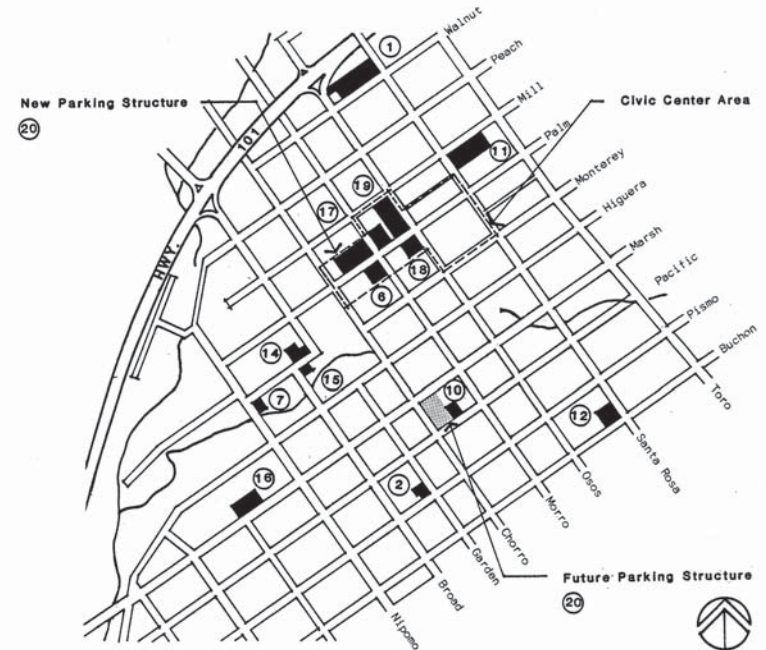
1	POLICE STATION	8, 9	CORP. YARD	16	JACK RESIDENCE
2	FIRE STATION #1	10	860 PACIFIC	17	OLD LIBRARY
3	FIRE STATION #2	11	RECREATION CENTER	18	NEW LIBRARY
4	FIRE STATION #3	12	SENIOR CENTER	19	CITY HALL
5	FIRE STATION #4	13	MEADOW PARK CENTER	20	PARKING STRUCTURES
6	955 MORRO	14	HISTORICAL MUSEUM	21	BUS YARD
7	1010 NIPOMO	15	ART CENTER		

OVERVIEW

25.

FIGURE 5

DOWNTOWN CITY FACILITIES



1	POLICE STATION	15	ART CENTER
2	FIRE STATION #1	16	JACK RESIDENCE
6	955 MORRO	17	OLD LIBRARY
7	1010 NIPOMO	18	NEW LIBRARY
10	860 PACIFIC	19	CITY HALL
11	RECREATION CENTER	20	PARKING STRUCTURES
12	SENIOR CENTER		

26.

OVERVIEW

FACILITY CATEGORIES

The following categories have been established for city facilities: Public Safety; Public Works; Recreation; and General Office/Administration. Several buildings fit more than one category. The following presumptions maintain consistency with the Organization Interrelationships chapter.

- A. All Public Safety administrative functions are included in the Public Safety category.
- B. Some of the Public Works administrative and office functions, presently located at 955 Morro and City Hall, are included in the General Office/Administrative category.
- C. All Recreation Department administrative personnel are included in the Recreation category.

PUBLIC SAFETY FACILITIES

The Public Safety category includes all Police Department and Fire Department related properties.

1. POLICE STATION

The Police Station is located at the corner of Walnut and Santa Rosa Streets. The original building was built in 1969. A major addition and remodeling was completed in 1983.

The site is a partial city block enclosed on all sides by roadways (Santa Rosa Street to the east, Walnut to the south, US 101 to the north and Osos Street to the west). A small portion of the block is privately owned and contains two small offices in converted residences. The rear of the site is devoted to parking which is deficient, especially when shift changes occur and two shifts are present simultaneously. Visitor and public parking is very limited. There have been noise conflicts in the past with tenants of the apartments across the street. The emergency generator and vehicle noise have evoked complaints, however, a new masonry wall around the generator and courtesy rules for personnel entering and leaving the station seem to have mitigated these problems.

The building is adequate for current needs, however, deficiencies and functional problems exist. Flexibility is limited due to fire walls, narrow fire rated corridors and fire doors which were constructed in lieu of providing fire sprinklers.

The upper floor of the Police Station has a very large entry and waiting area with an inadequately small public counter recessed between electronic fire doors. Clerical office space behind the counter is crowded and inefficient. Several offices are completely encompassed by corridors and have no exterior windows. Inter-connected heating ducts breach acoustical privacy in several locations. The interior space is entirely compartmentalized with limited natural light and ventilation. A very small employee lounge and patio is located on the northeast corner of the station. The patio is small, lacks sun exposure and has no privacy from Santa Rosa Street.

The lower floor has little natural light or ventilation. The dispatcher, squad room, locker and exercise rooms are on this lower floor. The locker rooms are too small, requiring placement of lockers in the narrow hallways which restricts circulation. The exercise room, partially completed with donated material and labor, is unfinished.

The internal inflexibility and site limitations make future expansion at this site difficult. Ongoing minor renovations will be required to accommodate short-term growth. The facility is projected to reach maximum capacity by 1995.

FIRE STATIONS

Fire Station No. 1 is located in the downtown area, five blocks south of the Civic Center in the geometric center of the city. Fire Station No. 2 is located in north central San Luis Obispo. Station No. 4 is on Madonna Road in the city's southwest corner (Laguna Lake area), and Station No. 3 is located on Laurel Lane in the southeast area of the city.

A recent Fire Department study examined facility locations, standards and anticipated future needs.¹ It indicated a need for a future additional facility in the Edna Valley area of south San Luis Obispo if annexation occurred. The city may require this fifth station by 2000. All stations are currently staffed at an average of four firefighters per bay. The Fire Insurance Services Office (I.S.O.) has standards that recommend an average of 6.5 firefighters per bay.

If the number of firefighters were increased to meet I.S.O. standards, all stations would require alterations to efficiently accommodate them. Modifications will be necessary to satisfactorily accommodate female firefighters at all stations.

The city Fire Department, some county Fire Departments and several outside organizations, including Cal Poly and the California Department of Forestry, are involved in planning a multifaceted training facility at a site north of the city on Highway One. This will not assist with emergency response, but may reduce the requirements for training space at other stations.

2. FIRE STATION NO. 1

Station No. 1, constructed in 1940-41, is located on the corner of Pismo and Garden Street. The original station consisted of two buildings, one for Police and one for a City Hall and Fire Station. Many additions and modification over the years have contributed to its current inefficient and crowded arrangement. Current circulation patterns are awkward and inefficient. Termite damage and infestation are evident. Recent reports indicate that the building is structurally unsound. The building also has inadequate heating, plumbing and electrical systems; poor ventilation; inferior lighting; and a leaky roof.²

¹ City of San Luis Obispo, *Fire Station Location Study*, May 1986.
² "Fire Station No. 1 Occupancy File," Fire Chief Michael Dolder.

The station has two equipment bays which house four new, larger pieces of equipment. The arrangement of the equipment bays forces fire vehicles to exit the station into oncoming, one-way traffic. Returning vehicles must be backed into the bays.

The location of Station No. 1 is ideal for emergency response.¹ The existing building may have historical value due to the unique exterior masonry pattern and unique truss system.

There is development potential at this site because of a parking lot on the north side and residential properties to the north and west that may be available for development.

3. FIRE STATION NO. 2

Fire Station No. 2 was constructed in 1953. It is located on Chorro Street, adjacent to the "University Square" shopping center and bordered by apartments on the north side.

New, larger equipment cannot be accommodated in the small bays. The outdated design requires returning vehicles to back into the bays. Ventilation is not adequate to remove diesel exhaust from the bays. Storage space, office space and bunk spaces are inadequate and no facilities exist for female firefighters.

This wood frame building has been well maintained. With no program changes and adequate maintenance, this facility could remain in use for another 20 years.

4. FIRE STATION NO. 3

Fire Station No. 3, constructed in 1963, is located on the corner of Laurel Lane and Augusta Street. The city owns a vacant parcel adjacent to the station that is currently used as a community garden. Remodeling has been recently completed including new ceilings, paint, other miscellaneous finishes and plumbing. It is a wood frame building and has been well maintained. The facility is in good condition and appears to have adequate space. It is one of

¹ City of San Luis Obispo, *Fire Station Location Study*, May 1986.

the two facilities with the preferable drive-through bay configuration.

The building could remain in use for 20 additional years with no program changes and normal maintenance. However, supplemental recreation and storage space is desired at this station as well as adequate facilities for female firefighters.

5. FIRE STATION NO. 4

Fire Station No. 4 is the city's newest fire facility which was built in 1977. It is located on Madonna Road at Los Osos Valley Road. The station has a drive-through bay, but curved drives make egress awkward. It is a masonry building with wood door and window frames. All openings in masonry walls have infiltration problems. The building has several functional deficiencies including circulation through bunk areas, lack of entry area, inadequate bunk and lounge spaces.

New, larger fire apparatus cannot be accommodated in the small bay openings and no facilities exist for female firefighters.

This facility is anticipated to require remodeling to accommodate larger equipment and to experience continuing maintenance problems. With proper maintenance and functional remodeling, this facility may be usable for an additional 20 years.

PUBLIC WORKS FACILITIES

Most city properties and buildings are in the Public Works category and primarily consist of support facilities for Utilities, Transportation, Parks and Building programs.

The Corporation Yard, on Prado Road in south San Luis Obispo, is the largest of these facilities and is used for storage and maintenance. The operations building at the Corporation Yard houses a large portion of the office related functions of the Public Works Department.

The engineering division, Public Works and the utilities administration sections of Public Works, previously located at City Hall, have been moved temporarily to 955 Morro to help relieve

overcrowding. Their ideal location, however, is at City Hall to facilitate intra-departmental communication and public accessibility.

6. 955 MORRO

This facility, formerly the Premier Music Building, is located on the corner of Palm and Morro Street. The building has been remodeled to house the engineering and administration functions of Public Works. This relocation is anticipated to be temporary.

The building is very old and constructed of masonry and wood. Renovation work incorporated flexible, open office furniture systems. This will allow for many future uses with minimal remodeling. The adjacent building provides covered parking for city vehicles. This renovated space in the building is flexible and the site is close to City Hall.

7. 1010 NIPOMO

Acquired by the city in 1984, this facility was formerly a transmission repair shop. It is located on the corner of Nipomo and Broad Street adjacent to the creek and near Mission Plaza.

The building is an old structure used to store equipment and accessories for Mission Plaza activities and other miscellaneous storage. The site is underdeveloped with a wild grass and dirt parking area in the rear. The windows have been boarded up for security giving the building a vacant look undesirable for the city. This property was acquired for future expansion of Mission Plaza.

CORPORATION YARD

The City Corporation Yard is located on Prado Road in southwest San Luis Obispo adjacent to Highway 101. It consists of several industrial metal buildings including a large maintenance building, a small maintenance building, an operations building (for offices, lockers and meeting space), a fueling station and a small material storage building. The six acre yard area is expandable southward an additional two acres toward the bus yard. The Corporation Yard was originally planned to include a warehouse and a toxic

chemical storage building, which were not constructed due to funding constraints.

The facility was originally planned to serve a city population of 55,000 to 60,000 and a total of 91 permanent employees.¹ The yard currently accommodates 61 permanent, 38 temporary employees and two to three additional work crews provided by the Men's Colony and the California Conservation Corps. The primary identified need is for warehousing, material storage, toxic storage and vehicle shelter. There are reported corrosive elements in the air from the adjacent treatment plant. Marine air and high winds from Los Osos Valley also contribute to equipment maintenance problems.

8. CORPORATION YARD/ Operations Building

The Operations Building is a 9,176 square foot industrial metal building. It houses the administrative and office functions necessary at the Corporation Yard. Included are offices, reception area, conference rooms, lockers, showers, toilets and employee lounge areas.

The building contains sufficient gross area to accommodate future growth, but the existing plan configuration lacks the flexibility necessary to accommodate anticipated staff increase without modification.

With the exception of some minor exterior finish and HVAC problems, the structure is new and in excellent condition. Except for modifications that may be necessary to provide additional work spaces for personnel growth, the building should serve the city well beyond 2010.

1 SUA Incorporated, Corporation Yard Master Plan, City of San Luis Obispo, California, 1977.

9. CORPORATION YARD/ Maintenance Building

The Maintenance Building is a two-story 24,948 square foot industrial metal building. The lower floor contains various workshops and vehicle maintenance bays where city maintenance crews maintain vehicles, equipment and fabricate minor items needed at other facilities. Half of the building has a mezzanine that is used for storage. This building is being partially used for storage of materials originally intended to be housed in a separate warehouse facility.

Additional storage space is needed to free space planned for work shop functions. The structure is fairly new, in excellent condition and should serve the city well beyond 2010.

RECREATION

Recreation facilities are located throughout San Luis Obispo in neighborhood areas. The main facility is the "Rec Center" on Santa Rosa Street near the Civic Center. The Art Center and County Historical Museum are adjacent to Mission Plaza. The Jack House, a historic residence and garden, is located downtown on Marsh Street. Additional recreation facilities include the Senior Center in Mitchell Park and the community building in Meadow Park.

The city will require more activity and meeting spaces since the demand for these uses exceeds available space. Continuing residential growth in the southern portion of the city is generating a demand for recreation programs convenient to this area. An increasing demand for additional facilities to house programs in this area can be anticipated.

10. 860 PACIFIC (Recreation Office)

The Recreation Department administration office has been moved several times recently and is now located downtown in a converted house on Pacific Street. This older tudor-style residence was probably constructed in the 1940's or earlier, but it is not a designated historical building.

Although the department has adapted well to the space, the configuration is crowded and inefficient. To improve the efficiency and accommodate future growth, substantial remodeling would be

required. Removal of several walls, remodel of rest rooms, upgrade of plumbing, HVAC and electrical systems is desirable if the Department is to remain at this location.

11. RECREATION CENTER

The Recreation Center is an old U.S.O. club built during World War II by the Army. Several small additions have been incorporated over the years.

Age and insufficient maintenance have resulted in major deficiencies which include code nonconformance, mechanical, electrical and structural deterioration, roof leaks, weathered and worn out interior and exterior finishes. A significant amount of asbestos requires abatement before renovation can be accomplished. A partial renovation of the building financed through a state grant is planned. Significant additional work is needed beyond the grant funded project to complete the upgrade of all interior spaces and site work. Supplemental program space is desirable, but limited parking at the site will prevent expansion unless additional adjacent land is acquired.¹

12. SENIOR CENTER

The Senior Center, originally built in 1917 as a small kindergarten, is located in Mitchell Park. It is a small residential scale wood frame building in the "bungalow style" similar to many of the homes in the area. It is an architecturally significant building registered with the State of California in June of 1983.² An architecturally compatible addition was completed in 1973 that added about 3,000 square feet.

The older portion of the facility has many inadequacies including deteriorated structure, plumbing, HVAC and finishes. The space configuration is awkward and inefficient. Plans are in progress to mitigate many of these deficiencies and improve interior function through a special grant.

1 West + Doubledee Architects, *Architectural Program for Rehabilitation of the San Luis Obispo Recreation Center*, 1987.
2 City of San Luis Obispo, *Completion Report: Historic Resources Survey*, Vol. 1, 2, 3 July 1983.

Feasibility of an addition for meeting and activity space is currently being studied as a part of the grant funded project.¹

13. MEADOW PARK COMMUNITY BUILDING

The community building at Meadow Park is a small, multi-purpose recreation facility. The building is used for recreation programs, community gatherings and private group activities.

The structure is wood frame and concrete with exposed trusses and ductwork in the ceilings. The building is in good condition. With proper maintenance it should adequately serve the same functions for another 20 years.

14. HISTORICAL MUSEUM

The County Historical Museum (formerly the County Library), owned by the city since 1956, is an historic structure located on the corner of Monterey and Broad Streets across from Mission Plaza.

Constructed in 1905 as a Carnegie Library, this masonry and wood frame building features a base of granite blocks that were locally quarried. The basement is filled with boxes of historical documents and artifacts.

Recent water intrusion in the basement has caused damage to contents. Subsequent repairs have been made.

The building needs significant maintenance work including restoration of wood windows, doors and many interior finishes. Basement storage is not appropriate for storage of valuable archive materials. Additional display area is desirable.

1 West + Doubledee Architects, *Architectural Program for Rehabilitation of the San Luis Obispo Senior Center*, 1988.

15. ART CENTER

The Art Center is an art gallery located on Broad Street adjacent to the creek at Mission Plaza. It was constructed in several phases by the San Luis Obispo Art Association on land leased from the city.

Four single-story additions have been built onto the original two-story masonry portion built in the 1960's. The most recent was completed in 1987.

Additional display and storage spaces are desirable, however, the current size and configuration are sufficient. The structure is in excellent condition and with proper maintenance should be adequate for 20 more years.

16. JACK HOUSE

The Jack House is an historical building located at 536 Marsh Street. It is a two-story Italianate, Victorian-style residence constructed between 1876 and 1880 and is registered with the State of California in June 1983.¹ Donated to the city in 1974, it is used for weddings, receptions and miscellaneous social gatherings.

A collaboration of local designers and the Jack House Committee recently restored the house's interior and gardens. A project to restore the exterior is currently being planned.

Most city administrative and office employees are located in City Hall with the exception of Public Works staff temporarily located at 955 Morro and HRC staff located in the small rented office space across Osos Street from City Hall.

The proposed parking structure to be built on Chorro at Marsh Street is planned to have office space available for the parking program.

**GENERAL
ADMINISTRATION/
OFFICE FACILITIES**

¹ City of San Luis Obispo, *Completion Report: Historic Resources Survey*, Vol. 1,2,3 July 1983.

17. OLD CITY/COUNTY LIBRARY

The old library building will become vacant in the spring of 1989. It has long been inadequate for library functions. A primary focus of the master planning study is to address its potential for use as city offices. The library location, adjacent to City Hall, prompted a study of the feasibility for remodeling and connection to City Hall as expansion office space to relieve overcrowding.¹ Despite its large volume, this building has limited floor area. A number of problems with the building include structural, mechanical and building envelope deficiencies. The building is a two-story structure with a mezzanine or loft space. The open two-story space is inefficient, violates current fire codes and the second floor was not engineered to support the loads of office functions. The building does not meet handicapped or energy code standards.² The space is difficult to utilize efficiently and is insufficient to house current needs. Even with major remodeling, the functional relationship of the library to City Hall would be awkward.

18. NEW CITY/COUNTY LIBRARY

The new library is currently under construction across from City Hall on the corner of Palm and Chorro Street. It is expected to be completed in early 1989. Designed to be visually compatible with the existing City Hall and the old Courthouse, this substantial new 32,500 square foot steel frame and steel stud building reinforces the emerging Civic Center image. The building, limited by funding and available land, will be at full capacity when opened. Demand for additional space or a branch library can be expected by 1995.

19. CITY HALL

City Hall was constructed in 1950 at the corner of Palm and Chorro Streets. This Art Deco/ Spanish style building is an architecturally significant part of the Civic Center.

In 1975 the basement was remodeled to house the Community Development Department and the space is now very crowded.

¹ Ventura Group Architects, *An Analysis of Municipal Facilities for City of San Luis Obispo*, 1986.
² Ibid.

Portions of the Public Works Department, formerly located in City Hall, have been moved to 955 Morro. This temporary relocation has separated Engineering and Community Development and interrupted the "one stop" building permit counter concept.

The space vacated by the Engineering division is now occupied by the Community Development and Finance Departments with storage and conference space that will be shared by several departments.

The basement has little natural light and inadequate ventilation, resulting in an environment that is not conducive to high morale and productivity. Consequently, most employees dislike working in the basement area. The upper floor of City Hall is also crowded, inefficient and lacks adequate storage space. The City Council, City Administrator and City Clerks' offices are the most impacted. The existing City Council Chamber is currently adequate for most meetings. The configuration could be improved and lacks modern presentation facilities and overflow space for larger gatherings.

Only an estimated 55 to 65 employees should be efficiently housed at City Hall in the current configuration. This includes areas of the basement that are less than desirable for use as office space. There are now more than 80 employees working in the building. Most complaints about the building (aside from the basement) involve the limited amount of conference and lounge spaces, poor heating and inadequate ventilation. Asbestos materials in the building will require abatement before remodeling can be accomplished. The building has been well maintained, is in good condition and should continue to serve the city for many more years.

20. PARKING STRUCTURES

A new 422 space parking structure has recently been completed on the corner of Palm Street and Mill Street. This 138,000 square foot structure is another strong reinforcement of the Civic Center.

An additional structure is planned for the near future at the corner of Chorro and Marsh Streets. This 110,000 square foot, 277 space structure will include 15,000 square feet of leasable commercial space and 5,000 square feet of office space at street level. This

design is planned to help integrate the facility into the downtown commercial area and provide space for parking program offices.

21. BUS YARD

The Bus Yard is a recently completed maintenance facility for the city's transit system. It was partially funded with federal money and is therefore limited to serving as support of the transit operation. Currently no city employees work at the facility. It was designed to be expandable and should serve the city for many years.

FACILITY INVENTORY

Figures (6 and 7, on pages 41 & 42) provide an evaluation of current condition, space utilization, development potential, size and number of personnel at each facility. The charts rate each on a one to five scale. The higher the score, the more desirable the existing conditions. An average assessment is provided for each facility. **No attempt was made to weight these factors or provide priority ranking among these facilities. Each is ranked on an individual basis not relative to other facilities.**

FACILITY POTENTIAL AND INVENTORY

Figure 6, on page 41, evaluates the development potential for each building. Potential for remodeling, additions, possible additional site area and overall potential for successful development are examined. The assessment on a scale of one to five is described on the figure key. The figure incorporates a summary of evaluations, current area and personnel at each building.

FACILITY EVALUATION

The Facility Evaluation (Figure 7, page 42) evaluates the condition of site, structure, finishes, systems and accessibility for each building. The adequacy and efficiency of space is also evaluated. Each item is evaluated on a scale of one to five. Five (5) is adequate and one (1) is very inadequate as described on the figure key.

FACILITY POTENTIAL & INVENTORY

FIGURE 6

FACILITY	DEVELOPMENT POTENTIAL				AREA (SF)	EXISTING PERSONNEL			REMARKS	
	Remodel ^a	Addition ^b	Site Addition ^c	Development ^d		AVERAGE	Permanent	Temporary		TOTAL
1. POLICE STATION	2	2	3	3	2.5	16640	81	21	102	
2. FIRE STATION #1	3	4	5	5	4.2	9,683	54	9	63	
3. FIRE STATION #2	4	2	1	2	2.3	2,954				
4. FIRE STATION #3	4	2	1	2	2.3	3,480				
5. FIRE STATION #4	4	2	1	2	2.3	3,180				
6. 955 MORRO	1	4	2	4	2.8	5,531	-	-	-	personnel included in City Hall
7. 1010 NIPOMO	3	1	3	5	3.0	2,500	-	-	-	
8. CORP. YARD (Maintenance)	4	4	4	5	4.7	24,948	61	38	99	
9. CORP. YARD (Operations)	4	4	4	5	4.7	9,176				
10. 860 PACIFIC	4	2	1	3	2.5	2,778	26	17	50	
11. RECREATION CENTER	5	5	4	5	4.8	14,000				project in planning
12. SENIOR CENTER	5	4	2	3	3.5	5,800				project in planning
13. MEADOW PARK CENTER	3	4	1	3	2.8	1,500				
14. COUNTY MUSEUM	2	4	2	3	2.8	5,600				
15. ART CENTER	1	5	1	3	2.5	4,600				
16. JACK HOUSE	-	-	-	-	-	2,200				project in planning
17. OLD LIBRARY	2	2	1	4	2.3	11,300	-	-	-	
18. NEW LIBRARY	-	-	-	-	-	31,455	-	-	-	under construction
19. CITY HALL	5	4	4	5	4.5	20,134	83	37	120	
20. PALM ST. PARKING	1	1	1	1	1.0	138,000	-	-	-	
21. BUS YARD	4	5	3	4	4.0	5,640	-	-	-	

a. Potential for remodeling to mitigate existing deficiencies
 b. Potential for addition to mitigate existing deficiencies
 c. Potential for expansion of existing site
 d. Potential for development beyond current use

OVERVIEW

41.

FIGURE 7

FACILITY EVALUATION

FACILITY	CONDITION													SPACE			
	Site	Structural	Interior Finishes	Exterior Finishes	Handicap Access	Mechanical	Plumbing	Electrical	Circulation	Parking	Site Utilization	AVERAGE	Adequacy	Efficiency	AVERAGE	SPACE & CONDITION AVERAGE	
1. POLICE STATION	4	5	4	5	4	4	5	4	3	2	4	4.0	4	3	3.5	3.7	
2. FIRE STATION #1	3	2	2	3	2	1	2	1	1	3	3	2.0	1	1	1.0	1.5	
3. FIRE STATION #2	3	5	4	4	2	3	4	4	2	2	3	3.2	3	3	3.0	3.1	
4. FIRE STATION #3	4	4	4	4	2	4	4	4	3	4	4	3.7	4	4	4.0	3.8	
5. FIRE STATION #4	4	5	3	3	5	5	4	5	4	4	4	4.1	4	3	3.5	3.8	
6. 955 MORRO	4	5	5	5	5	5	5	5	4	4	4	4.2	5	5	5.0	4.6	
7. 1010 NIPOMO	1	3	2	2	4	5	5	3	4	4	3	3.2	4	4	4.0	3.6	
8. CORP. YARD (Maintenance)	4	5	5	5	5	5	5	5	5	5	5	4.9	3	3	3.0	3.9	
9. CORP. YARD (Operations)	4	5	5	5	5	5	5	5	5	5	5	4.9	3	4	3.5	4.2	
10. 860 PACIFIC	3	4	3	3	1	2	2	3	3	5	4	3.0	3	3	3.0	3.0	
11. RECREATION CENTER *	2	4	4	5	3	4	5	5	3	2	3	3.6	2	3	2.5	3.0	
12. SENIOR CENTER *	2	4	4	5	5	4	5	5	5	1	4	4.0	3	3	3.0	3.5	
13. MEADOW PARK CENTER	5	5	4	4	5	3	4	5	5	5	5	4.5	3	4	3.5	4.0	
14. COUNTY MUSEUM	4	4	4	4	2	2	3	4	4	4	4	3.5	4	4	4.0	3.7	
15. ART CENTER	4	4	4	4	4	5	5	5	5	3	5	4.3	4	4	4.0	4.1	
16. JACK HOUSE	5	4	4	3	2	4	5	5	4	2	4	4.2	5	5	5.0	4.6	
17. OLD LIBRARY	3	3	3	2	3	2	2	3	3	2	3	2.6	2	2	2.0	2.3	
18. NEW LIBRARY *	5	5	5	5	5	5	5	5	5	5	5	5	4	5	4.5	4.8	
19. CITY HALL	4	5	4	4	4	2	3	3	3	3	4	3.5	1	2	1.5	2.5	
20. PALM ST. PARKING	5	5	5	5	5	-	-	5	5	5	5	6.0	5	5	5.0	5.0	
21. BUS YARD	5	5	5	5	5	5	5	5	5	5	5	5.0	5	5	5.0	5.0	

* assumes project in progress is completed

42.

OVERVIEW

SPACE PROJECTIONS

PROJECTIONS

Space projections developed in this chapter include five facilities that are a primary focus of the master plan study; City Hall, Fire Station No. 1, the Police Station, Recreation Department offices (860 Pacific) and the Corporation Yard. Space projections are based on the employee projections made in the Personnel Inventory & Projections chapter.

Recommended square footages per employee are based on the average needs of both permanent and temporary employees. The space requirements of temporary employees differ from those of permanent employees. Many temporary employees work in field maintenance or recreation programs and require less space than office workers. Some temporary employees substitute for permanent employees and use the same space. Some temporary employees are part-time and share work space, while others require the same space and equipment as permanent employees to be equally productive. Some temporary and part-time employees may tolerate less than ideal space conditions because their work time span is limited in duration. Space for both permanent or temporary employees should be designed to suit the task for optimum efficiency.

The space requirements and projections in this chapter make several assumptions as follows:

- A. City Hall space projections incorporate functions currently housed at 955 Morro Street.
- B. The old City/County Library area is not included in space projections.
- C. It may be possible to increase the space per employee at some facilities with remodeling, however, for the Overview projections existing ratios are used for the existing areas and more efficient ratios are used for projected new spaces.
- D. Fire Insurance Services Office (I.S.O.) standards are assumed appropriate for the city fire facilities.

CURRENT NEEDS

Personnel projections and facility evaluations have identified existing overcrowded and less than adequate conditions in several facilities. This section translates these conditions into area needs.

FUTURE NEEDS

An estimate of the amount of area required to meet current staff and program needs is included for each facility.

Personnel projections delineated the permanent and temporary staff levels that the city could anticipate for the years 1995 and 2010. If current growth trends continue, the city could have as many as 755 employees by 2010, almost twice the current work force. The following material translates personnel projections into ranges of square footage that may be required to accommodate these employees.

SPACE REQUIREMENTS

Each facility has been evaluated individually in response to different space requirements. For example, some additional Fire Department personnel may be added in shifts and may need little additional space, whereas an additional planner in Community Development will require an office. Further, each facility may have available existing spaces. Some existing spaces may require remodeling to improve efficiency. It is expected that new facilities may be planned more efficiently than existing spaces. Area projections are summarized in Figure 8 (page 47).

Projected area requirements are generalized calculations intended for advanced planning purposes and do not necessarily reflect precise program needs.

CITY HALL

Analysis of the existing space indicates that only 55 to 65 employees can be efficiently housed with the current configuration of City Hall. Support area to gross area ratios are inefficient due to the large corridors. This existing inefficiency cannot be significantly improved without major remodeling. There are currently over 100 permanent and temporary employees housed at City Hall and 955 Morro Street. These numbers translate into a deficiency of 18,000 square feet. 955 Morro Street's 5,500 square feet of area has reduced the current deficiency to about 12,500 square feet.

A need for additional space of between 10,000 and 20,000 square feet is projected for the year 2010.

CORPORATION YARD

The greatest need at the Corporation Yard is for covered storage. An estimated 18,000 to 22,000 square feet of storage may be needed by 1995 and 25,000 to 30,000 square feet by 2010. Construction of covered storage will relieve some space in the Maintenance Building. A projected 3,000 to 8,000 square feet of additional shop space may be needed by 2010.

While currently adequate, minor remodeling will be required to increase administrative capacity in the Operations Building. Based on the employee projections additional office space of between 1,500 and 3,000 square feet may be needed by 2010.

POLICE STATION

The Police Department also has high ratios for support area to gross area and square feet per employee. A very inefficient space configuration utilizing a maze of long corridors for circulation is the primary reason.

With remodeling, this building could perhaps become efficient enough to accommodate projected growth up to 1995. Additional space (between 5,000 and 10,000 square feet) may be needed by 2010.

FIRE STATION NO. 1

The space configuration at Fire Station No. 1 is very poor. Circulation patterns through office areas are disruptive and contribute to inefficiency. The ratio of support area to gross area is very low due to the absence of corridors. This condition is the extreme opposite of the Police Station's problem of excessive corridors.

Although this facility contains only two equipment bays, it is actually operated as a four-bay station. Based upon ISO recommended space standards this facility has an existing space deficiency of 5,000 to 7,000 square feet.

RECREATION OFFICES/ 860 PACIFIC

The Employee Inventory and Projections for the Recreation Department documents the recent high growth rate of this department. This rate is assumed to decline somewhat during the next few years. While the existing space could be remodeled to house current needs adequately, additional space of between 1,000 and 1,500 square feet by 1995 and between 3,000 and 4,000 square feet by 2010 is projected.

AREA PROJECTIONS

Figure 8 on the following page analyzes existing areas, provides current recommended areas and projects a range of space requirements to house staff and programs for the years 1995 and 2010.

Projections assume continuity of existing policies, organizational relationships and operational methods.

AREA PROJECTIONS

FIGURE 8

FACILITY		EXISTING			RECOMMENDED		PROJECTED			
		AREAS	% OF GROSS AREA	SF/EMP.	SF/EMP.	AREAS	1995		2010	
							LOW	HIGH	LOW	HIGH
RECREATION OFFICE (860 PACIFIC)	NET	1,590	57%	159	175	1750	2,300	2,500	3,900	4,550
	SUPPORT*	1,188	43%	119	75	750	1,200	1,500	1,600	1,950
	GROSS	2,778	100%	278	250	2,500	3,500	4,000	5,500	6,500
FIRE STATION #1	NET	6,960	72%	348	399	7,965 **	10,500	11,700	10,500	11,700
	SUPPORT	2,723	28%	136	213	4262 **	4,000	4,800	4,000	4,800
	GROSS	9,683	100%	484	612	12,227 **	14,500	16,500	14,500	16,500
POLICE STATION	NET	10,096	60%	224	225	10,096	10,800	12,000	13,100	16,000
	SUPPORT	6,544	40%	145	100	6,544	7,000	7,600	8,600	10,500
	GROSS	16,640	100%	369	325	16,640	17,800	19,600	21,700	26,500
CORPORATION YARD OPERATIONS BUILDING	NET	5,181	56%	215	215	5,181	5,400	6,000	6,800	8,300
	SUPPORT*	3,995	44%	166	166	3,995	4,100	4,500	5,200	6,400
	GROSS	9,176	100%	382	382	9,176	9,500	10,500	12,000	14,700
CORPORATION YARD MAINTENANCE BUILDING	NET	15,814	64%	163	163	15,814	17,000	18,700	20,800	25,500
	SUPPORT*	9,134	36%	97	97	9,134	9,000	9,900	12,000	14,700
	GROSS	24,948	100%	257	257	24,948	25,000	27,000	28,000	32,000
CORPORATION YARD STORAGE/ WAREHOUSE	NET	-0-	-0-	-0-	N/A	N/A	N/A	N/A	N/A	N/A
	SUPPORT	-0-	-0-	-0-	N/A	N/A	N/A	N/A	N/A	N/A
	GROSS	-0-	-0-	-0-	N/A	18,000	18,000	22,000	25,000	30,000
CITY HALL	NET	12,287	61%	102	175	22,552	20,900	25,300	28,400	34,600
	SUPPORT*	7,847	39%	65	75	15,786	14,600	17,700	19,900	24,200
	GROSS	20,134	100%	168	250	38,338	35,500	43,000	48,300	58,000

N/A = Not applicable.
 * Projections include provision for operational storage needs only.
 ** Reflects space requirements for two-bay station, 1995 projections reflect current area requirement as a four-bay station.

OVERVIEW

47.

OPTIONS

This section examines potential solutions to existing and projected facility needs which have been identified in the preceding Overview section.

For each major facility the issues are summarized and potential options for meeting current and future facility needs are compared. Numerous options and combinations of options are possible for each facility. Evaluations are limited to those options considered most representative of the range of solutions available to mitigate identified issues and needs.

The estimated cost of each option is a conservative estimate of current construction costs for comparable facilities. Included are related site improvements and professional design fees. Not included are site acquisition costs and project management costs.

A recommendation is provided for each major facility and a summary of recommendations is listed on page 7.

This section is limited to the examination of solutions to facility needs within the context of existing city policies and practices. The potential effect of alternative organizational techniques, personnel practices and management strategies on facility requirements are not addressed in this report.

CITY HALL

ISSUES

The Overview section identified a space deficiency of approximately 18,000 square feet in the existing building and potential future deficiencies of 23,000 square feet by 1995 and 38,000 square feet by the year 2010.

In addition to spatial deficiencies, environmental problems have been identified which are predominately related to inadequate heating and ventilation systems as well as the quality of workspaces in the basement area.

Although parking is not presently a major issue, future facility expansion may generate a parking demand of 112 additional spaces by 1995 and 145 by the year 2010.

Alternative sites under consideration for a new bus transfer facility may impact planning of the Civic Center area. Any proposed solution for this facility should be carefully coordinated with plans for City Hall expansion and future development of the Civic Center corridor.

In conformance with city policies fostering development of the civic center concept and maintaining City Hall in the downtown area, the following material examines the suitability of City Hall expansion options and alternative expansion sites within the civic center area.

OPTIONS

48.

CITY HALL EXPANSION/ ALTERNATIVE SITE ANALYSIS

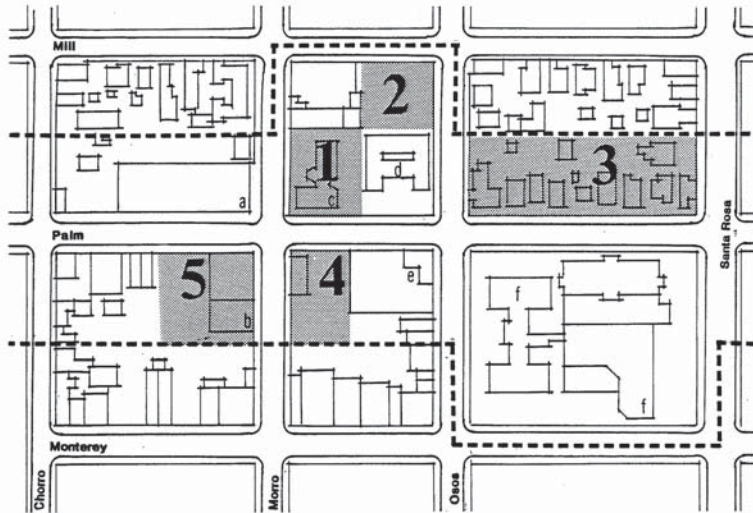
Site	Description	Advantages	Disadvantages	Area
1.	144' x 150' rectangular site currently occupied by the City/County Library. Site slopes moderately to Palm Street.	<ul style="list-style-type: none"> Contiguous with existing City Hall site. Owned by city. Adjacent to parking structure. High visibility. Potential reinforcement of Civic Center corridor. 	<ul style="list-style-type: none"> Requires demolition of existing structure. Possible archeological site. Proximity of AT&T building may impact available light & views. 	Approx. 21,500 SF
2.	144' x 150' rectangular site currently used for City Hall employee and public parking. Site slopes moderately from Mill Street.	<ul style="list-style-type: none"> Contiguous with existing City Hall site. Owned by city. Within Civic Center area. 	<ul style="list-style-type: none"> May require displacement of parking. Not visible on Civic Center corridor. Proximity of AT&T building may impact available light & views. 	Approx. 21,500 SF
3.	All or a portion of the half block fronting Palm Street between Santa Rosa and Osos Streets. Occupied by mixed residential and office uses within predominately residential structures.	<ul style="list-style-type: none"> Highly visible within Civic Center corridor. Equal accessibility from city and county facilities. 	<ul style="list-style-type: none"> Requires acquisition & demolition of existing structures (including historic Carpenter Building on corner of Osos & Palm). Discontiguous with the City Hall site. 	Up to 43,200 SF
4.	An approximately 100' x 210' rectangular site facing Palm & Morro Streets, west of the new City/County Library. Currently occupied by parking & a commercial office building.	<ul style="list-style-type: none"> Highly visible within Civic Center corridor. Near parking structure. Requires minimal demolition. 	<ul style="list-style-type: none"> Requires acquisition. Discontiguous with existing City Hall. May displace public parking. 	Approx. 21,000 SF
5.	A portion of the block fronting Palm Street between Morro & Chorro Streets. This area is presently occupied by public parking lots #18 & #3 and the Premier Music Building which houses a portion of city staff.	<ul style="list-style-type: none"> Within Civic Center corridor. Owned by city. Adjacent to public parking. 	<ul style="list-style-type: none"> Requires demolition of existing structure. Displaces public parking. Displaces city staff. Remote from existing City Hall. 	Approx. 35,000 SF

49.

OPTIONS

CITY HALL/ ALTERNATIVE EXPANSION SITES

FIGURE 9



LEGEND

- a. PARKING STRUCTURE
- b. 955 MORRO
- c. OLD LIBRARY
- d. CITY HALL
- e. NEW CITY/COUNTY LIBRARY
- f. COUNTY GOVERNMENT CENTER

----- CIVIC CENTER BOUNDARY

OPTIONS

50.

OPTIONS/ CITY HALL

Description	Advantages	Disadvantages	Est. Cost**
<p>A.</p> <ul style="list-style-type: none"> • Renovate existing structure to mitigate major functional & environmental deficiencies. • Renovate existing library as City Hall annex. • Maintain 955 Morro as City Hall annex. • Provide future City Hall expansion on Site 2 to meet projected space needs. • Provide all future parking off-site. 	<ul style="list-style-type: none"> • Does not require demolition. • Does not require site acquisition. • Does not impact other facilities. 	<ul style="list-style-type: none"> • Does not provide optimum functional relationships. • Does not reinforce Civic Center. • Renovations may not mitigate all space needs. • Does not provide centralized City Hall facility. • High cost for limited space. 	<p>\$1,200,000. to \$1,600,000.</p>
<p>B.</p> <ul style="list-style-type: none"> • Renovate existing structure to mitigate major functional & environmental deficiencies. • Construct City Hall annex on Sites 3,4, or 5.* • Maintain limited parking on adjacent sites 1 & 2.* 	<ul style="list-style-type: none"> • May provide opportunity for expanded facility, joint venture with county or other public agency. • May reinforce Civic Center concept. 	<ul style="list-style-type: none"> • May require site acquisition (Sites 3&4). • Requires demolition of existing structures. • May displace existing city functions (Site 5). • May displace existing public parking (Sites 4&5). • Does not provide centralized City Hall facility. 	<p>\$3,800,000. to \$6,500,000.</p>
<p>C.</p> <ul style="list-style-type: none"> • Renovate existing structure to mitigate major functional & environmental deficiencies. • Provide expansion on Site 1* to meet initial space needs. • Provide future expansion on Site 2 with underground parking. 	<ul style="list-style-type: none"> • Does not require site acquisition. • Does not impact other facilities. • Maintains contiguous City Hall facilities. • Provides planning flexibility. • Reinforces Civic Center. 	<ul style="list-style-type: none"> • Requires demolition of library structure. • May not provide optimal functional relationships. • High cost. • Provides no future expansion site. 	<p>\$4,800,000. to \$7,500,000.</p>
<p>D.</p> <ul style="list-style-type: none"> • Renovate existing structure to mitigate major functional & environmental deficiencies. • Expand City Hall to meet initial needs on Site 1 or 2* with provision for facility expansion to meet future needs. • Maintain limited parking on Site 1 or 2,* provide balance of parking requirement off-site. 	<ul style="list-style-type: none"> • Provides contiguous City Hall facility. • Provides opportunity for optimum functional relationships. • Does not require site acquisition. • Does not impact other facilities. • Reinforces Civic Center. • Maintains adjacent parking area for potential expansion. 	<ul style="list-style-type: none"> • Requires demolition of library structure. • Site limitation may dictate multi-story construction. 	<p>\$3,800,000. to \$6,500,000.</p>

51.

OPTIONS

OPTIONS/ CITY HALL

Description	Advantages	Disadvantages	Est. Cost**
<p>E.</p> <ul style="list-style-type: none"> ● Provide City Hall annex on Site 1* to meet current and future needs. ● Lease surplus spaces to public or other government agencies. ● Renovate existing City Hall as necessary to accommodate staff growth. ● Maintain Site 2 for future building expansion. 	<ul style="list-style-type: none"> ● Does not require site acquisition. ● Does not impact other facilities. ● Maintains contiguous City Hall facilities. ● Provides maximum planning flexibility. ● Reinforces Civic Center. ● Most cost effective. ● Provides for future expansion. 	<ul style="list-style-type: none"> ● Requires demolition of library structure. ● May result in initial surplus space. 	<p>\$3,100,000. to \$5,700,000.</p>
<p>F.</p> <ul style="list-style-type: none"> ● Renovate existing structure to mitigate major functional & environmental deficiencies. ● Expand City Hall to meet projected needs on sites 1 & 2* incorporating Police Dept., Recreation Dept. & Fire Dept. admin. ● Provide all parking off-site except for Police operations. ● Liquidate existing Police facility. 	<ul style="list-style-type: none"> ● Provides contiguous City Hall facility. ● Does not require site acquisition. ● Reinforces Civic Center. ● Minimizes facility requirements for Police, Recreation & Fire Departments. 	<ul style="list-style-type: none"> ● Requires demolition of library structure. ● Site limitation may dictate multi-story structure. ● Incorporation of Police functions may limit planning of flexible facility. ● May seriously increase automobile traffic & parking demand in Civic Center area. ● Does not provide for future expansion. ● May not be conducive to optimal functional relationships. 	<p>\$8,000,000. to \$10,500,000.</p>

**Total initial & future project cost, including design, renovation and construction - not including site acquisition
* See alternative sites, Figure 9, page 50

CONCLUSIONS

OPTION A

Providing for future City Hall expansion by utilizing the existing library building and 955 Morro annex is not recommended for the following reasons:

- will not provide optimal functional relationships
- may not provide sufficient space
- does not conform to city policies concerning productive work environments, convenient public access, Civic Center development and positive city image
- not cost effective

PHASING OPTIONS

OPTION B

Providing for future expansion by construction of a City Hall annex on remote Sites 3,4 or 5 is not recommended for the following reasons.

- will not provide optimal functional relationships
- does not conform to city policies concerning use of city owned land and convenient public access
- may displace existing public parking and city functions

OPTIONS C,D & E

Examination of the relative merits of these options suggest that full or phased City Hall expansion on the old library site (Site 1) is the preferred solution for the following reasons.

- provides for optimum functional relationships
- provides maximum reinforcement of Civic Center
- Retains existing parking lot (Site 2) for contingency expansion
- most cost effective
- consistent with city policies concerning economic land use, public access and positive city image

OPTION F

Centralization of major non-City Hall departments is not recommended for the following reasons.




- presents substantial impact upon Civic Center corridor
- does not provide operational benefit to "centralized" departments
- limits facility flexibility
- increases construction cost
- does not provide for expansion




The Phasing Option Analysis illustration on the opposite page examines the relative costs of expanding City Hall in one or two phases as well as the relative cost of constructing an expansion in a two, three or four floor configuration.

The building area requirements incorporated in this analysis are extracted from the Overview Area Projection chart (Fig. 8, pg. 47).

The approximate construction costs include all building, site and design costs. Not included are costs of existing building renovation, demolition or site acquisition.

CITY HALL EXPANSION/ PHASING OPTION ANALYSIS

PHASING OPTION 1	Build initial phase to meet 1995 needs with provision for future expansion.		BUILDING AREA REQUIREMENT		
			Initial	16,000 to 24,000	
			Future	12,000 to 15,000	
			TOTAL	28,000 to 39,000 SF	
ALTERNATIVE BUILDING CONFIGURATIONS					
1 a	TWO FLOORS	1 b	THREE FLOORS	1 c	FOUR FLOORS
					
APPROXIMATE CONSTRUCTION COST*					
Initial	1,800,000 to 2,800,000	Initial	2,200,000 to 3,200,000	Initial	2,400,000 to 3,500,000
Future	1,500,000 to 1,800,000	Future	1,800,000 to 2,200,000	Future	2,000,000 to 2,500,000
TOTAL	\$3,300,000 to 4,600,000	TOTAL	\$4,000,000 to 5,400,000	TOTAL	\$4,400,000 to 6,000,000

PHASING OPTION 2	Build complete facility in one phase to meet 2010 needs.		BUILDING AREA REQUIREMENT		
			Initial	28,000 to 39,000	
			Future	-0-	
			Total	28,000 to 39,000 SF	
ALTERNATIVE BUILDING CONFIGURATIONS					
2 a	TWO FLOORS	2 b	THREE FLOORS	2 c	FOUR FLOORS
					
APPROXIMATE CONSTRUCTION COST*					
Initial	2,600,000 to 4,500,000	Initial	3,500,000 to 4,800,000	Initial	3,900,000 to 5,200,000
Future	-0-	Future	-0-	Future	-0-
TOTAL	\$2,600,000 to 4,500,000	TOTAL	\$3,500,000 to 4,800,000	TOTAL	\$3,900,000 to 5,200,000

*Total design & new construction cost. Does not include renovations or site acquisition.

OPTIONS

54.

CENTRALIZATION CONCLUSIONS

The incorporation of portions of remote department administrative staff (Fire Department, Recreation Department, etc.) into a centralized City Hall will not have a significant impact upon City Hall space requirements or function. The area projections included in the Overview section (Figure 8, page 47) provide sufficient contingency to expand or contract administrative staff levels in response to adjusted management strategies.

Integration of complete departments, such as Police or Recreation, would have a substantial impact upon the facility and site requirements for City Hall. The negative effect of major "centralization" of these departments upon the Civic Center is not justified by the negligible economic benefit to the city and would provide no substantial benefit to the "centralized" departments (see Option F, pg. 53).

PHASING CONCLUSIONS

Examination of the Site Analysis and Phasing Options indicates that Site 1 has sufficient area to accommodate any of the alternative building configurations. A two-story expansion will be the most economical, but will provide limited residual space for site amenity. A three or four-level addition may be desirable to provide planning flexibility and avoid excessive site impact. A three-story development would be consistent in scale with the new City/County Library and the County Government Center.

The potential benefit of building a total City Hall annex, in lieu of phased expansion, is substantial. If financing is available and a market exists for leasing initial surplus space, the city may realize considerable long-term cost benefit from the construction of all immediate and projected facility needs (option E).

55.

OPTIONS

**RECOMMENDATIONS
(OPTION D)**

Renovate City Hall to mitigate existing environmental and functional deficiencies.

Provide for City Hall expansion on the site of the old library building (Site 1).

Construct full or phased City Hall expansion as indicated by market analysis to determine feasibility of leasing initial surplus space.

Explore planning and design opportunities to determine which building configuration alternative will provide the optimum-balance of efficiency, amenity and cost.

Reserve the existing parking lot (Site 2) as a contingency for future City Hall expansion.

OPTIONS

56.

FIRE STATION NO. 1

ISSUES

Fire Station No. 1 currently suffers from deficiencies in areas which are critical to an essential service building. Included are:

- overcrowded and inefficient work spaces
- termite infestation
- roof leaks
- inadequate heating, plumbing and electrical systems
- inadequate equipment bays
- structural deficiencies

Although the station is well located within its response area and general proximity to major response routes, the site arrangement is awkward and forces equipment to maneuver into one-way traffic.

This two-bay facility is being operated as a four-bay station. Current recommended standards indicate that Fire Station No. 1 has a space deficiency of between 5,000 and 7,000 square feet.

The existing facility is within the old town historic district and although not listed in the Historic Resources Survey, may contain elements of historical value to the community.

The following material evaluates potential options for mitigating existing deficiencies and meeting space requirements.

57.

OPTIONS

OPTIONS/ FIRE STATION NO.1

Description	Advantages	Disadvantages	Est. Cost*
<p>A.</p> <ul style="list-style-type: none"> Mitigate structural, mechanical, electrical & plumbing deficiencies in existing building. Relocate non-response functions & staff to City Hall to relieve overcrowding. Reorganize & upgrade existing workspaces. 	<ul style="list-style-type: none"> Maintains existing location within response zone. Maintains existing historical value. Partially relieves overcrowding. Will not require land acquisition. 	<ul style="list-style-type: none"> Does not solve equipment & circulation problems. May not provide optimum efficiency. Does not provide for future expansion. May interrupt vital services. Requires engineering studies to determine economic feasibility. 	<p>\$500,000. to \$1,000,000.</p>
<p>B.</p> <ul style="list-style-type: none"> Mitigate structural, mechanical, electrical & plumbing deficiencies in existing building. Expand building to meet existing & future space needs. Reorganize & upgrade existing workspaces. 	<ul style="list-style-type: none"> Maintains existing location within response zone. Maintains existing historical value. Relieves overcrowding. 	<ul style="list-style-type: none"> May not solve all equipment & circulation problems. May not provide optimum efficiency. Requires expansion into Parking Lot #5. May interrupt vital services. Requires engineering studies to determine economic feasibility. 	<p>\$1,500,000. to \$2,250,000.</p>
<p>C.</p> <ul style="list-style-type: none"> Demolish existing facility, retaining historical elements (Pismo St. facade & equipment bay). Construct new facility to meet 1995 needs with provision for future expansion. 	<ul style="list-style-type: none"> Retains major historic features. Solves functional, spatial & expansion needs. Maintains existing location within response area. 	<ul style="list-style-type: none"> Requires utilization of Parking Lot #5. May interrupt critical services. Displaces permit parking. Retention of historic features may inhibit optimal planning & increase costs. 	<p>\$2,200,000. to \$3,000,000.</p>
<p>D.</p> <ul style="list-style-type: none"> Construct new facility on adjacent site to meet 1995 needs with provision for future expansion. Demolish, abandon or retrofit existing facility for alternate use. 	<ul style="list-style-type: none"> Solves functional, spatial & expansion needs. Maintains continuity of vital services. Maintains existing location within response area. 	<ul style="list-style-type: none"> May eliminate possible historic resource. May displace existing permit parking. May require site acquisition in addition to Parking Lot #5. 	<p>\$1,750,000. to \$2,750,000.</p>
<p>E.</p> <ul style="list-style-type: none"> Construct new facility on remote site to meet 1995 needs with provision for future expansion. Demolish, abandon or retrofit existing facility for alternate use. 	<ul style="list-style-type: none"> Solves functional, spatial & expansion needs. Maintains continuity of vital services. 	<ul style="list-style-type: none"> May eliminate possible historic resource. May require site acquisition. 	<p>\$1,750,000. to \$2,750,000.</p>

* Total project cost including renovation, construction & design. Does not include site acquisition costs.

OPTIONS

58.

CONCLUSIONS

OPTION A&B

Renovating and maintaining all, or part of, the existing structure as a fire station is not recommended for the following reasons.

- not cost effective
- not conducive to optimal planning
- interrupts vital services
- inconsistent with city policies concerning economic use of existing property and productive work environments.

OPTIONS C & D

Construction of a new Fire Station at the existing location and retrofitting or removing the existing structure will mitigate existing deficiencies, maintain continuity of vital services and location within the response area.

Acquisition of adjacent property and retention of existing structure as historical resource may be necessary.

OPTION E

Construction of a new fire station at an alternate location provides no strategic or functional benefit to the city. Site acquisition costs and/or public parking displacement relating to alternate locations would increase total project costs.

RECOMMENDATION
OPTION C OR D

Construction of a new facility on Parking Lot #5 to meet 1995 needs with provision for future expansion is recommended. Acquisition of adjacent lot may be required.

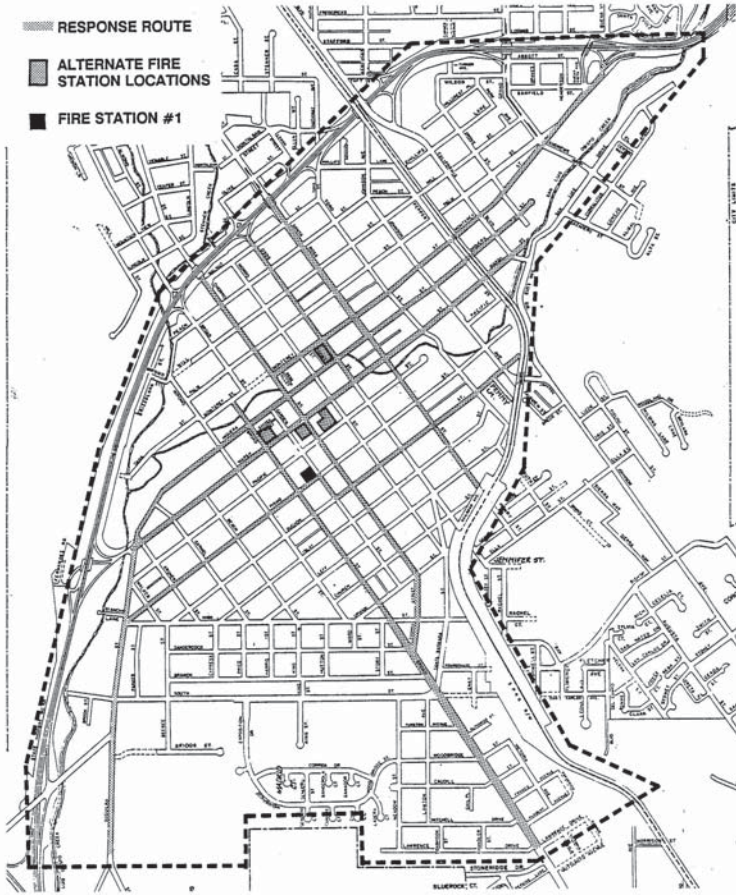
If the existing structure is determined to have historic value, studies should be performed to explore the feasibility of rehabilitation for alternative occupancies (i.e. office, commercial, residential, etc.).

59.

OPTIONS

FIRE STATION #1 RESPONSE ZONE

FIGURE 10



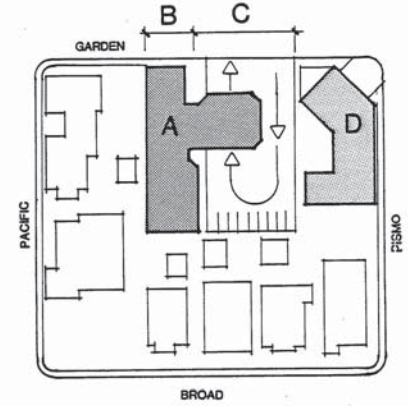
OPTIONS

60.

FIGURE 11

FIRE STATION NO. 1/ SITE ANALYSIS

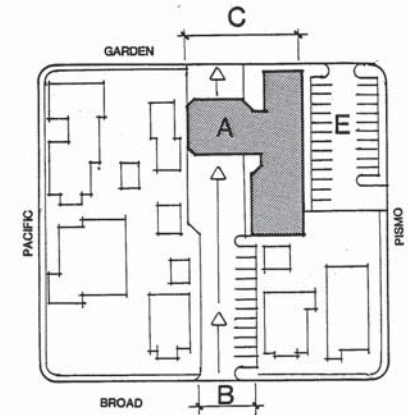
Option D
(retaining existing structure)



Legend

- A. Future Fire Station
- B. Site Acquisition
- C. Parking Lot No. 5
- D. Existing Fire Station
- E. Future Parking

Option D
(removing existing structure)



61.

OPTIONS

860 PACIFIC (RECREATION OFFICE)

ISSUES

The Recreation Department administration office is located downtown in an old converted house on Pacific Street.

Although the Department has adapted well to the space, the configuration is crowded and inefficient. To improve the efficiency and accommodate immediate growth at this location, substantial remodeling and construction of an addition will be required.

The facility experiences a large volume of traffic composed of public participants in recreation programs, temporary employees and volunteer workers. This activity and related automobile traffic suggests that the Recreation offices would be best located apart from the general city administrative functions, easily accessible and near ample public parking.

Continued use of this facility is inconsistent with established policies relating to productive work environments, energy efficient buildings and positive image for the city.

The following material examines alternatives for meeting facility needs to the year 2010.

OPTIONS/ RECREATION OFFICE (860 PACIFIC)

Description	Advantages	Disadvantages	Est. Cost*
<p>A.</p> <ul style="list-style-type: none"> Remain in existing facility. Renovate to mitigate major internal deficiencies. Provide future expansion to meet 1995 needs. 	<ul style="list-style-type: none"> Requires moderate initial expense. Does not impact other facilities. 	<ul style="list-style-type: none"> Will not provide optimum efficiency. Does not conform to city policies concerning energy efficiency, positive city image & maximum building service life. Residential structure inappropriate for existing function and location. 	<p>\$250,000. to \$350,000.</p>
<p>B.</p> <ul style="list-style-type: none"> Relocate to portion of future Chorro St. parking structure designated for city administrative use or commercial lease space. Convert existing structure to public parking. 	<ul style="list-style-type: none"> Requires minimal expenditure. Vacates existing building & site for removal or alternate use. Maintains maximum access for public. Provides efficient workspace. 	<ul style="list-style-type: none"> May impact space available for alternative administrative functions or commercial lease. 	<p>nominal</p>
<p>C.</p> <ul style="list-style-type: none"> Continue at existing location temporarily. Relocate to 955 Morro after engineering functions are relocated to future expanded City Hall facility. 	<ul style="list-style-type: none"> Requires minimal expenditure. Maintains city administrative function in newly improved facility. Morro St. facility will easily adapt to alternative functions. Maintains easy public access. 	<ul style="list-style-type: none"> Facility may not become available in time to satisfy need. Extends use of existing "sub-standard" facilities. 	<p>nominal</p>
<p>D.</p> <ul style="list-style-type: none"> Continue at existing location temporarily. Relocate to future expanded City Hall facility. 	<ul style="list-style-type: none"> Requires minimal initial expenditure. Aids centralization of all city administrative functions. Reinforces Civic Center concept. 	<ul style="list-style-type: none"> Location may not provide optimal access by public. Major increase in space demand at City Hall. Major increase in public parking demand at City Hall. Extends use of existing "sub-standard" facilities. 	<p>\$475,000.** to \$575,000.</p>

Description	Advantages	Disadvantages	Est. Cost*
<p>E.</p> <ul style="list-style-type: none"> Expand Santa Rosa St. Recreation Center to incorporate administrative offices. 	<ul style="list-style-type: none"> Locates administration in an "activity center." Does not impact other facilities. 	<ul style="list-style-type: none"> Requires acquisition of adjacent property to provide adequate parking. Existing building may not provide for optimal expansion configuration. 	<p>\$550,000. to \$625,000.</p>
<p>F.</p> <ul style="list-style-type: none"> Continue at existing location temporarily. Provide interim location at Chorro St. parking facility or 955 Morro as space becomes available. Plan for permanent location at future recreation facility. 	<ul style="list-style-type: none"> Locates administration in an "activity center." Does not impact other facilities. Provides for optimal configuration. 	<ul style="list-style-type: none"> Requires interim relocation. Temporarily impacts lease space available at Chorro St. parking structure. 	<p>nominal (immediate)</p>

*Total projected cost including construction & design. Not including land acquisition.
**Contributory construction cost of City Hall addition.

CONCLUSIONS & RECOMMENDATIONS

OPTION A
Maintaining the Recreation Department at its present location will require immediate renovation to mitigate existing deficiencies and building addition to accommodate projected staff growth.

Continued use of this facility is inconsistent with city policies and the cost of improving this structure will not prove to be cost effective if other viable options are available.

OPTIONS B & C
These options examine the viability of relocating the Recreation Department to alternate city-owned facilities that may be available at future dates. Both 955 Morro and the Chorro Street parking structure would be satisfactory locations, and either would be more efficient and consistent with city policies than the existing facility.

RECOMMENDATION

OPTION D
This option examines the alternative of incorporating the Recreation Department into an expanded City Hall facility. The potential impact upon City Hall, inconvenience to department clients and potential costs are not justified by the nominal benefits that may be derived by "centralization" of this department.

OPTION E
Incorporation of the Recreation Department administration into an "activity center" is a logical tactic. However, the Santa Rosa Street Recreation Center is not conducive to major expansion and parking demand cannot be satisfied at this location without substantial site addition.

The Recreation Department administration would function most effectively as an integral element of a major activity center. The recommended interim solution is to relocate the Recreation Department to the Chorro Street parking structure scheduled for completion in late 1989.

CORPORATION YARD

ISSUES

The Corporation Yard, constructed in 1986, consists of a Maintenance Building, Operations Building, Fueling Station, Flammable Material Storage Building and storage yards. The development plan included warehouse and toxic chemical storage buildings which have not been constructed.

The primary need at this facility is for a variety of storage facilities for materials presently housed in the Maintenance Building, stored in the open or at remote locations. The current need of approximately 18,000 square feet of enclosed storage may increase to between 25,000 and 30,000 square feet by 2010. A need for covered vehicle storage, covered material storage and bulk storage bins has also been identified.

The Maintenance Building should continue to be adequate through 1995 if some stored materials are transferred to a warehouse facility. By the year 2010 maintenance shop space needs may increase from the current 16,000 square feet to between 19,000 and 23,000 square feet.

The Operations Building, except for minor storage deficiencies, is adequate to serve immediate needs. The locker, toilet, conference and lounge areas are sufficient to meet needs for the foreseeable future. The administrative area, in its present configuration, is at maximum capacity. Projected growth through 1995 may be accommodated by reorganization of interior spaces to utilize modular office systems (similar to 955 Morro). Further expansion of administrative staff may require a building addition or displacement of employee support area.

The following material examines alternatives for meeting facility needs to the year 2010.

OPTIONS/ CORPORATION YARD

Description	Advantages	Disadvantages	Est. Cost*
<p>A.</p> <ul style="list-style-type: none"> • Construct 18,000 SF of warehouse & toxic storage with provision for future expansion. • Renovate administration area to increase capacity. • Construct shelter for 10 vehicles with provision for future expansion. • Revise development plan to provide for additions to buildings & site expansion. 	<ul style="list-style-type: none"> • Mitigates immediate needs. • Provides plan for future needs. 	<ul style="list-style-type: none"> • Substantial initial cost. 	<p>\$1,500,000. to \$2,000,000.</p>
<p>B.</p> <ul style="list-style-type: none"> • Construct roof structure (only) for 25,000 SF warehouse, plan for incremental future enclosure. • Provide plan for future covered parking, administration rehabilitation or expansion & maintenance shop expansion. 	<ul style="list-style-type: none"> • Moderate initial cost. • Provides partial storage solution. • Provides plan for future needs. 	<ul style="list-style-type: none"> • Does not meet all existing needs. 	<p>\$850,000. to \$1,200,000.</p>
<p>C.</p> <ul style="list-style-type: none"> • Construct 12,000 SF enclosed warehouse with provision for future expansion. • Provide plan for future covered parking, administration rehabilitation/expansion & Maintenance Shop expansion. 	<ul style="list-style-type: none"> • Provides partial storage solution. • Moderate initial cost. • Provides plan for future needs. 	<ul style="list-style-type: none"> • Partial solution to immediate needs. • Does not meet total storage needs. 	<p>\$750,000. to \$1,000,000.</p>
<p>D.</p> <ul style="list-style-type: none"> • Contract for temporary warehouse storage off-site. • Revise Development Plan to accommodate other projected needs. 	<ul style="list-style-type: none"> • Provides immediate storage. 	<ul style="list-style-type: none"> • Undetermined cost effectiveness. • May not provide for efficient operation. • May be inconsistent with city policy relating to economic use of city property. 	<p>nominal</p>

*Total project cost including planning, design & construction.

CONCLUSIONS

OPTION A

This mitigates immediate deficiencies and provide a plan for projected future growth. This option also requires substantial initial expenditure.

OPTIONS B&C

These options explore alternative compromise solutions to immediate storage needs. Option B provides for substantial covered area but no immediate secure storage. Option C provides sufficient enclosed area to satisfy immediate critical storage needs only. Both solutions require future additions to mitigate all storage needs.

OPTION D

Contracting for off-site warehouse space may be an inefficient and expensive solution and is recommended as a last resort only.

RECOMMENDATIONS

OPTION A

The most efficient and cost effective option is to provide all facilities required to meet operational needs to 1995 with provision for future expansion.

Existing facilities are reaching maximum capacity ahead of original estimates. Existing and planned facilities may require expansion to meet projected needs. It is recommended that the existing development plan be revised as part of the study phase for any building construction or addition.

POLICE STATION

ISSUES

The Police Station, located at the corner of Walnut and Santa Rosa Streets, was built in 1969 with a major addition and remodeling completed in 1983.

Two adjacent sites on this block are privately owned and contain offices in converted residences. The rear of the site is devoted to parking which is deficient during shift changes. Visitor and public parking is limited.

The building is adequate for current needs, however, existing deficiencies and functional problems include:

- limited flexibility
- poor acoustical privacy
- undersized employee lounge
- inadequate locker rooms
- inefficient clerical space

The internal inflexibility and site limitations make expansion at this site difficult. Ongoing renovations will be required to accommodate short term growth. The facility is projected to reach maximum capacity between 1995 and 2000.

The following material examines alternatives for meeting facility needs to the year 2010.

OPTIONS/ POLICE STATION

Description	Advantages	Disadvantages	Est. Cost*
<p>A.</p> <ul style="list-style-type: none"> Remain at existing facility. Renovate to mitigate major internal deficiencies. Expand parking capacity by acquiring parcels at southwest corner of block (Approx. 30 cars). Expand upper floor to provide future space needs. Provide secure covered parking under upper floor expansion (15-20 cars). 	<ul style="list-style-type: none"> May not interrupt vital services. Maintains strategic facility location. Does not impact other facilities. 	<ul style="list-style-type: none"> May not mitigate all deficiencies related to the inherent inflexibility of the existing structure. May interrupt vital services. 	<p>\$1,300,000. to \$2,200,000.</p>
<p>B.</p> <ul style="list-style-type: none"> Remain at existing facility. Rehabilitate to mitigate major internal deficiencies. Expand parking capacity by acquiring parcels at southwest corner of block (Approx. 30 cars). Construct two-story addition to meet future space needs. Construct two-story parking structure to meet future general & secure parking needs. 	<ul style="list-style-type: none"> May not interrupt vital services. Maintains strategic facility location. Does not impact other facilities. 	<ul style="list-style-type: none"> May not mitigate all deficiencies related to the inherent inflexibility of the existing structure. May interrupt vital services. 	<p>\$1,300,000. to \$2,200,000.</p>
<p>C.</p> <ul style="list-style-type: none"> Relocate to new facility at alternate location after reaching capacity. Liquidate existing property to assist funding of new facility. 	<ul style="list-style-type: none"> Mitigates all inherent deficiencies of existing facility. Will not impact other facilities. Does not interrupt vital services. 	<ul style="list-style-type: none"> Requires land acquisition. Strategically located site may not be available. 	<p>\$2,800,000. to \$4,000,000.</p>
<p>D.</p> <ul style="list-style-type: none"> Incorporate police facilities in City Hall expansion. Liquidate existing property to assist funding of new facility. 	<ul style="list-style-type: none"> Aids centralization of all city administrative functions. Mitigates all deficiencies inherent with existing facility. 	<ul style="list-style-type: none"> Increases projected City Hall space requirement by 50%. Increases parking demand at City Hall. Increases site area requirements at City Hall. Increases traffic congestion in Civic Center. May restrict optimum access to City Hall. Poor location for police facility. 	<p>\$3,500,000. to \$4,500,000.</p>

*Total project cost including design, renovation & new construction. Not including land acquisition or demolition.

OPTIONS

70.

CONCLUSIONS

OPTIONS A&B

These options explore alternatives for providing future expansion at the present site. These solutions provide the benefit of maintaining the existing strategic location, and are the most economical of the options examined. However, some disruption of vital services may be experienced.

The inherent functional problems with the existing structure may not justify the expense of additional major construction.

OPTION C

Construction of a new Police Station in lieu of remodeling and constructing an addition may present the most effective means of providing long-term facility needs, if an alternative strategic site can be acquired.

OPTION D

Examination of this option indicates that the disadvantages of incorporating the Police Station in a City Hall expansion greatly override any potential benefit to the city. This option is not recommended.

RECOMMENDATION

Since this facility is adequate for the near future, no immediate action is recommended. As this facility approaches maximum capacity (1995 to 2000), a detailed analysis of current departmental needs will be necessary to determine the most effective option for providing future facility needs. It is recommended that the city acquire the two remaining adjacent parcels to increase parking capacity.

71.

OPTIONS

MISCELLANEOUS FACILITIES

ISSUES

FIRE STATIONS

Except for Fire Station No. 1, discussed elsewhere, the remaining fire stations present no immediate impact on the overall planning of city facilities.

Station No. 2 is an older facility that does not function in accordance with modern fire station design standards. The 1986 "Fire Station Location Study" recommends this facility continue serving in its present location.

Fire Station No. 3 should continue to serve the city well with only minor maintenance required. Fire Station No. 4 may require modification to accommodate upgraded equipment. The "Fire Station Location Study" also recommends a future station to be located in the southern area of the city if annexation occurs.

RECREATION FACILITIES

The Senior Center and the Recreation Center have projects in progress to mitigate major existing structural and functional deficiencies. The Recreation Center requires additional interior renovation and site improvements.

These facilities and the Meadow Park Community Building are experiencing demands for activities and programs that exceed existing capacity.

Site limitation at the Recreation Center restricts expansion unless additional site area is acquired. Expansion of the Senior Center and Meadow Park Community Building would substantially impact existing park areas.

LIBRARIES

The existing library building will be vacated upon completion of the new City/County Library in early 1989. An earlier analysis concluded that the facility is insufficient in size and cannot be efficiently or cost-effectively utilized for expansion office space, therefore should be removed to provide for potential expansion

OPTIONS

72

of City Hall.¹ The new City/County Library building has no definite provision for future expansion. The demand on this facility will eventually exceed the initial capacity. Additional library services may be accommodated by acquisition of adjacent property for expansion or construction of a branch library at another location within the city.

CULTURAL FACILITIES

The cultural facilities have very little impact upon other city facilities nor provide opportunities for shared solutions.

The current project for exterior restoration of the Jack House will complete the major work on this historic building, requiring only routine maintenance in the future.

The storage building at 1010 Nipomo is strategically located for its present use as a support facility for Mission Plaza activities, and the site's intended future use as an extension of Mission Plaza. The grounds and exterior of this property should be improved to a condition appropriate for city facilities.

The Historic Museum and Art Center are facilities which have some ongoing storage and maintenance needs, and may experience some need for future expansion. Future plans for extension of Mission Plaza should specifically address the requirements of these facilities.

955 MORRO

This facility is located strategically in the Civic Center. The building has been recently remodeled to temporarily house engineering, utilities management and administration functions of Public Works.

This older building is of masonry and timber construction. Recent renovation work has incorporated open office areas and furniture

1 Ventura Group Architects, *An Analysis of Municipal Facilities for City of San Luis Obispo, California*, 1986.

73

OPTIONS

systems which allow flexibility for future uses with minimal remodeling. The adjacent building provides covered parking for city vehicles.

This facility should be maintained by the city, its flexibility and strategic location will continue to provide the city with a valuable resource for temporary staff assignments, special projects and special events.

BUS TRANSFER FACILITY

The existing bus transfer facility on Osos Street creates auto/bus conflicts which require mitigation. An environmental impact report, completed in 1984, studied alternative locations for this facility. Some of these locations have been preempted by subsequent development. Any consideration of this facility in the Civic Center area should be coordinated with planning of the City Hall expansion and improvements to the Civic Center corridor.

CONCLUSIONS

The Miscellaneous facilities in this section present little impact on other city facilities and provide limited opportunity for shared solutions with the principal facilities addressed in this report.

Future growth in the community will create increasing demands for recreation and cultural facilities. The city is participating in a joint venture with Cal Poly for a multi-event performing arts center and projecting potential acquisition of the Fremont Theatre for a performing arts center.

RECOMMENDATIONS

The greatest opportunity for shared or common facility solutions may be in the planning of future cultural and recreation facilities. Existing and future needs for senior activities, recreational programs, branch library, Recreation Department offices, etc. could potentially be combined into a central cultural/recreational center which may provide opportunity for shared parking, toilet facilities, meeting rooms, multi-use rooms, etc.

It is recommended that future plans for parks development examine the feasibility of incorporating a city cultural/recreation center.

BIBLIOGRAPHY

BIBLIOGRAPHY

1. Andersen, Ralph & Associates, City of San Luis Obispo Management Review of Public Services Department, October 1982.
2. Citizens Advisory Committee, Capital Improvement: A Citizens' Advisory Report on Services and Needs in San Luis Obispo County, 1975-1985.
3. City of San Luis Obispo, Architectural Review in San Luis Obispo, Department of Community Development, June 1983.
4. City of San Luis Obispo, Circulation Element of the General Plan, March 1986.
5. City of San Luis Obispo, City Council Policies & Procedures, November 1987.
6. City of San Luis Obispo, Completion Report: Historic Resources Survey, Vol 1,2,3 July 1983.
7. City of San Luis Obispo, Demographic Summary, 1987.
8. City of San Luis Obispo, Downtown Improvement Manual, Department of Community Development, October 1979.
9. City of San Luis Obispo, Energy Conservation Element, Department of Community Development, April 1981.
10. City of San Luis Obispo, 1987-88 Financial Plan & Approved 1987-88 Budget, 1987.
11. City of San Luis Obispo, 1977 General Plan. Urban Land Use Element, January 1977.
12. City of San Luis Obispo, Goals for Downtown, October 1979.
13. City of San Luis Obispo, The Historical Preservation Program Guidelines, February 1987.
14. City of San Luis Obispo, Parking Management Plan, October 1987.
15. City of San Luis Obispo, Strategic Planning Program Reports, (Forum Agenda, Agenda Packet, Written Responses, Technical Report), 1984.
16. City of San Luis Obispo, Request for Proposals to Prepare a Master Plan for City Facilities, December 1987.
17. City of San Luis Obispo, "Transient Occupancy Tax Returns," March 1988.
18. City of San Luis Obispo, Zoning Regulations, April 1987.

BIBLIOGRAPHY

-
19. City of San Luis Obispo Community Development Department and SEDES, Parks and Recreation Element of the General Plan for the City of San Luis Obispo, June 1982
 20. City of San Luis Obispo Fire Department, Fire Station Location Study, May 1986.
 21. City of San Luis Obispo Planning Department, City Population and Housing Analysis, May 6, 1987.
 22. City of San Luis Obispo Public Works Department, Request for Proposals to Provide Design Services for Converting the San Luis Obispo City/County Library to Office Space and Remodeling the Existing City Hall, 1986.
 23. City of San Luis Obispo and Quad Engineering, Office Supply and Demand Study, February 1986.
 24. Farbstein, Jay & Associates Inc., County of San Luis Obispo Department of General Services Courtroom Needs Assessment, March 1987.
 25. "Fire Station No. 1 Occupancy File," Fire Chief Michael Dolder, Applied Engineering letters to SLO Fire Department: (Shop roof truss repair, January 1986; Fire Sta. #1 Structural Inspection, June 1986); Clagg Roofing, Inc. letter to SLO Fire Department: (Title Roof inspection of Fire Station #1).
 26. IBI Group, City of San Luis Obispo: Downtown Parking Study, January 1986.
 27. International Conference of Building Officials, Uniform Building Code, 1985.
 28. JL Design, City of San Luis Obispo Programming Reports #1 and #2, December 1986 and April 1987.
 29. Lily, Jane, A Study of Urban Design in San Luis Obispo: A Thesis Presented to the Faculty of California Polytechnic San Luis Obispo, August 1975.
 30. Local Agency Formation Commission San Luis Obispo County, Sphere of Influence Study for City of San Luis Obispo, June 1984.
 31. Peterson, Wayne A. and David Elliott, Council Agenda Report: City Hall Expansion, 1986.
 32. Romero, David and David Elliott, Council agenda Report: Design Phase for the 955 Morro Remodeling Project, 1987.

BIBLIOGRAPHY

-
33. Romero, David and David Elliott, C.A.O. Special Report: City Hall Expansion, 1987.
 34. Ross, Levin, Macintyre Architects, Supplemental Data for Corporation Yard Master Planning, City of San Luis Obispo, California, South Higuera Street Site, May 1980.
 35. San Luis Obispo Chamber of Commerce, Economic Profile, June 1987.
 36. Seeman, Larry Associates, Circulation Element Environmental Impact Report: Prepared for the City of San Luis Obispo, June 1981.
 37. SUA Incorporated, Corporation Yard Master Plan, City of San Luis Obispo, California, 1977.
 38. Ventura Group Architects, An Analysis of Municipal Facilities for City of San Luis Obispo, 1986.
 40. West + Doubledde Architects, Architectural Program for Rehabilitation of the San Luis Obispo Recreation Center, 1987.
 41. West + Doubledde Architects, Architectural Program for Rehabilitation of the San Luis Obispo Senior Center, 1988.

BIBLIOGRAPHY

POLICE FACILITIES MASTER PLAN

JANUARY 2003



CITY OF SAN LUIS OBISPO

POLICE FACILITIES MASTER PLAN

Final Report
January 2003

Daniel C. Smith and Associates, Inc.
2150 Capitol Ave. Suite 210
Sacramento, CA 95816

Kaplin McLaughlin Diaz Architects
222 Vallejo Street
San Francisco, CA 94111

City of San Luis Obispo
Police Facilities Master Plan

Table of Contents

Introduction	1
Background	1
Section 1: Service Demand and Staffing	
Introduction	3
Methodology	3
Population	5
Historical Trends	9
Comparative Cities Analysis	13
Macro-Level Alternative Staffing Futures	14
Detailed Staffing Plan	17
Section 2: Projected Facility and Parking Requirements and Existing Facility Conditions	
Parking Requirements	20
Employee, Volunteer and SNAP Parking	20
Department Vehicle Parking	20
Visitor Parking	21
Total Number of Parking Spaces and Area Requirements	21
Existing Police Department Facilities and Site	22
Section 3: Facility and Site Planning Options	
Introduction	26
Master Planning Options	26
Facility Options Advantages and Disadvantages	31
Evaluation of Options and Recommended Actions	32
Recommendations	36
Section 4: Communication Center Relocation	
Relocation of the Communication Center	37
Existing Conditions	37
Appendix A: Detailed Staffing Plan	A-1
Appendix B: Workstation Standards	B-1
Appendix C: Detailed Space Program	C-1

INTRODUCTION

In January 2002 the City of San Luis Obispo Police Department requested the services of a consultant to prepare a Master Plan for Police Facilities for a twenty-five year planning period. In addition to the overall planning objectives of identifying long range facility needs, the department also requested that the short term relocation of the Communication Center be identified in the context of the long range expansion options available to the city.

The consultant team of Daniel C. Smith and Associates and KMD Architects was selected to develop the Master Plan for the Police Department. The project was initiated during the second week in June 2002. The team conducted issued a data collection questionnaire, conducted interviews, gathered demographic and related data and surveyed existing questionnaires.

The information derived from this process was utilized to prepare two interim reports. The first report, Service Demand and Staffing, was presented in August 2002. This document contained detailed analysis of the historical and projected city population, demands for Police service and the Police Department staff necessary to accommodate these service demands.

A second report was also presented in August detailing the existing size and conditions of the present San Luis Obispo facilities. A third report was presented and reviewed in October 2002. This report detailed the space requirements for the next twenty-five years in five-year increments.

This document represents the culmination of the consultant team's efforts and presents the Police Facilities Master Plan including facility development options, site requirements and costs. It also includes an analysis of the relocation options for the Communication Center. This document incorporates the previously presented material revised from the Police Department review process.

BACKGROUND

The City of San Luis Obispo is a municipality of 44,450 residents located in the central coast region of the state. It is in close proximity to California Polytechnic State University (18,000 enrollment) and Cuesta Community College (9,000 enrollment). Highway 101, a major north and south route, bisects the city. The city has an incorporated area of 11 square miles. The residential community is fairly affluent and housing prices are higher than the state average. At the same time, however, a significant portion of the city housing stock accommodates the student population, normally with a high occupancy rate per dwelling. The somewhat diverse nature of the city population impacts the public safety issues and attitudes.

The San Luis Obispo Police Department presently has 90 regular staff (61 sworn and 29 non-sworn). The department uses volunteers and temporary (student) staff to supplement their operations.

The department facilities are located mainly on a site bound by Walnut, Santa Rosa, Osos Streets and Highway 101. The site has approximately one acre of available land. The site is susceptible to flooding on the northern portion. The original police building was opened in 1969 and provided approximately 8,000 to 9,000 net square feet and 10,000 to 12,000 gross square feet. In 1983 a two-story addition was added on the southern end of the original building. This addition brought the total square footage of the building up to 15,600 gross square feet and 12,800 net square feet. In the 1990's the department acquired a small residence on the southern portion of the site. This facility provides for 788 square feet. In addition, the department purchased a pre-fabricated structure to house property and evidence and to provide an area to conduct forensic testing on vehicles. This provides for an additional 600 to 800 square feet. The Police Department also has a donated office space in the downtown area that is utilized as a satellite facility primarily by the bicycle patrol.

Organizationally the department is divided into three units, the Office of the Chief, Administration Bureau and Operations Bureau. The department's communications unit provides dispatch for both City Police and Fire services. The department provides only temporary arrestee holding and all long-term incustody individuals are booked into the county jail. There are a number of facility issues presently facing the department. These are summarized as follows:

- Existing support spaces (i.e., lockers, general storage, evidence storage) are insufficiently sized to meet present needs;
- The Communication Center is substantially undersized in an area susceptible to flooding and lacks basic employee support space;
- The department is decentralized to some extent with two facilities on the site;
- Employee and public parking is in very short supply; and
- Some areas are inefficiently utilized (public lobby).

As the department grows in the future it is essential that it have a master plan to address these existing deficiencies while at the same time providing orderly growth.

This report is structured to provide that master plan and is organized as follows:

- Section 1: Service Demand and Staffing Projections
- Section 2: Existing Facilities and Parking Requirements and Existing Facilities Conditions
- Section 3: Facility and Site Planning Options
- Section 4: Communication Center Relocation

SECTION 1: SERVICE DEMAND AND STAFFING

Introduction

The primary focus of this section is to document the development and details of the staffing plan that will serve as the foundation for formulating the facilities space program provided in the next section of this report.

Specifically, this section will:

- Provide an explanation of the methodologies used by the Consultant to develop the staffing projections and plan addressed below.
- Document historical and projected population levels for the City of San Luis Obispo and the region.
- Examine the historical volume of police calls for service (CFS) and associated reported crimes relative to population change.
- Provide an historical analysis of the San Luis Obispo Police Department's staffing levels versus population, calls for service, and other workload data.
- Provide a comparative analysis of the City's police per capita to selected cities that are similar to the City of San Luis Obispo.
- Formulate logical alternative macro-level staffing futures and provide an analysis.
- Provide a detailed staff program that will be utilized for facility programming and planning purposes.

Methodology

In order to develop a logical forecast of police staffing levels, and subsequently, specific staffing plans, the Project Team adopted a philosophy which in the broadest sense entails:

- Comprehending past and current conditions.
- Ascertaining the projected population of San Luis Obispo in the year 2027.
- Understanding the City's character and socio-demographic make-up.
- Anticipating any potential changes in the types of services that the Police Department would deliver and identifying how the delivery of those services would change and/or evolve.

The specific methodology that the Project Team used included, but was not limited to:

1. **Data Acquisition and Fact Finding:** The Project Team collected the following baseline set of data from the agencies listed below:
 - City Planning – population estimates and forecast; annexation and building development information; college enrollment and housing data.
 - City Police Department – historical service demand and staffing data
 - Federal Bureau of Investigations – comparative cities staffing and reported crime levels.

2. **Understanding and Validating the Acquired Data:** The Project Team reviewed the collected information to assure that the latest information was being used and to identify any inconsistencies or large changes in recorded the data from year to year that might indicate a change in recording and/or classification methods. Where inconsistencies were found, the Consultant Team discussed them with appropriate City personnel to understand the underlying causes, and to either discount or adjust certain data as necessary.
3. **Distribute Questionnaires to, and Conduct Interviews with Department Management:** The Consultant Team developed questionnaires that were distributed to department management which queried them to provide historical staffing and their best estimate of future staffing needs. Additional questions involved assessing the potential for: a) departmental reorganizations; b) changes in the types of services that would be provided; c) how those services would be provided; and, d) other operational issues that could affect future staffing levels.
4. **Historical Analysis of Population, Service Demand, and Staffing Trends:** The Project Team's analysis included:
 - Comparing annual changes in the volume of police calls for service, workload, and staffing levels versus population in terms of rates per 1,000 population.
 - Correlating past staffing levels to population, calls for service, and crime levels per capita.
5. **Ascertaining and Documenting City-Provided Population Estimates and Projections for Staff Forecasting Purposes:** This process entailed:
 - Obtaining the latest estimates of total city population versus established population projections that were developed in 1994.
 - Adjusting the initial set of population projections for current year (2002) and those in prior years based on the latest population estimates.
 - Understanding the maximum growth that the City expects could occur under any logical foreseen circumstances.
6. **Obtaining Comparative Police Staff Versus Population Levels for Similar Cities:**
 - Police staffing and crime data was collected for nine comparative cities with current population levels approximate to that forecasted for year 2027 in San Luis Obispo.
 - Further, because the State University's student population places significant demand on the SLOPD, four of the nine cities were selected specifically because they have either a State University, or University of California campuses either within, or located close to their municipal boundaries.
 - The Consultant Team then disaggregated the comparative cities into two primary groups, those cities having substantial higher education facilities, and those that do not, to see if there were any substantial differences or trends between the two in terms of staffing per capita and crimes per capita.
7. **Develop logical alternative macro-level staffing futures:** The Project Team formulated alternative staffing futures using the following methods:

- Applying selected historical alternative SLOPD staffing per capita and demand for service rates to projected population levels.
 - Applying comparative staffing levels versus population to the projected population of San Luis Obispo.
8. **Formulate a definitive macro-level (bottom-line) forecast of staff requirements:** This task was accomplished by:
- Analyzing the likelihood of each alternative projection being realized, by taking into account expected changes in city revenues, funding levels, types of services to be delivered, service delivery methods, and changes in organizational structure.
 - Conducting a workshop with city staff to present the Project Team’s findings, obtain comment, and ultimately refine the projections as appropriate.
9. **Documenting definitive staffing plans on a position-by-position basis:** This task entailed:
- Developing position-by-position staff projections for each department.
 - Providing draft projections for city review and comment.
 - Refining the plan as a result of a specific workshop dedicated to this task.

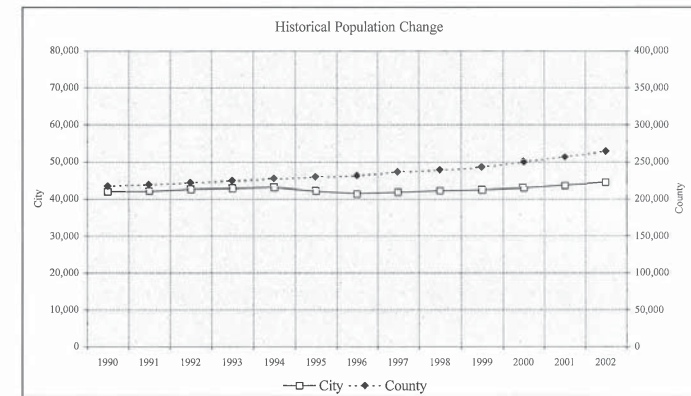
Population

Introduction: Population growth is one of the most important generators of demand for public safety services. As such, the Project Team conducted a thorough analysis of past population trends and projections. Since the City of San Luis Obispo: a) is the County Seat; b) lies along the Highway 101 corridor; c) serves as a regional commercial center; and, d) has a State University located close by, the Project Team also took into account regional population change, potential student enrollment changes, and the maximum possible build-out scenario for the City.

Historical Population Estimates - Findings: Exhibit 1.1 provides detailed data regarding County and City population change between 1990 and 2002.

**Exhibit 1.1
Historical Population Estimates**

	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	Total Increase	Total % Increase	Avg. Ann. Rate
City	41,958	42,100	42,650	42,900	43,200	42,100	41,404	41,807	42,201	42,446	43,027	43,739	44,450	2,492	6%	0.48%
County	217,162	219,300	222,000	224,500	227,000	229,200	231,900	235,700	239,100	242,100	249,900	256,915	264,127	46,965	22%	1.64%



Source: California Department of Finance

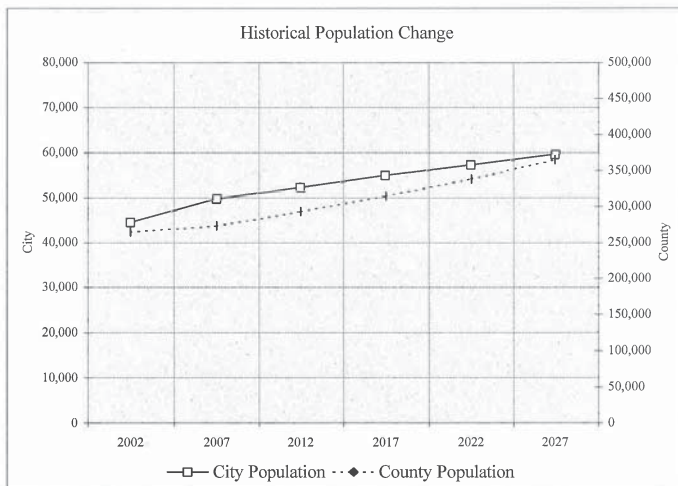
As shown:

- The City’s population increased from 41,958 to 44,450, or 6%. The corresponding average annual compound rate equaled 0.46%.
- In contrast, the County’s population increased by 46,965 persons, from 217,162 to 264,127. The total increase of 22%, which occurred at an average compound annual growth rate of 1.64% was nearly three times the City’s growth rate over the same time period.

Projected City and County Full-Time Resident Population: Exhibit 1.2 provides San Luis Obispo City and County population projections from 2002 through year 2027. City population projections were provided to the Consultant Team by City Planning through year 2022, where the year 2027 figure was extrapolated by the Consultant Team. County projections were obtained from the County of San Luis Obispo Long-Range Planning Department which were documented from year 2000 through year 2030 in the five-year planning increments. Therefore, the Consultant Team interpolated the figures shown for years 2007, 2012, 2017, 2022, and 2027 assuming straight-line growth for the intervening years not listed in the baseline data.

Exhibit 1.2
City and County Population Projections

	2002	2007	2012	2017	2022	2027	Total Increase	Total % Increase	Avg. Ann. Rate
City Population	44,450	49,700	52,200	54,900	57,200	59,500	15,050	34%	1.17%
County Population	264,127	273,028	293,138	314,848	338,512	364,388	100,261	38%	1.30%



Note that the City population projections include all expected areas to be annexed, which will contain approximately 1,820 yet to be developed housing units, assumed by City Planning to have an average household size of 2.2 persons.

As demonstrated in Exhibit 1.2, between 2002-2027:

- The City's total population will increase by 15,050 persons, or 31%. The corresponding average annual increase equates to 1.17%: a growth rate that is nearly two and half times faster than what has occurred since 1991. Total population will increase from 44,450 to 59,500 over the stated timeframe.
- Total County population growth will generally occur at the same rate as City increases.

- Total population will increase by 100,261 persons, or 38%, and will occur at an average annual rate of 1.30%. Total County population will increase from 264,127 to 364,388 between years 2002 and 2027. Total County population growth will also occur at a rate somewhat lower than what has occurred in the past, 1.30% versus 1.64% annually.

The City-provided population forecast was developed in 1994, and since that time, growth has failed to increase at the projected rate. In fact, for year 2002, the City population was forecasted to reach 47,300, where in contrast, the latest city estimates place total population at 44,450 persons. Using 1990 as baseline, the forecast had called for population to increase by 13%, where in reality it only increased by 6%, or less than half the rate originally predicted. Will City population growth continue to lag behind the forecast? Only time will tell. Regardless, the year 2027 forecast is founded on the premise of City build out being attained in that year.

Service Population and Land Use:

Another factor that will impact facilities needs is the "service population" of the community. For the purposes of this report, "Service Population" is the number of persons actually serviced by the Police Department during a given time period. The size of the service population is driven by a host of factors, including but not limited to: a) employment; b) student enrollment base; c) retail volume; d) recreation, leisure, and entertainment venues; e) special events; and, f) other factors. As a consequence, concrete figures quantifying the service population remain elusive. However, the City's best estimate is that the current service population lines somewhere between 74,000 and 78,000 on a daily basis. These figures vary based on season, day of the week, and time of day.

Additionally, Cal Poly University, which lies outside of the City's Urban Growth Boundary, projects that the student population will increase by 3,000 students over the long-term. The University intends to provide housing for all of the additional students on campus, for which the University Police provide law enforcement services.

Looking towards the future, proposed land annexations include potential uses that could drive significant increases in the volumes of traffic, persons commuting to jobs, and mixed uses that will result in increased volumes of "calls for service" (CFS) related to these uses. These include traffic accidents, shoplifting, driving under the influence, and a myriad of other calls. Recommendations for this report take into consideration these factors.

Nevertheless, considering the nature of this facilities planning study and that any new facilities should last well beyond the established 25-year planning horizon, the City should not only focus on when build-out will occur and the size of the service population, but rather what is required in terms of police staff and facilities to service the build-out full-time resident population that has been forecasted as well as the impacts of the service population.

The impacts of service population and land use can be measured in terms of "calls for service" (CFS), the volume of which in turn affects "available officer time." These subjects are addressed below.

Historical Trends - Demand for Police Services and Staffing Levels

Explanation of Data: Six years of police-related historical data was collected and analyzed by the Consultant Team. For the purposes of this report, historical demand for police services has been quantified in terms of: a) calls for service (CFS); b) reported crimes; and, c) arrests. The Consultant Team used only the CFS data from 1998 through 2001 for this analysis in order to assure consistency in the baseline data. Reported crime and arrest data for the established six-year historical period was readily available and was deemed to be recorded consistently.

For each major area (CFS, Reported Crime, Arrests, and Staff) the Consultant Team has categorized the data in terms of totals/volume, corresponding rates per 1,000 population; and the minimum, average, adjusted average, and maximum rates per 1,000 population that occurred during the established historical time periods. The adjusted average rate was determined by excluding the years where the maximum and minimum rates occurred and then averaging the data for the remaining years.

Findings –Calls for Service Versus Population and Related Staff Impacts: Exhibit 1.3 shows that over a four-year period from 1998-2001:

- Total calls for service increased by 1,616, or 6.0%. This increase was nearly twice the rate of city population growth which increased 3.6%.
- However, when office-initiated calls are excluded from this total, public-initiated CFS actually declined by 4.1%, and the CFS rate per 1,000 population decreased correspondingly, from 592 to 568.
- It is important to note that although the City is a regional center and the County Seat, the reduction in public initiated calls for service is even more pronounced when compared to the 10% increase in County population.
- In contrast, officer-initiated calls for service increased by 86%. Nowhere is that more evident than downtown, particularly during the evening hours and especially on weekends. There have been significant increases in alcohol related arrests, citations, and crime. Most of these take place during the late evening and early morning hours and are directly related to the entertainment and bars in the downtown.
- As a result of the above trends, the “available time” figures related to Police Department staffing levels has been negatively impacted. “Available time” is that period during which officers are not busy with other calls or enforcement activities, and time that they therefore can denote to visible patrol and crime deterrence. The City’s adopted safety element currently identifies a 30% “available time” level as the objective for patrol response. The most recent activity figures from year 2001 show that the department was unable to meet this objective for nearly every month.

**Exhibit 1.3
Calls for Service Vs Population**

	Data					Analysis		
	1996	1997	1998	1999	2000	2001	Change	% Change
Workload Generators								
City Population			42,201	42,446	43,027	43,739	1,538	3.6%
Calls for Service - Volume								
Public Initiated			24,996	23,402	24,671	24,856	(140)	-0.6%
Officer Initiated			1,892	2,667	3,272	3,648	1,756	92.8%
Total			26,888	26,069	27,943	28,504	1,616	6.0%
Calls for Service - Per 1,000 Pop.								
Public Initiated			592	551	573	568	(24)	-4.1%
Officer Initiated			45	63	76	83	39	86.0%
Total			637	614	649	652	15	2.3%
Calls for Service - Rates Per 1,000 Pop. - Analysis								
Public Initiated	Min. Rate:	551	Avg. Rate	571	Adj. Avg.	571	Max. Rate	592
Officer Initiated	Min. Rate:	45	Avg. Rate	67	Adj. Avg.	69	Max. Rate	83
Total	Min. Rate:	614	Avg. Rate	638	Adj. Avg.	643	Max. Rate	652

Findings – Crime Levels Versus Population: Exhibit 1.4 shows that over a six-year period from 1996-2001:

- Total reported crimes increased by 2,484 incidents, or 47.2%. Correspondingly, the rate of total crimes per 1,000 population increased from 127 to 177. Does this data indicate that the City is become less safe and more prone to crime? Quite the contrary, as supported by the following two factors:
- The volume of serious crime (Part 1 Crimes) increased only 3.7% during this timeframe –less than the increase in population. Therefore the rate of serious crimes per 1,000 population actually declined from 49 to 48 per 1,000.
- Part 2, or less serious crimes volume, which increased by 74.7%, clearly seems to be related the increase in officers placed on the street and the volume of officer initiated calls, which increased by 92.8%. It also appears result from more aggressive enforcement of a “zero-tolerance” policy, as evidenced by a more detailed review of reported crime, which for example, shows substantial increases in liquor violations.

Therefore, the statistics reflect a common trend experienced nationally, where community-based policing programs combined with proactive, zero-tolerance policies place more officers on the street, allowing them to make more arrest for minor offenses, before more serious crime becomes an issue. In a sense, then, Part 2 crimes rates and officer-initiated calls for service can be self-generating numbers.

Exhibit 1.4
Crime Levels Vs Population

Reported Crime	Data						Analysis	
	1996	1997	1998	1999	2000	2001	Change	% Change
Crime - Volume								
Part 1 Crimes	2,038	1,925	2,228	2,020	2,162	2,114	76	3.7%
Part 2 Crimes	3,225	3,113	3,752	4,123	5,273	5,633	2,408	74.7%
Total	5,263	5,038	5,980	6,143	7,435	7,747	2,484	47.2%
Crime - Per 1,000 Pop.								
Part 1 Crimes	49	46	53	48	50	48	(1)	-1.8%
Part 2 Crimes	78	74	89	97	123	129	51	65.3%
Total	127	121	142	145	173	177	50	39.3%
Reported Crime Rates - Per 1,000 Pop. - Analysis								
Part 1 Crimes	Min. Rate:	46	Avg. Rate	49	Adj. Avg.	49	Max. Rate	53
Part 2 Crimes	Min. Rate:	74	Avg. Rate	98	Adj. Avg.	97	Max. Rate	129
Total	Min. Rate:	121	Avg. Rate	147	Adj. Avg.	147	Max. Rate	177

Findings – Staff Versus Population: Exhibit 1.5 (shown on next page) shows that over the five-year period from 1996-2001:

- Arrest rates increased 16%, or nearly three times the increase in population.
- Essentially all of the increase was due to an increase in adult arrests, as juvenile arrest actually declined between 1996 and 1999, and then returned by 2001 to exactly the volume experienced in 1996.
- Overall, the total arrest rate per 1,000 population increased from 65.9 to 72.4.
- Felony arrests declined by 22%, while misdemeanor arrest increased by 16.6%.
- These statistics again confirm the effects of placing more officers on the street and more aggressively implementing zero-tolerance policies.

Findings – Staff Versus Population: Exhibit 1.6 shows that over the five-year period from 1996-2001:

- Staffing levels increased by 7.5 full-time positions, or 9.1%
- This increase was essentially divided evenly between sworn and non-sworn staff.
- The rate of staff increase was significantly higher than population which grew by 5.6% over the same timeframe.
- The higher growth rate in staff equates to a rise in staff per 1,000 population, from 1.98 to 2.05.

Exhibit 1.5
Arrests Vs Population

Arrests	Data						Analysis	
	1996	1997	1998	1999	2000	2001	Change	% Change
Arrest Volume								
Adult	2,451	2,300	2,165	2,265	2,716	2,887	436	17.8%
Juvenile	278	268	225	225	284	278	-	0.0%
Total	2,729	2,568	2,390	2,490	3,000	3,165	436	16.0%
Felony	483	496	458	350	404	398	(85)	-17.6%
Misdemeanor	2,246	2,072	1,932	2,140	2,596	2,767	521	23.2%
Total	2,729	2,568	2,390	2,490	3,000	3,165	436	16.0%
Arrests Per 1,000 Pop.								
Adult	59.20	55.01	51.30	53.36	63.12	66.01	6.81	11.5%
Juvenile	6.71	6.41	5.33	5.30	6.60	6.36	(0.36)	-5.3%
Total	65.91	61.43	56.63	58.66	69.72	72.36	6.45	9.8%
Felony	11.67	11.86	10.85	8.25	9.39	9.10	(2.57)	-22.0%
Misdemeanor	54.25	49.56	45.78	50.42	60.33	63.26	9.02	16.6%
Total	65.91	61.43	56.63	58.66	69.72	72.36	6.45	9.8%
Arrests - Rates Per 1,000 Pop. Analysis								
Felony	Min. Rate:	8.25	Avg. Rate	10.19	Adj. Avg.	10.25	Max. Rate	11.86
Misdemeanor	Min. Rate:	45.78	Avg. Rate	53.93	Adj. Avg.	53.64	Max. Rate	63.26
Total	Min. Rate:	56.63	Avg. Rate	64.12	Adj. Avg.	63.93	Max. Rate	72.36

Exhibit 1.6
Staff Vs Population

Workload Generators	Data						Analysis	
	1996	1997	1998	1999	2000	2001	Change	% Change
City Population	41,404	41,807	42,201	42,446	43,027	43,739	2,335	5.6%
Staffing Levels								
Authorized Positions								
Sworn Staff	57.0	57.0	57.0	59.0	61.0	61.0	4.0	7.0%
Non-Sworn Staff	25.0	25.0	25.0	26.0	27.5	28.5	3.5	14.0%
Total	82.0	82.0	82.0	85.0	88.5	89.5	7.5	9.1%
Authorized Positions - Per 1,000 Pop.								
Sworn Staff	1.38	1.36	1.35	1.39	1.42	1.39	0.02	1.3%
Non-Sworn Staff	0.60	0.60	0.59	0.61	0.64	0.65	0.05	7.9%
Total	1.98	1.96	1.94	2.00	2.06	2.05	0.07	3.3%
Authorized Positions - Rates Per 1,000 Pop. - Analysis								
Sworn Staff	Min. Rate:	1.35	Avg. Rate	1.38	Adj. Avg.	1.38	Max. Rate	1.42
Non-Sworn Staff	Min. Rate:	0.59	Avg. Rate	0.62	Adj. Avg.	0.61	Max. Rate	0.65
Total	Min. Rate:	1.94	Avg. Rate	2.00	Adj. Avg.	2.00	Max. Rate	2.06

Comparative Cities Analysis

Explanation of the Data: Exhibit 1.7 provides comparative population and staffing levels for nine selected cities with populations ranging between 54,593 and 69,400 (year 2000 data). As mentioned previously, the nine cities were categorized into those that have State higher education facilities and those who do not. For each city the Consultant Team compiled comparative staffing data aggregated by total, sworn, and non-sworn staff.

Findings: As shown below, for those cities which have either California State Universities or University of California campuses:

- The average total staff ratio per 1,000 population is 2.06.
- Comparatively, San Luis Obispo corresponding ratio is nearly identical, at 2.01 total staff per 1,000 population.
- Probably the most similar city to San Luis Obispo is Chico, considering: a) its State University b) the size of its student body; c) it is somewhat remote from other large cities; d) being a regional commercial center; and, e) being located along a major state transportation corridor. As demonstrated, Chico’s total staff per 1,000 population of 1.97 is nearly identical to San Luis Obispo’s.
- Sworn staff comparisons, between San Luis Obispo versus the combined cities average, and Chico’s ratio are also nearly identical.

Given the small number of cities that had similar populations to what is forecast for San Luis Obispo and that had either a State University or University of California Campus, the Consultant Team also compiled staffing levels for all California with populations ranging from 56,000 to 69,000. Again, with the exception of the City of Turlock, all subject cities total staff and sworn-staff per 1,000 population rates were very close to that of San Luis Obispo. It is important to note that these cities also had only slightly lower staff versus population rates than those cities which did have major campuses associated with them. Hence, municipal police staffing levels seem to be relatively unaffected by the presence, or lack of a major college campus.

**Exhibit 1.7
Police Staff Per 1,000 Population – Comparative Cities Analysis**

City	2000 Pop.	Staff			Staff Per 1,000 Pop.		
		Total	Sworn	Civilian	Total	Sworn	Civilian
<i>Cities w/State Colleges/Universities</i>							
Chico	59,954	118	85	33	1.97	1.42	0.55
Davis	63,500	84	54	30	1.32	0.85	0.47
Santa Cruz	54,593	130	100	30	2.38	1.83	0.55
Palo Alto	60,500	160	96	64	2.64	1.59	1.06
Totals/Averages	238,547	492	335	157	2.06	1.40	0.66
(Less Palo Alto)	178,047	332	239	93	1.86	1.34	0.52
San Luis Obispo	43,027	90	61	29	2.08	1.42	0.66
<i>Cities without State Colleges/Universities</i>							
Turlock	69,400	89	62	27	1.28	0.89	0.39
Lodi	59,400	115	80	35	1.94	1.35	0.59
National City	58,100	117	84	33	2.01	1.45	0.57
San Rafael	56,700	114	70	44	2.01	1.23	0.78
Petaluma	56,100	103	70	33	1.84	1.25	0.59
Totals/Averages	230,300	449	304	145	1.95	1.32	0.63
San Luis Obispo	43,027	90	61	29	2.08	1.42	0.66

Macro-Level Alternative Staffing Futures

Exhibit 1.8 provides a logical range of police staff growth that San Luis Obispo could expect to experience, based on applying the previously discussed historical trends and comparative cities analysis to the expected build-out city population of 59,500 persons.

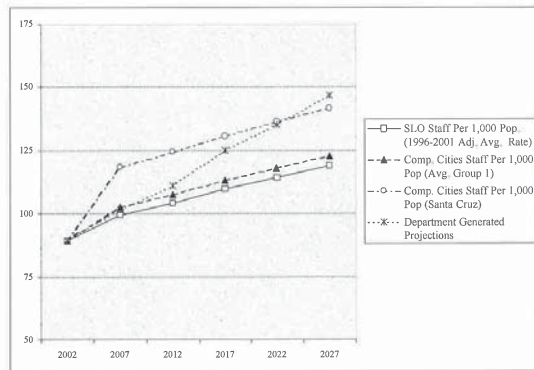
Explanation of the Alternative Futures: During the initial phases of the project, and prior to this analysis, the Consultant Team requested the Police Department to independently generate its own detailed staff projections on a position-by-position basis using its best judgment. This scenario is shown on line 4. All other scenarios (designated lines 1-3 on the matrix below) are based on applying selected staff per 1,000 population rates to projected total city population levels.

The purpose of developing these statistically-based alternatives was to provide the City and Department with a cross-check of the raw, grass roots estimates provided by Department, and place them within logical parameters as defined by historical trends within the city and other comparative cities.

Exhibit 1.8
Police Staffing – Alternative Futures

Alternative	Applied Rate	2002	2007	2012	2017	2022	2027	Total Increase	Percent Increase
Population		44,400	49,700	52,200	54,900	57,200	59,500	15,100	34%
Alternative Staff Futures									
1 SLO Staff Per 1,000 Pop. (1996-2001 Adj. Avg. Rate)	1.998	89.5	99.3	104.3	109.7	114.3	118.9	29.4	33%
2 Comp. Cities Staff Per 1,000 Pop (Avg. Group 1*)	2.062	89.5	102.5	107.7	113.2	118.0	122.7	33.2	37%
3 Comp. Cities Staff Per 1,000 Pop (Santa Cruz)	2.381	89.5	118.3	124.3	130.7	136.2	141.7	52.2	58%
4 Department Generated Projections ¹		89.5	101.5	111.0	125.0	135.0	146.8	57.3	64%

* Group 1 - All comparable cities with Universities/Colleges



Analysis of Alternatives: The exhibit above demonstrates that the resulting alternative futures would result in staffing levels by year 2027 ranging between 118.9 and 146.8 positions. The total increases in staff over 2002 levels would range from a low of 29.4 to 57.3 –quite a wide range of increases, that require further analysis in order to arrive at a recommended staffing level for facility planning purposes.

Analysis of these alternatives by Consultant Team yielded the following conclusions:

- **Scenario 1** data represents a realistic minimum staffing future. Under this alternative, staff increases would closely parallel population, as a result of applying the 1996-2001 adjusted average rate of 1.998 staff per 1,000 population. Under this scenario total staff would increase by 29.4 positions or 33%. Although the Department experienced a slightly lower historic minimum rate of 1.94 staff per 1,000 population, this occurred only in a single year.
- **Scenario 2** data represents a logical staffing future that is somewhat higher than the minimum scenario. This future was generated by applying the average police staffing rate per 1,000 population of the comparable cities that have university campuses to San Luis Obispo’s projected population increases. Note that applied rate of 2.06 total staff per 1,000 population is essentially identical to the SLO PD’s rate of 2.05 total staff per 1,000 population that was experienced in year 2001. Under this scenario total staff would increase by 33.2 positions, or 37%.
- **Scenario 3** data represents a more aggressive future that results from applying the City of Santa Cruz’s total staff per 1,000 population rate to San Luis Obispo’s projected population increases. Staffing to this projected level would result in an additional 52.2 staff, or a 58% total increase above current levels.
- However, the Consultant Team’s believes that Santa Cruz’s proximity to the “Bay Area” and its higher level of tourism means that this city is probably not truly comparable. Indeed, a comparison of FBI Crime Index points per capita have shown that Santa Cruz experiences much higher crime rates than San Luis Obispo. Regardless, if this staffing future were realized, personnel would increase at twice the rate of population growth –not a likely scenario, unless the City significantly increased the Police Department’s budget allocation at the expense of others.
- **Scenario 4** contains the raw, department-generated projections which result in staff increases that exceed the Scenario 3. The Consultant Team discounted this future as being unrealistic for the same reasons as Scenario 3

Recommended Staffing Plan: Given the above analysis, the Project Team recommends that the City should plan as a *baseline* for Police Department staffing to increase as documented under Scenario 2. Under this scenario, total staff would raise from its current level of 89.5 full-time positions to a total of 122.7 positions by year 2027 –a total increase of 37%.

Considering however that facilities are generally fixed in size once they are built and that any new facilities that are constructed should last well beyond the 25-year planning horizon of this study, the Consultant Team recommends that locker facilities (which are relatively inexpensive and consume minimal space on a per person basis) should be planned to accommodate 10-15 additional personnel over the amount that would be required under the baseline projection.

Detailed Staffing Plan

Exhibit 1.9 provides a summary by department function of the detailed staffing plan provided in Appendix A, that falls within the baseline projections established above.

**Exhibit 1.9
Staffing Plan Summary**

Bureau/Division/Unit	Quantity						Change 2002-27
	2002	2007	2012	2017	2022	2027	
Administration (Chief of Police)	8.0	8.0	10.0	12.0	12.0	12.0	4.0
Administration Bureau:							
Records Division	5.5	6.0	6.0	6.0	6.0	6.0	0.5
Investigation Division	9.0	11.0	11.0	12.0	13.0	13.0	4.0
Property & Evidence Unit	2.0	3.0	3.0	3.0	3.0	3.0	1.0
Communications Division	13.0	16.0	16.0	16.0	16.0	16.0	3.0
Maintenance Unit	1.0	2.5	3.0	3.0	4.0	4.0	3.0
Total - Administration Bureau	30.5	38.5	39.0	40.0	42.0	42.0	11.5
Operations Bureau:							
Patrol Division	38.0	40.0	43.0	45.0	48.0	50.0	12.0
Traffic Unit	6.0	6.0	6.0	6.0	6.0	7.0	1.0
Situation Oriented Response Unit	4.0	4.0	4.0	4.0	4.0	5.0	1.0
FST Unit	2.0	3.0	3.0	3.0	3.0	4.0	2.0
Neighborhood Services Unit	1.0	2.0	2.0	3.0	3.0	3.0	2.0
Total - Operations Bureau	51.0	55.0	58.0	61.0	64.0	69.0	18.0
TOTAL ALL DEPARTMENTS	89.5	101.5	107.0	113.0	118.0	123.0	33.5
Net Change Period to Period		12.0	5.5	6.0	5.0	5.0	
Cummulative Change		12.0	17.5	23.5	28.5	33.5	
% Change - Period to Period		13.4%	5.4%	5.6%	4.4%	4.2%	
% Change - Cummulative		13.4%	19.6%	26.3%	31.8%	37.4%	

* Excludes SWAP and

As demonstrated, upon full implementation total staff would increase by 33.5 positions, or 37.4% to 123 positions at City build-out. Appendix A provides specific staffing plan that documents all requirements by function, on a position-by-position basis.

SECTION 2: PROJECTED FACILITY AND PARKING REQUIREMENTS AND EXISTING FACILITY CONDITIONS

The foundation for the development of Police Department space requirements is the projected staffing and in turn, the space standards applied to their workstations, equipment and other functional areas. The Police Department staffing is detailed in the previous section. Each position was assigned either an office or workstation space standard. These standards are detailed in Appendix B.

During the field survey the consultant team prepared an inventory of existing equipment and non-office and workstation furniture (i.e., common files, bookcases, shelving, etc.). The inventories were then adjusted for over or under utilization and then assigned space standards based on industry specifications with appropriate circulation. Conference rooms, meeting spaces and other joint use areas were sized based on department provided requirements and expanded based on future staffing projections.

The results of this process culminated in a net square footage determination for each unit, section and division within the department. These space requirements are summarized in Exhibit 2.1 and shown in detail in Appendix C

As detailed, the total department space requirements are projected to increase from a present need of 38,678 gross square feet to 42,729 gross square feet by the year 2027. When the space requirements are compared with the approximately 17,000 gross square feet presently occupied by the Police Department, it becomes obvious that the department is operating in about 43% of the space needed for a new building. Some of the deficiencies can be attributed to the provision of space for functions that the department does not presently have, such as a community room, adequate meeting space and sufficient storage areas. In other cases the existing areas are substantially undersized. These include the communications unit, locker rooms and property and evidence storage. Some areas have been sized initially to meet the projected increase in the department staff over the next twenty-five years.

These space requirements represent what would be needed if the city embarked on a plan to construct a new police department building. It also provides a framework for identifying and evaluating options for meeting interim and long-range space needs.

City of San Luis Obispo
Police Facilities Master Plan

Section 2
Projected Facility Requirements & Existing Facility Conditions

Exhibit 2.1
Staff and Space Requirements Summary

	Total Staff						Total Square Feet					
	2002	2007	2012	2017	2022	2027	2002	2007	2012	2017	2022	2027
1.0 Office of the Chief	4	5	6	6	6	6	1,655	1,795	1,951	1,951	1,951	1,951
2.0 Administrative Bureau	2	2	2	3	3	3	827	827	827	983	983	983
2.1 Administration Unit												
2.2 Support Services												
2.2.1 Records Unit	6	6	6	6	6	6	1,841	1,892	1,970	1,845	1,512	1,845
2.2.2 Communication Unit	13	17	17	17	17	17	1,702	1,812	1,846	1,846	1,846	1,846
2.2.3 Maintenance Unit	1	3	3	4	4	4	1,102	1,102	1,102	1,102	1,102	1,102
2.3 Investigation Division												
2.3.1 Investigation Unit	9	11	11	12	13	13	2,205	2,474	2,506	2,610	2,610	2,610
2.3.2 Property & Evidence Unit	4	4	4	4	4	4	4,385	4,541	4,716	4,716	4,976	5,054
3.0 Operations Bureau	1	2	2	2	2	2	556	660	660	660	660	660
3.1 Administration Unit												
3.2 Patrol Division	37	39	42	44	47	49	2,578	2,604	2,634	2,933	2,959	2,998
3.3 Traffic Unit	6	6	6	6	6	7	746	746	759	759	772	772
3.4 Situation Oriented Response Unit	4	4	4	4	4	5	593	593	606	606	606	660
3.5 Field Services Technicians	2	3	3	3	3	3	387	471	471	471	471	471
3.6 Neighborhood Services Unit	1	2	2	3	3	3	824	824	824	824	824	824
3.7 Incubator Processing Area							2,185	2,185	2,185	2,185	2,185	2,185
4.0 Department Support												
4.1 Locker and Training Area							3,323	3,441	3,592	3,710	3,829	3,947
4.2 Public Areas							3,050	3,050	3,050	3,050	3,050	3,050
4.3 Employee Services							689	689	689	689	689	689
Total Staff and Net Square Feet	90	104	108	113	114	122	28,648	29,706	30,389	30,837	31,026	31,649
Interdepartmental Circulation/Restrooms/Blgd. Support							25%	7,162	7,627	7,959	7,769	7,915
Building Envelope/Architectural/Facade							10%	2,865	2,971	3,039	3,084	3,103
Total Gross Square Feet								38,675	40,104	41,025	41,630	41,885
												42,729

Daniel C. Smith and Associates/KMD Architects

Page 19

Parking Requirements

Parking requirements for the San Luis Obispo Police Department were calculated for the following categories:

- Employees
- Departmental Vehicles
- Visitors

The basis for the parking requirement calculations is discussed in the following paragraphs,

Employee, Volunteer and SNAP Parking

The employee parking needs to accommodate the normal day time staffing numbers plus a minimum of two shifts of patrol and communications staff. These numbers are illustrated in the following table for selected planning increments. In addition, parking has been provided for volunteers and SNAP staff.

Exhibit 2.2
Staff Parking Requirements

	2002	2017	2027
8 - 5 Day Staff	36	48	57
Shift Staff	20	25	28
Volunteers	2	4	5
SNAP	4	6	9
Total	62	83	99

Departmental Vehicle Parking

The Police Department presently has 41 vehicles of various sizes and types. The consultant projected these vehicles based on the growth of the specific department functions (i.e., patrol, traffic, investigations, etc.). These projections are detailed in the following exhibit.

Daniel C. Smith and Associates/KMD Architects

Page 20

Exhibit 2.3
Existing and Projected Vehicle Count

	Existing	2017	2027
Patrol Cars	14	18	20
Sedans	9	12	14
SUV's	2	2	3
Vans	2	2	3
Pick-up Trucks	3	3	3
Motorcycles	6	7	7
SWAT Van	1	1	1
Trailer	1	1	1
Generator (mobile)	1	1	1
Others	2	2	2
Total	41	49	55

Visitor Parking

A review of the survey questionnaire filled out by the respective divisions and sections of the department reveal that on average approximately 65 to 75 visitors come to the department per day. More than half of these visitors go to the Records Department. It is assumed that 75% of the visitors come to the department between 10:00 AM and 3:00 PM and that they average a 30 minutes per visit. Based on this there needs to be 6 to 7 visitor parking places for the 2002 traffic. This will increase to 10 to 12 by 2027.

Total Number of Parking Spaces and Area Requirements

The following exhibits detail the total number of vehicle parking spaces and the parking area requirement.

Table 2.4
Vehicle Parking Requirements

	2002	2017	2027
Employee/ Volunteers/etc.	62	83	99
Departmental			
Standard	30	37	43
Large	5	5	5
Motorcycles	6	7	7
Visitors	7	9	12
Total	110	141	166

Exhibit 2.5
Parking Area Requirements

	2002	2017	2027
Standard Vehicle Technical Parking Stall @ 350 Sq. Ft.	34,650	45,150	53,900
Large Parking Stalls @ 800 Sq. Ft.	4,000	4,000	4,000
Motorcycles @ 50 Sq. Ft.	300	350	350
Total	38,950	49,500	58,250

Existing Police Department Facilities and Site

The following pages summarize the existing Police Department facilities and site.

Site Data:

The existing site is at the corner of Walnut Street and Santa Rosa Street, Interstate 101 is to the north, and the on-ramp access to 101 is less than a block from the site.

Lot Area: 42,410 sq.ft.

Total City-owned Site: 58,910

Existing Building Height: 23'-6"

Existing Lot Coverage: 20%

Building Data:

There are several structures on the site:

- a- The main police facility building.
- b- A covered carport for department vehicles.
- c- Two storage sheds, for property storage.
- d- Trash/Generator enclosure.
- e- In addition, the police department has acquired the adjacent lot, which has a two-bedroom house (total area of 788 sq.ft.) and is currently being used for the traffic division.

The main building is comprised of two stories; the lower floor is at an elevation of +230'-0", and the upper floor, where the main entrance to the facility is located, is at an elevation of +241'-0". The curb elevation at the entrance is at +238'-00".

- 1- Original building was built in 1969
- 2- The first addition was done in 1982

- 3- A second addition is currently (2002) being planned to add a women's locker room.
- 4- Code Information for the first addition:

Building Code	UBC 1979
Occupancy:	B
Construction Type:	V-N
No. Of Stories:	2
Use Zone:	PF
- 5- Building Area (main facility) including the new addition:

First Level (Gross)	7,095 sq.ft.
First Level (Net)	5,820 sq.ft.
Second Level (Gross)	8,474 sq.ft.
Second Level (Net)	6,969 sq.ft.
Total Gross	15,569 sq.ft.
Total Net	12,789 sq.ft.

Building Systems:

The information herein was based on our site investigations and two interviews with the facility engineer Mr. John Ridley on July 7, 2002, and July 31, 2002. We have divided the description of the building systems into different sections to address each component of the existing facility in order to aid the needs assessment report with the physical aspect side of the building.

Structural Systems:

The existing structure (1969) was primarily concrete walls and concrete slabs, the first addition was a mix between steel and wood framing, and the second addition (2002) is planned to be a combination of steel tubing for columns and wood framing. However, we could not find on the as-builts any indication or references regarding the compliance of California Codes of Essential Services Building Act.

Mechanical Systems:

The mechanical system of the facility is comprised of two systems. The original part of the building has an air handler unit with two compressors and a boiler (boiler room on the first floor level) with fourteen (14) VAV boxes throughout the building. The first addition of 1982 added five individual package units (AC-1 thru AC-5) on the roof to serve this addition.

The dispatch area on the first floor level is being fed from the air handler unit through VAV # 13, which also feeds part of a corridor and some other rooms. This may be insufficient for the heat generated by the communications equipment.

Electrical Systems:

The main power line comes off Walnut Street and enters the building at the first floor level. It then connects to the main switchgear which is located inside the boiler room on the first level, and branches out to sub-panels throughout the building. The size or the capacity of the power is beyond this report.

Back-up System:

The whole building is on a back-up system fed by a generator located near the parking area outside the building on Walnut street side. This gas generator has about 500-600 hours of service so far. The transfer switch is located inside the boiler room on the first floor level inside the boiler room. The tank is located next to the generator and has a capacity of approximately 500 gallons.

Low Voltage System:

a. Intrusion Alarm Security System:

No Intrusion Alarm security system exists in the building.

b. Fire Alarm System:

The existing Fire Alarm System is unsupervised system and it is not connected together or linked to a panel.

c. Emergency Exit Lights:

The existing exit lights are on battery back up.

d. Automatic Release Doors:

There are few doors (one exterior door, and a couple of interior doors) connected to automatic release system located inside the dispatch center on the first floor level. The exterior door is monitored with a camera connected to the dispatch center.

e. Voice/Data Systems:

The main trunk line for voice/data comes off Walnut Street. The location of the MPOE is on the lower level at the north corner of the building. The Main Distribution Facility (MDF) is located on the first floor level.

Plumbing:

a. Domestic Water:

Domestic water comes off Walnut Street, and the water meter is located at the sidewalk in front of the main entrance.

b. Sanitary Sewer System:

The main sanitary sewer line runs parallel to Santa Rosa street; the building is connected at Walnut street and Santa Rosa street.

c. Storm Drain System:

Storm Drain system is located on both Santa Rosa and Walnut streets. The building has an under slab perforated pipe system connected to the storm sewer system. The existing drainage system has frequently been overloaded during periods of heavy rain. This has resulted in water damage to the lower level northeast site, near expensive communication equipment. Recent repairs should be viewed as only a “stop gap” measure with an ultimate need for a completely new system.

d. Gas Line System:

The main gas line comes off Walnut Street, and the gas meter is located near the sidewalk near the building entrance.

e. Fire Sprinkler System:

The building is not sprinkled.

Americans with Disabilities Act (ADA):

The facility as it stands right now does not comply with ADA regulations. There is no elevator to connect the two floors together; also there is insufficient building signage. The toilets (with exception of the new addition) do not comply with the ADA regulations.

Other Systems:

Roofing system:

The existing roof is composed of two systems:

- 1- Flat roof with Built-up system.
- 2- Sloped roof with composite shingle system.

Zoning Data:

These data are based on our meeting dated July 31st 2002, with Mr. Ronald Whisenand, Deputy Director of Community Development for City of San Luis Obispo.

The existing facility (all three lots) is located within zone “Office”.

Zoning Characters: PF

Maximum allowable height: 35 feet, with additional 10’ for antennas or architectural features.

Maximum Coverage area: 60%

F.A.R. ratio (floor area ratio):1.0

SECTION 3: FACILITY AND SITE PLANNING OPTIONS

Introduction

As detailed in the previous section, the San Luis Obispo Police Department needs to develop a plan over the next twenty-five years for accommodating approximately three times the amount of space that they presently occupy. Not only does there need to be a substantial increase in the department’s facilities, but also there is a crucial issue in terms of providing sufficient parking for departmental employees and visitor vehicles. These issues are compounded by the fact that the existing site at an acre and a half is very constrained. High land costs and limited availability of centrally located developable land makes identification of a new site a difficult proposition. Given these conditions the following options were identified and evaluated.

Master Planning Options

In identifying planning alternatives for an expansion of the police facilities there appear to be three viable options. These options are discussed in the following paragraphs.

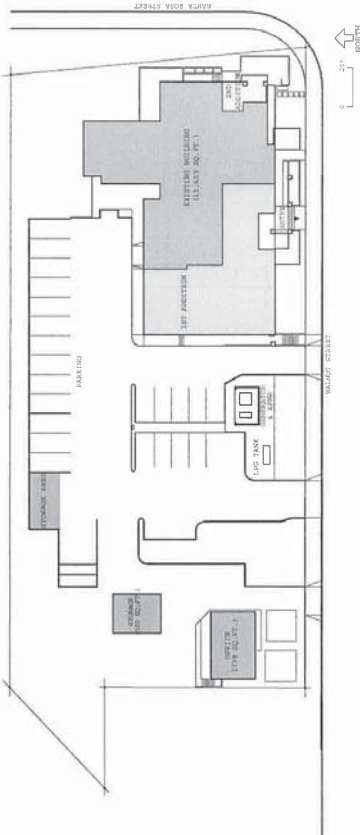
Option 1: Expansion on the Existing Site. The existing city-owned site is 58,910 square feet. If the adjacent lot of 4,900 square feet were purchased it would allow for a total available site of 63,810 square feet. The existing police facility building lower level footprint is 7,095 gross square feet. In addition, there is an existing house presently utilized by the Traffic and SORT units, two evidence storage buildings, a covered parking area and a generator enclosure. These structures take up approximately 3,000 gross square feet on that site. This site layout is shown on the following page.

To accommodate the 2027 program, it would be necessary to construct a two-story connection to the existing building with a footprint of approximately 14,000 gross square feet. The existing building and the new addition would result in a building footprint of 21,100 gross square feet. It should be noted the 21,000 gross square feet only represents the total area taken up by the lower levels of the existing building the and expansion facility. This represents approximately 33% of the available site. Parking could potentially be provided as one level of subterranean parking under the new structure and the rest as surface parking. As shown this plan would result in full coverage of the site.

Section 3
Facility and Site Planning Options

City of San Luis Obispo
Police Facilities Master Plan

Site Plan 1



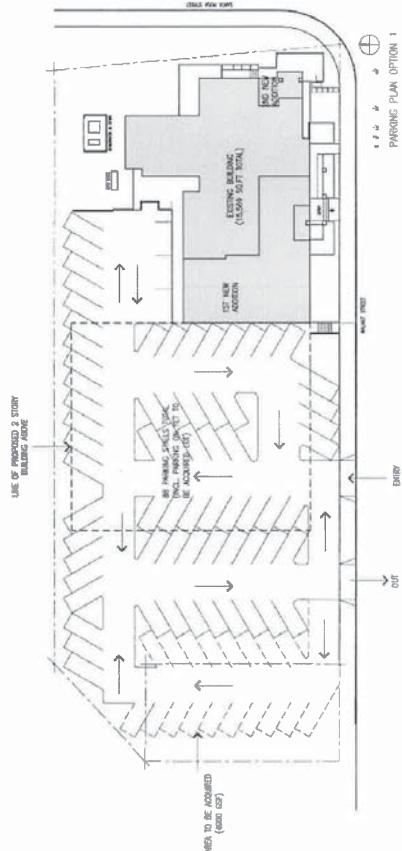
Daniel C. Smith and Associates/KMD Architects

Page 27

Section 3
Facility and Site Planning Options

City of San Luis Obispo
Police Facilities Master Plan

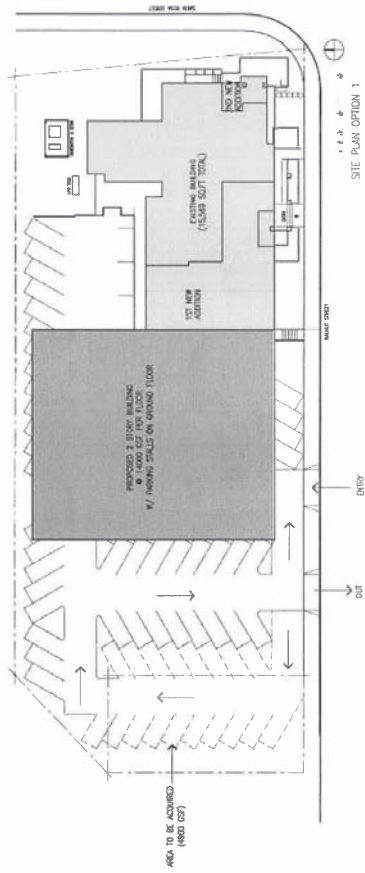
Parking Plan Option 1



Daniel C. Smith and Associates/KMD Architects

Page 28

Site Plan Option 1



Daniel C. Smith and Associates/KMD Architects

Page 29

Option 2: Acquisition of Adjacent Facilities. There is an existing two-story building directly across from the police facility on Santa Rosa Street. The building houses the Washington Mutual Bank and a personnel services agency. The Metropolitan Insurance Agency owns the building. The building has 9,019 gross square feet available on two floors of 4,029 gross square feet and 4,990 gross square feet respectively. The site provides approximately 33,500 gross square feet.

This property could be acquired and the existing building utilized for an interim period to reduce the present and short-term space requirements shortfall. The building could easily house the Office of the Chief, Administrative Unit, Records Unit, the Neighborhood Services Unit and the Investigation Unit. These units could be accommodated in the building for ten years. Assuming that public meeting space is not provided the shortfall would be approximately 10,000 gross square feet. Construction of an addition on the existing police building starting in 2008 or construction of a new police facility on another site could reduce this shortfall. The available area on the Washington Mutual site would provide for 50 to 60 vehicles or about a third of the long-term need. The rest could be accommodated on the police site.

Option 3: Construction on a New Site. Obviously construction of a new San Luis Obispo Police Building would provide the ideal solution. A new facility would allow the department to provide the required agency space, technological infrastructure, parking and other elements essential to meeting the needs of a modern law enforcement operation. The following provides the site requirements for a new facility to meet the 2027 requirements.

Daniel C. Smith and Associates/KMD Architects

Page 30

Exhibit 3.1

New San Luis Obispo Police Facility Site Plan Requirements

Structure		
Gross Square Feet		42,729
Number of Stories		2
Footprint		21,500
Parking		
Staff	99 @ 350	34,650
Department Vehicles - Standard	43 @ 350	15,050
Department Vehicles - Large	5 @ 800	4,000
Department Vehicles - Motorcycles	7 @ 50	350
Visitors	12 @ 350	4,200
<i>Subtotal</i>		58,250
Total Program Component		79,750
Site Elements		
Vehicle/Pedestrian Circulation	@20%	15,950
<i>Subtotal</i>		95,700
Landscaping	@20%	19,140
Total		114,840
Total Acres		2.6

Facility Options Advantages and Disadvantages

Option 1: Expansion on Existing Site. The existing site is located strategically in the City of San Luis Obispo with easy access to Highway 101 as well as access to east/west connector streets. Since the site presently accommodates the Police facility there would be little opposition from surrounding neighbors for its continued use.

The obvious major disadvantage is the limitation of the existing site size. In addition, the expansion option will necessitate the purchase of the residence at the southern end of the site. Although it is feasible to construct additional facilities on the site to meet the department's 25 year requirement, it may necessitate a higher than standard construction cost. Similarly the

accommodation of parking will require a parking structure, possibly subterranean or multiple levels. Overall the site will be developed to its maximum potential leaving little to no landscaping.

Option 2: Acquisition of Adjacent Building and Site. The additional buildings and site across Santa Rosa Street will enable the department to meet immediate expansion needs in a timely manner (less than one year) and have additional parking. This option allows the department to acquire additional facilities incrementally. The department would not have to purchase the residence on the south portion of the police site.

The major disadvantage is that the department's operations will be decentralized and communications fragmented. The acquisition of the Washington Mutual Bank building will also be expensive. There will also be a need for additional construction for police expansion in ten years.

Option 3: Construction on a New Site. The construction of a new police building on another site is the best long-term option. It allows the department to build a facility which has the technological infrastructure needs for modern law enforcement operations. It would provide adequate parking for staff, department vehicles and visitors. It would meet all of the codes and regulations for an essential services building.

The disadvantages are finding a suitably located site with appropriate acreage and allocating the \$10 to \$13 million dollars needed to acquire the site and build the building. With the tight fiscal environment in which California governments at levels are operating, major capital improvements are not a high priority.

Evaluation of Options and Recommended Actions

In evaluating each of the options there are three major variables which must be considered. These are:

- * Limitations of existing site;
- * Costs for implementation; and
- * Operational impact.

Each of these variables and their relation to each option are discussed in the following paragraphs.

Limitation of Existing Site

The existing site at slightly less than an acre and a half is approximately 60% of the site required to adequately and efficiently accommodate the 25 year building and parking requirements of the San Luis Obispo Police Department as defined in Option 3. It is feasible to construct a two story 28,000 net square foot addition to the existing police building, but it would only be possible with the purchase of the southern parcel and the development of parking under the newly constructed addition. Even with these actions only 88 parking stalls can be accommodated on the site. This represents only 53% of the total 2027 requirements for 166 spaces. The available square feet on the site would also limit any architectural solutions to adding on to the existing building. The total building footprint would take up 36% of the site and would require relocation of the generator and the LPG tanks. In addition to these limitations there is a significant drainage issue on the northern portion of the site which causes occasional water intrusion on the first floor of the existing building. This could seriously impact the operations of the communication center if the water intrusion becomes significant with a major storm.

The limited size of the site, the high cost of acquisition of the southern parcel, the drainage problem and the potential added construction costs for providing under building parking makes Option 1 a questionable approach.

Costs for Implementation

The costs for each of these options are presented in the following paragraphs. It should be noted that these are order of magnitude costs based on recent costs per square foot for similarly sized police facilities presented in 2002 dollars.

Option 1: Expansion on Existing Site. There are four cost components related to this option: 1) the purchase price for the parcel at the southern portion of the site; 2) the site development costs associated with relocation of existing structures, the emergency generator and the LPG tank; 3) construction of surface and under building parking; and 4) construction of the 28,000 square foot addition.

The cost for the existing residential parcel lot is estimated at \$350,000 to \$400,000. The site development, parking and addition construction costs are shown in the following exhibit.

Exhibit 3.2
Option 1 Cost Estimate

<u>Direct Costs</u>		
Site Development		\$1,000,000
Surface Parking	15,000 sq. ft. @ \$10	\$150,000
Under Building Parking*	14,000 sq. ft. @ \$25	\$350,000
Renovation **	10,000 sq. ft @ \$50	\$500,000
Addition	28,000 sq. ft. @ \$175	\$4,900,000
Subtotal - Hardcost		\$6,900,000

<u>Indirect Costs</u>		
A/E Fees	10.00%	\$690,000
Project Administration	5.00%	\$345,000
Testing & Inspection	2.00%	\$138,000
Permits & Plan Review	2.00%	\$138,000
Soils Testing	0.30%	\$20,700
FF & E	5.00%	\$345,000
Subtotal - Softcost		\$1,676,700

<u>Total Costs</u>	
Land Acquisition	\$375,000
Direct Costs	\$6,900,000
Indirect Costs	\$1,676,700
Total	\$8,951,700

* \$15.00 premium for drainage, lighting, sprinklers, etc.
** Assumes 66% of existing building is renovated.

EXPANSION on existing site

Option 2: Acquisition of Adjacent Facilities. The primary costs associated with this option would be acquisition of the Washington Mutual Building, renovating it to make it usable for the police department and renovation of the existing police headquarters building for the required internal moves. For the renovation costs, it is assumed all of the Washington Mutual Building and 66% of the police building would require some level of effort. There would also be furniture and moving costs added. These costs are detailed in the following exhibit.

Exhibit 3.3
Option 2 Costs

Building Acquisition		\$2,700,000
Renovation (Washington Mutual)	9,019 sq. ft @ \$40	\$360,760
Renovation (existing building)	10,000 sf. Ft. @ \$50	\$500,000
Furniture & Equipment		\$200,000
Moving Costs		\$50,000
Total		\$3,810,760

across street on Santa Rosa

It should be understood that this would be an interim action which would allow the department a five to ten year solution to their critical space problems. It would not solve the entire department's parking problems nor would it provide a long-term answer to the department's facility needs. This option would allow the City of San Luis Obispo the time necessary for identification and acquisition of the needed 2.6 to 3.0 acres for a new police department building. It would also allow for development of a new facility in a period where fiscal conditions are more accommodating. This option has the advantage of providing for a potential capital appreciation since both the new building and the existing police facility site will in all likelihood increase in value over the next five to ten years.

Leasing the bottom floor for five years and then purchase the building could further phase this option. Based on present lease costs (\$1.65 per foot/per month) this would cost \$98,000 per year or \$494,000 for five years.

Option 3: New Construction. The major unknown for this option is site acquisition costs. A 2.6 acre site in a geographically suitable location within the city limits will not be easy to acquire. For the purpose of this cost analysis it is assumed that a site can be identified and that the costs would be offset to some extent by sale of the existing police facility site. Assuming the site becomes a cost neutral item the following is the breakdown of direct and indirect costs.

**Exhibit 3.4
Option 3 Costs**

<u>Direct Costs</u>		
Site Development		\$1,100,000
Facility Construction	42,729 sq. ft. @ \$175	\$7,477,575
Surface Parking	58,100 sq. ft. @ \$10	\$581,000
Design Contingency Subtotal		\$9,158,575
Contingency @ 10%		\$915,858
Subtotal		\$10,074,433

<u>Indirect Costs</u>		
A/E Fees	7.50%	\$755,582
Project Administration	5.00%	\$503,722
Testing & Inspection	2.00%	\$201,489
Permits & Plan Review	2.00%	\$201,489
Soils Testing	0.40%	\$40,298
Data Communication	5.00%	\$503,722
FF & E	5.00%	\$503,722
Subtotal - Softcost		\$2,710,022

Total Costs **\$12,784,455**

↓ does not include site acquisition costs

↑ 2287.42 million now

The difference between Option 1 and 3 is approximately 3.4 million dollars. But, this option would provide a state of the art facility which would have significant improvements to operations and maintenance costs and overall appearance as a community asset.

Operational Impact

Option 1 will have to be staged because of the requirements to construct the addition while the existing facility continues to operate. This disruption would continue for 12 to 18 months. Parking for department vehicles would need to be found at another secured site. Existing structures on the site, i.e., evidence building, existing residences and covered parking would need to be removed requiring temporary relocation of the functions located in these facilities.

Although the new expansion and the renovated existing facility will provide the amount and type of space required by the department it will still be a less efficient than a new facility. This is essential because this is an reality another addition on the original 1969 building with the problems associated with different portions of the facility having different systems.

Option 2 will have less of an initial disruptive impact on operations since the Washington Mutual Building can be renovated and the administrative, records and investigation functions moved into the building without impacting ongoing operations. The areas they vacate can then be renovated and other functions moved in as appropriate.

But it should be stated, over the long term the department's operations will be split between two buildings. This will cause some inefficiency in operations, but not of a nature that will cause a major problem with the overall operations of the department.

Option 3 will be the most efficient in terms of overall police department operations. It will enable the department to put all operations (with the exception of community service units) in one facility designed for their specific requirements.

RECOMMENDATIONS

AS STATED PREVIOUSLY, ANY CAPITAL IMPROVEMENT PROPOSAL PRESENTED IN THE PRESENT FISCAL ENVIRONMENT HAS A LIMITED POTENTIAL FOR IMPLEMENTATION. AT THE SAME TIME, HOWEVER, IT IS ESSENTIAL THAT THE CITY OF SAN LUIS OBISPO TAKE A LONG RANGE VIEW OF ITS FACILITIES NEEDS AS THEY APPLY TO THE POLICE DEPARTMENT. TO THIS END THE ULTIMATE LONG TERM GOAL SHOULD BE THE CONSTRUCTION OF A NEW POLICE FACILITY WITH APPROPRIATE AREA FOR PARKING AND OTHER ESSENTIAL SITE ELEMENTS (VEHICLE SALLYPORT, EMERGENCY GENERATOR, BULK EVIDENCE STORAGE, ETC.). RECOGNIZING THAT THIS GOAL MAY BE SOME YEARS AWAY, THE POLICE DEPARTMENT HAS CRITICAL SPACE NEEDS THAT MUST BE MET NOW. THIS CAN BEST BE REMEDIED IN THE IMMEDIATE FUTURE THROUGH OPTION 2, THE PURCHASE OR LEASE OF THE WASHINGTON MUTUAL BANK BUILDING. BECAUSE OF THE COST AND OPERATIONAL DISRUPTION CONSTRUCTING ON THE EXISTING POLICE FACILITY SITE, IT IS NOT RECOMMENDED. IT WILL NOT ADEQUATELY MEET THE LONG TERM NEED AND WILL ULTIMATELY APPROACH THE COST OF A NEW FACILITY.

SECTION 4: COMMUNICATION CENTER RELOCATION

One of the major tasks of this study is to review the present conditions and location of the Communication Center and to make a recommendation relative to its expansion and/or potential relocation. This section of the report addresses this issue.

Existing Conditions

The existing communication unit consists of four separate rooms in the existing San Luis Obispo Police Facility. The communication center, is a room with approximately 325 square feet located on the northeast section of the lower level. The room accommodates four communications workstations (three of which are fully operational,) and other support printers, fax and equipment necessary for the operation. An adjacent 175 square foot computer room provides space for VESTA equipment, HP and Novel servers, recorders, the main office CPU and other support modems and equipment. This area also houses the personnel lockers and a refrigerator. A small toilet is across the corridor from the communication center. A 155 square foot radio equipment room houses the Meridian server which supports the 911 system. The room also houses a computer workstation and all radio related equipment. This room is located on the northwest end of the lower level. Finally, the communication supervisor occupies an office of approximately 185 square feet on the upper level. The total communication operations occupy approximately 840 net square feet for all functions. This represents only 49% of the 1,702 net square feet requirement which is programmed for existing communication operations. The majority of the deficiency is the lack of support spaces (equipment, lockers, etc.) and the limited communication center which is programmed for today's requirements of 700 net square feet and which grew to 800 net square feet for the five communication consoles.

In addition to the lack of adequate space the general environmental conditions (light, airflow, lack of day lighting and acoustics) contribute to substandard working conditions for communications staff. These issues are further amplified by the fact that communication staff works a twelve hour shift. Finally, the location of the communication center in the northeast portion of the building make it at risk for potential water damage because of the site's drainage issue. All of these factors point to the need to relocate the communication operations to an area which can accommodate an expanded operation with appropriate environmental conditions.

The relocation of the communication function should be coordinated with the other facilities solution for the entire department. But, the probable lack of immediate funding for any options, coupled with the critical conditions of the existing communications center requires that an immediate solution be found for providing the required facilities.

A review of the existing police facility indicated there were three potential areas for relocation: 1) the existing training center space on the lower level; 2) the investigation section bay and office on the east side of the upper level; and 3) the conference room toilet and interview room on the west side of the upper level. Each of these areas has certain advantages and disadvantages.

The training area provides approximately 1,430 square feet of space, but has a major disadvantage due to the lack of nearby restrooms. In addition, using this area would eliminate a much needed training area. Also, this area would require substantial renovation costs to adapt it to the needs of the communications function.

The investigation section area provides approximately 1,200 net square feet of space. The major problem here is that would require the relocation of the investigation section to some other portion of the building or to leased space. In addition, there is no directly adjacent toilet. An additional problem is that this area faces the street, thereby causing security issues which may be costly to rectify.

The conference rooms, interview area, supply storage, office for the field services supervisor and one of the existing two toilets provide 1,150 net square feet. Assuming the communication supervisors stay in the existing office, the total communications function would have 1,330 net square feet. This alternative allows for both of the existing toilets to be converted to a unisex toilet, with one serving the general department and one dedicated to communications. The field services office would serve as a computer room and the radio room would continue to be located in the lower level. The existing conference room and interview room would provide approximately 720 net square feet for communication consoles and equipment. Some natural light could be allowed into the communication center and still provide for security. This alternative would be the least disruptive and maybe the least costly in terms of renovation costs. It would provide approximately 80% of the programmed space.

In light of the above advantages and disadvantages the conference room alternative is recommended as the most effective for meeting the communications units immediate requirements. It is estimated that renovation costs would be in the range of \$70 to \$80 a square foot. Assuming 1,150 square feet, direct construction cost would range from \$80,500 to \$92,000 and indirect costs would be \$28,000 to \$32,000. Some indirect costs would be required but this would be dependent upon what is accomplished with city resources.

CITY GATE STUDY

AUGUST 2017



 CITYGATE ASSOCIATES, LLC
WWW.CITYGATEASSOCIATES.COM
2250 EAST BIDWELL ST., STE. 100 FOLSOM, CA 95630
PHONE: (916) 458-5100
FAX: (916) 983-2090



TABLE OF CONTENTS

<u>Section</u>	<u>Page</u>
Executive Summary	1
Policy Choices Framework	1
Seven Themes That Shape the San Luis Obispo Police Department: Its Challenges Going Forward	3
Citygate’s Overall Observations of the State of the City’s Police Department	4
Summary of the City’s Crime Picture	7
Response Times	9
The 20/20/20 Rule	11
Workload Analysis Overview	12
Police Staffing Needs and Development Considerations Over Time	12
Next Steps	14
Short-Term	14
Long-Term	15
Complete List of Findings and Recommendations	15
Section 1—Introduction	29
1.1 Report Organization	29
1.2 Department Background	30
1.3 Project Scope of Work	33
1.4 Approaches and Techniques Used by Citygate	34
1.5 Citygate’s Assessment Factors	34
1.6 Advice to the Reader: How Best to Handle Peer Review	35
1.7 The Story and the Good News	35
Section 2—What Citygate Heard and Observed During the Interview Process	37
Section 3—Calls for Service and Crime Data	43
3.1 Demands for Service	43
3.1.1 Officer Activity	43
3.1.2 Calls for Service	44
3.1.3 Administrative Calls	46
3.1.4 Call Volume by Day of Week	46
3.1.5 Temporal Charting Introduction	47
3.1.6 Single-Unit Responses	49
3.1.7 Multiple-Unit Responses	50
3.1.8 Demands for Service Summary	51
3.2 San Luis Obispo’s Crime Picture	52
3.2.1 Crime Summary	54
Section 4—Response Time Data	57
4.1 Response Time Analysis	59
4.1.1 Single-Unit Responses	60
4.1.2 Multiple-Unit Responses	63
4.2 Response Time Summary	65

Section 5—Workload Analysis	67
5.1 Examining Calls for Service by Frequency and Priority	67
5.1.1 Multiple-Unit Responses	69
5.1.2 Multiple-Unit Responses by Priority	70
5.1.3 Single-Unit Responses	74
5.1.4 Single-Unit Responses by Priority	75
5.1.5 Call Saturation Summary	77
5.2 IACP 20/20/20 Model – Workload Distribution	77
5.3 Associated Workload Factors	79
5.3.1 Establishment of Performance Objectives	79
5.3.2 Provision of Staffing Estimates	79
Section 6—Operations Bureau Review	81
6.1 Patrol	81
6.1.1 Dayshift Patrol	81
6.1.2 Nightshift Patrol	89
6.1.3 Bicycle	91
6.1.4 Use of Community Services Officers	92
6.1.5 Neighborhood Outreach	94
Section 7—Administrative Bureau Review	99
7.1 Administrative/Investigations Lieutenant	99
7.1.1 Internal Affairs	99
7.1.2 Investigations	101
7.2 Communications and Records	105
7.2.1 Communications/9-1-1	105
7.2.2 Records	119
Section 8—Economic Development Considerations	137
8.1 Growth and Development	137
8.1.1 Near Term Police Staffing Projections Based on Existing Service Gaps and Population Growth Rates	141
Section 9—Next Steps	145
9.1 Short-Term	145
9.2 Long-Term	146
Appendix A—Workload Time Allocation – Limited Time Frame	147
Appendix B—Growth Projection References	151
Summary of 2014 Residential Land Use Element Residential Growth	153
Residential Unit Growth (as of April 2016)	154
Residential Unit 20-Year Growth Projection (as of April 2016)	155
Additional Growth Projection Information	156
Appendix C—California Police Chiefs Association Report – Effects of Proposition 47 on Crime Rates in California	157



Table of Contents | iii

Table of Tables

Table 1—Part 1 Crimes Over Time – 2013–20167
 Table 2—90 Percent Response Time Summary – 2011–20169
 Table 3—Allocation of Patrol Officer Time as Recorded in CAD – 201611
 Table 4—Staffing Increases by Full-time Count and Classification14
 Table 5—Calls for Service by Priority – 2011–201645
 Table 6—Calls for Service (All Priorities and Responses) – 2011–201648
 Table 7—Single-Unit Responses (All Priorities) – 2011–201649
 Table 8—Multiple-Unit Responses (All Priorities) – 2011–201650
 Table 9—90 Percent Response Time Summary – 2011–201665
 Table 10—Service Calls by Hour of the Day and Day of the Week (All Priorities) – 2011–201668
 Table 11—Multiple-Unit Responses (All Priorities) – 2011–201669
 Table 12—Priority 1 Multiple-Unit Responses – 2011–201670
 Table 13—Priority 2 Multiple-Unit Responses – 2011–201671
 Table 14—Priority 3 Multiple-Unit Responses – 2011–201672
 Table 15—Priority 4–9 Multiple-Unit Responses – 2011–201673
 Table 16—Single-Unit Responses (All Priorities) – 2011–201674
 Table 17—Priority 1 and 2 Single-Unit Responses – 2011–201675
 Table 18—Priorities 3–9 Single-Unit Responses – 2011–201676
 Table 19—Allocation of Patrol Officer Time as Recorded in CAD – 201678
 Table 20—Staffing Increases by Full-time Count and Classification143

Table of Figures

Figure 1—Police Department Organization Chart32
 Figure 2—Officer Activity by Incident in CAD – 2011–201644
 Figure 3—Calls for Service by Weekday (All Priorities) – 2011–201647
 Figure 4—Part 1 Property Crimes – Residential, Vehicle, and Commercial – 2013–201652
 Figure 5—Part 1 Property Crimes – Theft and Theft from Vehicle – 2013–201653
 Figure 6—Part 1 Person Crimes – Aggravated Assault – 2013–201653
 Figure 7—Part 1 Person Crimes – Arson, Rape, Robbery, Rape Attempts, and Homicide – 2013–201654
 Figure 8—Fractile versus Average Response Time Measurements – EXAMPLE59
 Figure 9—Priority 1 Single-Unit Response Time – 2011–201660
 Figure 10—Priority 2 Single-Unit Response Time – 2011–201661
 Figure 11—Priority 3 Single-Unit Response Time – 2011–201661
 Figure 12—Priority 4 Single-Unit Response Time – 2011–201662
 Figure 13—Priorities 5–9 Single-Unit Response Time – 2011–201662
 Figure 14—Second-In Unit Priority 1 Multiple-Unit Response Time – 2011–201663
 Figure 15—Second-In Unit Priority 2 Multiple-Unit Response Time – 2011–201663
 Figure 16—Second-In Unit Priority 3 Multiple-Unit Response Time – 2011–201664
 Figure 17—Second-In Unit Priority 4 Multiple-Unit Response Time – 2011–201664
 Figure 18—Second-In Unit Priorities 5–9 Multiple-Unit Response Time – 2011–201665
 Figure 19—Proposed Development Projects in the City138

This page was intentionally left blank





The City of San Luis Obispo (City) retained Citygate Associates, LLC to perform a **Comprehensive Service Delivery and Staffing Study** for the City's Police Department. The study included reviewing the adequacy of the existing and future deployment systems, scheduling, and staffing. The methodology utilized in the study is discussed in Section 1 of this report. Citygate's report includes a detailed analysis of the response time, crime, and call data that drives the recommendations for staffing in Patrol, as well as an assessment of the staffing of the support functions in the Department.

POLICY CHOICES FRAMEWORK

As the City Council understands, there are no mandatory federal or state regulations directing the level of police field service staffing, response times, and outcomes. The International Association of Chiefs of Police (IACP) recommends methods for determining appropriate staffing levels based on local priorities. The National Emergency Number Association (NENA) provides standards for 9-1-1 call answering, and the Association of Public-Safety Communications Officials International (APCO) and the International Academies of Emergency Dispatching (IAED) provide best practices that illuminate staffing needs for the Communications Center that provides dispatch services for both the Police and Fire Departments.

Personnel costs are the most significant cost center in any budget. One of the City Council's greatest challenges is managing the scarce fiscal resources and allocating them across the vast



needs of municipal government safety operations. The recommendations in this study are made based upon best practices, Citygate experience, and guidelines established by professional industry organizations. The City's fiscal capabilities must be considered when weighing these recommendations. Since there are no law enforcement national standards, the City is well advised to use the advice and counsel of City management and the Police Chief for guidance and to determine where to allocate the scarce fiscal resources to meet the service delivery expectations of the community. San Luis Obispo's City Council has strived to staff the Police Department to proactive levels that provide adequate time for patrol officers to respond to calls for service while maintaining a safe community environment and engaging in preventative patrol, Community Policing activities, and basic crime prevention. Also, sufficient dispatch personnel are in place to process and dispatch calls for service (both Police and Fire) and meet Fire Department response goals.

One of the City Council's greatest challenges is managing the scarce fiscal resources and allocating them across the vast needs of municipal government safety operations. The recommendations in this study are made based upon best practices, Citygate experience, and guidelines established by professional industry organizations. The City's fiscal capabilities must be considered when weighing these recommendations.

This report provides recommendations for adjusting the staffing levels in the Police Department and offers alternatives to enhance service delivery by adding civilian positions that can significantly reduce workload of sworn officers that, in turn, creates more preventative and proactive patrol time to increase safety and crime reduction while averting the need for additional sworn officers that come at a significantly higher cost. It also stresses the importance of adding a full-time crime analyst to the Department to increase deployment efficiencies and maximize the crime data tracking, projections, and analysis of crime patterns and locations. The principal reasons for recommending the adjustments are to ensure that the Department continues to meet its service delivery goals, provides for a safe working environment for patrol officers, and uses additional non-sworn staff to support the Department's Patrol operations. As it relates to increasing the number of sworn officers on Patrol, the choices facing the City are to reassign officers from specialty units, eliminate one or more units, or implement alternative civilian positions that will free up time for existing patrol officers for directed duties where a peace officer is required.



SEVEN THEMES THAT SHAPE THE SAN LUIS OBISPO POLICE DEPARTMENT: ITS CHALLENGES GOING FORWARD

Within the report, Citygate describes the community realities and complexities that are unique to the City. These unique community characteristics shape the opportunities and constraints that are available to the City and the Police Department. These themes are as follows:

Theme One: The City is a desirable place to live, work, and play. It enjoys many of the benefits of a large urban area (e.g., a walkable downtown, numerous restaurants and cultural facilities, a wide variety of retail establishments, open space, the beach, a community college and a state university). Once employees come to work for the Police Department, they tend to want to stay.

Theme Two: The Police Department receives a high level of community support. The support is recognized and appreciated by the employees in the Department.

Theme Three: California Polytechnic State University (Cal Poly) and Cuesta College, and their surrounding environments, place unique service demands on the Police Department and the community and will continue to do so as Cal Poly fulfills its 20-year plan for growth.

Theme Four: The Police Department is located on the Central Coast halfway between Los Angeles and San Francisco. Its locale creates a measure of geographic isolation from larger professional employment candidate pools.

Theme Five: Although the City is financially sound, revenue increases will not keep up with expenditure increases. This, combined with increased Public Employees Retirement System (PERS) liabilities, caused the City to implement a fiscal sustainability period.

Theme Six: Geographical location, cost of living, and the two-tiered state PERS have impacted the Police Department’s previous long-standing strong position to recruit experienced police officers (lateral transfers). This problem (Tier 2) is likely to self-correct by 2022 based upon turnover and retirements.

Theme Seven: The Police Department serves a very diverse land use pattern that, in some locations, is geographically challenged with open spaces, hills, a freeway, and drainages, all of which impact the Department’s response times.¹

¹ Geographic challenges impacting response times are discussed in the San Luis Obispo Fire Master Plan Update prepared by Citygate Associates, LLC on June 8, 2016



CITYGATE’S OVERALL OBSERVATIONS OF THE STATE OF THE CITY’S POLICE DEPARTMENT

The greatest challenge for elected officials is to continually balance the financial capabilities and competing demands of the municipality with the staffing needs for not only public safety service delivery, but all municipal services. To weigh these decisions, Citygate presents to the City Council an analysis of the existing staffing of the Department, the performance measures that are or should be in place, and industry best practices. Citygate places a high emphasis on response times to emergency calls, criminal activity, proactive/preventative patrol time, and officer safety. All of these will help inform and lend credence to the decision-making necessary to determine how to staff police services.

The recommendations in this study should be considered as a continuous quality improvement tune-up that can be applied in the biennial budget process.

The recommendations in this study should be considered as a continuous quality improvement tune-up that can be applied in the biennial budget process.

The San Luis Obispo City Council and this community have every reason to be proud of its Police Department. In Citygate’s opinion, as well as the opinion of many people interviewed for this report, the Police Chief and the Command staff were identified as a key strength. They were described as being “available” to meet with community groups, actively listening to their concerns, and taking appropriate actions. The Department is regarded as compassionate and caring with a strong and unwavering commitment to the community.

As with most organizations that examine performance and staffing, the first opportunity for improvement is to fine-tune existing operations; in the City’s case, that includes existing positions and unfilled budgeted vacancies. This study recommends several areas of data analysis refinement, a reassessment of call priority definitions, enhanced categorization and documentation of adjunct patrol down time, an increase in the number of dispatch personnel, the addition of civilian Community Service Officers (CSOs), and adding a full-time crime analyst.

Organizationally, the Department is staffed with highly competent managers and has fostered a culture of service, commitment, and visionary leadership. Technologically, the Department is keeping abreast with trade tools for the field that allow for greater efficiencies and accountability. However, the absence of crime analysis significantly hinders the Department’s ability to garner enhanced strategies and successes in the prevention and detection of criminal activities. Citygate understands that this is being addressed in the upcoming budget process. The Department’s Community Policing efforts are bolstered by community member involvement, the



Student Neighborhood Assistance Program (SNAP), Neighborhood Outreach, the Bicycle Unit, and the Special Enforcement Team (SET).

Citygate found a strong commitment from all ranks and among the civilian staff to ensure that the Department is successful in meeting its service delivery goals. Citygate's analysis did not reveal anything that suggests even the slightest undercurrent of inattention on any key policing issues.

The City is meeting its calls for service needs, though challenged geographically by current deployment. The Department remains flexible in its staffing adjustment to accommodate the many special events held in the City. However, there are six areas that Citygate draws particular attention to: (1) sufficient staffing to meet the deployment needs; (2) response times for second-in units (backup units) for urgent and emergency calls; (3) 9-1-1 answering and processing times in the Communications Center; (4) need for greater refinement and documentation of workload data; (5) appropriate staffing for non-emergency report calls; and (6) non-existence of a response time goal or standard.

When examining workload performance, the actions of the Department must be evaluated against a measurement, a standard, or best practices.

Although the Department has previously reported average response times, unlike the Fire Department, it has not adopted response time standards for the most urgent and emergency calls or non-urgent calls for service. This measurement can identify critical shortcomings in deployment. The policy does not necessarily establish the need for more staffing; in fact, it very often reflects the need to reallocate existing deployment due to call saturation and the level of scheduled staffing during busy times.

This in no way suggests that the Department's response times represent a crisis. To the contrary, the fact that there is, in most cases, acceptable proactive time allocation indicates that further examination and system enhancements are needed to allow for a much clearer answer to why the response times are not meeting the City's standards.

Additionally, other staffing impacts on response time can be attributed to personnel scheduled for training time or unavailable due to long-term disabilities, workers' compensation, or sick leave. Urgent and hot emergency calls most often include calls that require a multiple-unit response (i.e., at least one backup unit). Previous reports of response time averages were void of an examination of the backup units to in-progress calls.

As previously mentioned, there are no national standards for police response times. That said, community expectations for emergency response do not distinguish the difference between a firefighter and a police officer responding to their particular type of emergency. When there is an

emergency call, regardless of whether it is life-threatening, the expectation is that the emergency response will be the most expeditious the community can afford.

The workload evaluation is coupled with the response time analysis. The International Association of Chiefs of Police (IACP)-recommended "20/20/20 rule" suggests that for every hour worked in patrol, 20 minutes should be dedicated to each of the following: call response, administrative duties and report writing, and proactive/preventative patrol activities (often referred to as Community Policing). Citygate finds that the current deployed force is at the limits of the 20-minute time allocation for patrol activity, which impacts the ability to spend the necessary time on prevention and administrative duties (which includes report writing).

When adding in the response time challenges, it is clear that additional staffing is needed over time as revenues allow. Given the seven sworn officer vacancies, with impending retirements of two to four sworn personnel in the next year, filling these vacancies must take priority before a case can be made for full-time equivalent additions of sworn officers.

Citygate's recommended staffing increases start with filling and fielding the existing vacancies of sworn officers and communications technicians. These, combined with the CSOs, will address much of the current workload saturation in the Department. However, there is insufficient data at this time to mathematically determine a specific response time reduction. The current sworn staffing is adequate for the immediate Patrol needs once the vacant positions are filled and CSOs are added. This will allow more proactive and preventative time and will minimize sworn officer's performing duties that do not require a peace officer's presence. Additionally, the CSO positions can serve as an attraction and entry level for youth seeking a career with the City and a stepping-stone to other positions, including police officer.

Citygate's recommendation to fund a full-time crime analyst to the Department will increase deployment efficiencies and maximize the crime data tracking, projections, and analysis of crime patterns and locations.

It is Citygate's opinion that by adding the staffing recommended herein and implementing several policy and system tracking tools, a more definitive picture of what is driving the slower response times will become very clear.

While overall violent crime has trended slightly down, the Department has been handling increases in calls for service, property crimes, homeless related activity, and alcohol-related incidents. Moving forward, balancing the increased demands for service will require adaptive staffing and call distribution to spread non-emergency report calls to civilian personnel while leaving the crime fighting and emergency response to the sworn officers.



Throughout this report, Citygate makes key findings, and, where appropriate, specific action item recommendations. Overall, there are 45 key findings and 47 specific action item recommendations.

SUMMARY OF THE CITY'S CRIME PICTURE

An overview of Part 1 crime data from 2013 to 2016 is presented in the following table. Additional Part 1 crime charts are provided in Section 3.

Table 1—Part 1 Crimes Over Time – 2013–2016

Type of Crime	2013	2014	2015	2016	Average	Difference from Average			
						2013	2014	2015	2016
Property Crimes									
Residential Burglary	249	140	169	160	180	70	-40	-11	-20
Stolen Vehicle	63	71	98	99	83	-20	-12	15	16
Commercial Burglary	79	66	76	92	78	1	-12	-2	14
Theft	1,046	874	1,058	1,057	1,009	37	-135	49	48
Theft from Vehicle	338	288	443	669	435	-97	-147	9	235
Person Crimes									
Aggravated Assault	101	168	146	120	134	-33	34	12	-14
Arson	44	17	44	26	33	11	-16	11	-7
Rape	31	44	32	39	37	-6	8	-5	3
Robbery	26	25	13	21	21	5	4	-8	0
Rape Attempt	6	3	5	2	4	2	-1	1	-2
Homicide	0	0	0	0	0	0	0	0	0

The City's crime data is consistent with crime trends from other jurisdictions across California. Property crimes are increasing significantly. This corresponds to the reduction of penalties and likelihood of prosecution for these crime types. Not only have penalties for theft convictions been reduced, the threshold for a theft to be prosecuted as a felony has been increased. Thefts of property valued under \$950 are generally treated as a misdemeanor; this was increased from \$400 (there are a few exemptions, including firearms of any value). Criminals are responding to the changes in these laws, and the number and frequency of thefts are burgeoning across the state.

The City's crime data also shows a decrease in the number of residential burglaries. This could be attributed to the penalties associated with this crime type. Residential burglary is still

prosecuted as a strike felony in the State of California. The penalties for this crime type can be substantially more severe than for misdemeanor theft.

Overall, this latest crime data indicates that the Police Department, in collaboration with the community, has done an outstanding job in minimizing crime, especially given the slow economic rebound of the economy. There are many factors that contribute to crime rates, including economics, proactive/preventative policing, omnipresence, community involvement, and employment. The City's crime statistics are encouraging, but cannot and should not lull the City into believing that staffing and performance decisions can be made with just this limited picture. Community expectations, sense of safety (quality of life), emergency response times, and confidence in the Police Department all factor into these decisions.

Additionally, criminal conduct is not confined by boundaries. In other words, criminals do not concern themselves with their crime target by geographical boundaries such as city limits or county lines. Criminal activity spills across jurisdictional boundaries and can have a significant effect on the criminal activity in the Department's jurisdiction.

Factors well beyond the control of the City will have a direct impact on the emerging crime trends. The California Prison Realignment (AB 109) and recently passed Proposition 57² will likely spawn increased criminal activity throughout the State of California. The Prison Realignment is noted by most law enforcement professionals as being the single greatest factor in the dramatic increase in property crimes. No one knows yet what the possible impact of Proposition 57 will be, but it will allow even more convicted criminals to seek early release from prison. Additionally, other City services will likely be impacted by these measures. The released inmates will likely need assistance, either through government programs or charitable organizations, to assist them as they attempt to reintegrate into society. Many may end up homeless, exacerbating the homeless/transient issues already affecting the City.

Additionally, California voters have recently approved the recreational use of marijuana. This will undoubtedly create more work for the Police Department. Issues such as Driving Under the Influence, public intoxication, grow enforcement, sales enforcement, possession by minors, sales to minors, and many others will impact the Police Department. Areas of the country where recreational use is already legal have noted sharp increases in many crime types. The exact impact it will have on the City is yet to be known. The City has yet to adopt measures to address the potential regulation of recreational marijuana use/sales/cultivation within the City.

² Proposition 57 increased parole chances for felons convicted of nonviolent crimes and gave them more opportunities to earn credits for good behavior. It also allowed judges, not prosecutors, to decide whether to try certain juveniles as adults in court. Using numbers from early 2016, there were about 25,000 nonviolent state felons that could seek early release and parole under Proposition 57.



The time available to police officers for crime fighting is impacted by the Department’s calls for service demands of 21,301 calls per year (as discussed in Section 3), as well as the response time data summarized below.

RESPONSE TIMES

Nationally, law enforcement agencies are adopting the more accurate reporting of response times, moving away from an average of the time and reporting the 90 percent arrival time. See Section 4 for a discussion of the consequences of relying on average response times. The Department and City do not have a standard on response times for the most urgent police emergency calls. Anecdotally, however, the Fire Department response time standard is 7 minutes³ (90 percent of the time) from dispatch to arrival. This would appear to be a reasonable time standard as the public’s expectation for emergency response for fire emergencies carries the same criticality as police emergencies.

The following table presents the response times for single-unit and multiple-unit responses across all priority calls. The higher the priority number, the less critical the demand for immediate service or seriousness. These are the response times achieved for 90 percent of calls for service.

Table 2—90 Percent Response Time Summary – 2011–2016

90% Response Times (Minutes)	Single-Unit	Multiple-Unit (Second-In Unit)
Priority 1	25.7	22.9
Priority 2	29.0	19.8
Priority 3	26.4	23.6
Priority 4	32.7	28.9
Priority 5–9	31.4	31.9

Multiple-unit calls for service on Priority 1 and 2 calls represent emergency, critical, or life-threatening calls for service. They require two or more officers, since best practices dictate that an officer should not engage on the call until the second unit (backup) arrives. This is critical to officer safety and to prevent the escalation of a call when only one officer is on scene. Citygate’s

³ Seven-minute response time for Fire Department emergencies (Code 3) is based on 1-minute call processing, 2-minute “turn-out,” and 4-minute travel time. (Established by City Council adopted policy)



response time analysis for multiple-unit calls measures the time a second unit arrives at the scene. Lower priority calls may dictate a need for more than one officer to facilitate duties beyond the capabilities of one officer. For example, a multiple-unit response can be needed at the scene of a car accident where the assigned officer is tending to the needs of the investigation and the second officer is needed for traffic control.

In San Luis Obispo, many factors contribute to the multiple-unit response times being lower than single-unit response times:

- ◆ Location: Due to the density of calls for service in the downtown area and the concentration of police officers in that area, more units are available to respond downtown.
- ◆ Frequency and time of week: More calls for service require a multiple-unit response as opposed to a single-unit response (58 percent of all calls for service in the City required at least two responding units). More multiple-unit calls also occur during nights and weekends, when the most officers are available to respond.
- ◆ Number of responding units: A multiple-unit call may be dispatched to more than two units. Since multiple-unit response time is measured at the time a second unit arrives on scene, more responding units provide a greater chance of at least two units arriving more quickly. This is contrasted with a single-unit response in which only one unit is dispatched to respond.
- ◆ Urgency: Multiple-unit calls for service are typically more urgent than single-unit responses and pose a greater risk to officers, and thus often receive the fastest possible response.
- ◆ Other factors: Factors such as proximity of responding units; traffic; road conditions; and whether the responding units are cars, motorcycles, or bicycles can all impact response times.

The City’s response time for Priority 1 and 2 calls, second-in units is 22.9 and 19.8 minutes respectively, 90 percent of the time.

Citygate recommends that a response time goal be established that considers the City’s geographical constraints, officer and citizen safety, and fiscal capabilities. The combination of Citygate’s recommendations to add CSOs to increase

Citygate recommends that a response time goal be established that considers the City’s geographical constraints, officer and citizen safety, and fiscal capabilities.



availability of officers, enhance documentation of committed time to better analyze availability, and filling the existing seven positions in Patrol are critical to improving response times.

THE 20/20/20 RULE

The International Association of Chiefs of Police (IACP) recommendations and industry best practices evaluate law enforcement workload and staffing in part using the 20/20/20 standard for patrol resource allocation. Preventative and proactive patrol is foundational to safe communities and quality of life issues in communities. By this standard, officers need at least 20 minutes per hour to have sufficient time available to solve problems and prevent or reduce future calls for services. The remaining portion of an hour is divided into two 20-minute blocks for administrative time and calls for service.

The City’s actual allocation of patrol officer time is shown in the following table:

Table 3—Allocation of Patrol Officer Time as Recorded in CAD – 2016

(Of 214 Days)	Calls for Service Time	Proactive Preventative Time	Admin Time	Total Time
IACP Recommendations	0:20:00	0:20:00	0:20:00	1:00:00
Time Consumed	0:18:15	0:06:52	0:17:05	0:42:11
Available Time	0:01:45	0:13:08	0:02:55	0:17:49

The top row in this table represents an hour broken into three 20-minute categories. The second row represents the actual committed time as reported by the Department in each category. Subtracting the second row from the first row demonstrates the net amount of the hour that is undocumented.

Slightly less than one-third of every hour (17:49) is undocumented time in CAD, and a very small amount of time is being committed to proactive time; only 6:52 out of every hour is being logged as preventative and proactive patrol time.

The changes necessary to ensure that the 20/20/20 rule is being met will require additional documentation, supervisory oversight, and management support to ensure that the changes garner the needed data for sound staffing and deployment decisions. These efforts will bring about stronger community safety, reduced crime, and ultimately, an improved quality of life in the City.



WORKLOAD ANALYSIS OVERVIEW

The saturation of calls that occur by day of week and hour of day is important in analyzing workload. This type of examination is also used when the Department is above minimum staffing to compare proposed shift scheduling to calls for service and peak times.

The visualization provided in the temporal charts in Section 5.1 shows the calls for service volume across all priorities by hour of the day and day of the week, combining both single- and multiple-unit responses. There are two very clear patterns evident: Monday through Friday from 9 am to 6 pm, and Friday and Saturday evenings from 10 pm to 3 am are the heaviest in calls for service.

POLICE STAFFING NEEDS AND DEVELOPMENT CONSIDERATIONS OVER TIME

San Luis Obispo before, during, and since the recession has experienced modest growth, with no explosive growth increases. The City’s growth rate from 2015 to 2016 was just 0.9 percent, or 426 additional residents. Current City Planning data is divided into near term projects that are under active review and development processing. The other development proposals are long-term projects seeking entitlements and financing, with no set year for final approvals.

In the near term active projects, there are 1,365 residential units which, at an approximate ratio of 2.2 residents per dwelling unit, is an additional 3,003 residents. The City only grew by 426 new residents last year, and if that remains the annual growth rate, reaching 3,003 new residents will take seven years. This resident calculation does not take into account mobile populations in hotels, tourism, or employment. However, the projections in these other categories are also modest over time. Even if a 3,003 resident increase occurred in a much shorter time period of 3.5 years, a 3,000-person residential increase would not typically cripple a capable suburban city police department.

Many agencies try to use a projection analysis that is a ratio of calls for service versus population. This ratio does not estimate severity of different types of calls which impacts the time officers spend to handle the call. Citygate examined calls for service versus population alone in San Luis Obispo, but it is not statistically significant in that this singular measure only explains 16.16 percent of the change in calls for service over time. The remaining 83.84 percent of the changes in incident types are explained by other factors not currently being measured in the City. Thus, the City should not use an assumption that calls for service increase as resident population increases.



A variety of other factors could or should be considered as well, when the data is available:

- ◆ Socio-economic conditions
- ◆ Seasonality (particularly for a university community)
- ◆ Volume of code violations
- ◆ Type and nature of arrests
- ◆ Geographic crime density.

Given the limited ability to project officer demand, and the modest growth forecast for the next several years, Citygate uses and recommends a workload gap analysis method.

The first step in a workload gap analysis is to determine if the current staffing level is providing the desired level of service to the City's residents. If the desired service level is not being met, the necessary changes and/or staffing increases must be determined as permitted by funding. Once the desired level of service is reached, a baseline for service levels and staffing is established. Then, if one or more factors negatively impact the Department and cause the level of service to erode, the availability of increased funding will determine the City's ability to add police staff.

Throughout this report, Citygate identified service gaps that already exist or are emerging between staffing and desirable service delivery measures. The following table lists needed position recommendations by priority. If funds can be found more quickly, we recommend the City add personnel faster. If funding remains severely constrained, then the service gaps will grow larger to the point where the Department can only handle serious emergencies, and will not be able to provide the proactive Community Policing that it and the community desires.

Also, the listing of priorities should not be interpreted to suggest that a lower priority is not needed as severely as a higher priority. These priorities are provided to identify the positions that will have the greatest impact on safety and service delivery. Where multiple positions are listed, the City can consider splitting or mixing new full-time positions by classification based upon the Department's ability to hire, train, and assimilate multiple positions in the classification. For example, the City could hire two CSOs and two dispatchers, deferring two CSOs until the next funding capability cycle.



Table 4—Staffing Increases by Full-time Count and Classification

Function/Unit	Position	Total FTEs	Report Recommendation	Priority
Office of the Chief	Crime Analyst	.5*	7, 19, 45	1
Patrol	Non-Sworn Technician (Body Worn Camera)	1	10	6
Patrol	Community Services Officers	4	13	4
Communications/ 9-1-1	Communications Supervisors	2	23	3
Communications/ 9-1-1	Communications Technicians	2	24	2
Records	Records Clerk	1	37	5
Total FTEs Needed		10.5		

* The City has funded a part-time crime analyst position. The addition of a .5 FTE is still recommended to make this a full-time position.

NEXT STEPS

In conclusion, Citygate has identified steps that can be taken by staff to immediately move the Police Department forward. Some of these have already been implemented, either by the Department's own initiative, or as a result of discussions and examination of the Police Department's workload, data, and deployment with Citygate in early December 2016:

Short-Term

- ◆ Prioritize policy manual update completion with a specified date
- ◆ Adopt policies and procedures for capturing data for:
 - All committed time for workload and deployment
 - Calls for service with impact categories for:
 - Student-related incidents
 - Licensed alcohol establishments
- ◆ Reassign supervisory duties for report review and approval at sergeant level
- ◆ Fill vacant sworn positions
- ◆ Implement Internal Affairs tracking protocol.



Long-Term

- ◆ Provide for overlap staffing at all scheduled shift changes
- ◆ Develop CSO job description, recruit, and hire
- ◆ Provide six-month update of workload data, response time impacts, and crime information
- ◆ Fund recommended positions
- ◆ Expand data capture and analysis by zoning type and square footage to provide occupancy use impacts that are articulable for staffing increases.

COMPLETE LIST OF FINDINGS AND RECOMMENDATIONS

Throughout this report, Citygate makes key findings and specific action-item recommendations. As a reminder, the recommendations in this study should be considered as a continuous quality improvement tune-up that can be applied in the biennial budget process. Overall, there are 45 key findings and 47 specific action item recommendations, listed below in report order for ease of reference:

Response Times

- Finding #1:** The Police Department has not established a response time goal.
- Recommendation #1:** Establish attainable response time goals to meet community expectations within the City’s fiscal capabilities.

Workload Analysis

- Finding #2:** The Department needs to improve its tracking of time and categorizing of data for field activities.
- Recommendation #2:** Establish additional radio protocols to status and parse patrol officer’s committed time for patrol activities.

Operations Bureau Review – Patrol

- Finding #3:** The Department has difficulty maintaining full staffing, in part, due to historical reliance on its previous success exclusively with lateral hires. The current hiring climate necessitates greater creativity in recruitment and expanding outreach efforts for a cross section of candidates.



- Recommendation #3:** Consider the creation of police cadet (or similar term) as an intern classification. This classification differs from an academy cadet and an employee who can perform non-peace-officer and support functions while they complete their in-house training and reduces the costs to the City during their training time.

- Recommendation #4:** Pursue employees from sources other than laterals. While the Student Neighborhood Assistance Program has produced two to three candidates, other entry-level recruitment should be expanded. Laterals are reluctant to leave existing agencies. Department personnel should attend military recruiting fairs, advertise on the Department webpage and social media programs, and utilize industry-recognized portals such as California Peace Officers Association and California Police Chiefs Association as places to advertise current job opportunities.

- Finding #4:** Dayshift sergeants are not currently reviewing officer reports.
- Recommendation #5:** Sergeants across all shifts should be the primary approver of officers’ reports. It will give the sergeants valuable insight as to the abilities of their officers. It will help the sergeants write more accurate employee evaluations. It will help the sergeants to mentor and train the officers on their writing and investigative skills.

- Finding #5:** Dayshift sergeants’ administrative responsibilities prevent them from spending essential time in the field with shift officers.
- Recommendation #6:** Define the sergeants’ responsibilities with an emphasis on being available to assist and observe their officers in the field. Minimize extra duties to ensure the sergeants are in the field more often.

- Finding #6:** The officers would greatly benefit from a crime analyst that could help them quickly reacquaint themselves with crime targeting efforts after four days away.

- Recommendation #7:** Add a full-time crime analyst to the Police Department. This will help officers and detectives utilize their time more efficiently (also mentioned in Section 7.1.2—Investigations and Section 7.2.2—Records).

(Add 1 FTE Crime Analyst)



Finding #7: The Department's policy manual is out of date creating inconsistencies amongst supervisors regarding workflow and responsibility.

Recommendation #8: Prioritize the policy manual updates with a target completion date. Given that the Department is aware that the policy manual is out of date, it would be prudent to ensure all employees are aware of the most critical policy updates and provide a date certain for the manual to be updated.

Finding #8: The Community Action Team processes, by their very nature, are time-consuming, keeping the officers unavailable to assist in Patrol for large periods of their shift.

Recommendation #9: Evaluate the success of the Community Action Team program and determine if other entities could assist with some of the administrative tasks needed to provide help to those that need it most. Consider personnel from other City departments or charitable organizations to assist in this area.

Finding #9: The responsibilities of managing the video data for the Body Worn Cameras (BWCs) are extensive and exceed the capacity of the assigned technician to keep current primary job responsibilities while maintaining the duties of BWC data management and storage.

Recommendation #10: Ensure there is sufficient equipment to provide each uniformed officer with a Body Worn Camera. The tasks of maintaining equipment, storing data, and retrieving data need to be assigned to one person. There should be no ambiguity as to the responsibilities of this program, which will consume a significant amount of time. These responsibilities cannot simply be placed on anyone already impacted with other duties, such as the non-sworn staff which is already encumbered with existing duties.

Addition of one non-sworn staff member is needed to accommodate this responsibility, and to reduce other responsibilities for the over-worked non-sworn staff.

(Add 1 FTE Non-Sworn Technician)

Finding #10: The Traffic Unit appears to be operating very well; however, staffing shortages in Patrol often necessitate reassigning Traffic Unit personnel to cover Patrol shortages.

Recommendation #11: Proper staffing in Patrol, and the addition of Community Services Officers (CSOs), will eliminate the need to reassign Traffic Unit personnel to cover Patrol shortages.

Finding #11: Officer scheduling issues affect both Dayshift and Nightshift Patrol services, and need to be addressed holistically.

Recommendation #12: The Department needs to work with the Police Officers Association to configure a better deployment scheduling model. This would be an excellent opportunity for the Department to consider organizing patrol officers into teams to resolve some of the workload and backfill issues. The data analysis from this report will provide a clear picture as to workload by hour of day and day of week.

Operations Bureau Review – Community Services Officers

Finding #12: Patrol staffing and response times are impacted by the calls for service in the City. Much of the day and early evening calls are report type calls that do not necessitate a sworn officer's response. Hiring Community Service Officers reduces the fiscal impact of adding more sworn positions, while providing an avenue to continue the current high level of service delivery and reduce response times and officer availability.

Recommendation #13: Establish a new Community Service Officer classification, capable of performing duties that include Detention Officer, report writing, crime scene investigation, special projects, crowd and traffic control, minor traffic collision investigation, telephonic follow-up on detective cases, crime prevention, and many other civilian duties. Augment staffing in Patrol and Investigations. Specific to Patrol, Citygate recommends four Community Service Officers be added to assist in call load distribution and reduce response times.

(Add 4 FTE Community Services Officers)



Operations Bureau Review – Neighborhood Outreach

Finding #13: The Department has routinely struggled to fill all allocated Student Neighborhood Assistance Program (SNAP) positions. The SNAP members are limited in the type of services they can perform for the community. The program is time-consuming given the amount of recruiting, vetting, and training of students that must occur on an annual basis.

Recommendation #14: Consider modifying the SNAP program (number of positions) and use the cost savings to help offset the Community Service Officer positions created for Patrol. The Department will gain more continuity with permanent employees by hiring CSOs, which would be able to perform the tasks of the SNAP employees plus many other tasks to assist the community. The reduction in workload on the Neighborhood Outreach manager will enable greater focus on true crime prevention and citizen outreach. The SNAP program could continue with the benefits of student involvement.

Finding #14: The Neighborhood Officer Program is not currently being utilized to its intended level.

Recommendation #15: There needs to be a clear point of responsibility for the Neighborhood Officer Program if it is to be beneficial. The roles and expectations of the officers must be clearly defined and communicated. There needs to be accountability for those in the program so that it is working as designed in all areas of the City.

Finding #15: The Volunteer Program is under-utilized and citizens are not given many meaningful opportunities to contribute to the community.

Recommendation #16: The Department should identify opportunities for meaningful work that would be available to volunteers. In doing so, community members can turn the previous lackluster response to volunteer recruitment into a sought-after community service opportunity.

Administrative Bureau Review – Internal Affairs

Finding #16: The investigatory workflow needs to be redesigned to include a formalized checklist process. This will ensure internal affairs investigations are seen by the appropriate supervisor or manager, in the correct order, and to identify the investigation status at all times. This will further aid in timeline compliance.



Recommendation #17: Amend the internal affairs investigation process to include case file tracking and review. The updated process must include at least one level of review above the investigator to determine findings and recommendations before forwarding to the Chief.

Administrative Bureau Review – Investigations

Finding #17: There is considerable liability in operating a dedicated narcotics team. Accusations against officers from unscrupulous characters can include bribes, theft of money or drugs, illegal searches, threats, and intimidation. The officers are often dealing with large amounts of untraceable money and large amounts of illegal substances. While the presence of a dedicated supervisor does not eliminate these realities, it does add another layer of protection to the officers working the unit and reduces risk exposure.

Recommendation #18: If the Special Enforcement Team’s primary focus will be narcotics investigations, a supervisor for the team is necessary. If narcotics investigations will not be the team’s primary focus, having a shared supervisor with the other units within the Investigations Division would be acceptable.

Finding #18: The Department is in critical need of a crime analyst. With the proper software, a certified crime analyst can become a force multiplier for the sworn staff of this agency. By identifying trends, patterns, and “hot spots” of criminal activity, the crime analyst can assist Patrol and detectives in focusing efforts more successfully to combat crime.

Recommendation #19: The Department needs to hire a trained crime analyst and equip that person with dedicated crime analysis software (also mentioned in **Section 6.1—Patrol** and **Section 7.2.2—Records**).

(Add 1 FTE Crime Analyst)

Finding #19: The Investigations Division is not utilizing its current records management system to improve case management tracking.

Recommendation #20: Train the detectives on how the functionality of the records management system can be used to track their cases. Ensure data is being entered correctly throughout the system to ensure seamless



tracking of a case from its origination by patrol officers through its successful investigation and prosecution.

Administrative Bureau Review – Communications/9-1-1

Finding #20: Special events and peak call load times significantly impact the Department’s ability to meet the national standard of answering 90 percent of all 9-1-1 calls within 10 seconds during the busiest hours and multiple special events.

Recommendation #21: Examine the benefits of staffing an additional position to specifically cover the busiest hours and multiple special events that occur annually in the City, as opposed to overtime shifts.

Finding #21: The 10-digit telephone lines in the Communications Division are not captured in Emergency Call Tracking System (ECaTS)⁴ reports, though they are captured elsewhere.

Recommendation #22: Install any needed hardware and software to capture all telephone lines in ECaTS.

Finding #22: The current supervisory deployment and coverage is not adequate to provide appropriate supervision and oversight.

Recommendation #23: At least two (preferably three) Communications Supervisors are needed to increase supervisory coverage at all hours. This will provide the requisite supervision for the Communications Division, consistent with best practices, and with five Communications Supervisors, should provide adequate relief factor coverage for planned supervisor absences, such as training and vacation leave.

(Add 2 FTE Communications Supervisors)

Finding #23: Current staffing is at a critical level, with only seven of the eleven Communications Technician allocations filled with fully trained personnel. However, even if all eleven positions are filled with fully trained technicians, a sufficient level of coverage is not provided.

⁴ Emergency Call Tracking System is California’s universal 9-1-1 Call Reporting System that provides real-time reporting analytics to the 9-1-1 industry.



Recommendation #24: Add two full-time equivalent Communications Technician allocations and, once those are filled, maintain the over-hire allocation to reduce the possibility of short staffing in the future.

(Add 2 FTE Communications Technicians)

Finding #24: The current Memorandum of Understanding is excessively restrictive down to the start times for shifts.

Recommendation #25: During upcoming Memorandum of Understanding negotiations, attempt to build in some leeway to afford management more flexibility in decision-making that can lead to improved efficiency.

Finding #25: The two dispatch supervisors are the designated training officers and, when needed, the Communications and Records Manager also serves as a trainer, thereby interfering with their ability to supervise and manage.

Recommendation #26: Work with the Communications Technicians, the union, and human resources to include training responsibilities in the job description for Communications Technicians and compensate them accordingly.

Finding #26: Communications Division personnel play little to no part in the recruitment process for new employees for the Division, and the success rate for trainees in the Communications Division is less than desirable.

Recommendation #27: Involve Communications staff at every stage of the recruitment process, from pre-employment testing to the final interview.

Finding #27: Dispatchers are manually tracking call volume and complexity to manage officer workload.

Recommendation #28: Patrol supervisors should be directed to manage the workload of the field officers in concert with beat deployment considerations. Communications Division staff should be removed from this process.

Finding #28: The Communications Divisions transferred 100 percent of the wireless 9-1-1 calls from 69.2 percent (319 of 461) of cell tower sectors countywide to the correct agency outside of the City, such as the California Highway Patrol.

Recommendation #29: Meet with the County 9-1-1 Coordinator and the State 9-1-1 Coordinator to review cell sector routing decisions and reroute cell



sectors to the appropriate agency when historical data shows that more than 60 percent of the incoming calls were transferred from the San Luis Obispo Police Department to another agency.

Finding #29: The abandoned call rate for the Communications Division's 9-1-1 calls (9.35 percent for 2016 and 7.83 percent for 2015) is greater than CALEA's recommended standard of 5 percent.

Recommendation #30: Although a high abandoned call rate often serves as an indicator of staffing shortages, explore reasons for the abandoned 9-1-1 call rate and attempt to resolve the issue.

Finding #30: Communication between the Fire Department, the Police Department, and the Communications Division does not occur regularly, which leads to Communications Division employees feeling disconnected and unappreciated.

Recommendation #31: Establish a small group, inclusive of executive staff, comprised of representatives from the Communications Division, the Fire Department, and the Police Department to meet routinely and discuss operational policies and procedures.

Finding #31: The Department's current method for measurement of response times does not include call processing time. This method does not coincide with industry standards.

Recommendation #32: Adopt a response time measurement policy that measures the time from when the telephone call is received until the time first unit arrives on scene. (See Section 4 for further discussion on response time measurements.)

Administrative Bureau Review – Records

Finding #32: There is a consistent backlog of reports and citations awaiting entry into the records management system. One of the results of this practice is that the Police Department is routinely late in submitting Uniform Crime Reporting data to the Department of Justice and ultimately the Federal Bureau of Investigations.

Recommendation #33: Institute and enforce a policy that requires officers to submit completed and approved reports and citations to the Records Unit by the end of watch. Consider adopting a policy wherein the Records Unit workload must be caught up prior to a trigger date, such as the



fifth day of each month. In an effort to determine the feasibility of this goal, consider conducting an efficiency study to determine if Records Clerks are maximizing productivity and performing to industry standards.

Finding #33: The current process for submitting, reviewing, and entering reports is time-consuming and blurs the lines of supervision by requiring Records Clerks to, at times, read the entire report, checking for thoroughness, accuracy, and attachments, before forwarding it to the sergeant or lieutenant for review and, after it has been approved, returning the report to the Records Unit for entry. It also unnecessarily creates a bottleneck when a Records Clerk reviews a report that requires correction and sends the report to the sergeant, who reviews it and sends it to the officer for correction before the cycle starts again.

Recommendation #34: Management of the workload and quality of the work product for field officers should rest with field supervisors (sergeants). Officers should submit reports to their sergeant or lieutenant before the end of their shift, and the sergeant or lieutenant should read the entire report, checking for thoroughness, accuracy, and attachments. Upon approval by the sergeant or lieutenant, the report should then be forwarded to the Records Unit for entry and assignment of the Uniform Crime Reporting code, based on the complaint type and summary.

Finding #34: The Records Supervisor's time is consumed performing ancillary quality control duties that are more appropriately handled by sergeants.

Recommendation #35: While the Records Supervisor's commitment and concern are admirable, this position should not review calls for service. It is recommended that a sergeant or lieutenant conduct this type of oversight in the form of random spot checks.

Finding #35: The open door policy in the Records Unit allows officers and other personnel to engage Records Unit personnel in conversation that is not work related and can affect the productivity and efficiency if not judicially managed.

Recommendation #36: Limit access to the Records Unit to those who have official business, or have the Records Supervisor provide the assistance needed, when possible.



Finding #36: Staffing levels in the Records Unit are insufficient given the existing workload and the added workload due to absences caused by vacations, holidays, sick leave, and training (which are not usually backfilled with overtime).

Recommendation #37: Add another full-time Records Clerk allocation to provide adequate staffing during scheduled absences. Also, use overtime to maintain staffing when Records Clerks are absent. These actions should eliminate data entry backlog.

(Add 1 FTE Records Clerk)

Finding #37: The configuration of the front desk area limits Records Clerks to assisting only one person at a time. Additionally, there are no phone or computer capabilities at the desk, and the absence of bullet-resistant glass causes security concerns for Records Unit personnel.

Recommendation #38: Redesign the front desk area with input from the Records Unit staff and an emphasis on enhancing efficiency, improving customer service, and increasing security. Include a telephone and a computer with network access.

Finding #38: Dictation services are still offered to sworn staff for reports. This time-consuming practice should be discontinued.

Recommendation #39: Although not extremely time-consuming with only six reports dictated over a period of 13 days, this process is archaic and should be discontinued. As an alternative, the Department may want to explore the use of dictation software, such as Dragon Speak, to enhance efficiencies when transitioning to field-based reporting.

Finding #39: Easy public access to obtain reports is hindered by the lack of current technology and a convoluted fee structure that is difficult to explain.

Recommendation #40: Review and simplify the fee schedule, especially with regard to traffic reports, and implement an online reporting system that is user-friendly for the public and staff.

Finding #40: Time-sensitive responsibilities, such as report and citation entry, are disrupted by the intermittent and random need for Records Clerks to leave their workstation and help the public at the front desk.

Recommendation #41: In addition to adding the full-time Records Clerk, which was previously mentioned, consider a deployment schedule that assigns a specific Records Clerk to assisting the public at the front desk and have this person work on data entry that can be more easily interrupted and resumed, whether it is citation entry or priority reports.

Finding #41: Over the course of 34 years, the Communications and Records Manager duties have greatly expanded within and beyond Communications and Records. The incumbent manager possesses a wealth of organizational history and knowledge, as well as specific expertise within her field, which will make it challenging, if not impossible, for one individual to replace her.

Recommendation #42: Bifurcate the current Communications and Records Manager position and establish two separate allocations: a Communications Manager and a Records Manager. Also, consider a third allocation, such as a crime analyst, to assume responsibility for all data and statistical components currently performed by the Communications and Records Manager and the Records Supervisor.

Finding #42: Projects languish in the Records Unit with little progress, no solution for completion, and no proposed completion date. This includes projects to modify records that date back as far as the 1950s.

Recommendation #43: Review incomplete projects for value and liability issues to the Department to determine the appropriate course of action.

Recommendation #44: Review the Department's records retention schedule to ensure that it is consistent with industry and City standards and complies with all applicable legislation. As a starting point, ensure that appropriate records are purged in accordance with the City's accepted retention schedule, thereby reducing the workload of the projects. At that point, review the outstanding projects and consider the value of the projects before prioritizing the order of completion. Finally, consider additional volunteers and/or temporary, short-term employees to complete these tasks.

Finding #43: The Records Supervisor, Communications and Records Manager, and Senior Administrative Analyst are responsible for creating or contributing to statistical reports for Department staff.



Recommendation #45: Add a staff allocation for a trained crime analyst and have this individual utilize the Spillman Technologies ComStat Management Dashboard, as well as other available tools, to meet the Department’s needs. This will allow the other managers and staff members to focus on their areas of expertise and should significantly enhance the information data set that is provided to the Department. (Also mentioned in **Section 6.1—Patrol** and **Section 7.1.2—Investigations**.)

(Add 1 FTE Crime Analyst)

Note: The City has now funded a part-time crime analyst position which will help address the some of the Department’s needs. This recommendation still remains unchanged as a full-time position is recommended.

Finding #44: Planned events and occasions that require the deployment of additional officers historically increase the number of reports, citations, and arrests. Additional Records Clerks have not been deployed during these events, and the resulting influx of reports and citations contributes to the backlog in Records Unit workload.

Recommendation #46: Any time extra officers are deployed to the Patrol Division and there is a probability that the number of citations and reports will increase, it is necessary to also increase staffing in the Records Unit to allow the Records Clerks to enter reports and citations as they are submitted rather than creating additional backlog.

Economic Development

Finding #45: Current data for commercial and residential impacts are not sufficient to provide verifiable impacts based on land use, calls for service, and contributing influences.

Recommendation #47: The Department needs to add categories to its report processes that will capture commercial and residential impacts based on land use, calls for service, and contributing influences. Providing this data along with adding development guidelines for law enforcement impacts will aid in community safety and reduce the potential for calls for service.

This page was intentionally left blank





Citygate Associates, LLC is pleased to present this **Comprehensive Services Delivery and Staffing Review** of San Luis Obispo’s Police Department. This introductory section will discuss the organization of this report, Department background, the project scope of work, the approaches and techniques used by Citygate, Citygate’s assessment factors, how best to handle peer review, and the City’s unique situation.

1.1 REPORT ORGANIZATION

This report’s organization is detailed below. After an introduction to the study and Department is provided in Section 1 and common interview themes are described in Section 2, Sections 3 through 5 provide data analysis of calls for service, crimes, response times, and Patrol Division workload. Sections 6 and 7 examine the Bureaus of the Department. Section 8 discusses economic development considerations and Section 9 concludes with short- and long-term next steps.

Executive Summary: A summary of key review areas and a list of all findings and recommendations.

Section 1 **Introduction:** An introduction to the study, Department, and scope of work.

Section 2 **What Citygate Heard and Observed During the Interview Process:** A summary of Citygate interviews, which included several notable observations and recurring opinions and concerns.



Section 3 **Calls for Service and Crime Data:** A data analysis of service demands across three categories: calls for service, officer-initiated activities, and administrative activities. Crime data is also analyzed for Part 1 crimes.

Section 4 **Response Time Data:** A data analysis of single- and multiple-unit responses to high priority calls. Response time goals are also discussed.

Section 5 **Workload Analysis:** An analysis of Patrol workload data within the framework of the “20/20/20 rule.” The saturation of calls for service by day of week and hour of day is also visualized.

Section 6 **Operations Bureau Review:** A review of the following divisions/units: Patrol (including Dayshift and Nightshift Patrol and use of Community Services Officers), Traffic, Bicycle Unit, and Neighborhood Outreach.

Section 7 **Administrative Bureau Review:** A review of the following divisions/units: Internal Affairs, Investigations (including Special Enforcement Team, Persons Crime Detectives, Property Crimes Detectives, and School Resource Officer), Communications/9-1-1, and Records.

Section 8 **Economic Development Considerations:** A review of the potential impacts of growth on deployment and staffing.

Section 9 **Next Steps:** A summary of recommended short- and long-term next steps.

Appendix A: Workload Time Allocation – Limited Time Frame

Appendix B: Growth Projection References

Appendix C: California Police Chiefs Association Report – Effects of Proposition 47 on Crime Rates in California

1.2 DEPARTMENT BACKGROUND

The Police Department is comprised of an authorized strength of 86.5 employees assigned to the Department’s various activities, including Patrol, Traffic, Bicycle Patrol, Criminal Investigation, Communications and Dispatch Services, and Neighborhood Outreach. The Department also includes necessary support personnel internally and from other City departments to provide human resources, information technology, and other administrative services necessary to support the mission of the Department. The Police Department has implemented numerous programs and activities designed to strengthen its relationship with the community, and, as noted in this report, the community has responded favorably to those efforts. The City provides its residents with a broad array of high quality municipal services that are valued by the community.



In recent years, the City, like other local governments across the country, struggled because of the downturn in the economy. The most recent update of the mid-cycle review (the City employs a two-year budget process) shows that the City is gaining financial traction. The City is gaining revenue and economic activity at a pace that has been slightly ahead of the rest of the County. Still, the City is showing judicious restraint in spending newly realized monies.

The City is home to the California Polytechnic State University as well as Cuesta College. Although each school has its own Police Department, the City is affected by the large student population that lives and recreates within the City.

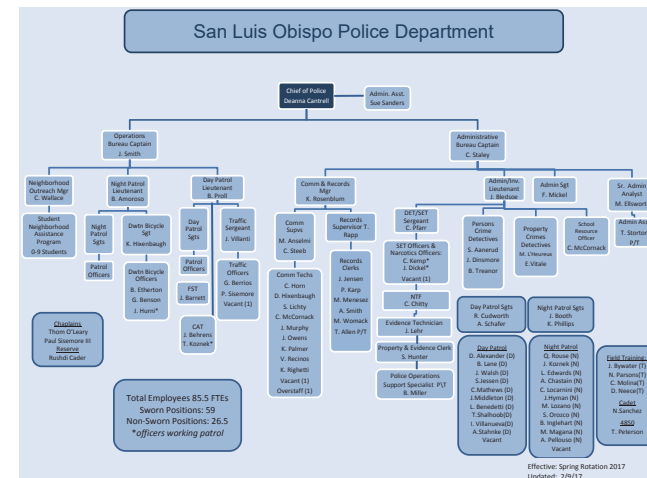
The Department has struggled recently to maintain staffing of sworn personnel at authorized levels. The Department has historically relied on lateral entry candidates (experienced police officers working for other agencies) for filling vacancies. The Department found it easy to recruit laterals given its benefit package, working conditions, and geographic location. That all changed when the Public Employees Retirement System (PERS) restructured the retirement formulas for newly hired employees. New hires within the system are brought in at a lower service credit system. Officers from other agencies, already in PERS at the more generous existing retirement structure, are reluctant to leave for the San Luis Obispo Police Department and start over in the new, lower retirement structure. This is not a problem exclusive to this Department. It is also a temporary issue; as more and more of the law enforcement officers in the state are hired into the new lower tier, leaving for San Luis Obispo will not have the same negative affect on those officers already in the new, lower system.

The Department faced numerous retirements that exacerbated staffing issues. Additionally, the retirees represent some of the most knowledgeable members of the Department; although capable people stand ready to fill the roles, a tremendous level of experience will be lost.

The Department is under the guidance of a relatively new Chief. The Chief brings with her a tremendous amount of experience and knowledge. She is forward-thinking and has already instituted many changes to the way the Department operates. The employees of the Department are enthusiastic about the job they perform and the community they serve.

The Department's organization chart is shown on the following page:

Figure 1—Police Department Organization Chart



1.3 PROJECT SCOPE OF WORK

The scope of this **Comprehensive Services Delivery and Staffing Review** included the following elements:

- ◆ Assessment of the current sworn and professional (non-sworn) staff levels. Included in the assessment is an examination of whether the staffing levels will meet the Police Department’s goals without curtailing service or requiring excessive overtime work. Consideration is given to the Department’s existing schedules, time for training, professional development, legal mandates, time off, illness, injuries, and attrition.
- ◆ Development of a structured and defensible methodology for the Police Department’s staff to use in projecting future staffing needs.
- ◆ Recommended staffing levels that will allow the Police Department to maintain or increase its current high levels of service, including: responding to all crimes and requests for service; maintaining robust crime prevention and community service programs; and maintaining youth services, investigation and forensic crime scene evidence collection, crime suppression, and other services currently offered by the Police Department.
- ◆ Analysis of the impact on staffing levels and calls for service resulting from current and future City plans for economic development and future annexations.
- ◆ Wherever possible, use existing data for the analysis, such as the City’s General Plan and other published planning documents, crime statistics, payroll and overtime work records, and computer-aided dispatch data.
- ◆ Compilation of Community Policing, predictive policing, and data-driven policing strategies. This includes assessing Community Policing efforts as an ongoing strategy, leveraging the performance and evaluative processes in place, verifying the current effectiveness and efficiencies of the agency, and assessing efficiencies of calls for service. This also incorporates evaluating and contrasting data to overlay response time standards, officer safety, and call prioritization.
- ◆ Interviews with stakeholders—including elected officials, City management, and Police Department staff—to assess goals, expectations, and perceived workload levels.



1.4 APPROACHES AND TECHNIQUES USED BY CITYGATE

In executing this study, Citygate engaged in the following processes:

1. Reviewed available documents and records relating to the management, operation, and budgeting of the Police Department.
2. Conducted one-on-one interviews with members of the City Council.
3. Conducted interviews with the City Manager, Assistant City Manager / Finance Director, and Department Heads.
4. Conducted interviews with the Department sergeants, lieutenants, and Chief of Police, as well as Police Officers Association leaders.
5. Conducted interviews with non-sworn personnel in the Police Department.
6. Considered industry best practices for applicability in San Luis Obispo.

Throughout this process, it was Citygate’s policy to review findings of the study with multiple sources for validation. The data also was presented and discussed with the Chief of Police to allow an opportunity to provide evidence concerning aspects of the report that were deemed unclear or needed further input.

1.5 CITYGATE’S ASSESSMENT FACTORS

As the Council understands, there are no mandatory federal or state regulations directing the level of police service staffing, response times, and outcomes. San Luis Obispo’s City Council has strived to provide budgetary support for staffing that affords patrol officers sufficient time to respond to calls for service and engage in preventative patrol, Community Policing, and basic crime prevention activities.

Citygate embraces the International Association of Chiefs of Police (IACP) recommended methods for determining appropriate staffing levels. The IACP-recommended 20/20/20 rule suggests that for every hour worked in patrol, 20 minutes each should be dedicated to:

- ◆ Call response
- ◆ Administrative duties and report writing
- ◆ Proactive/preventative patrol activities (foundational to a proactive Community Policing philosophy).

Citygate is committed to the principle of consistent, conservative fiscal management. Citygate recommends adding personnel only when all other measures of efficiency and effectiveness,



such as training, technology, equipment, and shift management, have been employed. Law enforcement management best practices dictate that police officer staffing increases be based on empirical analysis of criminal activity, emergency calls for service, response times, clearance rates, and outcome measurements. Justification must be linked to the Department's service delivery goals and providing for a safe working environment for patrol officers. In addition, best practices dictate that the Department use non-sworn personnel wherever possible to support the Department's operations.

1.6 ADVICE TO THE READER: HOW BEST TO HANDLE PEER REVIEW

From time to time throughout the report, Citygate speaks clearly and to the point without pulling any punches. This is not done with intent to offend anyone. However, Citygate believes that the client is best served by frankness. The characteristics of the City's Police Department have evolved over an extended period of time due to many factors. The law enforcement services provided by the Department, as is the case in all agencies, have both favorable and unfavorable characteristics, none of which is attributed to any one person.

To the extent improvements need to be made, far more often than not, it is due to process problems or resource problems, as opposed to personnel problems. The attitudes, knowledge, talents, and philosophies of the employees Citygate had the privilege of meeting were, in a word, impressive. Their affection for the City and the community is deep and abiding.

1.7 THE STORY AND THE GOOD NEWS

The Police Department is fundamentally and operationally in good shape. The Department is very dedicated, talented, honest, professional, and competent. Based on interviews, both sworn and non-sworn Department personnel are proud and grateful to be a part of the Police Department.

The Department, as it continues to move and adjust to its new chief and key command staff personnel changes, is well positioned to continue to modernize, adapt to new priorities, and make law enforcement service delivery changes that will increase efficiency and effectiveness. This will be particularly evident as the Department takes advantage of new technologies and data-driven policing right-sized for the community and the Department.

The City Councilmembers whom Citygate interviewed are very supportive of the Department and believe the City has a well-intended, talented, and dedicated Police Department.

Citygate also interviewed most of the leadership of the other City departments. The consensus was the Police Department is working well with other City departments. There appears to be



great appreciation for the Police Department as a whole and the responsiveness of the executive staff.

All of the above is good news for the City.





As noted earlier in this report, the Citygate Team interviewed elected officials, appointed officials, non-sworn Police Department personnel, and sworn Police Department personnel. The interviews were conducted in a group or one-on-one format and were private and confidential, which allowed for honest, candid, and constructive information to be obtained about important aspects of the Police Department's operations. Interviewees were asked to describe their view of the Police Department's strengths, weaknesses, opportunities, and threats. The responses were wide-ranging.

The comments that emerged from the Citygate interviews included several notable observations and recurring opinions and concerns that can be summarized as follows:

- ◆ Police Department staffing levels have not kept up with growth in population and service demands within the City.
- ◆ Understaffing and vacancies negatively affect many key functions of the Department.
- ◆ Not having a full complement of sworn officers results in having to pay overtime to backfill for non-patrol activities (e.g., court appearances, training, joint policing task forces).
- ◆ Not having a full complement of sworn officers results in having to move officers from specialty assignments into patrol or pay overtime.



- ◆ Modern data-driven policing is highly beneficial; however, it needs to be thoughtfully right-sized to properly fit the City to ensure that it adds value.
- ◆ Sergeants have too many administrative, non-patrol responsibilities to allow them to provide a desired level of patrol officer supervision and training.
- ◆ Some uncertainty exists with regard to how and when to file certain types of complaints and incident reports.
- ◆ The sergeant's role in patrol officer personnel evaluations is underutilized.
- ◆ The sergeant's role in reviewing patrol officer incident reports is underutilized.
- ◆ Property crimes have increased significantly.
- ◆ The Department lacks an effective technology-based case management interface with its current computer systems. Detectives use separate MS-Excel sheets to track their cases.
- ◆ Suspected Child Abuse Reports (SCAR), which have a statutory priority, have increased the detectives' workload.
- ◆ The sworn personnel value the high level of specialty assignment opportunities offered by the Department.
- ◆ The Department, in order to be competitive and successful, must aggressively reimagine its recruiting strategies.
- ◆ There is a consistent backlog of reports and citations awaiting entry into the records management system (RMS) by Records Unit staff. This is partially due to delays in officers submitting said reports and citations and also due to insufficient staffing.
- ◆ The Department is routinely late in submitting Uniform Crime Reporting (UCR) data to the Federal Bureau of Investigations (FBI) due to the backlog in the Records Unit.
- ◆ The current process for submitting and entering reports is time-consuming and blurs the lines of supervision by having Records Clerks review and return reports to sergeants or lieutenants if certain components are missing.
- ◆ The Records Supervisor reads almost every call for service in the computer-aided dispatch (CAD) system that was *not* assigned a report number to ensure that officers completed reports when necessary.



Section 2—What Citygate Heard and Observed During the Interview Process | 39

- ◆ The Records Unit is professional and open to employees of the Department. These interruptions, at some point, are detrimental to efficiency and productivity.
- ◆ Staffing levels in the Records Unit seem barely sufficient to stay abreast of workload. Employee absences are not backfilled with overtime, which contributes to the workload backlog.
- ◆ The configuration of the front desk area limits Records Clerks to assisting only one person at a time and there are no phone or computer capabilities at this desk. The absence of bullet-resistant glass causes security concerns for Records Unit personnel.
- ◆ Dictation services, which are time-consuming, are still offered to sworn staff for reports.
- ◆ The fee schedule for obtaining reports is convoluted and difficult to explain to the public.
- ◆ Time-sensitive responsibilities, such as report and citation entry, are disrupted by the intermittent and random need for Records Clerks to leave their workstation and help the public at the front desk.
- ◆ Records Clerks are under the impression that their suggestions for updates to the Spillman RMS are not considered by the vendor.
- ◆ The Communications and Records Manager has announced she will retire in September 2017, after 34 years of service. Over the course of 34 years, her duties have expanded greatly within and beyond Communications and Records, which will make it challenging, if not impossible, for one individual to replace her.
- ◆ The Communications and Records Manager performs many tasks that would normally be completed by a crime analyst.
- ◆ Projects languish in the Records Unit with no solution for completion and no proposed completion date.
- ◆ The Records Supervisor, the Communications and Records Manager, and the Administrative Analyst are responsible for creating and contributing statistical reports for Department staff. These tasks are time-consuming and more suited for a crime analyst.
- ◆ There are occasions each year when additional officers are deployed to the Patrol Division on an overtime basis, without a commensurate increase in Records Unit deployment of staff. This contributes to the backlog of report and citation entry.



40 | Section 2—What Citygate Heard and Observed During the Interview Process

- ◆ The current staffing model for the Communications Division does not provide supervisory coverage 24 hours a day, seven days a week. In fact, for 88 hours each week (52 percent), there is no Communications Supervisor scheduled to work.
- ◆ Staffing is at a critical level in the Communications Division, with only eight of 11 Communications Technician allocations filled. Even with a full complement, it is very challenging to provide the coverage that is required in a consolidated law and fire center, even before the anticipated population increase.
- ◆ The two Communications Supervisors are the designated trainers and, when needed, the Communications and Records Manager also serves as a trainer, thereby interfering with their ability to supervise and manage.
- ◆ Dispatchers manually and/or mentally track the number and complexity of calls handled by each officer during a given shift.
- ◆ According to the Emergency Call Tracking System (ECaTS), 100 percent of the wireless 9-1-1 calls from 319 of 462 (69 percent) cell sectors are being transferred to another agency, such as the California Highway Patrol (CHP), indicating a high level of wireless 9-1-1 calls received in the Communications Division are requiring transfer to the appropriate agency.
- ◆ Communication between the Fire Department, the Police Department, and the Communications Division could be improved.
- ◆ Communications Division personnel play little to no part in the recruitment process for new employees for the Division, and the success rate for trainees is sub-standard.
- ◆ The abandoned call rate for the Communications Division's 9-1-1 calls (9.35 percent for 2016 and 7.83 percent for 2015) is greater than the Commission on Accreditation for Law Enforcement Agencies' (CALEA's) standard of 5 percent.
- ◆ The Communications Division is easily meeting the newly implemented (September 2016) California Office of Emergency Services 9-1-1 Emergency Services Branch standard of answering 95 percent of incoming 9-1-1 calls within 15 seconds. However, on occasion, a limited search indicated they were not meeting the national standard of answering 90 percent of all 9-1-1 calls during the busiest hour each day within 10 seconds.



Section 2—What Citygate Heard and Observed During the Interview Process | 41

- ◆ The Department measures response times from the time a call is dispatched until the time the first unit arrives on scene, which is not an accurate reflection of “response time.”
- ◆ The 10-digit telephone lines for the Communications Division are not captured in ECaTS reports, though they are captured elsewhere.
- ◆ The Communications Division enjoys an extremely low to non-existent level of public or first responder complaints.
- ◆ The current Memorandum of Understanding (MOU) is excessively restrictive, down to the start time for shifts.

This page was intentionally left blank





Calls for service constitute the response element of law enforcement services. The first point of contact the public has with the Police Department is through the 9-1-1 operator. Once the call is dispatched, depending on availability, the patrol officer is the first point of personal contact and the first face-to-face impression of the Department.

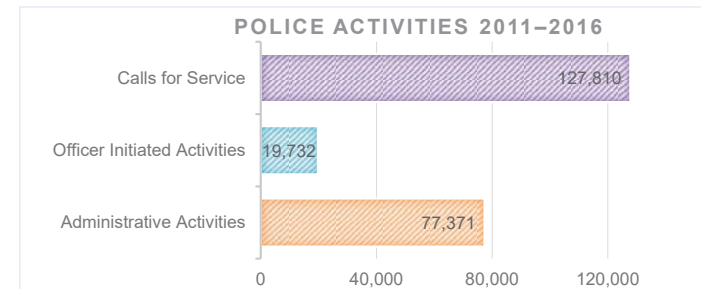
In examining the calls for service, Citygate analyzed the activities across three categories: calls for service, officer-initiated activities, and administrative activities.

3.1 DEMANDS FOR SERVICE

3.1.1 Officer Activity

The City's Patrol Division handled 224,913 activities from January 1, 2011 through December 31, 2016. From the data supplied, except for some miscellaneous incident types such as Public Works Assist, the records Citygate has are entirely calls for service records.

Figure 2—Officer Activity by Incident in CAD – 2011–2016



3.1.2 Calls for Service

The Police Department responded to 127,810 calls for service from January 1, 2011 through December 31, 2016. This is an average of 21,301 per year, or nearly 58 per day. Table 5 shows calls for service by priority and indicates the number of multiple-unit and single-unit calls for each priority.

Calls for service are prioritized during dispatch, although pre-designated priority codes exist for the reported crime and/or the circumstances surrounding the request for service.

Call Priority Definitions

All nature codes are given a priority number. In the past, San Luis Obispo used nice priority levels and is now moving to five. To quantify priority levels, the following standards have been set. Some of these standards for dispatch are set by APCO, NENA, and NFPA. There are no national standards for patrol response priorities.

Priority 1 calls for service are those in which there is an imminent danger to life. This includes business and residential hold up and panic alarms and traffic accidents with injuries. Priority 1 calls will be dispatched immediately with a hot tone to indicate hot traffic.

Dispatch: Call answered and dispatched in 60 seconds.

Priority 2 calls are those in which a crime in progress might result in a threat of injury to a person, major loss of property, or immediate apprehension of a suspect. These calls are urgent but not known to be life threatening. This includes traffic accidents blocking a roadway and



silent alarms both residential and business. Priority 2 calls will be voice dispatched as quickly as possible.

Dispatch: Call answered and dispatched within 90 seconds.

Priority 3 calls are minor, in progress crimes with no threat of injury to a person or major loss of property. This includes audible residential and business alarm calls.

Dispatch: Call answered and dispatched within 3 minutes.

Priority 4 calls are non-emergency requests for service for a nuisance or to report a crime after the fact.

Dispatch: Call answered and dispatched within 1 hour.

Priority 5 calls are non-emergency requests for assistance or reports with no follow-up. They generally have no suspect information, no evidence exists, or a report is needed for documentation purposes only.

Dispatch: Call answered and dispatched within 2 hours.

Table 5—Calls for Service by Priority – 2011–2016

Priority	Multi-Unit	Single-Unit	Total
1	4,085	1,315	5,400
2	11,022	1,754	12,776
3	24,322	14,528	38,850
4	18,989	14,997	33,986
5	11,778	9,839	21,617
6	1,686	3,078	4,764
7	1,503	4,455	5,958
8	457	2,968	3,425
9	70	964	1,034
Total	73,912	53,898	127,810

Although default priorities exist for call types, the Communications Center assigns custom priorities during dispatch relevant to the needs of the public. The data supplied to Citygate contains priorities as dispatched. The prioritization coding system was also changed from nine codes to five in June 2016. Dispatchers are still free to assign priorities as they deem fit; however, they now have a narrower range of priority codes ranging from 1 to 5. Although there's

some flux in the data from the new coding system, for the purposes of this study, Priority 6–9 calls account for only 1,701 calls (7 percent) for 2016 and will not ostensibly alter the outcome of the subsequent analysis.

Particularly for low priorities such as 5–9, it may not make sense to deploy multiple units except in cases where officer safety may be an issue, such as where large crowds gather. The City has a burgeoning nightlife scene, and hence these volumes may appropriately reflect that.

3.1.3 Administrative Calls

In June 2016, Chief Cantrell directed the tracking of Administrative time for patrol officers for the comparative analysis of the 20/20/20 model. This new data tracking coincided with the updating of priority changes. Administrative time began being tracked with breakdowns for every subset, including report writing, fuel, office details, briefing, meals, and unit servicing, etc.

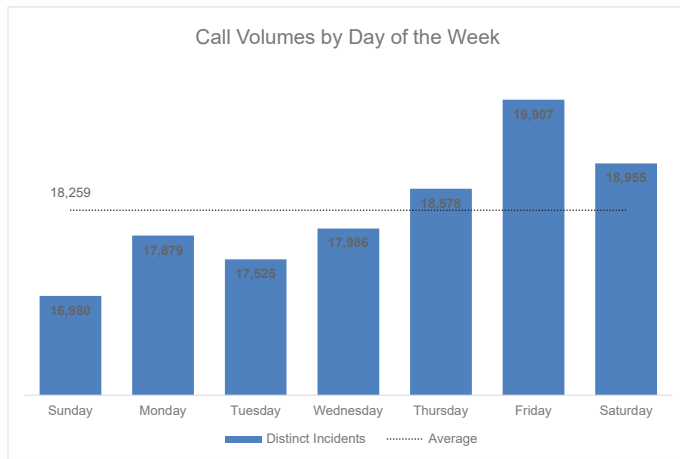
Consistent documentation of this data has been challenging. The Department is making progress in ensuring the complete documentation of this time. The six months of data report entitled, *Availability Time Analysis by Ten Code* (see Appendix A), was not complete enough to provide a basis for statistical analysis as it contained suspected elapsed time errors. The documentation anomalies have since been addressed and should provide quality data in the future.

3.1.4 Call Volume by Day of Week

Calls for service are displayed by day of week in the following chart. Above-average call volumes occur Thursday through Saturday. Volumes on Friday are 9 percent higher than the average.



Figure 3—Calls for Service by Weekday (All Priorities) – 2011–2016



3.1.5 Temporal Charting Introduction

Temporal charts, or “heat maps,” are used to analyze data and provide visual acuity for frequency of events. The “hotter” or redder the color, the higher the number of incidents. The picture these charts provide will assist in analyzing shift deployments, response times, and calls for service.

The reddening color scheme applies to the total column and total row as well, scaling from blue (low) to red (high). This makes it easier to visualize the days of the week or the hours with the highest and lowest incident counts.

The temporal chart has very clear demand periods on a volume basis. The busiest days of the week are Friday, Saturday, and Thursday. The busiest hours of the week are between 9 am and 6 pm. The busiest times are Fridays and Saturdays from 10 pm through 2 am, with some busy periods weekdays between 3 and 6 pm.

Table 6—Calls for Service (All Priorities and Responses) – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	1,042	519	533	565	546	710	1,032	4,947
01	998	388	363	502	427	599	952	4,229
02	841	366	310	425	364	594	853	3,753
03	530	271	282	311	247	354	544	2,539
04	335	206	199	243	219	291	355	1,848
05	240	217	202	226	240	226	268	1,619
06	258	300	301	309	275	326	263	2,032
07	340	572	575	590	587	622	427	3,713
08	455	842	853	887	914	871	634	5,456
09	651	968	915	958	984	945	811	6,232
10	737	1,066	962	982	1,003	951	858	6,559
11	824	1,136	1,023	1,038	990	1,005	942	6,958
12	899	1,126	987	1,000	1,002	1,102	970	7,086
13	881	1,112	1,046	1,086	1,108	1,132	952	7,317
14	818	1,111	1,035	1,046	993	1,116	958	7,077
15	854	1,080	1,165	1,081	1,111	1,209	946	7,446
16	845	1,127	1,145	1,109	1,077	1,196	918	7,417
17	783	1,022	1,064	1,090	1,185	1,129	957	7,230
18	826	878	907	870	1,036	1,009	875	6,401
19	787	801	857	804	929	892	797	5,867
20	779	798	761	724	856	790	761	5,469
21	777	740	694	731	829	853	795	5,419
22	811	702	735	723	877	980	982	5,810
23	669	531	611	686	779	1,005	1,105	5,386
Total	16,980	17,879	17,525	17,986	18,578	19,907	18,955	127,810

The layout of this chart is consistent with that of a college town, with more significant activity during the weekend hours.



3.1.6 Single-Unit Responses

Table 7—Single-Unit Responses (All Priorities) – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	228	138	129	134	144	155	237	1,165
01	244	71	78	96	85	128	221	923
02	197	94	61	85	83	138	212	870
03	118	72	69	83	57	83	132	614
04	75	51	49	59	66	72	105	477
05	61	60	50	50	47	70	76	414
06	98	114	123	138	116	133	105	827
07	144	281	277	263	271	281	184	1,701
08	191	454	448	458	475	433	298	2,757
09	318	540	477	508	547	500	398	3,288
10	370	606	514	507	547	507	444	3,495
11	393	651	539	532	497	513	495	3,620
12	462	603	518	502	537	576	463	3,661
13	431	590	578	559	562	585	468	3,773
14	392	602	537	531	489	600	448	3,599
15	359	577	601	546	566	624	428	3,701
16	338	550	619	538	524	616	411	3,596
17	315	505	532	570	586	506	387	3,401
18	345	416	464	390	445	466	374	2,900
19	306	324	371	320	377	350	300	2,348
20	260	295	281	253	294	275	268	1,926
21	258	248	214	250	273	287	255	1,785
22	249	213	226	230	241	258	274	1,691
23	180	155	157	168	185	243	278	1,366
Total	6,332	8,210	7,912	7,770	8,014	8,399	7,261	53,898

Single-unit calls occur most frequently during weekday working hours. A notable surprise is the absence of single-unit responses during the weekend evening hours. This suggests a disproportionately higher volume of multiple-unit responses during the weekend evening hours.

3.1.7 Multiple-Unit Responses

Table 8—Multiple-Unit Responses (All Priorities) – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	814	381	404	431	402	555	795	3,782
01	754	317	285	406	342	471	731	3,306
02	644	272	249	340	281	456	641	2,883
03	412	199	213	228	190	271	412	1,925
04	260	155	150	184	153	219	250	1,371
05	179	157	152	176	193	156	192	1,205
06	160	186	178	171	159	193	158	1,205
07	196	291	298	327	316	341	243	2,012
08	264	388	405	429	439	438	336	2,699
09	333	428	438	450	437	445	413	2,944
10	367	460	448	475	456	444	414	3,064
11	431	485	484	506	493	492	447	3,338
12	437	523	469	498	465	526	507	3,425
13	450	522	468	527	546	547	484	3,544
14	426	509	498	515	504	516	510	3,478
15	495	503	564	535	545	585	518	3,745
16	507	577	526	571	553	580	507	3,821
17	468	517	532	520	599	623	570	3,829
18	481	462	443	480	591	543	501	3,501
19	481	477	486	484	552	542	497	3,519
20	519	503	480	471	562	515	493	3,543
21	519	492	480	481	556	566	540	3,634
22	562	489	509	493	636	722	708	4,119
23	489	376	454	518	594	762	827	4,020
Total	10,648	9,669	9,613	10,216	10,564	11,508	11,694	73,912

Multiple-unit responses clearly occur most frequently during Friday and Saturday evenings from 10 pm through 3 am.



Given that so few single-unit responses occur during these hours, the City must recognize the demand on staff to respond is higher during these hours than any other time of the week. That is, if at least two officers respond to a multiple-unit call, the pool of available officers shrinks at the rate of at least twice that of a single-unit call.

Of the 127,810 calls for service:

- ◆ 57.8 percent (73,912) required two or more officers.
- ◆ 22.2 percent (28,338) required three or more officers.

3.1.8 Demands for Service Summary

Single-unit calls take place most often during weekday working hours. This differs substantially from multiple-unit calls that occur most frequently during late evening weekend hours. Single-unit calls constitute only 42 percent of all distinct incidents, suggesting that multiple-unit calls are the standard mode of deployment during peak late-evening weekend hours.

Between 10 pm and 3 am Friday and Saturday nights, multiple-unit incidents outnumber single-unit incidents three to one.⁵

From a staffing standpoint, it is prudent to have sufficient officers available for the weekend nightlife crowds. When multiple-unit responses are required, the peaked staffing of available Patrol units is consumed at a much faster rate, and hence more units should be deployed during these peak critical hours.

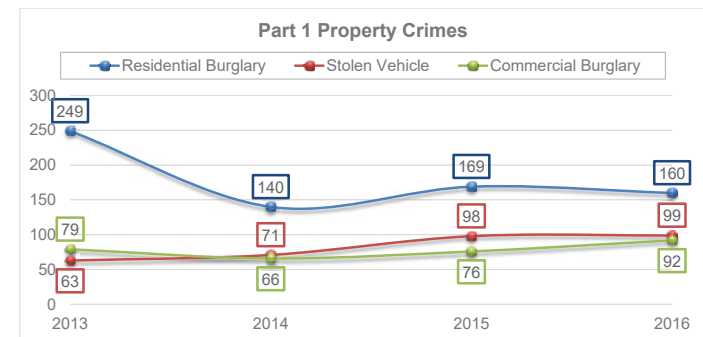
⁵ 2,392 single-unit responses vs. 7,398 multiple-unit responses; or multiple-unit responses are 309 percent larger than single-unit responses during the Friday–Saturday 10 pm through 3 am window.



3.2 SAN LUIS OBISPO'S CRIME PICTURE

The following charts track the volume of Part 1 crimes between 2013 and 2016, beginning with Property crimes.

Figure 4—Part 1 Property Crimes – Residential, Vehicle, and Commercial – 2013–2016



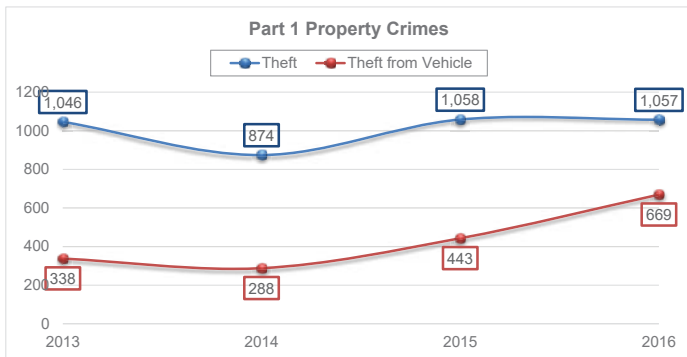
There has been a 57 percent growth in Stolen Vehicles since 2013 and a 39 percent growth in Commercial Burglaries since 2014.⁶ Residential Burglaries, down substantially since 2013, are now fluctuating around 155 per year.

Residential Burglary still can be a strike felony; however, it is rarely charged as a strike felony. There is a significant difference in punishment for this crime type versus theft crimes.

⁶ Growth Calculation: (Current Period/Prior Period) - 1

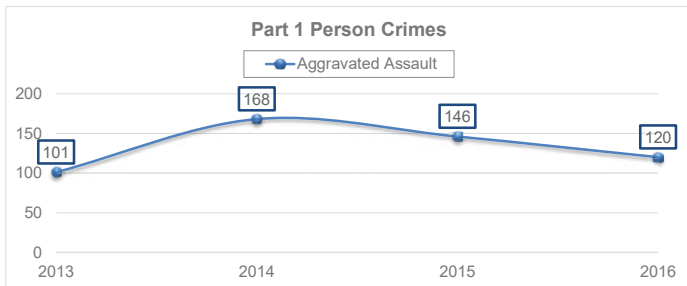


Figure 5—Part 1 Property Crimes – Theft and Theft from Vehicle – 2013–2016



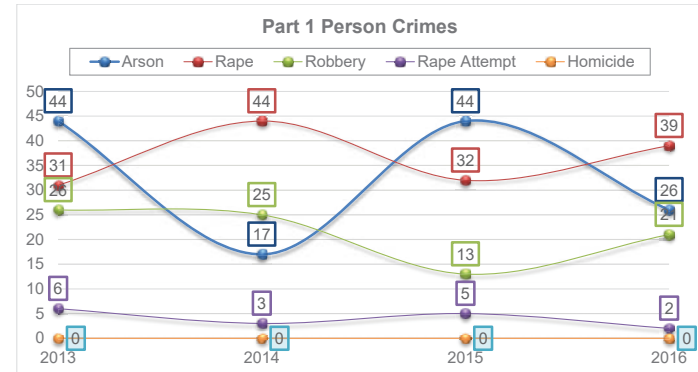
There has been a 132 percent growth in Theft from Vehicles since 2014 and 21 percent growth in Theft since 2014.

Figure 6—Part 1 Person Crimes – Aggravated Assault – 2013–2016



There has been a 28.5 percent decline in Aggravated Assaults since 2014.

Figure 7—Part 1 Person Crimes – Arson, Rape, Robbery, Rape Attempts, and Homicide – 2013–2016



There have been zero Homicides in the last four years.

Arson has been fluctuating substantially year to year. There was a 61 percent decrease from 2013 to 2014, then a 159 percent increase, then a 41 percent decrease.

Rape and Robbery have demonstrated similar increases to Theft and Theft from Vehicle in the last two years, which warrants investigation into whether there are linkages by person, location, or another factor. Rape attempts (reported) were at a four-year low in 2016. Citygate does not have the data necessary to cross-reference arrest data by name, but there is value in reviewing addresses.

3.2.1 Crime Summary

The latest crime data, as shown in this study, indicates that the Police Department, in collaboration with the community, has done an outstanding job in minimizing crime. There are many factors that contribute to crime rates, including economics, proactive/preventative policing, omnipresence, community involvement, and employment. These statistics are encouraging, but cannot and should not lull the City into believing that staffing and performance decisions can be made with just this limited picture. Community expectations, sense of safety (quality of life), emergency response times, and confidence in the Police Department all factor into these decisions.



Additionally, criminal conduct is not confined by boundaries. In other words, criminals do not concern themselves with their crime target by geographical boundaries such as city limits or county lines. Criminal activity spills across jurisdictional boundaries and can have a significant effect on the criminal activity in the Department's jurisdiction.

Factors well beyond the control of the City will have a direct impact on the emerging crime trends. The California Prison Realignment (AB 109) and recently passed Proposition 57 will likely spawn increased criminal activity throughout the State of California. The Prison Realignment is noted by most law enforcement professionals as being the single greatest factor in the dramatic increase in property crimes. No one knows yet what the possible impact of Proposition 57 will be, but it will allow even more convicted criminals to seek early release from prison. Additionally, other City services will likely be impacted by these measures. The released inmates will likely need assistance, either through government programs or charitable organizations, to assist them as they attempt to reintegrate into society. Many may end up homeless, exacerbating the homeless/transient issues already affecting the City.

Additionally, California voters have recently approved the recreational use of marijuana. This will undoubtedly create more work for the Police Department. Issues such as Driving Under the Influence, public intoxication, grow enforcement, sales enforcement, possession by minors, sales to minors, and many others will impact the Police Department. Areas of the country where recreational use is already legal have noted sharp increases in many crime types. The exact impact it will have on the City is yet to be known. The City has yet to adopt measures to address the potential regulation of recreational marijuana use/sales/cultivation within the City.

The City's crime data is consistent with crime trends from other jurisdictions across California. Property crimes are increasing significantly. Also, according to 2014/2015 data from the California Police Chiefs Association (shown in Appendix C of this report), 91 cities with a population between 25,000 and 49,999 reported a 9.15 percent increase in property crimes. The City's property crimes increased by 28 percent during the same period. Locally and statewide, this corresponds to the reduction of penalties and likelihood of prosecution for these crime types. Not only have penalties for theft convictions been reduced, the threshold for a theft to be prosecuted as a felony has been increased. Thefts of property valued under \$950 are generally treated as a misdemeanor; this was increased from \$400 (there are a few exemptions, including firearms of any value). Criminals are responding to the changes in these laws, and the number and frequency of thefts are burgeoning across the state.

The City's crime data also shows a decrease in the number of residential burglaries. This could be attributed to the penalties associated with this crime type. Residential burglary is still prosecuted as a strike felony in the State of California. The penalties for this crime type can be substantially more severe than for misdemeanor theft.

This page was intentionally left blank





SECTION 4—RESPONSE TIME DATA

The Police Department currently does not have response time standards or goals. However, San Luis Obispo’s Fire Department has established a goal of responding to emergency calls within 7 minutes, 90 percent of the time, from dispatch to arrival.

Response time is calculated from the time the call is received by the dispatcher, to the time one or more assigned units arrive on scene. Nationally, there are no legal mandates or standards established for law enforcement response times. Communities are left to determine response time goals given their own unique geographic and demographic considerations. The Police Department currently does not have response time standards or goals. However, San Luis Obispo’s Fire Department has established a goal of responding to emergency calls within 7 minutes, 90 percent of the time, from dispatch to arrival.⁷

When establishing response time standards, care must be given to examine the realistic capabilities

⁷ Seven-minute response time for Fire Department emergencies (Code 3) is based on 1-minute call processing, 2-minute “turn-out,” and 4-minute travel time. (Established by City Council adopted policy)



of the agency to meet the standard. Arbitrarily setting a standard that cannot be reached creates an unrealistic expectation of the community and daunting responsibility for the Police Department.

Current best practice, nationally, is to measure percent completion of a goal (e.g., 90 percent of the emergency responses) rather than an average measure of emergency calls. Mathematically, this is called a “fractile” measurement.⁸ This is because the measure of average only identifies the central or middle point of response time performance for all calls for service in the data set. Using an average makes it impossible to know how many incidents had response times that were way over the average, or just over.

For example, Figure 1 shows response times for a fictitious city police department in the United States. This city is small and receives 20 legitimate calls for service each day. Each response time for the calls for service has been plotted on the graph. The call response times have been plotted in order from shortest response time to longest response time.

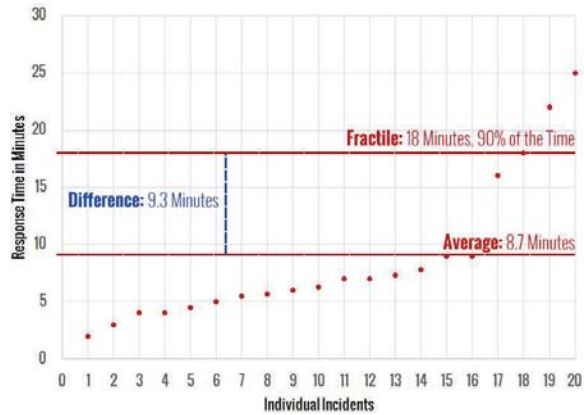
The figure shows that the average response time is 8.7 minutes. However, the average response time fails to properly account for four calls for service with response times far exceeding a threshold in which positive outcomes could be expected. In fact, it is evident in Figure 1 that, in this fictitious U.S. city, 20 percent of responses are far too slow, and that this city has a potential life-threatening service delivery problem. Average response time as a measurement tool for police departments is simply not sufficient. This is a significant issue in larger cities, if hundreds or thousands of calls are answered far beyond the average point.

By using the fractile measurement with 90 percent of responses in mind, this small city has a response time of 18 minutes, 90 percent of the time. This fractile measurement is far more accurate at reflecting the service delivery situation in this small city.

⁸ A *fractile* is that point below which a stated fraction of the values lie. The fraction is often given in percent; the term percentile may then be used.



Figure 8—Fractile versus Average Response Time Measurements – EXAMPLE



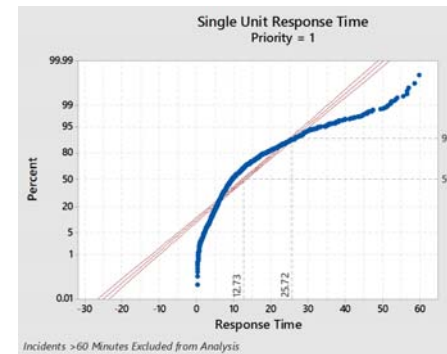
Another critical factor in measuring response time is to be realistic about what that time indicates. For example, for a life-threatening call for service, industry standards and academy instruction stresses the importance of an officer waiting for his or her backup. Not only does the presence of a backup improve safety, it tends to reduce the risk of escalating violence at a call. With this in mind, emergency call response times should be measured based on the arrival time of both units—the primary unit and the backup.

4.1 RESPONSE TIME ANALYSIS

Approximately 3.3 percent of 127,810 total calls for service (4,254 records) had unusual response times of greater than 60 minutes. These records were removed to improve the analysis. To further improve the analysis, records with Priorities of 6–9 were consolidated into Priority 5.

4.1.1 Single-Unit Responses

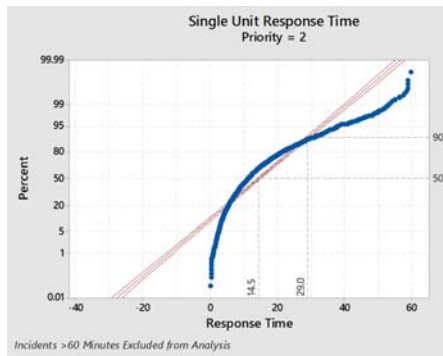
Figure 9—Priority 1 Single-Unit Response Time – 2011–2016



Response times for Priority 1 calls ($n=1,292$) occur in 25.7 minutes or less 90 percent of the time.

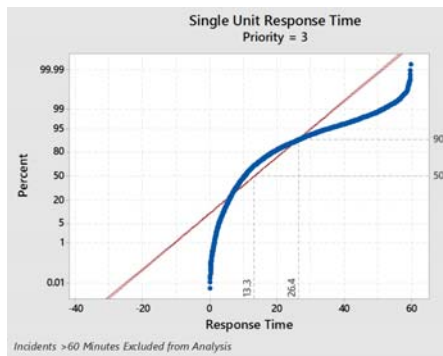


Figure 10—Priority 2 Single-Unit Response Time – 2011–2016



Response times for Priority 2 calls ($n=1,714$) occur in 29.0 minutes or less 90 percent of the time.

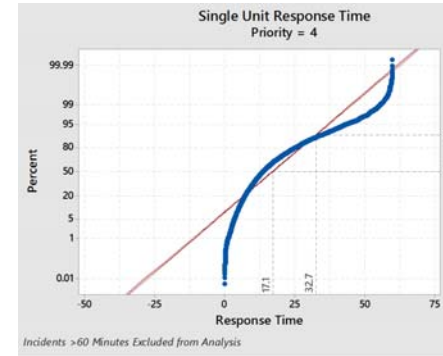
Figure 11—Priority 3 Single-Unit Response Time – 2011–2016



Response times for Priority 3 calls ($n=14,279$) occur in 26.4 minutes or less 90 percent of the time.

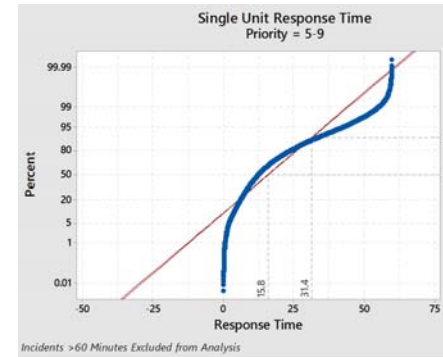


Figure 12—Priority 4 Single-Unit Response Time – 2011–2016



Response times for Priority 4 calls ($n=14,415$) occur in 32.7 minutes or less 90 percent of the time.

Figure 13—Priorities 5–9 Single-Unit Response Time – 2011–2016

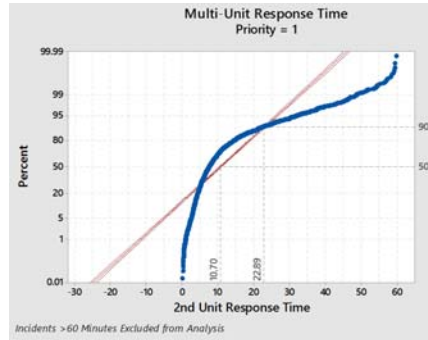


Response times for Priority 5–9 calls ($n=20,414$) occur in 31.4 minutes or less 90 percent of the time.



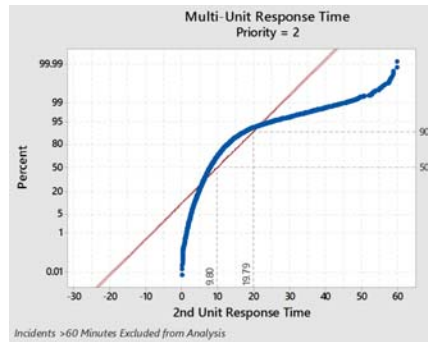
4.1.2 Multiple-Unit Responses

Figure 14—Second-In Unit Priority 1 Multiple-Unit Response Time – 2011–2016



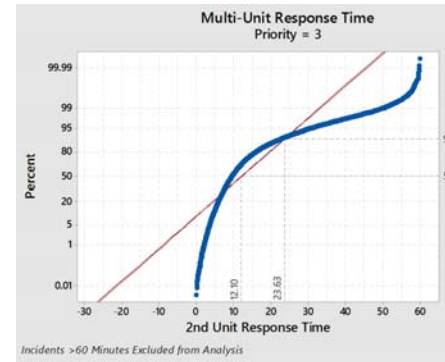
Multiple-unit response times for Priority 1 calls ($n=4,127$) occur in 22.9 minutes or less 90 percent of the time.

Figure 15—Second-In Unit Priority 2 Multiple-Unit Response Time – 2011–2016



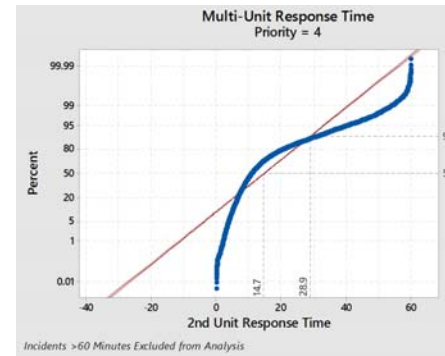
Multiple-unit response times for Priority 2 calls ($n=11,171$) occur in 19.8 minutes or less 90 percent of the time.

Figure 16—Second-In Unit Priority 3 Multiple-Unit Response Time – 2011–2016



Multiple-unit response times for Priority 3 calls ($n=25,450$) occur in 23.6 minutes or less 90 percent of the time.

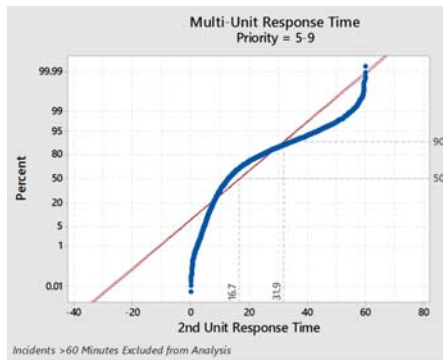
Figure 17—Second-In Unit Priority 4 Multiple-Unit Response Time – 2011–2016



Multiple-unit response times for Priority 4 calls ($n=22,282$) occur in 28.9 minutes or less 90 percent of the time.



Figure 18—Second-In Unit Priorities 5-9 Multiple-Unit Response Time – 2011–2016



Multiple-unit response times for Priority 5–9 calls ($n=17,224$) occur in 47.4 minutes or less 90 percent of the time.

4.2 RESPONSE TIME SUMMARY

The following table presents the response times for single-unit and multiple-unit responses. These are the response times achieved for 90 percent of calls for service.

Table 9—90 Percent Response Time Summary – 2011–2016

90% Response Times (Minutes)	Single-Unit	Multiple-Unit (Second-In Unit)
Priority 1	25.7	22.9
Priority 2	29.0	19.8
Priority 3	26.4	23.6
Priority 4	32.7	28.9
Priority 5–9	31.4	31.9

Nationally, law enforcement agencies are adopting the more accurate reporting of response times, moving away from an average of the time and reporting the 90 percent arrival time. The



Department and City do not have a standard on response times for the most urgent police emergency calls. Anecdotally, however, the Fire Department response time standard is 7 minutes⁹ (90 percent of the time) from dispatch to arrival. This would appear to be a reasonable time standard as the public’s expectation for emergency response for fire emergencies carries the same criticality as police emergencies.

Recognizing the safety factor mentioned above of two officers responding to an emergency or urgent call, the City’s response time for Priority 1 and 2 calls, second-in units is 22.89 and 19.79 minutes respectively, 90 percent of the time, as seen in Figure 14 and Figure 15.

When establishing a response time goal, the City must look at its geographical constraints, officer and citizen safety, and fiscal capabilities. Adding patrol officers during those peak calls for service hours will reduce response times. The challenge is that adding one officer on the street, 24/7, requires 5.25 additional full-time equivalents, which is inclusive of a “relief factor” (i.e., an industry best practice used to account for staffing a position 24/7, 365 days a year).

For these reasons, the combination of Citygate’s recommendations to add Community Service Officers (CSOs) to increase availability of officers, enhance documentation of committed time to better analyze availability, and fill the existing seven positions in Patrol are critical to improving response times. Once the seven officers are added, the Department will be in a better position to re-examine the response time data and make appropriate additions in staffing to bring the time closer to a target response time goal.

Finding #1: The Police Department has not established a response time goal.

Recommendation #1: Establish attainable response time goals to meet community expectations within the City’s fiscal capabilities.

⁹ Seven-minute response time for Fire Department emergencies (Code 3) is based on 1-minute call processing, 2-minute “turn-out,” and 4-minute travel time. (Established by City Council adopted policy)





5.1 EXAMINING CALLS FOR SERVICE BY FREQUENCY AND PRIORITY

In examining workload, the saturation of calls that occur by day of week and hour of day is an important visualization. This tool is also used when the Department is above minimum staffing, to compare proposed shift scheduling to calls for service and peak times.

The following temporal chart shows the calls for service volume across all priorities by hour of the day and day of the week, combining both single- and multiple-unit responses. There are two very clear patterns evident: Monday through Friday from 9 am to 6 pm, and Friday and Saturday evenings from 10 pm to 3 am represent the largest concentration of multiple-unit calls for service response.

Monday through Friday from 9 am to 6 pm, and Friday and Saturday evenings from 10 pm to 3 am represent the largest concentration of multiple-unit calls for service response.

Table 10—Service Calls by Hour of the Day and Day of the Week (All Priorities) – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	1,042	519	533	565	546	710	1,032	4,947
01	998	388	363	502	427	599	952	4,229
02	841	366	310	425	364	594	853	3,753
03	530	271	282	311	247	354	544	2,539
04	335	206	199	243	219	291	355	1,848
05	240	217	202	226	240	226	268	1,619
06	258	300	301	309	275	326	263	2,032
07	340	572	575	590	587	622	427	3,713
08	455	842	853	887	914	871	634	5,456
09	651	968	915	958	984	945	811	6,232
10	737	1,066	962	982	1,003	951	858	6,559
11	824	1,136	1,023	1,038	990	1,005	942	6,958
12	899	1,126	987	1,000	1,002	1,102	970	7,086
13	881	1,112	1,046	1,086	1,108	1,132	952	7,317
14	818	1,111	1,035	1,046	993	1,116	958	7,077
15	854	1,080	1,165	1,081	1,111	1,209	946	7,446
16	845	1,127	1,145	1,109	1,077	1,196	918	7,417
17	783	1,022	1,064	1,090	1,185	1,129	957	7,230
18	826	878	907	870	1,036	1,009	875	6,401
19	787	801	857	804	929	892	797	5,867
20	779	798	761	724	856	790	761	5,469
21	777	740	694	731	829	853	795	5,419
22	811	702	735	723	877	980	982	5,810
23	669	531	611	686	779	1,005	1,105	5,386
Total	16,980	17,879	17,525	17,986	18,578	19,907	18,955	127,810

Further analysis of the frequency and distribution of calls for service begins by comparing single- and multiple-unit responses, beginning with multiple-unit responses.



5.1.1 Multiple-Unit Responses

Multiple-unit responses across all priorities are summarized in the table below.

Table 11—Multiple-Unit Responses (All Priorities) – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	814	381	404	431	402	555	795	3,782
01	754	317	285	406	342	471	731	3,306
02	644	272	249	340	281	456	641	2,883
03	412	199	213	228	190	271	412	1,925
04	260	155	150	184	153	219	250	1,371
05	179	157	152	176	193	156	192	1,205
06	160	186	178	171	159	193	158	1,205
07	196	291	298	327	316	341	243	2,012
08	264	388	405	429	439	438	336	2,699
09	333	428	438	450	437	445	413	2,944
10	367	460	448	475	456	444	414	3,064
11	431	485	484	506	493	492	447	3,338
12	437	523	469	498	465	526	507	3,425
13	450	522	468	527	546	547	484	3,544
14	426	509	498	515	504	516	510	3,478
15	495	503	564	535	545	585	518	3,745
16	507	577	526	571	553	580	507	3,821
17	468	517	532	520	599	623	570	3,829
18	481	462	443	480	591	543	501	3,501
19	481	477	486	484	552	542	497	3,519
20	519	503	480	471	562	515	493	3,543
21	519	492	480	481	556	566	540	3,634
22	562	489	509	493	636	722	708	4,119
23	489	376	454	518	594	762	827	4,020
Total	10,648	9,669	9,613	10,216	10,564	11,508	11,694	73,912

There is a very clear pattern for multiple-unit responses, with the majority occurring during nightlife hours on weekends (Friday and Saturday evenings from 10 pm to 3 am). Notice there are comparatively fewer multiple-unit responses during workweek hours. The latter pattern very clearly belongs to the single-unit responses.



5.1.2 Multiple-Unit Responses by Priority

Table 12—Priority 1 Multiple-Unit Responses – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	54	9	18	17	20	30	49	197
01	73	15	10	18	25	35	53	229
02	35	16	7	17	16	18	39	148
03	19	5	14	15	11	11	16	91
04	12	3	6	9	4	11	7	52
05	9	8	5	8	8	4	13	55
06	8	12	4	6	7	7	8	52
07	12	13	10	22	14	13	13	97
08	9	25	21	17	28	23	9	132
09	13	21	30	27	27	30	21	169
10	19	24	20	31	25	25	18	162
11	22	33	30	27	31	33	23	199
12	22	31	27	31	32	45	17	205
13	32	37	19	27	23	44	29	211
14	27	30	23	30	40	33	35	218
15	28	26	31	36	42	36	21	220
16	41	33	37	41	32	38	33	255
17	24	35	38	42	43	39	23	244
18	18	22	31	33	44	30	22	200
19	18	20	26	27	34	30	22	177
20	28	31	25	26	40	33	23	206
21	27	30	23	31	42	30	35	218
22	25	18	17	22	23	33	31	169
23	20	13	19	24	29	38	36	179
Total	595	510	491	584	640	669	596	4,085

The amount of data available for Priority 1 multiple-unit responses is comparatively small, representing just 3 percent of all calls. The volume represented here is comparatively small, but there are allusions to the nightlife pattern discussed in the preceding table.



Priority 2 multiple-unit responses confirm the weekend nightlife pattern above.

Table 13—Priority 2 Multiple-Unit Responses – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	154	57	62	63	80	107	171	694
01	181	48	43	85	61	94	196	708
02	147	50	42	63	45	100	144	591
03	63	20	25	31	21	51	72	283
04	44	19	22	31	28	21	34	199
05	19	21	13	21	21	21	15	131
06	12	19	27	15	15	19	20	127
07	19	34	35	39	24	43	27	221
08	33	49	50	49	53	58	41	333
09	44	53	54	54	64	60	54	383
10	55	56	63	65	58	70	53	420
11	59	52	59	69	93	81	66	479
12	72	79	56	74	58	70	77	486
13	65	65	74	72	82	57	62	477
14	48	78	76	67	83	66	68	486
15	82	74	74	85	75	94	56	540
16	61	69	69	95	103	66	60	523
17	73	86	88	73	79	78	80	557
18	73	89	72	79	86	73	76	548
19	76	89	77	77	85	72	68	544
20	83	94	62	67	83	78	73	540
21	86	75	75	87	89	79	74	565
22	100	64	81	72	83	102	101	603
23	69	44	58	79	103	115	116	584
Total	1,718	1,384	1,357	1,512	1,572	1,675	1,804	11,022

There are some differences in the Priority 3 multiple-unit responses, with moderate volume occurring between 3 pm and 1 am every day of the week.

Table 14—Priority 3 Multiple-Unit Responses – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	189	142	141	141	124	170	217	1,124
01	200	111	99	143	131	151	208	1,043
02	178	97	112	123	111	149	195	965
03	131	95	94	100	85	106	129	740
04	102	70	70	82	74	96	100	594
05	97	77	64	83	97	84	93	595
06	81	75	80	79	66	88	65	534
07	77	98	98	108	138	108	97	724
08	97	107	134	146	139	142	119	884
09	114	120	135	140	124	128	140	901
10	126	140	127	153	143	137	140	966
11	141	165	155	167	127	159	148	1,062
12	132	151	148	158	158	168	151	1,066
13	141	153	132	177	172	158	133	1,066
14	162	142	150	163	150	160	150	1,077
15	150	153	188	163	175	204	165	1,198
16	160	183	159	173	156	191	152	1,174
17	133	166	166	169	205	207	188	1,234
18	167	155	161	162	194	192	152	1,183
19	146	175	167	184	193	184	166	1,215
20	185	165	170	169	194	192	173	1,248
21	172	166	161	175	201	213	185	1,273
22	162	166	168	166	213	219	180	1,274
23	130	130	154	184	173	198	213	1,182
Total	3,373	3,202	3,233	3,508	3,543	3,804	3,659	24,322



The remaining Priorities 4 through 9 follow the same pattern as Priority 2, with the exception of Priority 6, which has an insignificant volume of 1,686 calls over six years. Combining the remaining priorities demonstrates this familiar multiple-unit response pattern, with most responses occurring during the nightlife hours.

Table 15—Priority 4–9 Multiple-Unit Responses – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	417	173	183	210	178	248	358	1,767
01	300	143	133	160	125	191	274	1,326
02	284	109	88	137	109	189	263	1,179
03	199	79	80	82	73	103	195	811
04	102	63	52	62	47	91	109	526
05	54	51	70	64	67	47	71	424
06	59	80	67	71	71	79	65	492
07	88	146	155	158	140	177	106	970
08	125	207	200	217	219	215	167	1,350
09	162	234	219	229	222	227	198	1,491
10	167	240	238	226	230	212	203	1,516
11	209	235	240	243	242	219	210	1,598
12	211	262	238	235	217	243	262	1,668
13	212	267	243	251	269	288	260	1,790
14	189	259	249	255	231	257	257	1,697
15	235	250	271	251	253	251	276	1,787
16	245	292	261	262	262	285	262	1,869
17	238	230	240	236	272	299	279	1,794
18	223	196	179	206	267	248	251	1,570
19	241	193	216	196	240	256	241	1,583
20	223	213	223	209	245	212	224	1,549
21	234	221	221	188	224	244	246	1,578
22	275	241	243	233	317	368	396	2,073
23	270	189	223	231	289	411	462	2,075
Total	4,962	4,573	4,532	4,612	4,809	5,360	5,635	34,483

5.1.3 Single-Unit Responses

Single-unit responses occur primarily during normal business hours, with the bulk of calls occurring between 9 am and 6 pm.

Table 16—Single-Unit Responses (All Priorities) – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	228	138	129	134	144	155	237	1,165
01	244	71	78	96	85	128	221	923
02	197	94	61	85	83	138	212	870
03	118	72	69	83	57	83	132	614
04	75	51	49	59	66	72	105	477
05	61	60	50	50	47	70	76	414
06	98	114	123	138	116	133	105	827
07	144	281	277	263	271	281	184	1,701
08	191	454	448	458	475	433	298	2,757
09	318	540	477	508	547	500	398	3,288
10	370	606	514	507	547	507	444	3,495
11	393	651	539	532	497	513	495	3,620
12	462	603	518	502	537	576	463	3,661
13	431	590	578	559	562	585	468	3,773
14	392	602	537	531	489	600	448	3,599
15	359	577	601	546	566	624	428	3,701
16	338	550	619	538	524	616	411	3,596
17	315	505	532	570	586	506	387	3,401
18	345	416	464	390	445	466	374	2,900
19	306	324	371	320	377	350	300	2,348
20	260	295	281	253	294	275	268	1,926
21	258	248	214	250	273	287	255	1,785
22	249	213	226	230	241	258	274	1,691
23	180	155	157	168	185	243	278	1,366
Total	6,332	8,210	7,912	7,770	8,014	8,399	7,261	53,898



5.1.4 Single-Unit Responses by Priority

Since there are only 1,315 Priority 1 and 1,754 Priority 2 Single-Unit responses for the entire six-year data set, these are combined in the next temporal chart. This is representative of the pattern seen in the chart above, but notice there are zero calls on Tuesdays at 4 am over the entire six years.

Table 17—Priority 1 and 2 Single-Unit Responses – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	28	7	8	9	14	19	23	108
01	48	12	4	7	8	17	37	133
02	24	3	3	8	10	15	28	91
03	15	4	3	6	3	10	15	56
04	4	2		1	1	5	3	16
05	3	6	4	1	5	5	3	27
06	7	4	7	5	6	8	7	44
07	10	14	6	10	13	15	8	76
08	12	16	19	24	28	13	11	123
09	16	22	20	22	25	26	12	143
10	10	26	24	20	28	31	18	157
11	20	27	35	27	30	27	23	189
12	20	31	30	28	41	36	21	207
13	18	33	32	29	49	30	27	218
14	20	32	31	26	41	34	23	207
15	18	37	40	29	29	37	28	218
16	19	36	41	36	31	34	21	218
17	20	29	26	25	27	28	25	180
18	16	18	29	25	21	26	15	150
19	8	10	19	24	19	20	18	118
20	18	14	12	12	20	22	11	109
21	13	14	9	15	19	12	17	99
22	7	20	11	17	13	11	15	94
23	14	5	9	8	12	13	27	88
Total	388	422	422	414	493	494	436	3,069

There is very little difference for the remaining priorities, and hence they are consolidated below. Priority 3 calls have slightly larger volumes later in the afternoon, whereas Priority 4 calls are more evenly distributed throughout the afternoon.

Table 18—Priorities 3–9 Single-Unit Responses – 2011–2016

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
00	200	131	121	125	130	136	214	1,057
01	196	59	74	89	77	111	184	790
02	173	91	58	77	73	123	184	779
03	103	68	66	77	54	73	117	558
04	71	49	49	58	65	67	102	461
05	58	54	46	49	42	65	73	387
06	91	110	116	133	110	125	98	783
07	134	267	271	253	258	266	176	1,625
08	179	438	429	434	447	420	287	2,634
09	302	518	457	486	522	474	386	3,145
10	360	580	490	487	519	476	426	3,338
11	373	624	504	505	467	486	472	3,431
12	442	572	488	474	496	540	442	3,454
13	413	557	546	530	513	555	441	3,555
14	372	570	506	505	448	566	425	3,392
15	341	540	561	517	537	587	400	3,483
16	319	514	578	502	493	582	390	3,378
17	295	476	506	545	559	478	362	3,221
18	329	398	435	365	424	440	359	2,750
19	298	314	352	296	358	330	282	2,230
20	242	281	269	241	274	253	257	1,817
21	245	234	205	235	254	275	238	1,686
22	242	193	215	213	228	247	259	1,597
23	166	150	148	160	173	230	251	1,278
Total	5,944	7,788	7,490	7,356	7,521	7,905	6,825	50,829



5.1.5 Call Saturation Summary

These charts clearly illuminate the impacts generated during evening hours associated with social or entertainment gatherings, where multiple-unit responses occur much more frequently than single-unit responses by a factor of seven to five. When fully one-fifth of all calls for service require three or more units, and these types of incidents occur during nightlife hours, it is time to carefully assess whether staffing is sufficient during these peak demand periods.

5.2 IACP 20/20/20 MODEL – WORKLOAD DISTRIBUTION

International Association of Chiefs of Police (IACP) recommendations and industry best practices suggest that law enforcement workload and staffing be evaluated in part using the 20/20/20 standard for patrol resource allocation. Preventative and proactive patrol is foundational to safe communities and quality of life issues in communities. By this standard, officers need at least 20 minutes per hour available to have sufficient time to solve problems and prevent or reduce future calls for services. The remaining portion of an hour is divided into two 20-minute blocks for administrative time and calls for service.

Having examined calls for service by frequency and priority, the next step is to review workload distribution. Citygate used computer-aided dispatch (CAD) data to project the proportion of time patrol officers are spending in the areas of: call response, administrative duties (including report writing), and proactive/preventative patrol activities (foundational to a proactive Community Policing philosophy). While this method is a strong indicator of workload allocation based on available data, it is imperfect. Citygate emphasizes that the following table is simply an estimate based solely on CAD activity and any activity not reported in CAD will not be captured. As previously stated, there are additional areas of data input and tracking by the Department that need to be implemented to enhance accuracy and allow for more thorough analysis of committed time for field and investigation work forces. There are reasons this estimate under-reports actual police time. Citygate’s recommendations include corrective action to more accurately document this time for ongoing analysis. In June of 2016, Chief Cantrell introduced and adopted the 20/20/20 rule as part of the overarching Community Policing model for the Police Department, at which time she implemented procedures to track proactive/preventative time.

International Association of Chiefs of Police (IACP) recommendations and industry best practices suggest that law enforcement workload and staffing be evaluated in part using the 20/20/20 standard for patrol resource allocation.



Citygate has utilized the seven months of available data and extrapolated it for the purposes of analyzing this category of workload. As such, this data should be regarded as the minimum level of the actual time committed to these three activities and, thus, only a part of the workload analysis.

Citygate’s methodology compares the time for reactive, administrative, and proactive time as currently reported in the CAD system. Using the 20/20/20 rule, 20 minutes should be spent in each category assuming the Department meets the standard.

Table 19—Allocation of Patrol Officer Time as Recorded in CAD – 2016

(Of 214 Days)	Calls for Service Time	Proactive Preventative Time	Admin Time	Total Time
IACP Recommendations	0:20:00	0:20:00	0:20:00	1:00:00
Time Consumed	0:18:15	0:06:52	0:17:05	0:42:11
Available Time	0:01:45	0:13:08	0:02:55	0:17:49

Using this method, calls for service consumes 30.4 percent of the hour, and 91.25 percent of the allotted 20 calls for service minutes. This emphasizes the importance of gathering more detailed data that captures specific workload elements under the administrative time category.

The data on officer availability in CAD is inconsistent with the opinions shared during the interviews. That is not necessarily an indication that the patrol force is not extremely busy, but it does indicate that the Department needs to continue to improve its tracking of time utilization data. The preferred result is that the total time committed for responding to calls, report writing, administrative activities, and documented proactive time is accurately captured.

In doing so, the documented proactive, self-initiated time and unallocated time together provide how much time an officer is conducting preventative patrol. This time should minimally constitute one-third of every hour worked. In agencies where a strong emphasis has been placed on Community Policing, intelligence-led policing, and data-driven policing, Citygate has seen allocated time goals of as much as 51 percent for proactive/preventative time.

Slightly less than one-third of every hour is undocumented time in CAD, and a very small amount of time is being committed to proactive/administrative time.

Finding #2: The Department needs to improve its tracking of time and categorizing of data for field activities.



Recommendation #2: Establish additional radio protocols to status and parse patrol officer's committed time for patrol activities.

NOTE: Chief Cantrell has directed the refinement of data recordation based on this finding and recommendation. Those protocols were enacted in January 2017.

The changes necessary to ensure that the 20/20/20 rule is being met will require additional documentation, supervisory oversight, and management support to ensure that the changes garner the needed data for sound staffing and deployment decisions. These efforts will bring about stronger community safety, reduced crime, and ultimately, an improved quality of life in the City.

5.3 ASSOCIATED WORKLOAD FACTORS

Having examined calls for service by frequency and priority, and assessed workload distribution including the time consumed on calls for service, there are three remaining elements to be considered in Citygate's workload analysis:

5.3.1 Establishment of Performance Objectives

Currently the Police Department does not have any performance objectives or standards as they relate to case management, work productivity, response time standards, and ratio of measurements to the standards. Citygate has made findings and recommendations throughout this study to address this going forward.

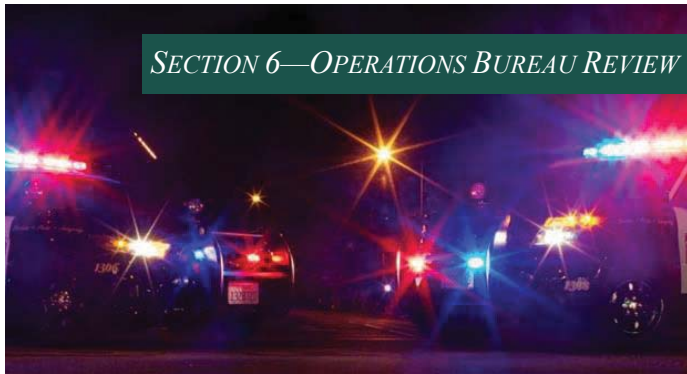
5.3.2 Provision of Staffing Estimates

As detailed in the workload analysis, accurate accounting of committed time is essential to analyzing the needs for staffing. With the Department's recent adoption of the IACP 20/20/20 rule, enhanced committed time documentation in CAD, and establishment of response time goals, the combined data will provide an accurate picture of officer availability. This will provide an articulable and defensible formulation of staffing based on community expectation and performance measurements, as well as garner a greater level of accountability.

Growth can be a factor that contributes to staffing needs. In determining these impacts, the increase in housing, density of housing, commercial development, and type of use in the commercial developments must be examined. There are different staffing considerations that will all contribute to workload, availability, calls for service, and crime. This will be discussed this further in **Section 8—Economic Development Considerations**.

This page was intentionally left blank





The Operations Bureau is commanded by a captain whose primary responsibility is to provide general management direction and control for the Bureau. The Operations Bureau is responsible for responding to emergency and non-emergency calls for service, proactive patrol, traffic safety and investigations, and general law enforcement. The Bureau is the uniformed presence of the Department that interacts with the community on a daily basis. The Operations Bureau consists of uniformed Patrol, Traffic Safety Unit, Bicycle Unit, Community Action Team, and Neighborhood Outreach.

While Citygate’s assessment of the Bureau was thorough, for the sake of brevity and the usefulness of this document, certain units or squads have been omitted from this report for which there are no issues or elements of concern to be reported.

6.1 PATROL

6.1.1 Dayshift Patrol

Dayshift Patrol is led by a lieutenant. He oversees the two Dayshift Patrol sergeants, 14 authorized Patrol officers, the Traffic Unit sergeant, and three authorized Traffic Unit officers. There are also two officers assigned to the Community Action Team (CAT). The CAT specifically manages complex issues related to chronic homelessness and the possible psychiatric and addiction issues exacerbating the problem. The purpose of the Dayshift Patrol Unit is to



respond to calls for service, enforce state and local laws, act as a crime deterrent, enforce traffic laws, investigate criminal activity, investigate traffic collisions, and assist with special assignments as requested.

Vacancies

The hiring process for police officers is extensive and arduous at best. Application, testing and background investigation, and medical, psychological, and polygraph processes can take as much as six months to complete. Agencies of similar size in California experience a ratio of two successful candidates for every 100 applicants. Once a candidate is hired, the field training officer (FTO) program will last three to four months, if the candidate is a lateral hire (meaning they have completed the police academy and served in another department for at least one year). If the candidate is an entry-level hire (with no academy training), they will have to successfully complete a POST-approved police academy lasting a minimum of four months. From approval of a funded position through advertising the position; testing; background investigation; medical, psychological, and polygraph testing; academy training; and FTO training, it can take 11–12 months before an approved officer position is filling a scheduled shift as a police officer and sharing the responsibilities of safety for the community.

As of this writing, the Police Department has four officers in FTO training, one candidate in the police academy, and two lateral applicants in the hiring process.

Dayshift currently has two vacant authorized positions. The staffing is being augmented using overtime and the reassignment of officers from specialty units. The inability of the Department to maintain full staffing is, in part, a product of its historical reliance on lateral hires. The addition of Community Service Officer (CSO) positions will help in the recruitment process and allow CSOs an opportunity to train and perform under the Department before the significant investment of the police academy. This is a wonderful stepping-stone on the career path and will garner multiple benefits for the Department.

Currently, police officers are reluctant to lateral to another agency because it would mean entering employment in a lower-tier PERS retirement plan. While this issue will be temporary as

From approval of a funded position through advertising the position; testing; background investigation; medical, psychological, and polygraph testing; academy training; and FTO training, it can take 11–12 months before an approved officer position is filling a scheduled shift as a police officer and sharing the responsibilities of safety for the community.



more and more people are hired under the new lower plan, thus making a lateral move less punitive, it is the Department’s current reality. Additionally, greater creativity and dedication of personnel to the recruitment process is needed. Operating with these vacancies is affecting the entire Department, not just Dayshift Patrol.

Finding #3: The Department has difficulty maintaining full staffing, in part, due to historical reliance on its previous success exclusively with lateral hires. The current hiring climate necessitates greater creativity in recruitment and expanding outreach efforts for a cross section of candidates.

Recommendation #3: Consider the creation of police cadet (or similar term) as an intern classification. This classification differs from an academy cadet and an employee who can perform non-peace-officer and support functions while they complete their in-house training and reduces the costs to the City during their training time.

Recommendation #4: Pursue employees from sources other than laterals. While the Student Neighborhood Assistance Program has produced two to three candidates, other entry-level recruitment should be expanded. Laterals are reluctant to leave existing agencies. Department personnel should attend military recruiting fairs, advertise on the Department webpage and social media programs, and utilize industry-recognized portals such as California Peace Officers Association and California Police Chiefs Association as places to advertise current job opportunities.

Officer Reports

Reports taken by officers on Dayshift Patrol are reviewed by the lieutenant for approval. The sergeants of the shift are responsible for annual evaluations of the officers, but they are not currently reviewing and approving their reports. This is not an optimal arrangement, as the sergeants would benefit from first-hand knowledge of the officers’ writing competencies for



evaluation purposes and they are most likely familiar with the call the officer handled. Assigning sergeants the responsibility of approving officers’ reports would represent a significant change in responsibilities for the sergeants and lieutenants and will require cultural reform to instill the importance and benefits Department-wide.

Finding #4: Dayshift sergeants are not currently reviewing officer reports.

Recommendation #5: Sergeants across all shifts should be the primary approver of officers’ reports. It will give the sergeants valuable insight as to the abilities of their officers. It will help the sergeants write more accurate employee evaluations. It will help the sergeants to mentor and train the officers on their writing and investigative skills.

NOTE: Effective January 2017, the sergeants have begun reviewing and approving officers’ reports. This was instituted by the Chief after Citygate’s initial interviews. This issue was highlighted to Command staff in a briefing conducted that relayed initial discoveries from Citygate’s research. The Chief and her staff should be commended for taking quick action in this area.

Field Time

The sergeants are tasked with many administrative responsibilities. This leads to an inability for the sergeants to spend sufficient time in the field. This too is not optimal. The sergeants would benefit from first-hand observations of how the shift officers are conducting their responsibilities. Additionally, the officers are not benefitting from the wisdom and experience of the sergeants, who would be a valuable resource on calls for service.

Finding #5: Dayshift sergeants’ administrative responsibilities prevent them from spending essential time in the field with shift officers.



Recommendation #6: Define the sergeants’ responsibilities with an emphasis on being available to assist and observe their officers in the field. Minimize extra duties to ensure the sergeants are in the field more often.

Crime Analysis and Scheduling

There is no crime analysis unit to help the officers target specific crime trends, locations, or types. Officers could more efficiently use their proactive time if they better understood the areas of the City where they should target specific crime issues. This is exacerbated by the patrol officers’ schedules of three consecutive 12-hour shifts followed by four days off.

Finding #6: The officers would greatly benefit from a crime analyst that could help them quickly reacquaint themselves with crime targeting efforts after four days away.

Recommendation #7: Add a full-time crime analyst to the Police Department. This will help officers and detectives utilize their time more efficiently (also mentioned in **Section 7.1.2—Investigations** and **Section 7.2.2—Records**).

(Add 1 FTE Crime Analyst)

Scheduling, as mentioned, is a challenge. The current method used in Patrol (three 12-hour shifts a week) makes communication between shifts difficult and costly. There are no built-in overlaps of the 12-hour shifts, which contributes to longer response times and disrupted briefings. All briefings and shift training must be done on overtime, and do not happen as often as they should. There is currently discussion between the Police Department and the Police Officers Association (POA) for possible restructuring of the current work schedule.

In Citygate’s experience, the most effective work schedule is 8-hour shifts. However, these are rare in today’s market and are major detractors for recruitment and morale. Given the current authorized staffing, the 12-hour shifts are the most malleable for San Luis Obispo. If, in the future, funding were available for five additional sworn positions, a 10-hour, overlapping schedule would serve the City very well and allow sufficient staffing through shift changes, with



a greater staffing emphasis during peak calls for service times. Other benefits to special events staffing and costs may also be realized.

Policy Manual

The Police Department policy manual has been converted to Lexipol™ services. This service system is widely used throughout the state as one of the premiere quality policy services and provides an excellent nexus between policy and in-service briefing training sessions that ensure the competency of officers in their understanding of current policy and situational awareness. Almost everyone Citygate interviewed agreed that current manual is considerably outdated. This was partially attributed to workload of the previous Administrative Sergeant. As recently as January of 2017, the updates have resumed with the newly assigned Administrative Sergeant and two other supervisors working through the backlog of needed updates. It is critical that these updates are completed. This delay is contributing to confusion on the part of supervisors regarding critical sections of the policy manual, most notably supervisory responsibility in the reporting or documentation of certain activities. To clarify this point, Citygate found that the policy requirement that documentation occurs is understood and being followed; however, the documentation, beginning with the first-line supervisor, is often not completed in a timely manner. Clear direction under standardized policy and adherence to policy assures consistency and compliance.

Finding #7: The Department’s policy manual is out of date creating inconsistencies amongst supervisors regarding workflow and responsibility.

Recommendation #8: Prioritize the policy manual updates with a target completion date. Given that the Department is aware that the policy manual is out of date, it would be prudent to ensure all employees are aware of the most critical policy updates and provide a date certain for the manual to be updated.

Using standard Department practices for teaching and tracking, all officers must be aware of the most current updates if determined necessary. This should minimally include Use of Force, Firearms, Code Three Driving, Pursuit Policy, Citizen’s Complaint Policy, Discrimination Policy, and Sexual Harassment Policy.



Special Weapons And Tactics Team

The Police Department is part of a shared Special Weapons And Tactics Team (SWAT). Currently 11 members of the Department are part of a 26-person team that includes multiple other cities and Cal Poly. The role for the individual officer is part-time, with training happening monthly. The SWAT training is covered by overtime, which can be costly. However, the education, skillset, and experience gained by the members of this team is valuable, both in a critical incident when they form as a team, and in everyday law enforcement activities.

Community Action Team

The Community Action Team (CAT) team is involved in chronic homelessness and transient issues. The citizens they interact with often have psychiatric issues and/or addictions. The members of this team spend much of their time in court trying to obtain court-ordered assistance for some people who are resistive of obtaining the help they may need.

The administrative time they spend in court is valuable, in that it can lead to court-ordered conservatorship of individuals deemed by the court to need such assistance. That being said, the time they spend in court for the hearings and procedures is time they are not available in the field. If there were alternatives available to reduce the amount of time the officers spend in court, they would be in the field more to help with additional contacts and interventions.

Finding #8: The Community Action Team processes, by their very nature, are time-consuming, keeping the officers unavailable to assist in Patrol for large periods of their shift.

Recommendation #9: Evaluate the success of the Community Action Team program and determine if other entities could assist with some of the administrative tasks needed to provide help to those that need it most. Consider personnel from other City departments or charitable organizations to assist in this area.

Body Worn Cameras

The Department has recently begun issuing Body Worn Cameras (BWCs). Not everyone has been issued one yet. There is a significant amount of labor involved in the entire patrol force

using BWCs. The challenges include the added volume of video as well as the need to maintain the archived video and be able to produce it when needed and/or ordered. At present, the responsibility for the maintenance and process of BWC video is assigned to the Property and Evidence Technician. The workload for storing, managing, producing, and redacting this data will be daunting. It will quickly overwhelm the Property and Evidence Technician given the current duties they already perform. Ideally, the technician would have some existing duties removed, and/or the responsibilities of managing the BWC program would be assigned to a new position within the Department.

Finding #9: The responsibilities of managing the video data for the Body Worn Cameras (BWCs) are extensive and exceed the capacity of the assigned technician to keep current primary job responsibilities while maintaining the duties of BWC data management and storage.

Recommendation #10: Ensure there is sufficient equipment to provide each uniformed officer with a Body Worn Camera. The tasks of maintaining equipment, storing data, and retrieving data need to be assigned to one person. There should be no ambiguity as to the responsibilities of this program, which will consume a significant amount of time. These responsibilities cannot simply be placed on anyone already impacted with other duties, such as the non-sworn staff which is already encumbered with existing duties.

Addition of one non-sworn staff member is needed to accommodate this responsibility, and to reduce other responsibilities for the over-worked non-sworn staff.

(Add 1 FTE Non-Sworn Technician)

NOTE: In early 2017, a part-time evidence technician position was funded and filled to assist with all property and evidence duties. Based upon the added workload, the recommendation is still for this to become an FTE.



As BWC technology is continually evolving, there are enhancements being made almost yearly that could mitigate staff hours for the processing and evidentiary needs of BWC media. As an industry, law enforcement needs to remain malleable to changing hardware and focus on software-centric solutions that allow for greater ease of transitioning advancements, without loss, or minimizing expense of capital investments in cameras and other related equipment.

Traffic

The Traffic Unit is under the command of the Dayshift lieutenant. The Traffic Unit currently has one sergeant and three officers authorized. The Unit is not fully staffed because members of the team have been reassigned to cover staffing shortages in Patrol.

The primary task of the Traffic Unit is traffic enforcement, collision investigation, and Driving Under the Influence (DUI) enforcement.

Finding #10: The Traffic Unit appears to be operating very well; however, staffing shortages in Patrol often necessitate reassigning Traffic Unit personnel to cover Patrol shortages.

Recommendation #11: Proper staffing in Patrol, and the addition of Community Services Officers (CSOs), will eliminate the need to reassign Traffic Unit personnel to cover Patrol shortages.

CSOs could also directly benefit the Traffic Unit. The job description of the created class should identify traffic-specific job duties of the CSO. The duties should minimally include the ability to take minor traffic accidents, tow vehicles, issue parking citations, and assisting with traffic control.

6.1.2 Nightshift Patrol

Nightshift Patrol is led by a lieutenant. He oversees the two Patrol sergeants, 15 authorized Patrol officers, the Bicycle Unit sergeant, and three authorized Bicycle Unit officers. The purpose of the Nightshift Patrol Unit is to respond to calls for service, enforce state and local laws, act as a crime deterrent, enforce traffic laws, investigate criminal activity, investigate traffic collisions, and to assist with special assignments as requested.



There are currently two vacancies on this shift, and one officer is off on a work-related injury (Labor Code § 4850). The staffing shortage is being augmented through overtime and the temporary reassignment of other assets.

Nightshift is also impacted by the issues that impact Dayshift. However, unique aspects of this shift are discussed below.

Officer Scheduling

The current scheduling model is not an efficient use of the officers assigned to Nightshift. The 12-hour-shift model does not allow for overlap of officers' shifts between Dayshift and Nightshift. Therefore, the entire Nightshift has to be staffed to accommodate the highest hours of demand for services. The first half of the shift usually experiences a substantial call volume, and by the last third of the shift, from 0300 hours to 0700 hours, the call volume drops significantly.

Furthermore, the lack of overlap between Dayshift and Nightshift means they both start and end their shifts at the same time. There are two periods during the day (shift changes) in which coverage on the street is impeded. The shift changes occur when officers are briefed at the beginning and end of their shift. With the exception of one cover shift, that has been implemented since Citygate conducted interviews, more than half of the week, twice a day, the lack of overlap means that overtime must be expended to provide field coverage, or no officers will be available in the field. This increases response times significantly because there are virtually no officers in the field for 20–40 minutes surrounding the shift change hours.

Finding #11: Officer scheduling issues affect both Dayshift and Nightshift Patrol services, and need to be addressed holistically.

Recommendation #12: The Department needs to work with the Police Officers Association to configure a better deployment scheduling model. This would be an excellent opportunity for the Department to consider organizing patrol officers into teams to resolve some of the workload and backfill issues. The data analysis from this report will provide a clear picture as to workload by hour of day and day of week.



NOTE: During Citygate’s Mid-Project Review, we were informed that there will be a change to the current patrol staffing model. Patrol will be organized into teams, and a third shift, or overlap shift, will be utilized to lend extra resources to late afternoon/evening hours. This was implemented in April.

Nightshift Sergeants

The Nightshift sergeants are the field supervisors for the Student Neighborhood Assistance Program (SNAP) employees. To staff this program, seasonal, part-time employees are hired from local colleges to address quality of life issues in residential neighborhoods. It is administered by the Neighborhood Outreach Manager. However, the SNAP employees are deployed in the late evening/night, and are supervised in the field by the Nightshift sergeants.

Nightshift Patrol responds to calls for disturbances, parties, and related events from residential neighborhoods. Nightshift Patrol receives assistance from the SNAP unit, but the SNAP Unit does not possess law enforcement powers, and is very limited in the actions it can take. The SNAP personnel are helpful with noise complaints, but cannot lend assistance to sworn staff on most other types of calls for service.

Officer Reports

As indicated in the Dayshift Patrol section, the sergeants of the shift are responsible for annual evaluations of the officers, but they are not currently reviewing and approving their reports. However, one of the Nightshift sergeants does approve his officers’ reports. This is preferred, but it is not the norm. This inconsistency needs to be addressed across all shifts, as the sergeants would benefit from first-hand knowledge of the officers’ writing competencies for evaluation purposes.

The Nightshift lieutenant performs scheduling, leaving the sergeants sometimes surprised as to who has been allowed to be off or assigned to training thus not being available for their patrol shift. There is nothing inherently wrong or ineffective about the lieutenant performing scheduling, but it does require timely and effective communication between the lieutenant and the shift sergeants.

6.1.3 Bicycle

The Bicycle Unit is under the command of the Nightshift lieutenant. The Bicycle Unit historically has had one sergeant and three officers authorized. Presently, to ensure appropriate supervisory staffing in Patrol five sergeants have been assigned. The Bicycle Unit works varying days and shifts with no direct sergeant, and will instead report through the swing shift sergeant.

The Bicycle Unit is primarily responsible for the downtown business district. The bicycles provide excellent mobility around the very congested shopping, dining, and entertainment district. Officers riding on bicycles will generally have a height advantage over pedestrians and vehicles, which provides a greater field of view for spotting suspicious/criminal activity. The officers are also very visible to the pedestrians, which creates a sense of security for the average citizen and acts as a visible deterrent for criminals.

The Unit’s primary goal is to ensure a safe experience for the customers and business owners/employees in that area. Depending on the day of week and time of year, the downtown corridor can become heavily congested with people seeking an enjoyable evening. There are numerous restaurants and bars in the area, and large crowds, public intoxication, and public disturbances have the potential to disrupt the area.

This Unit is very much appreciated by the people Citygate interviewed for this study. It is an asset to the City, and it has been well received by the community.

6.1.4 Use of Community Services Officers

Community Service Officers (CSOs) are non-sworn (civilian) positions without powers of arrest and do not carry firearms due to liability issues. The Department currently has no CSO positions authorized.

While a staple for support functions in many small and mid-sized agencies, CSOs have become a valued position that usually handle lower priority calls which do not require an armed police officer with arrest powers, freeing sworn officers to concentrate on those incidents requiring their specific skill set. CSOs typically are paid significantly less than sworn officers, allowing departments to field more people for the same amount of money. This has the effect of providing quicker response times to citizen requests for police services.

With increasingly constrained budgets, agencies are now considering the versatility of this position to augment the ever-increasing demand on sworn staff. Such is the case in San Luis Obispo. In a municipal police organization, the position of the CSO could perform a multitude of duties and provide career path alternatives for this classification through assignment rotation. Cross-training and expanded duties for this classification can include Detention Officer, report writing, crime scene investigation (CSI), special projects, crowd and traffic control, minor traffic collision investigation, telephonic follow-up on detective cases, crime prevention, and many other civilian duties. Data and interviews with Patrol lieutenants and sergeants indicate that a large portion of the calls, Priority 3 and below, could be handled by a CSO.



The cost saving benefits over sworn staff include a lower salary range, a less expensive retirement program, less time to train, lower cost to provide equipment and for transitioning CSOs to Officer, and less training time as a new Officer.

Most importantly, having the versatility of CSOs in the field can provide greater flexibility in distribution of sworn officers and response capabilities for police officer response to the more serious calls for service. Officers freed from report calls are available for those call type where response times are critical.

Finding #12: Patrol staffing and response times are impacted by the calls for service in the City. Much of the day and early evening calls are report type calls that do not necessitate a sworn officer’s response. Hiring Community Service Officers reduces the fiscal impact of adding more sworn positions, while providing an avenue to continue the current high level of service delivery and reduce response times and officer availability.

Recommendation #13: Establish a new Community Service Officer classification, capable of performing duties that include Detention Officer, report writing, crime scene investigation, special projects, crowd and traffic control, minor traffic collision investigation, telephonic follow-up on detective cases, crime prevention, and many other civilian duties. Augment staffing in Patrol and Investigations. Specific to Patrol, Citygate recommends four Community Service Officers be added to assist in call load distribution and reduce response times.

(Add 4 FTE Community Services Officers)

The cost of this investment could be mitigated by modifying the current number of allocated positions in the SNAP program and the cost savings from reducing overtime for patrol officers, given the efficiencies to be gained by having CSOs. This is further discussed in Recommendation #14 in the next section.

6.1.5 Neighborhood Outreach

Neighborhood Outreach is managed by a non-sworn manager. She is responsible for a variety of programs established to address quality of life issues and to broaden the relationship between the Police Department and the community. She is a dedicated employee with tremendous enthusiasm for her duties.

This manager has many tasks:

- ◆ Manager of the Student Neighborhood Assistance Program (SNAP):
 - This is a part-time job program for which students are hired from local colleges for the school year. In practice, it has become seasonal as the students return home for the summer. Each year, new students have to be recruited, vetted through a background process, and trained. There are nine authorized positions in the SNAP program and a budget of just over \$60,000. Currently, only six of the nine spots are filled. Filling the spots and retaining the employees for the whole year is challenging and time-consuming.
 - The SNAP program works at night. They are sent by dispatch to respond to party calls to educate and advise the parties about the responsibility to maintain peace. They can issue warnings, but not citations. They are often ignored when they knock on the door of the party as they are not respected as having any authority.
 - The SNAP program can also issue warnings for parking violations, but they have no authority to issue a citation or tow a vehicle.
 - The SNAP program does hold some symbolic value in uniting students and law enforcement in solving quality of life issues for the community.

Finding #13: The Department has routinely struggled to fill all allocated Student Neighborhood Assistance Program (SNAP) positions. The SNAP members are limited in the type of services they can perform for the community. The program is time-consuming given the amount of recruiting, vetting, and training of students that must occur on an annual basis.



Recommendation #14: Consider modifying the SNAP program (number of positions) and use the cost savings to help offset the Community Service Officer positions created for Patrol. The Department will gain more continuity with permanent employees by hiring CSOs, which would be able to perform the tasks of the SNAP employees plus many other tasks to assist the community. The reduction in workload on the Neighborhood Outreach manager will enable greater focus on true crime prevention and citizen outreach. The SNAP program could continue with the benefits of student involvement.

- ◆ College Outreach:
 - The Department meets on campus with incoming students each year to advise them of their responsibilities in the community. Students are advised of citations related to loud party calls, and the trouble that can be caused by public intoxication. Students are also educated on how to avoid being victimized as they adapt to their first time experience living away from home.
 - The Department meets with the leaders of all of the recognized sororities, fraternities, and student organizations seeking to gain cooperation on keeping parties under control.
 - The Neighborhood Outreach manager administers the “Avoid Party Regret” program, to educate students on how to protect themselves from being victimized at parties, and how to avoid causing negative quality of life issues for their neighbors and community.
- ◆ Administrative Appeals Evidence Preparation:
 - The Neighborhood Outreach manager prepares material/evidence for the Administrative appeal hearings. Citizens and property owners cited for Municipal Code noise violations can request an appeal of the fine through the City. It generally takes an entire day to prepare for a morning of nine hearings. There is usually one hearing day a month. The City averaged 96 hearings annually for 2015 and 2016. The City has a progressive fine system for noise offenses. The first violation is \$350, then \$700, and thereafter \$1,000. The fine is for both the primary renter of the house as

- well as the property owner. Either party can request a hearing to try to avoid the fine.
- ◆ Crime Prevention Specialist:
 - One of the roles of the Neighborhood Outreach manager is to act as the Department’s Crime Prevention Specialist. That role is commonly defined as someone from the Department that educates individuals and community groups about how to effectively use crime prevention tools to reduce crime and stay safe.
 - This portion of the duties is often hard to create time to perform due to the demands of the SNAP program and the quality of life issues related to parties, student outreach, and administrative hearings. There does not appear to be great community involvement in the current system of community meetings. Several have been conducted in the recent past with only a handful of citizens in attendance.
 - This is a missed opportunity for the Department to build relationships with the community and to gain valuable input as to what issues are impacting the lives of the citizens.
 - *Update: The Department has been very busy, and successful, in reconstituting rapport with the community. There have been numerous steps taken since Citygate’s initial interviews to maintain and grow even further the relationship established with the community. The Department gained high praise from most of those interviewed for the improvement in Department-wide community outreach efforts.*
- ◆ Neighborhood Officer Program (NOP):
 - The Department divided the City into 13 neighborhoods and assigned two patrol officers to each neighborhood. The idea is that they can be a point of contact for the citizen for quality of life issues. This program is an excellent example for building cooperation and trust between the community and the officers.
 - The officers are to seek information from the citizens through routine contacts in their area. They act as liaisons with the Department.
 - There seems to be confusion from many in the Department as to when and how officers should be interacting in their neighborhoods. There does not



appear to be much accountability from Patrol sergeants and lieutenants to ensure this program is functioning as intended.

Finding #14: The Neighborhood Officer Program is not currently being utilized to its intended level.

Recommendation #15: There needs to be a clear point of responsibility for the Neighborhood Officer Program if it is to be beneficial. The roles and expectations of the officers must be clearly defined and communicated. There needs to be accountability for those in the program so that it is working as designed in all areas of the City.

NOTE: The Department has recently required all officers to check in regularly at schools located within their designated neighborhoods. This is an excellent step in bringing officers into children’s lives outside of some type of enforcement activity. It also helps address desires raised during Citygate’s City Councilmember interviews about doing more to unite law enforcement with the youth of the community. This was an excellent development by the Department.

◆ Volunteer Program:

- This is not a very vibrant program with only a few volunteers. Overall, few people from the community are interested in volunteering with the Department as the program currently exists. This is an under-utilized resource. The program needs to be revised to create meaningful opportunities for citizens to contribute to the community. The Department could recruit for those specific skills needed to assist in the identified areas. Volunteers need to know their work is needed and appreciated. The City probably has a tremendous number of highly skilled citizens who have retired from their careers or other working members who have time that they would like to apply to community service. Those skills are still valuable. If the Department can capitalize on this work force opportunity, the results would pay dividends in workload and community interaction, and create citizen ambassadors who know and understand the quality interworking of the Police Department.



- There are currently no student interns in the Department. The background check was a big hurdle, and students need to sign-up a semester in advance. This is a missed opportunity to not only garner improved relations with this segment of the community, but also attract prospective full-time employees.

Finding #15: The Volunteer Program is under-utilized and citizens are not given many meaningful opportunities to contribute to the community.

Recommendation #16: The Department should identify opportunities for meaningful work that would be available to volunteers. In doing so, community members can turn the previous lackluster response to volunteer recruitment into a sought-after community service opportunity.





This section reviews the Administrative Bureau, including the Administrative/Investigations Lieutenant (overseeing Internal Affairs and Investigations functions), Communications/9-1-1, and Records.

While Citygate’s assessment of the Bureau was thorough, for the sake of brevity and the usefulness of this document, certain units or squads have been omitted from this report for which there are no issues or elements of concern to be reported.

7.1 ADMINISTRATIVE/INVESTIGATIONS LIEUTENANT

This position is responsible for all of the Department’s investigations teams, the School Resource Officer (funding ends in May 2017), the Evidence Technician, and the Property Bureau. This lieutenant also acts as the point person for Internal Affairs.

7.1.1 Internal Affairs

The Department, as with most agencies, investigates its own internal complaints. During Citygate’s interviews, it was obvious that the Department is very concerned about maintaining public trust. Citizen complaints are taken very seriously and are thoroughly investigated.

Complaints against staff can originate from two sources, citizen complaints and employees within the Department. Once a complaint is filed with the Department, the Administrative



Lieutenant must ensure that the executive staff is aware of the complaint, and then determine the proper level of action required.

Minor issues can be assigned to the Subject Officer’s direct supervisor. More involved issues will be investigated by the Administrative Lieutenant.

It appears the Department has an excellent understanding of the legalities pertaining to internal investigations. The Department has recently switched to using IAPro to track and store all information related to Internal Affairs. This is an excellent product that allows for tracking of all issues related to risk management including complaints, use of force, vehicle accidents, pursuits, property damage, and others.

The Administrative Lieutenant is charged with completing a thorough investigation, complying with all the requirements of the Peace Officer Bill of Right (POBR), City requirements, and contract language with Recognized Employee Organizations (REOs—employee bargaining units).

The Administrative Lieutenant makes findings and recommendations on his investigation before sending the investigation to the captain of the subject officer’s division for a second review of findings and recommendations. This is not ideal. The investigator should be nothing more than a neutral fact gatherer. The sole purpose of the investigator should be to find all facts and document them, not make findings and recommendations.

The internal affairs investigation review process should be updated to include at least one level of review above the investigator, before it is received by the Chief. That is happening now, but one of the review levels is the investigator. It would be a better practice for the Administrative Lieutenant to conduct the investigation and forward it to the employee’s Division Commander to make findings and recommendations. The file could be forwarded to the subject officer’s captain for first review of findings and recommendations. It could then be reviewed a second time for findings and recommendations by the other captain.

During Citygate’s interviews with Police Department staff and with representatives from the City, it became clear that confusion is created or mistakes are made when routing an internal investigation through the review and approval process. The investigation needs to be reviewed by many people in the Department and with City staff. Depending on the severity of proposed discipline, the case may need to be reviewed by the Chief, the City Attorney, and possibly the City Manager. To clarify, there were no indications of improprieties or partiality in the current investigatory process. However, Citygate’s recommendations and findings in such an important area are offered as critical fine tunings that bring the Department’s processes into alignment with best practices.



Finding #16: The investigatory workflow needs to be redesigned to include a formalized checklist process. This will ensure internal affairs investigations are seen by the appropriate supervisor or manager, in the correct order, and to identify the investigation status at all times. This will further aid in timeline compliance.

Recommendation #17: Amend the internal affairs investigation process to include case file tracking and review. The updated process must include at least one level of review above the investigator to determine findings and recommendations before forwarding to the Chief.

Implementing such a process would eliminate the investigator having a predetermined outcome during the investigation, or structuring the investigation to support a finding resulting in a predetermined outcome. It also preserves the ability of a case to be reviewed by multiple people, giving the review process greater thoroughness and impartiality. The Administrative Lieutenant has command over many members of the Department, including all of investigations and the School Resource Officer. It may become necessary for that Lieutenant to conduct an investigation of a subordinate as the subject officer. By concentrating solely on an objective investigation, without determining findings, the integrity of the process will still be protected.

Better tracking is needed to know where every case is in the review process. This is critical, because statutory time limits dictate how long a case can be held against an employee before the imposition of discipline must occur. A tracking form should be created and attached to each file. It will let the person who receives it know how long they have to review the case, and who the next person is in the process that needs the file.

7.1.2 Investigations

Special Enforcement Team

The Special Enforcement Team (SET) is comprised of a sergeant and three officers. In addition to this team, the City has one officer assigned to the County Narcotics Task Force. County Task Forces such as this are force multipliers for the participant agencies. Managing participation in these is critical to ensure that the Department believes commensurate time and resourcing is being spent in the City thereby supporting the value added of participating in the Task Force.



The primary focus of SET has been on narcotics, but is evolving under new direction to add the duties of any pressing issue facing the community.

In a slight modification of the Investigations Division, the sergeant over SET is also now responsible for the Investigations Division detectives. Given the increased liability that surrounds narcotics cases, undercover operations, handling of narcotics, evidence and informant management issues, commitment of a dedicated supervisor to this function is highly encouraged and consistent with industry best practices.

Finding #17: There is considerable liability in operating a dedicated narcotics team. Accusations against officers from unscrupulous characters can include bribes, theft of money or drugs, illegal searches, threats, and intimidation. The officers are often dealing with large amounts of untraceable money and large amounts of illegal substances. While the presence of a dedicated supervisor does not eliminate these realities, it does add another layer of protection to the officers working the unit and reduces risk exposure.

Recommendation #18: If the Special Enforcement Team's primary focus will be narcotics investigations, a supervisor for the team is necessary. If narcotics investigations will not be the team's primary focus, having a shared supervisor with the other units within the Investigations Division would be acceptable.

Suspected Child Abuse Report

Suspected Child Abuse Report (SCAR) reports can come into the Police Department from a variety of sources, such as school personnel, hospital staff, doctors, and others who are mandatory reporters of suspected child abuse or neglect (Penal Code 11166). The Police Department receives forms when the crime is believed to have been occurring in the City's jurisdiction.

SCAR reports are directed to the Persons Crimes Sergeant. Because of the possible severity of the crime and the vulnerability of the victim, these reports take precedent over other work occurring within the unit. The work is important and taken very seriously by the investigators.



Citygate found no issues with the Department’s management of SCAR cases. In fact, the Department is to be commended for recognizing the potential severity of these cases and making them top priority.

Detectives

The Investigations Division has separated its detectives into two disciplines: crimes against people and crimes involving property.

- ◆ Persons Crime Detectives – Person Crime Detectives investigate crimes against people including sexual assaults, physical assaults, robberies, homicides, and child abuse.
- ◆ Property Crime Detectives – Property Crime Detectives investigates thefts, burglaries, vandalisms, and identity thefts.

The Investigations Division works very well with patrol officers to advance cases to prosecution. By allowing detectives to take over long-term investigations, patrol officers are able to return to their patrol function quicker and be available for the community. The investigators have the time and some of the resources needed to complete the investigation and present it for prosecution.

The lack of a crime analyst is severely impacting the effectiveness of the Investigations Division, especially the Property Crime Unit. Many property crime suspects are prolific in the amount and frequency of the crimes they will commit. Serial burglars and thieves are common in urban areas, and are usually supporting a drug habit through the victimization of others. When they need another dose of their drug of choice, they need to commit a theft/burglary to acquire the funds for the purchase.

There are crime analysis programs available that can track and forecast where a serial burglar/thief may strike again. Through advance algorithms, patterns can be identified and predicted based on the activity of serial criminals. Forecasting allows the crime analyst to predict, with some reliability, a geographical area and time frame when the suspect is likely to commit another crime. Once the area/time is identified, patrol officers can target their efforts in that area. Often, through target deployment, the criminal is contacted and identified. These programs work best when they are performed by a classically trained and skilled crime analyst.

Serial crimes are also committed against people, most often relating to peeping, sexual battery, indecent exposure, and sexual assault. These patterns can also be detected and predicted through advanced crime analysis software.

At the time of our interviews, neither the Persons Crime nor Property Crime Units in the Investigations Division are using any measure of advanced case management. They were relying

on MS-Excel spreadsheets and manual calculations to determine individual caseload and clearance rates among the detectives. This can be better handled by migrating this information to a case management system. The ability to do so already lies within the records management system (RMS) utilized by the agency.

Finding #18: The Department is in critical need of a crime analyst. With the proper software, a certified crime analyst can become a force multiplier for the sworn staff of this agency. By identifying trends, patterns, and “hot spots” of criminal activity, the crime analyst can assist Patrol and detectives in focusing efforts more successfully to combat crime.

Recommendation #19: The Department needs to hire a trained crime analyst and equip that person with dedicated crime analysis software (also mentioned in **Section 6.1—Patrol** and **Section 7.2.2—Records**).

(Add 1 FTE Crime Analyst)

Finding #19: The Investigations Division is not utilizing its current records management system to improve case management tracking.

Recommendation #20: Train the detectives on how the functionality of the records management system can be used to track their cases. Ensure data is being entered correctly throughout the system to ensure seamless tracking of a case from its origination by patrol officers through its successful investigation and prosecution.



School Resource Officer

The School Resource Officer is assigned to the middle and high schools. The officer assists the schools in areas related to facility security, crime prevention and investigation on campuses, serious student behavioral issues, and crime deterrence.

The School Resource Officer is also a tremendous asset for community relations and positive police interaction with the youth of the City. By all accounts, the School Resource Officer is well received and supported by both the community and the Department.

Citygate did not identify any issues with this program.

NOTE: Due to overtime, staffing, and budget constraints, effective February 2017, the School Resource Officer program has been suspended and the position returned to Patrol. Patrol officers still commit time to the schools; however, the assigned officer position is filling patrol staffing needs.

7.2 COMMUNICATIONS AND RECORDS

7.2.1 Communications/9-1-1

The Communications Division is a dynamic environment that fluctuates from calm to frenetic, with little or no warning. As the first point of contact with the public, and with the omnipresent threats to public, officer, and firefighter safety, the Communications Division requires personnel and levels of staffing capable of responding accordingly.

The Communications Division is a consolidated 9-1-1 communications center that serves the Police and Fire Departments. Communications Division personnel are responsible for handling emergency and non-emergency requests for service and information from the public via the telephone and via the radio from officers and firefighters. They interact with other county agencies via the computer aided dispatch (CAD) systems to request and coordinate field resources. Communications Technicians monitor all radio traffic on the police and fire radio frequencies and utilize the radio to dispatch units to calls for service, receive unit status updates, and receive information from field units. They dispatch Police and Fire personnel to calls for service and provide pre-arrival emergency medical dispatch (EMD) instructions to members of the public via the telephone.

Workload

In 2016, the Communications Division handled 95,294 incoming and outgoing telephone calls, which represents a decrease of 960 telephone calls overall compared to 2015. Included in the 2016 total are 19,318 calls to 9-1-1, an increase of 1,078 calls to 9-1-1 compared to 2015. Of the



9-1-1 calls, 74 percent were from callers using a wireless device and the majority of those, 55 percent, were Phase I, meaning they offered no location information other than the cell tower. This is noteworthy as it requires the Communications Technician to take more time to pinpoint the caller's location if the caller is unfamiliar with the area or not capable of providing his or her location.

In California, there are two industry standards used to measure PSAP performance as it relates to 9-1-1 answer times. The State of California Governor's Office of Emergency Services 9-1-1 Emergency Communications Branch's most recent standard calls for dispatchers to answer 95 percent of all incoming 9-1-1 calls within 15 seconds. It is important to meet this standard because failure to do so could adversely impact funding provided by the State. The Center easily met this standard since it was implemented on September 23, 2016 through June 7, 2017 by answering 99.75 percent of all 9-1-1 calls within 15 seconds.

The other standard was established long ago by the National Emergency Number Association (NENA). The NENA Operational Standard/Model Recommendation Call Taking Standards are that, "Ninety percent (90%) of all 9-1-1 calls arriving at the Public Safety Answering Point (PSAP) shall be answered within ten (10) seconds during the busiest hour (the hour each day with the greatest call volume)." The Communications Division's overall answer rate for 2015 for all incoming 9-1-1 calls within 10 seconds was 96.77 percent. However, while there currently is no report available through ECaTS to provide a daily report for answer times for the busiest hour, when data was reviewed for the busiest day in each month of 2015, there were periods of time that the Center was well below the national average. For example, during the 2200 hour, on May 5, 2015 (Cinco de Mayo), the Center was only able to meet the standard for 40.91 percent of the twenty-two 9-1-1 calls received. Any 9-1-1 center can be overrun by a significant incident. However, the drastic shift in the 9-1-1 answer time during the 2200 hour reflects the effect of minimal staffing and the impact of not adding staffing for Citywide events that are known to likely result in a heavier call load.

Again, the Center enjoyed an average overall answer rate for 2016 of 98.12 percent of all the incoming 9-1-1 calls answered within the first 10 seconds. However, once again, data indicated that when the busiest day each month was reviewed for 2016, an incident on April 29, 2016 (Good Friday), at 1700 resulted in twenty-two 9-1-1 calls and the Center was unable to meet the standard with an answer rate of only 63.64 percent. While neither of these instances represents the overall performance of the Center, which is generally acceptable, they reveal the vulnerability of the Center and that the minimal staffing of the Center can easily be overrun by a low number of 9-1-1 calls.



Finding #20: Special events and peak call load times significantly impact the Department's ability to meet the national standard of answering 90 percent of all 9-1-1 calls within 10 seconds during the busiest hours and multiple special events.

Recommendation #21: Examine the benefits of staffing an additional position to specifically cover the busiest hours and multiple special events that occur annually in the City, as opposed to overtime shifts.

The Communications Division dispatched 32,737 Police calls for service in 2016, representing an increase of 818 calls for service compared to 2015. The Division also dispatched 6,187 Fire calls for service in 2016, representing an increase of 599 calls for service compared to 2015. Of the Fire calls, 3,899 were medical events, and the Communications Division provided EMD pre-arrival instructions (PAI) during 3,702 of the medical calls. This is noteworthy, as it required the Communications Technician to remain on the phone with the caller until the fire and/or medical resources arrived on scene or until the situation no longer warranted EMD. These types of events are time-consuming and prevent the Communications Technician from answering other incoming telephone calls.

In late 2016, non-emergency, administrative business calls, that were previously answered by the Chief's secretary, were redirected to the Communications Center with an estimated increase of 200 calls weekly. This increased call load compounds the 9-1-1 call volumes, particularly at peak hours.

The Communications Division experiences an extremely low level of public or first responder complaints, with only two complaints in 2016, one of which was unfounded and the other still pending review. Complaints or issues regarding action or lack thereof and/or attitudes of the Communications staff in correlation to the workload will often reflect public and first responder satisfaction. Any substantial increase in complaints can be attributed to an overwhelming and/or excessive workload, indicating additional staff may be needed.

Additional Telephone Workload

Currently, the data for the telephone lines other than 9-1-1 within the Communications Center, meaning 10-digit business lines, emergency lines, and outgoing lines, is captured in the Intrado Management Information System (MIS) instead of utilizing ECaTS. While there are varying

MIS reports available through the Intrado MIS, including these other lines in the Communications Center in the ECaTS reporting will offer a way for the Communications and Records Manager to confirm or crosscheck that data. Having these lines included in the ECaTS reports also provides the ability to easily monitor the length of time required for dispatchers to answer these incoming lines.

Although there is no national standard regarding the answer times for all of these other 10-digit (emergency/non-emergency/administrative) lines in communications centers, the best practices taught by the Association of Public-Safety Communications Officials International (APCO) and the International Academies of Emergency Dispatching (IAED) instructs dispatchers to answer these lines within two to three rings.

The time from one ring to the next equals approximately six seconds. Monitoring the answer times on these lines will provide a more accurate picture of the overall efficiency of the Communications Division. Longer ring times on these lines would suggest a need for additional personnel, assuming all technology is functioning correctly.

Finding #21: The 10-digit telephone lines in the Communications Division are not captured in Emergency Call Tracking System (ECaTS)¹⁰ reports, though they are captured elsewhere.

Recommendation #22: Install any needed hardware and software to capture all telephone lines in ECaTS.

Supervision and Oversight

The Communications Division is supervised by two Communications Supervisors who report to the Communications and Records Manager. At one point, staffing included 12 dispatchers who reported directly to the Communications Manager. When the two current Communications Supervisor allocations were added, two positions were

The Communications Technicians must make split-second decisions and, currently, they are doing so without oversight during the many hours when there is not a supervisor on duty or when the supervisor is performing the duties of a working dispatcher.

¹⁰ Emergency Call Tracking System is California's universal 9-1-1 Call Reporting System that provides real-time reporting analytics to the 9-1-1 industry.



eliminated from the Communications Technician allocations, dropping the number of dispatchers who report directly to the Communications Manager from 12 to 10. Since then, one of the Communications Technician allocations was restored, but the other was not.

The Communications Division is the first point of contact when people have an emergency that requires a Police and/or Fire response. The Communications Technicians must make split-second decisions and, currently, they are doing so without oversight during the many hours when there is not a supervisor on duty or when the supervisor is performing the duties of a working dispatcher. Absent a supervisor, the Communications Technicians are in the position of having to make supervisory decisions, without the benefit of the training and guidance that is provided to supervisors. This is problematic, as it increases the possibility for inconsistent application of policies and practices and can increase the Department’s exposure to risk and liability.

The importance of communications supervisor is similar to that of a field sergeant in Patrol. While communications supervisors can assist with workload of the unit they supervise, their primary responsibility is to provide oversight and management of the call load and ensure efficient and effective workflow in the Communications Center. This includes administrative work that is necessary to the daily, 24/7 operation of an all-risk, 9-1-1 and radio communications center. Risk management is essential in the communication center especially given the dual discipline responsibilities of police and fire.

The current staffing model does not provide supervisory coverage 24 hours a day and seven days a week. In fact, for 88 hours each week, there is no Communications Supervisor scheduled to work. This includes 0300 – 0700 every day and all day Friday, Saturday, and Sunday, as well as Sunday, Monday, and Tuesday nights. Communications Supervisors are a working position. They are counted as and function as dispatchers when on duty.

Adding three Communications Supervisors will provide supervision 24 hours a day and seven days a week. It will also provide supervisory coverage, even when a Communications Supervisor is on vacation, with minimal overtime. Most importantly, it provides continuity of operations, supervisory decision-making, guidance, and the expanded knowledge base that is required during critical or high-risk situations. During the early morning hours (0300–0700), the supervisor can work as a radio dispatcher and call-taker, if needed.

Communications Supervisor allocations are recommended in this case, rather than “lead” or “senior” dispatcher allocations. Lead/senior dispatcher allocations are most often successful in large agencies that have a layer of supervision between the dispatch supervisor and the line level dispatcher. These allocations are also sometimes used in very small agencies and answer to a supervisor or sworn personnel.

In reality, if the lead/senior dispatcher is going to be the only supervisory figure on duty, then they are a supervisor and should be classified as such. This person is responsible for exercising



all supervisory authority and responsibility and should have the commensurate title, authority, and compensation. It is also important to note that lead/senior dispatchers in smaller agencies tend to straddle a fine line between being a full-fledged supervisor, which would be new to them, and a regular dispatcher, which is a position they have been and the position held by their peers and, most likely, friends.

Finding #22: The current supervisory deployment and coverage is not adequate to provide appropriate supervision and oversight.

Recommendation #23: At least two (preferably three) Communications Supervisors are needed to increase supervisory coverage at all hours. This will provide the requisite supervision for the Communications Division, consistent with best practices, and with five Communications Supervisors, should provide adequate relief factor coverage for planned supervisor absences, such as training and vacation leave.

(Add 2 FTE Communications Supervisors)

Staffing

As of January 3, 2017, staffing includes 11 Communications Technicians, down from the high of 12 Communications Technicians, though there are currently four vacancies. There is also an over-hire allocation that was created in preparation for known staff departures due to retirement. If enough qualified candidates are found, the Communications Division could hire five new Communications Technicians to bring staffing to 12 until the experienced Communications Technician retires in 2017, assuming nobody else leaves.

There are two individuals in training and two applicants for which background checks are being performed. If all four successfully complete training, and if there are no additional staff departures, the Communications Division will achieve full staffing.

The Communications Supervisors work four 10-hour shifts during a seven-day period. The Communication Technicians work six 12-hour shifts and one 8-hour shift during a 14-day period. Overtime is utilized to cover absences due to sick leave and vacation leave, as well as staffing shortages caused by vacant allocations.



Staffing in the Communications Division is precarious on several levels. While overall 9-1-1 answer times are within standards, for somewhere between zero and twenty-two 9-1-1 calls within an hour (the exact number of which is unknown), the Center’s ability to perform diminishes dramatically. Significant incidents in the City of San Luis Obispo can routinely and easily generate this volume of calls into the Center exposing vulnerability and resulting in risk that calls will go unanswered or be mishandled.

Another concern is working with only two Communications Technicians on duty during the early morning hours. This does not provide sufficient staffing to handle the number of telephone calls and the radio traffic that occur when there is an incident requiring both a police and fire response. It also does not allow sufficient coverage for break and meal periods.

Incidents that occur during the early morning hours and require a police and fire response will occupy the attention of both Communications Technicians—one to operate police radio and one to operate fire radio. This means that any telephone calls, incoming and outgoing, are competing with radio traffic associated with these incidents. And, if one Communications Technician is on meal break, that leaves just one Communications Technician to work both radio channels and handle incoming and outgoing telephone calls.

Increasing the Communications Technicians allocations, as well as the Communications Supervisor allocations, will allow adequate coverage to ensure there are at least two Communications Technicians and one Supervisor on duty during the early morning hours. It will also allow staff coverage during the busier evening hours, while allowing employees to take requisite rest and meal breaks.

The existing schedule needs revisiting, with a goal of maximizing coverage during the busier periods to correspond with peak telephone call and radio traffic levels. The 10-hour shifts for the Supervisors are not conducive to providing this type of coverage. For all employees, explore variations of 8-hour, 11-hour, and 12-hour schedules.

It is critical to retain the over-hire position in anticipation of four staff departures in the relatively near future. Recruitment, hiring, and training should be conducted in advance of these departures to avoid the dangerously low staffing levels that are present today.

There was discussion about creating contract call-taker positions, at a lower rate of pay, to increase staffing and introduce additional candidates to the Communications Technician position. In Citygate’s experience, this tends to be an exercise in futility on many levels.

If the current compensation package is not sufficient to attract qualified candidates, it is unlikely that more candidates will be attracted when the pay is lower and the position is not permanent. Additionally, a call-taker is limited to handling telephone calls and cannot operate the radio. This is extremely limiting and an inferior solution for a communications center of this size.



Instead, Citygate recommends expending the time and resources to increase outreach and recruiting efforts. Citygate also suggests conducting a compensation study to determine if pay and benefits are commensurate to the work required and sufficient to attract the best candidates. With a university nearby, it seems that there may be opportunities to appeal to students ready to enter the workforce after graduation.

Finding #23: Current staffing is at a critical level, with only seven of the eleven Communications Technician allocations filled with fully trained personnel. However, even if all eleven positions are filled with fully trained technicians, a sufficient level of coverage is not provided.

Recommendation #24: Add two full-time equivalent Communications Technician allocations and, once those are filled, maintain the over-hire allocation to reduce the possibility of short staffing in the future.
(Add 2 FTE Communications Technicians)

In discussions with the Communications and Records Manager, many questions regarding potential changes were answered by explaining that the topic was protected by the current Memorandum of Understanding (MOU). These included, but were not limited to, the length of the shifts; the start time of the shifts; the compensatory leave time that could be accrued, which has no limits; and who will train new personnel. It is incredibly difficult to implement change when the MOU restricts so many aspects of the working conditions. Management should work together with employee groups included in the MOU to gain some flexibility in trying new ideas and pilot projects to evaluate any potential changes.

Finding #24: The current Memorandum of Understanding is excessively restrictive down to the start times for shifts.



Recommendation #25: During upcoming Memorandum of Understanding negotiations, attempt to build in some leeway to afford management more flexibility in decision-making that can lead to improved efficiency.

Training

Of all of the jobs in the Communications Division, the trainer is one of the most critical. The trainer imparts valuable knowledge and helps trainees develop the knowledge, skills, and abilities critical to a well-run communications center. Among other things, the trainer must be flexible and able to shift their training style to meet the trainee’s learning style, while providing the training in a live emergency communications center that allows little to no room for error.

The current training process removes the Supervisors from their supervisory role, as it requires all of their attention to be focused on training the new Communications Technician, as well as functioning as a dispatcher. With only two Supervisors, this limits the Department’s ability to hire only two Communications Technicians at a time or requires the Communications and Records Manager to abandon her duties and train new personnel, which prevents the Communications and Records Manager from conducting her daily duties and is not conducive to peak productivity, efficient oversight, and basic management. Efforts to shift training responsibilities to the Communications Technicians were thwarted, reportedly due to union resistance.

After they have been taught how to train, the line level Communications Technicians are best suited for conducting the training of new hires. Citygate strongly encourages attendance at the POST Communications Training Officer course for each staff member who is going to conduct training. This will help ensure a more consistent delivery of information and structure training in learning styles.

Finding #25: The two dispatch supervisors are the designated training officers and, when needed, the Communications and Records Manager also serves as a trainer, thereby interfering with their ability to supervise and manage.

Recommendation #26: Work with the Communications Technicians, the union, and human resources to include training responsibilities in the job description for Communications Technicians and compensate them accordingly.

Recruitment

The process for recruiting, selecting, and hiring personnel is expensive and time-consuming. In public safety communications, it is also frustrating as the process often yields one or two new hires for every 100 or so applications. Industry-wide, the success rate of these new hires is abysmal, with some agencies reporting a mere 25 percent success rate among those newly hired employees. It was conveyed during interviews that four of the past six new hires at the Communications Division are no longer employed. This is a very low success rate for an expensive and time-consuming process.

Currently, Communications Division personnel are not involved in the recruitment or selection process. As a result, it is easier to blame trainee failures on the caliber of the person who was hired and on the decision of the person who hired the trainee. Citygate’s experience indicates that this results in less ownership from the trainer(s) in the trainee’s success. Involving Communications Division personnel in the selection process will encourage buy-in and shifts the responsibility for the caliber of the chosen candidates from Police or Fire Administrators to the communications personnel involved.

Communications Division personnel also anticipate a minimum of four tenured dispatchers leaving within the next three years. This will result in a tremendous drain in knowledge, skills, and organizational history. Involving dispatch personnel and considering new ideas, such as an information meeting for potential applicants to learn what the job entails, would be beneficial. Also, implementing newer testing technology, such as one of the industry leaders, CritiCall, would increase the chances and rate of success.

Finding #26: Communications Division personnel play little to no part in the recruitment process for new employees for the Division, and the success rate for trainees in the Communications Division is less than desirable.



Recommendation #27: Involve Communications staff at every stage of the recruitment process, from pre-employment testing to the final interview.

Call Load Management

The dispatchers describe a system in which they manually and/or mentally track the type and complexity of calls for service, as well as which officer has been assigned each call to more evenly distribute the workload to all field personnel on duty. They work within the CAD system and track on paper the calls assigned to each officer in an attempt to equally disperse the varying calls. This adds a layer of work and decision-making that is not necessary. It also lends itself to tension between the Communications Division personnel and field personnel when there are perceptions of an imbalance in the assigning of calls.

Workload volume is a function of patrol supervision, beat structure, and deployment metrics. If a particular beat officer is handling more calls for service, it is the field supervisor’s (sergeant’s) responsibility to manage the workload. If the workload is consistently unbalanced, then deployment metrics should be analyzed to determine beat boundary alignment or if it is necessary to add officers to the beat. Additionally, settings in the CAD system can assist in assuring a more even call distribution by beat.

Finding #27: Dispatchers are manually tracking call volume and complexity to manage officer workload.

Recommendation #28: Patrol supervisors should be directed to manage the workload of the field officers in concert with beat deployment considerations. Communications Division staff should be removed from this process.

9-1-1 Call Volume and Location Accuracy

Wireless 9-1-1 calls are an increasing part of the incoming calls to any communications center, and this trend is expected to continue. Communication centers generally receive over 70 percent of their calls from wireless callers. This includes the San Luis Obispo Police Department, which received 74 percent of its 9-1-1 calls from callers using a wireless device such as a cell phone.



These calls may take additional time for the Communications Technician to process if the caller does not know where they are or are unable to communicate their location.

Wireless 9-1-1 calls are routed to communications centers based on many factors, some of which may be variable, such as cell sector antennae coverage, signal strength, and network volume. The process used to determine which agency receives the wireless 9-1-1 calls from a given cell sector requires collaboration with the Communications and Records Manager, the County 9-1-1 Coordinator, and the State 9-1-1 Coordinator, using data that is available from Emergency Call Tracking System (ECaTS).

Among other things, ECaTS allows users to identify how many calls are received from each cell sector and how many calls are transferred to another agency. According to ECaTS reports, 100 percent of the wireless 9-1-1 calls from 319 out of 461 (69.2 percent) cell sectors assigned to the Communications Division are being transferred to another agency, such as the CHP. This indicates a high level of wireless 9-1-1 calls received in the Communications Division are requiring a transfer to the appropriate handling agency.

When more than 60 percent of the wireless 9-1-1 calls for a given cell sector have been transferred to another agency, that indicates the cell sector may need to be rerouted to that agency. This will allow a greater number of future wireless 9-1-1 calls from that particular cell sector to go directly to the appropriate agency without transfer. As a result, this should reduce the number of wireless 9-1-1 calls that are incorrectly being received by the Communications Division.

It is also possible there may be other cell sectors that have been incorrectly routed to other agencies. During the cell sector review, the users may identify cell sectors that are routed to other agencies that have a high percentage of call transfers. In this case, it is possible that some cell sectors will need to be rerouted to the City’s Communications Division. This could cause an increase in wireless 9-1-1 calls or it could offset the deficit caused by rerouting other cell sectors to other agencies. Either way, rerouting cell sectors and reducing wireless 9-1-1 call transfers will enhance service delivery to the public.

Finding #28: The Communications Divisions transferred 100 percent of the wireless 9-1-1 calls from 69.2 percent (319 of 461) of cell tower sectors countywide to the correct agency outside of the City, such as the California Highway Patrol.



Recommendation #29: Meet with the County 9-1-1 Coordinator and the State 9-1-1 Coordinator to review cell sector routing decisions and reroute cell sectors to the appropriate agency when historical data shows that more than 60 percent of the incoming calls were transferred from the San Luis Obispo Police Department to another agency.

Abandoned Calls

The abandoned call rate for the Communications Division’s 9-1-1 calls (9.35 percent for 2016 and 7.83 percent for 2015) is greater than CALEA’s recommended standard of 5 percent.

Calls are considered abandoned when the caller hangs up prior to the call being answered in the 9-1-1 center. Although there is no national standard, a 5 percent overall abandoned 9-1-1 call rate is considered acceptable. A percentage higher than 5 percent may indicate one, or a combination, of three scenarios. The first scenario is due to inadequate staffing to answer the call in a timely manner so the caller terminates the call prior to it being answered. The second scenario involves the loss of cell sector coverage. The third pertains to inadequate call management where staff does not place the existing call on hold to answer a newer incoming call.

One of the first steps to resolving this would be to analyze the abandoned calls and determine how long the call was ringing before the call was abandoned. Long ring times would indicate insufficient staffing or inadequate call management. Another option would involve tracking the times when the Communications Division receives the highest average number of abandoned calls and comparing those times with staffing levels, as well as reviewing incidents that may have caused a spike in calls for a major incident wherein dispatch staff could not possibly have answered every incoming call.

Finding #29: The abandoned call rate for the Communications Division’s 9-1-1 calls (9.35 percent for 2016 and 7.83 percent for 2015) is greater than CALEA’s recommended standard of 5 percent.



Recommendation #30: Although a high abandoned call rate often serves as an indicator of staffing shortages, explore reasons for the abandoned 9-1-1 call rate and attempt to resolve the issue.

Inter- and Intra-Department Communications

The Communications Division is located in a portion of the Fire Department building, in a separate building than the Police Department. It is not uncommon for employees to feel disconnected or isolated in this type of setting. Whether it is a major policy decision or an announcement to wear mourning ribbons for a slain officer, it is important for the Police Department to maintain open lines of communication and ensure that the Communications Division employees are provided with information in a timely manner. Routine meetings with Police and Communications personnel, as well as timely email notifications to Communications personnel, will help bridge that gap.

There is a perception that decisions are made by the Fire Department without a complete understanding of the potential impact on workflow in the Communications Division. Variations in the types of equipment that are used to respond to certain calls appear to have increased and seem to be much more nuanced when compared to other centers. Generally speaking, fire dispatching is rather straightforward and very structured, which should lend itself to faster processing times. The nuanced variations that have been introduced in the City may be detracting from this. In some cases, a change of protocol or procedure may not create an efficient process in the Communications Center. Additionally, if the desired outcome is an increase or change in deployment, including Communications personnel in the formulation of a dispatch protocol to affect that change may produce a more desirable result. Routine meetings can improve communication and decisions that impact the workflow in the Communications Division. These meetings can also provide greater understanding for the reasoning behind a particular change and/or the reason why a particular change may not be beneficial.

Finding #30: Communication between the Fire Department, the Police Department, and the Communications Division does not occur regularly, which leads to Communications Division employees feeling disconnected and unappreciated.



Recommendation #31: Establish a small group, inclusive of executive staff, comprised of representatives from the Communications Division, the Fire Department, and the Police Department to meet routinely and discuss operational policies and procedures.

Response Time

The Department measures response times from the time a call is dispatched until the time the first unit arrives on scene, which is not an accurate reflection of “response time.”

Calculating response times from the time the officer is dispatched is in conflict with the public’s expectations as well as the industry standards. Response times should reflect the time frame from when the public requests a response to when the assistance arrives. Response times consist of five components: the call answer time, the processing time by the dispatcher, the amount of time the call for service holds in the queue until a unit is dispatched, the amount of time that lapses from the time the unit is dispatched, and the time the first unit arrives on the scene. Calculating response time from the time a unit is dispatched to the time the first unit arrives artificially improves the time for the Department and misrepresents the total agency response time.

Finding #31: The Department’s current method for measurement of response times does not include call processing time. This method does not coincide with industry standards.

Recommendation #32: Adopt a response time measurement policy that measures the time from when the telephone call is received until the time first unit arrives on scene. (See Section 4 for further discussion on response time measurements.)

7.2.2 Records

The Records Unit is responsible for reviewing, entering, and updating police records, reports, and citations. Records Clerks must research records and provide requested information to law enforcement personnel, courts, and the public, as appropriate. In doing so, they must adhere to complex regulations regarding the release of information and public records requests, both

statewide and nationwide. The Records Unit must also respond to subpoena requests, discovery orders, and other requests for information. This requires a thorough understanding of the California Public Records Act (PRA) and the Federal Freedom of Information Act (FOIA).

The Records Unit is supervised by one Records Supervisor, who functions as a quasi-manager and reports to the Communications and Records Manager. Staffing includes five full-time Police Records Clerks, though there is currently one vacancy, and one part-time Police Operations Specialist. By all accounts, the Records Unit is a cohesive team that works well together. In 2015, the Records Unit processed 8,629 reports and 6,619 citations, and in 2016, those numbers increased to 8,907 reports and 7,047 citations.

Until 1998, the Records Unit had its own manager. However, when the Chief fired the Records Manager, those duties were assigned to the Communications Manager and she became the Communications and Records Manager. This created a significant increase in workload and requires a substantial depth and breadth of knowledge, above and beyond what was required when that position was only overseeing the Communications Division.

Over the years, the duties associated with a Records Manager have changed dramatically. In addition to the need to possess a thorough understanding of PRA and FOIA, the Manager has to respond to an increasingly knowledgeable and curious media and public, ensuring the right information is released under the right circumstances. The Manager also acts as the California Law Enforcement Telecommunications System (CLETS) Agency Terminal Coordinator (ATC), ensuring that security is maintained for all Department personnel and regulations are strictly adhered to for computer access to state and national crime databases. These include, but are not limited to, Stolen Vehicles, Department of Motor Vehicles, Wanted Persons System, Automated Property System, Restraining Order System, National Crime and Information Center, Automated Weapons System, and Uniformed Crime Reporting. In addition, there are new reporting requirements that legislatively will require complex audits on use of force incidents and racial profiling.

Report Review and Input

As of January 4, 2017, there were 24 reports from December 2016 that had not been submitted by the responsible officer to the Records Unit for review and entry. There were also hundreds of citations that had not been processed. These types of delays are not uncommon in the Records Unit and have become more or less accepted as a way of life. As of October 11, 2016, there were still 12 reports from September 2016 that had not been submitted by the responsible officer to the Records Unit for review and entry. In addition to the reports, there were also estimated to be more than 100 citations in the Records Unit awaiting entry into the records management system (RMS). It was explained that the citations are entered after certain reports have been entered,



based on priority, usually within four weeks of receiving the citation and within a couple of weeks before the court date.

The Records Unit cannot be held accountable for reviewing reports and citations and entering them in the RMS when the reports and citations have not been submitted to the Records Unit. The delay in submitting reports and citations extends far beyond the timely entry of the information. This is similar to the distribution of duties discussed in the Call Load Management subsection, which describes the field sergeant’s responsibilities. Management of the workload and quality of the work product of the field officers is, or should be, the responsibility of the field supervisors. Performing that task in a timely manner should greatly reduce any delay in data entry, or at the very least determine if the Records Unit is adequately staffed to handle this portion of the workload.

These delays adversely impact service delivery to the public, prohibit the required timely reporting of Uniform Crime Reporting (UCR) statistics, and prevent the accurate gathering, analysis, and dissemination of statistical information that is useful for intelligence-led policing. By way of example, the November 2016 UCR data was not submitted until the end of December. This also exacerbates the workload in the Records Unit by causing members of the public to call repeatedly, over the course of up to four weeks, requesting a report, only to be told that it is not ready yet. The inconvenience of having to call repeatedly is detrimental to customer service and community partnership. The follow-up phone calls could be eliminated completely if reports and citations were submitted and entered in a timely manner.

While the late submission of reports and citations is clearly an inhibitor to timely data entry and reporting, an efficiency study is suggested to determine if there is disparity in the quality and quantity of workload being completed by each Records Clerk. By having each Records Clerks focus on one task for a day (i.e., one Records Clerk is responsible for entering citations and nothing else), the Records Supervisor can compare productivity by quality and quantity. It is also recommended that this task be rotated daily, and that productivity be measured at the end of the week. The same approach should be taken with reports, even breaking the reports down by type, if necessary.

Finding #32: There is a consistent backlog of reports and citations awaiting entry into the records management system. One of the results of this practice is that the Police Department is routinely late in submitting Uniform Crime Reporting data to the Department of Justice and ultimately the Federal Bureau of Investigations.



Recommendation #33: Institute and enforce a policy that requires officers to submit completed and approved reports and citations to the Records Unit by the end of watch. Consider adopting a policy wherein the Records Unit workload must be caught up prior to a trigger date, such as the fifth day of each month. In an effort to determine the feasibility of this goal, consider conducting an efficiency study to determine if Records Clerks are maximizing productivity and performing to industry standards.

The current process for submitting, reviewing, and entering reports places the Records Clerks in a quasi-supervisory role over sworn personnel and also creates a time-consuming bottleneck in the process by having the Records Clerk review the report prior to the sergeant or lieutenant reviewing the report. If there are questions, inconsistencies, or other issues with the report, the Records Clerk attaches the appropriate slip and forwards the report to the sergeant or lieutenant. The sergeant or lieutenant reviews the report and returns it to the officer for correction. Once the officer makes the corrections, the report is submitted to the Records Unit and the process is repeated.

This process can be easily streamlined by having the officers submit their reports directly to their sergeant within the specified timeframe. This will allow sergeants to be more aware of those officers who are submitting their reports on time and those officers who may benefit from additional guidance or training when completing reports. It also places the sergeant in the role of supervising the quality and quantity of each officer’s workload instead of placing the civilian Records Clerks in that role. This process also provides the opportunity to prompt interaction between the officer and the supervisor regarding a work product that is likely to be seen by the public and the courts. Modifying this workflow may require additional training for the sergeants and lieutenants who will be viewing and approving the reports prior to Records staff.

Instituting a change with the implementation of the new Law Forms software would provide officers the capability to write reports on their mobile computers. It was discussed that this policy has not been established regarding the workflow on this new system. Typically, officers will enter their reports on their mobile data computers and the report is electronically forwarded to a sergeant for review and approval. Once the report has been approved, it is electronically forwarded to the Records Unit and, if appropriate, detectives for follow-up. This shifts the role of the Records Clerk away from data entry to more of a quality assurance role, focusing on specific areas of the report, such as location and victim information and application of the correct UCR.



Finding #33: The current process for submitting, reviewing, and entering reports is time-consuming and blurs the lines of supervision by requiring Records Clerks to, at times, read the entire report, checking for thoroughness, accuracy, and attachments, before forwarding it to the sergeant or lieutenant for review and, after it has been approved, returning the report to the Records Unit for entry. It also unnecessarily creates a bottleneck when a Records Clerk reviews a report that requires correction and sends the report to the sergeant, who reviews it and sends it to the officer for correction before the cycle starts again.

Recommendation #34: Management of the workload and quality of the work product for field officers should rest with field supervisors (sergeants). Officers should submit reports to their sergeant or lieutenant before the end of their shift, and the sergeant or lieutenant should read the entire report, checking for thoroughness, accuracy, and attachments. Upon approval by the sergeant or lieutenant, the report should then be forwarded to the Records Unit for entry and assignation of the Uniform Crime Reporting code, based on the complaint type and summary.

Records Supervision and Distribution of Duties

Citygate discovered a high level of commitment within the Records Unit to quality control, starting with the Records Supervisor. While this level of commitment and concern is admirable, the level of effort oversteps boundaries and is taking valuable time away from time-sensitive tasks that need to be completed and are within the purview of the Records Unit.

For example, the Records Supervisor reviewed 1,971 calls for service in July 2016 and 1,936 calls for service in August 2016 that were cleared without a report being written to ensure the calls were cleared correctly. When extrapolating these two months out to 12 months, the Records Supervisor will review approximately 23,442 calls for service in CAD. For 2015, the amount reviewed added up to more than 29,000 calls for service, which was found by subtracting the number of reports that were completed from the total number of calls for service for the year.

Even if it only takes 60 seconds to review each call for service and move on to the next one, this task consumed more than 32 hours of the Records Supervisor’s time each month in July and August. For 2016, it is projected that this process will consume more than 390 hours of the Records Supervisor’s time (23,442 calls for service divided by 60 minutes for an hour equals 390.7 hours).

This type of quality control is better suited for sergeants, as they have supervisory responsibility over the patrol officers, and they can conduct the task as time allows, as well as disperse it over a group rather than have the responsibility fall on one person. With the sergeants conducting random spot checks on calls for service that were cleared without a report being written, it also allows the sergeants to notice individual officer response times and miscellaneous information that may shed insight on an officer’s productivity and understanding of what types of incidents should be documented. The Department can establish policy to determine how many calls for service the sergeants should review per officer per month. Placing this responsibility with the sergeant or watch commander is consistent with industry best practices.

Finding #34: The Records Supervisor’s time is consumed performing ancillary quality control duties that are more appropriately handled by sergeants.

Recommendation #35: While the Records Supervisor’s commitment and concern are admirable, this position should not review calls for service. It is recommended that a sergeant or lieutenant conduct this type of oversight in the form of random spot checks.

Workload

The Records Unit environment is professional and open to members of the Department to walk in and conduct business and/or visit. While open communication between the Records Unit personnel and Department personnel may be desired, at some point interruptions are detrimental to productivity and efficiency.

While it is desirable to have an open door policy that allows the cultivation of professional relationships, this practice can be disruptive and counterproductive. This is not intended to discourage open communication on business-related matters. Rather, it is intended to reduce non-work-related activities and conversations that prevent the Records Clerks from completing their



job related duties. This is one of the responsibilities of the Records Supervisor and should be factored when assessing the management of workload and need for appropriate staffing.

Finding #35: The open door policy in the Records Unit allows officers and other personnel to engage Records Unit personnel in conversation that is not work related and can affect the productivity and efficiency if not judiciously managed.

Recommendation #36: Limit access to the Records Unit to those who have official business, or have the Records Supervisor provide the assistance needed, when possible.

Staffing

Staffing levels in the Records Unit seem barely sufficient to stay abreast of workload and absorb absences for vacations, holidays, training, and sick leave, which are usually not backfilled with overtime. The Records Clerk vacancy that was not filled until early 2017 exacerbated the situation, especially as it pertains to managing the data entry backlog for reports and citations.

Filling this vacancy should certainly help managing the current workload and reducing the backlog of report and citation entries. However, it is not certain this will be sufficient to eliminate the backlog, especially considering there is anticipated population growth for the City.

Adding a full-time Records Clerk allocation offers an array of opportunities to eliminate backlog and enhance customer service. Additionally, if staffed, this position should allow the reallocation of business calls previously redirected to dispatch, to be answered by records personnel during normal business hours. This allocation can be utilized to cover scheduled absences, such as vacation leave, holiday leave, and training leave, thereby eliminating the need to use overtime. It can also be used to enhance staffing at the front desk and provide assistance to the public without interrupting the remaining Records Clerks.

Currently, Records Clerks periodically work overtime on weekends in an effort to reduce the backlog. It was discussed that when working overtime on Saturday or Sunday, Records Clerks are more efficient because they are able to work uninterrupted. As a stopgap, or possibly in lieu of additional staff, consider a schedule modification wherein at least one staff member works a weekend day. This will allow the Records Unit to process reports and citations as they are submitted during the weekend, rather than waiting until Monday to try to catch up. Although this



can be a difficult change for staff at first, with time the realization of the benefits could offset the adjustment pains.

Furthermore, discussion revealed that the staffing vacancy in the Records Unit existed for about one year. Streamlining the recruiting and hiring process, with consideration given to outsourcing the background investigation to private contractors, will allow new employees to be hired in a timelier manner.

Finding #36: Staffing levels in the Records Unit are insufficient given the existing workload and the added workload due to absences caused by vacations, holidays, sick leave, and training (which are not usually backfilled with overtime).

Recommendation #37: Add another full-time Records Clerk allocation to provide adequate staffing during scheduled absences. Also, use overtime to maintain staffing when Records Clerks are absent. These actions should eliminate data entry backlog.

(Add 1 FTE Records Clerk)

Functionality of Work Area

When fingerprinting services were moved to the current location in the Records Unit, it eliminated the second service window. This makes it challenging for Records Clerks to assist people in a timely manner and also makes it challenging to maintain the customer's privacy when discussing their needs. Focus on the ability to assist more than one citizen at a time with the appropriate level of privacy. Rather than have staff return to their desks to make inquiries, provide a telephone and a computer with network access. In addition, consider installing bullet-resistant glass to protect staff from any threats and increase the Records Unit's surveillance capabilities to include the views currently available to the Communications Center and Watch Commander.



Finding #37: The configuration of the front desk area limits Records Clerks to assisting only one person at a time. Additionally, there are no phone or computer capabilities at the desk, and the absence of bullet-resistant glass causes security concerns for Records Unit personnel.

Recommendation #38: Redesign the front desk area with input from the Records Unit staff and an emphasis on enhancing efficiency, improving customer service, and increasing security. Include a telephone and a computer with network access.

Dictation Services

Records Unit personnel are transcribing dictated reports for a small number of officers. The time spent on dictation is time taken away from processing the backlog of reports and citations. There were recent discussions to outsource this process, but with so few members of the Department utilizing this method of submitting reports, a better suggestion would be that those individuals receive any additional training needed to deter them from using this process rather than consider the expense and time involved with transcribing dictated reports. Continuing this practice only serves to enable those officers who have not advanced to the current technology and it forces additional training and a unique skill set to be maintained by Records Clerks.

Finding #38: Dictation services are still offered to sworn staff for reports. This time-consuming practice should be discontinued.

Recommendation #39: Although not extremely time-consuming with only six reports dictated over a period of 13 days, this process is archaic and should be discontinued. As an alternative, the Department may want to explore the use of dictation software, such as Dragon Speak, to enhance efficiencies when transitioning to field-based reporting.



Public Access to Reports and Online Reporting

Online reporting was unsuccessfully attempted and abandoned in 2005, causing members of the public to come to the police station to obtain a copy of a report or requiring an officer to respond to their location to create a report. Over the years, online reporting systems have undergone major changes both in capability and integration with CAD and RMS. Online reporting should be reconsidered both for the convenience of the public and reduction in workload for the field officers and ultimately the Records Unit staff. The timing is right with the majority of the public at ease with technology, so long as it is designed and implemented correctly.

Additionally, the City's fee schedule that establishes the cost for an individual or businessperson to obtain copies of certain reports and documents is convoluted and difficult to explain to the public. It is unnecessarily complicated and there is very little flexibility for collecting fees if the requestor is not able to drive to the Police Department to make payment.

Finding #39: Easy public access to obtain reports is hindered by the lack of current technology and a convoluted fee structure that is difficult to explain.

Recommendation #40: Review and simplify the fee schedule, especially with regard to traffic reports, and implement an online reporting system that is user-friendly for the public and staff.

Distribution of Workload

Records Clerks share the responsibility with each other for assisting the public at the front desk. Greeting and helping the public at the front desk are important components of the Records Unit function for connecting with members of the community and representing the Police Department in a pleasant and professional manner. Unfortunately, without one individual responsible for this task, each new individual arriving at the front desk requires the Records Clerks to interrupt their report and citation entry work to assist the individual.

Offloading these tasks to a specific Records Clerk should increase productivity of the remaining Records Clerks. The front desk assignment could also be rotated among the Records Clerks on a daily basis to more evenly distribute workload.



Finding #40: Time-sensitive responsibilities, such as report and citation entry, are disrupted by the intermittent and random need for Records Clerks to leave their workstation and help the public at the front desk.

Recommendation #41: In addition to adding the full-time Records Clerk, which was previously mentioned, consider a deployment schedule that assigns a specific Records Clerk to assisting the public at the front desk and have this person work on data entry that can be more easily interrupted and resumed, whether it is citation entry or priority reports.

CAD and RMS Enhancements

It is not uncommon for CAD and RMS users to express frustration with limitations to functionality, perceived and real, within these systems. Over the years, most vendors have moved away from customizing systems to avoid complications that have arisen when installing product updates among diverse users. Even when regression testing has been used, clients with custom products have suffered from unanticipated glitches.

Records Clerks are under the impression that their suggestions for updates to enhance the functionality of the Spillman RMS are not considered by the vendor. Like many CAD/RMS, Spillman Technologies is a “commercial off-the-shelf” solution (COTS), with very limited customization available. However, Spillman Technologies offers an annual Users’ Conference, as well as an online portal for clients to submit ideas and suggestions. Spillman has a history of welcoming user suggestions, and all clients are included in the voting process to determine which submissions will be considered for implementation.

The Records Unit is encouraged to maintain a list of needed or requested enhancements and submit them to Spillman Technologies for consideration. Specifically, the Unit should develop and submit to Spillman Technologies a document that identifies the need for the enhancement(s) and describe the desired outcome(s). Suggestions can also be submitted in multiple years, if they are not originally implemented. It should be noted that Motorola Solutions recently acquired Spillman Technologies, which could result in changes to this process, but that has not been determined to date. At least one representative from the Records Unit should attend the annual Spillman Users’ Conference and network throughout the year with Spillman users from other

agencies to gain support for the requested enhancement(s) and/or identify work-arounds that have been discovered by other users.

Impending Retirements: Planning for the Future

The Communications and Records Manager has announced her intent to retire in September of 2017 after 34 years of service, which presents a unique and challenging opportunity for the Department. It would seem difficult, if not impossible, for anyone to successfully step into this position and perform at even a fraction of the competency of the current Manager. This is not to say there are not eminently qualified candidates to take on a Manager role; however, due to the expansion of responsibilities and increased complexity that have occurred over 34 years, the current Manager is performing the duties of at least two positions.

While traditionally these units were considered mostly clerical in nature, they now require a high level of expertise, as well as familiarity with the various technologies in use. They also require knowledge of local, state, and national laws, regulations, and standards. Without this level of expertise, the Department, and ultimately the City, is exposed to a high degree of exposure and liability.

The Communications Center and the Records Unit each demand a unique set of qualifications, skills, and knowledge that have increased and become much more complex over time. Additionally, the incumbent manager has acquired duties over the years that are outside the typical scope of work for a Communications Manager and/or Records Manager. For instance, many data requests that would normally be handled by a crime analyst are currently forwarded to the Communications and Records Manager.

Separate managers for each of the two units would afford the individual manager the ability to develop a greater level of expertise and focus on a specific discipline, as well as create an effective span of control. For instance, the Communications Manager needs the knowledge, skill, and time to focus on operational aspects that include quality assurance, performance measurements, personnel matters, national standards, existing equipment, and emerging technologies, among other things. This manager must also be knowledgeable about state funding and be prepared to work with vendors to replace some equipment every five to eight years. This requires working within the City’s procurement system and the state’s procurement system.

Likewise, the Records Manager needs the knowledge, skill, and time to focus on many of the same operational aspects as the Communications Manager, but in a different context. While equipment may not be replaced as frequently, it does undergo routine upgrades that require the manager’s expertise and focus. Additionally, this manager must be knowledgeable of, and able to work within, local and state laws and regulations regarding the release of information and



abiding with the California Public Records Act, among other things, which can have adverse consequences if the Department is not in compliance.

Also, in an era when intelligence-led policing is at the forefront of contemporary practices, it is more important than ever to have a trained crime analyst who is skilled at gathering, analyzing, and disseminating information. This will ensure the information is shared in a timely manner and with the requisite background and context. The Department and the community will also benefit from having the crime analyst interact with a network of other crime analysts across the local region, the state, and the nation. Consideration might be given to having this position absorb some of the duties currently performed by the Administrative Sergeant.

Additionally, consideration should be given to having these two newly created manager positions and the crime analyst report to a civilian command staff level position. Civilians are governed by different rules and employment law. Creating a command staff position would provide the greatest opportunity of success, as this individual should develop a level of expertise regarding civilian supervision and management. It would also assist in providing a thorough career path, thereby encouraging retention and promotional opportunities for the support staff of the Department. Creating a civilian command staff position also allows the Department to consider the possibility of transferring command and oversight of other civilians to this position, such as the property and evidence staff, thereby allowing sworn leadership to focus on sworn members and their role in the agency. Again, this position might be able to assume some of the responsibilities currently performed by the Administrative Sergeant.

There was discussion about possibly replacing the Communications and Records Manager with a lieutenant or other sworn allocation. This would not be the best course of action and is not advisable. Both of these units require a subject matter expert as a manager, and most sworn personnel do not have the expertise or the commitment that is required. Additionally, the inevitable rotation every two or three years creates instability and often results in lack of oversight, unfinished projects, and neglect of funding or lack of awareness on how to use funding from the state.

Finding #41: Over the course of 34 years, the Communications and Records Manager duties have greatly expanded within and beyond Communications and Records. The incumbent manager possesses a wealth of organizational history and knowledge, as well as specific expertise within her field, which will make it challenging, if not impossible, for one individual to replace her.



Recommendation #42: Bifurcate the current Communications and Records Manager position and establish two separate allocations: a Communications Manager and a Records Manager. Also, consider a third allocation, such as a crime analyst, to assume responsibility for all data and statistical components currently performed by the Communications and Records Manager and the Records Supervisor.

Implementing this change will allow each manager to focus on his/her specific area of expertise and mitigate oversights caused by a divergent workload that requires tremendous attention to detail. This change also significantly increases the opportunity to focus on the people who are performing the line level jobs and become aware of nuanced changes before they become significant issues. In addition, strong consideration should be given to the development of a civilian command staff position to oversee the civilian units of the agency.

NOTE: Prior to the completion of this study, Police and Human Resources personnel acted in part on this recommendation. The revised job description of the new Communications Manager is finalized and duties of analysis and records have been removed. Recruitment should be underway in 2017.

Records Project Management

Two Records Unit projects, the Marijuana Purge Project and the Laser Fiche Report Merge Project, were depicted as lingering for years with little progress. These, and any other incomplete work, should be reviewed for value and liability issues to the agency.

It was stated that records are being modified as far back as the 1950s. This would suggest that these projects may encompass more than is required or more than should be done and that some records may be retained beyond the recommended retention date.

Finding #42: Projects languish in the Records Unit with little progress, no solution for completion, and no proposed completion date. This includes projects to modify records that date back as far as the 1950s.



Recommendation #43: Review incomplete projects for value and liability issues to the Department to determine the appropriate course of action.

Recommendation #44: Review the Department’s records retention schedule to ensure that it is consistent with industry and City standards and complies with all applicable legislation. As a starting point, ensure that appropriate records are purged in accordance with the City’s accepted retention schedule, thereby reducing the workload of the projects. At that point, review the outstanding projects and consider the value of the projects before prioritizing the order of completion. Finally, consider additional volunteers and/or temporary, short-term employees to complete these tasks.

Crossover Duties: Crime Analysis and Records

The Department has not traditionally functioned as a data-driven agency. With modern police departments moving toward intelligence-led policing and the addition of a new Chief, demands for timely statistical information have increased significantly. In an effort to meet these requests, the Records Supervisor, Communications and Records Manager, and Senior Management Analyst have drafted or at the very least provided data for these reports. Although their efforts are to be commended, interpretation of data of this nature and drawing analytical conclusions are not their forte, nor have they received training to be qualified in this area of expertise. These are the functions of a crime analyst.

The Department demands for timely data and analysis will only grow and consideration should be given to adding a crime analyst allocation and hiring an individual who is specifically trained in this area. Crime analysis, prediction and prevention, and intelligence-led policing have made huge strides over the past few decades, and employing an expert in this field can only enhance the capabilities of the entire Department, as well as improving the quantity and quality of data available to all levels of the Department.

The recent purchase of the Spillman Technologies ComStat Management Dashboard should greatly enhance the Department’s capabilities. This customizable CAD management tool provides members of the Department the ability to easily view calls for service by locations and hour of the day and allows for comparisons by week, month, quarter, or year. The dashboard supports reports on response times, a statistic not traditionally available at the Department, and

allows comparison to national standards set by professional organizations. This allows management to make appropriate changes in staffing or schedules to increase effectiveness. Implementation of this Spillman module should not be delayed.

Finding #43: The Records Supervisor, Communications and Records Manager, and Senior Administrative Analyst are responsible for creating or contributing to statistical reports for Department staff.

Recommendation #45: Add a staff allocation for a trained crime analyst and have this individual utilize the Spillman Technologies ComStat Management Dashboard, as well as other available tools, to meet the Department’s needs. This will allow the other managers and staff members to focus on their areas of expertise and should significantly enhance the information data set that is provided to the Department. (Also mentioned in Section 6.1—Patrol and Section 7.1.2—Investigations.)

(Add 1 FTE Crime Analyst)

NOTE: The City has now funded a part-time crime analyst position which will help address the some of the Department’s needs. This recommendation still remains unchanged as a full-time position is recommended.

Special Event Staffing

There are several occasions each year when additional officers are deployed to the Patrol Division on an overtime basis for increased visibility and enforcement. This typically coincides with a special event or holiday, such as Cinco de Mayo celebrations, and results in an increase in reports, citations, and arrests. However, the Department has not deployed additional Records Clerks to handle the increased workload generated by these events. This contributes to the existing backlog of report and citation entries.

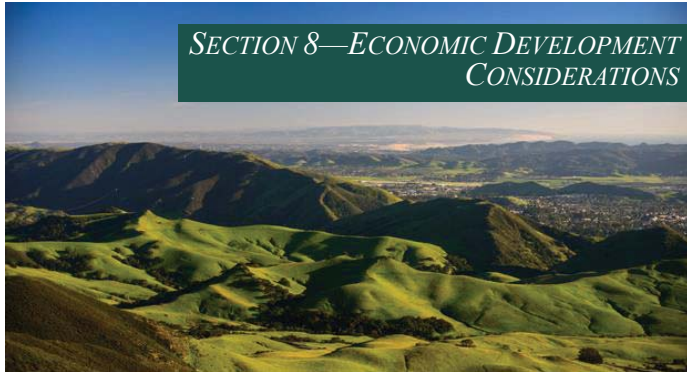


Finding #44: Planned events and occasions that require the deployment of additional officers historically increase the number of reports, citations, and arrests. Additional Records Clerks have not been deployed during these events, and the resulting influx of reports and citations contributes to the backlog in Records Unit workload.

Recommendation #46: Any time extra officers are deployed to the Patrol Division and there is a probability that the number of citations and reports will increase, it is necessary to also increase staffing in the Records Unit to allow the Records Clerks to enter reports and citations as they are submitted rather than creating additional backlog.

This page was intentionally left blank



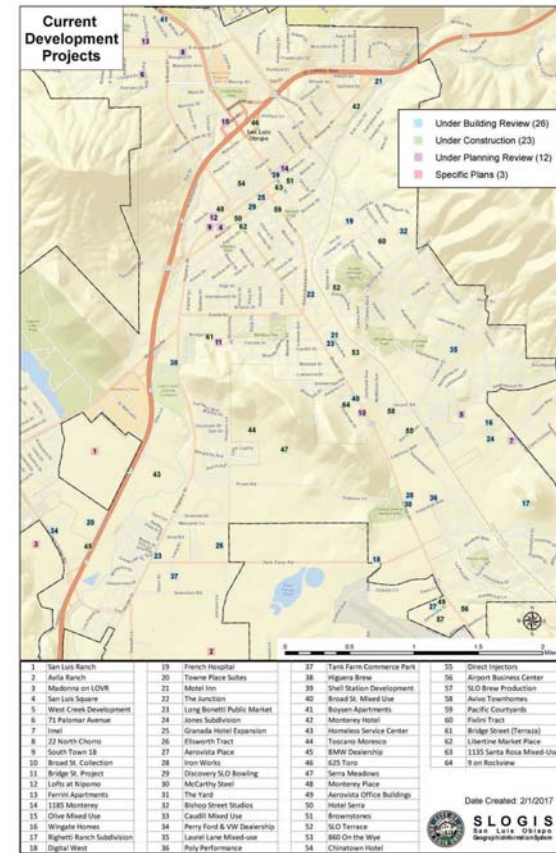


SECTION 8—ECONOMIC DEVELOPMENT CONSIDERATIONS

8.1 GROWTH AND DEVELOPMENT

Given the post-recession recovery, the City is now processing multiple applications for residential and commercial growth. Some of these are in existing neighborhoods, and others are in the southern City and County areas adjacent to the City being studied for annexation. The City-provided figure on the following page shows the locations of the 64 projects that were under various stages of development application as of February 1, 2017:

Figure 19—Proposed Development Projects in the City



For the City, there are three major influences on the population growth as it relates to police impacts and calls for service: impending growth through annexation and infill development, increases in student populations from Cal Poly and Cuesta College during college sessions, and the tourism population, which ebbs and flows with seasonal attraction to the area.

Depending on final approvals, these projects represent the addition of several hundred thousand square feet of commercial uses and several hundred dwelling units. More than fifteen of these projects are in the southern City and possible annexation areas. Avila Ranch alone could add 700 dwelling units. There is no question that the City’s police services will have more population, buildings, and job locations to protect in the southern City areas.

Growth projections and the resultant impacts on police staffing can be projected based on articulable data and historical

calls for service. Staffing impacts vary from jurisdiction to jurisdiction depending on the service delivery model, building and occupancy types, zoning, transportation planning, calls for service, and fluctuations of populations. For the City, there are three major influences on the population growth as it relates to police impacts and calls for service: impending growth through annexation and infill development, increases in student populations from Cal Poly and Cuesta College during college sessions, and the tourism population, which ebbs and flows with seasonal attraction to the area.

The draw of the community—its climate, amenities and quality of life—drives population growth. The Planning Department’s growth projections indicate an additional 2,500 homes over the next ten years. Most of this growth is planned to be single-family residences. Additionally, the student enrollment at Cal Poly is projected to reach 22,500 full-time equivalent (FTE) students (25,000 head count) by 2035.¹¹ While Cal Poly is planning to increase on-campus housing, student impacts on eating and entertainment venues in the City will increase based on this growth. The on-campus housing will have little impact in the reduction of calls for service for the Police Department.

There is a need to expand data collection on police calls for service demographics to understand and predict, to any degree, call type changes by differing populations as well as the types of buildings to include dwellings, businesses, and permitted uses. This information can be easily

¹¹ Draft Cal Poly Master Plan 2035. Web. September 28, 2016.



added to dispatch incident history files to create retrievable data fields that track the impacts of new residents and building types.

With as little as one year of data, demand for service projections can start to provide a foundation for use permit conditions as they relate to occupancy, entertainment, California Department of Alcoholic Beverage Control licensing type, and hours of operation.

The following list shows data categories that need documentation to aid in analyzing the impacts on police services. All of these coincide with the life safety issues that are similar to the inspectional processes the Fire Department conducts. They represent the additional data categories needed to augment current calls for service basic data:

- ◆ Residential calls for service
 - Single-family residence (if shared student or multi-family use or multi-family complex)
 - Rental vs. owner occupied
 - College associated
 - Alcohol related
- ◆ Restaurants / dinner house / entertainment venue / tasting rooms / grocery stores
 - Alcohol license type
 - College associated
 - Type of entertainment.

There are several cities in California that have adopted ordinances and regulations to address this type of data and help identify those types of uses that have greater potential for impacting law enforcement service delivery. Five of those cities are Orange, Fullerton, Placentia, Irvine and Indio.¹²

¹² The tracking of information is foundational to identifying appropriate ordinances to help guide uses and minimize calls for service impacts. The development to these data sets are beyond the scope of this study. There are firms and published practices that can aid cities and counties in development plan review of law enforcement impacts, crime prevention through environmental design (CPTED), and reviewing and developing these guidelines.



Finding #45: Current data for commercial and residential impacts are not sufficient to provide verifiable impacts based on land use, calls for service, and contributing influences.

Recommendation #47: The Department needs to add categories to its report processes that will capture commercial and residential impacts based on land use, calls for service, and contributing influences. Providing this data along with adding development guidelines for law enforcement impacts will aid in community safety and reduce the potential for calls for service.

8.1.1 Near Term Police Staffing Projections Based on Existing Service Gaps and Population Growth Rates

San Luis Obispo before, during, and since the recession has experienced modest growth, with no explosive growth increases. The City’s growth rate from 2015 to 2016 was just 0.9 percent, or 426 additional residents. Current City Planning data is divided into near term projects that are under active review and development processing. The other development proposals are long-term projects seeking entitlements and financing, with no set year for final approvals.

In the near term active projects, there are 1,365 residential units which, at an approximate ratio of 2.2 residents per dwelling unit is an additional 3,003 residents. The City only grew by 426 new residents last year, and if that remains the annual growth rate, reaching 3,003 new residents will take seven years. This resident calculation does not take into account mobile populations in hotels, tourism, or employment. However, the projections in these other categories are also modest over time. Even if a 3,003 resident increase occurred in a much shorter time period of 3.5 years, a 3,000-person *residential* increase would not typically cripple a capable suburban city police department.

Many agencies try to use a projection analysis that is a ratio of calls for service versus population. This ratio does not estimate severity of different types of calls which impacts the time officers spend to handle the call. Citygate examined calls for service versus population alone in San Luis Obispo, but it is not statistically significant in that this singular measure only explains 16.16 percent of the change in calls for service over time. The remaining 83.84 percent of the changes in incident types are explained by other factors not currently being measured in

the City. Thus, the City should not use an assumption that calls for service increase as *resident* population increases.

A variety of other factors could or should be considered as well, when the data is available:

- ◆ Socio-economic conditions
- ◆ Seasonality (particularly for a university community)
- ◆ Volume of code violations
- ◆ Type and nature of arrests
- ◆ Geographic crime density.

Given the limited ability to project officer demand, and the modest growth forecast for the next several years, Citygate uses and recommends a workload gap analysis method.

The first step in a workload gap analysis is to determine if the current staffing level is providing the desired level of service to the City’s residents. If the desired service level is not being met, the necessary changes and/or staffing increases must be determined as permitted by funding. Once the desired level of service is reached, a baseline for service levels and staffing is established. Then, if one or more factors negatively impact the Department and cause the level of service to erode, the availability of increased funding will determine the City’s ability to add police staff.

Throughout this report, Citygate identified service gaps that already exist or are emerging between staffing and desirable service delivery measures. The following table lists needed position recommendations by priority. If funds can be found more quickly, we recommend the City add personnel faster. If funding remains severely constrained, then the service gaps will grow larger to the point where the Department can only handle serious emergencies, and will not be able to provide the proactive Community Policing that it and the community desires.

Also, the listing of priorities should not be interpreted to suggest that a lower priority is not needed as severely as a higher priority. These priorities are provided to identify the positions that will have the greatest impact on safety and service delivery. Where multiple positions are listed, the City can consider splitting or mixing new full-time positions by classification based upon the Department’s ability to hire, train, and assimilate multiple positions in the classification. For example, the City could hire two CSOs and two dispatchers, deferring two CSOs until the next funding capability cycle.



Table 20—Staffing Increases by Full-time Count and Classification

Function/Unit	Position	Total FTEs	Report Recommendation	Priority
Office of the Chief	Crime Analyst	.5*	7, 19, 45	1
Patrol	Non-Sworn Technician (Body Worn Camera)	1	10	6
Patrol	Community Services Officers	4	13	4
Communications/ 9-1-1	Communications Supervisors	2	23	3
Communications/ 9-1-1	Communications Technicians	2	24	2
Records	Records Clerk	1	37	5
Total FTEs Needed		10.5		

* The City has funded a part-time crime analyst position. The addition of a .5 FTE is still recommended to make this a full-time position.

This page was intentionally left blank





In conclusion, Citygate has identified steps that can be taken by staff to move the Police Department forward, both in the short- and long-term. Some of these have already been implemented, either by the Department’s own initiative, or as a result of discussions and examination of the Police Department’s workload, data, and deployment with Citygate in early December 2016.

9.1 SHORT-TERM

There are many recommendations in this study that could be completed with current resources and staffing. They should be evaluated and discussed amongst the stakeholders. Those that appear to bring value to the Department and the community should be instituted. Short-term goals include:

- ◆ Prioritize policy manual update completion with a specified date
- ◆ Adopt policies and procedures for capturing data for:
 - All committed time for workload and deployment
 - Calls for service with impact categories for:
 - Student-related incidents
 - Licensed alcohol establishments



- ◆ Reassign supervisory duties for report review and approval at sergeant level
- ◆ Fill vacant sworn positions
- ◆ Implement Internal Affairs tracking protocol.

9.2 LONG-TERM

The long-term goals identified in this process would require new staffing, funding, equipment or labor negotiations. The acquisition or implementation of these items would require significant assistance from the City Manager and City Council. An example would be the creation of a Community Services Officer position within the City, the funding for the position, and the hiring of the personnel.

- ◆ Provide for overlap staffing at all scheduled shift changes
- ◆ Develop CSO job description, recruit, and hire
- ◆ Provide six-month update of workload data, response time impacts, and crime information
- ◆ Fund recommended positions
- ◆ Expand data capture and analysis by zoning type and square footage to provide occupancy use impacts that are articulable for staffing increases.



*APPENDIX A—WORKLOAD TIME
ALLOCATION – LIMITED TIME FRAME*

This page was intentionally left blank



San Luis Obispo Police Department

Availability Time Analysis by Tencode

*** SUSPECT ELAPSED TIME DETECTED ***

Unit/Officer Status Total Accumulated Time Starting Time and Date
98 Available +++:++:++ 06:47:3507/06/16

AVAILABILITY CHART

DAY	SHIFT	CALLS	Unit/Officer TOTALS				TOTAL HOURS WORKED	
			% OF AVAILABLE TIME	% OF ADMIN TIME	% OF PROACTIVE REPORT TIME	% OF WRITING		
		FOR SERVICE HOURS						
Monday	DAY	821.69	35.98	537.42/181.11	31.46	743.53	32.56	2283.74
	NIGHT	509.48	30.36	511.56/249.13	45.32	408.22	24.32	1678.39
Tuesday	DAY	836.43	31.45	705.32/197.06	33.93	921.08	34.63	2659.88
	NIGHT	563.12	34.47	481.29/193.34	41.29	395.99	24.24	1633.75
Wednesday	DAY	820.37	27.59	783.08/273.83	35.55	1096.06	36.86	2973.34
	NIGHT	568.70	19.82	1520.48/231.09	61.04	549.20	19.14	2869.47
Thursday	DAY	906.79	30.19	741.09/238.99	32.63	1116.85	37.18	3003.72
	NIGHT	600.42	26.58	715.43/346.90	47.04	595.81	26.38	2258.56
Friday	DAY	878.61	34.13	633.79/260.41	34.74	801.34	31.13	2574.14
	NIGHT	717.93	29.50	749.01/381.34	46.44	585.65	24.06	2433.92
Saturday	DAY	746.73	36.05	536.97/196.91	35.43	590.50	28.51	2071.11
	NIGHT	714.89	28.92	721.16/436.46	46.83	599.50	24.25	2472.00
Sunday	DAY	585.59	36.97	410.79/144.71	35.07	442.92	27.96	1584.01
	NIGHT	602.47	30.75	587.09/378.63	49.28	391.37	19.97	1959.56
TOTAL		9873.22	30.42	9634.48/3709.89	41.12	9238.03	28.46	32455.59

This page was intentionally left blank

Report Includes:

All dates between 06/01/16' and 23:59:59/2/31/16', All unit agencies matching SLP** All officer/unit(s), All days in range

rpcaval.xl

01/25/17



*APPENDIX B—GROWTH PROJECTION
REFERENCES*

This page was intentionally left blank



RESIDENTIAL UNIT 20-YEAR GROWTH PROJECTION (AS OF APRIL 2016)

Land Use Element 2035 Maximum Dwellings at Build Out	25,762
2015 Total Housing Units	20,966
Total units incorporating construction of all units above (since LUCE adoption, 2014)	25,330
Unit capacity remaining before maximum build out is reached in 2035	432
Existing Population (2014 LUE)	
Existing Population (2014 LUE)	45,541
Anticipated Population at 2035 maximum dwellings (25,762 units x 2.2 people per household)	56,686
Anticipated population with all units constructed above (25,330 units x 2.2 people per household)	55,726
Population capacity remaining before maximum build out is reached in 2035	960



ADDITIONAL GROWTH PROJECTION INFORMATION

Additional growth projection documents are listed below, along with the website address.

- ◆ General Plan Annual Report (growth projections): www.slocity.org/home/showdocument?id=10775
- ◆ Margarita Area Specific Plan (new residential neighborhood and business park, Prado Road connection): www.slocity.org/home/showdocument?id=4070
- ◆ Avila Ranch Specific Plan (new neighborhood in the planning phase on the periphery of the City): www.slocity.org/government/department-directory/community-development/planning-zoning/specific-area-plans/avila-ranch
- ◆ San Luis Ranch (infill neighborhood near commercial center on Madonna Road, adjacent to existing residential): www.slocity.org/government/department-directory/community-development/planning-zoning/specific-area-plans/san-luis-ranch
- ◆ Orcutt Area Specific Plan (new neighborhood under construction, at the south east edge of the City, east of the railroad tracks): www.slocity.org/government/department-directory/community-development/planning-zoning/specific-area-plans/orcutt-area



*APPENDIX C—CALIFORNIA POLICE CHIEFS
ASSOCIATION REPORT—EFFECTS OF
PROPOSITION 47 ON CRIME RATES IN
CALIFORNIA*

This page was intentionally left blank





California Police Chiefs Association Membership Issues Report

Date: October 5, 2016

To: President Ken Corney
CPCA Board of Directors

From: Robert M. Lehner, M.B.A., Chief of Police
City of Elk Grove Police Department

Subject: **Effects of the Safe Neighborhoods and Schools Act (Proposition 47) on Crime Rates in California**

OVERVIEW

The California **Safe Neighborhoods and Schools Act** was offered to the voters of California as Proposition 47 in November 2014. It proposed to reduce most drug crimes associated with personal use from felonies to misdemeanors, including possession of heroin, cocaine, and methamphetamine. Most theft-related crimes involving property valued less than \$950 were reduced to misdemeanors including shoplifting, commercial burglary, and check fraud. The Act was also viewed by proponents as the “end of the War on Drugs.”

The basic argument in favor of Proposition 47 was that California’s tough-on-crime laws had resulted in the mass incarceration of non-violent criminals, a disproportionate rate of incarceration of persons of color and, while it was acknowledged that overall crime rates were lower than ever before, these reductions had come at too high a social and economic cost. It was argued that drug users and other non-dangerous, non-violent criminals would better benefit from treatment programs than jails and prisons.

The Legislative Analyst’s Office estimated the state would save \$150-250 million annually due to reduced prison costs and that counties would save over \$100 million each year. State savings were proposed to go to a Safe Neighborhoods and Schools Fund to be distributed 25 percent to the Department of Education, 10 percent to the Victim Compensation Fund, and 65 percent to the Board of State and Community Corrections (BSCC). Proponents argued that there was no reason to suspect crime would increase should Proposition 47 pass, indeed it would probably go down, because treatment

California Police Chiefs Association □ P.O. Box 255745 □ Sacramento, California 95865-5745
(Office) 916-481-8000 □ (Fax) 916-481-8008 □ e-mail lmcpull@californiapolicechiefs.org
website www.californiapolicechiefs.org



California Police Chiefs Association

Page 2

outside of prison is more effective than treatment in prison. Proponents made no reported attempt to estimate the economic cost to victims should there be an increase rather than a decrease in crime.

The California Police Chiefs Association (CPCA) and others who opposed Proposition 47 argued that jail space needed to house these new misdemeanants whether pre-trial, sentenced, or revoked from probation, as well as supervision, monitoring, and treatment services, would be limited due to the recent shift of state prisoners realigned under AB-109. With these critical crime prevention tools focused almost exclusively on perceived more serious offenders, those committing “minor” offenses – which make up the bulk of crime and that of most significance to CPCA member cities – would not be held, supervised, or monitored, resulting in an increase in victimization in our cities, particularly associated with property crime.

The California **Safe Neighborhoods and Schools Act** (Proposition 47) passed in November 2014 by almost 60 percent of the vote. Persons arrested for reclassified crimes were charged as misdemeanors. Persons serving sentences for previous offenses committed as felonies could petition for resentencing as misdemeanor and release from prison, and did so in large numbers.

Almost immediately, police chiefs around the state were reporting increased crime in their communities but reports were anecdotal and, other than efforts in individual cities, not quantified. Those agencies that regularly report crime updates to their communities were reporting mostly increases but with no context available. Most agencies issue an early report, usually in January, for the previous calendar year comparing that year with the year prior. Increases are fodder for criticism from elected officials and the public.

Official crime data for 2015 (the first year of Proposition 47’s implementation), was not available until the California Department of Justice (Cal DOJ) released official crime counts in July 2016. Comparison data for cities outside of California, in other states, was not available until the Federal Bureau of Investigation (FBI) released its Uniform Crime Reports (UCR) for 2015 about October 1, 2016.

Increases get attention and police chiefs knew that they would be summoned to neighborhood groups and their city councils almost immediately once their crime counts for 2015 were released. To aid in their presentations and knowing we could not wait for official crime counts to be released and analyzed, CPCA took on a special, one-time, data-gathering effort early in 2016 to aid the membership in providing some context to their own, individual, crime reports to their constituencies.

CPCA’s initial reports were for that purpose only. Data was incomplete and not official but, based on these early data, CPCA did report we expected to see a large increase in Property Crime across the State of California in 2015 over 2014, a reversal in a long trend of declines. We also reported we expected to see the long trend of declines to continue in the rest of the United States, based on early information that became available.



Reacting to reports of crime increases across the state during 2015, Proposition 47 proponents repeatedly argued that it was “too early” to draw any conclusions from data prior to official releases. They noted sharp decreases in the number of persons in jails and prisons as well as a significant reduction in the number of felony arrests. Less publicized was a simultaneous increase in misdemeanor arrests.

Upon release of the FBI’s UCR for 2015 on September 26, 2016, CPCA reanalyzed 2015 over 2014 data for California and, for comparison purposes, the entire United States. This report and its conclusions derive from the official data, not earlier estimates.



EXECUTIVE SUMMARY

Incarceration

The Public Policy Institute of California (PPIC) concluded that “[r]ealignment substantially reduced the prison population, but led to an increase in the county jail population of about 10,000 inmates, pushing the statewide jail population above its rated capacity. Proposition 47 brought the statewide jail population down to pre-alignment levels.”¹

Arrests and Probation

As a result of the combination of Prisoner Realignment (AB109) and the **Safe Neighborhoods and Schools Act** (Proposition 47), there was a large shift of arrests for drug offenses from felonies to misdemeanors. In 2015, the total number of felony arrests declined from 439,958 to 314,748, a decrease of 28 percent. The number of misdemeanor arrests, however, increased from 762,006 to 835,370 (+10 percent). The total number of arrests (misdemeanor and felony combined) decreased 4.5 percent but the expected shift from felony to misdemeanor occurred.

The total number of adults placed on probation for a felony in 2015 decreased over 20 percent from 2014 to 2015. The number of adults placed on probation for a misdemeanor in 2015 increased 44 percent. On paper, the shift of numbers from felons to misdemeanants both in terms of arrests and those placed on probation suggests that the mere fact of this shift does not explain an increase in crime. Something about the conditions of release and/or the level of supervision (or not) provided to these probationers is responsible for the corresponding increase in crime. Much more research needs to be done, but it is CPCA’s opinion that a shift of low level offenders, including drug offenders, from supervised to unsupervised probation is likely responsible.

Crime

Crime, particularly property crimes, increased sharply after the **Safe Neighborhoods and Schools Act** (Proposition 47) was implemented in California.

There had been a general trend of decreasing crime in the past ten years in the United States, including California from 2000 to 2014, a trend that reversed sharply in 2015, markedly so in the case of property crime where California’s increase stands in stark comparison with the continuing decrease in the rest of the country and, for the first time in 20 years, California’s rate of property crime exceeds that of the rest of the country.

California had a larger increase in violent crime than did the rest of the U.S., however, the primary cause of the increase cannot be attributed to Proposition 47 because the rest of the U.S. also increased more

¹ Lofstrom, Magus, Bird, and Martin, September 2016. *California’s Historic Corrections Reforms*. Public Policy Institute of California.



than would be expected based on a trend forecast. Violent crime in the U.S. (not including California) increased 2.18 percent in 2015 compared with 2014. The increase in California was 7.41 percent. It is possible that Proposition 47 may have played a role in California's higher rate but to what degree, if any, is not determinate based on this analysis. California was "middle of the road" among states with respect to violent crime, 36th out of 50, with a violent crime rate increase of 7.4 percent, roughly double that of the rest of the states using this measure.

California had a much larger increase in property crime than could be expected based on a trend forecast. California's property crime rate increased 7.26 percent in 2015 compared with 2014. The rate change for the rest of the U.S., however, was well within the predicted range, DECREASING 4.77 percent, compared with California's 7.26 percent INCREASE. We are unaware of any other public policy change that would cause such a divergence. Only nine of 50 states reported property crime rate increases in 2015 compared with 2014. Only Hawaii had a greater increase (17.2 percent) compared to California's 7.2 percent increase. Overall in 2015, the average state experienced a DECREASE of 3.7 percent. The gross decrease (including California in this measure) was 3.4 percent.

With respect to cities, the gross violent crime rate in large non-California cities decreased by 0.99 percent from 2014 to 2015. This decrease was due almost entirely to robberies which decreased 4.13 percent, the only violent crime category with a decrease. The murder rate increased 8.18 percent. In California, the gross violent crime rate increased 8.35 percent and the murder rate 9.61 percent. Unlike the rest of the U.S., robberies increased in California's large cities in 2015 – there was no violent crime category with a decrease.

The gross violent crime rate in small non-California cities increased 1.08 percent from 2014 to 2015. Reported robberies decreased in these cities as well, down 4.27 percent. The murder rate in smaller cities increased 11.77 percent. In California's smaller cities, the gross violent crime rate increased 4.3 percent, the murder rate increased 1.69 percent.

Gross property crime rates in the larger non-California cities decreased 4.45 percent but increased 6.47 percent in comparable California jurisdictions. The experience in smaller cities was similar. In non-California cities between 10,000 and 100,000 population, the overall property crime rate decreased 5.07 percent. In California, comparably sized cities reported an increase of 8.35 percent, concentrated in larcenies and motor vehicle thefts as had been the case in the larger cities.

Proposition 47 clearly had an effect that resulted in an increase in larcenies and auto thefts. It does not appear to have affected burglaries which declined as they did in non-California cities, albeit at a lesser rate. By any measure, implementation of the **Safe Schools and Neighborhoods Act of 2014** (Proposition 47) resulted in a large increase of property crime in the state of California.

County Comparisons

A preliminary analysis based on reporting cities was attempted. Results suggest that the increases in crime, particularly property crime, were not universal across the state. In fact, there appears to be wide disparity in counties between cities of comparable populations. The fact that crime increased broadly in the State of California in 2015 but not universally (or generally) across cities located in different counties suggests strongly that a county-specific factor, such as jail incarceration, probation, and/or efficacy of



monitoring and treatment programs, played a role in allowing (or not) released minor offenders to commit future crimes.

Costs of Victimization Associated with Proposition 47

Crimes associated with Proposition 47 cost victims in the State of California no less than \$285 million assuming crime had remained at the same level in 2015 compared with 2014, far more than the Legislative Analyst's Office and Proposition 47 proponents projected as savings. Had Proposition 47 not been implemented, property crime would likely have continued decreasing as it did in the rest of the country. The true victimization cost is therefore much higher, certainly over \$300 million and that is economic loss alone.

Early Estimates for Crime in California 2016

In July and August 2016, 44 percent (213 of 460) California cities responded to CPCA's survey requesting Part I crime count data for the first six months of 2016, serving 65 percent of the population in the 460 California cities reporting to the FBI in 2015. When the first six months of 2016 are compared with the first six months of 2015, month-for-month, overall violent crime (not including rape) was up 4.95 percent and overall property crime was down 1.87 percent. These figures were different for the larger versus smaller cities as follows:

CPCA expects full-year 2016 data to show a violent crime increase of 5-6 percent, *not adjusted for population change*. CPCA expects full-year 2016 data to show a property crime decrease of about one percent, *not adjusted for population change*.

After thorough review of available data to-date and an assumption that major policy adjustments were not made during 2016 in sufficient time to affect offense rates on the part of particular offender population groups, CPCA does not expect a sudden change in the numbers of people committing crime, or available to commit crime who are not incarcerated or on supervised release in 2016. Until and if this population is adequately supervised when on some form of release, they will continue to offend at approximately the higher rate experienced in 2015 and will continue to do so until some form of effective intervention is adopted. The approximately \$300 million cost associated with increased victimization in 2015 will be carried forward annually until effective intervention is identified and implemented.



INCARCERATION AND ARRESTS/PROBATION

In our various discussions about the crime effects of AB109 and Proposition 47, CPCA members were less concerned about the reduction in the state's prison population and more so about the effect of that population shift on lower level offender populations in county jails and probation systems. We felt that the Proposition 47 reductions of felony drug and theft crimes to misdemeanors would further stress the jail, supervision, and treatment services of most counties that had been sharply increased when AB109 was implemented. It was this concern that led to our prediction of increased crime, particularly property crime, in the state and a cost-of-victimization that would likely offset any savings.

Incarceration

The first element of this shift is that of incarceration. When people are in jail or prison, they are isolated from the rest of the population and prevented from committing crimes in the general public, regardless of any treatment services they may (or may not) receive. In a recent report, the Public Policy Institute of California (PPIC) noted:

Realignment substantially reduced the prison population, but led to an increase in the county jail population of about 10,000 inmates, pushing the statewide jail population above its rated capacity. Proposition 47 brought the statewide jail population down to pre-alignment levels.²

The PPIC study affirms that Prison Realignment had its intended effect of shifting eligible prisoners from state to county custody and that Proposition 47 shifted the displaced prisoners, largely misdemeanants, out of custody.

The PPIC report does not evaluate the nature of any supervision provided to these lower level offenders but we know anecdotally that a correspondingly large increase in the number of county probation officers and supervised treatment programs did not occur and, those that did, were directed primarily to the realigned prisoner population. The displaced lower level offenders were largely and, in some counties, entirely, unsupervised.

Even PPIC noted an increase in crime, first with the implementation of AB109 (limited to Auto Theft), then with Proposition 47, but caution was advised. Like CPCA, PPIC was forced to work with early estimates of crime for 2015 but the changes were profound enough to draw obvious conclusions while awaiting official nationwide data for the complete year 2015 from the FBI. PPIC's early conclusions with respect to crime were similar to CPCA's. Presumably, researchers (including the PPIC) are now working on full-year comparisons based on complete, official data. We are confident that independent researchers will similarly conclude that crime increased after the implementation of Property 47. The precise mechanism responsible, however, remains to be determined.

² Lofstrom, Magus, Bird, and Martin, September 2016. *California's Historic Corrections Reforms*. Public Policy Institute of California.



Arrests and Probation

Assuming the overall number of offenses remains unchanged, if by definition, most drug and theft crimes are reduced from felonies (in 2014) to misdemeanors (in 2015) one would expect a reduction in felony arrests and an increase in misdemeanor arrests. In fact, this occurred. In 2015, the total number of felony arrests declined from 439,958 to 314,748, a decrease of 28 percent. The number of misdemeanor arrests, however, increased from 762,006 to 835,370 (+10 percent). The total number of arrests (misdemeanor and felony combined) decreased 4.5 percent but the expected shift from felony to misdemeanor occurred.³

With this shift, one would expect the proportion of felony arrests associated with violent crimes to go up and the proportion of drug offenses to go down. In fact, this shift also occurred with the proportion of felony arrests for violent offenses increasing from 24.5 percent to 34.9 percent of all felony arrests and drug offenses decreasing from 31.2 to 14.2 percent of felony arrests.⁴

Misdemeanor drug offenses were correspondingly higher in 2015, making up 19.5 percent of all misdemeanor arrests in 2015 compared with 12.1 percent in 2014. In numbers, the number of felony drug arrests declined by 92,425 (-67.4%) from 2014 to 2015. The number of misdemeanor drug arrests increased by 70,604 (76.4%).

The real question is how many of these offenders were supervised and monitored to ensure they met the conditions of their release, including any mandatory substance abuse treatment services? California Department of Justice does not report supervised probation separately from active probation cases but the latter numbers provide some insight.

The total number of adults placed on probation for a felony in 2015 decreased over 20 percent from 2014 to 2015. The number of adults placed on probation for a misdemeanor in 2015 increased 44 percent.

On paper, the shift of numbers from felons to misdemeanants both in terms of arrests and those placed on probation suggests that the mere fact of this shift does not explain an increase in crime. Something about the conditions of release and/or the level of supervision (or not) provided to these probationers is responsible for the corresponding increase in crime. Much more research needs to be done, but it is CPCA's opinion that a shift of low level, including drug offenders, from supervised to unsupervised probation is likely responsible.

Large variability in crime rate changes from county-to-county from 2014 to 2015 (covered later in this report) suggests support for this conclusion.

³ Harris, Kamala, Attorney General, July 2016, *Crime in California*. California Department of Justice.

⁴ Ibid.

CRIME

Trend Analysis

The increasing violent crime rate of the late 1970s and 1980s was the impetus for “get tough on crime” policies in the United States in the 1990s. As incarceration rates increased, violent crime decreased. Although the effect was most pronounced in the violent crime categories, incarceration rates also affected property crime rates.

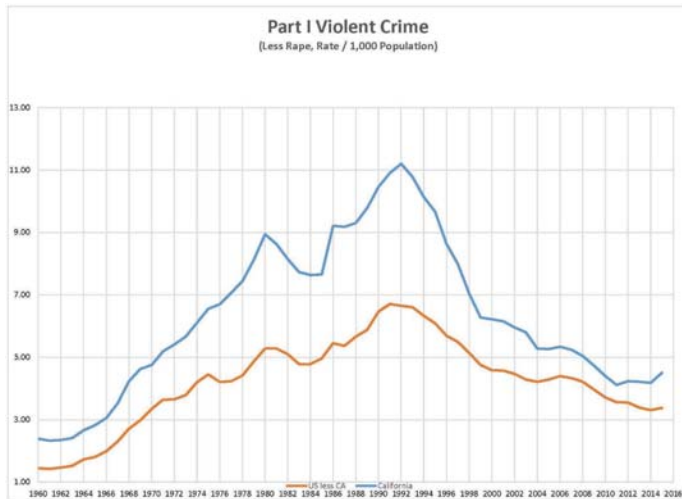


Figure 1. Violent Crime CA vs US, 1960-2015⁵

⁵ Except where specifically noted, Rape statistics are excluded from the reported violent crime rate throughout this report due to definitional differences in the crime during the period of time considered by this analysis.

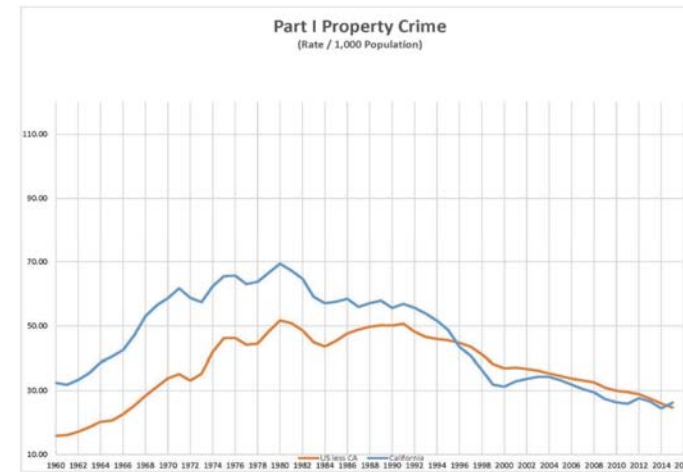


Figure 2. Property Crime CA vs US, 1960-2015

Zeroing in on the more recent past, there was a general trend of decreasing crime in the past ten years in the United States, including California from 2000 to 2014, a trend that reversed sharply in 2015, markedly so in the case of property crime where California’s increase stands in stark comparison with the continuing decrease in the rest of the country and, for the first time in 20 years, California’s rate of property crime exceeds that of the rest of the country.⁶

We agree with the FBI’s cautionary comments regarding year-to-year changes, especially with regard to small numbers of jurisdictions but when these data are aggregated, the resulting “macro” data is valuable because numbers this big do not usually change much over short periods of time and, rarely, do they depart from expected trend limits. A change outside of expected limits means something significant occurred in the course of the year. If a significant change affects California similar to the whole country (as was the case with violent crime), the primary cause is likely not California specific. If, however, the significant change is only in California (as was the case for property crime in 2015 compared with 2014), then the cause is most likely California specific. The only known broad public policy change in California that could have caused such an increase was Proposition 47, implemented in November 2014.

⁶ These charts and associated analysis are based on “gross” rates. From the Federal Bureau of Investigation (FBI) Uniform Crime Reports (UCR) for 2015, we used the total crime counts in the United States, from every reporting law enforcement agency and divided by the total population, then subtracted those in California to obtain the crime counts and rates for California to compare with the rest of the United States. It is the most “macro” comparison crime data available.

Violent Crime

A simple trend-based forecast (95% confidence) was applied to the decreasing crime rates of the past ten years. For the United States (not including California), a 2015 violent crime rate between 3.07 and 3.39 violent crimes per 1,000 population could be expected. The actual 2015 rate was just outside these limits at 3.45 violent crimes per thousand.

Applying the same trend forecast to California, a 2015 violent crime rate between 3.31 and 3.78 violent crimes per thousand population could be expected. The actual rate was outside of these limits at 3.94 violent crimes per thousand.

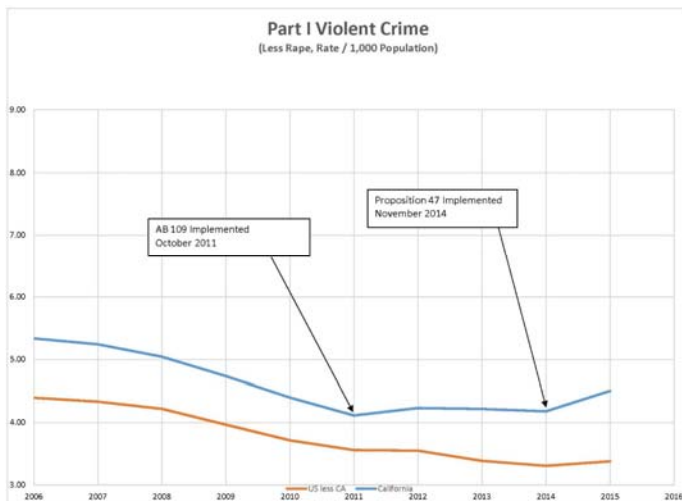


Figure 3. Violent Crime CA vs US, 2006-2015

California had a larger increase in violent crime than did the rest of the U.S., however, the primary cause of the increase cannot be attributed to Proposition 47 because the rest of the U.S. also increased more than would be expected based on a trend forecast. Violent crime in the U.S. (not including California) increased 2.18 percent in 2015 compared with 2014. The increase in California was 7.41 percent. It is possible that Proposition 47 may have played a role in California's higher rate but to what degree, if any, is not determinate based on this analysis.

Property Crime

Applying the same trend forecast model to property crime yields an expected U.S. (not including California) property crime rate between 24.45 and 26.09 property crimes per thousand population. The actual result was 24.87 property crimes per thousand, well within the expected range.

California's expected result was between 22.06 and 25.95 property crimes per thousand population. The actual result was 26.18, well outside the expected range.

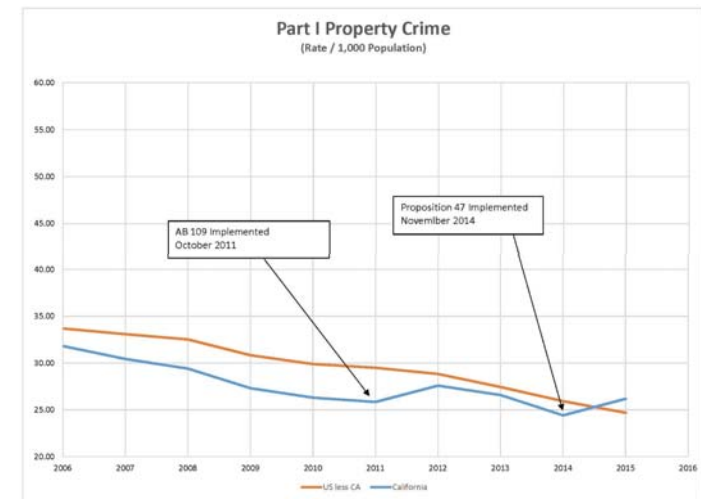


Figure 4. Property Crime CA vs US, 2006-2015

California had a much larger increase in property crime than could be expected based on a trend forecast with 95 percent confidence. California's property crime rate increased 7.26 percent in 2015 compared with 2014. The rate change for the rest of the U.S., however, was well within the predicted range and DECREASED 4.77 percent, compared with California's 7.26 percent INCREASE. We are unaware of any other public policy change that would cause such a divergence. Implementation of the Safe Schools and Neighborhoods Act of 2014 (Proposition 47) resulted in a large increase of property crime in the state of California.



State-to-State Comparisons

The previous trend analysis used gross rates. The 49 other states were combined in crime counts and population to derive California and non-California crime rate changes over time and 2015 over 2014 specifically. We next evaluated California as compared with other states individually.

Violent Crime

Thirty-eight (38) of the 50 U.S. states reported a violent crime rate increase in 2015 compared with 2014. The average rate of increase was 6.8 percent. The overall average state's violent crime rate (all 50 states) increased 4.5 percent. The gross violent crime rate (all counts divided by total population, including California) increased 3.2 percent.

California was "middle of the road" with respect to violent crime, 36th out of 50, with a violent crime rate increase of 7.4 percent, roughly double that of the rest of the states using this measure.

Property Crime

Only nine of 50 states reported property crime rate increases in 2015 compared with 2014. Only Hawaii had a greater increase (17.2 percent) compared to California's 7.2 percent increase. Overall in 2015, the average state experienced a DECREASE of 3.7 percent. The gross decrease (including California in this measure) was 3.4 percent.

Unlike the previous section, these state-by-state comparisons did not directly compare California to the rest of the U.S. over time. They cannot, therefore, be used to identify effects associated with implementation timing of Proposition 47. They are useful, however, in further confirming the direction and magnitude of the change in crime experienced by Californians in 2015 as compared with the rest of the country.

City Comparisons

The California Police Chiefs Association (CPCA) represents municipal police chiefs in the State of California. The earlier (preliminary) analysis of crime changes in the state was intended to aid our members in reporting crime rate changes in their cities to their city councils and public. We suspected many of us would be reporting large crime rate increases, especially in property crimes, and wanted to put information in chiefs' hands to help put their individual crime rate changes in context.

The 460 reporting cities in California in 2015 have a combined population of 32.3 million people, 83 percent of the state's total population and 10 percent of the U.S. population. Seventy of our cities, those with populations greater than 100,000 persons, make up over half of the state's total population and six percent of the population of the U.S. If these 70 cities were a state, they would be the fifth largest state in terms of population of the U.S., just behind New York, and ahead of Illinois and 45 others. What happens in our cities matters and has an effect on the overall crime experience in the country.



For the purposes of this city analysis, cities were categorized by their FBI population group size (Groups 1 through 6) as well as two larger groups to at least partially address issues of data variability associated with small cities. In addition to the FBI's groups, the CPCA analysis included large cities (cities over 100,000 population) and small cities (cities between 1,000 and 100,000 population). The smallest cities (under 1,000 population) were excluded from these two broad groupings due to their year-to-year and city-to-city variability.

Tables with comparison data for each of the UCR Part I crime types and each of the city size groups follow for violent crime and property crime categories. This analysis will focus on the crime effects for the larger cities (G100) and smaller cities (Gs). Data for each of the city size groups (G1-G6) are included for the benefit and use of CPCA members – they are not further analyzed for this report.

Violent Crime

The gross violent crime rate in large non-California cities decreased by 0.99 percent from 2014 to 2015. This decrease was due almost entirely to robberies which decreased 4.13 percent, the only violent crime category with a decrease. The murder rate increased 8.18 percent. In California, the gross violent crime rate increased 8.35 percent and the murder rate 9.61 percent. Unlike the rest of the U.S., robberies increased in California's large cities in 2015 – there was no violent crime category with a decrease.

The gross violent crime rate in small non-California cities increased 1.08 percent from 2014 to 2015. Reported robberies decreased in these cities as well, down 4.27 percent. The murder rate in smaller cities increased 11.77 percent. In California's smaller cities, the gross violent crime rate increased 4.3 percent, the murder rate increased 1.69 percent.

There are a number of differences in city size grouping differences that may provide useful information with more detailed analysis, however, for the purposes of this report, differences were insufficient between California and non-California agencies to conclude a Proposition 47 effect was responsible.

Violent Crime Rate Change (Gross Group Population Rate Change, California Agencies, 2015/2014)							
Group	Pop	Cities	Murder	Rape	Robbery	Agg Assault	Violent less Rape
G1	>250,000	15	4.87%	51.44%	5.34%	8.85%	7.35%
G2	100,000-249,999	55	17.96%	35.33%	5.72%	8.90%	7.80%
G3	50,000-99,999	107	-7.48%	20.28%	4.53%	3.25%	3.57%
G4	25,000-49,999	91	-0.80%	14.28%	11.51%	3.83%	6.10%
G5	10,000-24,999	98	53.86%	12.35%	17.44%	2.36%	6.18%
G6	<10,000	94	40.51%	30.08%	3.63%	-2.74%	-1.51%
G100	>100,000	70	9.61%	46.45%	6.42%	9.64%	8.35%
Gs	1,000-100,000	382	1.69%	17.86%	7.71%	2.82%	4.30%

Table 1. Violent Crime Rate Changes in CA Cities



Violent Crime Rate Change (Gross Group Population Rate Change, non-California Agencies, 2015/2014)							
Group	Pop	Cities	Murder	Rape	Robbery	Agg Assault	Violent less Rape
G1	>250,000	64	8.84%	4.56%	-3.82%	0.23%	-1.19%
G2	100,000-249,999	156	5.45%	8.96%	-6.06%	1.45%	-0.96%
G3	50,000-99,999	367	17.17%	4.53%	-4.13%	0.08%	-1.00%
G4	25,000-49,999	750	7.25%	11.40%	-5.96%	7.82%	3.74%
G5	10,000-24,999	1,653	12.28%	6.95%	-4.06%	1.57%	0.34%
G6	<10,000	5,942	8.74%	7.46%	-0.66%	2.40%	1.99%
G100	>100,000	220	8.18%	5.94%	-4.13%	0.66%	-0.99%
Gs	1,000-100,000	7,922	11.77%	7.58%	-4.27%	2.81%	1.08%

Table 2. Violent Crime Rate Changes in non-CA US Cities

Property Crime

Gross property crime rates in the larger non-California cities decreased 4.45 percent but increased 6.47 percent in comparable California jurisdictions. Burglaries, however, decreased in both California and non-California large cities which was expected to some degree. CPCA members thought there might be a shift of criminal activity from felony theft to misdemeanor theft associated with Proposition 47's reduction of most forms of theft under \$950 from felonies to misdemeanors. If true, however, motor vehicle theft should also have been down (or at least flat) in California. It was not. Our analysis determined that the felony-misdemeanor theft shift did not occur, at least not as we expected. Our analysis did, however, confirm that California had a property crime effect coincident with the implementation of Proposition 47 that the non-California agencies did not experience. Increases were confined to larceny and motor vehicle theft.

The experience in smaller cities was similar. In non-California cities between 10,000 and 100,000 population, the overall property crime rate decreased 5.07 percent. In California, comparably sized cities reported an increase of 8.35 percent, concentrated in larcenies and motor vehicle thefts as had been the case in the larger cities.

There is an opportunity for research available in this information. Something about this offender group – low level, largely substance abusing and non-violent – results in sharp increases in crime when they are not incarcerated. As will be seen with county comparisons (see following section), increases do not appear to have been universal. An understanding of what works (and not) with regard to this offender population is critical to the success of future programs addressing this population. The answer lies somewhere in the differences between how counties in California handled the shift of this population from incarceration to other forms of custody. Successful strategies can also be used to mitigate the future crime effects associated with Proposition 47 and this offender group.



Property Crime Rate Change (Gross Group Population Rate Change, California Agencies, 2015/2014)					
Group	Pop	Cities	Burglary	Larceny	P1 Prop Crime
G1	>250,000	15	-2.99%	10.03%	6.74%
G2	100,000-249,999	55	-5.08%	7.42%	5.43%
G3	50,000-99,999	107	-4.55%	10.68%	8.09%
G4	25,000-49,999	91	-3.92%	11.66%	9.15%
G5	10,000-24,999	98	-2.44%	13.73%	10.59%
G6	<10,000	94	-11.58%	1.73%	-1.98%
G100	>100,000	70	-3.89%	9.30%	6.47%
Gs	1,000-100,000	382	-4.62%	11.08%	8.35%

Table 3. Property Crime Rate Changes in CA Cities

Property Crime Rate Change (Gross Group Population Rate Change, non-California Agencies, 2015/2014)					
Group	Pop	Cities	Burglary	Larceny	P1 Prop Crime
G1	>250,000	64	-9.34%	-3.14%	-4.62%
G2	100,000-249,999	156	-12.49%	-2.75%	-4.09%
G3	50,000-99,999	367	-8.99%	-4.04%	-4.70%
G4	25,000-49,999	750	-10.24%	-4.44%	-5.16%
G5	10,000-24,999	1,653	-10.93%	-5.05%	-5.95%
G6	<10,000	5,942	-8.20%	-3.93%	-4.42%
G100	>100,000	220	-10.38%	-3.03%	-4.45%
Gs	1,000-100,000	7,922	-9.64%	-4.37%	-5.07%

Table 4. Property Crime Rate Changes in non-CA US Cities

Proposition 47 clearly had an effect that resulted in an increase in larcenies and auto thefts. It does not appear to have affected burglaries which declined as they did in non-California cities, albeit at a lesser rate. Further research and analysis into these differences may aid in identifying the relationship between this particular population of offenders and certain types of crime.



County Comparisons

County-specific data for individual counties is not available from the FBI UCR report. County-specific data for California (for 2015) was not yet available from California DOJ as of the date of this report, however, a preliminary analysis based on reporting cities was attempted. This analysis suggests that the increases in crime, particularly property crime, were not universal across the state. In fact, there appears to be wide disparity in counties between cities of comparable populations.

Among the larger counties, cities in Orange County had the largest property crime increases, over 20 percent. Other large counties with large increases include Los Angeles (+9.95%), San Bernardino (+8.86%), and San Diego (+8.86%). Some other large counties, however, had much smaller increases – Riverside County (+3.98%), Sacramento (+3.64%), Santa Clara (+2.36%), and Alameda (2.69%).

In medium-sized counties, differences were even more pronounced. San Luis Obispo County increased 20.88 percent, Sonoma +16.04 percent, and San Francisco +15.74 percent. Three medium-sized counties actually had decreases: Monterey (-11.5%), Contra Costa (-2.9%), and San Joaquin (-0.16%).

The fact that crime increased broadly in the State of California in 2015 but not universally (or generally) across cities located in different counties suggests strongly that a county-specific factor, such as jail incarceration, probation, and/or efficacy of monitoring and treatment programs, played a role in allowing (or not) released minor offenders to commit future crimes.

It is recommended that county data be reanalyzed when available from California DOJ, later in October. Our assumption is that some counties either had more probation and/or treatment resources available than others, or the nature of services available was more effective in preventing criminal activity on the part of lower level, drug and property crime offenders.

As suggested earlier, these findings represent a tremendous opportunity for further research to identify what works (and what doesn't) in preventing the offender population most affected by Proposition 47 – largely substance-abusing, non-violent, lower level criminals, from committing future offenses. CPCA offers some recommendations in the "Strategies for the Future" section at the end of this report.

In the meantime, however, CPCA feels it is important not to exacerbate the problem either in terms of complexity of analysis or risk of new (additional) offenders free to commit future crimes without impediment. The criminal justice system in California needs to better understand the mechanism between different offender populations and the crimes they commit before we implement additional, risky changes.



COSTS OF PROPOSITION 47

Based on an analysis by the Legislative Analyst's Office, supporters of the **Safe Neighborhoods and Schools Act** claimed Proposition 47 would save \$150-250 million annually due to reduced prison costs and that counties would save over \$100 million each year. State savings were proposed to go to a Safe Neighborhoods and Schools Fund to be distributed 25 percent to the Department of Education, 10 percent to the Victim Compensation Fund, and 65 percent to the Board of State and Community Corrections (BSCC). Proponents argued that there was no reason to suspect crime would increase should Proposition 47 pass, indeed it would probably go down, because treatment outside of prison is more effective than treatment in prison. Proponents made no reported attempt to estimate the economic cost to victims should there be an increase rather than a decrease in crime.

According to the California Department of Justice, the value of stolen property in 2015 was \$2.467 billion, an increase of \$287.8 million (+13.2 percent) over 2014⁷, the largest year-over-year increase in at least ten years. Realignment and Proposition 47 supporters now acknowledge that there were crime increases associated with these programs but are quick to note that overall property crime is lower than it was (as an incident rate per population) ten years ago. That may be true but victimization costs associated with property crime alone returned to its highest level since 2008. More importantly, the projected cost savings of the **Safe Neighborhoods and Schools Act** (Proposition 47) were more than offset by the increased cost of victimization associated with property crimes.

⁷ Ibid.

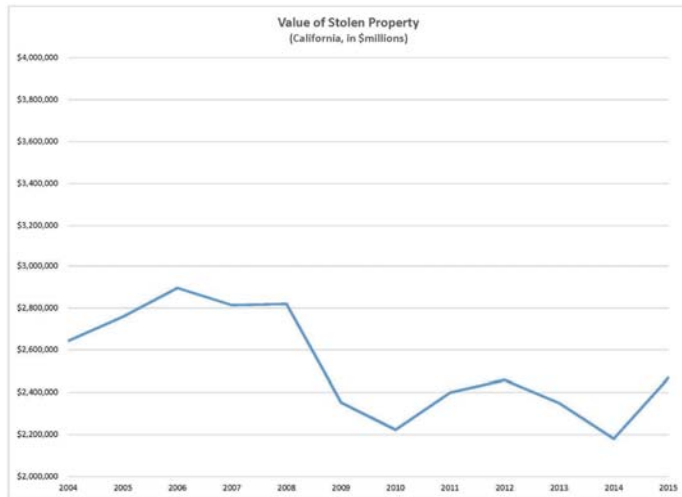


Figure 5. Value of Stolen Property in California, 2004-2015

Crimes associated with Proposition 47 cost victims in the State of California no less than \$285 million assuming crime had remained at the same level in 2015 compared with 2014, far more than the Legislative Analyst’s Office and Proposition 47 proponents projected as savings. Had Proposition 47 not been implemented, property crime would likely have continued decreasing as it did in the rest of the country. The true victimization cost is therefore much higher, certainly over \$300 million and that is economic loss alone. No estimate was attempted at police response costs associated with the increased number of service calls or victimization associated with violent crimes that may also have been affected by Proposition 47 offenders.



EARLY ESTIMATES FOR 2016

Although early 2015 estimates made by CPCA based on membership surveys suffered from limited responses, the basic direction of crime trends in California and a general conclusion about magnitude of change proved to be valuable information for police chiefs in the state. We felt that a similar, early view of 2016 over 2015 data might provide an early indication of whether or not the increases experienced in 2015 over 2014 might be continuing into 2016.

In July and August 2016, 44 percent (213 of 460) California cities responded to CPCA’s survey requesting Part I crime count data for the first six months of 2016, serving 65 percent of the population in the 460 California cities reporting to the FBI in 2015.

When the first six months of 2016 are compared with the first six months of 2015, month-for-month, overall violent crime (not including rape) was up 4.95 percent and overall property crime was down 1.87 percent. These figures were different for the larger versus smaller cities as follows:

Violent Crime Rate Change							
(Gross Group Population Rate Change, California Agencies, 2016/2015 First Six Months)							
Group	Pop	Cities	Murder	Rape	Robbery	Agg Assault	Violent less Rape
G100	>100,000	45	10.08%	6.95%	3.57%	8.97%	6.92%
Gs	1,000-100,000	168	-37.38%	8.62%	-1.98%	-1.02%	-1.67%
ALL		213	-0.86%	7.31%	2.59%	6.39%	4.95%

Table 5. Early Estimate of Violent Crime Change 2015-2106

Property Crime Rate Change						
(Gross Group Population Rate Change, California Agencies, 2016/2015 First Six Months)						
Group	Pop	Cities	Burglary	Larceny	Auto Theft	PI Prop Crime
G100	>100,000	45	-3.73%	-1.93%	5.62%	-0.98%
Gs	1,000-100,000	168	-0.90%	-6.54%	3.19%	-4.15%
ALL		213	-2.88%	-3.24%	5.04%	-1.87%

Table 6. Early Estimate of Violent Crime Change 2015-2106

The figures were based on actual six-month, year-to-year comparisons. We cross-checked annual estimates and found that in the smaller cities (those under 100,000 population) doubling the first six months’ data from 2015 proved to be unreliable in predicting actual full-year 2015 numbers. The larger cities (over 100,000 population) and the grouping of all cities proved to be reliable (95% accuracy) in estimating full year 2015 numbers from six-month data. Smaller city data (Gs) is reported in the tables above but are for reference only. G100 or GALL estimates should be used to estimate 2016 full year expected numbers from 2016 January through June data.



Applying this strategy, CPCA expects full-year 2016 data to show a violent crime increase of 5-6 percent, *not adjusted for population change*. CPCA expects full-year 2016 data to show a property crime decrease of about one percent, *not adjusted for population change*.

Official data for all of California for 2016 will not be available until California DOJ issues its *Crime in California* report in July 2017. Six-month data allowing for some initial comparisons between the largest California and non-California cities in the United States will be available from the FBI in approximately February 2017. Official national data from the FBI will not be available until late September 2017.

After thorough review of available data to-date and an assumption that major policy adjustments were not made during 2016 in sufficient time to affect offense rates on the part of particular population groups, CPCA makes the following prediction regarding the 2016 effects of Proposition 47.

CPCA does not expect a sudden change in the numbers of people committing crime, or available to commit crime who are not incarcerated or on supervised release in 2016. In other words, the population of offenders available to offend increased suddenly with the implementation of Proposition 47, resulting in the higher crime rates. Other than the natural aging-out of portions of this population, replaced by younger newcomers, a sudden new influx of offenders is not expected unless another broad public policy change is made with that result.

Until and if this offender population is adequately supervised when on some form of release, they will continue to offend at approximately the higher rate experienced in 2015 and will continue to do so until some form of effective intervention is adopted. California should again generally follow its previous trends in both violent and property crime as well as generally track the increases and decreases in crime nationally, albeit at the increased rate. The approximately \$300 million cost associated with increased victimization in 2015 will be carried forward annually until effective intervention is identified and implemented.



STRATEGIES FOR THE FUTURE

1. Broad public policy changes that significantly change incarceration, probation, and treatment of offenders, particularly drug offenders, should be avoided until the mechanism between this offending population and their ability and/or willingness to commit crime is better understood.
2. Research regarding differences between counties in California that had better (or worse) crime experiences than the average California county should be undertaken to identify what combination of incarceration, supervised release, and treatment programs are effective (and not) in preventing crime.
3. CPCA strongly recommends that persons on release and under some form of supervision, especially those not actively supervised, be monitored with GPS tracking to ensure they meet the conditions of their release and provide a mechanism for law enforcement to identify those who may be committing crimes while on release. Commission of a crime (other than a simple drug crime) while on release or removal of the GPS tracking device should itself be a crime resulting in revocation of probation and, upon second offense, should be considered a felony.
4. CPCA does not disagree with the perspective that jailing drug-addicted persons is an unacceptably expensive and ineffective form of rehabilitation. CPCA strongly disagrees with the notion that the costs associated with increased victimization that results should be shifted to and accepted by crime victims as the public's contribution toward a kinder, more tolerant society. Simply letting people out of prisons and jails for drug offenses without effect treatment (which requires both incentives and accountability), does not serve either the public or the offenders and police chiefs hear this every day from our neighborhood and city political leaders.