

**REPORT TO THE  
CITY COUNCIL**  
*City of Salinas, California*

*Agenda Item Number*

DATE: April 23, 2013

FROM: Kelly J. McMillin, Chief of Police

SUBJECT: **ADMINISTRATIVE REPORT: INVESTING IN  
PUBLIC SAFETY BY INVESTING IN THE  
POLICE DEPARTMENT**

\_\_\_\_\_  
*Department Director Approval*

\_\_\_\_\_  
*Finance Director Review*

\_\_\_\_\_  
*City Attorney Review*

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*City Manager Approval*

**RECOMMENDATION:**

It is recommended that the City Council receive and accept this Administrative Report

**DISCUSSION:**

The biggest problem facing the City of Salinas is crime. Aside from the obvious impact of death and injuries to people and loss and damage to property, Salinas' reputation as a dangerous city has wide social and economic impacts. Reducing crime will increase the quality of life in Salinas by saving lives, reducing injuries, preventing loss and damage to property and increase the overall sense of safety and well-being in the City. A low crime rate and a strong sense of peace and safety in Salinas will not only benefit our residents but will also result in increased economic activity as businesses take advantage of the many resources available to them in Salinas and shoppers, diners and tourists avail themselves to all that Salinas has to offer.

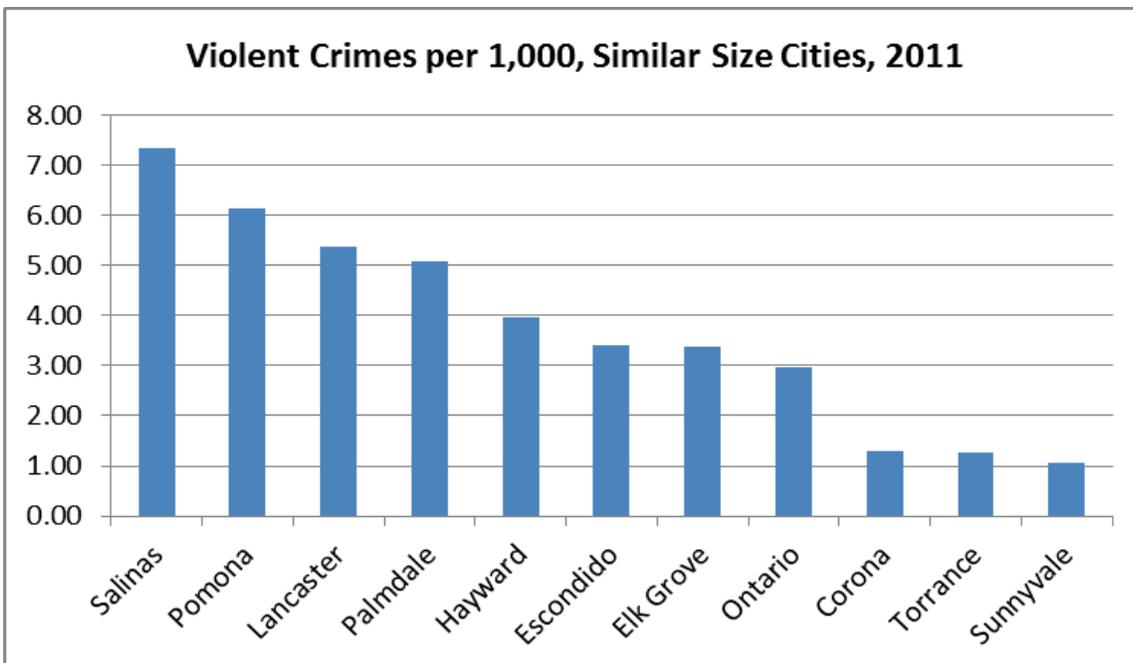
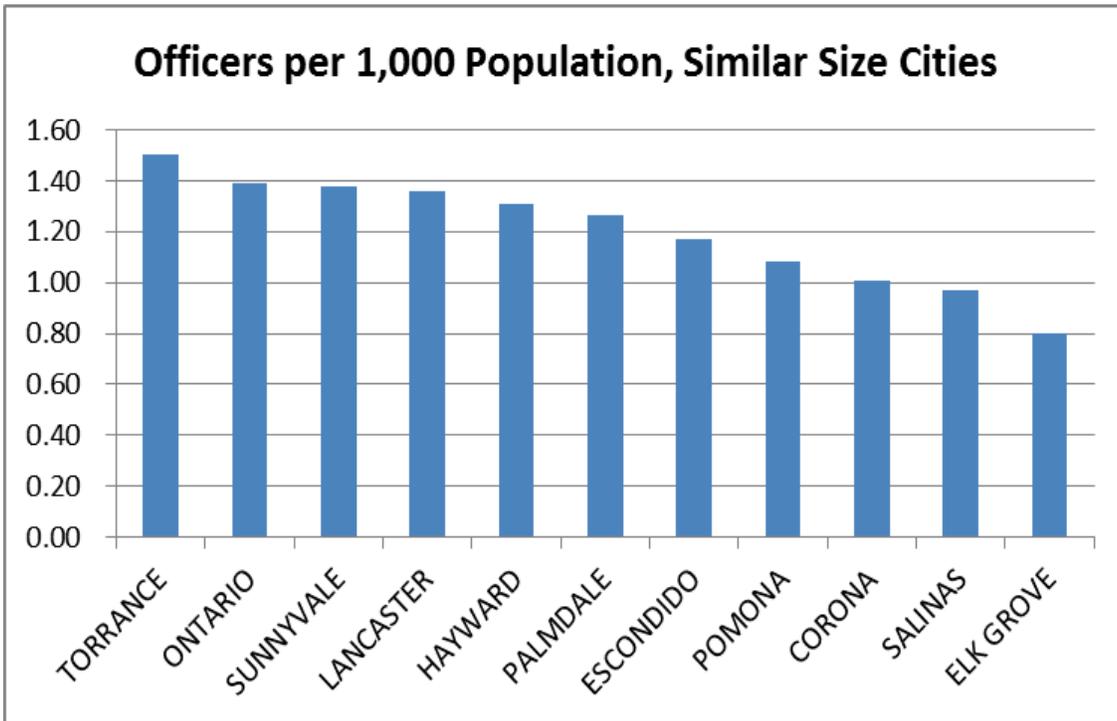
The Salinas Police Department (SPD), like every City department, has been in a steady state of decline since the beginning of the "great recession" in 2009. At that time SPD was staffed with 187 sworn officers and 71 civilian support staff. Today, SPD is authorized 148 sworn officers (a 20.9% reduction) and 50 civilian staff (a 29.5% reduction), for a cumulative loss of 23.3% of Department personnel (see Attachment 1: Salinas Police Department Staffing Levels). It is important to note that even at the Department's historical high staffing levels, then Chief Louis Fetherolf, supported by an audit by the Commission on Peace Officers Standards and Training, recommended an additional 83 sworn officers and 44 support personnel to appropriately police Salinas<sup>1</sup>.

In order to add context to the discussion of police staffing levels, SPD staff conducted two comparisons of the crime rates and the number of police officers per 1,000 population of various communities. The first examines Salinas and the rest of the incorporated cities in Monterey County<sup>2</sup>; the second examined the ten cities in California nearest Salinas' population. Those cities are:

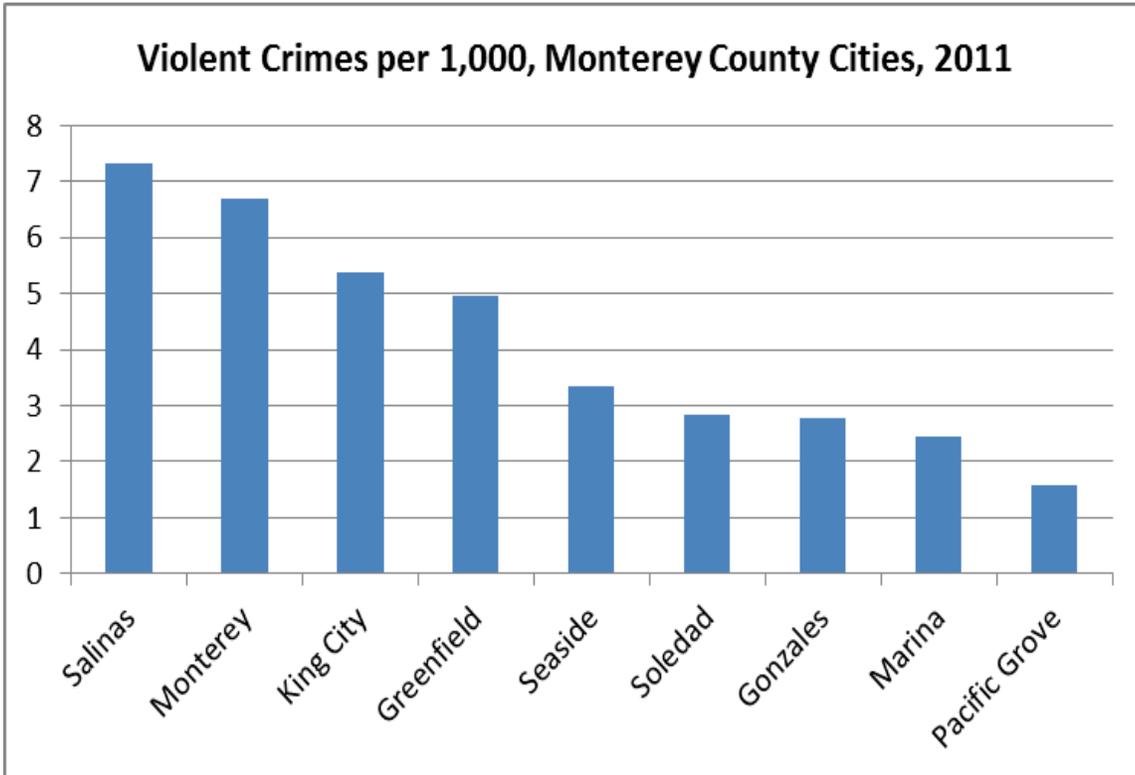
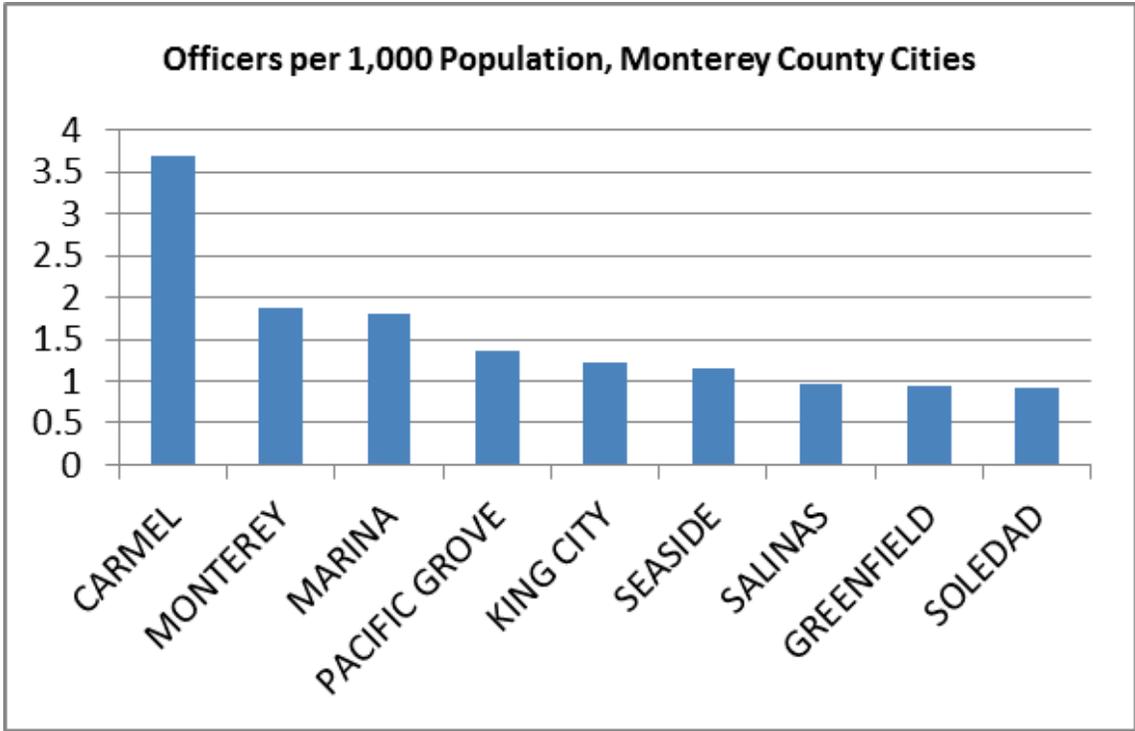
<sup>1</sup> Fetherolf, *90-day REPORT TO THE COMMUNITY*, 2009, <http://www.salinaspd.com/pdf/90-DayReport-071909.pdf>

<sup>2</sup> Sand City is excluded as a statistical outlier. The Crime Index for the City of Carmel is not available.

Torrance, Ontario, Sunnyvale, Lancaster, Hayward, Palmdale, Escondido, Pomona, Corona and Elk Grove<sup>3</sup>.



<sup>3</sup> The Cities of Lancaster and Palmdale receive police services on contract from the Los Angeles County Sheriff's Department.



What becomes clear on examination of these graphs is that Salinas, in both the Monterey County and comparable cities comparisons, suffers the highest crime rates and among the lowest officer ratios.

There is a growing body of academic evidence that there is a causal link between more police officers and less crime; conversely, evidence exists that fewer officers is associated with increased crime (see Zimring, 2012; Krisberg and Marchionna, 2013).

While police officers are important, the act of merely increasing their quantity will not solve the issues of crime, victimization and social disorder. As a basis for the discussion of what the appropriate size of the police department is, policy makers must consider the desired outcomes, the best methods for achieving those outcomes and what investments (and sacrifices) are willing to be made to achieve them. In order to help frame the discussion, this memorandum will discuss three levels of service based on staffing and resources, and what outcomes can reasonably be expected from them.

**Current State—Decline:** A police department’s primary objective should be the *prevention* of crime. This objective is achieved when officers have the opportunity to understand their work environments and can partner with the community (residents, business owners, service providers, etc.) to address the causes of and opportunities for criminal activity before that activity occurs. In SPD’s current state of decline our personnel are in a constant state of “catch up;” responding to crimes that have been committed because we don’t have the personnel to invest in the proven, evidence-based practices we know will prevent crimes.

The work a police officer does on a daily basis is largely dictated by demand for services. Once available resources are committed to calls for service, additional calls for service are queued based on the seriousness of the call—a violent crime will take precedence over a property crime, for instance—and are responded to on that basis. Similarly, criminal investigations are prioritized based on seriousness and solvability. In an under-resourced department facing an immense workload such as Salinas, this means that victims of non-violent crimes do not receive prompt response and little if any significant investigative follow up. It also means police officers have very little time to engage in proactive, pro-community policing activities like walking neighborhoods, talking with business owners, visiting schools and otherwise engaging the community in positive, non-enforcement ways. During peak call times, Salinas Police Officers do little more than respond to emergency call after emergency call. The notion of engaging in Community Oriented Policing activities is a near impossibility.

Similarly our investigators are forced to work through their most serious cases quickly, knowing the next major case will be assigned to them soon. Meanwhile, less critical property and white collar crimes, crimes that are eminently solvable, sit on the shelf waiting for a break in the violence. Any competent investigator knows that time is the biggest enemy of solving a case, and too frequently time alone renders a “good” case unsolvable as witnesses move on and victims give up.

Budget reductions have resulted in the elimination of many important programs that are considered standard practice in law enforcement. Our traffic unit, charged with understanding where and why accidents occur in Salinas and directing enforcement to those locations, has been all but eliminated. Our ability to conduct enforcement operations at schools where our children are walking, which at one time occurred daily, is now a special event that must be planned well in advance. A major injury accident or fatality can consume the traffic unit for days, leaving enforcement to overburdened patrol officers. And non-injury accidents simply no longer merit police response.

The Violence Suppression Unit (VSU), Salinas' gang enforcement team, has been reduced by nearly half from its historic high—this in a City where the number one problem is gang and firearms violence. The remaining VSU officers do a heroic job of targeting the highest risk individuals at large in the City and ensuring they are prosecuted to the fullest extent; however, given their capacity relative to their need their effectiveness is significantly curtailed.

Perhaps the most disturbing unit elimination has occurred in our School Resource Officer (SRO) unit. Given the challenges our youth face in the modern world, the ever present potential for school place violence including not only the “violent intruder” scenarios we hear so much about, but also the all too common bullying, weapons violations and illicit drug use and possession issues facing our schools falls now to school administrators and the few Monterey County Probation Officers left assigned there. Elementary school-based prevention programs such as Drug Abuse Resistance Education (DARE) and Gang Reduction and Elimination Training (GREAT) are things of the past.

The less visible effect of these staff reductions has practical implications with regard to many of the non-emergency services SPD once offered. Because of massive reductions to our Community Service Officer, Word Processor and Police Clerk positions, the front office at the Police Department is closed three days a week (Friday, Saturday and Sunday) causing great inconvenience to people who may need a copy of a police report or a release to get their car out of impound so they can drive to work. Community Service Officers who fill vital roles like responding to non-emergency calls for service, parking enforcement (a revenue source), parking control at scenes of accidents, fires, community events and major police tactical incidents have been eliminated, shifting those non-enforcement roles up to police officers, thereby making those officers unavailable for enforcement work. While SPD has implemented many technological substitutes for work our personnel used to do, the fact remains that our lack of support personnel creates backlogs of reports and statistics that simply must be attended to, often at the expense of providing service to the public.

A construction company lays off carpenters when there is no building to be done. When a police department lays off employees, it is not because people have stopped committing crimes. The workload remains—in fact, without the benefit of prevention programs and in the absence of the threat of apprehension, the demand for police services increases. In order to meet this demand, our few officers and civilian staff simply work longer hours. SPD overtime costs are in the millions of dollars per year. The effect of many extra hours of work on SPD employees is fatigue, burnout, poor service and increased injuries. At any given time about ten percent of SPD's sworn staff is unavailable for full duty due to injuries.

It should be noted that this description of the current state of the Department is by no means comprehensive but is only meant to illustrate the major impacts of staffing reductions.

**2009—Base Services:** As described earlier, SPD's historical high staffing levels ended in 2009. At that time SPD had (in part) more patrol officers, a School Resource Officer unit, a vice unit, a fully staffed Violence Suppression Unit, a full complement of Community Service Officers, a larger Traffic Unit and significantly more support staff including a crime analyst and crime lab personnel.

Even then it was widely understood that SPD was only providing basic law enforcement services consisting of emergency response and some community oriented services. The Police Department still

lacked what Salinas needs most to affect the culture of violence so troubling Salinas today—a robust, sustained and comprehensive place-based community policing corps.

For reference, Police and Finance Department staff collaborated on the estimated annual cost to return the Police Department to the staffing levels required to provide base services, approximate to the staffing levels of 2009. While the total number of employees is about the same as 2009, this model increases the number of police officers by 21.

Item	Quantity	Cost
Police Officers	50.00	\$6,250,000
Sergeants	7.14	\$1,071,429
Commanders	2.38	\$452,381
Deputy Chief	1.00	\$240,000
Support Staff	15.00	\$1,125,000
<b>Personnel Total</b>	<b><u>75.52</u></b>	<b><u>\$9,138,810</u></b>
Vehicles	29.03	\$650,000
<b>Total</b>		<b><u>\$9,788,810</u></b>

**What Salinas Deserves—Standard Services:** No citizen should live in fear. No child should have to wonder if it’s safe to play outside, or whether they will be assaulted on the way to, at, or on the way home from school. No family should have to worry about their safety if they want to go to a restaurant or to a movie, nor should any business suffer from a lack of customers or workers because customers and workers are afraid of patronizing a business because of where it is located. Yet Salinas suffers all these issues because of its reputation for violence.

In recent years the City of Salinas has made a substantial commitment to comprehensively addressing the issue of community violence. While Salinas has been nationally recognized for its progressive planning and implementation of violence reduction strategies, it is still confounded by the lack of resources necessary to see these initiatives have broad effect. Nowhere is that more true than at the Salinas Police Department.

A recent report from the Chief Justice Earl Warren Institute for Law and Social Policy at the University of California concluded that “(t)here is mounting research that suggests that investing in police rather than expanding corrections is a more effective public safety strategy—a matter of prevention instead of reaction. For example, a review of 14 studies on the subject shows a link between higher numbers of police officers and a reduction in crime, especially property crime.”

Dr. Franklin Zimring, in *The City that Became Safe: New York and the Future of Crime Control* (2010) concluded, among other things, that “Police Matter: For at least a generation, the conventional wisdom in American criminal justice doubted the capacity of urban police to make a significant or sustained impact on the crime rates in cities. Powerful circumstantial evidence from New York City (and preliminary confirmation from Los Angeles) has already altered informed opinion. The details on cost-effectiveness and best tactics have yet to be established, but investments in policing apparently carry at least as much promise as other branches of crime control in the United States.”

Interestingly, both of these studies conclude that while increasing the numbers of police officers is important, it should not result in increased levels of incarceration to impact crime rates. This is important in Salinas where many neighborhoods (among them those most adversely affected by crime) suffer from “legal cynicism,” an academic term defining a cultural frame in which law enforcement is viewed as illegitimate, unresponsive and ill-equipped to ensure public safety. Imagining a City that provides the industry standard of police services includes, in Salinas’ case, a substantial investment in place-based, neighborhood police officers such as are currently assigned to the Hebbroon Heights neighborhood of Salinas. Such officers are permanently assigned to small neighborhoods and spend their time convening and engaging residents and businesses, understanding the unique needs of that particular community and leverage City and community resources against those needs.

In a Standard Services model, staffing levels are increased to meet Base Service needs then augmented to provide officers specifically assigned to neighborhoods, schools and business districts. It is only at the Standard Service level where the Salinas Police Department will effectively address the root causes of crime and social disorder. Such additional police services may include personnel, sworn and civilian, assigned to:

- Schools
  - High Schools
  - Middle Schools
  - Elementary
  - Youth Services Officers
- Neighborhoods
- Business Districts (SUBA, Oldtown)
- Problem Oriented Policing/Area Command Teams
- Homeless Liaison Officers
- Bicycle/Mounted Patrol
- Community Relations

The estimated annual cost of increasing police staffing to Standard Service levels is as follows:

Item	Quantity	Cost
Police Officers	100.00	\$12,500,000
Sergeants	14.29	\$2,142,857
Commanders	4.76	\$904,762
Deputy Chief	1.00	\$240,000
Support Staff	25.00	\$1,875,000
Personnel Total	<u>145.05</u>	<u>\$17,662,619</u>
Vehicles	58.06	\$3,483,871
Total		<u>\$21,146,490</u>

**Police Facility:**

Our current facility was built in 1958 and housed 60 sworn staff at the time. The building is 24,000 square feet and at the time it was built the City’s population was 28,000. The building is in a constant

state of repair in an effort to maintain the minimal standard of livability. There are major issues with plumbing, HVAC, safety issues and inadequate space.

In 2001, a Needs Assessment was completed for the Salinas Police Department by Leach Mounce Architects. The study was predicated on a projection of City population of 220,000 by the year 2023 (build out to be based on that projection). The recommendation for build out was as follows:

Main building	82,097 sq. ft.
Service building	13,307 sq. ft.
Firing range	6,185 sq. ft.
Child care center	6,734 sq. ft.
Multi-level parking garage	116,753 sq. ft.

Construction of the main facility, service building, range and child care center consisted of 108,323 sq. ft. Total estimated cost for the project in 2001 was approximately 40 million dollars. The building site being considered at that time was the Armory building on Howard St.

In 2008, an updated Needs Assessment was completed by Leach Mounce Architects. That document contained the following observation:

*During the past seven years since the first needs assessment a difficult physical working environment has become worse with extreme overcrowding, ADA and building code violations, poor lighting, inadequate security, no separation of prisoner and staff circulation, inadequate parking, non-functional adjacencies, poor circulation and fragmented staff and storage locations.*

The 2008 update identified a 2.67 acre site located at the south side of the extension of East San Luis Street where it intersects with Prado Street. The projected build out in this study was based on a population projection of 213,063 by the year 2030. The projected need was for a four level building (basement and three stories) and a four or five level parking structure. The study recommended the following build out:

Main building	103,682 sq. ft.
Service building	18,962 sq. ft.
Firing range	10,840 sq. ft.
Child care center	6,734 sq. ft.
Multi-level parking structure	195,654 sq. ft.
911/Dispatch option	7,713 sq. ft.

The estimated cost for this project was not included in the updated Needs Assessment. Construction of the main facility, service building range and child care center consisted of 140,218 sq. ft. Preliminary estimates for construction were in the 60 million dollar range.

Since 2008, the conceptual design of a new police headquarters has evolved. The project is currently associated with/tied into the development of the Alisal Marketplace. The latest proposed site is the old County Public Works yard, located at 315 E. Alisal St.

There have been several renditions of the proposed building and support structures. One of the latest proposals calls for a 3 story building of 78,000 sq. ft. This proposal does not include a parking structure, but has adequate parking space on ground level for 254 vehicles.

A detailed list of current issues with the current PD facility and how those issues would be corrected are attached in Attachment 2: SPD Building Needs. Some recent examples of police building projects are attached in Attachment 3: Summary of Similar Law Enforcement Facilities. Renderings of recently completed police facilities are attached in Attachment 4: Police Facilities LMA.

**ISSUE:**

Shall the City Council accept this administrative report?

**FISCAL IMPACT:**

**Personnel and Vehicles:** Depending on the service levels Council concludes is acceptable, costs could range from the current cost to maintain the status quo (currently, about \$39,800,000) to about \$21 million *additional annually* to achieve Standard Service levels.

**Police Building:** Costs are very difficult to estimate without significantly more study; however, a cursory examination of recently constructed police facilities ranges in cost from \$24 million to \$72 million.

**TIME CONSIDERATIONS**

SPD staff believes they can increase sworn staffing levels at a rate of no more than 20 officers per year.

A new police facility could take five to seven years to design and build.

**ALTERNATIVES/IMPLICATIONS:**

1. Council may take no action.
2. Council may accept this administrative report
3. Council may direct staff to provide additional information

**CITY COUNCIL GOALS:**

The alternatives support the City Council goals of 1) Youth Crime and Gang Violence Prevention, Prosperity and Organizational Effectiveness.

**CONCLUSIONS:**

Simply maintaining the present state of the Salinas Police Department, with officers stretched so thin that our citizens do not receive the service, protection or justice they deserve.

To return to the base service level of 2009, before the massive cuts began, is to return to a time when SPD was already severely understaffed and working from a facility that does not serve the community's needs.

In order to adequately protect the public, bring peace to our neighborhoods, establish an environment where business will thrive and to provide the justice the people of Salinas deserve, staff recommends that Council seek funding to establish and sustain over the long term a Police Department able to meet the standard of services described above.

Distribution:  
City Council  
City Manager  
City Attorney  
Department Directors

Attachments:  
1: SPD Personnel History  
2: SPD Building Needs  
3: Comparison of Recently Constructed Police Facilities  
4: Police Facilities LMA

Attachment 1: Salinas Police Department Staffing Levels

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Highest Staffing Levels vs. Current Staffing Levels

Sworn:

Highest Authorized 187 officers  
Currently Authorized 148 (17 Grant Funded - 8 expire 2013, 9 expire 2014)

\*Loss of 39 sworn officer positions.

Civilian:

Highest Authorized 71  
Currently Authorized 50

\*Loss of 21 civilian positions.

Sworn Staffing “Highest” vs. “Current”:

Sworn By Rank:

	Highest:	Current:
Chief	1	1
Deputy Chief	3	2
Commander	8	7
Sergeant	22	20
Criminalist	1	1
Officer	142	114

Sworn Positions by Assignments

Patrol Division

Highest: Patrol division had 1 Deputy Chief, 4 Commanders, 9 Sergeants and 81 Officers.  
Current: Patrol has 1 Deputy Chief, 4 Commanders, 10 Sergeants and 71 Officers.

\*Loss of 9 sworn positions in the Patrol Division.

Detective Division

Highest: Detective Division had 1 Deputy Chief, 1 Commander, 2 Sergeants and 13 Detectives.  
Current: Detective Division has 1 Deputy Chief, 1 Commander, 2 Sergeants and 14 Detectives;

\*Increase of 1 sworn position.

Violence Suppression Unit (VSU)

Highest: VSU had 2 Sergeants and 16 Officers.

Current: VSU has 1 Sergeant and 11 Officers

\*Loss of 5 sworn positions.

Monterey County Joint Gang Task Force (GTF)

Highest: GTF had 1 Commander, 1 Sergeant and 4 Officers.

Current: GTF has 1 Commander, 1 Sergeant and 4 Officers

\*Even on sworn positions.

Narcotics Unit

Highest: The Narcotics Unit had 1 Sergeant and 8 Officers

Current: The unit was transferred to the Violent Crimes Narcotics Task Force.4 NARC

Traffic Division

Highest: The Traffic Unit had 1 Sergeant, 4 Motorcycle Officers and 2 Traffic Investigators.

Current: The Traffic Unit has 1 Sergeant and 2 Motorcycle Officers.

\*Loss of 4 sworn positions.

Administration Division

1 Commander

1 Commander

Personnel and Training Unit (P&T)

Highest: The P&T Unit had 1 Sergeant and 1 Officer.

Current: The P&T Unit has 1 Sergeant.

\*Loss of 1 sworn position.

Internal Affairs Unit (IA)

Highest: The IA Unit had 1 Sergeant and 1 Officer

Current: The IA Unit has 1 Sergeant.

\*Loss of 1 sworn position.

Special Operation Unit

Highest: The Special Ops Unit had 1 Sergeant.

Current: The Special Ops. Unit has 1 Sergeant.

School Resource Unit (SRO)

Highest: The SRO Unit had 1 Sergeant and 10 Officers.

Current: Personnel assigned to patrol (unit eliminated)

\*Loss of 10 sworn positions.

Salinas United Business Association (SUBA)

Highest: SUBA Unit had 2 Officers.

Current: The personnel were assigned to patrol (unit eliminated).

Community Services Unit (CSU)

Highest: The CSU had 1 Sergeant, 1 Press Info Officers and 1 PAL Officer and 2 Community Services Officers.

Current: The CSU has 1 Sergeant, 1 Press Info Officer and 1 PAL Officer.

\*Loss of 2 sworn position.

Civilian Assignment Staffing “Highest” vs. “Current”:

Patrol Division

Highest: The Patrol Division had 2 CSO’s.

Current: The Patrol Division has 2 CSO’s

\*Even on civilian positions.

Investigations Division

Highest: The Investigations Division had 1 CSO, 1 Senior Clerk and 1 Crime Analyst(part-time).

Current: The Investigations Division has 1 CSO, 1 Senior Clerk and 1 Crime Analyst (part-time).

\*Even on civilian positions.

Administration Division

Highest: The Admin Division had 1 Facilities Manager, 3 evidence technicians (2 full-Time, 1 part-time), 7 word processors, 1 PAL CSO, 1 Comm. Services CSO, 2 vehicle maintenance workers, 2 custodians, 1 Senior Clerk (payroll), and 3 Senior Clerks (Stats- 2 full-time, 1 part-time).

Current: The Admin Division has 1 Facilities Manager, 3 evidence technicians (2 full-Time, 1 part-time), 5 word processors, No PAL CSO, No Comm. Services CSO, 2 vehicle maintenance workers, 2 custodians, 1 Senior Clerk (payroll) and 3 Senior Clerks (Stats- 2 full-time, 1 part-time).

\*Loss of 4 civilian positions.

Chief’s Office

Highest: The Chief’s Office had 2 Administrative Secretaries.

Current: The Chief’s Office has 1 Administrative Secretary.

\*Loss of 1 civilian position.

### Records Division

Highest: The Records Division had 1 Records Manager, 4 Supervising Clerks, 6 Police Clerks, 1 Bailiff CSO and 2 Front Desk CSO's.

Current: The Records Division has 1 Records Manager, 3 Supervising Clerks, 7 Police Clerks, 1 Bailiff CSO and 2 Front Desk CSO's.

\*Even on civilian positions.

### Parking and Abandoned Vehicle (AV) Unit

Highest: The Parking/AV Unit had 3 AV CSO's (2 full-time, 1 part-time) and 5 Parking Enforcement CSO's (4 full-time, 1 part-time).

Current: The Parking/AV Unit has 3 AV CSO's (2 full-time, 1 part-time) and 3 Parking Enforcement CSO's.

\*Loss of 2 civilian positions.

### Personnel and Training Unit (P&T)

Highest: the P&T Unit had 3 Background Investigators (part-time/temp).

Current: the P&T Unit has 3 Background Investigators (part-time/temp).

\*Even on part-time/temp civilian positions.

### Animal Control

Highest: The Animal Control Unit had 3 Animal Control Officers and 9 Office Staff (5 full-time, 4 part-time).

Current: The Animal Control Unit has 2 Animal Control Officers and 9 Office Staff (6 full-time, 3 part-time).

\*Loss of 1 civilian position.

### Current Vacancies:

2 Police Sergeant	(to be filled soon)
7 Police Officers	(frozen)
3 CSO's	(unfilled)
2 Police Clerks	(unfilled)
1 Administrative Clerk	(frozen)
1 Word Processor	(unfilled)
1 Word Processor	(frozen)
1 Animal Control Officer	(frozen)

### POST Management Study 2011

In 2011 Chief Fetherolf commissioned POST to conduct a management study of the Salinas Police Department. During the study the POST representative noted several shortcomings as it pertained to staffing and personnel deployment. The most obvious issue was the loss of 30 sworn positions and 14 civilian positions since 2009.

**Attachment 2:**  
**SPD BUILDING NEEDS**  
**CURRENT FACILITY vs. NEW FACILITY**

***Public Usage of the Police Department***

**Parking**

- The Salinas Police Department currently has limited parking spaces for the public while they are conducting business at the Department.
- *A new Police Department would provide adequate parking for citizens without having to park and walk a distance to obtain basic police services*

**Front Lobby**

- The front lobby for the Salinas Police Department is very small and does not have adequate seating for those waiting for police services. It does not have table space for those completing necessary paperwork and does not have a computer terminal for those wishing to complete on-line police reports. It is uninviting and generally unpleasant.
- *A new Police Department front lobby would have adequate seating for those waiting for services. The front lobby would provide adequate table tops for citizens completing paperwork and computer terminals for those wishing to complete on-line police reports. It would provide an inviting, service-oriented environment.*

**Public/Law Enforcement Conference Room**

- Currently, the Salinas Police Department has no large meeting room to meet with the public or other visitors. The only room designated for meeting space is the Chief's Conference Room and that room only holds 12-15 people comfortably. The Department's briefing room seats 30-40 and contains sensitive material that has to be hidden or removed prior to being utilized by civilians. Large meetings currently have to take place at City Hall facilities or other facilities within the city or county.
- *A new Police Department would have a large meeting room with public access from the front lobby so as not to violate the security of the police building. The room would comfortably seat 80-100 people and could be utilized by the general public for community meetings, training and presentations. If appropriately designed such a conference room could be used as the City's Emergency Operations Center during times of large-scale events, natural disasters, etc.*

**Interview Rooms**

- Currently, citizens arriving at the police department for interviews are led into the secure area of the police department to one of only two interview rooms. The department regularly interviews sex, gang, and narcotics registrants in these unsafe interview rooms. Citizens picking up/dropping off evidence or arriving for a criminal investigative interviews are also led into the secure area of the police department creating potentially dangerous situations where civilians may have contact with arrestees.

- *A new Police Department would have at least four interview rooms, some for criminal interviews and some for meeting with members of the public, victims, etc., with access from the front lobby area so as not to violate the secure area of the building.*

## ***Employee Safety Issues***

### **Front Lobby**

- The current front lobby offers little protection to employees, sworn and civilian, who are working at the front counter. The front desk is lined with old ballistic vests that have long outlived the manufacturer's warranty. The glass partitions to view the citizens are not ballistically rated. There have been a number of incidents nationwide where suspects have entered the front lobby of a police department and have attacked employees with firearms.
- *A new Police Department front lobby would offer ballistic protection for employees assigned to the front office, which is an industry standard.*

### **Police Vehicle Parking Lot**

- The current police vehicle parking lot is unsecured to civilian vehicle and foot traffic. The lot is completely visible from the street, which allows for the criminal element to obtain intelligence on police activity. The open lot allows for vandalism to police vehicles and equipment.
- *A new Police Department parking lot would be secured by solid concrete fencing. Video monitoring systems would be utilized to monitor all exits/entrances*

### **Private Vehicle Parking Lot**

- The Police Department is a 24 hour, 7 day a week operation. Currently, employees utilize the City employee parking lot or street parking during allowable hours. This becomes a safety problem for employees, particularly women, who end their work shift during the late evening/early morning hours. Employees of the Police Department have had their personal vehicles vandalized on numerous occasions because the unsecured parking lot allows access by anyone.
- *A new Police Department would feature a secured parking lot that is monitored by electronic surveillance and would alleviate the above-mentioned issues.*

## **Prisoner Processing**

- **Current (Adult):** Currently, prisoners arrive at the Police Department and are led from the unsecured parking lot to the rear door of the Police Department and into the holding cell area. This area allows the prisoner free access to any part of the building should he/she attempt to escape and is only approximately 25 feet from the nearest door. Prisoners are led down a narrow hallway for fingerprinting and photographing. The prisoner is processed across from the briefing room and may encounter civilian staff, juveniles, or officers carrying firearms. When taken to questioning, the prisoner is led yet down another hallway with the same concerns. There are only three holding cells, which are frequently all in use

and often creates situations where prisoners are left handcuffed in the hallway in order to comply with segregation requirements for prisoners.

- **New (Adult):** *A new adult prisoner processing area would allow a police vehicle to drive into secured and enclosed sally port. The officer would be able to properly secure his/her weapon and then escort the prisoner into one processing area for searching, fingerprinting, photographing and questioning. There would be at least six holding cells with improved monitoring features. There would be no incidental contact with civilian staff, juvenile suspects, or other officers carrying firearms.*
- **Current (Juvenile):** Our current juvenile holding area is adjacent the officers' report writing area. It consists of one small office visible through glass where juveniles are searched, held and questioned. Often, because of the number of juveniles brought in, they are seated side by side in the hallway approximately 25 feet from the nearest door. Juveniles are fingerprinted and photographed in the same area where the adults are fingerprinted and photographed, which creates problems with segregation laws. Juveniles that are particularly violent must be held in the same holding rooms used for adults.
- **New (Juvenile):** *A new juvenile processing area would be very much like the above-mentioned adult prisoner processing center, however completely separate from the adult processing area. There would be at least four holding rooms with electronic monitoring systems and one secure holding room for violent offenders pending transportation to Juvenile Hall.*

## **Physical Layout of Police Department**

- **Current Hallways:** The hallways in the existing Police Department are very narrow, leading to clogging of the hallway when just two people stand talking to one another.
- **New Hallways:** *Would be much wider and allow free access by many.*
- **Current Elevator:** There is no elevator in the building, which leads to heavy equipment being unsafely moved up and down stairways. This has resulted in injuries to employees.
- **New Elevator:** *Would allow access to those who desire to use the elevator versus the stairs. Would greatly aid the moving of equipment from floor to floor and reduce injuries.*
- **Current Office Space:** Office space is at a minimum.
  - Six to eight detectives work in the same office with no privacy or noise control to work on highly sensitive criminal investigations.
  - Our entire gang enforcement unit works in one crowded office with not enough work stations for all.
  - Often, Patrol Supervisors have to search for office space to conduct counseling sessions with employees, complete ratings, and to conduct day to day business.
  - There is little space for a patrol officers to complete paperwork.

- ***New Officer Space:*** *The number of work offices would increase and would be much larger to encompass:*
  - *More room for privacy during phone calls with victims/witnesses*
  - *More room for working on complex, paper intensive criminal cases*
  - *More offices for private discussions with employees and work on sensitive issues*
  
- **Current Evidence Room:** The evidence room and evidence processing area is not nearly large enough and needs to be centralized and modernized.
  - Evidence is properly documented and processed in the Police Department wherever an officer can find enough space.
  - There are six different rooms throughout the Police Department that are used for advanced evidence processing such as fumigating and drying of evidence, firearms examinations and fingerprint comparison.
  - Many times, narcotics are processed in the same area where officers complete their reports.
  - Evidence is stored in seven different locations throughout the city, which leads to problems associated with efficiency, logistics, and security.
  
- ***New Evidence Room:*** *A new evidence room and evidence processing area would be centralized, much larger, more modern. This would greatly improve efficiency, logistics and the security of all evidence.*
  
- **Current Computer Forensics Lab:** The current computer forensics lab has office space for no more than two employees. There are six officers collaterally assigned to the Forensics Team. The team processes forensics evidence for all law enforcement agencies in the County of Monterey and is in dire need of additional equipment, storage, and processing space
- ***New Computer Forensics Lab:*** *A new computer forensics lab would be much larger with additional equipment, storage and processing space.*
  
- **Current Equipment Storage:** Day to day police equipment and necessary training equipment is stored in different locations throughout the Police Department and City, including in the open hallways traveled by guests from the public and arrestees. This creates problems with accountability, security, and proper storage.
- ***New Equipment Storage:*** *Equipment would be centrally located, stored, issued, and returned to one central location. This would greatly increase accountability, shelf life of each item, and security.*
  
- **Current Briefing Room:** The Police Department's briefing room holds 30-40 people and is not nearly large enough to host current briefings or large scale police operations. Larger

scale operations currently have to be moved to off-site facilities such as the Salinas Sports Complex. The current audio/video aids are old, outdated, and require frequent repairs.

- ***New Briefing Room:*** *A new briefing room would be much larger and would hold 70-80 personnel. Up to date audio/video equipment would aid in the presentation of briefings, operations and training*
- ***Current Shooting Range / Weapons Maintenance Area:*** The Department's shooting range is currently 25 yards long with four shooting lanes. Only handguns and shotguns can be shot there as the backstop cannot safely accept rifle rounds. The size and round capacity greatly limits realistic live fire exercises and mandates rifle qualifications take place at alternative ranges outside the city limits, requiring that officers spend a great deal of time traveling to and from firearms qualifications. The weapons maintenance room has poor ventilation and does not have nearly the amount of space necessary or equipment to properly clean a weapon.
- ***New Shooting Range / Weapons Maintenance Area:*** *A new shooting range would be longer, wider, and the backstop would accept larger caliber weapons, which would reduce and/or eliminate the need to travel to outdoor ranges for qualifications. The larger range would allow for realistic live fire exercises as mandated by P.O.S.T. and would greatly increase the training capabilities for all involved. A new weapons maintenance area would be properly ventilated and would have the proper space to clean multiple weapons.*
- ***Current Locker Rooms:*** The locker rooms are too small. The lockers assigned to each officer are not nearly large enough to secure all the equipment issued to each officer. Many officers keep their assigned equipment in carry bags stacked in the hallway, in their vehicle, or at their home. Each locker room has woefully outdated shower and restroom equipment. Because of the lack of space, Police Sergeants and female Officers have lockers housed in a trailer in the back parking lot.
- ***New Locker Rooms:*** *A new locker room would be much larger with lockers large enough to store all the equipment assigned to an employee. The lockers would be properly ventilated so as to allow the drying of clothing and equipment and provide electricity to charge flashlights and radios. The locker room would have modern showers and restrooms.*
- ***Current Restrooms:*** The Department restrooms are very outdated and at any given time or day emit foul odors throughout the building. The number of actual toilets and sinks is lacking and the plumbing, stalls, and overall appearance is abysmal.
- ***New Restrooms:*** *A new Department would have an adequate number of modern bathrooms.*

- **Current Training/All Purpose Room:** Currently, the Department does not have a room that can host training classes. In the past the Department has had to make arrangements to use other civilian and law enforcement facilities for POST mandated defensive tactics training.
- **New Training/All Purpose Room:** *A large training/multi-purpose room is necessary to conduct defensive tactics training and to alleviate wasted time driving to and from alternative training sites.*
- **Current Vehicle Maintenance Area:** The current vehicle maintenance area is a two-car facility that houses everything but vehicles. It has become a virtual storage area for all facets of the Police Department
- **New Vehicle Maintenance Area:** *A new vehicle maintenance area would allow for vehicles to be properly serviced without the clutter of other equipment from throughout the department.*

### **Technology Capabilities**

- **Current Technological Capabilities:** The building was not constructed to house current specifications for computer wiring. The wires have to be installed via external conduit because of the fear of asbestos in the ceiling. The servers are old and antiquated. There is poor WiFi reception throughout the building.
- **New Technological Capabilities:** *Wiring and WiFi for all offices would already be installed current with industry standards.*

### **Overall Condition of the Building**

- **Current conditions:** Frequent repairs of the heating and air conditioning; the roof leaks every time we receive a considerable amount of rain; the floors have missing/cracked linoleum, the building has disgusting odors and is generally embarrassing to show citizens and other law enforcement personnel.
- **New Building Conditions:** *A modern police building built for expansion, service to the community, and the overall health and welfare of employees and guests.*

## Attachment 3: Summary of Similar Law Enforcement Facilities

### 1. San Mateo Police Headquarters

Site Area: 2.2 acres

Main Building: 56,000 sf

Subterranean Parking 43,000 sf 105 spaces plus 30 guest surface parking

Completed: June 2009

Construction and Equipment Cost: \$50,000,000

**Building Description:** Two story concrete and steel structure over subterranean parking. Includes EOC/Training/Community room, communications center planned for regional expansion, holding facility, vehicle maintenance, lab, evidence storage and processing, investigations, patrol, administration, indoor shooting range, armory, training classroom and daylighted atrium.

**Special Features:** Innovative lobby security design, LEED Silver Certified, selected by PG&E for energy savings case study and FEMA near fault seismic design seven times essential services requirements. LEED Silver certified.

**Challenges:** Very tight site, high water table, unstable bay area mud soil conditions, extensive pre-existing subgrade utilities, nearby Hayward seismic fault.

Architect: Leach Mounce Architects

Police Contact: Chief Susan Manheimer: 650/522-7600

### 2. Chino Police Headquarters

Site Area: 9.5 acres

Main Building: 109,000 sf

Surface Parking 1365 spaces

Completed: November 2012

Construction and Equipment Cost: \$30,000,000

**Building Description:** Single story conversion of big box retail Home Depot. Tilt-up concrete walls and wood frame roof. Project includes 100 seat EOC, communications center, holding facility designed for future expansion to a sentenced Type II facility, indoor shooting range with both rifle and pistol lanes, crime lab, evidence storage and processing, investigations, patrol and administration, training rooms and Police museum.

**Special Features:** Large central atrium with extensive daylighting, 10,000 sf warehouse with loading dock. Video analytics security camera system. Designed for LEED Silver.

**Challenges:** Structurally updating a 50 year old inexpensive developer constructed building to current essential services seismic standards required strengthening the tilt-up exterior walls, rebuilding the roof and constructing new footings.

Architect: Leach Mounce Architects

City Contact: Mike Kolling, Community Development Director: 909/464-0768

### **3. La Mesa Police Headquarters**

Site Area: 2.4 acres

Main Building: 45,000 sf

Subterranean Parking 46,000 sf 106 spaces plus 37 guest surface parking

Completed: August 2010

Construction and Equipment Cost: \$24,500,000

Building Description: Two story concrete and steel structure over subterranean parking, includes EOC/Training/Community room, communications center, holding facility, lab, evidence storage and processing, vehicle analysis, investigations, patrol, administration, armory and training classroom.

Special Features: 7,000 sf of shell space for future expansion, daylighted atrium, bid \$2 million under budget allowing shell space to be improved with initial construction. In process to get LEED Silver certification.

Challenges: Very tight site and facility designed to fit future expansion of the civic center also master planned by Leach Mounce Architects.

Architect: Leach Mounce Architects

City Contact: City Manager Dave Witt: 619/667-1195

### **4. El Cajon Police Station**

Site Area: 5.7 acres

Main Building: 119,400 sf

Parking Structure 212,750 sf 600 spaces also used for City Hall

Completed: August 2011

Construction and Equipment Cost: \$40,000,000

Building Description: Five story concrete and steel structure with parking integrated on three levels. Project includes administrative and operational space for all divisions, joint Police and Fire EOC, Community room, communications center, indoor shooting range, crime lab, evidence processing and storage, holding facility, and control data center for the City.

Special Features: Designed for LEED certified. PD data center and City Hall data center back up each other.

Architect: KMA Architects and MWL Architects

Police Contact: Sergeant Eric Taylor, PD Project Manager: 619/579-3311

### **5. Escondido Police and Fire Administration**

Site Area: 5.0 acres

Main Building Police: 90,000 sf

Fire: 25,000 sf

Parking Structure 82,000 sf 202 spaces  
Completed: May 2010  
Construction and Equipment Cost: \$55,000,000

Building Description: Three story steel and concrete structure containing administrative and operational space for all divisions, 60 station DOC/Training room, communications center, crime lab, evidence processing and storage and holding facility.

Special Features: Extra large emergency generator system with four 1500 kw generators, 6,000 gallon fuel tank and seven day operating capacity. Crime lab uses portable stainless steel tables and workstations. Chief's conference room serves as a back up DOC seating 30.

Architect: WLC Architects  
Police Contact: Lieutenant John Houchin or Captain Robert Benton: 760/839-4722

#### **6. Santa Barbara Police Headquarters**

Site Area: 1.1 acres high density downtown site  
Main Building: 66,722 sf Subterranean Parking 73,600 sf 184 spaces  
Completed: Project has completed a needs assessment, preliminary design and entitlements. Now awaiting funding. Original funding canceled by Redeveloping Agency.  
Construction and Equipment Cost: \$72,000,000

Building Description: Three story concrete and steel structure over two level subterranean parking structure. Project includes administrative and operational space for all divisions, multi-use DOC/Training/Community room, communications center, indoor shooting range, crime lab, evidence processing and storage, holding facility and training rooms.

Special Features: Daylighted atrium, fourth level roof deck for training and special events, "war room" for special problem crimes. Designed for LEED Silver.

Challenges: Extremely tight urban site. Adjacent government buildings on the property line, subsurface contamination, maintain City requirements for sun exposure for adjacent residential, 20 ft deep property line construction for subterranean parking. Temporary relocation of entire operation, difficult design and Historic Landmarks Commission (HLC) standards.

Architect: Leach Mounce Architects and Lenvik & Minor Architects, HLC design consultant  
City Contact: Joshua Haggmark, PE LEED AP, Project Manager: 805/564-5393