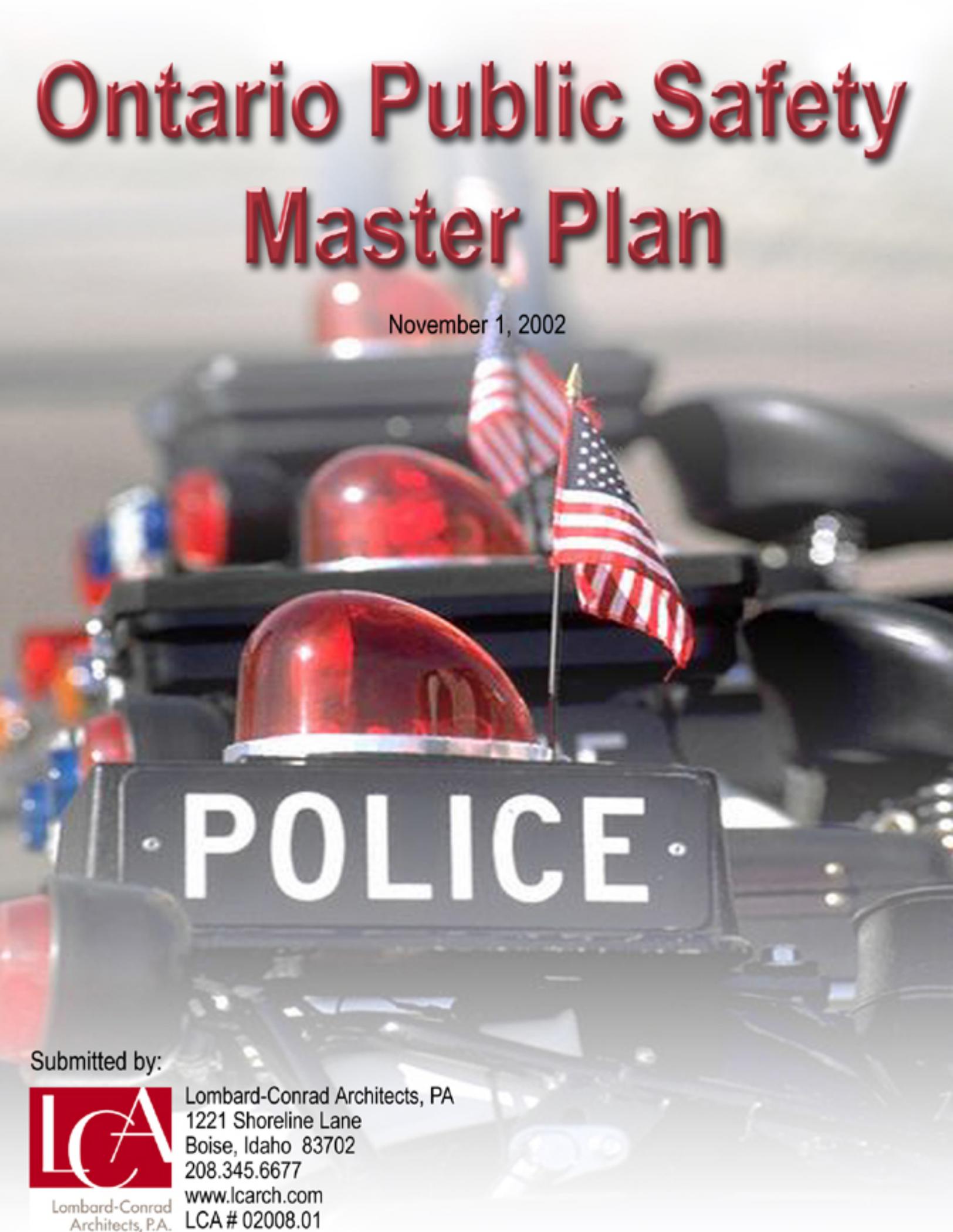


# Ontario Public Safety Master Plan

November 1, 2002



POLICE

Submitted by:



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# 1 - INTRODUCTION

## BACKGROUND

The City of Ontario is located in the most Eastern portion of Oregon. The population is just over 11,000; however, Ontario serves as a retail hub for the many small cities that surround it in Oregon and Idaho. It is accessed by Interstate 84, U.S. Highway 201 and U.S. Highway 20/26.

Ontario City Hall consisting of a 12,330 square feet was constructed in 1977. This facility continues to house police, fire, finance, legal, public works administration and City administration. The police department has approximately 17 vehicles, and employs 32 full-time and three part-time employees. The police department occupies 1,597 square feet. The fire department employs nine full-time and 30 part-time employees, and has 13 apparatus, including a 90-foot aerial. The fire department occupies 6,486 square feet of which 1,396 square feet is living quarters and office space, while the remaining 5,090 square feet is bay space.

## PROJECT SCOPE

### Project Understanding:

In April of 2002, the City of Ontario contracted with Lombard-Conrad Architects to develop a Facilities Master Plan that will assess the needs for land acquisition and public safety facilities (police and fire) through year 2025. At a minimum, the City envisions that these public safety facilities will house the following organizations and functions:

Police Department: Patrol services, evidence, temporary secure holding, investigation services, dispatch services, and administrative offices

Fire Department: Fire apparatus housing, living quarters, administrative offices and ambulance apparatus housing.

Common Use Facilities: Training, public spaces, and parking

This general scope of this Facilities Master Plan included:

- Developing service demand projections for public safety services through year 2025 and forecasting organizational and staffing needs necessary to meet anticipated service demands.
- Provide sufficient service demand, operational, and staffing information to serve as the foundation for facilities programming and planning,
- Facilities and site programming including formulating facilities and site requirements necessary to support expected activities, services, staffing, apparatus, and equipment levels.
- Developing conceptual building and site layouts (for up to three potential sites) for the proposed facilities.
- Recommending a preferred facility development solution; developing cost estimates; and, formulating an implementation schedule.

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## Scope of Work /Tasks:

We utilized a highly interactive approach in solving the City's needs. We held a number of project review meetings (workshops) at key junctures (or when critical findings are discovered) during the project, and near the conclusion of each project phase. Punctuating the project with these review meetings assured that everyone was "on the same page" regarding our findings, planning assumptions, and deliverable products. This minimized (and hopefully eliminated) the need for re-work and maintained the collective project team's enthusiasm regarding this study through providing tangible deliverables at an each phase.

## Task 1 - Data Acquisition and Fact Finding:

- The City of Ontario provided Lombard Conrad a baseline set of data and information as detailed below.
  - City and regional population estimates for the previous five years and current year 2002
  - City and regional population projections through year 2025, in five year planning increments.
  - Historic calls for service data for both police and fire (preferably annualized data for the previous five years). Ideally, we would seek to have police calls for service provided in the following aggregations: total calls, officer-initiated calls, and traffic stops. Fire calls for service would be ideally aggregated into these categories medical, structural fire, wildland fire, false alarms, and non-structural fires (e.g. vehicle fires, dumpsters, etc.).
  - Current and historical staffing levels for the previous five years. We would expect that all staffing data would be delineated by department, division, section, and unit on a position-by-position basis.
  - Organization charts for both Police and Fire Departments for the previous five years.
- Subsequent to review of this data, LCA conducted one informational/data acquisition workshop with City staff to:
  - Review the documents and reports such as budgets, organizational charts, annual service plans and workload reports in order to fully understand the information obtained.
  - Address key issues and seek to gather pertinent information regarding anticipated changes relative to: a) the types of services provided; b) methods of service delivery; c) organizational structure; d) technological advances; e) types of apparatus utilized; f) funding levels; g) laws and regulations; and, h) potentially other factors.
  - Conduct interviews with the selected department staff.
  - Conduct on-site evaluations of police and fire operations.

## Task 2 – Service Demand and Staffing Analysis.

- We conducted an analysis of historical service demand and staffing trends.
  - Correlating historical population, employment, and commercial development growth trends versus documented calls for service. This correlation will be in terms of: per capita rates, building square footages or other yet to be determined factors.
  - Correlating operations staffing levels to calls for service and/or population levels
  - Comparing support staff ratios to that of operations staff.

# 1 - INTRODUCTION

- Adjusting actual per capita rates to account for any changes in laws, service delivery, or other yet to be determined factors.
- Taking into account, Ontario's unique position as a commercial/retail center along the Oregon and Idaho border, we developed logical parameters of projected service demand and macro-level staffing change. We developed a range of expected calls for service and/or staffing levels using the following methods:
  - Applying selected per capita rates to population and employment projections. The alternative rates that we anticipate using will include the minimum, average, maximum, and adjusted average annual rates experienced over the previous five years, if sufficient reliable data is available.
  - Utilizing trend-line/regression analysis.
- We then formulated a definitive macro-level (bottom-line) forecast of staff requirements. This task was accomplished by:
  - Analyzing likelihood of each alternative projection being realized, taking into account expected changes in city revenues, funding levels, types of services to be delivered, service delivery methods, potential decentralization, changes in organizational structure, and other possible yet to be determined factors.
  - Comparing the resulting selected projection to staffing levels of up to 5 comparable Pacific Northwest cities with populations that approximate the year 2025 forecast for Ontario.
- We documented a definitive organizational and staffing plan for the Police and Fire Departments.
  - Developing position-by-position staff projections for each department by division, section, and unit, or other appropriate aggregations.
- We also conducted a workshop with city staff to present our findings, obtain comment, and refine the projections as appropriate.

## **Task 3 – Inventory and Assessment of Facility Resources:**

- We quantified the department's existing facilities and sites in terms of space utilization, functionality, physical condition, and life span. To achieve this goal we collected and analyzed city-provided building and site plans, related real estate data, and maintenance records. We also conducted interviews with department staff, city maintenance staff, and toured all facilities. Site acreage, parking capacity (visitors, staff, and city vehicles), and building expansion potential was also documented.
- We evaluated the identified facilities (buildings and site) in terms of existing physical condition and estimated reasonable life span. We provided specific comments with the purpose of detailing each significant area in terms of repairs required, code violations, and compliance with ADA standards.
- We conducted a workshop with city staff to present our findings, obtain comment, and refine the findings as appropriate.

## **Task 4 – Facilities and Site Programming:**

- We conducted extensive interviews in order to secure necessary space programming information relative to specific area requirements for all existing and proposed personnel and special facilities required.

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- We provided a description of the proposed construction solution (size, levels, etc.), the general exterior and interior planning considerations including technical requirements such as lighting, HVAC, Communication needs, Data Processing requirements, a descriptive listings of all assignable areas including function, space relationships, environmental needs and a preliminary list of furniture and equipment needs.
- We conducted a workshop with city staff to present our findings, obtain comment, and refine the program as appropriate.

## **Task 5 – Conceptual Planning:**

- We provided a conceptual floor plan for the proposed facilities that addressed the recommendations listed in the programming phase.
- At this time we also developed a list of site criteria and assisted in a search for potential sites for the various facilities planned. We also provided conceptual layouts of up to three different sites.
- We prepared a project cost estimate for all planned facilities.
- We conducted a workshop with city staff to present our findings, obtain comment, and refine the plans as appropriate.

## **Task 6 – Facilities Implementation/Development Plan:**

- We compared the resulting requirements to existing conditions and developed a number of alternate planning solutions for evaluation and ultimately, selection of a specific facilities development and implementation plan.
- We prepared a final report that addressed all the issues above including time lines of bringing these facilities on-line.

We will then prepare and present this information to the Advisory Committee and separately to the City Council.

# 1 - INTRODUCTION

## **PROJECT TEAM**

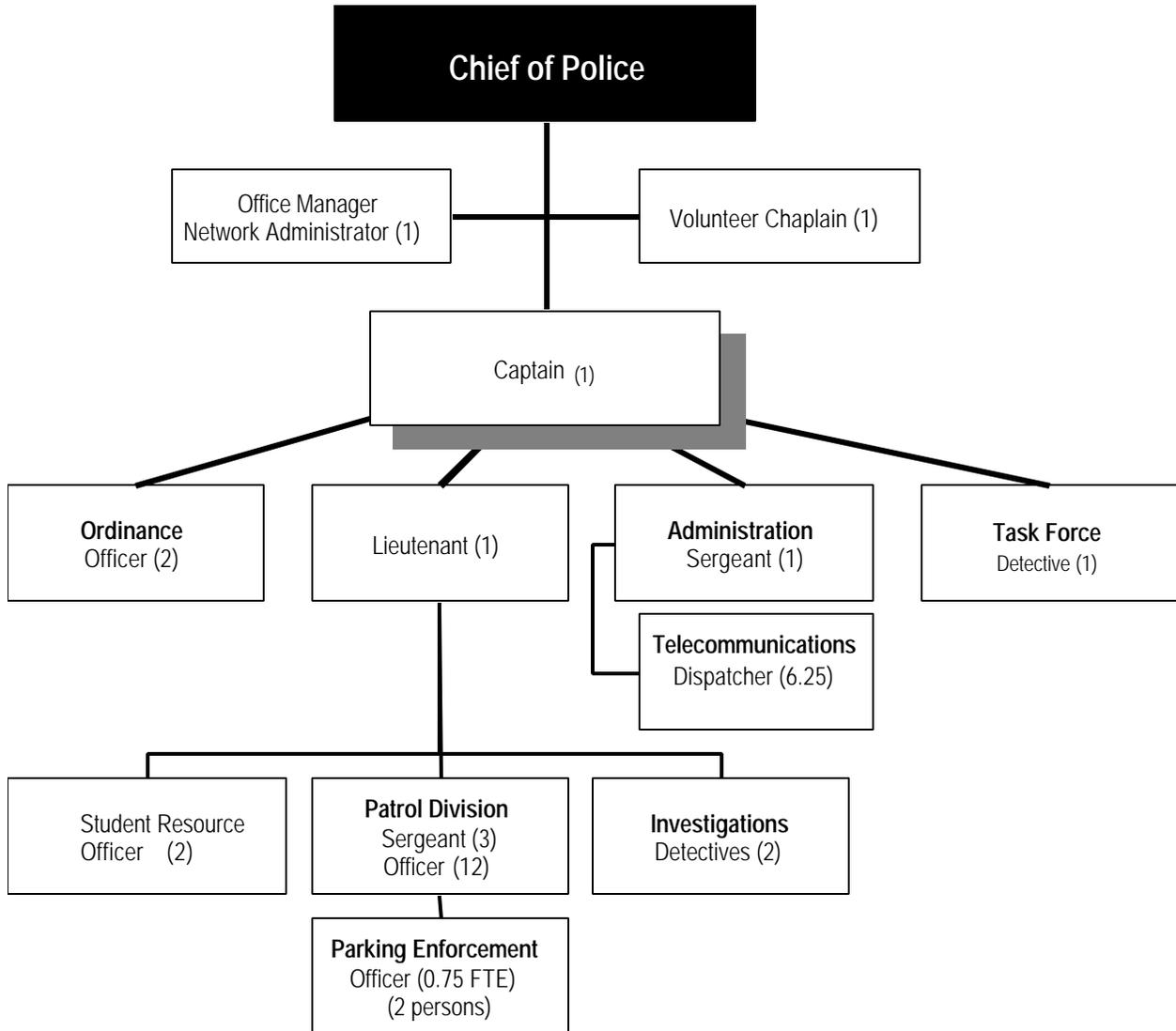
The Project Team responsible for developing and adopting the Master Plan is made up on a wide breadth of individuals, each of which has provided significant value-added input into the findings and recommendations documented here. Following is a list of those people who have contributed time and effort to produce this Master Plan.

Scott Trainor	City Manager
Mike Kee	Police Chief
Randy Simpson	Fire Chief
Mike Franell	City Attorney
Russ Moorhead	Lombard-Conrad Architects
Nick Kollios	Strategic Resource Planning
Steve Christiansen	Lombard-Conrad Architects

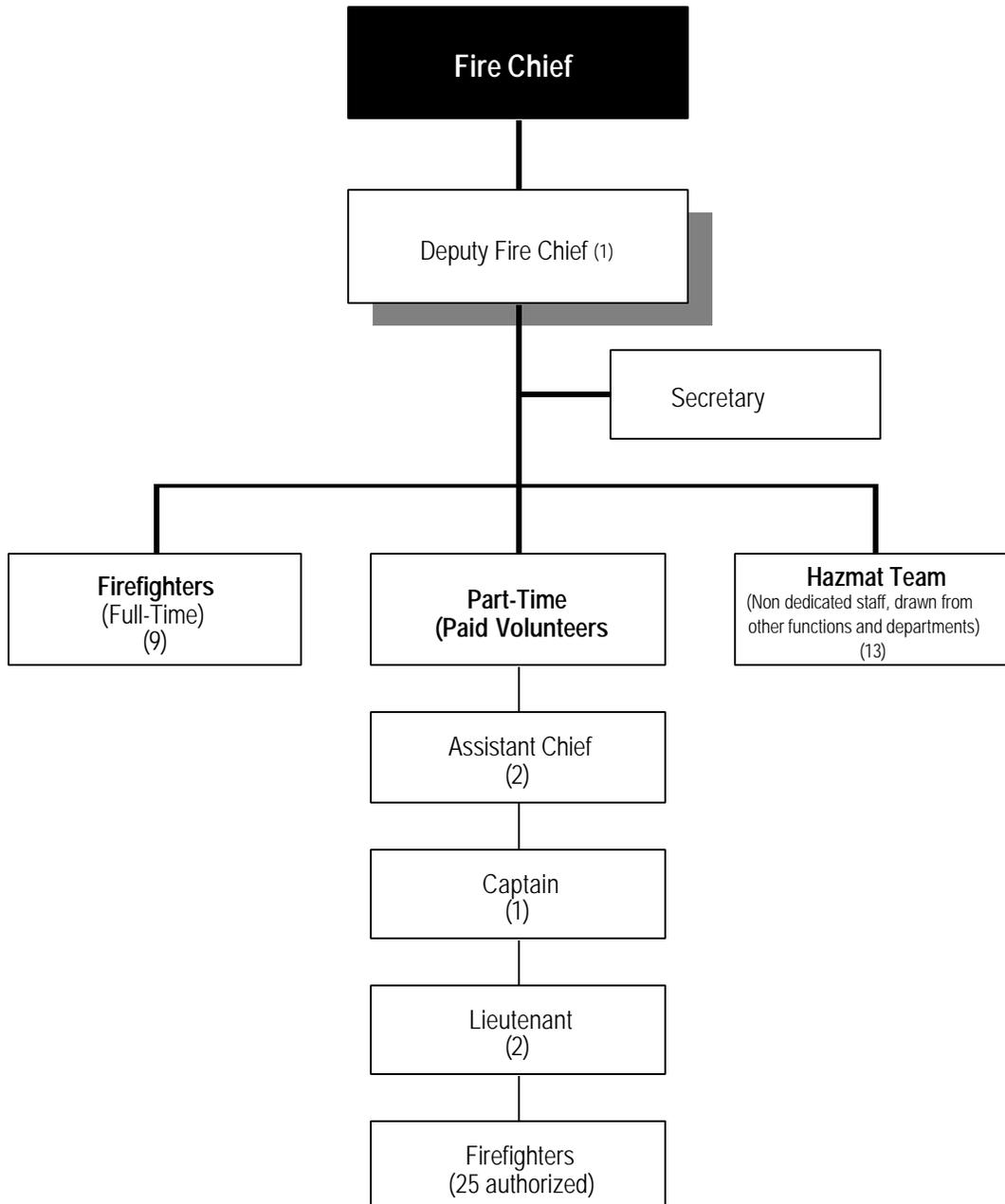
## **ORGANIZATION**

The following Charts indicate how the Police and Fire departments for the City of Ontario are organized. The reader should recognize that the Ontario Police Department and Ontario Fire Department, like most departments, modifies its organizational structure as the need arises.

# 1 - INTRODUCTION



# 1 - INTRODUCTION



## 2 – SERVICE DEMAND AND STAFFING

### INTRODUCTION

The main focus of this chapter is to document specific staffing plans for the Police and Fire Departments that will serve as the foundation for developing the facilities requirements that are integral to developing a comprehensive master plan for the City's public safety departments.

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 Ontario and the region.
- Provide an historical analysis of the Ontario Police and Fire Department's staffing levels versus population, calls for service, and other workload indicator data.
- Provide a comparative analysis of the City's public safety staff per capita and staff versus service demand, to those cities whose current population levels approximate which has been forecasted for the City of Ontario.
- Provide an analysis of the alternative macro-level staffing futures developed and used by the Project Team. The intent of developing these alternative futures was to establish logical baseline forecast parameters, from which specific staffing plans could be developed and validated.
- Provide a detailed staff program that will be utilized for facility programming and planning purposes.

### METHODOLOGY

In order to develop logical estimates of future public safety staffing levels and in turn, specific staffing plans, the Project Team adopted a philosophy that in the broadest sense entails:

- Comprehending past and current conditions.
- Formulating a hypothetical snapshot of Ontario in the year 2025, in terms of socio-demographics, geography, and overall development.
- Anticipating potential changes in what types of public safety services may be delivered, and identifying how the delivery of those services may change and/or evolve.

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

Data Acquisition and Fact-Finding: The Project Team collected a baseline set of data and information from the City and a number of other government agencies. These agencies included the States of Oregon and Idaho, Federal agencies, comparable municipalities, Portland State University, and other sources. Specific references to these sources are provided in the footnotes of the numerous exhibits provided late in this document's section.

## 2 – SERVICE DEMAND AND STAFFING

The Project Team also conducted several workshops with appropriate City Management and personnel to review the validity of the data used and to obtain additional data where necessary. As a result of these workshops, the Project Team determined that using historical data over the previous decade, from 1991-2001, would yield the most accurate analysis. This timeframe was chosen because of the lack of reliable and consistently categorized reported service demand data prior to 1991.

- Historical Analysis of Population, Service Demand, and Staffing Trends: The Project Team's analysis included:
  - Comparing historical population, employment, and commercial development growth trends versus documented annual changes in the volume of calls for service. Correlation was largely made in terms of per capita rates and geographical areas served.
  - Correlating past staffing levels to calls for service and/or population levels.
  - Comparing support staff ratios to that of operations staff.
- Develop logical alternative macro-level staffing futures: The Project Team formulated alternative staffing futures using the following methods:
  - Applying selected historical staffing per capita and service demand rates to projected population and service demand levels.
  - The alternative rates that were applied to future population levels included the minimum, average, maximum, and adjusted average annual rates experienced over the previous decade.
  - Utilizing regression analysis and trend-line projections.
  - For the Police Department, comparing the resulting selected projection to staffing levels to a number of comparable Pacific Northwest cities with populations that approximate that which is projected for the City of Ontario for year 2025. Unfortunately, it was difficult to draw a comparison of Ontario's Fire Department to other comparable cities, because many of them were: a) a part of a larger district; b) had their own ambulance service; or, c) had some other characteristic which prevented the team from making accurate comparisons
- 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, potential decentralization, 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.
- Documenting definitive staffing plans for Police and Fire Departments: 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.

## 2 – SERVICE DEMAND AND STAFFING

### 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 Ontario lies along the Interstate 84 corridor and also serves as a regional commercial center, the Project Team also took into account regional population change, as well as that within Ontario and its urban growth boundary. Therefore, the Project Team has included the following entities in the ensuing analysis of historic population estimates and projections of same:

- The total state populations of Oregon and Idaho
- The counties of Baker and Malheur, Oregon
- The counties of Canyon, Gem, Payette, and Washington, ID;
- The City of Ontario

Historical Population Estimates - Findings: Exhibit 1.1 (shown on the next page) provides detailed data regarding state, regional, and municipal population change, and a comparison of the City of Ontario's population growth versus regional growth over the last decade. As shown:

- The State of Oregon's population increased 19.2%, from 2,912,441 to 3,472,867 inhabitants, equaling a net increase of 560,426 persons. This growth occurred at an average annual growth rate of 1.8%
- The State of Idaho's population increased at a more rapid pace than Oregon's –growing from 1,041,316 to 1,321,006 persons. This growth equates a net increase of 279,690 persons, or 26.9%. The corresponding average annual growth rate equaled 2.4%.
- The Ontario area regional population (which is comprised of Payette, Washington, Baker, and Malheur Counties) increased from 67,685 to 79,524 persons –a net increase of 11,839 persons, or 17.5%. Growth occurred at an average annual rate of 1.6%.
- The City of Ontario's population mirrored that of the regional population, increasing from 9,510 to 11,140 persons, which equaled a net increase of 1,630 persons, or 14.61%. The corresponding average annual rate of increase was 1.6%.

Data sources are provided in the footnotes of the Exhibit.

Projected State and Regional Population: Exhibit 1.2 provides projections of applicable state and regional populations from 2001 through year 2025. Projections for the State of Oregon and the respective Oregon Counties in this report were generated by the Portland State University's Population Research Center. Projections for the State of Idaho and its respective counties were extracted from the Idaho Power State and County Economic Forecast, as footnoted in the exhibit.

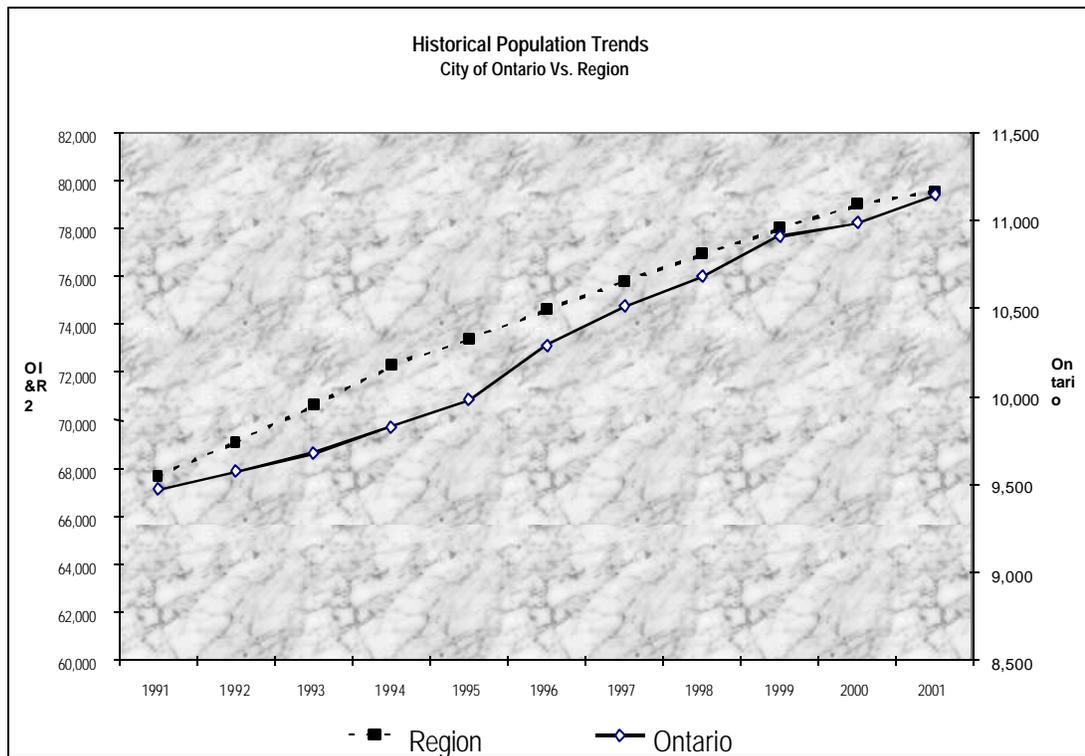
As demonstrated between 2001-2025:

- The State of Oregon's total population will increase by 1,083,133 persons, or 31% and will occur at an average annual increase of 1.14%. Total population will increase from 3,472,867 to 4,556,000 over the stated timeframe.
- The State of Idaho's total population will increase by 549,062 persons, or 42%. Growth will occur at an average annual rate of 1.46%. Total population will increase from 1,321,006 to 1,870,168 during the stated time period.
- Total regional population growth will occur less rapidly. It will increase by 16,675 persons, or 21%, and will occur at an average annual rate of 0.80%. Total regional population will increase from 79,524 to 96,199 between years 2001 and 2025.

# 2 – SERVICE DEMAND AND STAFFING

Exhibit 1.1: Historical Population Estimates

June Data:	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Analysis - Rates of Change			
												Total %	91-01	96-01	Avg. Ann. %
<b>By State:</b>															
<sup>1</sup> Oregon	2,912,441	2,964,883	3,017,324	3,069,765	3,132,000	3,189,322	3,247,692	3,307,131	3,367,658	3,429,293	3,472,867	19.2%	8.9%	1.8%	1.7%
<sup>2</sup> Idaho	1,041,316	1,071,685	1,108,768	1,145,140	1,177,322	1,203,083	1,228,520	1,252,330	1,275,674	1,299,258	1,321,006	26.9%	9.8%	2.4%	1.9%
<b>Regional</b>											11,839				
<sup>3</sup> Idaho															
<sup>4</sup> Payette	16,910	17,452	17,974	18,744	19,237	19,531	19,792	20,029	20,374	20,645	20,868	23.4%	6.8%	2.1%	1.3%
<sup>5</sup> Washington	8,686	8,787	9,031	9,155	9,455	9,651	9,887	10,018	10,010	9,968	9,956	14.6%	3.2%	1.4%	0.6%
<sup>6</sup> Subtotal	25,596	26,239	27,005	27,899	28,692	29,182	29,679	30,047	30,384	30,613	30,824	20.4%	5.6%	1.9%	1.1%
<sup>7</sup> Oregon															
<sup>8</sup> Baker	15,607	15,890	16,172	16,454	16,500	16,548	16,596	16,644	16,693	16,741	16,700	7.0%	0.9%	0.7%	0.2%
<sup>9</sup> Malheur	26,481	26,959	27,437	27,915	28,200	28,852	29,519	30,202	30,900	31,615	32,000	20.8%	10.9%	1.9%	2.1%
<sup>10</sup> Subtotal	42,089	42,849	43,609	44,369	44,700	45,400	46,115	46,846	47,593	48,356	48,700	15.7%	7.3%	1.5%	1.4%
<sup>11</sup> Total Regional Pop.	67,685	69,088	70,614	72,268	73,392	74,582	75,794	76,893	77,977	78,969	79,524	17.5%	6.6%	1.6%	1.3%
<b>Municipal</b>															
<sup>12</sup> Ontario	9,470	9,575	9,680	9,830	9,980	10,290	10,510	10,680	10,910	10,985	11,140	17.6%	8.3%	1.6%	1.6%



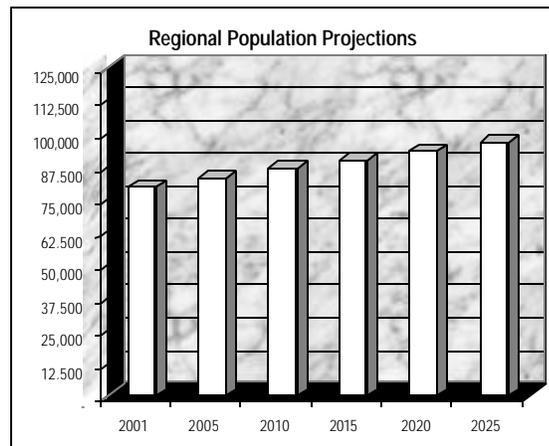
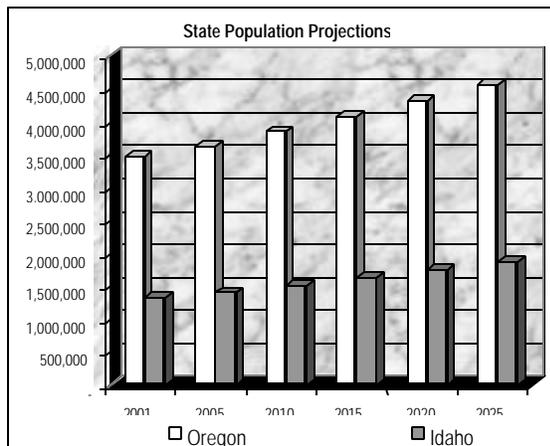
Data Sources

<sup>1</sup> 1990, 1995, 2000, 2005, 2010, 2015, 2020, 2025 Portland State University: Population Research Center: Consultant generated interpolated data for intervening years  
<sup>2</sup> 1986-2000 US Census Bureau Data (1990: 2000) US Census Estimates - intervening years:

## 2 – SERVICE DEMAND AND STAFFING

*Exhibit 1.2: State and Regional Population Forecasts*

	2001	2005	2010	2015	2020	2025	Total Change	Total % Change	Avg. Ann. % Change
<b>By State</b>									
1 Oregon	3,472,867	3,631,000	3,857,000	4,091,000	4,326,000	4,556,000	1,083,133	31%	1.14%
2 Idaho	1,321,006	1,408,358	1,521,830	1,635,708	1,751,575	1,870,068	549,062	42%	1.46%
<b>Regional</b>									
3 Idaho									
4 Payette	20,868	21,708	22,865	23,992	25,116	26,236	5,368	26%	0.96%
5 Washington	9,956	10,525	11,086	11,632	12,177	12,720	2,764	28%	1.03%
6 Subtotal	30,824	32,233	33,951	35,624	37,293	38,956	8,132	26%	0.98%
7 Oregon									
8 Baker	16,700	18,001	18,635	19,267	19,893	20,507	3,807	23%	0.86%
9 Malheur	32,000	32,799	33,793	34,819	35,810	36,736	4,736	15%	0.58%
10 Subtotal	48,700	50,800	52,428	54,086	55,703	57,243	8,543	18%	0.68%
11 <b>Total Regional</b>	<b>79,524</b>	<b>83,033</b>	<b>86,379</b>	<b>89,710</b>	<b>92,996</b>	<b>96,199</b>	<b>16,675</b>	<b>21%</b>	<b>0.80%</b>



**Data Sources**

- <sup>1</sup> 1985, 0990, 1995, 2000, 2005, 2010, 2015, 2020, 2025 Portland State University: Population Research Center: Consultant generated interpolated data for intervening years
- <sup>2</sup> 1985-2000 US Census Bureau Census Data (1990: 2000) US Census Estimates - intervening years & 2001
- 2001-2004 Interpolated Data: 2005-2025 Idaho Power 2002 State and County Economic Forecast, 2002)

### Projected Population – City of Ontario:

*Methodology:* Although a number of previous population projections have been developed by a variety of sources for the City of Ontario, there was no definitive forecast in which the Project Team had confidence. Hence, the Consultant Team along with City Management synthesized the results of previous studies and in a subsequent workshop with City management, developed a forecast defining logical parameters of future population growth that the City could be expected to experience.

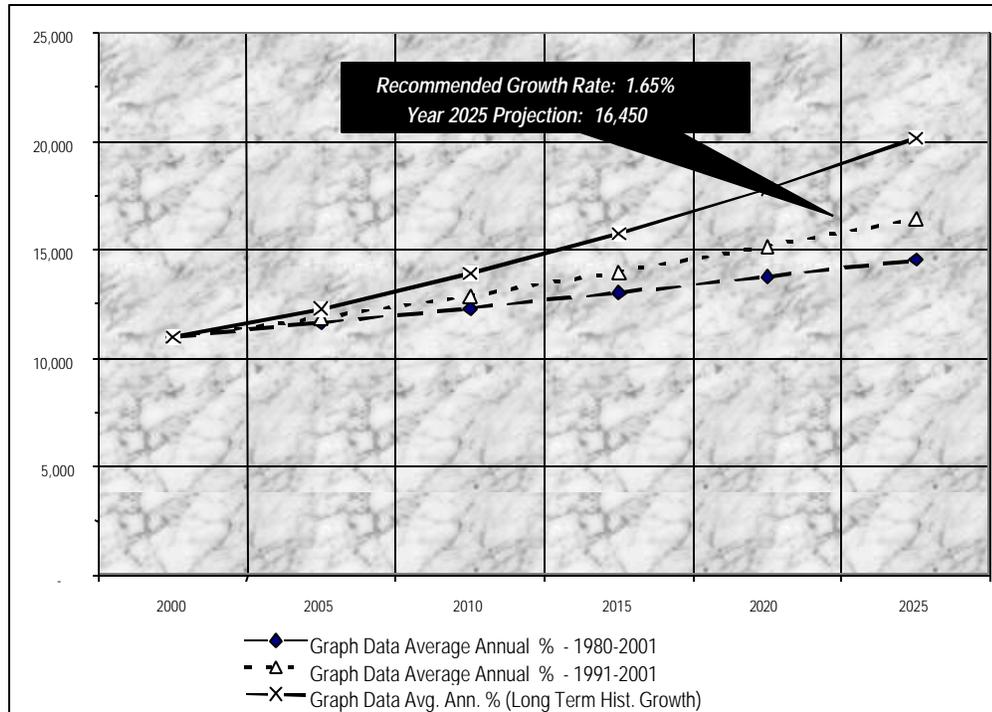
Alternative rates of growth were selected that would result in three alternative futures: conservative, expected, and maximum growth scenarios. The average annual rates of growth used to generate these scenarios respectively were: 1) the average annual rate of growth experienced between 1980 and 2001 (1.12% per year); 2) the average annual rate of growth that occurred between 1991 and 2001 (1.64% per year); and, 3) the average annual long-term historical growth that occurred since 1900.

Exhibit 1.3 provides the results of this process.

## 2 – SERVICE DEMAND AND STAFFING

Exhibit 1.3 City of Ontario Alternative Population Projections

Alternative Projections Basis	AAP <sup>1</sup> Rate	Actual		Projected						Total Change	Total % Change
		2000	2001	2002	2005	2010	2015	2020	2025		
<sup>1</sup> Average Annual % - 1980-2001	1.12%	10,985	11,140	11,265	11,648	12,316	13,022	13,769	14,559	3,419	31%
<sup>2</sup> Average Annual % - 1991-2001	1.64%	10,985	11,140	11,322	11,888	12,893	13,984	15,167	16,450	5,310	48%
<sup>3</sup> Avg. Ann. % (Long Term Hist. Growth)	2.50%	10,985	11,140	11,419	12,296	13,912	15,741	17,809	20,149	9,009	81%



<sup>1</sup> Average Annual Growth Rate

**Analysis and Recommendations:** The conservative growth scenario was largely discounted by the Project Team as too conservative. The Team rejected this alternative because population change remained relatively flat between 1980-1990, which within the long-range historical context of the City's growth represented an anomaly. The aggressive growth scenario of 2.5% was also discounted by the Project Team due to several reasons:

1. One of the largest economic expansions in country's history occurred during the last decade. Yet, the City's population grew at a rate of only 1.64%.
2. The City's historical growth rate also lagged behind both the States of Idaho and Oregon, and generally paralleled regional growth.
3. Regional population growth began to slow in the latter half of the last decade and is forecasted to continue to slow through 2025.
4. The percentage of land that can be developed within the City's urban growth boundary is limited, and State legislative restrictions on increasing urban growth boundaries are expected to remain in place.

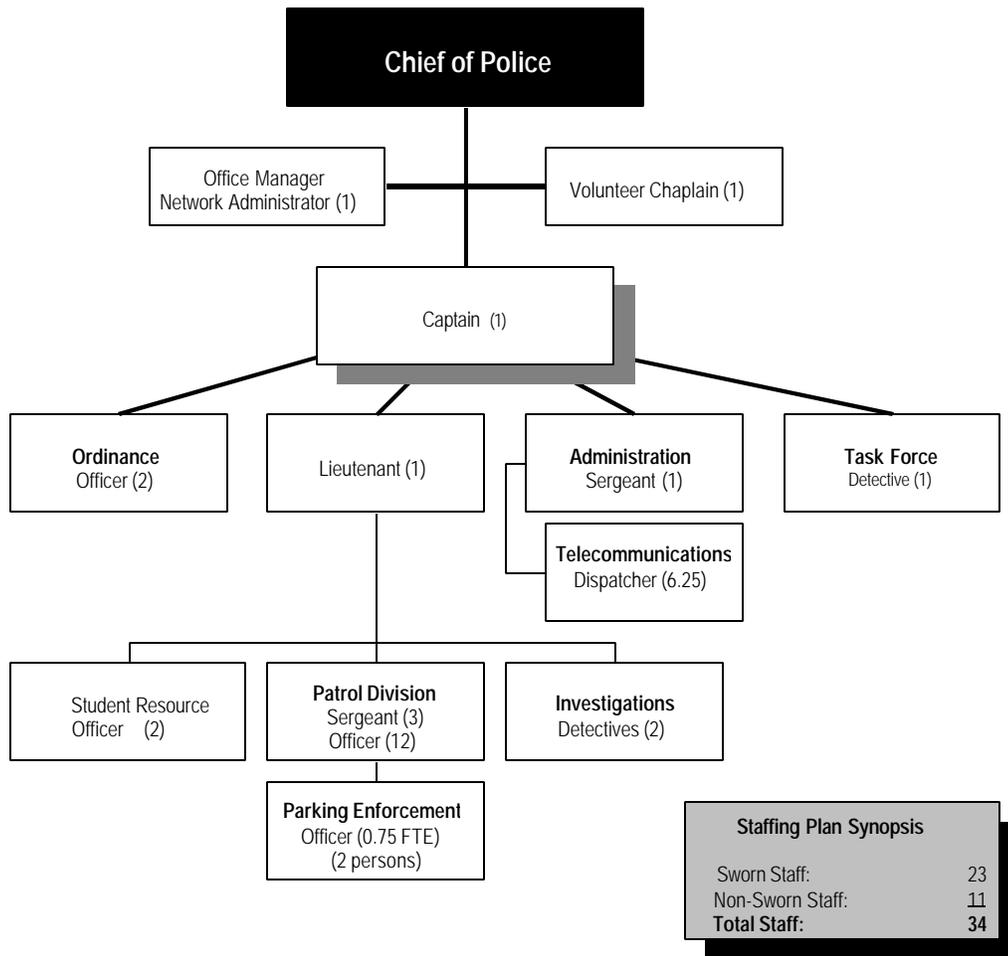
Therefore, the Project Team believes that the expected annual growth rate of 1.65%, which the City experienced over the previous decade represents a reasonable forecast to utilize for facilities planning purposes.

## 2 – SERVICE DEMAND AND STAFFING

### POLICE DEPARTMENT STAFFING PLAN

Existing Conditions: Exhibit 1.4 provides an organizational overview and staffing associated staffing levels within the Police Department as year-end 2001. Existing department staff totals 34, including 23 sworn positions (66% of the total) and 11 non-sworn staff. Given the resident population of 11,140, there were 2.39 total staff, and 1.62 sworn staff, per 1,000 population.

*Exhibit 1.4: Police Department Existing Organizational Structure*



Historical Service Demand and Staffing Trends: For the purposes of this report, historical demand for police services has been quantified in terms of “calls for service.” Although “calls for service” data was readily available for the entire previous decade, the Consultant found that that from 1991-94, total annual calls for service were around 7,500, where in 1994 they surged to over 11,000 –a 47% increase. Suspecting that some changes may have occurred in the way that calls for service were recorded, the Consultant reviewed this data with police management, and found that indeed, this was the case. In 1994 the recording of incident reports began, where prior to that point they were not recorded as a call for service. Therefore, the analysis below involves only data recorded from 1994-2001.

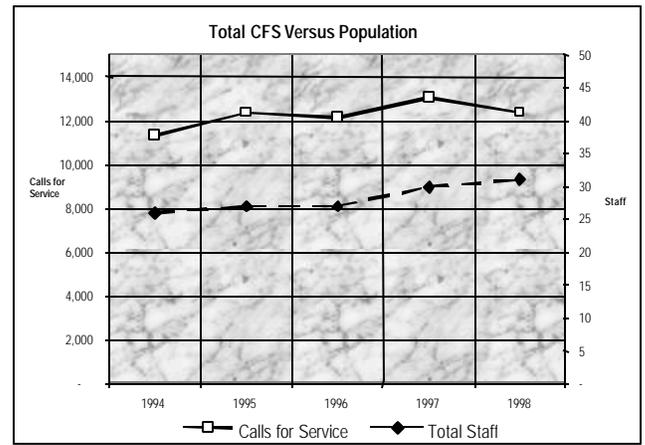
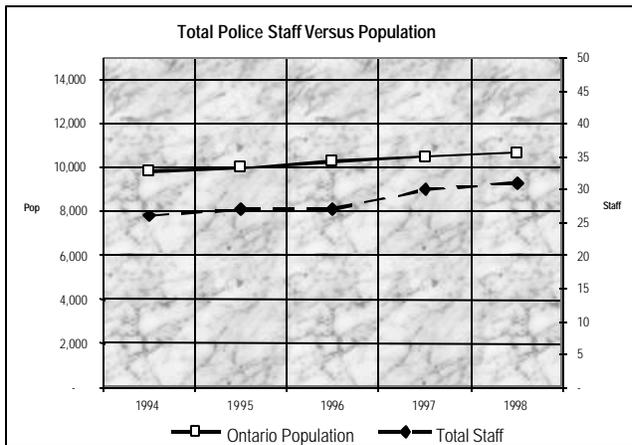
Exhibit 1.5 provides comprehensive annualized data for the stated timeframe in terms of a) staffing and service demand data versus population; b) staffing levels versus calls for service and c) city expenditures. The four rightmost columns pro-

# 2 – SERVICE DEMAND AND STAFFING

vide the volumes and rates of change that occurred, and the minimum, average, adjusted average (average rate, minus the minimum and maximum rates), and maximum rates experienced over the stated timeframe for each line item.

Exhibit 1.5: Historical Service Demand and Staffing Analysis - Police

										Analysis: Volume and Change Rates 1994-2001			
Population	Volume								Total Change Volume	Total Change (Percent)	Avg. Ann Rate of Change		
	1994	1995	1996	1997	1998	1999	2000	2001					
<sup>1</sup> Incorporated Areas	9,830	9,980	10,290	10,510	10,680	10,910	10,985	11,140	1,310	13.33%	1.80%		
<sup>2</sup> Regional Population	72,268	73,392	74,582	75,794	76,893	77,977	78,969	79,524	7,256	10.04%	1.38%		
<b>Staff</b>													
<sup>3</sup> Sworn	18	19	19	21	22	23	23	23	5	27.8%	3.56%		
<sup>4</sup> Non-Sworn	8	8	8	9	9	8	8	9	1	12.5%	1.70%		
<b>Total</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>32</b>	<b>6</b>	<b>23.1%</b>	<b>3.01%</b>		
<b>Police Calls Service (CFS)</b>													
<sup>5</sup> Volume	11,318	12,366	12,168	13,056	12,373	11,748	13,744	14,216	2,898	25.61%	3.31%		
<sup>6</sup> Per 1,000 Pop. (Incorp Areas)	1,151	1,239	1,183	1,242	1,159	1,077	1,251	1,276	125	10.83%	1.48%		
<sup>7</sup> Per 10,000 Pop. (Regional)	1,566	1,685	1,631	1,723	1,609	1,507	1,740	1,788	222	14.15%	1.91%		
										Analysis: CFS Rate Per 1,000 Pop: 1994-2001			
										Min. Rate	Avg. Rate	Max. Rate	Adj. Avg
Incorporated Areas (Per 1,000 Population)										1,077	1,197	1,276	1,204
Regional (Per 10,000 Population)										1,507	1,656	1,788	1,659
<b>Staffing Levels Versus Pop.</b>													
										Analysis: Staff per CFS/Pop. 1994-2001			
										Min. Rate	Avg. Rate	Max. Rate	Adj. Avg
<sup>8</sup> Sworn Staff Per 1,000 City Pop.										1.83	1.99	2.11	1.99
<sup>9</sup> Total Staff Per 1,000 City Pop.										2.62	2.78	2.90	2.79
<b>Staffing Levels Versus CFS</b>													
<sup>10</sup> Sworn Staff Per 1,000 CFS										1.54	1.67	1.96	1.64
<sup>11</sup> Total Staff Per 1,000 CFS										2.18	2.33	2.64	2.30
<b>Expenditures</b>													
<sup>12</sup> City Expenditures - Police Dept. (K)	\$ 1,135.2	\$ 1,182.2	\$ 1,350.7	\$ 1,660.4	\$ 1,514.4	\$ 1,594.7	\$ 1,645.1						
<sup>13</sup> Percentage of City Budget	15%	14%	20%	14%	13%	15%	17%						
<sup>14</sup> Expenditures Per Call	\$ 100.30	\$ 95.60	\$ 111.01	\$ 127.17	\$ 122.40	\$ 135.74	\$ 119.70						



<sup>1</sup> Regional Population = Malheur + Baker + Pavette + Washington Counties

## 2 – SERVICE DEMAND AND STAFFING

As depicted:

- Total staff increased 23.1% –from 26 to 32.
- The overwhelming majority of the increase (five out of a total of six positions) was in sworn staff, which increased 27.8%.
- The increase in staff outpaced that of population growth –23.1% versus 13.3% respectively. Correspondingly, the ratio of total staff per 1,000 city population increased from 2.64 to 2.87.
- Staffing levels almost kept pace with the increase in calls for service –23.1% versus 25.6% respectively. Accordingly, the ratio of total staff per calls for service fell slightly from 2.30 to 2.25.

### Comparative Cities Analysis:

*Methodology:* The intent of analysis was to develop a comparison of the City of Ontario's police staffing levels to cities that currently have populations that are similar in size to what is projected for the City of Ontario. Accordingly, the Consultant compiled and evaluated population and reported crime data for 13 comparable Oregon cities –those with populations ranging between 16,000 and 25,000 (year 2000 data). Since dispatch functions operate on a seven-by-twenty-four basis and can significantly skew the staffing data, the Consultant has separated those municipalities, which have a dispatch function from those who do not.

*Findings - Staff Versus Population:* Exhibit 1.6a provides a comparison of Ontario's staff per 1,000 population to the selected similar cities. Staff has been categorized by total, sworn, and civilian positions. Corresponding ratios of sworn versus civilian staff are also provided. As shown on the bottom-most line of the exhibit, the City of Ontario's Police Department staffing per 1,000 population exceeds the combined averages of the comparable cities. In fact, it is higher of *any* comparable city, both in terms of total and sworn personnel. Even if one considers the potential for a corresponding loss in staffing versus population economies to scale (Ontario's current population is only 54% of that of the combined average of the comparable cities) Ontario's staffing levels remain high relative to other cities.

## 2 – SERVICE DEMAND AND STAFFING

Exhibit 1.6a: Police Staff versus Population

City	Dispatch		Pop.	Total PD Staff	Sworn Staff	Civilian Staff	Percent Sworn Staff	Percent Civilian Staff	Total Staff Per 1,000 Pop.	Sworn Staff Per 1,000 Pop.	
	Yes	No									
<b>Cities Without Dispatch</b>											
McMinnville			25,250	39	31	8	79%	21%	1.54	1.23	
Oregon City			24,940	35	30	5	86%	14%	1.40	1.20	
West Linn			23,380	33	28	5	85%	15%	1.41	1.20	
Tualatin			22,535	30	27	3	90%	10%	1.33	1.20	
Roseburg			20,955	43	37	6	86%	14%	2.05	1.77	
Klamath Falls			19,365	38	34	4	89%	11%	1.96	1.76	
Woodburn			17,840	32	25	7	78%	22%	1.79	1.40	
Pendleton			17,320	31	23	8	74%	26%	1.79	1.33	
<b>Totals</b>		<b>8</b>	<b>171,585</b>	<b>281</b>	<b>235</b>	<b>46</b>					
							Minimum	74%	10%	1.33	1.20
							Average	84%	16%	1.64	1.37
							Adj. Avg.	84%	16%	1.65	1.35
							Maximum	90%	26%	2.05	1.77
<b>Cities With Dispatch</b>											
Milwaukie			20,250	44	31	13	70%	30%	2.17	1.53	
Ashland			20,085	39	27	12	69%	31%	1.94	1.34	
Newberg			18,275	33	23	10	70%	30%	1.81	1.26	
Forest Grove			17,130	33	25	8	76%	24%	1.93	1.46	
Coos Bay			15,995	44	30	14	68%	32%	2.75	1.88	
<b>Totals</b>		<b>5</b>	<b>91,735</b>	<b>193</b>	<b>136</b>	<b>57</b>					
							Minimum	68%	24%	1.81	1.26
							Average	70%	30%	2.10	1.48
							Adj. Avg.	70%	30%	2.02	1.58
							Maximum	76%	32%	2.75	1.88
<b>Combined Totals</b>			<b>263,320</b>	<b>474</b>	<b>371</b>	<b>103</b>			<b>1.80</b>	<b>1.41</b>	
<b>Ontario - Year 2000 Actuals</b>			<b>10,985</b>	<b>31</b>	<b>23</b>	<b>8</b>	<b>74%</b>	<b>26%</b>	<b>2.82</b>	<b>2.09</b>	

\* Year 2000 Data

Comparable Cities Analysis

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However, in discussions held with Police management, patrol staff have barely been able to keep up with workload, let alone have sufficient time for pro-active, community-based policing activities. As will be shown, an examination of reported crime levels supports this belief.

*Reported Crime versus Population: Exhibit 1.6b* provides a comparison of reported crime versus population. Crime statistics have been aggregated into five categories: crime index, total crimes, crimes against persons, property crimes, and behavioral crimes. These are the standard general crime reporting categories used by the Oregon Crime Reporting System. The following classifications constitute a Persons Crime: Willful Murder, Negligent Homicide, Forcible Rape, Other Sex Crimes, Kidnapping, Robbery, Aggravated Assault and Simple Assault. Property Crimes are subdivided into these classifications: Burglary, Larceny, Motor Vehicle Theft, Arson, Forgery/Counterfeiting, Fraud, Embezzlement, Stolen Property, and Vandalism. Behavioral Crimes include Weapons Laws Violations, Prostitution, Drug Laws, Gambling, and Crimes against Family, D.U.I., Liquor Laws, Disorderly Conduct, Curfew, and Runaway Juveniles. Index crimes are derived by extracting more serious crimes, out of the person's crimes and property crime categories. Specifically, Index Crime includes: criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny, motor vehicle theft, and arson.

*Exhibit 1.6b: Reported Crime versus Population*

City	Dispatch		Pop.	Index* Total	Total Crimes	Persons Crimes	Property Crimes	Behavioral Crimes	Analysis - Crimes Per 1000:				
	Yes	No							Index Points	Total Crimes	Persons Crimes	Property Crimes	Behavioral Crimes
<b>Without Dispatch</b>													
McMinnville			25,250	1,249	3,450	207	2,015	1,228	49.47	136.63	8.20	79.80	48.63
Oregon City			24,940	1,270	2,968	331	1,802	835	50.92	119.01	13.27	72.25	33.48
West Linn			23,380	414	1,528	139	660	729	17.71	65.36	5.95	28.23	31.18
Tualatin			22,535	1,033	1,819	145	1,291	383	45.84	80.72	6.43	57.29	17.00
Roseburg			20,955	1,319	4,570	312	2,242	2,016	62.94	218.09	14.89	106.99	96.21
Klamath Falls			19,365	808	2,115	323	974	818	41.72	109.22	16.68	50.30	42.24
Woodburn			17,840	1,151	3,456	242	1,850	1,364	64.52	193.72	13.57	103.70	76.46
Pendleton			17,320	913	2,751	309	1,400	1,042	52.71	158.83	17.84	80.83	60.16
<b>Totals</b>	<b>8</b>		<b>171,585</b>	<b>8,157</b>	<b>22,657</b>	<b>2,008</b>	<b>12,234</b>	<b>8,415</b>	<b>47.54</b>	<b>132.05</b>	<b>11.70</b>	<b>71.30</b>	<b>49.04</b>
							Minimum Rate		17.71	65.36	5.95	28.23	17.00
							Average Rate		47.54	132.05	11.70	71.30	49.04
							Adjusted Average Rate		50.60	133.02	12.17	74.03	48.69
							Maximum Rate		64.52	218.09	17.84	106.99	96.21
<b>With Dispatch</b>													
Milwaukee			20,250	983	1,980	187	1,390	403	48.54	97.78	9.23	68.64	19.90
Ashland			20,085	900	3,020	117	1,526	1,377	44.81	150.36	5.83	75.98	68.56
Newberg			18,275	927	3,338	334	1,380	1,624	50.73	182.65	18.28	75.51	88.86
Forest Grove			17,130	870	2,159	176	1,322	661	50.79	126.04	10.27	77.17	38.59
Coos Bay			15,995	968	2,398	238	1,298	862	60.52	149.92	14.88	81.15	53.89
<b>Totals</b>	<b>5</b>		<b>91,735</b>	<b>4,648</b>	<b>12,895</b>	<b>1,052</b>	<b>6,916</b>	<b>4,927</b>	<b>50.67</b>	<b>140.57</b>	<b>11.47</b>	<b>75.39</b>	<b>53.71</b>
							Minimum Rate		44.81	97.78	5.83	68.64	19.90
							Average Rate		50.67	140.57	11.47	75.39	53.71
							Adjusted Average Rate		52.04	142.11	11.46	76.22	53.68
							Maximum Rate		60.52	182.65	18.28	81.15	88.86
<b>Combined Totals</b>			<b>263,320</b>	<b>12,805</b>	<b>35,552</b>	<b>3,060</b>	<b>19,150</b>	<b>13,342</b>	<b>48.63</b>	<b>135.01</b>	<b>11.62</b>	<b>72.73</b>	<b>50.67</b>
<b>Ontario - Year 2000 Actuals</b>			<b>10,985</b>	<b>824</b>	<b>3,293</b>	<b>219</b>	<b>1,179</b>	<b>1,895</b>	<b>75.01</b>	<b>299.77</b>	<b>19.94</b>	<b>107.33</b>	<b>172.51</b>
Variance - Ontario Versus Combined Totals									54%	122%	72%	48%	240%

As shown on the next to bottom-most line, the City of Ontario experienced a total crime rate of 299.77 crimes per 1,000 population – a rate more than double that (122%) of the combined cities average of 135.01 crimes per 1,000. Corresponding rates in terms of index points, persons crimes, and property crimes also far exceed the combined cities average, as indicated on the lowest line.

Although specific data was unavailable at the time of this writing, the likely causes of Ontario's higher crime rates are largely two-fold: 1) Ontario lies directly on the I-84 corridor and is subject to a high volume of transients; and, 2) Ontario serves as the regional center for Baker, Malheur, Payette, and Washington Counties. City Management generally con-

## 2 – SERVICE DEMAND AND STAFFING

curred with supposition and estimated that approximately 40% of retail business are generated by non-Ontario residents. Additionally, although synthesized arrest data was unavailable, police staff reported that majority of their arrests involve persons who do not reside within Ontario. Additionally, although synthesized arrest data was unavailable, police staff reported that majority of their arrests involve persons who do not reside within Ontario.

So, the question remains, relative to other municipalities, are police staffing levels in line with workload?

*Staff Versus Crime - Findings:* As shown in Exhibit 1.6c, the sworn staffing levels of each municipality has been compared to reported crimes volume in terms of staff per 1,000 crimes. The comparison of Part 1 among agencies is the most common yardstick used on nation-wide basis. As demonstrated on the second line from the bottom, under “analysis” section of the matrix, the combined cities average 28.97 staff per 1,000 index points. Cities with dispatch average slightly higher, 29.26. In comparison Ontario had 27.91 staff per 1,000 index points –a ratio slightly lower than the comparable cities averages. This finding demonstrates that in terms of staffing levels versus reported crime:

- Current Ontario PD staffing levels are very comparable to other like sized cities in terms of staff per 1,000 Index Points and Property Crimes.
- Current Ontario PD staffing levels fall considerably below other like-sized cities in terms staff per 1,000 Persons Crimes and Behavioral Crimes.

Exhibit 1.6: Comparative Cities Analysis – Staffing Levels versus Reported Crime Levels

City	Dispatch		Pop.	Data							Analysis - Sworn Staff Per 1000:						
	Yes	No		Total Staff	Sworn Staff	Civilian Staff	Index* Total	Total Crimes	Persons Crimes	Property Crimes	Behavioral Crimes	Index Points	Total Crimes	Persons Crimes	Property Crimes	Behavioral Crimes	
<b>Without Dispatch</b>																	
McMinnville			25,250	39	31	8	<b>1,249</b>	3,450	207	2,015	1,228	<b>24.82</b>	8.99	149.76	15.38	25.24	
Oregon City			24,940	35	30	5	<b>1,270</b>	2,968	331	1,802	835	<b>23.62</b>	10.11	90.63	16.65	35.93	
West Linn			23,380	33	28	5	<b>414</b>	1,528	139	660	729	<b>67.63</b>	18.32	201.44	42.42	38.41	
Tualatin			22,535	30	27	3	<b>1,033</b>	1,819	145	1,291	383	<b>26.14</b>	14.84	186.21	20.91	70.50	
Roseburg			20,955	43	37	6	<b>1,319</b>	4,570	312	2,242	2,016	<b>28.05</b>	8.10	118.59	16.50	18.35	
Klamath Falls			19,365	38	34	4	<b>808</b>	2,115	323	974	818	<b>42.08</b>	16.08	105.26	34.91	41.56	
Woodburn			17,840	32	25	7	<b>1,151</b>	3,456	242	1,850	1,364	<b>21.72</b>	7.23	103.31	13.51	18.33	
Pendleton			17,320	31	23	8	<b>913</b>	2,751	309	1,400	1,042	<b>25.19</b>	8.36	74.43	16.43	22.07	
<b>Totals</b>	<b>8</b>		<b>171,585</b>	<b>281</b>	<b>235</b>	<b>46</b>	<b>8,157</b>	<b>22,657</b>	<b>2,008</b>	<b>12,234</b>	<b>8,415</b>	<b>28.81</b>	<b>10.37</b>	<b>117.03</b>	<b>19.21</b>	<b>27.93</b>	
												Minimum Rate	21.72	7.23	74.43	13.51	18.33
												Average Rate	28.81	10.37	117.03	19.21	27.93
												Adjusted Average Rate	28.32	11.08	125.63	20.13	30.26
												Maximum Rate	67.63	18.32	201.44	42.42	70.50
<b>With Dispatch</b>																	
Milwaukee			20,250	44	31	13	<b>983</b>	1,980	187	1,390	403	<b>31.54</b>	15.66	165.78	22.30	76.92	
Ashland			20,085	39	27	12	<b>900</b>	3,020	117	1,526	1,377	<b>30.00</b>	8.94	230.77	17.69	19.61	
Newberg			18,275	33	23	10	<b>927</b>	3,338	334	1,380	1,624	<b>24.81</b>	6.89	68.86	16.67	14.16	
Forest Grove			17,130	33	25	8	<b>870</b>	2,159	176	1,322	661	<b>28.74</b>	11.58	142.05	18.91	37.82	
Coos Bay			15,995	44	30	14	<b>968</b>	2,398	238	1,298	862	<b>30.99</b>	12.51	126.05	23.11	34.80	
<b>Totals</b>	<b>5</b>		<b>91,735</b>	<b>193</b>	<b>136</b>	<b>57</b>	<b>4,648</b>	<b>12,895</b>	<b>1,052</b>	<b>6,916</b>	<b>4,927</b>	<b>29.26</b>	<b>10.55</b>	<b>129.28</b>	<b>19.66</b>	<b>27.60</b>	
												Minimum Rate	24.81	6.89	68.86	16.67	14.16
												Average Rate	29.26	10.55	129.28	19.66	27.60
												Adjusted Average Rate	29.91	11.01	144.62	19.64	30.74
												Maximum Rate	31.54	15.66	230.77	23.11	76.92
<b>Combined Totals</b>			<b>263,320</b>	<b>474</b>	<b>371</b>	<b>103</b>	<b>12,805</b>	<b>35,552</b>	<b>3,060</b>	<b>19,150</b>	<b>13,342</b>	<b>28.97</b>	<b>10.44</b>	<b>121.24</b>	<b>19.37</b>	<b>27.81</b>	
<b>Ontario - Year 2000 Actuals</b>			<b>10,985</b>	<b>31</b>	<b>23</b>	<b>8</b>	<b>824</b>	<b>3,293</b>	<b>219</b>	<b>1,179</b>	<b>1,895</b>	<b>27.91</b>	<b>6.98</b>	<b>105.02</b>	<b>19.51</b>	<b>12.14</b>	

Year 2000 Data

Comparable Cities Analysis/SVC

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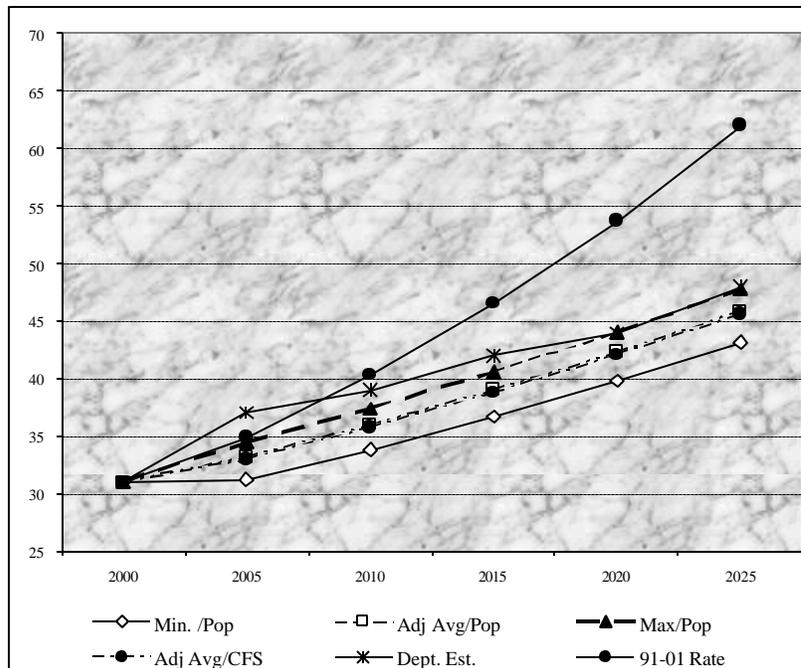
Macro-Level Statistical Forecast Parameters: Exhibit 1.7 provides a logical range of police staff growth that Ontario could expect to experience, based on the expected build-out city population of 16,450.

*Explanation of the Data and Methodology:* The first two lines document the projected service demand in terms of city population and calls for service. Projected calls for service were developed by applying the 1994-2001 average annual rate of CFS per 1,000 population that the City experienced, to projected population increases. The Consultant Team then generated six alternative staffing “futures” for total staff, which are statistically shown on lines 5-9, and charted on the graph below.

All alternative futures are based on applying past staff versus population or calls for service ratios to projections of same, with the exception of the department-generated staff projections. During the initial phases of the project, and prior to this analysis, the Consultant Team requested that Police Department to independently generate its own detailed staff projections on a position-by-position basis using its best judgment. The purpose of this approach was to provide the department with a crosscheck and place all projections within a long-range historical perspective. All projections in the analysis below exclude parking control that is staffed on a part-time basis by a varying number of personnel.

Exhibit 1.7: Police Staffing – Alternative Futures

Alternative Projections Basis	Applied Rate Per 1,000	Actual			Projected					Total Change	Total % Change
		2000	2001	2002	2005	2010	2015	2020	2025		
<b>Service Demand</b>											
<sup>1</sup> Projected Population - Expected		10,985	11,140	11,322	11,888	12,893	13,984	15,167	16,450	5,310	48%
<sup>2</sup> CFS Avg. Annual Rate Per 1,000 (1994-2001)	1,204	13,744	14,216	13,634	14,315	15,526	16,839	18,263	19,808	5,592	39%
<b>Police Staffing Futures</b>											
<sup>5</sup> Minimum Historical Staff Ratio Per 1,000 City Pop	2.62	31	32	32	31	34	37	40	43	11	35%
<sup>6</sup> Adj. Avg. Historical Staff Ratio Per 1,000 City Pop	2.79	31	32	32	33	36	39	42	46	14	43%
<sup>7</sup> Maximum Historical Staff Ratio Per 1,000 City Pop	2.90	31	32	32	35	37	41	44	48	16	49%
<sup>8</sup> Adj. Avg. Historical Staff Ratio Per 1,000 CFS	2.30	31	32	32	33	36	39	42	46	14	43%
<sup>8</sup> Department Estimate	Na	31	32	32	37	39	42	44	48	16	50%
<sup>9</sup> Avg Ann Increase PD Staff Increase (1991-2001):	2.92%	31	32	32	35	40	47	54	62	30	94%



## 2 – SERVICE DEMAND AND STAFFING

*Findings and Analysis:* The exhibit demonstrates that the resulting alternative staffing futures would range between 43 and 62 staff by year 2025 –quite a wide range. The Consultant Team presented and discussed these alternatives with City management and compared them to the department’s self-generated projections. Our analysis demonstrated, and resulted in the following:

- Under the “minimum” scenario (line 5 on the matrix), staff would increase 35%, from 32 to 43 positions, while population would increase 48%. Since staff historically has increased at a faster rate than population, there was no precedent for staff to increase at a significantly lower rate. Therefore, the Project Team discounted this alternative as a likely scenario.
- Under the “adjusted average” scenario (line 6), staff would increase nearly as fast as population, 43% versus 48% respectively.
- Under the “maximum” scenario, staff would increase at nearly the same rate as population, 49% versus 48% respectively, and resulting in 48 total staff by year 2025 –identical to the department’s initial self-generated projections.
- Projecting staff using the average adjusted rate of calls for service versus staff would also result in a total staffing level of 48.
- Line 9 demonstrates that if the average annual rate of growth in staff that occurred between 1991-2001 continued unabated, staff would increase to 62, or 94% by year 2025 –twice as fast as population. The Project Team discounted this alternative as unrealistic.

By discounting the most conservative and aggressive alternative futures, the Project Team was left with a very narrow range of projected staff (on a statistical basis) for year 2025 –46 to 48 positions. Considering that existing staffing levels versus workload (reported crime) were shown to fall below that of comparable cities under certain categories, indeed, the projected range of 46-48 positions might be somewhat conservative.

At this point, however, the Police Department believes that this range of 46-48 total positions is reasonable, as the five new patrol officers that are projected will allow for an additional patrol officer to be on the streets on a “24 by 7” basis. Further, they reviewed their initial department-generated projections with the Project Team. During this analysis it was determined that projections for School Resource Officers would be reduced by two positions, as no additional schools are anticipated to be developed.

Recommended Staffing Plan: Therefore, *the Project Team projects that total Police Department staffing should increase from its current level of 32 full-time positions to a total of 46 positions by year 2025 –at total increase of 44%. Although this increase is slightly less than that of total projected city population and past growth trends, the Project Team believes that certain economies-of-scale will be realized.*

Subsequent Exhibit 1.8 provides detailed historical staffing levels and the specific staffing plan that will be used for facilities planning purposes. Of the 14 additional positions that are forecasted, the overwhelming majority is in Patrol (five Officers and three Sergeants), and Dispatch (three Dispatchers). The ratio of sworn versus non-sworn personnel will remain relatively constant.

Exhibit 1.8: Police Staffing – Historical Data add Detailed Staffing Plan

	Actual Full Time Equivalent Authorized Positions											Exist.	Projected Authorized FTE's						1990-2001		2002-2025	
	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001		2002	2005	2010	2015	2020	2025	Total Change	Total % Change	Total Change	Total % Change
<b>Sworn Staff</b>																						
Admin. Sergeant	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	1.0	. . . .	1	100%	
Captain	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	. . . .	0	0%	
Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0%	0	0%	
Detective	2.0	2.0	2.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	5.0	1.0	50%	2	67%	
Lieutenant	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	-1.0	-50%	-1	-100%	
Patrol	9.0	9.0	10.0	8.0	9.0	9.0	9.0	10.0	11.0	11.0	11.0	11.0	12.0	13.0	13.0	15.0	16.0	2.0	22%	5	45%	
Sergeant	2.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	4.0	4.0	4.0	4.0	4.0	1.0	50%	1	33%	
SRO	0.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	. . . .	0	0%	
<b>Subtotal</b>	<b>16.0</b>	<b>17.0</b>	<b>18.0</b>	<b>18.0</b>	<b>19.0</b>	<b>19.0</b>	<b>21.0</b>	<b>22.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>23.0</b>	<b>25.0</b>	<b>27.0</b>	<b>27.0</b>	<b>29.0</b>	<b>31.0</b>	<b>7.0</b>	<b>44%</b>	<b>8</b>	<b>35%</b>	
<b>Non Sworn</b>																						
Admin. Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0%	0	0%	
Civilian Records	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	0.0	. . . .	1	. . . .	
Community Service Officer	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	. . . .	1	. . . .	
Dispatch Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.0	-100%	0	. . . .	
Dispatcher	5.0	5.0	5.0	5.0	5.0	5.0	7.0	7.0	6.0	6.0	6.0	6.0	8.0	8.0	9.0	9.0	9.0	1.0	20%	3	50%	
Ordinance	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0	2.0	2.0	2.0	3.0	0.0	0%	1	50%	
<b>Subtotal</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>8.0</b>	<b>8.0</b>	<b>9.0</b>	<b>9.0</b>	<b>12.0</b>	<b>12.0</b>	<b>14.0</b>	<b>14.0</b>	<b>15.0</b>	<b>1.0</b>	<b>13%</b>	<b>6</b>	<b>67%</b>	
<b>Total</b>	<b>24.0</b>	<b>25.0</b>	<b>26.0</b>	<b>26.0</b>	<b>27.0</b>	<b>27.0</b>	<b>30.0</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>	<b>32.0</b>	<b>32.0</b>	<b>37.0</b>	<b>39.0</b>	<b>41.0</b>	<b>43.0</b>	<b>46.0</b>	<b>8.0</b>	<b>33%</b>	<b>14</b>	<b>44%</b>	
Sworn % of Total	67%	68%	69%	69%	70%	70%	70%	71%	74%	74%	72%	72%	68%	69%	66%	67%	67%	1%				
Non-Sworn % of Total	33%	32%	31%	31%	30%	30%	30%	29%	26%	26%	28%	28%	32%	31%	34%	33%	33%	-1%				

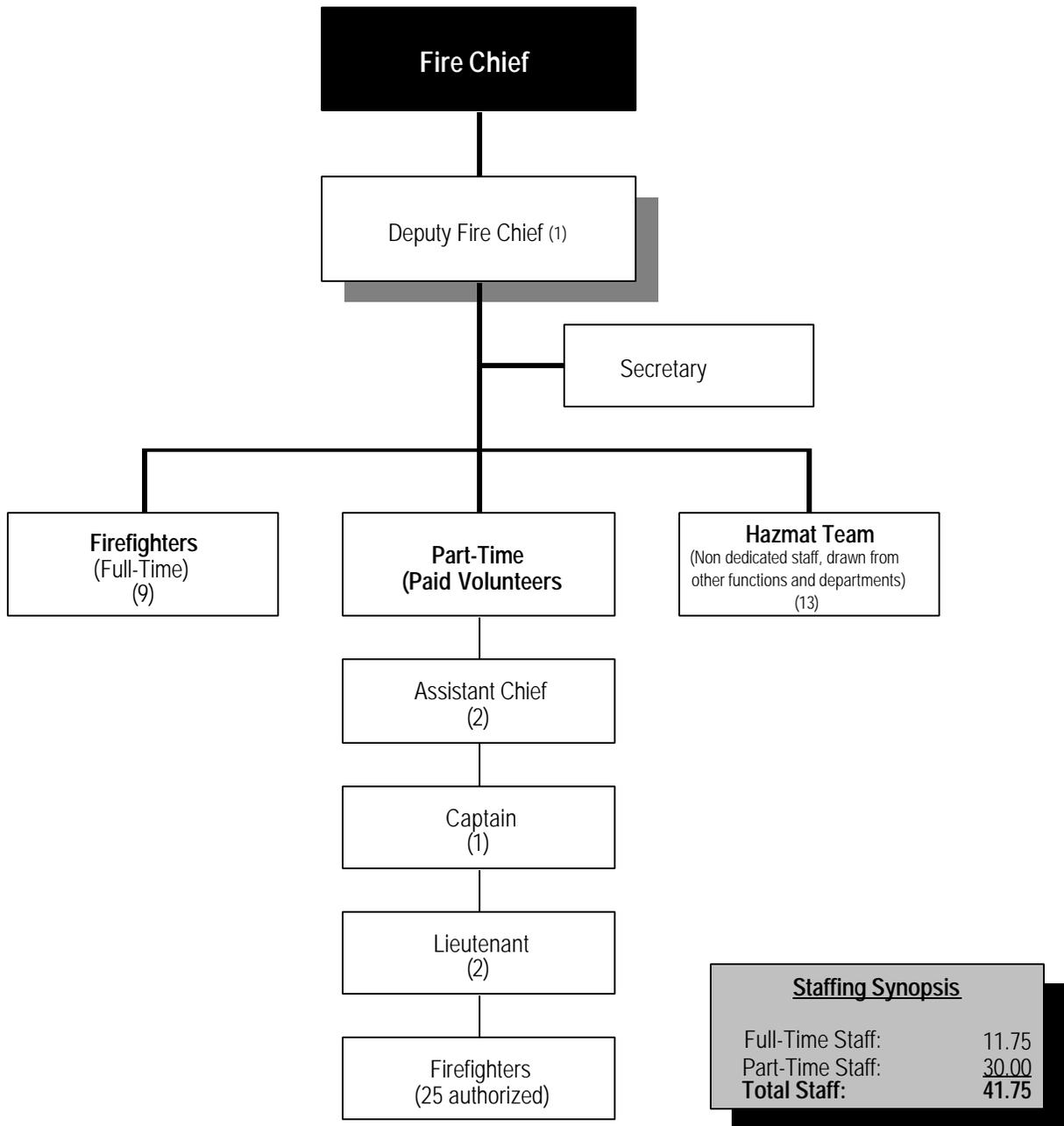
\* City Provided Data; excludes part-time Parking Control positions

## 2 - SERVICE DEMAND AND STAFFING

### FIRE DEPARTMENT STAFFING PLAN

Existing Conditions: Exhibit 1.9 provides an organizational overview and associated staffing levels within the Fire Department as of year-end 2002. Existing department staff totals 9.75 full-time equivalents and 30 authorized volunteer positions. Note that the 13-member Hazmat Team is made up of 10 aforementioned department staff and three staff from other fire departments.

*Exhibit 1.9: Existing Fire Department Organizational Structure and Staffing Levels*



## 2 - SERVICE DEMAND AND STAFFING

The existing nine full-time firefighters are divided into three shifts. Two FTE's are on each shift. Each shift is 24 hours on, 48 hours off. One floater is used for relief for all shifts. Currently, ambulance service is contracted to a private agency –a situation that will continue until 2003. There are three ambulances staffed by four FTE paramedics, and two part time paramedics. City Fire Department staff provides only rescues and backup support for the ambulance service. Various rural areas, which encompass approximately 100 square miles, contract with the City Fire Department for personnel and facilities, but do provide equipment.

The average response time of the City Fire Department is approximately four minutes within the City and 10 minutes outside of the city (rural responses). However, response times to the East Side of town are becoming an issue due to increasing traffic congestion.

Historical Service Demand and Staffing Trends: Complete and consistent staffing and service demand data was available for the entire previous decade, from 1991-2001. Exhibit 1.11 provides comprehensive annualized data for those years in terms of population, staff, and medical calls for service, fire calls for service, and hazardous materials incidents. Medical calls for service are further subdivided into city, rural, and outside district. Fire related calls are divided into nine subdivisions as listed in the exhibit.

Some key service demand to note that are demonstrated in Exhibit 1.10 are:

- While population in the incorporated areas increased 17.6%, total medical calls increased by 36.0%.
- Correspondingly, the ratio of city medical calls per 1,000 population increased from 59.9 to 69.2.
- Total medical calls increased 27.26%. The rapid increase in medical calls is due to a growing senior-aged population cohort –a trend that is expected to continue.
- Conversely, all fire related calls decreased by 2.91%, which equates to a reduction in fire calls per 1,000 persons from 25.3 in 1991 to 19.2 in 2001. However, this decrease was due to the reduction in silent alarms.
- During this timeframe, City General Fire Calls more than doubled from 16 to 34, while Rural General Calls increased from 19 to 39.

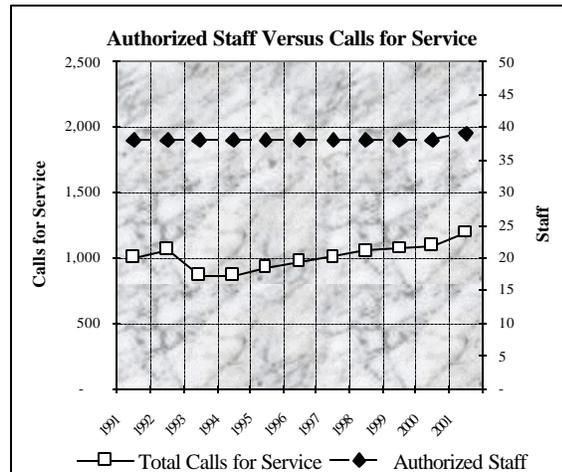
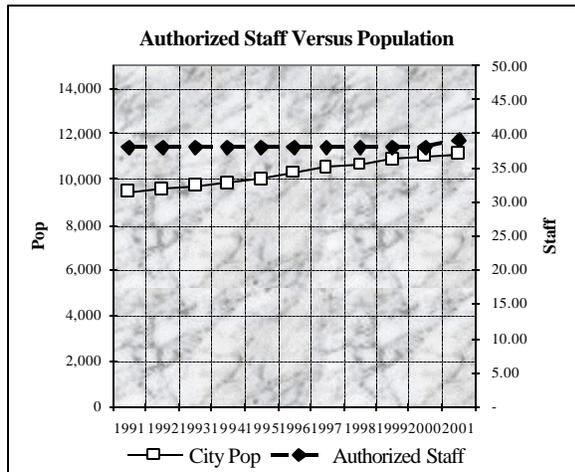
Important staffing trends that should be recognized are:

- Total staff, both full-time and part-time paid volunteers has remained unchanged, except for the additional of a secretarial position.
- In the same way,
- Full-time staff per 1,000 city population declined from 0.84 to 0.81.
- Full-time staff per 1,000 city calls for service declined from 9.91 to 9.14.
- Total authorized staff per 1,000 city population declined from 4.01 to 3.50.
- Total authorized staff per 1,000 city calls for service declined from 47.09 to 39.59
- It is also important to note part-time volunteer participation has become less frequent over this time frame.

# 2 - SERVICE DEMAND AND STAFFING

Exhibit 1.10: Historic Fire Service Demand and Staffing Trends

	Data											Analysis: 1991-2001		
	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	Total Change	Percent Change	Ann% Change
<b>Population</b>														
Incorporated Areas <sup>1</sup>	9,470	9,575	9,680	9,830	9,980	10,290	10,510	10,680	10,910	10,985	11,140	1,670	17.6%	1.6%
Region Population	67,685	69,088	70,614	72,268	73,392	74,582	75,794	76,893	77,977	78,969	79,524	11,839	17.5%	1.6%
<b>Staff</b>														
Full-Time	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	9.00	9.00	1.00	12.5%	1.2%
Authorized Volunteers	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	0.00	0.0%	0.0%
<b>Medical</b>														
City	567	608	524	542	597	619	630	659	670	656	771	204	36.0%	3.1%
Rural	120	122	100	86	96	110	112	117	100	145	107	-13	-10.8%	-1.1%
Outside District	10	20	16	6	6	8	11	10	13	7	9	-1	-10.0%	-1.0%
<b>Fires</b>														
City Generals	16	27	32	25	32	34	32	27	19	31	34	18	112.5%	7.8%
Rural Generals	19	39	23	35	31	30	35	29	60	23	39	20	105.3%	7.5%
City Silent	223	189	150	128	122	130	137	144	155	168	169	-54	-24.2%	-2.7%
Rural Silent	41	43	20	19	21	24	24	25	27	43	39	-2	-4.9%	-0.5%
City M/A Generals	1	1	1	3	2	1	2	3	2	3	-	-1	-100.0%	-100.0%
Rural M/A Generals	4	5	1	8	3	3	4	8	5	12	11	7	175.0%	10.6%
City M/A Silent	-	2	-	1	-	-	1	1	-	-	-	0	0.0%	0.0%
Rural M/A Silent	4	6	2	2	4	3	5	3	6	2	3	-1	-25.0%	-2.8%
Outside District	1	1	1	2	-	2	-	3	-	-	5	4	400.0%	17.5%
<b>Hazardous Materials</b>														
Haz-Mat Incidents	-	-	-	8	16	10	17	20	13	7	11	.....	.....	.....
<b>Totals</b>														
All Medical	697	750	640	634	699	737	753	786	783	808	887	190	27.3%	2.4%
All Fires	309	313	230	223	215	227	240	243	274	282	300	-9	-2.9%	-0.3%
<b>All City Responses</b>	<b>807</b>	<b>827</b>	<b>707</b>	<b>707</b>	<b>769</b>	<b>794</b>	<b>819</b>	<b>854</b>	<b>859</b>	<b>865</b>	<b>985</b>	<b>178</b>	<b>22.1%</b>	<b>2.0%</b>
All Rural Responses	188	215	146	150	155	170	180	182	198	225	199	11	5.9%	0.6%
Outside District Responses	11	21	17	8	6	10	11	13	13	7	14	-3	-27.3%	-2.4%
<b>All Calls</b>	<b>1,006</b>	<b>1,063</b>	<b>870</b>	<b>865</b>	<b>930</b>	<b>974</b>	<b>1,010</b>	<b>1,049</b>	<b>1,070</b>	<b>1,097</b>	<b>1,198</b>	<b>192</b>	<b>19.1%</b>	<b>1.8%</b>
<b>Calls Per Day</b>	<b>2.76</b>	<b>2.91</b>	<b>2.38</b>	<b>2.37</b>	<b>2.55</b>	<b>2.67</b>	<b>2.77</b>	<b>2.87</b>	<b>2.93</b>	<b>3.01</b>	<b>3.28</b>	<b>0.53</b>	<b>19.1%</b>	<b>1.8%</b>
<b>Expenditures</b>														
City Expenditures Fire Dept. (K)	\$ 415	\$ 467	\$ 478	\$ 459	\$ 444	\$ 722	\$ 644	\$ 591	\$ 687	\$ 691	No Data	.....	.....	.....
Percentage of City Budget	16%	19%	18%	15%	14%	20%	14%	13%	15%	17%	No Data	.....	.....	.....
Expenditures Per Call	\$412.53	\$439.11	\$549.08	\$530.27	\$477.25	\$741.32	\$637.99	\$563.29	\$642.13	\$629.75	No Data	.....	.....	.....
<b>City Calls Per 1,000 Population</b>														
City Medical	59.9	63.5	54.1	55.1	59.8	60.2	59.9	61.7	61.4	59.7	69.2	Min. Rate: 54.1	Avg. Rate: 60.4	Max. Rate: 69.2
City Fires	25.3	22.9	18.9	16.8	17.2	17.0	18.0	18.3	17.3	19.0	19.2	16.8	19.1	25.3
<b>Staffing Levels Versus Population and Calls for Service</b>														
<b>Full-Time Staff</b>														
Staff Per 1,000 Population	0.84	0.84	0.83	0.81	0.80	0.78	0.76	0.75	0.73	0.73	0.81	0.7	0.8	0.8
Staff Per 1,000 Total Calls	7.95	7.53	9.20	9.25	8.60	8.21	7.92	7.63	7.48	7.29	7.51	7.3	8.1	9.2
Staff Per 1,000 City Calls	9.91	9.67	11.32	11.32	10.40	10.08	9.77	9.37	9.31	9.25	9.14	9.1	10.0	11.3
<b>All Authorized Staff</b>														
Staff Per 1,000 Population	4.01	3.97	3.93	3.87	3.81	3.69	3.62	3.56	3.48	3.46	3.50	3.5	3.7	4.0
Staff Per 1,000 Total Calls	37.77	35.75	43.68	43.93	40.86	39.01	37.62	36.22	35.51	34.64	32.55	32.6	38.0	43.9
Staff Per 1,000 City Calls	47.09	45.95	53.75	53.75	49.41	47.86	46.40	44.50	44.24	43.93	39.59	39.6	47.0	53.7



## 2 - SERVICE DEMAND AND STAFFING

Comparative Cities Analysis and Macro-Level Staff Projections Analysis: As mentioned in the discussion of staff forecasting methodology at the beginning of this report section, comparative analysis between cities was not feasible. This was due to the wide variety of each department's operations in terms of: which services were provided, how they were provided (contract versus non-contract), and whether they were part of a larger fire projection district.

Macro-Level Staffing Considerations: The primary determinant of projecting fire staff on a macro-level basis is establishing the number of fire stations that will be required through the planning horizon of this master plan. In contrast to the Police Department (in which population levels are the primary generator demand for additional staff, response times are largely determined by how many units are in the field), response for fire services originates from fixed facilities housing fire apparatus and staff.

Response times in Ontario have been increasing due to increased traffic congestion. Although response times decreased last year (largely due to faster out-times from the station, and greater public awareness), the average response time for medical calls last year was four minutes and ten seconds – a time which exceeds the department policy of four minutes.

Looking towards the future, traffic congestion will become more severe given population is projected to increase by 48% within the City and by 21% within the region by 2025. Growth within the City will occur largely to the west-northwest and within the proposed Urban Growth Boundary, where a total of 220.45 acres will be added to the UGB and have been zoned for development as follows:

- Residential 126.86 acres
- Commercial 43.85 acres
- Industrial 49.74 acres

The existing Fire Station, which is collocated in one facility with the Police and City Hall, was once a central location for the department. However given recent and projected growth, the Project Team believes that the department will not be able to meet established response times within the City unless another station is established.

*Therefore, the Project Team recommends that a second station be developed at an early date.*

Existing Staffing Issues: In addition to not being able to fully meet average response time goals, current staffing constraints prevent the department from meeting OSHA 29 CFR 1910.134, which requires “two in – two out” during structural fires. In 2001, Ontario Fire & Rescue experienced 52 back to back calls. The average response time is 9.23 minutes. This is due to calling in extra people to respond to the second call.

Additionally, availability of part-time (volunteer) firefighters is continuing to decline. National Volunteer Council reports that a 12% drop in volunteers since 1983 in the nation. Ontario Fire & Rescue is averaging 13 personnel at working structure fires the last two years. The minimum standard approved by council (departments SOP/SOG's) in 1993/1994 is 15 personnel. Part-time personnel have also not been able to cover shift work.

Last year 672 hours was paid in overtime to cover 28 shifts. Part-time firefighters worked 1,224 hours, covering 51 shifts. The Chief or Deputy Chief covered 5 shifts due to lack of personnel, which compromised command structure.

## 2 - SERVICE DEMAND AND STAFFING

Recommended Staffing Plan: Exhibit 1.11 documents the recommended staffing plan for the Fire Department that should be used for facilities programming and planning purposes. Implementing this plan would:

- In the summer of 2002, the department added two full-time firefighter positions. This has allowed the department to implement a "two-in, two-out" OSHA requirement on a "seven by twenty-four" basis.
- Provide the minimum required number of personnel to staff the two station long-range plan.
- Result in more efficient fire fighting, by staffing an apparatus with an engineer and two firefighters for an initial fire attack at the arrival time on engine. Studies have shown that 3 person engine companies are the most effective and efficient. (i.e. Bend Fire Department)
- Reduce the number of staff called in to cover the station while other staff are out of city limits on calls (a situation which occurred 205 times in year 2001).
- Provide more time for the department to conduct additional fire prevention safety inspections and public education programs.
- Result in less administration time expended by Management to find qualified personnel to cover shifts.

*Exhibit 1.11: Recommended Fire and Rescue Staffing Plan – Two Station Scenario*

Position	Existing 2001	Forecasted								2001 - 2025			
		2002	2003	2004	2005	2010	2015	2020	2025	Total Change	Total % Change	Avg. Ann Change	
<b>Full-Time Staff</b>													
Administration													
Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0%	0.00%
Deputy Chief	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0%	0.00%
Secretary	-	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0%	0.00%
Fire Marshal	-	-	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0%	0.00%
Public Education Spec.	-	-	-	-	-	-	1.00	1.00	1.00	1.00	1.00	0%	0.00%
<b>Subtotal</b>	<b>2.00</b>	<b>2.75</b>	<b>3.75</b>	<b>3.75</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>3.00</b>	<b>150%</b>	<b>6.94%</b>
<b>New Fire Station</b>													
Captain	-	-	-	-	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0%	0.00%
Lieutenant	-	-	-	-	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0%	2.93%
Firefighter	-	-	-	-	8.30	8.30	8.30	8.30	8.30	8.30	8.30	0%	9.22%
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11.30</b>	<b>11.30</b>	<b>11.30</b>	<b>11.30</b>	<b>11.30</b>	<b>11.30</b>	<b>11.30</b>	<b>0%</b>	<b>10.63%</b>
<b>Existing Station</b>													
Firefighter	7.00	9.00	9.00	9.00	5.65	5.65	5.65	5.65	5.65	5.65	(1.35)	0%	7.48%
<b>Subtotal</b>	<b>7.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>5.65</b>	<b>5.65</b>	<b>5.65</b>	<b>5.65</b>	<b>5.65</b>	<b>5.65</b>	<b>(1.35)</b>	<b>0%</b>	<b>7.48%</b>
<b>Total Full-Time Staff</b>	<b>9.00</b>	<b>11.75</b>	<b>12.75</b>	<b>12.75</b>	<b>20.95</b>	<b>20.95</b>	<b>21.95</b>	<b>21.95</b>	<b>21.95</b>	<b>21.95</b>	<b>12.95</b>	<b>144%</b>	<b>13.73%</b>
<b>Volunteer Staff</b>													
Assistant Chief	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0%	2.93%
Captain	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00	0%	0.00%
Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	0.00	0%	2.93%
Firefighter	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	0.00	0%	14.35%
<b>Total - Part-Time Staff</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>0.00</b>	<b>0%</b>	<b>15.23%</b>

# 3 - ARCHITECTURAL PROGRAM-POLICE

## INTRODUCTION

### Programming Goals

The foremost programming goal was to develop the program for a new headquarters facility that would serve the needs of the OPD for the next 20 years. The City directed the consultant team to develop a building program and master plan with the intent of reducing design and construction costs. In addition to the benefits of lower costs, implementing this concept should provide the OPD with the advantages of consistent operations, organizational structure, staffing, and procedures.

### Programming Context

The Project Team emphasizes that the specific facilities program documented below has been developed within the global framework of the long-range Police Facilities Master Plan. Therefore, this program is based on:

- the developed 20-year projections of population and Calls for Service, and in turn,
- the level of staffing and equipment necessary to meet the anticipated workload and operational scenario per the above factors.

The building space program developed has been formulated to provide a facility with the capacity to meet the 20-year needs of the OPD. Therefore, some growth space will be available, upon initial occupancy.

### Programming Process

Methodology: The Project Team used the following methodology to develop the space program documented below.

- Consistent industry-accepted space-planning standards were utilized for all workstations, equipment and special-use areas.
- The resulting square footage was then multiplied by several factors to account for circulation space and code required elements:

The program documented herein is the result of the collective efforts of the Consultant, and the Ontario Police Department and this program has not been influenced by any specific site or other potential constraints, and is a statement of actual and future needs.

# 3 - ARCHITECTURAL PROGRAM-POLICE

## PUBLIC ENTRANCE / ADMINISTRATION

Public access and facility administration is included in this section, which pertains to the overall administration of the facility.

### Public Entrance

All official and public visitors to the facility will access the facility by passing through an entry vestibule into the public lobby. The exterior door to this vestibule is unlocked 24 hours/day and will also serve as a public area of refuge. The door into the lobby will only be open during normal business hours. All visitors will approach the reception counter in the lobby and will be greeted by the Civilian Records Clerk.

The public lobby will contain a waiting area with seating to accommodate 6 to 8 visitors. One male and one female public toilet will be required. Each toilet should be handicap accessible. Wall mounted public telephones and a water fountain should also be located in the public lobby. The lobby will also include an information kiosk, writing counter for civilians to fill out forms, and a fingerprint station located in a secure alcove.

### Facility Administration

The Administrative Area will be located behind a secure perimeter, directly adjacent to the public lobby. Access to the administrative area will be through the public lobby. Administrative visitors will approach the reception desk and be screened and cleared by the staff. Staff may access this area by using their own key, proximity reader or can be buzzed through the door, which will be controlled from the reception desk.

Included in the administration area are spaces for those functions, which support the administration of the facility. This includes space for a record clerk, administrative assistant, Captain's Office and Chief's Office along with a centralized work area for copy, fax and files for the entire facility.

The design of the lobby and administrative area should project an image of professional management through the use of materials, furnishings, and colors. Construction techniques and furnishings for these offices should be similar to that of an office setting for other city government functions.

COMPONENT	NET SQUARE FOOTAGE
A. VESTIBULE	100
Enclosed, covered room immediately between the outer door and the public lobby. It will serve as an antechamber to the main lobby. The vestibule will be open 24 hours/day and also serve as a public area of refuge.	

### 3 - ARCHITECTURAL PROGRAM-POLICE

B.	LOBBY	450
	<p>Waiting room open to the public during selected hours of the day. Visitors and other professionals entering the facility will first contact personnel at "Reception" while in the lobby. Public lobby is where people visiting will announce who they want to see or will come for general information. The lobby will have to withstand hard use and be constructed and furnished with durable materials, and provide seating for 6 to 8 people. The lobby will also include an information kiosk, writing counter for the public to fill out forms and an alcove for finger printing of civilians.</p>	
C.	PUBLIC RESTROOMS (2@65 s.f.)	130
	<p>Wheel chair accessible toilet and hand washing facility for both men and women. Members of the public, adult and children, as well as professionals visiting the facility may use the restroom. One toilet and one hand washing sink will be provided in each restroom.</p>	
D.	ADMINISTRATIVE ASSISTANT/RECORDS	250
	<p>The Administrative Assistant workstation will be in an open office environment along with the Civilian Records Clerk. The Records Clerk position will act as the building receptionist and manage police records. This space will accommodate up to 5 years of records on site, records older than 5 years will be stored off site.</p>	
E.	SUPPLY STORAGE/WORK ROOM	200
	<p>Enclosed area where clerical supplies are stored, i.e: paper supplies, forms, computer/copy paper, ink cartridges, pens, pencils, receipt books, file folders. Copying and/or paper work will also occur in this space.</p>	
F.	CHIEF'S OFFICE WITH CLOSET	225
	<p>The Chief's office will be used to conduct work, meet with people and store selected files in a small closet. This office will include a 4-man table for small conferences. In addition, the Chief's office will be located adjacent to the administration conference room.</p>	
G.	CAPTAIN'S OFFICE WITH CLOSET	150
	<p>The Captain's office will be used to conduct work and store selected files and equipment in a small closet.</p>	
H.	CLASSROOM/TRAINING ROOM	750
	<p>Room capable of holding meetings or training for up to 50 people. Room will be set up as classroom seating. This room may be used as an emergency operations center and training. In addition, this room may be used by the public after hours for community meetings and programs. A door shall be located directly from the lobby in addition to a door from the staff services. A counter with a sink shall be installed in this room.</p>	
I.	CLASSROOM/TRAINING ROOM STORAGE	100

### 3 - ARCHITECTURAL PROGRAM-POLICE

The classroom/training room storage will be used to store VCR, TV, and additional AV equipment that will be used in conjunction with activities in the classroom/training room.

J. CONFERENCE ROOM	150
Room capable of holding meetings or training up to 10 people. This conference room shall be located adjacent to Chief's office.	
TOTAL	2,505

### 3 - ARCHITECTURAL PROGRAM-POLICE

#### STAFF SERVICES / SUPPORT

The role of the Staff Services component is to provide management support to the professional staff who will work at the facility on a daily basis. The day-to-day stress of working in a police environment supports the need for facilities where staff meet to share information, discuss issues, and interact with co-workers in a comfortable environment.

COMPONENT	NET SQUARE FOOTAGE
<p>A. EMPLOYEE BREAK ROOM</p> <p>This area has been programmed to provide a kitchenette, vending area, and table for seating for up to eight people. Special attention should be directed towards providing the area with durable finishes, furnishings, and equipment. If possible, provide access to outdoor patio courtyard, the secure perimeter of which is provided by the buildings footprint.</p>	200
<p>B. MALE LOCKER/SHOWER ROOM/RESTROOM</p> <p>Male staff changing room with locker storage for changing into or out of street clothes and into or out of the work uniform. Showers and toilets are for staff use before, during or after their shift or shower during the shift if a staff member becomes soiled by a nasty substance. Lockers shall be provided for 40 staff.</p>	1,000
<p>C. FEMALE LOCKER/SHOWER ROOM/RESTROOM</p> <p>Staff changing room with locker storage for changing into or out of street clothes and into or out of the work uniform. Showers and toilets are for staff use before, during or after their shift if a staff member becomes soiled by a nasty substance. Lockers shall be provided for 15 staff.</p>	600
<p>D. INTERVIEW ROOMS (2@80 s.f.)</p> <p>This space is used primarily for victims where up to two officers can sit and perform an interview. The interview may be monitored from the adjacent viewing room through a CCTV system. This room must be sound isolated. Locate adjacent to public areas.</p>	160
<p>E. INTERVIEW ROOMS (2@80 s.f.)</p> <p>This space is used primarily for suspects where up to two detectives can sit and perform an interview. The interview may be monitored from the adjacent viewing room through a CCTV system. This room must be sound isolated. Locate adjacent to staff entrance.</p>	160
<p>F. VIEWING/EQUIPMENT ROOM</p> <p>The Viewing Room will be located adjacent to the suspects Interview Room so that interviews may be monitored from this room by means of a CCTV system.</p>	80
<p>TOTAL</p>	2,200

# 3 - ARCHITECTURAL PROGRAM-POLICE

## DETECTIVES

The Detectives area shall be designed in an open office environment to facilitate the interaction between detectives. Each detective will be provided a work station for making phone calls, writing reports, and performing research.

A work room shall be located adjacent to the open office area. This room shall be used for ongoing investigations or other similar activities.

Detectives and informant will use a separate staff entrance that will be controlled by the use card reader.

COMPONENT	NET SQUARE FOOTAGE
A. DETECTIVE OPEN OFFICE (5@80 s.f.)  The Detective Open Office will be designed as an open office environment. Five work areas will be provided for report writing, research and making phone calls. The layout of the detective work area should be kept simple and free of partitions. The location should provide easy access to evidence storage and the interview rooms.	400
B. WORK ROOM  Room capable of holding meetings up to 10 people. This room will be used for planning sessions and on going investigations and will require a table needed to lay out documents. This room will need to be able to be secured.	150
C. EQUIPMENT ROOM  This room will be used for storage of equipment used by detectives.	100
D. QUIET ROOM  This room will be used by the detectives to take and/or make calls that are sensitive in nature and require a quiet environment.	100
TOTAL	750

### 3 - ARCHITECTURAL PROGRAM-POLICE

#### PATROL / COMMUNITY SERVICES AND ORDINANCE OFFICERS

The Patrol open office area will consist of four report writing stations that will be shared by all patrol officers. The Sergeants office shall be located directly adjacent to the patrol open office area.

The community services and ordinance officers will perform non criminal enforcement including code enforcement. A 4-person suite will be shared by the community services and ordinance officers to conduct work, meet with people and store selected files.

Other requirements include a small storage room for storage of equipment used by the community services and ordinance officers. In addition, a small storage room with outside access for storing equipment used on patrol. A dog kennel for temporarily boarding stray dogs is included under general building support requirements.

COMPONENT	NET SQUARE FOOTAGE
A. SERGEANT'S OFFICE (2@120 s.f.) The Patrol Sergeants Office will be used to conduct work, meet with people, and store selected files.	240
B. PATROL OPEN OFFICE (4@80 s.f.) The Patrol Open Office space will be designed as an open office environment. Four work areas will be provided for report writing, phone calls, and drafting of incident maps. The layout of the patrol work area should be kept simple and free of partitions. One workstation will be used for the SRO.	320
C. EQUIPMENT ROOM This room will be used for equipment used by patrol officers.	200
D. BRIEFING ROOM Room capable of holding briefings for up to 10 people. This room provides space for several functions pertaining to general dispatch and reporting of police field personnel before each shift. This room should consist of mail and form storage, collection and distribution space; equipment storage and supply storage; wall mounting radio charging stations; and a table seating and lecture space. The table-seating area should consist of moveable furnishings to include comfortable, easily stored chairs and a writing surface for each staff member arranged in a forward facing (classroom-style) configuration. The lecture area should include sufficient space for a lectern, marker/white board surfaces, audio/video equipment (for training and briefing purposes) and large tackable surfaces for notices, maps, etc.	200
E. SECURE STORAGE ROOM This room will be used by patrol officers for equipment requiring secure storage.	80

### 3 - ARCHITECTURAL PROGRAM-POLICE

F.	COMMUNITY SERVICES AND ORDINANCE OFFICERS STATIONS (4@80)	320
	The community services and ordinance officers room will be configured to accommodate 4 officer workstations for officers to conduct work and store selected files.	
G.	SMALL STORAGE ROOM	50
	This storage room will be used to store materials and forms used by the community services and ordinance officers. This storage room shall be located adjacent to the officers work area.	
	TOTAL	1,410

### 3 - ARCHITECTURAL PROGRAM-POLICE

#### DISPATCH CENTER

The dispatch center will receive and process emergency calls and provide emergency communications to emergency response agencies including police and fire. In addition, the dispatch center will include CCTV monitors for the police facilities. The dispatch center will also include an administrative sergeant, toilet room, communications room and radio equipment room.

COMPONENT	NET SQUARE FOOTAGE
A. COMMUNICATIONS ROOM	500
The communications room will include four stations with computer generated displays. The room should be designed to provide a controlled environment including light levels and acoustics.	
B. BREAK AREA	25
The break area will be located within the communications room and will consist of a small alcove to accommodate a sink with base and upper cabinets and a small refrigerator.	
C. TOILET ROOM	65
A unisex toilet will be provided with direct access from the communications room. This room will include one toilet and one hand washing sink.	
D. ADMINISTRATIVE SERGEANT	150
The administrative sergeant will conduct work, meet with people and store selected files. The administrative sergeant's office will be located with direct access into the communications room and will also require a window for viewing from the office into the communications room.	
E. RADIO EQUIPMENT ROOM	75
The radio equipment room will be used for dispatch radio equipment.	
F. COMMUNICATION EQUIPMENT ROOM	75
The communications equipment room will be used for phone and data equipment.	
TOTAL	890

### 3 - ARCHITECTURAL PROGRAM-POLICE

#### EVIDENCE

The evidence component of the Ontario Police facility consists of evidence processing, secure evidence storage and an evidence technician. The initial evidence processing will be performed by the officer bringing the evidence into the facility. Access into the evidence processing room should be in close proximity to the staff entrance. The evidence processing room should be sized to accommodate scale, eyewash station, box drop, refrigerator, fume hood, super glue chamber, and sink. Adequate ventilation to the outside must be provided for this room. Once the officer has performed the initial processing the evidence will be placed in self locking pass through lockers into the secure evidence storage area.

The secure evidence storage area should be designed to accommodate efficient means of storing and retrieving evidence. Evidence storage requirements include a safe, refrigerators, freezers, weapons and bulk storage for various sizes of evidence.

The evidence technician is responsible for removal of the evidence from the secure pass throughs and tracking location of all evidence at any given time. The evidence storage room shall be secured with controlled access.

COMPONENT	NET SQUARE FOOTAGE
A. SECURED EVIDENCE ROOM	1,000
<p>The Secured Evidence Storage Room will be used to store evidence, secured against unauthorized entrance. The room should allow for the following types of storage: open bins, file cabinet, safe, and refrigerator. Open bins should constitute the majority of the room area. The evidence room shall be secure with concrete block construction and have an exhaust fan to the outside. The room shall have controlled access with an alarm. This room must be secure.</p>	
B. EVIDENCE PROCESSING ROOM	150
<p>The initial evidence processing room will be completed by the officer bringing the evidence into the facility. This room will require a scale, eyewash station, box drop, refrigerator, fume hood, super glue chamber, exhaust fan, utility sink and floor drain. Holding lockers of various shapes and sizes will be used to temporarily hold evidence until such time the evidence tech retrieves the evidence for storage. These temporary storage lockers shall be self locking.</p>	
C. EVIDENCE TECH. OFFICE	100
<p>The Evidence Tech Office will be used to conduct work such as tracking evidence. This room should have direct access from only the evidence storage room and the Evidence Processing Room.</p>	
D. SMALL PROPERTY STORAGE ROOM	80
<p>The small property storage room will be used to temporarily store suspect property. This room shall be located near the evidence processing room.</p>	
TOTAL	1,330

# 3 - ARCHITECTURAL PROGRAM-POLICE

## TEMPORARY HOLDING

All detainees processed into the police station will pass through the temporary holding component of the police station. The temporary holding component is considered a high security area and should be organized to facilitate a logical sequence of processing suspects.

There will be two types of holding areas: 1) four individual dry holding cells and 2) one dry group hold cell that can accommodate four detainees. In addition, the temporary holding component will include an auto sally port with decontamination shower, processing room, and detainee's toilet.

COMPONENT	NET SQUARE FOOTAGE
<p>A. AUTO SALLY PORT WITH DECON SHOWER</p> <p>If arriving by police vehicle the detainees' introduction to the intake process will begin through the auto sally port. The auto sally port will be sized to accommodate one police vehicle at a time. A decontamination area including shower, eyewash station and sink will be located within the auto sally port.</p>	450
<p>B. PROCESSING ROOM</p> <p>Once out of the vehicle, the arrested individual will be brought into the processing room. The individual will be fingerprinted and intoxicated individuals will be administered a breath test to determine blood alcohol content. The completion of documentation by the arresting officer will also take place in the processing room.</p>	120
<p>C. SUSPECT TOILET</p> <p>Toilet used by detainee with direct access from processing room. This room will include one toilet and one hand washing sink.</p>	80
<p>D. HOLDING CELLS (4 @ 50)</p> <p>Four holding cells of 50 s.f. each for temporary holding of violent, non compliant and/or intoxicated detainees.</p>	200
<p>E. GROUP HOLD (4 @ 25)</p> <p>One group holding cell sized for four detainees will be used for holding multiple detainees.</p>	100
TOTAL	950

### 3 - ARCHITECTURAL PROGRAM-POLICE

#### GENERAL SUPPORT

The General Support component consists of mechanical / electrical space, storage, K-9 facilities and armory.

The mechanical and electrical space should be designed and located so that replacement equipment can be moved in without any difficulty.

COMPONENT	NET SQUARE FOOTAGE
A. SITE/ORDINANCE STORAGE	150
This storage room will be used for general equipment storage for building and site maintenance in addition to storage for community services and ordinance officer's equipment. This storage room will require an outside access located adjacent to staff parking.	
B. ARMORY/WEAPONS CLEANING	180
The armory will include weapons storage, ammo storage and weapons cleaning area.	
C. K-9 KENNEL	50
Two k-9 kennels shall be located adjacent to the vehicle sally port. One kennel will be used for the police K-9 and the second kennel will be used for temporarily holding stray dogs picked up by the community service officers.	
D. MECHANICAL ROOM/JANITOR ROOM	100
The Mechanical room will be used for the water heater and fire rise piping.	
E. ELECTRICAL ROOM/EMERGENCY GENERATOR	250
The Electrical Room will be used for electrical panel. Additional electrical subpanels may also be located elsewhere in the facility. The emergency generator will be located in this room.	
F. TELECOM ROOM	100
Phone/data equipment racks will be provided.	
TOTAL	830

# 3 - ARCHITECTURAL PROGRAM-POLICE

## SITE REQUIREMENTS

### Parking Requirements

The following criteria were taken into consideration by the programming team in developing the anticipated parking requirements for the new facilities.

The parking areas should be physically divided into a minimum of two specific areas:

- Public and other city department visitors
- City vehicles and staff vehicles.

Visitor parking should be provided on grade if possible and provide direct access to the public lobby of facility.

The parking area(s) for staff and fleet vehicles should be accessible by key-card only and should be both physically and visually secure, for two primary reasons:

- To provide anonymity for investigative, undercover staff
- To prevent vandalism which has occurred in the past.

Parking Area Design Configuration: Given the secure and “seven by twenty-four” operational nature of the facility, all parking lots should be well-lighted and void of blind spots, so they can be adequately monitored either by direct visual means or CCTV.

Staff Parking Capacity: Since the facilities operate 24-hours per day, seven days per week, it is expected that all staff will never be at the facility at the same time. Peak staff parking demand will occur between day and swing shifts, when all staff on those shifts may be present.

### General Site Parking Guidelines

Public visitor parking should be immediately adjacent to the public entrance to the public lobby. As with all Public Safety facilities, the public lobby should be available as a place of “safe haven” and should not require threatened person seeking assistance to remain “exposed” to the perceived threat.

The exterior employee parking area should well lighted and located as closely as possible to the staff service entrance/exit as practical. The employee parking lot should also be secured by a fenced perimeter and visual barriers to view from public spaces:

#### COMPONENT

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#### A. PARKING REQUIREMENTS

Patrol Vehicles:	10 spaces
Staff:	30 spaces
<u>Public:</u>	<u>20 spaces</u>
Total Parking:	60 spaces

# 3 - ARCHITECTURAL PROGRAM-POLICE

## Site Sizes

In review of the facilities program requirements, summarized on the following page, it has been determined that a minimum site size of approximately 3 acres would be required to accommodate a stand alone police facility.

# 3 - ARCHITECTURAL PROGRAM-POLICE

## SUMMARY

COMPONENT	NET SQUARE FOOTAGE
PUBLIC ENTRANCE/ADMINISTRATION	2,505
STAFF SERVICES/SUPPORT	2,200
DETECTIVES	750
PATROL / COMMUNITY SERVICES AND ORDINANCE OFFICERS	1,410
DISPATCH	890
EVIDENCE	1,330
TEMPORARY HOLDING	950
GENERAL SUPPORT	830
TOTAL NET SQUARE FOOTAGE (N.S.F.)	10,865
GROSS FACTOR @ 25% (CIRCULATION/WALLS/ETC.)	2,716
TOTAL GROSS SQUARE FOOTAGE (G.S.F.)	13,581

# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

## INTRODUCTION

### Programming Goals

The foremost programming goal was to develop the program for a new headquarters facility that would serve the needs of the OFD needs for the next 20 years. The City directed the consultant team to develop a building program and master plan with the intent of reducing design and construction costs. In addition to the benefits of lower costs, implementing this concept should provide the OFD with the advantages of consistent operations, organizational structure, staffing, and procedures.

### Programming Context

The Project Team emphasizes that the specific facilities program documented below has been developed within the global framework of the long-range Fire Department Facilities Master Plan. Therefore, this program is based on:

- the developed 20-year projections of population and Calls for Service, and in turn,
- the level of staffing and equipment necessary to meet the anticipated workload and operational scenario per the above factors.

The building space program developed has been formulated to provide a facility with the capacity to meet the 20-year needs of the OFD. Therefore, some growth space will be available, upon initial occupancy.

### Programming Process

Methodology: The Project Team used the following methodology to develop the space program documented below.

- Consistent industry-accepted space-planning standards were utilized for all workstations, equipment and special-use areas.
- The resulting square footage was then multiplied by several factors to account for circulation space and code required elements:

The program documented herein is the result of the collective efforts of the Consultant, and the Ontario Fire Department and this program has not been influenced by any specific site or other potential constraints, and is a statement of actual and future needs.

# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

## PUBLIC ENTRANCE / ADMINISTRATION

Public access and facility administration are included in this section, which pertains to the overall administration of the facility.

### PUBLIC ENTRANCE

All official and public visitors to the facility will access the facility by passing through an entry vestibule into the public lobby. The door into the lobby will only be open during normal business hours. All visitors will approach the reception counter in the lobby and will be greeted by staff.

The public lobby will contain a waiting area with seating to accommodate 6 to 8 visitors. One male and one female public toilet will be required. Each toilet should be handicap accessible. Wall mounted public telephones and a water fountain should also be located in the public lobby.

### FACILITY ADMINISTRATION

The Administrative Area will be located directly adjacent to the public lobby. Access to the administrative area will be through the public lobby. Administrative visitors will approach the reception desk and be screened and cleared by the staff.

Included in the administration area are spaces for those functions which support the administration of the facility. This includes space for a secretary, Chief's office, Deputy Chief's office, Fire Marshall's office, Public Education Specialist, Captain and Lieutenant's office.

The design of the lobby and administrative area should project an image of professional management through the use of materials, furnishings, and colors. Construction techniques and furnishings for these offices should be similar to that of an office setting for other city government functions.

COMPONENT	NET SQUARE FOOTAGE
A. VESTIBULE	100
Enclosed, covered room immediately between the outer door and the public lobby. It will serve as an antechamber to the main lobby.	
B. LOBBY	200
The public lobby will serve as the entry into the building for the staff and public visitors. The lobby must be secure from the rest of the building during non-business hours except for access into the meeting/training room and restrooms. The lobby must be large enough for seating 6 to 8 people.	

## 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

C.	PUBLIC RESTROOMS (2@65 s.f.)	130
	Wheel chair accessible toilet and hand washing facility for both men and women. Members of the public, adult and children, as well as professionals visiting the facility may use the restroom. One toilet and one hand washing sink will be provided in each restroom.	
D.	CHIEF'S OFFICE	200
	The Chief's office will be used to conduct work, meet with people and store selected files. This office will include a 4-man table for small conferences.	
E.	DEPUTY CHIEF'S OFFICE	150
	The Deputy Chief's office will be used to conduct work, meet with people and store selected files.	
F.	SECRETARY/RECEPTIONIST	100
	One secretarial staff will sit at a workstation/desk/counter and greet members of the public and do facility clerical work.	
G.	FIRE MARSHALL'S OFFICE	120
	The Fire Marshall's office will be used to conduct work, meet with people and store selected files.	
H.	PUBLIC EDUCATION SPECIALIST	120
	The public education specialist's office will be used to conduct work, meet with people and store selected files.	
I.	CAPTAIN	120
	The Captain's office will be used to conduct work, meet with people and store selected files.	
J.	LIEUTENANT (2@80)	160
	The Lieutenant's office will include two workstations. The Lieutenant's office will be used to conduct work and store selected files.	
K.	CLASSROOM/TRAINING ROOM	750
	Room capable of holding meetings or training for up to 50 people. Room will be set up as classroom seating. This room may be used as an emergency operations center and training. In addition, this room may be used by the public after hours for community meetings and programs. A door shall be located directly from the lobby. A counter with a sink shall be installed in this room.	

## 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

L. CLASSROOM/TRAINING ROOM STORAGE 100

The classroom/training room storage will be used to store VCR, TV, and additional AV equipment that will be used in conjunction with activities in the classroom/training room.

TOTAL

2,250
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## 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

### STAFF SERVICES / SUPPORT

The role of the Staff Services component is to provide support to the staff who will work at the facility on a daily basis. The day-to-day stress of working in fire station facilities and supports the need for facilities where staff meet to share information, discuss issues, and interact with co-workers in a comfortable environment. The staff services/support component includes classroom/training room, dayroom, crew sleeping areas and shower rooms, exercise room, work area, mud room, personnel washing room, clothes washing, radio area and map area.

COMPONENT	NET SQUARE FOOTAGE
A. DAY ROOM	300
The day room will be used by staff for relaxing, TV viewing, and socializing. The day room will accommodate 5 recliners, a sofa, loveseat, coffee table, and a television cabinet.	
B. KITCHEN	200
The kitchen will be used to prepare meals for the on-duty crew. The kitchen should accommodate 3 people at one time and be provided with residential kitchen appliances including a gas stove, 3 large refrigerators, dish washer, double sink with disposal, 2 microwaves, cupboards, countertops, table and food lockers for 3 shifts.	
C. MALE SLEEPING AREA (12@35 s.f.)	420
The sleeping area will be used by male on-duty crew. The sleeping area shall accommodate 12 beds, one nightstand between beds, (12) 2' x 3' x 6' tall lockers, and a TV.	
D. FEMALE SLEEPING AREA (3@35 s.f.)	105
The sleeping area will be used by female on-duty crew. The sleeping area shall accommodate 3 beds, one nightstand between beds, (3) 2' x 3' x 6' tall lockers, and a TV.	
E. MALE CREW BATHROOM/SHOWER ROOM	200
Male bathroom and shower room are for the male crews' use during their shift. These facilities will also be used by male administrative staff. Four showerheads, two urinals, two water closets and two hand wash sinks are required.	
F. FEMALE CREW BATHROOM/SHOWER ROOM	100
Female bathroom and shower room are for the female crews' use during their shift. These facilities will also be used by the female administrative staff. One shower, one water closet and one hand wash sink are required.	

## 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

G.	EXERCISE ROOM	200
	The exercise room will be used for physical conditioning and exercise. Room must be large enough for (2) people at one time. Equipment will include nautilus machine, free weights, nordic track, treadmill and stair stepper.	
H.	VENDING AREA	50
	A vending area will be used to locate up to three vending machines. The area should be centrally located within the facility with easy access from the meeting/training room as well as the day room.	
I.	REPORT WRITING/WORK AREA	250
	The report writing and work area will be configured in a single room. There will be a common/shared work table with seating for up to six, located in the center of the room for report writing and studying training material. In addition, this room shall include base and upper cabinets, photocopier, fax machine and printers.	
J.	TRAINING VIDEO/MANUAL STORAGE	50
	This room will be used to store training videos and training manuals.	
K.	MUD ROOM	150
	This space will be accessed from the apparatus room and will be used for cleaning crew, clothing and equipment that has been possibly contaminated. This room will require a hose bib and emergency shower.	
L.	PERSONNEL WASHING AREA	80
	The personnel washing area will be accessed through the mud room. This room will be available for crew members to wash hands or shower and clean up after working on equipment. This room will include a shower, water closet and hand washing sink.	
M.	CLOTHES WASHING	100
	The clothes washing area will be used specifically for turnout gear. This room shall be equipped with large commercial grade laundry equipment including one washer and one dryer and will be accessed from the mud room.	
N.	RADIO AREA	25
	This area will be used where the base radio, hand held radios, and radio charging equipment will be stored. This area shall be designed as an alcove located in corridor leading to the apparatus room. The radio area will require base and upper cabinets with multiple counter height AC outlets for radio chargers. In addition, this alcove shall be designed to accommodate an ice machine.	

# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

O. MAP AREA 25

This area will be used to display large maps of response areas. The crews must be able to have immediate access to this area in preparation to respond to calls and shall be located adjacent to the radio area.

TOTAL

2,255
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# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

## APPARATUS ROOM

The apparatus room/support component include spaces required for storing and maintaining fire fighting equipment including both apparatus and the crew's gear. This component includes the apparatus room, storage/supply room, turnout gear storage room, breathing air room, and training tower.

COMPONENT	NET SQUARE FOOTAGE
A. APPARATUS ROOM	4,480
<p>The apparatus room will be used to park 8 apparatus @ 560 s.f. each including fire apparatus and support vehicles. The apparatus room shall be designed with 4 drive through bays capable of housing 8 vehicles. The vehicles in the apparatus room will require an exhaust removal system, air hook-ups, faucets for garden hose, and approved drain traps for washing vehicles inside. Apparatus room adjacent requirements include mud room, personnel washing area, clothes washing, breathing air room, turn-out gear storage room and storage/supply room.</p>	
B. APPARATUS MAINTENANCE ROOM	700
<p>The apparatus maintenance room will be used for maintenance for apparatus. The maintenance apparatus bay shall be designed with one drive through bay and shall be separated from the main apparatus room and include 10 linear feet of workbench and a steam cleaner.</p>	
C. STORAGE/SUPPLY ROOM	200
<p>This room shall be used to store extra fire hose, yard tools, spare equipment for vehicles, oils, foams and gasoline.</p>	
D. TURN-OUT GEAR STORAGE ROOM	320
<p>This area will be used to store turn-out gear when not in use. The crews must be able to enter the apparatus room and access their emergency gear immediately before getting in the apparatus. The clothing will include helmets, coats, pants, boots, and gear bags for 42 crew members.</p>	
E. TRAINING TOWER	150
<p>The tower will be used for hose drying and crew training. The tower will be 30' high with interior metal stairs for access to the upper interior. Tower shall be designated to accommodate 30 hoses.</p>	
F. BREATHING AIR ROOM	100
<p>This room will be accessed from the apparatus room, used to fill tanks for fire fighter breathing air. This room requires space for the compressor, air tank storage, and for crew filling air tanks. The compressor must be separated from possible contamination by vehicle exhaust. This room shall also include a cabinet for air pack parts storage.</p>	
TOTAL	5,950

# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

## GENERAL SUPPORT

The General Support component consists of records/general storage, janitor, and mechanical/electrical space.

The mechanical and electrical space should be designed and located so that replacement equipment can be moved in without any difficulty.

COMPONENT	NET SQUARE FOOTAGE
A. RECORDS/GENERAL STORAGE	100
This room shall be used to store files and office supplies.	
B. JANITOR	50
This room shall be used to store building cleaning equipment and supplies. This room shall be equipped with a floor sink.	
C. MECHANICAL ROOM	150
The mechanical room will be used for the water heater, water purifier, water softener, fire riser, and furnaces.	
D. ELECTRICAL ROOM/GENERATOR ROOM	250
The electrical room will be used for electrical panel. Additional electrical subpanels may also be located elsewhere in the facility. This room will house the emergency generator. This room shall be located on an exterior wall.	
E. TELECOM ROOM	100
Phone/data equipment racks will be provided.	
TOTAL	650

# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

## SITE REQUIREMENTS

### Parking Requirements

The following criteria were taken into consideration by the programming team in developing the anticipated parking requirements for the new facilities.

The parking areas should be physically divided into a minimum of two specific areas:

- Public and other city department visitors
- City vehicles and staff vehicles.

Visitor parking should be provided on grade if possible and provide direct access to the public lobby of facility.

The parking areas(s) for staff and fleet vehicles should be accessible by key-card only and should be both physically and visually secure, for two primary reasons:

- To provide anonymity for investigative, undercover staff
- To prevent vandalism which has occurred in the past.

Parking Area Design Configuration: Given the secure and “seven by twenty-four” operational nature of the facility, all parking lots should be well-lighted and void of blind spots, so they can be adequately monitored either by direct visual means or CCTV.

Staff Parking Capacity: Since the facilities operate 24-hours per day, seven days per week, it is expected that all staff will never be at the facility at the same time. Peak staff parking demand will occur between day and swing shifts, when all staff on those shifts may be present.

### General Site Parking Guidelines

Public visitor parking should be immediately adjacent to the public entrance to the public lobby. As with all Public Safety facilities, the public lobby should be available as a place of “safe haven” and should not require threatened person seeking assistance to remain “exposed” to the perceived threat.

The exterior employee parking area should well lighted and located as closely as possible to the staff service entrance/exit as practical. The employee parking lot should also be secured by a fenced perimeter and visual barriers to view from public spaces:

# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

## COMPONENT

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### A. PATIO AREA

A small patio area for outside seating and cooking will be used by staff. The patio should be sized for 2 picnic tables and a gas barbecue. This patio should be located out of public view.

### B. Outside equipment parking shall include space for the hazardous materials trailer and trauma trailer.

### C. PARKING REQUIREMENTS

Staff/Crew:	10 spaces
Volunteer Crew:	40 spaces
<u>Public:</u>	<u>10 spaces</u>
Total Parking:	60 spaces

### D. DUMPSTERS AND USED MOTOR OIL STORAGE

This area will be used to store used motor oil in addition to the dumpster.

## Site Sizes

In review of the facilities program requirements, summarized on the following page, it has been determined that a minimum site size of approximately 3 acres would be required to accommodate a stand alone fire facility.

# 4 - ARCHITECTURAL PROGRAM-FIRE DEPARTMENT

## SUMMARY

COMPONENT	NET SQUARE FOOTAGE
I. PUBLIC ENTRANCE/ADMINISTRATION	2,250
II. STAFF SERVICES/SUPPORT	2,255
III. RIG ROOM/SUPPORT	5,950
IV. GENERAL SUPPORT	650
TOTAL NET SQUARE FOOTAGE (N.S.F.)	11,105
GROSS FACTOR @ 25% (CIRCULATION/WALLS/ETC.)	2,776
TOTAL GROSS SQUARE FOOTAGE (G.S.F.)	13,881

# 5 – CONCEPTUAL DESIGN

## GENERAL DESIGN GUIDELINES

### Building and Site Image

Building Image: The building should immediately be recognizable as a Public Safety Facility. It should exhibit an image of civic pride, permanency, and be human in scale. The facility should provide a welcome and friendly image, be compatible with its immediate surroundings and should have exterior and interior nuances that reveal and identify with the community it serves.

Site Image: Consider the use of earth berms and strategic plantings for security and energy efficiency.

### Building and Site Access

General: Provide multiple access points: Ideally, separate site and access points should be provided for each user group: general public, victims/witnesses, suspects/prisoners, general staff, and undercover staff.

Handicap Access: All areas of the facility shall be barrier-free.

Way finding: Provide easy to read, succinct, and aesthetically pleasing exterior and interior signage.

### Building and Site Security

- Provide adequate exterior lighting and direct observation or CCTV monitoring of all entrances and parking areas.
- Provide visually and physically secure parking for all staff and police entities.
- Utilities including HVAC air intakes, electrical distribution devices, telephone and radio service entrances should not be exposed externally and thus create easy targets for vandalism and sabotage.
- A proximity access card system with multiple security levels should be included at designated points in the facility to control access points.
- Private offices should be individually locked.

### Public Zones and Circulation

The new facility should be designed to effectively restrict the general public to the designated public areas only, of the facility. The facility should be designed for “escorted only” public circulation in all other areas of the building. Public in secure areas should either be physically escorted, or under the observation (physical or CCTV) of staff. Offices requiring public access should be clustered as close to the public lobby as possible to reduce the amount of circulation required by the public within the secure zones of the building.

### Common Office Support Areas

These areas should be located centrally and conveniently to the areas and /or staff that they serve. Clustering of clerical/secretarial areas will promote office equipment economies-of-scale and minimize duplication of items such as laser printers, fax machines, copiers, etc.

# 5 – CONCEPTUAL DESIGN

## Interiors

Acoustics and Interior Finishes: Wall, floor and ceiling materials that absorb noise are preferred over “hard” wall and floor materials except in high traffic areas (such as corridors and lobbies) where consideration should be given to providing durable wall and floor materials with hard corner guards. Painted gypsum board wall surfaces in corridors are not recommended within 48" of the floor. All walls dividing offices, conference rooms, interrogation/interview rooms should be of floor to ceiling construction and filled with acoustical materials.

Color Scheme: Pleasing and calming tones to amplify and airy/spacious interior environment.

Casework: Establish a consistent building standard of modular casework for future flexibility.

Doors: All doors should be swing-type, commercial quality solid wood, equipped with commercial passage or lock-sets as appropriate, and glazed with impact resistant glass (except for storage and file rooms). Provide fire-rated glazing in corridor doorways and where required by code.

Windows: All windows and window wall systems should be of standard commercial office grade quality and incorporate safety or standard glass (as appropriate per specific location) and be fixed in hollow metal frames.

Finishes: All selected finishes should exhibit wear-resistant, low maintenance characteristics.

- Walls: Exterior walls should be constituted of reinforced concrete masonry units, bonded with a painted gypsum board finish on the interior side. Interior partitions should be comprised of metal studs and gypsum walls; and exhibit standard office quality characteristics.
- Floors: All office areas should be finished with commercial grade carpet. Floors in storage rooms, file rooms, and coffee station areas should be treated with vinyl composite tile.
- Ceiling: Suspended grid ceiling with lay-in acoustical tile.

## Energy Conservation

Expenses for utilities will be one of the most significant facilities operational costs incurred over the life span of the facility. Therefore, the City and design team should thoroughly investigate proven and reliable energy conservation measures. Additionally, the design team should consider a variety of energy conservation strategies including:

- Minimizing artificial lighting, by providing natural light where possible and appropriate.
- Provide multi-level lighting for all work areas with computers.
- Provide task oriented lighting where possible.

## Required Building Systems

General: electric power, heating, air-conditioning, lighting, hot and cold water, waste drain, public address system, telecommunications system, computer network system access, security and life-safety systems as identified below.

- HVAC System: Heating and air conditioning should be distributed throughout all areas. System shall be capable of providing constant interior temperatures at all building spaces (interior and exterior HVAC zones). Provide multiple thermostat control locations, including long corridors. Systems shall be selected and designed for quiet, vibration free operation. When zoning of the HVAC system designers should take into account intended flexible nature of key areas, and recognize that the facility will operate on a 7 x 24 basis. HVAC backup system should be provided for communications equipment rooms. Provide ample airflow in locker rooms and physical training areas.

## 5 – CONCEPTUAL DESIGN

- Plumbing and Fixtures: Provide commercial quality fixtures in all areas. Provide stainless steel sinks at work areas.
- Fire Protection System: Automatic smoke detection, fire alarm, and sprinkler systems approved by state and local fire marshals should be provided throughout.
- Electrical Systems: Provide facility standard 120/208-volt service. The facility should be provided with emergency back-up power for essential elements that are yet to be determined.
- Lighting: Provide ample natural light to all offices and workstation areas where feasible. Provide artificial light at a minimum of 60 foot candles in all areas or at the recommended lighting levels as follows:
  - Open Waiting Areas: 40 - 50 footcandles
  - Public Restrooms: 20 footcandles
  - Staff Restrooms/Showers: 20 footcandles
  - Storage Areas: 40 footcandles
  - Locker Rooms: 40 footcandles
  - Physical Training Areas: 40 footcandles
  - Break Rooms: 40 footcandles
  - Building service areas: 20 footcandles
  - Armory: 20 footcandles
- All fluorescent tubes should be of T8-type and be fitted with electronic ballast. Use motion sensor switches in appropriate areas. Provide variable controlled lighting in multi-purpose room.
- UPS System (Un-interruptible power supply): Provide U.P.S. to designated areas detailed later in this program.
- Public Address: Public address systems should be provided throughout the facility with the exception of detention cells, storage closets, equipment rooms, and custodial closets. Volume controls should be provided in all conference rooms, roll-call room, and multi-purpose rooms.
- Cable TV: Cable/Satellite TV should be provided to all conference areas, roll call rooms and the community multi-purpose room.
- CCTV System: Time-lapse photography shall be continuous at all public areas and high liability and high traffic areas (detention areas and interrogation/interview rooms).
- Building Access System: Electronic door lock system (proximity access card system) throughout the building and custody area.
- Radio System: All areas of the building(s) shall be capable of receiving police and fire radio transmissions - including underground parking or service areas (if utilized).

## 5 – CONCEPTUAL DESIGN

- The system should be grounded to the facility's foundation system.
- The building exterior cladding materials shall not block the signal from interior work areas (stucco walls using metal lath, and metal roofs have been a problem in other areas). While exterior antennas can improve radio reception within a facility, care should be exercised to avoid the problem.
- Phone System: The facility should be equipped with a communications system that can locate an individual without interfering with the staff as a whole. Intercom and paging capabilities should be provided in the break room, quiet room, locker room, restrooms, and other areas without phones. This system should have audio and visual signaling devices and the ability to control signal at the receiving location. Provide 'in/out', 'busy', 'do not disturb', and capabilities at workstations. Provide necessary conduit and wiring to provide installation of videophones.

### Informational Technology Considerations

- Maximize Pre-Wiring: Plan for full implementation of information technologies. Each workstation and most enclosed support areas should be fitted with a comprehensive cable management system. Additional empty conduit should be provided throughout.
- Workspace: Plan for eventual placement of computers (fixed or movable) in nearly every workstation (dedicated or shared).
- Lighting: Consider the effects of lighting on workstations with computers. We recommend that lighting for all offices and workspaces are double switched, so that the users of computers may uniformly reduce light levels. Provide special indirect/task lighting wherever feasible.

## 5 – CONCEPTUAL DESIGN

### PROPOSED POLICE STATION

The Police Facility plan developed for the City of Ontario takes into consideration three main objectives. First, the service to the public, second, the flow of staff and relationships of staff services within a secure perimeter and third is the processing of prisoners.

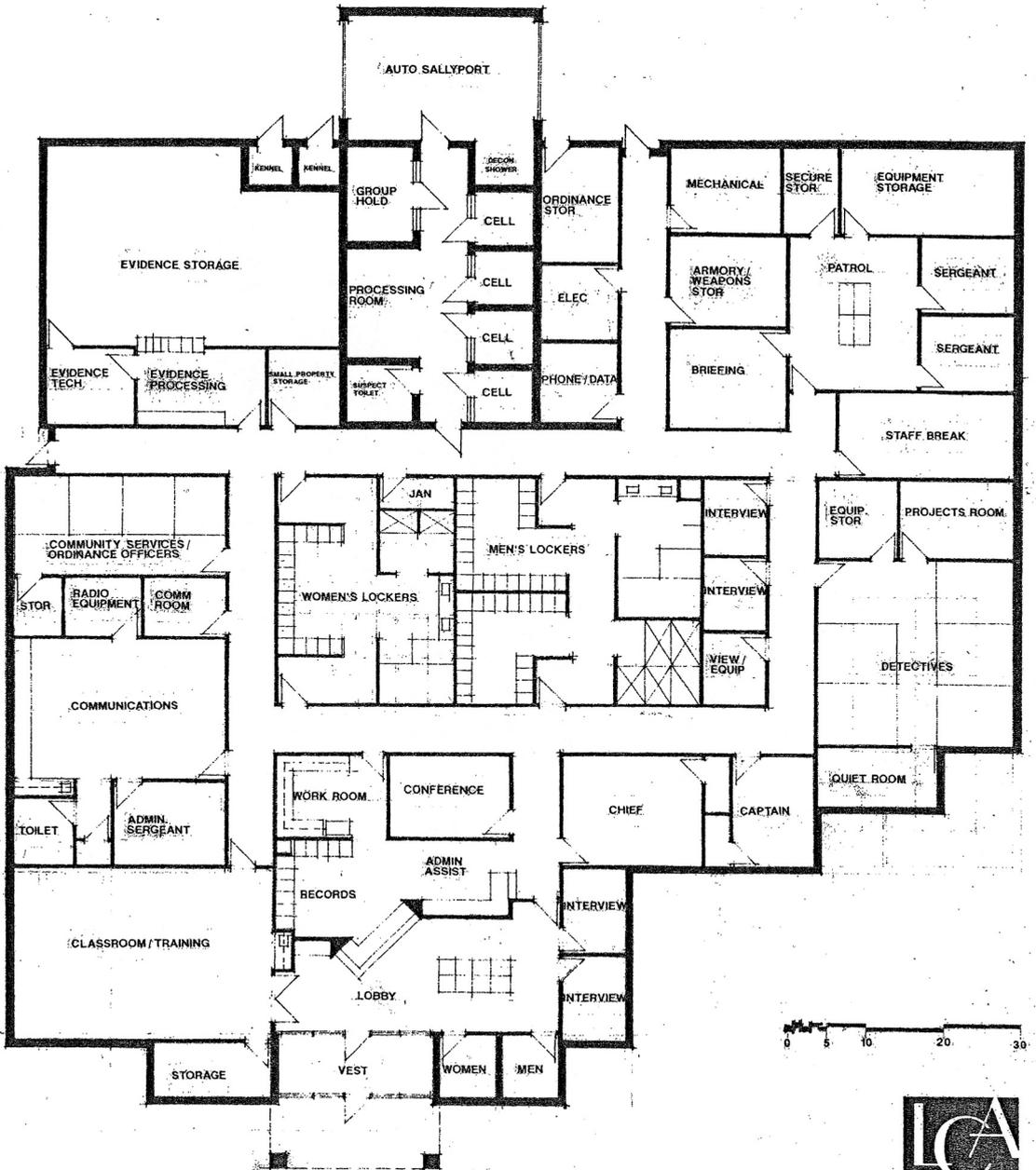
The proposed plan clearly defines the public side of the facility with the entry vestibule, public restrooms, interview rooms and classroom/training room. Due to the majority of visitors having business at the records component of the facility, the records component is within clear view of the entry vestibule and lobby.

To minimize public circulation through the service component of the facility, the components where the public may have business i.e. conference room, chiefs office, captains office and additional interview rooms are all located within close proximity of the point of controlled public access from the lobby.

Staff services including locker rooms and break room have been located centrally within the facility providing quick and easy access for staff from the various departments including patrol, detective, administration and communications.

The facility includes two secure entrances for staff. They have been located such to minimize staff circulation throughout the facility by providing direct access to evidence processing and storage, staff support i.e. locker rooms and break rooms and inmate processing/holding.

Inmate processing/holding has been located within the secure perimeter and is accessed through the vehicle sallyport or from the internal secure staff circulation corridor. The inmate processing/holding area construction type consists of solid grouted concrete masonry units for security as well as durability.



**PROPOSED POLICE STATION**

**14,421 G.S.F.**



Lombard-Conrad  
Architects, P.A.

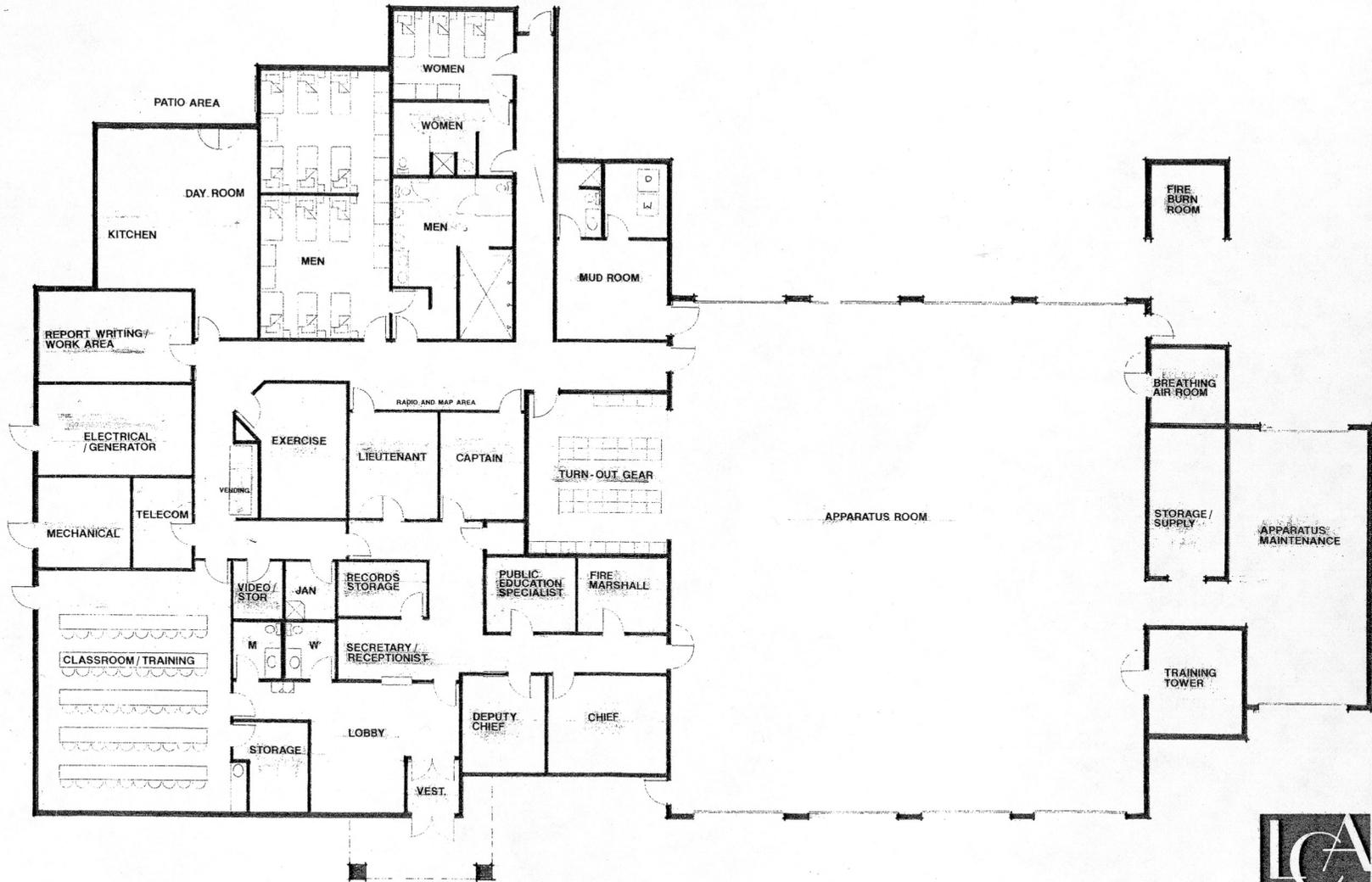
## 5 – CONCEPTUAL DESIGN

### PROPOSED FIRE STATION

The design meets the program requirements with an efficient layout that groups associated spaces together. The lobby and classroom area is the public space, with the ability for the public to use the classroom “after hours”, and yet provide easy access to the classroom for the firefighters without passing through the lobby. The office area is the semi-public space, with access controlled by the receptionist.

The non-public spaces are to the rear of the building. Travel distance from the crew quarters to the fire trucks is minimized; from sleeping quarters there is direct access to either the radio/map area or the turn-out gear, and from the turn-out gear directly to the trucks. Upon return, there is direct access from the trucks to the mud room.

The staff areas such as the day room, kitchen, exercise room and report writing room are grouped together and in close proximity to the sleeping quarters. In this way they have access to an exterior patio area and also have separation from the public spaces and “business” portion of the facility.



**PROPOSED FIRE STATION**

**14,119 G.S.F.**



Lombard-Conrad  
Architects, P.A.

## 5 – CONCEPTUAL DESIGN

### **PROPOSED COMBINED POLICE AND FIRE STATION**

The design retains the circulation and zoning considerations of each previous design, but combines them into one facility. The Police and Fire Departments are able to share the main entry/lobby area and the classroom/training room.

An interior courtyard provides natural light to rooms that otherwise would have no windows. On the interior there is a clear separation between the Police and Fire Departments, and this delineation is expressed on the exterior as well, with masonry walls, a traditional fire station icon, used for the “fire truck portion” of the building.

Other elements of the exterior provide a smaller scale, residential feel to the building, despite its size. These include the sloped mansard roofs with architectural shingles and overhangs proportional to the height of the walls, siding with corner boards. Window treatment, and brick veneer used sparingly at the entry only.



### **SITING CRITERIA**

The site requirements for a stand alone Fire Station, Police Station or a combined Police/Fire Facility are noted as follows:

- Be capable of accommodating program requirements through a 20-year time frame and ideally expansion capability beyond that time frame.
- Have capability to accommodate all parking requirements on grade (unless land cost exceeds that of a parking structure).
- Have convenient access to major transportation arteries.
- Compatible zoning and land use for intended function.
- Utility access.
- Flat grade or minimal slope.

### **Police Facility Site Requirements**

- Be situated in high profile location.
- Be able to accommodate separate site access/egress for public versus police staff and police vehicles.
- Provide for secure (both physically and visually) police and staff vehicle parking.
- Proximity of existing government facilities with particular emphasis places on courts.
- The facility should be easily accessed to the public and not hidden on a side street.

### **Fire Station Facility Site Requirements**

- The site shall be large enough for the purpose of training with the largest piece apparatus available to the station.
- The main arterial street shall be wide enough to accommodate the apparatus with the largest turning radius.
- Possible requirements for traffic controls to stop traffic during vehicle response from facility.
- Site shall accommodate apparatus returning from call for purposes of integrating drive through bay.
- Response time from site to scene.
- Traffic congestion.
- Location of possible future facilities.

## 6 – SUMMARY

### **COST ANALYSIS**

#### POLICE STATION - OPINION OF PROBABLE COST

<u>CONSTRUCTION COST</u>		
Building	13,581 s.f. x \$100/s.f.	\$1,358,100
Site Work	13,581 s.f. x \$15/s.f.	\$203,715
	<b>SUBTOTAL</b>	<b>\$1,561,815</b>
	Design & Construction Contingency (10%)	\$156,182
	<b>TOTAL CONSTRUCTION COST</b>	<b>\$1,717,997</b>
 <u>NON-CONSTRUCTION COST</u>		
	A/E Fees (8%)	\$137,440
	A/E/ Reimbursables (2%)	\$34,360
	Site Survey/Geotechnical	\$10,000
	Q.C. Testing	\$20,000
	Furnishings/Phone/Data Systems	\$75,000
	Miscellaneous/Contingency	\$25,000
	<b>TOTAL NON-CONSTRUCTION COST</b>	<b>\$301,800</b>
	<b>TOTAL PROJECT COST</b>	<b>\$2,019,797</b>

## 6 – SUMMARY

### FIRE STATION - OPINION OF PROBABLE COST

#### CONSTRUCTION COST

Building	13,881 s.f. x \$100/s.f.	\$1,388,100
Site Work	13,881 s.f. x \$15/s.f.	\$208,215

**SUBTOTAL** \$1,596,315

Design & Construction Contingency (10%) \$159,632

**TOTAL CONSTRUCTION COST** \$1,755,947

#### NON-CONSTRUCTION COST

A/E Fees (8%)	\$140,476
A/E Reimbursables (2%)	\$35,119
Site Survey/Geotechnical	\$10,000
Q.C. Testing	\$20,000
Furnishings/Phone/Data Systems	\$75,000
Miscellaneous/Contingency	\$25,000

**TOTAL NON-CONSTRUCTION COST** \$305,595

**TOTAL PROJECT COST** \$2,061,542

## 6 – SUMMARY

### COMBINED POLICE AND FIRE STATION - OPINION OF PROBABLE COST

#### CONSTRUCTION COST

Building	28,758 s.f. x \$100/s.f.	\$2,875,800
Site Work	28,758 s.f. x \$15/s.f.	\$431,370

**SUBTOTAL** \$3,307,170

Design & Construction Contingency (10%) \$330,717

**TOTAL CONSTRUCTION COST** \$3,637,887

#### NON-CONSTRUCTION COST

A/E Fees (8%)	\$291,030
A/E Reimbursables (2%)	\$72,757
Site Survey/Geotechnical	\$15,000
Q.C. Testing	\$25,000
Furnishings/Phone/Data Systems	\$150,000
Miscellaneous/Contingency	\$50,000

**TOTAL NON-CONSTRUCTION COST** \$603,787

**TOTAL PROJECT COST** \$4,241,674

## RECOMMENDATIONS

This section will address long-term plan alternates and provide a recommended course of action to solve the current and projected needs of the Ontario Police and Fire Department facilities. A format will be applied to each of the facilities that:

- identifies each facility
- provides the amount of square footage and parking required
- lists the plan alternatives; and
- provides the consultants recommendations and rationales.

The following option has been discussed over the length of this study and summarily dismissed as a viable option for the following reasons:

- Maintain the status quo (do nothing): The existing facilities could continue to be the base of Police and Fire Operations serving Ontario. This solution would not address the current lack of facilities problem at this location. Construction, renovation, and/or leasing of facilities will cost more later.

### Police Station

Square Footage Required (2025): 13,581

Parking Required (2025): 60 spaces

Size of site required: 3 acres minimum

No. of Staff: 46

### Alternatives:

- Expand the existing facility: The existing building and site is owned by the City of Ontario and lacks the capacity to accommodate the current and projected space needs for the Ontario Police Departments new headquarters facility. Expansion of this facility would continue the concept of combined City services in one facility. Citizens would have one place to go for all City services and the OPD would also remain adjacent to other City departments, however expansion of this facility would still not provide the total capacity to accommodate current or projected needs for the new headquarters facility.
- Develop a new stand alone facility: Developing a new stand alone facility located within the City limits would allow the department to expand, while keeping effective communication and management between personnel, and increase community presence and visibility while increasing the effectiveness of law enforcement in the community.
- Co-Location: Prior to considering any alternatives for future facilities a discussion regarding potential co-location of this facility with the Ontario fire departments new facility was discussed.

## 6 – SUMMARY

### Fire Station

Square Footage Required (2025): 20,367 s.f. (13,881 new and 6,486 existing)

Parking Required (2025): 60 spaces

Size of site required: 3 acres minimum

No. of Staff: 22 (plus 30 part time)

#### Alternatives:

- Retain and Expand the existing facility: The existing building and site is owned by the City of Ontario and lacks the capacity to accommodate the current and projected space needs for both of the projected Fire Stations but does have the capacity to support one of the Stations if a new Main Station is built and the associated personnel and equipment are relocated into a new facility.
- Develop new stand alone facilities: Develop new stand alone facilities for both of the proposed Stations each being located within there respective assigned areas of responsibility to cut down on travel and response time.
- Co-Location: Prior to considering any alternatives for future facilities a discussion regarding potential co-location of this facility with the Ontario police departments new facility was discussed.

### Recommendations

Considering the above we recommend that the city continue to utilize the existing fire station as a satellite station and develop a new stand alone combined (co-located) Police Headquarters and Main Fire Station somewhere on the west side of the city. The City should utilize the space vacated by the Police Department and the Fire Departments command staff for expansion of City Hall.

Square Footage Required (2025): 28,758 s.f.

Parking Required (2025): 120 spaces

Size of site required: 6 acres

No. of Staff: 62 (plus 30 part time fire fighters)

Project Cost: \$4,241,674 (based on estimated start of construction spring of 2004)

# 6 – SUMMARY

## Site Size Requirements

In review of the facilities program requirements, it has been determined that a minimum site of approximately 3 acres would be required to accommodate a stand alone police facility or a stand alone fire station for the next 20 years.

A combined Police/Fire Facility would require a minimum site of 6 acres for the next 20 years.

## Possible Sites

Due to City growth trends to the west-northwest it is recommended that a new facility be located on the West Side of the city. After review of property currently owned by the City, two sites would meet the requirements for a new police and / or fire facility. These sites include:

- City Airport Property
- Stelling Property

Both properties meet many of the site evaluation criteria noted above.

