

**CITY OF PETALUMA, CALIFORNIA
PUBLIC SAFETY FACILITIES
STRATEGIC MASTER PLAN**

PREPARED BY:

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MW STUDIOS

**DRAFT EXECUTIVE SUMMARY, METHODOLOGY AND
MISSION STATEMENT SECTIONS**

A. EXECUTIVE SUMMARY

Laura Blake Architect and public safety specialist MW Studios were tasked by the City of Petaluma, California, to develop a public safety facilities strategic master plan to help guide the City in its policy-making relative to fire, emergency operations, and police capital improvement projects. The information contained within this report and the associated exhibits reflect the work conducted between November 2022 and the issuance of this report.

GOAL

Laura Blake Architect (LBA) and MW Studios (MWS) collaborated with the City of Petaluma to determine its public safety facility needs and develop a plan to meet them. The goal is to provide the City of Petaluma with a strategic roadmap that ensures its public safety facilities are well-positioned and equipped to meet the community's evolving needs for decades.

To achieve this goal, the team facilitated a collaborative and comprehensive process. We assessed the existing facilities to understand their strengths and limitations. Concurrently, we conducted an independent review of previous studies to identify areas for improvement and build upon past recommendations. Engaging with key stakeholders, we developed a programming analysis identifying the requirements and functionalities needed in public safety facilities. We also explored renovation and construction options, ensuring that the proposed recommendations align with the City's vision and future growth projections and establish realistic fiscal projections. Ultimately, this report provides the City of Petaluma with a comprehensive plan that maximizes the utilization of resources, promotes public safety, and establishes a solid foundation for their needs well into the future.

PURPOSE

This study aims to provide the City of Petaluma, California, with the necessary information to make informed decisions regarding facility needs of fire, police, and emergency management. This planning tool is meant to help prioritize and inform capital development decisions, which are to be funded, in part, through the recent Measure U initiative. The priorities include the following:

1. Address immediate facility needs to improve safety and operations.
2. Improve operational efficiency and service capability by renovating or replacing public safety facilities to provide adequately sized spaces designed for the needs of 21st-century first responders.
3. Phase improvements to meet needs logically and efficiently optimize city resource use.

OBJECTIVES

Throughout the study, the consultants, fire and police departments, public works department, and city administrators worked collaboratively, holding regular meetings to understand public safety needs, share insights and perspectives, and review and refine facility programs and options as they were developed. These group discussions helped the stakeholders understand the study's challenges, opportunities, and recommendations.

The active involvement of the city administration and public safety and public works officials in establishing the objectives created a strong foundation for the study. Their collective expertise and input helped shape the study's direction, ensuring the decision-making process remained informed, inclusive, and responsive to the community's needs. The key objectives that informed the process and recommendations are as follows:

1.) SUPPORT EFFICIENT SERVICES AND IMPROVE RESPONSE TIMES:

The primary goal of the strategic master plan is to enhance the efficiency of public safety services and optimize response times to emergencies by providing the necessary space designed to modern operational and safety standards and organized for operational efficiency.

2.) ADDRESS CURRENT DEFICIENCIES AND IMPLEMENT A FUTURE-PROOF SOLUTION:

The strategic plan aims to identify and address current deficiencies in the existing public safety facilities and implement a solution that provides adequate space, flexibility, and adaptability to meet the evolving facility needs for the next 50 years.

3.) IMPROVE FIRST RESPONDER HEALTH, SAFETY, AND PHYSICAL AND MENTAL WELLNESS:

The strategic plan aims to prioritize the well-being of first responders by implementing measures to enhance their health, safety, and overall physical and mental wellness. This effort includes providing appropriate facilities to ensure their well-being while performing their duties.

4.) IMPROVE MORALE, RECRUITMENT & RETENTION, AND STAFF SATISFACTION:

Creating a diverse and professional working environment enhances morale, attracts new talent, and retains experienced staff. The plan seeks to improve staff satisfaction, job engagement, and retention rates by providing facilities that foster a positive and inclusive workplace culture.

5.) CREATE SAFE COMMUNITY ENGAGEMENT SPACES:

In addition to operational requirements, the plan includes safe spaces for community engagement to help strengthen the bond between public safety agencies and their community.

6.) MEET BEST PRACTICES TO MITIGATE HEALTH, FINANCIAL, AND LEGAL RISKS:

The plan emphasizes adopting best practices to mitigate potential risks, encompassing health, financial, and legal aspects. The plan aims to minimize risks and liabilities associated with public safety operations by ensuring compliance with industry standards, regulations, and guidelines.

7.) BE FISCAL RESPONSIBLE:

The strategic plan seeks to maintain fiscal responsibility throughout its implementation. The plan includes providing efficient facilities integrating phasing and shared spaces that optimize resource allocation while considering long-range financial sustainability.

The initiative aims to transform the public safety landscape by addressing these planning objectives, enhancing service delivery, and creating a safe and thriving community for years.

SITE AND SCENARIO CONSIDERATIONS

The strategic master planning efforts thoroughly explored various options and alternatives. The team assessed different possibilities throughout the study, including alternative sites, stand-alone, shared, and co-located facilities. Considering these diverse approaches, the aim was to identify the most suitable and effective solution for the City's public safety needs.

Recognizing that the scale and timeline of each proposed capital project directly influence costs, careful consideration was given to the phasing and sequencing of the proposed projects. The team evaluated how best to structure the plan's implementation to align with the City's requirements while considering the optimal cadence of construction and public safety benefit relative to the estimated costs. This approach aimed to ensure a well-planned and coordinated execution that would maximize efficiency, minimize disruptions, and optimize the allocation of resources. A summarization of alternative sites and considerations can be found at the end of this report, along with the justification for which these considerations were ultimately rejected.

NEW FIRE HEADQUARTERS AND EMERGENCY OPERATIONS CENTER

Existing Fire Station 1	Too Small, Ladder Truck Does Not Fit
307 S. Petaluma Blvd	Too Small
Lot Next to City Hall	Too Small
Kenilworth Park	To Small, Displaces Community Amenity
Fairgrounds	Adequate Space, Central Location, Good Response Times

NEW POLICE STATION

Existing Police Station	Too Small, Not Centrally Located
1221 N Petaluma Blvd	Requires Acquisition, Not Centrally Located, Topography Challenges
Hopper Street (Corp Yard)	Access Limitations, Designated for Other Uses
Fairgrounds	Central Location, Adequate Space, Co-Location Reduces Costs

RECOMMENDATIONS AND ESTIMATED COSTS

To address the City's public safety needs in a comprehensive and logically phased approach that minimizes disruptions to ongoing use, this study recommends implementing the following tiered plan: Immediate, Short-Range, and Long-Range.

In the Immediate phase, the city should prioritize the safety of its firefighters and personnel by addressing the seismic risks at fire station 1. Additionally, equitable toilet, shower, and locker accommodation should be provided at fire station 1, and adequate office, locker, and fitness accommodations at the police station to ensure the well-being and comfort of all personnel.

Considering the Short-Range phase, this study recommends constructing a new central fire headquarters and emergency operations center at the fairgrounds site. This new headquarters station would house the ladder truck and have the capacity to house personnel and equipment during red-flag and winter storm upstaffing. Fire station 1 should be completely renovated and modernized to meet current and future operational requirements and best practices.

In the Long-Range phase, the city should prioritize the construction of a new police station. Collocating the new police station with the new fire headquarters and emergency operations center would allow shared facilities and personnel to enhance operations and emergency response and reduce capital and operating costs. Fire station 2, located within the flood zone, should be renovated and expanded (with flood mitigation measures) or replaced to address current space and functional deficiencies and provide for growth. As it also serves as a training facility, it should receive priority over fire station 3, which also should be fully renovated or replaced to address current space and functional deficiencies and provide for growth.

Additional information supporting these recommendations and approach can be found in this report's "Recommendation Synopsis" section.

The estimated project costs and schedules for the immediate and short-range capital improvement projects are as follows. These estimated costs are based on historical cost data and escalation rates. Total project costs include construction, professional fees, entitlements, management, furniture and equipment, and other miscellaneous expenses. An accelerated schedule would reduce project costs, whereas an extended schedule would increase them.

PRIORITY	ESTIMATED PROJECT COST*	START DESIGN DATE	OCCUPY DATE
IMMEDIATE			
FS1 Immediate	\$3,500,000	Q3 2023	Q3 2025
Police Station Immediate	\$5,000,000	Q3 2023	Q3 2025
SHORT-RANGE			
New EOC	\$15,298,424	Q3, 2025	Q3, 2028
New Fire Headquarters	\$40,559,540	Q3, 2025	Q3, 2028
FS1 Renovation	\$20,519,784	Q1, 2028	Q1, 2031

*Estimated costs consist of total project costs including construction, soft costs, and escalation

B. METHODOLOGY

The strategic facilities master plan was developed through a comprehensive and collaborative process, ensuring that all relevant stakeholders had a voice in the decision-making. The following method was employed to create the plan:

APPROACH

1.) GOAL SETTING CHARETTE:

The process began with a goal-setting charette, where key objectives and priorities were identified and established. This integrated process provided a clear direction for the planning process.

2.) FACILITY TOURS:

Facility tours were conducted to understand existing facilities and their limitations better. Precedent tours allowed the planning team to assess the current conditions and identify areas for improvement.

3.) ESTABLISHMENT OF STAKEHOLDERS:

A diverse group of stakeholders, including policymakers and public safety officials, were identified and engaged throughout the planning process. Their input and expertise were vital in shaping the plan. The implementation of this plan will undoubtedly require additional engagement from community members.

4.) STAKEHOLDER INTERVIEWS & NEEDS ASSESSMENT:

In-depth interviews were conducted with the identified stakeholders to gather their perspectives and assess their needs and requirements. These reviews helped inform the planning team about each stakeholder group's unique challenges and priorities.

5.) FACILITY PROGRAMMING & PRELIMINARY COST ESTIMATES:

Based on the needs assessment, facility programming was developed to outline the required spaces, functions, and capacities. Preliminary cost estimates were also prepared to explain the potential financial implications.

6.) RECONCILIATION OF PROGRAMMING:

The programming was then reconciled to identify opportunities for operational efficiency and optimize the allocation of resources. Such reconciliations involved careful consideration of space utilization, workflow optimization, and resource allocation.

7.) CONSIDERATION OF POTENTIAL SITES & SITE ANALYSIS:

Potential sites for new construction or expansion were evaluated, considering location, accessibility, suitability, and infrastructure availability. A comprehensive site analysis helped identify the most suitable options.

8.) PROGRAM & SITE TEST FIT:

The programming requirements were tested against potential sites to ensure a proper fit and feasibility. These test fits involved assessing the spatial requirements and constraints of the selected sites.

9.) OPTIMIZATION & CAPITAL BUDGET DEVELOPMENT:

The programs were further optimized to ensure efficient use of resources while meeting the identified needs. Capital budgets were developed considering cost escalation and long-range projections to determine the plan's financial implications.

10.) DRAFT REPORT & REVIEW:

A draft report summarizing the planning process, findings, and recommendations was prepared. This report underwent a thorough review process, incorporating feedback from stakeholders and ensuring accuracy and completeness.

11.) FINAL REPORT:

The final report was produced and presented to the relevant stakeholders, incorporating all the feedback and refinements. This report served as a comprehensive guide for the strategic facilities master plan.

Throughout the process, a collaborative platform was utilized to facilitate stakeholder input. This digital tool allowed stakeholders to provide feedback, share ideas, and contribute to the planning process transparently and efficiently.

CONTRIBUTORS

The following individuals regularly attended meetings and are subject matter experts in their respective fields. Their direct involvement supported the findings and recommendations of this report.

PERSON	ROLE	ENTITY
Peggy Flynn	City Manager	City of Petaluma
Brian Cochran	Assistant City Manager	City of Petaluma
Jeff Schach	Fire Chief	City of Petaluma
Chad Costa	Assistant Fire Chief	City of Petaluma
David Catalinotto	Sr. Management Analyst	City of Petaluma
Ken Savano	Police Chief	City of Petaluma
Brian Miller	Deputy Police Chief	City of Petaluma
Christopher Bolt	Director of Public Works	City of Petaluma
Gina Benedetti-Petnic	Asst. Director of Public Works	City of Petaluma
Diane Ramirez	Public Works Project Manager	City of Petaluma
Laura Blake	Architect	Laura Blake Architect
Rob Manns	Public Safety Specialist	Manns Woodward Studios (MW Studios)

For additional information about each contributing entity, please refer to the appendix.

C. STUDY MISSION STATEMENT

This study aims to support efficient services and enhance response times while prioritizing first responders' health, safety, and well-being and the community they serve. It aims to foster a diverse and professional working environment that improves morale, recruitment, retention, and overall staff satisfaction. This plan will effectively adapt to new mission challenges for the next 50 years by addressing deficiencies and implementing flexible space solutions. The plan and strategy extend to creating safe community engagement spaces that foster trust, build meaningful relationships, and give back to the community. The plan will uphold best practices to mitigate health, financial, and legal risks while ensuring fiscal responsibility.