



Date: August 8, 2024

To: Board of Directors

Submitted by: David Aranda, Interim General Manager

Presented by: Dmitry Semenov, Principal for Ridgeline Municipal Strategies

Subject: Receive and File the Presentation by Ridgeline of a Ten-Year Fiscal Analysis of the KPPCSD in Conjunction with LAFCO Recommendations in Consideration of Consolidation with KFPD

Recommendation

After a good discussion, the Board should make a motion and approve receiving and filing the fiscal report.

Background

In early 2024 the KPPCSD Board of Directors and the KFPD Board of Directors agreed to contracting with Ridgeline Municipal Strategies to perform a fiscal analysis that would assist in better understanding the positive and negative issues should both organizations be consolidated into one organization.

The proposal includes a ten-year financial analysis of each respective organization as it stands alone along with a joint fiscal analysis combining the two organizations. The presentation tonight is the stand-alone fiscal analysis of the KPPCSD.

As your Interim General Manager, I am very pleased with the effort Ridgeline and staff put into this presentation. The information being presented can be very beneficial to the District for years to come regardless of the outcome of consolidation. Updating various aspects of the study, i.e., CalPERS information and existing revenue and operating streams, will allow management and the governing body to keep an eye on the fiscal wellbeing of the District.

The ten-year report is very conservative, and I can with certainty state that I would see no problem in seeing a balanced budget over the next ten years in KPPCSD operations. I believe that the results of the budget versus actual for the fiscal year that just ended June 30, 2024, is a good example of what good fiscal management can accomplish in the years to come.

The report also identifies the need for the District to look at additional revenue streams to fund capital projects for KPPCSD and the community. It must be understood, that despite some individuals putting the cart ahead of the horse, there is more work to be done to fully understand the fiscal projections for the two entities to become one entity.

The Kensington Fire Protection District needs to have their stand alone report completed and discussed by their respective board. Then the joint analysis needs to be completed and time needs to be allowed for each of the respective boards to digest those results before presenting it to the community of Kensington and determining if it is beneficial for the community to see the two independent special districts become one independent special district.

Exhibit(s)

- KPPCSD Fiscal Analysis; Ridgeline #23022
- KPPCSD Fiscal Study Overview - 08-08-2024

MEMORANDUM

To: Mr. David Aranda, *Kensington Police Protection and Community Services District*

From: Dmitry Semenov, *Ridgeline Municipal Strategies, LLC*

Date: August 2, 2024

Re: **KPPCSD Fiscal Analysis; Ridgeline #23022**

Kensington Police Protection and Community Services District (“KPPCSD” or “District”) and Kensington Fire Protection District (“KFPD”) (jointly “Districts”) retained Ridgeline Municipal Strategies, LLC (“Ridgeline”) to prepare fiscal analysis to assist the Districts in determining the viability of consolidating the Districts.

The first part of the project is to develop a fiscal analysis and a 10-year forecast for each of the Districts on a stand-alone basis. This memorandum documents fiscal analysis for the KPPCSD.

FISCAL ANALYSIS SUMMARY

The main conclusion of this fiscal analysis is that the District demonstrates an ability to operate near break-even over the next decade while continuing to provide the same level of services and facilities.

However, this does not leave any available funds to support major upgrades to District facilities, expansion of services, or funding for a permanent District building. To be able to undertake any of these initiatives, the District will need to find ways to increase its revenues, reduce its expenses, or both.

The projections developed as part of this analysis are highly dependent on many assumptions, including the rate of inflation, assessed values within the District, staffing levels, CalPERS actions and investment returns, and many operating and financial decisions made by the District on a daily basis. The reality is likely to differ from the forecast, and it will depend on the District’s



management and Board of Directors to navigate the situations they encounter and continue to preserve the fiscal health of the District while prudently managing taxpayer funds.

DISTRICT DESCRIPTION

The Kensington Police Protection and Community Services District is a California special district providing police protection, parks and recreation, and solid waste services to the residents of Kensington. The District was formed in 1946 and is governed by a board of five members elected by the community to serve staggered four-year terms.

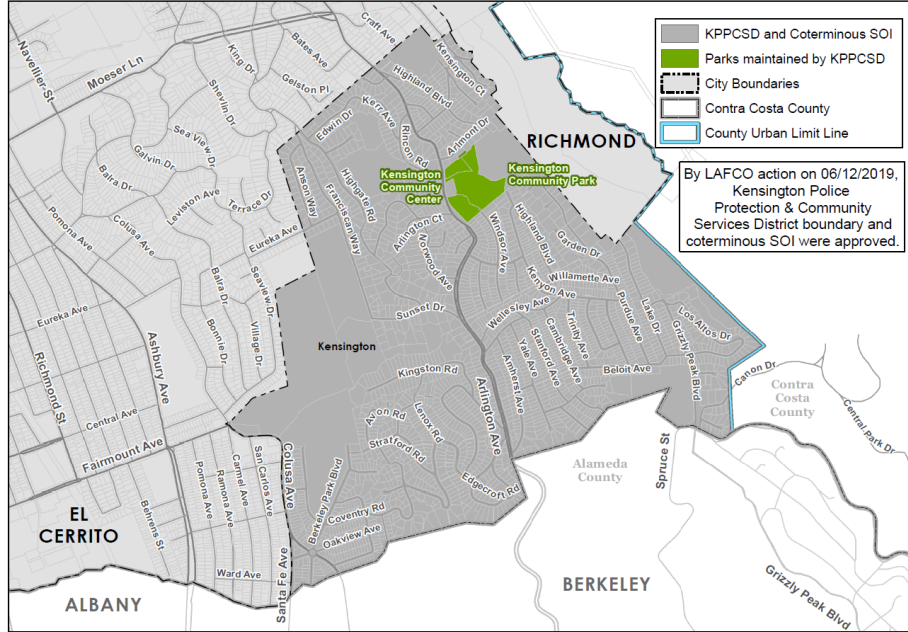
The KPPCSD is organized into four departments:

- *The Administration Department* provides the oversight and management of the District's administrative matters. It handles all financial and accounting functions, advises on the delivery of services, performs organizational management, and coordinates major projects and policy implementation.
- *The Police Department* was established in the mid-1940s. It provides a full range of police protection and law enforcement services. With a staff of sworn officers, its functions include crime prevention, traffic control, neighborhood patrol, responding to emergency calls, issuing traffic and parking citations, enforcing warrants, mediating disputes, investigating crimes and traffic accidents, providing first aid, arresting violators, testifying in court, enforcing court orders, etc.
- *The Parks and Recreation Department* maintains the Community Center, Kensington Park and surrounding amenities, including the tot lot, swings, picnic areas, basketball court, and tennis courts. The District has a long-term partnership with the Kensington Community Council ("KCC"), a local not-for-profit organization, to offer recreation programs for children and adults at the Community Center.
- *The Solid Waste Department* coordinates solid waste collection and recycling services within Kensington. In 1979, Kensington residents voted to add solid waste services to the District's responsibilities. The District outsources the actual collection and recycling services to a third party, currently Bay View Refuse and Recycling, which handles garbage, food, and green waste pick-ups.

SERVICE AREA

The KPPCSD covers approximately 1 square mile, with 2,188 parcels and estimated 2023 population of 5,428 people. The District boundary represents the service area analyzed in this Fiscal Study and encompasses the entire Kensington community, as shown on **Figure 1**.

Figure 1
Kensington Police Protection and Community Services District
Service Area Map



ORGANIZATION CHART

The District has 15 paid positions:

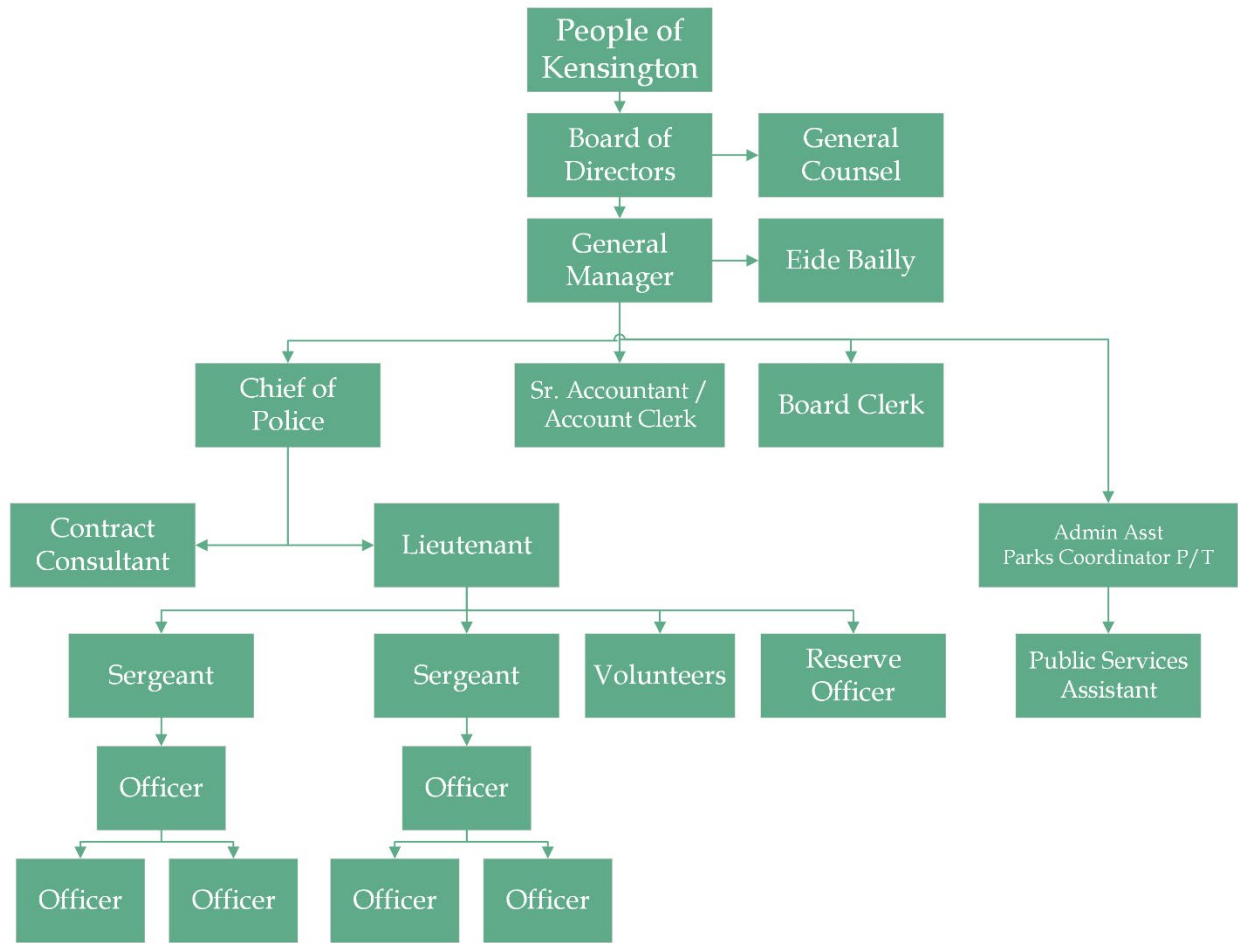
- 3.5 positions within the Administration department:
 - General Manager (part time);
 - Senior Accountant (part time);
 - Clerk of the Board (part time); and
 - Administrative Assistant – shared with Parks and Recreation (part time).
- 1.5 positions within the Parks and Recreation department:
 - Parks Coordinator – shared with Administration (part time); and
 - Public Services Assistant (part time).
- 10 positions within the Police Department (all full time):
 - Chief of Police;
 - Lieutenant;
 - Sergeants (2); and
 - Officers (6).

In addition to the paid positions, the District utilizes a contract consultant, a reserve officer, and volunteers within the Police Department.

For the purposes of this fiscal analysis, we assumed that the District is fully staffed at all times. The detailed staffing financial model and financial forecast are included in **Table A-1** of **Appendix A**.

The District’s organization chart is shown in **Figure 2** below.

Figure 2
Kensington Police Protection and Community Services District
Organization Chart



BALANCE SHEET OVERVIEW

The balance sheet of the KPPCSD for the prior three fiscal years (2021-2023) is summarized in **Table 1** below.

Table 1
Kensington Police Protection and Community Services District
Balance Sheet Summary

Description	FYE 2021 Audit	FYE 2022 Audit	FYE 2023 Audit
ASSETS			
Cash and Cash Equivalents	\$2,059,807	\$2,661,049	\$2,605,834
Receivables	\$89,084	\$180,123	\$136,356
Prepaid Items	\$144,526	\$169,148	\$28,431
Net OPEB Asset	\$0	\$24,244	\$138,185
Net Pension Asset	\$16,983	\$2,327,970	\$0
Capital Assets	\$5,626,907	\$5,516,690	\$5,422,843
Total Assets	\$7,937,307	\$10,879,224	\$8,331,649
Deferred Outflows of Resources			
OPEB-Related	\$420,721	\$244,246	\$694,408
Pension-Related	\$3,160,415	\$4,161,200	\$3,157,152
Total Deferred Outflows	\$3,581,136	\$4,405,446	\$3,851,560
TOTAL ASSETS & DEFERRED OUTFLOWS	\$11,518,443	\$15,284,670	\$12,183,209
LIABILITIES			
Accounts Payable	\$61,969	\$186,577	\$256,290
Compensated Absences	\$95,793	\$58,202	\$91,962
Debt Obligations	\$4,752,347	\$4,562,644	\$4,394,475
OPEB	\$579,377	\$0	\$0
Net Pension Liability	\$0	\$0	\$738,199
Total Liabilities	\$5,489,486	\$4,807,423	\$5,480,926
Deferred Inflows of Resources			
OPEB-Related	\$507,406	\$483,478	\$340,223
Pension-Related	\$2,944,479	\$2,848,908	\$1,861,343
Total Deferred Inflows	\$3,451,885	\$3,332,386	\$2,201,566
TOTAL LIABILITIES & DEFERRED INFLOWS	\$8,941,371	\$8,139,809	\$7,682,492
NET POSITION	\$2,577,072	\$7,144,861	\$4,500,717

Source: KPPCSD

The key assets and liabilities of the District are discussed below.

CASH AND CASH EQUIVALENTS

Over the past three fiscal years, the KPPCSD’s cash position has remained stable, ranging from \$2.1 million to \$2.6 million. The funds are held at banks, the County Treasury, and the Local Agency Investment Fund.

CAPITAL ASSETS

The KPPCSD’s capital assets are primarily centered around land, buildings, and fleet of police vehicles, as described below.

Land and Buildings

The District owns several parcels of land totaling approximately 9 acres, as shown in **Table 2**.

Table 2
Kensington Police Protection and Community Services District
Capital Assets - Land

Description / Address	APN	Uses	Area (ac)
Community Center Parcel 59 Arlington Ave, Kensington, CA	572-040-017-4	Community Center, Park Parking Lot	1.196
Kensington Park Kensington Park Road, Kensington, CA	572-040-016-6	Recreational Bldg, Annex, Outdoor Park Facilities	5.906
Elsie Neilson Park Corner of Arlington Ave, Coventry Rd, and Ardmores Rd.	n/a	Small In-Fill Park	0.048
Vacant Parcel South of 61 Arlington Ave, Kensington, CA	572-040-011-7	Vacant Land Park Facilities	1.977

Source: KPPCSD

The Community Center Parcel has the Community Center building, a park / play area, and a parking lot.

The Kensington Park Parcel has landscaped and natural open space, the Recreational Building, the Annex, tennis and basketball courts, and a parking lot.

The Elsie Neilson Park is a small in-fill park with a green space, places to relax, a pathway and a bus stop near the access point to the Ardmores Path.

The Vacant Parcel is currently primarily vacant with some open space park facilities. This is the site for the potential future District building.

The District owns three buildings totaling approximately 8,800 sq. ft., as shown in Table 3. Additionally, the District rents its current headquarters location.

Table 3
Kensington Police Protection and Community Services District
Capital Assets - Structures

Description	Year Built	Building Sq. Ft.
Community Center	1956	4,430
The Annex	1945-55	1,772
Recreational Building	1933-45	2,605
Total		8,807

Source: KPPCSD

The District Headquarters (not included in table above) – the District’s headquarters are currently located in a rented modular building, which houses the administration and police departments. The building is located at 10940 San Pablo Avenue, El Cerrito, CA. One of the District’s key priorities is to develop a permanent headquarters location in Kensington. Various alternatives for the permanent location are discussed later in this report.

The Community Center Building – The Community Center is a one-story structure built in 1956 and expanded in 1988. The building’s size is 4,430 sq. ft. The building contains a main assembly room, three small meeting / activity rooms, a kitchen, bathrooms, and storage rooms. The Community Center is extensively used for community activities, as well as for the KPPCSD and KPPFD board meetings. The building recently underwent significant renovations.

The Annex - The Annex is a one-story structure built in the late 1940s or early 1950s. The building’s size is 1,772 sq. ft. The building consists of two classrooms, an office, and a reception area. It requires major renovations and has been vacant since 2006.

The Recreational Building – The Recreational building (also referred to as Building E) is a one-story structure built between 1933 and 1945. It was essentially rebuilt in 1999-2000. The building’s size is 2,605 sq. ft. The building contains three classrooms and an office. The building is leased to the Kensington Community Council (“KCC”), a non-profit organization that publishes Kensington Outlook and runs the Kensington After School Enrichment Program, a summer camp, and classes for children and adults. The building needs structural reinforcement and other major repairs.

To help fund the Recreational Building improvements, the KCC has committed to contributing \$30,000 per year to the District for four years, starting in 2024. The District anticipates that the total cost of the improvements will significantly exceed the KCC contributions and plans to fund the remaining costs through a FEMA grant.

Police Vehicle Fleet

The District currently owns eight police vehicles and is planning to add another vehicle in 2026, as shown in **Table 4**.

Table 4
 Kensington Police Protection and Community Services District
 Fleet Inventory and Replacement Schedule

No.	Description	Year Acquired	Asset Life	Replacement Year	2024 Mileage	Status	Annual Pmt	Monthly Pmt	Last Pmt	Replacement Cost
1401	Patrol Vehicle [1]	2014	12	2026	81,000	Owned	\$0	\$0	n/a	\$0
1501	Patrol Vehicle	2014	12	2027	67,000	Owned	\$0	\$0	n/a	\$75,000
2101	Patrol Vehicle [2]	2021	10	2029	70,000	Leased	\$13,238	\$1,103	Nov-25	\$75,000
2102	Patrol Vehicle [2]	2021	10	2030	38,000	Leased	\$13,238	\$1,103	Nov-25	\$75,000
2103	Patrol Vehicle [2]	2021	10	2031	41,500	Leased	\$13,238	\$1,103	Nov-25	\$75,000
2201	Patrol Vehicle	2022	10	2032	28,750	Leased	\$15,600	\$1,300	Nov-27	\$75,000
2301	Patrol Vehicle	2023	10	2033	1,500	Owned	\$0	\$0	n/a	\$75,000
2302	Patrol Vehicle	2023	10	2034	5,000	Leased	\$10,858	\$905	Nov-28	\$75,000
2601	Patrol Vehicle	2026	10	2036	n/a	Leased [3]	\$18,249	\$1,521		\$75,000
Total							\$84,421			\$600,000

Sources: KPPCSD and Ridgeline

[1] Vehicle 1401 will be converted to volunteer car in 2026 with purchase of Vehicle 2601.

[2] Vehicles purchased in 2021 will be replaced on a staggered schedule in 2029, 2030, and 2031 for cash flow smoothing.

[3] Lease payment calculation assumes 8% annual interest rate and 60-month lease term.

Most of the recently acquired vehicles are financed through municipal leases, which allow the District to retain the ownership of the vehicle once the lease is paid off without buyout requirements.

DEBT OBLIGATIONS

The debt obligations of the KPPCSD are summarized in **Table 5**.

Table 5
Kensington Police Protection and Community Services District
Outstanding Debt Summary

Credit Obligation	Creditor	Origination Year	Original Amount	Interest Rate	Annual Debt Service	Pmt Frequency	06/30/2024 Balance	Maturity Date
Police Fund								
Pension Obligation Bond [1]	Capital One	2020	\$4,544,000	3.85%	\$331,500	[2]	\$3,902,000	1/1/2040
2020 Police Vehicle Lease	US Bancorp	2020	\$190,000	1.75%	\$39,714	Monthly	\$55,530	12/1/2025
2022 Police Vehicle Lease	US Bancorp	2022	\$68,061	5.50%	\$15,601	Monthly	\$48,492	11/18/2027
2023 Police Vehicle Lease	Ford Credit	2023	\$44,830	8.09%	\$10,858	Monthly	\$39,577	10/7/2028
<i>Subtotal: Police Fund</i>			\$4,846,891		\$397,673		\$4,045,600	
Parks and Recreation Fund								
Community Center Loan [1]	Westamerica	2019	\$250,000	3.80%	\$30,517	Annual	\$191,788	6/12/2029
Total			\$5,096,891		\$428,190		\$4,237,388	

Source: KPPCSD

[1] General Fund revenues are pledged for the repayment of the debt.

[2] Semi-annual interest and annual principal payments.

Pension Obligation Bond

In 2020, the KPPCSD issued a \$4,544,000 pension obligation bond (the “POB”), privately placed with Capital One Public Funding, to refund a portion of the District’s then outstanding Unfunded Accrued Liability (“UAL) with the California Public Employees’ Retirement System (“CalPERS”).

The POB has a 20-year term, with semi-annual interest and annual principal payments, and a fixed interest rate of 3.85%. The annual debt service on the POB is approximately \$331,500. All available resources of the District, including General Fund revenues, are pledged for the repayment of the POB.

As of 06/30/2024, the POB had an outstanding principal balance of \$3,902,000.

The POB documents are silent on the actions and process for informing the lender about a reorganization of the District. A reorganization of the District, except as part of a bankruptcy process, does not constitute an event of default.

If the District decides to consolidate with the KFPD, it will need to notify the lender and amend the POB documents.

Community Center Loan

In 2019, the KPPCSD entered into a \$250,000 Installment Sale Agreement (“Loan”) with Municipal Finance Corporation, privately placed with Westamerica Bank, to finance improvements to the Community Center.

The Loan has a 10-year term, with annual interest and principal payments, and a fixed interest rate of 3.80%. The annual debt service on the Loan is \$30,517. All non-restricted revenues of the

District and all amounts on deposit in the General Fund are pledged for the repayment of the Loan.

As of 06/30/2024, the Loan had an outstanding principal balance of \$191,787.

The Loan documents are silent on the actions and process for informing the lender about a reorganization of the District. A reorganization of the District, except as part of a bankruptcy process, does not constitute an event of default.

If the District decides to consolidate with the KFPD, it will need to notify the lender and amend the Loan documents.

Police Vehicle Leases

The KPPCSD has three outstanding police vehicle leases.

- In November 2020, the KPPCSD entered into a \$190,000 Lease Purchase Agreement with U.S. Bancorp (“2020 Lease”) to finance the acquisition of three police vehicles and related equipment. The lease term is five years, with monthly principal and interest payments and an interest rate of 1.75%. The final payment on the 2020 Lease is due in December 2025.

As of 06/30/2024, the 2020 Lease had an outstanding principal balance of \$55,530.

The 2020 Lease documents require the District to provide a 30-day notice to the lessor if its legal name changes, but are otherwise silent on the actions and process for informing the lender about a reorganization of the District. A reorganization of the District, except as part of a bankruptcy process, does not constitute an event of default.

If the District decides to consolidate with the KFPD, it will need to notify the lessor and amend the lease documents.

- In December 2022, the KPPCSD entered into a \$68,061 Lease Purchase Agreement with U.S. Bancorp (“2022 Lease”) to finance the acquisition of a police vehicle and related equipment. The lease term is five years, with monthly principal and interest payments and an interest rate of 5.50%. The final payment on the 2022 Lease is due in November 2027.

As of 06/30/2024, the 2022 Lease had an outstanding principal balance of \$48,492.

The 2020 Lease documents require the District to provide a 30-day notice to the lessor if its legal name changes, but are otherwise silent on the actions and process for informing the lender about a reorganization of the District. A reorganization of the District, except as part of a bankruptcy process, does not constitute an event of default.

If the District decides to consolidate with the KFPD, it will need to notify the lessor and amend the lease documents.

- In November 2023, the KPPCSD entered into a \$44,830 Lease Purchase Agreement with Ford Motor Credit Company (“2023 Lease”) to finance the acquisition of a police vehicle and related equipment. The lease term is five years, with monthly principal and interest payments and an interest rate of 8.09%. The final payment on the 2023 Lease is due in October 2028. At the end of the lease term, the District has the option to buy out the vehicle for \$1.00, which it intends to utilize.

As of 06/30/2024, the 2023 Lease had an outstanding principal balance of \$39,577.

The 2023 Lease documents are silent on the actions and process for informing the lessor about a reorganization of the District. A reorganization of the District, except as part of a bankruptcy process, does not constitute an event of default.

If the District decides to consolidate with the KFPD, it will need to notify the lessor and amend the lease documents.

PENSION LIABILITY

The KPPCSD offers pension benefits to eligible police employees through CalPERS.

The District has two pension plans:

- Classic Safety Plan
- PEPRA Safety Plan

Table 6 summarizes the Accrued Liability, the Market Value of Assets, the UAL, and the funded status of the two plans as of 06/30/2022 (the most recent information available from CalPERS at the time of this report). The table also shows the estimated additional UAL expected to be added due to CalPERS’ investment performance for FYE 2023.

Table 6
Kensington Police Protection and Community Services District
CalPERS Pension Plans Summary

Pension Plan	Accrued Liability	Market Value of Assets	Unfunded Accrued Liability	% Funded
2022 Safety Classic	\$16,779,407	\$15,413,422	\$1,365,985	91.9%
2022 Safety PEPRA	\$288,990	\$261,746	\$27,244	90.6%
2023 Safety Classic UAL	\$0	\$0	\$154,134	
2023 Safety PEPRA UAL	\$0	\$0	\$2,617	
Total	\$17,068,397	\$15,675,168	\$1,549,981	

Sources: CalPERS and Ridgeline

As of 06/30/2022, both plans were more than 90% funded. As of 06/30/2023, the total UAL of the District is estimated at approximately \$1.55 million.

The UAL currently bears interest at 6.8% per year and is amortized through FYE 2045, as shown in **Table 7**.

Table 7
Kensington Police Protection and Community Services District
CalPERS UAL Amortization Schedule

FYE	2022 UAL Classic [1]	2023 UAL Classic [2]	2022 UAL PEPRA [1]	2023 UAL PEPRA [2]	Total Pmt
2025	\$52,715	\$0	\$1,268	\$0	\$53,983
2026	\$79,805	\$3,779	\$2,094	\$64	\$85,742
2027	\$106,894	\$7,558	\$2,921	\$128	\$117,501
2028	\$133,984	\$11,337	\$3,748	\$193	\$149,261
2029	\$161,073	\$15,116	\$4,574	\$257	\$181,020
2030	\$161,074	\$18,895	\$4,573	\$321	\$184,863
2031	\$161,073	\$18,895	\$4,574	\$321	\$184,863
2032	\$161,073	\$18,895	\$4,574	\$321	\$184,863
2033	\$161,074	\$18,895	\$4,574	\$321	\$184,864
2034	\$161,073	\$18,895	\$4,573	\$321	\$184,862
2035	\$161,074	\$18,895	\$4,574	\$321	\$184,864
2036	\$161,073	\$18,895	\$4,573	\$321	\$184,862
2037	\$161,075	\$18,895	\$4,574	\$321	\$184,865
2038	\$161,074	\$18,895	\$4,573	\$321	\$184,863
2039	\$161,074	\$18,895	\$4,575	\$321	\$184,865
2040	\$161,075	\$18,895	\$4,575	\$321	\$184,866
2041	\$161,073	\$18,895	\$4,573	\$321	\$184,862
2042	\$161,074	\$18,895	\$4,575	\$321	\$184,865
2043	\$161,075	\$18,895	\$4,574	\$321	\$184,865
2044	\$161,073	\$18,895	\$4,573	\$321	\$184,862
2045	\$0	\$18,895	\$0	\$321	\$19,216
Total	\$2,950,578	\$340,107	\$83,212	\$5,776	\$3,379,673

[1] 2022 UAL amortization schedule is provided by CalPERS.
 [2] 2023 UAL amortization schedule is estimated by Ridgeline based on CalPERS 2023 investment performance estimate of 5.8%. It does not include any other amortization bases that can be added by CalPERS.

While additional future UAL increases are likely, CalPERS has been implementing measures to reduce them, including increasing the Normal Cost contribution rates and decreasing the discount rate.

This Fiscal Study does not make any projections about future UAL increases.

Table 8 shows the KPPCSD’s Normal Cost contribution rate history for the past nine years. This Fiscal Study assumes a small annual increase to these contribution rates.

Table 8
Kensington Police Protection and Community Services District
CalPERS Normal Cost Contribution Rates

	Safety Classic	Safety PEPR
2017	19.54%	0.00%
2018	19.72%	0.00%
2019	20.56%	12.14%
2020	21.93%	13.03%
2021	23.67%	13.04%
2022	23.71%	13.13%
2023	23.75%	12.78%
2024	27.11%	13.54%
2025	27.32%	13.76%

Source: CalPERS

OPEB LIABILITY AND TRUST

The KPPCSD offers lifetime retiree medical coverage to eligible police employees who retire at age 50, as well as to their dependents. The District previously covered the cost of post-employment dental and vision premiums for retirees, but this benefit has been discontinued. These benefits are commonly referred to as Other Post-Employment Benefits (“OPEB”).

As of 06/30/2023, the District’s total OPEB liability was estimated at approximately \$1.9 million.

The District has established a trust to help fund its future OPEB costs (“OPEB Trust”). The OPEB Trust funds are invested with the California Employers’ Retiree Benefit Trust of CalPERS.

The OPEB Trust has been funded through a series of contributions over many years. As of 06/30/2023, the OPEB Trust balance was approximately \$2.1 million. These funds are available to cover the District’s OPEB expenses at any time.

As shown in **Table 6** below, the District’s OPEB liability is approximately 114% funded.

Table 9
Kensington Police Protection and Community Services District
Other Post-Employment Benefits Liability Summary
as of 06/30/2023

Description	Amount
Total OPEB Liability	\$1,876,748
OPEB Trust Funds	\$2,143,747
Net OPEN Liability / (Asset)	(\$266,999)
% Funded	114.2%

Sources: KPPCSD and CalPERS

The District is not planning to make additional contributions to the OPEB Trust at this time.

The District pays the annual OPEB costs on a “pay as you go” basis from its operating budget and is projected to continue to do so.

The District has not been utilizing the OPEB Trust to pay the OPEB benefit costs in the past and does not have a policy that governs the use of funds. Utilizing the OPEB Trust funds or investment earnings for the payment of the OPEB costs can help the District reduce its operating deficit, if necessary.

DISTRICT OPERATIONS

The District tracks its budget and services through four separate funds:

- General Fund;
- Police Fund;
- Parks Fund; and
- Waste Management Fund.

GENERAL FUND

The General Fund includes general revenues and general and administrative expenses.

General Fund Revenues

Property Taxes

The primary funding source for the District’s operations is *ad valorem* property taxes, which currently total approximately \$2.5 million per year.

Based on information provided by the KFPD, the *ad valorem* property tax revenue growth rate in Kensington averaged 5.19% per year between FYEs 2010 and 2024. Going forward, a conservative annual growth rate of 3.5% has been assumed.

Other Revenues

Other General Fund funding sources include:

- Interest income (projected at 3% of the beginning cash balance for the year).
- Transfers from the Waste Management Fund (intended to cover approximately 5% of the District’s administrative expenses, excluding legal and consulting costs).
- Miscellaneous revenues (estimated at \$20,000 per year, with an annual inflation growth rate).

General Fund Expenses

The General Fund expenses include salaries and benefits of the Administration Department employees and general and administrative expenses of the District.

Projections for the General Fund expenses are based on historical trends, 2025 budget, and additional feedback from KPPCSD staff. Most cost categories are expected to increase with the annual inflation rate, assumed to be 3%.

A small capital outlay allowance was included in the projections.

General Fund Operating Results

The General Fund generates an annual operating surplus intended to provide additional funding for the Police and Parks funds.

Table 10 summarizes the historical and projected revenues, expenses, and the operating surplus of the General Fund. Details of the General Fund revenues, expenses, and operating surplus are provided in **Table B-1** of **Appendix B**.

Table 10
Kensington Police Protection and Community Services District
Revenues and Expenses Summary - General Fund

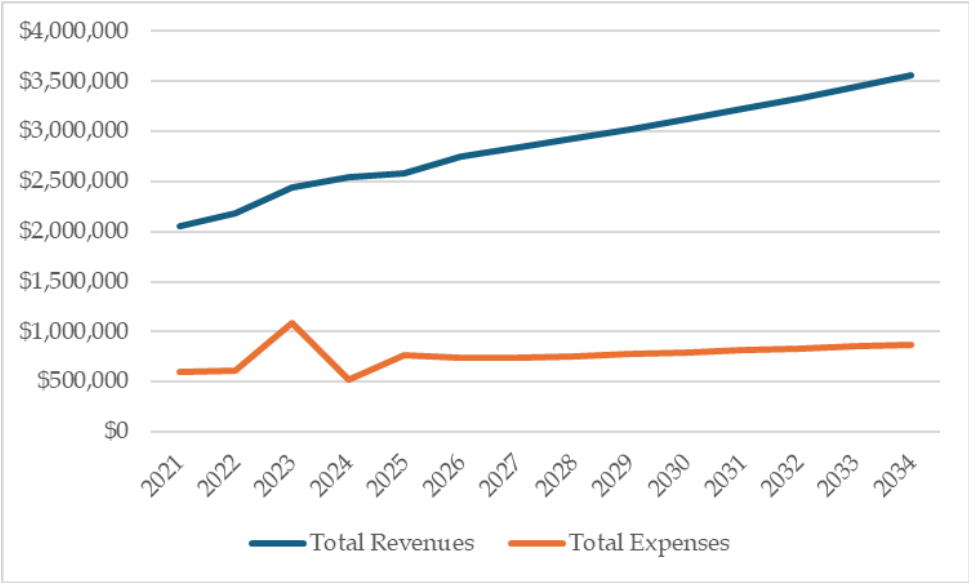
FYE		Total Revenues	Total Expenses [1]	Operating Surplus
2021	Historical	\$2,056,812	\$595,466	\$1,461,346
2022		\$2,180,205	\$617,509	\$1,562,696
2023		\$2,442,794	\$1,088,439	\$1,354,355
2024		\$2,542,647	\$527,051	\$2,015,596
2025	Projected	\$2,583,000	\$760,385	\$1,822,616
2026		\$2,744,953	\$745,371	\$1,999,582
2027		\$2,834,872	\$741,433	\$2,093,439
2028		\$2,927,194	\$750,983	\$2,176,211
2029		\$3,022,404	\$778,498	\$2,243,906
2030		\$3,120,853	\$788,492	\$2,332,361
2031		\$3,225,053	\$817,542	\$2,407,510
2032		\$3,331,288	\$828,003	\$2,503,286
2033		\$3,444,593	\$858,678	\$2,585,915
2034	\$3,561,310	\$869,628	\$2,691,682	

Sources: KPPCSD and Ridgeline

[1] Includes capital outlay.

Graph 1 illustrates the historical and projected trend for the General Fund revenues and expenses.

Graph 1
Kensington Police Protection and Community Services District
Revenue and Expenses Trend - General Fund



The General Fund revenues are projected to grow faster than the expenses, as *ad valorem* property taxes are expected to increase slightly faster than inflation due to the recapture of past property value growth at a time of property resales, as governed by Proposition 13.

POLICE FUND

The Police Fund includes all revenues and expenses related to the District's Police Department.

Police Fund Revenues

Property Taxes

Property taxes are a major funding source for the District's police services. The Kensington voters have previously passed two tax measures to support these services:

- **Special Parcel Tax** is a fixed \$300 per parcel assessment approved in 1994 without any inflation adjustment or sunset provision. The total annual revenue from the Special Parcel Tax is \$685,470.
- **Measure G (Supplemental Special Tax)** is a per parcel assessment initially approved in 2010 at \$200 per single family residential parcel that is annually adjusted for inflation and does not have a sunset provision. The total Measure G revenue is projected to be approximately \$700,000 in FYE 2025 and continue to grow with inflation.

Other Revenues

Other Police Fund funding sources include:

- Grants (conservatively projected at \$100,000 per year, with an annual inflation adjustment).
- Miscellaneous revenues (POST program reimbursements and Police-related fees and service charges).

Police Fund Expenses

The Police Fund expenses include salaries and benefits of the Police Department employees and all police service expenses of the District.

Projections for the Police Fund expenses are based on historical trends, 2025 budget, and additional feedback from KPPCSD staff. The following assumptions were used for the projections:

- All employees are projected to advance along their current compensation steps, after which their salaries will increase at 1.7% per year. This conservative approach assumes no employee turnover. As employees leave the District, savings could be realized by hiring more junior personnel.
- Most cost categories are expected to increase with the annual inflation rate, assumed to be 3%.

- Medical benefit costs are projected to increase at an annual rate of 5%.
- In the base scenario, the Police Department (along with the rest of the District) continues to operate from the rented office space located at the City of El Cerrito site.
- Future capital outlay is limited to computer replacement every five years.
- Debt service includes payments on the POB and vehicle leases.
- The District plans to fund all future police vehicle replacements through municipal lease financing. Vehicle costs increase with inflation. Lease payments are based on monthly payments, 5-year term, and an 8% interest rate.

Police Fund Operating Results

The Police Fund operates at an annual deficit, which is covered by the General Fund surplus.

Table 11 summarizes the historical and projected revenues, expenses, and operating deficit of the Police Fund. Details of the Police Fund revenues, expenses, and operating deficit are provided in **Table B-2** of **Appendix B**.

Table 11
Kensington Police Protection and Community Services District
Revenues and Expenses Summary - Police Fund

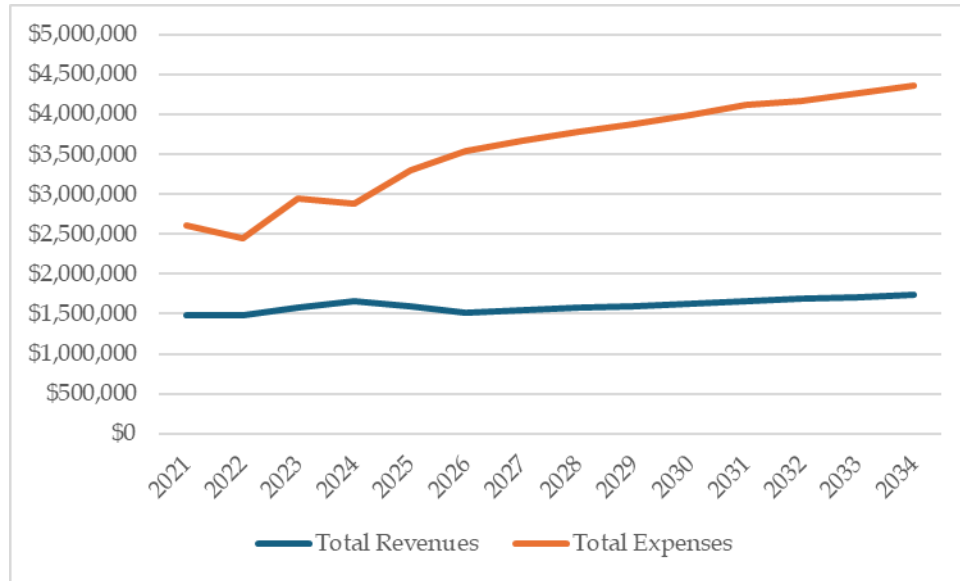
FYE		Total Revenues	Total Expenses [1]	Operating Surplus
2021	Historical	\$1,484,588	\$2,611,483	(\$1,126,895)
2022		\$1,482,616	\$2,454,396	(\$971,780)
2023		\$1,582,562	\$2,946,562	(\$1,364,000)
2024		\$1,664,635	\$2,885,718	(\$1,221,083)
2025	Projected	\$1,601,500	\$3,298,874	(\$1,697,374)
2026		\$1,522,950	\$3,548,088	(\$2,025,138)
2027		\$1,548,074	\$3,665,682	(\$2,117,607)
2028		\$1,573,953	\$3,788,805	(\$2,214,853)
2029		\$1,600,607	\$3,889,796	(\$2,289,189)
2030		\$1,628,061	\$3,995,012	(\$2,366,951)
2031		\$1,656,339	\$4,121,563	(\$2,465,224)
2032		\$1,685,465	\$4,171,730	(\$2,486,265)
2033		\$1,715,465	\$4,268,467	(\$2,553,002)
2034		\$1,746,365	\$4,367,397	(\$2,621,032)

Sources: KPPCSD and Ridgeline

[1] Includes capital outlay and debt services.

Graph 2 illustrates the historical and projected trend for the Police Fund revenues and expenses.

Graph 2
Kensington Police Protection and Community Services District
Revenue and Expenses Trend – Police Fund



The Police Fund expenses are projected to grow faster than revenue, primarily due to the fixed rate of the Special Parcel Tax and the current salary increase schedules.

PARKS FUND

The Parks Fund includes all revenues and expenses related to the District’s parks and recreation services.

Parks Fund Revenues

Special Taxes

Special taxes are a major funding source for the parks and recreation services of the District. The Kensington Park Assessment District was formed in 1994. The annual assessment was \$20.66 per single family residential parcel for FYE 2024 and is annually adjusted for inflation.

Other Revenues

Other Parks Fund funding sources include:

- Grants: The District periodically seeks grants, but these funds are typically restricted for specific capital projects. As such, the projection does not include grant revenues and capital outlay for the Parks Fund.
- Kensington Community Council (“KCC”) Fees and Other Contributions: The KCC annual fees cover a portion of the Parks Fund expenses, while the KCC Reserve contributions of

\$30,000 per year for four years are designated to fund improvements to the Recreational Building.

- Community Center and Tennis Court Revenues: These fees cover a portion of the Parks Fund expenses.

Park Fund Expenses

The Parks Fund expenses include salaries and benefits of the Parks and Recreation Department employees and all park service expenses of the District.

Projections for the Parks Fund expenses are based on historical trends, 2025 budget, and additional feedback from KPPCSD staff. The following assumptions were used for the projections:

- Most cost categories are expected to increase with the annual inflation rate, assumed to be 3%.
- Future capital outlay projections are limited to the Recreational Building improvements funded by the KCC Reserve contributions.
- Debt service includes payments on the Community Center Loan.

Parks Fund Operating Results

The Parks Fund operates at an annual deficit, which is covered by the General Fund surplus.

Table 12 summarizes the historical and projected revenues, expenses, and operating deficit of the Parks Fund. Details of the Parks Fund revenues, expenses, and operating deficit are provided in **Table B-3 of Appendix B**.

Table 12
Kensington Police Protection and Community Services District
Revenues and Expenses Summary - Parks Fund

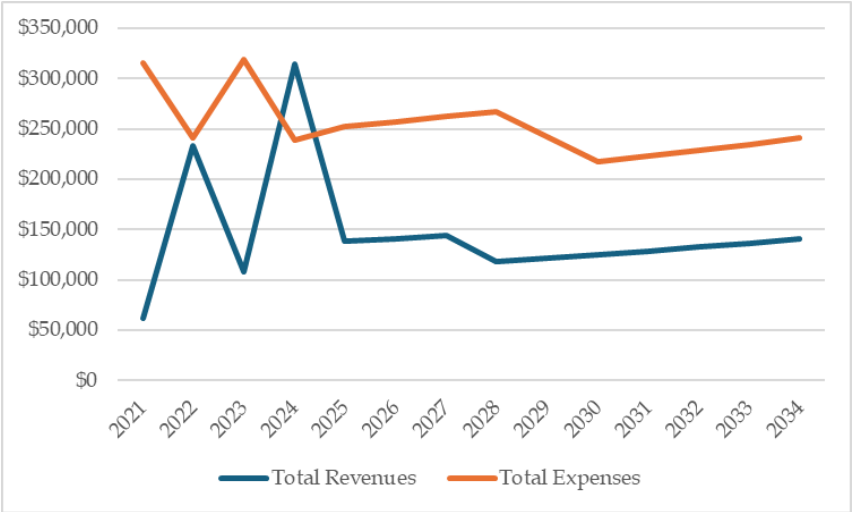
FYE		Total Revenues	Total Expenses [1]	Operating Surplus
2021	Historical	\$61,512	\$315,529	(\$254,017)
2022		\$233,729	\$241,072	(\$7,343)
2023		\$107,823	\$319,027	(\$211,204)
2024		\$313,975	\$238,877	\$75,098
2025	Projected	\$138,000	\$252,413	(\$114,413)
2026		\$141,240	\$257,274	(\$116,034)
2027		\$144,577	\$262,266	(\$117,688)
2028		\$118,015	\$267,392	(\$149,377)
2029		\$121,555	\$242,656	(\$121,101)
2030		\$125,202	\$217,545	(\$92,344)
2031		\$128,958	\$223,097	(\$94,140)
2032		\$132,826	\$228,799	(\$95,973)
2033		\$136,811	\$234,655	(\$97,844)
2034		\$140,916	\$240,670	(\$99,755)

Sources: KPPCSD and Ridgeline

[1] Includes capital outlay and debt services.

Graph 3 illustrates the historical and projected trend for the Parks Fund revenues and expenses.

Graph 3
Kensington Police Protection and Community Services District
Revenue and Expenses Trend - Parks Fund



The historical volatility of the Parks Fund revenues and expenses is driven by the grant-funded capital projects. The Parks Fund expenses are projected to increase slightly faster than revenues, leading to the annual deficit increasing by approximately \$2,000 per year, after accounting for grant-funded capital improvements and debt service.

WASTE MANAGEMENT FUND

The Waste Management Fund includes all revenues and expenses related to the District's waste management services.

Bay View Service Agreement

Solid waste collection and recycling within the District's service area is provided by Bay View Refuse & Recycling ("Bay View"). The District has a service agreement with Bay View and a fee-sharing agreement with the County. Under these agreements, the District collects a 7% franchise fee on the Bay View bill. A 3% portion of the fee is passed on to the County, while the District retains the remaining 4% to cover its administrative and compliance expenses.

Waste Management Fund Revenues

The Bay View Franchise Fee makes up the bulk of the Waste Management Fund revenues.

In FYE 2025, the District expects to receive a \$75,000 grant for a capital project.

Waste Management Fund Expenses

The County portion of the Franchise Fee makes up the bulk of the Waste Management Fund expenses.

Approximately 5% of the District's administrative expenses, excluding legal and consulting costs, are allocated to the Waste Management Fund and are funded through a transfer to the General Fund.

Waste Management Fund Operating Results

The Waste Management Fund is an enterprise fund designed to operate at break-even over the long term. Projections for the next ten years indicate a small annual fund surplus.

Table 13 summarizes the historical and projected revenues, expenses, and operating results of the Waste Management Fund. Details of the Waste Management Fund revenues, expenses, and operating results are provided in **Table B-4** of **Appendix B**.

Table 13
Kensington Police Protection and Community Services District
Revenues and Expenses Summary - Waste Management Fund

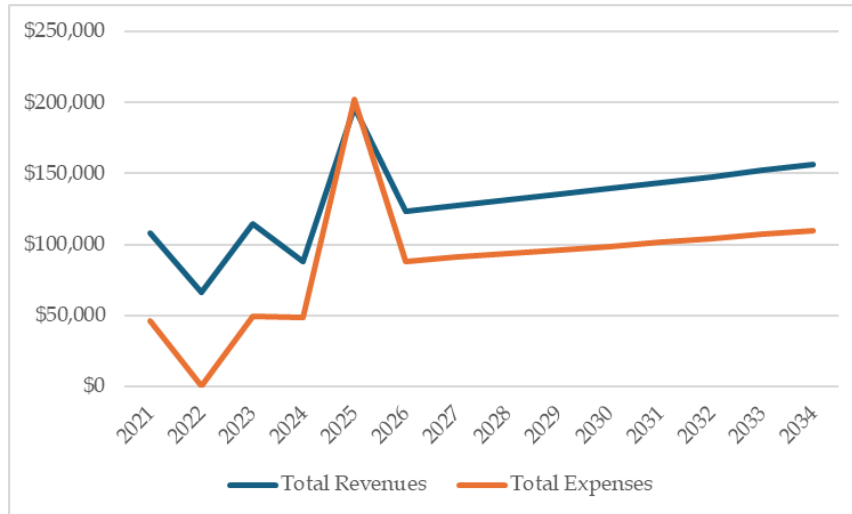
FYE		Total Revenues	Total Expenses	Operating Surplus
2021	Historical	\$108,250	\$46,393	\$61,857
2022		\$66,551	\$0	\$66,551
2023		\$114,399	\$49,325	\$65,074
2024		\$88,159	\$48,799	\$39,360
2025	Projected	\$197,000	\$202,000	(\$5,000)
2026		\$123,600	\$88,299	\$35,301
2027		\$127,308	\$91,178	\$36,130
2028		\$131,127	\$93,278	\$37,849
2029		\$135,061	\$96,326	\$38,735
2030		\$139,113	\$98,548	\$40,565
2031		\$143,286	\$101,774	\$41,512
2032		\$147,585	\$104,124	\$43,461
2033		\$152,012	\$107,539	\$44,473
2034		\$156,573	\$110,025	\$46,548

Sources: KPPCSD and Ridgeline

[1] 2022 Revenues and Expenses are adjusted to show net revenues only.

Graph 4 illustrates the historical and projected trend for the Waste Management Fund revenues and expenses.

Graph 4
Kensington Police Protection and Community Services District
Revenue and Expenses Trend - Waste Management Fund



The historical volatility of the Waste Management Fund revenues and expenses is primarily due to the lack of available information for FYE 2022 and the anticipated grant revenues and capital outlay for FYE 2025. The Waste Management Fund revenues and expenses are expected to remain well-balanced going forward, with a small operating surplus.

DISTRICT-WIDE SUMMARY

The District-wide operating results combine the four individual funds (General Fund, Police Fund, Parks Fund, and Waste Management Fund) described above.

The General Fund generates a surplus that covers the deficits in the Police and Parks Funds, while the Waste Management Fund operates near break-even.

Table 14 summarizes the historical and projected revenues, expenses, and operating results of the District. Details of the District revenues, expenses, and operating results are provided in **Table B-5** of **Appendix B**.

Table 14
Kensington Police Protection and Community Services District
Revenues and Expenses Summary - District-Wide

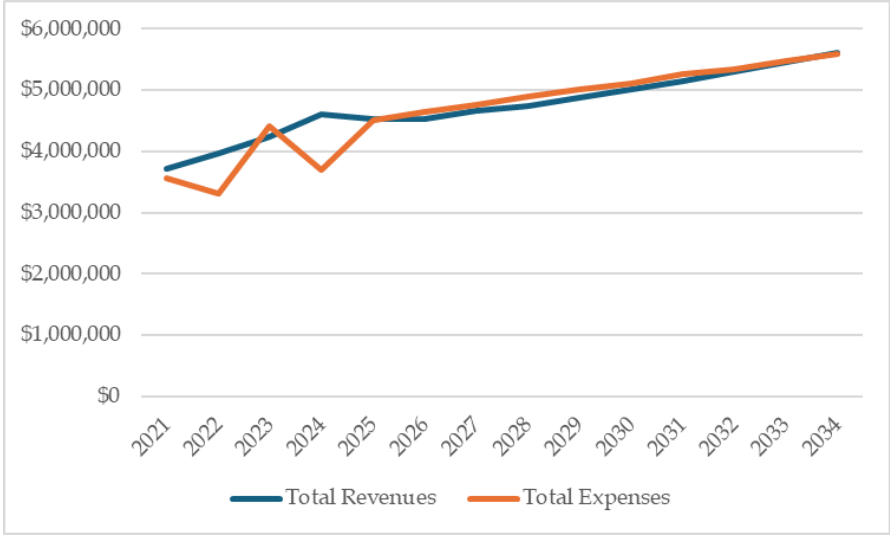
FYE		Total Revenues	Total Expenses [1]	Operating Surplus
2021	Historical	\$3,711,162	\$3,568,871	\$142,291
2022		\$3,963,101	\$3,312,977	\$650,124
2023		\$4,247,578	\$4,403,352	(\$155,774)
2024		\$4,609,416	\$3,700,444	\$908,972
2025		\$4,519,500	\$4,513,672	\$5,829
2026	Projected	\$4,532,743	\$4,639,031	(\$106,288)
2027		\$4,654,832	\$4,760,558	(\$105,726)
2028		\$4,750,288	\$4,900,459	(\$150,170)
2029		\$4,879,627	\$5,007,275	(\$127,649)
2030		\$5,013,228	\$5,099,596	(\$86,368)
2031		\$5,153,635	\$5,263,977	(\$110,341)
2032		\$5,297,164	\$5,332,656	(\$35,491)
2033		\$5,448,882	\$5,469,340	(\$20,458)
2034		\$5,605,163	\$5,587,720	\$17,443

Sources: KPPCSD and Ridgeline

[1] Includes capital outlay and debt services.

Graph 5 illustrates the historical and projected trend for the District’s revenues and expenses.

Graph 5
Kensington Police Protection and Community Services District
Revenue and Expenses Trend - District-Wide



Over the next ten years, the District is projected to operate with a slight annual deficit of less than 3% of its annual revenues and expenses.

This level of deficit can be managed through minor adjustments to operating expenses. For example, the projections assume that the District is fully staffed at all times. Given that staffing costs are projected to account for 50-54% of total expenses (including debt service and capital outlay), any vacancies are likely to reduce or eliminate the projected deficit, assuming all other factors remain unchanged.

Additionally, the District has access to the OPEB Trust, which can be used to cover the OPEB costs and reduce the projected deficit, subject to District’s Board guidance.

Historically, the District has demonstrated the ability to maintain a long-term operating surplus through effective expense management.

Annual surpluses and deficits impact the District’s reserves. **Table 15** summarizes the historical and projected FYE reserve balances of the District. Details of the calculations of the District’s reserve balances are provided in **Table B-6** of **Appendix B**.

Table 15
Kensington Police Protection and Community Services District
Reserves Summary - District-Wide

FYE		Total Reserves
2021	Historical	\$2,059,807
2022		\$2,661,049
2023		\$2,605,834
2024		\$2,796,316
2025	Projected	\$2,802,144
2026		\$2,695,857
2027		\$2,590,130
2028		\$2,439,960
2029		\$2,312,311
2030		\$2,225,943
2031		\$2,115,602
2032		\$2,080,110
2033		\$2,059,652
2034		\$2,077,096

Sources: KPPCSD and Ridgeline

Graph 6 illustrates the historical and projected year-end reserves of the District.

Graph 6
Kensington Police Protection and Community Services District
Reserve Balances Trend - District-Wide



Without implementing any cost-management initiatives, the District will fund the annual deficit by drawing down on its reserves. The total reserves amount is projected to decrease from the current level of \$2.8 million to approximately \$2.1 million in FYE 2034.

STRATEGIC PLANING AND FUNDING FOR MAJOR PROJECTS

Concurrently with the preparation of this Fiscal Study, the District held a series of strategic planning sessions and identified major focus areas for the coming years. While some strategic initiatives are already incorporated into or can be easily covered by the operating budget outlined above, others will require substantial staff time and additional funding. The most capital-intensive projects revolve around park and recreation facilities and the District's building.

PARK AND RECREATION FACILITIES

The District is considering multiple park and recreation projects to enhance services and develop facilities requested by the community, including improvements to the Annex and Recreational Building, open space areas, and park amenities.

The District intends to develop a comprehensive master plan to define the scope of these facilities. The master plan will guide the timing of the improvements, establish the capital improvements budget, and identify the funding strategy, likely centered around grants and voter-approved debt financing.

The planning work can start as early as FYE 2027. The District estimates that the master plan will cost between \$50,000 and \$75,000. This cost is not included in the financial projections above, and the District will need to identify a funding source to cover it.

DISTRICT BUILDING

The largest project the District is expecting to undertake in the next several years is the development of a permanent building.

The District currently operates from a rented facility in El Cerrito. There is a strong sense that the community will benefit from the police department and the District administration being located within Kensington.

Several project options have been considered and analyzed over the years. Four key alternatives have emerged:

- Alternative 1: Remain at the Current Location;
- Alternative 2: Modular Building at District-Owned Land;
- Alternative 3: Permanent Building at District-Owned Land; and

- Alternative 4: Move into the Kensington Public Safety Building.

Each of these alternatives is described below.

Alternative 1: Remain at the Current Location

The District can continue operating from its current location in El Cerrito. This alternative requires no significant effort or additional funding. In fact, it is the base scenario used in the financial projections above.

The District is renting its modular building. It can continue to do so or buy it out and finance it through a lease-purchase agreement to save money. The fiscal analysis indicates that the District can afford this alternative within its regular course of business.

The current cost to rent the modular building is approximately \$68,000 per year, with an expected annual increase of approximately two percent. The District reports that it can purchase the building for approximately \$300,000. **Table 16** provides a rent vs. buy analysis for the modular building, utilizing conservative financing assumptions.

Table 16
Kensington Police Protection and Community Services District
Modular Building - Rent vs. Buy Analysis

Description		Amount
Annual Rent Payment	(a)	\$68,000
Buyout Price		\$300,000
Financing Assumptions:		
Financing Term (years)		10
Interest Rate		6.50%
Cost of Issuance		\$30,000
Annual Debt Service	(b)	\$45,905
Annual Savings - Buy vs. Rent	(c) = (a) - (b)	\$22,095

Sources: KPPCSD and Ridgeline

The District is expected to save approximately \$22,000 per year by purchasing the building and financing it with a 10-year municipal lease-purchase agreement.

However, there is reportedly a strong preference in the community for the police department and District administration to be located in Kensington.

Alternative 2: Modular Building on District-Owned Land

The District is exploring the possibility of placing a modular building (either the existing one or a new one) on the vacant parcel that it owns. This option would require extensive improvements due to the site slope. The District estimates the total cost for this alternative to be in the \$2-4 million range. Potential funding sources include grants and debt financing.

The District does not have the cash flow capacity to incur additional General Fund debt. Any financing would need to be in the form of voter-approved debt, such as Mello-Roos Community Services District bonds or general obligation bonds. The debt service for such debt would be the responsibility of property owners within the District. To minimize the debt amount, the District should pursue grants and earmarks, although such funding is not guaranteed.

Table 17 provides a preliminary financing analysis for this alternative, assuming a public sale of Mello-Roos Community Services District bonds with a 30-year term (a more conservative assumption from a cost standpoint). This analysis assumes that the District is unable to obtain any grant or earmark funding and that the entire project cost is financed with debt.

Table 17
Kensington Police Protection and Community Services District
Modular Building on District-Owned Land - Financing Analysis

Description	Amount	
	Low-End	High-End
Total Estimated Project Cost	\$2,000,000	\$4,000,000
Financing Assumptions:		
Financing Term (years)	30	30
Interest Rate	6.00%	6.00%
District and Election Expenses	\$100,000	\$100,000
Cost of Issuance & UW Discount	\$157,000	\$194,000
Debt Service Reserve	\$212,500	\$425,000
Total Financing Amount	\$2,469,500	\$4,719,000
Annual Debt Service	\$179,406	\$342,830
Property Parcels within District	2,188	2,188
Annual Debt Service Cost per Parcel	\$82.00	\$156.69

Sources: KPPCSD and Ridgeline

Looking at the low- and high-end estimates of the total project cost, the annual debt service requirement for this alternative ranges from approximately \$179,000 to \$343,000 per year. When allocated to all property owners within the District, the annual assessment is estimated at approximately \$82 to \$157 per parcel.

Alternative 3: Permanent Building on District-Owned Land

The District is also considering the possibility of constructing a permanent building on the vacant parcel that it owns. This option will require extensive improvements due to the site slope as well. The District estimates the total cost for this alternative to be in the \$10-12 million range. Potential funding sources include grants and debt financing.

The District does not have the cash flow capacity to take on additional General Fund debt. Any financing would need to be in the form of voter-approved debt, such as Mello-Roods Community Services District bonds or general obligation bonds. The debt service for such debt would be the responsibility of property owners within the District. To minimize the debt amount, the District should pursue grants and earmarks, though such funding is not guaranteed.

Table 18 provides a preliminary financing analysis for this alternative, assuming a public sale of Mello-Roods Community Services District bonds with a 30-year term (a more conservative assumption from a cost standpoint). This analysis assumes that the District is unable to obtain any grant or earmark funding and that the entire project cost is financed with debt.

Table 18
Kensington Police Protection and Community Services District
Permanent Building on District-Owned Land - Financing Analysis

Description	Amount	
	Low-End	High-End
Total Estimated Project Cost	\$10,000,000	\$12,000,000
Financing Assumptions:		
Financing Term (years)	30	30
Interest Rate	6.00%	6.00%
District and Election Expenses	\$100,000	\$100,000
Cost of Issuance & UW Discount	\$285,000	\$317,000
Debt Service Reserve	\$1,000,000	\$1,200,000
Total Financing Amount	\$11,385,000	\$13,617,000
Annual Debt Service	\$827,108	\$989,260
Property Parcels within District	2,188	2,188
Annual Debt Service Cost per Parcel	\$378.02	\$452.13

Sources: KPPCSD and Ridgeline

Looking at the low- and high-end estimates of the total project cost, the annual debt service requirement for this alternative ranges from approximately \$827,000 to \$989,000 per year. When allocated to all property owners within the District, the annual assessment is estimated to be approximately \$378 to \$452 per parcel.

Alternative 4: Move into the Kensington Public Safety Building

The District also carefully considered the possibility of moving into the Kensington Public Safety Building (“PSB”) owned by the KFPD and located at 217 Arlington Ave, Kensington, CA. The KFPD is currently in the final stages of a comprehensive renovation of the building. The PSB is designed primarily for the needs of the Kensington Fire Department.

Various attempts have been made to figure out how to accommodate the police department within the building. Ultimately, the KPPCSD Board and staff determined that the police department is unable to safely and efficiently operate from the PSB due to multiple factors, including ingress and egress, the safety of police and fire personnel, the overall availability of sufficient space to meet the needs of both departments, etc.

Additionally, police operations were deemed incompatible with the safety needs of the fire department, which requires 24-hour living arrangements for personnel.

As such, the KPPCSD does not view this alternative as a workable solution. In the future, the Districts may consider whether the PSB could be a suitable location for the administrative personnel.

BORROWING CAPACITY ASSESSMENT

As the District’s operating cash flow cannot accommodate any significant capital projects or debt financing, all such funding would need to come from the community in the form of voter-approved assessments, such as a parcel tax, Mello-Roos Community Services District assessments, or general obligation bonds. The District should also pursue grant and earmark funding to reduce the financial burden on the community.

To help evaluate the financial burden of community-funded projects, **Table 19** estimates the amount of net funding proceeds that could be raised by the District through issuing debt supported by voter-approved assessments. The calculation assumes that this funding will be done through a Mello-Roos Community Services District, a more financially conservative assumption.

Table 19
Kensington Police Protection and Community Services District
Borrowing Capacity for Voter-Approved Debt

Description	Annual Assessment Amount			
	\$100	\$250	\$500	\$750
Property Parcels within District	2,188	2,188	2,188	2,188
Total Annual Assessment Amount	\$218,800	\$547,000	\$1,094,000	\$1,641,000
Financing Assumptions:				
Financing Term (years)	30	30	30	30
Interest Rate	6.00%	6.00%	6.00%	6.00%
Total Financing Proceeds	\$3,011,745	\$7,529,363	\$15,058,725	\$22,588,088
Less:				
Debt Service Reserve	(\$273,500)	(\$683,750)	(\$1,367,500)	(\$2,051,250)
District and Election Expenses	(\$100,000)	(\$100,000)	(\$100,000)	(\$100,000)
Cost of Issuance and UW Discount	(\$158,129)	(\$207,823)	(\$290,646)	(\$373,469)
Net Financing Proceeds (Rounded)	\$2,480,000	\$6,538,000	\$13,301,000	\$20,063,000

Source: Ridgeline

If the Kensington voters are willing to support additional capital facilities within the District, a \$100 per parcel assessment can provide approximately \$2.5 million in project funding. A \$250 per parcel assessment can provide approximately \$6.5 million in project funding. A \$500 per parcel assessment can provide approximately \$13.3 million in project funding. A \$750 per parcel assessment can provide approximately \$20.1 million in project funding.

These financing calculations reflect conservative interest rate, method of sale, and security structure assumptions. The actual amounts will depend on the market environment at the time of debt issuance and likely to be different.

FISCAL MANAGEMENT RECOMMENDATIONS

During the preparation of this Fiscal Study, the following potential areas of fiscal improvement have been identified for the District to consider:

- Investment Management:** The District’s reserves are currently invested with banks, the County Treasury Pool, and the Local Agency Investment Fund. Given the current interest rate environment, the District may be able to generate additional investment earnings without additional risk through participation in government investment pools, such as the California Cooperative Liquid Assets Securities System (“CLASS”) and the California

Asset Management Program (“CAMP”), and / or by working with an investment manager that specializes in public funds investments.

- **Pension Liability Management:** In 2020, the District refinanced its UAL through the issuance of the POB. CalPERS’ investment performance since then has resulted in additional UAL balances. The District should consider performing a comprehensive pension liability assessment to identify appropriate pension liability management strategies, including the elimination of negative amortization, additional discretionary payments, and indirect refunding of the UAL. Moreover, the District should consider developing and adopting a formal pension liability management policy.
- **OPEB Trust Management:** The District is in a strong position of having an overfunded OPEB liability. The District should consider what funded level is appropriate and under what circumstances it can utilize the OPEB Trust funds for funding its OPEB costs. Additionally, the District should consider developing and adopting a formal OPEB liability and trust management policy.
- **Debt Management:** The District is expecting to continue financing police fleet replacement and is likely to issue debt to finance at least a portion of its permanent facility. To obtain more favorable and simpler financing terms, the District should consider utilizing a master lease arrangement with a financing institution for recurring fleet purchases. Additionally, the District should take advantage of Bank Qualified Tax-Exempt interest rates, which tend to be lower.
- **Lobbying, Grants, and Earmarks:** The District has been applying for and receiving grant funds for its police operations and vehicles and for park and waste system improvements. The District should continue pursuing grants and look for new grant opportunities. With the likely significant capital outlay for a permanent facility, as well as for the Annex and Recreational Building improvements, the District should also consider developing a lobbying strategy and pursue earmarks (Congressional Directed Spending and Community Projects Funding) and direct appropriations with federal and state elected officials.

This is not a comprehensive list of potential fiscal management opportunities – just the ones that we have noticed during our review. Ridgeline provides no opinion on any other fiscal, cost, or operating management practices that are not specifically addressed above.

Appendix A: Staffing Model

Table A-1 KPPCSD – Staffing Model and Financial Projections

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**Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
<i>Inflation Rate</i>			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
<i>Salary Inflation Rate</i>			1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%
SALARIES	CalPERS										
Administration:											
General Manager	n/a	\$136,000	\$138,312	\$140,663	\$143,055	\$145,487	\$147,960	\$150,475	\$153,033	\$155,635	\$158,281
Sr. Accountant	n/a	\$66,000	\$67,122	\$68,263	\$69,424	\$70,604	\$71,804	\$73,025	\$74,266	\$75,529	\$76,813
Board Clerk	n/a	\$50,000	\$50,850	\$51,714	\$52,594	\$53,488	\$54,397	\$55,322	\$56,262	\$57,219	\$58,191
Admin Assistant	n/a	\$21,000	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
<i>Subtotal: Administration</i>		\$273,000	\$277,641	\$282,361	\$287,161	\$292,043	\$297,007	\$302,057	\$307,192	\$312,414	\$317,725
Park and Recreation:											
Parks Coordinator	n/a	\$21,000	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
Public Services Assistant	n/a	\$43,000	\$43,731	\$44,474	\$45,230	\$45,999	\$46,781	\$47,577	\$48,385	\$49,208	\$50,045
<i>Subtotal: Parks and Recreation</i>		\$64,000	\$65,088	\$66,194	\$67,320	\$68,464	\$69,628	\$70,812	\$72,016	\$73,240	\$74,485
Police:											
Chief of Police	Classic	\$221,810	\$237,337	\$241,371	\$245,475	\$249,648	\$253,892	\$258,208	\$262,598	\$267,062	\$271,602
Lieutenant	PEPRA	\$168,768	\$176,805	\$183,556	\$188,821	\$192,031	\$195,296	\$198,616	\$201,992	\$205,426	\$208,918
Sergeant	Classic	\$136,884	\$142,372	\$144,792	\$147,253	\$149,757	\$152,303	\$154,892	\$157,525	\$160,203	\$162,926
Sergeant	PEPRA	\$131,628	\$136,896	\$142,372	\$144,792	\$147,253	\$149,757	\$152,303	\$154,892	\$157,525	\$160,203
Officer	PEPRA	\$119,400	\$121,430	\$123,494	\$125,594	\$127,729	\$129,900	\$132,108	\$134,354	\$136,638	\$138,961
Officer	PEPRA	\$107,894	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113	\$134,359
Officer	PEPRA	\$101,592	\$107,187	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113
Officer	PEPRA	\$101,592	\$107,187	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113
Officer	PEPRA	\$101,592	\$107,187	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113
Officer	PEPRA	\$50,796	\$107,187	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113
<i>Subtotal: Police</i>		\$1,241,956	\$1,356,671	\$1,407,319	\$1,450,986	\$1,475,652	\$1,500,738	\$1,526,251	\$1,552,197	\$1,578,585	\$1,605,421
TOTAL: SALARIES		\$1,578,956	\$1,699,400	\$1,755,875	\$1,805,466	\$1,836,159	\$1,867,374	\$1,899,119	\$1,931,404	\$1,964,238	\$1,997,630

**Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
HOLIDAY PAY - POLICE											
Sergeant	5.38%	\$7,371	\$7,592	\$7,820	\$8,054	\$8,296	\$8,545	\$8,801	\$9,065	\$9,337	\$9,617
Sergeant	5.38%	\$7,088	\$7,300	\$7,519	\$7,745	\$7,977	\$8,217	\$8,463	\$8,717	\$8,978	\$9,248
Officer	5.38%	\$6,429	\$6,622	\$6,821	\$7,025	\$7,236	\$7,453	\$7,677	\$7,907	\$8,144	\$8,389
Officer	5.38%	\$5,810	\$5,984	\$6,163	\$6,348	\$6,539	\$6,735	\$6,937	\$7,145	\$7,360	\$7,580
Officer	5.38%	\$5,470	\$5,634	\$5,803	\$5,978	\$6,157	\$6,342	\$6,532	\$6,728	\$6,930	\$7,138
Officer	5.38%	\$5,470	\$5,634	\$5,803	\$5,978	\$6,157	\$6,342	\$6,532	\$6,728	\$6,930	\$7,138
Officer	5.38%	\$5,470	\$5,634	\$5,803	\$5,978	\$6,157	\$6,342	\$6,532	\$6,728	\$6,930	\$7,138
Officer	5.38%	\$2,735	\$2,817	\$2,902	\$2,989	\$3,078	\$3,171	\$3,266	\$3,364	\$3,465	\$3,569
TOTAL: HOLIDAY PAY - POLICE		\$45,843	\$47,219	\$48,635	\$50,094	\$51,597	\$53,145	\$54,739	\$56,382	\$58,073	\$59,815
EDUCATION INCENTIVE PROGRAM - NON-CUMULATIVE											
AA	1.00%										
BA	2.00%										
Masters	3.00%										
Lieutenant	Masters	\$5,063	\$5,304	\$5,507	\$5,665	\$5,761	\$5,859	\$5,958	\$6,060	\$6,163	\$6,268
Sergeant	Masters	\$4,107	\$4,271	\$4,344	\$4,418	\$4,493	\$4,569	\$4,647	\$4,726	\$4,806	\$4,888
Sergeant		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer	BA	\$2,158	\$2,262	\$2,388	\$2,429	\$2,470	\$2,512	\$2,555	\$2,598	\$2,642	\$2,687
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer	BA	\$2,032	\$2,144	\$2,262	\$2,388	\$2,429	\$2,470	\$2,512	\$2,555	\$2,598	\$2,642
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL: EDUCATION INCENTIVE PROGRAM		\$13,359	\$13,981	\$14,500	\$14,899	\$15,152	\$15,410	\$15,672	\$15,938	\$16,209	\$16,485
POST INCENTIVE PAY - CUMULATIVE											
Intermediate	5.00%										
Advanced	5.00%										
Sergeant	Advanced	\$13,688	\$14,237	\$14,479	\$14,725	\$14,976	\$15,230	\$15,489	\$15,752	\$16,020	\$16,293
Sergeant	Advanced	\$13,163	\$13,690	\$14,237	\$14,479	\$14,725	\$14,976	\$15,230	\$15,489	\$15,752	\$16,020
TOTAL: POST INCENTIVE PAY		\$26,851	\$27,927	\$28,716	\$29,205	\$29,701	\$30,206	\$30,719	\$31,242	\$31,773	\$32,313

**Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
UNIFORM ALLOWANCE										
Chief of Police	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Lieutenant	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Sergeant	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Sergeant	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Officer	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Officer	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Officer	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Officer	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
Officer	\$1,200	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633
TOTAL: UNIFORM ALLOWANCE	\$12,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334
OVERTIME										
		4.34%	4.23%	3.49%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%
Sergeant	\$7,000	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
Sergeant	\$7,000	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
Officer	\$7,000	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
Officer	\$7,000	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
Officer	\$7,000	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
Officer	\$7,000	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
Officer	\$7,000	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
Officer	\$3,500	\$7,304	\$7,613	\$7,879	\$8,013	\$8,149	\$8,287	\$8,428	\$8,571	\$8,717
TOTAL: OVERTIME	\$52,500	\$58,431	\$60,903	\$63,029	\$64,100	\$65,190	\$66,298	\$67,425	\$68,572	\$69,737
SHIFT DIFFERENTIAL										
Officer	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Officer	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Officer	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Officer	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Officer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL: SHIFT DIFFERENTIAL	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134	\$10,438

Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
BONUS											
Sergeant		\$2,000	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sergeant		\$4,000	\$2,000	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$2,000	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$2,000	\$2,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL: BONUS		\$14,000	\$10,000	\$8,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
LONGEVITY PAY											
Lieutenant - Tier 2	6%	\$10,126	\$10,608	\$11,013	\$11,329	\$11,522	\$11,718	\$11,917	\$12,120	\$12,326	\$12,535
Sergeant - Tier 1	2.50%	\$0	\$3,559	\$3,620	\$3,681	\$3,744	\$3,808	\$3,872	\$3,938	\$4,005	\$4,073
Sergeant - Tier 2	2.50%	\$0	\$0	\$0	\$0	\$0	\$3,808	\$3,872	\$3,938	\$4,005	\$4,073
Officer - Tier 1	2.50%	\$0	\$3,036	\$3,087	\$3,140	\$3,193	\$3,247	\$3,303	\$3,359	\$3,416	\$3,474
Officer - Tier 2	2.50%	\$0	\$0	\$0	\$0	\$0	\$3,247	\$3,303	\$3,359	\$3,416	\$3,474
TOTAL: BONUS		\$10,126	\$17,203	\$17,720	\$18,150	\$18,459	\$25,828	\$26,267	\$26,713	\$27,168	\$27,629

Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
TOTAL BUDGETED SALARIES										
Administration:										
General Manager	\$136,000	\$138,312	\$140,663	\$143,055	\$145,487	\$147,960	\$150,475	\$153,033	\$155,635	\$158,281
Sr. Accountant	\$66,000	\$67,122	\$68,263	\$69,424	\$70,604	\$71,804	\$73,025	\$74,266	\$75,529	\$76,813
Board Clerk	\$50,000	\$50,850	\$51,714	\$52,594	\$53,488	\$54,397	\$55,322	\$56,262	\$57,219	\$58,191
Admin Assistant	\$21,000	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
<i>Subtotal: Administration</i>	<i>\$273,000</i>	<i>\$277,641</i>	<i>\$282,361</i>	<i>\$287,161</i>	<i>\$292,043</i>	<i>\$297,007</i>	<i>\$302,057</i>	<i>\$307,192</i>	<i>\$312,414</i>	<i>\$317,725</i>
Park and Recreation:										
Parks Coordinator	\$21,000	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
Public Services Assistant	\$43,000	\$43,731	\$44,474	\$45,230	\$45,999	\$46,781	\$47,577	\$48,385	\$49,208	\$50,045
<i>Subtotal: Parks and Recreation</i>	<i>\$64,000</i>	<i>\$65,088</i>	<i>\$66,194</i>	<i>\$67,320</i>	<i>\$68,464</i>	<i>\$69,628</i>	<i>\$70,812</i>	<i>\$72,016</i>	<i>\$73,240</i>	<i>\$74,485</i>
Police:										
Chief of Police	\$223,010	\$237,837	\$241,886	\$246,005	\$250,194	\$254,455	\$258,788	\$263,195	\$267,677	\$272,235
Lieutenant	\$185,157	\$193,217	\$200,591	\$206,346	\$209,860	\$213,435	\$217,071	\$220,769	\$224,529	\$228,354
Sergeant	\$172,250	\$181,835	\$185,182	\$186,541	\$189,824	\$196,973	\$200,440	\$203,970	\$207,563	\$211,221
Sergeant	\$164,078	\$167,690	\$174,256	\$177,425	\$178,515	\$181,660	\$184,863	\$188,123	\$191,442	\$194,821
Officer	\$136,029	\$140,952	\$143,652	\$146,353	\$148,968	\$154,878	\$157,646	\$160,464	\$163,334	\$166,258
Officer	\$128,062	\$131,192	\$138,205	\$140,806	\$143,317	\$145,875	\$148,480	\$151,133	\$153,835	\$156,586
Officer	\$119,262	\$124,686	\$129,136	\$135,976	\$138,401	\$140,870	\$143,385	\$145,946	\$148,554	\$151,211
Officer	\$119,262	\$124,686	\$131,136	\$135,976	\$138,401	\$140,870	\$143,385	\$145,946	\$148,554	\$151,211
Officer	\$119,294	\$124,770	\$131,276	\$136,179	\$138,579	\$141,022	\$143,509	\$146,041	\$148,619	\$151,243
Officer	\$58,231	\$117,809	\$124,112	\$130,802	\$133,071	\$135,381	\$137,731	\$140,122	\$142,556	\$145,032
<i>Subtotal: Police</i>	<i>\$1,424,636</i>	<i>\$1,544,672</i>	<i>\$1,599,432</i>	<i>\$1,642,409</i>	<i>\$1,669,130</i>	<i>\$1,705,419</i>	<i>\$1,735,296</i>	<i>\$1,765,707</i>	<i>\$1,796,662</i>	<i>\$1,828,172</i>
TOTAL: BUDGETED SALARIES	\$1,761,636	\$1,887,401	\$1,947,987	\$1,996,890	\$2,029,637	\$2,072,055	\$2,108,164	\$2,144,914	\$2,182,316	\$2,220,382

**Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
PERS ELIGIBLE SALARY										
Chief of Police	\$221,810	\$237,337	\$241,371	\$245,475	\$249,648	\$253,892	\$258,208	\$262,598	\$267,062	\$271,602
Lieutenant	\$183,957	\$192,717	\$200,076	\$205,815	\$209,314	\$212,872	\$216,491	\$220,171	\$223,914	\$227,721
Sergeant	\$162,050	\$172,031	\$175,054	\$178,132	\$181,265	\$188,262	\$191,573	\$194,944	\$198,376	\$201,870
Sergeant	\$151,878	\$157,886	\$164,128	\$167,016	\$169,956	\$172,949	\$175,996	\$179,098	\$182,256	\$185,471
Officer	\$125,829	\$131,088	\$133,402	\$135,759	\$138,158	\$143,848	\$146,391	\$148,979	\$151,614	\$154,298
Officer	\$115,862	\$121,328	\$127,956	\$130,211	\$132,507	\$134,845	\$137,225	\$139,648	\$142,115	\$144,626
Officer	\$107,062	\$112,822	\$118,886	\$125,382	\$127,591	\$129,840	\$132,130	\$134,461	\$136,834	\$139,250
Officer	\$107,062	\$112,822	\$118,886	\$125,382	\$127,591	\$129,840	\$132,130	\$134,461	\$136,834	\$139,250
Officer	\$109,094	\$114,966	\$121,148	\$127,770	\$130,020	\$132,310	\$134,642	\$137,016	\$139,432	\$141,893
Officer	\$53,531	\$110,005	\$115,984	\$122,393	\$124,513	\$126,669	\$128,864	\$131,097	\$133,369	\$135,682
TOTAL: PERS ELIGIBLE SALARY	\$1,338,136	\$1,463,001	\$1,516,892	\$1,563,334	\$1,590,562	\$1,625,327	\$1,653,649	\$1,682,472	\$1,711,807	\$1,741,663
PERS CONTRIBUTION										
Classic	27.32%	27.37%	27.42%	27.47%	27.52%	27.57%	27.62%	27.67%	27.72%	27.77%
PEPRA	13.76%	13.81%	13.86%	13.91%	13.96%	14.01%	14.06%	14.11%	14.16%	14.21%
Chief of Police	\$60,598	\$64,959	\$66,184	\$67,432	\$68,703	\$69,998	\$71,317	\$72,661	\$74,029	\$75,424
Lieutenant	\$25,312	\$26,614	\$27,730	\$28,629	\$29,220	\$29,823	\$30,439	\$31,066	\$31,706	\$32,359
Sergeant	\$44,272	\$47,085	\$48,000	\$48,933	\$49,884	\$51,904	\$52,913	\$53,941	\$54,990	\$56,059
Sergeant	\$20,898	\$21,804	\$22,748	\$23,232	\$23,726	\$24,230	\$24,745	\$25,271	\$25,807	\$26,355
Officer	\$17,314	\$18,103	\$18,490	\$18,884	\$19,287	\$20,153	\$20,583	\$21,021	\$21,469	\$21,926
Officer	\$15,943	\$16,755	\$17,735	\$18,112	\$18,498	\$18,892	\$19,294	\$19,704	\$20,123	\$20,551
Officer	\$14,732	\$15,581	\$16,478	\$17,441	\$17,812	\$18,191	\$18,577	\$18,972	\$19,376	\$19,787
Officer	\$14,732	\$15,581	\$16,478	\$17,441	\$17,812	\$18,191	\$18,577	\$18,972	\$19,376	\$19,787
Officer	\$15,011	\$15,877	\$16,791	\$17,773	\$18,151	\$18,537	\$18,931	\$19,333	\$19,744	\$20,163
Officer	\$7,366	\$15,192	\$16,075	\$17,025	\$17,382	\$17,746	\$18,118	\$18,498	\$18,885	\$19,280
TOTAL: PERS CONTRIBUTION	\$236,179	\$257,551	\$266,709	\$274,901	\$280,474	\$287,664	\$293,493	\$299,440	\$305,505	\$311,693

**Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
FICA - SOCIAL SECURITY	\$160,200	\$165,006	\$169,956	\$175,055	\$180,307	\$185,716	\$191,287	\$197,026	\$202,937	\$209,025
Administration:	6.20%									
General Manager	\$8,432	\$8,575	\$8,721	\$8,869	\$9,020	\$9,174	\$9,329	\$9,488	\$9,649	\$9,813
Sr. Accountant	\$4,092	\$4,162	\$4,232	\$4,304	\$4,377	\$4,452	\$4,528	\$4,604	\$4,683	\$4,762
Board Clerk	\$3,100	\$3,153	\$3,206	\$3,261	\$3,316	\$3,373	\$3,430	\$3,488	\$3,548	\$3,608
Admin Assistant	\$1,302	\$1,324	\$1,347	\$1,370	\$1,393	\$1,416	\$1,441	\$1,465	\$1,490	\$1,515
<i>Subtotal: Administration</i>	<i>\$16,926</i>	<i>\$17,214</i>	<i>\$17,506</i>	<i>\$17,804</i>	<i>\$18,107</i>	<i>\$18,414</i>	<i>\$18,728</i>	<i>\$19,046</i>	<i>\$19,370</i>	<i>\$19,699</i>
Park and Recreation:										
Parks Coordinator	\$1,302	\$1,324	\$1,347	\$1,370	\$1,393	\$1,416	\$1,441	\$1,465	\$1,490	\$1,515
Public Services Assistant	\$2,666	\$2,711	\$2,757	\$2,804	\$2,852	\$2,900	\$2,950	\$3,000	\$3,051	\$3,103
<i>Subtotal: Parks and Recreation</i>	<i>\$3,968</i>	<i>\$4,035</i>	<i>\$4,104</i>	<i>\$4,174</i>	<i>\$4,245</i>	<i>\$4,317</i>	<i>\$4,390</i>	<i>\$4,465</i>	<i>\$4,541</i>	<i>\$4,618</i>
TOTAL: FICA - SOCIAL SECURITY	\$20,894	\$21,249	\$21,610	\$21,978	\$22,351	\$22,731	\$23,118	\$23,511	\$23,911	\$24,317
FICA - MEDICARE	1.45%									
Administration:										
General Manager	\$1,972	\$2,006	\$2,040	\$2,074	\$2,110	\$2,145	\$2,182	\$2,219	\$2,257	\$2,295
Sr. Accountant	\$957	\$973	\$990	\$1,007	\$1,024	\$1,041	\$1,059	\$1,077	\$1,095	\$1,114
Board Clerk	\$725	\$737	\$750	\$763	\$776	\$789	\$802	\$816	\$830	\$844
Admin Assistant	\$305	\$310	\$315	\$320	\$326	\$331	\$337	\$343	\$348	\$354
<i>Subtotal: Administration</i>	<i>\$3,959</i>	<i>\$4,026</i>	<i>\$4,094</i>	<i>\$4,164</i>	<i>\$4,235</i>	<i>\$4,307</i>	<i>\$4,380</i>	<i>\$4,454</i>	<i>\$4,530</i>	<i>\$4,607</i>
Park and Recreation:										
Parks Coordinator	\$305	\$310	\$315	\$320	\$326	\$331	\$337	\$343	\$348	\$354
Public Services Assistant	\$624	\$634	\$645	\$656	\$667	\$678	\$690	\$702	\$714	\$726
<i>Subtotal: Parks and Recreation</i>	<i>\$928</i>	<i>\$944</i>	<i>\$960</i>	<i>\$976</i>	<i>\$993</i>	<i>\$1,010</i>	<i>\$1,027</i>	<i>\$1,044</i>	<i>\$1,062</i>	<i>\$1,080</i>
Police:										
Chief of Police	\$3,234	\$3,449	\$3,507	\$3,567	\$3,628	\$3,690	\$3,752	\$3,816	\$3,881	\$3,947
Lieutenant	\$2,685	\$2,802	\$2,909	\$2,992	\$3,043	\$3,095	\$3,148	\$3,201	\$3,256	\$3,311
Sergeant	\$2,498	\$2,637	\$2,685	\$2,705	\$2,752	\$2,856	\$2,906	\$2,958	\$3,010	\$3,063
Sergeant	\$2,379	\$2,431	\$2,527	\$2,573	\$2,588	\$2,634	\$2,681	\$2,728	\$2,776	\$2,825
Officer	\$1,972	\$2,044	\$2,083	\$2,122	\$2,160	\$2,246	\$2,286	\$2,327	\$2,368	\$2,411
Officer	\$1,857	\$1,902	\$2,004	\$2,042	\$2,078	\$2,115	\$2,153	\$2,191	\$2,231	\$2,271
Officer	\$1,729	\$1,808	\$1,872	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,729	\$1,808	\$1,901	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,730	\$1,809	\$1,903	\$1,975	\$2,009	\$2,045	\$2,081	\$2,118	\$2,155	\$2,193
Officer	\$844	\$1,708	\$1,800	\$1,897	\$1,930	\$1,963	\$1,997	\$2,032	\$2,067	\$2,103
<i>Subtotal: Police</i>	<i>\$20,657</i>	<i>\$22,398</i>	<i>\$23,192</i>	<i>\$23,815</i>	<i>\$24,202</i>	<i>\$24,729</i>	<i>\$25,162</i>	<i>\$25,603</i>	<i>\$26,052</i>	<i>\$26,508</i>
TOTAL: FICA - MEDICARE	\$25,544	\$27,367	\$28,246	\$28,955	\$29,430	\$30,045	\$30,568	\$31,101	\$31,644	\$32,196

Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
TOTAL TAXES										
Administration:										
General Manager	\$10,404	\$10,581	\$10,761	\$10,944	\$11,130	\$11,319	\$11,511	\$11,707	\$11,906	\$12,108
Sr. Accountant	\$5,049	\$5,135	\$5,222	\$5,311	\$5,401	\$5,493	\$5,586	\$5,681	\$5,778	\$5,876
Board Clerk	\$3,825	\$3,890	\$3,956	\$4,023	\$4,092	\$4,161	\$4,232	\$4,304	\$4,377	\$4,452
Admin Assistant	\$1,607	\$1,634	\$1,662	\$1,690	\$1,719	\$1,748	\$1,777	\$1,808	\$1,838	\$1,870
<i>Subtotal: Administration</i>	\$20,885	\$21,240	\$21,601	\$21,968	\$22,341	\$22,721	\$23,107	\$23,500	\$23,900	\$24,306
Park and Recreation:										
Parks Coordinator	\$1,607	\$1,634	\$1,662	\$1,690	\$1,719	\$1,748	\$1,777	\$1,808	\$1,838	\$1,870
Public Services Assistant	\$3,290	\$3,345	\$3,402	\$3,460	\$3,519	\$3,579	\$3,640	\$3,701	\$3,764	\$3,828
<i>Subtotal: Parks and Recreation</i>	\$4,896	\$4,979	\$5,064	\$5,150	\$5,238	\$5,327	\$5,417	\$5,509	\$5,603	\$5,698
Police:										
Chief of Police	\$3,234	\$3,449	\$3,507	\$3,567	\$3,628	\$3,690	\$3,752	\$3,816	\$3,881	\$3,947
Lieutenant	\$2,685	\$2,802	\$2,909	\$2,992	\$3,043	\$3,095	\$3,148	\$3,201	\$3,256	\$3,311
Sergeant	\$2,498	\$2,637	\$2,685	\$2,705	\$2,752	\$2,856	\$2,906	\$2,958	\$3,010	\$3,063
Sergeant	\$2,379	\$2,431	\$2,527	\$2,573	\$2,588	\$2,634	\$2,681	\$2,728	\$2,776	\$2,825
Officer	\$1,972	\$2,044	\$2,083	\$2,122	\$2,160	\$2,246	\$2,286	\$2,327	\$2,368	\$2,411
Officer	\$1,857	\$1,902	\$2,004	\$2,042	\$2,078	\$2,115	\$2,153	\$2,191	\$2,231	\$2,271
Officer	\$1,729	\$1,808	\$1,872	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,729	\$1,808	\$1,901	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,730	\$1,809	\$1,903	\$1,975	\$2,009	\$2,045	\$2,081	\$2,118	\$2,155	\$2,193
Officer	\$844	\$1,708	\$1,800	\$1,897	\$1,930	\$1,963	\$1,997	\$2,032	\$2,067	\$2,103
<i>Subtotal: Police</i>	\$20,657	\$22,398	\$23,192	\$23,815	\$24,202	\$24,729	\$25,162	\$25,603	\$26,052	\$26,508
TOTAL: TAXES	\$46,438	\$48,617	\$49,856	\$50,933	\$51,781	\$52,776	\$53,686	\$54,612	\$55,554	\$56,513

**Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast**

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
MEDICAL, DENTAL AND VISION BENEFITS											
Single	\$12,496.68										
Couple	\$24,542.56										
Family	\$32,289.10										
Medical Cost Inflation			5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Chief of Police	Couple	\$24,543	\$25,770	\$27,058	\$28,411	\$29,832	\$31,323	\$32,889	\$34,534	\$36,261	\$38,074
Lieutenant	Family	\$32,289	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Sergeant	Family	\$32,289	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Sergeant	Family	\$32,289	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Officer	Couple	\$24,543	\$25,770	\$27,058	\$28,411	\$29,832	\$31,323	\$32,889	\$34,534	\$36,261	\$38,074
Officer	Single	\$12,497	\$13,122	\$13,778	\$14,466	\$15,190	\$15,949	\$16,747	\$17,584	\$18,463	\$19,386
Officer	Couple	\$24,543	\$25,770	\$27,058	\$28,411	\$29,832	\$31,323	\$32,889	\$34,534	\$36,261	\$38,074
Officer	Single	\$12,497	\$13,122	\$13,778	\$14,466	\$15,190	\$15,949	\$16,747	\$17,584	\$18,463	\$19,386
Officer	Family	\$32,289	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Officer	Family	\$16,145	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
TOTAL: MEDICAL BENEFITS		\$243,922	\$273,070	\$286,723	\$301,060	\$316,112	\$331,918	\$348,514	\$365,940	\$384,237	\$403,449
LIFE INSURANCE	\$231.24										
Chief of Police		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Lieutenant		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Sergeant		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Sergeant		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$231	\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
TOTAL: LIFE INSURANCE		\$2,312	\$2,382	\$2,453	\$2,527	\$2,603	\$2,681	\$2,761	\$2,844	\$2,929	\$3,017
DISABILITY	\$384.00										
Chief of Police		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Lieutenant		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Sergeant		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Sergeant		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer		\$384	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
TOTAL: DISABILITY		\$3,840	\$3,955	\$4,074	\$4,196	\$4,322	\$4,452	\$4,585	\$4,723	\$4,864	\$5,010

**Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast**

Position	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
TOTAL BENEFITS										
Chief of Police	\$25,158	\$26,403	\$27,711	\$29,083	\$30,524	\$32,036	\$33,624	\$35,291	\$37,040	\$38,876
Lieutenant	\$32,904	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Sergeant	\$32,904	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Sergeant	\$32,904	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Officer	\$25,158	\$26,403	\$27,711	\$29,083	\$30,524	\$32,036	\$33,624	\$35,291	\$37,040	\$38,876
Officer	\$13,112	\$13,755	\$14,430	\$15,139	\$15,882	\$16,663	\$17,481	\$18,341	\$19,243	\$20,189
Officer	\$25,158	\$26,403	\$27,711	\$29,083	\$30,524	\$32,036	\$33,624	\$35,291	\$37,040	\$38,876
Officer	\$13,112	\$13,755	\$14,430	\$15,139	\$15,882	\$16,663	\$17,481	\$18,341	\$19,243	\$20,189
Officer	\$32,904	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Officer	\$16,760	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
TOTAL: TOTAL BENEFITS	\$250,074	\$279,407	\$293,250	\$307,782	\$323,037	\$339,050	\$355,860	\$373,506	\$392,030	\$411,476
TOTAL STAFFING COST										
Administration:										
General Manager	\$146,404	\$148,893	\$151,424	\$153,998	\$156,616	\$159,279	\$161,986	\$164,740	\$167,541	\$170,389
Sr. Accountant	\$71,049	\$72,257	\$73,485	\$74,734	\$76,005	\$77,297	\$78,611	\$79,947	\$81,307	\$82,689
Board Clerk	\$53,825	\$54,740	\$55,671	\$56,617	\$57,579	\$58,558	\$59,554	\$60,566	\$61,596	\$62,643
Admin Assistant	\$22,607	\$22,991	\$23,382	\$23,779	\$24,183	\$24,595	\$25,013	\$25,438	\$25,870	\$26,310
<i>Subtotal: Administration</i>	<i>\$293,885</i>	<i>\$298,881</i>	<i>\$303,962</i>	<i>\$309,129</i>	<i>\$314,384</i>	<i>\$319,729</i>	<i>\$325,164</i>	<i>\$330,692</i>	<i>\$336,314</i>	<i>\$342,031</i>
Park and Recreation:										
Parks Coordinator	\$22,607	\$22,991	\$23,382	\$23,779	\$24,183	\$24,595	\$25,013	\$25,438	\$25,870	\$26,310
Public Services Assistant	\$46,290	\$47,076	\$47,877	\$48,691	\$49,518	\$50,360	\$51,216	\$52,087	\$52,972	\$53,873
<i>Subtotal: Parks and Recreation</i>	<i>\$68,896</i>	<i>\$70,067</i>	<i>\$71,258</i>	<i>\$72,470</i>	<i>\$73,702</i>	<i>\$74,955</i>	<i>\$76,229</i>	<i>\$77,525</i>	<i>\$78,843</i>	<i>\$80,183</i>
Police:										
Chief of Police	\$312,000	\$332,648	\$339,289	\$346,088	\$353,049	\$360,179	\$367,481	\$374,962	\$382,627	\$390,483
Lieutenant	\$246,059	\$257,170	\$267,481	\$276,017	\$282,064	\$288,276	\$294,662	\$301,227	\$307,976	\$314,918
Sergeant	\$251,924	\$266,094	\$272,119	\$276,229	\$282,400	\$293,656	\$300,264	\$307,059	\$314,047	\$321,236
Sergeant	\$220,260	\$226,462	\$235,782	\$241,281	\$244,769	\$250,448	\$256,293	\$262,312	\$268,511	\$274,895
Officer	\$180,474	\$187,502	\$191,935	\$196,443	\$200,939	\$209,314	\$214,138	\$219,102	\$224,211	\$229,471
Officer	\$158,973	\$163,605	\$172,374	\$176,098	\$179,776	\$183,544	\$187,408	\$191,369	\$195,431	\$199,598
Officer	\$160,881	\$168,478	\$175,197	\$184,472	\$188,744	\$193,140	\$197,665	\$202,325	\$207,124	\$212,067
Officer	\$148,835	\$155,830	\$163,945	\$170,527	\$174,102	\$177,766	\$181,523	\$185,375	\$189,327	\$193,380
Officer	\$168,940	\$176,993	\$186,222	\$193,977	\$198,679	\$203,526	\$208,525	\$213,682	\$219,002	\$224,493
Officer	\$83,201	\$169,246	\$178,239	\$187,775	\$192,323	\$197,013	\$201,851	\$206,842	\$211,993	\$217,309
<i>Subtotal: Police</i>	<i>\$1,931,546</i>	<i>\$2,104,028</i>	<i>\$2,182,582</i>	<i>\$2,248,907</i>	<i>\$2,296,844</i>	<i>\$2,356,862</i>	<i>\$2,409,811</i>	<i>\$2,464,256</i>	<i>\$2,520,250</i>	<i>\$2,577,850</i>
TOTAL: TOTAL STAFFING COST	\$2,294,327	\$2,472,975	\$2,557,802	\$2,630,506	\$2,684,929	\$2,751,546	\$2,811,204	\$2,872,472	\$2,935,406	\$3,000,064

Table A-1
Kensington Police Protection and Community Services District
Staffing Model and Financial Forecast

Position		FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
FULL LOAD HOURLY RATE											
Administration:	Hrs / Yr										
General Manager	1,000	\$146.40	\$148.89	\$151.42	\$154.00	\$156.62	\$159.28	\$161.99	\$164.74	\$167.54	\$170.39
Sr. Accountant	1,500	\$47.37	\$48.17	\$48.99	\$49.82	\$50.67	\$51.53	\$52.41	\$53.30	\$54.20	\$55.13
Board Clerk	1,300	\$41.40	\$42.11	\$42.82	\$43.55	\$44.29	\$45.04	\$45.81	\$46.59	\$47.38	\$48.19
Admin Assistant	750	\$30.14	\$30.65	\$31.18	\$31.71	\$32.24	\$32.79	\$33.35	\$33.92	\$34.49	\$35.08
Park and Recreation:											
Parks Coordinator	750	\$30.14	\$30.65	\$31.18	\$31.71	\$32.24	\$32.79	\$33.35	\$33.92	\$34.49	\$35.08
Public Services Assistant	1,500	\$30.86	\$31.38	\$31.92	\$32.46	\$33.01	\$33.57	\$34.14	\$34.72	\$35.31	\$35.92
Police:											
Chief of Police	2,080	\$150.00	\$159.93	\$163.12	\$166.39	\$169.74	\$173.16	\$176.67	\$180.27	\$183.96	\$187.73
Lieutenant	2,080	\$118.30	\$123.64	\$128.60	\$132.70	\$135.61	\$138.59	\$141.66	\$144.82	\$148.07	\$151.40
Sergeant	2,080	\$121.12	\$127.93	\$130.83	\$132.80	\$135.77	\$141.18	\$144.36	\$147.62	\$150.98	\$154.44
Sergeant	2,080	\$105.89	\$108.88	\$113.36	\$116.00	\$117.68	\$120.41	\$123.22	\$126.11	\$129.09	\$132.16
Officer	2,080	\$86.77	\$90.15	\$92.28	\$94.44	\$96.61	\$100.63	\$102.95	\$105.34	\$107.79	\$110.32
Officer	2,080	\$76.43	\$78.66	\$82.87	\$84.66	\$86.43	\$88.24	\$90.10	\$92.00	\$93.96	\$95.96
Officer	2,080	\$77.35	\$81.00	\$84.23	\$88.69	\$90.74	\$92.86	\$95.03	\$97.27	\$99.58	\$101.96
Officer	2,080	\$71.56	\$74.92	\$78.82	\$81.98	\$83.70	\$85.46	\$87.27	\$89.12	\$91.02	\$92.97
Officer	2,080	\$81.22	\$85.09	\$89.53	\$93.26	\$95.52	\$97.85	\$100.25	\$102.73	\$105.29	\$107.93
Officer	2,080	\$40.00	\$81.37	\$85.69	\$90.28	\$92.46	\$94.72	\$97.04	\$99.44	\$101.92	\$104.48

Source: KPPCSD

Appendix B: KPPCSD Operating Statement and Projections Detail

Table B-1	Operating Statement Detail – General Fund
Table B-2	Operating Statement Detail – Police Fund
Table B-3	Operating Statement Detail – Parks Fund
Table B-4	Operating Statement Detail – Waste Management Fund
Table B-5	Operating Statement Detail – District-Wide
Table B-6	Reserve Balances

Table B-1
Kensington Police Protection and Community Services District
Operating Statement Detail - General Fund

Description	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Actual YTD	Budget	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<i>Inflation Factor</i>							3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Revenue															
Property Taxes	\$2,053,113	\$2,164,908	\$2,381,352	\$2,433,755	\$2,400,000	\$2,522,000	\$2,610,270	\$2,701,629	\$2,796,186	\$2,894,053	\$2,995,345	\$3,100,182	\$3,208,688	\$3,320,992	\$3,437,227
<i>Prop Tax Growth Rate</i>		5.45%	10.00%	2.20%		3.63%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Reimbursements/Refunds	\$0	\$0	\$0	\$586	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$3,199	\$2,659	\$15,414	\$62,982	\$10,000	\$30,000	\$84,064	\$80,876	\$77,704	\$73,199	\$69,369	\$66,778	\$63,468	\$62,403	\$61,790
Other Revenues	\$500	\$12,638	\$19,204	\$25,816	\$68,500	\$0	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$25,335
Rental Revenue - KPPD	\$0	\$0	\$26,824	\$19,508	\$29,300	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waste Mgmt Fund Contribution	\$0	\$0	\$0	\$0	\$0	\$31,000	\$30,619	\$31,767	\$32,086	\$33,297	\$33,628	\$34,907	\$35,251	\$36,600	\$36,958
Total Revenue	\$2,056,812	\$2,180,205	\$2,442,794	\$2,542,647	\$2,507,800	\$2,583,000	\$2,744,953	\$2,834,872	\$2,927,194	\$3,022,404	\$3,120,853	\$3,225,053	\$3,331,288	\$3,444,593	\$3,561,310
Expenses															
Salaries	\$15,084	\$314,424	\$356,999	\$206,874	\$259,400	\$273,000	\$277,641	\$282,361	\$287,161	\$292,043	\$297,007	\$302,057	\$307,192	\$312,414	\$317,725
Payroll Taxes	\$247,454	\$18,338	\$45,609	\$8,832	\$19,800	\$20,885	\$21,240	\$21,601	\$21,968	\$22,341	\$22,721	\$23,107	\$23,500	\$23,900	\$24,306
Unemployment	\$19,414	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IT Contract	\$15,443	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Admin Communications	\$6,562	\$5,635	\$8,270	\$11,703	\$7,500	\$9,500	\$9,785	\$10,079	\$10,381	\$10,692	\$11,013	\$11,343	\$11,684	\$12,034	\$12,395
Office Supplies	\$1,399	\$7,803	\$8,767	\$4,619	\$2,000	\$3,000	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700
Postage	\$493	\$573	\$748	\$1,601	\$0	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
Mileage Reimbursement	\$193	\$226	\$553	\$949	\$0	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
Dues/Subscriptions	\$7,397	\$10,545	\$7,671	\$15,773	\$11,000	\$18,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$25,335
Copier Contract	\$4,379	\$0	\$5,524	\$4,149	\$0	\$3,500	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067
Board Continuing Ed/Conferences	\$2,139	(\$2,799)	\$282	\$5,072	\$8,000	\$6,000	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134
Legal (District/Personnel)	\$53,854	\$40,092	\$189,833	\$75,918	\$25,000	\$35,000	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339
Training and Travel Admin	\$0	\$3,332	\$20,284	\$16,093	\$18,700	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Consulting	\$44,150	\$30,131	\$44,287	\$43,458	\$50,000	\$100,000	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339
Accounting/Audit	\$92,200	\$113,631	\$290,523	\$73,102	\$95,000	\$160,000	\$140,000	\$144,200	\$148,526	\$152,982	\$157,571	\$162,298	\$167,167	\$172,182	\$177,348
Insurance	\$24,309	\$31,893	\$36,595	\$45,000	\$45,000	\$55,000	\$56,650	\$58,350	\$60,100	\$61,903	\$63,760	\$65,673	\$67,643	\$69,672	\$71,763
Workers Comp	\$9,402	\$2,264	\$13,178	\$1,569	\$1,500	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Election	\$4,991	\$0	\$7,630	\$0	\$0	\$8,000	\$0	\$8,487	\$0	\$9,004	\$0	\$9,552	\$0	\$10,134	\$0
LAFCO	\$1,729	\$1,661	\$1,505	\$1,455	\$2,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
County Expenditures	\$22,696	\$22,385	\$22,435	\$6,469	\$25,000	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
COVID	\$7,198	\$1,243	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Expenses	\$6,790	\$16,132	\$27,143	\$1,600	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Payroll Expenses	\$0	\$0	\$603	\$2,815	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Total Expenses	\$587,276	\$617,509	\$1,088,439	\$527,051	\$624,900	\$760,385	\$712,371	\$738,343	\$747,800	\$775,220	\$785,115	\$814,065	\$824,420	\$854,988	\$865,828
Cash Flow Before Capital Outlay	\$1,469,536	\$1,562,696	\$1,354,355	\$2,015,596	\$1,882,900	\$1,822,616	\$2,032,582	\$2,096,529	\$2,179,394	\$2,247,184	\$2,335,737	\$2,410,988	\$2,506,868	\$2,589,605	\$2,695,482

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Table B-1
Kensington Police Protection and Community Services District
Operating Statement Detail - General Fund

Description	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Actual	FYE 2024 Actual YTD	FYE 2024 Budget	FYE 2025 Budget	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
Capital Outlay															
Office Furn/Eq	\$1,225	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267
Computer Equipment	\$6,965	\$0	\$0	\$0	\$0	\$0	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534
A/V Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$8,190	\$0	\$0	\$0	\$0	\$0	\$33,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Net Cash Flow	\$1,461,346	\$1,562,696	\$1,354,355	\$2,015,596	\$1,882,900	\$1,822,616	\$1,999,582	\$2,093,439	\$2,176,211	\$2,243,906	\$2,332,361	\$2,407,510	\$2,503,286	\$2,585,915	\$2,691,682

Source: KPPCSD and Ridgeline

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Table B-2
Kensington Police Protection and Community Services District
Operating Statement Detail - Police Fund

Description	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Actual YTD	Budget	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<i>Inflation Factor</i>							3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Revenue															
Property Taxes															
Special Tax-Police	\$685,710	\$685,470	\$685,470	\$685,470	\$685,000	\$685,500	\$685,470	\$685,470	\$685,470	\$685,470	\$685,470	\$685,470	\$685,470	\$685,470	\$685,470
Measure G	\$598,396	\$620,988	\$651,974	\$679,346	\$660,000	\$700,000	\$721,000	\$742,630	\$764,909	\$787,856	\$811,492	\$835,837	\$860,912	\$886,739	\$913,341
Police Fees/Service Charges	\$12,082	\$4,138	\$14,670	\$6,552	\$5,000	\$6,000	\$6,180	\$6,365	\$6,556	\$6,753	\$6,956	\$7,164	\$7,379	\$7,601	\$7,829
POST Reimbursement	\$65,000	\$2,212	\$13,065	\$7,757	\$10,000	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$13,048
COPS/Other PD Grants	\$119,093	\$165,675	\$217,383	\$266,108	\$195,000	\$200,000	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$126,677
Reimbursements/Refunds	\$4,307	\$4,133	\$0	\$8,474	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrealized Gain / Loss	\$0	\$0	\$0	\$9,950	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$0	\$0	\$0	\$978	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,484,588	\$1,482,616	\$1,582,562	\$1,664,635	\$1,555,000	\$1,601,500	\$1,522,950	\$1,548,074	\$1,573,953	\$1,600,607	\$1,628,061	\$1,656,339	\$1,685,465	\$1,715,465	\$1,746,365
Expenses															
Holiday Pay	\$0	\$0	\$0	\$32,900	\$50,100	\$45,843	\$47,219	\$48,635	\$50,094	\$51,597	\$53,145	\$54,739	\$56,382	\$58,073	\$59,815
Incentive Pay- Education	\$0	\$0	\$0	\$8,511	\$4,100	\$13,359	\$13,981	\$14,500	\$14,899	\$15,152	\$15,410	\$15,672	\$15,938	\$16,209	\$16,485
Incentive Pay- POST Certificate	\$0	\$0	\$0	\$32,156	\$34,600	\$26,851	\$27,927	\$28,716	\$29,205	\$29,701	\$30,206	\$30,719	\$31,242	\$31,773	\$32,313
Salary - Officers - Other	\$1,123,016	\$855,565	\$1,070,630	\$814,728	\$1,141,400	\$1,241,956	\$1,356,671	\$1,407,319	\$1,450,986	\$1,475,652	\$1,500,738	\$1,526,251	\$1,552,197	\$1,578,585	\$1,605,421
Overtime	\$91,631	\$166,773	\$131,152	\$149,304	\$120,000	\$52,500	\$58,431	\$60,903	\$63,029	\$64,100	\$65,190	\$66,298	\$67,425	\$68,572	\$69,737
Shift Differential	\$0	\$0	\$0	\$0	\$0	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134	\$10,438
Longevity Pay	\$0	\$0	\$0	\$0	\$0	\$10,126	\$17,203	\$17,720	\$18,150	\$18,459	\$25,828	\$26,267	\$26,713	\$27,168	\$27,629
Salary - Non-Sworn	\$39,576	\$31,008	\$63,043	\$59,924	\$53,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hiring Bonus	\$0	\$14,000	\$25,000	\$30,063	\$20,000	\$14,000	\$10,000	\$8,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
Vacation Cash Out	\$0	\$0	\$0	\$0	\$20,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Uniform Allowance	\$0	\$7,693	\$9,576	\$7,800	\$10,800	\$12,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334
Medical/Vision/Dental-Active	\$147,038	\$104,579	\$128,113	\$163,764	\$183,700	\$243,922	\$273,070	\$286,723	\$301,060	\$316,112	\$331,918	\$348,514	\$365,940	\$384,237	\$403,449
Medical-Retired	\$180,107	\$165,490	\$155,643	\$135,081	\$145,400	\$145,445	\$145,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445
Medical-Trust	\$151,304	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer Life & Disability Insurance	\$5,482	\$6,682	\$4,724	\$5,204	\$8,500	\$6,152	\$6,337	\$6,527	\$6,723	\$6,925	\$7,132	\$7,346	\$7,567	\$7,794	\$8,027
Social Security/Medicare-Police	\$18,012	\$15,300	\$23,071	\$16,533	\$20,300	\$20,657	\$22,398	\$23,192	\$23,815	\$24,202	\$24,729	\$25,162	\$25,603	\$26,052	\$26,508
Social Security - District	\$104	\$10,666	\$3,716	\$3,715	\$4,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERS - District Portion	\$189,478	\$143,256	\$209,627	\$187,742	\$269,700										
Normal Cost						\$236,179	\$257,551	\$266,709	\$274,901	\$280,474	\$287,664	\$293,493	\$299,440	\$305,505	\$311,693
UAL Payment						\$53,983	\$85,742	\$117,501	\$149,261	\$181,020	\$184,863	\$184,863	\$184,863	\$184,864	\$184,862
PERS - Officers Portion	\$0	\$3,754	(\$5,493)	\$5,493	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp	\$30,120	\$38,183	\$39,533	\$38,000	\$38,000	\$45,000	\$46,350	\$47,741	\$49,173	\$50,648	\$52,167	\$53,732	\$55,344	\$57,005	\$58,715
Unemployment	\$0	\$0	\$0	\$14,250	\$52,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
In Lieu Health Expense	\$0	\$0	\$6,000	\$500	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies and Expenses	\$10,394	\$20,176	\$14,690	\$10,871	\$21,400	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Police Equipment and Supplies	\$1,660	\$20,249	\$26,432	\$32,094	\$30,000	\$15,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$25,335
Traffic Safety	\$6,773	\$2,850	\$14,792	\$57,556	\$25,000	\$8,000	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668

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Table B-2
Kensington Police Protection and Community Services District
Operating Statement Detail - Police Fund

Description	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Actual YTD	Budget	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Crossing Guard	\$2,941	\$18,614	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fleet Expense	\$16,226	\$24,654	\$44,888	\$26,554	\$17,000	\$53,000	\$54,590	\$56,228	\$57,915	\$59,652	\$61,442	\$63,285	\$65,183	\$67,139	\$69,153
Vehicle Operation	\$0	\$23,341	\$0	\$43,608	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IT and Communications	\$149,811	\$178,212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cal-ID, ARIES, SunRidge, LEFTA	\$0	\$0	\$227,092	\$159,154	\$160,000	\$170,000	\$175,100	\$180,353	\$185,764	\$191,336	\$197,077	\$202,989	\$209,079	\$215,351	\$221,811
Radio Maintenance	\$0	\$9,720	\$0	\$19,211	\$37,800	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329	\$14,758	\$15,201	\$15,657
Alarm	\$0	\$1,047	\$0	\$5,893	\$4,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Evidence	\$4,290	\$1,095	\$24,795	\$11,867	\$7,500	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134	\$10,438
Emergency Preparedness	\$0	\$0	\$0	\$0	\$3,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training and Travel Exp	\$23,376	\$11,936	\$32,621	\$24,150	\$30,000	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$39,143
Records	\$641	\$5,008	\$300	\$750	\$38,800	\$8,000	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134	\$10,438
Hiring	\$8,381	\$29,267	\$11,885	\$14,977	\$25,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Reserve Officers	\$517	\$597	\$270	\$2,160	\$0	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Dues and Subscriptions	\$2,294	\$6,024	\$6,678	\$1,840	\$7,000	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
POST - Reimburse	\$0	\$3,640	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities - Police	\$0	\$9,219	\$17,217	\$29,710	\$27,000	\$35,000	\$36,050	\$37,132	\$38,245	\$39,393	\$40,575	\$41,792	\$43,046	\$44,337	\$45,667
Bldg Repairs/Maint.	\$0	\$1,870	\$437	\$9,810	\$10,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
IT Contract	\$0	\$28,197	\$591	\$59,534	\$43,300	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339	\$65,239
Telephone	\$33,261	\$42,667	\$21,467	\$8,216	\$10,000	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$13,048
General Liability Insurance	\$29,021	\$31,893	\$40,177	\$55,288	\$55,000	\$65,000	\$66,950	\$68,959	\$71,027	\$73,158	\$75,353	\$77,613	\$79,942	\$82,340	\$84,810
Printing & Publications	\$3,121	\$4,531	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Website Social Media Contracts	\$0	\$0	\$417	\$20	\$5,000	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441	\$8,695	\$8,955	\$9,224	\$9,501	\$9,786
Volunteer Programs	\$0	\$0	\$1,542	\$1,845	\$7,500	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Community Events	\$2,341	\$200	\$2,189	\$4,809	\$7,500	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219
Legal/Consulting - Police	\$6,190	\$9,531	\$29,134	\$17,431	\$9,000	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Police Bldg. Lease	\$36,603	\$39,653	\$66,719	\$75,667	\$66,000	\$80,000	\$81,960	\$83,977	\$86,054	\$88,191	\$90,393	\$92,660	\$94,996	\$97,402	\$99,882
Bldg Maintenance/Repair	\$0	\$0	\$4,303	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Janitorial - Police Building	\$0	\$5,912	\$0	\$11,479	\$14,000	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329	\$14,758	\$15,201	\$15,657
Consulting - Background/Hiring/Records	\$0	\$0	\$0	\$0	\$0	\$70,000	\$72,100	\$74,263	\$76,491	\$78,786	\$81,149	\$83,584	\$86,091	\$88,674	\$91,334
Police Taxes Administration	\$3,015	\$4,159	\$1,049	\$0	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Axon - Body Camera/Tasers/Storage	\$0	\$0	\$0	\$0	\$0	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Community Safety	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Misc Expense	\$0	\$0	\$0	\$800	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$2,316,723	\$2,097,212	\$2,454,020	\$2,390,962	\$2,883,500	\$2,901,474	\$3,134,700	\$3,280,556	\$3,402,890	\$3,507,559	\$3,597,144	\$3,676,587	\$3,758,322	\$3,842,426	\$3,928,978
Cash Flow Before Capital Outlay & DS	(\$832,135)	(\$614,596)	(\$871,458)	(\$726,327)	(\$1,328,500)	(\$1,299,974)	(\$1,611,750)	(\$1,732,482)	(\$1,828,937)	(\$1,906,952)	(\$1,969,083)	(\$2,020,248)	(\$2,072,857)	(\$2,126,961)	(\$2,182,613)

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Table B-2
Kensington Police Protection and Community Services District
Operating Statement Detail - Police Fund

Description	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Actual YTD	Budget	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Capital Outlay															
Patrol Car Accessories	\$213	\$607	\$29,956	\$102,102	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Station Equipment	\$0	\$622	\$50,880	(\$136)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personal Police Equipment	\$10,090	\$0	\$0	(\$690)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Furniture / Equipment	\$0	\$462	\$31,497	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer Equipment	\$0	\$17,380	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Total Capital Outlay	\$10,303	\$19,071	\$112,333	\$101,276	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Cash Flow Before Debt Service	(\$842,438)	(\$633,667)	(\$983,791)	(\$827,603)	(\$1,328,500)	(\$1,299,974)	(\$1,641,750)	(\$1,732,482)	(\$1,828,937)	(\$1,906,952)	(\$1,969,083)	(\$2,055,027)	(\$2,072,857)	(\$2,126,961)	(\$2,182,613)
Debt Service															
Pension Obligation Bonds	\$263,789	\$298,399	\$331,394	\$330,926	\$330,900	\$331,227	\$331,259	\$331,021	\$331,513	\$330,698	\$330,613	\$331,220	\$331,480	\$331,394	\$330,962
Vehicle Lease	\$20,668	\$39,714	\$48,815	\$62,554	\$86,500	\$66,173	\$52,130	\$54,105	\$54,403	\$51,540	\$67,255	\$78,978	\$81,928	\$94,647	\$107,457
Total Debt Service	\$284,457	\$338,113	\$380,209	\$393,480	\$417,400	\$397,400	\$383,388	\$385,125	\$385,916	\$382,237	\$397,868	\$410,198	\$413,408	\$426,041	\$438,419
Net Cash Flow	(\$1,126,895)	(\$971,780)	(\$1,364,000)	(\$1,221,083)	(\$1,745,900)	(\$1,697,374)	(\$2,025,138)	(\$2,117,607)	(\$2,214,853)	(\$2,289,189)	(\$2,366,951)	(\$2,465,224)	(\$2,486,265)	(\$2,553,002)	(\$2,621,032)

Source: KPPCSD and Ridgeline

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**Table B-3
Kensington Police Protection and Community Services District
Operating Statement Detail - Parks Fund**

Description	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Actual	FYE 2024 Actual YTD	FYE 2024 Budget	FYE 2025 Budget	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
<i>Inflation Factor</i>							3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Revenue															
Park Grants	\$2,486	\$158,358	\$0	\$181,055	\$180,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Tax-L&L Parks	\$41,529	\$42,164	\$44,359	\$46,719	\$46,000	\$47,000	\$48,410	\$49,862	\$51,358	\$52,899	\$54,486	\$56,120	\$57,804	\$59,538	\$61,324
KCC Reserves	\$0	\$0	\$0	\$30,000	\$0	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
KCC Annual Fees	\$0	\$0	\$0	\$0	\$0	\$29,000	\$29,870	\$30,766	\$31,689	\$32,640	\$33,619	\$34,628	\$35,666	\$36,736	\$37,838
Community Center Revenue	\$1,450	\$31,768	\$61,573	\$52,573	\$50,000	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$39,143
Tennis Court Revenue	\$647	\$1,424	\$1,435	\$2,207	\$1,000	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Other Community Center Revenue	\$15,400	\$15	\$456	\$1,421	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$61,512	\$233,729	\$107,823	\$313,975	\$277,000	\$138,000	\$141,240	\$144,577	\$118,015	\$121,555	\$125,202	\$128,958	\$132,826	\$136,811	\$140,916
Expenses															
<i>Park / Rec Salary and Benefits</i>															
Park & Rec Administrator	\$0	\$0	\$32,298	\$58,060	\$86,000	\$21,000	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
Custodial/Cleaning Services	\$7,900	\$2,550	\$17,746	(\$20)	\$12,000	\$43,000	\$43,731	\$44,474	\$45,230	\$45,999	\$46,781	\$47,577	\$48,385	\$49,208	\$50,045
Social Security/Medicare - Dist	\$0	\$0	\$0	\$0	\$6,600	\$4,896	\$4,979	\$5,064	\$5,150	\$5,238	\$5,327	\$5,417	\$5,509	\$5,603	\$5,698
Park/Rec Sal & Ben - Other	\$0	\$0	\$0	\$625	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Community Center Expenses</i>															
General Maintenance	\$889	\$2,500	\$28,595	\$4,013	\$2,500	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Utilities-Community Center	\$7,965	\$17,848	\$14,004	\$11,203	\$13,000	\$25,000	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Janitorial Supplies	\$574	\$350	\$1,933	\$1,815	\$1,500	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
Landscaping	\$5,518	\$75,805	\$29,430	\$30,025	\$30,000	\$34,000	\$35,020	\$36,071	\$37,153	\$38,267	\$39,415	\$40,598	\$41,816	\$43,070	\$44,362
General Liab./Workers Comp	\$6,432	\$8,253	\$9,390	\$1,362	\$1,400	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Community Center Repairs	\$1,230	\$5,083	\$5,104	\$700	\$10,000	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219
Legal/Consulting	\$0	\$0	\$6,768	\$1,162	\$0	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Community Center - Other	\$0	\$0	\$64	\$4,088	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annex General Maintenance	\$4,975	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Park</i>															
General Maintenance & Repairs	\$10,750	\$44,367	\$0	\$8,751	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repairs	\$3,455	\$0	\$0	\$4,032	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscaping	\$22,928	\$0	\$0	\$360	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	\$10,781	\$7,660	\$0	\$14,010	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Liab./Workers Comp	\$6,432	\$7,973	\$9,390	\$12,000	\$12,000	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Levy Administration	\$2,244	\$8,155	\$10,003	\$8,271	\$10,000	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441	\$8,695	\$8,955	\$9,224	\$9,501	\$9,786
Tennis Court Maint/Repair	\$21,500	\$0	\$2,124	\$571	\$0	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
Other Expenses	\$0	\$3	\$0	\$0	\$0	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
Misc Park/Rec Expense	\$139	\$3,203	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$113,710	\$183,750	\$166,849	\$161,028	\$215,000	\$191,896	\$196,757	\$201,749	\$206,875	\$212,139	\$217,545	\$223,097	\$228,799	\$234,655	\$240,670
Cash Flow Before Capital Outlay & DS	(\$52,198)	\$49,979	(\$59,026)	\$152,947	\$62,000	(\$53,896)	(\$55,517)	(\$57,172)	(\$88,861)	(\$90,584)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)

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**Table B-3
Kensington Police Protection and Community Services District
Operating Statement Detail - Parks Fund**

Description	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Actual	FYE 2024 Actual YTD	FYE 2024 Budget	FYE 2025 Budget	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
Capital Outlay															
Other Park Improvements	\$0	\$26,806	\$99,715	\$46,009	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pk/Rec Furn/Eq	\$0	\$0	\$21,946	\$1,323	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Center Renovation	\$171,302	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreational Bldg Improvements	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$171,302	\$26,806	\$121,661	\$47,332	\$80,000	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Cash Flow Before Debt Service	(\$223,500)	\$23,173	(\$180,687)	\$105,615	(\$18,000)	(\$83,896)	(\$85,517)	(\$87,172)	(\$118,861)	(\$90,584)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)
Debt Service															
Community Center Loan Pmt	\$30,517	\$30,517	\$30,517	\$30,517	\$30,500	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$0	\$0	\$0	\$0	\$0
Total Debt Service	\$30,517	\$30,517	\$30,517	\$30,517	\$30,500	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	(\$254,017)	(\$7,343)	(\$211,204)	\$75,098	(\$48,500)	(\$114,413)	(\$116,034)	(\$117,688)	(\$149,377)	(\$121,101)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)

Source: KPPCSD and Ridgeline

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Table B-4
Kensington Police Protection and Community Services District
Operating Statement Detail - Waste Management Fund

Description	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual [1]	Actual	Actual YTD	Budget	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
<i>Inflation Factor</i>							3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Revenue															
Waste Removal Franchise Fee	\$108,250	\$66,551	\$114,399	\$85,642	\$120,000	\$120,000	\$123,600	\$127,308	\$131,127	\$135,061	\$139,113	\$143,286	\$147,585	\$152,012	\$156,573
Waste Management Grant	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$2,517	\$0	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$108,250	\$66,551	\$114,399	\$88,159	\$120,000	\$197,000	\$123,600	\$127,308	\$131,127	\$135,061	\$139,113	\$143,286	\$147,585	\$152,012	\$156,573
Expenses															
Waste Removal Franchise Fee Exp	\$46,393	\$0	\$49,325	\$39,287	\$51,400	\$51,000	\$52,530	\$54,106	\$55,729	\$57,401	\$59,123	\$60,897	\$62,724	\$64,605	\$66,543
Waste Management Program Admin	\$0	\$0	\$0	\$0	\$68,490	\$31,000	\$30,619	\$31,767	\$32,086	\$33,297	\$33,628	\$34,907	\$35,251	\$36,600	\$36,958
Other Waste Management Exp	\$0	\$0	\$0	\$9,512	\$3,040	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Legal (Waste Management)	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waste Management Grant Expenses	\$0	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$46,393	\$0	\$49,325	\$48,799	\$122,930	\$202,000	\$88,299	\$91,178	\$93,278	\$96,326	\$98,548	\$101,774	\$104,124	\$107,539	\$110,025
Net Income	\$61,857	\$66,551	\$65,074	\$39,360	(\$2,930)	(\$5,000)	\$35,301	\$36,130	\$37,849	\$38,735	\$40,565	\$41,512	\$43,461	\$44,473	\$46,548

Source: KPPCSD and Ridgeline

[1] Limited financial information is available for the year. Net franchise fee revenues per audit report were used.

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**Table B-5
Kensington Police Protection and Community Services District
Operating Statement Detail - District-Wide**

Description	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Actual	FYE 2024 Actual YTD	FYE 2024 Budget	FYE 2025 Budget	FYE 2026 Projection	FYE 2027 Projection	FYE 2028 Projection	FYE 2029 Projection	FYE 2030 Projection	FYE 2031 Projection	FYE 2032 Projection	FYE 2033 Projection	FYE 2034 Projection
Revenue															
General Fund	\$2,056,812	\$2,180,205	\$2,442,794	\$2,542,647	\$2,507,800	\$2,583,000	\$2,744,953	\$2,834,872	\$2,927,194	\$3,022,404	\$3,120,853	\$3,225,053	\$3,331,288	\$3,444,593	\$3,561,310
Police Fund	\$1,484,588	\$1,482,616	\$1,582,562	\$1,664,635	\$1,555,000	\$1,601,500	\$1,522,950	\$1,548,074	\$1,573,953	\$1,600,607	\$1,628,061	\$1,656,339	\$1,685,465	\$1,715,465	\$1,746,365
Parks Fund	\$61,512	\$233,729	\$107,823	\$313,975	\$277,000	\$138,000	\$141,240	\$144,577	\$118,015	\$121,555	\$125,202	\$128,958	\$132,826	\$136,811	\$140,916
Waste Management Fund	\$108,250	\$66,551	\$114,399	\$88,159	\$120,000	\$197,000	\$123,600	\$127,308	\$131,127	\$135,061	\$139,113	\$143,286	\$147,585	\$152,012	\$156,573
Total Revenue	\$3,711,162	\$3,963,101	\$4,247,578	\$4,609,416	\$4,459,800	\$4,519,500	\$4,532,743	\$4,654,832	\$4,750,288	\$4,879,627	\$5,013,228	\$5,153,635	\$5,297,164	\$5,448,882	\$5,605,163
Expenses															
General Fund	\$587,276	\$617,509	\$1,088,439	\$527,051	\$624,900	\$760,385	\$712,371	\$738,343	\$747,800	\$775,220	\$785,115	\$814,065	\$824,420	\$854,988	\$865,828
Police Fund	\$2,316,723	\$2,097,212	\$2,454,020	\$2,390,962	\$2,883,500	\$2,901,474	\$3,134,700	\$3,280,556	\$3,402,890	\$3,507,559	\$3,597,144	\$3,676,587	\$3,758,322	\$3,842,426	\$3,928,978
Parks Fund	\$113,710	\$183,750	\$166,849	\$161,028	\$215,000	\$191,896	\$196,757	\$201,749	\$206,875	\$212,139	\$217,545	\$223,097	\$228,799	\$234,655	\$240,670
Waste Management Fund	\$46,393	\$0	\$49,325	\$48,799	\$122,930	\$202,000	\$88,299	\$91,178	\$93,278	\$96,326	\$98,548	\$101,774	\$104,124	\$107,539	\$110,025
Total Expenses	\$3,064,102	\$2,898,470	\$3,758,633	\$3,127,840	\$3,846,330	\$4,055,755	\$4,132,126	\$4,311,827	\$4,450,843	\$4,591,244	\$4,698,352	\$4,815,523	\$4,915,665	\$5,039,609	\$5,145,501
Cash Flow B4 Capital Outlay & DS	\$647,059	\$1,064,631	\$488,945	\$1,481,576	\$613,470	\$463,745	\$400,617	\$343,005	\$299,445	\$288,383	\$314,876	\$338,112	\$381,499	\$409,273	\$459,662
Capital Outlay															
General Fund	\$8,190	\$0	\$0	\$0	\$0	\$0	\$33,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Police Fund	\$10,303	\$19,071	\$112,333	\$101,276	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Parks Fund	\$171,302	\$26,806	\$121,661	\$47,332	\$80,000	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$189,795	\$45,877	\$233,994	\$148,608	\$80,000	\$30,000	\$93,000	\$33,090	\$33,183	\$3,278	\$3,377	\$38,256	\$3,582	\$3,690	\$3,800
Cash Flow Before Debt Service	\$457,265	\$1,018,754	\$254,951	\$1,332,968	\$533,470	\$433,745	\$307,617	\$309,915	\$266,262	\$285,105	\$311,500	\$299,856	\$377,917	\$405,583	\$455,862
Debt Service															
Police Fund	\$284,457	\$338,113	\$380,209	\$393,480	\$417,400	\$397,400	\$383,388	\$385,125	\$385,916	\$382,237	\$397,868	\$410,198	\$413,408	\$426,041	\$438,419
Parks Fund	\$30,517	\$30,517	\$30,517	\$30,517	\$30,500	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$0	\$0	\$0	\$0	\$0
Total Debt Service	\$314,974	\$368,630	\$410,725	\$423,996	\$447,900	\$427,917	\$413,905	\$415,642	\$416,432	\$412,754	\$397,868	\$410,198	\$413,408	\$426,041	\$438,419
Net Cash Flow															
General Fund	\$1,461,346	\$1,562,696	\$1,354,355	\$2,015,596	\$1,882,900	\$1,822,616	\$1,999,582	\$2,093,439	\$2,176,211	\$2,243,906	\$2,332,361	\$2,407,510	\$2,503,286	\$2,585,915	\$2,691,682
Police Fund	(\$1,126,895)	(\$971,780)	(\$1,364,000)	(\$1,221,083)	(\$1,745,900)	(\$1,697,374)	(\$2,025,138)	(\$2,117,607)	(\$2,214,853)	(\$2,289,189)	(\$2,366,951)	(\$2,465,224)	(\$2,486,265)	(\$2,553,002)	(\$2,621,032)
Parks Fund	(\$254,017)	(\$7,343)	(\$211,204)	\$75,098	(\$48,500)	(\$114,413)	(\$116,034)	(\$117,688)	(\$149,377)	(\$121,101)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)
Waste Management Fund	\$61,857	\$66,551	\$65,074	\$39,360	(\$2,930)	(\$5,000)	\$35,301	\$36,130	\$37,849	\$38,735	\$40,565	\$41,512	\$43,461	\$44,473	\$46,548
Total Net Cash Flow	\$142,291	\$650,124	(\$155,774)	\$908,972	\$85,570	\$5,829	(\$106,288)	(\$105,726)	(\$150,170)	(\$127,649)	(\$86,368)	(\$110,341)	(\$35,491)	(\$20,458)	\$17,443

Source: KPPCSD and Ridgeline

**Table B-6
Kensington Police Protection and Community Services District
Reserve Balance Detail**

Description	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Actual	Actual	Actual	Projected	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Beginning Cash Balance	\$1,969,692	\$2,059,807	\$2,661,049	\$2,605,834	\$2,796,316	\$2,802,144	\$2,695,857	\$2,590,130	\$2,439,960	\$2,312,311	\$2,225,943	\$2,115,602	\$2,080,110	\$2,059,652
Revenues	\$3,711,162	\$3,963,101	\$4,247,578	\$4,609,416	\$4,519,500	\$4,532,743	\$4,654,832	\$4,750,288	\$4,879,627	\$5,013,228	\$5,153,635	\$5,297,164	\$5,448,882	\$5,605,163
Expenditures	(\$3,064,102)	(\$2,898,470)	(\$3,758,633)	(\$3,846,330)	(\$4,055,755)	(\$4,132,126)	(\$4,311,827)	(\$4,450,843)	(\$4,591,244)	(\$4,698,352)	(\$4,815,523)	(\$4,915,665)	(\$5,039,609)	(\$5,145,501)
Capital Outlay	(\$189,795)	(\$45,877)	(\$233,994)	(\$148,608)	(\$30,000)	(\$93,000)	(\$33,090)	(\$33,183)	(\$3,278)	(\$3,377)	(\$38,256)	(\$3,582)	(\$3,690)	(\$3,800)
Debt Services	(\$314,974)	(\$368,630)	(\$410,725)	(\$423,996)	(\$427,917)	(\$413,905)	(\$415,642)	(\$416,432)	(\$412,754)	(\$397,868)	(\$410,198)	(\$413,408)	(\$426,041)	(\$438,419)
Other Financing Sources / Adjustments	(\$52,176)	(\$48,882)	\$100,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Cash Balance	\$2,059,807	\$2,661,049	\$2,605,834	\$2,796,316	\$2,802,144	\$2,695,857	\$2,590,130	\$2,439,960	\$2,312,311	\$2,225,943	\$2,115,602	\$2,080,110	\$2,059,652	\$2,077,096

Source: KPPCSD and Ridgeline

Fiscal Analysis Overview



August 8, 2024



Municipal Advisory | Pension Cost Optimization | Financial Planning

Kensington Police Protection and Community Services District



Fiscal Analysis Methodology



- Detailed staffing model (50-54% of total expenses)
- **Separate historical and projection models for each fund:**
 - Review of capital assets (buildings and vehicles)
 - Review of outstanding debt obligations
 - Review of pension liability
 - Review of OPEB Liability and Trust
 - Historical revenues and costs, 2025 budget, line-item projections
- **Multiple rounds of review with staff**

Fiscal Analysis – Key Assumptions



- Conservative approach – error on the side of caution
- District is fully staffed at all times
- Escalation Factors:
 - Property taxes increase at 3.5% per year
 - General inflation of 3%
 - Salaries increase at 1.7% after approved step increases are completed
 - Medical costs increase at 5% per year
 - CalPERS: Normal Cost increases at 0.05% of salaries per year; UAL is based on actuarial report
- Capital Outlay mostly covered through grants

Fiscal Analysis – Fund-Level Overview



General Fund generates annual operating surplus



Police Fund generates annual operating deficit, which is covered by the General Fund



Parks Fund generates annual operating deficit, which is covered by the General Fund

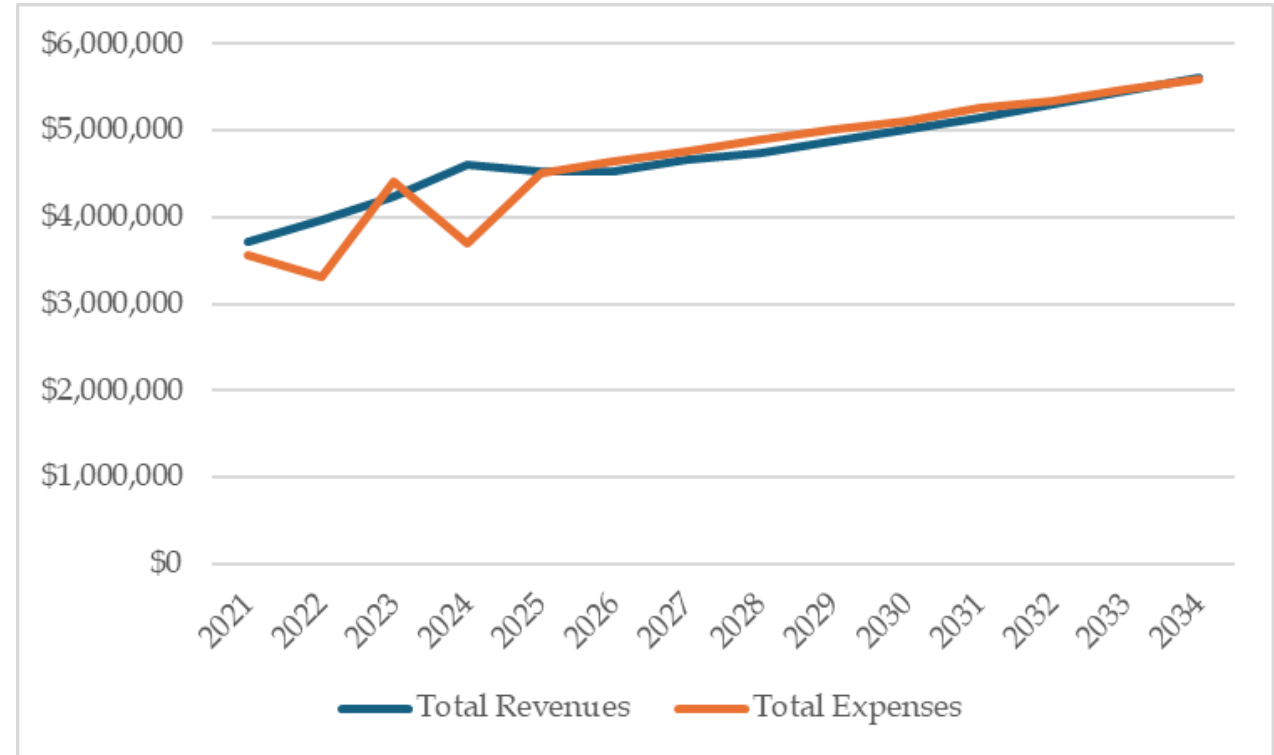


Waste Management Fund operates at long-term break-even (small surplus)

Combined Net Operating Results



FYE		Total Revenues	Total Expenses [1]	Operating Surplus
2021	Historical	\$3,711,162	\$3,568,871	\$142,291
2022		\$3,963,101	\$3,312,977	\$650,124
2023		\$4,247,578	\$4,403,352	(\$155,774)
2024		\$4,609,416	\$3,700,444	\$908,972
2025	Projected	\$4,519,500	\$4,513,672	\$5,829
2026		\$4,532,743	\$4,639,031	(\$106,288)
2027		\$4,654,832	\$4,760,558	(\$105,726)
2028		\$4,750,288	\$4,900,459	(\$150,170)
2029		\$4,879,627	\$5,007,275	(\$127,649)
2030		\$5,013,228	\$5,099,596	(\$86,368)
2031		\$5,153,635	\$5,263,977	(\$110,341)
2032		\$5,297,164	\$5,332,656	(\$35,491)
2033		\$5,448,882	\$5,469,340	(\$20,458)
2034		\$5,605,163	\$5,587,720	\$17,443



Sources: KPPCSD and Ridgeline

[1] Includes capital outlay and debt services.

Key Conclusions



KPPCSD is projected to operate near break-even, while continuing to provide same level of services and facilities



Any major capital projects, expansion of services, and District building require additional funding (grants, assessments, bonds, etc.)

Permanent Location Scenarios



- **Alternative 1:** Remain at Current Location (possibly buy out modular unit)
- **Alternative 2:** Modular Building at District-Owned Land
 - \$2-4M total cost
 - \$82-157 per parcel (assuming 100% financing)
- **Alternative 3:** Permanent Building at District-Owned Land
 - \$10-12M total cost
 - \$378-452 per parcel (assuming 100% financing)
- **Alternative 4:** Kensington Public Safety Building – does not work, but may accommodate administrative personnel

Next Steps



- Receive and incorporate Board feedback
- Incorporate FYE 2024 financial statements
- Incorporate FYE 2023 CalPERS actuarial report and FYE 2024 investment return impact
- Finalize analysis for combined study

Questions?



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