



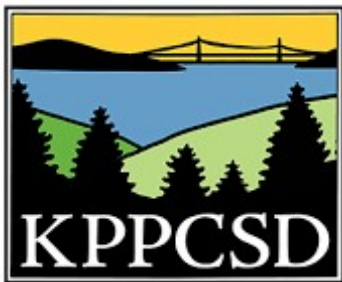
Kensington Police Protection and Community Services District and Kensington Fire Protection District Consolidation Fiscal Study



Final Report

Ridgeline Project # 23022

Prepared for:



and



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EXECUTIVE SUMMARY

For many years, the Kensington Police Protection and Community Services District (“KPPCSD”) and the Kensington Fire Protection District (“KFPD”) (jointly, the “Districts”) have been considering some form of reorganization that would result in the consolidation of municipal services for the Kensington community.

The Districts retained Ridgeline Municipal Strategies, LLC (“Ridgeline”) to prepare this Fiscal Study to evaluate the feasibility of continuing to operate independently versus consolidating. This study is intended to support the decision-making process of the Districts regarding whether or not to proceed with consolidation discussions.

The key question for the Districts and the community to consider is whether they would be better off financially and operationally if the Districts continue to operate independently or if they consolidate.

This Fiscal Study analyzes the financial implications of the potential consolidation of the Districts.

FINDINGS SUMMARY

The consolidation of the KPPCSD and the KFPD is expected to result in the following fiscal improvements:

- **Annual Operating Surplus:** The consolidation is projected to increase the estimated annual operating surplus in each year of the nine-year projection period by approximately \$120,000 to \$290,000, primarily due to economies of scale and the elimination of redundant costs, as shown in **Table 1** on the following page.
- **Higher Reserve Balances:** As a result of the annual operating surplus increases, the total reserves of the Consolidated District are projected to grow by an additional \$1.8 million over the nine-year projection period, as shown in **Table 2** on the following page.
- **More Efficient and Cost-Effective Staffing Structure:** The Consolidated District is expected to be able to afford and attract permanent full time staff, including a General Manager, a Finance / HR Manager, and a Public Safety Coordinator. This would reduce the reliance on outside consultants for many accounting, finance, and operational tasks.
- **One Board of Directors:** Consolidating two Boards of Directors into one is expected to result in cost savings (factored into the annual surplus increase mentioned above) and potentially more efficient workflows for the Consolidated District staff. It would also provide a more streamlined municipal governance structure for the Kensington community.
- **Consolidation of Community’s Resources:** Combining the community’s tax dollars within one organization will allow for greater flexibility in directing funding where it is needed most, potentially without requiring additional taxes.

Table 1
Kensington Consolidated District
Operating Results Projections Comparison [1]

FYE	Independent Districts Projected Annual Net Cash Flow			Consolidated District Projected Annual Net Cash Flow	Difference
	KPPCSD	KFPD	Total		
2026	(\$157,000)	\$939,000	\$782,000	\$903,000	\$121,000
2027	(\$147,000)	\$939,000	\$792,000	\$947,000	\$155,000
2028	(\$182,000)	\$869,000	\$687,000	\$852,000	\$165,000
2029	(\$149,000)	\$938,000	\$789,000	\$980,000	\$191,000
2030	(\$97,000)	\$992,000	\$895,000	\$1,096,000	\$201,000
2031	(\$112,000)	(\$917,000)	(\$1,029,000)	(\$799,000)	\$230,000
2032	(\$37,000)	\$992,000	\$955,000	\$1,199,000	\$244,000
2033	(\$23,000)	\$1,044,000	\$1,021,000	\$1,298,000	\$277,000
2034	\$15,000	\$1,110,000	\$1,125,000	\$1,417,000	\$292,000

Source: KPPCSD, KFPD, and Ridgeline

[1] All numbers rounded to nearest thousand.

Table 2
Kensington Consolidated District
Fund Balance Projections Comparison [1]

FYE	Independent Districts Projected Ending Fund Balances			Consolidated District Projected Ending Fund Balance	Difference (Cumulative)
	KPPCSD	KFPD	Total		
2026	\$3,114,000	\$7,005,000	\$10,119,000	\$10,184,000	\$65,000
2027	\$2,968,000	\$7,944,000	\$10,912,000	\$11,131,000	\$219,000
2028	\$2,786,000	\$8,813,000	\$11,599,000	\$11,983,000	\$384,000
2029	\$2,637,000	\$9,751,000	\$12,388,000	\$12,963,000	\$575,000
2030	\$2,540,000	\$10,742,000	\$13,282,000	\$14,059,000	\$777,000
2031	\$2,428,000	\$9,825,000	\$12,253,000	\$13,261,000	\$1,008,000
2032	\$2,390,000	\$10,818,000	\$13,208,000	\$14,460,000	\$1,252,000
2033	\$2,368,000	\$11,862,000	\$14,230,000	\$15,758,000	\$1,528,000
2034	\$2,383,000	\$12,972,000	\$15,355,000	\$17,175,000	\$1,820,000

Source: KPPCSD, KFPD, and Ridgeline

[1] All numbers rounded to nearest thousand.

In addition to the fiscal benefits identified above, consolidation is likely to result in other improvements, including:

- **Operating Efficiency:** Consolidating the resources of the two Districts is expected to enhance operating efficiency by eliminating redundant business processes and software systems.
- **Simplified Public Process:** A single Board of Directors is likely to simplify the local municipal governance structure, making it easier for the community to engage and participate, and thereby increasing transparency. Additionally, with two separate Boards, it is more difficult to gather community input, identify common priorities, and discuss and address joint issues. A unified organization representing the community of Kensington will provide the public and other agencies with a single point of contact and connection.
- **Board Member Recruitment:** Many local government agencies are finding it increasingly difficult to fill director positions. Having one Board will likely make attracting high-quality directors easier.

On the other hand, the following potential concerns may arise from the consolidation of the KPPCSD and KFPD, and will need to be closely monitored and carefully managed:

- **Cost of Consolidation:** The consolidation is expected to require certain one-time expenses estimated at approximately \$56,000, as well as a significant investment of time by the staff and Boards of both Districts. The one-time expenses have been factored into the estimated reserves calculation above. If the Districts choose to pursue consolidation, they will need to develop a unified action plan that clearly defines areas of responsibility for various tasks.
- **Increased Board Responsibility:** A single Board of Directors may potentially lead to less focus on specific fiscal issues that are currently managed by the two separate Boards. This can be mitigated through Board education and proactive efforts of the Consolidated District staff.
- **Potential Use of Surplus KFPD Funding for Other Activities:** Consolidating the budgets of the two Districts may lead to directing a portion of the operating surplus currently accruing to the KFPD to other activities of the Consolidated District. While this may represent a more efficient use of taxpayer funds, the Board and staff must ensure that the quality of fire-related services is maintained or enhanced, as necessary. It must be noted that this issue is not expected to impact the services covered by the City of El Cerrito agreement, as they are covered by the Contract Fee payment.
- **Fiscal Discipline:** The financial projections for the KPPCSD indicate the need to closely monitor costs and maintain a balanced budget. Having an overall operating surplus may reduce the pressure to implement cost-saving measures for the services currently provided by the KPPCSD. While specific attention should be directed to the KPPCSD operations, the Board of Directors and staff of the Consolidated District must ensure proper fiscal management and discipline in the day-to-day operations of the entire organization.

IMPLEMENTATION AND RECOMMENDED NEXT STEPS

The Boards of Directors, with assistance from the District’s staff, should review and evaluate this Fiscal Study for accuracy and alignment with the Districts’ operational and financial framework. Once the Boards are satisfied that the Fiscal Study and its findings are valid, they should use it as part of their decision-making process on whether to proceed with the consolidation efforts.

The following next steps are recommended for the continuing evaluation of the consolidation:

- Recommendation #1:** The Boards of Directors should review this Fiscal Study and determine whether consolidation is viable or if the Districts should remain independent.
- Recommendation #2:** If either District determines that consolidation is not in its best interest, it should make that decision promptly, providing the community with clarity on the future status of the Districts.
- Recommendation #3:** The Boards should provide clear policy direction to staff on their preferred approach to addressing any fiscal issues identified in this report.
- Recommendation #4:** Once fiscal policy direction is established, the staff and joint working group of the two Districts should further develop the consolidation plan of action.
- Recommendation #5:** Once the final consolidation costs and governance structure are determined, the necessary agreements should be presented to the Boards for approval. The staff should then be directed to initiate the application process with the Contra Costa Local Agency Formation Commission (“LAFCo”).

REPORT ORGANIZATION

Chapter I provides an overview of the Kensington community, the legal framework for local agency consolidation in California, the goals of consolidating the Districts, and the methodology of this Fiscal Study.

Chapter II offers a detailed description of the Kensington Police Protection and Community Services District, documents the fiscal analysis and financial projections for the District, and includes certain fiscal management recommendations for the District to consider.

Chapter III offers a detailed description of the Kensington Fire Protection District, documents the fiscal analysis and financial projections for the District, and includes certain fiscal management recommendations for the District to consider.

Chapter IV provides a detailed description of the proposed Kensington Consolidated District, documents the fiscal analysis and financial projections for the Consolidated District, and outlines the findings of this Fiscal Study.

I. INTRODUCTION AND BACKGROUND INFORMATION

INTRODUCTION

The Kensington Police Protection and Community Services District (“KPPCSD”) and the Kensington Fire Protection District (“KFPD”) provide services to the Kensington community and have essentially identical, fully overlapping service areas. Given the potential synergy of the two organizations, the Districts and the community have been considering the viability of consolidating the two agencies into one, aiming for more streamlined governance and more efficient use of taxpayer funds.

Discussions about this potential consolidation have been ongoing for many years. Strategic planning materials provided by the KPPCSD indicate that merging with the KFPD was being considered as early as 2008.

The Districts retained Ridgeline Municipal Strategies, LLC to prepare this Fiscal Study to evaluate the financial viability of such a consolidation.

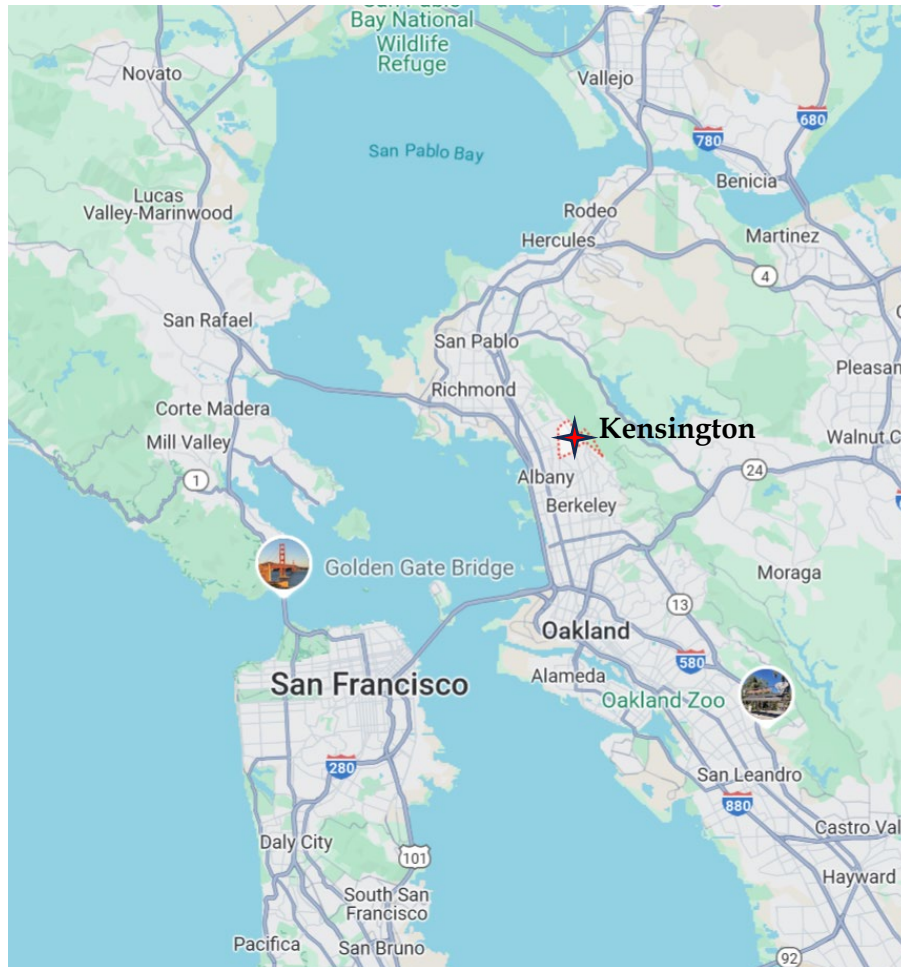
COMMUNITY OVERVIEW

The community of Kensington (“Kensington”) is located in the unincorporated area of the County of Contra Costa (“County”), in the San Francisco Bay Area of Northern California. It covers approximately 1 square mile and has a population of approximately 5,400 people.

Kensington is bordered by the cities of El Cerrito to the west and northwest, Richmond to the northeast, and Berkeley and Albany (in Alameda County) to the south. The unincorporated area of the Contra Costa County continues to the east of Kensington. **Figure 1** on the next page shows the location of Kensington.

The Districts provide services to Kensington, and their boundaries almost perfectly overlap, with the exception of one parcel owned by the East Bay Municipal Utility District (“EBMUD”). This parcel is a part of the KPPCSD service area, but not the KFPD service area. The KPPCSD covers 2,188 parcels, while the KFPD covers 2,187 parcels. Incorporating the EBMUD parcel into the KFPD service area would not have any fiscal impact, as it is owned by a public entity and is not subject to property taxes.

**Figure 1
Location of Kensington Community**



DISTRICT CONSOLIDATION PROCESS

In California, the consolidation of special districts falls under the jurisdiction of the Local Agency Formation Commissions, with each county having its own commission. The Districts are located in Contra Costa County, and the Contra Costa Local Agency Formation Commission (“LAFCo”), will review and ultimately need to approve the consolidation proposal if the Districts decide to move forward.

The legal framework for district consolidation and other forms of reorganization of local government agencies in California is set forth in the Cortese-Knox-Hertzberg Government Reorganization Act of 2000 (the “Act”), California Government Code §56000 et seq.

The two Districts were formed under different principal acts, and their consolidation process is covered by Gov’t Code § 56826.5, which outlines the following conditions:

- Each service provided by the Districts must continue to be provided by a successor or by the formation of a new district authorized under a principal act to deliver the service. LAFCo may designate a successor other than the districts subject to the proposal only if that successor is already providing the same service.
- The public service costs of the proposal are likely to be less than or substantially similar to the costs of alternative means of providing the service.
- The proposal promotes public access and accountability for community service needs and financial resources.

The exact form of the Districts' consolidation has not been determined at this time.

For the purposes of this Fiscal Study, the entity formed through the consolidation of the two Districts is referred to as the **Kensington Consolidated District** ("Consolidated District"). This name is used for reference only and is not a recommended name for the consolidated entity. The specific form of consolidation and the governance model of the Consolidated District are outside the scope of this Fiscal Study.

STATED CONSOLIDATION GOALS

The Districts have identified the following key goals expected to be achieved through the consolidation:

- Streamlining Kensington's complex government structure;
- Establishing a more efficient administrative structure;
- Hiring a full time General Manager and administrative staff;
- Achieving financial savings;
- Providing a solution for the police department location; and
- Enhancing coordination of emergency preparedness between the police and fire departments.

The rationale for the potential consolidation has been framed as follows:

- Identify and implement programs, processes, and partnerships that result in cost savings or cost avoidance for both organizations and the Kensington community;
- Increase organizational efficiencies;
- Enhance community safety and services; and
- Strengthen community resiliency through improved services.

FISCAL STUDY METHODOLOGY

This Fiscal Study focuses on the financial aspects of the potential consolidation.

In the first stage of the work, Ridgeline conducted an in-depth analysis of the historical balance sheets and operating statements for each District. Working closely with the District staff, Ridgeline developed a detailed 10-year financial projection for each District. The first-year projection was based closely on the adopted budget, while the remaining nine years of projections were developed according to individual expectations for each line item of revenues, expenses, capital outlay, and debt service. A detailed 10-year staffing model was created for the KPPCSD, and a 10-year forecast for the City of El Cerrito Contract Fee was developed for the KFPD.

In the second stage of the work, Ridgeline, in close collaboration with the Districts' staff, performed a comprehensive analysis of all revenue, expense, capital outlay, and debt service line items to identify any potential fiscal impacts from the consolidation. A revised fund structure for the Consolidated District was developed. Opportunities for cost savings, as well as the costs of consolidation, were identified and incorporated into a nine-year financial forecast for the Consolidated District.

Finally, the net cash flow and reserve projections for the two Districts operating independently were compared to the projections for the Consolidated District to determine whether the potential consolidation would result in service costs that are lower or substantially similar to those of the Districts operating independently.

II. FISCAL ANALYSIS FOR KENSINGTON POLICE PROTECTION AND COMMUNITY SERVICES DISTRICT

Ridgeline, working closely with the staff of the Kensington Police Protection and Community Services District and the Kensington Fire Protection District, developed separate fiscal analysis and projections for each District on a stand-alone basis, which will become the foundation for the fiscal analysis on a consolidated basis. This chapter contains the analysis and projections pertaining to the Kensington Police Protection and Community Services District (the “District” or “KPPCSD”).

DISTRICT DESCRIPTION

The KPPCSD is a California special district providing police protection, parks and recreation, and solid waste services to the residents of Kensington. The District was formed initially as a Kensington Police Protection District in 1946 and then reorganized as a community services district in 1953. The District 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, accounting, and human resource 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.

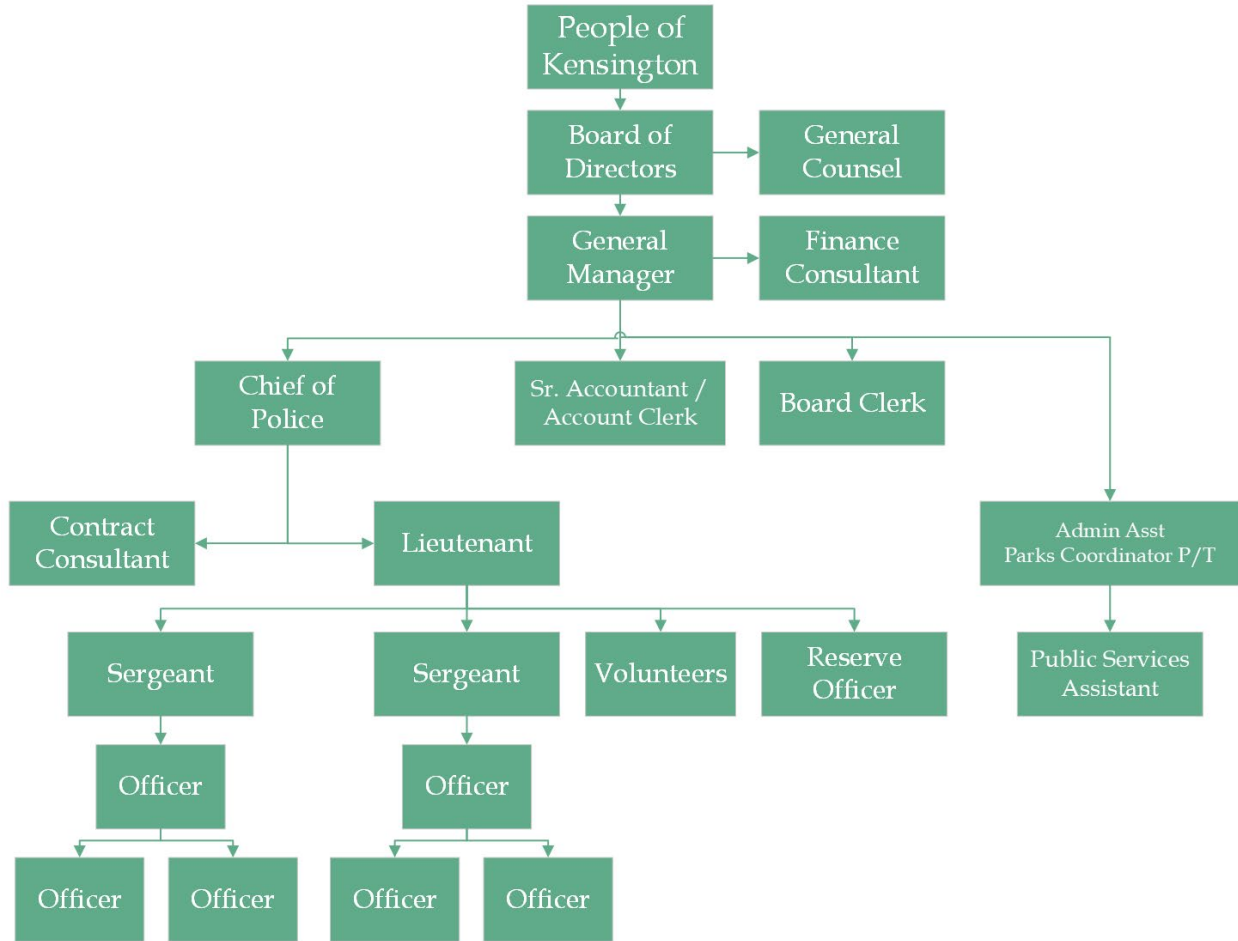
- 1.5 positions within the Parks and Recreation department:
 - Parks Coordinator – shared with Administration (part time); and
 - Public Services Assistant (part time).
- 10 positions within the Police Department (all full time):
 - Chief of Police;
 - Lieutenant;
 - Sergeants (2); and
 - Officers (6).

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

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

The District’s organization chart is shown in **Figure 3** on the next page.

Figure 3
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 3** below.

Table 3
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 4**.

Table 4
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 Ardmore 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 Ardmore Path.

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

The District owns three buildings totaling approximately 8,800 sq. ft., as shown in **Table 5**. Additionally, the District rents its current headquarters location.

Table 5
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 KFPD 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 6**.

Table 6
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 vehicle ownership once the lease is paid off, without buyout requirements.

DEBT OBLIGATIONS

The debt obligations of the KPPCSD are summarized in **Table 7**.

Table 7
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>			<i>\$4,846,891</i>		<i>\$397,673</i>		<i>\$4,045,600</i>	
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.

2020 Lease: 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.

2022 Lease: 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.

2023 Lease: 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 8 summarizes the Accrued Liability, the Market Value of Assets, the UAL, and the funded status of the two plans as of 06/30/2023 (the most recent information available from CalPERS at the time of this report). The table also shows the estimated UAL credit expected to be applied due to CalPERS’ investment performance for FYE 2024.

Table 8
Kensington Police Protection and Community Services District
CalPERS Pension Plans Summary

Pension Plan	Accrued Liability	Market Value of Assets	Unfunded Accrued Liability	% Funded
2023 Safety Classic	\$17,055,875	\$15,285,349	\$1,770,526	89.6%
2023 Safety PEPRA	\$456,338	\$407,090	\$49,248	89.2%
2024 Safety Classic UAL	\$0	\$0	(\$382,134)	
2024 Safety PEPRA UAL	\$0	\$0	(\$10,177)	
Total	\$17,512,213	\$15,692,439	\$1,427,463	

Sources: CalPERS and Ridgeline

As of 06/30/2023, both plans were more than 89% funded. As of 06/30/2024, the total UAL of the District is estimated at approximately \$1.4 million.

The UAL currently bears interest at 6.8% per year and is amortized through FYE 2046, as shown in **Table 9**.

Table 9
Kensington Police Protection and Community Services District
CalPERS UAL Amortization Schedule

FYE	2023 UAL Classic [1]	2024 UAL Classic [2]	2023 UAL PEPRA [1]	2024 UAL PEPRA [2]	Total Pmt
2025	\$52,715	\$0	\$1,268	\$0	\$53,983
2026	\$105,190	\$0	\$2,773	\$0	\$107,963
2027	\$134,733	(\$9,369)	\$3,665	(\$250)	\$128,780
2028	\$164,277	(\$18,738)	\$4,558	(\$499)	\$149,598
2029	\$193,818	(\$28,107)	\$5,449	(\$749)	\$170,412
2030	\$196,273	(\$37,476)	\$5,513	(\$998)	\$163,312
2031	\$196,272	(\$46,845)	\$5,514	(\$1,248)	\$153,694
2032	\$196,273	(\$46,845)	\$5,515	(\$1,248)	\$153,696
2033	\$196,273	(\$46,845)	\$5,514	(\$1,248)	\$153,695
2034	\$196,272	(\$46,845)	\$5,514	(\$1,248)	\$153,694
2035	\$196,274	(\$46,845)	\$5,514	(\$1,248)	\$153,696
2036	\$196,274	(\$46,845)	\$5,514	(\$1,248)	\$153,696
2037	\$196,274	(\$46,845)	\$5,513	(\$1,248)	\$153,695
2038	\$196,273	(\$46,845)	\$5,514	(\$1,248)	\$153,695
2039	\$196,273	(\$46,845)	\$5,515	(\$1,248)	\$153,696
2040	\$196,276	(\$46,845)	\$5,515	(\$1,248)	\$153,699
2041	\$196,272	(\$46,845)	\$5,513	(\$1,248)	\$153,693
2042	\$196,275	(\$46,845)	\$5,514	(\$1,248)	\$153,697
2043	\$196,274	(\$46,845)	\$5,515	(\$1,248)	\$153,697
2044	\$196,273	(\$46,845)	\$5,513	(\$1,248)	\$153,694
2045	\$35,201	(\$46,845)	\$940	(\$1,248)	(\$11,951)
2046	\$0	(\$46,845)	\$0	(\$1,248)	(\$48,092)
Total	\$3,630,035	(\$843,203)	\$101,363	(\$22,457)	\$2,865,738

[1] 2022 UAL amortization schedule is provided by CalPERS.

[2] 2023 UAL amortization schedule is estimated by Ridgeline based on CalPERS 2024 investment performance estimate of 9.3%. 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 is not making any projections about future UAL increases.

Table 10 shows the KPPCSD’s Normal Cost contribution rate history for the past ten years. This Fiscal Study assumes a small annual increase to these contribution rates.

Table 10
Kensington Police Protection and Community Services District
CalPERS Normal Cost Contribution Rates

FYE	Safety Classic	Safety PEPRA
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%
2026	27.38%	13.99%

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 11**, the District’s OPEB liability is approximately 114% funded.

Table 11
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 that is intended to provide additional funding for the Police and Parks funds.

Table 12 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 A-2** of **Appendix A**.

Table 12
Kensington Police Protection and Community Services District
Operating Statement Summary - General Fund

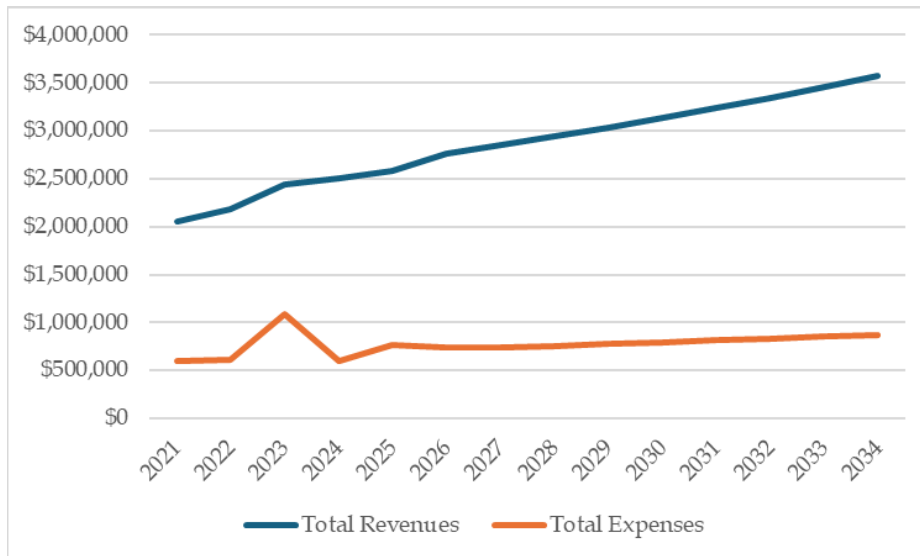
FYE		Total Revenues	Total Expenses [1]	Operating Surplus
2021	Historical	\$2,056,812	\$595,466	\$1,461,346
2022		\$2,180,205	\$617,509	\$1,562,696
2023		\$2,442,794	\$1,088,439	\$1,354,355
2024		\$2,500,113	\$600,611	\$1,899,502
2025	Projected	\$2,583,000	\$760,385	\$1,822,616
2026		\$2,759,022	\$745,371	\$2,013,651
2027		\$2,847,431	\$741,433	\$2,105,998
2028		\$2,938,524	\$750,983	\$2,187,541
2029		\$3,032,793	\$778,498	\$2,254,295
2030		\$3,130,601	\$788,492	\$2,342,109
2031		\$3,234,468	\$817,542	\$2,416,925
2032		\$3,340,647	\$828,003	\$2,512,645
2033		\$3,453,894	\$858,678	\$2,595,216
2034		\$3,570,548	\$869,628	\$2,700,920

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 13 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 A-3 of Appendix A**.

Table 13
Kensington Police Protection and Community Services District
Operating Statement Summary - Police Fund

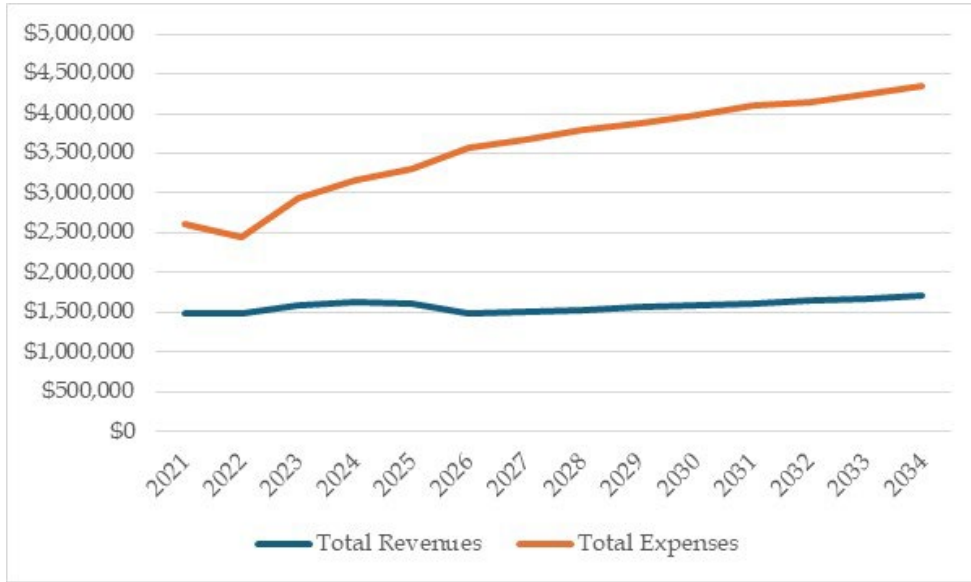
FYE		Total Revenues	Total Expenses	[1] Operating Deficit
2021	Historical	\$1,484,588	\$2,611,483	(\$1,126,895)
2022		\$1,482,616	\$2,454,396	(\$971,780)
2023		\$1,582,562	\$2,946,562	(\$1,364,000)
2024		\$1,626,761	\$3,153,358	(\$1,526,597)
2025	Projected	\$1,601,500	\$3,298,874	(\$1,697,374)
2026		\$1,482,713	\$3,572,246	(\$2,089,533)
2027		\$1,507,837	\$3,678,982	(\$2,171,145)
2028		\$1,533,716	\$3,791,236	(\$2,257,520)
2029		\$1,560,370	\$3,881,318	(\$2,320,948)
2030		\$1,587,824	\$3,975,635	(\$2,387,811)
2031		\$1,616,102	\$4,092,606	(\$2,476,504)
2032		\$1,645,228	\$4,142,814	(\$2,497,586)
2033		\$1,675,228	\$4,239,588	(\$2,564,360)
2034		\$1,706,128	\$4,338,559	(\$2,632,431)

Sources: KPPCSD and Ridgeline

[1] Includes capital outlay and debt service.

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 14 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 A-4 of Appendix A**.

Table 14
Kensington Police Protection and Community Services District
Operating Statement Summary - Parks Fund

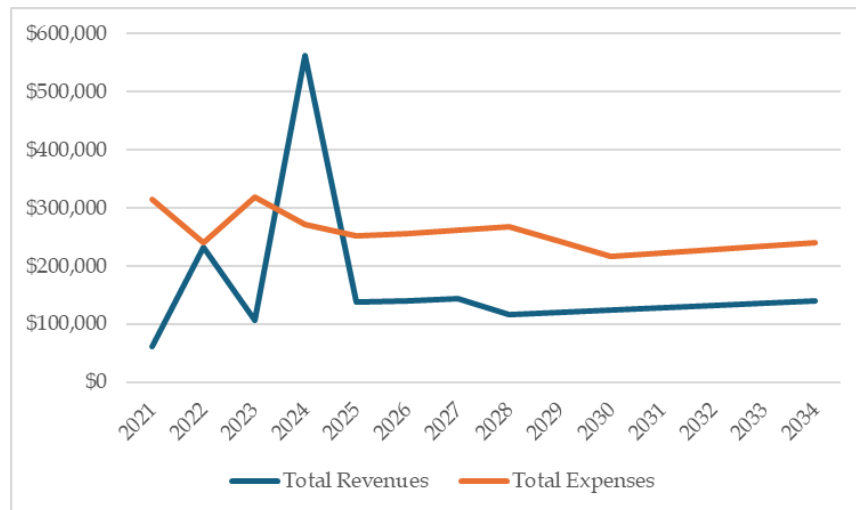
FYE		Total Revenues	Total Expenses [1]	Operating Results
2021	Historical	\$61,512	\$315,529	(\$254,017)
2022		\$233,729	\$241,072	(\$7,343)
2023		\$107,823	\$319,027	(\$211,204)
2024		\$562,670	\$272,201	\$290,469
2025	Projected	\$138,000	\$252,413	(\$114,413)
2026		\$141,240	\$257,274	(\$116,034)
2027		\$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 service.

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. Additionally, FYE 2024 revenues include a reconciliation property tax payment from the County, which was allocated to the Parks fund and is likely to include some regular General Fund property taxes.

The Parks Fund expenses are projected to grow 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 an annual fund surplus.

Table 15 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 A-5** of **Appendix A**.

Table 15
Kensington Police Protection and Community Services District
Operating Statement Summary - Waste Management Fund

FYE		Total Revenues	Total Expenses	Operating Results
2021	Historical	\$108,250	\$46,393	\$61,857
2022		\$66,551	\$0	\$66,551
2023		\$114,399	\$49,325	\$65,074
2024		\$127,733	\$131,663	(\$3,930)
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 16 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 A-6** of **Appendix A**.

Table 16
Kensington Police Protection and Community Services District
Operating Statement Summary - District-Wide

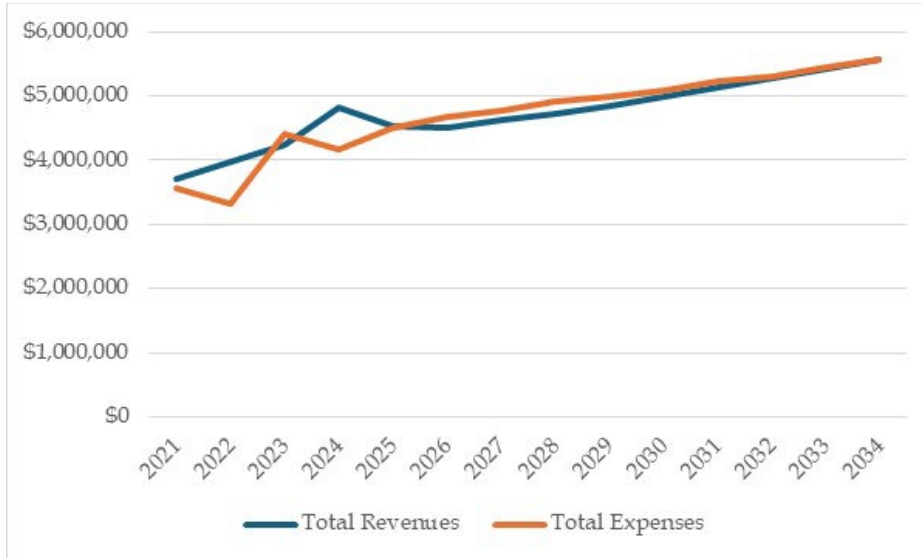
FYE		Total Revenues	Total Expenses [1]	Operating Results
2021	Historical	\$3,711,162	\$3,568,871	\$142,291
2022		\$3,963,101	\$3,312,977	\$650,124
2023		\$4,247,578	\$4,403,352	(\$155,774)
2024		\$4,817,277	\$4,157,832	\$659,445
2025	Projected	\$4,519,500	\$4,513,672	\$5,828
2026		\$4,506,575	\$4,663,189	(\$156,614)
2027		\$4,627,154	\$4,773,859	(\$146,705)
2028		\$4,721,381	\$4,902,889	(\$181,508)
2029		\$4,849,779	\$4,998,798	(\$149,019)
2030		\$4,982,740	\$5,080,220	(\$97,480)
2031		\$5,122,813	\$5,235,020	(\$112,206)
2032		\$5,266,287	\$5,303,739	(\$37,453)
2033		\$5,417,945	\$5,440,461	(\$22,516)
2034		\$5,574,164	\$5,558,882	\$15,282

Sources: KPPCSD and Ridgeline

[1] Includes capital outlay and debt service.

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 / fund balance. **Table 17** summarizes the historical and projected FYE fund balance. Details of the calculations of the District’s fund balance are provided in **Table A-7** of **Appendix A**.

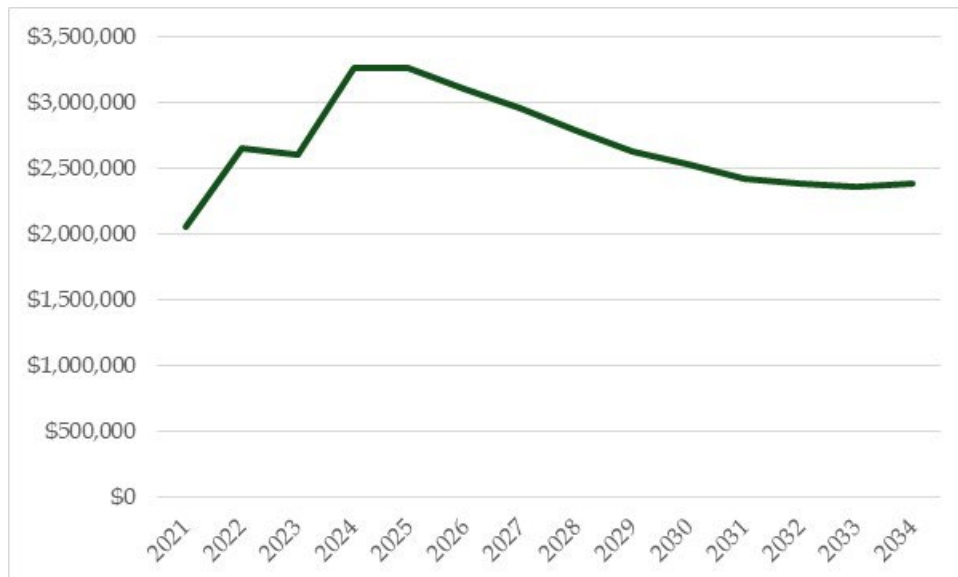
Table 17
Kensington Police Protection and Community Services District
Fund Balance Summary - District-Wide

FYE	Total Fund Balance
2021	\$2,059,807
2022	\$2,661,049
2023	\$2,605,834
2024	\$3,265,279
2025	\$3,271,107
2026	\$3,114,493
2027	\$2,967,788
2028	\$2,786,280
2029	\$2,637,261
2030	\$2,539,781
2031	\$2,427,575
2032	\$2,390,122
2033	\$2,367,606
2034	\$2,382,889

Sources: KPPCSD and Ridgeline

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

Graph 6
Kensington Police Protection and Community Services District
Fund Balance Trend - District-Wide



Without implementing any cost-management initiatives, the District will fund the annual deficit by drawing down on its reserves. The total fund balance is projected to decrease from the current level of \$3.2 million to approximately \$2.4 million in FYE 2034.

STRATEGIC PLANING AND FUNDING FOR MAJOR PROJECTS

Concurrently with the preparation of this Fiscal Study, the District’s Board 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 18** provides a rent vs. buy analysis for the modular building, utilizing conservative financing assumptions.

Table 18
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 19 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 19
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 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-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, though such funding is not guaranteed.

Table 20 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 20
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 21** 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 21
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 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.

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 who 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.

III. FISCAL ANALYSIS FOR KENSINGTON FIRE PROTECTION DISTRICT

Ridgeline, working closely with the staff of the Kensington Police Protection and Community Services District and the Kensington Fire Protection District, developed separate fiscal analysis and projections for each District on a stand-alone basis, which will become the foundation for the fiscal analysis on a consolidated basis. This chapter contains the analysis and projections pertaining to the Kensington Fire Protection District (the “District” or “KFPD”).

DISTRICT DESCRIPTION

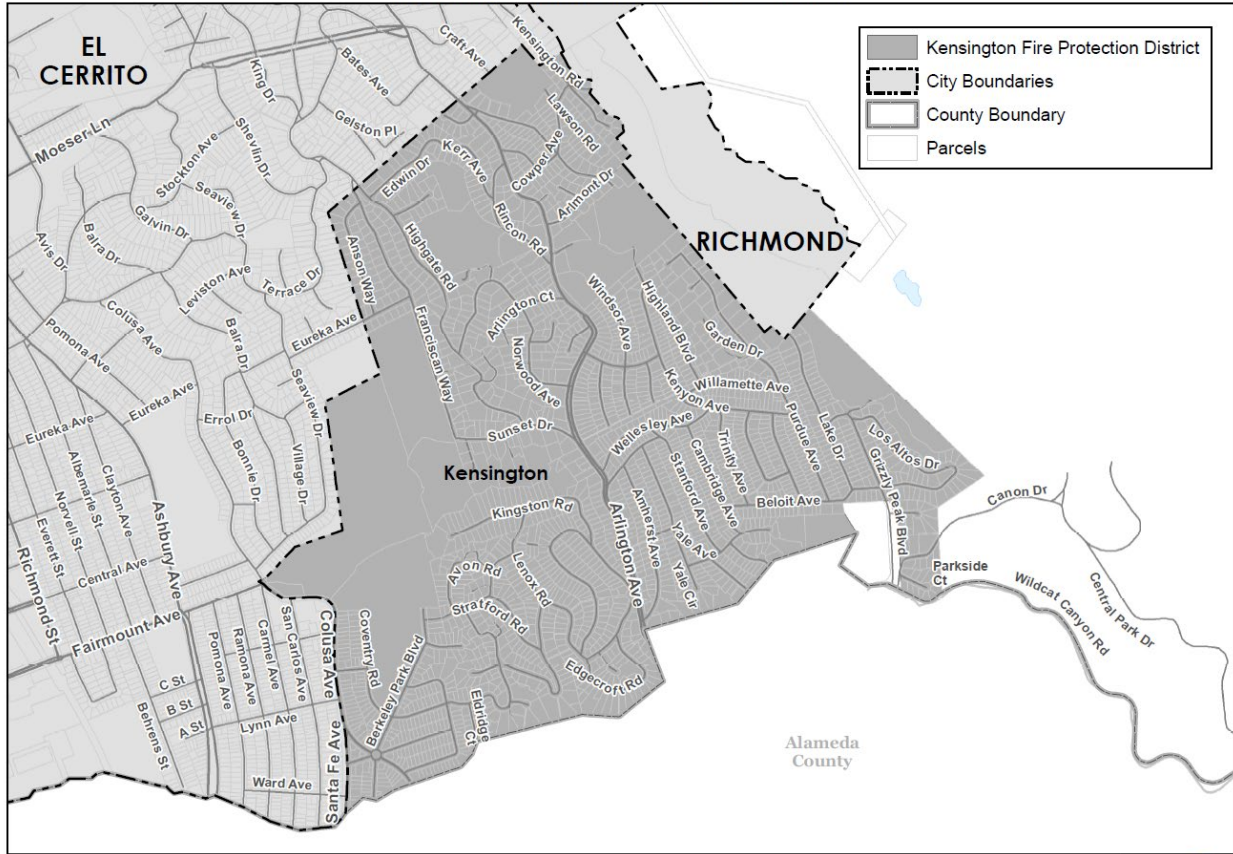
The KFPD is a California special district providing fire protection and emergency medical response services to the residents of Kensington. The District was formed in 1937 and is governed by a board of five members elected into office by the community to serve staggered four-year terms.

The District is organized under the California Health and Safety Code Section 13800 (commonly known as the Bergeson Fire District Law).

SERVICE AREA

The KFPD covers an area of approximately 1 square mile with 2,187 parcels and estimated 2023 population of 5,428 people. The District boundary delineates the service area analyzed in this Fiscal Study and encompasses the entire Kensington community, as shown in **Figure 4** on the next page.

Figure 4
Kensington Fire Protection District
Service Area Map



ORGANIZATION CHART

The District has minimal staff, as all fire protection and emergency services within its boundaries are provided by the City of El Cerrito (see discussion below).

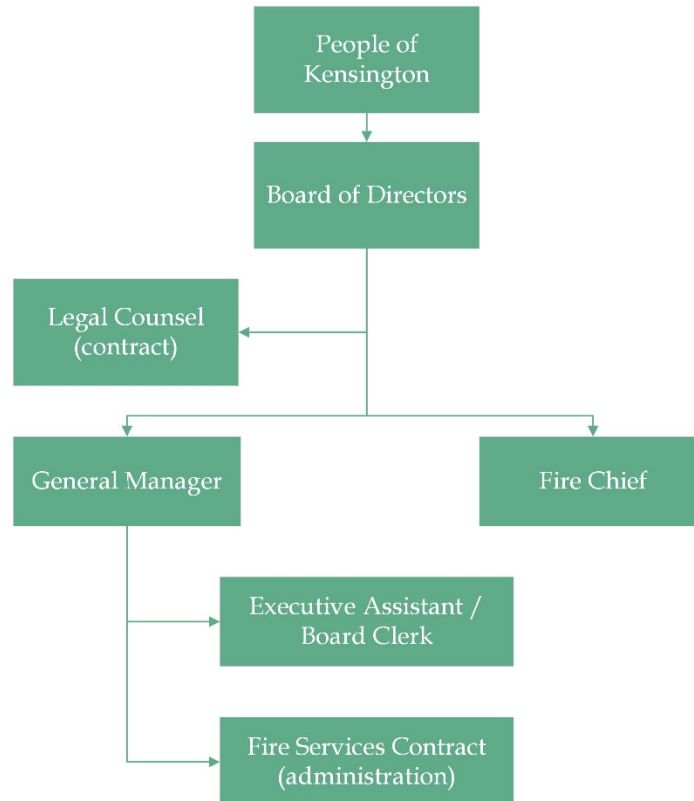
The District currently has two paid positions:

- General Manager (part time);
- Executive Assistant / Board Clerk (part time).

On the fire services side, the Fire Chief of the City of El Cerrito (the “City”) is also the fire chief of the District. The District’s fire station is staffed by the employees of the City.

The District’s organization chart is shown in **Figure 5**.

Figure 5
Kensington Fire Protection District
Organization Chart



AGREEMENT FOR SERVICES WITH THE CITY OF EL CERRITO

On August 7, 1995, the District entered into an Agreement for Services with the City. Since then, the agreement has been amended four times and its current term extends through June 30, 2030.

Under the terms of the agreement, the City provides all fire protection and emergency services within the District boundary in exchange for an annual service fee. The scope of these services includes:

- Fire protection and fire prevention.
- Voluntary home safety inspections.
- Hazardous materials services.
- Paramedic and emergency medical services.
- Fire code enforcement.
- Arson investigations.

- Building plan reviews.
- Public education.
- Various support services, including supervision, dispatching, training, maintenance of buildings, grounds and equipment, staff support and supplies procurement.
- Financial and administrative services necessary for communications with appropriate agencies, including the County.
- Weed, brush, and flammable materials abatement, including notices to residents and property owners, enforcement of abatement standards, and actual physical abatement of weed, brush, and flammable materials.
- Annual fire hydrant inspection.

The Kensington fire station, fire apparatus, and all equipment are owned by the District and leased by the City for \$1.00 per year. The District is responsible for maintaining the fire station, while the City maintains the apparatus and equipment.

All insurance coverage is the responsibility of the City.

The District pays the City an annual fee for the services, which is calculated annually by the City based on the agreed-upon percentage allocation of the City's total expenditures. The fee is paid in monthly instalments and is subject to a year-end reconciliation.

The District is required to maintain a capital reserves account to cover equipment replacement costs, as recommended by the City fire chief, as well as an operating reserves account to fund fire protection services for a period of six months.

The District is entitled to all fee revenue collected by the City on behalf of the District.

The City provides the services with City staff, with the goal of one three-person engine company operating out of the District's fire station at all times. To provide for adequate supervision and staffing, the City is required to use its best efforts to staff the District with the following categories of fire personnel:

- One battalion chief.
- Three fire captains.
- Three fire engineers.
- Three firefighters.

BALANCE SHEET OVERVIEW

The balance sheet of the KFPD for the prior three audited fiscal years (2021-2023) is summarized in **Table 22**.

Table 22
Kensington Fire Protection District
Balance Sheet Summary

Description	FYE 2021 Audit	FYE 2022 Audit	FYE 2023 Audit
ASSETS			
Cash and Investments	\$9,374,393	\$10,411,735	\$10,861,083
Receivables	\$44,810	\$6,020	\$479,377
Property Tax Receivables	\$46,914	\$63,746	\$67,984
Prepaid Items	\$1,159	\$2,757	\$6,906
Net OPEB Asset	\$420,105	\$745,105	\$508,252
Capital Assets	\$2,280,680	\$2,662,896	\$5,077,514
Total Assets	\$12,168,061	\$13,892,259	\$17,001,116
Deferred Outflows of Resources			
OPEB-Related	\$6,527	\$0	\$133,200
Total Deferred Outflows	\$6,527	\$0	\$133,200
TOTAL ASSETS & DEFERRED OUTFLOWS	\$12,174,588	\$13,892,259	\$17,134,316
LIABILITIES			
Accounts Payable & Accrued Expenses	\$58,980	\$480,294	\$949,425
Accrued Interest Payable	\$0	\$0	\$29,304
Long-Term Payable to City of El Cerrito	\$301,366	\$233,481	\$187,870
Payable to CalPERS	\$19,994	\$0	\$0
Debt Obligations	\$0	\$0	\$2,160,000
OPEB	\$0	\$0	\$0
Total Liabilities	\$380,340	\$713,775	\$3,326,599
Deferred Inflows of Resources			
OPEB-Related	\$0	\$141,245	\$0
Total Deferred Inflows	\$0	\$141,245	\$0
TOTAL LIABILITIES & DEFERRED INFLOWS	\$380,340	\$855,020	\$3,326,599
NET POSITION	\$11,794,248	\$13,037,239	\$13,807,717

Source: KFPD

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

CASH AND INVESTMENTS

Over the past three audited fiscal years, the KFPD’s cash position was gradually increasing, rising from \$9.4 million to \$10.9 million. The funds are held at banks, the County Treasury Investment Pool, the Local Agency Investment Fund, and in short-term investments through the Federal Home Loan Bank.

In FYEs 2023-2025, the District performed an extensive remodel of its fire station / Public Safety Building at a total cost of approximately \$10 million. Approximately \$2.2 million of that amount was funded through debt, while the rest was paid for with reserves and operating surplus. As a result, the District’s fund balance as of 06/30/2024 decreased to approximately \$5.8 million.

CAPITAL ASSETS

The KFPD’s capital assets are primarily made up of a building and a fleet of fire apparatus, as described below.

Land and Buildings

The District owns one parcel of land, as shown in **Table 23**.

**Table 23
 Kensington Fire Protection District
 Capital Assets - Land**

Description / Address	APN	Uses	Area (ac)
Public Safety Building Parcel 217 Arlington Ave, Kensington, CA	570-050-021	Public Safety Building	0.25

Source: KFPD

The Public Safety Building Parcel is the site for the Public Safety Building.

The District owns one building, as shown in **Table 24**.

**Table 24
 Kensington Fire Protection District
 Capital Assets - Structures**

Description	Year Built	Most Recently Remodeled in	Building Sq. Ft.
Public Safety Building	1971	2022-24	6,200
Total			6,200

Source: KFPD

The Public Safety Building is a two-story structure built in 1971 and renovated many times over the years. The most recent major renovation project started in 2022 and finished in 2024. The building’s size is approximately 6,200 sq. ft. The Public Safety Building houses all of the District’s operations, including administration and fire protection services.

Fire Department Fleet

The District owns two fire engines, one specifically engineered for the steep, narrow streets of Kensington and the other a "Type III" (wildland) engine for use during high fire season, as well as a command vehicle, as shown in **Table 25**.

Table 25
Kensington Fire Protection District
Fleet Inventory and Replacement Schedule

#	Vehicle Description	Year Acquired	Asset Life	Replacement Year	Status	Replacement Cost
1	Ford Expedition Command Vehicle	2020	8	2028	Owned	\$75,000
2	Hi-Tech - Type I Engine	2016	15	2031	Owned	\$1,570,000
3	Hi-Tech Wildland Pumper - Type III Engine	2021	15	2036	Owned	\$700,000
Total						\$2,345,000

Source: KFPD

The KFPD owns these vehicles free and clear of debt and makes annual contributions into the Capital Fund to ensure that funds are available for their replacement at the end of their useful life.

DEBT OBLIGATIONS

The KFPD has only one outstanding debt obligation, as shown in **Table 26**.

Table 26
Kensington Fire Protection District
Outstanding Debt Summary

Credit Obligation	Creditor	Origination Year	Original Amount	Interest Rate	Annual Debt Service	Pmt Frequency	06/30/2024 Balance	Maturity Date
Public Safety Building Loan	Capital One	2022	\$2,160,000	4.07%	\$141,500	Semi-Annual	\$2,160,000	9/1/2047
Total			\$2,160,000		\$141,500		\$2,160,000	

Source: KFPD

Public Safety Building Loan

In 2022, the KFPD entered into a \$2,160,000 Lease Agreement (“PSB Loan”) with the CSDA Finance Corporation, privately placed with Capital One Public Funding, LLC, to finance the

renovation of the Public Safety Building, which was pledged as the asset under the lease financing.

The PSB Loan has a 25-year term, with semi-annual interest and annual principal payments, and a fixed interest rate of 4.07%. The annual debt service on the PSB Loan is approximately \$141,000.

As of 06/30/2024, the PSB Loan had an outstanding principal balance of \$2,160,000.

The PSB 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 KPPCSD, it will need to notify the lender and amend the PSB Loan documents.

PENSION LIABILITY

While the KFPD does not offer pension benefits to its employees, the City Fire department employees are covered by the City's CalPERS pension plans. The District, as a part of the El Cerrito Contract Fee payments, covers a portion of the Fire department's Normal Cost and Unfunded Accrued Liability (the "UAL") payments.

The City's Fire department employees are covered by two pension plans:

- Classic Safety Plan.
- PEPRSA Safety Fire Plan.

The Classic Safety Plan covers fire and police employees, while the PEPRSA Safety Fire Plan only covers fire employees.

Every year the City allocates the UAL payment for the Classic Safety Plan to its fire and police department budgets. The most recent allocations are summarized in **Table 27**.

Table 27
Kensington Fire Protection District
Classic UAL Allocation to City Fire Department

FYE	Total UAL Pmt	Pmt Alloc to Fire Dept	Fire Dept Ratio
2022	\$3,789,412	\$2,237,000	59.03%
2023	\$4,253,080	\$2,318,601	54.52%
2024	\$4,222,686	\$2,317,038	54.87%
2025	\$4,912,212	\$2,646,100	53.87%
2026	\$5,496,179	\$2,817,818	51.27%

Source: CalPERS, KFPD, and City of El Cerrito

The cost allocation percentage has varied over the years (reportedly, due to staffing fluctuations within the departments) and ranges from approximately 54% to 59%. The City explained to the District that this has been the result of payroll costs variability related to leaves, retirements, and vacant positions.

The City Fire department’s share of the UAL payment is then allocated to the City and the KFPD budgets. The KFPD’s share of the UAL payment has been consistent at 27.75%, in accordance with the terms of the Agreement for Services.

Table 28 summarizes the Accrued Liability, the Market Value of Assets, the UAL, and the funded status of the two pension plans of the City as of 06/30/2023 (the most recent information available from CalPERS at the time of this report). The table also shows the estimated FYE 2024 UAL credit expected to be added due to the CalPERS’ investment performance. An approximate allocation of the Accrued Liability, the Market Value of Assets, and the UAL for the City Fire department and the KFPD was calculated based on the projected FYE 2026 UAL cost allocation to the City Fire department and the KFPD, respectively. While the UAL is not a direct obligation of the KFPD and does not appear on its balance sheet, the District is ultimately responsible for fully funding its allocated share of the UAL through the annual Contract Fee payments to the City.

It needs to be stated, that this Fiscal Study does not make recommendations or judgements on the contractual arrangements pertaining to the UAL between the City and the District. The UAL allocation to the KFPD in **Table 28** is done solely for the purpose of estimating the District’s UAL payments under the El Cerrito Contract. To the best of Ridgeline’s knowledge, there is no contractual obligation for the KFPD to assume any CalPERS UAL responsibility beyond its share of the annual UAL payments included in the Contract Fee.

Table 28
Kensington Fire Protection District
CalPERS Pension Plans Summary

Pension Plan	Accrued Liability	Market Value of Assets	Unfunded Accrued Liability	% Funded
City of El Cerrito Pension Plans:				
2023 Safety Classic	\$173,318,081	\$110,862,862	\$62,455,219	64.0%
2023 Safety PEPRA Fire	\$2,121,022	\$1,804,317	\$316,705	85.1%
2024 Safety Classic UAL	\$0	\$0	(\$2,771,572)	
2024 Safety PEPRA Fire UAL	\$0	\$0	(\$45,108)	
Total - City of El Cerrito	\$175,439,103	\$112,667,179	\$59,955,245	
City of El Cerrito Fire Allocation:		51.27%		
2023 Safety Classic	\$88,857,879	\$56,837,917	\$32,019,962	64.0%
2023 Safety PEPRA Fire	\$2,121,022	\$1,804,317	\$316,705	85.1%
2024 Safety Classic UAL	\$0	\$0	(\$1,420,948)	
2024 Safety PEPRA Fire UAL	\$0	\$0	(\$45,108)	
Total - El Cerrito Fire	\$90,978,901	\$58,642,234	\$30,870,611	
KFPD Allocation:		27.75%		
2023 Safety Classic	\$24,658,061	\$15,772,522	\$8,885,539	64.0%
2023 Safety PEPRA Fire	\$588,584	\$500,698	\$87,886	85.1%
2024 Safety Classic UAL	\$0	\$0	(\$394,313)	
2024 Safety PEPRA Fire UAL	\$0	\$0	(\$12,517)	
Total - KFPD	\$25,246,645	\$16,273,220	\$8,566,594	

Source: CalPERS and Ridgeline

The UAL currently bears interest at 6.8% per year and is amortized through FYE 2046, as shown in **Table 29**. The KFPD UAL payment allocation is estimated as follows:

- For FYE 2025 and 2026: Based on the El Cerrito Contract Fee Budget.
- For the Classic Plan: Total Payment x 53.72% (City Fire department allocation factor) x 27.75% (KFPD allocation factor).
- For the PEPRA Fire Plan: Total Payment x 27.75% (KFPD allocation factor).

Table 29
Kensington Fire Protection District
CalPERS UAL Amortization Schedule

FYE	City of El Cerrito Pension Plans				Total Pmt	Estimated Payment Allocation to EC Fire	Estimated Payment Allocation to KFPD
	2023 UAL Classic [1]	2024 UAL Classic [2]	2023 UAL PEPRA [1]	2024 UAL PEPRA [2]			
2025	\$4,912,212	\$0	\$14,343	\$0	\$4,926,555	\$2,660,443	\$738,273
2026	\$5,496,179	\$0	\$22,609	\$0	\$5,518,788	\$2,837,285	\$787,347
2027	\$5,838,815	(\$67,952)	\$28,021	(\$1,106)	\$5,797,778	\$2,985,560	\$828,493
2028	\$6,127,277	(\$135,903)	\$33,435	(\$2,212)	\$6,022,597	\$3,102,921	\$861,061
2029	\$6,701,368	(\$203,855)	\$32,004	(\$3,318)	\$6,526,199	\$3,359,875	\$932,365
2030	\$6,857,769	(\$271,807)	\$32,293	(\$4,424)	\$6,613,831	\$3,404,405	\$944,722
2031	\$7,000,141	(\$339,759)	\$32,294	(\$5,530)	\$6,687,147	\$3,441,454	\$955,003
2032	\$7,146,499	(\$339,759)	\$32,294	(\$5,530)	\$6,833,505	\$3,516,490	\$975,826
2033	\$7,117,124	(\$339,759)	\$32,294	(\$5,530)	\$6,804,130	\$3,501,430	\$971,647
2034	\$7,081,893	(\$339,759)	\$32,295	(\$5,530)	\$6,768,900	\$3,483,368	\$966,635
2035	\$6,976,205	(\$339,759)	\$32,293	(\$5,530)	\$6,663,210	\$3,429,181	\$951,598
2036	\$5,728,517	(\$339,759)	\$32,293	(\$5,530)	\$5,415,522	\$2,789,508	\$774,089
2037	\$5,325,122	(\$339,759)	\$32,295	(\$5,530)	\$5,012,129	\$2,582,695	\$716,698
2038	\$3,714,932	(\$339,759)	\$32,295	(\$5,530)	\$3,401,939	\$1,757,172	\$487,615
2039	\$3,438,206	(\$339,759)	\$32,295	(\$5,530)	\$3,125,213	\$1,615,298	\$448,245
2040	\$3,218,279	(\$339,759)	\$32,295	(\$5,530)	\$2,905,286	\$1,502,545	\$416,956
2041	\$3,081,453	(\$339,759)	\$32,294	(\$5,530)	\$2,768,459	\$1,432,395	\$397,490
2042	\$2,678,295	(\$339,759)	\$32,296	(\$5,530)	\$2,365,303	\$1,225,703	\$340,133
2043	\$2,276,413	(\$339,759)	\$32,293	(\$5,530)	\$1,963,418	\$1,019,660	\$282,956
2044	\$3,435,801	(\$339,759)	\$32,295	(\$5,530)	\$3,122,808	\$1,614,065	\$447,903
2045	\$699,755	(\$339,759)	\$4,300	(\$5,530)	\$358,767	\$183,336	\$50,876
2046	\$15,379	(\$339,759)	\$0	(\$5,530)	(\$329,909)	(\$171,835)	(\$47,684)
Total	\$104,867,634	(\$6,115,656)	\$619,126	(\$99,534)	\$99,271,571	\$51,272,953	\$14,228,244

Sources: CalPERS, Ridgeline, and City of El Cerrito

[1] 2023 UAL amortization schedule is provided by CalPERS.

[2] 2024 UAL amortization schedule is estimated by Ridgeline based on CalPERS 2024 investment performance estimate of 9.3%. 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 is not making any projections about future UAL increases.

Table 30 shows the City’s Normal Cost contribution rate history for the past nine years. This Fiscal Study assumes a small annual increase to these contribution rates.

Table 30
Kensington Fire Protection District
CalPERS Normal Cost Contribution Rates
City of El Cerrito

FYE	Safety Classic	Safety PEPRA Fire
2017	19.54%	12.08%
2018	19.72%	11.99%
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%
2026	27.38%	13.99%

Source: CalPERS

OPEB LIABILITY AND TRUST

The KFPD provides post-retirement health benefits (medical, dental, and vision) to a closed group of former employees who have retired from the District and to their surviving spouses and dependent children, paying 100% of the annuitants’ health plan premiums. As of 06/30/2023, nine family units (13 individuals) were receiving the benefits. These benefits are commonly referred to as the Other Post-Employment Benefits (“OPEB”).

As of 06/30/2023, the District’s total OPEB liability was estimated at approximately \$810,000.

The District has set up 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 was funded in 2008 through a one-time contribution of \$1,165,000. As of 06/30/2023, the OPEB Trust balance was approximately \$1.3 million. These funds are available to cover the District’s OPEB expenses at any time.

As shown in **Table 31**, the District’s OPEB liability is approximately 160% funded.

Table 31
Kensington Fire Protection District
Other Post-Employment Benefits Liability Summary
as of 06/30/2023

Description	Amount
Total OPEB Liability	\$810,403
OPEB Trust Funds	\$1,298,526
Net OPEN Liability / (Asset)	(\$488,123)
% Funded	160.2%

Source: KFPD and CalPERS

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

The District has been utilizing the OPEB Trust to pay the OPEB benefit costs in the past and expects to continue to do so going forward. The District does not have a policy that governs the use of the OPEB Trust funds.

EL CERRITO FIRE DEPARTMENT OPERATIONS

The El Cerrito Contract Fee and the associated Annual Reconciliation payments made up approximately 85% of all expenses (excluding debt service and capital outlay) and 72% of all revenues of the District in FYE 2024. This Fiscal Study developed a detailed financial model and a 10-year projection for the El Cerrito Fire Department budget and the associated District payments.

The projection for FYE 2025 and FYE 2026 matches the City Fire department’s most recent two-year budget.

For the remaining eight years, the following assumptions were made, based on the information provided by the Fire Chief.

- Regular Salaries and Wages, Overtime, and Miscellaneous Professional Services are projected to increase at an annual rate of 5%.
- Medical Insurance and Medical Supplies costs are projected to increase at an annual rate of 5%.
- The CalPERS Normal Cost Contribution rates are projected to increase by 0.05% of salaries per year, but are also impacted by a gradual transition of positions from Classic to PEPRA employees.
- The CalPERS UAL payments follow the amortization schedule detailed above. No additional UAL increases were assumed.

- All other expense categories are projected to increase at an annual rate of 3%.
- The annual reconciliation payment is projected to be \$80,000 per year.
- The cost allocation factors for the District are projected to remain unchanged throughout the term of the projections.

Table 32 summarizes the historical and projected expenses of the City Fire department and their allocation to the District. Details of the projected expenses of the City Fire department and their allocation to the District are provided in **Table B-1** of **Appendix B**.

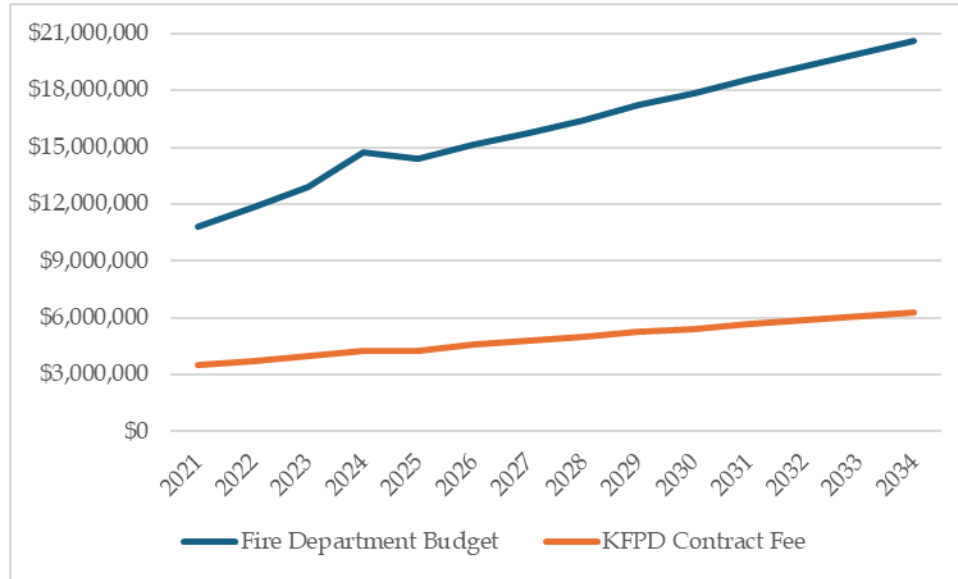
Table 32
Kensington Fire Protection District
El Cerrito Fire Department Budget and KFPD Contract Fee Projections Summary

FYE		Fire Department Budget	KFPD Contract Fee	KFPD Contract Fee Increase	KFPD Contract Fee Increase %
2021	Historical	\$10,816,158	\$3,528,381	n/a	n/a
2022		\$11,825,799	\$3,730,513	\$202,133	5.7%
2023		\$12,903,930	\$3,966,648	\$236,135	6.3%
2024		\$14,722,665	\$4,227,272	\$260,624	6.6%
2025	Projected	\$14,423,744	\$4,277,791	\$50,519	1.2%
2026		\$15,140,791	\$4,584,681	\$306,890	7.2%
2027		\$15,743,056	\$4,795,923	\$211,242	4.6%
2028		\$16,440,607	\$5,005,712	\$209,789	4.4%
2029		\$17,225,379	\$5,241,855	\$236,144	4.7%
2030		\$17,839,563	\$5,426,373	\$184,517	3.5%
2031		\$18,559,357	\$5,642,806	\$216,434	4.0%
2032		\$19,286,765	\$5,861,515	\$218,708	3.9%
2033		\$19,957,770	\$6,063,134	\$201,619	3.4%
2034		\$20,643,850	\$6,269,284	\$206,150	3.4%

Source: KFPD, City of El Cerrito, and Ridgeline

Graph 7 illustrates the historical and projected trend for the City Fire department expenses and their allocation to the District.

Graph 7
Kensington Fire Protection District
El Cerrito Fire Department Budget and KFPD Contract Fee Projections Summary Trend



The total El Cerrito Contract Fee payment is projected to increase between 3.4% and 4.7% per year during FYEs 2027-34. The gradual decrease in the percentage rate of the annual cost increases is primarily driven by the estimated CalPERS Normal Cost and UAL payments, which are expected to gradually level out.

The KFPD Contract Fee payment is incorporated into the District’s overall financial model.

DISTRICT OPERATIONS

The KFPD tracks its budget and reserves through three separate funds:

- General Fund;
- Special Revenue Fund; and
- Capital Project Fund.

GENERAL FUND

The General Fund is the primary operating fund of the KFPD. It includes all revenues, other than the special taxes, and all expenses, other than the capital outlay and debt service on the PSB Loan.

For the purposes of this Fiscal Study, the Special Revenue Fund and the Capital Project Fund are combined with the General Fund into one financial model to develop a comprehensive picture of the KFPD’s financial situation.

Revenues

Property Taxes

The primary funding source for the District's operations is *ad valorem* property taxes, which currently total approximately \$5.5 million per year.

Based on information provided by the District, 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.

The District also collects special taxes, which were approved by the Kensington voters in 1980, without an inflation adjustment or sunset provision. The annual assessment is \$83 per single family residential parcel. The total annual special tax revenues are budgeted at approximately \$200,000. While these revenues are accounted for in the Special Tax Fund, they are then transferred to the General Fund for general operations.

Other Revenues

Other General Fund funding sources include:

- Investment income (projected at 3% of the beginning cash balance for the year).
- Other taxes and revenues of approximately \$27,000 per year, with an annual inflation growth rate of 3%.
- CERBT Disbursements from the District's OPEB Trust (set to match the amount of annual OPEB costs).

Expenses

The General Fund expenses include all expenses of the District, including the El Cerrito Contract Fee.

Projections for the General Fund expenses are based on historical trends, 2025 budget, and additional feedback from KFPD staff. The following assumptions were made:

- Most cost categories are expected to increase with the annual inflation rate, assumed to be 3%.
- Payroll costs are projected to increase at a slightly higher rate of 4%.
- OPEB Benefits costs are projected to follow the trend developed by the District's actuaries.
- Utility costs are projected to increase at 5% per year.
- Some other minor adjustments were made to the projections based on the feedback from the KFPD staff.
- The El Cerrito Contract Fee projections were developed, as discussed above.
- Debt service reflects the payments on the PSB Loan. No additional debt is anticipated going forward.

- Capital Outlay includes costs related to the Public Safety Building renovation project and future replacement of rolling stock.

Operating Results

The District generates a consistent annual operating surplus.

Table 33 summarizes the historical and projected revenues, expenses, and the operating results of the District. It should be noted that the capital outlay is excluded from this summary, as it introduces significant volatility in the annual operating results, given high costs of PSB remodel and engine replacement, which are funded from reserves.

Details of the District’s revenues, expenses, and operating results, including capital outlay, are provided in **Table B-2** of **Appendix B**.

Table 33
Kensington Fire Protection District
Operating Statement Summary - District-Wide

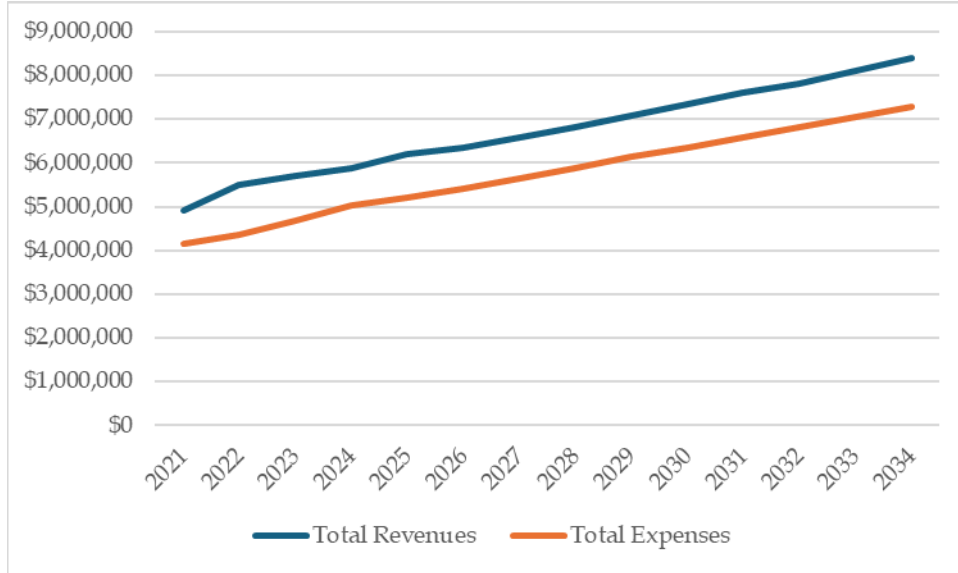
FYE		Total Revenues	Total Expenses [1]	Operating Surplus
2021	Historical	\$4,904,072	\$4,161,571	\$742,501
2022		\$5,491,596	\$4,344,327	\$1,147,269
2023		\$5,714,880	\$4,676,756	\$1,038,125
2024		\$5,888,721	\$5,037,260	\$851,461
2025	Projected	\$6,206,145	\$5,198,392	\$1,007,753
2026		\$6,354,094	\$5,414,941	\$939,153
2027		\$6,587,185	\$5,648,635	\$938,550
2028		\$6,827,343	\$5,874,018	\$953,324
2029		\$7,072,771	\$6,134,539	\$938,232
2030		\$7,327,950	\$6,336,399	\$991,551
2031		\$7,592,688	\$6,578,800	\$1,013,888
2032		\$7,808,410	\$6,816,189	\$992,221
2033		\$8,090,010	\$7,045,572	\$1,044,437
2034	\$8,382,075	\$7,271,987	\$1,110,088	

Source: KFPD and Ridgeline

[1] Includes debt service, but excludes capital outlay.

Graph 8 illustrates the historical and projected trend for the District’s revenues and expenses.

Graph 8
Kensington Fire Protection District
Revenue and Expenses Trend



The District’s revenues and expenses are projected to increase at approximately the same rate, resulting in a consistent annual operating surplus of approximately \$900,000 to \$1,000,000, before capital outlay.

SPECIAL REVENUE FUND

The Special Revenue Fund accounts for the special tax approved by the District voters on April 8, 1980 at \$83 per parcel. The special tax does not include an inflation adjustment and does not have a sunset provision. It provides approximately \$200,000 in annual revenues for the District. These revenues are transferred to the General Fund.

For the purposes of this Fiscal Study, the Special Revenue Fund is combined with the General Fund.

CAPITAL PROJECT FUND

The Capital Project Fund is used to account for financial sources and uses related to the acquisition, construction, and rehabilitation of the District’s major capital assets, including the recent Public Safety Building renovation projects. Going forward, the District does not expect to take on any major capital projects, other than the replacement of the rolling stock.

FUND BALANCES

The District’s reserves / fund balances are impacted by its operating results and capital projects. **Table 34** summarizes the historical and projected FYE fund balances of the District. Details of the calculations of the District’s fund balances are provided in **Table B-3** of **Appendix B**.

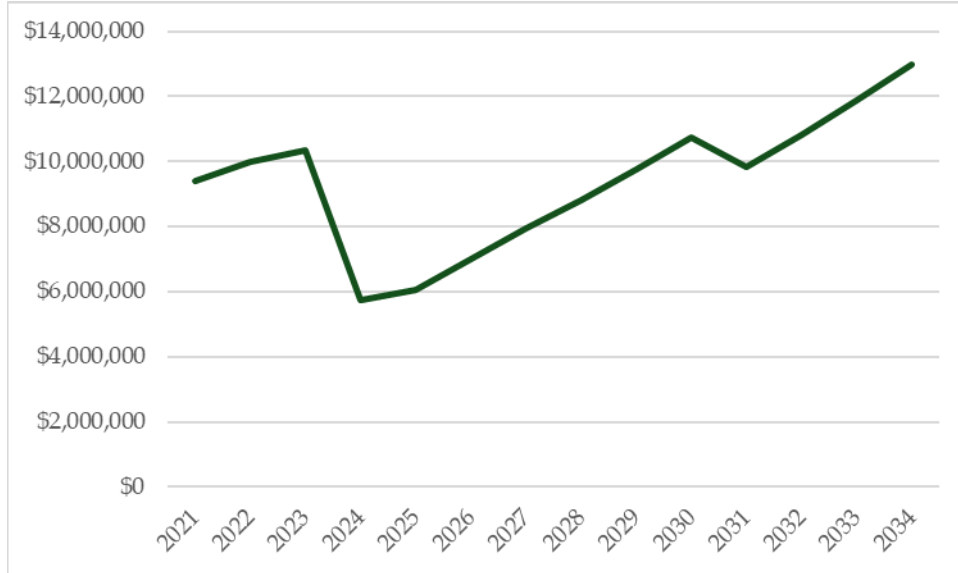
Table 34
Kensington Fire Protection District
Fund Balances Summary - District-Wide

FYE		Total Fund Balances
2021	Historical	\$9,408,296
2022		\$10,003,964
2023		\$10,337,900
2024		\$5,758,220
2025	Projected	\$6,065,973
2026		\$7,005,126
2027		\$7,943,676
2028		\$8,812,587
2029		\$9,750,819
2030		\$10,742,370
2031		\$9,825,357
2032		\$10,817,578
2033		\$11,862,015
2034		\$12,972,103

Source: KFPD and Ridgeline

Graph 9 illustrates the historical and projected year-end fund balances of the District.

Graph 9
Kensington Fire Protection District
Fund Balances Trend – District-Wide



The KFPD maintains very healthy reserve levels, which is what allowed it to fund the \$10 million renovation of the Public Safety Building primarily with cash and only having to borrow \$2 million. The District does not expect any significant capital projects in the next decade, except replacing its rolling stock, which it can easily fund from reserves.

The District's agreement with the City requires it to maintain a capital reserves account to cover equipment replacement costs and an operating reserves account to fund fire protection services for a period of six months. The KFPD is projected to be able to comply with this requirement, as demonstrated in **Table B-3** in **Appendix B**.

STRATEGIC PLANING AND FUNDING FOR MAJOR PROJECTS

The District has just completed a major capital project, the renovation of the Public Safety Building. The District currently does not envision any other major strategic initiatives or capital projects requiring significant financial resources for the next decade.

BORROWING CAPACITY ASSESSMENT

The District's operating cash flow has significant margin and can accommodate significant capital projects or debt financing, should any be necessary, without having to go to the community for additional taxes or assessments.

Table 35 estimates the amount of net funding proceeds that could be raised by the District through issuing debt supported by its operating cash flows. The calculation assumes that such financing is done through a lease-purchase agreement or issuing certificates of participation.

Table 35
Kensington Fire Protection District
Borrowing Capacity for General Fund Debt

Description	Amount
Estimated Lowest Level of Operating Surplus	\$938,000
Add Back: Highest Existing Debt Service Amount	\$142,000
<i>Min Annual Cash Flow Before Debt Service</i>	<i>\$1,080,000</i>
Target Debt Service Coverage Ratio	1.25
Total Supported Annual Debt Service Amount	\$864,000
Less: Highest Existing Debt Service Amount	(\$142,000)
Net New Supported Annual Debt Service Amount	\$722,000
Financing Assumptions:	
Financing Term (years)	30
Interest Rate	4.50%
Total Financing Proceeds	\$11,761,000
Less:	
Debt Service Reserve	\$0
Cost of Issuance and UW Discount	(\$254,000)
Net Financing Proceeds (Rounded)	\$11,510,000

Source: Ridgeline

Should the District need to borrow money over the next decade, its projected operating surpluses can comfortably support an estimated borrowing amount of approximately \$11.5 million, assuming a 30-year borrowing term, 4.50% tax-exempt interest rates, and a target debt service coverage ratio of 1.25.

The actual amount of supportable debt will depend on the market environment at the time of debt issuance and is likely to be different.

FISCAL ANALYSIS SUMMARY

The main conclusion of this Fiscal Study is that the District demonstrates a strong ability to operate with a substantial operating surplus over the next decade while continuing to provide the same level of services and facilities.

The projections developed as part of this analysis are highly dependent on many assumptions, including the rate of inflation, assessed values within the District, changes to the City services agreement, 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.

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 who specializes in public funds investments.

- **Pension Liability Management:**
 - While the District is not directly responsible to CalPERS for the UAL, it could encourage the City to consider various pension cost optimization strategies, including the elimination of negative amortization, additional discretionary payments, and indirect refunding of the UAL. Reductions to the costs of the City’s Safety Plan’s UAL amortization would also benefit the District.
 - It appears that the City does not follow a consistent allocation methodology for Safety Plans’ UAL costs between its fire and police departments. This may create difficulties in budgeting and lead to higher costs for the District. It is recommended that the District work with the City and develop a consistent cost allocation methodology for future UAL payments. This Fiscal Study assumes that the percentage allocation used for FYE 2026 budget will be utilized going forward. An assessment of fairness of this methodology is outside of the scope of this study.

- **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 develop an appropriate policy regarding the use of the OPEB Trust funds. Given the closed nature

of the OPEB beneficiaries pool, the current funded level of the OPEB Trust is likely to be excessive.

- **Lobbying, Grants, and Earmarks:** The District has not been actively seeking grant funding opportunities. Taking advantage of grant and earmark funding helps bring community's tax dollars back to where state and federal taxes are paid and can enhance the resources of local government agencies.
- **Fire User Fees:** The City collects certain user fees for services provided by the fire department. It is not clear whether any of these fees are collected within Kensington. No portion of these fees is passed on to the District or used to reduce the District's share of costs. It is recommended that the issue of user fee revenues and their development and allocation to the District be discussed and reviewed with the City. This Fiscal Study does not include any user fee revenue projections.
- **Overhead Charge in the El Cerrito Contract Fee:** The overhead charge in the El Cerrito Contract Fee is calculated as 9% of the total City fire department salaries and benefits budget, with 27.75% of that amount allocated to the District. However, two line items of the FYE 2025 budget (Fire OES Response and One Time Payouts) totaling \$650,000 do not pertain to the District. The District should consider reviewing the methodology for the overhead charges allocation.

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.

IV. FISCAL ANALYSIS FOR CONSOLIDATED DISTRICT

Based on the results of the fiscal analysis and financial projections developed for the Kensington Police Protection and Community Services District and the Kensington Fire Protection District, Ridgeline, working closely with the staff of both Districts, developed the following fiscal analysis and financial projections for a hypothetical Kensington Consolidated District (“Consolidated District”).

DISTRICT DESCRIPTION

The Consolidated District is expected to combine all services currently provided by the KPPCSD and KFPD, including fire and police protection, parks and recreation, and solid waste. It is assumed that the Consolidated District will commence its activities on July 1, 2025. The Consolidated District’s name and governance structure will be determined during the consolidation process and are not a subject of this Fiscal Study.

For the purposes of this analysis, it was assumed that the Consolidated District will maintain the same level of services and take on the same capital projects that were outlined in the separate fiscal analysis chapters for each individual District. No additional new services or capital projects are assumed for the Consolidated District.

The Consolidated District is organized into five departments:

- *The Administration Department* provides the oversight and management of the District’s administrative matters. It handles all financial, accounting, and human resource functions, advises on the delivery of services, performs organizational management, and coordinates major projects and policy implementation.
- *The Fire Department* provides a full range of fire protection and emergency services through an agreement with the City of El Cerrito. The relationship with the City remains unchanged from the current arrangement with the KFPD.
- *The Police Department* remains unchanged from its current form and functions under the KPPCSD.
- *The Parks and Recreation Department* remains unchanged from its current form and functions under the KPPCSD.
- *The Solid Waste Department* remains unchanged from its current form and functions under the KPPCSD.

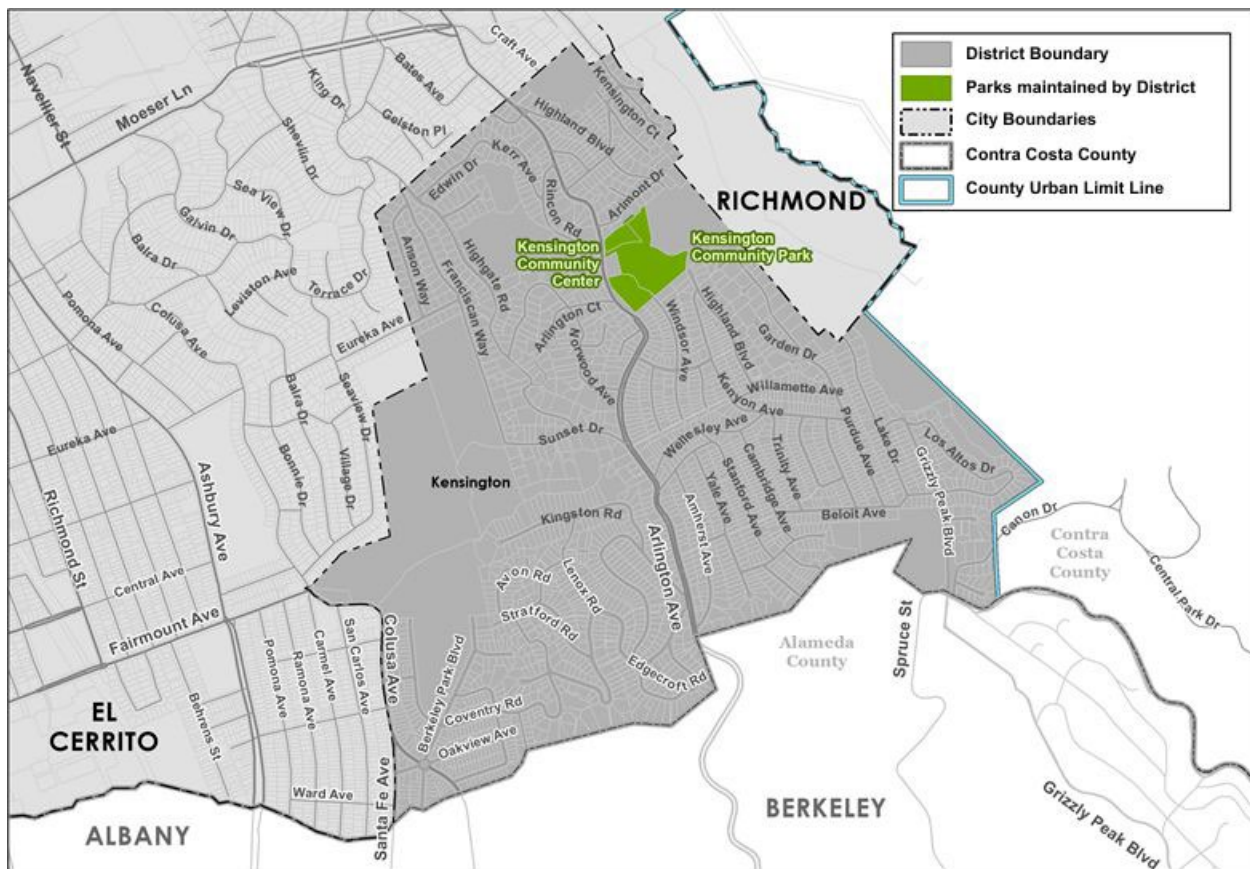
SERVICE AREA

The Consolidated District covers the same area as the KPPCSD, approximately 1 square mile, with 2,188 parcels and estimated 2023 population of 5,428 people.

Through the consolidation, the fire service coverage is expanded to one additional parcel that is currently outside of the boundary of the KFPD. However, since that parcel is owned by a public entity (EBMUD), no additional property tax revenue is realized by the Consolidated District.

The Consolidated District boundary delineates the service area analyzed in this Fiscal Study and encompasses the entire Kensington community, as shown in **Figure 6**.

Figure 6
Kensington Consolidated District
Service Area Map



ORGANIZATION CHART

The Consolidated District will maintain the same staffing structure as the KPPCSD for the Park and Recreation and Police departments and the same contract arrangement with the City as the KFPD. No changes to the staffing model of these departments and the contract arrangement with the City are anticipated in the consolidation.

The following changes will be made to the Administration department staffing:

- The General Manager position will become full time;
- The part time Senior Accountant position will be replaced with a full time Finance / HR Manager;
- The Board Clerk position will be expanded from 1,300 hours per year to 1,560 hours per year;
- The Administrative Assistant position (currently shared with the Parks and Recreation department) will be expanded from 750 hours per year to 1,040 hours per year;
- A new full time Public Safety Coordinator position will be added.

These changes will be funded through the consolidation of the administrative staff of the two Districts and bringing some of the currently outsourced functions in-house.

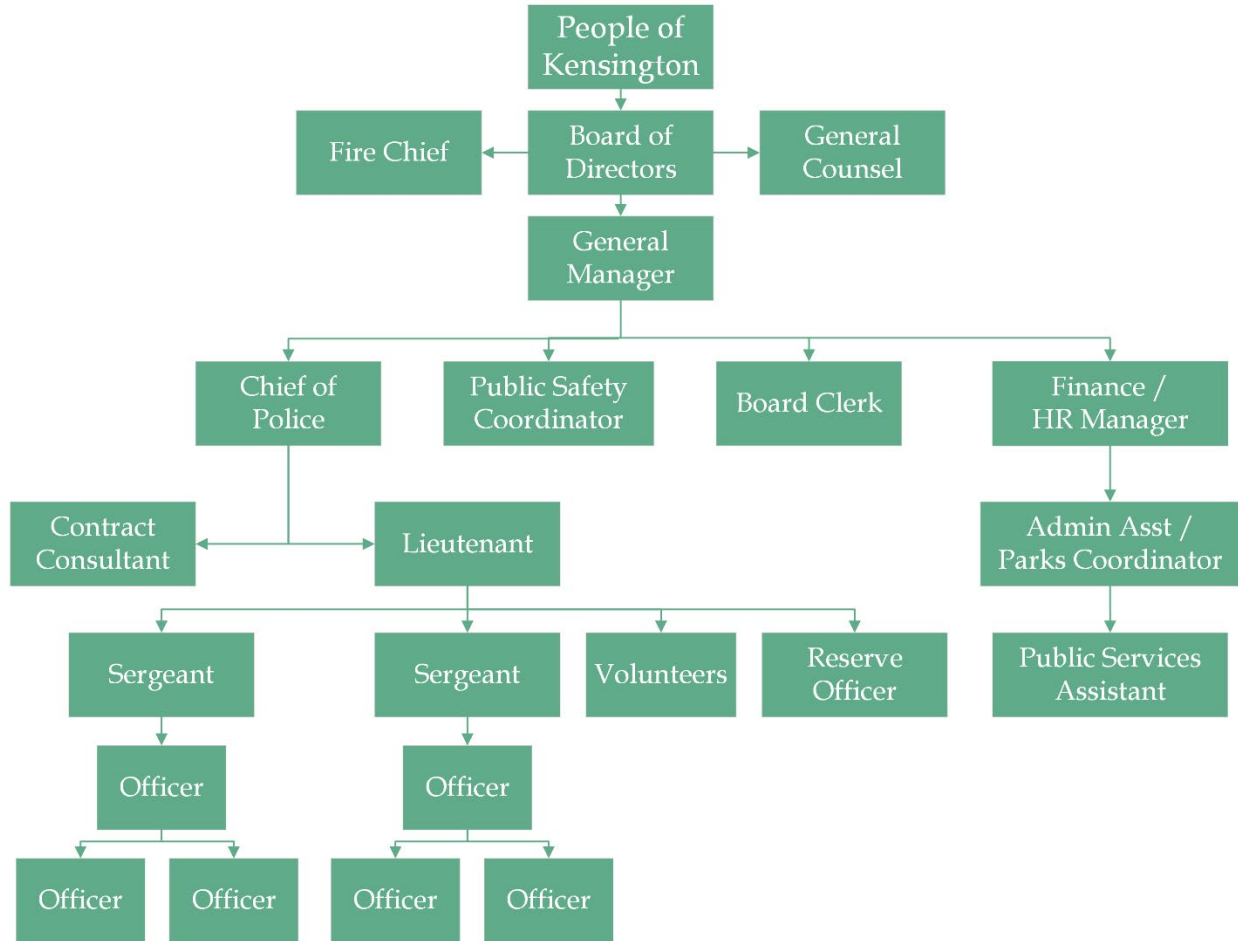
As such, the Consolidated District has 16 paid positions:

- 4.5 positions within the Administration department:
 - General Manager (full time);
 - Finance / HR Manager (full time);
 - Clerk of the Board (part time);
 - Administrative Assistant – shared with Parks and Recreation (part time); and
 - Public Safety Coordinator (full 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).

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

The District's organization chart is shown in **Figure 7**.

Figure 7
Kensington Consolidated District
Organization Chart



BALANCE SHEET OVERVIEW

This Fiscal Study assumes that all assets (including cash and cash equivalents, land, buildings and structures, fleets, pension assets, OPEB Trusts, etc.) and liabilities (including debt, pension liability, OPEB liabilities, etc.) of the two Districts will be fully consolidated and that all strategic initiatives discussed for the individual Districts remain applicable to the Consolidated District.

The key assumptions regarding certain assets and liabilities are discussed below.

DEBT OBLIGATIONS

For the purposes of this fiscal analysis, the debt obligations of the KPPCSD continue to be allocated to the same funds of the Consolidated District. The Public Safety Building loan of the KFPD is allocated to the General Fund of the Consolidated District.

As a part of the consolidation process, the Districts will need to reach out to all lenders and notify them of the consolidation. Most likely all lenders will require an update to the financing documents, for which the Districts are likely to incur legal costs. Based on the review of the financing documents, the consolidation will not constitute an event of default.

PENSION PLANS AND LIABILITY

The KPPCSD offers pension benefits only to eligible Police department employees through CalPERS. The Administration and Parks and Recreation department employees of the KPPCSD are not covered by CalPERS and are not eligible for pension benefits, other than Social Security.

The KFPD is not a member of CalPERS. The fire and emergency response services are provided by employees of the City of El Cerrito, which are covered by the City's pension plans. The KFPD's payments to the City cover applicable CalPERS contributions for these employees.

Based on the representation of the KPPCSD staff, it was assumed that there will be no change to the current CalPERS arrangement: the Administration and Parks and Recreation department employees will not be eligible for pension benefits, the Police department employees will continue to be covered by CalPERS, and the City employees providing fire and emergency response services will continue to be covered by the City's pension plans.

The Board of the Consolidated District may decide to offer some form of defined contribution pension benefits to full time employees not covered by CalPERS. Such benefits are likely to be considered in the total context of employee compensation. The related administrative expenses are likely to be minimal.

Therefore, no changes were made to the CalPERS payment projections developed for the individual Districts.

The KPPCSD will need to work with CalPERS to ensure the transition of its pension plans to the Consolidated District.

OPEB LIABILITY AND TRUST

It was assumed that there will be no changes to the OPEB provided by the Consolidated District and the associated OPEB Trusts, assets, liabilities, and payments.

The Districts will need to work with CalPERS to consolidate their OPEB Trusts. The Districts have different practices pertaining to their OPEB Trusts and will need to determine how the trust funds will be handled after the consolidation.

CONSOLIDATED DISTRICT OPERATION PROJECTIONS

The Consolidated District fiscal analysis and financial projections were developed for five separate funds:

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

It is expected that the Consolidated District will commence operations on July 1, 2025. As such, all financial projections developed for the Consolidated District start with FYE 2026 and cover a 9-year period through 2034.

The KFPD currently does not separate their operations into separate funds and reports all revenues (other than special taxes) and expenses under its General Fund. In the Consolidated District fund structure, some of the KFPD revenues and expenses were transferred into a separate Fire Fund.

The fund structure of the KPPCSD remains unchanged under the Consolidated District structure.

GENERAL FUND

The General Fund includes general revenues and general and administrative expenses. The Consolidated District projections represent the sum of the corresponding revenue and expense line items of the two individual Districts, with certain adjustments, as discussed below.

General Fund Revenues

Property Taxes

It was assumed that there will be no changes to the property tax revenues received by the Consolidated District. The projected *ad valorem* property tax revenues follow the projections developed for the individual Districts.

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 \$22,000 per year, with an annual inflation increase).

General Fund Expenses and Cost Savings

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 budgets, and additional feedback from the KPPCSD and KFPD 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.

The debt service for the Public Safety Building loan of the KFPD is shown as an obligation of the General Fund of the Consolidated District.

The projections for the Consolidated District generally follow the projections for the individual Districts, but it is expected that the Consolidated District will be able to achieve some cost savings due to the economies of scale. These savings estimates were developed by the staff of the Districts, as shown in **Table 36**.

Table 36
Kensington Consolidated District
Annual Cost Savings Estimate - FYE 2026

Description	Independent			Consolidated	Estimated Annual Cost Savings
	KPPCSD	KFPD	Total		
General Fund Payroll					
Salaries	\$277,641	\$159,420	\$437,061	\$624,520	(\$187,459)
Vacation Wages	\$0	\$5,200	\$5,200	\$0	\$5,200
Medical & Dental Benefits	\$0	\$12,000	\$12,000	\$44,000	(\$32,000)
Payroll Taxes	\$21,240	\$12,593	\$33,833	\$42,144	(\$8,311)
Consultant Costs	\$120,000	\$165,763	\$285,763	\$0	\$285,763
Payroll Processing & Related	\$15,450	\$2,887	\$18,337	\$15,450	\$2,887
<i>Subtotal: General Fund Payroll</i>	<i>\$434,331</i>	<i>\$357,863</i>	<i>\$792,194</i>	<i>\$726,114</i>	<i>\$66,080</i>
Audit	\$15,000	\$20,500	\$35,500	\$30,000	\$5,500
Actuarial Valuation	\$5,000	\$5,600	\$10,600	\$8,000	\$2,600
Professional Services	\$50,000	\$5,000	\$55,000	\$25,000	\$30,000
Website Dev't & Maintenance	\$3,000	\$3,708	\$6,708	\$3,708	\$3,000
Election (50% of Bi-Annual)	\$4,244	\$3,076	\$7,319	\$4,244	\$3,076
Board Professional Dev't	\$8,000	\$5,150	\$13,150	\$10,000	\$3,150
Training and Travel Admin (starting FYE 2027)	\$15,914	\$0	\$15,914	\$3,000	\$12,914
Memberships / Subscriptions	\$20,000	\$9,785	\$29,785	\$15,000	\$14,785
Total	\$555,488	\$410,682	\$966,169	\$825,066	\$141,104

Source: KPPCSD and KFPD

The Districts estimate that they will be able to achieve annualized annual savings of approximately \$140,000, in 2026 dollars. The exact amount of savings will change from year to year due to inflation and periodic variations (election expenses are only incurred every two years). Additionally, certain savings are expected to commence in FYE 2027. These savings estimates are incorporated into the Consolidated District projections outlined below.

The Districts selected a conservative approach to estimating savings and expect that additional savings are likely to transpire once their operations are fully integrated.

It was also assumed that the Districts will incur certain costs due to the consolidation effort, as detailed in **Table 37**.

Table 37
Kensington Consolidated District
One-Time Consolidation Cost Estimate

Description	Amount
Management Search	\$25,000
LAFCO Fees	\$6,000
Legal Fees	\$25,000
Total	\$56,000

Source: KPPCSD, KFPD, and Ridgeline

These costs are expected to occur prior to the consolidation, in FYE 2025. Therefore, the amount of the beginning cash balance of the Consolidated District was reduced by the amount of the consolidation costs.

Additionally, the Districts expect that their staff and Board Members will put in their time in the normal course of work to facilitate the consolidation, which would not require additional expenditures of funds and will help keep the cost of the consolidation lower.

General Fund Operating Results

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

Table 38 summarizes the projected revenues, expenses, and operating surplus of the General Fund. Details of the General Fund revenues, expenses, and operating surplus projections are provided in **Table C-2 of Appendix C**.

Table 38
Kensington Consolidated District
Operating Statement Projections Summary - General Fund

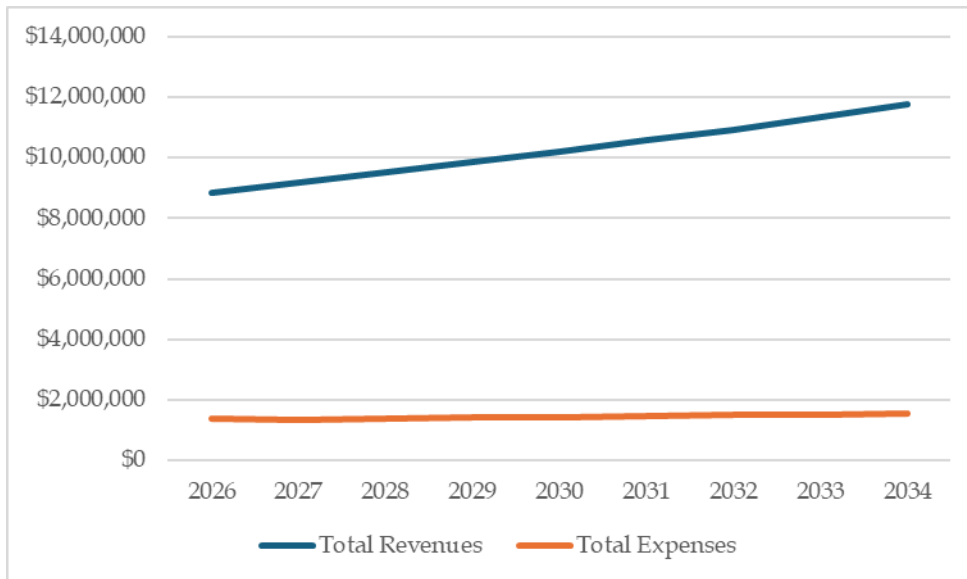
FYE	Total Revenues	Total Expenses [1]	Operating Surplus
2026	\$8,850,366	\$1,373,905	\$7,476,461
2027	\$9,176,565	\$1,361,711	\$7,814,854
2028	\$9,513,679	\$1,382,586	\$8,131,093
2029	\$9,859,634	\$1,414,506	\$8,445,128
2030	\$10,219,695	\$1,436,377	\$8,783,319
2031	\$10,595,771	\$1,469,960	\$9,125,810
2032	\$10,926,020	\$1,492,880	\$9,433,140
2033	\$11,329,597	\$1,528,223	\$9,801,374
2034	\$11,747,943	\$1,552,247	\$10,195,695

Source: KPPCSD, KFPD, and Ridgeline

[1] Includes capital outlay and debt service.

Graph 10 illustrates the projected trend for the General Fund revenues and expenses.

Graph 10
Kensington Consolidated 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.

FIRE FUND

The Fire Fund includes all revenues and expenses related to the Consolidated District's Fire Department. The projections include the corresponding line items from the KFPD projections, which were transferred from the KFPD's General Fund into the Consolidated District's Fire Fund. No adjustments were made to the projections developed for these line items in the KFPD financial model discussed above.

Fire Fund Revenues

Property Taxes

The Consolidated District will continue to collect the KFPD's fire services special taxes that were approved by the Kensington voters in 1980. The annual assessment is \$83 per single family residential parcel. The total annual special tax revenues are budgeted at approximately \$200,000.

Other Revenues

The only other source of the Fire Fund revenues is the CERBT Disbursements from the OPEB Trust (set to match the amount of annual OPEB costs in the Fire Fund).

Fire Fund Expenses

The Fire Fund expenses include the El Cerrito Contract Fee and the associated Annual Reconciliation payments and all fire service expenses of the Consolidated District.

The Fire Fund projections also include the capital outlay required for the replacement of the Fire Department's vehicles and apparatus.

Fire Fund Operating Results

The Fire Fund is projected to operate at an annual deficit, which is covered by the General Fund surplus.

Table 39 summarizes the projected revenues, expenses, and operating deficit of the Fire Fund. Details of the Fire Fund revenues, expenses, and operating deficit projections are provided in **Table C-3 of Appendix C**.

Table 39
Kensington Consolidated District
Operating Statement Projections Summary - Fire Fund

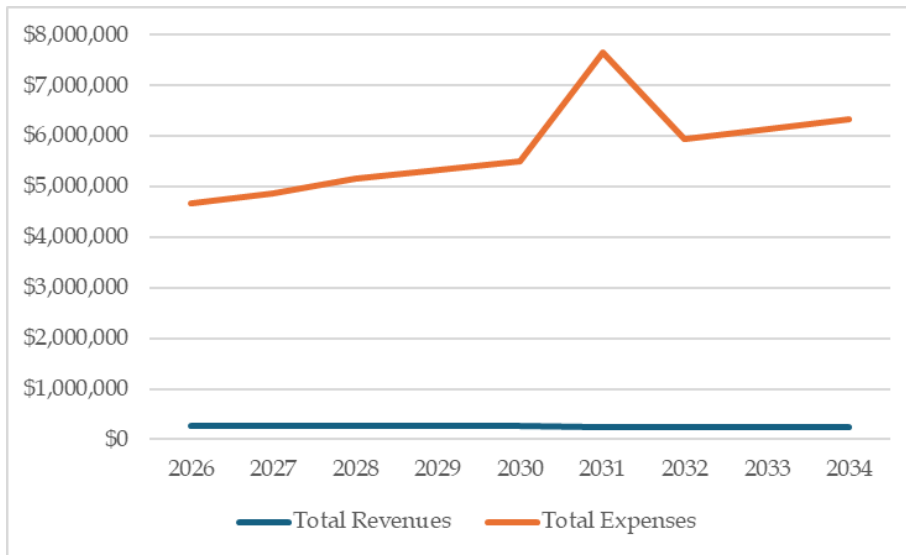
FYE	Total Revenues	Total Expenses [1]	Operating Shortfall
2026	\$261,070	\$4,664,292	(\$4,403,222)
2027	\$259,985	\$4,875,145	(\$4,615,160)
2028	\$258,775	\$5,168,571	(\$4,909,796)
2029	\$257,463	\$5,319,725	(\$5,062,262)
2030	\$256,098	\$5,503,338	(\$5,247,239)
2031	\$254,701	\$7,650,053	(\$7,395,353)
2032	\$253,270	\$5,936,917	(\$5,683,647)
2033	\$251,877	\$6,137,964	(\$5,886,088)
2034	\$250,521	\$6,343,276	(\$6,092,755)

Source: KPPCSD, KFPD, and Ridgeline

[1] Includes capital outlay.

Graph 11 illustrates the historical and projected trend for the Fire Fund revenues and expenses.

Graph 11
Kensington Consolidated District
Revenue and Expenses Trend – Fire Fund



The Fire Fund expenses are projected to grow faster than revenues, primarily due to the fixed rate of the special taxes and the declining OPEB cash flow requirements.

The spike of expenses in FYE 2031 is due to replacement of a fire engine, which is expected to be funded through the Consolidated District’s reserves.

POLICE FUND

The Police Fund includes all revenues and expenses related to the Consolidated District’s Police Department. The projections include the corresponding line items from the KPPCSD projections. No adjustments were made to the projections developed for these line items in the KPPCSD financial model discussed above.

Police Fund Revenues

The Police Fund revenues and the associated assumptions are discussed in the KPPCSD section of this report.

Police Fund Expenses

The Police Fund expenses and the associated assumptions are discussed in the KPPCSD section of this report.

Police Fund Operating Results

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

Table 40 summarizes the projected revenues, expenses, and operating deficit of the Police Fund. Details of the Police Fund revenues, expenses, and operating deficit projections are provided in **Table C-4 of Appendix C**.

Table 40
Kensington Consolidated District
Operating Statement Projections Summary - Police Fund

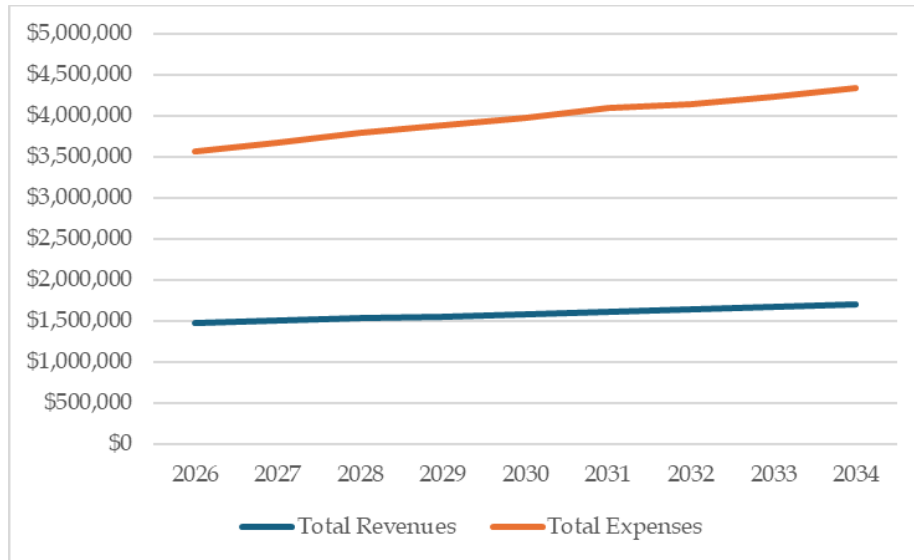
FYE	Total Revenues	Total Expenses [1]	Operating Shortfall
2026	\$1,482,713	\$3,572,246	(\$2,089,533)
2027	\$1,507,837	\$3,678,982	(\$2,171,145)
2028	\$1,533,716	\$3,791,236	(\$2,257,520)
2029	\$1,560,370	\$3,881,318	(\$2,320,948)
2030	\$1,587,824	\$3,975,635	(\$2,387,811)
2031	\$1,616,102	\$4,092,606	(\$2,476,504)
2032	\$1,645,228	\$4,142,814	(\$2,497,586)
2033	\$1,675,228	\$4,239,588	(\$2,564,360)
2034	\$1,706,128	\$4,338,559	(\$2,632,431)

Source: KPPCSD, KFPD, and Ridgeline

[1] Includes capital outlay and debt service.

Graph 12 illustrates the projected trend for the Police Fund revenues and expenses.

Graph 12
Kensington Consolidated 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 Park Fund includes all revenues and expenses related to the Consolidated District’s Parks and Recreation Department. The projections include the corresponding line items from the KPPCSD projections. No adjustments were made to the projections developed for these line items in the KPPCSD financial model discussed above.

Parks Fund Revenues

The Park Fund revenues and the associated assumptions are discussed in the KPPCSD section of this report.

Park Fund Expenses

The Park Fund expenses and the associated assumptions are discussed in the KPPCSD section of this report.

Parks Fund Operating Results

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

Table 41 summarizes the projected revenues, expenses, and operating deficit of the Parks Fund. Details of the Parks Fund revenues, expenses, and operating deficit projections are provided in **Table C-5 of Appendix C**.

Table 41
Kensington Consolidated District
Operating Statement Projections Summary - Parks Fund

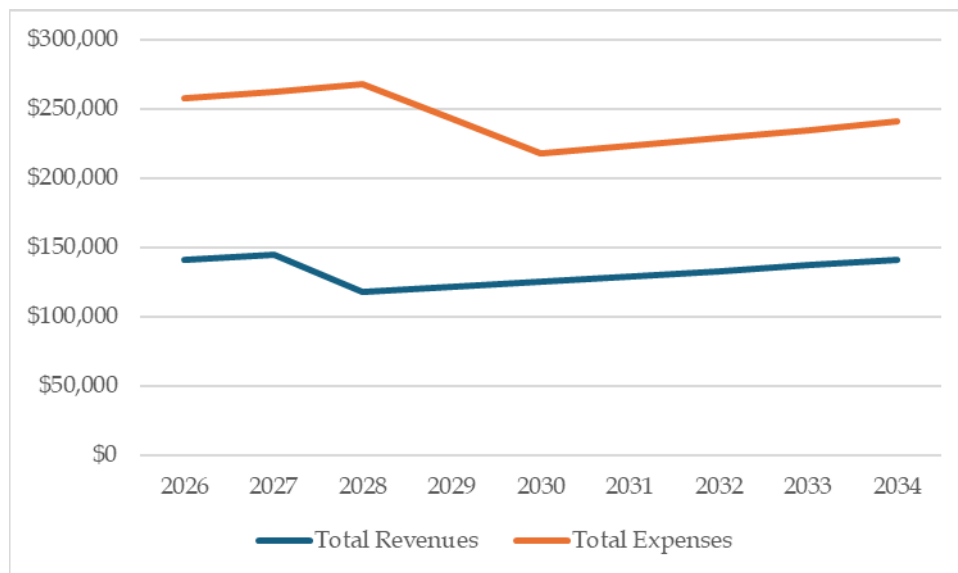
FYE	Total Revenues	Total Expenses [1]	Operating Shortfall
2026	\$141,240	\$257,274	(\$116,034)
2027	\$144,577	\$262,266	(\$117,688)
2028	\$118,015	\$267,392	(\$149,377)
2029	\$121,555	\$242,656	(\$121,101)
2030	\$125,202	\$217,545	(\$92,344)
2031	\$128,958	\$223,097	(\$94,140)
2032	\$132,826	\$228,799	(\$95,973)
2033	\$136,811	\$234,655	(\$97,844)
2034	\$140,916	\$240,670	(\$99,755)

Source: KPPCSD, KFPD, and Ridgeline

[1] Includes capital outlay and debt service.

Graph 13 illustrates the projected trend for the Parks Fund revenues and expenses.

Graph 13
Kensington Consolidated District
Revenue and Expenses Trend - Parks Fund



The higher revenues and expenses in the early years of the projections are driven by the KCC contributions and the associated Recreational Building improvements, as discussed in the KPPCSD section of this report.

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. The projections include the corresponding line items from the KPPCSD projections. No adjustments were made to the projections developed for these line items in the KPPCSD financial model discussed above.

Bay View Service Agreement

It was assumed that there will be no change to the Bay View Service Agreement arrangement that was discussed in the KPPCSD section of this report.

Waste Management Fund Revenues

The Waste Management Fund revenues and the associated assumptions are discussed in the KPPCSD section of this report.

Waste Management Fund Expenses

The Waste Management Fund expenses and the associated assumptions are discussed in the KPPCSD section of this report.

Waste Management Fund Operating Results

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

Table 42 summarizes the projected revenues, expenses, and operating results of the Waste Management Fund. Details of the Waste Management Fund revenues, expenses, and operating results projections are provided in **Table C-6 of Appendix 6**.

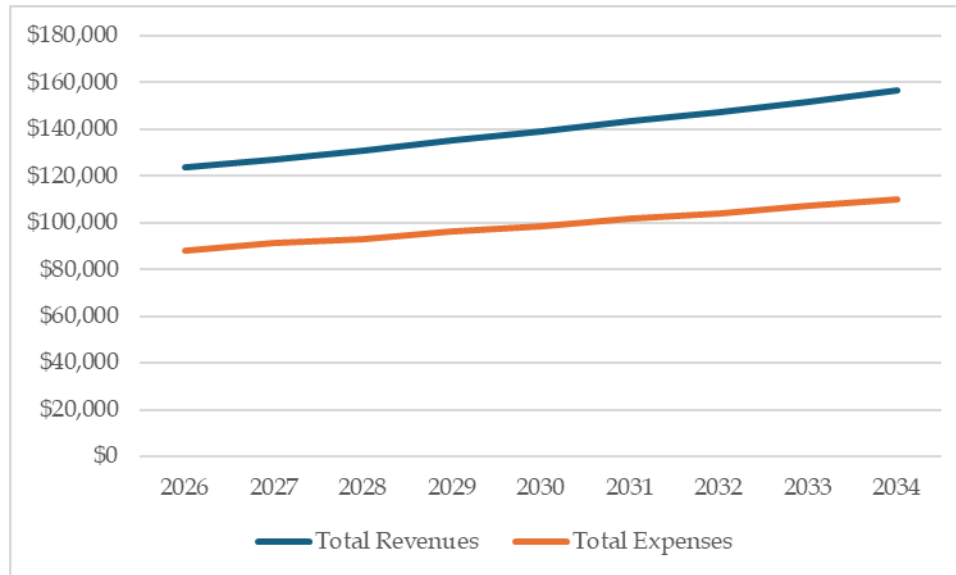
Table 42
Kensington Consolidated District
Operating Statement Projections Summary - Waste Management Fund

FYE	Total Revenues	Total Expenses	Operating Surplus
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

Source: KPPCSD, KFPD, and Ridgeline

Graph 14 illustrates the projected trend for the Waste Management Fund revenues and expenses.

Graph 14
Kensington Consolidated District
Revenue and Expenses Trend – Waste Management Fund



The Waste Management Fund revenues and expenses are expected to remain well-balanced going forward, with a small operating surplus.

DISTRICT-WIDE PROJECTIONS SUMMARY

The District-wide projections combine the five individual funds (General Fund, Fire Fund, Police Fund, Parks Fund, and Waste Management Fund) described above.

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

Table 43 summarizes the projected revenues, expenses, and operating results of the Consolidated District. Details of the Consolidated District’s revenues, expenses, and operating result projections are provided in **Table C-7 of Appendix C**.

Table 43
Kensington Consolidated District
Operating Statement Projections Summary - District-Wide

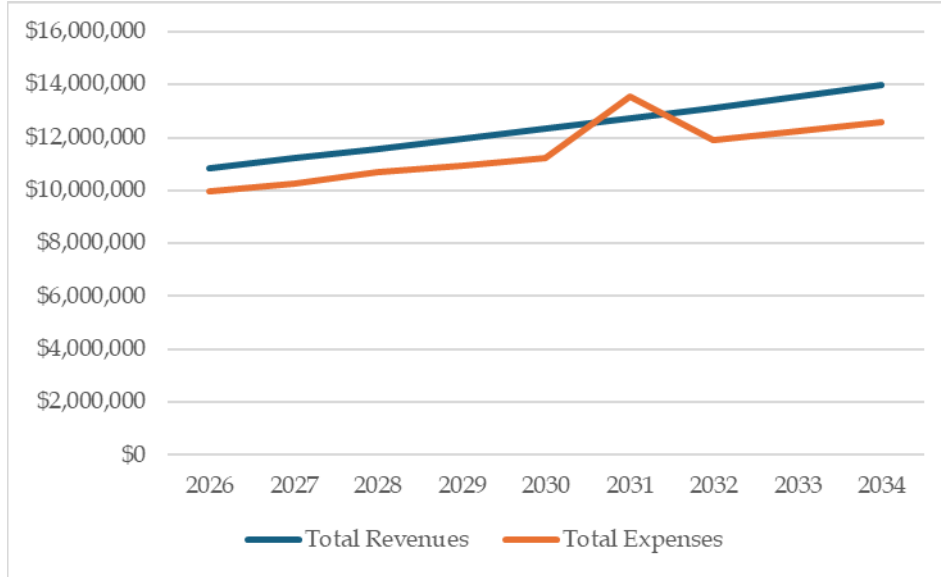
FYE	Total Revenues	Total Expenses [1]	Operating Surplus
2026	\$10,858,989	\$9,956,015	\$902,974
2027	\$11,216,272	\$10,269,282	\$946,990
2028	\$11,555,311	\$10,703,062	\$852,249
2029	\$11,934,083	\$10,954,531	\$979,552
2030	\$12,327,932	\$11,231,442	\$1,096,490
2031	\$12,738,817	\$13,537,491	(\$798,674)
2032	\$13,104,928	\$11,905,533	\$1,199,395
2033	\$13,545,525	\$12,247,970	\$1,297,555
2034	\$14,002,079	\$12,584,777	\$1,417,302

Sources: KPPCSD, KFPD, and Ridgeline

[1] Includes capital outlay and debt service.

Graph 15 illustrates the projected trend for the Consolidated District’s revenues and expenses.

Graph 15
Kensington Consolidated District
Revenue and Expenses Trend – District-Wide



Over the first nine years of operations, the Consolidated District is projected to generate a consistent operating surplus ranging from approximately \$900,000 to \$1.4 million, excluding two FYEs 2028 and 2031, when the Fire Department is expected to replace a vehicle and an engine, respectively. The rolling stock replacement is expected to be funded from reserves.

The Consolidated District is expected to generate a stronger operating surplus than the combined individual results of the two Districts operating independently. The higher projected surplus is due to the economies of scale and elimination of duplicate expenses realized from the consolidation. **Table 44** provides a comparison of the combined projected operating results of the two Districts with the projected operating results of the Consolidated District.

Table 44
Kensington Consolidated District
Operating Results Projections Comparison

FYE	Independent Districts Projected Annual Net Cash Flow			Consolidated District	Difference
	KPPCSD	KFPD	Total	Projected Annual Net Cash Flow	
2026	(\$156,614)	\$939,153	\$782,539	\$902,974	\$120,435
2027	(\$146,705)	\$938,550	\$791,845	\$946,990	\$155,146
2028	(\$181,508)	\$868,911	\$687,403	\$852,249	\$164,846
2029	(\$149,019)	\$938,232	\$789,214	\$979,552	\$190,338
2030	(\$97,480)	\$991,551	\$894,071	\$1,096,490	\$202,419
2031	(\$112,206)	(\$917,014)	(\$1,029,220)	(\$798,674)	\$230,546
2032	(\$37,453)	\$992,221	\$954,768	\$1,199,395	\$244,627
2033	(\$22,516)	\$1,044,437	\$1,021,921	\$1,297,555	\$275,634
2034	\$15,282	\$1,110,088	\$1,125,371	\$1,417,302	\$291,932

Source: KPPCSD, KFPD, and Ridgeline

The Consolidated District is expected to generate an annual operating surplus that exceeds the combined operating results of the two individual Districts by a range of approximately \$120,000 to \$290,000 per year.

It is important to note that the KPPCSD is projected to generate a small operating deficit each year, while the KFPD is projected to generate a substantial operating surplus. The KPPCSD is expected to reduce its operating deficit through cost-reduction measures, with its historical record indicating that it has been able to do so in the past. Should the Districts decide to proceed with the consolidation, the staff of the Consolidated District will need to be mindful of the fact that a particular attention needs to be given to the management of the Police and Park and Recreation department expenses.

Graph 16 illustrates the comparison of the annual operating results of the two combined individual Districts and the Consolidated District.

Graph 16
Kensington Consolidated District
Comparison of Annual Net Operating Results



Annual operating results will impact the Consolidated District’s reserves / fund balance. **Table 45** summarizes the projected FYE fund balance of the Consolidated District. Details of the calculations of the Consolidated District’s fund balance are provided in **Table C-8** of **Appendix C**.

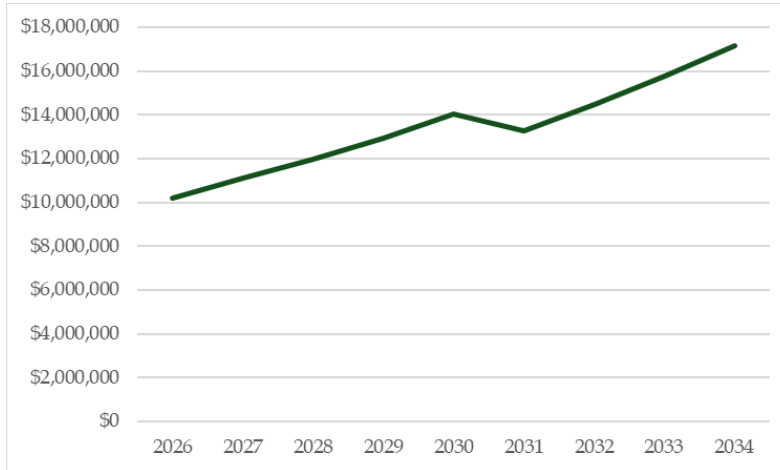
Table 45
Kensington Consolidated District
Fund Balance Projections Summary - District-Wide

FYE	Total Fund Balance
2026	\$10,184,054
2027	\$11,131,044
2028	\$11,983,293
2029	\$12,962,845
2030	\$14,059,335
2031	\$13,260,661
2032	\$14,460,056
2033	\$15,757,611
2034	\$17,174,913

Source: KPPCSD, KFPD, and Ridgeline

Graph 17 illustrates the projected year-end fund balance of the Consolidated District.

Graph 17
Kensington Consolidated District
Fund Balance Trend Projection – District-Wide



The Consolidated District is expected to achieve higher reserve balances than the combined individual reserves of the two Districts operating independently. The higher balances are due to the cost savings expected to be realized through the consolidation, as described above. **Table 46** provides a comparison of the combined projected reserves of the two Districts with the projected reserves of the Consolidated District.

Table 46
Kensington Consolidated District
Fund Balance Projections Comparison

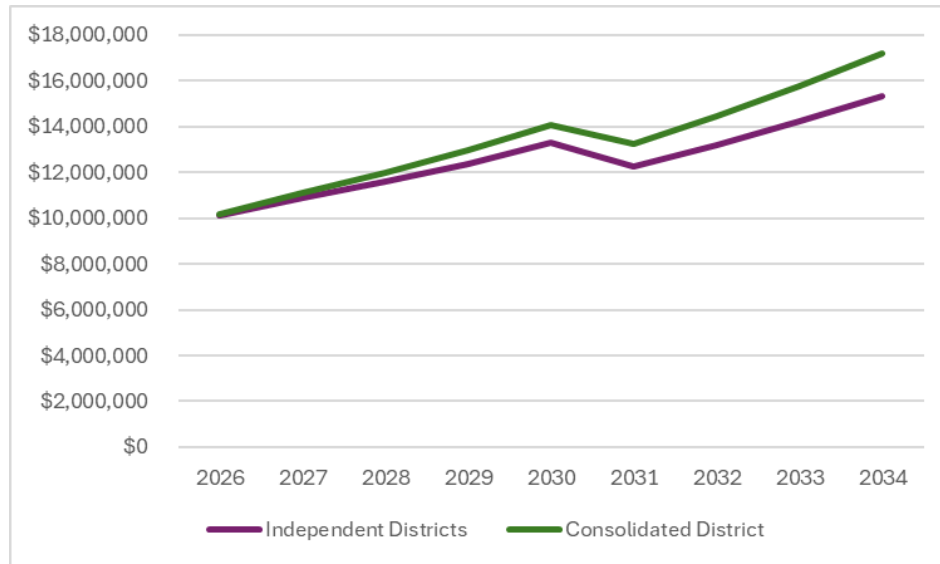
FYE	Independent Districts Projected Ending Fund Balances			Consolidated District Projected Ending Fund Balance	Difference
	KPPCSD	KFPD	Total		
2026	\$3,114,493	\$7,005,126	\$10,119,619	\$10,184,054	\$64,435
2027	\$2,967,788	\$7,943,676	\$10,911,464	\$11,131,044	\$219,580
2028	\$2,786,280	\$8,812,587	\$11,598,867	\$11,983,293	\$384,426
2029	\$2,637,261	\$9,750,819	\$12,388,080	\$12,962,845	\$574,764
2030	\$2,539,781	\$10,742,370	\$13,282,151	\$14,059,335	\$777,184
2031	\$2,427,575	\$9,825,357	\$12,252,931	\$13,260,661	\$1,007,730
2032	\$2,390,122	\$10,817,578	\$13,207,700	\$14,460,056	\$1,252,356
2033	\$2,367,606	\$11,862,015	\$14,229,621	\$15,757,611	\$1,527,990
2034	\$2,382,889	\$12,972,103	\$15,354,992	\$17,174,913	\$1,819,922

Source: KPPCSD, KFPD, and Ridgeline

Due to the consistent cost savings, the Consolidated District is expected to increase its reserves faster than the two individual Districts operating independently. Over the analyzed 9-year term, the difference in the fund balances is expected to reach approximately \$1.8 million.

Graph 18 illustrates the comparison of the FYE fund balances of the two combined individual Districts and the Consolidated District.

Graph 18
Kensington Consolidated District
Comparison of Fund Balances



STRATEGIC PLANING AND FUNDING FOR MAJOR PROJECTS

The fiscal analysis for the individual Districts, summarized in the prior sections of this Fiscal Study, has concluded that the KPPCSD has limited ability to take on significant capital projects and expand its services without additional funding from the community, while the KFPD generates a significant annual operating surplus that allows it plenty of room to undertake significant capital projects and expand its services, should it need to do so.

As the Districts are considering consolidating, each District’s Board of Directors may want to formally document its strategic plans and initiatives to ensure that they are properly addressed by the Consolidated District.

BORROWING CAPACITY ASSESSMENT

The Consolidated District’s operating cash flow is expected to have a significant margin and accommodate significant capital projects or debt financing, should any be necessary, without having to go to the community for additional taxes or assessments.

Table 47 estimates the amount of net funding proceeds that could be raised by the Consolidated District through issuing debt supported by its operating cash flows. The calculation assumes that such financing is done through a lease-purchase agreement or issuing certificates of participation.

Table 47
Kensington Consolidated District
Borrowing Capacity for General Fund Debt

Description	Amount
Estimated Lowest Level of Operating Surplus [1]	\$903,000
Add Back: Highest Existing Debt Service Amount	\$580,000
<i>Min Annual Cash Flow Before Debt Service</i>	<i>\$1,483,000</i>
Target Debt Service Coverage Ratio	1.25
Total Supported Annual Debt Service Amount	\$1,186,000
Less: Highest Existing Debt Service Amount	(\$580,000)
Net New Supported Annual Debt Service Amount	\$606,000
<i>Financing Assumptions:</i>	
Financing Term (years)	30
Interest Rate	4.50%
<i>Total Financing Proceeds</i>	<i>\$9,871,000</i>
Less:	
Debt Service Reserve	\$0
Cost of Issuance and UW Discount	(\$234,000)
Net Financing Proceeds (Rounded)	\$9,640,000

Source: Ridgeline

[1] Adjusted for Fire Rolling Stock Replacement

Should the Consolidated District need to borrow money over the next decade, its projected operating surpluses can comfortably support an estimated borrowing amount of approximately \$9.6 million, assuming a 30-year borrowing term, 4.50% tax-exempt interest rates, and a target debt service coverage ratio of 1.25.

The actual amount of supportable debt will depend on the market environment at the time of debt issuance and is likely to be different.

FISCAL ANALYSIS SUMMARY

The main conclusion of this Fiscal Study is that the Consolidated District is expected to have a strong ability to operate with a substantial operating surplus over the next decade while providing the same level of services and facilities as that of the two individual Districts.

Additionally, the Consolidated District is expected to generate a higher annual operating surplus than the combined operating results of the two Districts operating independently. Over the 9-year projections period of this Fiscal Study, the total additional operating surplus is estimated at approximately \$1.8 million, holding all assumptions constant.

The projections developed as part of this analysis are highly dependent on many assumptions, including the rate of inflation, assessed values within the Consolidated District, changes to the City services agreement, staffing levels, CalPERS actions and investment returns, and many operating and financial decisions made by the Consolidated District on a daily basis. The reality is likely to differ from the forecast, and it will depend on the Consolidated District's management and Board of Directors to navigate the situations they encounter and continue to preserve the fiscal health of the Consolidated District while prudently managing taxpayer funds.

EXPECTED OUTCOMES OF THE CONSOLIDATION

The consolidation of the KPPCSD and the KFPD is expected to result in the following fiscal improvements:

- **Annual Operating Surplus:** The consolidation is projected to increase the estimated annual operating surplus in each year of the nine-year projection period by approximately \$120,000 to \$290,000, primarily due to economies of scale and the elimination of redundant costs.
- **Higher Reserve Balances:** As a result of the annual operating surplus increases, the total reserves of the Consolidated District are projected to grow by an additional \$1.8 million over the nine-year projection period.
- **More Efficient and Cost-Effective Staffing Structure:** The Consolidated District is expected to be able to afford and attract permanent full time staff, including a General Manager, a Finance / HR Manager, and a Public Safety Coordinator. This would reduce the reliance on outside consultants for many accounting, finance, and operational tasks.
- **One Board of Directors:** Consolidating two Boards of Directors into one is expected to result in cost savings (factored into the annual surplus increase mentioned above) and potentially more efficient workflows for the Consolidated District staff. It would also provide a more streamlined municipal governance structure for the Kensington community.
- **Consolidation of Community's Resources:** Combining the community's tax dollars within one organization will allow for greater flexibility in directing funding where it is needed most, potentially without requiring additional taxes.

In addition to the fiscal benefits identified above, consolidation is likely to result in other improvements, including:

- **Operating Efficiency:** Consolidating the resources of the two Districts is expected to enhance operating efficiency by eliminating redundant business processes and software systems.

- ***Simplified Public Process:*** A single Board of Directors is likely to simplify the local municipal governance structure, making it easier for the community to engage and participate, and thereby increasing transparency. Additionally, with two separate Boards, it is more difficult to gather community input, identify common priorities, and discuss and address joint issues. A unified organization representing the community of Kensington will provide the public and other agencies with a single point of contact and connection.
- ***Board Member Recruitment:*** Many local government agencies are finding it increasingly difficult to fill director positions. Having one Board will likely make attracting high-quality directors easier.

On the other hand, the following potential concerns may arise from the consolidation of the KPPCSD and KFPD, and will need to be closely monitored and carefully managed:

- ***Cost of Consolidation:*** The consolidation is expected to require certain one-time expenses estimated at approximately \$56,000, as well as a significant investment of time by the staff and Boards of both Districts. The one-time expenses have been factored into the estimated reserves calculation above. If the Districts choose to pursue consolidation, they will need to develop a unified action plan that clearly defines areas of responsibility for various tasks.
- ***Increased Board Responsibility:*** A single Board of Directors may potentially lead to less focus on specific fiscal issues that are currently managed by the two separate Boards. This can be mitigated through Board education and proactive efforts of the Consolidated District staff.
- ***Potential Use of Surplus KFPD Funding for Other Activities:*** Consolidating the budgets of the two Districts may lead to directing a portion of the operating surplus currently accruing to the KFPD to other activities of the Consolidated District. While this may represent a more efficient use of taxpayer funds, the Board and staff must ensure that the quality of fire-related services is maintained or enhanced, as necessary. It must be noted that this issue is not expected to impact the services covered by the City of El Cerrito agreement, as they are covered by the Contract Fee payment.
- ***Fiscal Discipline:*** The financial projections for the KPPCSD indicate the need to closely monitor costs and maintain a balanced budget. Having an overall operating surplus may reduce the pressure to implement cost-saving measures for the services currently provided by the KPPCSD. While specific attention should be directed to the KPPCSD operations, the Board of Directors and staff of the Consolidated District must ensure proper fiscal management and discipline in the day-to-day operations of the entire organization.



Appendix A: KPPCSD Fiscal Analysis Detail Schedules

Table A-1	KPPCSD – Staffing Model and Financial Projections
Table A-2	Operating Statement Detail – General Fund
Table A-3	Operating Statement Detail – Police Fund
Table A-4	Operating Statement Detail – Parks Fund
Table A-5	Operating Statement Detail – Waste Management Fund
Table A-6	Operating Statement Detail – District-Wide
Table A-7	Fund Balance Detail – District-Wide

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

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 Projections**

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 Projections

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 Projections

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 Projections

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 Projections

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%	27.38%	27.43%	27.48%	27.53%	27.58%	27.63%	27.68%	27.73%	27.78%
PEPRA	13.76%	13.99%	14.04%	14.09%	14.14%	14.19%	14.24%	14.29%	14.34%	14.39%
Chief of Police	\$60,598	\$64,983	\$66,208	\$67,456	\$68,728	\$70,023	\$71,343	\$72,687	\$74,056	\$75,451
Lieutenant	\$25,312	\$26,961	\$28,091	\$28,999	\$29,597	\$30,207	\$30,828	\$31,463	\$32,109	\$32,769
Sergeant	\$44,272	\$47,102	\$48,017	\$48,951	\$49,902	\$51,923	\$52,932	\$53,961	\$55,010	\$56,079
Sergeant	\$20,898	\$22,088	\$23,044	\$23,533	\$24,032	\$24,541	\$25,062	\$25,593	\$26,135	\$26,689
Officer	\$17,314	\$18,339	\$18,730	\$19,128	\$19,536	\$20,412	\$20,846	\$21,289	\$21,742	\$22,203
Officer	\$15,943	\$16,974	\$17,965	\$18,347	\$18,737	\$19,134	\$19,541	\$19,956	\$20,379	\$20,812
Officer	\$14,732	\$15,784	\$16,692	\$17,666	\$18,041	\$18,424	\$18,815	\$19,214	\$19,622	\$20,038
Officer	\$14,732	\$15,784	\$16,692	\$17,666	\$18,041	\$18,424	\$18,815	\$19,214	\$19,622	\$20,038
Officer	\$15,011	\$16,084	\$17,009	\$18,003	\$18,385	\$18,775	\$19,173	\$19,580	\$19,995	\$20,418
Officer	\$7,366	\$15,390	\$16,284	\$17,245	\$17,606	\$17,974	\$18,350	\$18,734	\$19,125	\$19,525
TOTAL: PERS CONTRIBUTION	\$236,179	\$259,488	\$268,731	\$276,995	\$282,605	\$289,838	\$295,705	\$301,690	\$307,795	\$314,023

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

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 Projections

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 Projections

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										
<i>Medical Cost Inflation</i>		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 Projections

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	\$332,672	\$339,313	\$346,112	\$353,074	\$360,204	\$367,507	\$374,988	\$382,654	\$390,510
Lieutenant	\$246,059	\$257,517	\$267,841	\$276,388	\$282,440	\$288,660	\$295,052	\$301,623	\$308,379	\$315,328
Sergeant	\$251,924	\$266,111	\$272,136	\$276,247	\$282,418	\$293,675	\$300,283	\$307,078	\$314,067	\$321,256
Sergeant	\$220,260	\$226,747	\$236,078	\$241,581	\$245,075	\$250,759	\$256,610	\$262,635	\$268,839	\$275,229
Officer	\$180,474	\$187,738	\$192,175	\$196,687	\$201,188	\$209,573	\$214,401	\$219,370	\$224,484	\$229,748
Officer	\$158,973	\$163,823	\$172,605	\$176,333	\$180,014	\$183,787	\$187,655	\$191,621	\$195,687	\$199,858
Officer	\$160,881	\$168,681	\$175,411	\$184,698	\$188,973	\$193,374	\$197,903	\$202,567	\$207,370	\$212,318
Officer	\$148,835	\$156,033	\$164,159	\$170,753	\$174,331	\$178,000	\$181,761	\$185,617	\$189,573	\$193,630
Officer	\$168,940	\$177,200	\$186,440	\$194,207	\$198,913	\$203,764	\$208,768	\$213,929	\$219,253	\$224,748
Officer	\$83,201	\$169,444	\$178,447	\$187,995	\$192,547	\$197,241	\$202,083	\$207,078	\$212,233	\$217,554
<i>Subtotal: Police</i>	<i>\$1,931,546</i>	<i>\$2,105,965</i>	<i>\$2,184,605</i>	<i>\$2,251,001</i>	<i>\$2,298,974</i>	<i>\$2,359,036</i>	<i>\$2,412,023</i>	<i>\$2,466,506</i>	<i>\$2,522,540</i>	<i>\$2,580,180</i>
TOTAL: TOTAL STAFFING COST	\$2,294,327	\$2,474,913	\$2,559,825	\$2,632,600	\$2,687,060	\$2,753,720	\$2,813,416	\$2,874,723	\$2,937,696	\$3,002,394

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

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	\$159.94	\$163.13	\$166.40	\$169.75	\$173.17	\$176.69	\$180.28	\$183.97	\$187.75
Lieutenant	2,080	\$118.30	\$123.81	\$128.77	\$132.88	\$135.79	\$138.78	\$141.85	\$145.01	\$148.26	\$151.60
Sergeant	2,080	\$121.12	\$127.94	\$130.83	\$132.81	\$135.78	\$141.19	\$144.37	\$147.63	\$150.99	\$154.45
Sergeant	2,080	\$105.89	\$109.01	\$113.50	\$116.14	\$117.82	\$120.56	\$123.37	\$126.27	\$129.25	\$132.32
Officer	2,080	\$86.77	\$90.26	\$92.39	\$94.56	\$96.72	\$100.76	\$103.08	\$105.47	\$107.93	\$110.46
Officer	2,080	\$76.43	\$78.76	\$82.98	\$84.78	\$86.55	\$88.36	\$90.22	\$92.13	\$94.08	\$96.09
Officer	2,080	\$77.35	\$81.10	\$84.33	\$88.80	\$90.85	\$92.97	\$95.15	\$97.39	\$99.70	\$102.08
Officer	2,080	\$71.56	\$75.02	\$78.92	\$82.09	\$83.81	\$85.58	\$87.38	\$89.24	\$91.14	\$93.09
Officer	2,080	\$81.22	\$85.19	\$89.63	\$93.37	\$95.63	\$97.96	\$100.37	\$102.85	\$105.41	\$108.05
Officer	2,080	\$40.00	\$81.46	\$85.79	\$90.38	\$92.57	\$94.83	\$97.16	\$99.56	\$102.04	\$104.59

Source: KPPCSD

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

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	Actual	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	\$2,224,946	\$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%	-6.57%	13.35%	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
Interest	\$3,199	\$2,659	\$15,414	\$74,399	\$30,000	\$98,133	\$93,435	\$89,034	\$83,588	\$79,118	\$76,193	\$72,827	\$71,704	\$71,028
Other Revenues	\$500	\$12,638	\$19,204	\$107,306	\$0	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$25,335
Rental Revenue - KPPFD	\$0	\$0	\$26,824	\$24,386	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waste Mgmt Fund Contribution	\$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
Total Revenue	\$2,056,812	\$2,180,205	\$2,442,794	\$2,500,113	\$2,583,000	\$2,759,022	\$2,847,431	\$2,938,524	\$3,032,793	\$3,130,601	\$3,234,468	\$3,340,647	\$3,453,894	\$3,570,548
Expenses														
Salaries	\$15,084	\$314,424	\$356,999	\$230,935	\$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	\$11,383	\$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	\$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
Admin Communications	\$6,562	\$5,635	\$8,270	\$14,628	\$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	\$5,229	\$3,000	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700
Postage	\$493	\$573	\$748	\$1,852	\$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	\$1,140	\$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	\$16,645	\$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	\$4,474	\$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	\$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	\$77,752	\$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	\$19,662	\$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	\$62,855	\$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	\$89,736	\$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	\$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	\$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	\$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	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
County Expenditures	\$22,696	\$22,385	\$22,435	\$6,472	\$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
Other Expenses	\$6,790	\$16,132	\$27,143	\$1,643	\$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	\$3,109	\$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	\$600,611	\$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	\$1,899,502	\$1,822,616	\$2,046,651	\$2,109,088	\$2,190,723	\$2,257,573	\$2,345,486	\$2,420,403	\$2,516,227	\$2,598,905	\$2,704,721

Table A-2
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	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	\$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	\$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	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$8,190	\$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	\$1,899,502	\$1,822,616	\$2,013,651	\$2,105,998	\$2,187,541	\$2,254,295	\$2,342,109	\$2,416,925	\$2,512,645	\$2,595,216	\$2,700,920

Source: KPPCSD and Ridgeline

Table A-3
Kensington Police Protection and Community Services District
Operating Statement Detail - Police Fund

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	Actual	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	\$645,233	\$685,500	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233
Measure G	\$598,396	\$620,988	\$651,974	\$679,346	\$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	\$7,721	\$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	\$8,621	\$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	\$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	\$8,804	\$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
Other Revenues	\$0	\$0	\$0	\$978	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,484,588	\$1,482,616	\$1,582,562	\$1,626,761	\$1,601,500	\$1,482,713	\$1,507,837	\$1,533,716	\$1,560,370	\$1,587,824	\$1,616,102	\$1,645,228	\$1,675,228	\$1,706,128
Expenses														
Holiday Pay	\$0	\$0	\$0	\$37,930	\$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	\$9,964	\$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	\$35,430	\$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	\$956,957	\$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	\$159,443	\$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	\$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	\$45	\$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	\$68,237	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hiring Bonus	\$0	\$14,000	\$25,000	\$30,063	\$14,000	\$10,000	\$8,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
Vacation Cash Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Uniform Allowance	\$0	\$7,693	\$9,576	\$9,000	\$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	\$176,882	\$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	\$145,335	\$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
Officer Life & Disability Insurance	\$5,482	\$6,682	\$4,724	\$5,610	\$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	\$18,950	\$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	\$4,373	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERS - District Portion	\$189,478	\$143,256	\$209,627	\$211,496										
Normal Cost					\$236,179	\$259,488	\$268,731	\$276,995	\$282,605	\$289,838	\$295,705	\$301,690	\$307,795	\$314,023
UAL Payment					\$53,983	\$107,963	\$128,780	\$149,598	\$170,412	\$163,312	\$153,694	\$153,696	\$153,695	\$153,694
PERS - Officers Portion	\$0	\$3,754	(\$5,493)	\$5,493	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp	\$30,120	\$38,183	\$39,533	\$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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
In Lieu Health Expense	\$0	\$0	\$6,000	\$500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies and Expenses	\$10,394	\$20,176	\$14,690	\$11,312	\$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	\$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	\$57,670	\$8,000	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668

Table A-3
Kensington Police Protection and Community Services District
Operating Statement Detail - Police Fund

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	Actual	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
Fleet Expense	\$16,226	\$24,654	\$44,888	\$40,269	\$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	\$49,427	\$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
Cal-ID, ARIES, SunRidge, LEFTA	\$0	\$0	\$227,092	\$159,154	\$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	\$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	\$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	\$13,876	\$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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training and Travel Exp	\$23,376	\$11,936	\$32,621	\$26,383	\$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	\$900	\$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	\$15,930	\$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	\$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	\$1,880	\$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
Utilities - Police	\$0	\$9,219	\$17,217	\$33,759	\$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	\$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	\$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	\$9,765	\$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	\$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
Website Social Media Contracts	\$0	\$0	\$417	\$20	\$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	\$2,079	\$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	\$5,331	\$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	\$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	\$86,889	\$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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Janitorial - Police Building	\$0	\$5,912	\$0	\$13,779	\$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	\$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	\$5,150	\$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	\$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	\$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
Total Expenses	\$2,316,723	\$2,097,212	\$2,454,020	\$2,658,602	\$2,901,474	\$3,158,858	\$3,293,857	\$3,405,320	\$3,499,081	\$3,577,767	\$3,647,630	\$3,729,405	\$3,813,547	\$3,900,140
Cash Flow Before Capital Outlay & DS	(\$832,135)	(\$614,596)	(\$871,458)	(\$1,031,841)	(\$1,299,974)	(\$1,676,145)	(\$1,786,020)	(\$1,871,605)	(\$1,938,711)	(\$1,989,943)	(\$2,031,528)	(\$2,084,177)	(\$2,138,319)	(\$2,194,013)

Table A-3
Kensington Police Protection and Community Services District
Operating Statement Detail - Police Fund

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	Actual	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
Station Equipment	\$0	\$622	\$50,880	(\$136)	\$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
Office Furniture / Equipment	\$0	\$462	\$31,497	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer Equipment	\$0	\$17,380	\$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	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Cash Flow Before Debt Service	(\$842,438)	(\$633,667)	(\$983,791)	(\$1,133,117)	(\$1,299,974)	(\$1,706,145)	(\$1,786,020)	(\$1,871,605)	(\$1,938,711)	(\$1,989,943)	(\$2,066,307)	(\$2,084,177)	(\$2,138,319)	(\$2,194,013)
Debt Service														
Pension Obligation Bonds	\$263,789	\$298,399	\$331,394	\$330,926	\$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	\$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	\$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)	(\$1,526,597)	(\$1,697,374)	(\$2,089,533)	(\$2,171,145)	(\$2,257,520)	(\$2,320,948)	(\$2,387,811)	(\$2,476,504)	(\$2,497,586)	(\$2,564,360)	(\$2,632,431)

Source: KPPCSD and Ridgeline

Table A-4
Kensington Police Protection and Community Services District
Operating Statement Detail - Parks Fund

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	Actual	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														
Park Grants	\$2,486	\$158,358	\$0	\$181,055	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Tax-L&L Parks	\$41,529	\$42,164	\$44,359	\$43,672	\$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	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
KCC Annual Fees	\$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	\$71,954	\$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	\$2,447	\$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	\$233,542	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$61,512	\$233,729	\$107,823	\$562,670	\$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	\$67,453	\$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)	\$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	\$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
<i>Community Center Expenses</i>														
General Maintenance	\$889	\$2,500	\$28,595	\$3,706	\$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	\$12,700	\$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	\$2,156	\$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	\$32,800	\$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	\$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	\$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	\$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	\$7,038	\$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
<i>Park</i>														
General Maintenance & Repairs	\$10,750	\$44,367	\$0	\$18,451	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repairs	\$3,455	\$0	\$0	\$4,172	\$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
Utilities	\$10,781	\$7,660	\$0	\$17,350	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Liab./Workers Comp	\$6,432	\$7,973	\$9,390	\$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	\$8,747	\$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	\$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	\$946	\$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
Total Expenses	\$113,710	\$183,750	\$166,849	\$192,279	\$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)	\$370,391	(\$53,896)	(\$55,517)	(\$57,172)	(\$88,861)	(\$90,584)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)

Table A-4
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	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	\$48,082	\$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
Community Center Renovation	\$171,302	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreational Bldg Improvements	\$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	\$49,405	\$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)	\$320,986	(\$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	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$0	\$0	\$0	\$0	\$0
Total Debt Service	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	(\$254,017)	(\$7,343)	(\$211,204)	\$290,469	(\$114,413)	(\$116,034)	(\$117,688)	(\$149,377)	(\$121,101)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)

Source: KPPCSD and Ridgeline

Table A-5
Kensington Police Protection and Community Services District
Operating Statement Detail - Waste Management Fund

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 [1]	Actual	Actual	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	\$125,216	\$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	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$2,517	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$108,250	\$66,551	\$114,399	\$127,733	\$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	\$53,664	\$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	\$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	\$9,509	\$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	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Waste Management Grant Expenses	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$46,393	\$0	\$49,325	\$131,663	\$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	(\$3,930)	(\$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.

Table A-6
Kensington Police Protection and Community Services District
Operating Statement Detail - District-Wide

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	Actual	Budget	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Revenue														
General Fund	\$2,056,812	\$2,180,205	\$2,442,794	\$2,500,113	\$2,583,000	\$2,759,022	\$2,847,431	\$2,938,524	\$3,032,793	\$3,130,601	\$3,234,468	\$3,340,647	\$3,453,894	\$3,570,548
Police Fund	\$1,484,588	\$1,482,616	\$1,582,562	\$1,626,761	\$1,601,500	\$1,482,713	\$1,507,837	\$1,533,716	\$1,560,370	\$1,587,824	\$1,616,102	\$1,645,228	\$1,675,228	\$1,706,128
Parks Fund	\$61,512	\$233,729	\$107,823	\$562,670	\$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	\$127,733	\$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	\$4,817,277	\$4,519,500	\$4,506,575	\$4,627,154	\$4,721,381	\$4,849,779	\$4,982,740	\$5,122,813	\$5,266,287	\$5,417,945	\$5,574,164
Expenses														
General Fund	\$587,276	\$617,509	\$1,088,439	\$600,611	\$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	\$2,658,602	\$2,901,474	\$3,158,858	\$3,293,857	\$3,405,320	\$3,499,081	\$3,577,767	\$3,647,630	\$3,729,405	\$3,813,547	\$3,900,140
Parks Fund	\$113,710	\$183,750	\$166,849	\$192,279	\$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	\$131,663	\$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	\$3,583,155	\$4,055,755	\$4,156,284	\$4,325,127	\$4,453,274	\$4,582,766	\$4,678,975	\$4,786,566	\$4,886,749	\$5,010,730	\$5,116,663
Cash Flow B4 Capital Outlay & DS	\$647,059	\$1,064,631	\$488,945	\$1,234,122	\$463,745	\$350,290	\$302,027	\$268,107	\$267,013	\$303,764	\$336,247	\$379,538	\$407,215	\$457,501
Capital Outlay														
General Fund	\$8,190	\$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	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Parks Fund	\$171,302	\$26,806	\$121,661	\$49,405	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$189,795	\$45,877	\$233,994	\$150,681	\$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	\$1,083,441	\$433,745	\$257,290	\$268,937	\$234,924	\$263,735	\$300,388	\$297,991	\$375,956	\$403,525	\$453,701
Debt Service														
Police Fund	\$284,457	\$338,113	\$380,209	\$393,480	\$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	\$30,517	\$30,517	\$30,517	\$30,517	\$30,517	\$0	\$0	\$0	\$0	\$0
Total Debt Service	\$314,974	\$368,630	\$410,725	\$423,996	\$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	\$1,899,502	\$1,822,616	\$2,013,651	\$2,105,998	\$2,187,541	\$2,254,295	\$2,342,109	\$2,416,925	\$2,512,645	\$2,595,216	\$2,700,920
Police Fund	(\$1,126,895)	(\$971,780)	(\$1,364,000)	(\$1,526,597)	(\$1,697,374)	(\$2,089,533)	(\$2,171,145)	(\$2,257,520)	(\$2,320,948)	(\$2,387,811)	(\$2,476,504)	(\$2,497,586)	(\$2,564,360)	(\$2,632,431)
Parks Fund	(\$254,017)	(\$7,343)	(\$211,204)	\$290,469	(\$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	(\$3,930)	(\$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)	\$659,445	\$5,828	(\$156,614)	(\$146,705)	(\$181,508)	(\$149,019)	(\$97,480)	(\$112,206)	(\$37,453)	(\$22,516)	\$15,282

Source: KPPCSD and Ridgeline

Table A-7
Kensington Police Protection and Community Services District
Fund Balance Detail - District-Wide

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	\$3,265,279	\$3,271,107	\$3,114,493	\$2,967,788	\$2,786,280	\$2,637,261	\$2,539,781	\$2,427,575	\$2,390,122	\$2,367,606
Revenues	\$3,711,162	\$3,963,101	\$4,247,578	\$4,817,277	\$4,519,500	\$4,506,575	\$4,627,154	\$4,721,381	\$4,849,779	\$4,982,740	\$5,122,813	\$5,266,287	\$5,417,945	\$5,574,164
Expenditures	(\$3,064,102)	(\$2,898,470)	(\$3,758,633)	(\$3,583,155)	(\$4,055,755)	(\$4,156,284)	(\$4,325,127)	(\$4,453,274)	(\$4,582,766)	(\$4,678,975)	(\$4,786,566)	(\$4,886,749)	(\$5,010,730)	(\$5,116,663)
Capital Outlay	(\$189,795)	(\$45,877)	(\$233,994)	(\$150,681)	(\$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	\$3,265,279	\$3,271,107	\$3,114,493	\$2,967,788	\$2,786,280	\$2,637,261	\$2,539,781	\$2,427,575	\$2,390,122	\$2,367,606	\$2,382,889

Source: KPPCSD and Ridgeline



Appendix B: KFPD Fiscal Analysis Detail Schedules

- Table B-1 City of El Cerrito Fire Department Budget and KFPD El Cerrito Contract Fee Projections
- Table B-2 Operating Statement Detail - District-Wide
- Table B-3 Fund Balance Detail - District-Wide

Table B-1
Kensington Fire Protection District
City of El Cerrito Fire Department Budget and
KFPD El Cerrito Contract Fee Projections

Description	Allocation Factor	FYE 2021		FYE 2022		FYE 2023		FYE 2024		FYE 2025		FYE 2026		FYE 2027	
		Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc
Inflation Factor														3.00%	
Salaries & Benefits															
Regular Salaries & Wages	27.75%	\$5,412,746	\$1,502,037	\$5,583,637	\$1,549,459	\$5,853,916	\$1,624,462	\$6,204,983	\$1,721,883	\$6,177,492	\$1,714,254	\$6,381,313	\$1,770,814	\$6,700,379	\$1,859,355
<i>Salaries Growth Rate</i>				3.16%		4.84%		6.00%		-0.44%		3.30%		5.00%	
PT Salaries & Wages	27.75%	\$0	\$0	\$1,500	\$416	\$3,200	\$888	\$80,000	\$22,200	\$54,637	\$15,162	\$56,275	\$15,616	\$57,963	\$16,085
Overtime Pay	27.75%	\$400,000	\$111,000	\$500,000	\$138,750	\$750,000	\$208,125	\$800,000	\$222,000	\$955,000	\$265,013	\$1,087,000	\$301,643	\$1,141,350	\$316,725
FLSA Overtime Pay	27.75%	\$104,655	\$29,042	\$104,656	\$29,042	\$128,352	\$35,618	\$114,075	\$31,656	\$111,030	\$30,811	\$114,361	\$31,735	\$120,079	\$33,322
Non Suppression Overtime Pay	27.75%	\$85,000	\$23,588	\$50,000	\$13,875	\$60,000	\$16,650	\$90,000	\$24,975	\$50,000	\$13,875	\$50,000	\$13,875	\$51,500	\$14,291
Special/One-Time Pay	27.75%	\$100,000	\$27,750	\$0	\$0	\$50,000	\$13,875	\$0	\$0	\$79,871	\$22,164	\$79,871	\$22,164	\$82,267	\$22,829
Fire OES Response	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$600,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
One Time Payouts	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERS Normal Cost Payments	27.75%	\$2,455,052	\$681,277	\$983,202	\$272,839	\$1,034,713	\$287,133	\$1,037,132	\$287,804	\$1,214,261	\$336,957	\$1,253,028	\$347,715	\$1,297,169	\$359,964
PERS UAL Payments	27.75%	\$0	\$0	\$2,241,677	\$622,065	\$2,328,685	\$646,210	\$2,323,883	\$644,878	\$2,660,443	\$738,273	\$2,837,285	\$787,347	\$2,985,560	\$828,493
FICA/Medicare	27.75%	\$86,139	\$23,904	\$88,094	\$24,446	\$91,682	\$25,442	\$131,000	\$36,353	\$106,371	\$29,518	\$109,830	\$30,478	\$113,125	\$31,392
Benefits & Insurance	27.75%	\$1,046,410	\$290,379	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medical Insurance	27.75%	\$0	\$0	\$811,998	\$225,329	\$873,244	\$242,325	\$985,628	\$273,512	\$1,148,592	\$318,734	\$1,177,306	\$326,702	\$1,236,171	\$343,038
Life & LTD Insurance	27.75%	\$0	\$0	\$40,101	\$11,128	\$42,871	\$11,897	\$42,843	\$11,889	\$46,187	\$12,817	\$46,947	\$13,028	\$48,355	\$13,419
Allowances & Other Benefits	27.75%	\$0	\$0	\$155,800	\$43,235	\$157,075	\$43,588	\$243,556	\$67,587	\$299,246	\$83,041	\$300,407	\$83,363	\$309,419	\$85,864
Workers Compensation	27.75%	\$199,245	\$55,290	\$154,332	\$42,827	\$201,322	\$55,867	\$229,534	\$63,696	\$246,657	\$68,447	\$258,989	\$71,869	\$266,759	\$74,026
Workers Comp Pay (In Lieu of Salary)	27.75%	\$0	\$0	\$0	\$0	\$50,000	\$13,875	\$100,000	\$27,750	\$103,000	\$28,583	\$103,000	\$28,583	\$106,090	\$29,440
Total Salaries & Benefits		\$9,889,247	\$2,744,266	\$10,714,997	\$2,973,412	\$11,625,060	\$3,225,954	\$13,032,634	\$3,436,181	\$13,252,787	\$3,677,648	\$13,855,612	\$3,844,932	\$14,516,187	\$4,028,242
Professional Services															
Misc Professional Services	33.33%	\$80,000	\$26,664	\$299,500	\$99,823	\$299,500	\$99,823	\$318,200	\$106,056	\$274,200	\$91,391	\$274,200	\$91,391	\$287,910	\$95,960
Medical Services	33.33%	\$18,540	\$6,179	\$18,200	\$6,066	\$20,000	\$6,666	\$22,000	\$7,333	\$35,000	\$11,666	\$35,000	\$11,666	\$36,050	\$12,015
Other Technical Services	33.33%	\$13,400	\$4,466	\$8,700	\$2,900	\$8,700	\$2,900	\$26,700	\$8,899	\$26,700	\$8,899	\$26,700	\$8,899	\$27,501	\$9,166
OES Equipment & Apparatus	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0
Total Professional Services		\$111,940	\$37,310	\$326,400	\$108,789	\$328,200	\$109,389	\$466,900	\$122,288	\$335,900	\$111,955	\$435,900	\$111,955	\$351,461	\$117,142
Property Services															
Utilities	0.00%	\$19,200	\$0	\$25,700	\$0	\$28,270	\$0	\$33,866	\$0	\$33,866	\$0	\$37,253	\$0	\$38,371	\$0
Building Maintenance	33.33%	\$20,000	\$6,666	\$21,300	\$7,099	\$25,000	\$8,333	\$25,000	\$8,333	\$20,000	\$6,666	\$20,000	\$6,666	\$20,600	\$6,866
Landscape/Park Maintenance	0.00%	\$53,500	\$0	\$54,500	\$0	\$55,000	\$0	\$55,000	\$0	\$5,000	\$0	\$5,000	\$0	\$5,150	\$0
Vehicle/Equip Maintenance	25.00%	\$126,280	\$31,570	\$150,000	\$37,500	\$150,000	\$37,500	\$150,000	\$37,500	\$175,000	\$43,750	\$175,000	\$43,750	\$180,250	\$45,063
Weed Abatement	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$5,000	\$0	\$5,150	\$0
Misc R&M	33.33%	\$266,976	\$88,983	\$109,100	\$36,363	\$100,000	\$33,330	\$194,000	\$64,660	\$63,100	\$21,031	\$63,100	\$21,031	\$64,993	\$21,662
Vehicle & Equipment Lease	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Replacement Rental Charge	18.83%	\$30,000	\$5,649	\$81,000	\$15,252	\$156,000	\$29,375	\$201,000	\$37,848	\$151,000	\$28,433	\$151,000	\$28,433	\$155,530	\$29,286
Solid Waste Services	33.33%	\$6,200	\$2,066	\$8,000	\$2,666	\$8,000	\$2,666	\$8,000	\$2,666	\$9,600	\$3,200	\$10,584	\$3,528	\$10,902	\$3,633
Total Property Services		\$522,156	\$134,935	\$449,600	\$98,881	\$522,270	\$111,204	\$766,866	\$151,007	\$457,566	\$103,080	\$466,937	\$103,408	\$480,945	\$106,510

Table B-1
Kensington Fire Protection District
City of El Cerrito Fire Department Budget and
KFPD El Cerrito Contract Fee Projections

Description	Allocation Factor	FYE 2021		FYE 2022		FYE 2023		FYE 2024		FYE 2025		FYE 2026		FYE 2027	
		Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc
Other Services															
Telephone	20.00%	\$17,000	\$3,400	\$17,000	\$3,400	\$18,700	\$3,740	\$19,635	\$3,927	\$22,000	\$4,400	\$22,000	\$4,400	\$22,660	\$4,532
Mobile/Wireless	20.00%	\$13,400	\$2,680	\$10,728	\$2,146	\$12,400	\$2,480	\$13,020	\$2,604	\$13,000	\$2,600	\$13,000	\$2,600	\$13,390	\$2,678
Internet	33.33%	\$0	\$0	\$36,904	\$12,300	\$15,000	\$5,000	\$15,750	\$5,249	\$15,750	\$5,249	\$15,750	\$5,249	\$16,223	\$5,407
Software Licenses & Maintenance	33.33%	\$0	\$0	\$2,700	\$900	\$5,000	\$1,667	\$17,500	\$5,833	\$17,500	\$5,833	\$17,500	\$5,833	\$18,025	\$6,008
Legal Notices & Advertisements	25.00%	\$5,000	\$1,250	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,575	\$644
Printing & Binding	25.00%	\$6,180	\$1,545	\$3,500	\$875	\$10,000	\$2,500	\$10,000	\$2,500	\$10,000	\$2,500	\$10,000	\$2,500	\$10,300	\$2,575
Travel & Training	25.00%	\$44,970	\$11,243	\$41,000	\$10,250	\$100,000	\$25,000	\$100,000	\$25,000	\$50,000	\$12,500	\$50,000	\$12,500	\$51,500	\$12,875
Dues & Subscriptions	25.00%	\$14,690	\$3,673	\$15,570	\$3,893	\$16,000	\$4,000	\$16,000	\$4,000	\$9,000	\$2,250	\$9,000	\$2,250	\$9,270	\$2,318
Other Admin Services	25.00%	\$300	\$75	\$9,500	\$2,375	\$9,500	\$2,375	\$9,500	\$2,375	\$8,500	\$2,125	\$8,500	\$2,125	\$8,755	\$2,189
Total Other Services		\$101,540	\$23,865	\$139,402	\$36,763	\$189,100	\$47,386	\$203,905	\$52,113	\$148,250	\$38,082	\$148,250	\$38,082	\$152,698	\$39,225
Supplies															
General Office Supplies	25.00%	\$6,000	\$1,500	\$6,000	\$1,500	\$6,000	\$1,500	\$6,000	\$1,500	\$3,000	\$750	\$3,000	\$750	\$3,090	\$773
Postage & Delivery	25.00%	\$2,400	\$600	\$2,700	\$675	\$3,700	\$925	\$3,700	\$925	\$500	\$125	\$500	\$125	\$515	\$129
Photocopying	25.00%	\$1,000	\$250	\$1,000	\$250	\$1,000	\$250	\$1,000	\$250	\$100	\$25	\$100	\$25	\$103	\$26
Fuel	27.00%	\$42,800	\$11,556	\$41,700	\$11,259	\$54,600	\$14,742	\$60,060	\$16,216	\$66,066	\$17,838	\$69,369	\$18,730	\$71,450	\$19,292
Medical Supplies	30.00%	\$28,200	\$8,460	\$25,000	\$7,500	\$25,000	\$7,500	\$27,500	\$8,250	\$30,975	\$9,293	\$32,523	\$9,757	\$34,149	\$10,245
Clothing & Uniforms	33.33%	\$53,600	\$17,865	\$45,900	\$15,298	\$75,900	\$25,297	\$75,000	\$24,998	\$75,000	\$24,998	\$75,000	\$24,998	\$77,250	\$25,747
Vehicle & Equipment	25.00%	\$14,490	\$3,623	\$13,500	\$3,375	\$13,500	\$3,375	\$18,500	\$4,625	\$8,000	\$2,000	\$8,000	\$2,000	\$8,240	\$2,060
Other Building Supplies	25.00%	\$8,500	\$2,125	\$10,000	\$2,500	\$10,000	\$2,500	\$10,000	\$2,500	\$7,000	\$1,750	\$7,000	\$1,750	\$7,210	\$1,803
Building Supplies	25.00%	\$6,035	\$1,509	\$10,000	\$2,500	\$10,000	\$2,500	\$11,000	\$2,750	\$6,000	\$1,500	\$6,000	\$1,500	\$6,180	\$1,545
Total Supplies		\$163,025	\$47,487	\$155,800	\$44,857	\$199,700	\$58,589	\$212,760	\$62,014	\$196,641	\$58,278	\$201,492	\$59,634	\$208,187	\$61,618
Capital Outlay															
Improvements, Not Buildings	0.00%	\$7,800	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$15,000	\$0	\$15,000	\$0	\$15,450	\$0
Office Equipment	0.00%	\$9,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$8,000	\$0	\$8,000	\$0	\$8,240	\$0
Other Equipment < \$10K	0.00%	\$6,000	\$0	\$7,100	\$0	\$7,100	\$0	\$7,100	\$0	\$7,100	\$0	\$7,100	\$0	\$7,313	\$0
Other Equipment > \$10K	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay		\$22,800	\$0	\$37,100	\$0	\$37,100	\$0	\$37,100	\$0	\$30,100	\$0	\$30,100	\$0	\$31,003	\$0
Other Charges															
Licenses & Permits	25.00%	\$5,450	\$1,363	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,575	\$644
Total Other Charges		\$5,450	\$1,363	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,500	\$625	\$2,575	\$644
Grand Total		\$10,816,158	\$2,989,225	\$11,825,799	\$3,263,327	\$12,903,930	\$3,553,147	\$14,722,665	\$3,824,228	\$14,423,744	\$3,989,669	\$15,140,791	\$4,158,637	\$15,743,056	\$4,353,381
OVERHEAD CHARGE (9% of Personnel)	27.75%	\$890,032	\$246,984	\$964,350	\$267,607	\$1,046,255	\$290,336	\$1,172,937	\$325,490	\$1,192,751	\$330,988	\$1,247,005	\$346,044	\$1,306,457	\$362,542
Accounting Adjustment			\$6,566		\$5,063										
Unreconciled Contract Amount			\$3,229,643		\$3,525,871		\$3,843,483		\$4,149,718		\$4,320,657		\$4,504,681		\$4,715,923
Prior Year Reconciliation - Adjusted			\$298,738		\$204,642		\$123,165		\$77,554		(\$42,866)		\$80,000		\$80,000
TOTAL CONTRACT FEE			\$3,528,381		\$3,730,513		\$3,966,648		\$4,227,272		\$4,277,791		\$4,584,681		\$4,795,923
Fee Increase Over Prior Year			n/a		5.7%		6.3%		6.6%		1.2%		7.2%		4.6%

Source: KFPD, City of El Cerrito, and Ridgeline

Table B-1
Kensington Fire Protection District
City of El Cerrito Fire Department Budget and
KFPD El Cerrito Contract Fee Projections

Description	Allocation Factor	FYE 2028		FYE 2029		FYE 2030		FYE 2031		FYE 2032		FYE 2033		FYE 2034	
		Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc
<i>Inflation Factor</i>		3.00%		3.00%		3.00%		3.00%		3.00%		3.00%		3.00%	
Salaries & Benefits															
Regular Salaries & Wages	27.75%	\$7,035,398	\$1,952,323	\$7,387,167	\$2,049,939	\$7,756,526	\$2,152,436	\$8,144,352	\$2,260,058	\$8,551,570	\$2,373,061	\$8,979,148	\$2,491,714	\$9,428,106	\$2,616,299
<i>Salaries Growth Rate</i>		5.00%		5.00%		5.00%		5.00%		5.00%		5.00%		5.00%	
PT Salaries & Wages	27.75%	\$59,702	\$16,567	\$61,493	\$17,064	\$63,338	\$17,576	\$65,238	\$18,104	\$67,195	\$18,647	\$69,211	\$19,206	\$71,287	\$19,782
Overtime Pay	27.75%	\$1,198,418	\$332,561	\$1,258,338	\$349,189	\$1,321,255	\$366,648	\$1,387,318	\$384,981	\$1,456,684	\$404,230	\$1,529,518	\$424,441	\$1,605,994	\$445,663
FLSA Overtime Pay	27.75%	\$126,083	\$34,988	\$132,387	\$36,737	\$139,007	\$38,574	\$145,957	\$40,503	\$153,255	\$42,528	\$160,917	\$44,655	\$168,963	\$46,887
Non Suppression Overtime Pay	27.75%	\$53,045	\$14,720	\$54,636	\$15,162	\$56,275	\$15,616	\$57,964	\$16,085	\$59,703	\$16,567	\$61,494	\$17,064	\$63,339	\$17,576
Special/One-Time Pay	27.75%	\$84,735	\$23,514	\$87,277	\$24,219	\$89,896	\$24,946	\$92,592	\$25,694	\$95,370	\$26,465	\$98,231	\$27,259	\$101,178	\$28,077
Fire OES Response	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
One Time Payouts	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERS Normal Cost Payments	27.75%	\$1,343,149	\$372,724	\$1,311,211	\$363,861	\$1,294,319	\$359,173	\$1,362,426	\$378,073	\$1,370,701	\$380,369	\$1,381,773	\$383,442	\$1,378,523	\$382,540
PERS UAL Payments	27.75%	\$3,102,921	\$861,061	\$3,359,875	\$932,365	\$3,404,405	\$944,722	\$3,441,454	\$955,003	\$3,516,490	\$975,826	\$3,501,430	\$971,647	\$3,483,368	\$966,635
FICA/Medicare	27.75%	\$116,519	\$32,334	\$120,014	\$33,304	\$123,615	\$34,303	\$127,323	\$35,332	\$131,143	\$36,392	\$135,077	\$37,484	\$139,129	\$38,608
Benefits & Insurance	27.75%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Medical Insurance	27.75%	\$1,297,980	\$360,189	\$1,362,879	\$378,199	\$1,431,023	\$397,109	\$1,502,574	\$416,964	\$1,577,703	\$437,812	\$1,656,588	\$459,703	\$1,739,417	\$482,688
Life & LTD Insurance	27.75%	\$49,806	\$13,821	\$51,300	\$14,236	\$52,839	\$14,663	\$54,424	\$15,103	\$56,057	\$57,739	\$59,494	\$61,347	\$63,287	\$65,130
Allowances & Other Benefits	27.75%	\$318,702	\$88,440	\$328,263	\$91,093	\$338,111	\$93,826	\$348,254	\$96,640	\$358,702	\$99,540	\$369,463	\$102,526	\$380,547	\$105,602
Workers Compensation	27.75%	\$274,761	\$76,246	\$283,004	\$78,534	\$291,494	\$80,890	\$300,239	\$83,316	\$309,246	\$85,816	\$318,524	\$88,390	\$328,080	\$91,042
Workers Comp Pay (In Lieu of Salary)	27.75%	\$109,273	\$30,323	\$112,551	\$31,233	\$115,927	\$32,170	\$119,405	\$33,135	\$122,987	\$34,129	\$126,677	\$35,153	\$130,477	\$36,207
Total Salaries & Benefits		\$15,170,491	\$4,209,811	\$15,910,397	\$4,415,135	\$16,478,029	\$4,572,653	\$17,149,521	\$4,758,992	\$17,826,805	\$4,946,938	\$18,445,790	\$5,118,707	\$19,077,879	\$5,294,111
Professional Services															
Misc Professional Services	33.33%	\$302,306	\$100,758	\$317,421	\$105,796	\$333,292	\$111,086	\$349,956	\$116,640	\$367,454	\$122,472	\$385,827	\$128,596	\$405,118	\$135,026
Medical Services	33.33%	\$37,132	\$12,376	\$38,245	\$12,747	\$39,393	\$13,130	\$40,575	\$13,524	\$41,792	\$13,929	\$43,046	\$14,347	\$44,337	\$14,778
Other Technical Services	33.33%	\$28,326	\$9,441	\$29,176	\$9,724	\$30,051	\$10,016	\$30,953	\$10,317	\$31,881	\$10,626	\$32,838	\$10,945	\$33,823	\$11,273
OES Equipment & Apparatus	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Professional Services		\$367,763	\$122,575	\$384,842	\$128,268	\$402,736	\$134,232	\$421,484	\$140,480	\$441,127	\$147,028	\$461,710	\$153,888	\$483,278	\$161,077
Property Services															
Utilities	0.00%	\$39,522	\$0	\$40,707	\$0	\$41,929	\$0	\$43,186	\$0	\$44,482	\$0	\$45,816	\$0	\$47,191	\$0
Building Maintenance	33.33%	\$21,218	\$7,072	\$21,855	\$7,284	\$22,510	\$7,503	\$23,185	\$7,728	\$23,881	\$7,960	\$24,597	\$8,198	\$25,335	\$8,444
Landscape/Park Maintenance	0.00%	\$5,305	\$0	\$5,464	\$0	\$5,628	\$0	\$5,796	\$0	\$5,970	\$0	\$6,149	\$0	\$6,334	\$0
Vehicle/Equip Maintenance	25.00%	\$185,658	\$46,414	\$191,227	\$47,807	\$196,964	\$49,241	\$202,873	\$50,718	\$208,959	\$52,240	\$215,228	\$53,807	\$221,685	\$55,421
Weed Abatement	0.00%	\$5,305	\$0	\$5,464	\$0	\$5,628	\$0	\$5,796	\$0	\$5,970	\$0	\$6,149	\$0	\$6,334	\$0
Misc R&M	33.33%	\$66,943	\$22,312	\$68,951	\$22,981	\$71,020	\$23,671	\$73,150	\$24,381	\$75,345	\$25,112	\$77,605	\$25,866	\$79,933	\$26,642
Vehicle & Equipment Lease	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Replacement Rental Charge	18.83%	\$160,196	\$30,165	\$165,002	\$31,070	\$169,952	\$32,002	\$175,050	\$32,962	\$180,302	\$33,951	\$185,711	\$34,969	\$191,282	\$36,018
Solid Waste Services	33.33%	\$11,229	\$3,742	\$11,565	\$3,855	\$11,912	\$3,970	\$12,270	\$4,090	\$12,638	\$4,212	\$13,017	\$4,339	\$13,407	\$4,469
Total Property Services		\$495,373	\$109,706	\$510,235	\$112,997	\$525,542	\$116,387	\$541,308	\$119,878	\$557,547	\$123,475	\$574,274	\$127,179	\$591,502	\$130,994

Table B-1
Kensington Fire Protection District
City of El Cerrito Fire Department Budget and
KFPD El Cerrito Contract Fee Projections

Description	Allocation Factor	FYE 2028		FYE 2029		FYE 2030		FYE 2031		FYE 2032		FYE 2033		FYE 2034	
		Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc	Total	KFPD Alloc
Other Services															
Telephone	20.00%	\$23,340	\$4,668	\$24,040	\$4,808	\$24,761	\$4,952	\$25,504	\$5,101	\$26,269	\$5,254	\$27,057	\$5,411	\$27,869	\$5,574
Mobile/Wireless	20.00%	\$13,792	\$2,758	\$14,205	\$2,841	\$14,632	\$2,926	\$15,071	\$3,014	\$15,523	\$3,105	\$15,988	\$3,198	\$16,468	\$3,294
Internet	33.33%	\$16,709	\$5,569	\$17,210	\$5,736	\$17,727	\$5,908	\$18,259	\$6,086	\$18,806	\$6,268	\$19,371	\$6,456	\$19,952	\$6,650
Software Licenses & Maintenance	33.33%	\$18,566	\$6,188	\$19,123	\$6,374	\$19,696	\$6,565	\$20,287	\$6,762	\$20,896	\$6,965	\$21,523	\$7,174	\$22,168	\$7,389
Legal Notices & Advertisements	25.00%	\$2,652	\$663	\$2,732	\$683	\$2,814	\$703	\$2,898	\$725	\$2,985	\$746	\$3,075	\$769	\$3,167	\$792
Printing & Binding	25.00%	\$10,609	\$2,652	\$10,927	\$2,732	\$11,255	\$2,814	\$11,593	\$2,898	\$11,941	\$2,985	\$12,299	\$3,075	\$12,668	\$3,167
Travel & Training	25.00%	\$53,045	\$13,261	\$54,636	\$13,659	\$56,275	\$14,069	\$57,964	\$14,491	\$59,703	\$14,926	\$61,494	\$15,373	\$63,339	\$15,835
Dues & Subscriptions	25.00%	\$9,548	\$2,387	\$9,835	\$2,459	\$10,130	\$2,532	\$10,433	\$2,608	\$10,746	\$2,687	\$11,069	\$2,767	\$11,401	\$2,850
Other Admin Services	25.00%	\$9,018	\$2,254	\$9,288	\$2,322	\$9,567	\$2,392	\$9,854	\$2,463	\$10,149	\$2,537	\$10,454	\$2,613	\$10,768	\$2,692
Total Other Services		\$157,278	\$40,401	\$161,997	\$41,613	\$166,857	\$42,862	\$171,862	\$44,148	\$177,018	\$45,472	\$182,329	\$46,836	\$187,799	\$48,241
Supplies															
General Office Supplies	25.00%	\$3,183	\$796	\$3,278	\$820	\$3,377	\$844	\$3,478	\$869	\$3,582	\$896	\$3,690	\$922	\$3,800	\$950
Postage & Delivery	25.00%	\$530	\$133	\$546	\$137	\$563	\$141	\$580	\$145	\$597	\$149	\$615	\$154	\$633	\$158
Photocopying	25.00%	\$106	\$27	\$109	\$27	\$113	\$28	\$116	\$29	\$119	\$30	\$123	\$31	\$127	\$32
Fuel	27.00%	\$73,594	\$19,870	\$75,801	\$20,466	\$78,075	\$21,080	\$80,418	\$21,713	\$82,830	\$22,364	\$85,315	\$23,035	\$87,875	\$23,726
Medical Supplies	30.00%	\$35,857	\$10,757	\$37,649	\$11,295	\$39,532	\$11,860	\$41,509	\$12,453	\$43,584	\$13,075	\$45,763	\$13,729	\$48,051	\$14,415
Clothing & Uniforms	33.33%	\$79,568	\$26,520	\$81,955	\$27,315	\$84,413	\$28,135	\$86,946	\$28,979	\$89,554	\$29,848	\$92,241	\$30,744	\$95,008	\$31,666
Vehicle & Equipment	25.00%	\$8,487	\$2,122	\$8,742	\$2,185	\$9,004	\$2,251	\$9,274	\$2,319	\$9,552	\$2,388	\$9,839	\$2,460	\$10,134	\$2,534
Other Building Supplies	25.00%	\$7,426	\$1,857	\$7,649	\$1,912	\$7,879	\$1,970	\$8,115	\$2,029	\$8,358	\$2,090	\$8,609	\$2,152	\$8,867	\$2,217
Building Supplies	25.00%	\$6,365	\$1,591	\$6,556	\$1,639	\$6,753	\$1,688	\$6,956	\$1,739	\$7,164	\$1,791	\$7,379	\$1,845	\$7,601	\$1,900
Total Supplies		\$215,116	\$63,672	\$222,286	\$65,797	\$229,708	\$67,997	\$237,390	\$70,274	\$245,342	\$72,631	\$253,574	\$75,072	\$262,096	\$77,598
Capital Outlay															
Improvements, Not Buildings	0.00%	\$15,914	\$0	\$16,391	\$0	\$16,883	\$0	\$17,389	\$0	\$17,911	\$0	\$18,448	\$0	\$19,002	\$0
Office Equipment	0.00%	\$8,487	\$0	\$8,742	\$0	\$9,004	\$0	\$9,274	\$0	\$9,552	\$0	\$9,839	\$0	\$10,134	\$0
Other Equipment < \$10K	0.00%	\$7,532	\$0	\$7,758	\$0	\$7,991	\$0	\$8,231	\$0	\$8,478	\$0	\$8,732	\$0	\$8,994	\$0
Other Equipment > \$10K	0.00%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay		\$31,933	\$0	\$32,891	\$0	\$33,878	\$0	\$34,894	\$0	\$35,941	\$0	\$37,019	\$0	\$38,130	\$0
Other Charges															
Licenses & Permits	25.00%	\$2,652	\$663	\$2,732	\$683	\$2,814	\$703	\$2,898	\$725	\$2,985	\$746	\$3,075	\$769	\$3,167	\$792
Total Other Charges		\$2,652	\$663	\$2,732	\$683	\$2,814	\$703	\$2,898	\$725	\$2,985	\$746	\$3,075	\$769	\$3,167	\$792
Grand Total		\$16,440,607	\$4,546,829	\$17,225,379	\$4,764,493	\$17,839,563	\$4,934,834	\$18,559,357	\$5,134,497	\$19,286,765	\$5,336,290	\$19,957,770	\$5,522,450	\$20,643,850	\$5,712,814
OVERHEAD CHARGE (9% of Personnel Accounting Adjustment)	27.75%	\$1,365,344	\$378,883	\$1,431,936	\$397,362	\$1,483,023	\$411,539	\$1,543,457	\$428,309	\$1,604,412	\$445,224	\$1,660,121	\$460,684	\$1,717,009	\$476,470
Unreconciled Contract Amount			\$4,925,712		\$5,161,855		\$5,346,373		\$5,562,806		\$5,781,515		\$5,983,134		\$6,189,284
Prior Year Reconciliation - Adjusted			\$80,000		\$80,000		\$80,000		\$80,000		\$80,000		\$80,000		\$80,000
TOTAL CONTRACT FEE			\$5,005,712		\$5,241,855		\$5,426,373		\$5,642,806		\$5,861,515		\$6,063,134		\$6,269,284
Fee Increase Over Prior Year			4.4%		4.7%		3.5%		4.0%		3.9%		3.4%		3.4%

Source: KFPD, City of El Cerrito, and Ridgeline

**Table B-2
Kensington Fire Protection District
Operating Statement Detail - District-Wide**

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
<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	\$4,525,850	\$4,783,334	\$5,264,470	\$5,492,763	\$5,685,010	\$5,883,985	\$6,089,925	\$6,303,072	\$6,523,679	\$6,752,008	\$6,988,328	\$7,232,920	\$7,486,072	\$7,748,085
<i>Prop Tax Growth Rate</i>		5.69%	10.06%	4.34%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Special Taxes	\$200,686	\$204,418	\$200,437	\$200,827	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000
Other Taxes (HOPTR)	\$24,687	\$24,612	\$24,423	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Lease Income	\$36,549	\$36,603	\$3,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Investment Income	\$32,087	\$14,188	\$153,346	\$106,445	\$232,136	\$181,979	\$210,154	\$238,310	\$264,378	\$292,525	\$322,271	\$294,761	\$324,527	\$355,860
Other Revenue	\$84,213	\$388,159	\$990	\$186	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
CERBT Disbursement	\$0	\$40,282	\$68,165	\$63,500	\$61,000	\$60,070	\$58,985	\$57,775	\$56,463	\$55,098	\$53,701	\$52,270	\$50,877	\$49,521
Total Revenue	\$4,904,072	\$5,491,596	\$5,714,880	\$5,888,721	\$6,206,145	\$6,354,094	\$6,587,185	\$6,827,343	\$7,072,771	\$7,327,950	\$7,592,688	\$7,808,410	\$8,090,010	\$8,382,075
Expenses														
<i>Office Wages & Related</i>														
Regular Wages	\$158,698	\$139,936	\$153,493	\$199,341	\$153,288	\$159,420	\$165,796	\$172,428	\$179,325	\$186,498	\$193,958	\$201,717	\$209,785	\$218,177
Vacation Wages	\$1,782	\$9,182	\$5,271	\$5,022	\$5,000	\$5,200	\$5,408	\$5,624	\$5,849	\$6,083	\$6,327	\$6,580	\$6,843	\$7,117
Medical/Dental Insurance	\$6,000	\$13,000	\$6,000	\$5,433	\$10,323	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Payroll Taxes	\$13,205	\$11,990	\$14,273	\$16,335	\$12,109	\$12,593	\$13,097	\$13,621	\$14,166	\$14,732	\$15,322	\$15,935	\$16,572	\$17,235
Workers Comp	\$1,598	\$759	\$1,760	\$3,035	\$3,156	\$3,251	\$3,348	\$3,449	\$3,552	\$3,659	\$3,768	\$3,881	\$3,998	\$4,118
Payroll Processing	\$1,870	\$1,971	\$2,436	\$2,695	\$2,803	\$2,887	\$2,974	\$3,063	\$3,155	\$3,249	\$3,347	\$3,447	\$3,551	\$3,657
Other	\$1,984	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: Office Wages & Related</i>	<i>\$185,137</i>	<i>\$176,838</i>	<i>\$183,233</i>	<i>\$231,861</i>	<i>\$186,679</i>	<i>\$195,351</i>	<i>\$202,623</i>	<i>\$210,185</i>	<i>\$218,047</i>	<i>\$226,222</i>	<i>\$234,722</i>	<i>\$243,560</i>	<i>\$252,749</i>	<i>\$262,303</i>
<i>Retiree Medical Benefits</i>														
PERS Medical	\$0	\$54,507	\$53,355	\$46,750	\$48,000	\$47,268	\$46,415	\$45,462	\$44,430	\$43,356	\$42,256	\$41,130	\$40,034	\$38,967
CalPERS Settlement	\$24,044	\$18,090	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CalPERS Repayment	\$0	(\$19,994)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Delta Dental	\$0	\$11,385	\$11,385	\$9,892	\$10,000	\$9,847	\$9,670	\$9,471	\$9,256	\$9,033	\$8,803	\$8,569	\$8,340	\$8,118
Vision Care	\$0	\$3,877	\$3,425	\$2,779	\$3,000	\$2,954	\$2,901	\$2,841	\$2,777	\$2,710	\$2,641	\$2,571	\$2,502	\$2,435
<i>Subtotal: Retiree Medical Benefits</i>	<i>\$24,044</i>	<i>\$67,865</i>	<i>\$68,165</i>	<i>\$59,421</i>	<i>\$61,000</i>	<i>\$60,070</i>	<i>\$58,985</i>	<i>\$57,775</i>	<i>\$56,463</i>	<i>\$55,098</i>	<i>\$53,701</i>	<i>\$52,270</i>	<i>\$50,877</i>	<i>\$49,521</i>
<i>Outside Professional Services</i>														
Accounting	\$0	\$37,045	\$36,895	\$49,581	\$50,000	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339	\$65,239
Actuarial Valuation	\$0	\$3,000	\$5,600	\$3,000	\$3,000	\$5,600	\$3,183	\$5,941	\$3,377	\$6,303	\$3,582	\$6,687	\$3,800	\$7,094
Audit	\$0	\$16,000	\$17,500	\$20,500	\$20,500	\$20,500	\$20,500	\$20,500	\$21,115	\$21,748	\$22,401	\$23,073	\$23,765	\$24,478
Bank Fees	\$0	\$37	\$25	\$50	\$50	\$52	\$53	\$55	\$56	\$58	\$60	\$61	\$63	\$65
County Expenses	\$34,142	\$53,644	\$56,254	\$39,520	\$41,101	\$42,334	\$43,604	\$44,912	\$46,259	\$47,647	\$49,077	\$50,549	\$52,065	\$53,627
El Cerrito Contract Fee	\$3,229,643	\$3,525,871	\$3,843,483	\$4,149,718	\$4,320,657	\$4,504,681	\$4,715,923	\$4,925,712	\$5,161,855	\$5,346,373	\$5,562,806	\$5,781,515	\$5,983,134	\$6,189,284
El Cerrito Recon	\$298,738	\$204,642	\$123,165	\$77,554	(\$42,866)	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
IT Services & Equipment	\$0	\$723	\$4,097	\$10,348	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Fire Abatement Contract	\$2,450	\$0	\$0	\$5,250	\$5,513	\$5,513	\$5,788	\$5,788	\$6,078	\$6,078	\$6,381	\$6,381	\$6,700	\$6,700
Fire Engineer Plan Review	\$0	\$688	\$2,445	\$240	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Risk Mgmt Insurance	\$64,529	\$1,159	\$919	\$21,697	\$23,866	\$24,582	\$25,320	\$26,080	\$26,862	\$27,668	\$28,498	\$29,353	\$30,233	\$31,140

**Table B-2
Kensington Fire Protection District
Operating Statement Detail - District-Wide**

Description	FYE 2021 Actual	FYE 2022 Actual	FYE 2023 Actual	FYE 2024 Projected	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
LAFCO	\$4,254	\$2,078	\$2,078	\$2,100	\$2,100	\$2,163	\$2,228	\$2,295	\$2,364	\$2,434	\$2,508	\$2,583	\$2,660	\$2,740
Legal Fees	\$168,640	\$10,595	\$15,823	\$14,347	\$12,000	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329	\$14,758	\$15,201	\$15,657
Operational Consultant	\$0	\$0	\$5,438	\$29,655	\$71,130	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334
Fiscal Consultant	\$0	\$0	\$0	\$5,248	\$19,752	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recruitment	\$0	\$0	\$30,090	\$8,706	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Temp Services	\$0	\$0	\$0	\$3,991	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Website Dev't/Maintenance	\$0	\$3,227	\$3,240	\$3,720	\$3,600	\$3,708	\$3,819	\$3,934	\$4,052	\$4,173	\$4,299	\$4,428	\$4,560	\$4,697
Wildland Vegetation Mgmt	\$6,500	\$4,000	\$6,500	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219	\$5,376
Emergency Prep Coordinator	\$0	\$100,000	\$105,200	\$106,449	\$110,935	\$114,263	\$117,691	\$121,222	\$124,858	\$128,604	\$132,462	\$136,436	\$140,529	\$144,745
Grant Writer	\$0	\$6,548	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Nixle (Everbridge) Fees	\$0	\$3,183	\$0	\$3,182	\$3,277	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Long-Term Financial Planner	\$0	\$29,194	\$0	\$2,400	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
<i>Subtotal: Professional Services</i>	<i>\$3,808,896</i>	<i>\$4,001,634</i>	<i>\$4,258,752</i>	<i>\$4,561,256</i>	<i>\$4,679,235</i>	<i>\$4,887,314</i>	<i>\$5,104,545</i>	<i>\$5,325,466</i>	<i>\$5,568,576</i>	<i>\$5,765,537</i>	<i>\$5,989,358</i>	<i>\$6,221,269</i>	<i>\$6,430,721</i>	<i>\$6,650,877</i>
Community Service Activities														
Public Education (Emergency Pre CERT Emergency Kits	\$3,100	\$17,762	\$14,094	\$10,770	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Open Houses	\$0	\$0	\$719	\$0	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Community Shredder	\$0	\$5,608	\$7,253	\$3,971	\$5,500	\$5,665	\$5,835	\$6,010	\$6,190	\$6,376	\$6,567	\$6,764	\$6,967	\$7,176
DFSC Matching Grants	\$24,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Firesafe Planning Grants	\$0	\$1,360	\$0	\$3,900	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$13,048
Community Sandbags	\$0	\$1,729	\$3,940	\$2,373	\$3,500	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057	\$4,179	\$4,305	\$4,434	\$4,567
Volunteer Appreciation	\$0	\$450	\$0	\$0	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633	\$652
Community Service - Other	\$30,950	\$0	\$0	\$0	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633	\$652
<i>Subtotal: Community Services</i>	<i>\$58,050</i>	<i>\$26,909</i>	<i>\$26,005</i>	<i>\$23,416</i>	<i>\$39,474</i>	<i>\$40,658</i>	<i>\$41,878</i>	<i>\$43,134</i>	<i>\$44,428</i>	<i>\$45,761</i>	<i>\$47,134</i>	<i>\$48,548</i>	<i>\$50,004</i>	<i>\$51,505</i>
District Activities														
Election	\$4,991	\$0	\$5,579	\$0	\$0	\$0	\$6,151	\$0	\$6,459	\$0	\$6,782	\$0	\$7,121	\$0
Equipment	\$0	\$1,697	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Maintenance	\$0	\$5,501	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Dev't	\$0	\$3,324	\$595	\$2,483	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Firefighter Apparel & PPE	\$1,187	\$0	\$1,264	\$1,500	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688	\$1,739	\$1,791	\$1,845	\$1,900	\$1,957
Firefighter's Expenses	\$0	\$9,141	\$28,582	\$5,000	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Staff Appreciation	\$1,247	\$93	\$0	\$2,500	\$2,500	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
Memberships	\$7,853	\$7,615	\$5,100	\$8,951	\$9,500	\$9,785	\$10,079	\$10,381	\$10,692	\$11,013	\$11,343	\$11,684	\$12,034	\$12,395
<i>Subtotal: District Activities</i>	<i>\$15,278</i>	<i>\$27,371</i>	<i>\$41,120</i>	<i>\$20,434</i>	<i>\$23,500</i>	<i>\$24,205</i>	<i>\$31,082</i>	<i>\$25,679</i>	<i>\$32,908</i>	<i>\$27,243</i>	<i>\$34,842</i>	<i>\$28,902</i>	<i>\$36,890</i>	<i>\$30,662</i>
Office														
Office Expenses	\$7,444	\$3,846	\$5,327	\$6,603	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219
Office Supplies	\$0	\$694	\$763	\$2,728	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Telephones	\$0	\$8,720	\$8,841	\$1,011	\$1,100	\$1,133	\$1,167	\$1,202	\$1,238	\$1,275	\$1,313	\$1,353	\$1,393	\$1,435
Internet	\$0	\$0	\$3,769	\$4,585	\$4,500	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700	\$5,871
Office Equipment	\$0	\$0	\$875	\$0	\$500	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633	\$652
Other	\$0	\$0	\$0	\$66	\$68	\$70	\$72	\$74	\$77	\$79	\$81	\$84	\$86	\$89
<i>Subtotal: Office</i>	<i>\$7,444</i>	<i>\$13,260</i>	<i>\$19,575</i>	<i>\$14,993</i>	<i>\$12,168</i>	<i>\$12,533</i>	<i>\$12,909</i>	<i>\$13,296</i>	<i>\$13,695</i>	<i>\$14,106</i>	<i>\$14,529</i>	<i>\$14,965</i>	<i>\$15,414</i>	<i>\$15,876</i>

**Table B-2
Kensington Fire Protection District
Operating Statement Detail - District-Wide**

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
Building Maintenance														
Building Maintenance	\$62,722	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Gardening Services	\$0	\$2,275	\$140	\$0	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701	\$2,782	\$2,866	\$2,952	\$3,040	\$3,131
Building Alarm	\$0	\$1,264	(\$396)	\$0	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688	\$1,739	\$1,791	\$1,845	\$1,900	\$1,957
Medical Waste Disposal	\$0	\$2,141	\$0	\$0	\$2,200	\$2,266	\$2,334	\$2,404	\$2,476	\$2,550	\$2,627	\$2,706	\$2,787	\$2,871
Janitorial Services	\$0	\$2,208	\$806	\$0	\$2,400	\$2,472	\$2,546	\$2,623	\$2,701	\$2,782	\$2,866	\$2,952	\$3,040	\$3,131
Misc Maintenance	\$0	\$6,592	\$10,393	\$2,804	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
<i>Subtotal: Building Maintenance</i>	<i>\$62,722</i>	<i>\$14,480</i>	<i>\$10,943</i>	<i>\$2,804</i>	<i>\$13,500</i>	<i>\$13,905</i>	<i>\$14,322</i>	<i>\$14,752</i>	<i>\$15,194</i>	<i>\$15,650</i>	<i>\$16,120</i>	<i>\$16,603</i>	<i>\$17,101</i>	<i>\$17,614</i>
Building Utilities / Service														
Gas & Electric	\$0	\$11,852	\$8,978	\$5,692	\$12,000	\$12,600	\$13,230	\$13,892	\$14,586	\$15,315	\$16,081	\$16,885	\$17,729	\$18,616
Water / Sewer	\$0	\$4,118	\$2,903	\$5,397	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Refuse Collection	\$0	\$0	\$2,170	\$3,171	\$3,266	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$942	\$903	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
<i>Subtotal: Utilities / Service</i>	<i>\$0</i>	<i>\$15,970</i>	<i>\$14,993</i>	<i>\$15,163</i>	<i>\$21,266</i>	<i>\$18,780</i>	<i>\$19,595</i>	<i>\$20,448</i>	<i>\$21,339</i>	<i>\$22,271</i>	<i>\$23,245</i>	<i>\$24,264</i>	<i>\$25,330</i>	<i>\$26,445</i>
Contingency	\$0	\$0	\$0	\$20,000	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$25,335	\$26,095
Total Expenses	\$4,161,571	\$4,344,327	\$4,622,788	\$4,949,348	\$5,056,822	\$5,273,416	\$5,507,158	\$5,732,590	\$5,993,161	\$6,195,075	\$6,437,532	\$6,674,978	\$6,904,421	\$7,130,899
Net Operating Surplus / (Deficit)	\$742,501	\$1,147,269	\$1,092,093	\$939,373	\$1,149,323	\$1,080,678	\$1,080,027	\$1,094,752	\$1,079,610	\$1,132,875	\$1,155,157	\$1,133,432	\$1,185,588	\$1,251,177
Debt Service														
PSB Loan	\$0	\$0	\$53,968	\$87,912	\$141,570	\$141,525	\$141,478	\$141,428	\$141,377	\$141,324	\$141,268	\$141,211	\$141,151	\$141,088
Total Debt Service	\$0	\$0	\$53,968	\$87,912	\$141,570	\$141,525	\$141,478	\$141,428	\$141,377	\$141,324	\$141,268	\$141,211	\$141,151	\$141,088
Capital Outlay														
Total Capital Outlay	\$566,845	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment & Furniture	\$0	\$315	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PSB - Temp Facilities	\$0	\$91,853	\$894,649	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PSB Renovation	\$0	\$459,433	\$1,693,642	\$5,881,093	\$700,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PSB Loan - COI	\$0	\$0	\$92,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PSB Loan Drawdown - Capital	\$0	\$0	(\$1,539,461)	(\$449,951)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PSB Loan Drawdown - Fin Costs	\$0	\$0	(\$233,880)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fleet Replacement	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,413	\$0	\$0	\$1,930,902	\$0	\$0	\$0
Total Capital Outlay	\$566,845	\$551,601	\$906,950	\$5,431,142	\$700,000	\$0	\$0	\$84,413	\$0	\$0	\$1,930,902	\$0	\$0	\$0
Change in Fund Balance	\$175,656	\$595,668	\$131,175	(\$4,579,681)	\$307,753	\$939,153	\$938,550	\$868,911	\$938,232	\$991,551	(\$917,014)	\$992,221	\$1,044,437	\$1,110,088

Source: KFPD and Ridgeline

**Table B-3
Kensington Fire Protection District
Fund Balance Detail - District-Wide**

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
General Fund														
Beginning Fund Balance	\$5,299,048	\$5,176,904	\$6,483,498	\$9,202,122	\$4,290,690	\$4,379,095	\$5,090,126	\$5,791,429	\$6,498,016	\$7,179,642	\$7,904,322	\$8,640,666	\$9,344,240	\$10,088,484
Revenues	\$4,688,709	\$5,245,446	\$5,456,619	\$5,624,394	\$5,944,145	\$6,093,024	\$6,327,200	\$6,568,568	\$6,815,308	\$7,071,851	\$7,337,988	\$7,555,140	\$7,838,133	\$8,131,555
Expenditures	(\$4,159,216)	(\$4,342,084)	(\$4,591,948)	(\$4,949,348)	(\$5,198,392)	(\$5,414,941)	(\$5,648,635)	(\$5,874,018)	(\$6,134,539)	(\$6,336,399)	(\$6,578,800)	(\$6,816,189)	(\$7,045,572)	(\$7,271,987)
Capital Outlay	(\$566,845)	(\$37,050)	(\$568,411)	(\$5,881,093)	(\$700,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers - Rolling Stock	\$0	\$0	(\$202,800)	(\$167,489)	(\$219,348)	(\$228,122)	(\$237,247)	(\$246,737)	(\$256,607)	(\$266,870)	(\$277,545)	(\$288,647)	(\$300,193)	(\$312,201)
Fund Transfers - Other	(\$84,792)	\$400,000	\$2,551,913	\$398,604	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000
Other Financing Sources	\$0	\$40,282	\$68,165	\$63,500	\$61,000	\$60,070	\$58,985	\$57,775	\$56,463	\$55,098	\$53,701	\$52,270	\$50,877	\$49,521
Accounting Adjustment	\$0	\$0	\$5,086	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance - General Fund	\$5,176,904	\$6,483,498	\$9,202,122	\$4,290,690	\$4,379,095	\$5,090,126	\$5,791,429	\$6,498,016	\$7,179,642	\$7,904,322	\$8,640,666	\$9,344,240	\$10,088,484	\$10,886,371
General Fund Balance Allocation														
EC Fire Contract Requirement	\$1,764,190	\$1,865,257	\$1,983,324	\$2,113,636	\$2,138,896	\$2,292,341	\$2,397,961	\$2,502,856	\$2,620,928	\$2,713,186	\$2,821,403	\$2,930,757	\$3,031,567	\$3,134,642
Available for General Uses	\$3,412,714	\$4,618,241	\$7,218,798	\$2,177,054	\$2,240,199	\$2,797,786	\$3,393,468	\$3,995,160	\$4,558,714	\$5,191,136	\$5,819,263	\$6,413,483	\$7,056,917	\$7,751,729
Total General Fund Balance	\$5,176,904	\$6,483,498	\$9,202,122	\$4,290,690	\$4,379,095	\$5,090,126	\$5,791,429	\$6,498,016	\$7,179,642	\$7,904,322	\$8,640,666	\$9,344,240	\$10,088,484	\$10,886,371
Special Tax Fund														
Beginning Fund Balance	\$210,805	\$409,440	\$208,191	\$197,777	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenues	\$200,842	\$200,962	\$201,363	\$200,827	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000
Expenditures	(\$2,207)	(\$2,211)	(\$2,209)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fund Transfers	\$0	(\$400,000)	(\$206,006)	(\$398,604)	(\$201,000)	(\$201,000)	(\$201,000)	(\$201,000)	(\$201,000)	(\$201,000)	(\$201,000)	(\$201,000)	(\$201,000)	(\$201,000)
Accounting Adjustment	\$0	\$0	(\$3,562)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance - Special Tax Fund	\$409,440	\$208,191	\$197,777	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Fund														
Beginning Fund Balance	\$3,722,787	\$3,821,952	\$3,312,275	\$938,002	\$1,467,530	\$1,686,878	\$1,915,000	\$2,152,247	\$2,314,571	\$2,571,178	\$2,838,048	\$1,184,691	\$1,473,338	\$1,773,531
Revenues	\$14,521	\$4,906	(\$11,266)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures	(\$148)	(\$32)	(\$28,631)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Debt Service	\$0	\$0	(\$53,968)	(\$87,912)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Outlay	\$0	(\$514,551)	(\$2,111,880)	\$0	\$0	\$0	\$0	(\$84,413)	\$0	\$0	(\$1,930,902)	\$0	\$0	\$0
Fund Transfers - Rolling Stock	\$0	\$0	\$202,800	\$167,489	\$219,348	\$228,122	\$237,247	\$246,737	\$256,607	\$266,870	\$277,545	\$288,647	\$300,193	\$312,201
Fund Transfers - Other	\$84,792	\$0	(\$2,143,107)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Financing Sources	\$0	\$0	\$1,773,341	\$449,951	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accounting Adjustment	\$0	\$0	(\$1,562)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance - Capital Fund	\$3,821,952	\$3,312,275	\$938,002	\$1,467,530	\$1,686,878	\$1,915,000	\$2,152,247	\$2,314,571	\$2,571,178	\$2,838,048	\$1,184,691	\$1,473,338	\$1,773,531	\$2,085,732
TOTAL ENDING FUND BALANCE	\$9,408,296	\$10,003,964	\$10,337,900	\$5,758,220	\$6,065,973	\$7,005,126	\$7,943,676	\$8,812,587	\$9,750,819	\$10,742,370	\$9,825,357	\$10,817,578	\$11,862,015	\$12,972,103

Source: KFPD and Ridgeline



Appendix C: Consolidated Fiscal Analysis Detail Schedules

Table C-1	Staffing Model and Financial Projections
Table C-2	Operating Statement Projections Detail - General Fund
Table C-3	Operating Statement Projections Detail - Fire Fund
Table C-4	Operating Statement Projections Detail - Police Fund
Table C-5	Operating Statement Projections Detail - Parks Fund
Table C-6	Operating Statement Projections Detail - Waste Management Fund
Table C-7	Operating Statement Projections Detail - District-Wide
Table C-8	Fund Balance Projections Detail - District-Wide

**Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections**

Position		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	\$255,840	\$260,189	\$264,612	\$269,111	\$273,686	\$278,338	\$283,070	\$287,882	\$292,776
Finance / HR Manager	n/a	\$149,760	\$152,306	\$154,895	\$157,528	\$160,206	\$162,930	\$165,700	\$168,517	\$171,381
Board Clerk	n/a	\$73,320	\$74,566	\$75,834	\$77,123	\$78,434	\$79,768	\$81,124	\$82,503	\$83,905
Admin Assistant	n/a	\$41,600	\$42,307	\$43,026	\$43,758	\$44,502	\$45,258	\$46,028	\$46,810	\$47,606
Public Safety Coordinator	n/a	\$104,000	\$105,768	\$107,566	\$109,395	\$111,254	\$113,146	\$115,069	\$117,025	\$119,015
<i>Subtotal: Administration</i>		\$624,520	\$635,137	\$645,934	\$656,915	\$668,083	\$679,440	\$690,990	\$702,737	\$714,684
Park and Recreation:										
Parks Coordinator	n/a	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
Public Services Assistant	n/a	\$43,731	\$44,474	\$45,230	\$45,999	\$46,781	\$47,577	\$48,385	\$49,208	\$50,045
<i>Subtotal: Parks and Recreation</i>		\$65,088	\$66,194	\$67,320	\$68,464	\$69,628	\$70,812	\$72,016	\$73,240	\$74,485
Police:										
Chief of Police	Classic	\$237,337	\$241,371	\$245,475	\$249,648	\$253,892	\$258,208	\$262,598	\$267,062	\$271,602
Lieutenant	PEPRA	\$176,805	\$183,556	\$188,821	\$192,031	\$195,296	\$198,616	\$201,992	\$205,426	\$208,918
Sergeant	Classic	\$142,372	\$144,792	\$147,253	\$149,757	\$152,303	\$154,892	\$157,525	\$160,203	\$162,926
Sergeant	PEPRA	\$136,896	\$142,372	\$144,792	\$147,253	\$149,757	\$152,303	\$154,892	\$157,525	\$160,203
Officer	PEPRA	\$121,430	\$123,494	\$125,594	\$127,729	\$129,900	\$132,108	\$134,354	\$136,638	\$138,961
Officer	PEPRA	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113	\$134,359
Officer	PEPRA	\$107,187	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113
Officer	PEPRA	\$107,187	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113
Officer	PEPRA	\$107,187	\$113,083	\$119,404	\$121,434	\$123,498	\$125,598	\$127,733	\$129,905	\$132,113
<i>Subtotal: Police</i>		\$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		\$2,046,279	\$2,108,651	\$2,164,240	\$2,201,032	\$2,238,449	\$2,276,503	\$2,315,203	\$2,354,562	\$2,394,589

**Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections**

Position		FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
HOLIDAY PAY - POLICE										
Sergeant	5.38%	\$7,592	\$7,820	\$8,054	\$8,296	\$8,545	\$8,801	\$9,065	\$9,337	\$9,617
Sergeant	5.38%	\$7,300	\$7,519	\$7,745	\$7,977	\$8,217	\$8,463	\$8,717	\$8,978	\$9,248
Officer	5.38%	\$6,622	\$6,821	\$7,025	\$7,236	\$7,453	\$7,677	\$7,907	\$8,144	\$8,389
Officer	5.38%	\$5,984	\$6,163	\$6,348	\$6,539	\$6,735	\$6,937	\$7,145	\$7,360	\$7,580
Officer	5.38%	\$5,634	\$5,803	\$5,978	\$6,157	\$6,342	\$6,532	\$6,728	\$6,930	\$7,138
Officer	5.38%	\$5,634	\$5,803	\$5,978	\$6,157	\$6,342	\$6,532	\$6,728	\$6,930	\$7,138
Officer	5.38%	\$5,634	\$5,803	\$5,978	\$6,157	\$6,342	\$6,532	\$6,728	\$6,930	\$7,138
Officer	5.38%	\$2,817	\$2,902	\$2,989	\$3,078	\$3,171	\$3,266	\$3,364	\$3,465	\$3,569
TOTAL: HOLIDAY PAY - POLICE		\$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	\$5,304	\$5,507	\$5,665	\$5,761	\$5,859	\$5,958	\$6,060	\$6,163	\$6,268
Sergeant	Masters	\$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
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer	BA	\$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
Officer		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer	BA	\$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
TOTAL: EDUCATION INCENTIVE PROGRAM		\$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	\$14,237	\$14,479	\$14,725	\$14,976	\$15,230	\$15,489	\$15,752	\$16,020	\$16,293
Sergeant	Advanced	\$13,690	\$14,237	\$14,479	\$14,725	\$14,976	\$15,230	\$15,489	\$15,752	\$16,020
TOTAL: POST INCENTIVE PAY		\$27,927	\$28,716	\$29,205	\$29,701	\$30,206	\$30,719	\$31,242	\$31,773	\$32,313

Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections

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

Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections

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

Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections

Position	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
TOTAL BUDGETED SALARIES									
Administration:									
General Manager	\$255,840	\$260,189	\$264,612	\$269,111	\$273,686	\$278,338	\$283,070	\$287,882	\$292,776
Finance / HR Manager	\$149,760	\$152,306	\$154,895	\$157,528	\$160,206	\$162,930	\$165,700	\$168,517	\$171,381
Board Clerk	\$73,320	\$74,566	\$75,834	\$77,123	\$78,434	\$79,768	\$81,124	\$82,503	\$83,905
Admin Assistant	\$41,600	\$42,307	\$43,026	\$43,758	\$44,502	\$45,258	\$46,028	\$46,810	\$47,606
Public Safety Coordinator	\$104,000	\$105,768	\$107,566	\$109,395	\$111,254	\$113,146	\$115,069	\$117,025	\$119,015
<i>Subtotal: Administration</i>	<i>\$624,520</i>	<i>\$635,137</i>	<i>\$645,934</i>	<i>\$656,915</i>	<i>\$668,083</i>	<i>\$679,440</i>	<i>\$690,990</i>	<i>\$702,737</i>	<i>\$714,684</i>
Park and Recreation:									
Parks Coordinator	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
Public Services Assistant	\$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>\$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	\$237,837	\$241,886	\$246,005	\$250,194	\$254,455	\$258,788	\$263,195	\$267,677	\$272,235
Lieutenant	\$193,217	\$200,591	\$206,346	\$209,860	\$213,435	\$217,071	\$220,769	\$224,529	\$228,354
Sergeant	\$181,835	\$185,182	\$186,541	\$189,824	\$196,973	\$200,440	\$203,970	\$207,563	\$211,221
Sergeant	\$167,690	\$174,256	\$177,425	\$178,515	\$181,660	\$184,863	\$188,123	\$191,442	\$194,821
Officer	\$140,952	\$143,652	\$146,353	\$148,968	\$154,878	\$157,646	\$160,464	\$163,334	\$166,258
Officer	\$131,192	\$138,205	\$140,806	\$143,317	\$145,875	\$148,480	\$151,133	\$153,835	\$156,586
Officer	\$124,686	\$129,136	\$135,976	\$138,401	\$140,870	\$143,385	\$145,946	\$148,554	\$151,211
Officer	\$124,686	\$131,136	\$135,976	\$138,401	\$140,870	\$143,385	\$145,946	\$148,554	\$151,211
Officer	\$124,770	\$131,276	\$136,179	\$138,579	\$141,022	\$143,509	\$146,041	\$148,619	\$151,243
Officer	\$117,809	\$124,112	\$130,802	\$133,071	\$135,381	\$137,731	\$140,122	\$142,556	\$145,032
<i>Subtotal: Police</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	\$2,234,280	\$2,300,763	\$2,355,663	\$2,394,509	\$2,443,130	\$2,485,548	\$2,528,713	\$2,572,640	\$2,617,341

**Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections**

Position	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
PERS ELIGIBLE SALARY									
Chief of Police	\$237,337	\$241,371	\$245,475	\$249,648	\$253,892	\$258,208	\$262,598	\$267,062	\$271,602
Lieutenant	\$192,717	\$200,076	\$205,815	\$209,314	\$212,872	\$216,491	\$220,171	\$223,914	\$227,721
Sergeant	\$172,031	\$175,054	\$178,132	\$181,265	\$188,262	\$191,573	\$194,944	\$198,376	\$201,870
Sergeant	\$157,886	\$164,128	\$167,016	\$169,956	\$172,949	\$175,996	\$179,098	\$182,256	\$185,471
Officer	\$131,088	\$133,402	\$135,759	\$138,158	\$143,848	\$146,391	\$148,979	\$151,614	\$154,298
Officer	\$121,328	\$127,956	\$130,211	\$132,507	\$134,845	\$137,225	\$139,648	\$142,115	\$144,626
Officer	\$112,822	\$118,886	\$125,382	\$127,591	\$129,840	\$132,130	\$134,461	\$136,834	\$139,250
Officer	\$112,822	\$118,886	\$125,382	\$127,591	\$129,840	\$132,130	\$134,461	\$136,834	\$139,250
Officer	\$114,966	\$121,148	\$127,770	\$130,020	\$132,310	\$134,642	\$137,016	\$139,432	\$141,893
Officer	\$110,005	\$115,984	\$122,393	\$124,513	\$126,669	\$128,864	\$131,097	\$133,369	\$135,682
TOTAL: PERS ELIGIBLE SALARY	\$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	27.38%	27.43%	27.48%	27.53%	27.58%	27.63%	27.68%	27.73%	27.78%
PEPRA	13.99%	14.04%	14.09%	14.14%	14.19%	14.24%	14.29%	14.34%	14.39%
Chief of Police	\$64,983	\$66,208	\$67,456	\$68,728	\$70,023	\$71,343	\$72,687	\$74,056	\$75,451
Lieutenant	\$26,961	\$28,091	\$28,999	\$29,597	\$30,207	\$30,828	\$31,463	\$32,109	\$32,769
Sergeant	\$47,102	\$48,017	\$48,951	\$49,902	\$51,923	\$52,932	\$53,961	\$55,010	\$56,079
Sergeant	\$22,088	\$23,044	\$23,533	\$24,032	\$24,541	\$25,062	\$25,593	\$26,135	\$26,689
Officer	\$18,339	\$18,730	\$19,128	\$19,536	\$20,412	\$20,846	\$21,289	\$21,742	\$22,203
Officer	\$16,974	\$17,965	\$18,347	\$18,737	\$19,134	\$19,541	\$19,956	\$20,379	\$20,812
Officer	\$15,784	\$16,692	\$17,666	\$18,041	\$18,424	\$18,815	\$19,214	\$19,622	\$20,038
Officer	\$15,784	\$16,692	\$17,666	\$18,041	\$18,424	\$18,815	\$19,214	\$19,622	\$20,038
Officer	\$16,084	\$17,009	\$18,003	\$18,385	\$18,775	\$19,173	\$19,580	\$19,995	\$20,418
Officer	\$15,390	\$16,284	\$17,245	\$17,606	\$17,974	\$18,350	\$18,734	\$19,125	\$19,525
TOTAL: PERS CONTRIBUTION	\$259,488	\$268,731	\$276,995	\$282,605	\$289,838	\$295,705	\$301,690	\$307,795	\$314,023

**Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections**

Position	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
FICA - SOCIAL SECURITY	\$165,006	\$169,956	\$175,055	\$180,307	\$185,716	\$191,287	\$197,026	\$202,937	\$209,025
Administration:	6.20%								
General Manager	\$10,230	\$10,537	\$10,853	\$11,179	\$11,514	\$11,860	\$12,216	\$12,582	\$12,960
Finance / HR Manager	\$9,285	\$9,443	\$9,603	\$9,767	\$9,933	\$10,102	\$10,273	\$10,448	\$10,626
Board Clerk	\$4,546	\$4,623	\$4,702	\$4,782	\$4,863	\$4,946	\$5,030	\$5,115	\$5,202
Admin Assistant	\$2,579	\$2,623	\$2,668	\$2,713	\$2,759	\$2,806	\$2,854	\$2,902	\$2,952
Public Safety Coordinator	\$6,448	\$6,558	\$6,669	\$6,782	\$6,898	\$7,015	\$7,134	\$7,256	\$7,379
<i>Subtotal: Administration</i>	<i>\$33,089</i>	<i>\$33,784</i>	<i>\$34,495</i>	<i>\$35,223</i>	<i>\$35,967</i>	<i>\$36,728</i>	<i>\$37,507</i>	<i>\$38,303</i>	<i>\$39,118</i>
Park and Recreation:									
Parks Coordinator	\$1,324	\$1,347	\$1,370	\$1,393	\$1,416	\$1,441	\$1,465	\$1,490	\$1,515
Public Services Assistant	\$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>\$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	\$37,124	\$37,888	\$38,669	\$39,468	\$40,284	\$41,118	\$41,972	\$42,844	\$43,736
FICA - MEDICARE	1.45%								
Administration:									
General Manager	\$3,710	\$3,773	\$3,837	\$3,902	\$3,968	\$4,036	\$4,105	\$4,174	\$4,245
Finance / HR Manager	\$2,172	\$2,208	\$2,246	\$2,284	\$2,323	\$2,362	\$2,403	\$2,443	\$2,485
Board Clerk	\$1,063	\$1,081	\$1,100	\$1,118	\$1,137	\$1,157	\$1,176	\$1,196	\$1,217
Admin Assistant	\$603	\$613	\$624	\$634	\$645	\$656	\$667	\$679	\$690
Public Safety Coordinator	\$1,508	\$1,534	\$1,560	\$1,586	\$1,613	\$1,641	\$1,669	\$1,697	\$1,726
<i>Subtotal: Administration</i>	<i>\$9,056</i>	<i>\$9,209</i>	<i>\$9,366</i>	<i>\$9,525</i>	<i>\$9,687</i>	<i>\$9,852</i>	<i>\$10,019</i>	<i>\$10,190</i>	<i>\$10,363</i>
Park and Recreation:									
Parks Coordinator	\$310	\$315	\$320	\$326	\$331	\$337	\$343	\$348	\$354
Public Services Assistant	\$634	\$645	\$656	\$667	\$678	\$690	\$702	\$714	\$726
<i>Subtotal: Parks and Recreation</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	\$3,449	\$3,507	\$3,567	\$3,628	\$3,690	\$3,752	\$3,816	\$3,881	\$3,947
Lieutenant	\$2,802	\$2,909	\$2,992	\$3,043	\$3,095	\$3,148	\$3,201	\$3,256	\$3,311
Sergeant	\$2,637	\$2,685	\$2,705	\$2,752	\$2,856	\$2,906	\$2,958	\$3,010	\$3,063
Sergeant	\$2,431	\$2,527	\$2,573	\$2,588	\$2,634	\$2,681	\$2,728	\$2,776	\$2,825
Officer	\$2,044	\$2,083	\$2,122	\$2,160	\$2,246	\$2,286	\$2,327	\$2,368	\$2,411
Officer	\$1,902	\$2,004	\$2,042	\$2,078	\$2,115	\$2,153	\$2,191	\$2,231	\$2,271
Officer	\$1,808	\$1,872	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,808	\$1,901	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,809	\$1,903	\$1,975	\$2,009	\$2,045	\$2,081	\$2,118	\$2,155	\$2,193
Officer	\$1,708	\$1,800	\$1,897	\$1,930	\$1,963	\$1,997	\$2,032	\$2,067	\$2,103
<i>Subtotal: Police</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	\$32,397	\$33,361	\$34,157	\$34,720	\$35,425	\$36,040	\$36,666	\$37,303	\$37,951

Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections

Position	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
TOTAL TAXES									
Administration:									
General Manager	\$13,940	\$14,310	\$14,690	\$15,081	\$15,483	\$15,896	\$16,320	\$16,756	\$17,205
Finance / HR Manager	\$11,457	\$11,651	\$11,849	\$12,051	\$12,256	\$12,464	\$12,676	\$12,892	\$13,111
Board Clerk	\$5,609	\$5,704	\$5,801	\$5,900	\$6,000	\$6,102	\$6,206	\$6,311	\$6,419
Admin Assistant	\$3,182	\$3,237	\$3,292	\$3,347	\$3,404	\$3,462	\$3,521	\$3,581	\$3,642
Public Safety Coordinator	\$7,956	\$8,091	\$8,229	\$8,369	\$8,511	\$8,656	\$8,803	\$8,952	\$9,105
<i>Subtotal: Administration</i>	<i>\$42,144</i>	<i>\$42,994</i>	<i>\$43,861</i>	<i>\$44,748</i>	<i>\$45,654</i>	<i>\$46,580</i>	<i>\$47,526</i>	<i>\$48,493</i>	<i>\$49,481</i>
Park and Recreation:									
Parks Coordinator	\$1,634	\$1,662	\$1,690	\$1,719	\$1,748	\$1,777	\$1,808	\$1,838	\$1,870
Public Services Assistant	\$3,345	\$3,402	\$3,460	\$3,519	\$3,579	\$3,640	\$3,701	\$3,764	\$3,828
<i>Subtotal: Parks and Recreation</i>	<i>\$4,979</i>	<i>\$5,064</i>	<i>\$5,150</i>	<i>\$5,238</i>	<i>\$5,327</i>	<i>\$5,417</i>	<i>\$5,509</i>	<i>\$5,603</i>	<i>\$5,698</i>
Police:									
Chief of Police	\$3,449	\$3,507	\$3,567	\$3,628	\$3,690	\$3,752	\$3,816	\$3,881	\$3,947
Lieutenant	\$2,802	\$2,909	\$2,992	\$3,043	\$3,095	\$3,148	\$3,201	\$3,256	\$3,311
Sergeant	\$2,637	\$2,685	\$2,705	\$2,752	\$2,856	\$2,906	\$2,958	\$3,010	\$3,063
Sergeant	\$2,431	\$2,527	\$2,573	\$2,588	\$2,634	\$2,681	\$2,728	\$2,776	\$2,825
Officer	\$2,044	\$2,083	\$2,122	\$2,160	\$2,246	\$2,286	\$2,327	\$2,368	\$2,411
Officer	\$1,902	\$2,004	\$2,042	\$2,078	\$2,115	\$2,153	\$2,191	\$2,231	\$2,271
Officer	\$1,808	\$1,872	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,808	\$1,901	\$1,972	\$2,007	\$2,043	\$2,079	\$2,116	\$2,154	\$2,193
Officer	\$1,809	\$1,903	\$1,975	\$2,009	\$2,045	\$2,081	\$2,118	\$2,155	\$2,193
Officer	\$1,708	\$1,800	\$1,897	\$1,930	\$1,963	\$1,997	\$2,032	\$2,067	\$2,103
<i>Subtotal: Police</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: TAXES	\$69,521	\$71,249	\$72,826	\$74,188	\$75,709	\$77,159	\$78,638	\$80,147	\$81,687

**Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections**

Position		FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
MEDICAL, DENTAL AND VISION BENEFITS										
Administration:										
General Manager		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Finance / HR Manager		\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Public Safety Coordinator		\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
<i>Subtotal: Administration</i>		<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>
Police:										
Single	\$12,496.68									
Couple	\$24,542.56									
Family	\$32,289.10									
<i>Medical Cost Inflation</i>		<i>5.00%</i>	<i>5.00%</i>	<i>5.00%</i>	<i>5.00%</i>	<i>5.00%</i>	<i>5.00%</i>	<i>5.00%</i>	<i>5.00%</i>	<i>5.00%</i>
Chief of Police	Couple	\$25,770	\$27,058	\$28,411	\$29,832	\$31,323	\$32,889	\$34,534	\$36,261	\$38,074
Lieutenant	Family	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Sergeant	Family	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Sergeant	Family	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Officer	Couple	\$25,770	\$27,058	\$28,411	\$29,832	\$31,323	\$32,889	\$34,534	\$36,261	\$38,074
Officer	Single	\$13,122	\$13,778	\$14,466	\$15,190	\$15,949	\$16,747	\$17,584	\$18,463	\$19,386
Officer	Couple	\$25,770	\$27,058	\$28,411	\$29,832	\$31,323	\$32,889	\$34,534	\$36,261	\$38,074
Officer	Single	\$13,122	\$13,778	\$14,466	\$15,190	\$15,949	\$16,747	\$17,584	\$18,463	\$19,386
Officer	Family	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
Officer	Family	\$33,904	\$35,599	\$37,379	\$39,248	\$41,210	\$43,270	\$45,434	\$47,706	\$50,091
<i>Subtotal: Police</i>		<i>\$273,070</i>	<i>\$286,723</i>	<i>\$301,060</i>	<i>\$316,112</i>	<i>\$331,918</i>	<i>\$348,514</i>	<i>\$365,940</i>	<i>\$384,237</i>	<i>\$403,449</i>
TOTAL: MEDICAL BENEFITS		\$317,070	\$330,723	\$345,060	\$360,112	\$375,918	\$392,514	\$409,940	\$428,237	\$447,449
LIFE INSURANCE										
	\$231.24									
Chief of Police		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Lieutenant		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Sergeant		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Sergeant		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
Officer		\$238	\$245	\$253	\$260	\$268	\$276	\$284	\$293	\$302
TOTAL: LIFE INSURANCE		\$2,382	\$2,453	\$2,527	\$2,603	\$2,681	\$2,761	\$2,844	\$2,929	\$3,017

**Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections**

Position	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
DISABILITY	\$384.00								
Chief of Police	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Lieutenant	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Sergeant	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Sergeant	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
Officer	\$396	\$407	\$420	\$432	\$445	\$459	\$472	\$486	\$501
TOTAL: DISABILITY	\$3,955	\$4,074	\$4,196	\$4,322	\$4,452	\$4,585	\$4,723	\$4,864	\$5,010
TOTAL BENEFITS									
Administration:									
General Manager	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Finance / HR Manager	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Public Safety Coordinator	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
<i>Subtotal: Administration</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>	<i>\$44,000</i>
Police:									
Chief of Police	\$26,403	\$27,711	\$29,083	\$30,524	\$32,036	\$33,624	\$35,291	\$37,040	\$38,876
Lieutenant	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Sergeant	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Sergeant	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Officer	\$26,403	\$27,711	\$29,083	\$30,524	\$32,036	\$33,624	\$35,291	\$37,040	\$38,876
Officer	\$13,755	\$14,430	\$15,139	\$15,882	\$16,663	\$17,481	\$18,341	\$19,243	\$20,189
Officer	\$26,403	\$27,711	\$29,083	\$30,524	\$32,036	\$33,624	\$35,291	\$37,040	\$38,876
Officer	\$13,755	\$14,430	\$15,139	\$15,882	\$16,663	\$17,481	\$18,341	\$19,243	\$20,189
Officer	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
Officer	\$34,537	\$36,251	\$38,051	\$39,940	\$41,923	\$44,005	\$46,191	\$48,485	\$50,894
<i>Subtotal: Police</i>	<i>\$279,407</i>	<i>\$293,250</i>	<i>\$307,782</i>	<i>\$323,037</i>	<i>\$339,050</i>	<i>\$355,860</i>	<i>\$373,506</i>	<i>\$392,030</i>	<i>\$411,476</i>
TOTAL: TOTAL BENEFITS	\$323,407	\$337,250	\$351,782	\$367,037	\$383,050	\$399,860	\$417,506	\$436,030	\$455,476

Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections

Position	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
TOTAL STAFFING COST									
Administration:									
General Manager	\$289,780	\$294,499	\$299,303	\$304,192	\$309,169	\$314,234	\$319,390	\$324,639	\$329,981
Finance / HR Manager	\$173,217	\$175,957	\$178,745	\$181,579	\$184,462	\$187,394	\$190,376	\$193,408	\$196,492
Board Clerk	\$78,929	\$80,271	\$81,635	\$83,023	\$84,435	\$85,870	\$87,330	\$88,814	\$90,324
Admin Assistant	\$44,782	\$45,544	\$46,318	\$47,105	\$47,906	\$48,721	\$49,549	\$50,391	\$51,248
Public Safety Coordinator	\$123,956	\$125,859	\$127,795	\$129,763	\$131,765	\$133,801	\$135,872	\$137,978	\$140,119
<i>Subtotal: Administration</i>	<i>\$710,664</i>	<i>\$722,130</i>	<i>\$733,796</i>	<i>\$745,663</i>	<i>\$757,737</i>	<i>\$770,020</i>	<i>\$782,517</i>	<i>\$795,230</i>	<i>\$808,165</i>
Park and Recreation:									
Parks Coordinator	\$22,991	\$23,382	\$23,779	\$24,183	\$24,595	\$25,013	\$25,438	\$25,870	\$26,310
Public Services Assistant	\$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>\$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	\$332,672	\$339,313	\$346,112	\$353,074	\$360,204	\$367,507	\$374,988	\$382,654	\$390,510
Lieutenant	\$257,517	\$267,841	\$276,388	\$282,440	\$288,660	\$295,052	\$301,623	\$308,379	\$315,328
Sergeant	\$266,111	\$272,136	\$276,247	\$282,418	\$293,675	\$300,283	\$307,078	\$314,067	\$321,256
Sergeant	\$226,747	\$236,078	\$241,581	\$245,075	\$250,759	\$256,610	\$262,635	\$268,839	\$275,229
Officer	\$187,738	\$192,175	\$196,687	\$201,188	\$209,573	\$214,401	\$219,370	\$224,484	\$229,748
Officer	\$163,823	\$172,605	\$176,333	\$180,014	\$183,787	\$187,655	\$191,621	\$195,687	\$199,858
Officer	\$168,681	\$175,411	\$184,698	\$188,973	\$193,374	\$197,903	\$202,567	\$207,370	\$212,318
Officer	\$156,033	\$164,159	\$170,753	\$174,331	\$178,000	\$181,761	\$185,617	\$189,573	\$193,630
Officer	\$177,200	\$186,440	\$194,207	\$198,913	\$203,764	\$208,768	\$213,929	\$219,253	\$224,748
Officer	\$169,444	\$178,447	\$187,995	\$192,547	\$197,241	\$202,083	\$207,078	\$212,233	\$217,554
<i>Subtotal: Police</i>	<i>\$2,105,965</i>	<i>\$2,184,605</i>	<i>\$2,251,001</i>	<i>\$2,298,974</i>	<i>\$2,359,036</i>	<i>\$2,412,023</i>	<i>\$2,466,506</i>	<i>\$2,522,540</i>	<i>\$2,580,180</i>
TOTAL: TOTAL STAFFING COST	\$2,886,696	\$2,977,993	\$3,057,266	\$3,118,339	\$3,191,728	\$3,258,272	\$3,326,548	\$3,396,613	\$3,468,528

**Table C-1
Kensington Consolidated District
Staffing Model and Financial Projections**

Position		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	2,080	\$139.32	\$141.59	\$143.90	\$146.25	\$148.64	\$151.07	\$153.55	\$156.08	\$158.64
Finance / HR Manager	2,080	\$83.28	\$84.59	\$85.93	\$87.30	\$88.68	\$90.09	\$91.53	\$92.98	\$94.47
Board Clerk	1,560	\$50.60	\$51.46	\$52.33	\$53.22	\$54.12	\$55.04	\$55.98	\$56.93	\$57.90
Admin Assistant	1,040	\$43.06	\$43.79	\$44.54	\$45.29	\$46.06	\$46.85	\$47.64	\$48.45	\$49.28
Public Safety Coordinator	2,080	\$59.59	\$60.51	\$61.44	\$62.39	\$63.35	\$64.33	\$65.32	\$66.34	\$67.37
Park and Recreation:										
Parks Coordinator	750	\$30.65	\$31.18	\$31.71	\$32.24	\$32.79	\$33.35	\$33.92	\$34.49	\$35.08
Public Services Assistant	1,500	\$31.38	\$31.92	\$32.46	\$33.01	\$33.57	\$34.14	\$34.72	\$35.31	\$35.92
Police:										
Chief of Police	2,080	\$159.94	\$163.13	\$166.40	\$169.75	\$173.17	\$176.69	\$180.28	\$183.97	\$187.75
Lieutenant	2,080	\$123.81	\$128.77	\$132.88	\$135.79	\$138.78	\$141.85	\$145.01	\$148.26	\$151.60
Sergeant	2,080	\$127.94	\$130.83	\$132.81	\$135.78	\$141.19	\$144.37	\$147.63	\$150.99	\$154.45
Sergeant	2,080	\$109.01	\$113.50	\$116.14	\$117.82	\$120.56	\$123.37	\$126.27	\$129.25	\$132.32
Officer	2,080	\$90.26	\$92.39	\$94.56	\$96.72	\$100.76	\$103.08	\$105.47	\$107.93	\$110.46
Officer	2,080	\$78.76	\$82.98	\$84.78	\$86.55	\$88.36	\$90.22	\$92.13	\$94.08	\$96.09
Officer	2,080	\$81.10	\$84.33	\$88.80	\$90.85	\$92.97	\$95.15	\$97.39	\$99.70	\$102.08
Officer	2,080	\$75.02	\$78.92	\$82.09	\$83.81	\$85.58	\$87.38	\$89.24	\$91.14	\$93.09
Officer	2,080	\$85.19	\$89.63	\$93.37	\$95.63	\$97.96	\$100.37	\$102.85	\$105.41	\$108.05
Officer	2,080	\$81.46	\$85.79	\$90.38	\$92.57	\$94.83	\$97.16	\$99.56	\$102.04	\$104.59

Source: KPPCSD, KFPD, and Ridgeline

Table C-2
Kensington Consolidated District
Operating Statement Projections Detail - General Fund

Description	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									
Property Taxes	\$8,494,255	\$8,791,554	\$9,099,258	\$9,417,732	\$9,747,353	\$10,088,510	\$10,441,608	\$10,807,065	\$11,185,312
Other Taxes (HOPTR)	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Interest Income	\$278,432	\$305,522	\$333,931	\$359,499	\$388,885	\$421,780	\$397,820	\$433,802	\$472,728
Other Revenues	\$22,060	\$22,722	\$23,403	\$24,106	\$24,829	\$25,574	\$26,341	\$27,131	\$27,945
Waste Mgmt Fund Contribution	\$30,619	\$31,767	\$32,086	\$33,297	\$33,628	\$34,907	\$35,251	\$36,600	\$36,958
Total Revenue	\$8,850,366	\$9,176,565	\$9,513,679	\$9,859,634	\$10,219,695	\$10,595,771	\$10,926,020	\$11,329,597	\$11,747,943
Expenses									
Office Wages & Related									
Salaries	\$624,520	\$635,137	\$645,934	\$656,915	\$668,083	\$679,440	\$690,990	\$702,737	\$714,684
Medical/Dental Benefits	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000	\$44,000
Payroll Taxes	\$42,144	\$42,994	\$43,861	\$44,748	\$45,654	\$46,580	\$47,526	\$48,493	\$49,481
Workers Comp	\$6,341	\$6,531	\$6,727	\$6,929	\$7,136	\$7,351	\$7,571	\$7,798	\$8,032
Payroll Processing & Related	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
<i>Subtotal: Office Wages & Related</i>	<i>\$732,455</i>	<i>\$744,575</i>	<i>\$756,913</i>	<i>\$769,474</i>	<i>\$782,262</i>	<i>\$795,281</i>	<i>\$808,536</i>	<i>\$822,030</i>	<i>\$835,768</i>
Outside Professional Services									
Audit	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003
Actuarial Valuation	\$8,000	\$4,800	\$8,487	\$5,092	\$9,004	\$5,402	\$9,552	\$5,731	\$10,134
Bank Fees	\$52	\$53	\$55	\$56	\$58	\$60	\$61	\$63	\$65
County Expenses	\$68,084	\$70,126	\$72,230	\$74,397	\$76,629	\$78,928	\$81,296	\$83,735	\$86,247
IT Services & Equipment	\$14,935	\$15,383	\$15,845	\$16,320	\$16,809	\$17,314	\$17,833	\$18,368	\$18,919
Risk Mgmt Insurance	\$81,232	\$83,669	\$86,180	\$88,765	\$91,428	\$94,171	\$96,996	\$99,906	\$102,903
LAFCO	\$4,223	\$4,350	\$4,480	\$4,615	\$4,753	\$4,896	\$5,042	\$5,194	\$5,350
Legal Fees	\$62,360	\$64,231	\$66,158	\$68,142	\$70,187	\$72,292	\$74,461	\$76,695	\$78,996
Professional Services	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Website Dev't/Maintenance	\$3,708	\$3,819	\$3,934	\$4,052	\$4,173	\$4,299	\$4,428	\$4,560	\$4,697
Long-Term Financial Planner	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
<i>Subtotal: Professional Services</i>	<i>\$300,169</i>	<i>\$304,984</i>	<i>\$316,927</i>	<i>\$322,035</i>	<i>\$334,705</i>	<i>\$340,124</i>	<i>\$353,566</i>	<i>\$359,315</i>	<i>\$373,576</i>

Table C-2
Kensington Consolidated District
Operating Statement Projections Detail - General Fund

Description	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
Community Service Activities									
Public Education (Emergency Prep)	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
CERT Emergency Kits	\$2,548	\$2,625	\$2,703	\$2,785	\$2,868	\$2,954	\$3,043	\$3,134	\$3,228
Open Houses	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Community Shredder	\$5,665	\$5,835	\$6,010	\$6,190	\$6,376	\$6,567	\$6,764	\$6,967	\$7,176
Firesafe Planning Grants	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$13,048
Community Sandbags	\$3,605	\$3,713	\$3,825	\$3,939	\$4,057	\$4,179	\$4,305	\$4,434	\$4,567
Volunteer Appreciation	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633	\$652
Community Service - Other	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633	\$652
<i>Subtotal: Community Services</i>	<i>\$40,658</i>	<i>\$41,878</i>	<i>\$43,134</i>	<i>\$44,428</i>	<i>\$45,761</i>	<i>\$47,134</i>	<i>\$48,548</i>	<i>\$50,004</i>	<i>\$51,505</i>
District Activities									
Election	\$0	\$8,487	\$0	\$9,004	\$0	\$9,552	\$0	\$10,134	\$0
Board Professional Dev't	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668
Training and Travel Admin	\$15,450	\$3,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690
Staff Appreciation	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
Memberships / Dues / Subscriptions	\$15,000	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002
<i>Subtotal: District Activities</i>	<i>\$43,025</i>	<i>\$39,889</i>	<i>\$32,344</i>	<i>\$42,319</i>	<i>\$34,314</i>	<i>\$44,896</i>	<i>\$36,404</i>	<i>\$47,630</i>	<i>\$38,621</i>
Office									
Office Expenses	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219
Office Supplies	\$6,560	\$6,757	\$6,960	\$7,168	\$7,383	\$7,605	\$7,833	\$8,068	\$8,310
Telephones	\$1,133	\$1,167	\$1,202	\$1,238	\$1,275	\$1,313	\$1,353	\$1,393	\$1,435
Internet	\$4,635	\$4,774	\$4,917	\$5,065	\$5,217	\$5,373	\$5,534	\$5,700	\$5,871
Office Equipment	\$515	\$530	\$546	\$563	\$580	\$597	\$615	\$633	\$652
Postage	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
Mileage Reimbursement	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
Copier Contract	\$4,000	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067
Other	\$5,220	\$5,377	\$5,538	\$5,704	\$5,875	\$6,051	\$6,233	\$6,420	\$6,613
<i>Subtotal: Office</i>	<i>\$29,788</i>	<i>\$30,682</i>	<i>\$31,602</i>	<i>\$32,550</i>	<i>\$33,527</i>	<i>\$34,533</i>	<i>\$35,568</i>	<i>\$36,636</i>	<i>\$37,735</i>
Building Maintenance									
Gardening Services	\$2,472	\$2,546	\$2,623	\$2,701	\$2,782	\$2,866	\$2,952	\$3,040	\$3,131
Building Alarm	\$1,545	\$1,591	\$1,639	\$1,688	\$1,739	\$1,791	\$1,845	\$1,900	\$1,957
Medical Waste Disposal	\$2,266	\$2,334	\$2,404	\$2,476	\$2,550	\$2,627	\$2,706	\$2,787	\$2,871
Janitorial Services	\$2,472	\$2,546	\$2,623	\$2,701	\$2,782	\$2,866	\$2,952	\$3,040	\$3,131
Misc Maintenance	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
<i>Subtotal: Building Maintenance</i>	<i>\$13,905</i>	<i>\$14,322</i>	<i>\$14,752</i>	<i>\$15,194</i>	<i>\$15,650</i>	<i>\$16,120</i>	<i>\$16,603</i>	<i>\$17,101</i>	<i>\$17,614</i>

Table C-2
Kensington Consolidated District
Operating Statement Projections Detail - General Fund

Description	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
Building Utilities / Service									
Gas & Electric	\$12,600	\$13,230	\$13,892	\$14,586	\$15,315	\$16,081	\$16,885	\$17,729	\$18,616
Water / Sewer	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Other	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
<i>Subtotal: Utilities / Service</i>	\$18,780	\$19,595	\$20,448	\$21,339	\$22,271	\$23,245	\$24,264	\$25,330	\$26,445
Contingency	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$25,335	\$26,095
Total Expenses	\$1,199,380	\$1,217,143	\$1,237,975	\$1,269,850	\$1,291,676	\$1,325,214	\$1,348,087	\$1,383,382	\$1,407,358
Cash Flow Before Capital Outlay and DS	\$7,650,986	\$7,959,421	\$8,275,704	\$8,589,784	\$8,928,019	\$9,270,557	\$9,577,932	\$9,946,215	\$10,340,584
Capital Outlay									
Office Furniture / Equipment	\$1,000	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267
Computer Equipment	\$2,000	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534
A/V Equipment	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$33,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Cash Flow Before Debt Service	\$7,617,986	\$7,956,331	\$8,272,521	\$8,586,506	\$8,924,643	\$9,267,079	\$9,574,350	\$9,942,525	\$10,336,784
Debt Service									
PSB Loan	\$141,525	\$141,478	\$141,428	\$141,377	\$141,324	\$141,268	\$141,211	\$141,151	\$141,088
Total Debt Service	\$141,525	\$141,478	\$141,428	\$141,377	\$141,324	\$141,268	\$141,211	\$141,151	\$141,088
Net Cash Flow	\$7,476,461	\$7,814,854	\$8,131,093	\$8,445,128	\$8,783,319	\$9,125,810	\$9,433,140	\$9,801,374	\$10,195,695

Source: KPPCSD, KFPD, and Ridgeline

Table C-3
Kensington Consolidated District
Operating Statement Projections Detail - Fire Fund

Description	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									
Special Tax-Fire	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000	\$201,000
CERBT Disbursement	\$60,070	\$58,985	\$57,775	\$56,463	\$55,098	\$53,701	\$52,270	\$50,877	\$49,521
Total Revenue	\$261,070	\$259,985	\$258,775	\$257,463	\$256,098	\$254,701	\$253,270	\$251,877	\$250,521
Expenses									
El Cerrito Contract Fee	\$4,504,681	\$4,715,923	\$4,925,712	\$5,161,855	\$5,346,373	\$5,562,806	\$5,781,515	\$5,983,134	\$6,189,284
El Cerrito Recon	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000
PERS Medical	\$47,268	\$46,415	\$45,462	\$44,430	\$43,356	\$42,256	\$41,130	\$40,034	\$38,967
Delta Dental	\$9,847	\$9,670	\$9,471	\$9,256	\$9,033	\$8,803	\$8,569	\$8,340	\$8,118
Vision Care	\$2,954	\$2,901	\$2,841	\$2,777	\$2,710	\$2,641	\$2,571	\$2,502	\$2,435
Fire Abatement Contract	\$5,513	\$5,788	\$5,788	\$6,078	\$6,078	\$6,381	\$6,381	\$6,700	\$6,700
Fire Engineer Plan Review	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Wildland Vegetation Mgmt	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219	\$5,376
Firefighter Apparel & PPE	\$1,545	\$1,591	\$1,639	\$1,688	\$1,739	\$1,791	\$1,845	\$1,900	\$1,957
Firefighter's Expenses	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Total Expenses	\$4,664,292	\$4,875,145	\$5,084,158	\$5,319,725	\$5,503,338	\$5,719,151	\$5,936,917	\$6,137,964	\$6,343,276
Capital Outlay									
Fleet Replacement	\$0	\$0	\$84,413	\$0	\$0	\$1,930,902	\$0	\$0	\$0
Total Capital Outlay	\$0	\$0	\$84,413	\$0	\$0	\$1,930,902	\$0	\$0	\$0
Net Cash Flow	(\$4,403,222)	(\$4,615,160)	(\$4,909,796)	(\$5,062,262)	(\$5,247,239)	(\$7,395,353)	(\$5,683,647)	(\$5,886,088)	(\$6,092,755)

Source: KPPCSD, KFPD, and Ridgeline

Table C-4
Kensington Consolidated District
Operating Statement Projections Detail - Police Fund

Description	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									
Property Taxes									
Special Tax-Police	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233	\$645,233
Measure G	\$721,000	\$742,630	\$764,909	\$787,856	\$811,492	\$835,837	\$860,912	\$886,739	\$913,341
Police Fees/Service Charges	\$6,180	\$6,365	\$6,556	\$6,753	\$6,956	\$7,164	\$7,379	\$7,601	\$7,829
POST Reimbursement	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$13,048
COPS/Other PD Grants	\$100,000	\$103,000	\$106,090	\$109,273	\$112,551	\$115,927	\$119,405	\$122,987	\$126,677
Reimbursements/Refunds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unrealized Gain / Loss	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$1,482,713	\$1,507,837	\$1,533,716	\$1,560,370	\$1,587,824	\$1,616,102	\$1,645,228	\$1,675,228	\$1,706,128
Expenses									
Holiday Pay	\$47,219	\$48,635	\$50,094	\$51,597	\$53,145	\$54,739	\$56,382	\$58,073	\$59,815
Incentive Pay- Education	\$13,981	\$14,500	\$14,899	\$15,152	\$15,410	\$15,672	\$15,938	\$16,209	\$16,485
Incentive Pay- POST Certificate	\$27,927	\$28,716	\$29,205	\$29,701	\$30,206	\$30,719	\$31,242	\$31,773	\$32,313
Salary - Officers - Other	\$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	\$58,431	\$60,903	\$63,029	\$64,100	\$65,190	\$66,298	\$67,425	\$68,572	\$69,737
Shift Differential	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134	\$10,438
Longevity Pay	\$17,203	\$17,720	\$18,150	\$18,459	\$25,828	\$26,267	\$26,713	\$27,168	\$27,629
Salary - Non-Sworn	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hiring Bonus	\$10,000	\$8,000	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0
Vacation Cash Out	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Uniform Allowance	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334
Medical/Vision/Dental-Active	\$273,070	\$286,723	\$301,060	\$316,112	\$331,918	\$348,514	\$365,940	\$384,237	\$403,449
Medical-Retired	\$145,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445	\$157,445
Medical-Trust	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Officer Life & Disability Insurance	\$6,337	\$6,527	\$6,723	\$6,925	\$7,132	\$7,346	\$7,567	\$7,794	\$8,027
Social Security/Medicare-Police	\$22,398	\$23,192	\$23,815	\$24,202	\$24,729	\$25,162	\$25,603	\$26,052	\$26,508
Social Security - District	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PERS - District Portion									
Normal Cost	\$259,488	\$268,731	\$276,995	\$282,605	\$289,838	\$295,705	\$301,690	\$307,795	\$314,023
UAL Payment	\$107,963	\$128,780	\$149,598	\$170,412	\$163,312	\$153,694	\$153,696	\$153,695	\$153,694
PERS - Officers Portion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Workers Comp	\$46,350	\$47,741	\$49,173	\$50,648	\$52,167	\$53,732	\$55,344	\$57,005	\$58,715
Unemployment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
In Lieu Health Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Supplies and Expenses	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524

Table C-4
Kensington Consolidated District
Operating Statement Projections Detail - Police Fund

Description	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
Police Equipment and Supplies	\$20,000	\$20,600	\$21,218	\$21,855	\$22,510	\$23,185	\$23,881	\$24,597	\$25,335
Traffic Safety	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668
Crossing Guard	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fleet Expense	\$54,590	\$56,228	\$57,915	\$59,652	\$61,442	\$63,285	\$65,183	\$67,139	\$69,153
Vehicle Operation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IT and Communications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cal-ID, ARIES, SunRidge, LEFTA	\$175,100	\$180,353	\$185,764	\$191,336	\$197,077	\$202,989	\$209,079	\$215,351	\$221,811
Radio Maintenance	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329	\$14,758	\$15,201	\$15,657
Alarm	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Evidence	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134	\$10,438
Emergency Preparedness	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Training and Travel Exp	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$39,143
Records	\$8,240	\$8,487	\$8,742	\$9,004	\$9,274	\$9,552	\$9,839	\$10,134	\$10,438
Hiring	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Reserve Officers	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Dues and Subscriptions	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
POST - Reimburse	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities - Police	\$36,050	\$37,132	\$38,245	\$39,393	\$40,575	\$41,792	\$43,046	\$44,337	\$45,667
Bldg Repairs/Maint.	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
IT Contract	\$51,500	\$53,045	\$54,636	\$56,275	\$57,964	\$59,703	\$61,494	\$63,339	\$65,239
Telephone	\$10,300	\$10,609	\$10,927	\$11,255	\$11,593	\$11,941	\$12,299	\$12,668	\$13,048
General Liability Insurance	\$66,950	\$68,959	\$71,027	\$73,158	\$75,353	\$77,613	\$79,942	\$82,340	\$84,810
Printing & Publications	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Website Social Media Contracts	\$7,725	\$7,957	\$8,195	\$8,441	\$8,695	\$8,955	\$9,224	\$9,501	\$9,786
Volunteer Programs	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Community Events	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219
Legal/Consulting - Police	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Police Bldg. Lease	\$81,960	\$83,977	\$86,054	\$88,191	\$90,393	\$92,660	\$94,996	\$97,402	\$99,882
Bldg Maintenance/Repair	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Janitorial - Police Building	\$12,360	\$12,731	\$13,113	\$13,506	\$13,911	\$14,329	\$14,758	\$15,201	\$15,657
Consulting - Background/Hiring/Records	\$72,100	\$74,263	\$76,491	\$78,786	\$81,149	\$83,584	\$86,091	\$88,674	\$91,334
Police Taxes Administration	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Axon - Body Camera/Tasers/Storage	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Community Safety	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Misc Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$3,158,858	\$3,293,857	\$3,405,320	\$3,499,081	\$3,577,767	\$3,647,630	\$3,729,405	\$3,813,547	\$3,900,140
Cash Flow Before Capital Outlay & DS	(\$1,676,145)	(\$1,786,020)	(\$1,871,605)	(\$1,938,711)	(\$1,989,943)	(\$2,031,528)	(\$2,084,177)	(\$2,138,319)	(\$2,194,013)

Table C-4
Kensington Consolidated District
Operating Statement Projections Detail - Police Fund

Description	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									
Patrol Car Accessories	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Station Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Personal Police Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office Furniture / Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computer Equipment	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Total Capital Outlay	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Cash Flow Before Debt Service	(\$1,706,145)	(\$1,786,020)	(\$1,871,605)	(\$1,938,711)	(\$1,989,943)	(\$2,066,307)	(\$2,084,177)	(\$2,138,319)	(\$2,194,013)
Debt Service									
Pension Obligation Bonds	\$331,259	\$331,021	\$331,513	\$330,698	\$330,613	\$331,220	\$331,480	\$331,394	\$330,962
Vehicle Lease	\$52,130	\$54,105	\$54,403	\$51,540	\$67,255	\$78,978	\$81,928	\$94,647	\$107,457
Total Debt Service	\$383,388	\$385,125	\$385,916	\$382,237	\$397,868	\$410,198	\$413,408	\$426,041	\$438,419
Net Cash Flow	(\$2,089,533)	(\$2,171,145)	(\$2,257,520)	(\$2,320,948)	(\$2,387,811)	(\$2,476,504)	(\$2,497,586)	(\$2,564,360)	(\$2,632,431)

Source: KPPCSD, KFPD, and Ridgeline

Table C-5
Kensington Consolidated District
Operating Statement Projections Detail - Parks Fund

Description	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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Special Tax-L&L Parks	\$48,410	\$49,862	\$51,358	\$52,899	\$54,486	\$56,120	\$57,804	\$59,538	\$61,324
KCC Reserves	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
KCC Annual Fees	\$29,870	\$30,766	\$31,689	\$32,640	\$33,619	\$34,628	\$35,666	\$36,736	\$37,838
Community Center Revenue	\$30,900	\$31,827	\$32,782	\$33,765	\$34,778	\$35,822	\$36,896	\$38,003	\$39,143
Tennis Court Revenue	\$2,060	\$2,122	\$2,185	\$2,251	\$2,319	\$2,388	\$2,460	\$2,534	\$2,610
Other Community Center Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$141,240	\$144,577	\$118,015	\$121,555	\$125,202	\$128,958	\$132,826	\$136,811	\$140,916
Expenses									
Park / Rec Salary and Benefits									
Park & Rec Administrator	\$21,357	\$21,720	\$22,089	\$22,465	\$22,847	\$23,235	\$23,630	\$24,032	\$24,440
Custodial/Cleaning Services	\$43,731	\$44,474	\$45,230	\$45,999	\$46,781	\$47,577	\$48,385	\$49,208	\$50,045
Social Security/Medicare - Dist	\$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	\$0	\$0	\$0	\$0	\$0	\$0
Community Center Expenses									
General Maintenance	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Utilities-Community Center	\$25,750	\$26,523	\$27,318	\$28,138	\$28,982	\$29,851	\$30,747	\$31,669	\$32,619
Janitorial Supplies	\$2,575	\$2,652	\$2,732	\$2,814	\$2,898	\$2,985	\$3,075	\$3,167	\$3,262
Landscaping	\$35,020	\$36,071	\$37,153	\$38,267	\$39,415	\$40,598	\$41,816	\$43,070	\$44,362
General Liab./Workers Comp	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800	\$3,914
Community Center Repairs	\$4,120	\$4,244	\$4,371	\$4,502	\$4,637	\$4,776	\$4,919	\$5,067	\$5,219
Legal/Consulting	\$5,150	\$5,305	\$5,464	\$5,628	\$5,796	\$5,970	\$6,149	\$6,334	\$6,524
Community Center - Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Annex General Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Park									
General Maintenance & Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repairs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Landscaping	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Liab/Workers Comp	\$15,450	\$15,914	\$16,391	\$16,883	\$17,389	\$17,911	\$18,448	\$19,002	\$19,572
Levy Administration	\$7,725	\$7,957	\$8,195	\$8,441	\$8,695	\$8,955	\$9,224	\$9,501	\$9,786
Tennis Court Maint/Repair	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
Other Expenses	\$1,030	\$1,061	\$1,093	\$1,126	\$1,159	\$1,194	\$1,230	\$1,267	\$1,305
Misc Park/Rec Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$196,757	\$201,749	\$206,875	\$212,139	\$217,545	\$223,097	\$228,799	\$234,655	\$240,670
Cash Flow Before Capital Outlay & DS	(\$55,517)	(\$57,172)	(\$88,861)	(\$90,584)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)

Table C-5
Kensington Consolidated District
Operating Statement Projections Detail - Parks Fund

Description	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	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Pk/Rec Furn/Eq	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Center Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Recreational Bldg Improvements	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Cash Flow Before Debt Service	(\$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	\$0	\$0	\$0	\$0	\$0
Total Debt Service	\$30,517	\$30,517	\$30,517	\$30,517	\$0	\$0	\$0	\$0	\$0
Net Cash Flow	(\$116,034)	(\$117,688)	(\$149,377)	(\$121,101)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)

Source: KPPCSD, KFPD, and Ridgeline

Table C-6
Kensington Consolidated District
Operating Statement Projections Detail - Waste Management Fund

Description	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	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	\$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	\$0	\$0	\$0	\$0
Interest	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$123,600	\$127,308	\$131,127	\$135,061	\$139,113	\$143,286	\$147,585	\$152,012	\$156,573
Expenses									
Waste Removal Franchise Fee Exp	\$52,530	\$54,106	\$55,729	\$57,401	\$59,123	\$60,897	\$62,724	\$64,605	\$66,543
Waste Management Program Admin	\$30,619	\$31,767	\$32,086	\$33,297	\$33,628	\$34,907	\$35,251	\$36,600	\$36,958
Other Waste Management Exp	\$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	\$0	\$0	\$0	\$0
Waste Management Grant Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$88,299	\$91,178	\$93,278	\$96,326	\$98,548	\$101,774	\$104,124	\$107,539	\$110,025
Net Income	\$35,301	\$36,130	\$37,849	\$38,735	\$40,565	\$41,512	\$43,461	\$44,473	\$46,548

Source: KPPCSD, KFPD, and Ridgeline

Table C-7
Kensington Consolidated District
Operating Statement Projections Detail - District-Wide

Description	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Revenue									
General Fund	\$8,850,366	\$9,176,565	\$9,513,679	\$9,859,634	\$10,219,695	\$10,595,771	\$10,926,020	\$11,329,597	\$11,747,943
Fire Fund	\$261,070	\$259,985	\$258,775	\$257,463	\$256,098	\$254,701	\$253,270	\$251,877	\$250,521
Police Fund	\$1,482,713	\$1,507,837	\$1,533,716	\$1,560,370	\$1,587,824	\$1,616,102	\$1,645,228	\$1,675,228	\$1,706,128
Parks Fund	\$141,240	\$144,577	\$118,015	\$121,555	\$125,202	\$128,958	\$132,826	\$136,811	\$140,916
Waste Management Fund	\$123,600	\$127,308	\$131,127	\$135,061	\$139,113	\$143,286	\$147,585	\$152,012	\$156,573
Total Revenue	\$10,858,989	\$11,216,272	\$11,555,311	\$11,934,083	\$12,327,932	\$12,738,817	\$13,104,928	\$13,545,525	\$14,002,079
Expenses									
General Fund	\$1,199,380	\$1,217,143	\$1,237,975	\$1,269,850	\$1,291,676	\$1,325,214	\$1,348,087	\$1,383,382	\$1,407,358
Fire Fund	\$4,664,292	\$4,875,145	\$5,084,158	\$5,319,725	\$5,503,338	\$5,719,151	\$5,936,917	\$6,137,964	\$6,343,276
Police Fund	\$3,158,858	\$3,293,857	\$3,405,320	\$3,499,081	\$3,577,767	\$3,647,630	\$3,729,405	\$3,813,547	\$3,900,140
Parks Fund	\$196,757	\$201,749	\$206,875	\$212,139	\$217,545	\$223,097	\$228,799	\$234,655	\$240,670
Waste Management Fund	\$88,299	\$91,178	\$93,278	\$96,326	\$98,548	\$101,774	\$104,124	\$107,539	\$110,025
Total Expenses	\$9,307,586	\$9,679,073	\$10,027,606	\$10,397,122	\$10,688,874	\$11,016,867	\$11,347,332	\$11,677,088	\$12,001,470
Cash Flow B4 Capital Outlay & DS	\$1,551,403	\$1,537,200	\$1,527,705	\$1,536,961	\$1,639,059	\$1,721,950	\$1,757,596	\$1,868,437	\$2,000,610
Capital Outlay									
General Fund	\$33,000	\$3,090	\$3,183	\$3,278	\$3,377	\$3,478	\$3,582	\$3,690	\$3,800
Fire Fund	\$0	\$0	\$84,413	\$0	\$0	\$1,930,902	\$0	\$0	\$0
Police Fund	\$30,000	\$0	\$0	\$0	\$0	\$34,778	\$0	\$0	\$0
Parks Fund	\$30,000	\$30,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0
Total Capital Outlay	\$93,000	\$33,090	\$117,596	\$3,278	\$3,377	\$1,969,158	\$3,582	\$3,690	\$3,800
Cash Flow Before Debt Service	\$1,458,403	\$1,504,110	\$1,410,109	\$1,533,683	\$1,635,682	(\$247,208)	\$1,754,014	\$1,864,747	\$1,996,809
Debt Service									
General Fund	\$141,525	\$141,478	\$141,428	\$141,377	\$141,324	\$141,268	\$141,211	\$141,151	\$141,088
Police Fund	\$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	\$0	\$0	\$0	\$0	\$0
Total Debt Service	\$555,430	\$557,119	\$557,860	\$554,131	\$539,192	\$551,466	\$554,619	\$567,192	\$579,507
Net Cash Flow									
General Fund	\$7,476,461	\$7,814,854	\$8,131,093	\$8,445,128	\$8,783,319	\$9,125,810	\$9,433,140	\$9,801,374	\$10,195,695
Fire Fund	(\$4,403,222)	(\$4,615,160)	(\$4,909,796)	(\$5,062,262)	(\$5,247,239)	(\$7,395,353)	(\$5,683,647)	(\$5,886,088)	(\$6,092,755)
Police Fund	(\$2,089,533)	(\$2,171,145)	(\$2,257,520)	(\$2,320,948)	(\$2,387,811)	(\$2,476,504)	(\$2,497,586)	(\$2,564,360)	(\$2,632,431)
Parks Fund	(\$116,034)	(\$117,688)	(\$149,377)	(\$121,101)	(\$92,344)	(\$94,140)	(\$95,973)	(\$97,844)	(\$99,755)
Waste Management Fund	\$35,301	\$36,130	\$37,849	\$38,735	\$40,565	\$41,512	\$43,461	\$44,473	\$46,548
Total Net Cash Flow	\$902,974	\$946,990	\$852,249	\$979,552	\$1,096,490	(\$798,674)	\$1,199,395	\$1,297,555	\$1,417,302

Source: KPPCSD, KFPD, and Ridgeline

Table C-8
Kensington Consolidated District
Fund Balance Projections Detail - District-Wide

Description	FYE 2025	FYE 2026	FYE 2027	FYE 2028	FYE 2029	FYE 2030	FYE 2031	FYE 2032	FYE 2033	FYE 2034
		Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection	Projection
Beginning Fund Balance		\$9,281,080	\$10,184,054	\$11,131,044	\$11,983,293	\$12,962,845	\$14,059,335	\$13,260,661	\$14,460,056	\$15,757,611
Revenues		\$10,858,989	\$11,216,272	\$11,555,311	\$11,934,083	\$12,327,932	\$12,738,817	\$13,104,928	\$13,545,525	\$14,002,079
Expenses		(\$9,307,586)	(\$9,679,073)	(\$10,027,606)	(\$10,397,122)	(\$10,688,874)	(\$11,016,867)	(\$11,347,332)	(\$11,677,088)	(\$12,001,470)
Capital Outlay		(\$93,000)	(\$33,090)	(\$117,596)	(\$3,278)	(\$3,377)	(\$1,969,158)	(\$3,582)	(\$3,690)	(\$3,800)
Debt Services		(\$555,430)	(\$557,119)	(\$557,860)	(\$554,131)	(\$539,192)	(\$551,466)	(\$554,619)	(\$567,192)	(\$579,507)
Net Cash Flow		\$902,974	\$946,990	\$852,249	\$979,552	\$1,096,490	(\$798,674)	\$1,199,395	\$1,297,555	\$1,417,302
Projected Ending Fund Balance - KPPCSD	\$3,271,107									
Projected Ending Fund Balance - KFPD	\$6,065,973									
Less: One-Time Consolidation Costs	(\$56,000)									
Ending Fund Balance	\$9,281,080	\$10,184,054	\$11,131,044	\$11,983,293	\$12,962,845	\$14,059,335	\$13,260,661	\$14,460,056	\$15,757,611	\$17,174,913
Fund Balance Allocation										
EC Fire Contract Requirement		\$2,292,341	\$2,397,961	\$2,502,856	\$2,620,928	\$2,713,186	\$2,821,403	\$2,930,757	\$3,031,567	\$3,134,642
Fire Capital Fund Allocation		\$1,915,000	\$2,152,247	\$2,314,571	\$2,571,178	\$2,838,048	\$1,184,691	\$1,473,338	\$1,773,531	\$2,085,732
Available for General Uses		\$5,976,713	\$6,580,836	\$7,165,866	\$7,770,739	\$8,508,101	\$9,254,567	\$10,055,961	\$10,952,513	\$11,954,540
Total Fund Balance		\$10,184,054	\$11,131,044	\$11,983,293	\$12,962,845	\$14,059,335	\$13,260,661	\$14,460,056	\$15,757,611	\$17,174,913

Source: KPPCSD, KFPD, and Ridgeline

CONTACT INFORMATION

This report was prepared for the Kensington Police Protection and Community Services District and Kensington Fire Protection District by Ridgeline Municipal Strategies, LLC ("Ridgeline").

Ridgeline is a municipal advisory and financial consulting firm registered with the U.S. Securities and Exchange Commission and the Municipal Securities Rulemaking Board.



RIDGELINE MUNICIPAL STRATEGIES, LLC
2213 Plaza Drive
Rocklin, CA 95765
(916) 250-1590

info@ridgelinemuni.com

www.ridgelinemuni.com

