

# Memorandum

## City of Lawrence

### Police Department

**To: David L. Corliss, City Manager**  
**From: Tarik Khatib, Chief of Police**  
**Cc: Diane Stoddard, Assistant City Manager**  
**Cynthia Wagner, Assistant City Manager**  
**Date: March 29, 2011**  
**Re: Priorities, Goals, and Issues**

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In response to your request for providing information for the next seated City Commission please accept the following outline of identified issues for the Lawrence Police Department. Four categories are identified in this document: Personnel, Equipment, Facilities and Combined Facilities.

**PERSONNEL:** \$400,000 - \$3,000,000

1. Full authorized staffing – In order to accomplish this, over-hire strategies need to be continued and even expanded upon. The Department's 11-year average attrition rate reflects the loss of eight commissioned positions per year. If the efficiency and predictability of one annual recruit academy is desired, then over-hiring by an amount that carries the Department through to the next academy session is necessary. The Department's annual budget should reflect the necessity of maintaining personnel positions above authorized strength for short periods of time. These costs are significant and cannot be absorbed by other line items. It should be noted that in the past six years, the Department has never had its full authorized strength deployed (meaning that all personnel are independently filling their intended roles, rather than undergoing academy training or working under the tutelage of a Field Training Officer). Costs are estimated at (worst case of all over authorized positions): \$400,000.
2. Additional commissioned personnel – In 1999, the Department had seventy-nine (79) officers assigned to the Patrol Division. In 2011, this number remains the same. Between 1999 and 2011, additional personnel (some grant funded) have been added as School Resource Officers (SRO), Neighborhood Resource Officers (NRO), Traffic Safety Unit Officers (TSU), and Investigations. Additionally, officer positions have been re-tasked to necessary support roles in lieu of additional civilianization.
  - In 2010, officers handled 115,383 Calls for Service (CFS) and completed 19,793 reports detailing 11,104 Uniform Crime Classifications (UCR). In 1999, officers handled 92,643 CFS and took 18,163 reports detailing 9,790

UCR classifications. Case complexity, seriousness, and public expectations have significantly grown since 1999. This results in more officer time being required per case or investigation.

- The census population of Lawrence in 2000 was approximately 80,000 residents and was approximately 28 square miles in geographical size. In 2010, the census population for Lawrence was 88,000. A 2007 Planning and Development Services Department growth study reflected the City had grown to approximately 33 square miles.
- The crime rate index in Lawrence remains very high. It is notable that Lawrence's 2009 violent crime index (4.8 per 1000) and property crime index (48.3 per 1000) were the highest when compared to Olathe (2.2 and 21.5 per 1000), Overland Park (1.8 and 11.7 per 1000), and Lenexa (2.0 and 22.7 per 1000) which are often utilized as Kansas comparables for Lawrence in terms of economic development and quality of life. Lawrence's crime indices are closer to the more urbanized cities of Topeka (5.8 and 54.9 per 1000) and Wichita (9.0 and 54.3 per 1000). Demographics can be somewhat factored out by comparing Lawrence (53.1 per 1000 combined) to similar sized university towns such as: Norman, Oklahoma (36.5 per 1000 combined index); Columbia, Missouri (43.0 per 1000 combined index); and Boulder, Colorado (30.2 combined index). In those instances, Lawrence's 2009 crime indices were still higher.
- Workload (Calls for Service and number of criminal and accident reports) for Lawrence Police Officers remains among the highest in comparison to those same communities referenced above.

The Department needs approximately 30 additional positions. This includes patrol officers, supervision for those officers, some investigator positions, and additional civilian support. Deployment should follow how to best address the crime rate through apprehension of the persons committing crime (Perpetrator Oriented Policing), education of the community, and involvement in safe environmental design. The Department should also refocus on community policing concepts at the officer level. Expecting officers to engage in non-confrontational interaction with community members, groups, neighborhood associations, business owners, school children, and others requires time and adequate personnel to do so.

- Patrol currently averages a daily deployment of approximately 12 officers per shift. This theoretically necessitates 72 officers assigned to patrol (six positions to staff one 24 hours-a-day, seven days-a-week). Current patrol deployment is at 71 officers (six in training, two positions vacant) out of a maximum of 79 positions.

- To maintain a recommended average of 16 officers (four per neighborhood deployment district) on patrol during any given shift would require a patrol deployment of 96 officers. This is an additional 17 authorized positions.
  - Fraud and Forgery Unit – These cases are many in number and often complicated in nature. Most are left to patrol officers to investigate. Many of the suspects are career criminals.
  - Property Crimes Unit – There are approximately 4,500 property crimes reported in the City annually. Many involve burglaries and are the most common quality of life issue for residents. Unless the crime is sensational in terms of loss or method, they are not assigned for investigation by detectives. Property crimes suspects are often career criminals and later “graduate” to person crimes. This is especially true of the resident burglar who later becomes the rapist, sexual predator, or murderer.
  - Warrant Division – Many repeat criminals also have warrants for their arrests for their crimes. Incarcerating these individuals will reduce their ability to commit further crimes.
  - Traffic Unit – This current group can grow in size to incorporate not only being responsible for the investigation of accidents, but in a more proactive role, especially in regards to impaired driving enforcement.
  - Evening Shift Investigations – The Department initiated a program in November and December of 2010 to test the feasibility/need for an evening shift investigative component. Benefits seen were increased productivity, solvability, and better management of personnel (smaller team with an involved supervisor). Almost 50% of the cases that are eventually assigned to investigations originate on Evening Shift. Long-term this was not sustainable with given personnel, but identified a need area. Four to six detectives and a supervisor would be needed to staff this area with regularity and in enough resources to make an impact on the cases.
3. Civilianization – There are a number of support roles being filled by commissioned officers which may be better served by employment of civilian personnel. This is the subject of a separate document. Additionally, the following positions are needed:
- There is a need for an Administrative Clerk support position for the Patrol Division.
  - An additional Crime Analyst to support the Investigative Division and to implement intelligence lead, or predictive policing.

- A maintenance position for the ITC. Approximately \$27,000 is expended annually on janitorial services, snow removal, lawn care and other maintenance for the ITC. This is the equivalent of a dedicated person hired to do these tasks. This person could also relieve other higher compensated personnel performing building maintenance tasks.
4. Supervisory structure and compensation equity – In 1986, the Department's authorized strength was approximately eighty (75) commissioned positions. Twenty-one (21) were supervisory: chief of police, assistant chief of police, lieutenant (7), sergeant (8), and corporal (4). Today, the Department has 22 supervisory positions including the chief of police. The department is almost twice the size it was in 1986. The scope and complexity of supervisory responsibilities, as well as the responsibilities of those they supervise, have grown substantially.
- The Traffic Unit does not currently have a dedicated supervisor. That position was reassigned to the Investigative Division.
  - The School Resource Officer (SRO) supervisor position was reassigned to Public Affairs.
  - The Patrol Division is in need of three additional supervisors to properly provide supervision for the neighborhood deployment (quadrant) plan. This would provide for greater accountability, team-based leadership, and interaction with community groups in the geographical areas of responsibility. Additional supervision would also ensure a minimum of two frontline supervisors working at all times, something that was identified as a goal several years ago and still needs to be implemented.
  - Total need: five (5) sergeant positions. More may be needed if Investigations were expanded with a move to an evening shift component.
  - Compensation of exempt sergeants is an important issue and was the subject of a separate document.

## **EQUIPMENT**

Radio Equipment: \$660,000 - ?

1. Project 25 compliant radios – The department has replaced 44 handheld and 33 mobile radios utilizing grant funds. These were 2008 stimulus funds which are not anticipated to be available again. Currently, there are 106 handheld and 49 vehicle radios in need of replacement to meet federal mandates. The total estimated cost to complete the project is estimated at approximately \$660,000.

2. Project 25 Digital Radio System – This is a county infrastructure improvement project estimated to cost between \$3 – \$11 million dollars. It is unknown at this time what cost sharing and funding sources will be identified. A subcommittee of the 911-board is currently examining implementation options and will present a report to the board which will then be forwarded to City and County management.

Vehicle Related: \$103,335 - \$107,035

1. The Mobile Data Computers (MDCs) and In-Car Video Systems represent a significant investment of approximately \$400,000. Since their introduction, budgeted replacement has not been able to be accomplished. The Department has been authorized to expend Equipment Reserve funds at certain times to replace a percentage of the equipment that has failed. The replacement of MDCs and In-Car Video systems will continue to be a critical operational need. It is anticipated that roughly \$80,000 a year should be budgeted for this purpose. Waiting until a large portion need replacement at the same time would not be efficient. A mass replacement would severely disrupt the work flow of department personnel who rely on the MDCs, and could not be accomplished in a timely fashion by a vendor/installer. When the approximately 30 In-Car Video Systems were introduced in late 2008, nine months were required to fully implement the installation(s).
2. Detective Vehicle Emergency Lights. Four Detective Units are in need of upgraded emergency lighting. Estimated cost for each is \$820 to \$1,240 each. The total for four units is approximately \$3,280 to \$4,960.
3. Vehicle transport enclosures. Currently, only four of the Department's patrol vehicles have prisoner transport enclosures and there is a need for additional equipment. This equipment cordons off a portion of the rear passenger compartment of the patrol vehicle to safely transport prisoners. The enclosures also utilize non-porous materials to better enable cleaning of contaminants such as blood and other bodily fluids. In 2012, the current police vehicle, the Crown Victoria will no longer be available. The current enclosures are not transferable to the vehicles under consideration as replacements. It is recommended that when the new vehicles are ordered, they all be equipped with this equipment. Estimated cost: \$8,000 - \$10,000.
4. Rifle racks for patrol vehicles – currently officers' weapons (rifle and shotgun) are often carried unsecured in the cabin of the vehicle or not readily available in the trunk. The total cost to equip the remainder of the vehicles will cost approximately \$12,075.

## Critical Incident Response and Public Safety: \$368,900

The Lawrence Police Department's Crisis Response Team (CRT) is the only tactical team within Douglas County. It has been utilized for operations in the County, and has been asked to assist the Kansas University Department of Public Safety and will continue to do so. CRT averages 10-25 activations a year. The Department has attempted to obtain some of the following equipment through Northeast Kansas Homeland Security funding. We were not able to secure any of the listed items in 2010, but have applied for 2011. The program does not fund firearms, however.

1. Armored vehicle for Crisis Response Team (CRT) – Officers do not have the capability to approach incidents involving weapons without risking their safety (being shot). Critical incidents involving active shooters, armed barricaded persons, or other mass disturbances have occurred. Often officers have had to expose themselves to potentially lethal consequences. This could be avoided with the appropriate safety equipment. A dedicated vehicle which protects its occupants so that officers, other City employees, and civilians can be rescued is a necessary component of any professionally equipped law enforcement agency; especially one that is responsible for safety and response in a large university city – a potential target for large crowd types of events. Estimated cost is approximately \$190,000.
2. Team member transport vehicle for CRT – officers currently utilize a decommissioned (for lack of reliability by LDCFM) ambulance with approximately 200,000 miles as their response vehicle. The vehicle has already failed to operate on one occasion and was towed. Funding interior upgrades to make it suitable for tactical and other police equipment has not been identified. A proper vehicle is estimated to cost approximately \$80,000.
3. CRT Counter Sniper (CS) team – Seven of the counter-sniper rifles are 15-25 years old and need to be refurbished. This would cost approximately \$2,100. The team also needs low night vision scopes and eight scope rails to be able to tactically operate in extremely low light. Two sets would cost approximately \$9,000. The eight rails would amount to approximately \$2,400. Additionally, this team deploys separately from the tactical team and requires its own transportation. Refurbishing an existing, but poorly suited vehicle, would be a lower cost option. A dependable 4-wheel drive vehicle would be more appropriate. The cost of doing so is estimated between \$5,000 (retrofit) to \$30,000 (new vehicle).
4. CRT rifles – The current Sub Machine Gun (SMG – pistol caliber weapon) platform utilized by CRT is extremely outdated and some of these weapons are over 20 years old. Some are not deployable. Best practices with tactical teams have seen a transition from the SMG platform to a patrol rifle platform, giving the team a weapon with better penetration capabilities. This is important in a climate where active shooter incidents such as school shootings occur, as well as

international and domestic terrorism. To outfit team members with a rifle, similar to the patrol rifle already deployed by some of our patrol officers (at their own cost) would cost approximately \$1,500 per unit. To replace all 12 SMG's would cost approximately \$18,000. There would be additional monies available with trade in, which could either off set this cost, or be used to purchase additional rifles.

5. Ballistic bunkers – Currently the Department has ballistic bunkers for the CRT. The lenses are significantly scratched and limit the operator's sight. Often, the first person in an entry team is equipped with a bunker, so good visibility is important. The bunkers, several generations old, are also extremely heavy, causing quick fatigue with the operator. New lighter and cheaper bunkers are available. The cost of these new bunkers is approximately \$1,000 dollars each. A total of four would be needed for a cost of approximately \$4,000. The old bunkers could be repurposed to patrol where they could be utilized in an emergent situation, a safety tool they do not have at this time.
6. Helmets – The ballistic helmets currently used by CRT are at least 12 years old, and in poor shape. A total of 24 helmets are needed at an approximate cost of approximately \$8,400.
7. Low light technology – CRT does not possess night vision technology. This technology has become more affordable, and is available in numerous styles. There is a need for night vision binoculars, night vision goggles that strap to helmets, and sniper rifle scopes with night vision. Many operations conducted by CRT take place in low light situations, and using flashlights compromises operational security, and safety. Approximately \$20,000 is needed to properly outfit the team with this technology.

Personal and Public Safety: \$50,000 - \$62,000

1. Body Armor Carriers (TAV's). Most of the personnel assigned to plain clothes duty have old TAV's with outdated fastening systems, or ones that no longer fit properly. The estimated cost to provide body armor carriers for all 40 plain clothed personnel (Detectives, SROs, NROs, Training), is approximately \$8,000. These are necessary from a safety standpoint when plain clothes personnel deploy to the field in response to a major crime or incident in progress.
2. CRT TAVs – The Department's tactical team members are issued body armor (much more substantial than the ones officers usually wear under their uniform shirts) to use during high risk operations. Currently, eight (8) of the vests are expired; no longer guaranteed to offer projectile penetration protection at the rated level. In 2013, sixteen (16) of the vests will expire. Replacement cost for the eight vests is estimated at \$12,000. Sixteen additional vests which would protect half of the tactical team would require an additional \$24,000.

3. Automatic External Defibrillators (AEDs) – The first generation AEDs in Department use are obsolete and non-upgradable. Cost for 20 units is estimated at approximately \$30,000. They are no longer repairable.

Information Technology: \$1,439,338 - \$2,279,108

1. Disaster Recovery – Current computer data is backed up at the Investigations and Training Center (ITC). In the event of a disaster or other event, backed up data can be utilized to reconstruct critical law enforcement information systems. The Department does not have the capability to “switch” to a redundant information network to continue operations. This would require an investment of approximately \$110,000 in equipment to create a mirrored network at the ITC utilizing Storage Area Network (SAN), virtualization, and related equipment.
2. Computer Aided Dispatch (CAD) – The CAD system (HTE AS400) currently in use was designed in 1982 and was installed in 1996. The product does not integrate with current GIS systems the City utilizes. To stay current and to be able to provide timely information to the public as well meaningful statistical data, newer technological solutions are necessary. A modern, Windows based CAD system is estimated to cost \$750,000 to \$1,500,000. This should be a shared project with LDCFM and Douglas County SO.
3. Records Management System (RMS) – The main RMS for the department is an outdated Access database. The original configuration was for a much smaller department. The current system is failing and information entered into the database is beyond its capabilities to absorb at an acceptable rate. Often, Records Division personnel are forced to wait several minutes between entry fields, significantly slowing down their efficiency and productivity. Additionally, the current system does not have the capability to provide reporting parameters such as case clearances, etc. A replacement records system would cost an estimated \$400,000.
4. Fiber network connection between LEC, ITC, and City Hall - Running fiber from 19<sup>th</sup> and Iowa to Clinton Parkway to Wakarusa then north to ITC. This would allow for Fire Station # 4 and the Water Treatment plant to connect to an integrated City network of fiber. The cost for this option would be approximately \$269,108 and allows other City divisions to benefit and possibly provide funding.
  - A second option is to run fiber from 15<sup>th</sup> and Iowa along Bob Billings Parkway to ITC. This would be at a cost of \$179, 338. City IT is researching this possibility in partnership with KU who also wants to run fiber to their building located in this area.

Productivity: \$33,220

1. Stick recorders – Several have malfunctioned during interviews causing lost audio as well as damaged rapport with the interviewee that is sometimes not

repairable. Replacement cost is \$60.00 each for an Olympus WS-400S stick recorder. Total replacement for the Investigations Division is approximately \$1,620.

2. Cameras – Equipment with better pixel quality are needed for replacing cameras issued to detectives. The newest model is the Fuji Z70 which costs approximately \$99.00 each. Currently 17 detectives are in need of upgrading to this model (7 are in critical need). The cost to replace 17 cameras is approximately \$1,700.
3. Plotter repair – A large plotter was acquired from the Planning Department which upgraded to a newer machine. It is utilized for crime mapping and investigative charts and is in disrepair. The plotter no longer functions and can be repaired for approximately \$1,600.
4. I-2 software – This is investigative/crime analyst software which assists in drawing associations between individuals involved in a crime and is of great benefit for case presentation and the court process. Estimated cost is \$2,300.
5. Interview rooms – Upgrade of video and audio equipment. Equipment was installed over eight years ago and in need of upgrades to ensure quality of recordings utilized for law enforcement, prosecutors, and defense attorneys in the court process. The equipment is utilized on a daily, constant basis. Approximate cost of \$20,000.
6. Automatic License Plate Recognition (ALPR) – This technology is being used by many different law enforcement agencies nationally and internationally to assist with interdiction, capturing criminal intelligence data, and collecting unpaid taxes and fees. The ALPR system can be mounted on a vehicle for mobile enforcement. The ALPR system documents vehicles and license plates and allows officers to produce a database of vehicles present in a location at the time of an incident. The system also identifies vehicles listed as stolen and associated with wanted individuals or persons of interest. ALPR can conduct such checks faster and more efficiently than an individual officer on patrol and it does so without the distractions an officer faces while patrolling. The result is increased police efficiency, higher productivity, more arrests, more convictions, and greater deterrence to criminal activity. Costs are approximately \$26,000 per unit.

## **FACILITIES**

1. Investigations and Training Center (ITC) – Short term/immediate needs: \$1,131,500

- Heating, Ventilation and Air Conditioning (HVAC) upgrades including the replacement of original air handling equipment located adjacent to the Training Room. Estimated cost between \$75,000 and \$100,000.
- HVAC replacement of original air handling equipment located in the lower level room housing main boiler and water heaters. Estimated cost between \$75,000 and \$100,000.
- Upgrade and additional re-heat capabilities to the low level (these types of upgrades have been installed in the upper level). Estimated cost \$25,000.
- Emergency Generator for the Investigations and Training Center to provide continuity of operations during emergencies or disasters. Estimated at approximately \$125,000.
- West Training Unit Parking Lot replacement, shared project with Lawrence Office Center. Total cost estimate of approximately \$24,000.
- East and south main Drive and parking lot overlay. Estimated at \$250,000 - \$300,000.
- Exterior tuck point: brick, tile, concrete, roof edge caps, repair and/or replacement. Estimated at approximately \$75,000.
- Roof Top Units (RTU's) replacement. As we continue to utilize formerly vacant space on the east side of the ITC, several RTU's need replacing while others could be removed. Estimated at approximately \$80,000 - \$100,000 (There are heat exchangers or air conditioning compressors that have been terminated which causes several of these units to operate at half capacity.)
- Lack of adequate locker room facilities. Approximately 60 employees occupy the building. There are only two showers; one for men and one for women. Both are also shared public restrooms leaving personnel and law enforcement equipment vulnerable. Changing areas are congested, in the open, and observable by those utilizing the restroom. A lack of privacy while disrobing is common. Estimated cost: \$250,000.
- External camera system as part of the security for the facility. Estimated cost of \$25,000.
- Carpet replacement of defective product, manufacturer J & J Commercial will provide the product at their cost. The Department will incur the cost of shipping and installation, estimated cost \$7,500.
- A geothermal well system may be a consideration if a complete reconstruction of the HVAC system takes place.

2. Investigations and Training Center (ITC) – Intermediate planning/needs: Renovations for full occupation could be in the neighborhood of \$5 – \$10 million dollars.

Complete renovation of the east side of the facility. The options chosen (whether a new combined services facility or expanding and refurbishing the ITC) will have a significant impact on the costs which may total several million dollars. The expansion limit cost of roughly \$750,000 would not be enough to adequately take care of the deferred maintenance (previous short term/immediate needs listed), let alone provide for finished and equipped work areas, locker rooms, etc.

- Essential when discussing the east side of the ITC will be a complete removal and installation of all new HVAC air ducts and associated air handling equipment. Prior to Department occupation, that side of the building housed several active pharmaceutical labs. Shortly after occupying the building, the Department did have an environmental study completed on the air-ducts, walls, floors, light fixtures, etc. The results came back positive for trace materials, but nothing that exceeded State or Federal standards. However, the air-ducts, which are original to the building, are lined on the interior with insulation. It was the strong recommendation of the experts who completed the environmental study to have the duct work removed due to health and safety concerns.
- An expansion of the building's security system will be needed with any occupied expansion into the east side. Expansion to the vacant side of the ITC will also require additional telephone lines, extensions, computer wiring, broadband access, electrical, lighting, computer connectivity with LEC, and other basic components. A secure room for computer servers, telephone routers, and security system will also have to be included.
- Certain elements currently in place on the east side of the ITC cannot move or be relocated, which will impact any renovation. Load-bearing walls and columns are a given, however there are also three large electrical panels, the elevator, and roof hatch location that are permanently in place. This is also the case for the main boiler, water heaters and the former *Oread Labs* phone and computer hub room.

3. Law Enforcement Center (LEC)

The facility is a County operated building originally occupied in the 1976. The City contributed to the project and the Police Department has occupied approximately 7,000 - 8,000 square feet of space since then. The Department has limited control over the facility, access, and infrastructure. Space is very limited and there is a need for additional room for the functions of the Patrol

and Information Services Divisions that are located there. The national standard (1997) for police buildings recommends 16,500 square feet for each 50 police officers. There are approximately 110 City employees assigned at the LEC.

- Evidence storage at the LEC is at capacity – Evidence is being stored in makeshift shelves between the ceiling I-beams. A new storage facility had been planned on City owned property near the west maintenance area and wastewater plant. This was to be built in conjunction with a public works west maintenance facility. Estimated cost of approximately \$4,600,000 (2008 CIP) for a 30,000 square foot facility. This need would probably best be served by including this in a new facility discussion.
- The Department has dealt with inadequate workspace for personnel, particularly supervision, at the LEC for over twenty years. Twelve (12) supervisors share three offices, each with approximately 100 square feet of floor space. Several do not have a designated desk/computer to work from. Some of the furniture is extremely old and in some cases they are utilizing furniture that was left behind by *Oread Labs* when they vacated the ITC. Some reconfiguring may be done and would require the acquisition of additional furniture and workstations. Estimated cost: \$40,000.
- Lack of external security camera system. Estimate cost: \$25,000.

## **COMBINED FACILITY**

The Community and the Lawrence Police Department need one properly designed law enforcement facility which will meet the needs of the community for the next 30 years. Neither the LEC nor the ITC are properly designed police facilities, operationally or from a security standpoint, and would need significant upgrades. These may not be possible given their current designs. The ITC was not specifically designed to be anything except office space and a lab. The LEC was a hospital design which the department has outgrown. The LEC cannot support additional personnel, something that is needed and the ITC requires extensive remodeling/redesign to be able to do so. The police, dispatch, and sheriff's office are the only 24-7 operations in the facility, and they are located on the second floor away from convenient public access.

Including the Douglas County Sheriff's Office and the University of Kansas Department of Public Safety should be strongly considered. It would also be extremely beneficial to the community to include Emergency Communications, Emergency Management, Animal Control, Parking Control, and Municipal Court in the project. The current LEC will at some point outgrow its capacity to house all these agencies, if it has not done so already. The courts, District Attorney's Office, County Clerk' Office, and the other various agencies housed there all need more space.

1. Police organizational culture – Effects on the organizational culture when the department split in 2000 was intangible, but has grown more serious. This division has caused Department organizational culture to suffer. In one

building, all members of the Department had easy and immediate face-to-face access with one another. Memorandums and e-mails do function, but better results are often obtained by walking down the hall to speak face to face with real-time more appropriate interaction.

The most important example of this was the separation of patrol officers from detectives. When both units were housed in the same building (the same hallway, in fact) there was a great deal of important sharing of information on suspects and cases. Crime tips and intelligence information that sometimes gets lost in the shuffle could be passed on to others more easily, improving efficiency. This sort of contact can help make connections that contribute to cases being solved. It was easier for patrol supervisors to explain a situation to a co-worker and make coordinated efforts to handle cases.

It is now common for detectives to not even know the names of newer patrol officers because they have never served with them or even passed them in a hallway. Morale, esprit de corps, and the feeling of being a member of a family are critical in police work. These elements bolster officers who are in a profession well known for its ability to damage people psychologically and to cause family problems. Bringing employees back under one roof will aid the Department in creating and maintaining a healthier and more supportive organizational culture. This is a recognized ideal, and as an example in 2010, the Olathe community christened the opening of their new police station expansion which houses patrol and detectives in one location.

Investigations (ITC) not having regular crime analyst support and Animal/Parking Control being housed in the 900 block of New Hampshire further creates challenges in communication and interaction.

2. Efficiency – Having one law enforcement facility would increase the efficiency of the work force. Much time is spent travelling from one facility to another and keeping track of which location is housing items. Personnel have to travel to coordinate activities and investigations with other divisions within the Department. An employee driving from one building to the other drains efficiency and productivity. A study conducted November through December, 2010 revealed that employees traveled approximately 2,012 miles between the ITC and LEC in an average month and expended 115 hours doing so. Another potential savings would be recognized when Information Technology Division personnel would be more readily available to assist all divisions that are housed together; particularly the Investigations Division which expends the equivalent of one full-time detective position on IT related issues.
3. Public access – The Department does not control public access at the LEC. As a courthouse, public access is during office hours (8 AM – 5 PM). Visitors are subject to search and are processed through a common entrance metal detector. After hours, this entrance is closed. Individuals requesting police service must utilize a phone/call box placed along the south side of the building and are subject to seasonal weather inconvenience. The ITC is not staffed 24 hours or

every day of the week. After hours and on weekends, members of the public arriving at the ITC also have to utilize a phone in the airlock to call for service. Officers have to be sent to the building or the citizen will be directed to the LEC. A single facility should be designed and staffed with better public access in mind.

- Needs to have provision for special needs/physically challenged individuals.
  - Public workstation area for those without access to the internet.
4. Inadequate public and employee parking – Due to the courts and other government officers operating out of the LEC, there is often a serious shortage of parking for those wanting to contact the Department as well for personnel reporting to work. Employees have had to park their personal vehicles on the street two blocks away many times. Police employees, due to the nature of their work, are targets for many people who are disgruntled or mentally unstable. Personal vehicles have been vandalized. Police vehicles have also been vandalized; the most memorable occurrence involved an individual with a battery powered drill who effectively immobilized several City and County vehicles in a matter of minutes.
5. Sprawl – Currently, the Department has control and responsibility for evidence, found property, and equipment in the following locations:
- Stone Barn Terrace;
  - City building at 5<sup>th</sup> and Mississippi;
  - Morton block building (15<sup>th</sup> and Maryland);
  - County Evidence Barn,
  - Bella Serra condominiums;
  - ITC and;
  - LEC, including an unsecured garage area.

Other City Departments and City Employees have access to the building at 15<sup>th</sup> and Maryland as well as the old Fire Station on Stone Barn Terrace. We have been evicted from the space at 5<sup>th</sup> and Mississippi and items stored there have been relocated to the mold contaminated building referenced below.

- Seized vehicles that are stored at the Morton block building have been inundated with mold due to the wet condition of the building. Those vehicles have to be cleaned at Department expense to either return them to their owners or liquidate them after a court decision is reached.

- Personnel regularly drive to these multiple locations to retrieve property and bring it to the LEC and then return it.
  - Several vehicles and trailers have equipment in them that must be kept in a very secure, climate controlled environment and are kept in the Stone Barn Terrace building. If that facility becomes inoperative or fails due to maintenance concerns, the Department will have not have a suitable alternative to correctly store those items.
6. Security – A combined law enforcement complex would need to have secured (garaged) parking for all police vehicles. Concepts such as access ports for the download of in-car video and trickle chargers to keep the computer equipment warmers from frequently draining the battery should be incorporated. The facility would need to have provisions for separate entrances for the public and police personnel for investigative reasons (suspects, witnesses, informants, undercover officers, etc). All of the exterior grounds and some interior area would need interior and exterior video surveillance. The system should record potential areas where security may be breached.
- Some sort of covered or protected parking would be a priority on a facility design. Threats of hail damage or other destructive weather have necessitated the movement of police vehicles from the LEC to the 900 New Hampshire garage. This takes several hours of work and occurs approximately 20 times per year. While at the garage, they are out of view of the police department and accessible to anyone who walks into the facility. There are thousands of dollars worth of electronics and other equipment within the vehicles. Vehicles at the ITC, which is much farther from the parking garage, are often left to chance. A sudden hailstorm several years ago at the LEC inflicted thousands of dollars in damage to vehicles and took several vehicles out of service during a critical response to a serious weather event.
  - A significant weather event could damage all the patrol vehicle windows leaving no vehicles to respond. In addition, thousands of dollars of electronic equipment inside the cabin may be rendered inoperable.
  - A sally port capable of holding up to three patrol cars located on the side of the facility so that officers can privately and securely transport prisoners, witnesses, etc., into the building.
7. Storage needs – The facility should be large enough to store all of the specialty vehicles the department currently owns: evidence processing (2), undercover surveillance, undercover officer vehicles (8), tactical transport vehicles (2), motorcycles, bicycles, Breath Alcohol Test unit (BAT), and Prisoner Transport Vehicle (PTV). Currently, these vehicles are spread over several locations or left in the open where they are exposed to weather and scrutiny. In regards to

vehicles utilized in an undercover capacity, this represents a safety issue for personnel as well as a compromised investigative capability.

- The parking structure should also have a staging area for tactical team operations to load and unload in privacy with enough room to perform pre-raid warm-up vehicle dismounts and simulated house approaches in privacy. There should also be room for CRT to perform pre-raid vehicle stops in order to warm up just prior to deployment. The garage to building entry “Air-Lock” should have a boot cleaning station with a high pressure wand so that the officers can clean off mud and grass prior to entry into the building and the “Air-Lock” can be easily power washed out from time to time. The garage should have a 10 bay area where Information Technology personnel can work of vehicle equipment. There should be a bidirectional amplifier system for all anticipated radio communications so that the area is not a radio dead zone.
8. Public meeting spaces – The facility should be designed with a meeting space that would be accessible to the public through a dedicated entrance. It should be user friendly and inviting as well. Multiple conference rooms should be included for various meetings: detectives, staff, public contact, media briefings, informant meetings, and attorney/client/litigation meetings.
  9. Auditorium – There should be an auditorium big enough to handle large crowds for any training sessions the Department wants to sponsor or coordinate. There should be a fully operational kitchen near the training room.
  10. Lack of Training Facilities – The Department is responsible for a basic recruit academy almost every year. This academy is attended by approximately 6 to 20 recruits. The demands on the academy grow, along with state standards and expectations of them.
    - Multiple Training rooms for recruit Academies, in-service training, and applicant testing.
    - A more efficient academy room with state of the art training equipment, set up as a classroom.
    - Scenario Facility – Having a dedicated facility for scenario training would be useful.
    - A dedicated defensive tactics room. This would include a mat that covers the floor, multiple defensive tactics suits for safer and more realistic training, more training bags and wrestling dummies for grappling and striking, head gear, and more MMA style gloves for punch and grappling.
    - The training facilities should incorporate space for the use of simulation training such as Firearms Training Simulator (F.A.T.S) as well as training rooms with movable walls to provide various scenario options.

11. Interview rooms – A minimum of 10 interview rooms with audio and video recording capabilities would be required. There have been cases when all the interview rooms were being used at the ITC and LEC at the same time. The rooms should be separated and perhaps in different locations in the facility. Interview rooms should be located in such a manner that suspects/witnesses do not have to be walked through employee work areas containing sensitive material as is the current configurations at the LEC and ITC. These would also require additional lighting, sound proofing, and other specifications.
12. Arms room – There should be an arms room with enough space to securely store all of the firearms as well as ammunition and chemical munitions. The arms room should have security measures in place in addition to a locked door. The arms room should include fire suppression and be located so ammunition can be brought in from an easily accessible area (including a freight elevator if the room is not at ground level).
13. Command and Control – There should be a large room set up as a major incident command post much like the multi-purpose room in Emergency Management. There should also be an adequately sized room that would accommodate employees who are at work for an extended period of time during an event. Additionally, the room could be utilized for events such as athletic events (Final Four), parades, and any large celebrations requiring a centralized command structure.
  - Surveillance Center or Operations Room – The future of Law enforcement will include a centralized area where 20, 30, or 40 camera, data or information feeds are located. This will be an area where a group of people monitor live events and make decisions or relay observed information to field command or ground officers.
14. Emergency Preparedness – The facility should have an emergency generator as well as a communications center which could serve as a back-up location if for some reason emergency communications at the LEC was not operational.
15. Indoor firearms range – Currently, the Department utilizes the Fraternal Order of Police (FOP) lodge to conduct firearms qualifications. There has been some litigation over concerns of adjacent property owners and the situation regarding its use may change. The Department does not exercise direct control over the range or operations at the FOP, and no other facility exists in Douglas County that can accommodate multiple shooters at the same time.
16. Inadequate current locker and shower facilities – Proper locker room facilities to accommodate existing personnel and future expansion. To include lockers of the size necessary to store equipment such as uniforms, duty bags, exercise clothing, protective vests, and other gear. Currently, there aren't enough lockers in the locker room at the LEC for every patrol officer to have his (not including women's locker room) own proper locker.

- Full size sports type lockers comprised of an open area below two vertical storage spaces, one open/one with a lockable door. This allows boots to be stored below in an open area so that they dry. Vests and other wet items can be stored in the open vertical area to the side of the lockable vertical locker. The size of the locker should be able to accommodate a Patrol Officer's equipment for patrol, CRT, bicycle patrol, and a motorcycle helmet. Sufficient numbers of lockers so that all (all of equal design) sworn and civilian personnel +15% have locker space.
  - Dual locking lockers in order to allow the department the ability to secure a locker during an employee investigation.
  - Each locker should have 120V AC service in order to charge portable radios and flashlights.
  - Stations for cleaning mud and other contamination from clothing and footwear and boot/belt/leather polishing stations.
  - Dehumidifiers, ventilators, and odor management systems should be in place to handle the humidity of the showers and the wet or perspiration soaked clothing and gear stored.
  - Full size showers with seating and dressing areas. Ideally, locker rooms and shower facilities should be located on a first or second floor where plumbing, electrical outlets, and ventilation are accessible for maintenance.
17. Special Operations – Crisis Response Team (CRT) equipment room – A room dedicated to CRT members to store their gear and change out for activations. This room would also store the necessary gear for the Assault, Counter Snipers, and Negotiator teams. Currently, team members carry their gear and weapons in their personal vehicles or leave it at their residences.
18. Evidence Handling – The Lawrence Police Department currently has evidence and found property stored at six individual locations throughout the city in excess of 18,700 square feet. Having one location would greatly improve the operations of the personnel assigned to work in evidence, not to mention the security concerns having that much evidence and property in too many places in Lawrence.
- An evidence/records storage building to address current space limitations and future growth. This building should be large enough to have at a minimum of three evidence processing bays. The bays should be large enough that a tow truck could drive in and drop off a vehicle and leave out another garage door.
  - The evidence room should be underground for security and weather event concerns. Currently, the evidence room is at the top of the LEC.

19. Crime Lab/Processing area – This should include areas for processing small items, drying chambers for wet evidence, bays for vehicles to be searched and processed, and vehicle lift and tools for processing as well. The Kansas City Missouri Police Department recently opened their new processing facility which even has hydraulic car lifts so the vehicles can be raised and the undercarriage examined. Currently the Department’s crime scene processing vehicles consist of an extended van and a large box truck type vehicle acquired through Homeland Security funding. A processing facility should be of sufficient size to house both of these vehicles so they can be connected to electricity and kept in a climate controlled environment since they contain liquids and chemicals used for processing.
  - DNA testing is the way of the future for crime scene processing. Predictions are that within the next decade, DNA testing will become more utilized than fingerprinting. This highly effective tool will be of no use to the Department if it has to rely on a state agency that is not able to handle the current work load. Often, there is waiting period of months or years for results that could be obtained in weeks if processed in-house. It is suggested that the Department consider design a processing facility which would be large enough to house a DNA lab in the future.
20. Fitness facilities – Exercise facility large enough to accommodate the department with reasonable space for recruit academies. The workout area should be three times the size of the ITC workout room. This would be equipped with tread mills, rowing machines, free weights, kettle bells, medicine balls, sled pulls, ropes, jump boxes and a variety of equipment that is better suited for the needs of law enforcement.
21. Special Investigations – Additional space for Drug Enforcement Unit for expansion of personnel assigned to the unit. This should include a provision for kennels or accommodations for police canines that may be used in a drug enforcement or search capacity.
22. Investigative Division – Work spaces for 35 investigators and offices for 4 -5 supervisors.
  - Technical equipment room to house specialized equipment.
23. Proper facilities for Animal and Parking Control:
  - Covered, reserved parking spaces for four parking control vehicles, three animal control vans, and two spaces for expansion. Parking preferably close to office for quick entry and exit.
  - Supply room for animal equipment and supply room also shared for parking control supplies and equipment.

- Meter Technician office, cable ready and meter technician shop to house meters, equipment, tools, workspace, and ATV with blade for snow-removal.
  - Outside overhead door with street level access to meter technician shop for deliveries. It would be helpful to have the supply room close by for delivery of parking control supplies.
  - Parking space or two next to meter technician office for quick entry and exit.
  - Animal and Parking Control restrooms with lockers, showers, and a janitor sink.
  - Separate break room outside of office space, with room for vending machines, refrigerator, coffee station, and cable ready.
  - Fourteen cubicles (not necessarily full size) with locked drawers and storage bins for one meter technician, five parking control officers, three animal control officers, two computer stations, one for parking control trackers (currently housed overnight at Municipal Court for downloads), and two for expansion.
  - Manager office with walls and a door for privacy. Enough room for two big file cabinets and two chairs and a small table.
  - Conference room for meetings and walls large enough to put up calendar for office and a large downtown map to show various events and areas of construction, or bagged meters, to assist the meter technician and Parking Control Officers with their jobs.
  - Office space to include area for fax, office printer, copier for staff, file cabinet for supplies and forms, and water station.
24. Larger briefing/squad room – This should be a lecture style room with audio visual and large dry erase boards and fixed individual seating. On event days or other more heavily staffed days, the current briefing room is inadequate in size.
25. Larger report writing room – The current arrangement of eight work stations is often inadequate.
26. Break room facilities – These should be high quality, comfortable lounge areas for employees to have a break with multiple televisions and CAD call displays. The area needs adjacent an adjacent kitchen (might also be connected to the proposed joint community center) with plenty of space, microwave, and other cooking appliances and an extra large commercial grade refrigerator. A walk-in cooler with individual lockers so that people could store meals and drinks would

be advisable. This would also be applicable for multiple day activations brought on by weather events, civil unrest, or multi-agency activations.

27. Natural Resource Efficiency - Passive as well as active solar should be incorporated in combination with geothermal heating and cooling to reduce the long term utility costs for the life of the building. There are currently federal and state incentives that could be utilized to greatly reduce the costs of these systems. The city could actually receive money back from any extra electricity produced but not used by the facility on a monthly basis. These features would also be an easy sell to the growing “green” segment of our community.