

Memorandum
City of Lawrence
Police Department

To: David Corliss, City Manager
From: Tarik Khatib, Chief of Police
cc: Diane Stoddard, Asst. City Manager
Cynthia Wagner, Asst. City Manager
Casey Toomay, Budget Manager
Date: April 30, 2012
Re: Police Department 2013 Budget Submission

BACKGROUND

For several years, the Department has identified and articulated needs concerning personnel, equipment, and facilities. This memorandum will not attempt to go into the same level of detail as previous analysis, however, please accept it as a summary of issues for consideration as part of the 2013 Budget Submission Process.

PERSONNEL

To maintain the same level of community policing service expected as well as to be able to address a crime rate that is higher than what it should be, 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).

- Current staffing paradigm is event (athletic, community, cultural, training, etc.) based and not in response to crime trends.
- Reactive policing.
- Very little attention given to crimes that affect most of the population: property and financial crimes. Low clearance rates in these areas.
- Added four officer positions and one detective in 2012. Detective assigned to domestic violence cases and has been effective – demonstrating outcome of focused application of a resource.
- Lack of adequate civilian support continues to redirect officer resources into those roles.
- Discussion needed to determine support for any additional personnel, as course of action needs to be determined.

Continued support of over-hire strategies has been very beneficial and has brought the Department closer to the goal of being fully operationally staffed (all employees out of the training program and functioning on their own). No additional resources beyond maintaining full staffing could be an option. The Department should restructure its activities to best address crime. Without additional personnel, this may impact service provision in other areas.

EQUIPMENT

Over the past six years, equipment line items have not kept pace with needs. Expenditures from equipment reserve, grants, and trust funds underscore a need to build a more appropriate base Police Department budget. Major drivers are technological tools and deferred maintenance or purchases. Critical needs for consideration in 2013 include:

- Replacement of the 5 year-old (by 2013) in-car video system.
- Establishment of an in-car video and Mobile Data Computer (MDC) graduated replacement line item.
- Deferred replacement has accelerated need for vehicle replacement. There are significant vehicle needs for patrol, detectives, the Drug Enforcement Unit, and the Crisis Response Team (CRT).
- The Information Technology equipment line item needs to be significantly increased.
- Safety equipment such as tactical vests, prisoner transport enclosures, and emergency vehicle lighting – patrol and investigations.
- Overall equipment under (<) \$5000 line item needs to significantly increase.

Deferred expenditures in several equipment areas have impacted safety, productivity, and service provision and the situation will worsen. The Department is not able to take advantage of the benefits of the latest technology until basic needs are met.

TRAINING

Law enforcement continues to increase in professionalism and complexity. Training is an important component in ensuring competence and preparedness. Commissioned personnel are required to attend 40 hours a year of training to maintain their Kansas certification. Much of this is provided internally through in-service training academies. Outside training opportunities as well as supervisory leadership development have not been adequate. This is due to a combination of the lack of funds to send personnel to quality outside training as well as a lack of staffing to accomplish this. Exposure to outside training and trainers is a component in ensuring that best practices are incorporated within the Department.

FACILITIES

The ongoing facility study will provide information as to the current and future needs for the Department. There are significant needs at the Law Enforcement Center (LEC) and the Investigations and Training Center (ITC) that would need to be immediately incorporated into a capital improvement project if a new facility project is not undertaken.

SUBMISSION

As requested, I am submitting the 2013 Police Department proposal per the guidelines set forth by Budget Manager Casey Toomay at your direction. Additionally, at your direction, I have also made adjustments to certain line items to address some of the deferred needs in areas not to include personnel. These adjustments do not convey the true extent of what is ultimately required, but I believe they represent a good point to start from in recognition that there are limited financial resources to address the many other challenges we have as a City.