



# LSPD BLUEPRINT

*Protecting Lee's Summit's Future*

2019

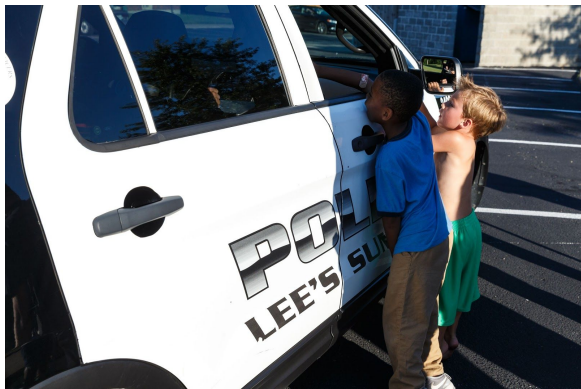


The City of Lee's Summit has a proud history. Over more than 150 years, it has grown into an outstanding community offering excellent homes, schools, retail amenities, parks, government services, and public safety. It is an attractive destination to visit, work in, and live in. Because of what has been built through the work of many great residents, elected officials, city employees, businesses, faith organizations, and non-profits, it is likely to continue to grow in the future.

The challenge for the Lee's Summit Police Department is to meet the safety needs of this thriving community. LSPD's long history and emphasis upon community policing, combined with advanced, proven law enforcement methods will be key to maintaining low crime and maximizing safety well into the future. It is equally important to assure police effectiveness in a fiscally responsible way.

During the 2019 City of Lee's Summit strategic planning process, Ignite, facilitated by the Novak Consulting Group, an environmental scan reported the following comments regarding public safety:

"Community input focused on maintaining a high quality of life and quality public safety services; City employees focused on Lee's Summit being an attractive community that serves as a regional or national model" (p.2).



"What does Lee's Summit excel at as a service provider? With 32 comments, the most often mentioned services at which the City excels were the public safety services from Police, Fire, and Emergency Medical Services" (p.33).

"Top Responses to the Question: What would make you consider leaving Lee's Summit? Most frequently mentioned was that a loss of public safety would encourage residents to leave Lee's Summit, with 28 respondents offering this feedback" (p. 34).

"What do you hope Lee's Summit will be known for in the future? The most common response contributed, with 25 mentions and votes, referenced the City being a safe place" (p. 37) (Novak Consulting Group, 2019).

This was reaffirmed with the results of the 2019 ETC Institute Survey. The survey revealed "(t)he highest levels of satisfaction with the quality of City services, based upon the combined percentage of "very satisfied" and "satisfied" responses among residents who had an opinion, were (included)...the overall quality of police services (87%)." While satisfaction with the police



department was statistically very high, the survey also noted “Top City services that respondents think are the most important for the City to provide, based on the sum of respondents’ top four choices, were (included): the overall quality of police services (80%)...” (ETC Institute, 2019).

It is clear that satisfaction with public safety services is high and that residents feel safe in Lee’s Summit. The challenge is to retain or even improve this quality of life issue for residents, businesses, and visitors. The purpose of this document is to present the Department’s plan to meet the future needs and growth of this community. The plan is based upon research of national policing studies, local evaluations and audits, and staff and community input. Ideally, the elements of this plan could be realized within a five year period.

The plan carries with it significant expenses. Funding mechanisms for consideration include those available to all municipal governments: general fund budget expansions, federal, state, and private grants, potential sales or property tax initiatives, and bond issues. Funding considerations require a deeper discussion amongst elected officials, the public, and City staff. Police Department representatives recognize the importance of these economic considerations and our role in assisting in identifying potential options.

### **Police Department Mission Statement**

To provide excellence in police services to the community by safeguarding life and property in an effort to reduce the incidence and fear of crime.

We will promote public safety through enforcing the law in a fair and impartial manner by protecting constitutional guarantees.

We are committed to building partnerships which allow a unified response to issues arising within our community.

We promise to conduct ourselves with pride, unity, honor and commitment; thereby, ensuring the highest ethical standards to maintain public confidence.

### **Executive Summary**

In order to meet emerging needs for the City of Lee’s Summit, the LSPD has identified eight areas to address:

1. Expand the Crime Reduction Team (CRT) program to proactively reduce crime and disorder and efficiently maintain the safety of Lee’s Summit.



2. Provide a more significant presence throughout the City to foster community relationships, more efficiently distribute personnel and improve service to citizens.
3. Improve mental health and addiction services through the coordinated response of police resources and mental health professionals.
4. Improve post-incident investigative capabilities through improved technology and by meeting recognized manpower standards.
5. Improve response to critical incidents.
6. Improve police department training, administration, and fiscal efficiency systems.
7. Improve traffic safety by reducing vehicle crashes attributable to increasing roadway miles and population.
8. Meet growing demands for Animal Control services.

### Five Year Vision

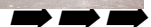
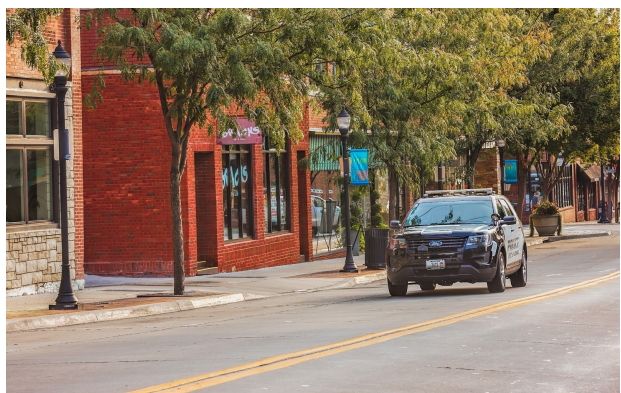
#### 1. **Expand the Crime Reduction Team (CRT) program to proactively reduce crime and disorder and efficiently maintain the safety of Lee’s Summit.**

- A limited rollout of the CRT program has had positive success in Lee’s Summit
- Research indicates that CRT-type programs result in reductions in crime, disorder, and calls for service
- The CRT program is a true crime-prevention effort
- Increasing staffing in CRT and providing seven-days-per-week coverage is likely to reduce the need for expanding patrol districts in the future
- Expanding CRT will result in the greater community policing

In 2008, the City of Lee’s Summit expanded staffing to facilitate the addition of a new patrol district. This effort was extended to meet policing demands as the City population continued to grow. In 2011, the LSPD created a Crime Reduction Team (CRT) unit to focus upon growing problems with crime and disorder in the immediate area of the Sage Crossing apartment complex. The team focused upon using innovative policing methods which included working with residents and property owners, education efforts and enforcement of the law. A significant, lasting impact resulted from the team’s efforts.

The purpose of the effort was to:

- Build a stronger relationship between law enforcement and residents
- Address specific problems within the zone via community policing design.
- Reduce instances of violent crime, property crime, and drug activity at Sage.



- Increase officer accountability on the individual level.

CRT officers did not respond to 9-1-1 calls for service unless they were related to the service area, or during extreme circumstances where patrol units were not available. After a single year, significant decreases resulted in calls for service and numerous crime categories (as an example, a 40% decrease in thefts).

Similar results have occurred locally and throughout the country through the use of proactive police units, not assigned to a particular geographical district and free from responsibilities of responding to routine 9-1-1 calls. While responding to 9-1-1 calls is a fundamental duty and a necessity for all police departments, this activity also tends to thwart uniformed officer's efforts to proactively prevent crime. The result is those police departments become more reactive; simply attempting to catch offenders in the act (with limited success).

CRT officers can be deployed to address areas of the City where crime concerns have developed using "hot spot policing." "Available research suggests hot spots policing – a practice where police focus on locations where crime is concentrated – produces short-term crime reduction effects without simply displacing crime into surrounding areas. Studies tend to find that these programs also have beneficial crime reduction effects in immediately adjacent areas" (National Academies of Sciences, Engineering, and Management, 2017). In an example, targeted police patrols in drug market neighborhoods in Jersey City, New Jersey resulted in a 64% decrease in calls for service related to narcotics (Weisburd & Green, 2006). A meta-analysis of nineteen rigorous studies of twenty-five hot-spot policing interventions revealed statistically significant decreases in crime in twenty cases (Braga, Papachristos, & Hureau, 2014).



Hot spot policing refers simply to the deployment technique (where officers are situated). In many jurisdictions, these officers are subsequently used for heavy enforcement. Recall that the Crime Reduction Team, however, uses a variety of police tactics to provide more lasting crime and disorder results. Community policing, problem-oriented policing, and intelligence-led policing all have a role in the Crime Reduction Team's playbook. The CRT

approach goes well beyond simple arrest.

In addition to reduced crime, police calls for service also tend to decline with this approach. Current manpower studies do not yet indicate that there is a need to increase the number of patrol districts to answer calls for service. Based upon the positive research of proactive, hot-spot-based efforts similar to CRT, we believe that increasing our CRT efforts to seven days



per week (as opposed to the current maximum of four days per week) and slightly increasing CRT manpower will result in a prolonged reduction and maintenance of fewer calls for service throughout the City in the future. By preventing crime, increasing districts (and staffing) will likely not be necessary as soon as it would be if the status quo is maintained. As an example, a study of Minneapolis proactive police patrols in “hot spot” areas revealed a 6-13% decrease in calls for service over a short period of time (Koper, 1995).

In nearby Grandview, Missouri, a “Specialized Enforcement Unit” fitting this model was created in 2018 and commenced to proactively target issues within the City. By the end of 2018, Grandview realized a 12% overall drop in crime and a 47% decrease in burglaries (Mashek, 2019). Chief Charles Iseman credits the new proactive unit’s work. Chief Iseman reported that the unit made 146 arrests and filed 36 felony crime cases since their inception. The neighboring Independence, Missouri Police Department also created a “Street Crimes Unit” that within a few months has “recovered 17 stolen cars, 18 illegal or stolen guns, and cleared more than 30 felony warrants” (Holmes, 2019).

The current CRT team consists of a sergeant and three officers. LSPD would like to increase the size of this team to a sergeant and five officers and create a second team of the same size. This would create two teams, working on opposite days of the week, to deploy in hot spot areas or to address crime or disorder issues of the hour or day. With five officers, most likely you would have two two-officer units every day, with a relief factor of a fifth officer, to deploy on two separate projects if needed. The sergeant is a vital component to provide the direction and assignments needed based upon available intelligence information.

In 2016, a restructuring of staff occurred in the police department. As part of this restructure, a Captain’s position was removed from the evening patrol shift and reassigned to Professional Standards (Internal Affairs). This was necessary to elevate the importance of internal affairs investigations and increase the professionalism of the police department (a Sergeant’s position was moved from Professional Standards simultaneously and moved to Traffic). The results in internal affairs have been very positive. However, this has spread command thin within patrol as the two Captains remaining attempt to cover three different shifts (day shift, evening shift, and midnights). It is desired to replace this Captain’s position with the evening shift and also place the CRT teams under this command. The CRT Captain can help facilitate the deployment of the teams based upon intelligence data. This would also even out spans of control on all three patrol shifts.



A crucial component to successful hot-spot policing efforts such as CRT is the availability of accurate, recent intelligence information. The addition of a sworn crime analyst position would help provide this information. This position would also move the department toward a real-time intelligence model that would provide all uniform officers in the field critical, timely information. In addition to feeding the Crime Reduction Teams information, improvements could be made in offering intelligence to patrol officers as they respond to emergency calls for service. The result is enhanced officer safety, improvements in crime reduction, and better policing services in Lee’s Summit.

<b>CRT Program Full Implementation - Potential Budget</b>			
Qty	Position/Equipment	Assignment	Approx Cost
1	Captain	Patrol CRT/Evenings	\$116,992
1	Sergeant	CRT	\$94,005
7	Officers	CRT	\$392,000
1	Officer	Intelligence	\$56,000
	Vehicles, Equipment		\$400,000
		Total	\$1,058,997

**2. Provide a more significant presence throughout the City to foster community relationships, more efficiently distribute personnel and improve service to citizens.**

- A greater police presence is needed throughout the City
- As the furthest point from Police Headquarters, the southern region provides the best opportunity for a substation presence
- A South Substation would provide greater interaction, easier access to services, and shortened initial deployment times to this region
- A full police station with all services duplicated is not needed in this area
- Savings may be realized through a combined development with other City structures
- Additional front desk staffing would provide convenience to residents

The Police Headquarters building currently serves as a good facility for the police department to operate in. It is sufficiently sized to house all current resources and allow for some future expansions. Additionally, a 2019 study is providing a guide for enhancements that may be

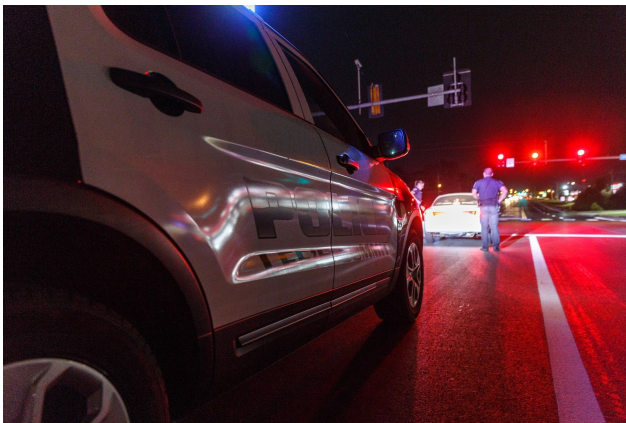


made to the building to update it to modern needs, as the building is now over twenty years old. There is no need to replace Police Headquarters.

The location of Police Headquarters at 10 NE Tudor is somewhat centralized but does skew slightly to the northern part of the City. As Lee's Summit is "longer" from north to south than it is "wide" from east to west, the longest border distance from Headquarters is to the south. For example, the distance from Police Headquarters to County Line Road, approximately the southern border, is approximately 18 minutes away.

Police staffing is staggered to provide continuous coverage throughout the City. Additionally, police officers don't "deploy" from headquarters to each call for service; rather they patrol their geographic districts for quicker response times. The lack of presence in the southern part of the City is not a significant issue for response times as a result, but establishing a more significant presence in this portion of the City provides a reduced initial deployment time along with other benefits and increases in services to residents in this area.

National trends are for police departments to maintain larger police buildings that provide a full range of services such as a front desk, dispatch, detention, administration and the like, but also establish smaller substations in storefronts, stand alone buildings, or attached to existing government-owned properties. These substations do not provide full police services but do serve to provide basic police services such as:



- A front desk area for citizens to report crimes at their convenience
- Shift briefing area for officers to deploy from through virtual shift briefings digitally connected to headquarters, along with a vehicle parking area and secure locker facilities
- Shared or stand-alone fitness facilities
- Property and evidence drop areas for officers
- Public meeting rooms
- Offices for temporary deployment of

staff, such as sergeants, administrators, or detectives

Benefits of this substation approach include establishing better connections with communities situated far from police headquarters, providing more convenient reporting and interaction to citizens and businesses, and improving efficiency in services.

Consideration should be given to establishing a substation in the southern portion of the City. This location makes the most sense for the implementation of a substation model. The most





costly option would be to build a stand-alone facility. Alternatively, there have been some discussions about replacing Fire Station #5 which currently sits near Windemere and 150 Highway. An option would be to increase the footprint of this building to include both police and fire service. Another option would be to lease a storefront from an existing or planned retail development. Each approach has its own pros and cons.

The budget for such a project depends greatly upon the approach decided upon. A stand-alone building could likely be realized for \$6 million, but integrated approaches with a Fire facility or storefronts would reduce this cost.

Staffing would include two additional Police Services Officers, or PSOs, who would provide walk-in report services to citizens.

As the City continues to grow, new patterns may warrant consideration of additional substations.

<b>South Substation - Potential Budget</b>			
Qty	Position/Equipment	Assignment	Approx Cost
1	South Substation		\$5,000,000
2	Police Services Officers	South Substation	\$102,220
		Total	\$5,102,220

**3. Improve mental health and addiction services through the coordinated response of police resources and mental health professionals.**

- A significant portion of police services involve concerns with mental illness and addiction
- Improvements need to be made in access to resources for those in mental and addiction crisis
- Studies have shown that a mental health co-responder program, combining providers with police, is an effective means to bridge this gap
- LSPD seeks to add a mental health co-responder to staff



LSPD has a proud history of working with regional partners to address mental illness and addiction issues. It is recognized that the answers to such problems aren't always found in the criminal courts. LSPD was the first adopter in Missouri of the Crisis Intervention Team model. LSPD has also developed programs to work with ReDiscover to aid those who are suffering from addiction issues.

There is a need to address this significant issue with additional resources. Approximately 5% of all citizens suffer from mental illness, and 10% of those who are incarcerated. "An estimated 7 percent of police contacts in jurisdictions with 100,000 or more people involve the mentally ill" (Grönberg, 2010). Even a well-trained police department only has limited capabilities to address this crisis.

Crisis Intervention Teams have been shown as highly effective in mental health interventions. An effective complement approach includes mental health professionals who aid in diverting individuals to needed resources in cooperation with police departments (Steadman, 2000). When these two approaches are combined, a powerful resource for addressing issues with mental health and addiction is realized. This can be accomplished through a Mental Health Co-Responder; a trained counselor who is embedded and responds with police personnel to calls for service involving individuals in crisis. This individual can immediately, at the scene arrange for much-needed resources.

LSPD has averaged 295 CIT mental health calls for service in the last four years. Calls for service classified as "Mental Health" increased by approximately 15% from 2016-2017, and then again by 42% from 2017-2018. Adding a Mental Health Co-Responder would close the service gap and reduce the officer's time on a call. Ideally, the Co-Responder would be affiliated with a local mental health provider and be contracted through the city. This relationship would allow for quicker services and resources for the person in crisis. Neighboring agencies, particularly in Johnson County, Kansas have seen success with the Co-Responder program. The Johnson County Health Department staff ten mental health co-responders out of the various police agencies within their jurisdiction. This program has expanded several times since it was initially implemented as a trial program in Olathe in 2011. "The level of care provided by a co-responder is more appropriate for the client, and more cost-effective for the county and our community partners," says Tim DeWeese, executive director of the Johnson County Mental Health Center. "This program has been extremely successful and has resulted in decreased jail admission as well as reductions in hospitalizations" (Johnson County, 2019). The same type of success is likely in Lee's Summit.

The Police Department has had initial conversations about the concept of a Co-Responder Program with representatives from ReDiscover. ReDiscover staff strongly support the implementation of such a program in our area. Funding is the main hurdle. Grant funding



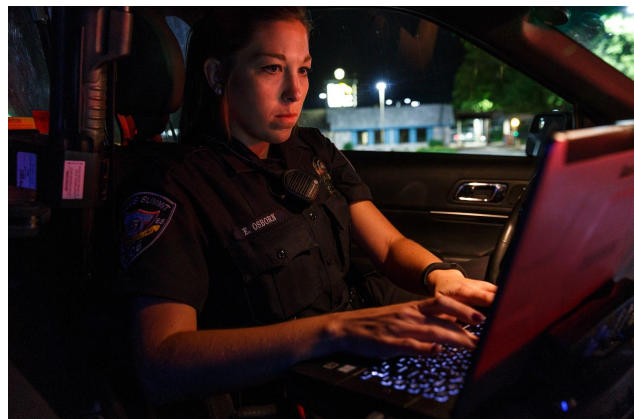
opportunities are being explored as of April of 2019, but no definitive source has been identified as of yet.

<b>Mental Health Services Improvements - Potential Budget</b>			
Qty	Position	Assignment	Appox Cost
1	Mental Health Co-Responder	Patrol	\$69,000
	Vehicle, Equipment		\$40,000
			\$109,000

**4. Improve post-incident investigative capabilities through improved technology and by meeting recognized manpower standards.**

- A study based upon nationally recognized staffing standards has indicated a shortage of five detectives in the Criminal Investigations Unit
- Additional staffing would stress spans of control to merit additional supervision
- LSPD seeks to add four detectives and a CIU sergeant as a supervisor
- Issues with narcotics are becoming more complicated and challenging for the Special Investigations Unit
- LSPD seeks to add one SIU detective
- A restructuring over the last few years eliminated an Evidence and Property Technician; LSPD seeks to replace this full-time position loss with a part-time position
- Technology including city-owned cameras and license plate readers would enhance the department’s investigative capabilities

During 2019, an internal manpower study was conducted using nationally recognized standards. The Criminal Investigations Unit (CIU) was evaluated with methods developed in Florida that evaluate case loads, types of cases, and the average time spent on such cases. This study was requested based upon recent challenges in keeping pace with follow up criminal investigations in the unit. The study revealed a deficiency in manpower of approximately five detectives based upon a consistent data set over the years 2015-2018.



Through improved efficiency measures, the use of the Crime Reduction Team methods described above, and the addition of four detectives the LSPD believes it can meet the current needs in assuring quality follow up investigations for crimes in Lee's Summit.

The addition of this manpower along with already existing high spans of control necessitates the addition of one sergeant to aid in supervision in this unit. The Criminal Investigations Unit is a critical piece to assuring the successful detection and prosecution of crime in Lee's Summit. Proper supervision of major investigations is vital in ensuring successful outcomes.

The Special Investigations Unit (SIU) consists of four detectives and a sergeant. This unit investigates crimes that fall out of the normal scope of CIU, such as narcotics, vice, and alcohol. The staffing in this unit has been consistent for 20 years. The City has witnessed an increase in drug issues due to opioid abuse and legalization in neighboring states. The medicinal legalization of marijuana in Missouri is anticipated to continue to cause a rise in illegal diversion and in abuse of other substances. The State of Colorado has seen opioid-related deaths increase steadily over the past three years, with an all-time high occurring most recently. LSPD desires to increase SIU by one detective to meet growing needs.

During 2016, a full-time Evidence and Property Technician position was eliminated in the Evidence Section of the police department. At the time, the workload did not warrant two positions, although it also exceeded one position. Arrangements were made for backup mechanisms such as the use of light duty or temporary reassignments of other personnel. While this has helped maintain the Evidence section, it is not an ideal or consistent solution. Workload assessments indicate the need for a part-time position to aid the full-time position in this critical area. The proper storage and organization of evidence are vital to court cases. Regular property audits and destruct orders help to maintain the organization and comply with policy and law.

Public area camera systems are common throughout mid-sized to large cities in the United States. Such systems are excellent tools to aid in both the deterrence of crime and in the post-incident investigation if a crime does occur. Cameras are frequently deployed in important high-traffic retail areas such as Downtown or Summit Woods in Lee's Summit. An integrated system that accepts feeds from City-owned cameras, as well as feeds from private businesses or other government entities, can provide tools to aid first responders to critical incidents. The technology exists to easily "geo-fence" an area and bring up live video if a crime in progress is reported. This video can then be sent to responding officers through their mobile computers. An after-the-fact geo-fence can give investigators a view of potential suspects in an area post-incident, as well. These camera systems are also effective at helping increase safety at large festivals and events, such as Downtown Days and Oktoberfest. The City continues to see an increase in these types of events.



Camera systems have proven effective at both increasing public feelings of safety and decreasing crime. In Baltimore, Maryland a city-owned system helped lead to an 11% drop in crime one year after installation (Hansen, 1997). After cameras were installed in a neighborhood in Chicago, shootings decreased by 52% (Williams, 2018). Camera systems are most effective in reducing crime when combined with other policing strategies, such as the Crime Reduction Team approach, but the evidence does indicate their empirical value in solving and preventing crime (Gill & Spriggs, 2005).

In addition to helping to prevent and solve crime, a City camera system can be beneficial to other departments. Public Works could use such a system to monitor intersections and check for maintenance issues. The Water Department could use the system to detect main breaks. Parks and Recreation can improve safety and security in their facilities and open areas. While the system would provide a tremendous benefit to the Police Department, it would truly prove a valuable tool City-wide. The system could be designed with a strong infrastructure start which could easily be added to as needed over the course of many years. The storage, software, and infrastructure backbone is needed on top of physical cameras at desired locations.

The Police Department Implemented license plate reader (LPR) technology in 2014. The Council at the time expressed a desire to limit the rollout of the technology by limiting the retention of the data to 30 days and by not supporting fixed LPR posts (only mobile units). Bill number 13-115 also requested annual reports to the Public Safety Advisory Board of the usage of the technology.

Since that time, LPR has provided tremendous investigative successes to the Department and to regional partners. While uncovering warrants and stolen vehicles has been a benefit realized from the technology, it has greatly helped in all types of crimes, including homicides. For example, the Lee's Summit system helped the Olathe Police Department with a homicide/missing person investigation in 2107. Several hits aided the Drug Enforcement Agency and Kansas City Police Department in a large-scale drug ring investigation in the same year. A gun-store robbery suspect was apprehended by Kansas City Police with the assistance of Lee's Summit LPR in 2018. A Silver Alert subject from St. Clair County was found through our system in the same year, and in 2019 Lee's Summit's connection to the LPR network helped locate a missing Silver Alert subject of our own when she was found in Albuquerque, New Mexico. In May of 2019, a Lee's Summit convenience store robbery suspect was located by combining a vehicle description and partial license plate with a stationary LPR feed from the Kansas City Police Department in the south part of their City. Further LPR data revealed the suspect's house.

The reports to the PSAB have been well-received each year with support in recent years for the expansion of LPR. The LSPD sees a benefit to adding two fixed/movable LPR systems; a



technology. Fixed LPR is limited per Bill 13-115, but the investigative benefits have proven to be highly valuable to nearby jurisdictions where it is in use, such as in Kansas City, Missouri. The City of Leawood plans to add several fixed LPR locations in 2019. Fixed LPR would have been useful in more quickly solving homicides and aggravated assaults that have occurred in the City since 2014. Fixed LPR data has been helpful in several national and regional cases, including solving a regional case of an individual who was firing shots randomly at vehicles on local highways. Kansas City Police fixed LPR located a carjacking suspect from a Lee’s Summit case in April of 2019. In light of positive recommendations from the PSAB, successes realized from local law enforcement partners with fixed LPR, and a proven track record of responsible data collection and handling, consideration might be given toward a reconsideration of Bill 13-115 regarding the use of fixed LPR.

The LSPD would also like to add an LPR unit for use by the Crime Reduction Team as a mobile unit, identical to our current system deployed in Patrol.

The restriction on data has not proven to degrade the Police Department’s investigative ability significantly. Several attempts have been offered at state legislation to also limit LPR data retention, most centering around the 30-day limitation currently recommended by Council in Bill 13-115.

Increasingly detectives are encountering digital evidence related to processing crime scenes and investigating crimes. Such digital evidence is usually found in mobile devices. Two instruments are most commonly used for processing digital evidence: Cellebrite and GrayKey devices. Housing such assets locally would provide for rapid processing of digital evidence. Such evidence has recently helped solve several violent crimes in Lee’s Summit.

<b>Investigations Improvements - Potential Budget</b>			
Qty	Position	Assignment	Approx Cost
4	Officers	Investigations	\$224,000
1	Sergeant	Investigations	\$94,005
1	Officer	Special Investigations	\$56,000
1 (PT)	Evidence & Property Technician	Investigations	\$43,372
	Camera System		\$500,000
	License Plate Readers		\$110,000
	Investigative Technology		\$90,000



	Vehicles, Equipment		\$300,000
		Total	\$1,417,377

**5. Improve response to critical incidents.**

- A mobile command post vehicle is needed for response to critical incidents and for use at special events within the City
- Demands for police K-9 usage in Lee’s Summit indicate a need to increase by one officer/canine

Critical incidents occur with varying levels of severity and at unknown times in Lee’s Summit. Over the course of the last five years, such incidents have included tornadoes, barricaded subjects, hostage situations, large-scale vehicular crashes and more. Both the Police and Fire Departments have prepared well for such incidents and have solid response plans.

The Police Department is in need of a quickly deployable mid-sized mobile command post for such critical incidents. Mobile command posts are available in varying sizes, from large RV type vehicles to modified SUVs. Currently, the police department uses issued SUVs along with any available facility we can temporarily occupy.

This is less than ideal and for a prolonged event or one in poor weather. A large RV sized command post is also not necessary and such a vehicle is available from regional partners if needed. The need is for a mid-sized command post, in the range of 20 - 24 ft in length, for frequent and easy deployment to a variety of scenes. This type of vehicle would also be useful for the large number of special events that are serviced, such as Downtown Days and Oktoberfest, as a mobile command option for deployment, camera monitoring, and citizen interaction.



Currently, the Police Department staffs two police canines and their handlers. These officers cover evening and night shift hours and respond to critical incidents to aid in suspect, lost person, building and article searches. They are instrumental in improving officer safety and immediate investigative and critical incident scene efforts. LSPD seeks to add another canine and a supervisor/handler in order to cover more hours of the day for incidents, which are



currently addressed through mutual aid or call out requests. While helpful, such responses are inherently slower and valuable minutes are often lost. A supervisor can also be used to guide the unit as well as provide more supervision in the Operations Division.

<b>Critical Incident Response Improvements - Potential Budget</b>			
Qty	Position/Equipment	Assignment	Approx Cost
1	Sergeant	K-9	\$94,005
1	Mobile Command Post	Emergency Services	\$450,000
	Vehicle, Equipment		\$60,000
		Total	\$604,005

**6. Improve police department training, administration, and fiscal efficiency systems.**

- Command staff at LSPD is comparatively flat and operations are restrained as a result
- Fiscal tracking is challenging due to limitations with administrative staff time
- The LSPD would like to pursue more grant opportunities to improve operations
- Expanded staff and new requirements for police training and professionalism have overtaxed current police staffing
- LSPD seeks to add a command position, a fiscal administrative assistant, and a training supervisor to staff

The Police Department was restructured in 2019 to improve efficiency and operations. As part of that restructure, a new position of Deputy Chief was created. In order to save costs, a position of Major was reclassified. Ideally, the new position would have been in addition to the existing Major’s position, but consideration to budget limitations was the driving factor in reclassifying instead of implementing a budget expansion. With the expansion of personnel proposed in this plan, it increases the span of control for the position even further. The LSPD proposes to add this Major position back into the command staff structure to improve department operations. This would allow for the return of the former “Support Division.” The Administrative Major would be freed to more closely monitor the department budget in conjunction with the position that will be described next.





Currently, a part-time administrative assistant is assigned to the Administration Division. With the part-time hours worked, this position provides for limited assistance with budget issues such as requisitions and procurement card tracking. We have attempted to assign more grant research to this position with limited success. The LSPD desires to shift this position to full-time status and reclassify it as a Management Analyst III. This would allow deeper involvement in grant research, applications, reporting, and tracking. It is hoped that this will help provide more resources to the City in a way that lessens the burden on increasingly tightening budgets. Additionally, this position could help more closely monitor variable expenses such as overtime and report to command staff when concerns exist.



Police training has become more challenging as the professionalism of law enforcement in Missouri advances. Twenty-four hours of training per year is required, but this is insufficient to maintain a high-quality, well-trained police force. Important training topics include legal updates, bias-free policing, defensive tactics, firearms, use of force, report writing, mental health/crisis intervention, and much more. Additionally, training newly hired recruit officers on the same topics, in addition to Lee’s Summit Police Department policies, is an

important but resource intensive task. As staff has been added to the Police Department over the years the task of training personnel has grown. The LSPD seeks to add a Sergeant to not only oversee required training but seek opportunities to train staff and advance the skills and abilities of officers and civilians to meet modern policing demands.

<b>Training, Administration, &amp; Fiscal Efficiency Improvements - Potential Budget</b>			
Qty	Position/Equipment	Assignment	Approx Cost
1	Major	Support	\$127,000
1	Sergeant	Training	\$94,005
1 (Part-time to full)	Management Analyst III	Administration	\$25,000
	Equipment		\$8,000
		Total	\$254,005



**7. Improve traffic safety by reducing vehicle crashes attributable to increasing roadway miles and population.**

- The Traffic unit has not expanded since inception in 1989
- Population has increased by over 50%
- Roadway miles managed by the unit have increased over 90%
- Motor vehicle crashes continue to increase annually
- LSPD seeks two addition Traffic officers to address expanded safety needs

The LSPD Traffic Unit is a specialized unit within the Operations Division specifically responsible for traffic law enforcement, motor vehicle crash investigation, and educating the community on matters of safe motor vehicle operation with the ultimate goal of reducing motor vehicle crashes. Traffic unit officers cover weekly “on-call” rotations for fatality crashes and the more severe impaired driver investigations. In addition, the Traffic Unit is the primary unit for developing operational plans for all special events which occur in the City. Special events require traffic control officers and motorcycle escort officers for safety at these events, which occur every month of the year.

The LSPD Traffic Unit was developed in 1989 through a Traffic Safety Grant awarded to the department. The unit originally consisted of eight officers and one sergeant. At the time, Lee’s Summit had a population of roughly 46,400 and the department employed 65 officers. Using those numbers, the LSPD Traffic Unit made up 13.8% of the sworn officers for the department. In comparison, today’s population for Lee’s Summit is reaching 100,000 citizens while the department has grown to 147 sworn officers. With the growth of the city and department overall, the Traffic Unit has remained stagnant outside of adding an additional supervisor. This has dropped the percentage of manning employed in the traffic safety function for the police department and community from 13.8% down to 6.8%.

In addition to the population growth since 1989, the City of Lee’s Summit has experienced tremendous growth in roadway miles, which have doubled as well. In 1989 the city had 662.2 miles of roadway compared to 1,271.4 miles in 2018. This is an increase of 609.2 roadway miles within the city to include more 4-lane highways, parkways, traffic light controlled intersections, and sophisticated traffic roadway designs such as roundabouts and diverging diamonds.

<b>Traffic Safety Improvements - Potential Budget</b>			
Qty	Position/Equipment	Assignment	Approx Cost
2	Officers	Traffic	\$112,000
	Vehicle, Equipment		\$60,000



		Total	\$172,000
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**8. Meet growing demands for Animal Control services.**

- Animal Control Officers respond to an average of 9,560 calls for service annually
- The animal shelter relies heavily upon an average of 4,500 hours of volunteer service to aid in shelter operations
- Volunteer work, while greatly appreciated, can be inconsistent
- Animal Control Officers currently provide 15 hours of coverage daily, from 8am until 11pm
- LSPD seeks to add an Animal Control Officer and Shelter Attendant to meet growing demands and continue to provide consistent, excellent service

Customer service, taking care of the animals and employee safety are the guiding principles at the shelter. It is estimated by the American Veterinarians Association that Lee’s Summit has approximately 30,000 cats and dogs (and growing) in the city limits. Lee’s Summit Animal Shelter provides a tremendous service to our community. The shelter is open 7 days a week.



No other local jurisdictions match that level of service. The shelter averages 4,200 animal impounds per year. The staff works diligently with many rescue groups in all states to place as many animals as possible. In order to get the staffing level needed to clean the shelter on a daily basis, we have to rely heavily upon volunteer or community service workers to complement the work being done by the shelter staff.

Volunteers logged an average of 4,500 hours over the last three years. Volunteers are unpredictable and many times don’t show up. When this happens, the Shelter Attendants must focus solely upon the cleaning function. This means that many of the other associated tasks including helping patrons, answering phones, and selling licenses are delayed. By nature, some animal calls and handling tasks are complicated and can cause danger to staff. It is recommended to work in pairs in shelter areas. Many times the volunteers and Community Service workers work alone due to the lack of shelter staff. This creates an avoidable safety concern for the employees and volunteers.



The areas of highest concern include dangerous dogs, animal abuse/welfare cases, stray roaming animals and the abatement of wildlife-related problems. These types of calls for service require an immediate response in order to mitigate the problem. Annually, Animal Control Officers respond on just under 10,000 calls for service.

Reviews of manpower in Animal Control based upon increasing demands have indicated that there is a need to add one Animal Control Officer and one Shelter Attendant. An additional Animal Control Officer would also help provide a relief factor to ensure staffing during peak hours.

<b>Animal Control Expansion - Potential Budget</b>			
Qty	Position/Equipment	Assignment	Approx Cost
1	Animal Control Officer	Animal Control	\$44,443
1	Shelter Attendant	Animal Control	\$43,372
		Total	\$87,815

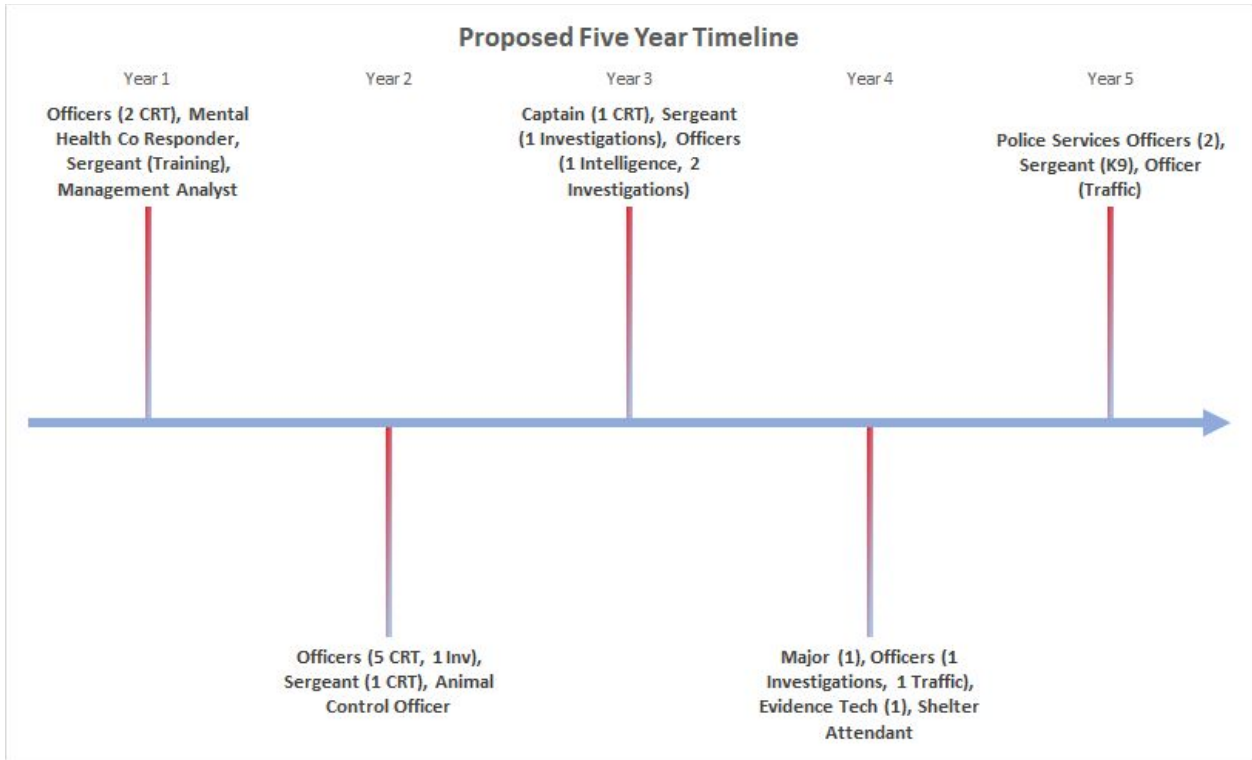


**Potential Budget Impact Summary**

<b>Personnel (Recurring Costs)</b>		
Qty	Position	Approx Cost
1	Major	\$127,000
1	Captain	\$116,992
4	Sergeant	\$376,020
15	Officers	\$840,000
2	Police Services Officers	\$102,220
1	Mental Health Co-Responder	\$69,000
1 (Part-Time)	Evidence and Property Technician	\$43,372
1	Mgmt. Analyst II (PT to FT)	\$25,000
1	Animal Control Officer	\$44,443
1	Shelter Attendant	\$43,372
	Total	\$1,787,419

<b>Facilities, Vehicles, Equipment (Capital / Replacement Program Costs)</b>		
1	South Substation	\$5,000,000
1	Mobile Command Post	\$450,000
	Camera System	\$500,000
	License Plate Readers	\$110,000
	Investigative Technology	\$90,000
	Vehicles, Equipment	\$868,000
	Total	\$7,018,000





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