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HUDSON POLICE DEPARTMENT
SPATIAL NEEDS ASSESSMENT

Introduction

Municipal Resources, Incorporated, (MRI) of Meredith, New Hampshire was engaged by the Chief of Police for the Town of Hudson, New Hampshire to conduct an independent assessment of the current and anticipated spatial needs of the Hudson Police Department facility located at 1 Constitution Drive, Hudson.

Methodology

Municipal Resources, Incorporated President and Chief Operating Officer Alan Gould and Director of Services Sean Kelly met with Chief Avery and Captain David Cayot at the Hudson Police Department to begin the collection of data needed for the assessment. Joining the meeting were Scott Cornett and Claire Mullane of Northpoint Construction Management as well as other internal and external key stakeholders. An overview of practical uses of existing space was provided by Chief Avery and Captain Cayot.

Cornett and Mullane described environmental challenges to the expansion project due to ledge, property lines, zoning restrictions and other limiting factors. Chief Avery described key stakeholder support for this proposed project in local government and the community at large. Chief Avery explained a commonly understood belief that the twenty-five-year-old structure had been under-constructed at its inception due to budget limitations. The architectural changes made somewhat on the fly as a cost savings initiative during primary construction disabled the possibility of vertical expansion at reasonable cost today, thereby limiting expansion to horizontal configuration. Additional data was collected during a comprehensive tour of every space within the existing structure and of the land surrounding the building. Outbuildings were described but are not considered in this assessment.

In the weeks following the first meeting, specific needs data was collected by interview. MRI interviewed twenty-eight members of the Hudson Police Department comprising 40% of the total 69 member staff. The twenty-eight employees included management, supervision and line sworn and non-sworn employees. Representatives from patrol, detectives, communications, records, prosecution, victim/witness services, and facilities provided insight to

the current state of space usage, storage, access to needed services within the facility, safety/security and privacy, workflow and other commonly experienced uses of the structure.

A description of the organization and operations of the Hudson Police Department by key leadership identified the departments' immediate needs, what programs are currently provided to the community (inclusive of those services delivered specifically/uniquely to Hudson police employees), what staffing levels exist and are anticipated, what special needs each "division" within the department organizational structure may have, and what activities or other divisions are important to be adjacent to or readily accessible to during the day-to-day operations of the department.

Current needs for workspace, proximal workflow, employee locker space, communications center safety and space, crime victim and witness privacy issues, conference space and storage space are critical issues.

This report concludes with recommendations for resolving immediate space needs while projecting anticipated needs of the police department for the efficient and effective delivery of law enforcement and police services to the Town for the reasonably foreseeable future. *Recommendations are italicized.*

Needs Assessment

Current Structure Described

Hudson Police Department

The Hudson Police Department is located at 1 Constitution Drive in Hudson. The building is a single-story brick façade structure with off-street parking on the east and west sides of the building. As shown in the photograph above, the roof is a peak construction configuration designed to withstand harsh New England weather; the space within the roofed area is

unfinished attic space used for storage; it is not designed for occupation. The exterior of the building, the grounds and parking areas appear to be well maintained and in serviceable condition. Green space and landscaping on all sides of the building lends to a professional and welcoming environment for workers and visitors. Any decision for extension should include matching brick façade, window styles and roofing materials for aesthetics. Future approaches to the building from traditional ingress ways as well as unplanned approaches should be assessed architecturally from the perspective of crime prevention through environmental design (CPTED); *installation of protective bollards is recommended*.

Spaces within the building that are adjacent to exterior walls have natural light from ordinary weather-tight windows (except for a single fixed interior window at the communications center, no windows on the exterior of the structure are secure from assault) that may be opened for ventilation. Interior workspaces have no natural light nor natural ventilation. Corridors, either by choice or design are dimly lit. The interior spaces appear to be well-maintained and in serviceable condition.

Exterior spaces and certain publicly/quasi-publicly accessible interior spaces are monitored by video camera. *Replacement of the monitoring system with current technology is recommended* and should include an increase in the number of cameras needed to monitor interior and exterior spaces associated with new construction, at a minimum. Reconfiguring workspace layout within the existing facility as part of planned renovations may inform the need for additional or moved video surveillance cameras. *Operationalizing the increase of surveillance cameras internally and externally to the existing building and proposed extension, along with consideration of the limited space of the existing communications center for monitoring, as well as the impact on workload of the telecommunicators is recommended.*

Parking and access to the main entry are convenient, well maintained, professional and welcoming in appearance. The structure is bounded on two sides by Constitution Drive with the remaining sides bordered by parking and ingress/egress ways. The property on which the structure is situated is not secure from public access. By design, the building may be publicly accessed from the front only; access of the remaining three sides is limited to authorized staff only or those under escort.

Hudson Police Department Public Access Parking (east side)

Hudson Police Department Employee Entrance (west side)

Access to the interior spaces of the Hudson Police Department is limited by a key fob operated electronic security system. *It is recommended that this system be replaced at the time of construction and renovation with current security technology.*

Mechanical systems in the form of heating, ventilation and air conditioning (HVAC) and automated fire suppression are described by Chief Avery as being in near terminal condition. Routine inspections of fire detection systems are performed for the Hudson Police Department on an annual basis. *Assessment of HVAC and automated fire suppression systems by a qualified vendor for life safety and quality of life assurance is recommended.*

Current fleet storage does not include protection from inclement weather. Time saving and improved response time during winter may be improved by the installation of a carport on the northwest side of the structure may be desirable. The provision of a carport also reduces the chance for injured-on-duty claims due to slips and falls that can occur clearing off, entering or exiting a cruiser in winter weather conditions.

Imposed Facility Needs

Factors imposed by external authority that impact the future facility needs of the Hudson Police Department include those that are already somewhat problematic in the current state of the facility.

Records Retention

There are certain documents/records that are required by NH RSA to be retained indefinitely, others that must be retained for 50 years, and vast numbers of records that must be retained for shorter periods. The present space for records retention at the Hudson Police Department is well-managed; however, a massive undertaking of transitioning some records (allowed by law) to electronic copies is merely delaying the inevitable. Records clerks predict the need for 150% of existing hard copy storage space soon. *Expansion of space allocated for records retention is recommended to enable the installation of additional rolling records storage to meet immediate and projected needs. Current space needs are estimated to be 150% of designed capacity. At present, "archived" records are stored in the attic space above occupied workspaces. MRI recommends that an engineering study be performed to determine whether the attic space is capable of bearing the load weights of stored records. MRI recommends that vital records be secured in fire resistant cabinets or protected by a dry chemical fire suppression system.*

Hudson Police Department Active Records Storage System

Having the records room located for convenient access by Detectives, Prosecutor(s), and Victim/Witness Advocates as the most common users of the records clerk services is desirable.

Evidence and Property Retention

Evidence processing, packaging and storage needs imposed by law, regulatory authority and recommended best practices require certain evidence to be retained indefinitely, other evidentiary items for at least 20 years while the bulk of evidence is retained for substantially shorter periods. Secure storage needs are exacerbated by the statutory requirement that seized non-evidentiary property that has no known owner must be retained for minimum of 180 days, then may only be destroyed by court order or sold at auction. Though the Hudson Police Department engages in aggressive compliance with statutory requirements and best practices by destroying unneeded evidence and "abandoned" property in a timely way, the increase of population, calls for service and crimes by type with the attendant receipt of new evidence and property has stressed the existing space.

Temporary secure storage of evidence and seized property is made difficult by the placement of the current pass-through temporary storage lockers in the booking room. When prisoners or other persons are present, officers are prohibited by policy and best practice from moving certain articles through the booking room for temporary storage. When evidence and property cannot be securely stored, department policy, best practice and regulatory authority requires that a qualified police officer remain in physical presence of the to-be-stored article to maintain a clear chain of custody until such time that the article can be stored. This step is overly burdensome to the operations of the Hudson Police Department.

Currently, instead of a single centralized storage facility, due to the pressing storage space needs, Hudson Police has resorted to outplacing certain evidence and property outside of the designed evidence storage room. Specifically, transferring long guns through the building to the "Forensic Laboratory" for storage creates substantial physical and liability risk to the agency as well as un-desirable use of staff time. Outplacement of evidence and property storage has further lessened available space elsewhere in the building and imposes sometimes difficult administrative tracking of such articles. *Centralized secure storage rooms (long- and short-term storage) for all evidence and property that is supported by a robust software tracking system and video surveillance is recommended.*

Hudson Police Department Crime Gun Evidence Locker
Outplaced in Forensic Lab

Hudson Police Department Evidence Pass Through Lockers
Co-located in Booking/Temporary Detention

Victim and Witness Privacy Rights

Established in law, victims of crime are afforded privacy rights and are to be protected from the accused throughout any pending legal matters. The present space assigned for victim interviews and services are not proximal with easy access to investigators, prosecutors and advocates. The result is the risk of victim exposure to the accused, family/friends of the accused or other parties associated with a case being investigated by the Hudson Police Department. *Appropriate alignment of space needed for victim accessibility to privacy and services is recommended. Separate spaces for interrogation, interviews and polygraph are recommended.*

The sensitive nature of criminal investigations of vice, drugs and organized criminal enterprises suggests that extraordinary measures be taken by the Hudson Police Department to safely secure certain records separately from the central records room (confidential informant files), small quantities of cash (controlled buys/flash money), as well as the safety/security of cooperating individuals and witnesses from discovery. *Designing these additional security measures into the expanded space needed by the detective division is recommended.*

Hudson Police Department Interview Room at Main Lobby

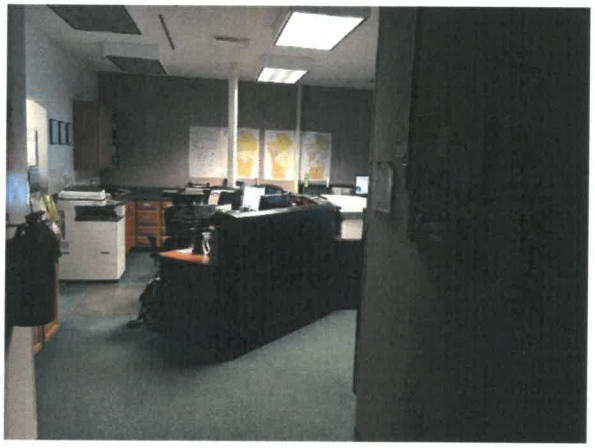
Juvenile Privacy Rights

Juveniles have substantially guaranteed privacy rights found in NH statute and in regulations imposed by the United States Department of Justice Office of Juvenile Justice and Delinquency Prevention (OJDDP). For instance, NH RSA 169-B requires that "...no minor shall be detained in any facility where adults charged, convicted or committed for criminal offenses are simultaneously detained." Additionally, statutory requirements imposed on the Hudson Police Department include provisions that ensure that juveniles detained temporarily prior to arraignment are held "...in a room or cell separate and removed from all contact, both sight and sound, from adults..." Best practices suggest that temporary pre-arraignment detention facilities for juveniles allow for separation of juveniles by gender; the criticality of such best practice recommendations is found in statute where mandatory separation of juveniles by gender is found in post-arraignment detention requirements. Though national arrest rates for juveniles has been down-trending for more than twenty years, *the imposition of statute and liability risk for non-compliance suggests an operational imperative is placed on the Hudson Police Department with respect to the inclusion of separate/private temporary juvenile detention within the facility; such renovations/additions are recommended.*

Communications Center Fire and Emergency Safety

The current state of the Hudson Police Department Communications center includes ingress and egress from only one portal. A door located immediately adjacent to the high-risk secure area associated with prisoner processing is the only access in to or out of the communications center.

The National Fire Protection Association has established the best practices for all occupied space. The Hudson Police Department Communications center was constructed under NFPA code that has since been revised. Currently, the NFPA requires new construction to include life safety features of, "At least two exits should be provided for all areas. These exits must be remotely located from each other and arranged and constructed to minimize the possibility that more than one may be blocked by any one fire or other emergency condition. For all new construction, the "diagonal" rule requires exits to be separated by at least half of the diagonal distance of the area served." "Exits should discharge directly to the outside or equivalent safe area. NFPA highlights circumstances where alternatives such as areas of refuge and exiting through lobby areas can be used." *As part of the renovation of the existing Hudson Police Department facility, MRI recommends that a second exit be constructed for emergency egress from the Communications Center.*



Hudson Police Department Dispatch Center
Showing No Second Ingress/Egress

Incumbents assigned to Emergency Communications opine that the space currently utilized for receipt of calls and radio dispatching is adequate for that purpose today. They further opine that the space would be adequate for the foreseeable future needs of the community if the equipment in place today was replaced with current technology. By downsizing the need for equipment space through the installation of current technology, the floor space in the center would be large enough to allow a fourth workstation as calls for service proliferate over the foreseeable future. *MRI recommends that Hudson Police Department consider replacing the*

dispatch center technology as part of the renovation project or as part of future Capital Improvement Planning. At a minimum, MRI recommends that radio and telephone technology be upgraded for compatibility with each other and for use with hands free headsets.

As noted above, if additional surveillance cameras are installed with the renovation and addition to the structure, *MRI recommends that consideration be given to workload and space needed for camera monitoring by dispatchers.*

Further evaluation of the environmental conditions of the communications center are recommended; a survey of incumbents directly linked to the environmental conditions may shed additional light on the needs of the center as they relate to employee comfort and safety. Lighting is described as harsh; the room is either too brightly lit or too dark. HVAC is linked to the rest of the building; though the room is thought to be capable of sustaining fire for up to two hours, the HVAC system brings the odor of burned food prepared elsewhere in the building into the center.

Due to the emergent nature of the work performed by dispatchers, they cannot walk away from the communications center to prepare meals and take comfort breaks; all activities during scheduled shifts must take place within the confines of the secure emergency communications center. *As part of renovation of the existing structure, MRI recommends that office space currently adjacent to the communications center would be ideal for inclusion within the secure space.* Re-purposed, this space could house appliances needed for food storage and preparation, table and chairs and comfortable furniture needed for stress decompression. By co-opting the office space for use by the dispatch center as a break room, space currently used for meal prep and cold storage could be re-allocated for use as locker space.

The current state of the roll down emergency barricade requires dispatchers to step to the window and expose themselves to danger in order to manually operate the roll down barricade. *MRI recommends that this safety feature be enhanced by the installation of remotely initiated electronic releases of the roll down barricade. Examination of the bullet proof glass facing the public access to the building by a qualified vendor to ensure the integrity of the glass is recommended.*

Hudson Police Department Dispatch Center
Showing Hand Operated Security Window

Locker Room and Rest Facilities

NH RSA 354-A:7, Unlawful Discriminatory Practices makes it unlawful for an employer to engage in any discriminatory practice. This statute includes provisions for ensuring that all employees enjoy freedom from discrimination in "...conditions or privileges of employment..." The current locker room facilities at the Hudson Police Department are inadequate for current operations, gender equity and forecasted growth of the community and is at risk for being discriminatory in practice when considering the number of lockers available and the number of females employed by the agency while similar crowding conditions are not experienced by male employees.

The locker space allocated for male employees has space needed for current staffing; it does not have adequate space for forecasted staffing increases over the expected life of the renovated/new structure. Also, this space does not have storage space for officers assigned to specialty units that require the retention/maintenance of specialized gear/equipment (i.e. SWAT). By choice or by design, the spaces are dimly lit; and HVAC is described as inadequate for the changes in weather conditions.

The locker space allocated for female employees has only that number of lockers needed for the current number of sworn female officers; there is no locker space for additional sworn officers, nor is there locker space for non-sworn female employees. Also, this space does not have storage space for officers assigned to specialty units that require the retention/maintenance of specialized gear/equipment (i.e. SWAT). The facility has 10 lockers for the 19 current female employees. Proximity of rest facilities to the locker room disallows privacy. The shower drains to the locker room floor drain, leaving the floors wet and slippery and the air quality musty. By choice or by design, the spaces are dimly lit; and HVAC is described as inadequate for the changes in weather conditions.

Construction of a new female locker facility or renovation of existing space elsewhere in the current facility with the same or similar proximity to patrol functions with enough locker space for all female employees plus a forecasted number of lockers equivalent to gender equitable hiring for the life expectancy of the structure once complete as well as specialty equipment storage; and renovating the existing spaces as one male locker room that would afford privacy to rest facilities while enabling storage space and additional locker space is recommended.

MRI recommends replacing all locker room lockers with model equipped with electrical outlets and USB ports to support flashlights, radios, cell phones and other technologies stored by officers. Or, renovate current lockers to include wiring lockers with electrical circuits and USB ports. This would allow this equipment to be charged in the security of an owner/operator managed locker between shifts. Presently some of this equipment is being charged on a small folding table inside the doorway of the locker rooms.

As part of design consideration, the *Hudson Police Department may wish to seek legal counsel about the design of locker rooms and rest facilities as related to gender identity.* In 2016, Governor Maggie Hassan opined as a matter of State policy that employees have "...the right to the use of locker room that corresponds to their gender identity." Regardless of legal considerations, social convention suggests that the Hudson Police Department take the steps necessary to ensure equal right to access and privacy of all employees.

Discretionary Facility Needs

The following describes immediate and projected needs of the tasks by "division" of Hudson Police Department staffing not yet addressed. Included are recommendations resultant from needs associated with current and projected workload described by incumbents assessed against best practices.

Generally, casual observation of the current state of the facility at 1 Constitution Drive reveals that nearly every workspace is overcrowded. Additionally, storage of needed equipment and materials that support mission effectiveness is exceeded or non-existent. To ensure that they have equipment and materials needed to perform their day-to-day tasks readily available, sworn and non-sworn personnel sacrifice space ordinarily reserved for ease of movement for storage. As part of design features, *the addition of secure equipment/materials storage within each operational component work area is recommended.*

Services Division

The space presently occupied by the Services "Division" was designed and constructed as a fitness facility. It was used for that purpose for many years; however, space needs of the department required the space to be re-purposed. A room on the west end of the building currently provides workspace for a Services Division Officer, three School Resource Officers, a Victim/Witness Advocate and the unit Sergeant. The Victim/Witness Advocate is not organizationally attached to the Services Division; inadequate space for housing the department Legal Unit required that the Unit be broken up and sent to separate workspaces (see additional information below in "Prosecution/Victim and Witness Advocacy".

If renovation/expansion enables co-location of the victim/witness advocate with the Prosecutor, the space currently allocated for the Services Division would be adequate if reconfigured. Uniformly, incumbents describe the need for secure storage of materials needed for school and other community events. The conditions associated with the currently used attic storage space are undesirable. The storage space is inadequately lit and poorly ventilated; it is described as freezing cold in winter and blazing hot in summer. Comments made by staff suggests to MRI that *the current attic space would be adequate if renovated and equipped with a hardware/software bar code system to track location and quantities of materials* commonly used and stored by the division.

Prosecution/Victim and Witness Advocacy

Currently, incumbents assigned to prosecution and victim/witness advocacy work is bifurcated among available space within the existing Hudson PD structure.

As described above, there are standards imposed on the Hudson Police Department by statute relative to victim/witness privacy rights. *Renovation and addition of space should include provisions for the co-location of Prosecutor(s), legal clerks, the department court liaison officer and victim/witness advocates.* Proximity to the frequently needed Central Records is desirable for improved efficiency and effectiveness of the overarching prosecutorial process of the Hudson Police Department.

Safety and security needs associated with interview space for victims and witnesses is statutorily required; co-location of such space with the prosecutor and advocates et al is desirable.

Detectives

Currently, of the space designed for use as desk space (eight workstations) incumbents estimate that half are used for storage of equipment and materials needed on a day to day basis. One of the workstations routinely used for storage doubles as a workstation used by detectives conducting internet crimes against children investigations and those crimes perpetrated against children that are technology based. There, an isolated computer (no internet or intranet connectivity) is dedicated for the forensic examination of evidence collected during highly sensitive criminal cases. *Due to the highly sensitive nature of the investigations associated with the isolated computer and associated forensics examination of materials associated with these crimes by type, it is recommended that a separate and secure workspace be designated for this purpose.*

Detectives describe that the limitations of the currently available space often put victims and witnesses in uncomfortable situations when inadequate interview space results in victims and witnesses being co-located in semi-public surroundings waiting to be interviewed. Similarly, though detectives take extraordinary measures to ensure that victims and witnesses are not exposed to persons accused of crime, due to the limitation of space, such assurances require continuous space and people management. *The inclusion of multiple interview rooms, interrogation rooms and a private waiting room that could double as a "soft" interview room within the detective division is desirable.*

Detective supervisors expressed frustration with not having space needed to conduct case briefings and daily meetings that are out of the public eye. They would like to have *meeting space* dedicated for their purpose so that strategy, case priority and other notes can be discussed and white boarded without concern for public disclosure.

Detectives described inadequate space for evidence processing. Due to the limitations of the forensic lab size, they find themselves using space that is not separate or secure from semi-public disclosure to process evidence. Being in semi-public areas creates liability associated with the chain of evidence. Further, the inclusion of firearms evidence/property storage in the forensic lab reduces the available space to detectives for processing of evidence and adds the potential passage of agency staff through the forensic lab for the necessary transmittal of firearms while evidence is being processed; this opens the agency to liability and individual officers to the potential of being called as witnesses in cases not their own. *Installation of pass through lockers from the forensic lab to the evidence room is recommended.*

As noted above, the sensitive work performed by detectives assigned to investigate drug crimes often exposes them to increased risk associated with this violence ridden crime by type. Though

not an externally imposed necessity, separate and secure facilities within the detective division to support drug investigation activities is desirable. *The inclusion of built in secure storage for confidential files, including a safe for buy money is desirable. Ingress and egress (can be co-located for use by detectives, generally) separate from routine use by other agency members to facilitate privacy of undercover police officers/special agents as well as confidential informants and cooperating individuals is also desirable. Co-location of additional interview rooms, interrogation rooms and a waiting room within the overarching detective division is recommended.* If technologically possible, having access to audio/video images from the interview/interrogation rooms in the general detective area and the drug detective area would be helpful.

By the nature of their work, detectives often (mostly) work out of uniform and in plain clothes. They are not immune from danger nor exempt from accepting dangerous assignments. Therefore, having *storage space within the detective area that enables immediate access to body armor, other protective equipment, additional firearms and articles of clothing (raid jackets/hats and weather specific) is desirable.*

Incumbents point out that the infrequency of use of the juvenile detention room suggests that the space may be better utilized if re-purposed to achieve some of the necessary and desirable changes found above. Further, incumbents noted that HVAC to the interview rooms is inadequate to bring fresh air in and remove foul air when conducting interviews and interrogations. As part of the overall engineering assessment of the existing HVAC system, *MRI recommends that air flow/HVAC in the interview and interrogations rooms be evaluated for officer safety, health and comfort.*

MRI recommends that the detective division be placed in proximity to records and prosecutors due to the frequency of interaction and need.

Patrol

Patrol is the largest "division" within the Hudson Police Department organizational chart. Officers and staff assigned to Patrol make up the majority of incumbents in any work component. The nature of the work performed by Patrol has them outside of the building using police vehicles for their day to day functions rather than occupying a significant amount of space within the structure. However, key functions of Patrol are performed within the building; the vastness of the patrol division suggests that certain spaces be expanded to accommodate immediate and forecasted functionality.

Current practice has shifts "passing" each other at certain times of day. The necessary sign out and return of equipment currently stored for use in the so-called roll call room creates a temporary clog of officers at shift change. Sergeants conducting roll call briefings express frustration that the necessary briefings are often disrupted by the routine exchanges necessitated by the shared space. Conversely, these same personnel describe the advantage of shifts passing through the same space at the same time: informal/undocumented information is often exchanged between officers that would not necessarily be part of the formal roll call briefing. *Larger space allocated for roll call to accommodate the immediate needs of up to 30 officers using or passing through this space simultaneously as part of shift change/information exchange; or, the re-purposing of other space for patrol equipment exchange (i.e. portable radios, mail call, and replenishable materials) is desirable.*

Patrol recognizes that the bulk of their work in the building is conducted at the west end. Is there an opportunity to have a second evidence pass through installed that would be convenient to detectives and patrol?

Incumbent Lieutenants assigned to command patrol shifts note that they prefer to be closer to the day to day activity of patrol than is currently possible. Patrol officers are ambivalent because most of their supervision is received from Sergeants.

Administration

The current organizational chart of the Hudson Police Department describes two bureaus, each commanded by a Captain with overarching command authority vested by statute in the Chief of Police. Staffing levels across the bureaus are likely to parallel the forecasted 5.5% population increase through 2040 with calls for service and crime rates to increase proportionately; therefore, it is likely that the Hudson Police Department will experience the need for additional commanders to assure continuity of service and the high level of accountability currently enjoyed by the community. With the likelihood of additional command space needed, *renovations of the current office space allocated for the Chief of Police and Captains within a suite of offices, reception area and conference room should include consideration of at least one more office and the possible expansion of meeting space.*

As a general statement, incumbents across the department expressed frustration with the inadequacy of available meeting space. Though the conference room within the command suite has seating enough for the Chief and Bureau Commanders to caucus with Lieutenants, it is inadequate for an "all call" leadership staff meeting; *renovations of the existing structure should include consideration of additional meeting space.*

Break Room

The Hudson Police Department has a unique and highly desirable opportunity to take an effective step toward reducing the toll that the physical and emotional stressors of police work have on employees. By designing and equipping a break room with health, wellness, decompression and recovery in mind, the Hudson Police Department can help to reduce the risk associated with vicarious, acute and cumulative trauma. Though certainly not the panacea, the provision of a thoughtfully designed break room is a piece of a much larger puzzle. *Recommendations for stress reduction in break room design include a change of scenery that includes bright colors in a well-lit environment.*

Well organized and easily accessible "services" in a break room can further reduce stress. Having access to "fun" things to do while on a break enables police officers and staff to separate from the stressors of law enforcement and police service delivery, even if only for a few minutes. Hudson PD may wish to consider installing a wide screen cable ready TV equipped with the latest video gaming module. Games allow officers and staff to tune out when things get too chaotic. Alternately, constructing space in the break room that is designed for stimulation free quiet meditation would enable officers and staff to regroup, refocus and improve concentration and mindfulness.

The addition of a washer and drier to the "normal" complement of appliances (fridge, stove, dishwasher) enables officers to wash soiled garments before they end up tracking the dirt and grime of work to their homes. By reducing the risk of bringing home something undesirable, Hudson PD can further support health and wellness among staff.

The recommendation of a break room re-design is to encourage health and wellness by enabling officers and staff to unwind and get away from job stressors long enough to reset and recharge.

Community Room

If the community would tolerate the re-purposing of this "named" community room for a government purpose, it would accomplish several objectives in one fell swoop and with little additional cost associated with renovating the existing structure. *By re-purposing the space for use as an agency owned property depot equipped with bar code reader hardware/software, the Hudson Police Department could minimize renovations for inclusion of large(r) storage areas within each of the operational areas of the building.* A properly equipped centralized agency owned property room is likely to improve accountability while also improving efficiencies by informing the Chief of Police of recurring budgetary needs through purchase trend analysis.

As part of re-purposing, Hudson PD may wish to consider adding security measures such as shored up exterior windows, camera surveillance and access tracking software.

Training

Hudson Police Department has operational control over a building on Constitutional Drive opposite the main entrance to the Police Department. Currently used infrequently for firearms simulations training and little else, this space could be re-purposed for concurrent use for large meetings, emergency management and agency sponsored/hosted training. *MRI recommends that the Hudson Police Department consider including renovation of this space in cooperation with other emergency services in town as part of Capital Improvement Planning.*

Recommendations

Municipal Resources, Incorporated has compiled the recommendations found within this report for easy reference. This list does not imply priority by the order in which it is presented; instead, the recommendations merely coincide with the order of appearance within the narrative content of this report.

H-1: MRI recommends the installation of protective bollards along the perimeter of the Hudson Police Department property as part of a comprehensive program of crime prevention through environmental design. Additional lit protective bollards can add to safety and security of officers, staff and visitors during hours of low light and darkness.

H-2: Replacement of the video surveillance monitoring system with current technology.

H-3: Operationalizing the increase of surveillance cameras internally and externally to the existing building and proposed extension, along with consideration of the limited space of the existing communications center for monitoring, as well as the impact on workload of the telecommunicators is recommended.

H-4: It is recommended that the key fob access security system be replaced at the time of construction and renovation with current security technology.

H-5: Assessment of HVAC and automated fire suppression systems by a qualified vendor for life safety and quality of life assurance is recommended.

H-6: Expansion of space allocated for records retention is recommended to enable the installation of additional rolling records storage to meet immediate and projected needs. Current space needs are estimated to be 150% of designed capacity. At present, "archived" records are stored in the attic space above occupied workspaces. MRI recommends that an engineering study be performed to determine whether the attic space is capable of bearing the load weights of stored records. MRI recommends that vital records be secured in fire resistant cabinets or protected by a dry chemical fire suppression system.

H-7: Centralized secure storage rooms (long- and short-term storage) for all evidence and property that is supported by a robust software tracking system and video surveillance is recommended.

H-8: Appropriate alignment of space needed for victim accessibility to privacy and services is recommended. Separate spaces for interrogation, interviews and polygraph are recommended.

H-9: Designing additional security measures for certain vice, drugs and organized crime (VDOC) records and small quantities of cash into the expanded space needed by the detective division is recommended.

H-10: MRI recommends the inclusion of separate/private temporary juvenile detention within the facility.

H-11: MRI recommends that a second exit be constructed for emergency egress from the Communications Center.

H-12: MRI recommends that Hudson Police Department consider replacing the dispatch center technology as part of the renovation project or as part of future Capital Improvement Planning. At a minimum, MRI recommends that radio and telephone technology be upgraded for compatibility with each other and for use with hands free headsets.

H-13: MRI recommends that consideration be given to workload and space needed for camera monitoring by dispatchers.

H-14: Further evaluation of the environmental conditions (HVAC, air quality, temperature, lighting et al) of the communications center is recommended.

H-15: MRI recommends that office space currently adjacent to the communications center would be ideal for inclusion within the secure space for use as a break room.

H-16: MRI recommends that the roll down safety barricade be enhanced by the installation of remotely initiated electronic releases. Examination of the bullet proof glass facing the public access to the building by a qualified vendor to ensure the integrity of the glass in front of the communications center and records room is recommended.

H-17: Replace ordinary glass sidelights on main entry door to secure portion of the building from the main lobby with bullet proof glass or other similarly protective material.

H-18: Construction of a new female locker facility or renovation of existing space elsewhere in the current facility with the same or similar proximity to patrol functions with enough locker space for all female employees plus a forecasted number of lockers equivalent to gender equitable hiring for the life expectancy of the structure once complete as well as specialty equipment storage; and renovating the existing spaces as one male locker room

that would afford privacy to rest facilities while enabling storage space and additional locker space is recommended.

H-19: Replace all locker room lockers with model equipped with electrical outlets and USB ports to support flashlights, radios, cell phones and other technologies stored by officers. Or, renovate current lockers to include wiring lockers with electrical circuits and USB ports.

H-20: Hudson Police Department may wish to seek legal counsel about the design of locker rooms and rest facilities as related to gender identity.

H-21: The addition of secure equipment/materials storage within each operational component work area is recommended.

H-22: If renovation/expansion enables co-location of the victim/witness advocate with the Prosecutor, the space currently allocated for the Services Division would be adequate if reconfigured.

H-23: The current attic space would be adequate if renovated and equipped with a hardware/software bar code system to track location and quantities of materials.

H-24: Renovation and addition of space for housing Prosecution/Vic/Wit Services should include provisions for the co-location of Prosecutor(s), legal clerks, the department court liaison officer and victim/witness advocates.

H-25: Due to the highly sensitive nature of the investigations associated with the isolated computer and associated forensics examination of materials associated with these crimes by type, it is recommended that a separate and secure workspace be designated for this purpose.

H-26: The inclusion of multiple interview rooms, interrogation rooms and a private waiting room that could double as a "soft" interview room within the detective division is desirable.

H-27: Installation of pass through lockers from the forensic lab to the evidence room is recommended.

H-28: The inclusion of built in secure storage for confidential files, including a safe for buy money is desirable.

H-29: Ingress and egress (can be co-located for use by detectives, generally) separate from routine use by other agency members to facilitate privacy of undercover police officers/special agents as well as confidential informants and cooperating individuals is also desirable.

H-30: Co-location of additional interview rooms, interrogation rooms and a waiting room within the overarching detective division is recommended.

H-31: Storage space within the detective area that enables immediate access to body armor, other protective equipment, additional firearms and articles of clothing (raid jackets/hats and weather specific) is desirable.

H-32: MRI recommends that air flow/HVAC in the interview and interrogations rooms be evaluated for officer safety, health and comfort.

H-33: MRI recommends that the detective division be placed in proximity to records and prosecutors due to the frequency of interaction and need.

H-34: Larger space allocated for roll call to accommodate the immediate needs of up to 30 officers using or passing through this space simultaneously as part of shift change/information exchange; or, the re-purposing of other space for patrol equipment exchange (i.e. portable radios, mail call, and replenishable materials) is desirable.

H-35: Renovations of the current office space allocated for the Chief of Police and Captains within a suite of offices, reception area and conference room should include consideration of at least one more office and the possible expansion of meeting space.

H-36: Renovations of the existing structure should include consideration of additional meeting space.

H-37: Recommendations for stress reduction in break room design include a change of scenery that includes bright colors in a well-lit environment. The recommendation of a break room re-design is to encourage health and wellness by enabling officers and staff to unwind and get away from job stressors long enough to reset and recharge.

H-38: By re-purposing the current use of the community room space as an agency owned property depot equipped with bar code reader hardware/software, the Hudson Police Department could minimize renovations for inclusion of large(r) storage areas within each of the operational areas of the building.

H-39: MRI recommends that the Hudson Police Department consider including renovation of out building training space in cooperation with other emergency services in town as part of Capital Improvement Planning.

H-40: MRI recommends the addition of a carport for agency owned fleet/vehicle storage. By protecting the fleet from weather, Hudson Police will be better able to respond from the station more quickly while reducing the risk of injuries due to slips and falls.

Respectfully submitted,

MUNICIPAL RESOURCES, INC.