EXECUTIVE SUMMARY

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I - Documentation and Current Conditions Establishment Process
This assessment process began with analysis of the three Public Safety Departments (Police, Fire and Emergency Management). Interviews were conducted with various levels of Department leadership to establish existing staffing levels, operational procedures and space needs. A complete profile of all three Departments resulted and is included in this Study. The profile documents the current conditions and does not contain any staff or service recommendations.

II - Existing Public Safety Facilities Analysis
An equally important component of the assessment process is a thorough review of the existing Public Safety facilities. The current Public Safety Center (PSC) houses the main offices of the Police and Fire departments. At 25 years of age, it is beginning to need significant maintenance attention and shows signs of excessive use. The Beaty Center, while significantly older than the PSC, is in much better physical condition due to the recent significant renovations on the first floor. It is also in a better position to supply future needs via vacant space on the second floor and basement of the building. The Emergency Management offices in Smith Reynolds Airport are minimal and at some distance from their ideal location. This forces Emergency Management to pack and move crucial equipment and supplies to the PSC for exercises and real emergencies. The time to accomplish the move, from initiation to the point of being operational, is approximately 7 hours under ideal circumstances. This represents valuable lost time for a real emergency and is the single most critical condition revealed during the analysis phase. Emergency Management offices must be located within an Emergency Operations Center. Exercises also disrupt the day-to-day operations of Police and Fire. Police and Fire also have a number of other spaces and locations that were reviewed. Those include vehicle outfitting and maintenance facilities, the former firing range in Clemmons, the soon to be completed new firing range, the bicycle patrol office downtown and Police lease space in the North Point area.

III - Space Allocation, Co-Location and Potential Site Location Analysis
Prior to making recommendations, factors affecting space decisions and facility locations were analyzed. This involved historical data, comparisons with other similar sized cities and a review of uses that should share locations. Given the many differences in the make-up of departments, services offered and structure, direct comparison with other cities is difficult. Six possible scenarios were evaluated:
1. **Renovate the PSC for use by Police and Fire.** This maintains the current scenario and relies on changes within the Police service model to be successful. Future expansion is severely limited.

2. **Build a new PSC across from the Beaty Center.** The former Thomasville Furniture manufacturing facility across North Patterson Avenue can be purchased for a new PSC. The current buildings would be demolished to supply a bare site. This site capitalizes on the benefits offered by the Beaty Center location across the street for direct access.

3. **Build a new PSC on an unidentified site.** Other sites that are not identified at this time could be studied for a new PSC. These include renovation of existing buildings, sites with existing buildings to be demolished to supply a bare site or open sites.

4. **Upfit the former Flak-T Bahnson facility on Lowery Street for a new PSC.** This large facility offers space for all three departments and other City uses.

5. **Sell or transfer the PSC to another Owner.** If vacated as a Public Safety facility, the building has value as an office building for County or Federal offices. It could also be sold to a private entity.

6. **Renovate the PSC for use by other City Departments.** If vacated as a Public Safety facility, the building can be re-used for a number of other City of Winston-Salem Department offices.

**IV - Options**

As a result of this Study, several options have been identified:

1. **Build a new PSC on North Patterson Avenue.** The former Thomasville Furniture manufacturing facility site could provide the site for a new PSC. A direct connection to the Beaty Center could be provided via an over-street walkway for access to training and evidence transfer to storage.

2. **Build a new PSC on an unidentified site.** Sites with existing buildings or bare sites could supply options for a new PSC.

3. **Acquire the former Bahnson site for upfit as a new PSC.** This very large facility can be renovated for use by all three Public Safety Departments, while leaving space for growth or other City Departments (Public Works, City Yard, etc.).

4. **Build a new PSC at the current North Cherry Street site.** A new PSC would be built at the current site (with additional property acquisitions). The existing PSC would then be demolished.
5. **Renovate the current PSC for Police and Fire staff.** This option would require finding temporary space for both departments that supplied their space and technology needs for approximately 18 months, moving them out of the PSC and back in once it was renovated.

6. **Renovate the current PSC for Police, Fire and Emergency Management.** This option carries the requirements for Police and Fire noted above for moving out and back in. It takes advantage of space vacated in the PSC by establishing the 3 Police District Offices, freeing up space in the renovated building for Emergency Management.

7. **Renovate the current PSC for Fire and other City Departments.** This option would create renovated space in the current building for Fire, as well as space for other City Departments (Inspections, Planning, Public Works, Engineering, etc.).

8. **Transfer or sell the PSC to another entity.** The building is usable by other public agencies or marketable to private users.

9. **Seek and build a site for driver training and seek and build a site for fire suppression training.** This function is currently unfulfilled and would be best served by a free-standing site with external buffer space.

10. **Merge vehicle outfitting and maintenance functions into City Yard space.** These functions can be served in their current free-standing locations or merged into City Yard space.

**V – Recommendations (A or B)**

**Recommendation A:**

1. **Establish 3 Community Police Precinct Offices.** This would establish Precinct Offices in satellite locations around the City. This change reduces some of the space needed in a new or renovated PSC for Police.

2. **Buy the former Thomasville Furniture site on North Patterson Avenue.** This site represents the best option from a co-location perspective. It also offers a relatively central location and is across the street from the Beaty Center. Most of the property is under one ownership. Additional adjacent properties may also be available.

3. **Build a new PSC on North Patterson Avenue.** A completely new facility can be programmed for Police, Fire and Emergency Management at this site. This allows Police and Fire to remain in the current PSC in the interim.

4. **Move Police, Fire and Emergency Management out of the existing PSC and into the new PSC on Patterson Avenue.** This move clears the way for the existing PSC to be completely renovated.

5. **Renovate the current PSC for other City Departments.** The current PSC is a viable location for City Departments that could benefit from a more freestanding location.
6. **Seek and build a site for driver training and fire suppression training.** Both Police and Fire need a permanent driver training pad and Fire needs a fire suppression training facility. These should be located on a site with buffers for noise and lines of sight.

7. **Upfit of the balance Beaty Center.** The current uses in the building (training, forensics, evidence processing and evidence storage) can be allowed to expand as needed within the existing facility.

**Recommendation B:**

1. **Establish 3 Community Police Precinct Offices.** This would establish Precinct Offices in satellite locations around the City. This change reduces some of the space needed in a new or renovated PSC for Police.

2. **Move Police and Fire out of the existing PSC and into temporary space at the Beaty Center.** This move clears the way for the existing PSC to be completely renovated.

3. **Renovate the existing PSC.** A vacated PSC allows it to be completely renovated and re-programmed. The renovation also will increase the security and hardness of the facility.

4. **Move Police, Fire and Emergency Management into the renovated PSC.** The renovated PSC would contain space for all three departments, allowing them to benefit from the co-location.

5. **Allow the communications center to remain in the Beaty Center.** Keeping the communications center in Beaty capitalizes on the investment made to complete the move out of the PSC.

**VI - Next Steps**

It is recommended that this process and team proceed to Phase Two. Completion of Phase Two will complete the Public Safety Needs picture, including total space requirements and estimated construction costs.

This Public Safety Needs Assessment Study is a necessary step in a process that identifies the needs in all three Departments, defines proper project parameters, establishes priorities and establishes capital needs for several projects.

Upon concurrence and/or direction from the Public Safety Committee and City Council, it is recommended that this team be authorized to proceed to Phase Two. Phase Two will include:

- Analyze current staffing and deployment needs given workloads and service level objectives, and determine future staffing needs. These will be assessed across all three Public Safety Departments.
- Draw comparisons and parallels between Winston-Salem and similar cities.
- Develop future space requirements, including consideration of adjacency and operational priorities. This will set space requirements for each Department and allow for future growth and known Department changes.
- Define the projects and their scope, and develop recommendations for inclusion of the projects in future Capital Project Budgets, including estimates of construction costs.
- Complete code reviews and project design programs.