

City of Overland Park, Kansas



**1998 Herman Goldstein Award
Submission**

E. Agency and Officer Information

1. At what level of the police organization was this problem-solving initiative adopted (e.g., the entire department, a few select officers, etc.)?
2. Did officers or management receive any training in problem-oriented policing and/or problem solving before this project began or during its execution?
3. Were additional incentives given to police officers who engaged in problem solving?
4. What resources and guidelines (manuals, past problem-solving examples, etc.) were used, if any, by police officers to help them manage this problem-solving initiative?
5. What issues/problems were identified with the problem-oriented policing model or the problem-solving model?
6. What general resources (financial and/or personnel) were committed to this project, and of those resources, what went beyond the existing department budget?
7. Project Contact Person:

Name: John A. Jackson, #626

Position/Rank: Sergeant

Address: 8500 Antioch

City/State: Overland Park, Kansas 66212

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..... **OTHER SUBMISSION INSTRUCTIONS**

You may include up to ten (10) pages of supporting documents, such as newspaper clippings or magazine articles, in addition to the text, charts, tables and graphs. Unfortunately, videotapes cannot be considered.

Prepare a letter from the agency chief executive nominating the project for the award. Please address the letter to the Herman Goldstein Award Selection Committee.

Submit (8) copies of the completed application package (nomination letter, abstract and description, and any supporting documents) postmarked by the deadline of **June 11, 1998**.

PERF will publish a compilation of the leading projects. By submitting a project, you agree to allow PERF to include your work in the book so that your success is accessible to the entire field.

Send packages to the Police Executive Research Forum (PERF), 1120 Connecticut Ave., NW, Suite 930, Washington, DC 20036, U.S.A., Attention: Herman Goldstein Award.

Direct inquiries to Jim Burack of the PERF staff at (202) 466-7820 x276 or e-mail <jburack@policeforum.org>

CHECK EXAMPLES OF COMPLETED POP PROJECTS AT: <www.PoliceForum.org>. (See below for free agency account)

..... **POPNET PROBLEM-SOLVING DATABASE**

POPNet fills a critical need—providing a central listing on the Internet of problem-oriented policing projects from around the world.

POPNet is located on PERF's homepage:<<http://www.PoliceForum.org>>.

Although award entries must be made via hard-copy, you are strongly encouraged to submit your entry directly to POPNet as well. Although the questions that appear on POPNet are slightly different from the set of questions asked above, the format is the same. Once you have completed the award package, you will have little difficulty answering the POPNet questions.

Access to POPNet is free to law enforcement agencies and researchers, but an account is required. Please contact Anne Grant via e-mail at <agrants@policeforum.org> or by telephone at (202) 466-7820.

Those submitting projects for the Goldstein award consent to the listing of their project on POPNet.



Police Department

John M. Douglass, Chief of Police

W. Jack Sanders Justice Center
12400 Foster
Overland Park, Kansas 66213
(913) 895-6000 • Emergency 911
May 8, 1998

Herman Goldstein Award Selection Committee
c/o Police Executive Research Forum
1120 Connecticut Ave. N.W. Suite 930
Washington, D.C. 20036

Dear Selection Committee:

Attached please find the Overland Park, Kansas Police Department's submission for the 1998 Herman Goldstein Award. Our nomination for the award focused on Problem Oriented Policing in two apartment complexes which were experiencing a variety of circumstances which contributed to less than desirable living conditions for their residents. The adjoining single family neighborhood was also becoming fearful of the problems which were occurring at the two complexes.

Utilizing Problem Oriented Policing strategies, our officers, in cooperation with both private and public sector entities worked together to solve the existing problems and establish a foundation for the future of the apartment complexes and their tenants. As a result, a positive residential atmosphere was established and a continuing line of cooperation, respect and support is in place.

Our police department is pleased and honored to submit this nomination to the selection committee for your review and consideration. Please contact Sergeant John Jackson if you should have any questions regarding the application, Sergeant Jackson may be contacted by calling 913-895-6286.

Sincerely,


John M. Douglass
Chief of Police

jjw

Enclosure

cc: Captain Keith Faddis, Antioch Patrol
Sergeant John Jackson, Antioch Patrol

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ABSTRACT

The City of Overland Park adopted a Community-Oriented Policing and Problem Solving philosophy in 1997. Since then, we have had several opportunities to work with residents, business owners and city departments to resolve community concerns.

In one instance, our department took a proactive approach to addressing unsafe and unhealthy conditions at two apartment communities. Concerns included an increase in calls for service, increased drug-related activity, and raw sewage leaking from deteriorated pipes into the basements of several buildings.

Getting Started

Officers used a Computer Aided Dispatch system and our Crime Analysis Section to gather specific police data such as calls for service, frequency, location, and any known drug information. Police Officers identified public safety and health concerns. Findings were presented and a Community Preservation Team was established to identify and address the problems.

ABOUT THE RESIDENTS

Both apartment communities are diverse in age and social background. Residents include middle-class-working families, mental health patients in various stages of care, and elderly persons on fixed incomes.

Feedback and analysis from the residents confirmed that tenants did not respect their neighbors or property. They were afraid to take action against those committing illegal acts, which created an opportunity for crime to perpetuate. The health implications due to raw sewage were unknown.

COMMUNITY PRESERVATION TEAM

We used a team approach to respond to the property concerns. The Community Preservation Team consisted of a pool of five district officers, a COPPS officer, and sergeant. By flexing schedules, team members were able to devote full time and energy to the program. They met frequently to discuss goals, objectives, logistics and staffing needs.

The most important criterion of evaluation was community safety. Using a multi-approach method of addressing problems, we were able to focus the proper resource on a specific problem. Resources included were police and fire personnel, codes inspection, state and federal funding representatives, mental health representatives, and property management personnel.

TEAM EVALUATION

By all accounts, the team approach was very successful. We had a reduction in the number of calls for service to both apartment properties, made significant improvement to the properties in terms of sight, smell, and safety. We also established open lines of communication with property residents and management. Both properties now meet health and safety codes.

SUMMATION

Most issues addressed had immediate results. More important, residents gained a sense of ownership in their community and made a choice to live crime-free by implementing crime prevention techniques. Most of the criminals moved to a different city to continue their illicit ways. We are currently working with that agency to pass intelligence information.

Using the original crime statistics gathered as a benchmark, we will continue to evaluate the program's success. We believe that the key to our success will be to closely monitor the calls for service and encourage the standard we have established for property maintenance.

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Incorporated in 1960, Overland Park, Kansas has grown as a suburban hub to Johnson County Kansas and is now the third largest city in the state. Located in the Kansas City metropolitan area, Overland Park has a residential population of approximately 140,000. With almost forty years of rapid growth, Overland Park has begun to show signs of aging in older sections of the city, along with continued strong growth in residential and commercial construction. The Overland Park, Kansas Police Department serves a demographically diverse population presenting unique challenges in applying problem-oriented policing.

The Overland Park, Kansas Police Department adopted and implemented a Community Oriented Policing and Problem Solving philosophy in 1997 to better focus efforts in the area of community and police interactions.

Two neighboring apartment communities within the City, see Attachment 1, had become very unsightly, unhealthy, and run down. The problems in the apartment communities began having a negative impact on the surrounding residential and business areas. The nature of the problems were caused by lack of response on behalf of the apartment property owners and managers to take control of residents, and maintain the properties. This apathy allowed some residents to live and act in a manner that was unhealthy and/or illegal. It also caused other residents to live in fear

of their fellow tenants.

I supervise a patrol sector on one shift in the area of Overland Park where both of these apartment communities are located. I noticed a sharp increase in calls for service to both properties. The increase caused patrol officers to spend a considerable amount of time on each property. There was an alarming rise in drug related calls for service. While on the properties, I began to note the condition of some of the apartments, the basements, the grounds, and the actual buildings themselves. I was appalled at the condition of a majority of the buildings. On several occasions, I walked each property of both communities in an attempt to identify problems. The obvious problems I identified were: 1) Human feces in the stairwells leading to several basements, 2) Raw sewage being dumped into basements through deteriorated plumbing, 3) Make-shift apartments built in the basements where people were congregating and living without permission, 4) Many abandoned cars, 5) Trash littered throughout both properties, and 6) Many safety concerns with regard to children living and playing on the properties.

I chose to pursue these concerns as I felt they posed a great deal of potential harm to the residents. I began by asking each of the district police officers to identify the problems and concerns they saw when they were on the properties. I received an overwhelming response identifying most of the people, problems and concerns that were very similar in nature to what I had identified. I then asked our Crime Analysis section to retrieve statistical data pertaining to both properties by focusing on drug related calls for service, persons crime trends, property crime trends, addresses frequently called to, and outstanding warrants.

When I finished gathering all of the data, I presented the information to our Division Commander. He chose to focus a considerable amount of resources on these properties, to include personnel and equipment, in an attempt to correct the identified problems. As a result, the "Community Preservation Team" was created. The Community Preservation Team was formed with personnel from the Police Department, as well as various other City departments and County agencies. Prior to the selection of the team's personnel and its implementation, I began an in-depth analysis of the scope of the problem.

In formulating the analysis, care was taken to ensure the problems the Police Department defined were in fact the same as those the residents perceived. Several methods of communicating with residents were used. We chose to personally speak to residents via foot patrols, circulate flyers soliciting information door to door, and to sponsor a neighborhood meeting at a local hotel being affected by the properties. In speaking to the residents, we defined four distinctly different levels of cooperation: 1) Very interested in cooperating, 2) Somewhat interested in cooperating, 3) Not interested in cooperating at all and, 4) Skeptical of the Police Department's presence. All of the surrounding single family residences and businesses were ecstatic by the proactive response from the Police Department. Those not interested in cooperating at all were the most difficult to understand. I struggled with the idea of how to enhance police service to a group of people who didn't want to make things better.

Both apartment communities are home to residents who are diverse in age and social background. Residents include middle-class working families, mental health patients in

various stages of care, and elderly persons on fixed incomes. One property has 156 units with approximately 25 receiving Section 8 housing assistance. Of those 25 receiving assistance, 75 percent are Johnson County Mental Health patients. The other property has 80 units also with approximately 25 receiving Section 8 housing assistance. Of those 25 receiving assistance, 25 percent are Johnson County Mental Health patients. There are also a large number of residents who were previous Johnson County Mental Health patients who established residency on one of the properties while in treatment. All of the residents, by virtue of living there, were affected by the problems. We found a relatively small percentage of criminal offenders who were causing a majority of the disruptions. There were some residents who perpetuated the problems, while others lived in apathy for a variety of different circumstances. Due to many vacancies, the apartments were being rented inexpensively and with no criminal screening. People were able to set up their drug, prostitution, and other criminal enterprises with very little resistance. With the drug trade and prostitution, came much undesirable foot and vehicle traffic. There had been a noticeable visual deterioration of both properties within the past 5-8 years. In those years, many of the long-time residents who were not involved in criminal activity had moved for safety reasons.

Prior to the problem-solving project, we responded in a very traditional manner to calls for service with little proactive patrol of either property. The results of this approach were very limited and gave only a narrow focus of the true problems. The traditional response addressed the immediate problem, but rarely had any lasting effect on what happened in the future. The analysis revealed that problems were much

greater than initially anticipated and that a focused response was needed.

Some of the surface problems were easy to define by their obvious visual nature. Finding and analyzing additional problems, which were beneath the surface, was much more difficult. It was also a challenge determining appropriate search parameters to gather accurate statistical data which could be used in pin pointing any criminal patterns. The requested statistical research focused on calls for service to include type, location, date and time. It did not include any building code violation information.

With the statistical data, I was able to confirm some of the specific areas where the Community Preservation Team would focus. The data revealed: 1) A sharp increase in drug related calls for service and arrests, 2) An elderly resident who for years has called 911 only to refuse treatment, and/or answer the door, when emergency services arrive. For the period of 01/01/96 thru 06/30/97, the individual called 911 two hundred eighty six times. Almost all of the calls were unfounded by nature, 3) Ordinance violations, i.e. alcohol arrests, 4) Criminal damage to property incidents, and 5) Traffic code violations, i.e. speeding and parking complaints.

I then coordinated a meeting with all the department heads from the City departments and outside agencies who we were asked to participate with the Community Preservation Team. For the meeting, I developed the attached "Mission Statement" see Attachment 2, as a beginning reference point. Our purpose was to further assess and coordinate a response that would best address all of the perceived problems. In order to listen to residents' concerns and ideas, we scheduled a "Neighborhood Meeting", see Attachment 3. The people invited to the meeting were as follows:

1) All residents, 2) All property management and owners, 3) All adjacent single family residences, 4) All adjacent business owners and managers, 5) Each shift's District Officer for the area, 6) Community Policing Officers, 7) City Council Persons, 8) Fire Department inspectors, 9) City Codes Inspectors, 10) Community Preservation Team personnel, 11) Mental Health Representatives and, 12) State and Local Housing Authorities.

A total of 56 people attended the meeting. A Community Police Officer started the meeting with a presentation on what Community Policing is and how the Overland Park Police Department intends to use it within the two apartment communities. The intention was to start an education process to enhance residents knowledge of crime prevention so they can be an asset to their neighbors, as well as, the Police Department. We also wanted to build out the opportunity for crime by improving security to each unit.

It was obvious the people who attended had many of the same concerns or problems we had identified. See Attachment 4 for the written results of the meeting. A ranking system was used to rate the scale of importance of each concern from one to ten, one being the least important and ten being the most important to the residents.

The demeanor of the residents varied widely. Some were very vocal, while others appeared to be waiting to determine if we were serious in our efforts to help the area. I feel that as the residents became more comfortable with the format of the meeting, they started to communicate better. There was a point when it was very uncomfortable for the property managers as they expressed they felt like, "a punching bag". We

continually expressed a desire not to focus blame, but to address the problems.

At the conclusion of the meeting, management from one of the apartment communities began towing off several of the abandoned and dismantled vehicles. There were eight vehicles towed from one property that night. We heard several comments such as, "The City is serious this time", "I love it". I firmly believe the immediate response by management solidified the commitment to making the properties a better place to live. Residents had ranked the presence of abandoned vehicles with a score of 6 during the meeting.

The Community Preservation Team then moved to respond to the information we had developed. The most important evaluation criteria was the improvement of the quality of life and living conditions on both apartment properties. The main goal was to focus the proper resource on the specific problem to attain the best result.

The Community Preservation Team started working the day after the Neighborhood Meeting. The following is a synopsis of how we responded.

Two Officers contacted and spoke to an elderly individual who continually called 911. She had agreed several times in the past to obtain a mental health case manager from Johnson County Mental Health, but always failed to go to any of the appointments. Since this individual has not been deemed a danger to herself or others, we had not been able to facilitate any help for her. On that day, the Officers took the time to speak with her about her medical conditions as well as her family. As a result, this individual agreed to seek long-term counseling which resulted in getting her into the mental health

system with a case manager. A pre-arranged Johnson County Health Case Manager was called and responded to the apartment to speak to and evaluate the individual. There were three cases in the court system where this individual was charged with unlawfully using the 911 system to falsely summon emergency services. These charges had been filed prior to the problem-oriented approach due to frustration and lack of any other resolution.

Two other Officers were assigned to conduct surveillance on a location where narcotics were suspected of being distributed and used. While on surveillance, one of the Officers arrested an individual for being in possession of narcotics after leaving the surveillance location. As a result of the arrest, the individual agreed to become a confidential informant for our Special Investigation Section. Two detectives from the Special Investigation Section took custody of the arrest to facilitate his information.

Another Officer worked on gathering and confirming current outstanding warrants in existence for any residents of either property. Over the course of the entire response, Officers dedicated time to locate and arrest as many warrants as possible.

A request was made that our speed monitoring trailer be placed in the specific complaint areas where residents felt traffic was traveling at a high rate of speed. The trailer was in place and operating the next day after the request. This approach was used to try and confirm if there was in fact a problem regarding speeding vehicles on 61 st street. Residents ranked speeding on 61 st street with a score of 8 at the meeting.

One entire day was designated for property inspections done jointly by multiple

agencies. The intention was to conduct thorough property inspections with: Police, Fire, Building Codes, and Community Services personnel. Two teams of inspectors each consisting of: one Police Officer, one Fire Department inspector, one Community Services inspector, and one Building Codes inspector began their inspections at 0900 hours. While the inspections were being conducted, one team of two Police Officers were patrolling the properties on bicycles. The inspections lasted all day and were incredibly revealing. The Building Codes and Fire Inspectors listed the following as evident life safety issues: 1) The lack of operating smoke detectors throughout the common areas, 2) Presence of a large amount of black mold in basements, 3) Discharge of raw sewage in the basements of several buildings, 4) Galvanized pipe being used for gas lines, 5) Improper enclosure used to surround the swimming pool, 6) Violations or penetrations of fire-rated separation assemblies, 7) Improperly installed combustion flues from hot water tanks and furnaces, 8) Hollow core doors being used in lieu of solid core doors between dwellings, and 9) Various electrical wiring violations.

The black mold in the basements could have caused the City to take immediate action to vacate the buildings. The City required the building owners to hire an industrial hygienist to determine the specific type and strain of mold and bacteria which was present. The Community Services Inspectors noted a total of 268 violations on both properties. They were as follows: 1) Exterior Maintenance-144 Violations, 2) Trash & Junk-59 Violations, 3) Storage Useful Items-9 Violations, 4) Inoperable Vehicles-14 Violations, 5) Trash Storage-11 Violations, 6) Weeds & Vegetation-9 Violations, 7) **Graffiti-1 Violation, 8) Walks & Drives-3 Violations, 9) Tree Maintenance-17 Violations,** and 10) Nuisance-1 Violation.

A Police Officer went to the City Traffic Services Department to request changes to the area parking, stop, and speed limit signs. This Officer had great success in accomplishing several changes. He received a commitment to restrict parking on a street where citizens had expressed concern of parking congestion with a ranking of 6.5-7 for importance. He also received a commitment to post additional speed limit signs in the area to better alert motorists of the speed limit as they travel into and through the area. However; he was not able to get a 2-way stop made to a 4-way stop. The Traffic Engineer cited several reasons why the intersection did not warrant a 4-way stop according to recognized national standards. The leading factors cited were low traffic volume and no reported accidents at that specific location within the last eighteen months. We asked that no parking signs be installed as soon as possible. They were installed two days later. Some of these signs were posted directly in front a location where narcotics sales were suspected. It was surprising to see how simply posting the signs opened up the street and limited the vehicle traffic in that area. With little effort, we had an immediate effect on reducing street-side drug traffic that was occurring by a person running from an apartment to a vehicle which was stopped. An idle vehicle gave automatic reasonable suspicion for a traffic stop based on the traffic code infraction, as well as, the possible drug activity. This had a direct impact on drug activity which residents ranked as having an importance of 8 in the meeting.

As a result of our surveillance, we were able to arrest two people on felony possession with intent to deliver narcotics charges, several possession of narcotics charges, several alcohol arrests, and three knock and talk drug searches were conducted. The arrests caused a very significant reduction in the amount of foot and vehicular traffic in

the apartment communities.

At this point in the response, some residents were becoming comfortable with our presence. We were able to determine this by residents approaching us and thanking us for doing what we were doing. One resident stated, " No one in their right mind is going to have any drugs here right now". For two consecutive nights there was virtually no foot traffic through the properties, and NO dispatched calls for service.

On a daily basis, we called or visited the individual who repeatedly had been calling 911. The individual began to express a desire for her privacy, and asked that we call before we stop by. She also requested we call her through her Case Manager at Johnson County Mental Health. This was quite a change! The three cases where she had been charged with the improper use of the 911 system were dismissed, but held in abeyance. There was no fine involved. She was given probation with the stipulation that she only call 911 when she needs emergency services.

We concluded the focused efforts of the Community Preservation Team feeling very satisfied with the results. Since the initial effort, we vary the patrol methods on both properties, have an active interdiction team to focus on narcotics enforcement, and continue to work very closely with the management for each property.

We still had major issues that required immediate attention. Police Officers worked hand in hand with all of the Inspectors and Property Managers to facilitate organizing projects and assisting with getting each project ready for re-inspection. There were several newspaper articles written in reference to how the Police Department was

changing its approach to problems in older sections of the City. See Attachments 5 for details of those articles.

In assessing the success of what we had accomplished, it was important to look at improvement to both statistics and quality of life. This was difficult to quantify in some cases. Each Community Preservation Team Member submitted a list of what they felt were the most important goal accomplishments. Every person involved in the response participated in this assessment. Each Police Officer submitted an "Accomplishment List" which was very similar in nature. Examples of what were the commonly listed accomplishments are as follows: 1) Identification of Building, Fire, and Property Code Violations, 2) A reduction in narcotics activity, 3) A solution for the individual who repeatedly called 911, 4) Established working relationships with the residents and management, and 5) Reduced calls for service to both properties.

There was a significant reduction in the calls for police service to both properties. In the first six months of 1997, there were 517 dispatched calls for service. In the second six months, after the Community Preservation Team response, there were only 379 calls for service. I believe the reduction is more significant than appears as the properties were nearly at capacity in the second half of 1997, as opposed to partially occupied in the first half. As of 06/04/98, one of the properties is fully occupied. The plan which was coordinated to reduce the large volume of 911 calls has helped greatly. During the first five months of 1998, we have been dispatched to this individual's apartment only 10 times. Using the same search parameters used to confirm the problems, I found a significant reduction in reported crimes. The time frames used were the first six months

of 1997, and the first five and half months of 1998. The crime rate reduction was as follows:

<u>Specific Crime</u>	<u>1997</u>	<u>1998</u>
Assault & Battery	17	2
Drug Offenses	17	6
Residential Burglary	8	3
Commercial Burglary	1	0
Auto Burglary	13	4
Auto Theft	5	1
Theft	12	2
Criminal Damage	26	3

In looking at photographs taken before the response, and photographs taken after, the improvements are obvious. These improvements came as a result of management and owners working with the City to rectify the many identified code violations. Within a very short time frame, enclosures were built to surround and hide all trash receptacles. Management attached trash cans to the mail boxes. Residents responded by throwing their trash in the appropriate place. Managers made a contract arrangement to haul large items of trash away one day after their arrival. A total of 11 abandoned and/or disabled vehicles were towed from the properties. The trees on and surrounding the properties were all trimmed to meet City standards. Three major property improvements are currently underway: 1) The pool is being renovated, 2) Shutters are being attached to the front and rear of all buildings, and 3) Landscaping is being done throughout.

The black mold/fungi and bacteria were identified as organisms which could cause immuno-compromised people serious health related problems with the concentrations that were present. An abatement process was immediately put in place, and the

basements of thirty buildings were completely sealed. As of 06/04/98, the process is still on-going as it pertains to air sampling.

Our Crime Prevention Unit provided assistance in the area of improving lighting, and which solid-core doors would provide the best security. By working with the management prior to the purchase of the doors, a recommendation was made to purchase and install high quality doors with three inch screws, enhanced strike plates, and peep holes. The cost of replacing the doors was in excess of \$60,000.00.

The assessment of the results from the speed monitoring trailer indicated there was not a substantiated problem with speeding vehicles. The speed trailer was placed twice in the same location to obtain two samples. The speed limit for the area is 25 miles per hour. The samples produced the following results:

<u>Sample#1, 08/05/97, Attachment6</u>		<u>Sample#2, 10/14/97, Attachment?</u>	
Time Tested	99.75 hours	Time Tested	141.5 hours
Number of Vehicles	10,966	Number of Vehicles	16,043
Average Speed	27.38 mph	Average Speed	28.07 mph
10 mph over Limit	5.4%	10 mph over Limit	6.75%

After receiving these results, I met with individuals in the neighborhood to convey the information to them. They were surprised at the results. They expressed gratitude for the additional speed limit signs, and felt they could be a part of the reason why traffic had "Seemed to slow down".

Both property management teams are now involved in training classes for the Crime Free Multi-Housing program. Both properties have freely chosen to be a part of this program. Due to this, they are both conducting criminal record screening as a part of

the leasing process. When they complete the training, it is anticipated they will work very closely with the Community Police Officer who is assigned to that specific area.

An area where we could have improved was setting up a designated communication link with individuals to expedite the return of information back to the area residents. If these communication lines would have been in place from the start, we could have gotten information to and feedback from residents in a much more expeditious and efficient manner.

Several legislative and procedural changes came as a result of the Community Preservation Team. A modification to our tow ordinance as it pertains to the definition of an immediate hazard was made. This modification allows the Police Department to tow abandoned and/or disabled vehicles from private property if they are determined to be an "immediate hazard" to anyone. The City has established a task force to review the need for interior property maintenance on a pro-active basis for all rental units. This task force is currently meeting on a regular basis to establish guidelines.

Perhaps the best assessment of success came two weeks ago when a previous resident of one of the apartment communities who was severely addicted to methamphetamine, came into our Police Station to meet with one of the Community Preservation Team Members. She had gained a needed 60 plus pounds and indicated she had re-gained control of her life. Her quote to the Officer was, "Thank you for saving my life."

It will be imperative that we continually monitor the activity for the entire area. If we do

not continue forward with what has already been accomplished, we will certainly lose what we worked so hard to gain.

A handwritten signature in black ink that reads "John A. Jackson #626". The signature is written in a cursive style with a large initial 'J' and a distinct number '626' at the end.

Sergeant John A. Jackson, #626
Overland Park Police Department
Antioch Patrol Division