

# 2022 Alexandria Police Department Budget - Discussion Document

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## ***Introduction***

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The police department strives and is committed to its core values, mission and vision. Inside each one is a commonality to put people first, be innovative, engaged, and communicative across the board. Whether that is working with city partners or working with citizens to solve problems together.

The best way to provide the most effective service to our staff and the community is to listen and pay attention to their needs. Often times people believe defunding the police narrative is taking funds away from public safety. I believe it is simply being innovative and doing things differently, which includes out of the box creative thinking to provide the best service we can to this city. I have never liked the status quo and believe there is always room for improvement.

In the end it is our responsibility to be well trained, professional, and provide service with empathy, dependability and teamwork. In order to improve our quality of service, it is imperative that our staff is well and balanced, our leadership team is trained properly and we try to understand and deliver a service of how this community wants to be served and what is important to them. Investing in the people providing services only leads to better service and engagement inside the community. That is what I would like to talk to you about as I propose the following.

### ***PBB Inventory & Costing Estimate – 2022 strategy***

Program	hrs/yr	%
Enforcement Action	8,000	13%
Service Response	44,540	72.5%
Community Engagement	6,120	10%
Employee Engagement	1,500	2.5%
Facility Maintenance	1040	2%
<b>Total</b>	<b>61,200</b>	<b>100%</b>

*Based on 28 FTE, 5PTE*



The following includes some of the activities within each program element noted in the PBB estimate table above:

**Enforcement Action:** The statistics that are being used to qualify the number of hours is a rough science of data over the last 5 years. Our data indicates a trend of data indicating that our traffic enforcement is trending down, our traffic crashes are trending downward however our arrests and reportable crimes are trending up. Locally and nationally the trends for more violent crimes are trending up at an alarming rate. We are spending more time and resources investigating these types of calls. This category is probably the most misleading to people and most would believe that this is where we spend the greatest amount of our time. This category brings with it the greatest amount of risk to safety to both the public and to our officer.

**Service Response:** To a large degree the service responsibility of the police is second to the enforcement action but to the contrary. The service piece is a much larger consumer of time for the Alexandria Police Department and largely goes unnoticed in the eye of the public and media. Service response encompasses mediation between parties, and trouble-shooting situations before they become hostile. Assisting persons off the floor and taking care of their physical ailments. We are many times asked to parent, be a psychologist, teacher and the list goes on. The largest consumer of time in this category would be the mental health calls for service. Our approach on mental health calls have changed significantly over the last 10 years and we take a lot more time. This part of the workload comes in part with simply taking care of people in their time of need. These first 2 categories are areas that is largely not dictated by our staff. This time is controlled by our community and the situations they need help with. The % of time indicated above are only based on history and what we believe it may look like in 2022.

**Community Engagement:** Community Engagement is the process of working collaboratively with community groups such as school district, civic groups, health care and private businesses and community groups. The purpose is to address issues that impact the well-being of all of these groups to make a safer, healthier community. The importance of community engagement is to have a credible and transparent problem-solving approach in order to sustain long term changes to each of these environments (community). Police agencies that proactively engage the community often find efficiencies in pushing forward with new projects because they have secured the social capital with the community they serve. The partnerships that have been formed push the Alexandria Police to think outside of the box and challenge us to operate outside the social norms of policing thus finding new innovative solutions to community issues. Community Engagement often takes considerable resources and time but with widespread agreement the resources used comes with considerable reward and social capital.

**Employee Engagement:** The Alexandria Police Department has to provide officers with a certain number of training hours within a license period. This is done with in-service training, leadership and specialized trainings. Included in this program are the leadership, mentoring and coaching opportunities for staff that we take advantage of when opportunities are presented. Managing employee performance within the police department allows for the ability to share a common vision/mission and set the organizational strategy and policy practices for performance expectations for its employees along with measuring and monitoring the results. The current tool used to measure performance is a solid tool and has shown to be very effective when used consistently for all employees. We have turned the corner on what modern day engagement means to an organization and working with outside resources, understanding what it means to engage employees and what it means to listen and collaborate with employees. We desire to invest in our staff with opportunities that challenge them, allow them to grow, and most importantly allow them an opportunity to make this an

organization they feel proud of and that they are invested in. We no longer want to be an agency that is trying to achieve the minimum standards for their officers.

**Facility Maintenance:** One of the most important factors of a successful organization is the existence of facilities maintenance. At the Alexandria Police Department this consists of a shared employee with the fire department but is vital to the success of the Alexandria Police Department. The maintenance strategy keeps the quality and appearance of the building intact, and communicates to the employees and visitors that we respect our work environment and we are dedicated to our service. This allows the rest of the team to focus on their responsibilities and areas of programming and are unencumbered with the duties of maintenance.

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Proposal for 2022

As you all know, 2022 is coming with a number of challenges in the wake of a pandemic, changing state laws and expectations of police officers, recruitment and retention of employees and struggle of maintaining local relationships. I would like to break down my proposal in each of the above categories but they all overlap one another and a common theme is engagement. There is no structural change to Enforcement or Response calls however the proposal may impact these categories and the amount of time spent in each of these.

Our current years budget it was agreed that we would attempt to recoup money from salary by not replacing a police officer and ½ of our maintenance position and reevaluate for the 2022 budget. I cannot speak to the savings by doing this. Kevin Fredericks has added tremendous value to our agency and our city as a whole. I see no need to add more time to this position and we can continue to keep a ½ position. I would however have a plan for replacing the police officer position and bringing back staffing levels to 25 officers. We are currently budgeted for 24 for 2021 and want to go back to the 25 budgeted that we had in 2020. The plan does not end with just adding a police officer it is taking into account we as a city need to address a community wellness approach. We spend a significant amount of time as an agency in the service response category and within that is over 400 calls for service a year specially on mental health related and chemical dependency type calls. We routinely deal with consumers on a repetitive basis and when they are in crisis. Trying to address crisis for long term wellness while in crisis is not productive. We want to assign an officer to a community wellness initiative which would partner with North Memorial Ambulance Service. We have been working on a pilot project with North for the last 4 months on a very parttime basis and has shown to be very productive and saving time. In summary, the officer and community paramedic reach out proactively when consumers are not in crisis, create a partnership and connect consumers with services that can address their needs. This team has already collaborated with Region 4 South, Elder Network, Alomere, Alex Clinic, food shelf, helping hands and district 206. Share example

The proposal is to fund a police officer to address the wellness of our community and help with stabilization within our community while partnering with numerous other entities in our city.

We are going through a very exhaustive process for hiring police officers. What we have learned is that there are fewer students enrolled in criminal justice programs, more retirements, and students have the ability to choose where they want to work. I would like to form a relationship with ATCC by creating an internship program that provides work experience for students, exposure to our department and city, and helping with some of the public safety needs of the city. The needs we identified cross into 2 different departments. I have spoken with Mike Weber and Lynn Timm on utilizing interns in the building department during the summer months on the nuisance complaints ie-long grass, junk, parking issues along with an

array of public non-law enforcement things we could use them for such as parking enforcement, special events and traffic control, non-reportable crashes, traffic flow surveys, speed/data trailer usage, collection of bikes and also having exposure to the police activities and relationships in our city. It has been proven over time in law enforcement that people's commitment to organizations through internship programs have a greater sense of belonging and desire to work for the agency after the completion of the program. We would be adding value to the college by working with them on this program in attempts to recruit more students and show that they have more opportunities to work with our agency, have additional staff on during the busy summer season meanwhile laying a foundation of recruitment to our city.

We clearly want to engage our staff more and differently. There are 2 areas I feel we need to look at differently and society is expecting better from us. Currently we have enough money in our budget to meet the minimum requirements for our mandated training. Minimum standards for training are simply not hitting the mark in law enforcement. The societal expectations and requirements of our police officers are changing so rapidly that we frequently are asking ourselves what do we spend our resources on? We are roughly at \$1200 per officer for police training for a year. I would like to double the training budget over the next 2 years and with building in a piece of talent management in addition to the training. We have just recently lost 2 officers to disability claims. I would like to take a preventive approach to this by figuring in a dollar amount equal to health insurance money for a city staff person and use those funds for therapy services in our department. le- Share example of what is happening currently.

Speaking in very simple terms I am requesting a 5% increase in the budget from 2021 to 2022 and this is equal to 5% more hours spent in engagement to our staff, for our staff and for the community in the various initiatives I have spoken about. In closing, in the 5 areas that were identified in the graphic, we are wanting to address an increase to the hours and financial impact in 2 major areas and they are listed below. We believe that investing in both of these areas will contribute to a much better approach to our enforcement and response situations in the future.

**Community Wellness-** working with North Ambulance serving high frequency consumers differently (adding officer to take this role), Internship with ATCC,

**Employee engagement-** training, talent management, wellness