

2023 Alexandria Police Department Budget - Discussion Document

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 – 2023 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%
Total	65,360	100%

Based on 30 FTE, 5PTE (add 2 non-licensed staff)



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. We don't have enough data however our traffic enforcement post covid is trending upward along with more warrant arrests and many more impaired driving arrests. 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 our time. This category brings with 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 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 project 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 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. This has been going well from the police department and would like to continue this agreement with the fire department.

Proposal for 2023

As you all know 2023 is coming with a number of challenges in the wake of a post 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 strategic planning (succession).

I am requesting a person in for the "front end" and add to our civilian staff needs. The primary reason is for succession planning and identify that we currently have 3 employees with all the subject expert knowledge on processing our day-to-day paperwork. Each of these three employees have over a combined experience of over 70 years in criminal justice. I am asking for a 4th for the primary reason of succession planning and also assist in the burdens of the growing evidence and processing of day-to-day activities. This person would be called more of a data analysis. Tracking crimes, processing reports and maintaining the digital and physical evidence that is collected.

The second position that we have found that could be beneficial to our entire city is a full-time community service officer. The 4 part time students that have worked for the city for the summer have helped with relieve the burden of many tasks that crossed over to assist the police department, parks department and the building department.

The other major competent of the budget planning for us is to start a replacement cycle for our equipment. We over the next several years have to purchase new radios to allow for the new federal mandates from the FCC in regards to encryption in the radios. These radios are roughly \$5000 apiece. To allow for 4 to 5 radios a year would be the best approach. The same goes for such items as our SWAT vest. I need to replace 3 SWAT vests that are past their industry standard of life. These vests are \$5000 apiece.

I am also proposing that we add to the equipment fund in order to purchase a armored van to transport officers to dangerous scenes and innocent person away from dangerous active scenes. We have identified a high-top van that is manufactured in Canada that is protected with ballistic material and allows for roughly 12 persons to be transported. This vehicle would add value to the SWAT team and for our response to our citizens. The cost is \$130,000.

Last years budget focused heavily on taking care of the needs of our staff and or response to the community. We have accomplished and continue to grow in these areas. We want and can continue to grow in these areas. The theme of this year's budget is to plan for the next 100 years however the next 5 years is much clearer and if we can mitigate some of the foreseeable risks, we will be much better prepared.

