

**ALCOA  
POLICE  
DEPARTMENT**

**2020**

**5-YEAR  
STRATEGIC  
PLAN**



**Five-Year Strategic Plan  
FY 2021 thru FY 2026**

**ADOPTED:** August 13, 2014

**Approved:**   
Chief of Police

**REVISED:** July 1, 2020

**REVIEW DATE:** June 2020

**The Alcoa Police Department is an internationally accredited law enforcement agency.**





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## *Message from the Chief of Police*

The Alcoa Police Department continues to be an organization in transition. In January of 2020, the Department reorganized its patrol shift schedule for the first time in over 20 years. The patrol section has gone from working 10-hour patrol shifts to working 12-hour patrol shifts. This resulted in putting more uniformed patrol officers on the road to handle increased calls for service. It also resulted in reducing overtime related expenses that have been on the increase over the last several years. Most importantly, the new schedule allows officers to also have more time off. In addition to changing the patrol schedule, the Department also announced its plans to reorganize in January 2020. The Department will create an assistant chief of police position as well as a new captain position which will result in reducing the number of lieutenant positions from six to five. The Training Officer position, currently filled by a lieutenant, will be filled by a sergeant instead. This change will result in reducing the number of sergeants in the patrol section from six to five. The reason for making such changes is so that the Department can streamline its operations while improving its delivery of services.

Speaking of improving delivery of services, the Department continues to move forward in seeking hi-tech means to enhance patrol operations and criminal investigations. Officers are now utilizing a 3D Laser Scanner to map crime scenes and to assist accident reconstruction investigators with vehicle crash investigations. This one device now allows officers and investigators to record and reconstruct crime and crash scenes in such scale and detail that previously was not possible. The age of predictive policing is here. The Department is using records management software (Spillman) to put law enforcement personnel in the right places at the right time throughout the week to enhance crime suppression capabilities.

A strategic plan helps the Department to plan for the delivery of services, internal transitions, personnel, and the technology that will be needed. Simply put, this strategic plan serves to guide our journey into the future. Updated annually, this Five-Year Strategic Plan allows us to stay focused on our mission – to make the City of Alcoa the safest place to live, work, visit, and to raise a family. As always, we welcome your review and feedback.

Sincerely,

A handwritten signature in cursive script that reads "David Carswell".

David Carswell  
Chief of Police  
Alcoa Police Department

DC:ldn

# THE STRATEGIC PLANNING PROCESS

The primary purpose of this document is to project the reasonable needs of the Alcoa Police Department over the next five-year period. In order to remain a viable organization that meets the needs of the community, the department must plan for adequate staffing, facilities, equipment, and other resources in response to actual and projected conditions that will exist in the City of Alcoa during the next five years. The plan outlined in this document is intended to serve as a blueprint for the progressive development and enhancement of the Alcoa Police Department over the next five fiscal years. It is an important administrative tool that will help the Department to achieve our strategic goals, accomplish our mission, and advance a shared vision. Our plan is the result of a collaborative effort at many levels, and the strategic goals we have defined herein are at the very core of the process. These are the products of considerable thought, discussion, and consensus building. Overall, we believe they create a viable path for progress and compliment the overall vision of our City.

There is one more important characteristic of our strategic planning that you should understand. The process and the resulting plan are intended to be dynamic rather than static. In other words, the emphasis is on continual improvement rather than a one-time fix. Effective quality control requires that we continue to foster a bias for excellence and embrace the progressive attainment of future ideas. Our strategic plan is designed to guide this ongoing process of change and to reaffirm, through our daily work, the Vision, Mission, and Values of the Alcoa Police Department.



This structure, originally built as a residence, was the City of Alcoa's first municipal building in 1919. This was also home to the Alcoa Police Department. The building was located on North Rankin Road with Hall Road running behind it.



August 2001 the Alcoa Police Department and the Alcoa Fire Department moved into the newly designed Public Safety Building located at 2020 North Wright Road.

## SECTION 1 – VISION, MISSION AND VALUES STATEMENT

### Our Vision

The vision of the Alcoa Police Department is to be recognized by our community and our profession as THE premier law enforcement agency in East Tennessee, striving to prevent the next crime to achieve a safer Alcoa.

### Mission Statement

“We, the members of the Alcoa Police Department, will work in partnership with our community to make a positive difference to improve the quality of life, reduce crime, and provide a sense of safety and security in which to live, work and visit.”

### Motto

Together We Can

**Professionalism** – We value the spirit of professionalism, having a clear sense of commitment to the highest levels of professional standards, perspective, and direction. We believe this is developed by creating an environment that encourages teamwork, innovation, and constant evaluation of our performance. Our professional attitude is dedicated to high quality responsiveness, and excellence in our service to our community. We strive to promote professional and individual excellence that is delivered and enhanced through a strong commitment to character, competency, advanced training, and continuing education.

**Respect** – We recognize that our authority is derived from the people we serve. We are committed to respecting individual rights, human dignity, the democratic process, and the value of all members of the community and Department. We respect the laws, which we are required to enforce, and we treat all people with respect, courtesy, compassion, and sensitivity. We are dedicated to performing our duties in accordance to the Constitution, State Laws, and City Ordinances, while protecting the rights and equal treatment of all individuals.

**Integrity** – We recognize that honesty, integrity, fairness, and truthfulness are the foundations of our profession. We will constantly strive to maintain the highest standards in this regard, recognizing their importance in upholding our credibility, respect, and trust within the law enforcement profession and the community we serve. We will promote the pride we have in our profession by acting responsibly, being accountable for our actions and holding others accountable for their actions. We will not sacrifice principle for expediency, be hypocritical, or act in an unscrupulous manner.

**Dedication to Service** – We recognize that our contribution to the quality of life in our community is best served by providing the finest professional law enforcement services found in East Tennessee. We provide service in a courteous, efficient, and accessible manner. Using Community Policing, we will respond to the needs of the community by involving the community on all community-related problems to achieve a secure and safe city.

**Excellence** – The Alcoa Police Department is committed to the pursuit of excellence. We will strive to be the best we can and to continuously improve the Department, the Community, and Ourselves. We will continue to achieve excellence as a law enforcement agency by maintaining the highest standards, providing the highest quality of service to protect our community, being responsive to the needs of the community, and will vigilantly seek out innovative ways to meet the demands placed upon us to improve the quality of life in Alcoa.

**Pride in our Community, Pride in our Department, and Pride in our Profession.**

## Operational Service Philosophy Statement

The philosophy of any organization embodies the guiding principles and beliefs under which the members of the organization strive to achieve their vision, mission, core organizational values, goals, and objectives. Quality policing, community policing, and problem solving are the core policing service philosophies and strategies of this Department. The philosophy of the men and women of the Alcoa Police Department may be summarized as follows:

***We believe** the men and women of the Alcoa Police Department are our most valuable asset and the essential ingredient to effectively and efficiently complete the police mission in the community we serve through our core organizational values of **Professionalism, Respect, Integrity, Dedication to Service, and Excellence (PRIDE)**. The Department prides itself on the quality of its employees. It is the Department's belief that providing its personnel with the opportunity to participate in planning, decision making and quality service delivery, will result in a safer community with citizens who have an enhanced perception of the quality of life. The Alcoa Police Department is dedicated to the efficient and effective delivery of outstanding police service.*

***We believe** in the equitable, fair, and impartial application of the laws and ordinances without regard to race, color, creed, sex, or station in life, and treating all individuals with tolerance, compassion, and the dignity we would expect if found in a similar situation. We believe in the preservation of basic human rights and the maintenance of individual integrity under the rule and spirit of law, which dictates that "ends do not always justify means" and that punishment is not the function of the police. We are rather problem solvers.*

***We believe** in providing quality, empathetic, responsive, and professional service to the citizens and visitors of our community with compassion and concern. Additionally, we believe the Citizens of Alcoa have endowed us with a public trust. We will honor that trust by holding ourselves to the highest standards of professional police conduct, wholly subscribing to the **Law Enforcement Code of Ethics** established by the **International Association of Chiefs of Police**. We believe in the decentralization of authority downward within the organization of the Alcoa Police Department accompanied with accountability and responsibility for actions taken or omitted. We believe that proactive team management, open communication, and employee input prior to procedure and policy formulation, when possible, are the norm in the Alcoa Police Department. Once decisions are made, we realize it is critical that everyone work together as **ONE TEAM** toward achieving department goals.*

***We believe** a written General Orders Manual accompanied by a supplemental written directives manual is necessary to guide individual members of this department in the performance of their duties. However, rules cannot be written to cover all contingencies. Therefore, we believe all actions taken by department personnel must be legal, professional, reasonable, exemplary, and consistent with the spirit and content of this Operational Service Philosophy Statement, the ordinances of the City of Alcoa, the laws of the State of Tennessee and the Constitution of the United States.*

***We believe in anticipating and reacting quickly to the needs of the people we serve and our public safety partners through continual improvement and alignment of the organization and our services.***

***We believe in maximizing the use of technology to improve efficiency and effectiveness.***

***We believe that crime and related disorders are social ills that we, as police personnel, are incapable of conquering alone.***

***We believe that our responsibility to provide service, leadership, guidance, and protection to our citizens, who in partnership with us, strive to make our city safer and a more pleasant place to live. When the community voices a concern, we will listen and respond appropriately to solve the problem. We will solicit and support communication and involvement from all members of our community and from all employees.***

***We firmly recognize our role as public servants.***

The Alcoa Police Department Policing Philosophy is a goal-oriented approach, which focuses on results. This problem-solving process is facilitated by supervision and management, but the tasks and solutions are employee driven. Police department employees are responsible and accountable for their individual actions. Police personnel are encouraged to utilize their knowledge of the community and their profession to identify public safety problems and quality of life issues. The resolution of these problems shall be accomplished by the officers; use of their own ingenuity along with the Department, City, and community resources. Department members shall work in partnership with the community to solve problems. Emphasis is placed on the identification and resolution of the underlying causes of the problems.

The Alcoa Police Department believes that directing resources toward seeking solutions will provide our citizens with quality service. This service is aimed at proactively solving community problems. We also believe the implementation of the problem-solving process will prevent future crime problems and provide a sense of citizen safety and confidence in the police department, while providing job enrichment for its officers.

We believe in the empowerment of our employees to form community-policing partnerships to solve problems and accomplish our mission. We challenge our employees to ask themselves when addressing the delivery of police services and problem-solving activities.

- ***Is it the right thing for the community?***
- ***Is it the right thing for the Alcoa Police Department?***
- ***Is it ethical and legal?***
- ***Is it something I am willing to be accountable for?***
- ***Is it consistent with the Department's values?***

If the answer is yes to ALL these questions, do not ask for permission, JUST DO IT! Make Alcoa a safer community!

## SECTION II – COMMUNITY AND AGENCY INFORMATION

The City of Alcoa, Tennessee, is in the eastern region of Tennessee in Blount County, and borders the City of Knoxville. The City was the first planned community in the State of Tennessee, originally platted by the engineers from the Aluminum Company of America (Alcoa, Inc.) in 1914. The City of Alcoa's population is now over 10,000 residents and its jurisdiction comprise over 15.5 square miles, including 147 miles of roadways. The McGhee Tyson (Knoxville) Airport borders the Alcoa city limits. Approximately two million passengers utilized the airport last year and every one of those had to use Alcoa City thoroughfares to arrive or depart. Alcoa is only fifteen miles from the Great Smoky Mountains National Park, which has more than eleven million visitors per year and is a major traffic route that is directly impacted by tourism. The people served by the Alcoa Police Department is approximately 60,000 during the daytime hours, which is a result of the close proximity of the National Park and Alcoa Highway (the busiest non-interstate highway in the state of Tennessee with 87,000 cars per day) that runs directly through the City.

The City of Alcoa has several distinct neighborhoods, each reflecting the diversity of the population. The population within the City of Alcoa is multi-cultural with 14% being of African-American heritage. As in previous census counts, there continues to be a rising change in the Hispanic or Latino population. Between the years of 2000 and 2010 that change is 293.84%. The 2010 percentage of the City's population of Hispanic or Latino descent was 6.8%, with a Mexican population of 4.9% (percentage change between 2000 and 2010 being a 317.37% change). The City of Alcoa is also directly impacted by three University campuses. In 2017, Maryville College, with an enrollment of over 1,200, is located one mile from the city limits; Pellissippi State Technical Community College – Blount County Campus with an enrollment of over 1,100; and the University of Tennessee located just 15 miles away in Knoxville with an enrollment of 28,321 students. The atmosphere of a nationally rated sports program increases the traffic and hotel occupancy during these events within the City of Alcoa.

The City has adopted the Commissioner/Manager form of government and the Commission consists of five members elected to serve a four-year term. Every two years the Board of Commissioners elects a Mayor and Vice-Mayor from its current members to preside over its meetings. Mr. Clint Abbott is the current Mayor of the City of Alcoa and has served as Mayor since January 2019 and has served as a City Commissioner for over 20 years. The Commission has appointed City Manager Mark Johnson to provide administrative oversight of the City's operations and he has served as City Manager since 1998.

The agency's first two Police Officers and Police Chief were appointed in 1919 and served until the late 1940's. In the early 1960's, in response to racial tensions and labor strikes at ALCOA, Inc. the police department expanded to 18 police officers and the Chief of Police. The police department remained consistent in terms of manpower until the early 1990's. During this period, the department was able to obtain additional police officers and positions through numerous federal grants. In 2020, the Alcoa Police Department has an authorized fulltime staff of 52 personnel, which includes 44 sworn police officers and 8 non-sworn employees and an annual budget of approximately \$6 million. The agency occupies a police facility that is part of a Public Safety Complex (Police/Fire/City Court) that was built in 2001 and at the time provided the

agency with over 20,000 square feet of efficiently allocated space in a state-of-the-art facility, which the agency quickly outgrew.

Accreditation through The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) provides agencies with a proven modern management model. The purpose of CALEA's Accreditation Program is to improve the delivery of public safety services, primarily by maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. Accreditation presents the Chief of Police, on a continuous basis, with a blueprint that promotes the efficient use of resources and improves service delivery. In August 2006, the agency received its initial CALEA Accreditation Award. In 2009, 2012, and 2015 and 2019 the Department earned re-accreditation status, with Re-Accreditation with Excellence in November 2019 awarded by the CALEA Commission.

Additionally, the Agency earned its first-time accreditation through the Tennessee Law Enforcement Accreditation program in June 2020.



ALCOA POLICE DEPARTMENT ANNUAL STRATEGIC PLANNING SESSION / SWOT ANALYSIS (for FY-2020)															
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Equipment / Vehicles</li> <li>Training</li> <li>OT / Extra duty OT</li> <li>Benefits / Raises</li> <li>Department support during lawsuits</li> <li>Progressive Thinking</li> <li>Flexibility in uniforms</li> <li>Growing K-9 Program</li> <li>Family First support during hard times</li> <li>Carwash</li> <li>Beards / Teamwork on Squads</li> <li>Youth of Department</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Promotion Process</li> <li>Training Variety</li> <li>Patrol Sgt's too tasked</li> <li>Traffic Unit</li> <li>Tattoo Policy</li> <li>IT</li> <li>Communication</li> <li>Pay lower than other agencies</li> <li>Lack of specialty units</li> <li>Education Incentives</li> <li>Collateral Duties Incentives</li> <li>Retirement</li> <li>Facility Size</li> </ul>														
<p><b>Opportunities</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">COPS Grants</td> <td>Lack of diversified training specialized training</td> </tr> <tr> <td>Growth in City</td> <td>Patrol Mtgs with Chief NO SUPERVISORS</td> </tr> <tr> <td>DUI Unit</td> <td></td> </tr> <tr> <td>Load bearing vest / back issues</td> <td></td> </tr> <tr> <td>Growing K-9 Program</td> <td>Plain clothes OP on Thursdays</td> </tr> <tr> <td>Provide opportunity for lateral movement, no just promotions</td> <td>Prostitution Stings</td> </tr> </table>	COPS Grants	Lack of diversified training specialized training	Growth in City	Patrol Mtgs with Chief NO SUPERVISORS	DUI Unit		Load bearing vest / back issues		Growing K-9 Program	Plain clothes OP on Thursdays	Provide opportunity for lateral movement, no just promotions	Prostitution Stings	<p><b>Comments</b></p> <ul style="list-style-type: none"> <li>Beards – Revisit</li> <li>#of people attending conferences, CALEA – training money</li> <li>Training Sergeant</li> <li>Ability to choose In-Service Dates</li> <li>Officers mentioned the opportunities that brought them to APD seem to have faded away, potential retention issue. (Lateral opportunities for officers, traffic, detective position, drug task force, etc.)</li> </ul>		
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<p><b>Threats</b></p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Budget</td> <td>Young Workforce Maturing</td> </tr> <tr> <td>Experience</td> <td>Experienced Leadership</td> </tr> <tr> <td>Manpower</td> <td></td> </tr> <tr> <td>Morale</td> <td></td> </tr> <tr> <td>Overdoses</td> <td></td> </tr> <tr> <td>Retention / Recruitment</td> <td></td> </tr> <tr> <td>Social Media / Media</td> <td></td> </tr> </table>	Budget	Young Workforce Maturing	Experience	Experienced Leadership	Manpower		Morale		Overdoses		Retention / Recruitment		Social Media / Media		
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## SECTION IV – RELEVANT PLANNING AND FORECASTING ISSUES AFFECTING POLICE SERVICES

In the following section, we have briefly highlighted some of the relevant issues that were considered as part of our planning process. This list is not intended to be all-inclusive, but merely summarizes some of the essential issues and conditions that are expected to affect future conditions and related decisions about the delivery of police services. As with all such plans, assumptions, conditions, and issues can change or evolve rapidly over time. Accordingly, the periodic revisiting of these issues as an on-going part of the evaluation process will be necessary if our plan is to remain relevant. In addition, in the following section, we have attempted to make some general forecasts about the major issues and concerns affecting our agency over the target planning period. They are not listed in any order of priority. These forecasts were made after the review of relevant planning issues and the examination of selected historical and future planning data and trends. Once again, the reader is cautioned that the list is not all-inclusive, but merely representative and addressing what we believe to be the most consequential topics. As you might expect, forecasting is an imperfect tool, the underlying assumptions must be periodically revisited, and forecasts adjusted based on changes in conditions and / or the availability of new or additional information. Despite this limitation, forecasting is an essential part of any strategic planning effort and plays an important role in helping us define our strategic goals and action objectives.

### **1. Economic Conditions and Its Impact on Police Services:**

The state of the local, regional, state, national, and global economy is the single most important planning and forecasting issue that influences the delivery of police services within a community. Regardless of the merit of implementing new services, the results of workload studies that demonstrate the agency needs more personnel and even the desire of citizens to receive new or improved services, if the local jurisdiction's tax base and economy does not have sufficient resources to support and sustain such programs, they will not be implemented. Therefore, in comparison with all other planning issues the economic conditions of a community are the single most important planning issue and is comprised of two important components:

1. State of the local and regional (Alcoa, TN area) economy
2. Revenues that financially support Alcoa Police Department operations (primarily property and sales taxes)

### **Forecasting**

The City of Alcoa located in Blount County adjacent to the McGhee Tyson Airport and bordering the City of Knoxville is positioned to respond to future growth and economic gains, when the regional and national economy comes completely out of the current recession. The location of the McGhee Tyson Airport (Knoxville) adjacent to the City of Alcoa along Alcoa Highway serves as an enormous economic engine for the City of Alcoa and the region. Likewise, the number of car dealerships located along this "Motor Mile" also has a positive economic impact for Alcoa. There are commercial and residential areas that are zoned appropriately and ready for development, which will add to the City's tax base. The community is a residential community and many of the residents work in the City at Clayton Homes, Inc., ARCONIC (Alcoa, Inc.), and

Team Health. Based on the 2010 Census, the typical residents of Alcoa are employed in Alcoa, Blount County, and the central Knoxville area in the private and public sector. The average family income in 2010 was \$42,253 and without question has increased since that time.

The financial stability of the City of Alcoa is tied to that of the Blount County region. So, what is the outlook for the future?

<b>City of Alcoa Tax Revenues</b>						<b>5-Year % Change</b>
	<b>FY15-16</b>	<b>FY 16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY19-20</b>	
Sales Tax	10,780,868	11,355,292	10,498,022	9,747,838	11,058,137	
	-9%	5%	-8%	11%	5%	<b>-7%</b>
Property Tax	10,027,338	11,316,432	11,076,366	10,498,022	11,242,888	
	-1%	13%	-2%	-7%	2%	<b>11%</b>
Tax Rate / \$100	1.96	1.96	1.96	1.96	1.96	
	0.00%	0.00%	0.00%	0.00%	0.00%	<b>0.00%</b>
APD Budget	5,734,037	5,836,085	6,038,230	6,038,230	6,414,275	
	6%	6%	3%	6%	6%	<b>18%</b>

The financial stability of the City of Alcoa is tied to that of the Blount County region. So, what is the outlook for the future?

The City of Alcoa's property tax rate is \$2.27/\$100 of property value an increase from \$1.96/\$100 in the prior year. This was a difficult proposal but to remain competitive with local jurisdictions, move forward with technological needs, and provide adequate personnel compensation along with other necessary capital improvements, it was deemed necessary. In FY20 it is estimated the City will receive approximately \$12,700,000.00 in property taxes alone, which is one of the major sources of tax revenue along with a budgeted sales tax revenue of \$10,500,000.00, a slight decrease from previous years. The City of Alcoa currently receives approximately 37% of the County Sales Tax, a slight decrease from the prior year, while the City of Maryville has experienced a small increase from 40% to 41%. However, these figures do not reflect the effects of the current world-wide COVID-19 pandemic as they are currently unknown. The City had \$6,518,099 total in reserve funds (fund balance) as of June 30, 2019 of which \$127,991 is deemed restricted reserve funds. The City of Alcoa has an AA- rating from Standard and Poor and was last reviewed in April 2019.

Considering this regional economic forecast, the Alcoa Police Department should exercise caution in adding new personnel and programs in FY21. Investment in current personnel as funding is available would be the most important goal, as we wait to see the long-term prospects of the regional economy. This will provide time to assess the economic conditions and plan accordingly for the needs of the Alcoa Police Department to provide the most effective police services to the community and potentially continue to grow with the department in FY 2021-2026, based on the current state of the economy at that time.

**Geographic Make-Up of Community and Its Impact on Police Services:**

An easily overlooked issue in the provision of law enforcement services is the physical size, location, and features of the service area. Relatively few citizens understand and appreciate the true jurisdictional responsibility of the area served by the Alcoa Police Department. There are areas in the City of Alcoa that prove to be challenging to police officers in attempting to discern jurisdiction as sometime the jurisdiction is to property on both sides of the roadway, one side of the roadway or just the roadway itself. In addition to patrolling in contiguous and non-contiguous city corporation areas, our police officers routinely travel to jails, courts, hospitals, training sites at locations in and near Alcoa, but at times some distance away.

The City of Alcoa encompasses approximately 15.5 square miles of area incorporated into the jurisdiction of the City, which includes over 147 miles of roads, streets, state highways, and interstates. The Alcoa Highway (US Route 129) leads through the middle of Alcoa north to south and runs adjacent to the McGhee-Tyson Airport. Alcoa Highway, at times, is highly congested and carries more than 87,000 cars daily commuting to and from Blount County to Knox County and/or the Airport. At the north end of the City is an Interstate (Pellissippi Parkway I-140) that runs from west Knoxville to the north and dead ends in Alcoa at its current termination point at Old Knoxville Highway. There are several locations where the city limits of Alcoa and Maryville adjoin and locations that are unincorporated and are the responsibility of the Blount County Sheriff's Office.

While McGhee-Tyson Airport is not actually located within the City of Alcoa, it and the adjoining Army National Guard and Air Force Base on the west side of the City impacts the delivery of police services by the Alcoa Police Department. These areas create large amounts of commuter traffic and activity throughout the day and serve as a barrier for quick access to areas within the City of Alcoa. In addition, these facilities employ thousands of workers and attract thousands of other interested parties that add to the traffic and the City's daytime population.

An additional City facility that receives much use from City and County residents in the City of Alcoa is the 21.1 miles of paved and lighted Greenway Trails that traverse through Alcoa.

	Feet	Miles
Mountain Bike Trail	2,646	0.5
Bicycle Lanes	12,958	2.5
Greenway trails	82,030	15.5
Under Construction	13,709	2.6
		21.1

With police officers traveling in police vehicles or motorcycles there are no active patrols on these recreational paths by the police department and this poses some challenges of response by the Police Department when there are calls received on these greenways.

Another geographic issue that has an impact on police services is the concrete and wire barrier erected in the median of I-140 (Pellissippi Parkway) the entire length of the interstate within the City of Alcoa. The specific issue is that a crash on I-140 north of Topside Road on the southbound lanes requires an Alcoa Police Officer to travel north on northbound lanes to the first exit in Knox County (Exit #5 Northshore), then head south on I-140 to the crash which can add another 5-8 miles to the response.

Finally, there are railroad mainline and spur tracks that run throughout the City of Alcoa owned by Norfolk Southern Railroad. These railroad facilities generate regional and local rail traffic through the city that, at times, will stop local traffic. Several large industries rely upon these railroad assets to transport raw goods and products to and from their manufacturing facilities

### Forecasting

Currently the City of Alcoa is conservative in the amount of land annexations that occur annually. Alcoa's 15.5 square miles of jurisdiction is still comprised of about 3900 acres of undeveloped or undevelopable land. The City's annexation policy is to act only on voluntary land annexations and the City continues to balance commercial and residential growth to ensure an adequate revenue stream of property taxes for the provision of City services. In addition, in 2014 and 2015 the State of Tennessee Legislature enacted new legislation to complicate and make challenging municipalities abilities to annex new areas without a public referendum of the affected requests.

There are currently some geographic barriers or limitations within the City that affects the Police Department's ability to deliver law enforcement services. The first potential barrier is the number of mainline and spur railroad tracks that intersect with primary and secondary roads within the City. At times, rail traffic on these lines slows or halts vehicular and pedestrian travel. Some of these spur lines are necessary to transport materials to and from the City's manufacturing plants such as Arconic, Inc., (formerly Alcoa, Inc.). A second barrier is Alcoa Highway (US 129) as it splits the City of Alcoa in half. During busy morning and evening rush hours or when there are occasionally serious crashes or construction projects, the amount of traffic congestion increases on this roadway that carries 87,000 daily. This results in additional roadway congestion on the adjacent local roadways.

Finally, the median barrier erected on I-140 in the City of Alcoa creates additional response time to crashes on the southbound lanes north of Topside Road at very critical times.

Presently the current geographic makeup of the City and the City's conservative annexation policy and practices do not pose challenges in the delivery of police services that have a significant negative impact on the Alcoa Police Department.

### **3. Pace of Local and Regional Growth**

Since 2011, the City of Alcoa and Blount County have experienced overall increases in the pace of local residential and commercial growth. At this time, commercial and residential development projects are already in varying stages of planning and execution in the City of Alcoa and there are clear indicators that the pace of development will actually continue to increase in the next five years. One positive consequence of this change, especially if growth is properly managed, is that a significant amount of new growth will be of high quality / high value, dramatically enhancing the City's property tax base and commercial retail additions adding the increased sales tax revenue. The chart below illustrates the actual growth in the City of Alcoa through the years in terms of new building permits for residential and commercial projects.

<b>Building Permits</b>		
	<b>Residential</b>	<b>Commercial</b>
<b>2015</b>	103	53
<b>2016</b>	123	29
<b>2017</b>	129	59
<b>2018</b>	133	26
<b>2019</b>	155	44

It should be noted that the City of Alcoa, with its close proximity to the Great Smoky Mountains, attractive home site views, low taxes, highly rated public schools and close proximity to Knoxville is attractive to persons wanting to relocate to this region. Newcomers can choose from a broad range of home styles and prices, family-friendly neighborhoods with sidewalks and greenways, excellent public park system and more flexible zoning and government regulations.

#### Forecasting

The cumulative impact of progressive development can have a significant impact on police staffing needs and service levels. Accordingly, priority attention must be given to this issue on a periodic basis to determine when adjustments in police staffing and resources may be warranted.

Within the next five years (2021-2026), continued and potential growth and development will occur within the City of Alcoa. Although this growth has previously been anticipated to occur at a much slower rate than in past years, more favorable incremental increases (particularly for residential) may be expected for future years due to vacant land and growth area potentials (i.e., infrastructure improvements for redevelopment of the now vacant former Alcoa West Plan site / Springbrook Farms) in an actively developing region. Office buildings, and other commercial opportunities, will continue to be proposed and developed, with a slight reduction occurring in the previously documented 3,816.32 estimated developable acres within the City limits. Multi-family residential growth is expected to continue to increase, which follows a national trend and as single-family lots currently available for development are depleted. Some representative examples of major development projects currently underway in Alcoa that will affect police service delivery over the next five years include, but are not limited to the following issues:

1) **CIRRUS Aircraft Project** – This company moved into Tennessee in 2014-2015 with its new Cirrus Customer Experience Center at McGhee Tyson Airport, called the “Vision Center”. This factory service center will provide support for more than 6,000 SR aircraft currently in the field. Cirrus further anticipates in the 2017-2018 to expand its Customer Experience Center at the airport.

2) **West Plant Commercial Property Project** – This project officially broke ground in April of 2017 and involves the transformation of the former, “Alcoa West Plant Property” (approx. 350 acres) into a residential / commercial development that is projected to spur numerous retail establishments.

3) **Pellissippi Research and Development Project** – Pellissippi Place is a joint project with the Economic Development Board of Blount County in conjunction with its partners, the City of Alcoa, the Knoxville-Oak Ridge Innovation Valley, Blount County, Knox County and the City of Maryville. The first resident of Pellissippi Place is ProNova Solutions; a Swedish company that is developing next-generation proton therapy for cancer treatment. It is projected by 2018 the number of ProNova employees at the research and development part could be as high as 1,613. Total salaries, bonuses, and benefits would reach \$235.2 million annually. The average compensation package per employee is estimated to be \$145,815. Additionally, area roadway and infrastructure improvements also resulted from this project.

4) **The Ridge at Hamilton Crossing**, a new apartment complex (269 units) – This new apartment complex, which is in its second phase of construction, is located off Middlesettlements Road located behind Lowe’s Home Improvement Store. The first phase represented a \$16.3 million dollar investment and was the first new apartment construction in the City of Alcoa of greater scale. The first phase development accommodates a range of 600-800 residents. This first phase opened in late 2015. The second phase expansion completed in 2018 added 82 units to the complex. This second phase represents a \$7.3 million dollar investment and has the potential to add a range of 200-250 new residents.

5) **Laurel Branch**, an apartment complex (92 total units) – This apartment complex is located off Middlesettlements Road and intersects with Robert C. Jackson Drive. The complex represented an over 8-million-dollar investment. The first phase development accommodates a range of 200-250 residents. This complex followed the completion of The Ridge at Hamilton Crossing and opened in early 2019.

6) **Arconic, Inc. (formerly Alcoa, Inc. North Plant)** – Arconic, Inc. includes vehicle manufacturing contracts to provide aluminum sheet to automakers such as the Ford Motor Company, Fiat Chrysler Automobiles, and General Motors. The company invested \$300 million dollars in its 2015 expansion of the plant’s production capabilities to handle these and other potential contracts.

7) **The Lifecare Center Blount County**- a 120-unit skilled nursing facility of Blount Medical Investors off Stewart Lane and McBath Road near the Topside Road intersection with Pellissippi Parkway.

8) **TeamHealth Expansion – Anesthesia Billing Operations** – anticipated to create 450 jobs with an investment of \$16.8 million dollars at Base Point Business Park in Louisville, TN. This location will be solely dedicated to TeamHealth’s Healthcare Financial Services anesthesia operations and will strengthen its coding and billing functions.

#### 4. Crime Trends:

Over the past five years, our nation and our state have experienced slight reductions in the overall crime rate, albeit with some increases in certain categories of violent crime. Demographers predict, however, that this downward trend may reverse itself over the next decade as a larger portion of our population will consist of individuals in the teens and mid-twenties age group (the predominant years of criminality). Locally, the crime rate in Alcoa has seen a decrease over the last several years much like the rest of the nation. The total number of crimes repeated in Alcoa has remained steady from 2012 to 2019 showing a slight downward trend.

Alcoa has historically been a very safe community (both real and perceived). Alcoa has been relatively isolated from the violence and crime associated with the Knoxville metropolitan area. This could substantially change as our population and demographics change in the future.

#### Forecasting

The predominate crime issues most likely to affect Alcoa over the next five years include: property crimes such as retail theft, burglary and larceny, violent crimes such as robbery and aggravated assault, identity theft, high-technology crimes, drug crimes, and white collar/corporate crimes such as embezzlement, diversion, and fraud. Effective crime control and prevention will require the ability to identify patterns and trends through intelligence and data collection, sharing, and analysis to develop effective crime control strategies and initiatives and to foster organizations that can rapidly and proactively adapt to emerging or evolving crime issues.

With the City of Alcoa's proximity to Knoxville and major interstates and thoroughfares, the area is forecast to pose an array of challenges and opportunities for Alcoa over the next five years. The predominant challenges posed to the police are the anticipated increases in multi-jurisdictional crime, the opioid epidemic, increases in thefts of construction materials and heavy equipment, the proliferation of clandestine drug labs (particularly methamphetamine labs) identity theft and computer crimes, property crimes (particularly those affecting retail and commercial locations), drug-trafficking and violent crimes such as robbery and aggravated assault. We forecast the need to pursue greater collaboration and information sharing among regional law enforcement agencies on crime issues, to expand and strengthen community partnerships and local crime prevention alliances, and to expand the crime analysis capabilities of the police department.

Crime control and prevention is central to our mission and must remain a high priority if we are to prevent the "creep" of criminal activity, especially from Knoxville, that can affect rapidly growing suburban communities. Analyzing data, sharing information, exploiting resources, developing prevention and enforcement strategies, building alliances, engaging community partners, and pursuing a coordinated plan of action will be required if we hope to maintain a low crime rate and engender a strong perception of community safety.

## **5. Traffic Safety Issues:**

The City of Alcoa has approximately 147 miles of roads, streets, state highways, and interstates. Of this number, 94.9 miles are municipal roadways and streets maintained by the city. The remaining 52.8 miles are either State or U.S. Routes. While the nighttime population of the city is under 9,000 residents, during the day, the population increases to over 80,000 with commuter traffic, students, workers heading to jobs within the city, and tourists headed to Cades Cove and the Great Smokey Mountains National Park. Of the seven (7) major thoroughfares within the city, U.S. 129, known as Alcoa Highway, connecting Alcoa with Knoxville to the north and traversing Blount County en route to North Carolina to the south has over the past five (5) years remained the busiest and most dangerous roadway in Alcoa.

According to statistics from the Tennessee Department of Transportation, 87,000 cars travel U.S. 129 through Alcoa daily. Other routes with a historically high volume of traffic and in some cases, accidents include: Interstate 140/State Route 162, known as Pellissippi Parkway, connecting Alcoa to west Knoxville and Oak Ridge, approximately 45,000 cars per day. TN State Route 335, known as Hunt Road and connecting Alcoa with eastern and western Blount County, approximately 10,000 vehicles per day. TN State Route 334, known as Louisville Road, connects Alcoa with Louisville, Tennessee, 7,000 vehicles per day. TN State Route 35, Hall Road, 7,000 cars per day. TN State Route 33, known as Old Knoxville Highway, approximately 15,500 vehicles per day. TN State Route 333, Topside Road, 6,500 cars per day. Congestion on all major thoroughfares frequently requires police intervention for traffic control, accident investigation, and enforcement.

### **Forecasting:**

Over the next five (5) years traffic and traffic safety will continue to be a high priority. Although growth within the City of Alcoa has been steadily increasing, we are now geared for robust growth over the next five (5) years and beyond. There is new development potential in many areas of the city including the Pellissippi Place Research and Development Park, modernization, the addition of a new product line at Arconic, Inc. North Plant, and the development of the old West Plant property into retail and residential space. These activities alone will create a significant increase in traffic volumes with a corresponding increase in demand for traffic control, direction, crash investigation, and traffic enforcement. In response, the department must continually monitor workload demands and adequately staff our Patrol Section. We should continue to operate special enforcement projects through the financial support from the Tennessee Highway Safety Office (THSO) to include speeding enforcement locations and DUI enforcement. We should continue to work with our Public Works Department and TDOT on matters related to roadway improvements for public safety. In conjunction with TDOT, we should also focus on the Alcoa Parkway project to ease traffic along Alcoa Highway and provide safe, convenient access to the West Plant property development. We should also solicit ideas from officers and the public to improve our traffic safety efforts and continue to train officers in proper accident investigation and enforcement techniques.

## **6. Advancements in Police Technology:**

Policing in the 21<sup>st</sup> century will rely heavily on the use of advanced technologies as a force multiplier. In other words, technology enables police officers to perform their duties more effectively, more efficiently, and with greater precision. Technical systems such as wireless mobile data computers, in-car digital video systems, body worn cameras, interoperable radio

systems, computer- aided dispatch, optical fingerprint scanners, automatic vehicle locators (AVL), and computer LANs are no longer luxury items, but are instead required tools for the modern law enforcement agency. Rapid access to computerized information and regional / national criminal information databases is the virtual lifeblood of any police organization and a key not only to the successful performance of duties, but the safety of our police officers and our community.

The value and benefit of this technology in carrying out the police mission is undeniable. Cost is absolutely a factor, as purchasing high quality equipment and refreshing/renewing these resources over time through programmed replacement is costly. Nevertheless, the cost of advanced technologies is more than offset by the value gained from the improved efficiency, safety, and effectiveness of the services rendered.

### Forecasting:

Forecasting technology needs is one of the more complex tasks facing law enforcement agencies, largely due to the incredible pace of technological development and shrinking obsolescence periods. Despite these challenges, there are several valid assumptions that we can apply in forecasting future needs over the target planning period. These assumptions are (1) That technology systems will continue to play an essential role in police service delivery and are not optional “luxuries”; (2) That technology is designed with planned obsolescence, and that the useful service life of any technology component will generally be no more than three to five years; (3) That the integration and compatibility of local technology systems with those of outside agencies on the state and federal level will continue to be a high priority; and (4) That the programmed replacement and upgrade of the technology systems used by the agency will be needed to ensure their continued efficiency and practical utility over time.

## **7. Police Work Force & Dynamics of the Applicant Pool:**

The historical practice of hiring police officers who are residents of the community they serve and retaining those employees for an entire 30-year career, in today’s times, is changing. The contemporary law enforcement workforce and applicant pool differs in several significant ways from that of even 10 years ago. Today’s worker is highly mobile and brings a different work ethic to the table. They possess portable professional certifications and are continuously focused on being upwardly mobile. Generally, they are not hesitant to relocate or to market their credentials to prospective employers in order to pursue earnings that are more competitive, better fringe benefits, easier working conditions, greater advancement opportunity, or more compatible circumstances to their current family or personal condition. Interestingly, it seems the benefit to be derived does not even have to be that significant to result in a decision to change employment. The demand for trained and certified police officers throughout the region has placed the demand for qualified applicants at a premium for the Alcoa Police Department.

As a result, the department must compete directly with regional agencies for these applicants from a recruiting area that extends far beyond the local area. One of the first and most fundamental responsibilities of any police agency is to hire wisely. Our agency takes great pride in the fact that we have stringent hiring standards. These standards are designed to identify and select only the most suitable and qualified candidates for police employment and to represent the City of Alcoa. This was a conscious decision, undertaken with the full understanding that adhering to higher standards would make it more difficult to fill vacancies and to process applicants in a time period where fewer people are attracted to public service related careers such as law enforcement. When hiring people to fill positions of public trust, nothing less than our best and most diligent efforts can be acceptable.

### Forecasting:

Based on the projected growth of Alcoa area and the associated rise in demand for police services, we forecast that the staffing level at the police department will need to be increased with more sworn officer and civilian positions over the next five years based upon the current workload projections and proposed residential, commercial, and industrial developments. This is required to achieve the goal of having sufficient sworn police officers to address the demands of the public. This will need to be accomplished somewhat incrementally in order for the department to have adequate time and opportunity to select, process, and properly train new employees, and to acquire the associated resources necessary to equip and support the additional staff in carrying out their assigned responsibilities. These staffing changes will need to be accompanied by adjustments to our organizational structure, along with some reclassifications of existing positions to create additional supervisory level positions. This is necessary to ensure that we provide effective oversight of agency personnel and operations, and to make sure that the span of control for each supervisory level remains within acceptable limits.

The process of identifying strategic staffing needs, while not an exact science, is generally not that complex. Workload assessments and national/regional 'norming' help identify a desirable ratio of sworn officers to population, and the commensurate level of support services and administrative staff required. However, filling those staffing needs and hiring qualified employees within a compressed timeframe is a much more difficult task. The process for hiring police officers and criminal justice employees is far more complex and much longer in duration than the hiring process for other positions in City employment. A substantial array of administrative regulations, pre-employment conditions, testing and evaluation requirements, and legal standards must be met if the agency is to select only the best-qualified candidates, and remain in full compliance with all applicable legal and administrative requirements. A substantial number of applications are received, but relatively few applicants possess the requisite qualifications. The internal processes required to screen, evaluate, and process applications presents a challenge to agencies all over the world. Perhaps the best indicator of the complexity of the hiring process is found in our department policy that outlines the details of the process. Recruiting, selecting, and hiring qualified employees will continue to require a substantial amount of time, effort, and agency resources.

Over the next five years, we forecast the need to hire replacement police officers and civilian employees due to upcoming retirements. The Department will be required to concurrently fill these new positions at the same time we are filling vacancies created throughout the normal attrition of personnel. Our ability to expedite the hiring process, without compromising the integrity of our hiring standards or creating staffing shortfalls that affect service quality, will be crucial. Accordingly, we forecast the need to ensure the continued staffing of the Training Lieutenant who administers the recruitment and hiring process on a part time basis. The below chart provides a 5-year history of the retention and attrition records of sworn officers in the agency.

Turnover - Sworn Officers						
	2014	2015	2016	2017	2018	2019
Starting Headcount	39	39	40	41	41	42
Terms	2	5	1	3	0	3
Hires	2	5	2	3	1	4
Ending Headcount	39	39	41	41	41	43

Turnover - Sworn and Non-Sworn						
	2014	2015	2016	2017	2018	2019
Terms	2	5	0	8	7	0
Hires	2	5	0	2	0	0
Ending Headcount	47	47	49	49	50	51

Turnover / Retention Rate - Sworn Officers Only						
Rates	2014	2015	2016	2017	2018	2019
Retention	94.90%	87.2%	97.4%	97.4%	100.00%	92.86%
Turnover	5.10%	12.8%	2.6%	2.68%	0.00%	7.14 %

## 8. Facilities:

### a) Police Department Headquarters Facility

The Alcoa Police Department has had four previous homes; the first police department was in the vicinity of Rankin and Bessemer Street, the second was the old Mule Barn on Hall Road in the 1940's, the third was the old Municipal Building in the 1960's, and the fourth was the Joule Street location from 1972 to 2001.

The present facility, located at 2020 North Wright Road, was a state of the art Public Safety facility in 2001 with the police portion of the building being designed by members of the police department, to house the primary police headquarters and the Fire Administration. Operational in 2001 the new facility, with approximately 20,000 square feet, is 5 times larger than the Joule Street location.

The police department has outgrown the space in the current police facility as the department has grown from 21 employees in 1972; 43 in 2001 and 52 in 2020.

### Forecasting

The current police facility is almost twenty years old and is showing signs of age. A leaking roof gutter system around the entire Public Safety Building was corrected in 2017 at a cost in the range of \$250,000.00 and the HVAC was replaced in 2018.

### **b) Firearms Training Facilities**

The Alcoa Police Department continues to maintain its firing range as it has for more than 30 years. In the past few years, improvements have been made to the firing range and range house including: a new pneumatic turning target system, a new canopy covering the bleachers, new roof on the range house, new heat pump, new carpet in the classroom, a new hot water heater and new ceiling tiles.

Several local and federal law enforcement agencies utilize our firing range on a regular basis at no cost to them. This practice will continue.

### Forecasting

Future needs of the Alcoa Police Department Firing Range include construction of a new classroom building, pressure washing and general maintenance to the concrete lanes; painting; landscaping and making repairs to the range house.

The earthen berm / backstop will eventually require additional soil to backfill behind the firing lanes as well as increasing the overall slope of the berm itself. There are several used wooden telephone poles currently being stored at the range to assist in creating a backstop behind the lanes of fire, adding additional security measures from rounds leaving the range unintentionally.



## SECTION V – ANTICIPATED WORKLOAD AND POPULATION DATA TRENDS

To facilitate forecasting and identify trends, the Police Department undertook a review of selected workload data for the five-year period 2015-2020. The data sets shown below are just a representative sampling of many categories of operational activity that are tracked, and that are useful in assessing the general level of service demands over defined time periods. A more exhaustive listing would perhaps give the reader a broader picture of police workload demands, but for the limited purposes of this plan, we confined our review to the most common data sets. The numbers reflected below are relevant to a strategic planning process ONLY when considered within the context of future (projected) environmental conditions and service level expectations.

<b>Selected Workload Data</b>	<b>2015 Year 1</b>	<b>2016 Year 2</b>	<b>2017 Year 3</b>	<b>2018 Year 4</b>	<b>2019 Year 5</b>
Calls for Service	16,250	18,739	20,692	20,386	23,767
<b>Domestic Calls</b>	<b>171</b>	<b>276</b>	<b>356</b>	<b>374</b>	<b>381</b>
Traffic Crashes	1,142	1,009	1,148	1,161	1,048
<b>Crashes w/injuries</b>	<b>251</b>	<b>193</b>	<b>181</b>	<b>254</b>	<b>209</b>
Fatalities	6	1	3	3	3
<b>Citations issued</b>	<b>5,103</b>	<b>5,048</b>	<b>6,613</b>	<b>3,849</b>	<b>4,113</b>
Arrests (Adult)	1,231	1,524	817	1,615	1,723
<b>Arrests (Juvenile)</b>	<b>55</b>	<b>44</b>	<b>44</b>	<b>38</b>	<b>53</b>
Arrests (DUI)	96	99	81	84	132
<b>Cases assigned to CID</b>	<b>546</b>	<b>514</b>	<b>461</b>	<b>312</b>	<b>319</b>
Total Crimes	2,350	2,394	2,053	2,339	2,555

Average response times for the Alcoa Police Department is based on the time the unit is marked “en route” to the time the first unit is marked “on scene.”

The following is a breakdown of calls for service and response times for 2015-2019.

<b>Year</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
Calls for Service	16,250	18,739	20,692	20,386	23,767
Average Response Time	7:46	8:01	7:39	6:00	6:08

### **Population Data Trends**

According to the 2010 Census, there were 8,449 people, 3,693 households, and 2,288 families residing in Alcoa. The population density of Alcoa was 571 residents per square mile. There were 4,175 housing units at an average density of 282 per square mile. The racial makeup of Alcoa was 79.1 percent white, 14 percent African American, 1 percent Native America, .2 percent Asian, and 3.6 percent from some other race other than Native Hawaiian or other Pacific Islander. Of the population, 2.6 percent of the population was of two or more races. Hispanic or Latino races were 6.8 percent. The median age of Alcoa residents was 41.9, with the State of Tennessee being 35.9. The median household income in 2009 was \$39,900.00, with an estimated per capita income in 2009 being \$20,935.00. Approximately 5.2 percent of workers

16 or older were below the poverty line in income. The median estimated home value in 2009 was \$113,780.00, with an estimated median gross monthly rent of \$635.00. Occupied housing units were 88.5 percent, or 3,693, in 2010, which included both owner and renter occupied housing.

Vacant housing units accounted for 11.5 percent in 2010, or 482. In 2010, 65.1 percent of the housing units were owner occupied, with an average household size of 2.65. Those in rental occupied units were 34.9 percent, with an average household size of 2.44.

As the City continues its development recruitment initiative, the City will continue to grow at a steady rate. To identify what that growth rate may be, a twenty (20) year population projection has been shown below. The Exponential Growth Method was used for configuring the projection. This method continues the upward growth of the past decade, with the population growing exponentially at a constant rate.

<b>Population Projection to 2030</b>	
Number	Year
2010	8,449
2020	10,223
2030	12,370

While the City of Alcoa continues to grow, so does Blount County. In 1990, the Blount County census data indicated a population of 85,969. The 2000 census indicates the population increased to 105,823, a percent change of 23.1% in the overall growth rate. To measure the growth rate in relation to the region, a regional growth comparison of Knox County was conducted. The results are below. As indicated in the table, Blount County increased at a 9.3% higher rate than Knox County

**Comparison of City Population Growth Rates  
(2000;2010;2018)**

City	Population 2000	Population 2010	% Change	Population 2018	% Change
Alcoa	7,734	8,449	9.24%	10,499	24.26%
Maryville	23,120	27,465	18.79%	29,192	6.29%
Knoxville	173,890	178,874	2.87%	187,500	4.82%

**Comparison of County Population Growth Rates  
(2000;2010;2019)**

<b>County</b>	<b>Population 2000</b>	<b>Population 2010</b>	<b>% Change</b>	<b>Population 2019</b>	<b>% Change</b>
<b>Blount</b>	<b>105,283</b>	<b>123,010</b>	<b>16,24%</b>	<b>133,088</b>	<b>8.19%</b>
<b>Knox</b>	<b>382,032</b>	<b>432,226</b>	<b>13.14%</b>	<b>470,313</b>	<b>8.81%</b>

*Source: U.S. Census Bureau, Census 1990 and 2000; 2016; City of Alcoa, 2025 Comprehensive Plan, May 9, 2006*

To reiterate the growth in Blount County, a city comparison of Alcoa, Maryville, and Knoxville has been developed. The results are below.

*Source: U.S. Census Bureau, Census 1990 and 2000;2016 City of Alcoa, 2025 Comprehensive Plan, May 9, 2006*

As shown, the City of Maryville grew at the highest rate at 23.11% and the City of Alcoa at 20.46%. Knoxville is the largest metropolitan area in this region of East Tennessee. Several factors can be attributed to such a high growth rate in this area. This area encompassing the City of Alcoa is known for its scenic beauty, character, and seasonal climate. In addition, Blount County is located at the base of the Great Smoky Mountains National Park, one of the most visited National Parks. The County is also home to McGhee Tyson Airport (adjacent to the City of Alcoa), with metropolitan Knoxville located within a minute's drive. This exceptional location ultimately offers a quality of life that City of Alcoa residents enjoy and love. This influx of newcomers is projected to continue as the cities of Alcoa and Maryville, along with Blount County, have teamed together to develop an industrial board that will search for industrial opportunities in the county that are environmentally sensitive and suitable for this area.\*

\*City of Alcoa, 2025 Comprehensive Plan, May 9, 2006

## SECTION VI – ANTICIPATED PERSONNEL PROJECTIONS

Staffing levels based solely upon population have historically reflected a recommended ratio of 2.5 officers for every 1,000 people. The most recent information indicates the Alcoa Police Department currently has an average of 8.45 officers per 1,000 people based upon the 2010-estimated population of 8,449 and the authorized 44 sworn officers as of July 1, 2020. The average of officers per thousand in the State of Tennessee of all Municipal police agencies is 2.5 officers per 1,000. However, this method of police officer staffing does not realistically fit the Alcoa Police Department service population due to the daytime population of up to 30,000 – 60,000 persons compared to the current population of approximately 10,000 residents.

One must keep in mind that population estimates should not be the sole indicator of personnel needs within the police department. Other indicators such as calls for service workload, policing philosophy, policing priorities, population size, and density, composition of population, crime, citizen demands, community service delivery expectations, environmental development, geographic and natural boundaries, municipal resources, and trends in policing will have to be evaluated in the development of police staffing projections. Using these types of indicators has become even more relevant since the police department began operating under the philosophy of Community-Oriented Policing. This philosophy emphasizes that police officers should be actively involved in problem solving and building partnerships with the community. With this philosophy in mind, the police department is constantly looking for ways to increase officers unobligated time to allow for more "problem solving" to occur. Research recommends that patrol officers have at least 30% of uncommitted time each shift to work on community policing and problem-solving efforts.

A unique aspect of the City of Alcoa is that we are not just a residential community. During the day, many people commute to and through Alcoa to work in Maryville, Knoxville, or Oak Ridge. In addition, we have a high school, a middle school and an elementary school located in the City. With the addition of the Pellissippi Place in the Pellissippi Parkway/Old Knoxville Highway area, there will be more businesses added, thus increasing traffic. Construction of the new Alcoa Highway by-pass will create additional traffic burdens with the large amount of commuter traffic and school traffic that travel through the city on any given day. Our business and commercial development base is currently stable and the projected growth in this area remains favorable for the next five years. As a result, our daytime population will continue to increase. This is a significant factor to our agency when identifying personnel needs and distribution. Based upon current projections, it appears that our daytime population will continue to grow in proportion to commercial / industrial and school development projections.

The peak hours for calls for service in 2019 were between 12:00 p.m. and 6:00 p.m. (6,802). The peak hour for calls for service occurred between 1:00 p.m. and 2:00 p.m. (1,248) and the slowest period for calls for service occurred between 5:00 a.m. and 6:00 a.m. (205). Thursday's were the busiest single day for the year in 2019 with officers responding to 3,683 calls for service followed closely by Friday's (3,086). Sundays were the slowest day of the week for the year with 2,497 calls for service. Such data is kept in mind when allocating and distributing personnel to patrol schedules.

Projections based upon workload, growth of the community, and the other previously mentioned factors indicate a need for continued increase in personnel for the next five years. In the future, we anticipate creating additional specialized functions within our department to

support our primary function of providing high quality police services to the community. It is my recommendation that the City of Alcoa continue to plan for additional staffing needs of the Alcoa Police Department in order to address the serious needs and service demands that the department currently faces and the increase in demands and services that will occur in the future.

### **Current Staffing Organizational Structure**

The agency's rank structure for its sworn officers includes Chief of Police, Assistant Chief of Police, Captain, Lieutenant, Sergeant, and Police Officer. As of July 1, 2020, the agency has two major components that report to the Chief of Police: Field Operations and Support Services. Each is managed by the sworn Assistant Chief, who reports directly to the Chief of Police. In addition, an Administrative Assistant reports to the Chief of Police.

The Field Operations Division includes Patrol Section and Criminal Investigations Section. The Field Operations Division is commanded by a Lieutenant. It has four patrol squads with each supervised by a Sergeant. The Criminal Investigations Section is commanded by a Lieutenant and has a total of four detectives with one detective assigned to the Fifth Judicial Drug Task Force and an Evidence Custodian. The Support Services Division includes 2 Lieutenants, a Quartermaster Sergeant, an Accreditation Manager (Sergeant), Service Support Specialist, 4 School Resource Officers, 2 Animal Control officers, 1 Court Clerk and 3 Records Clerks. The agency's eight full-time civilian employees serve in a variety of different general and technical positions. As a true community-oriented policing agency, the officers and civilian staff work diligently to build trust-based relationships with every citizen they encounter. Every call is important to the agency, and agency personnel stand ready to help in any way at any time.



## SECTION VII - IMPROVEMENT EQUIPMENT AND TECHNOLOGY PROJECTIONS

### 1. APD Police Vehicle Fleet / Long Term Plan

In 2005, the Alcoa Police Department adopted and currently operates an “Assigned Cruiser Plan” for all sworn police officers. Every officer is assigned their own police cruiser (marked, unmarked or administrative dependent upon assignment). While this fleet plan stops short of a full “Take-Home Car Plan” all officers who reside within the City of Alcoa corporate limits or within fifteen (15) miles of the police department are authorized to use their assigned vehicle as a “Take-Home” vehicle strictly for business purposes and commuting directly to and from work.

As of June 30, 2020, the Alcoa Police Department currently has the following vehicles in its fleet:

Vehicle Types	
Unmarked Durangos	7
Marked Durangos	10
Marked Chevy Tahoes	3
Unmarked Chevy Tahoes	3
Marked Ford SUVs	8
Marked Ford Crown Vics	23
Marked Ford Fusions	2
Marked Animal Control Trucks	2
Marked Motorcycles	3
Unmarked Fusions	3
Unmarked Chevy Trailblazers	4
Unmarked Mercury Marquis	1
Unmarked VIP's Suzuki SUV	1
Golf Cart	1
Military Humvee 4x4	1
Military Heavy Variat	1
	73
	73

Police Vehicle	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Marked cruiser replacement number</b>	<b>5</b>	<b>5</b>	<b>7</b>	<b>6</b>	<b>5</b>
Marked cruiser replacement (\$52,800 each)	\$264,000	\$264,000	\$370,200	360,000	\$350,000
<b>Unmarked cruiser replacement number</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>
Unmarked cruiser replacement (\$30,000 each)	\$70,000	\$70,000	\$0.00	\$40,000	\$85,000
<b>Total Projected Cost*</b>	<b>\$334,000</b>	<b>\$334,000</b>	<b>\$370,200</b>	<b>\$420,000</b>	<b>\$435,000</b>

Vehicles that are awarded to the Department due to DUI, driver's license revocation are sold through Airport Auto Auction, with the proceeds being sent to the State of Tennessee.

Drug sales are retained by the Department, with proceeds being deposited into the City's Drug Fund.

### **Police Department Marked / Unmarked Cruiser Replacement Plan**

Under the Police Department's adopted cruiser replacement plan front-line marked cruisers are planned to be replaced every six to seven (6 - 7) years or when the vehicles mileage exceeds 100,000; or has a documented history of significant repairs; or has been proven unsafe for front-line service. As such, approximately five (5) marked cruisers should be replaced each year based on thirty (30) active marked cruisers.

The ten (10) unmarked cruisers are planned for replacement every nine to ten (9-10) years or like marked cruisers when age, mileage, maintenance, or safety becomes an issue with that vehicle.

We will attempt to continue to add additional vehicles to our fleet in proportion to the Department's growth. The Police Department will request the addition of police vehicles (marked and unmarked) only in those years, new officers are added to the department. Any additional specialized functions created within the Department may be assessed separately relative to vehicle needs. For example, our canine officers also require a uniquely designed front line vehicle to function effectively and those cruisers are included in the primary marked cruisers above.

One other impact on the department's cruiser replacement plan is the fact that in 2011 the department purchased fifteen (15) of the final batch of 2011 Ford Crown Vic Police Interceptors built and stored them for up to eighteen (18) months prior to the last unit being placed into service in 2013. This may cause an unusual peak of more than five (5) cruisers needing to be replaced in some years in the next five years

### **Police Motorcycles**

The department owns a total of three Harley Davison police motorcycles, two of which were purchased the summer of 2015. The third motorcycle was awarded to the police department by the Governor's Highway Safety Office in 2009. With proper care and maintenance, the department will be able to get several years of service out of all three motorcycles. Currently there is no need to replace a police motorcycle until at least FY23-24 unless exigent circumstances create an unplanned need.

The police motorcycles are operated by officers who have undergone extensive training and certification. The 2015 model Harley Davidson's are primarily used by officers trained and certified to operate them and to conduct traffic safety enforcement. The 2009 Harley Davidson is used for regular patrol and traffic enforcement. The department has a total of four (4) certified motorcycle operators with two (2) officers also certified as a police motorcycle instructor. The motor officers train monthly with the Blount County Sheriff's Office and the Maryville Police Department motorcycle units.

## **2. Update**

The new records system (Spillman) was implemented in August of 2016. The system is fully operational with an AVL and mapping components. All officers can complete their reports in the field and supervisors can approve the reports electronically. Additionally, officers can add notes to the computerized dispatch for future reference.

## **3. Technology / Computer Network Upgrades**

The police department currently deploys fifteen (15) computerized systems with two being Cloud hosted. Each system (except for the TIES terminal, which has a direct connection to the State of Tennessee) has its own stand-alone industry standard 128-bit encrypted security and backup system connected through the city's network. The network and windows systems are maintained by the City's IT department. These systems handle normal day-to-day software needs with two firewalls used by the city to gain internal access to the network and another firewall deployed at the police department to protect access to police systems. In the past, the department budgeted only for replacement of computer equipment as needed within any given fiscal year either on a five-year or three-year plan. Beginning with the Five-Year Strategic Plan, the department will annually program replacement needs to meet the department's objective of maintaining, expanding, and upgrading the police department's internal computer network systems.

Currently the Department's computer system and inventory consists of the following:

- 7 network servers
- 36 desktop computers
- 4 network printers
- 27 desktop printers
- 30 Mobile Data Terminals (MDT's) (includes tablet or laptop assigned to vehicle)
- 6 laptop computers
- 6 tablets

The department must maintain, expand, and upgrade the police department's internal computer network system to replace obsolete equipment on an annual (programmed) basis, and to install new (additional) equipment to serve new (additional) staff positions. Estimated cost more than \$50,000 annually.

Equipment	Number Needed	Cost per Item	Total Cost	Replacement
Desktops / Laptops	7	\$ 1,500.00	\$ 10,500.00	Annually
Printers	5	\$ 1,000.00	\$ 5,000.00	Annually
Cruiser Laptops	10	\$ 1,800.00	\$ 18,000.00	Annually
In-Car Cameras	6	\$ 5,000.00	\$ 30,000.00	Annually
New Software - Updated	1	\$ 5,000.00	\$ 5,000.00	Annually
Department service Replacement	1 (every 5 years)	\$ 12,000.00	\$ 12,000.00	FY2121
In-Car Servers and Equipment	1 (every 5 years)	\$ 18,000.00	\$ 18,000.00	FY2021
Records Management	1 (every 5 years)	\$ 20,000.00	\$ 20,000.00	FY2021
Spillman Backup Server / Intergovernmental	1 (every 5 years)	\$ 20,000.00	\$ 20,000.00	FY2021
Cruiser E-Ticketing Printers	6	\$ 750.00	\$ 4,500.00	Annually

#### **4. Digital Public Safety Radio System Upgrade**

In 2012, the City joined the City of Maryville and Blount County Government in upgrading the county's radio system to a Motorola Five Channel Astro P25 digital 5-channel radio system, which meets the mandated FCC narrow banding requirements. The radio system is part of a larger I-75 corridor, which connects all public safety agencies from northern Georgia to Johnson City Tennessee with interoperability in the event of a catastrophic event. The project began in 2007, and was completed in July 2012. The only costs anticipated over the next five (5) years are the lease to purchase payment, monthly usage charge per radio, and annual maintenance costs. Future cost will involve another repeater site to alleviate spotty radio coverage in the Topside Road area but will require all parties to agree to the additional costs associated with a repeater site. Additionally, any growth where the five-channel system is overloaded will necessitate adding additional channels to all three current repeater sites along with mobile and portable radios as manpower increases. The chart below indicates the number of replacement digital radios needed over the next five (5) years as replacements, absent lost and / or damaged units or new police officer positions. The current units were purchased new in 2012 and should last 8 to 10 years prior to replacement beginning in 2022 at the earliest.

There may be some need to replace cruisers and portable radios during a later part of this five (5) year plan due to age, maintenance, to add equipment for new positions, and to replace portable or mobile radio models that are obsolete and no longer supported by Motorola. As such, the XTS2500 models were last produced in the Fall of 2014 and by the Fall of 2019 will no longer be supported by Motorola. The Department will need to start replacing these models with APX models in FY22 and beyond. Another most crucial issue is the addition of another tower repeater on Topside Road to alleviate sporadic radio coverage issues for police, fire, and the Blount County Sheriff's Department. This will be an expensive project that will need to be financed similarly to the original digital radio project.

## **5. License Plate Reader Technology**

Automatic license plate readers (ALPR) use optical character recognition to read the license plates of vehicles. They have an infrared camera to read plate information and a color camera to capture an image of the vehicle. They can be either mobile, mounted on police cars, or fixed – mounted on signs, streetlights, highway overpasses, or buildings. Each reader is linked to a computer loaded with a database of targeted plates. Locally, those targeted plates are generally suspended registrations and vehicles reported stolen. Each time the cameras read a plate; the number is compared against the database. A positive match sets off an alarm, which indicates to the officer that a traffic stop should be initiated. “It’s like having another officer in the car with you, doing nothing, but running plates.” Because the database is preloaded and is not up-to-the-minute, police must still manually check a license plate that has generated a “hit” against applicable state data systems before making a traffic stop. The information-gathering power of the ALPR devices is enormous and invaluable.

Since 2010, the Alcoa Police Department has deployed two Automatic License Plate Reader systems made by Knoxville based company 3M. One system is assigned to the day shift (6:00 am – 4:00 pm) and the other system is assigned to night shift (8:00 pm – 6:00 am). Each unit was purchased from a Statewide bid with the first unit costing \$20,690, which included server software and all hardware. The second system cost \$17,600 (reduced cost because the server software was purchased for the first unit and it transferred over to the second unit).

On average both units read approximately 136,080 license plates per month totaling 234,010 plate reads for 2018 and 38,151 for 2019. Countless numbers of crimes have been solved because of the ability of officers to search partial plates looking for suspect vehicles; this tool has solved numerous crimes since the inception of the ALPR system at APD.

Since July 1, 2014, the State of Tennessee has created a law that prohibits law enforcement agencies from retaining ALPR data longer than 90 days unless the data is being used in an active investigation, which may make future impacts on the use of this very expensive system.

Starting in FY22-23, the department will be requesting to add stationary license plate readers at all entry points into the City as well as major retail shopping centers.

## **6. Emergency Operations - Equipment Needs (Active Threats and Crowd Control)**

### **Active Threats / Shooters**

It is unfortunate that we are faced with an influx of active violence in the workplace and our schools. Shootings began occurring in the nation’s school systems in the late 1970’s but have been on the rise at an alarming rate. The most tragic incidents include Columbine in 1999, Virginia Tech in 2007, Sandy Hook Elementary in 2012, Parkland Florida in 2018. These events, though tragic, have given the law enforcement community the opportunity to learn from the mistakes made. In many cases, shooters have implemented the use of high-powered rifles and homemade explosive devices. According to the Bureau of Justice, in 2012 most active shootings are over within twelve minutes, making law enforcements’ response time

critical. In recent years, these situations have also involved public places outside of the schools, such as the 2012 Colorado theater shooting, the 2015 Charleston South Carolina Church shooting, the Orlando night club shooting in 2016 and Las Vegas in 2017.

We have had the opportunity to receive advanced training and the start of purchasing protective equipment for officers that will help us better deploy in the event this should happen in Alcoa. With that being said, we continue to strive to better ourselves and our community with training and equipment. Together, we have identified certain areas that we could improve in as an agency. We discovered lessons learned in Virginia Tech when the suspect chained the doors shut and officers were unable to access the building, delaying a rapid response. We experienced explosive devices with Columbine in the school and parking lot where first responders gathered. Each incident produces new lessons learned.

In 2014, the Department hosted ALICE (Alert, Lockdown, Inform, Counter and Evacuate) Violent Intruder Response Training for Department and City of Alcoa Schools staff. The ALICE program is designed to give a person, or group of people, who may find themselves in a violent, life threatening situation, some mental and physical tools that could play a vital role in their survival. The program is designed so that anybody can employ the strategies. Young, old, male, female, it does not matter. One does not have to be police or military trained to survive a violent encounter. They do need to have a frame of reference from which to draw, when making life saving decisions under extreme pressure, much like preparing for a school fire, or an earthquake. It should be remembered, there are no guarantees in an active shooter / violent intruder situation, but just as in most other emergency situations the more you prepare, the better your chances of survival. As a result of this training the Department trained all City School Teachers and Staff on response options tailored to this ALICE protocol and updated departmental and schools' active intruder policies and procedures. The Department needs to continue periodic retraining of officers as we move forward.

Beginning in FY14-15 through FY16-17, the Department purchased Protech Delta Ballistic Helmets for all sworn personnel except for the Captain and Chief of Police. All sworn personnel, apart from a few administrative personnel, have also been equipped with gunshot trauma kits and tactical vests with ballistic ceramic plates. In FY17-18, ballistic speed plates were purchased for every officer. Additionally, the Department has purchased sixteen (16) handheld thermal imaging devices to give them a tactical advantage in low light or zero light situations. The Department intends to spread out the purchase of thermal imaging devices until all patrol personnel are equipped. The Department also intends to purchase additional Ballistic Shields and Ballistic Blankets to be prepared for any potential active threat situations during FY 20-21.

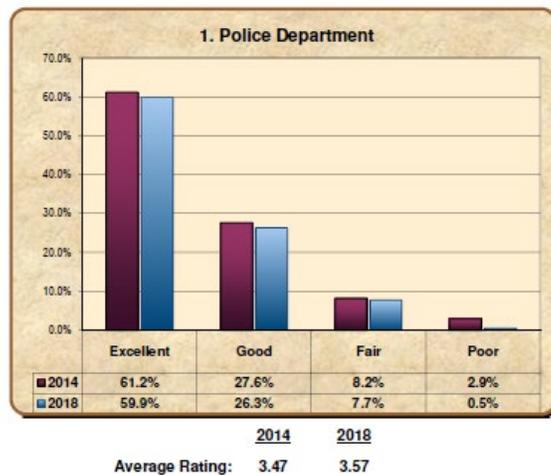


## SECTION VIII – STRATEGIC LONG-TERM GOALS AND OPERATIONAL OBJECTIVES

Annually, the Department develops departmental budget and operational goals and objectives. The progress on the attainment of these goals and objectives is evaluated and documented semi-annually throughout the year by the Captain. Periodically, throughout the year, at Command Staff Meetings, performance indicators, crime activities, traffic activities, policing tactics and strategies, and progress towards goals and objectives are reviewed and discussed by the staff. These meetings allow for the exchange of information and establishment of accountability to evaluate police services in the four core areas of: enforcement, prevention, education, and service. The goal of the Department is to implement the most effective, efficient, and productive police services for our community.

Obviously, reducing crime and traffic problems is limited because these issues will never be “zeroed” out. The challenge to the Alcoa Police Department is to continue to promote a belief that the principal duty of the police is the prevention of crime and conditions that diminish public safety. The Alcoa Police Department will continue to utilize quality policing (community policing and problem-solving) strategies as tools toward reducing crime and traffic problems as well as improve the quality of life through the building of partnerships and promoting problem solving. Active outreach to the community provides the police with a better flow of information and a more accurate understanding of the problems and expectations in the various neighborhoods of the community.

Future goal and objective settings will be based on a variety of strategies. First, police departments need to regularly survey their customers to determine community needs or evaluate service delivery. In 2018, the City of Alcoa conducted a citywide survey to identify the needs of the community as well as evaluate its current services. As of now, the City plans on the survey for 2020 is scheduled for later in the fall. The average rating of the police department by members of the community was 3.57 with 4.00 being the highest. Alcoa Police Department employee competence was rated at as good or higher by 86.20%. The following identifies the responses of survey respondents in their rating of the overall performance of the Alcoa Police Department.



Secondly, feedback and input from the political and administrative structure of the City will continue to be a source of information for future goal and objective settings. City Commissioners, the City Manager, Administrative and Planning Staff and the Chief of Police will continue to provide leadership, vision, and mission in order to establish future goals and objectives that meet the needs and expectations of the community.

A third and final source of information used for future goal and objective setting is research and analysis. Government, CALEA, universities, private organizations, and members of the Department will continue to provide insight as to how to improve police services to the community. Policing futurists have stated that police organizations need to establish primary reference points (benchmarks) for assessing how well the police are doing.

The Alcoa Police Department will utilize all possible sources of information to establish future goals and objectives that are consistent with the vision and mission statements of the organization as well as those that meet the needs and expectations of the community. This process is accomplished on an annual basis and reviewed periodically to ensure that we are providing the most effective, efficient, and productive police service to the City of Alcoa.



## STRATEGIC LONG-TERM GOALS

Upon careful consideration of the relevant planning issues, review of selected historical data and trends, and assessment of the forecasting, the following have been established as the strategic goals for the Alcoa Police Department over the next five fiscal years.

- 1. Reducing crime and the conditions that foster crime and the fear of crime.**
- 2. Enhance Traffic Safety.**
- 3. Improve community support, trust, involvement and agency accountability through enhancing community partnerships, public education, and crime prevention strategies.**
- 4. Improve agency efficiency, effectiveness, and performance by utilizing best law enforcement practices, advancing the deployment of technology enhancing internal and external communication and being responsible to the needs of our community.**
- 5. Provide a work environment that attracts and retains the highest quality of police personnel, rewards excellence, supports advanced training, and enhances the skills of and opportunities for all personnel.**
- 6. Provide state-of-the-art facilities, equipment, and technology, so that officers and employees have the necessary professional tools to accomplish the agency's mission.**

**OPERATIONAL OBJECTIVES**  
**For Attaining the APD Strategic Long-Term Goals**  
**(FY2021-FY2026)**

**Major Goal #1**

**Reducing crime and the conditions  
that foster crime and the fear of crime.**

We will reduce crime in the City of Alcoa by focusing on strategies to reduce violent crime, property crime, gang activity, and emerging crime trends. Reducing crime always rates as one of the top concerns of Alcoa residents and one of the most important jobs for its police department. These strategies aim to make Alcoa a safer place for all its residents and visitors, especially people who are vulnerable and repeatedly victimized. Alcoa Police Department has already achieved a lot to make the city safer. Members of the department work closely with the local community and other organizations to provide a range of services that aim to reduce crime and the fear of crime, to support victims, create safety neighborhoods and improve quality of life.

To achieve this, the Alcoa Police Department will implement several new strategies. We will utilize Crime Analysis data to identify target areas proactively and will hold periodic crime analysis meetings to inform personnel what type of crimes are occurring and where they are occurring. This naturally requires careful tracking of crime patterns and close communication within the police department to target resources appropriately and to place responsibility accurately.

**We will utilize the following strategies**

<b>Strategies for Reducing Crime</b>	
<b>Strategy 1.1</b>	Target and disrupt violent crime and criminals. This specifically includes Homicides, Robberies, Assaults and Sex Crimes.
<b>Strategy 1.2</b>	Target and disrupt non-violent crime and criminals. This specifically includes burglaries, break-ins, auto thefts, larcenies, computer, and white-collar crimes.
<b>Strategy 1.3</b>	Target and disrupt firearms related offenses. This specifically includes committing any offenses while in possession of a firearm and possession of a firearm by a felon.
<b>Strategy 1.4</b>	Target and disrupt illegal drug activities. This specifically includes sales, manufacture or transportation of drugs, whether illegal drugs or legal drugs used illegally. Great emphasis will be placed on open market or public activities, activities near schools and parks, and activities in residential areas.
<b>Strategy 1.5</b>	Expand existing and implement new initiatives that safeguard families, children, and the elderly from domestic violence, sexual violence, and victimization in general.
<b>Strategy 1.6</b>	Target and disrupt illegal prostitution, human trafficking, and other serious crimes against persons.
<b>Strategy 1.7</b>	Utilize APD social media assets to reach out to the community with crime alerts and requests for assistance to identify criminal suspects.
<b>Strategy 1.8</b>	Strengthen existing and implement new partnerships with Federal, State, and local agencies including participation in Task Forces targeting serious crimes / drugs that deal with crime, criminals, and the conditions that foster crime.

<i>Strategy 1.9</i>	Enhance Directed Patrol operations and use of current equipment to reduce crime and crashes in targeted hot spots.
<b>Strategy 1.10</b>	Utilization of predictive policing and data driven software technologies within areas experiencing elevated crime and narcotics activity – to provide a safe and secure environment for residents of the City of Alcoa through intense focus on hot-spot areas identified as experiencing a high incidence of criminal activity or calls for service.
<i>Strategy 1.11</i>	Develop a plan of action to address the future needs of the K-9 Unit to assist in reducing crime apprehensions.
<b>Strategy 1.12</b>	Redesign / reorganize the squad room for enhanced communication, information sharing and crime mapping displays.



### ***Success Will Be Measured By***

- Reduction in crime levels overall and in specific crimes, (rates, raw numbers, etc.).
- Citizen perception of safety and their quality of life.
- Number of firearms related crimes; number of firearms seized, number of charges related to firearms, etc.
- Number of gang members identified, arrested, existing, etc.
- Number of illegal drug offenses reported and investigated; number of arrests involving drugs; amount of drugs seized; number and amount of drug related items seized; and number of locations where drug related issues are substantially reduced or eliminated.
- Number, scope, and impact of initiatives to safeguard families, children.
- Number of Habitual Offenders arrested and intervened.
- Increased and enhanced partnerships with various entities.
- Number and impact of Directed Patrol and hot-spot policing.
- Purchase and use of new K-9 units.

*It should be noted that even though many of these have numeric metrics, the goal is to have an effect, a positive outcome. We are more focused on outcomes, instead of inputs, and results instead of efforts.*

## **Major Goal #2**

### **Enhance Traffic Safety**

Motor vehicles play a very important role in our modern society. They enable a great flexibility in movement, activities, and options for our citizens. But this movement and use must occur safely if society is to reap the potential benefits. Motor vehicle crashes account for significant amounts of property damage and cause injuries and deaths each year. Crashes also contribute to traffic congestion, lost productivity, increased emissions, and the continuing need for more roads. Improper operation of vehicles such as speeding, aggressive driving, distracted driving and other violations detract from the overall safety of our community. Vehicle interactions with pedestrians and bicycles also impact safety and quality of life. To enable all citizens to safely utilize our roadways and travel paths, the Alcoa Police Department will aggressively enforce the motor vehicle laws. The Alcoa Police Department will improve roadway safety and reduce traffic related crashes, injuries, and deaths, and enhance the safety of the motoring public.

#### ***We will utilize the following strategies***

<b>Strategies for Enhancing Traffic Safety</b>	
<b>Strategy 2.1</b>	Utilize data driven approaches to crime and traffic safety initiative and traffic analysis / mapping technology to address traffic crash / accident patterns and trends through traffic safety.
<b>Strategy 2.2</b>	Identify the top traffic crash, complaint, and problem corridors and locations and conduct focused enforcement efforts in these identified corridors and areas, and in areas identified by specific citizen complaints. Update data periodically.
<b>Strategy 2.3</b>	Utilize high visibility techniques and other tactics / strategies by Patrol, and other groups to improve traffic safety.
<b>Strategy 2.4</b>	Conduct focused initiatives and on-going efforts to deal with speeding and aggressive driving.
<b>Strategy 2.5</b>	Conduct focused initiatives and ongoing efforts to reduce the occurrences of impaired driving and related crashes.
<b>Strategy 2.6</b>	Identify and pursue any grants that can positively impact efforts to enhance traffic, pedestrian, or cyclist safety.
<b>Strategy 2.7</b>	Conduct focused enforcement and education initiatives to reduce the number of fatality and serious injury crashes annually. This includes follow-up with city engineering staff on a review of all fatality crashes at the conclusion of the investigation to identify any engineering or roadway issues.
<b>Strategy 2.8</b>	Conduct a variety of traffic safety education activities. Conduct initiative and efforts to increase the use of seatbelts and child safety seats.
<b>Strategy 2.9</b>	Identify and provide training and support to maintain enough traffic re-constructionists as needed by APD.
<b>Strategy 2.10</b>	Promptly respond to traffic concerns of citizens in neighborhoods through traffic calming, enforcement, engineering and educational approaches.
<b>Strategy 2.11</b>	Create and implement traffic safety education programs targeting youthful drivers and other at-risk drivers focusing on reducing high risk driving behaviors that contribute to such crashes.



**Success Will Be Measured By**

- Identification of locations with significant traffic concerns.
- Reduction in number of crashes; crash related injuries and fatalities; number of citizen concerns.
- Number and effect of focused efforts regarding general traffic complaints, aggressive driving issues, and speeding issues.
- Level of overall traffic safety within the community.
- Reduction in prevalence of DUI occurrences; DUI crashes, injuries, fatalities; number and effect of anti-drinking education, prevention enforcement efforts; level of involvement and interaction with related establishments.
- Number of grants identified, pursued, and attained.
- Number, scope, and impact of traffic safety initiatives.
- Number of Habitual Traffic Offenders intervened and arrested.
- Number of new Traffic Crash Re-constructionists'

It should be noted that even though many of these have numeric metrics, the goal is to have an effect, a positive outcome. We are more focused on outcomes, than on outputs, on results, instead of efforts.

**Major Goal #3**

**Improve community support, trust, involvement and agency accountability through enhancing community partnerships, public education, and crime prevention strategies.**

It is imperative that the public trusts the Alcoa Police Department to act legally, ethically, professionally, compassionately, and appropriately. This expectation deals with the overall actions of the Department and the actions of our personnel individually and collectively. The Police Department cannot be effective without the trust, confidence, and support of the citizens it serves. This trust must be earned each day. Trust can be enhanced by increasing the amount, frequency, and quality of police – citizen interactions. The Alcoa Police Department will interact with the citizens it serves on a daily and regular basis and do so in a professional and courteous manner. The Alcoa Police department will increase its opportunities for citizens to be involved with their Police Department, and the Police Department will seek out different ways to be involved with the community. The Alcoa Police Department will continue to be and will enhance its level of accountability to the community.

**We will utilize the following strategies**

<b>Strategies for Improving Community Support, Trust, Involvement and Agency Accountability</b>	
<b>Strategy 3.1</b>	Continue to fully investigate and document all complaints or concerns expressed regarding departmental or individual actions. This includes dissemination of information regarding how to file complaints or ask questions, and dissemination of Annual Statistical Summaries regarding complaints.
<b>Strategy 3.2</b>	Increase the quality and quantity of information to the public, by use of the agency and city websites, and other methods. This will include additional crime prevention materials, enhanced crime and statistical information, safety tips, contact names and numbers, and enhanced general information.
<b>Strategy 3.3</b>	Develop programs (Citizen Engagement Academies or Forums) to educate citizens about various components and operations within the department, as well as current high-profile policing issues. This includes all types of adult and juvenile oriented crime prevention / community

	relations programs.
<i>Strategy 3.4</i>	Enhance media interactions and relationships and the number of sworn supervisors and detectives with specialized training in media relations
<b>Strategy 3.5</b>	Enhance efforts and strategies to solicit citizen feedback regarding the level and quality of services delivered.
<i>Strategy 3.6</i>	Maintain and enhance partnerships with other City Departments, and other entities doing community outreach activities
<b>Strategy 3.7</b>	Increase the number, variety, and quality of crime prevention programs, efforts, and initiatives offered to the community and our citizens, including Business Watch type and Neighborhood / Community Watch programs and services.
<i>Strategy 3.8</i>	Utilize problem solving and community oriented policing strategies to actively engage residents and community stakeholders in crime reduction and prevention initiatives.
<b>Strategy 3.9</b>	Create additional methods for citizen involvement and support, which may include re-implementing a Volunteer Program
<i>Strategy 3.10</i>	Research and implement additional methods for the Department to be involved with various community and social entities, including the formal establishment of an Agency Speaker's Bureau.
<b>Strategy 3.11</b>	Actively utilize technology and the agency's social networking sites (Facebook, Instagram, and Twitter), and similar apps or websites to inform the community of crimes trends, crime prevention Strategies and community involvement efforts.
<i>Strategy 3.12</i>	Maintain and enhance solid communications with the local school system – School Resource Officers to keep communication between department and school officials, improving officer / student contact and continue participation in the School Safety Team.
<b>Strategy 3.13</b>	Implement procedures and systems to emphasize and fully integrate community policing problem solving, teamwork, and data driven policing within all aspects / components of the agency and actively engage residents and stakeholders in crime reduction prevention efforts.
<i>Strategy 3.14</i>	Actively promote and encourage citizens to participate in the agency's officer ride-a-long program.



### ***Success Will Be Measured By***

- Number of complaints against agency personnel; quality of investigations regarding complaints and concerns; findings regarding complaints and concerns; dissemination of results as allowable by law.
- Number of compliments and commendations of agency personnel.
- Levels of cooperation with other entities.
- Number, quality, and scope of information to the public.
- Levels of interaction and nature of relationship with the media.
- Input from citizens regarding services delivered.
- Number, variety and quality of crime prevention programs and Community and Business Watch type programs.
- Levels of citizen participation in and with the APD.
- Level of involvement with community and social entities.

## **Major Goal #4**

***Improve agency efficiency, effectiveness, and performance by utilizing best law enforcement practices, advancing the deployment of technology, enhancing internal and external communications and being responsive to the needs of our community.***

The Alcoa Police Department is charged with protecting and serving the City of Alcoa and its citizens. The Department is entrusted with substantial resources to accomplish its mission and responsibilities. The public expects that the Department will utilize its resources in a manner that is as effective and efficient as possible. The Alcoa Police Department is committed to excellence in service, and we will continually improve our effectiveness and efficiency.

### ***We will utilize the following strategies***

<b>Strategies for Improving Agency Efficiency, Effectiveness and Performance</b>	
<b><i>Strategy 4.1</i></b>	Continually review departmental operations (policies and practices) to promote continuous department-wide service improvement with a commitment to excellence and continuous improvement.
<b><i>Strategy 4.2</i></b>	Research and enhance the use of various technologies, techniques, and equipment to enhance the ability of departmental personnel to deliver effective and efficient service.
<b><i>Strategy 4.3</i></b>	Enhance the use of analytical, crime analysis and criminal investigation data throughout the department.
<b><i>Strategy 4.4</i></b>	Maintain status as a CALEA accredited agency by successfully being re-accredited with "Excellence" in July 2019 after successful 1-year CALEA Staff File Reviews in 2016, 2017, 2018 and 2019. Also, become recognized as a State Accredited Law Enforcement Agency by June 2020 and maintain State Accredited recognition in the years afterwards.
<b><i>Strategy 4.5</i></b>	Expand departmental relationship with other entities to increase coordination, cooperation, communication, effectiveness, and efficiency.
<b><i>Strategy 4.6</i></b>	Improve internal communication and coordination.
<b><i>Strategy 4.7</i></b>	Periodically conduct workload assessments to determine if additional personnel should be recommended in future police department budgets to improve service delivery.
<b><i>Strategy 4.8</i></b>	Enhance the department's planning, training, and readiness to respond to critical incidents as well as equipment assets, in terms of Emergency Management / Disasters.
<b><i>Strategy 4.9</i></b>	Solicit and monitor citizen / customer feedback regarding the level and quality of services provided. Use feedback provided to enhance practices / procedures.
<b><i>Strategy 4.10</i></b>	Reduce or maintain the average response times to emergency calls compared to the previous year.
<b><i>Strategy 4.11</i></b>	Reduce or maintain the average response times to non-emergency calls for service compared to the previous year.



## **Success Will Be Measured By**

- Degree of service improvements, including response time enhancements.
- Identification, acquisition, and implementation of new technologies, techniques, and equipment.
- Expanded use of data throughout the department.
- Achieving re-accreditation with “Excellence” status.
- Enhancement and expansion of departmental relationships with other entities.
- Improved internal communication and coordination.
- Maintain high ratings of citizen satisfaction with police services in the periodical City of Alcoa Citizen Surveys and other department surveys.
- Enhancements to personnel authorizations.
- Enhanced Emergency Management readiness.

### **Major Goal #5**

***Provide a work environment that attracts and retains the highest quality of police personnel, rewards professional excellence, encourages a high level of ethics, supports advanced training, and enhances the skills and opportunities for all personnel.***

People are the foundation and primary resource of the Alcoa Police Department. As a service providing entity, people are the core of APD operations. The community deserves and is entitled to the best possible services. To provide this level of service, excellent, high quality people with diverse backgrounds, skills, and experiences must be attracted and retained. The professionalism of our personnel must be recognized and encouraged. We must continue to develop, increase, expand, and enhance the skills of all personnel and provide developmental and advancement opportunities for all.

### ***We will utilize the following strategies***

<b>Strategies for providing a work environment that enhances skills and opportunities for all personnel</b>	
<b>Strategy 5.1</b>	Enhance our recruiting plan and activities by focusing on recruiting diverse, highly skilled, service-oriented professionals for careers with the Alcoa Police Department. This specifically includes increased efforts to recruit a workforce that reflects the community we serve. To achieve a sworn workforce that has ethnic and gender composition in approximate proportion to the Makeup of the available workforce in our service area.
<b>Strategy 5.2</b>	To employ and retain sworn police officers attaining the agency’s maximum authorized sworn officer levels as much as possible throughout the year.
<b>Strategy 5.3</b>	Produce a professional quality recruitment video for the agency’s website to attract the attention of potential candidates.
<b>Strategy 5.4</b>	Increase the retention rate of sworn officers annually and decrease the turnover rate of sworn officer’s annually.
<b>Strategy 5.5</b>	Increase the percentage of sworn officers employed by the agency that have 4-year college degrees.
<b>Strategy 5.6</b>	Implement and promote a lateral entry program to attract experienced personnel.
<b>Strategy 5.7</b>	Maintain and enhance the APD recognition and rewards program.

<i>Strategy 5.8</i>	Develop and expand the skill sets of all personnel by providing training as beneficial, and by exposing them to different tasks and assignments; implement expanded supervision; management, and general training programs to ensure that Alcoa residents are served by highly skilled, service oriented personnel.
<b>Strategy 5.9</b>	Develop a comprehensive and viable career development program that rewards and supports employee excellence at all levels throughout the department.
<i>Strategy 5.10</i>	Provide for succession planning by preparing members of the department for advancement within the organization by affording the necessary training to advance, by providing career counseling and advanced training and education. It should be noted that by 2020 at least nine (9) agency members are eligible to retire; including Command Staff, Supervisors, and key employees.
<b>Strategy 5.11</b>	Research and implement advanced in-service training to all member regarding community policing, problem solving, including the SARA method and data driven policing, as well as Impartial Policing Crisis Intervention Training (CIT-Mental Illness)
<i>Strategy 5.12</i>	Implement a plan to send at least one qualified command officer (Lieutenants and above) annually to quality national leadership advanced training programs (FBINA, NUTI, Southern Police Institute or equivalents).
<b>Strategy 5.13</b>	Provide the resources to support the career development / training needs of the agency to average at least 40 hours of advanced, external, in-service training for all officers and employees.
<i>Strategy 5.14</i>	Continue current practices of new detectives completing the 10-week National Forensic Academy at the University of Tennessee within the first two – three years of assignment, if feasible, or other equivalent advanced forensics training.
<b>Strategy 5.15</b>	Enhance the physical fitness of all members of the department.
<i>Strategy 5.16</i>	Develop an Internal Leadership / Management Program aimed at developing current and future leaders.
<b>Strategy 5.17</b>	Research, purchase, and train officers on Riot Control Equipment (helmets, gas masks, sticks).
<i>Strategy 5.18</i>	Implement an agency-wide leadership training program entitled the “IACP’s Leadership in Police Organizations (LPO) Program”, or an equivalent, at all levels within the organization to provide a comprehensive leadership training program within the department and provide for succession planning.



### ***Success Will Be Measured By***

- Degree of diversity within the agency, components, and ranks.
- Number of efforts to improve the diversity within the agency.
- Number, scope, and breadth of training offered to and received by agency personnel, utilization of internal development opportunities.
- Implementation of a career development / career ladder plan for sworn personnel; consideration of options for a career development / career ladder plan for support personnel.
- Implementation of a lateral entry program; number of lateral entry personnel hired.
- Level of attrition.
- Enhanced programs to recognize and reward employee excellence.

## **Major Goal #6**

***Provide state-of-the-art facilities, equipment, and technology, so that officers and employees have the necessary professional tools to accomplish the agency's Mission.***

For our agency to accomplish its mission and vision, the City of Alcoa must provide the police department with state-of-the-art facilities, equipment, and technology. By doing so, our employees will have the necessary professional tools to effectively work towards the mission of the Alcoa Police Department.

### ***We will utilize the following strategies***

<b>Strategies for Providing Updated Facilities, Equipment and Technology</b>	
<b>Strategy 6.1</b>	Seek budget approval to maintain our police fleet replacement plan – to maintain an ongoing, affordable plan of vehicle replacements to provide dependable cars to officers, keep maintenance costs low and maintain the one car – one officer procedure. Marked units replaced every 6 years and unmarked units every 10 years.
<b>Strategy 6.2</b>	Provide the latest technological equipment for all vehicles, officers, and employees. Continue to acquire state-of-the-art mobile computers in marked patrol vehicles as technology evolves.
<b>Strategy 6.3</b>	Continue to monitor agency's investment in police radio equipment and adjust to and add new equipment to the system as needed annually.
<b>Strategy 6.4</b>	Evaluate the current police facility and allocated space and develop a written plan to address any noted deficiencies or necessary changes to conduct and evaluate an assessment of short and long-term departmental space needs and building upgrades / maintenance in relation to overall mission; to plan and budget for future growth of the department in the areas of critical office / storage space. Implement within budget, repairs, maintenance and upgrades to the building.
<b>Strategy 6.5</b>	Update the police lobby in appearance and aesthetics.
<b>Strategy 6.6</b>	Seek budget approval and other funding options for operational equipment and technology investments for all divisions.
<b>Strategy 6.7</b>	Continue annual improvements to meet the operational needs of the Alcoa Police Department in terms of a Police Firearms Range Facility and research potential funding sources to purchase a firearms simulator and establish a "shoot-house" at the range.
<b>Strategy 6.9</b>	Research and make recommendations for the City of Alcoa to purchase a modern Driving Simulator.
<b>Strategy 6.10</b>	Research and develop a plan to fund / implement a city-wide crime camera network system for public places.

***Success Will Be Measured By***

- Maintain police fleet replacement plan.
- Provide the latest technology for officers and employees
- Evaluate police facility; note deficiencies and plan for upgrades as needed
- Purchase a Driving Simulator and city-wide crime camera network system.

## SECTION IX – CONCLUSION

Five-Year Plans are historically very difficult to formulate as they impact so many areas that contain so many variables. The Alcoa Police Department's "Five Year Plan" is even more difficult due to growth issues, the economy, and the ever-changing arena of technology. The above report is the FY 2021-2026 Police Department Five-Year Strategic Plan. As such, it attempts to describe the current workload and resources trends, future workload, and resources estimates. This plan attempts to reduce in writing the needs and projects that the Alcoa Police Department prioritizes for the immediate future in order to provide for the manpower, program, and capital resources of the Department for the purpose of improving the quality of the delivery of police services in the community.

Achieving the strategic aims of this plan will be accomplished through the process of developing, implementing, and evaluating the agency's annual goals and objectives. This process will enable us to view the action objectives for each fiscal year in the context of a set of strategic goals, and to adjust the major goals / strategies from year-to-year based on prevailing conditions and the unknown variables that may affect the quality and extent of execution. Periodic progress notes detailing the actions taken toward achievement of the objectives and / or reasons why completion was delayed or not attainable will be kept for these annual goals and objectives in accordance with established departmental policy so that the agency staff and leadership can gauge the progress and concentrate our efforts for maximum benefit. This process will be repeated from year-to-year over the five-year planning period. Annually, the agency will conduct a comprehensive review of the level of attainment of the goals identified in this plan and will use this information in the revision and updating of the plan for the next strategic planning period. While this plan addresses only general concepts and ideas, it does serve as a base from which more critical short-term planning can take place. It also reflects enough flexibility that the Alcoa Police Department can adjust its development plans as future needs dictate.

The professional advancement of a modern police organization requires many things. Internally, it requires competent and ethical leadership, dedicated workers, and the nurturing of an organizational culture that embraces progressive change and that engenders a bias for excellence. It also requires men and women who have the skill and courage to translate abstract plans and theory into action, and to risk everything (including their very lives) in doing so. Externally, it requires the genuine support of our elected officials, our citizens, and the many organizations with whom we are so closely allied. These are the people we depend on to provide us with the authority, resources, and encouragement required to overcome the inevitable obstacles and successfully carry out our mission. Our long-term goal is that the Alcoa Police Department of tomorrow will continue to earn the respect, admiration, and trust of those we serve.

## SECTION X – PROVISIONS FOR REVIEW AND UPDATE OF STRATEGIC PLAN

Progress toward the Strategic Plan is reviewed and updated by Senior Command Staff annually. In addition to the development of new goals and strategies, the overall process allows for modifications to the previously existing strategic plan. The modifications included title changes, movement of strategies, and combination or removal of some strategies.

The Chief of Police is ultimately responsible for the annual review of the Department's current Five-Year Strategic Plan. The Chief of Police will cause a review of the Department's current Five-Year Strategic Plan and complete the necessary adjustments to the Five-Year Strategic Plan for the following year on or about July 1<sup>st</sup> of each year in conjunction with the submission of the annual budget to the City Manager.

## SECTION XI – ACCOMPLISHMENTS IN FY19-20- ADDENDUM

- Hired new patrol officers to replace vacant positions due to resignations.
- Successful CALEA Assessment – Gold Standard - no issues identified
- Achieved CALEA re-accreditation in November 2019.
- Successful TLEA Assessment – with no issues identified.
- Achieved first-year TALEA Accreditation.
- Continuous review and updating of agency's General Orders.
- Continues to utilize Spillman data to implement data driven patrol strategies.
- Successful Strategic Planning Session.
- Completed agency's second Youth Academy for Alcoa High School students.
- Promoted personnel to key leadership positions.
- Met monthly TIBRS submissions within TBI requirements of less than four percent error rate per month.
- Military Surplus Acquisitions
  - Humvee Vehicle
  - MRAP Vehicle
  - Rifles
- National Night Out
- Expanded to four full-time SRO's
- Changed Patrol Shift Schedules from 10-hour to 12-hour
- Detective Jeff Parsons – Co-Worker of the Year Award
- Sgt Steve Brooks – Above and Beyond Award
- Ptl Johnny Myers - Officer of the Year Award
- Sgt Israel Hernandez – Supervisor of the Year Award



	Subject	Number	Percent
1	RACE		
31	Total population	6,817	100.0
of	One race	6,627	97.2
31	White	5,319	78.0
<<	Black or African American	1,101	16.2
>>	American Indian and Alaska Native	15	0.2
	American Indian, specified [1]	6	0.1
	Alaska Native, specified [1]	0	0.0
	Both American Indian and Alaska Native, specified [1]	0	0.0
	American Indian or Alaska Native, not specified	9	0.1
	Asian	36	0.5
	Native Hawaiian and Other Pacific Islander	1	0.0
	Some Other Race	155	2.3
	Two or More Races	190	2.8
	Two races with Some Other Race	30	0.4
	Two races without Some Other Race	150	2.2
	Three or more races with Some Other Race	1	0.0
	Three or more races without Some Other Race	9	0.1
	HISPANIC OR LATINO		
	Total population	6,817	100.0
	Hispanic or Latino (of any race)	337	4.9
	Mexican	236	3.5
	Puerto Rican	19	0.3
	Cuban	6	0.1
	Other Hispanic or Latino [2]	76	1.1
	Not Hispanic or Latino	6,480	95.1
	RACE AND HISPANIC OR LATINO		
	Total population	6,817	100.0
	One race	6,627	97.2
	Hispanic or Latino	308	4.5
	Not Hispanic or Latino	6,319	92.7
	Two or More Races	190	2.8
	Hispanic or Latino	29	0.4
	Not Hispanic or Latino	161	2.4

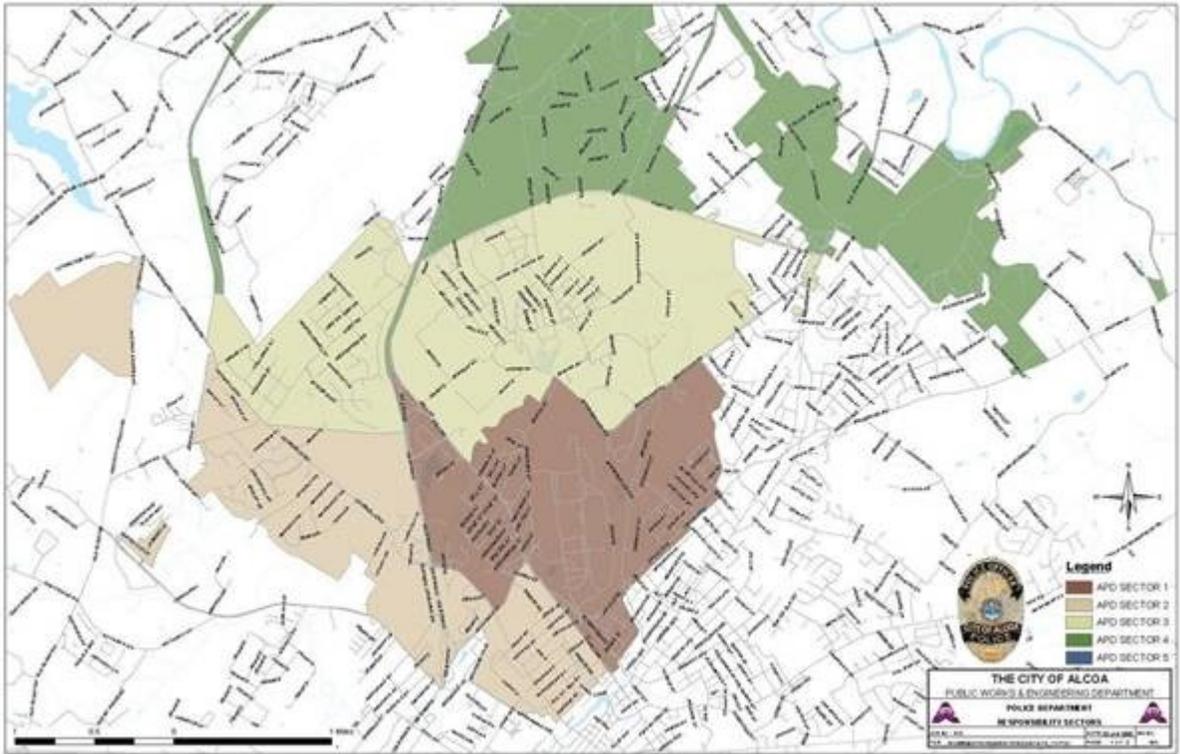
X Not applicable.

[1] "American Indian, specified" includes people who provided a specific American Indian tribe, such as Navajo or Blackfeet. "Alaska Native, specified" includes people who provided a specific Alaska Native group, such as Inupiat or Yup'ik.

[2] This category is comprised of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

ADDENDUM 3

City of Alcoa Boundaries and Zones



### ADDENDUM 3 – COST TO OUTFIT A SWORN POLICE OFFICER

Class A Uniform Shirt Long Sleeve x 3	\$ 151.50
Class A Uniform Shirt Short Sleeve x 3	\$ 137.61
Class A Uniform Pants x 3	\$ 155.85
Class B Uniform Shirt Long Sleeve x 3	\$ 183.75
Class B Uniform Shirt Short Sleeve x 3	\$ 183.75
Class A Uniform Pants x 3	\$ 175.80
Summer Uniform – Polo Shirt	\$ 46.59
Summer Uniform – Shorts	\$ 44.59
Embroidery	\$ 28.00
Uniform Hat, Badge, Band and Cover	\$ 185.00
Uniform Badge	\$ 130.00
Wallet and Badge	\$ 120.00
Name Plates x 2	\$ 25.00
Uniform Collar Brass and Tie	\$ 22.00
Duty Belt and Inner Belt	\$ 105.00
Belt Keepers	\$ 21.00
Holster Level 3	\$ 134.80
Magazine Pouch	\$ 34.00
S & W Handcuffs & Handcuff Case x 2	\$ 131.56
Chemical Agent & Case	\$ 40.00
Flashlight & Holster	\$ 150.00
Expandable Baton & Holder	\$ 150.00
Radio & Shoulder Mic	\$ 2,575.00
Radio Charger	\$ 120.00
Radio Holder	\$ 30.00
Taser & Taser Holster	\$ 945.00
Pistol (Glock)	\$ 410.00
Shotgun	\$ 350.00
Rifle with Accessories	\$ 1,600.00
Uniform Coat & Liner	\$ 400.00
Raincoat / Long	\$ 120.00
Traffic Vest	\$ 48.00
Traffic Gloves	\$ 10.00
Traffic Flashlight Orange	\$ 40.00
Patrol Gloves	\$ 36.22
Ballistic Vest	\$ 892.95
Outer Vest Carrier	\$ 233.95
Trauma Kit	\$ 130.00
Tactical Vest Carrier & Rifle Plate	\$ 600.00
Radio Earpiece	\$ 90.00
Ballistic Helmet & Shield	\$ 535.00
Dress Shoes	\$ 105.00
Uniform Boots	\$ 150.00
Vehicle Seat Organizer	\$ 50.00
Duty Bag	\$ 50.00
Cell Phone (Per Year)	\$ 430.00
Training Pants (5.11)	\$ 46.45
Training Polo (5.11)	\$ 48.80
Holster (Off-Duty)	\$ 42.75
Cuff & Mag Case (Off-Duty)	\$ 37.15
Uniform Hand Cuff Key	<u>\$ 10.00</u>

SUBTOTAL \$ 12,492.07

#### ADDENDUM 4 – EQUIPMENT COSTS FOR A SWORN POLICE OFFICER

2020 Durango AWD SUV Police Interceptor	\$ 33,570.00
On-Duty Depot equipment and installation	\$ 11,743.00
Vehicle In-Car Camera	\$ 5,600.00
Printer	\$ 2,625.00
Radar	\$ 1,725.00
Computer Laptop	\$ 1,260.00
Mobile Wi-Fi	\$ 764.25
Vehicle Decals	\$ 750.00
Emergency Trunking Supplies	<u>\$ 550.00</u>
	<u>\$ 58,587.25</u>

#### ADDENDUM 4 (cont.) – PERSONNEL COSTS FOR A SWORN POLICE OFFICER

Salary	\$ 37,271.00
Insurance	\$ 17,011.00
State Retirement	\$ 2,086.47
401K	\$ 1,827.03
FICA	\$ 2,795.35
Medicare	\$ 556.66
Holiday	\$ 1,417.00
Holiday Gift	\$ 50.00
Workman's Comp	<u>\$ 1,530.68</u>
	<u>\$ 64,545.19</u>

**GRAND TOTAL \$135,624.51**

