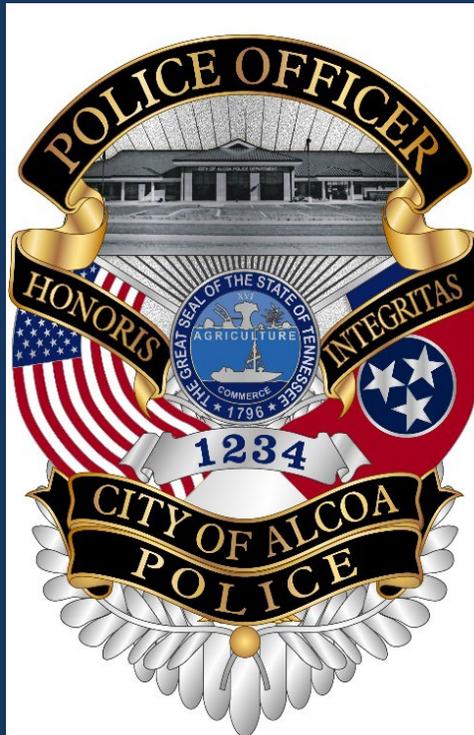


**ALCOA
POLICE
DEPARTMENT**

2025

**5-YEAR
STRATEGIC
PLAN**



**Five Year Strategic Plan
FY 2025 thru FY 2030**

ADOPTED: August 13, 2014

Approved:

**David Carswell
Chief of Police**

REVISED: July 1, 2025

REVIEW DATE: May 21, 2025

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



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Message from the Chief of Police

This Five-Year Strategic Plan helps the Alcoa Police Department prepare for the delivery of services, manage internal transitions, operations, personnel, and to select the technologies that will be needed to help guide us in serving our community professionally and efficiently now and into the future. Updated annually, this plan allows us, as a department, to stay focused on our overall mission which is to make the City of Alcoa the safest community to live, work, visit, and to raise a family. As always, we welcome your review and feedback.

Sincerely,

A handwritten signature of David Carswell in black ink on a white rectangular background.

David Carswell
Chief of Police
Alcoa Police Department

DC:

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. 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 five-year plan outlined in this document is to serve as a blueprint for the progressive development and enhancement of the Alcoa Police Department. This plan 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, 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 this five-year plan serves a viable path for forward progress and complements the overall vision of our city.

There is one more important characteristic of our strategic planning that one should understand. The process and the resulting plan are intended to be dynamic rather than static. In other words, the emphasis of this strategic plan is focused on continual improvement rather than a one-time fix or solution. Effective quality control requires that we, as a department, 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.

VISION, MISSION, AND VALUE 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

Value Statement

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 in an effort 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 Departments' values?***

If the answer is yes to ALL of these questions, don't 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. It is the 56th largest city in the state. The city was the first planned community in the State of Tennessee. It was originally platted by the engineers from the Aluminum Company of America (Alcoa, Inc.) in 1914. The City of Alcoa's population is approximately 14,936 residents and its jurisdiction comprises nearly 19 square miles, including 147 miles of roadways. The McGhee Tyson (Knoxville) Airport borders the Alcoa city limits. In 2021, approximately 3 million passengers utilized the airport 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 twelve 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 80,000 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 60,000 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 approximately 13% being of African- American heritage. As in previous census counts, there continues to be a rising change in the Hispanic or Latino population which is currently around 7.5%. The City of Alcoa is also directly impacted by three University campuses. In 2021, Maryville College, with an enrollment of over 1,100, 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 31,000 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. Mrs. Tanya Martin is the current Mayor of the City of Alcoa and has served as Mayor since January 2023 and as a City Commissioner for five 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 2023, the Alcoa Police Department has an authorized fulltime staff of 58 personnel, which includes 50 sworn police officers, seven (7) non-sworn employees, one (1) part-time employee, and an annual budget of approximately \$6.3 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.

The Alcoa Police Department is accredited through The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) and TLEA (Tennessee Law Enforcement Accreditation). Accreditation provides agencies with a proven modern management model. CALEA and TLEA Accreditation Programs help a law enforcement agency 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 Alcoa Police Department received its initial CALEA Accreditation Award. In 2009, 2012, 2015, and 2019 the Department earned re-accreditation status. In November 2015 and 2019, the agency earned Re-Accreditation with Excellence recognition. In June 2020, the agency was awarded State of Tennessee Accreditation by TLEA.



SECTION III – APD SWOT Analyst (Strengths/Weaknesses/Opportunities/Threats)
Strategic Long-Term Goals (FY 2025 – 2026)

Alcoa Police Department SWOT Analysis

December 12, 2024

Strengths

- Equipment
- Morale
- Pay & Benefits
- Technology
- Recruits
- Retention

Weaknesses

- Experience Level
- FTO Experience
- Building Space / Age
- Traffic Safety Unit
- Training Space
- Lack of Squad Based Training

Opportunities

- Specialized Assignments
- Grants
- Training Opportunities
(Squad Based Training)
- RTCC Real Time Crime Center

Threats

- Experience
- Homelessness
- City Growth

SECTION IV - RELEVANT PLANNING AND FORECASTING ISSUES AFFECTING POLICE SERVICES

In the following section, we briefly highlighted some of the relevant issues that were considered as part of this strategic 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. So, the periodic revisiting of these issues as an ongoing part of the evaluation process will be necessary if our strategic plan is to remain relevant. In addition, in the following section, we have tried 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 particular order of priority. These forecasts were made subsequent to 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 in 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 must be readjusted 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 the Department 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 issues that has influence on 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:

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

Forecasting

The City of Alcoa is currently experiencing growth and economic gains despite high inflationary factors that are currently driving costs up. The location of the McGhee Tyson Airport (Knoxville) located within the city limits and 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 and Blount County. 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 resident's work in the City at Clayton Homes, Inc., ARCONIC (Alcoa, Inc.), McGhee-Tyson Airport, Denso, and Team Health. Based on the 2020 Census, the typical

residents of Alcoa are employed in Alcoa, Blount County and the central Knoxville area in both the private and public sector. The average household income in 2024 was \$78,761 and the median household income was \$63,580.

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

	<i>FY 20-21</i>	<i>FY 21-22</i>	<i>FY 22-23</i>	<i>FY 23-24</i>	<i>FY 24-25</i>	<i>5-Year Difference</i>
Sales Tax - Gen Fund						
<i>Local Sales Tax</i>	10,421,624.00	10,910,635	12,771,437	13,372,967	14,022,281.00	34.50%
<i>State Sales Tax</i>	796,689.00	926,733	1,259,063	1,214,567	1,374,447.00	72.50%
TOTAL	11,218,313	11,837,368	14,030,500	14,587,534	15,396,725	37.20%
Property Tax - Gen Fund/Education						
<i>Current Property Tax</i>	8,898,252.00	9,572,057	9,232,862	9,795,375	9,943,765.00	11.70%
<i>Delinquent Property Tax</i>	278,881.00	562,666	424,816	247,167	240,665.00	-13.70%
<i>Tax eq/in-lieu</i>	1,642,775.00	934,255	1,197,105	1,234,663	1,176,488.00	-28.40%
<i>Education City Taxes</i>	3,722,473.00	4,421,809	5,214,291	5,582,892	5,789,025.00	55.50%
TOTAL	14,542,380	15,490,380	16,069,074	16,860,093	17,149,943	10.62
APD Budget	6,243,665	6,446,500	6,927,992	6,941,826	8,839,244	41.60%
Tax Rate/\$100	\$2.27	\$2.27	\$2.27	\$1.69	\$1.69	-25.50%

The City of Alcoa’s property tax rate is \$1.69/\$100 of property value. The tax rate decreased from \$2.27 to \$1.69 as a result of a reappraisal study. In FY24 the City received approximately \$9,943,765.00 in property taxes alone, which is one of the major sources of tax revenue along with a sales tax revenue of \$15,396,725.00.

Based on the regional economic forecast, the Alcoa Police Department has plans to incrementally add new personnel and programs in FY 25-26. Investment in new personnel is one of the most important goals as the city continues to experience significant population growth over the next five years.

2. 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 sometimes the jurisdiction property can be 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, and training sites at locations in and near Alcoa, but at times some distance away.

The City of Alcoa encompasses approximately 19 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 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 impact 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 25.8 miles of paved and lighted Greenway Trails that traverse through Alcoa.

	Miles
Mountain Bike Trail	0.5
Bicycle Lanes	4.7
Greenway Trails	18.4
Under Construction	0
	25.8
	TOTAL

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 challenges when there are calls for service on these greenways. However, the department has four (4) military surplus All-Terrain Vehicles (ATV's) that will eventually be used for Greenway-related patrols and emergency responses. In addition to ATV's, the department has plans to expand law enforcement bicycle patrols.

Another geographic issue that has an impact on police services is the concrete and wire barrier devices 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 west of Toppide Road on the eastbound lanes requires an Alcoa Police Officer to travel west on westbound lanes to the first exit in Knox County (Exit #5 Northshore), then return east on I-140 to the crash which can add another 5-8 miles to the response time.

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 daily (Alcoa / ARCONIC, Inc.)

Forecasting

Currently the City of Alcoa is conservative in the amount of land annexations that occur annually. Alcoa's 19 square miles of jurisdiction is still comprised of about 4,000 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 affect 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 eastbound lanes west 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.

Building Permits		
	Residential	Commercial
2020	112	67
2021	137	67
2022	79	20
2023	16	25
2024	24	68

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, 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 (2025-2030), exponential growth and development will occur within the City of Alcoa. Residential, commercial, and retail business increases are expected to occur among the remaining 3,000 acres of developable vacant land potentials inside the city limits. Multi-family residential growth is expected to quickly increase, which follows a national trend as single-family lots currently available for development are depleted.

Some representative examples of major development projects that are planned, currently underway, or recently completed in Alcoa that will influence delivery of police services over the next five years include, but are not limited to the following:

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 provides support for more than 6,000 SR aircraft currently in the field.

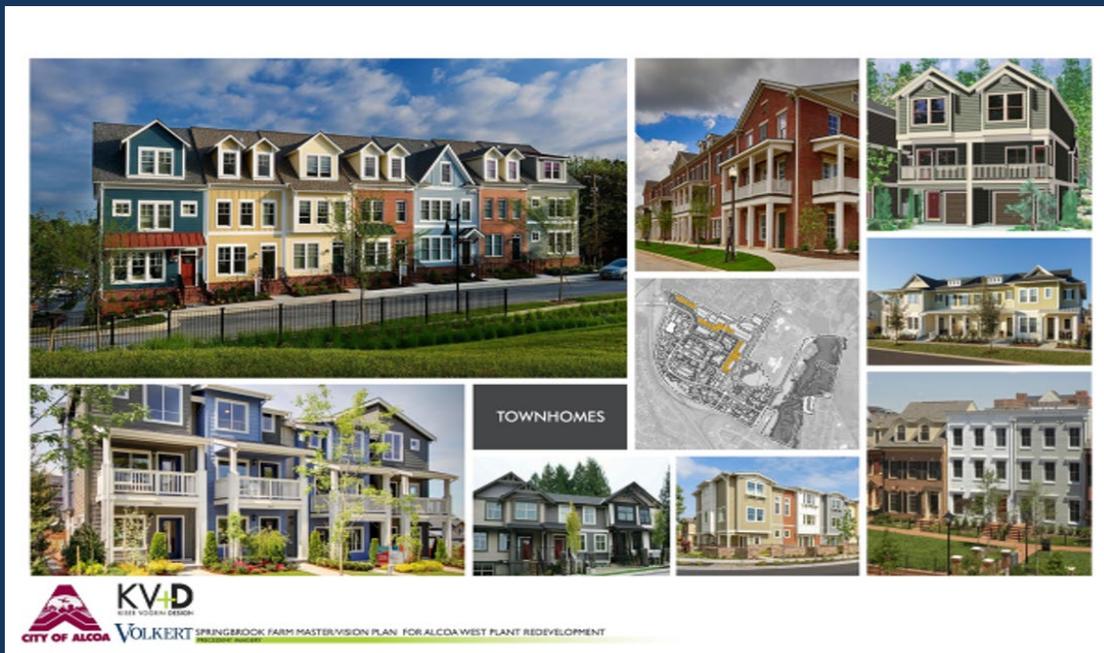
Cirrus has further expanded its Customer Experience Center at the airport in 2018 and continues to expand its operations to this date.



2) Springbrook Farms Property Project – This project officially broke ground in April of 2017 on the former ALCOA West Plant Property and involves the transformation of approximately 350 acres into a residential / commercial development that is projected to spur numerous retail establishments.



- Springbrook Farms Townhomes- Undergoing Design



- Fairfield Inn & Suites by Marriott (Springbrook Farms) – Completed 2022



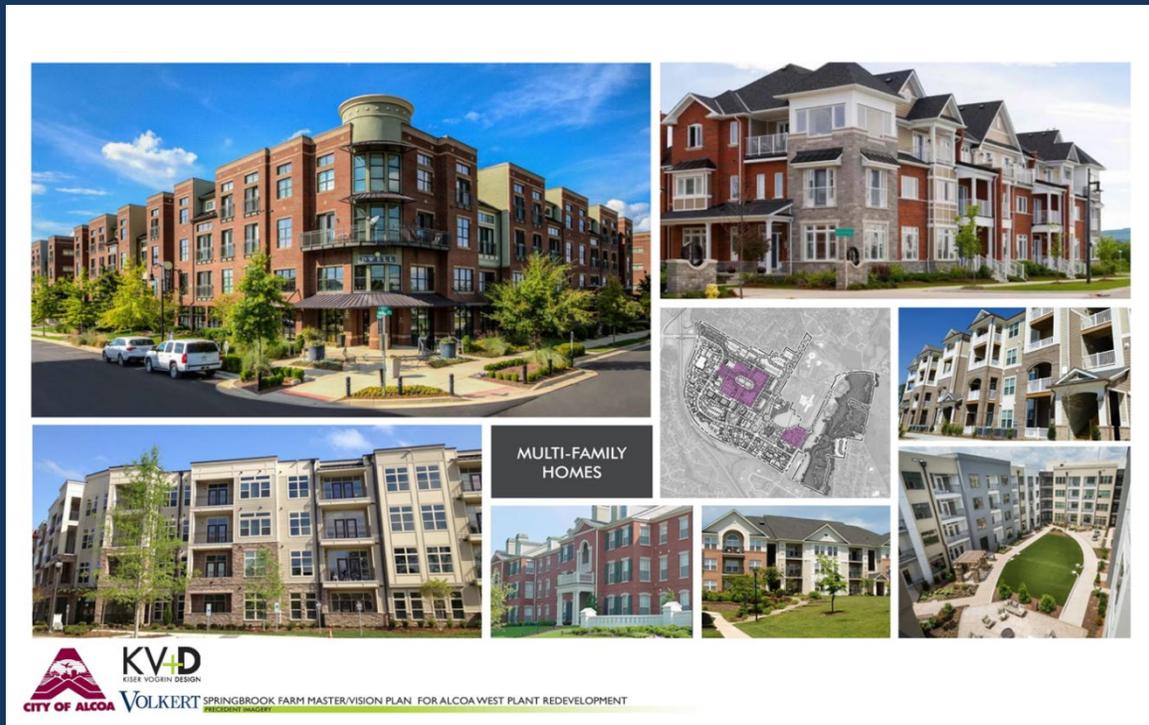
- Vital at Springbrook Farms (Multi-story apartment housing) – Completed 2024



- Mills Street Single Family Residential Housing (Springbrook Farms) – Undergoing Design



- Springbrook Farms Multi-Family Homes – Undergoing Design



- Marconi Corner Residential Units (Springbrook Farms -Mixed use) – Completed 2024



- Texas Roadhouse Restaurant (Springbrook Farms) – Completed 2022



- Food City Grocery Store (Springbrook Farms) – Completed 2022



- Home2 Suites (Hotel) on Tesla Blvd – Completed 2024



- Asia Café Restaurant (Springbrook Farms)– Completed 2023



- Taco Bell Restaurant (Springbrook Farms) – Completed 2023



- Kickback Jacks Restaurant (Springbrook Farms) – Completed 2024



- Chop House – Under Construction – 2025



- Valeo Assisted Living Complex (Springbrook Farms) – Undergoing Design



- Faraday Street Extension – Completed 2023
- Marconi Blvd/Duck Pond Greenway Phase 2 – Completed 2023
- Centennial Park Blvd – Under construction
- Werner Avenue – Under construction

-Company Distilling – Former Jack Daniels Master Distiller, Jeff Arnett, along with former president of the Tennessee Distiller’s Guild, Kris Tatum, Corey Clayton, an accomplished construction management professional, Heath Clark, founder of H. Clark Distillery, and Clayton Homes CEO, Kevin Clayton are set to open Company Distilling in 2022/2023 in Springbrook Farm. This will be a mixed-use, family-friendly distillery that will serve as the main manufacturing site for the brand. The distillery will be housed in an approximately 20,000 square-foot refurbished building that once produced all the bricks for the Alcoa Aluminum Company of America industrial buildings that were originally constructed in 1919. The distillery facility will have a casual, mountain-inspired theme that will include a tasting room, restaurant, brewery, and retail store set on 31 acres of property.

It will host live music venues, corn hole, pickle ball courts, bonfire pits, and open access to paved greenway trails. This will be a \$20 million investment bringing with it approximately 60 initial new jobs that will be expected to increase as the distillery’s operations grows.



-Pellissippi Place Apartments – Undergoing Design



4) The Ridge at Hamilton Crossing, a new apartment complex (269 units) – This new apartment complex, is located off Middlesettlements Road located near Lowe’s Home Improvement Store. The first phase of construction 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) Arconic, Inc. (formerly Alcoa, Inc. North Plant) – Alcoa, Inc., now 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.



6) 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.



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

8) Topside Road Corridor – Beginning in 2022 undergoing construction, this will consist of capital public infrastructure involving water, sewer, electric, roadway, and signal improvement on the Topside Road corridor near at Pellissippi Parkway. This will support multi-residential apartment units that are either under construction or undergoing design. These multi-residential units will eventually add over 500 residential units to the area. Commercial and retail businesses will become a part of this development as well.

- Topside 333 Apartments – Completed 2025, 216 Units



- Ardmore at Topside – Completed 2025, 282 Units



- Winterpast Topside – Pre-design



9) Middlesettlements Road Corridor – Capital public infrastructure, commercial, retail, and multi-family residential units are planned or currently under construction on Middlesettlements Road near the Bessemer Street area.

- Vintage Alcoa (Multi-story apartment housing) – Under construction



- Clover Ridge Townhomes (Multi-story apartment housing) – Under construction



- Tire Discounters – Commercial/Retail – Completed 2023



- Tidal Wave Car Wash Car Wash – Hamilton Crossing – Completed 2024



10) Greenway Trail Extension



11) Other -

- McCammon Avenue Townhomes – Construction
- Vose School Property (Multi-Residential) – Under design
- Hickory Construction, Inc. Workforce Development Center – Under Design
- Cochran Subdivision – Under design
- 322 Lindsay Street – Residential – Under design
- 253 Lindsay Street (Mixed use) – Under design
- Harper Jeep Car Wash – Commercial/Retail – Completed 2023



- Harper Jeep Expansion – Commercial/Retail – Completed 2023



- MLK Center Addition – New Addition 3,500 sq ft - Under Design



- Twin City Honda – Commercial/Retail – Completed 2022



- Clayton Homes Headquarters Entryway Expansion – Commercial/Retail – Under construction



- Alcoa Intermediate School Expansion – Completed 2023



- Avocado Market – Commercial/Retail – Pre-design
- New Midland Plaza – Commercial/Retail - Under design
- Alcoa Highway Starlite Mini Storage – Commercial/Retail – Completed 2024



12) Tennessee Department of Transportation Highway Projects
- Alcoa Hwy Hunt Road Bridge – Completed 2022



- Alcoa Hwy/Hunt Rd to Singleton Station – Under Construction 2025



- Alcoa Hwy/Hall Road to Mall Road – Under design
- Alcoa Hwy Improvement Planning Study – In progress
- Pellissippi Parkway Extension – Design
- Louisville Road Widening – Under Construction 2025

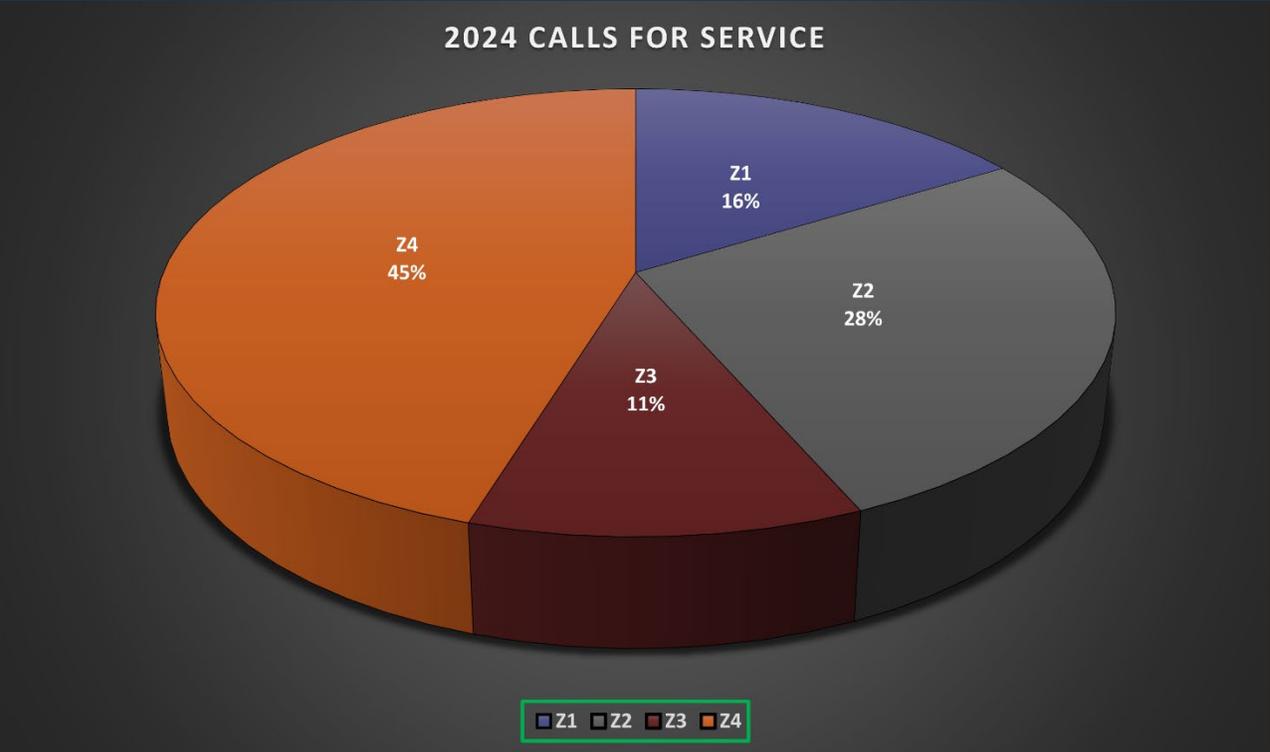
13) Amazon Fulfillment Center- Amazon began construction on its eighth fulfillment center in the state of Tennessee in February 2021. The center is located on 84 acres near Alcoa Highway and Pellissippi Parkway and went operational in 2023. The center will pull, pack, and ship consumer goods for consumers.

The center is a \$200 million dollar investment that will employ upwards of 1,800 personnel. It will be the third fulfillment center in Tennessee to use Amazon's robotics technology and will be the 6th largest employer in Blount County.

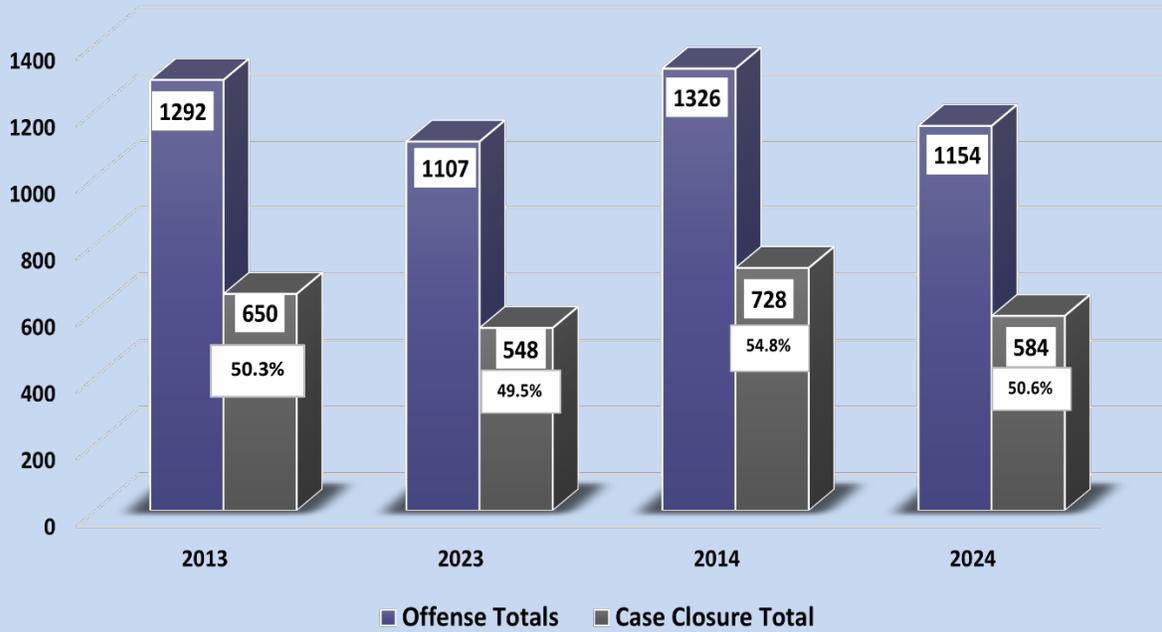


4. Crime Trends:

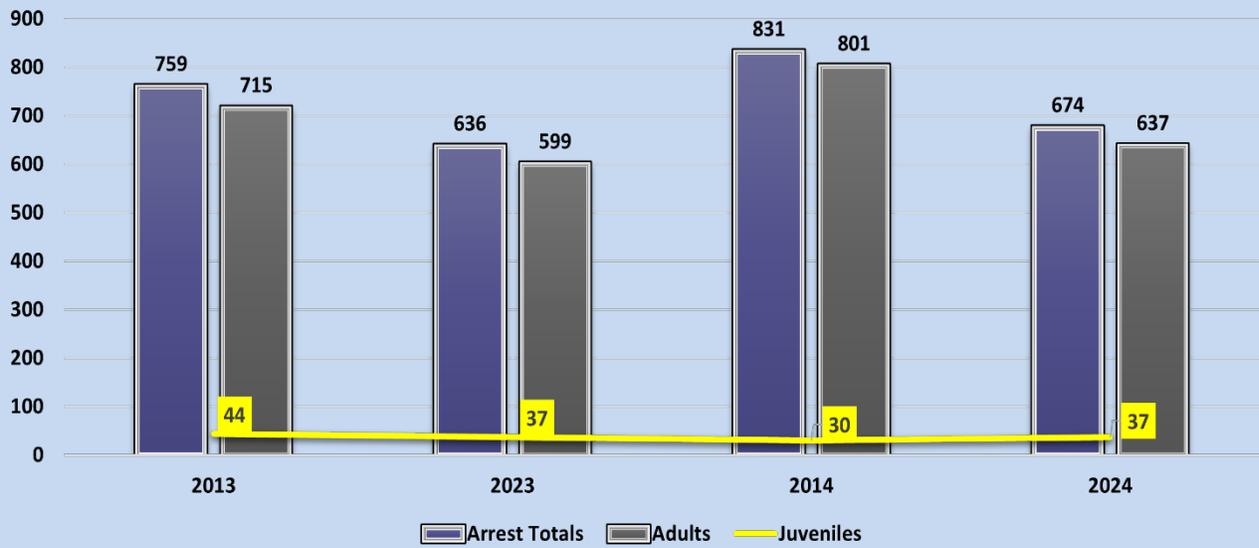
Over the past year, our nation and our state have experienced slight reductions in the overall crime rate, albeit with some increases in certain categories of violent crime. Homicides, aggravated assaults, and gun assaults have actually declined in some major American cities. Robberies, residential burglaries, nonresidential burglaries, and thefts have also shown a promising nationwide decrease. Motor vehicle thefts, however, are on an upward trend along with the number of drug related offenses. Violent crimes are remaining elevated. Demographers predict, however, that this overall downward trend in crime may reverse itself over the next decade if inflation-related pressures increase. This would lead to a potential increase in robberies and theft related crimes. Reducing homicides and gun-related violence nationwide will be a top priority. Motor vehicle theft is often referred to as a “keystone crime” meaning it often leads to the commission of other crimes. Locally, the crime rate in Alcoa has experienced a decrease in crime over the past few years. Alcoa has historically been a very safe community (both real and perceived). Alcoa has been fortunate to be relatively isolated from gun violence and other serious violent crimes associated with larger cities and metropolitan areas. However, as the population of the City of Alcoa increases along with regional population increases, the need for proactive policing and crime reduction strategies will be even greater in order to prevent the upward creep of serious crimes.



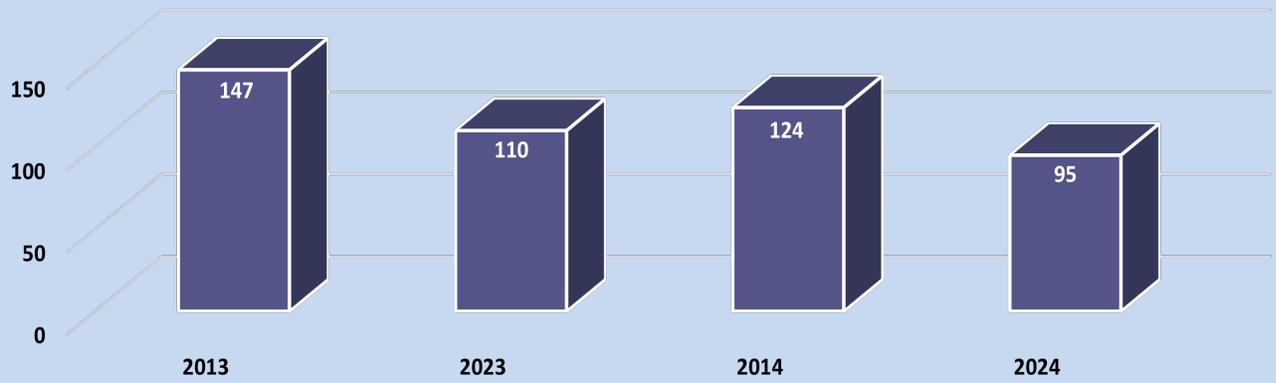
OFFENSE TOTAL / CASE CLOSURE COMPARISONS



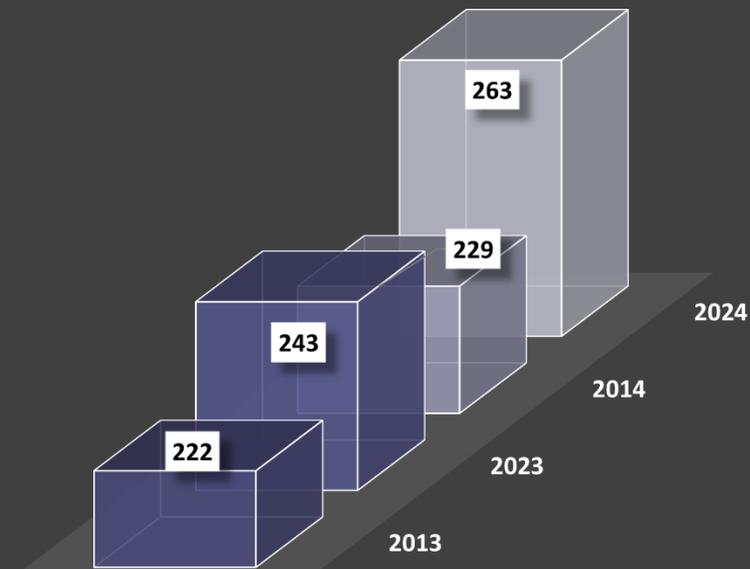
ARREST COMPARISONS Adults / Juveniles



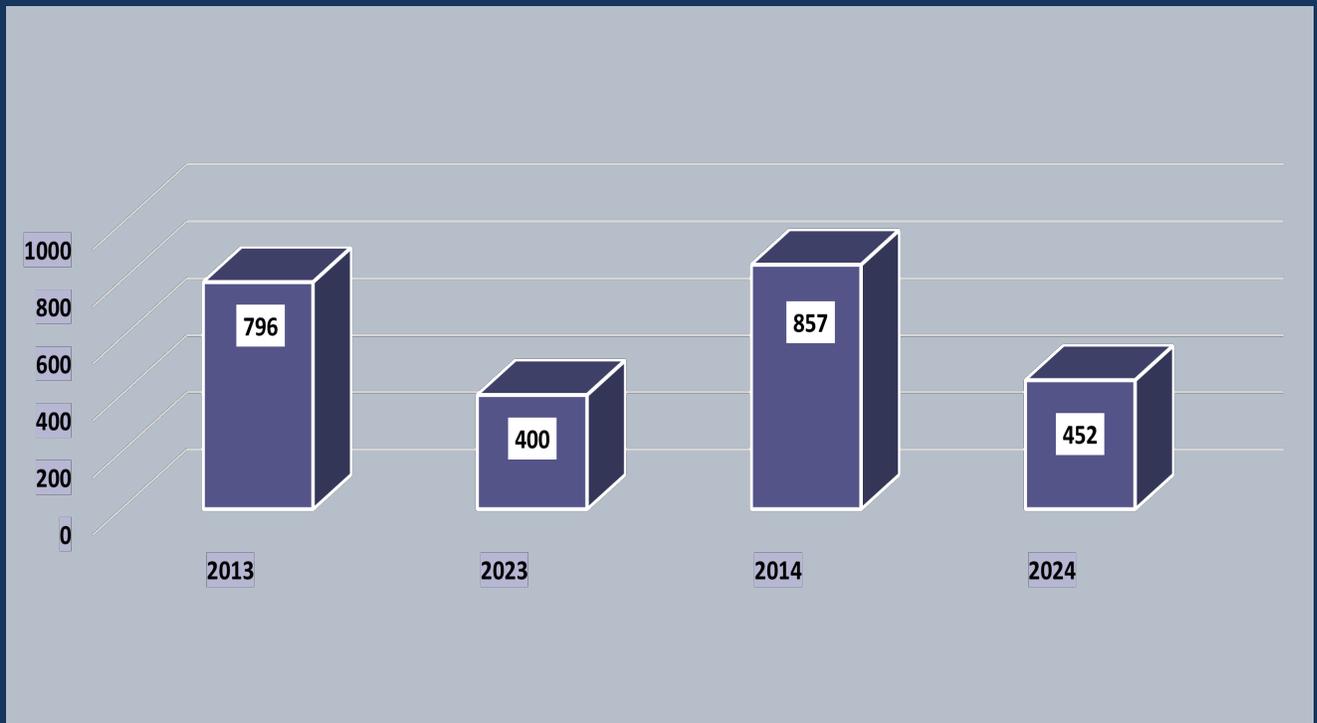
DOMESTIC VIOLENCE CRIMES



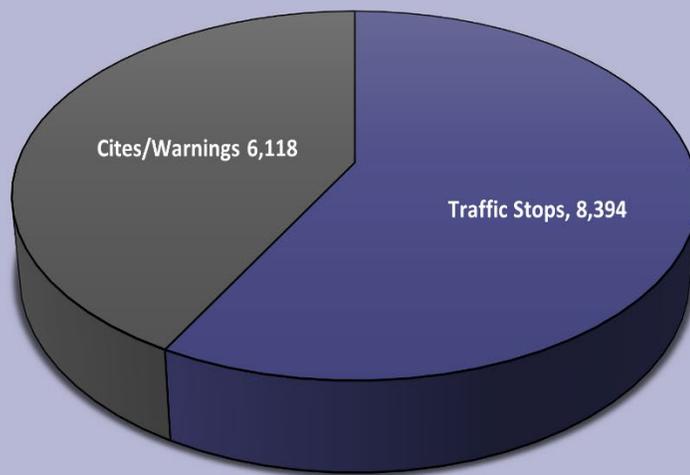
CRIMES AGAINST PEOPLE



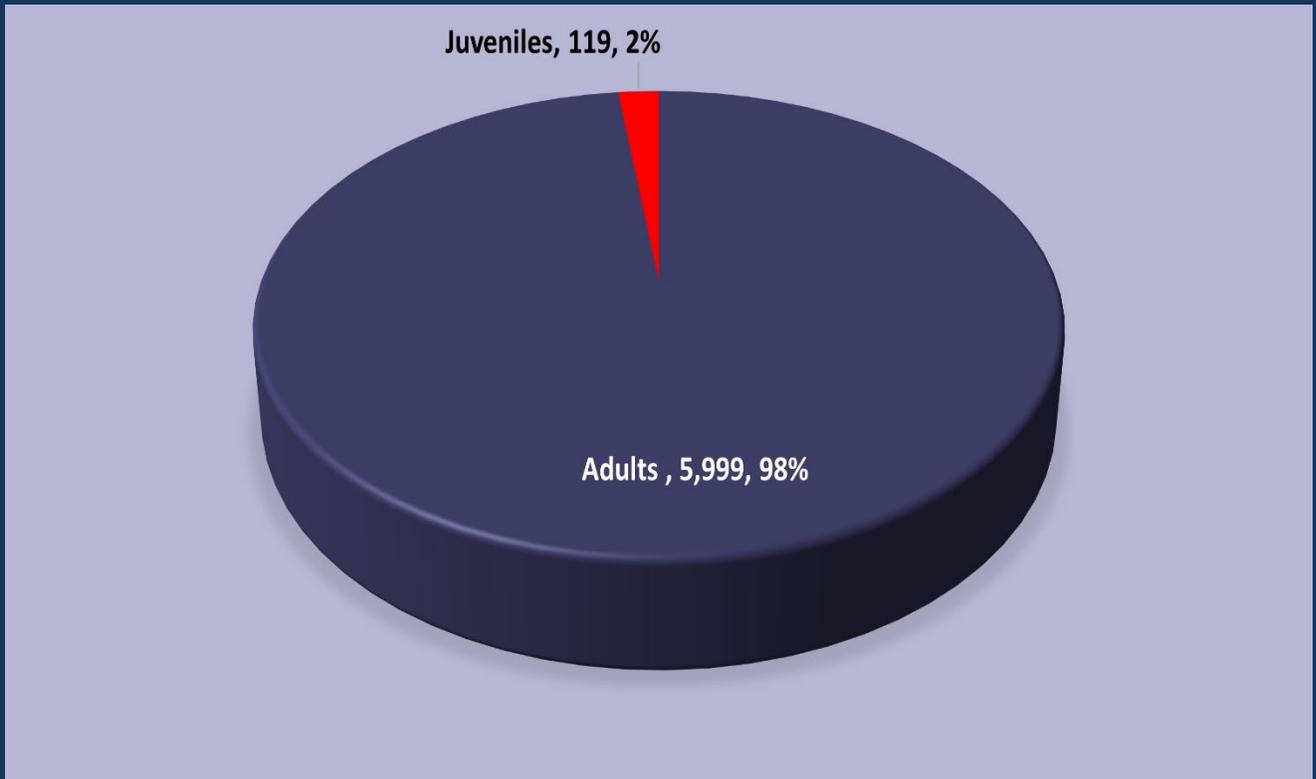
CRIMES AGAINST PROPERTY



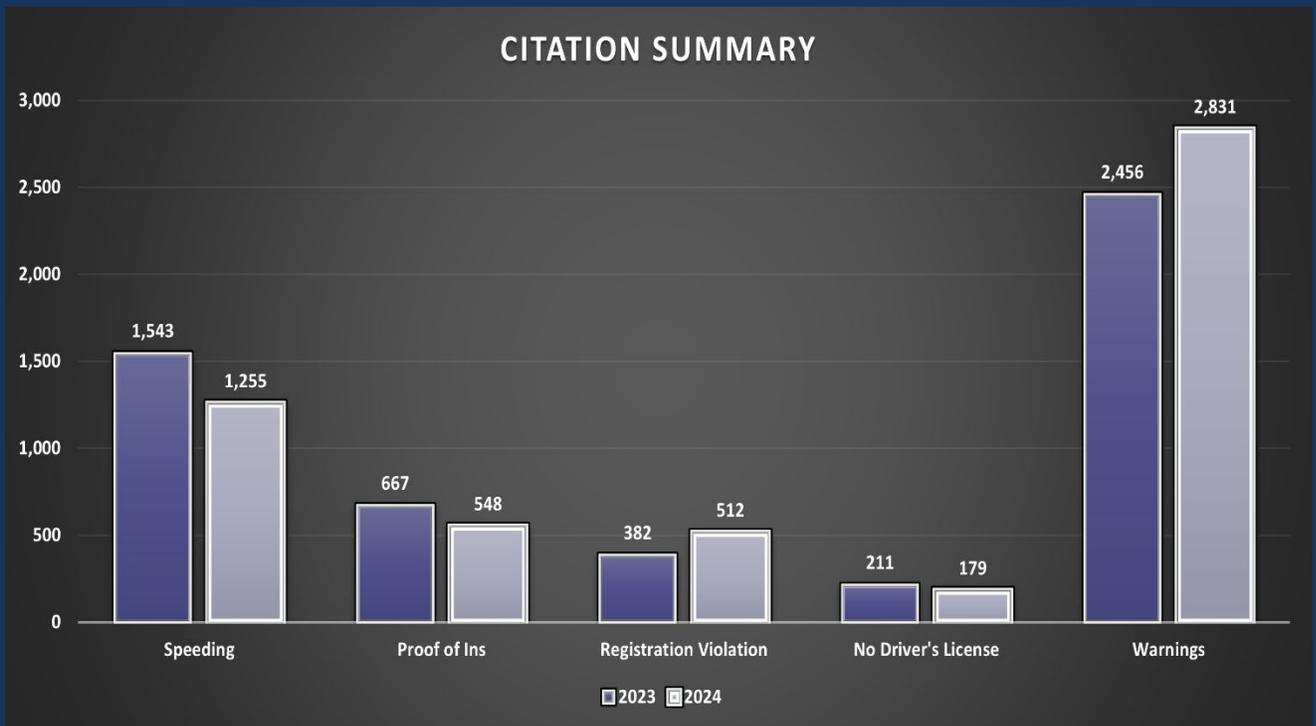
2024 TRAFFIC SAFETY ENFORCEMENT



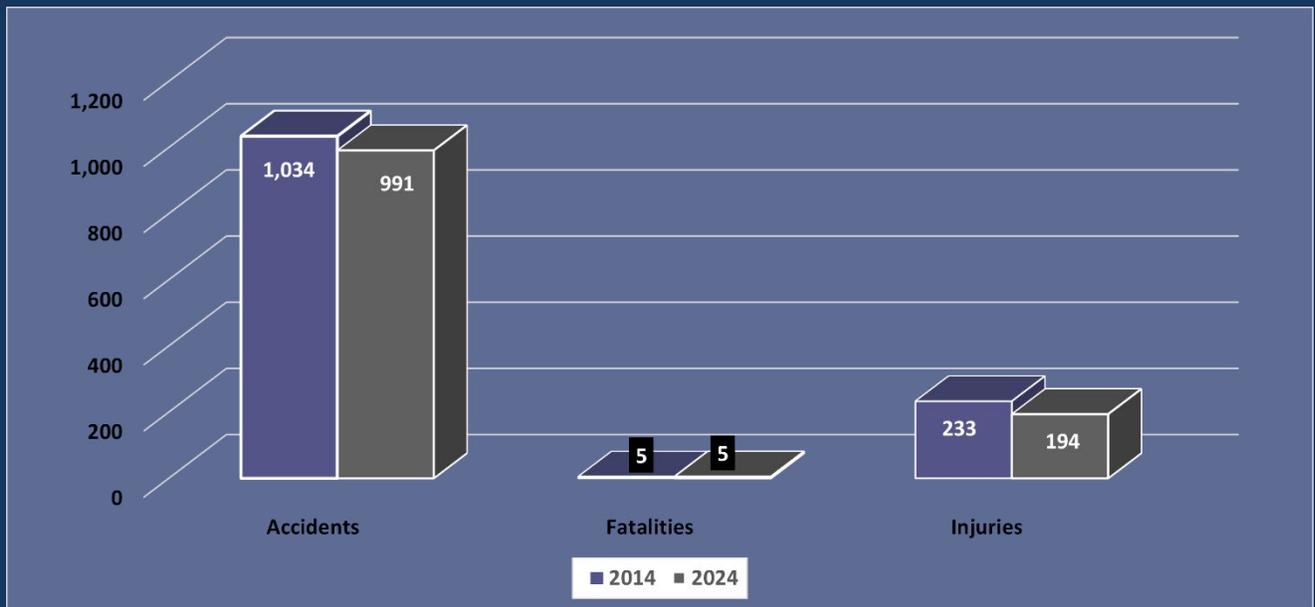
2024 TRAFFIC OFFENDER DATA



2023 - 2024 TRAFFIC CITATION SUMMARY



10 YEAR TRAFFIC CRASH COMPARISON 2014 - 2024



Forecasting

The predominant crime issues most likely to affect the City of Alcoa over the next five years will include residential burglary and retail theft, burglary, motor vehicle parts theft, and motor vehicle theft. Crimes such as identity theft, high-tech crimes, and white collar/corporate crimes such as embezzlement and fraud are predicted to increase. Effective crime control and prevention will require the ability of the Department to identify patterns and trends through intelligence and data collection, sharing, and analysis to develop effective crime control strategies and initiatives.

With the City of Alcoa's increased population growth and its proximity to Knoxville and major interstates and thoroughfares, the area is forecast to pose an array of challenges and opportunities over the next five years. The predominant challenges posed to the police department are the anticipated increases in multi-jurisdictional crimes, increases in organized thefts of construction materials and heavy equipment, the continued proliferation of illegal drug trafficking and gun-related crimes. We forecast the need to pursue greater collaboration and information sharing among regional law enforcement and federal 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. In 2025, the department will assign a fulltime narcotics investigator to the DEA drug taskforce as well as continuing its partnership with the 5th Judicial Drug Task Force.

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, 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 150 miles of roads, streets, state highways, and interstates. Approximately 100 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 approximately 10,980 residents, during the day, the population can increase to over 80,000 with commuter traffic, students, workers heading to jobs within the city, and tourists headed to Cades Cove and the Great Smoky 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, 80,000 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. Tennessee State Route 335, known as Hunt Road and connecting Alcoa with eastern and western Blount County, approximately 10,000 vehicles per day. Tennessee State Route 334, known as Louisville Road, connects Alcoa with Louisville, Tennessee, 7,000 vehicles per day. Tennessee State Route 35, Hall Road, 7,000 cars per day. Tennessee State Route 33, known as Old Knoxville Highway, approximately 15,500 vehicles per day. Tennessee 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 remain a high priority due to robust growth. There are significant new developments in many areas of the city either under construction or completed construction to include the Amazon distribution facility that is anticipated to employ over 1,000 people. Pellissippi Place Research and Development Park is poised to attract high-tech and mixed-use based industries and businesses. Arconic, Inc. is continuing with modernization of its facility and product lines and there will be new development of commercial and residential property along Topside Road occurring over the next two to five years. Springbrook Farms property is quickly developing its retail, commercial and residential space. These alone will create a significant increase in traffic volumes with a corresponding increase in demand for traffic control, direction, crash investigation, and traffic safety enforcement. In response, the department must continually monitor workload demands and adequately staff our Patrol Section with an emphasis on reducing traffic crashes and pedestrian safety. We will continue to operate special enforcement projects with financial support from the Tennessee Highway Safety Office (THSO) to include speeding, distracted, impaired and aggressive driving enforcement. We should continue to work with our Public Works Department and TDOT on matters related to roadway improvements for public safety. We should also, in conjunction with TDOT, continue to focus on the Alcoa Parkway project to ease traffic along Alcoa Highway and provide safe, convenient access to the Springbrook Farm 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 21st 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 a Real Time Crime Center, 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 considered optional or 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 very expensive. 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 has come and gone. The contemporary law enforcement workforce and applicant pool differs in a number of significant ways from that of even 10 years ago. Today's applicants are highly mobile and bring 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 certifications to prospective employers to pursue earnings that are more competitive, provide better fringe benefits, allow 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. This in turn has created a demand for trained and certified police officers throughout the region for qualified applicants.

As a result, the department must compete directly with numerous 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. Our standards are designed to identify and select only the most suitable and best qualified candidates for police employment to serve for and represent the City of Alcoa. This

is a conscious decision, undertaken with the full understanding that adhering to higher standards makes it more difficult to fill vacancies and to process applicants during a 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 the 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 officers and non-sworn personnel positions over the next five years based upon current workload projections, proposed residential, commercial, and industrial developments. This is required to achieve the goal of having a sufficient number of sworn police officers to address the demands of the public and to respond to calls for service. This will need to be accomplished incrementally over the next five years for the department to have adequate time and opportunity to select, process, and most importantly train new employees. An important factor that must be taken into consideration is the ability to acquire the associated resources necessary to equip and support additional personnel in carrying out their assigned responsibilities. These staffing changes will need to be accompanied by incremental adjustments to our organizational structure (When and as needed), 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 never an exact science, is generally not that complex. Workload assessments and national/regional ‘norming” can help identify a desirable ratio of sworn officers to population, and the commensurate level of support services and administrative staff required. However, filling 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 complex and takes much longer in duration than the hiring process for other positions in City employment. A substantial array of administrative and state 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. Across the nation law enforcement agencies are seeing a decrease in the number of applications received. The Alcoa Police Department is no exception and unfortunately relatively fewer and fewer applicants possess the requisite qualifications. The internal processes required to screen and evaluate applicants present a challenge to all law enforcement agencies. 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 resources.

The Department will be required to create and fill new positions while we fill vacancies created through 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. The chart below provides a 5-year history of the retention and attrition records of sworn officers in the agency.

RATE	2020	2021	2022	2023	2024
Retention	93.02%	77.8%	81.2%	96.2%	94.3%
Turnover	9.30%	22.2%	18.18%	3.7%	5.6%

8. Facilities:

Police Department Headquarters Facility

The Alcoa Police Department has had four previous stations; 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.

Since 2001, 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 56 in 2021.

Forecasting

The current police facility is twenty-three years old and is showing signs of age. A leaking roof and 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. As of 2023, there is no additional office space or storage space and the main evidence storage room is nearing capacity.

Firearms Training Facilities

The Alcoa Police Department continues to maintain its firing range as it has for more than 40 years. In the past few years, improvements have gradually been made to the firing range and range house including: a 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 into the future.

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 safety measures. The range tower needs to be replaced due to aging and wood rot issues.

To facilitate forecasting and identifying trends, the Police Department undertook a review of selected workload data for the five-year period 2020 through 2024. 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.

Selected Workload Data	2020 Year 1	2021 Year 2	2022 Year 3	2023 Year 4	2024 Year 5
Calls for Service	21,911	23,322	23,950	28,348	29,662
Traffic Crashes	996	1,182	1,027	933	991
Crashes w/injuries	130	154	213	137	194
Fatalities	3	2	4	1	5
Citations issued	3,878	4,128	2,609	6,877	6,118
Arrests (Adult)	1,961	1,842	1,474	1,902	2,024
Arrests (Juvenile)	113	44	82	53	37
Arrests (DUI)	124	101	60	75	83
Cases assigned to CID	327	466	458	454	373

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 2020-2024.

Year	2020	2022	2023	2023	2024
Calls for Service	21,911	23,322	23,950	28,348	29,662
Average Response Time	4:54	6:23	6:25	5:58	5:54

SECTION V – ANTICIPATED WORK-LOAD AND POPULATION DATA AND TRENDS

Population Data Trends

The chart below illustrates a *very conservative* growth rate through 2030.

Population Projection to 2030	
Year	Population
2023	11,737
2024	12,539
2025	12,919
2026	13,319
2029	13,724
2030	14,139

As of 2025, Alcoa is the fastest growing city in the state. In 2020, the Blount County estimated population was 135,280. In 2025 it increased to 143,102, a percentage change of 5.7% in the overall growth rate over a five-year span.

Comparison of City Population Growth Rates (2018;2022;2023)

City	Population 2020	Population 2025	5 Yr % Change	Population 2025	2024-2025 % Change
Alcoa	10,978	14,936	36.1%	14,936	11.9%
Maryville	31,907	32,724	2.6%	32,724	1.6%
Knoxville	190,740	202,639	6.2%	202,639	6.2%

Comparison of County Population Growth Rates (2018;2022;2023)

County	Population 2020	Population 2025	5 Yr % Change	Population 2025	2024-2025 % Change
Blount	135,280	143,102	5.7%	143,102	.62%
Knox	478,971	511,247	6.7%	511,247	.88%

As shown above, the City of Maryville grew at the highest rate over a five-year period at 2.6% as compared to the City of Alcoa 36.1%. 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. The 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 heavily visited National Parks in the United States. 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. The 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 searches for industrial opportunities in the county that are environmentally sensitive and suitable for this area. *

SECTION VI – ANTICIPATED PERSONNEL PROJECTIONS

Staffing levels based solely upon the resident population have historically reflected a recommended ratio of 2.5 law enforcement officers for every 1,000 people. This standard average, however, can be flawed and should not be used as the single indicator of determining staffing levels because it does not factor into account other issues that can have a serious impact on a department’s ability to provide adequate law enforcement services. For example, the Alcoa Police Department has a daytime service population of approximately 60,000. Based on the recommended ratio of 2.5 officers per 1,000, the department should have 150 sworn police officers instead of the current approved staffing level of 53. On the other hand, if strictly relying on the recommended 2.5 ration based on the resident population of 15,000, the department would only have 37 sworn officers which would severely understaff the department. Metrics such as calls

for service volume, policing philosophy, policing priorities, traffic density, crime factors, citizen demands, community service expectations, environmental development, geographic and natural boundaries, municipal resources, and trends in policing must be constantly evaluated for developing staffing needs and 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 in order to work on community policing and problem-solving efforts.

A unique aspect of the City of Alcoa is that we are not just a small, sleepy, residential community. During the day, many people commute through the city. The airport, which serves the greater Knoxville metropolitan area and the addition of the Amazon Distribution Center, along with future commercial and retail development of the Topside Road and Springbrook Farm areas will only increase traffic related issues in and around the city. The Alcoa Highway Improvement construction creates additional traffic burdens with the large amount of commuter traffic on any given day. Our business and commercial development base is stable and the projected growth in this area will be very favorable for the next five years. As a result, our daytime population will continue to increase. This is a significant factor for 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 residential, retail, commercial, industrial, and school development projections.

The Alcoa Police Department answered over 29,000 total calls for service during 2024. Most calls for service occur between 11 am and 10 pm.

Projections based upon workload, growth of the community, and the other previously mentioned factors indicate a need for continued growth in personnel over the next five years. In the near future, we anticipate creating additional specialized functions, such as a Traffic Safety Unit, Special Response Team, and a Community Bicycle Patrol Program. By doing so, the Alcoa Police Department will remain true to its intent of providing high quality police services to the community. It is my recommendation that the City of Alcoa continue to plan for incremental staffing needs of the Alcoa Police Department to address the challenges and service demands that the department currently faces and the increase in demands and services that will increase in the future.

Current Staffing Organizational Structure

The agency's rank structure for its sworn officers includes Chief of Police, Captain, Lieutenant, Sergeant, and Police Officer. As of July 1, 2025, the agency has two major components, Field Operations and Support Services, that report to the Chief of Police. Each division is currently managed by a Captain, and both divisions report directly to the Chief of Police. In addition, an Administrative Assistant and Accreditation Manager reports directly to the Chief of Police.

The Field Operations Division includes two sections, the Patrol Section and the Criminal Investigations Section. The Patrol Section consists of three Lieutenant's and six Sergeants. Each Sergeant supervises a squad of five patrol officers and five School Resource Officers,. The Criminal Investigations Section includes one Lieutenant, three Detectives, one Narcotics Investigator and one Evidence Custodian. The Narcotics Investigator is assigned to the 5th Judicial Drug Task Force.

The Support Services Division includes one Lieutenant, one Quartermaster, one Service Support Specialist (Non-Sworn), one Training Sergeant, one full-time Animal Control Officer (Non-Sworn), one part-time Animal Control Officer (Non-Sworn), one Court Clerk and three Records Clerks (Non-Sworn). The agency's seven 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 all agency personnel stand ready to help in any way at any time.

POLICE STAFFING NEEDS – PRIORITIES FOR FY 2025-2030

Listed below are the highest staffing priorities / needs of the Department over the next five years

BUDGET YEAR	PERSONNEL POSITION	STAFFING REQUESTED	TYPE OF POSITION	JUSTIFICATION
2025-2026	Investigator / Patrol Ofc / /Traffic Safety Officer	2/2/1/2	6 Sworn	To investigate the rising number of assigned cases and to add a member to DEA Drug Task Force / Incrementally increase the size of patrol squads/ To increase staffing level due to workload demand.
2026-2027	Investigator / Patrol Ofc / Records Clerk / Evidence Custodian	1/2/1/2	3 Sworn/ 2 Non-Sworn	To investigate the rising number of assigned cases / Incrementally increase the size of patrol squads/ To increase staffing level due to workload demand.
2027-2028	Patrol Ofc / IT Specialist	2/1	2 Sworn / 1 Non-Sworn	To maintain adequate staffing due to city growth
2028-2029	Patrol Ofc	1	1 Sworn	To maintain adequate staffing due to city growth
2029-2030	Patrol Ofc / Investigator	1/1	2 sworn	To maintain adequate staffing due to city growth / To maintain adequate staffing levels to keep up with case load demands

SECTION VII – ANTICIPATED CAPITAL 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 may be 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, 2024, the Alcoa Police Department currently has the following vehicles in its fleet:

Vehicle Types	
Unmarked Durango’s	7
Unmarked Trucks	5
Unmarked Chevy Tahoe’s	3
Unmarked Fusions (Pool)	4
Unmarked Trailblazers (Pool)	3
Marked Patrol Dodge Durango’s	27
Marked Patrol Ford SUV’s	14
Marked SRO Chevy Tahoe’s	3
Marked Patrol Ford Crown Vic’s	1
Marked Patrol Motorcycles	4
Marked Animal Control Trucks	2
Marked Surplus Military Vehicles	2
Marked Golf Cart	1
	76

Police Vehicle	2024 2025	2025 2026	2026 2027	2027 2028	2028 2029
Marked cruiser replacement number	5	5	5	5	5
Marked cruiser replacement (\$55,475 each)	\$277,375	\$291,375	\$305,875	\$321,075	337,075
Unmarked cruiser replacement number	1	2	2	2	2
Unmarked cruiser replacement (\$30,000 each)	\$30,000	\$63,000	\$66,200	\$69,500	\$73,000
Total Projected Cost*	\$307,375	\$354,375	\$372,075	\$390,575	\$410,075

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 years or when the vehicles mileage exceeds 100,000; or has a documented history of significant repairs, mechanical, or electrical issues; or has been proven unsafe for front-line service. As such, approximately five (5) marked cruisers are replaced each year based on forty-four (44) marked cruisers.

The twenty-two (22) unmarked vehicles are planned for replacement every nine to ten (9-10) years or like marked cruisers when age, mileage, maintenance, electrical issues, or safety becomes a problem 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 may 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 the department's vehicle needs. For example, our canine officers require a uniquely designed front line vehicle to function effectively and those cruisers are included in the primary marked cruisers above.



2024 Ford Explorer

Police Motorcycles

The department currently owns a total of four motorcycles. Three (3) are Harley Davidson's, two of which were purchased the summer of 2015. The third motorcycle was awarded to the police department by the Tennessee Highway Safety Office in 2009. The fourth and newest motorcycle is a BMW purchased in 2023. The department plans to eventually transition all motorcycles to the BMW brand.

The police motorcycles are operated by officers who have undergone extensive training and certification. They are primarily used by officers who have been trained and certified to operate them and are primarily deployed for traffic safety enforcement. The department has a total of five (5) certified motorcycle operators with one (1) officer 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.



2023 BMW



2015 Harley Davidson

2. 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 in order 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.

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 costs are 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	54	\$ 1,800.00	\$ 18,000.00	Annually
In-Car Cameras	54	\$ 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	Annually
In-Car Servers and Equipment	1 (every 5 years)	\$ 18,000.00	\$ 18,000.00	Annually
Records Management Spillman Backup Server / Intergovernmental	1 (every 5 years)	\$ 20,000.00	\$ 20,000.00	Annually
Cruiser E-Ticketing Printers	6	\$ 750.00	\$ 4,500.00	Annually

3. Document Imaging

The Alcoa Police Department currently has a large amount of official paper records stored in the Public Safety Facility to the point of exhausting most storage space. The department needs to start a retention/disposal process for records that complies with state retention guidelines and should look to document imaging of records to reduce storage space needs. An estimated cost for capital equipment is about \$10,000.00 per unit.

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 system was updated again in 2022 with new radios purchased under a new 10-year contract. The only costs anticipated over the next ten (10) years will be the lease to purchase payment, monthly usage charge per radio, and annual maintenance costs. Additional future costs will have to account for if or when the five-channel system is overloaded, and more channels will have to be added to all three current repeater sites. Other costs will occur as future manpower increases.

5. License Plate Reader Technology

Automatic license plate readers 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 isn’t up-to-the-minute, officers 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 devices, known as ALPRs for Automatic License Plate Readers, is enormous and invaluable.

Since July 1, 2014, the State of Tennessee has created a law that prohibits law enforcement agencies from retaining LPR 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.

Beginning in October 2020, a total of 10 stationary Flock Safety license plate reader cameras were strategically installed at major entry points into the City of Alcoa. LPR data is retained for 30 days unless it is needed for an active investigation. Installation of these LPR’s have resulted in a dramatic increase of the agency’s ability to apprehend wanted persons, recover stolen license plates, and stolen vehicles. The agency added two additional Flock LPR’s in FY21-22 and added two more in FY24-25. Plans are to continue the network expansion over the next five years.



Flock Safety Stationary License Plate Reader

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.

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 in order 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 intruders policies and procedures. The Department needs to continue periodic retraining of officers as we move forward.

In 2014, the Department began purchasing Protech Delta Ballistic Helmets for all sworn personnel with the exception of the Assistant Chief of Police and the Chief of Police. All sworn personnel, except for a few administrative personnel, have been equipped with gunshot trauma kits and tactical vests with ballistic ceramic plates. Since 2017, ballistic speed plates have been purchased for every officer. Additionally, the department has purchased handheld thermal imaging devices to give officers a tactical advantage in low light or zero light situations. The department has also acquired FLIR monocular thermal devices via TEMA Homeland Security Grants. The Department has also purchased Ballistic Shields and Ballistic Blankets to be prepared for any potential active threat situation. Through a grant awarded in 2023, the department purchased folding ballistic shields for each officer. The shields, when folded, are approximately the size of a laptop computer and can be quickly extended and deployed when needed.

In 2021, the Department began exploring the possibility of developing a Special Response Team (SRT). The SRT would be activated for search warrants, active threats, hostage/barricaded incidents, and high-risk incidents. The SRT development is in response to the anticipated growth the city will experience within the next two to five years. The SRT was anticipated to be funded in FY22-23. However, due to budgetary constraints, the program's implementation will be delayed. In FY 23-24, the department was awarded close to \$150,000.00 in grant monies from Governor Bill Lee's Violent Crime Intervention Funds. This was used to purchase ballistic shields, helmets, tactical outer vest plates and carriers along with breaching tools for sworn personnel to utilize in the event of an active threat.

SECTION VIII – STRATEGIC LONG-TERM GOALS AND OPERATIONAL OBJECTIVES

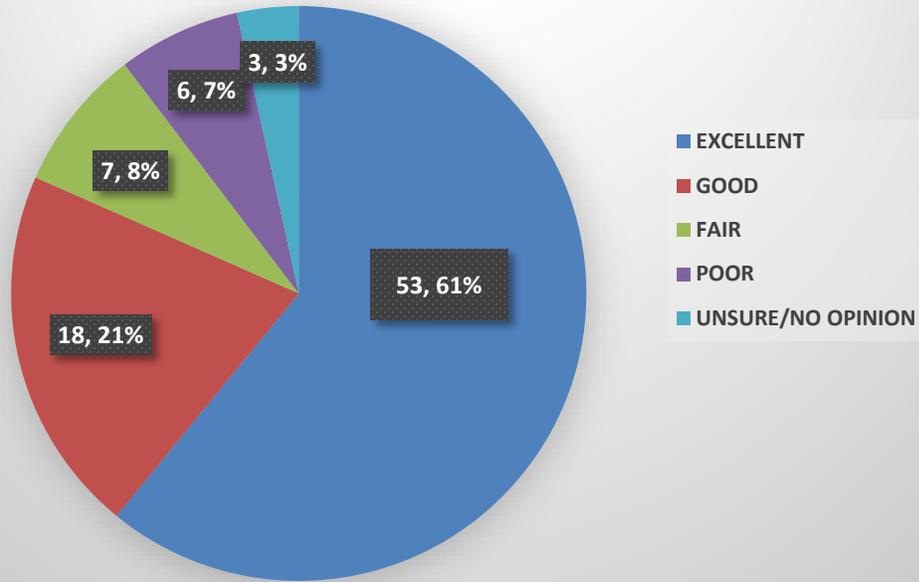
Annually, the Department develops departmental budget and operational goals and objectives. The progress on the attainment of these goals and objectives is evaluated and documented semi-annually throughout the year by the command staff. Periodically, throughout the year, at Command Staff Meetings, performance 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 in order to evaluate police services in the four core areas of: enforcement, prevention, education, and service. The ultimate 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.

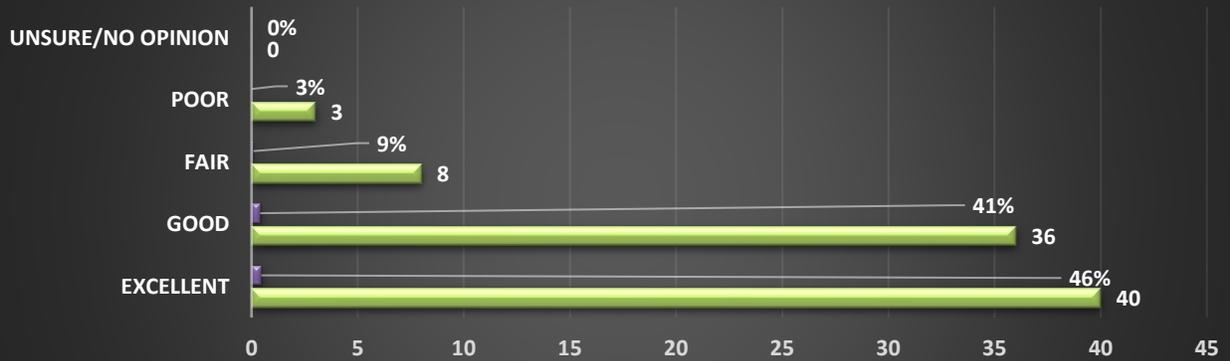
Future goal and objective settings will be based on a variety of strategies. First, a police department needs to regularly survey their customers to determine community needs or evaluate service delivery. In the most recent citizens survey as of 2024, the City of Alcoa desired to identify the perceived needs of the community as well as evaluate its services. The average rating of the police department by members of the community was 3.41 with 4.00 being the highest. Alcoa Police Department employee competence was rated as excellent by 66.4% of the respondents and rated as good by 28%, fair at 2.8% and poor by 2.8%. Overall agency performance was rated as excellent by 60.9% of the respondents and 31.3% said it was good. Overall Attitude, Behaviors, and Professionalism of Officers was rated at 62.2% of the respondents and good by 27.9% of the respondents. Only 3.6% said it was poor.

2024 CITIZEN SURVEY RESULTS

How would you rate the Police Department - 2024

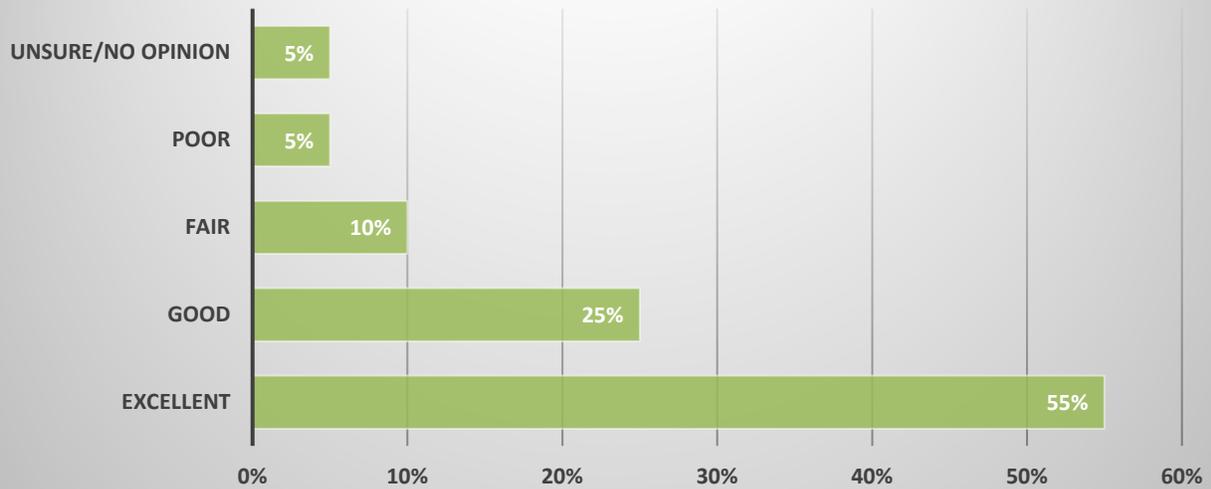


How would you rate overall level of public safety 2024

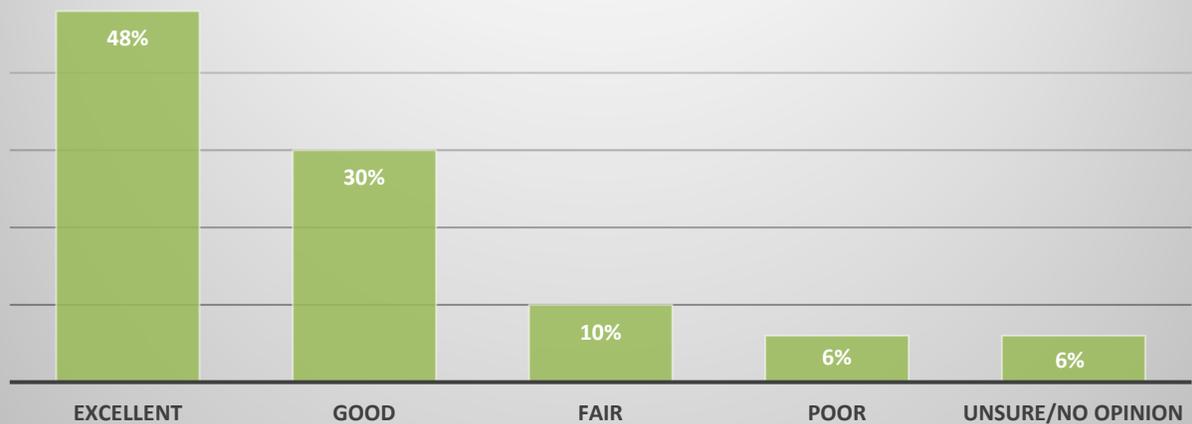


	EXCELLENT	GOOD	FAIR	POOR	UNSURE/NO OPINION
Series4	46%	41%	9%	3%	0%
Series3	40	36	8	3	0

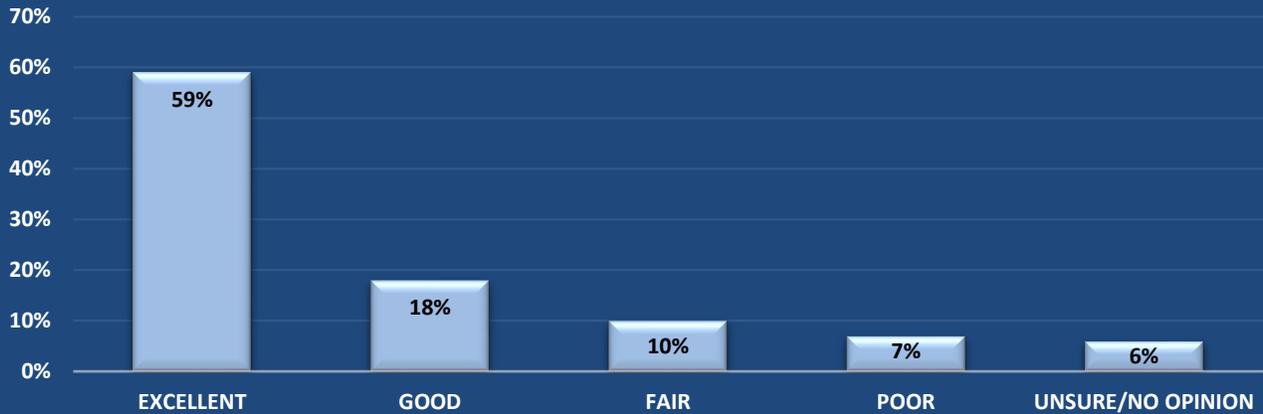
Overall Police Department Performance 2024



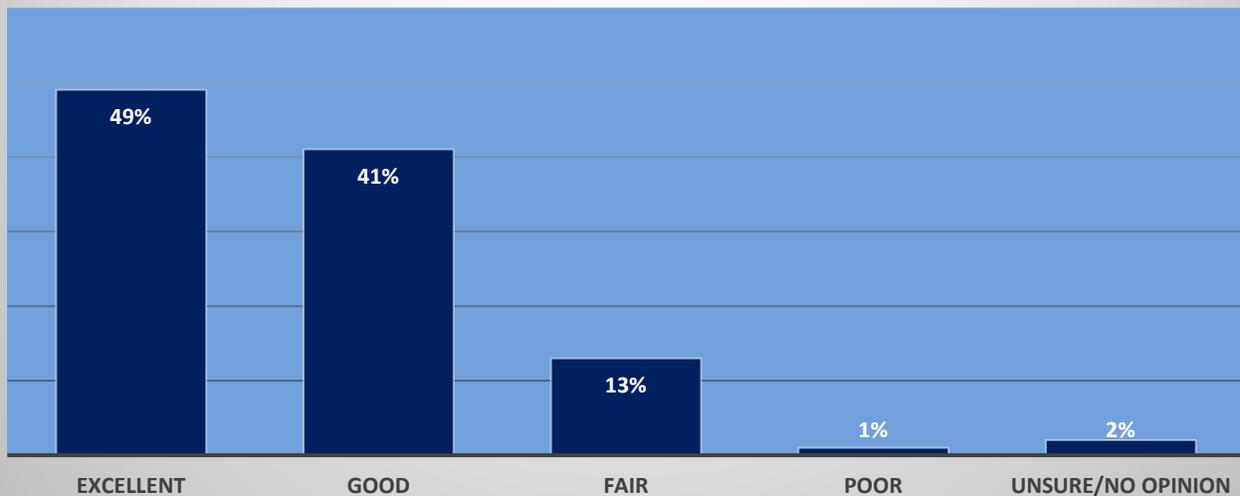
Overall knowledge, competence, and expertise of police officers / employees - 2024



Overall attitude, behaviors, and professionalism of officers - 2024



Overall rating of safety and security in the City of Alcoa - 2024



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.

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
(FY 2025 - FY 2030)

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, to support victims, create safety neighborhoods and improve quality of life.

To achieve this, the Alcoa Police Department will implement a number of 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 in order to target resources appropriately and to place responsibility accurately.

We will utilize the following strategies

Strategies for Reducing Crime	
Strategy 1.1	Target and disrupt violent crime and criminals. This specifically includes Homicides, Robberies, Assaults and Sex Crimes.
Strategy 1.2	Target and disrupt non-violent crime and criminals. This specifically includes burglaries, break-ins, auto thefts, larcenies, computer and white-collar crimes.
Strategy 1.3	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.
Strategy 1.4	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.
Strategy 1.5	Expand existing and implement new initiatives that safeguard families, children and the elderly from domestic violence, sexual violence and victimization in general.
Strategy 1.6	Target and disrupt illegal prostitution, human trafficking and other serious crimes against persons.
Strategy 1.7	Utilize APD social media assets to reach out to the community with crime alerts and requests for assistance to identify criminal suspects.
Strategy 1.8	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.
Strategy 1.9	Enhance Directed Patrol operations and use of current equipment to reduce crime and crashes in targeted hot spots.
Strategy 1.10	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.
Strategy 1.11	Develop a plan of action to address the future needs of the K-9 Unit to assist in reducing crime apprehensions.
Strategy 1.12	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 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

Strategies for Enhancing Traffic Safety	
Strategy 2.1	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.
Strategy 2.2	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.
Strategy 2.3	Utilize high visibility techniques and other tactics / strategies by Patrol, and development of a Traffic Safety Unit to improve traffic safety.
Strategy 2.4	Conduct focused initiatives and on-going efforts to deal with speeding and aggressive driving.
Strategy 2.5	Conduct focused initiatives and ongoing efforts to reduce the occurrences of impaired driving and related crashes.
Strategy 2.6	Identify and pursue any grants that can positively impact efforts to enhance traffic, pedestrian, or cyclist safety.
Strategy 2.7	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.
Strategy 2.8	Conduct a variety of traffic safety education activities. Conduct initiative and efforts to increase the use of seatbelts and child safety seats.
Strategy 2.9	Identify and provide training and support to maintain a sufficient number of traffic re-constructionists as needed by APD.
Strategy 2.10	Promptly respond to traffic concerns of citizens in neighborhoods through traffic calming, enforcement, engineering and educational approaches.
Strategy 2.11	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

Strategies for Improving Community Support, Trust, Involvement and Agency Accountability	
Strategy 3.1	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.
Strategy 3.2	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.
Strategy 3.3	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.
Strategy 3.4	Enhance media interactions and relationships and the number of sworn supervisors and detectives with specialized training in media relations
Strategy 3.5	Enhance efforts and strategies to solicit citizen feedback regarding the level and quality of services delivered.
Strategy 3.6	Maintain and enhance partnerships with other City Departments, and other entities doing community outreach activities
Strategy 3.7	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.
Strategy 3.8	Utilize problem solving and community oriented policing strategies to actively engage residents and community stakeholders in crime reduction and prevention initiatives.
Strategy 3.9	Create additional methods for citizen involvement and support, which may include re-implementing a Volunteer Program

Strategy 3.10	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.
Strategy 3.11	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.
Strategy 3.12	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.
Strategy 3.13	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.
Strategy 3.14	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

Strategies for Improving Agency Efficiency, Effectiveness and Performance	
Strategy 4.1	Continually review departmental operations (policies and practices) to promote continuous department-wide service improvement with a commitment to excellence and continuous improvement.
Strategy 4.2	Research and enhance the use of various technologies, techniques and equipment to enhance the ability of departmental personnel to deliver effective and efficient service.
Strategy 4.3	Enhance the use of analytical, crime analysis and criminal investigation data throughout the department.
Strategy 4.4	Maintain status as a CALEA accredited agency by successfully being re-accredited with “Excellence” in July 2023 after successful 1 year CALEA Staff File Reviews in 2020, 2021, 2022 and 2023. Also, maintain status as a State Accredited Law Enforcement Agency in the years afterwards.
Strategy 4.5	Expand departmental relationship with other entities to increase coordination, cooperation, communication, effectiveness, and efficiency.
Strategy 4.6	Improve internal communication and coordination.
Strategy 4.7	Periodically conduct workload assessments to determine if additional personnel should be recommended in future police department budgets to improve service delivery.
Strategy 4.8	Enhance the department’s planning, training, and readiness to respond to critical incidents as well as equipment assets, in terms of Emergency Management / Disasters.
Strategy 4.9	Solicit and monitor citizen / customer feedback regarding the level and quality of services provided. Use feedback provided to enhance practices / procedures.

Strategy 4.10	Reduce or maintain the average response times to emergency calls compared to the previous year.
Strategy 4.11	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

Strategies for providing a work environment that enhances skills and opportunities for all personnel	
<i>Strategy 5.1</i>	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.
<i>Strategy 5.2</i>	To employ and retain sworn police officers attaining the agency's maximum authorized sworn officer levels as much as possible throughout the year.
<i>Strategy 5.3</i>	Produce a professional quality recruitment video for the agency's website in order to attract the attention of potential candidates.
<i>Strategy 5.4</i>	Increase the retention rate of sworn officers annually and decrease the turnover rate of sworn officer's annually.
<i>Strategy 5.5</i>	Increase the percentage of sworn officers employed by the agency that have 4 year college degrees.
<i>Strategy 5.6</i>	Implement and promote a lateral entry program to attract experienced personnel.
<i>Strategy 5.7</i>	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.
<i>Strategy 5.9</i>	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.

Strategy 5.11	Research and implement advanced in-service training to all members in regards to community policing, problem solving, including the SARA method and data driven policing, as well as Impartial Policing and Crisis Intervention Training (CIT-Mental Illness)
Strategy 5.12	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).
Strategy 5.13	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.
Strategy 5.14	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.
Strategy 5.15	Enhance the physical fitness of all members of the department.
Strategy 5.16	Develop an Internal Leadership / Management Program aimed at developing current and future leaders.
Strategy 5.17	Research, purchase and train officers on Riot Control Equipment (helmets, gas masks, sticks).
Strategy 5.18	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

Strategies for Providing Updated Facilities, Equipment and Technology	
Strategy 6.1	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 replaced every 6 years and unmarked units every 10 years.
Strategy 6.2	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.
Strategy 6.3	Continue to monitor agency's investment in police radio equipment and make adjustments to and add new equipment to the system as needed.
Strategy 6.4	Evaluate the current police facility and allocated space and develop a written plan to address any noted deficiencies or necessary changes in order 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 areas of critical office / storage space. Implement within budget, repairs, maintenance and upgrades to the building.
Strategy 6.5	Update the police lobby in appearance and aesthetics.
Strategy 6.6	Seek budget approval and other funding options for operational equipment and technology investments for all divisions
Strategy 6.7	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.
Strategy 6.9	Research and make recommendations for the City of Alcoa to purchase a modern Driving Simulator.
Strategy 6.10	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 2025-2030 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 place 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

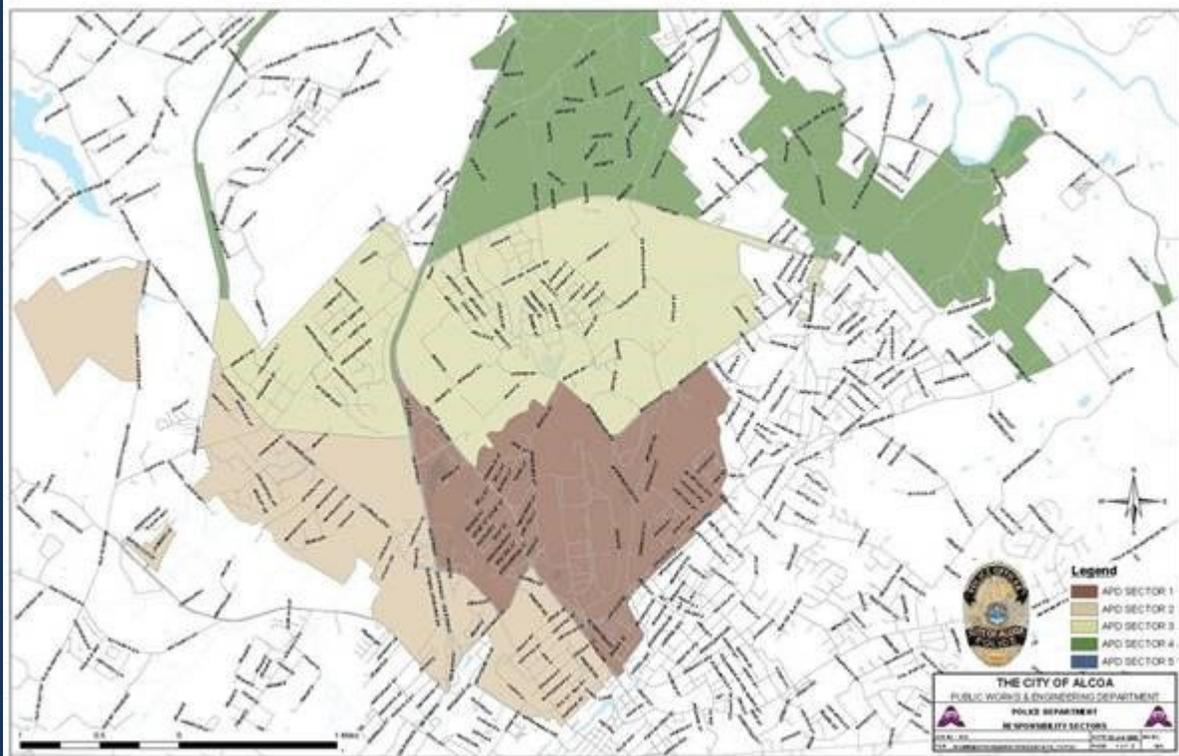
Progress toward the Strategic Plan is reviewed and updated by Senior Command Staff annually. In addition to the development of new goals and strategies, the overall process allows for modifications to the previously existing strategic plan. The modifications included title changes, movement of strategies, 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 1st of each year.

SECTION XI – ACCOMPLISHMENTS IN FY 24-25

- Successful CALEA Annual Compliance Assessment – no issues identified.
- Successful TALEA State Annual Compliance Assessment – no issues identified.
- Continuous review and updating of agency's General Orders.
- Continues to utilize Spillman data to implement data driven patrol strategies.
- Successful Strategic Planning Session.
- Met monthly TIBRS submissions within TBI requirements of less than four percent error rate per month.
- Re-implementation of Bicycle Patrols to enhance community policing efforts.
- Successful Community Day Event

Addendum 1 - City of Alcoa Boundaries and Zones



Addendum 2 – Uniform Equipment Costs

ITEM	COST
Class A Hat	\$53.15
Class A Winter Coat (Blauer) 1 + 1	\$378.00
Class A L/S Shirt (Blauer) x 2 (\$59.80)	\$119.60
Class A S/S Shirt (Blauer) X 2 (56.00)	\$112.00
Class A Pants (Blauer) X 2 (49.35)	\$98.70
Class A Tie	\$7.55
Class A Duty Belt	\$73.10
Class A Inner Belt	\$37.95
Class A Holster Level III W/Light	\$171.90
Class A Mag Case Pistol	\$22.75
Class A Handcuff Case X 2 (\$28.45)	\$56.90
Class A Baton Holder	\$27.50
Class A Flashlight Holder	\$25.60
Class A Chemical Agent Case	\$26.55
Class A Radio Holder (Metal)	\$40.80
Class A Badge	\$130.00
Class A Name Plates	\$13.25
Class A Collar Pins	\$9.45
Class A Belt Keepers (4)	\$22.75
Class A Hat Badge	\$110.00
Class A Hat Band	\$10.00
Class A Wallet & Badge	\$150.00
Class A High Gloss Shoes	\$77.85
Class A Glove Pouch	\$20.00
Class A Traffic Gloves	\$20.00
Class A Raincoat	\$120.00
Outer Carrier (Molly)	\$297.00
Mag Case (Molly)	\$10.40
Cuff Case (Molly)	\$9.45
Radio Case (Molly)	\$10.40
Flash Light Case (Molly)	\$21.80
Baton Case (Molly)	\$9.45
Chemical Agent Case (Molly)	\$6.60
Nylon Duty Belt	\$50.00
Nylon Inner Belt	\$30.00
Taser Holster	\$53.00
Ballistic Vest	\$1,200.00
Ballistic Helmet & Shield	\$600.00
Ballistic Rifle Plate	\$350.00
Ballistic Speed Plate	\$100.00
Rifle Plate Carrier	\$200.00
Rifle Mag pouch	\$20.00
Handcuffs X 2 (\$40.00)	\$80.00
Off Duty Holster W/Light	\$156.00

Off Duty Mag & Cuff Case	\$35.00
Badge Clip	\$25.00
Training/School Pants X 2 (\$49.00)	\$98.00
Training/School Polos X2 (\$45.00)	\$90.00
Duty Gloves	\$20.85
Sub Total	\$5,408.30

VEHICLE EQUIPMENT COSTS

ITEM	COST
2023 Dodge Durango	\$33,570
Equipment and Installation Fee	\$11,743
In-Car Camera System	\$5,600
Printer	\$2,625
Radar	\$1,725
Laptop Computer	\$1,260
Mobile Wi-Fi System	\$765
Vehicle Decals	\$850
Trunk Supplies	\$550
Sub Total	\$58,688

SALARY & BENEFITS

ITEM	COST
Salary	\$46,120.42
Insurances	\$17,000
TCRS	\$2,721.00
401K	\$2,306.02
FICA	\$3,528.21
Holiday Pay	\$1,951.25
Workman's Comp	\$1,699.08
Sub Total	\$75,325.98
GRAND TOTAL	\$139,422.28