



Executive Branch
Executive Order JMR2009-2

The Administration of the City of Alexandria, Louisiana, finds the following:

WHEREAS, the report the City of Alexandria contracted for and has received from the International Association of Chiefs of Police details positives and negatives about the state of policing in the City of Alexandria; and

WHEREAS, the City Council agrees with the Administration that a comprehensive review of the operations and planning for public safety initiatives is warranted at this time; and

WHEREAS, it was the IACP policy to present a balanced report which highlights positive conditions as well as those which are not positive; and

WHEREAS, by nature, management surveys and evaluations in their search for opportunities emphasize the conditions, policies, and practices which should and can be corrected and/or improved; and

WHEREAS, the report focused its evaluation on such opportunities, and therefore evaluations are skewed toward the negative side of the equation; and

WHEREAS, the City of Alexandria urges all participating stakeholders to recognize this and simultaneously appreciate that management studies are undertaken to be constructive, and that the courage of the department for opening itself to the scrutiny of professional evaluators was demonstrated and represents an act of professionalism of the highest order; and

WHEREAS, however, it is appropriate and timely that change be instituted and prioritized; and

WHEREAS, the Administration maintains there is a need for legislation pertaining to the findings and recommendations of the report on policing delivered by the International Association of Chiefs of Police; and

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WHEREAS, the legislation, be it expressions of the legislative will or ordinances, should follow clear policy recommendations and evidence before any action is taken; and

WHEREAS, despite the need for such empirical findings and legislative oversight and policy-making, certain action is needed now and involves operational decision-making appropriate to and within the power of the Executive Branch of municipal government to make; and

WHEREAS, certain report findings will receive immediate attention as operational decisions since they do not require funding changes or reorganization legislation, and should properly be accomplished by decisive executive action as “pure” operational decisions, administrative in nature—involving professional, executive policing prerogatives; and

WHEREAS, the City’s Alexandria Police and Fire Civil Service Board will be aiding the Administration in its determinations insofar as recommending changes to the policing apparatus to the City Council; and

WHEREAS, the Administration is formulating comprehensive timelines and responses to the report’s recommendations for medium- and long-term issues while conducting detailed meetings with the officers; interviewing key department supervisors; engaging executive staff input on policy and best practice and follow up with I.A.C.P.; and prioritizing those items of concern that can be implemented now as identified by the stakeholders; and

WHEREAS, more specifically, the Administration has requested and is compiling responses from individual police organizational units to address any erroneous material in the IACP report to achieve a true baseline of needs; and

WHEREAS, the Administration recommends, and therefore formally requests, that the President of the Council work with the Administration to formulate legislation under the proposed heading:

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A RESOLUTION TO APPROVE FORMATION OF AND CONFIRM MEMBERSHIP TO THE MAYORAL COMMISSION PRIORITIZING AND IMPLEMENTING THE I.A.C.P. REPORT FINDINGS AND RECOMMENDATIONS AND TO PROVIDE FOR PRIORITIZATION OF OPERATIONAL AND CAPITAL EXPENDITURES AND INITIAL STEPS TO REALIZE THE GOALS OF "TAKING COMMAND" AND TO PROVIDE FOR ANY MATTERS RELATED THERETO INCLUDING BUT NOT LIMITED TO POLICING IN GENERAL IN THE CITY OF ALEXANDRIA AS WELL AS TO REQUEST INVESTIGATION AND ACTION OF THE ALEXANDRIA FIRE AND POLICE CIVIL SERVICE BOARD.

WHEREAS, the mayor will request of the legislative body, at the appropriate time, confirmation of the Administration's finding of need for a Mayoral Commission pursuant to Alexandria Home Rule Charter; and

WHEREAS, *Alexandria Home Rule Charter, Sec. 7-10. (Boards and commissions)* reads as follows:

(A) The mayor, at his option, may appoint boards and commissions, subject to council confirmation, to advise him regarding the operations of city services or other activities, provided that such boards and commissions shall exercise no administrative or legislative responsibility. Appointments shall reflect the social, economic and racial composition of the city.

(B) Members of such advisory boards shall receive no compensation for their service and shall serve at the pleasure of the mayor.

(C) Members of all existing boards and commissions shall complete their terms of office, except as may be provided by this charter or by action of the city council.

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THEREFORE, IT IS ORDERED:

- 1) That the Chief of Police shall, at all times, himself, and by appointment of task force members, **to be submitted and approved by the executive staff no later than Tuesday, August 18, 2009, at 9:00 a.m.**, work with any designees of the Mayor to effectuate the goals of this executive order and any subsequent legislation with a sense of urgency and priority.
- 2) That, upon finalization of the task force (which shall number no more than seven departmental officers, diverse in rank, race, and gender), all requested reports from individual police organizational units addressing any erroneous material in the I.A.C.P. report **shall be finalized within seven (7) days**, in formal fashion, since these purported mistakes will be forwarded to the consultant for revision or comment.
- 3) That the Chief of Police and Chief of Operations shall request a special session of the Alexandria Fire and Police Civil Service Board to coordinate all efforts of recommendations to the City Council for a larger civilian commission and to begin immediate work with the Administration to address *forthwith* the following:
 - Determine outstanding union issues as they conflict with operations within the Police Department to ensure the provision of top-notch services commensurate with pay and certify the standing of the Alexandria Police Department's pay matrix versus similarly situated departments.
 - Formulate an initial issues list regarding retention, attrition, and officer staffing, as highlighted in the IACP report, as well as the institution of "best practices" on multiple levels within the top command structure that can be introduced without further budget modifications or organizational change.
 - Review Administrative, Operational Command, and Union recommendations on overtime policies and a permanent personal work station car policy.

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- Review of (i) restructure recommendations for community policing based upon an analysis of the demographics of each area of the City and its particular needs; (ii) accurate victim surveys to determine the scope and nature of crime in each area of the City; (iii) information gleaned from community meetings to design, implement, and execute “citizen contracts” and “bills of rights” for neighborhoods; (iv) volunteers who will lead community leadership groups to reconcile public perception of crime, personal safety, and policing with survey results; (v) an analysis correlating crime reported to the police with the results of victim surveys by (A) crime reported to automated dispatch, (B) trauma cases dealt with at local clinics and hospitals, and (C) other indicia of crime in the City.

4) That the Chief of Police and his task force formulate policy, **due no later than thirty (30) days from the execution of this order**, to aid the Mayor in the formation of the larger citizen commission, in conjunction with leadership from the Civil Service Board members, on the following matters:

- Focus groups with victims of prioritized crimes.
- Interviews with members of the City Council to determine their district needs.
- Identification of the special needs for domestic and drug-driven crime.
- Citizen neighborhood leadership groups and related special police academies for those neighborhood leaders.
- Study of offender reentry programs and other initiatives with the Rapides Parish Sheriff to increase coordination between agencies.
- Recommendations regarding a unified, metro drug task force with the Rapides Parish Sheriff, Rapides District Attorney, City of Pineville and others.

5) That the Chief of Police shall, himself, or through appropriate, qualified designees with authority, provide to the Mayor or his designees those human resources and documents in aid of addressing, at minimum, the following major categories of issues:

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Violent Crime. Despite more favorable 2008 data, the five-year trend remains troubling. Assaults and disorderlies are on the rise, potentially, from economic and social dysfunction, driving this class of crime and victimization.

Burgeoning Juvenile Crime. A correlation of adult crime and offending, the steady increase in juvenile crime is a distress signal.

Underserved Populations. The APD workforce is dissatisfied with its record of service to these populations: crime victims; youth; the elderly; minorities; the homeless and indigent. In both number of categories and the total population, this clientele base far outnumbers the clientele base deemed to be served well. Meeting the needs of these underserved populations is far beyond the capacity and mandate of the APD. A medical-model/social service/law enforcement partnership is called for.

Diversity of Staff. The APD workforce is dominated (75%) by white males, hardly a reflection of community demographics. As the department restructures and deals with impending retirements, there is a strong need for diversity in terms of gender, race, and ethnicity.

A Strategy. The APD functions without clearly defined, measurable crime control goals, objectives, and a coherent strategy for crime prevention and control.

Intelligence-Led Policing. Crime analysis and intelligence programming is deficient. Intelligence-led policing, a 21st Century data-information driven approach to crime control, is absent from the APD.

Community Policing. Community policing, characterized by a checkered history in the APD, has atrophied along every core component—community engagement, problem solving, and partnerships.

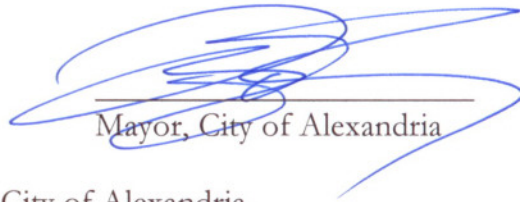
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IN WITNESS WHEREOF, I have set my hand officially and caused to be affixed the seal of the City of Alexandria, at Alexandria, Louisiana, on this 14 day of August, 2009.



Mayor, City of Alexandria

Witnessed to by the City Attorney or Clerk of the City of Alexandria

