



Renewed Police Services Contract Between Saint Anthony Village and Falcon Heights

Phase 3 Progress Update

September 24, 2024 City Council Work Session

BACKGROUND INFORMATION

On April 23, 2024 the City Council approved continuing the exploratory process of a renewed police service partnership with the City of Falcon Heights.

As a part of the discussion Council noted particular items they would like to review as the process continues. Those included:

- Lessons learned from the previous relationship
- A Police Department SWOT Analysis
- Benefits to the City and the Police department on a renewed partnership
- Appropriately sharing/mitigating financial risk
- Financial plan that would not increase the Saint Anthony tax levy from a renewed partnership
- A staffing plan and timeline to support expansion of the department when hiring is very challenging



UPDATE ON THE PROCESS

On May 28, 2024 the City Council reviewed and provided feedback on:

- Lessons learned from the previous relationship
- A Police Department SWOT Analysis
- Benefits to the City and the Police department on a renewed partnership

On July 23, 2024 the City Council reviewed and provided feedback on:

- Draft contract that included appropriately sharing/mitigating financial risk
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UPDATE ON THE PROCESS

Staff has continued to work through the exploratory process and is offering an update on the following areas:

- Decision timeline
 - Staffing plan
 - Financial plan
 - Draft contract revisions
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DECISION TIMELINE



A decision should be made by the Saint Anthony Village City Council on October 22, 2024

Another aspect of the process has been City of Falcon Heights staff working to secure police services starting January 1, 2025 up until the St. Anthony Police Department would be adequately staffed to begin services. This was ideally to be January 1, 2026, or thereafter based on staffing levels.

City of Falcon Heights staff explored temporary options with neighboring agencies on temporary services with no success and made a request to the Ramsey County Sheriff's Office (RCSO) to extend services through 2025. The RCSO declined and offered no more than two extra months of coverage, through February 28, 2025. As a result, this has shorted the timeline available for the Cities of Saint Anthony Village and Falcon Heights to make a decision on entering into a renewed partnership.

STAFFING PLAN



The department analyzed call data and identified the following additional personnel to support expansion:

Patrol Officers	Additional patrol officers same as previous contract	4
Swing Shift Patrol	Additional officers during high call volume time	2
Investigator	Investigative capacity to adequately address call type needs	1
Community Engagement Officer	Sworn officer to coordinate community engagement for all cities	1
Administrative Support	Additional administrative capacity similar to previous contract	1
Total additional personnel needed		9

STAFFING PLAN



CURRENT STATUS

On July 1, 2024, the authorized sworn officer strength of the Police Department increased to 22. The current staffing level is at 19, and there is one candidate in the background process and 1 additional interview scheduled at this time.

In order to increase the applicant pool and ability to hire qualified police officers, the Police Department proposes the following approaches:

- Expand the cadet program
 - Hiring bonus for new officers
 - Referral bonus
 - Retention bonus for current officers
 - Upgraded facility commitment
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STAFFING PLAN



EXPANSION OF THE CADET PROGRAM

There has been some increased interest in the Cadet program, which has a current authorized strength of two (2). The police department has two cadets, who will complete their college education and the Skills program in 2025. Many police departments are finding most success in a long-term solution, in which potential new officers are identified while still completing their college degrees. The department would pay for part of their education, while also employing them as a Cadet on a part-time basis. Once their education is complete, they would be hired as a full-time police officer.

Staff is proposing that this authorized strength be increased to six (6), which will increase our ability to promote more cadet candidates to the police officer position when they have finished their required college education. An evaluation of hourly compensation and incentives should also be conducted to ensure that St. Anthony is consistent with industry standards.

STAFFING PLAN



HIRING BONUS

Staff proposes offering a one-time hiring bonus for entry level officers and for lateral level officers. Half of the bonus would be paid upon successful completion of the field training program and the remaining balance at the end of the one-year probationary period. Each officer would be required to repay this amount if their employment ends either voluntarily or involuntarily within two years of the date of hire.

REFERRAL BONUS

Staff proposes the offering of a one-time lump sum referral bonus to any current St. Anthony Police Department employee who refers an eligible police officer who applies, is hired, and successfully completes the field training program.

STAFFING PLAN



RETENTION BONUS

Hiring a new officer that is self-sufficient takes thousands of dollars and approximately 6-9 months' time. During the building phase of 2025, there will be an increased workload on current personnel, and it is important that they are supported and given additional financial incentive to remain a member of the St. Anthony Police Department. Staff is recommending a retention bonus for all current licensed police officers and office staff who are employed during the entire year of 2025, payable as a percentage of their annual base salary.

UPGRADED FACILITY COMMITMENT

A significant upgrade to the current police facility or a new facility is necessary for the daily operation of a modern 21st Century police department. This is due to the need for space for additional personnel, evidence handling and retention, officer wellness, training, emergency operations, and aesthetics. This will make St. Anthony consistent with most other police departments in the metropolitan area. As a recruitment tool, this is vitally important.

FINANCIAL PLAN



CONTRACT PRICE METHODOLOGY

Determined by allocating costs based on a 50/50 blend of population percentage and call volume percentage, applied to total police costs. Numbers are rounded for clarity.

	POPULATIONS (2020 US CENSUS)				CALLS FOR SERVICE YEARLY AVG ON SAV PRACTICE				BLENDED COMBINED COSTS		
TOTAL	SAV	FH	LD	TOTAL	SAV	FH	LD	50%	SAV	FH	LD
17,000	9,300	5,400	2,300	12,600	7,900	2,800	2,100	POP	55%	32%	14%
	55%	32%	13%		62%	22%	16%	CALLS	62%	22%	16%
								BLENDED	58%	27%	15%

FINANCIAL PLAN



APPROXIMATE FULL SERVICES CONTRACT PRICE

This is updated from the previous estimate based on 2025 budgeted costs that include the upward pressure on wages for sworn officers. Numbers are rounded for clarity, assume full staffing on January 1, 2026 and accelerated by a 4% inflation assumption for 2026:

Additional personnel, operating and equipment costs	\$1,615,500
Shared Fixed costs and capital contribution	\$263,700
Approximate contract price in 2026 (full services)	\$1,879,200

RAMP-UP SERVICES CONTRACT PRICE

Staff has in process of determining a contract price for the phase beginning March 1, 2025 until full staffing is reached. This will be provided for the Council for the partnership decision meeting.

FINANCIAL PLAN



FACILITY UPGRADES NEEDS

The police department, as a component of the 1996 city hall building, is short on space and does not meet current demands. Since this building was completed both Saint Anthony Village and policing have changed.

There are spaces that are missing, such as a large training room, an Emergency Operations Center, dedicated sallyport, evidence processing, several offices, and a garage sized to house all of the departments squad cars.

- Current Police Department: 9,200 sf
 - If it was constructed today: 30,000 sf
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FINANCIAL PLAN



FACILITY UPGRADES NEEDS

In the Spring of 2023 architects discussed the Police Department facility with staff about short term and long-term needs for the department and a need for a professional work environment to draw recruits to a changing police department, including:

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|--|-------------------------------------|
| • Repurpose existing spaces to be more useable | • Add additional equipment storage |
| • Need for training and meeting space | • Rework locker rooms |
| • Larger secure evidence storage | • Improve reception area |
| • Improve daylight access | • Larger garage and secured storage |

The architect's estimation for renovations/expansion of the existing facility to address all needs would be in the range of \$1,800,000 - \$2,200,000, in 2025 dollars, and all within the existing building footprint. This information was intended for future discussion on long-term facility planning.

FINANCIAL PLAN



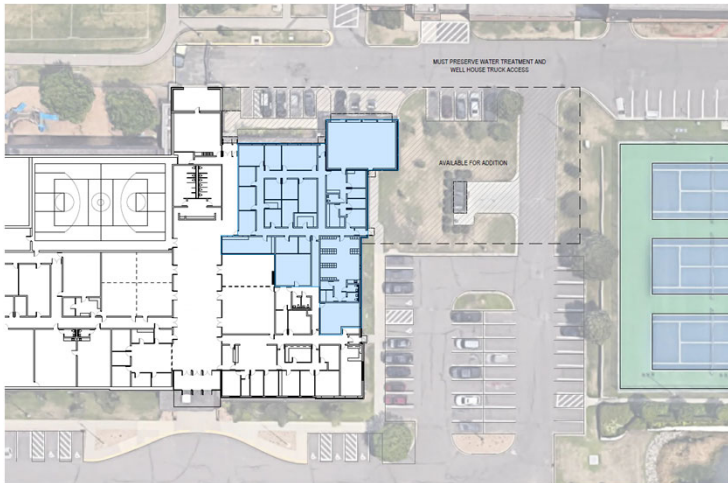
FACILITY UPGRADES NEEDS

Staff re-engaged with architects on how to renovate and expand the department's facility to address current and future needs in the optimal manner as a result of the exploration of a renewed partnership with the City of Falcon Heights, which introduced a possible funding source. Staff also toured other, newer public safety facilities to see current design trends so that any expansion would address needs effectively. From that, the scope was modified to include the following in addition to the previous stated needs:

- Indoor garage for all department vehicles
- Expansion of evidence processing and storage space beyond previous scope
- Addition of officer workstations and offices
- Dedicated spaces for classroom style training and tactical style training and related storage

The architect's estimation for renovations/expansion of the existing facility to address all needs would be in the range of \$8,000,000 - \$10,000,000. Staff does not recommend this option.

FINANCIAL PLAN



STRUCTURAL CONDITIONS

The existing roof structure is designed to carry snow and wind loads, which are less than the load of a second floor.

Two options to add a second floor:

Option 1: Remove all ceilings in areas that will receive a second floor. Cut apart new joists, bring into the building, and reassemble into place. This could require the removal of impeding ducts, conduit, and pipe.

Option 2: Completely remove the roof, joists, and everything that attaches to it. Effectively leaving the existing building as a shell. Then place new joists at correct spacing to carry the load of a second floor.

FINANCIAL PLAN



FACILITY UPGRADES NEEDS

Staff continued to discuss and asked Oertel Architects to review if adding to the existing Fire Department building would be feasible. This was due to the trend of joint police and fire 'Public Safety' facilities being constructed in other cities. This allows for the sharing of spaces such as training, fitness, and emergency operations spaces. This would address space needs for both the Police Department and the Fire Department as well, which has also outgrown their facility.

Oertel Architects provided a very preliminary concept that indicated that it could be feasible for add the space to the Fire Department with minimal impact to Central Park.

The architect's estimation for a Public Safety Facility approach adding on to the existing Fire Department would be in the range of \$12,000,000 - \$15,000,000. Staff would recommend this approach from a logistical stand-point, but financially is obviously cost prohibitive.

FINANCIAL PLAN



PUBLIC SAFETY FACILITY APPROACH

There is space at the Fire Department to add onto the existing building. There are clearance requirements for the nearby well, specifically all waste plumbing lines need to stay a minimum of 50' away. Building walls are allowed to encroach. There is nearly a full floor difference between the Central Park parking lot and the main floor. This height difference could provide space for squad car parking. The roof of the parking garage becomes a second floor that ties into the fire department. This would house shared fitness room, conference/training rooms, and the Emergency Operation Center.

There is a shortage of staff parking and the lot for the Fire Department is already undersized. The Central Park parking lot would need to do double duty for police and fire staff. In this depiction the squad car garage is accessed from the parking lot. This would make hosting community events in this parking lot difficult.

FINANCIAL PLAN



A “Public Safety Facility” approach would require outside funding support in addition to a police services contract price

From the beginning of the exploratory process community feedback was clear that an increase to the tax levy as a result of expanding the Police Department was supported. Thus, revenue from a police services contract would need to cover additional operational costs as well as any capital investment. The scope of facility investment has outgrown a single source of revenue so outside support is necessary.

CONSIDERATIONS OF CURRENT BUILDING VS FIRE DEPARTMENT ADDITION

CURRENT BUILDING		PUBLIC SAFETY BUILDING	
<ul style="list-style-type: none"> • Reconfiguration could maximize use of existing footprint 	<ul style="list-style-type: none"> • Construction method limits reconfiguration ability and space 	<ul style="list-style-type: none"> • Ability to share duplicate needs of Fire and Police 	<ul style="list-style-type: none"> • Cost is prohibitive for taxpayers to fund without outside help

DRAFT CONTRACT CHANGES FROM THE JULY 23, 2024 WORK SESSION



ANNUAL “TRUE-UP” OF BUDGET VS ACTUAL RESULTS

This section was eliminated.

JOINT OPERATIONS COMMITTEE MEETING FREQUENCY AND SERVICE LEVEL EXPECTATIONS

Staff was comfortable specifying a quarterly meeting schedule for the committee. A section was added to specify that service level expectations will be discussed at the staff level as part of the committee scope.

SHARING FINANCIAL IMPACT OF CRITICAL INCIDENTS

Staff from Saint Anthony Village and Falcon Heights are working with our respective City Attorneys and the League of Minnesota Cities Insurance Trust on appropriate language to address this concern. Language is not finalized, but all parties are in agreement in concept, and draft language reflects that commitment.

APPENDIX A

Added to acknowledge the need for a “ramp-up” to full services over a reasonable amount of time.

INPUT FROM THE ST. ANTHONY POLICE DEPARTMENT



WHAT DOES DOING IT RIGHT MEAN?

While generally open to a renewed partnership some officers expressed considerable concerns to be discussed; which are reflected below:

RELATIONSHIP CONCERNS

- Mutual trust needs to be established and relations need to be developed
- Confidence department will be supported when use of force incidents take place



OPERATIONAL CONCERNS

- Cannot provide full services before 1/1/2026
- Recruitment and training for new officers on top of current needs
- Expansion of police facility would be necessary

KEY DECISION ASPECTS



Staff from both Saint Anthony Village and Falcon Heights will continue to work through finalizing the contract and refining all other aspects as much as possible before the decision date of October 22, 2024.

KEY DECISION ASPECTS TO CONSIDER

- Is renewing the partnership in the long-term best interests of the City and Police Department?
- Does the approach taken to mitigate the identified risks do so adequately?
- Is there confidence the department can recruit and retain staff needed to support the Falcon Heights?
- Can the City commit to facility upgrades and no additional, unwanted overtime will be required?
- Anything else?

NEXT STEPS



Staff from both Saint Anthony and Falcon Heights will continue to work through refining all aspects, including the risk sharing/mitigation concern as part of a draft contract.

Saint Anthony staff will also continue refining the cost and pricing aspects as the 2025 budget preparation process brings future costs into better focus.



STAY INFORMED



Visit our websites to learn more detailed information on the potential policing partnership and St. Anthony Police Department's Contract Services.

- Frequently Asked Questions
- Who to Contact with Concerns
- About the SAPD
- Background on both cities

St. Anthony Village:
savmn.com/sapd-contract-services

Falcon Heights:
falconheights.org



To receive updates as we go through the decision-making process, you can sign up for **NOTIFICATIONS** by visiting savmn.com, clicking the yellow Notifications button on the home page, and choosing "What's Happening in St. Anthony Village."