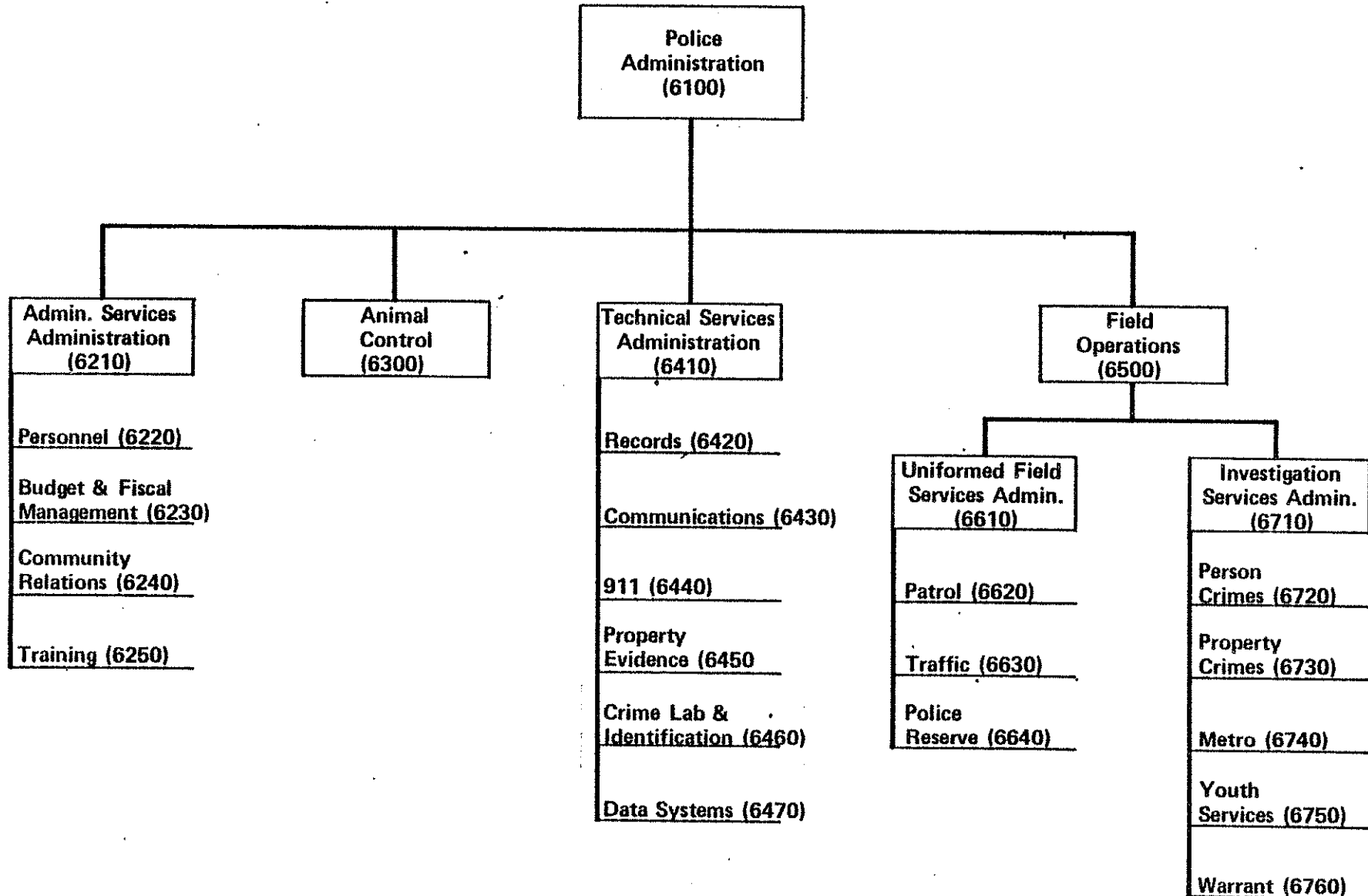


ORGANIZATION CHART

Police Department



DEPT. Police		MAJOR OBJECTIVES FOR 1977	MAJOR OBJECTIVES FOR 1978	MAJOR PROGRAM CHANGES FOR 1978
CODE	BUDGET UNIT			
6100	Administration		<p>Implement reorganization of department as recommended by PMS Police Study.</p> <p>Provide administrative, managerial and operational leadership for the department.</p>	Change of organizational structure from 15 to 25 budget units.
6210	Administrative Services - Administration		Implement reorganization of Administrative Services Division and supervise and coordinate the goals and objectives of the sections in this division.	Establish Administrative Services separately from Office of the Chief of Police. Strengthened planning, formalized internal inspections, establish Budget & Fiscal Management Section, transfer Community Relations to Administrative Services Division, transfer Training and Personnel Section to Administrative Services and separate into two functions, and crime trend analysis.
6220	Personnel		Centralize and administer all payroll and personnel records and procedures of the department.	Consolidation of all personnel records, forms, documents and payroll within one office. Creation of section with expertise and responsibility for developing, implementing and monitoring valid personnel guidelines and procedures.
6230	Budget & Fiscal Management		Develop capability to: monitor budget; develop feedback system; and provide close liaison with the Office of Management and Budget, Finance and Purchasing and personnel functions.	Establish a formal unit with responsibility of developing and maintaining budget monitoring, analysis, evaluation and liaison with Municipal Office of Management and Budget, Finance and Purchasing.
6240	Community Relations		Develop and implement program on residential crime prevention techniques.	Deletion of one patrol officer. Increased community interaction.
6250	Training		Upgrade proficiency of 75% of all sworn officers.	Develop and conduct continual in-service training classes.
6300	Animal Control		Increase effectiveness of enforcement of Animal Control Ordinance.	30% increase in number of citations issued for violations of ordinance.
6410	Technical Services Administration		<p>Develop new and revised operational policies and procedures.</p> <p>Respond to requests for information retrieval.</p>	Reorganization revising sections under Technical Services. Addition of one Police Lieutenant to Administration with primary responsibility for Communications and Records Sections.

DEPT. Police		MAJOR OBJECTIVES FOR 1977	MAJOR OBJECTIVES FOR 1978	MAJOR PROGRAM CHANGES FOR 1978
CODE	BUDGET UNIT			
6420	Records		Process incoming police reports and documents for entry into computer and manual files.	Addition of one CETA Police Clerk II to provide sufficient personnel to handle increased workload.
6430	Communications		Receive and process approximately 68,000 requests for police service.	One CETA Communications Clerk to handle increased workload and computer systems operation.
6440	911		Receive and refer 20,500 calls for service.	Training of 911 operators in Automatic Number Identification and computer systems operation.
6450	Property and Evidence		Process 75% of the criminal evidence, recovered and found property within 12 hours of collection.	Reduced evidence processing time delay.
6460	Crime Lab and Identification		Process 95% of all requests for identification service within two days.	Formal organization of the Crime Laboratory and Identification function.
			Reduce photograph processing time from four days to one hour.	Purchase and installation of new processor.
6470	Data Systems		Analysis and review of Anchorage Local Police Information Network data processing system.	Centralization of police data processing systems and addition of technically qualified personnel to increase coordination and effective utilization of all systems.
6500	Field Operations		Direct the efforts of Uniformed Field Services and Investigation Services Divisions.	Elimination of Deputy Chief of Police position and creation of Police Major position in charge of Field Operations.
6610	Uniformed Field Services - Administration		Provide leadership and management of human and material resources of Uniformed Field Services Division.	Expansion of Patrol and Traffic Sections. Establish long-range accident reduction program. Citizen complaint analysis.
6620	Patrol		Establish Directed Deterrence Patrol (computer assisted) program.	Crime probability projection by computer analysis program.
			Maintain a 3.3 minute response time to emergency calls and reduce non-emergency response time to a 6 minute average.	Realign patrol areas through workload analysis.
6630	Traffic		Reduce motor vehicle collisions by 8%.	Implement 24 hours per day, 7 days per week, traffic law enforcement, replacing the 10 hours per day, 5 days per week, current program.
6640	Police Reserves		Provide 57 trained Police Reserve officers to support Field Operations.	Formal recruitment program and increased training.
6710	Investigation Services - Administration		Improve management of criminal investigation process.	Reduced span of control - from 32 employees to five supervisors.

DEPT. Police		MAJOR OBJECTIVES FOR 1977	MAJOR OBJECTIVES FOR 1978	MAJOR PROGRAM CHANGES FOR 1978
CODE	BUDGET UNIT			
6720	Person Crimes		Increase clearance rate of person crimes by 10% over 1977 rate.	Increase supervision and case monitoring capabilities by reorganization from former "Investigations Bureau" concept into three functional crime sections; this section, Person Crimes, to be supervised by the addition of a Police Lieutenant position.
6730	Property Crimes		Increase clearance rate of property crimes by 10% over 1977 rate.	Increase supervision and case monitoring capabilities by reorganization from former "Investigations Bureau" concept into three functional crime sections; this section, Property Crimes, to be supervised by the addition of a Police Lieutenant position.
6740	Metro		Increase identification and apprehension of major narcotic bulk dealers by 25%.	This section reorganized from "Investigations Bureau" concept into a crime specific category of illicit drug investigations.
6750	Youth Services		Increase apprehension of criminal juvenile offenders by 5%.	Temporary swing shift assignments.
6760	Warrant		Serve 25% of all legal process documents received from the Court system.	Deletion of one Warrant Officer and addition of one Police Sergeant position to supervise the section.

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Police	6000	Administration	6100			
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
1. Coordinate and direct implementation of reorganization of department 2. Provide administrative, managerial and operational leadership for the Police Department	Development or Reorganization Plan	X				1
	Implementation of reorganization	X				1
	% completion of reorganization		X			100%
	# of organization units supervised	X			15	25
	# of department personnel supervised	X			217	233
	*# of square miles responsibility for public order	X			31	31
* Policy Service Area						

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Municipal Ordinance 2.36

"A Management and Operational Survey of the Anchorage Police Department," PRC Public Management Services, Incorporated, August 1976

CHANGES FROM CURRENT OPERATIONS:

Change of organizational structure from 15 to 25 budget units and other recommended changes as indicated in the Management and Operational Survey report.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- a. Direct, coordinate and monitor implementation of the various recommendations in the study report from Public Management Services, Incorporated.
- b. Work closely with commanders of the various divisions of the Department to insure uniformity of implementation.
- c. Oversee the significant changes and structure tasks to strengthen management direction.
- d. Allocate command personnel to divisions for most effective utilization of personnel. Guide commanders with proactive policy statements and clear communication to enhance operational unity.
- e. Establish and maintain internal policies, procedures, processes and controls, and perform such external functions as necessary to facilitate objective achievements.
- f. Coordinate with other agencies and governments, the efforts of the Anchorage Police Department toward achievement of the preservation of public peace, order and security.

DEPT. Police	Unit No. 6000	DIV. Administrative Services	Unit No. 6200	SEC. Administration	Unit No. 6210
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OBJECTIVES	PERFORMANCE INDICATORS					1977	1978
	DESCRIPTION	Work-load	Efficiency	Effectiveness			
Implement reorganization and personnel changes of the Administrative Services Division recommended by the PMS Police Study Report	# of recommendations implemented	X					70
	% of recommendations implemented		X				100%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Standards 1.4-1.7, 2.3 and 5.1-5.8 and 16.1-16.7 of the standards and goals of the National Advisory Commission on Criminal Justice Standards and Goals. Recommendations for Police Organization and Management (pp113-117), "The Challenge of Crime in a Free Society," a report by the President's Commission on Law Enforcement and Administration of Justice.

Recommendations in various sections of the Management and Operations Survey of the Anchorage Police Department by PRC/Public Management Services, Incorporated.

Increase in personnel strength; separation of function and tasks of the Department; coupled with increase in requests for service from a growing population both within and without the Police Service Area generate an expanded need for full-time administrative and managerial support.

CHANGES FROM CURRENT OPERATIONS:

Establishment of the Administrative Services Division separate from the Office of the Chief of Police. Strengthened research and planning capability. Formalized internal inspections. Establishment of a Budget and Fiscal Management Section. Transfer of the Community Relations Section to the Administrative Services Division. Transfer of Training and Personnel Section to the Administrative Services Division and separating their functions into two sections. Crime trend analysis.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE
Implement reorganization and personnel changes of the Administrative Services Division

TASK
Promote most qualified applicant to fill Police Captain position
Recruit and hire, promote and transfer personnel as necessary to fill positions in sections of the Administrative Services Division
Improve division of labor and structure tasks for greatest organizational clarity
Establish areas of responsibility and accountability
Set challenging goals
Enhance analytical and evaluation capabilities through expanded research and planning
Assist in the implementation of plans and programs
Perform internal inspections
Investigate complaints against department personnel
Improve commanders and section supervisors managerial skills by conducting workshops in selected topics

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Police	6000	Administrative Services	6200	Personnel	6220	
OBJECTIVES		PERFORMANCE INDICATORS				
		DESCRIPTION	Work-load	Efficiency	Effectiveness	1977
1. Redevelop valid entry level, promotional screening and selection procedures		Develop/implement procedures % reduction of successful challenges to developed procedure	X	X		1 100%
2. Centralize and administer all payroll and personnel records and procedures of the entire department		Develop centralization of personnel records plan % of all departmental payroll and personnel procedures consolidated into personnel office	X	X		1 100%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

The work requirements of preparing, processing and maintaining the various personnel forms, payroll, and related documents has increased to the point of requiring consolidation. This function now, however, is being performed by several different clerks as their workloads allow. We have recognized for the last two years that the work demands created by personnel related matters have created the need for a civilian specialist. The Public Management Services study conducted of the department devotes a considerable amount of documentation in recommending the critical need for a separate personnel section within the Anchorage Police Department. The PMS survey makes several recommendations pertaining to the development of valid guidelines and procedures which cover the full spectrum of responsible personnel management. The development and implementation of these procedures and guidelines is mandatory if the department and the Municipality are to avoid the time consuming and costly litigation previously experienced. The creation of a personnel section will undoubtedly, in the future, provide the people of Anchorage with the best product available for the money invested.

CHANGES FROM CURRENT OPERATIONS:

Creation of a personnel section staffed by a part time civilian and a part time CETA police clerk. Consolidation of all personnel records, forms, documents and payroll within one office.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
1. Redevelop entry, promotional and selection procedures	Re-organization of personnel section Entry level and promotional written examinations Promotional and entry level oral boards Entry level background and polygraph examinations Physical agility and strength requirements Selection criteria for entry level and promotional positions
2. Centralize payroll and personnel for the entire department	Design and implement a personnel records keeping system Consolidate that system within the personnel office Train the personnel clerk in the payroll functions and procedures Transfer payroll function to personnel office Supervise, monitor, and administer the entire selection process for all vacant positions.

DEPT. Police	Unit No. 6000	DIV. Administrative Services	Unit No. 6200	SEC. Budget and Fiscal Management	Unit No. 6230
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Effi. cency	Effic-iveness		
Develop capability to: monitor budget, develop budget feedback systems and provide close liaison with the Office of Management and Budget, Finance and Purchasing.	# of budget units monitored	X			N/A	25
	Development and implementation of system		X		N/A	1
	% of staff hours of liaison	X			N/A	20%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

There is presently no formalized unit or section within the police department with the assignment of conducting a continuing comprehensive review and monitoring of a budget that in 1978 consists of 25 separate budget units and a total funding in excess of \$12,000,000. A budget of this scope precludes the continuance of existing administrative controls. Further evidence is demonstrated by the recommendations of Public Management Services, Incorporated, in their report of a "Management and Operational Study of the Anchorage Police Department", August 1976.

CHANGES FROM CURRENT OPERATIONS:

Establishes a formally organized unit with the specific assignment and responsibility of developing and maintaining budget monitoring, analysis, evaluation, liaison with the Municipal Office of Management & Budget, Finance and Purchasing, and personnel functions.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE

Monitor budget, develop budget feedback systems and provide liaison with Municipal Office of Management & Budget, Finance and Purchasing, perform personnel functions

TASK

- Develop and Maintain capability to constantly monitor, evaluate and analyze police department budget status reports
- Develop and maintain intradepartmental budget unit feedback systems with the 25 budget units
- Guide the 25 budget unit commanders and supervisors in budget policy and guideline compliance
- Function as centralized department budget review authority
- Maintain close liaison between department and Municipal Office of Management & Budget, Finance and Purchasing
- Review departmental purchasing and intragovernmental charge system status

DEPT. Police	Unit No. 6000	DIV. Administrative Services	Unit No. 6200	SEC. Community Relations	Unit No. 6240	
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
1. Develop and implement program on Residential Crime Prevention techniques 2. Design and implement program on business security 3. Provide information to news media	# of television and radio spots broadcast	X				50
	# of people contacted personally	X				
	# of people exposed to program	X				200
	# of sustained complaints received from news media that news releases were not given in a timely manner			X		5 maximum
EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:						
Research indicates that residential and commercial crime is reduced with citizen awareness and participation. Programs designed to educate the public on crime prevention techniques will reduce the crime rate if technical information supplied is used. Experience has shown that the releasing of the information to the news media is best handled by officers assigned permanently to that function so as to provide consistency.						
CHANGES FROM CURRENT OPERATIONS:						
Deletion of one patrol officer. Increased community interaction by closer supervision, systematic program plan and program monitoring.						
SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:						
Design programs to help make citizens' homes more secure against crime. Research methods of entry and how to make premises secure. Landscaping, architectural design, lighting and visual displays on best locking methods. Design programs to help businesses be more secure against crime. Research methods to reduce in-store thefts and burglary. Design visual aids to emphasize proper techniques to use to help curtail crime. Maintain current methods of news releasing.						

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Police	6000	Administrative Services	6200	Training	6250	
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-lead	Efficiency	Effectiveness	1977	1978
1. Certify all qualified recruit police officers within 12 months	# of training hours per recruit % of qualified officers certified		X	X		320 100%
2. Upgrade the proficiency of 75% of all sworn officers	# of officers trained # of in-service training hours per officer % of total officers	X X		X		89 40 75%
3. Upgrade the proficiency of 75% of all supervisors and command officers	# of supervisors upgraded # of training hours per officer % of total sworn officers upgraded	X	X	X		16 40 75%
4. Upgrade the proficiency of all Reserve Police Officers	# of Reserve Officers trained # of training hours per officer % of total Reserve Officers upgraded	X X	X			57 150 100%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

State law requires that all police officers complete a certified training academy, a 40-hour field training program, and become certified within 12 months after their date of hire.

To provide the citizens of Anchorage with better trained officers, the Police Management Study cited in-service training as a critical need within the Department.

Upgrading of Reserve Officers is necessary to provide a ready cadre of well-trained officers capable of assisting in the day-by-day operations and available as a back-up in emergency and disaster situations.

CHANGES FROM CURRENT OPERATIONS:

Develop and conduct continual in-service training classes so as to provide training for 75% of all sworn officers.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
1. Certify all qualified recruit officers	Prepare and schedule recruit academy Conduct recruit academy Assign and monitor recruits during field training Maintain and administer all forms needed for certification
2. Upgrade 75% of all sworn officers	Obtain additional training staff Develop 40-hour in-service training class Conduct on-going in-service training Schedule specialized in-service training by outside agencies
3. Upgrade 75% of all supervisors	Develop in-service training classes based on departmental needs Conduct in-service training Coordinate attendance of designated officers at specialized training schools
4. Upgrade all Reserve Officers	Coordinate preparation of Reserve academy curriculum Coordinate and monitor Reserve academy Coordinate and monitor monthly in-service training classes

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.		
Police	6000	Animal Control	6300				
PERFORMANCE INDICATORS							
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978	
					Estimated	Projected	
1. Increase effectiveness of enforcement of Animal Control Ordinance	# of citations issued	X			387	503	
	# of stray animals impounded	X			9,162	10,348	
	# of responses to barking dog complaints	X			406	459	
	# of responses to cruelty complaints	X			341	352	
	# of responses to all other type complaints	X			14,696	16,965	
	% increase of citations issued			X		30%	
	% conviction of defendants cited			X	98%	98%	
	# of miles patrolled			X	207,295	284,163	
	2. Increase pet owner responsibility education programs in area schools and community groups	# of presentations	X			83	166
		# of students attending			X	6,720	13,440
% increase education programs		X				100%	

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Municipal Animal Control Ordinance mandates enforcement. Agreement between the Municipality and the Alaska Society for the Prevention of Cruelty to Animals, and Municipal Ordinance by reference, stipulates enforcement at this level. Recommendations of the Mayor's AdHoc Committee on Animal Control.

A 10% increase in requests for service from citizens over the last 12 months.

CHANGES FROM CURRENT OPERATIONS:

Projected increase of 116 citations over 1977 estimate of 387.

Increased presentation of humane practices, pet owner responsibility and requirements of law programs to students of Anchorage area schools and community groups.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
1. Increase effectiveness of enforcement	Recruit and hire one additional Control Officer Analyze patrol boundaries Add morning and evening patrols Initiate automated records system
2. Increase education programs	Expand educational presentation program Develop greater emphasis on provisions of law Coordinate presentation schedules with schools and other groups Provide liaison with all area media Assist other Municipal departments with information on animal problems

DEPT. Police	Unit No. 6000	DIV. Technical Services	Unit No. 6400	SEC. Technical Services Administration	Unit No. 6410
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work load	Efficiency	Effectiveness			
1. Develop and disseminate twenty new or updated policies or procedures	# of policies	X				5	
	# of procedures	X				5	
	# of required revisions	X				5	
	# of policies/procedures implemented			X		20	
2. Respond to all requests from departmental personnel within one working day	% of responses within one day			X		100%	
3. Respond to all requests for information from other departments and the public within 5 working days.	% of responses within one day			X		100%	
4. Maintain control and discipline by review of all disciplinary reports generated within the Technical Services Division.	% of total reports received			X		100%	

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

PMS study recommendations.
 Municipality of Anchorage, State and Federal regulations require timely response to public inquiries concerning criminal histories
 Required deadlines placed on outside requests.
 Current lack of time for planning.
 Need for command authority and management representation to head this division.

CHANGES FROM CURRENT OPERATIONS:

Organizational changes establishing two divisions, with additional sections in each from one current division.
 Addition of one Lieutenant position in Technical Services section whose primary responsibility will be to command Communications and Records sections.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
1. Develop twenty new or updated policies/procedures	Ongoing assessment of policy/procedure needs Draft for Chief's approval Implement policy/procedure
2. Respond to all requests within one day	Maintain current knowledge in management and operational areas of responsibility
3. Respond to requests from other departments and public within five days	Attempt through total department reorganizational plan to organize activity of section personnel to provide time for necessary research and drafting of requests for information
4. Maintain Control and Discipline	Assure employee compliance to departmental rules and regulations

DEPT. Police	Unit No. 6000	DIV. Technical Services	Unit No. 6400	SEC. Records	Unit No. 6420
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work load	Efficiency	Effectiveness	Timeliness		
1. Respond to all requests for service	# of citizen complaints in 1978 for lack of Records service			X			5
2. Process 95% of all incoming police reports and documents into computer and manual files	% processed during each shift			X			95%
3. Type 95 % of all police reports and statements during the shift they were generated	% typed during each shift			X			95%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Increase in requests for service from citizens: Total Department Requests for Service
1976: 63,986
1977: 66,545 (projected)
1978: 70,538 (estimated)

21.4% of all written reports received by the Police Department are handled by the Records Section.
Cases may be dismissed by court if complaints are not filed on a timely basis. Computer update delays on court dispositions violate Federal Regulations.

CHANGES FROM CURRENT OPERATIONS:

Addition of one CETA Police Clerk II in position to handle anticipated workload increase and complete shift schedules to avoid necessity of using Patrol Officers and further shorting the patrol shift and creating overtime.
Faster and more efficient handling of citizens' police problems by increased personnel will result in fewer formal complaints of poor service.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
1. Reduce response delay	Assign, semi-permanently, clerks at reception counter to insure prompt response to public
2. Process incoming reports	Transcribe all taped and type all handwritten reports; distribute and classify Update computer data from reports and documents Tally reports for statistical data system; file reports and attendant documents Update computer Federal Bureau of Investigation data Update computer and index file on all fingerprint classifications Update computer court disposition files as required by Federal Regulations
3. Type police reports and statements	Maintain adequate typists Maintain adequate number of Police Clerk II's

DEPT. Police	Unit No. 6000	DIV. Technical Services	Unit No. 6400	SEC. Communications	Unit No. 6430
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work-load	Efficiency	Effectiveness			
1. Enter or delete entries into National Crime Computer within one hour after receipt of initial report	# of entries and deletions into the system	X				79,440	
	% of total entered/deleted within one hour			X		90%	
2. Receive and process approximately 68,000 requests for service	# of calls received	X				68,000	
	# of radio transmissions	X				420,000	
	# of calls dispatched or referred	X				58,000	

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Increased workload of entries and deletions, new NCIC procedures requiring ongoing validation of entries into the National Crime Computer, increased inquiries for stolen property and vehicles, and weapons as shown by monthly State Data Processing Reports.

Increase in requests for service from the public from 61,995 in 1975 to 63,982 in 1976, as shown by departmental records.

CHANGES FROM CURRENT OPERATIONS:

A new dispatch card will be designed and implemented which will replace the present radio log and shift roster. This procedure will assist dispatchers in maintaining an ongoing status of monitoring field units and will decrease the time lag in dispatch of field units to service requests.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
1. Accomplish required computer activity within one hour	Hire one CETA clerk Train personnel in NCIC/ACIC procedures Train Personnel in Communications and Records procedures
2. Process 68,000 requests for service	Design and print dispatch card Train dispatchers and field supervisors in their use Implement procedure replacing radio log and shift roster

DEPT. Police	Unit No. 6000	DIV. Technical Services	Unit No. 6400	SEC. 911	Unit No. 6440
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work load	Efficiency	Effectiveness			
1. Reduce time for tracing emergency phone calls to less than five (5) minutes	# of traces indicated # of minutes to trace % of calls traced within five (5) minutes	X		X		120+	130 5 90%
2. Receive and refer 20,500 calls for service to Anchorage Police Department, Anchorage Fire Department, Emergency Medical Service and Alaska State Troopers within an average of 20 seconds	# of calls received # of seconds to refer % of calls referred within 20 seconds	X		X		40	20,500 20 60%
3. Enter all statistical data into computer within one day	% of entry current to within one day			X			100%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Anchorage Telephone Utility is installing more up-to-date electronic telephone equipment in the central office which, in the near future, will make it impossible to trace any 911 calls through the telephone utility.

Increase in the number of calls received by 911 for emergency services:
 1976 - 17,208 calls
 1977 - 18,804 calls (projected)
 1978 - 20,533 calls (projected)

CHANGES FROM CURRENT OPERATIONS:

Training of 911 operators in the procedures of the Automatic Number Identification System and 911 procedure in the Anchorage Police Department computer systems.

Provide the ongoing review of procedures with operators as to the information required that would allow for more efficient processing of emergency calls.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Objective	TASK
1. Reduce tracing time to less than five (5) minutes.	Purchase Automatic Number Identification system Install system Train all personnel in its use
2. Receive and refer all calls to Anchorage Police Department, Anchorage Fire Department, Emergency Medical Service and Alaska State Troopers within an average of 20 seconds.	Review and retrain operators in operation and procedures of answering, obtaining proper information and referring information to proper agency
3. Enter statistical data into computer within one day.	Train and provide work assignments necessary to limit computer entries to one day

DEPT. Police	Unit No. 6000	DIV. Technical Services	Unit No. 6400	SEC. Property & Evidence	Unit No. 6450
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
1. Handle 75% of criminal evidence, recovered and found property within 12 hours of time collected	# of cases involving physical evidence and/or property	X			25,000	32,500
	% of total cases handled		X		75%	75%
2. Accomplish proper recording and tagging of all department property	# of separate pieces of equipment department wide	X			1,500	1,800
	% of total property inventoried		X		100%	100%
3. Maintain inventory and issue of all department issue equipment to all regular and reserve personnel	# of persons to receive uniforms and equipment	X			180	200
	% of persons issued equipment		X		100%	100%
4. Conduct care, maintenance and repair of all department firearms	# of weapons maintained and repaired	X			175	175
	% of weapons needed to be maintained and/or repaired		X		100%	100%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Increased volume of physical evidence and found property.
 Increased personnel require more equipment to perform assigned tasks.
 Requirement of a larger police department with a correspondingly larger inventory of issue equipment.

CHANGES FROM CURRENT OPERATIONS:

None

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Objective	Task
1. Handle all criminal evidence and found property	Maintain security Preserve chain of evidence Dispose of unnecessary property in accordance with Municipal ordinance
2. Accomplish proper recording of all department property	Record and tag all department property with a value of \$100 or more and with a useful life expectancy of 6 months or more
3. Inventory and issue department equipment	Issue of uniforms, weapons, leather gear and ammunition
4. Care, maintenance and repair of all department firearms	Maintenance, cleaning and repair on a need basis

DEPT. Police	Unit No. 6000	DIV. Technical Services	Unit No. 6400	SEC. Crime Lab & Identification	Unit No. 6460
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work load	Efficiency	Effectiveness		
1. Process 95% of all requests for identification service within two days	# of requests for service # of days average response time % of total requests processed within 2 days	X		X		TBD 2 95%
2. Increase positive identification of criminal suspects by reinstating Miracode classification system of fingerprints	# of requests for search # of identifications % increase positive identification	X		X		5%
3. Reduce photograph processing time from four days to one hour	# of requests for photographs # of hours average response time % of total request processed within 1 hour	X	X	X	32	TBD 1 90%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Fingerprint cards are a major means of identification for criminals and the faster prints are entered into the files the less chance for criminals who change their names to avoid detection and apprehension.
2. The use of the Maracode filing system for fingerprints will increase the number of criminals apprehended, thus reducing number of open cases and increase effectiveness of cases in court.
3. Speed in developing photographs will a) increase speed of photo's for court, b) increase ability to supply photo's of wanted criminals or lost children to patrol who are searching for these subjects, c) reduce personnel time in photolab, d) simplify chemical processing of photographs.

CHANGES FROM CURRENT OPERATIONS: Under the current system the Crime Lab and Identification section is semi-organized to the extent an officer, processing and handling evidence is not located within the section. Thus, he is unable to assist in other evidentiary functions which causes segregation of all evidence which should be going into one central unit. Under the proposed plan, services to the other divisions will improve substantially by the centralization of laboratory and fingerprint services to one area of the department - thus, enabling maximum efficiency through organizational control. This change will directly affect the workload, efficiency and effectiveness required to complete all objectives for 1978.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
1. Process requests for identification services within two days	Acquisition of additional equipment Transfer and train personnel Change procedures for film Implement shift work loads
2. Increase positive identification of criminal suspects	Reclassify print cards Transfer and train personnel Acquire microfilm print cards
3. Reduce photograph processing time	Redefine and implement procedures Train lab technician Acquire new equipment

DEPT. Police	Unit No. 6000	DIV. Technical Services	Unit No. 6400	SEC. Data Systems	Unit No. 6470		
PERFORMANCE INDICATORS							
OBJECTIVES		DESCRIPTION	Work-load	Effi- ciency	Effec- tiveness	1977	1978
1. Analyze the Anchorage Local Police Information Network (ALPIN) data processing system and determine program change needs.		Publish status report on ALPIN	X				1
2. Complete Automated Resource Allocation System and cause production of regular reports.		# of monthly data processing reports on Resource Allocation program	X				3
3. Review police department utilization of the Alaska Justice Information System (AJIS) and determine system effectiveness.		Produce AJIS status report	X				1

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

We are currently lacking in efficient use of all data processing systems. The establishment of this unit is mandatory to balance the cost and effectiveness of the police department's current data processing equipment. The formation of this unit is a strong recommendation of the PMS study.

The Anchorage Police Department now utilizes four (4) distinct Data Processing systems. There is a need to fully develop, coordinate, and effectively use these programs to the greatest benefit.

CHANGES FROM CURRENT OPERATIONS:

Centralization of police department data processing systems and addition of technical qualifications to coordinate and effectively use the systems.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

<u>OBJECTIVE</u>	<u>TASK</u>
1. Analyze ALPIN system and determine program change needs.	Recruit and hire qualified data processing analyst Familiarize the analyst with ALPIN, AJIS, and Resource Allocation systems
2. Complete Automated Resource Allocation System and cause production of regular reports.	Analyze systems and produce status reports with recommendations on AJIS and ALPIN Work with Municipal data processing to finish Resource Allocation system and produce data processing reports
3. Review AJIS utilization by department and effectiveness.	Transfer one clerk to this section to enable the clerk's duties to be properly supervised Perform crime trend analysis

DEPT. Police	Unit No. 6000	DIV. Field Operations	Unit No. 6500	SEC.	Unit No.
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OBJECTIVES	PERFORMANCE INDICATORS					
	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
1. Coordinate the implementation of consultant survey recommendations that pertain to the Field Operations Division 2. Direct the efforts of the Patrol and Investigation Sections toward coordination and efficiency	# of monthly reports	x				11

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

There has been a lack of coordinated effort in the operational sections of the Department. This can be allayed by placing these sections under the same command.

Experience has indicated the need to have a departmental second-in-command to serve in the absence of the Chief of Police.

CHANGES FROM CURRENT OPERATIONS:

Elimination of the position of Deputy Chief and creation of a Major rank and position. Placing the Major in charge of operations rather than the entire Department.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Recommend policy and develop procedures to implement consultant's recommendations that pertain to the Field Operations Division.
2. Work closely with command and supervisory officers to accomplish consultant's recommendations.
3. Monitor and evaluate implementation of recommendations.
4. Continue reorganization process.
5. Institute staff meetings between Patrol and Investigation Sections.
6. Work with Data Processing Section on Resource Allocation.

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Police	6000	Uniformed Field Services	6600	Administration	6610	
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-load	Effi-ency	Effic-iveness	1977	1978
1. Provide leadership and management of human and material resources assigned to Uniformed Field Services.	# of staff immediately supervised	X			0	2
	# of staff for which responsible and accountable	X			100	126
	% of increased staff responsibility	X				28%
2. Reduce police vehicle accidents by 35%	# of program reports prepared to provide monitors and controls			X		TBD
	# of police vehicle accidents	X			90	58.5
	% of total accidents reduced			X		35%
3. Reduce citizens complaints against uniformed officers by 10%	# of estimated lost staff hours			X	1,080	702
	# of complaints processed	X			50	45
	% of total complaints reduced			X		10%
	average # of working days per complaint processing			X	10	8

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

- Increased traffic enforcement duties and responsibilities require constant review of existing programs. Increased patrol section staff with associated programs of decreased patrol response time and increased preventive patrol activities. Expansion and implementation of management programs to reduce citizens complaints, police vehicle accidents and continue to study systems designed to create the elimination of non-essential police duties.
- Statistical data shows a high number of police vehicle accidents: In 1975 there were 93 accidents and in 1976 there were 88 accidents. This two year accident rate accounted for an estimated 2,172 lost staff hours and estimated repair costs were \$36,000 plus ongoing charges while the vehicles were being repaired. Estimated lost vehicle hours for this period was 1,247 hours.
- Public acceptance of the police function and role is the basis for an effective police program. Citizens' complaints against the police are the first indicators of a breakdown in that acceptance. In 1974 there were 96 complaints investigated in 1975 - 52; 1976 - 54; and by May, 1977, 20 complaints investigated.

CHANGES FROM CURRENT OPERATIONS:

- Expansion of all sections responsible to Uniformed Field Services requiring increases in leadership and management controls.
- Previously there has been no long range, intensified accident reduction program. Reduction attempts were only negatively based, using disciplinary actions for avoidable accidents and no recognition for accident-free operators.
- A careful analysis of complaints being filed will be made. This analysis may indicate problem areas with officers' public contact. From this analysis, training programs can be developed to correct deficiencies.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- Provide, through proper shift scheduling, an optimum staffing level in all patrol areas. Furnish Uniformed Field Services personnel with the proper equipment and technical knowledge to complete their assignments. Ensure that all personnel are kept informed of up-to-date departmental rules and policies by revising and distributing in a timely and efficient manner all general orders and information bulletins. Administer all activities so as to conform with 1978 budget programs. Monitor and control all projects planned or undertaken by the Uniformed Field Services Bureau to ensure completion. Provide affirmative cooperative interaction with other divisions, bureaus, and sections within the department and other governmental entities.
- Institute in cooperation with Training Section a twice-yearly in-service driving school. Maintain statistics for analysis and program evaluation. Conduct critiques of accidents for mediate and remote causes which may be latent. Publish "tip" sheets and training bulletins on safe driving. Begin Safe Driver Awards to motivate and recognize safe drivers.
- Institute in cooperation with Training Section in-service programs in the art of meeting and handling people. Maintain accurate statistics, accompanied by critiques of all cases.

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Police	6000	Uniformed Field Services	6600	Patrol	6620	
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-load	Effi- ciency	Effec- tiveness	1977	1978
1. Reduce Code Two Patrol response time to within six (6) minutes	# of Code Two calls Average response time in minutes % responded to within 6.0 minutes	X		X	39,000 9.0	41,000* 6.0 90%
2. Establish a Directed Deterrence Patrol program based on computer predicted crime occurrence probabilities	# of burglary, larceny and vandalism reports for 1975	X			8,147	TBD
	# of burglary, larceny and vandalism reports for 1976	X			9,360	TBD
	% of increase in reports			X	15%	TBD
	% of reports cleared by arrests			X	22%	TBD
3. Provide security to public access areas of Public Safety Building during non-business hours	Security intact 80% # of officers called in from street per shift			X	6	80% 1
4. Establish a Uniformed Investigator staff to process all felony crime scenes	# of officers assigned per shift % of felony crime scenes processed	X			0	2
*estimated						

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

- Patrol response time to Code Two calls for a selected period is now 9.0 minutes. This represents the travel time available to officers. The recent Public Management Services report indicates a desired target response time of 5.0 minutes using the same criteria. The vast majority of calls for service fall into the Code Two classification.
- Directed Deterrence Patrol and active preventive patrol are closely related. This program will allow a patrol officer to anticipate a crime occurrence based on statistical probabilities. Crime patterns, especially those committed by the same subject, will be readily identified.
- Because of the relocating of the Communications Center, the public counter, records section and administrative office need the presence of at least one sworn officer on duty during the hours of 4 p.m. to 8 a.m. for security and public service.
- Proper follow-up investigation is based partly on the gathering of short-lived evidence from the original crime scene for comparison with known specimens for placement of a suspect at a particular scene.

CHANGES FROM CURRENT OPERATIONS:

- Reduction of selected services to free officer's time. (a) private persons impound standbys (2) vacation home inspections.
- Presently the Patrol Section relies on information passed by word of mouth regarding crime trends and patterns.
- It will not be necessary to call Patrol Officers from assigned areas to handle security problems and other complaints reports, except in extraordinary situations.
- Formalize and standardize procedure and equipment and institute firm accountability.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- Reestablish patrol area perimeters according to workload and travel time. Eliminate certain non-police and non-criminal activities. Monitor effectiveness through periodic Resource Allocation printout using the time received and time out of service comparison.
- Resource allocation data for the previous 12 months will be analyzed as to crime classification, time and day of occurrence and location of the activity. Probability patterns will be established in these crime categories. The patrol perimeters will be realigned so as to facilitate and increase the directed deterrence patrol capabilities.
- Assign one Patrol Officer to 4 p.m. to 12 midnight shift and one patrol officer to 12 midnight - 8 a.m. shift at at reception counter area for security and handling citizen/police problems.
- Assign a minimum of two (2) officers per shift to duties as Uniformed Investigator. Cause to be conducted, in cooperation with the Training Section, extensive training in the use of technical equipment and crime scene search and processing. Furnish the assigned Uniformed Investigators with the necessary photographic and fingerprint cameras, fingerprint equipment and evidence-gathering tools. Provide indoctrination and training in the use of the Anchorage Police Department Crime Van. Provide patrol vehicles to be assigned for use primarily by the designated Uniformed Investigators. Insure that all felony crime scenes are thoroughly processed by the Uniformed Investigators. Have as many misdemeanor crime scenes processed as is possible depending on availability of the Uniformed Investigator.

DEPT. Police	Unit No. 6000	DIV. Uniformed Field Services	Unit No. 6600	SEC. Traffic	Unit No. 6630
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work load	Efficiency	Effectiveness		
1. Reduce motor vehicle collisions by 8%	# of citations per officer per hour	X			2	4
	# of collisions investigated % reduction of motor vehicle collisions		X	X	9,574*	8,138* 15%
2. Increase rate of traffic arrest convictions to 97% of all traffic arrests	# of arrests per officer per shift	X			.5	1.5
	# of arrests and convictions		X	X		TBD
	% of traffic arrest convictions to arrests		X	X		97%
*Estimated						

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Average cost per two vehicle collision is \$808.00 (Department of Public Safety) of property loss. With 9,574 accidents estimated for 1977, this will result in more than \$7.7 million in losses.

Death rate attributable to traffic is one death per 4,000 persons in 1977 (based upon 25 projected deaths in 1977, with 112,956 police service area population). 1976 rate was approximately 5,300.

Municipal ordinance requires the Traffic Section, assisted by others, to investigate traffic accidents, arrests and assist in prosecuting persons charged with traffic violations.

CHANGES FROM CURRENT OPERATIONS:

Implement 24 hour per day, 7 days per week, program of Traffic Law Enforcement

Current staffing provides 10 hours per day, 5 days per week coverage

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Objective	Task
1. Reduce rate of motor vehicle collisions	Increase number of personnel assigned to Traffic Law Enforcement duties Establish priority enforcement areas Create comprehensive education programs to educate public, through media campaigns, on various safe driving techniques, police apprehension methods and the consequences of violating traffic laws Educate police on accident investigation, violator handling, courtesy, procedure, etc. Receive and analyze data from Department of Public Safety, Department of Highways, Municipal Traffic Engineer and Police records so as to identify problems of mutual concern and create solutions to such problems as related to traffic safety Monitor arrest reports and advise personnel of deficiencies which may obstruct successful prosecution Conduct in-service training programs to include arrest, search and seizure, accident scene investigation, report writing and identification and apprehension of violators

DEPT. Police	Unit No. 6000	DIV. Uniformed Field Services	Unit No. 6600	SEC. Police Reserve	Unit No. 6640
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1977	1978
		Work-load	Efficiency	Effectiveness		
Provide 57 trained Police Reserve officers to support Field Operations.	# of hours of Police Reserve service provided	X				12,000
	# of hours of training furnished to Reserves	X				5,325
	# of Reserve recruits trained	X				22
	Department cost per Reserve officer per year		X			\$490
	% of hourly supplementation provided to Patrol section			X		14%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

The Field Operations Division's regular employees are working at full capacity and not all needs are being met. Department cannot staff paid employees in sufficient number to respond adequately to local disasters or periodic crowd problems.

In addition to providing applicants for the regular force that have proven their qualifications, the Reserve has proven to be a good public relations tool for the department.

CHANGES FROM CURRENT OPERATIONS:

Formal recruitment program (not accomplished in several years).
 Assignment of permanent Reserve office in Public Safety building.
 Upgrading of training.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

<p><u>Objective</u> Provide 57 Reserve officers to support Field Operations</p>	<p><u>Task</u> Formal recruiting program through the media to insure sufficient number of qualified applicants With cooperation of Training section, upgrade quality and volume of training to attain a higher level of competence Increase in minimum monthly duty time requirements to provide the community with additional supplemental manpower in emergencies</p>
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DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Police	6000	Investigation Services	6700	Administration	6710	
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-load	Effi- ciency	Effec- tiveness	1977	1978
1. Improve the management of the criminal investigation process.	# of persons supervised	X			32	5
2. Establish a management process for the continuing criminal investigations.	establish management process	X				1
3. Develop a police/prosecutor relationship to increase the probability of more successful prosecutions.	establish liaison program	X				1

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Over a period of time, the span of control of administration over the Investigative Division has grown to the point of being inefficient. In 1964, the Investigative Division was comprised of two supervisors and ten investigators. Two supervisors have continued to supervise an expanding division which now includes Warrant Section, Youth Services Section and the Metro Section. At the present time, two supervisors are responsible for the supervision of 32 employees. As a result, there has been less supervision, both individual and case progress supervision, because of the length and span of control. At the present time, efforts to determine investigative priorities, coordination and direction of unit activities are addressed on an "as needed" basis rather than in an ongoing manner. The result is a lack of proper evaluation of the quality of the investigation and performance of the investigator.

CHANGES FROM CURRENT OPERATIONS:

The span of control will be reduced to the five supervisors of the separate units in the Investigation Services Division.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVES	TASK
1. Improve management of the criminal investigation process.	Reduce span of supervisory control.
2. Establish a management process for continuing criminal investigations	Continuing inspection and review of unit criminal investigation reports Continuing inspection and review of investigator activity summaries Determine investigative priorities Conduct organizational analysis Install appropriate records Coordinate and direct unit activities Establish assignment and deployment policies Evaluate performance
3. Develop a police/prosecutor liaison program	Establish more effective liaison with prosecutors office

DEPT. Police	Unit No. 6000	DIV. Investigation Services	Unit No. 6700	SEC. Person Crimes	Unit No. 6720
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OBJECTIVES	PERFORMANCE INDICATORS					
	DESCRIPTION	Work load	Efficiency	Effectiveness	1977	1978
Increase the clearance rate of person crimes by 10% over the 1977 rate.	# of cases assigned	X			800*	852*
	# of cases cleared			X	520*	572*
	% of increase of clearance rate			X		10%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Person crimes, defined as homicide, robbery, rape, assault with a dangerous weapon, prostitution and gambling; have shown a steady increase since 1975.*

Since there has been no indication of a decline in these crimes, it is estimated that the upward trend will continue through 1977 and 1978.**

* 1975 - 616 person crimes
1976 - 752 person crimes

** 1977 - 800 (estimated)
1978 - 852 (estimated)

CHANGES FROM CURRENT OPERATIONS:

The Person Crimes Section consisting of seven investigators and three patrol officers will be under the direct supervision of a lieutenant. The closer supervision will result in the improved quality of the investigative effort, better supervision of case progress and a comprehensive evaluation of the section/investigator performance.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE
Increase clearance rate of person crimes by 10% over 1977

TASK
Reorganize the unit
Investigate all assigned cases
Establish work schedules and deploy resources
Organize work loads
Monitor progress of case investigation
Install appropriate records system
Evaluate quality of the investigation
Evaluate the performance of section/investigator

DEPT. Police	Unit No. 6000	DIV. Investigation Services	Unit No. 6700	SEC. Property Crimes	Unit No. 6730
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1977	1978
		Work load	Efficiency	Effectiveness	Investment		
1. Increase clearance rate of property crimes by 10% over 1977	# of cases assigned	X				2,200*	2,420*
	# of cases cleared			X		1,110*	1,221*
	% increase of clearance			X			10%
2. Increase stolen property recovery by 10% over 1977	Dollar value of recovered property			X		\$280,000*	\$308,000*
	% increase of value of recovered property			X			10%

*Estimated

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Crimes reported to Anchorage Police Department;
Investigated by Property Crimes section:

Property recovered by Property Crimes section:

1977 - 2,200*

1977 - \$280,000*

1978 - 2,420*

1978 - \$308,000*

Property Crimes include burglary, larceny, checks, fraud, embezzlement and auto theft cases.

*Estimated

CHANGES FROM CURRENT OPERATIONS:

The property crimes section, consisting of eight investigators and four patrol officers, will be under the direct supervision of a Lieutenant. The closer supervision will result in the improved quality of the investigative effort, better supervision of the case progress and a comprehensive evaluation of the section/investigator performance.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE

- Increase clearance rate by 10% over 1977
- Increase stolen property recovery by 10% over 1977

TASK

- Reorganize the unit
- Investigate all assigned cases
- Establish work schedules and deploy resources
- Organize work loads
- Monitor progress of case investigation
- Install appropriate records
- Evaluate the quality of the investigation
- Evaluate the performance of section/investigator

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.	
Police	6000	Investigation	6700	Metro	6740	
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
Increase the identification and apprehension of major illicit narcotic bulk dealers by 25%	# of arrests		X		165	185
	% of increase in apprehensions			X		12%
	# of cases investigated	X			625	680
	Dollar amount of drugs seized			X	\$1,253,500	\$1,378,850
	% increase dollar amount of drugs seized			X		15%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Cases Investigated by Metro Drug Unit, Anchorage:		Arrests by Metro Drug Unit:		Street Value of Drug Seizures by Metro Drug Unit:	
1975	614	1975	140	1975	81,000
1976	869	1976	208	1976	1,090,000
1977	213 (thru May)	1977	62 (thru May)	1977	604,700 (thru May)

The number of lower level dealers have far outpaced the drug unit's ability to purchase narcotics at this level and be effective. The arrest of one major dealer is worth far more than multi-arrests of street level dealers.

CHANGES FROM CURRENT OPERATIONS:

The drug unit's attention will be concentrated on the target concept focusing on the major drug dealers operating in the Municipality of Anchorage. The quality of cases will increase and major drug dealers will be apprehended.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE	TASK
Increase identification and apprehension of major narcotics dealers.	Identify the major drug dealers in the Municipality of Anchorage Conduct surveillance operations for extended periods. Conduct extensive, detailed investigations. Identify and intercept traffickers and shipments of illicit drugs. Prepare search warrants based on success of surveillance. Maintain enforcement pressure on street level dealers.

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.		
Police	6000	Investigation Services	6700	Youth Services	6750		
OBJECTIVES		PERFORMANCE INDICATORS					
		DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
Increase apprehension of criminal juvenile offenders by 5%		# of cases assigned per officer	X			164	172
		# of apprehensions		X		302	317
		% increase apprehensions		X			

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

- a. Requests for police service from the public schools for the school year 1976-77 increased by 10% over the 1975-76 school year. The number of police responses to the schools for 76-77 was 419, as compared to 381 for 75-76.
- b. Thefts in the public schools for 76-77 were up 28.9% over 75-76. Dollar amount of thefts for 76-77 was \$49,051 as compared to \$12,614 for 75-76.
- c. Vandalism to public schools for 76-77 totaled \$144,736, representing a significant unrecovered loss to taxpayers and disruption of the student learning environment.
- d. Six near riot situations occurred in the Anchorage high schools in the 76-77 school year, as compared to only two such situations requiring police response in 75-76. This represents a 200% increase.

CHANGES FROM CURRENT OPERATIONS:

None

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

<p><u>OBJECTIVE</u> Increase apprehension of juvenile offenders</p>	<p><u>TASK</u> Identification of offenders Temporary swing shift assignments Specific areas of training for Youth Services officers</p>
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DEPT. Police	Unit No. 6000	DIV. Investigation Services	Unit No. 6700	SEC. Warrant	Unit No. 6760
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OBJECTIVES	PERFORMANCE INDICATORS					
	DESCRIPTION	Work-load	Efficiency	Effectiveness	1977	1978
Serve 25% of all legal process documents received from the court system.	# documents received from court	X			25,000*	30,000*
	# documents served		X		6,150*	7,500*
*Estimated						

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

The Warrant section serves a required function in the criminal justice system through the service of legal process received from the courts. The following figures represent persons brought before the court either in person or by "a waiver of appearance":

- 1975 - 6,000
- 1976 - 6,900
- 1977 - 6,150*
- 1978 - 7,500**

* Estimated
**Projected

CHANGES FROM CURRENT OPERATIONS:

The Warrant section is currently staffed by six warrant officers and two clerks. The new structure deletes one warrant officer and provides for supervision of the remaining five officers and two clerks through the addition of a Police Sergeant.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE

Serve 25% of documents received

TASK

- Restructure to provide supervision
- Analyze workload and reschedule staff
- Monitor and evaluate procedures and policy
- Establish appropriate records systems
- Conduct supervisory tasks to increase efficiency and effectiveness
- Evaluate performance of the personnel of the section