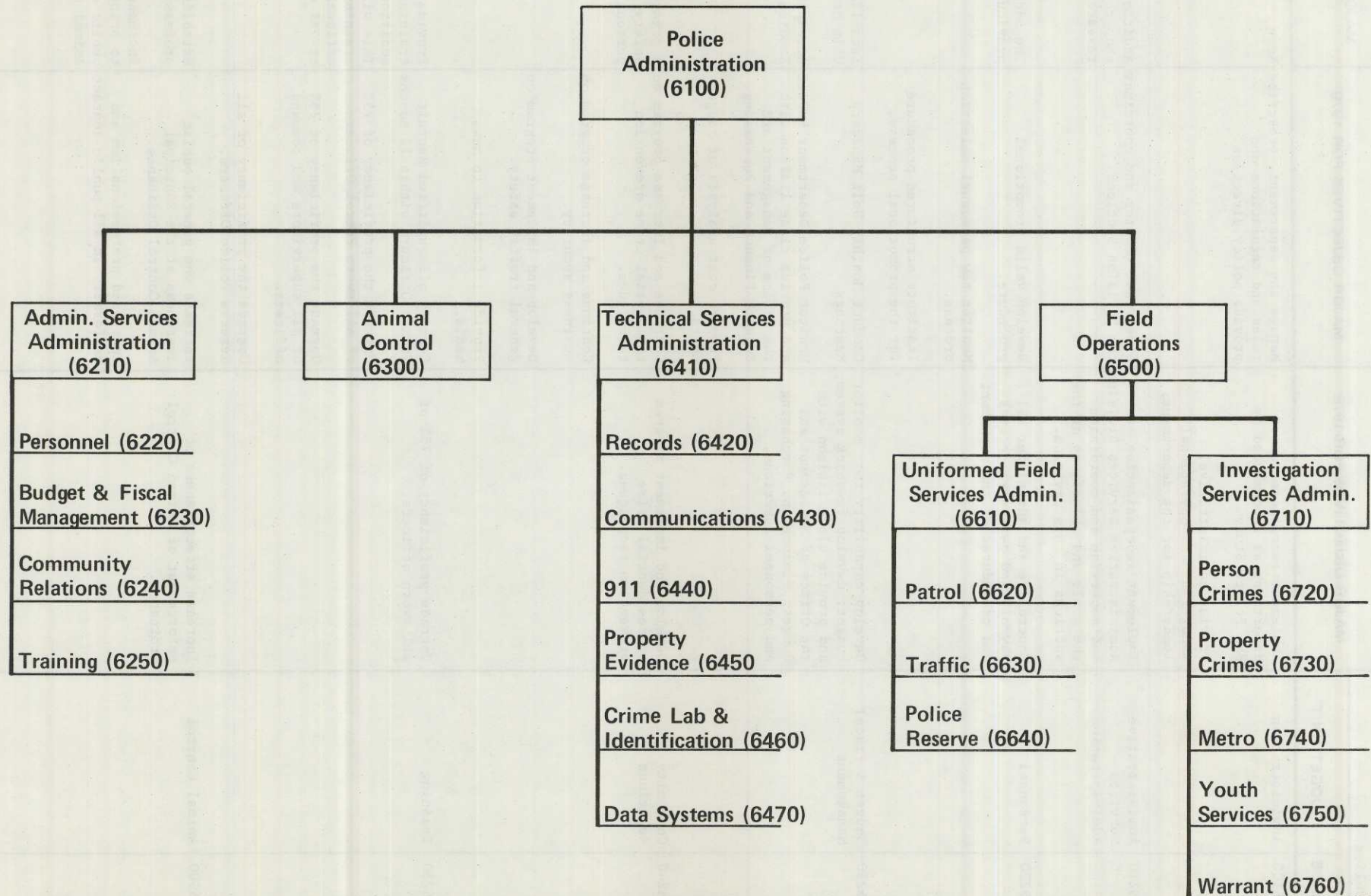


ORGANIZATION CHART

Police Department



DEPT. Police		MAJOR OBJECTIVES FOR 1978	MAJOR OBJECTIVES FOR 1979	MAJOR PROGRAM CHANGES FOR 1979
CODE	BUDGET UNIT			
6100	Administration	Implement reorganization of department as recommended by PMS Police Study. Provide administrative, managerial and operational leadership for the department.	Manage the department, prescribe rules and regulations and provide policy direction.	None
6210	Administrative Services - Administration	Implement reorganization of Administrative Services Division and supervise and coordinate the goals and objectives of the sections in this division.	Supervise, monitor and coordinate the Division Sections.	Addition of management workshop concept and increased research and planning activity.
6220	Personnel	Centralize and administer all payroll and personnel records and procedures of the department.	Develop valid promotional procedure. Monitor new personnel selection process. Institute structured procedure for the promotional process.	The addition of staff to a previously unstaffed section.
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.	Conduct Monthly Unit Managers Meetings. Monitor Police Department Budget and provide close liaison with the Office of Management and Budget, Finance and Purchasing. Prepare cost analysis of budget units.	Establish and conduct Monthly Unit Managers Meetings. Accomplish Cost Analysis Studies of 25 separate units.
6240	Community Relations	Develop and implement program on residential crime prevention techniques.	Continue and increase program on residential crime prevention techniques. Continue and increase program on business security. Develop and implement program on general traffic safety. Provide information to news media.	A greater emphasis on traffic safety, and an increase in personal public contacts.
6250	Training	Upgrade proficiency of 75% of all sworn officers.	Certify all qualified Recruit Police Officers within 12 months Upgrade the proficiency of 75% of all sworn Patrol Officers. Upgrade the proficiency of 75% of all supervisors and command officers. Upgrade the proficiency of all Reserve Police Officers.	Provide a 40 hour in-service training school for 80 additional officers in 1979. This will provide in-service training for 185 sworn officers which is an increase of 76% over 1978.
6300	Animal Control	Increase effectiveness of enforcement of Animal Control Ordinance.	Increase the general public awareness of the Municipal Animal Control Ordinance. Increased professionalism and uniformity in all public contact	Establish more uniform and professional levels of service. Increase the media time used to bring about an increased public awareness of the Animal Control Ordinance.

DEPT. Police		MAJOR OBJECTIVES FOR 1978	MAJOR OBJECTIVES FOR 1979	MAJOR PROGRAM CHANGES FOR 1979
CODE	BUDGET UNIT			
6410	Technical Services Adminstration	<p>Develop new and revised operational policies and procedures</p> <p>Respond to requests for information retrieval.</p>	<p>Develop and disseminate twenty new or updated policies or procedures.</p> <p>Respond to all requests from departmental personnel within one working day.</p> <p>Respond to all requests for information from other departments and the public within 5 working days.</p> <p>Maintain control and discipline by review of all disciplinary reports generated within the Technical Services Division.</p>	<p>Organizational changes establishing two divisions, with additional sections in each from one current division.</p> <p>Addition of one Lieutenant position in Technical Services section whose primary responsibility will be to command Communications and Records Sections.</p>
6420	Records	<p>Process incoming police reports and documents for entry into computer and manual files.</p>	<p>Respond to all requests for service.</p> <p>Process incoming police reports and documents into computer and manual files.</p> <p>Type police reports and statements during shift they were generated.</p> <p>Process 100% correspondence, licenses, permits, and billing within eight (8) hours.</p>	<p>Addition of one (1) Police Clerk II assigned specific duty handling all licenses, permits and correspondence.</p> <p>Faster and more efficient handling of citizen's police problems will result in fewer formal complaints of poor service.</p>
6430	Communications	<p>Receive and process approximately 68,000 requests for police service.</p>	<p>Enter or delete information into National Crime Information Center Computer within one hour after receipt of initial report.</p> <p>Receive and process approximately 76,000 requests for police service.</p>	<p>None</p>
6440	911	<p>Receive and refer 20,500 calls for service.</p>	<p>Maintain the time for tracing emergency phone calls to less than five minutes.</p> <p>Receive and refer 36,758 calls for service per year an average of twenty seconds per call.</p> <p>Enter request for service information into computer within forty-eight hours of receipt.</p> <p>Enter all other statistical information into computer within fifteen days of receipt.</p>	<p>Provide the ongoing review of procedures with operators as to the information required that would allow for more efficient processing of emergency calls.</p>

DEPT. Police		MAJOR OBJECTIVES FOR 1978	MAJOR OBJECTIVES FOR 1979	MAJOR PROGRAM CHANGES FOR 1979
CODE	BUDGET UNIT			
6450	Property and Evidence	Process 75% of the criminal evidence, recovered and found property within 12 hours of collection.	Handle 75% of criminal evidence, recovered and found property within 12 hours of time collected. Accomplish proper recording and tagging of all department property. Maintain inventory and issue of all department issue equipment to all regular and reserve personnel. Conduct care, maintenance and repair of all department fire-arms.	None
6460	Crime Lab and Identification	Process 95% of all requests for identification service within two days. Reduce photograph processing time from four days to one hour.	Process 95% of all requests for identification service within two days. Reduce photograph processing time from two days to one hour.	No changes in current operations.
6470	Data Systems	Analysis and review of Anchorage Local Police Information Network data processing system.	Study the internal information systems of the department and make recommendations. Continue Automated Resource Allocation System and cause production of regular reports. Review AJIS utilization by department and effectiveness.	Study of the centralization of police department data processing systems.
6500	Field Operations	Direct the efforts of Uniformed Field Services and Investigation Services Divisions.	Develop and review performance indicator reports. Direct and coordinate Uniform Field Services and Investigation Services Divisions. Amend departmental rules and procedures manual as required. Assume Acting Chief of Police position as required.	Establishing better evaluation of performance. No change. More attention to providing current rules and procedures to operational personnel. No Change.
6610	Uniformed Field Services - Administration	Provide leadership and management of human and material resources of Uniformed Field Services Division.	Develop pro-active management program for human and material resources. Provide command coverage to Patrol Section in absence of Patrol Lieutenants. Evaluate activities of command and supervisory personnel in Uniformed Field Services for priority and appropriateness.	Duplication of services and assignments will be identified. Priority assessments will be made for activities. Human and material resources will be utilized through pro-active programming.

DEPT. Police		MAJOR OBJECTIVES FOR 1978	MAJOR OBJECTIVES FOR 1979	MAJOR PROGRAM CHANGES FOR 1979
CODE	BUDGET UNIT			
6620	Patrol	<p>Establish Directed Deterrence Patrol (computer assisted) program.</p> <p>Maintain a 3.3 minute response time to emergency calls and reduce non-emergency response time to a 6 minute average.</p>	<p>Establish geographic boundaries of police patrol areas.</p> <p>Maintain a directed patrol program.</p>	<p>Police patrol areas will be identified through computer Resource Allocation programming. Statistical data will include calls for services and manpower expenditures based on crime classification. Patrol areas will have fixed geographic boundaries determined by proportionately distributed workload. Statistical information at this time is manually tabulated. Priorities assigned to specific crimes is a current practice to some degree. Frequency occurrence patterns are manually tabulated on an as time permits basis. Through computer programming this information is available on a more timely basis. Directed patrol is a current program in part, however, current data is lacking to enhance an efficient operation.</p>
6630	Traffic	<p>Reduce motor vehicle collisions by 8%.</p>	<p>Maintain Enforcement Index of 25</p>	<p>Implementation of a computer based Traffic Enforcement program utilizing existing Resource Allocation Program.</p> <p>Begin 24 hour, 7 day per week response to injury motor-vehicle collisions and Traffic Law Enforcement by specially trained personnel.</p>
6640	Police Reserve	<p>Provide 57 trained Police Reserve officers to support Field Operations.</p>	<p>Provide 57 trained Reserve Police Officers to support Uniformed Field Services Division.</p> <p>Enhance Police Department image through civilian interaction.</p>	<p>Utilizing the Police Reserve in a community relations program to enhance citizen awareness of the police mission and image.</p>
6710	Investigation Services - Administration	<p>Improve management of criminal investigation process.</p>	<p>Establish a management process for the continuing criminal investigation.</p> <p>Develop a police/prosecutor relationship to increase the probability of more successful prosecutions.</p>	<p>There will be a closer and continuing inspection and review of the continuing criminal investigations.</p>
6720	Person Crimes	<p>Increase clearance rate of person crimes by 10% over 1977 rate.</p>	<p>Increase the clearance rate of person crimes by 5% over that of 1978.</p>	<p>The Person Crimes section will be increased to 14 officers and will be under 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 Unit/Investigator performance.</p>

DEPT. Police		MAJOR OBJECTIVES FOR 1978	MAJOR OBJECTIVES FOR 1979	MAJOR PROGRAM CHANGES FOR 1979
CODE	BUDGET UNIT			
6730	Property Crimes	Increase clearance rate of property crimes by 10% over 1977 rate.	Increase clearance rate of property crimes by 10% over 1978. Increase stolen property recovery by 10% over 1978.	None
6740	Metro	Increase identification and apprehension of major narcotic bulk dealers by 25%.	Increase identification and apprehension of major narcotic dealers. Increase quantity of narcotics seized.	Pure target concept proved ineffective and time consuming with present staff of officers at Metro.
6750	Youth Services	Increase apprehension of criminal juvenile offenders by 5%.	Increase apprehension of Juvenile offenders by 5%.	None
6760	Warrant	Serve 25% of all legal process documents received from the Court system.	Serve 28% of all legal process documents received from the court system. Transport all prisoners as required by the court.	Establish an evening shift to enable a more timely service of court documents to persons not available during the day, and reschedule days off to provide maximum coverage during weekends for those persons that cannot be reached during the week. Assignment of personnel to full time prisoner transportation detail to insure their delivery to the proper courtroom at the proper time. Assignment of court legal process by geographic area to provide more efficient service.

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DEPT.	Unit No.	DIV.	Work Program Statement For 1979				Page	161
Police	6000	Administration	Unit No.	SEC.				Unit No.
			6100					
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Manage the department, prescribe rules and regulations and provide policy direction			% Management activity		X	X	100%	100%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Anchorage Municipal Code, Title 3, Section 3.20.150; Department of Police: There is a Police Department which is responsible for enforcing the observance of all laws and ordinances, protecting the lives and property of citizens, and promoting and maintaining order. Within the Police Department are (is) the Office of the Chief, which manages the department, prescribes rules and regulations and provides policy direction...

CHANGES FROM CURRENT OPERATIONS:

None

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Guide commanders with proactive policy statements and clear communication to enhance operational unity.

Establish and maintain internal policies, procedures, processes and controls, and perform such external functions as necessary to facilitate the attainment of departmental objectives.

Coordinate the efforts of the Anchorage Police Department toward achievement of the preservation of public peace, order and security with law enforcement and governmental agencies.

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DEPT.	Unit No.	DIV.	Work Program Statement For 1979		Page	162		
Police	6000	Administrative Services	Unit No.	SEC.	Unit No.			
			6200	Administration	6210			
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
Supervise, monitor and coordinate the Division Sections			# of Sections	X			4	4
			# of Staff meetings	X			6	12
			# of progress reports monitored	X			48	48
			# of management workshops conducted	X			0	6
			% of time devoted to research and planning			X	28%	37%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

The supervision of 20 personnel assigned to highly technical and specialized sections of the Department with the overall responsibilities for:

1. All Police Training
2. Research and Planning
3. Community Relations
4. Personnel Selection and Promotional Procedures
5. Budget and Fiscal with overall responsibility totaling approximately \$32 million.

CHANGES FROM CURRENT OPERATIONS:

Addition of management workshop concept and increased research and planning activity.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Supervise, monitor and coordinate the Division Sections	Establish monthly staff meetings Monitor sections by progress report reviews Evaluate section performance Conduct management workshops Refine and adjust division of labor Increase research and planning activity
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DEPT.		Unit No.	DIV.	Work Program Statement For 1979		Page 163			
Police		6000	Administrative Services	Unit No.	SEC.	Unit No.			
				6200	Personnel	6220			
OBJECTIVES				PERFORMANCE INDICATORS					
				DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
Develop valid promotional procedure				#Procedure developed			X	-0-	1
				#Promotional exams rewritten	X			-0-	3
Monitor new personnel selection process				#Oral examinations revised	X			-0-	3
				#Meetings with Municipal Personnel		X		2	6
Institute structured procedure for the promotional process				#Physical agility test developed	X			-0-	1
				#Procedure developed for promotion process			X	-0-	1

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE: Work demands for the last two years have created a need for a separate personnel section. Past management studies conducted of the department have devoted a considerable amount of documentation in recommending a critical need for a separate personnel section within the Anchorage Police Department. Their studies have made strong 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 experienced in the past.

CHANGES FROM CURRENT OPERATIONS:

The addition of staff to a previously unstaffed section.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Develop valid promotional procedure

Research promotion guidelines

Update written examination

Develop standard and relevant oral examination

Develop oral interview rating guide

Review with Municipal Personnel entry level examination

Insure continuity of oral exam board

Conduct entry level background and polygraph exam

Research psychological screening

Develop with personnel office a physical agility test

Provide feedback to municipal personnel

Announce position opening for 7 days

Schedule test date, 14 days from announcement

Establish files for letters of application

Schedule oral interviews

Compute final promotional score based on developed promotional

procedures

Announce promotion

Monitor new personnel selection

Institute structured procedure for the promotional process

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DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.		
Police	6000	Administrative Services	6200	Budget and Fiscal Management	6230		
			PERFORMANCE INDICATORS				
OBJECTIVES		DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Conduct Monthly Unit Managers Meetings		# of Meetings held per year			X	-0-	12
2. Monitor Police Department Budget and provide close liaison with the Office of Management and Budget, Finance and Purchasing.		# of Budget Units Monitored.	X			25	25
		% of staff hours of liaison	X			20%	20%
3. Prepare cost analysis of budget units.		# of budget units analyzed		X		-0-	25

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

1. Provide a formal unit within the Police Department with the responsibility of conducting a comprehensive review, and continuous monitoring of a budget that in 1979 consists of 25 separate budget units, with a total funding in excess of \$14,000,000. A budget of this magnitude requires full time monitoring to keep the director of the Police Department, as well as, budget units apprised of current financial status at all times.
2. Necessary for successful operation of department 6000, Police Department, as 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:

1. Establish and conduct Monthly Unit Managers Meetings.
2. Accomplish Cost Analysis Studies of 25 separate units.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Conduct Monthly Unit Managers Meetings, thereby, keeping all unit managers informed of their status of funds.
2. Guide 25 unit managers in budget policies, regulations and operating budget philosophies.
3. Continually monitor, evaluate and analyze Police Department budget status reports.
4. Review departmental purchasing and intragovernmental charge system status.
5. Maintain close liaison with the Office of Management and Budget, Finance and Purchasing.

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DEPT.	Unit No.	DIV.	Work Program Statement For 1979			Page 165					
Police	6000	Administrative Services	Unit No.	SEC.			Unit No.				
			6200	Community Relations			6240				
OBJECTIVES			PERFORMANCE INDICATORS								
			DESCRIPTION	Work- load	Effi- ciency	Effec- tiveness	1978	1979			
1. Present crime prevention programs			# of programs presented	X			303	336			
			# of citizens exposed		X		8,300	9,200			
			2. Develop safety and activity awareness presenta- tions			# of safety presentations developed	X		738	820	
						# of activity awareness releases		X		375	416
						# of traffic air watch program		X		260	260
			# of electronic media programs		X		72	81			
			# of public service announce- ments		X		31	73			
			3. Present youth and students awareness programs			# programs prepared	X		487	540	
						# youth and students exposed		X		41,000	45,500

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Research indicated 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 by the citizen. Programs designed to educate the public on traffic safety techniques will reduce the safety hazards if technical information supplied is used by the citizen. Experience has shown that the release of the information to the news media is best handled by officers assigned permanently to that function so as to provide consistency. Presentations to the youth of our community that provide basic knowledge of the criminal justice system and law enforcement purpose can lead to improved personal awareness of the respect for the law and a better understanding of the responsibilities of these future adults.

CHANGES FROM CURRENT OPERATIONS:

Greater emphasis on safety, increase individual public contact.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Crime Prevention Programs
 - o develop information on crime
 - o develop presentations
 - o identify those interested in presentations
 - o schedule and present information
2. Presentation of Information to the Media and Public
 - o review departmental activity
 - o prepare activity information for release
 - o disseminate releases
 - o identify areas in need of greater public awareness
 - o prepare public service announcements
 - o disseminate public service announcements
 - o participate in air watch
3. Youth and Student Presentations
 - o develop and update presentations
 - o schedule presentation
 - o present information

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Police	6000	Administrative Services	6200	Training	6250
PERFORMANCE INDICATORS					
OBJECTIVES	DESCRIPTION			1978	1979
1. Certify all qualified Recruit Police Officers within 12 months	Training hours per Recruit		X	320	360
2. Upgrade the proficiency of 75% of all sworn Patrol Officers	% of qualified officers certified		X	100%	100%
	Number of officers trained	X		89	143
	In-service training hours per officer	X		40	40
3. Upgrade the proficiency of 75% of all supervisors and command officers	% of total Patrol Officers		X	75%	75%
	Number of officers trained	X		16	42
	Number of training hours per officer	X		40	40
	% of total supervisors and command officers trained		X	75%	75%
4. Upgrade the proficiency of all Reserve Police Officers	Number of Reserve Officers trained	X		57	57
	Number of training hours per officer	X		150	40
	% of total Reserve Officers upgraded		X	100%	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, past management studies cited in-service training as a critical need within the department.

Upgrading the 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: Provide a 40 hour in-service training school for 80 additional officers in 1979. This will provide in-service training for 185 sworn officers which is an increase of 76% over 1978.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Certify all qualified Recruit Officers
 - Prepare and schedule Recruit Academy
 - Conduct Recruit Academy
 - Assign and monitor Recruits during Field Training
2. Upgrade 75% of all Patrol Officers
 - Maintain and administer all forms needed for certification
 - Develop 40 hour in-service training class based on departmental needs
 - Coordinate attendance of designated officers at training schools
 - Conduct ongoing in-service training
3. Upgrade 75% of all supervisors and command officers
 - Schedule specialized in-service training by outside agencies
 - Develop in-service training classes based on departmental needs
 - Conduct in-service training
4. Upgrade all Reserve Officers
 - Schedule specialized in-service training by outside agencies
 - Coordinate preparations of Reserve Academy curriculum
 - Coordinate and monitor Reserve Academy
 - Coordinate and monitor monthly in-service training classes

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DEPT.	Unit No.	DIV.	Work Program Statement For 1979				Page 167				
Police	6000	Animal Control	Unit No.	6300	SEC.	Unit No.					
OBJECTIVES			PERFORMANCE INDICATORS								
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979			
#1. Increase the general public awareness of the Municipal Animal Control Ordinance.			Number of dogs licensed	X			6,126	8,000			
			Number of citations issued	X			850	1,200			
			Number of citizens interviewed	X			16,168	21,500			
			Amount of media time		X		21.67 hrs.	31 hrs.			
			Number of school presentations	X			98	150			
			Number of students and adults in attendance	X			8,530	10,500			
			#2. Increased professionalism and uniformity in all public contact.			Percent of convictions	X			87%	90%
						Decline of public complaints			X	800	430
						Number of cruelty complaints prosecuted	X			5	10

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Municipal Assembly's continuing request for more stringent and effective enforcement. The new Municipal Animal Ordinance requires and demands such level of enforcement. Agreement between the Municipality and the Alaska Society for the Prevention of Cruelty of Animals denotes the necessity of not only enforcement but making the public aware of their responsibilities. Due to the increased responsibility of having to prosecute our own citations, professionalism and uniformity is a necessity.

CHANGES FROM CURRENT OPERATIONS:

Establish more uniform and professional levels of service.

Increase the media time used to bring about an increased public awareness of the Animal Control Ordinance.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE:

#1. Increased awareness of the Animal Ordinance

TASK:

Establish a plan for mass licensing program
Solicit more media time
More law oriented presentations to schools
Establish an active liaison between the ASPCA and other community civic groups

#2. Increased professionalism and uniformity

Work more closely with local law enforcement agencies
In-service training program
In-service monitoring program
Solicit ideas from other cities animal control agencies
Establish a cruelty investigation team

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DEPT.	Unit No.	DIV.	Work Program Statement For 1979				Page	168
Police	6001	Technical Services	Unit No.	SEC.	Administration			Unit No.
			6400				6410	
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Develop and disseminate twenty new or updated policies or procedures			# of policies	X			5	5
			# of procedures	X			5	5
			# of required revisions	X			5	5
			# of policies/procedures implemented			X	15	20
2. Respond to all requests from departmental personnel within one working day			% of responses within one day			X	100%	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%	100%
4. Maintain control and discipline by review of all disciplinary reports generated within the Technical Services Division.			% of total reports received			X	100%	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

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Work Program Statement For 1979

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DEPT.	Unit No.	DIV.	Work Program Statement For 1979		Page 169			
Pólice	6001	Technical Services	Unit No.	SEC.	Unit No.			
			6400	Records	6420			
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Respond to all requests for service.			Number of citizens complaints in 1979 for lack of Records Service			X	5	7
2. Process incoming police reports and documents into computer and manual files.			95% complete during each shift		X		Only 3 incomplete each shift	Only 5 incomplete each shift
3. Type police reports and statements during shift they were generated.			95% complete during each shift		X		Only 3 incomplete each shift	Only 5 incomplete each shift
4. Process 100% correspondence, licenses, permits, and billing within eight (8) hours.			% of licenses processed % of permits processed % of Billing processed	X			50% 50% 50%	100% 100% 100%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Increase in request for service from citizens:

TOTAL DEPARTMENT REQUESTS FOR SERVICE

1977: 63,096

1978: 72,560 (projected)

1979: 79,315 (estimated)

20.4% 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.

Citizens and Municipal Departments delayed, issuing and receiving licenses and permits.

CHANGES FROM CURRENT OPERATIONS:

Addition of one (1) Police Clerk II assigned specific duty handling all licenses, permits and correspondence.

Faster and more efficient handling of citizen's police problems will result in fewer formal complaints of poor service.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:OBJECTIVETASK

1. Reduce response delay.

*Assign permanent positions 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.

*Maintain adequate typists.

*Maintain adequate number of Police Clerk II's.

*Respond to request from citizens, Municipal Departments, and other law enforcement agencies.

3. Type police reports and statements.

4. Process incoming licenses, permits and correspondence.

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Work Program Statement For 1979

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DEPT. Police	Unit No. 6001	DIV. Technical Services	Unit No. 6400	SEC. Communications	Unit No. 6430			
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work- load	Effi- ciency	Effec- tiveness	1978	1979
1. Enter or delete information into National Crime Information Center Computer within one hour after receipt of initial report.			# of entries, deletions and inquiries into the system	X			79,440	91,372
			% of total entered/deleted with-			X	90%	90%
2. Receive and process approximately 76,000 requests for police service.			# of calls received	X			68,000	76,000
			# of radio transmissions	X			420,000	532,000
			# of calls dispatched or referred	X			58,000	66,000

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 Information Center 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 63,982 in 1976 to 79,440 in 1977, as shown by departmental records.

CHANGES FROM CURRENT OPERATIONS:

None

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE

1. Accomplish required computer activity within one hour.

2. Process 76,000 requests for service

TASK

Train and monitor personnel in NCIC/ACIC procedures

Train and monitor personnel in communications and records procedures

Split dispatching into two channels

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DEPT. Police	Unit No. 6001	DIV. Technical Services	Unit No. 6400	SEC. 911	Unit No. 6440	Page 171		
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work- load	Effi- ciency	Effec- tiveness	1978	1979
1. Maintain the time for tracing emergency phone calls to less than five minutes.			# of traces indicated	X			130	432
			# of minutes to trace			X	5	5
			% of calls traced within five (5) minutes			X	90%	95%
			2. Receive and refer 36,758 calls for service per year an average of twenty seconds per call.			# of calls received	X	
# of seconds to refer						X	20	20
% of calls referred within twenty seconds						X	60%	90%
3. Enter request for service information into computer within forty-eight hours of receipt.						% of entry current to within forty-eight hours		
			4. Enter all other statistical information into computer within fifteen days of receipt.			% of entry current to within fifteen days		

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Increase in the number of calls received by 911 for emergency services:

1976 - 17,208 calls
 1977 - 21,202 calls
 1978 - 34,780 calls (projected)
 1979 - 36,758 calls (projected)

CHANGES FROM CURRENT OPERATIONS:

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. Maintain time for tracing emergency calls to less than five minutes.	Provide continuing training on the tracing procedure
2. Receive and refer 36,758 calls for service per year.	Review and retrain operators in operation and procedures of answering, obtaining proper information and referring information to proper agency
3. Enter dispatch cards into computer within forty-eight hours of receipt.	Train and provide work assignments necessary to limit computer entries to forty-eight hours.
4. Enter all other statistical information into computer within fifteen days of receipt.	Provide work assignments necessary to limit computer entries to fifteen days

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DEPT.	Unit No.	DIV.	Work Program Statement For 1979			Page	172	
Police	6001	Technical Services	Unit No.	SEC.	Property & Evidence		Unit No.	
			6400			6450		
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
#1. Handle 75% of criminal evidence, recovered and found property within 12 hours of time collected.			Number of cases involving physical evidence and/or property	X			32,500	35,000
			Percent of total cases handled			X	75%	75%
#2. Accomplish proper recording and tagging of all department property.			Number of separate pieces of equipment department wide	X			1,800	2,000
			Percent of total property inventoried			X	100%	100%
#3. Maintain inventory and issue of all department issue equipment to all regular and reserve personnel.			Number of persons to receive uniforms and equipment	X			200	248
			Percent of persons issued equipment			X	100%	100%
#4. Conduct care, maintenance and repair of all department firearms.			Number of weapons maintained and repaired	X			175	200
			Percent 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

1. Handle all criminal evidence and found property
2. Accomplish proper recording of all department property
3. Inventory and issue department equipment
4. Care, maintenance and repair of all department firearms

Task

- *Maintain security
- *Preserve chain of evidence
- *Dispose of unnecessary property in accordance with Municipal ordinance
- *Record and tag all department property with a value of \$100 or more and with a useful life expectancy of 6 months or more
- *Issue of uniforms, weapons, leather gear and ammunition
- *Maintenance, cleaning and repair on a need basis

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Crime Laboratory and Identification	Unit No.
Police	6001	Technical Services	6400			6460
PERFORMANCE INDICATORS						
OBJECTIVES	DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Process 95% of all requests for identification service within two days.	# of requests for services # of days average response time % of total requests processed within two days	X		X	6,700* 3 75%	TBD 2 95%
2. Reduce photograph processing time from two days to one hour.	# of requests for photographs # of hours average response time % of total requests processed within one hour	X	X	X	700* 16 90%	1,000 1 95%

* Projected

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 name to avoid detection and apprehension.
2. Speed in developing photographs will (a) increase speed of photos for court, (b) increase ability to supply photos of criminals or lost children to patrol who are searching for these subjects, (c) reduce personnel time in photo lab, (d) simplify chemical processing of photographs.

CHANGES FROM CURRENT OPERATIONS:

No changes in current operations.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**OBJECTIVE**

1. Process request for identification services within two days.
2. Reduce photograph processing time.

TASK

- * Continue training of personnel
- * Implement shift work loads
- * Continue implementation of new procedures.
- * Implement shift work loads.

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Police	6001	Technical Service	6400	Data Systems	6470
PERFORMANCE INDICATORS					
OBJECTIVES	DESCRIPTION			1978	
				1978	1979
1. Study the internal information systems of the department and make recommendations.	Systems analysis and recommendations			1	1
2. Continue Automated Resource Allocation System and cause production of regular reports.	# of monthly data processing reports on Resource Allocation program			3	5
3. Review AJIS utilization by department and effectiveness.	Produce AJIS status reports			1	1

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

We are currently lacking in efficient use of all data processing systems. The department is in the process of reviewing the current system and possible alternatives in order to avoid undue delay and possibility of expensive error, no administrative recommendation is advisable until detailed studies have been completed. In addition, because the Resource Allocation system has never been exercised to its full potential, it is imperative that it become an integral part of department operations before the study is initiated. The need for a study of this nature is a recognized and accepted management practice.

CHANGES FROM CURRENT OPERATIONS:

Study of the centralization of police department data processing systems.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- Study Internal Information Systems
 - Locate and contract with a qualified consulting firm
 - Familiarize the consulting firm with ALPIN, AJIS, and Resource Allocation systems
- Produce Regular Reports
 - Analyze systems and produce status reports with recommendations on department information systems
 - Work with Municipal Data Processing to refine Resource Allocation system and reports
- Review AJIS Utilization
 - Begin to utilize Resource Allocation system to perform crime analysis and produce periodic reports

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.

DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.			
Police	6001	Field Operations	6500					
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Develop and review performance indicator reports.			# of monthly reports	X			2	4
2. Direct and coordinate Uniformed Field Services and Investigation Services Divisions.			# of staff meetings	X		X	5	12
3. Amend departmental rules and procedures manual as required.			# of amendments	X			2	T.B.D.
4. Assume Acting Chief of Police position as required.			# of assignments	X			2	T.B.D.

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

CHANGES FROM CURRENT OPERATIONS:

1. Establishing better evaluation of performance.
2. No change.
3. More attention to providing current rules and procedures to operational personnel.
4. No change.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Develop Performance Indicator Reports
 - Review performance indicators
 - Determine computer feasibility
 - Establish alternate documentation system
 - Develop report review schedule
2. Coordinate Divisions
 - Determine and coordinate needs
 - Hold staff meetings
 - Monitor results
3. Amend Rules and Procedures Manual
 - Establish documentation review responsibility
 - Monitor policy changes
 - Establish temporary orders duration
4. Acting Chief of Police Position
 - Amend departmental rules
 - Coordinate work schedule
 - Maintain knowledge of operation of all Divisions

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DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.			
Police	6001	Uniformed Field Services	6600	Administration	6610			
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
#1. Develop pro-active management program for human and material resources			Number of personnel			X	129	
			Number of calls for service per officer	X				T.B.D. (1)
			Response time per area		X			T.B.D. (1)
			Hours of training per man	X				T.B.D. (1)
			#2. Provide command coverage to Patrol Section in absence of Patrol lieutenants			Maximum absence of command	X	X
#3. Evaluate activities of command and supervisory personnel in Uniformed Field Services for priority and appropriateness			Percent of time allocated to identified duties			X	T.B.D. (1)	
(1) To be determined								

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Identification of personnel activities, priority assessments and performance standards is a necessity for human and material resource management. Once tasks are identified and priority assessments are made, the guidelines can be established to assure efficient and effective programs within the level of police management standards.

The Administration Section of the Uniformed Field Services Division is responsible for this task. Therefore, emphasis on activity identification, priority assessment and pro-active programming of human and material resources will assure guidelines for leadership and management of enforcement operations.

CHANGES FROM CURRENT OPERATIONS:

Duplication of services and assignments will be identified.
 Priority assessments will be made for activities.
 Human and material resources will be utilized thorough pro-active programming.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Objective

#1. Pro-active management programs

Task

Number of personnel available
 Number of calls for service
 Response time for service need
 Training of personnel

#2. Provide command coverage

Maximum

#3. Evaluate and prioritize activities

Identify activities
 Priority assessment
 Time allocated to activity

DEPT. Police	Unit No. 6001	DIV. Uniformed Field Services	Unit No. 6600	SEC. Patrol	Unit No. 6620
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1978	1979
		Work-load	Efficiency	Effectiveness		
1. Establish geographic boundaries of police patrol areas.	# of calls for service	X				(2)
	# of man hours expended by crime classification		X		(1)	(2)
	# of police patrol areas			X	14	(2)
2. Maintain a directed patrol program	# of calls for service by crime classification	X			(1)	(2)
	% of frequency occurrence by area	X			(1)	(2)
	Frequency of data evaluation			X	0	4 (once each quarter)

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE: 1. Patrol areas must be permanently fixed by geographic boundaries to insure uniformity in active enforcement, gathering statistical data and evaluating for programmed planning. With police expansion in 1978 and 1979, it is vitally essential to evaluate the workload escalation placed on Patrol personnel. Little statistical data is available for new areas, limiting the ability to maintain the high level of police service now provided. To maintain existing levels, the workload must be proportionately distributed by patrol area assignment. Statistical data will be gathered daily and fed into an existing Resource Allocation computer program to be evaluated. Patrol areas will then be identified and fixed by geographic boundaries.

2. Statistical data verifies a direct proportionate increase in crime rates with population growth. The expansion into a new service area in 1979 necessitates identification of crime trends and frequency of occurrence patterns. With this data, priorities can be assigned to specific crimes. Frequency occurrence patterns can be monitored to indicate probability factors. The program can be directed to meet changing needs within a current time frame, ensuring more meaningful law enforcement.

CHANGES FROM CURRENT OPERATIONS: 1. Police patrol areas will be identified through computer Resource Allocation programming. Statistical data will include calls for service and manpower expenditures based on crime classification. Patrol areas will have fixed geographic boundaries determined by proportionately distributed workload. This will enhance enforcement efficiency and effectiveness, assuring a high level of police service to the community.

2. Statistical information at this time is manually tabulated. Priorities assigned to specific crimes is a current practice to some degree. Frequency occurrence patterns are manually tabulated on an as time permits basis. Through computer programming this information is available on a more timely basis. Directed patrol is a current program in part, however, current data is lacking to enhance an efficient operation.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

- Establish geographic boundaries of police patrol areas
 - Calls for service by crime classification
 - Man hour expenditure by crime classification
 - Response time data
- Maintain directed patrol program
 - Establish priorities for specific crimes
 - Frequency of occurrence probabilities
 - Expand manpower in directed patrol assignments

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DEPT. Police	Unit No. 6001	DIV. Uniformed Field Services	Unit No. 6600	SEC. Patrol	Unit No. 6620
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS					1978	1979
		Work-load	Efficiency	Effectiveness				
3. Maintain closer street supervision on patrol personnel	# new supervisor positions (3) # span of control % reduction span of control (9.2:1 - 8.6:1)	X		X			6 (Corporals) 9.2:1	9 (Corporals) 8.6:1 .06%

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE: Supervisory personnel are responsible for the function of officers assigned to street activities. They must be readily available to direct enforcement activities of their personnel. The span of control ratio of supervisor to subordinate must be kept at a level that is both realistic and physically possible to maintain. In 1978, the jurisdictional enforcement boundaries of the police department were increased by approximately 50%. In 1979, they will again increase by approximately 36%. In 1978, line officer personnel increased approximately 42%. In 1979, line officers will increase approximately 16%. No additional supervisory personnel were realized in 1978. This does not produce a desirable supervisor/subordinate ratio. The problem is generated by two factors: (1) the geographic spread of jurisdictional boundaries is too vast an area for existing supervisory personnel, (2) 58% of the street officers are new hire personnel. They will have completed academic training, however, all will not have achieved competent functional status. In many cases, constant supervision will be necessary, requiring personal contact while the enforcement activity is being generated. To allow the supervisor/subordinate ratio to remain at the present level would not be conducive to the expectations of the public or the welfare of the community.

CHANGES FROM CURRENT OPERATIONS:

This will be an increase in supervisory staff by adding three new Corporal positions, reducing the supervisor/subordinate ratio from 9.2:1 to 8.6:1.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

3. Maintain closer street supervision - Adding three new Corporal positions
- Reducing the span of control

DEPT. Police	Unit No. 6001	DIV. Uniformed Field Services	Unit No. 6600	SEC. Traffic	Unit No. 6630
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OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS			1978	1979
		Work-load	Efficiency	Effectiveness		
Maintain Enforcement Index of 25	Number of Hazardous Moving Citations	X			18,683 *	(1)
	Number of Motor Vehicle Collisions with Injury	X			1,233 *	(1)
	Enforcement Index			X	15.6 *	25
(1) Accurate projection not available due to data format * Projection (excluding Muldoon/Sand Lake)						

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

The National Highway Transportation Safety Administration (NHTSA) and Northwestern Traffic Institute (TI) recommend an enforcement index of approximately 25 for metropolitan areas. This ratio is necessary for the enforcement program to impact on motor-vehicle collisions.

CHANGES FROM CURRENT OPERATIONS:

1. Implementation of a computer based Traffic Enforcement program utilizing existing Resource Allocation Program.
2. Begin 24 hour, 7 day per week response to injury motor-vehicle collisions and Traffic Law Enforcement by specially trained personnel.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

1. Develop computer based enforcement program.
2. Increase TLE personnel.
3. Specialized training for enforcement personnel.
4. Co-ordinate computer data with enforcement effort.

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DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Police	6001	Uniformed Field Services	6600	Police Reserve	6640
PERFORMANCE INDICATORS					
OBJECTIVES	DESCRIPTION			1978	1979
1. Provide 57 trained Reserve Police Officers to support Uniformed Field Services Division.	# of hours of Reserve Police service provided			X	10,000
	# of man hours of training furnished to reserve applicants			X	5,325
	# of reserve applicants trained			X	22
	% of hourly supplementation provided to Uniformed Field Services Division			X	.05%
2. Enhance Police Department image through civilian interaction.	# of civilian contacts per year per man			X	250

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

The Uniformed Field Services Division though working at full capacity are not able to staff sufficient manpower to meet service demand needs at special events without exorbitant overtime costs. Police Reserve manpower is available to offset this expense.

Police Reserve manpower is available to meet deficient manpower requirements in cases of disaster or local emergencies.

The Police Reserve Unit is made up of volunteer civilian personnel. Their interaction with the citizens in this community, through their normal employment, can greatly enhance citizen awareness of the police mission and bolster the police image.

CHANGES FROM CURRENT OPERATIONS:

Utilizing the Police Reserve in a community relations program to enhance citizen awareness of the police mission and image.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:OBJECTIVE

1. Provide 57 Trained Police Reserve Officers

TASK

- Active recruitment program.
- Extensive reserve recruit academy curriculum.
- Develop reserve field training program.

2. Enhance Police Department Image

- Interaction with citizens through civilian employment contacts.
- Enhance public awareness of police mission and image through civilian transmission.

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DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.		
Police	6001	Investigation Services	6700	Administration	6710		
OBJECTIVES		PERFORMANCE INDICATORS					
		DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
1. Establish a management process for the continuing criminal investigations.		Establish management process	X				1
2. 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:

The management process for the continuing criminal investigations had become ineffective in the past because of an expanding span of control over a large number of personnel. As a result, many of the assigned criminal cases of lesser importance had not been adequately reviewed or prioritized, causing a decline in clearances of these type cases.

CHANGES FROM CURRENT OPERATIONS:

There will be a closer and continuing inspection and review of the continuing criminal investigations.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:**OBJECTIVES:**

1. Establish a management process for continuing criminal investigations.

TASK

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.

2. Develop a police/prosecutor liaison program.

Establish more effective liaison with prosecutor's office.

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DEPT. Police	Unit No. 6001	DIV. Investigation Services	Unit No. 6700	SEC. Person Crimes	Unit No. 6720		
OBJECTIVES		PERFORMANCE INDICATORS					
		DESCRIPTION	Work-load	Efficiency	Effectiveness	1978	1979
Increase the clearance rate of person crimes by 5% over that of 1978		No. of cases assigned	X			852*	923*
		No. of cases cleared			X	572*	651*
		% Increase of clearance rate			X		5%
* Estimated							

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 increases since 1975 and it is estimated the upward trend will continue through 1979.

In addition, police expansion in Sand Lake, Muldoon and the Eagle River Chugiak Area is, expected to generate an additional two hundred forty cases (240).

1977 Actual 679
1978 Estimate 852 (Est)

CHANGES FROM CURRENT OPERATIONS:

The Person Crimes Section will be increased to 13 officers and will be under 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 Unit/Investigator performance.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:OBJECTIVE

1. Increase clearance rate of person crimes by 5% over 1978.

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

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DEPT.	Unit No.	DIV.	work Program Statement For 1979				Page	183
Police	6001	Investigation Services	Unit No.	SEC.	Property Crimes			Unit No.
			6700				6730	
OBJECTIVES			PERFORMANCE INDICATORS					
			DESCRIPTION	Work-load	Effi-ciency	Effec-tiveness	1978	1979
1. Increase clearance rate of property crimes by 10% over 1978. 2. Increase stolen property recovery by 10% over 1978.			# of cases assigned	X			2,420*	4,338*
			# of cases cleared			X	1,221*	1,343*
			% increase of clearance			X		10%
			Dollar value of recovered property			X	308,000*	338,800
			% of value of recovered property			X		10%

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:

1977-2,078
1978-2,420*
1979-4,338**

1977-\$196,252
1978-\$308,000*
1979-\$338,800*

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

** Increase in 1979 based on statistics from Alaska State Troopers on Muldoon, Sandlake and Eagle River areas.

* Estimated.

CHANGES FROM CURRENT OPERATIONS:

None

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

OBJECTIVE :

TASK:

1. Increase clearance rate by 10% over 1978.
2. Increase stolen property recovery by 10% over 1978.

Re-organize the unit.
Investigate all assigned cases.
Establish work schedules and deploy resources.
Monitor progress of case investigation.
Evaluate the performance of section/investigator.

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DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Police	6001	Investigation Services	6700	Metro	6740
PERFORMANCE INDICATORS					
OBJECTIVES	DESCRIPTION			1978	1979
1. Increase identification and apprehension of major narcotic dealers.	Number of cases investigated			680	700
	Number of arrests			185	213
2. Increase quantity of narcotics seized	Quantity and dollar amount of drugs seized			1,378,850	1,585,680

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Increase in the number of major dealers
 The runner will return to the dealer enabling Metro to determine when shipment of drugs arrives.
 Approximately 90% of illicit narcotics enter Anchorage through the International Airport.
 High caliber informants needed to develop information requiring more personnel to work the informants and establish proper control.
 Increase in narcotic traffic in Anchorage has outpaced the ability of the existing manpower and equipment of Metro which has not kept pace with the area's growth in population and area of responsibility.
 The Metro staff has been reduced by one State officer due to decreased area of State responsibility.

CHANGES FROM CURRENT OPERATIONS:

Pure target concept proved ineffective and time consuming with present staff of officers at Metro.

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Develop informants	Locate and develop informants
Staff Airport Detail	Record and desiminate information received
Identify Narcotic Runners	Gain confidence of airport personnel
Incoming Shipments	Establish airport office
Major Narcotic Dealers	Identify those persons and associates transporting drugs into Alaska
	Through informants record information on possible shipments
	Surveil runners to the narcotic dealers
	Obtain search warrants
	Concentration will be maintained on major narcotic dealers

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DEPT.	Unit No.	DIV.	Unit No.	SEC.	Unit No.
Police	6001	Investigation Services	6700	Youth Services	6750

OBJECTIVES	DESCRIPTION	PERFORMANCE INDICATORS				1978	1979
		Work-load	Efficiency	Effectiveness			
Increase apprehension of Juvenile offenders by 5%	# of apprehensions			X		317	333
	# of cases assigned per officer	X				172	181

EVIDENCE DEMONSTRATING THE NEED FOR THIS LEVEL OF SERVICE:

Juveniles apprehended by Youth Services Bureau	Cases assigned to Youth Services Bureau Personnel
1977-285	1977-662
1978-317	1978-688
1979-333 (projected)	1979-724 (projected)

CHANGES FROM CURRENT OPERATIONS:

NONE

SUMMARY OF PLAN FOR ACCOMPLISHING OBJECTIVES:

Increase identification and apprehension of Juvenile Offenders	TASK
	Identification of offenders
	Apprehension of offenders
	Swing shift assignments
	Specific areas of training for Youth Services Bureau officers.

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TASK:

- Reschedule officers days off
- Establish evening shift
- Establish appropriate records system
- Monitor and evaluate procedures and policy
- Conduct supervisory tasks to increase efficiency and effectiveness
- Evaluate performance of personnel assigned to the section
- Establish a detail for transporting persons in custody