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Providing a sense of safety to the citizens of Anchorage has always been my top priority. With the continued support from our citizens, the Anchorage Police Department has been providing that well deserved public service and safety throughout my administration.

Beginning in 2004 with the implementation of a new and innovative five year strategic planning process, the Anchorage Police Department has accomplished a great deal. As part of that process, each year the Anchorage Police Department reviews its progress, sets new goals, and publishes an updated five-year Strategic Plan. APD’s strategic goals, objectives, and strategies are recommended by a committee consisting of members from the department and community alike. Pursuit of these goals, objectives, and strategies guide the department in its efforts to better serve the community.

I take great pride in reporting that many of the goals set for the department in 2008 were met and even exceeded in several areas. The success of this strategic approach relies on the active participation of each APD employee and the pride they share in their mission statement, to “protect and serve in the most professional and compassionate manner possible.”

I am pleased to have been part of this Strategic Plan, and I am proud of the commitment the Anchorage Police Department has to the citizens of Anchorage. It is that kind of commitment that will carry the Municipality of Anchorage through today and well into the future.

Mark Begich
Mayor of Anchorage
Since 2004 the Anchorage Police Department has developed and implemented a long range organizational blueprint for directing the Department through the next five years. This Strategic Plan also provides a gauge by which we can measure our progress.

This past year we continued to strive toward our long range goals. As in the previous years, the spirit of community oriented policing is alive, and we will continue to collaborate with the citizens of Anchorage as part of our overall plan for the future of the Anchorage Police Department.

As members of APD, we should be proud of the progress we have made. As always, I commit the Chain of Command’s unwavering support for the implementation of the strategies, the attainment of the objectives, and the fulfillment of the goals contained in this 2009-2013 Strategic Plan.

Rob Heun
Chief of Police
Steering Committee Members

- **Stephen Smith**, Deputy Chief of Administration
- **Glen Klinkhart**, Detective, Planning and Operations
- **Nelson Price**, Patrol Officer, Planning and Operations
- **Dave Parker**, Lieutenant, Director of Public Affairs
- **Cliff Boltz**, Business Systems Administrator
- **John Rockwell**, Project Manager
- **Steve Miko**, Principal Administrative Officer
- **André Rosay**, Ph.D., Director, University of Alaska Anchorage, Justice Center
- **Jim Kaletka**, Citizen’s Academy Alumni Association
The Anchorage Police Department began its strategic planning process in 2003. The Department’s first full year of operation under the Strategic Plan was 2004. The Strategic Plan was written to help focus our Department’s efforts and to ensure that we continually meet the needs of our community in a responsive and responsible manner. We designed the Strategic Plan to be a dynamic document, continually evolving and improving to meet our goals and better serve our community. The Anchorage Police Department Strategic Plan continues to be the foundation of the future of this organization.

The 2009 edition of the Strategic Plan builds on the extensive review and revision of the plan in 2008. It continues to reflect the groundwork laid in 2003 and the progress and new needs encountered since. The 2009 edition of the Strategic Plan reaffirms our commitment to our community and our employees, delivering the highest quality police service to the Municipality of Anchorage.

**Mission**

The Anchorage Police Department’s Mission is to protect and serve our community in the most professional and compassionate manner possible.

**Core Services**

Core Services are the fundamental functions performed by the Department. The Department provides three Core Services to the community:

- Protection of Life
- Protection of Property
- Maintenance of Order

**Direct Services**

Direct Services are the routine actions performed by the Department’s employees in meeting our Core Services. The Department’s Direct Services are:

- Law Enforcement
- Crime Prevention
- Investigation
- Service Referrals
- Response to Emergencies and Disasters

**Core Values**

Core Values are qualities that APD uses to establish a common standard for conduct and performance within the Department. The Core Values serve as guides to Department members in their interaction with each other and the community. The goal in pursuing our mission according to the Core Values is to create an atmosphere of trust, both within the Department and with the community. The Department highly values the public trust, and each member will do his or her part every day to maintain that trust.
The APD Core Values are Integrity, Courage, and Service.

**Integrity**

Integrity is the foundation of the Core Values. Integrity’s root meaning suggests wholeness, or the ability to properly integrate all elements of personality successfully and consistently. Said another way, integrity creates a sound character and manifests in honesty, trustworthiness, stability, and harmony between one’s actions and words.

**Courage**

Courage is a vital quality to successful police operations. When considering courage, one most frequently thinks of the physical courage necessary to confront the many dangers encountered in performing the police mission. While this is indeed important, the Department emphasizes mental and moral courage first.

**Service**

Service is the quality in Department members that gets the job done, day in and day out. It is the hard work, perseverance, and devotion to duty that APD employees have shown throughout the Department’s history and are committed to maintaining, while performing tasks for the benefit of others. Service accomplishes the Department’s mission, and the Department strives to do so with excellence.

**Goals and Objectives**

There are five main goals identified in the Strategic Plan. Each goal has supporting objectives. All of the goals and objectives are designed to improve the effectiveness of the Department, while working within budgetary constraints.

This year the Steering Committee reviewed the goals and objectives of the 2008 edition with both staff and members of the community. Based on this information, the Committee prepared this revision with updates for each goal. The Department has accomplished much of what it set out to do in previous editions, and efforts to complete other objectives continue. An annual progress report is included in this document to identify these accomplishments (See section “Accomplishments in 2008”).

**Goal 1: Improve APD’s Human Capital**

**Objectives:**

1.1 Improve APD’s Career Development Program for all Employees
1.2 Improve Recruiting, Hiring and Retention Practices
1.3 Enhance Employee Training
1.4 Improve Leadership Development
1.5 Optimize Rotation for Career Development
1.6 Civilianize Positions Where Possible
1.7 Enhance Employee Safety

**Goal 2: Improve the Public’s Perception of the Department**

**Objectives:**

2.1 Expand and Focus the Public Information and Community Relations Unit
2.2 Improve APD’s Media Relations
2.3 Proactively Disseminate Information to the Media
2.4 Reinforce the Department’s Commitment to Customer Service
2.5 Adhere to a Philosophy of Community Policing
2.6 Enhance the Department’s Use of Volunteers

Goal 3: Enhance the Department’s Performance

Objectives:
3.1 Communicate and Inculcate Department Values
3.2 Improve the Department’s Internal Communication
3.3 Establish Formalized Administrative Procedures to Support Department Operations
3.4 Encourage Individual Initiative and Provide Response at the Lowest Level
3.5 Continue Refinement of Systems to Manage and Analyze Overtime and Workload
3.6 Conduct Periodic Internal Assessments

Goal 4: Advance the Employment of Technology

Objectives:
4.1 Facilitate Information Exchange within the Department and Outside Agencies
4.2 Improve the Department’s Use of Technology

Goal 5: Project and Prioritize Capital Needs

Objectives:
5.1 Formalize a Capital Plan for the Department
5.2 Consolidate Operational and Administrative Assets
5.3 Streamline the Procurement Process
5.4 Improve and Maintain APD’s Ability to Obtain Cost Effective Grants

Strategies

The above goals and their associated objectives are supported by a framework of strategies that are designed to ensure the attainment of each objective. The specific subordinate strategies bridge the gap from planning to implementation.

Action Steps

The Steering Committee, in conjunction with Department leadership, pursues the planning and implementation process in the following manner:

- The Steering Committee continues to develop the plan.
- The APD leadership assigns responsibility for developing implementation plans for each of the five strategic goal teams. The team leaders periodically report back to the Steering Committee on the progress of their efforts.
- The Steering Committee reviews each implementation plan for consistency with the Strategic Plan and makes appropriate recommendations to the chain of command.
- The APD leadership approves each implementation plan, secures appropriate resources, and initiates implementation.
- The Steering Committee and the APD leadership monitor progress and assess the effects of plan implementation.
ACCOMPLISHMENTS IN 2008

The following objectives and assigned numbers were completed in 2008

**IMPROVE HUMAN CAPITAL**

- Improve APD’s Career Development Program for All Employees (1.1)
  - Completed employee evaluation pilot study to assess current evaluation system (1.1.2)
  - Implemented revamped Lieutenant and Sergeant promotion processes (1.1.3)
  - Created Evidence Technician Supervisor and Mid Shift Records Supervisor positions (1.1.3)
  - Revised Internal Selection Process policy, based on experience and feedback from last year (1.1.3)
  - Delivered in-service training for sworn employees in defensive tactics, firearms and emergency vehicle operations (1.1.4)

- Improve Recruiting and Hiring Practices (1.2)
  - Refined approach to recruiting and screening applicants in the Lower 48; performed two extended Lower 48 recruiting trips, which garnered several new hire officers (1.2.1)
  - Prepared instructional video describing the new pre-hire physical ability test, which will go into effect in January 2009 (1.2.2)
  - Continued testing quarterly for police officer applicants in the Anchorage area (1.2.3)
  - Continued participating in a wide variety of outreach programs designed to recruit a broad spectrum of community members (1.2.4)

- Enhance Employee Training (1.3)
  - Created framework for sworn and non-sworn Training Committees, to be implemented in 2009 (1.3.1)
  - Sent Academy trainers to advanced training in the Lower 48 regarding best practices in adult learning for law enforcement; began implementing these concepts in the Academy curriculum (1.3.3)
  - Continued organizing to centralize all Department training and certifications at Training Academy (1.3.4)

- Improve Leadership Development (1.4)
  - Prepared and delivered APD specific first-line supervisor school (1.4.2)

- Optimize Rotation for Career Development (1.5)
  - Implemented partial rotation of Commanders to best integrate newly promoted Commanders with veteran ones (1.5.3)

- Civilianize Positions Where Possible (1.6)
  - Civilianized Payroll Supervisor position; began planning process to civilianize Dispatch Supervisor position (1.6.2)

- Enhance Employee Safety (1.7)
  - Identified Academy Commander position as Department Safety Officer on a collateral duty basis, as an interim measure until a full-time Safety Officer can be added to the Department organization chart (1.7.1)
Department Safety Officer began a regular meeting schedule with the Municipal Safety Officer to identify Department safety needs and plans for action (1.7.2)

Continued Department focus for all field employees on proper “officer safety” practices through initial and continuing training, and reinforcement by supervisors (1.7.4)

**IMPROVE PUBLIC’S PERCEPTION OF THE DEPARTMENT**

- Expand and Focus the Public Information and Community Relations Unit (2.1)
  - Data collection is underway to quantify unit activities with a view to justify an additional Public Relations Media Professional (2.1.1)
  - Unit review continues to determine what changes if any are needed in the existing Protocol as enunciated in Procedure 3.09.005 and 3.09.010 (2.1.2)
  - A draft of the proposal to reclassify an existing Clerk position to a Crime Prevention/Webmaster position has been completed (2.1.3)

- Improve APD’s Media Relations (2.2)
  - Provided recruit and in-service training in the area of disseminating information to the media (2.2.1)
  - Opened lines of communication with the media by providing constant and immediate contact with Lieutenant Parker (2.2.2)
  - Introduction to all major media for new PIO accomplished. Monthly visits are currently being made by PIO Lt. Dave Parker (2.2.3)

- Proactively Disseminate Information to the Media (2.3)
  - Permission requested through the chain of command to allow promotions and annual awards to be released to the media (2.3.2)
  - Stories are being shopped with the media on a continuing basis. October/November 08 stories included increased DUI enforcement, Scofflaw Commercial Vehicle Seizures, Sentencing of a Notorious Sex Offender, CIT Program, and Internet Fraud Alerts (2.3.3)
  - Internal discussions have been held on special media (PSAs) announcements (2.3.4)

- Reinforce the Department’s Commitment to Customer Service (2.4)
  - Enhanced the Crime Stopper’s reporting system for the first time since 1981 (2.4.1)
  - Provided information for an educational guide for AFN attendees (2.4.3)
  - Created Public Service Announcements on thefts from vehicles at malls, trailheads, and residences (2.4.3)
  - Printed pamphlets informing the public of the new bicycle helmet law for minors (2.4.3)

- Adhere to a Philosophy of Community Policing (2.5)
  - The CAP Team has been actively dealing with Community Councils on projects in Birch Knoll, Canyon Road, Seeley Estates, Airport Heights, Mt. View, Midtown, North Star, Rodgers Park, Eagle River, Downtown, Fairview and Spenard (2.5.1)
  - CAP Team utilizes P.O.P. as a tactical and strategic method of dealing with community problems. Examples of SARA projects include Fairview-Chronic Inebriate, Open Air Drug Sales and Street Prostitution, Spenard-Location Related Criminal Activities, Airport Heights, Spenard, Mt. View, Russian Jack, Birch Knoll, Muldoon, etc.-AMC 8.80 (Nuisance Properties-24 locations in all, liens in excess of $50,000 assessed) (2.5.3)
  - Each CAP Officer has been assigned a specific District for which they coordinate all community problem solving activities (2.5.5)

- Enhance the Department’s Use of Volunteers (2.6)
Ongoing volunteer organizational activities include Search Team with Lt. Parker and Sgt. Allen as liaisons. VIPS volunteer coordinator Mike Smulski working three afternoons per week. Chaplains continue their on-call duties and plans are being laid for expanded availability to APD personnel. Citizens Academy continues in the Detective Call-back Program and staffed APD booth at AFN (2.6.1)

- Suggested exploring non-budgetary funding options (2.6.2)
- VIPS coordinator Mike Smulski available 15 hours per week (2.6.3)

ENHANCE THE DEPARTMENT’S PERFORMANCE

- Establish Formalized Administrative Procedures to Support Department Operations (3.3)
  - Developed systems to support Alaska Strategic Traffic Enforcement Partnership (ASTEP) grant management within the department. Systems include: models to forecast/plan grant use and project expenditures, means to code grant expenditures in payroll data, and reports to manage actual expenditures at the close of each pay period (3.3.2)
  - Developed systems to provide standardized periodic reports of vehicle use and fuel consumption for the Department (3.3.2)

- Develop a System to Manage and Develop Overtime (3.5)
  - Completed review of payroll codes used by department. This review resulted in elimination, consolidation, and introduction of Time Reporting Codes as necessary to support detailed management of time expenditures among employees (3.5.1)
  - Completed a revision of overtime procedures that included an update to the overtime slip (Request for Additional Compensation). New procedures were reviewed and trained to improve consistency in reporting (3.5.2)
  - Developed a bi-weekly standardized payroll report that provided insights of the current pay period overtime expenditures and aggregate YTD spending. These reports are reviewed by APD upper management and disseminated as appropriate to manage and control discretionary overtime expenditures (3.5.4)

ADVANCE THE EMPLOYMENT OF TECHNOLOGY

- Facilitate Information exchange within the Department (4.1)
  - Formalized computer account creation, closure and internal transfer process (4.1.1)
  - Defined functional responsibilities within the Department from an Information Technology resource perspective (4.1.2)
  - Constructed web based user interface to support electronic Forms/Documents modeled around Department roles (4.1.3)
  - Completed a standardized data collection procedure (4.2.2)
  - Continued updating software to ease data entry and training of data entry operators (4.2.3)

PROJECT AND PRIORITIZE CAPITAL NEEDS

- Formalize a Capital Plan for the Department (5.1)
  - Completed architect/design team interviews for a comprehensive space needs assessment and facility renovation/expansion design project (5.1.1)
  - Will invite Goal 5 participation by the Fiscal Unit to ensure that Unit Action Plans are incorporated into the annual operating budget process (5.1.2)
  - Continue to publish and manage a seven year Capital Improvement Program, annually identifying new and changing requirements based on operational demands (5.1.3)
➢ Consolidate Operational and Administrative Assets Facilitating the Expansion or Relocation of the Main Police Station (5.2)
  ✓ Created new secure storage area at the APD Training Center to consolidate Mobile Field Force equipment issue supply items (5.2.1)
  ✓ Located additional storage containers at APD Headquarters to temporarily consolidate specialty unit assets and overflow supply items (5.2.1)
  ✓ Worked with expansion project architect/design team to design a central Supply area to consolidate unit assets into a single highly functional receiving, storage, and issue location (5.1.1 & 5.2.1)
  ✓ Remodeled 901 Orca (prior IT Records Division Warehouse) for use as a temporary long term evidence storage location with close proximity to current 1015 Orca Evidence Warehouse (5.2.2)
  ✓ Performed a space needs analysis to enable the consolidation of Evidence Unit processing functions and high density storage requirements (5.2.2)
  ✓ Worked with expansion project architect/design team to create unit floor plan for new facility construction in APD’s phased expansion project (5.1.1 & 5.2.2)
  ✓ Investigating lot design requirements of the Outdoor Secure Storage Lot (5.2.3), secure parking area for up to 60 new vehicle storage and 100 to 150 additional spaces for police service vehicles (5.2.12 & 5.2.16) for contaminated run-off and adequate landscaping for esthetic purposes as will be required by the Planning Department
  ✓ Created floor plan and preliminary building design for a Indoor Warm Storage Facility to incorporate Indoor Secure Storage and evidence vehicle processing area (5.2.4), specialty response vehicle storage (5.2.6) and warm storage of up to 30 spare fleet patrol vehicles (5.2.10)
  ✓ Worked with expansion project architect/design team to create floor plan for renovation of existing Headquarters for expanded office areas for specialized units and administrative personnel (5.2.5), redesign of front lobby and Records Unit areas to provide for a more efficient and public friendly business place and increased Records Unit area for the centralization of police records storage and processing (5.2.7)
  ✓ Accomplished preliminary design of a consolidated Light Duty Repair and Communications Division Shop incorporating an area for seasonal tire storage and installation (5.2.8)
  ✓ Created floor plan for EOD and K-9 Teams in planned new building construction with decontamination, equipment laundry, indoor/outdoor kennels and training/exercise areas and expanded office space (5.2.11)
  ✓ Continue to search for funding for Project 25 compliant interoperable radios to enable APD to join the AWARN System (ALMR entirety) in late 2009 or early 2010 (5.2.13)
  ✓ Awaiting project costing engineer review and evaluation of proposed APD Renovation and Phased Expansion Project (5.2.14 & 5.2.15)

➢ Improve APD’s Ability to Obtain Cost Effective Grants (5.4)
  ✓ Will investigate creation of a Junior Administrative Officer (career path) position to assist in grant management responsibilities and the search for alternate funding sources (5.4.1)
The high quality personnel working for the Anchorage Police Department continue to be its most significant strength. Our employees remain committed to their jobs, the organization, and the citizens they serve. Since 2003, the Department has built on the general list of organizational strengths identified during its initial strategic planning process. These strengths included above average and well-trained specialty teams, aggressive internal monitoring systems, productive and cooperative interaction with the school district, good pay and benefits, active community involvement, strong informal leadership, high levels of Department-wide camaraderie, broad-based interagency cooperation, and a potential for growth.
The Anchorage Police Department initiated its strategic planning process in 2003, after a change in Municipal administration. The effort began with the Transition Team Report and 60 Day Management Report. Both documents were prepared with input and assistance from APD employees at all levels. The success of this effort was contingent upon the Department's willingness to candidly communicate the employees' perceptions of the organization, the issues it confronts, and suggestions for improvement.

Based on this feedback, APD's leadership identified those issues they felt hindered the Department's ability to optimally perform. The identified goals for improvement were generalized themes that were developed through a laborious screening of the organizational issues identified. In their most basic form, strategic issues are policy questions or challenges that affect an organization's mandates, mission, and values.

The goals, fleshed out with objectives and strategies to support goal accomplishment, became the heart of the Department's Strategic Plan. These goals, objectives, and strategies were developed through a partnership of the Chain of Command, the Anchorage Police Department Employees Association, and the Strategic Plan Steering Committee. The first edition of the Strategic Plan was published in 2004 and guided the development of APD in the 2005-2009 timeframe. That document continues to evolve with the organization itself.

Although this strategic planning document is what the name implies, a strategy document, it has been purposely crafted to be action-oriented. A Goal Champion and working group or goal team was assembled for each goal. These teams meet monthly to further the objectives and strategies of their goal, reporting that progress to the Steering Committee. The Steering Committee makes implementation recommendations based on the work of the teams, and reports progress to the Chief of Police on a monthly basis. Through this arrangement, the Strategic Plan has become the hub of an iterative and evolutionary system of organizational development at APD.

The present edition of the Strategic Plan marks its fourth year in existence. Much has been accomplished in the preceding three years the document and process have been in operation. The Steering Committee undertook a thorough review of the Strategic Plan throughout 2007, to identify what has been accomplished, what must be maintained, and what remains to be done. It also sought items and next steps to add, based on the previous work accomplished. This serves to keep the Strategic Plan vibrant, relevant, and useful in improving the Department on a continuous basis.

What follows is a five year plan that provides a strategic perspective to the Anchorage Police Department for 2009 through 2013. It reflects a thorough review of the plan and the Department since the initial document was published. As such, it retains the format, foundation, and spirit of the original, with updates to reflect the current state and needs of the Department. These needs will likewise be addressed through the work of the goal teams and Steering Committee, all with the focused purpose of serving our community better.
Core Values:

*What We Consider Important in the Way We Deliver Our Services*

- Integrity
- Courage
- Service

Mission Statement:

*What We Do and Who We Do It For*

The Department’s mission statement is as follows:

> The Anchorage Police Department’s mission is to protect and serve our community in the most professional and compassionate manner possible.

Core Services:

*Major Functions Performed by the Department*

- Protection of life
- Protection of property
- Maintenance of order

Direct Services:

*Specific Services Delivered to Citizens*

- Enforce laws
- Prevent crime
- Investigate
- Support community services and make referrals
- Respond to emergencies and disasters
MISSION

VALUES

Enforce Laws
Prevent Crime
Support Community Services & Make Referrals
Respond To Emergencies & Disasters
Investigate

Core Services

VALUES

Protection of Life
Protection of Property
Maintenance of Order

Direct Services
APD’s Goals, Objectives, and Strategies

Goal 1
Improve APD’s Human Capital

- Improve APD’s Career Development Program for All Employees
- Improve Recruiting, Hiring and Retention Practices
- Enhance Employee Training
- Improve Leadership Development
- Optimize Rotation for Career Development
- Civilianize Positions Where Possible
- Enhance Employee Safety

Improve APD’s Human Capital

Human Capital, as we have defined it, is an umbrella term used to define the Department’s most valuable asset, its employees. Human Capital needs are a significant issue for the APD because the Department’s ability to deliver the quality services expected by the public is a function of the quality of the people the Department hires, trains, and retains. Human Capital issues include recruitment, training, career development, salary and benefits, safety and liability issues, and organizational morale. Some of the themes previously identified in Department assessments stressed the need to improve recruiting, training, and retaining highly qualified officers and civilian employees. Specifically, the APD should emphasize a greater and more proactive approach to recruiting “quality” employees. Retention considerations such as the development of more opportunities for appropriate job-related training as well as training for professional development also surfaced in the course of the strategic planning process. Since the adoption of the Strategic Plan, improvements have been made in recruiting, training, and retention, with more progress anticipated through continued efforts.
Monitoring Progress Toward Goal Achievement

APD will monitor progress toward goal achievement by measuring recruitment and training for sworn positions, successful completion of Police Recruit Academy and Field Training Officer Program, in-service training successes, and retention rates for each Recruit Academy class for pre and post improvement efforts. APD will further measure recruitment and training of non-sworn positions, to include successful completion of initial training and probation periods, in-service training successes, and retention rates for pre and post improvement efforts. APD will measure safety and liability issues based on initiation factors and outcomes. Salaries and benefits will be gauged in accordance with comparable jurisdictions, and organizational morale will be assessed periodically. The Department will continue tracking employee perceptions regarding disciplinary actions, promotions, and pay raises, and compare them to baselines established through its initial perception survey. Data sources employed for monitoring the Department’s progress toward improving Human Capital will be administrative statistics, focus groups, and employee surveys.

Objective 1.1 Improve APD's Career Development Program for All Employees

Career development is the primary tool the Department will use to develop its Human Capital. The desire is for all employees to continuously grow in their knowledge, skills and abilities, providing greater professional capacity as well as personal fulfillment and job satisfaction. In so doing, the Department will maximize potential for all employees, improving employee retention and service to the community and producing the next generation of leaders and subject matter experts for the Department. These enhancements are possible through training, assignments, impartial promotional processes and objective, timely performance evaluations. Historically, the Department has been challenged in consistently providing such an environment to all employees, sworn and non-sworn alike. The Department will approach this objective with an inclusive perspective, minimizing the potential for disparate treatment and developing all employees.

Strategies: APD will improve its career development program for all employees by

1.1.1 Identifying the skills and requirements that are needed for all assignments, particularly special assignments, because this will encourage employees to receive training prior to assignment selections. This will provide employees with a clear understanding regarding prerequisites for job assignments and help them plan to receive the necessary training to proceed along their chosen career path.

1.1.2 Continuing to review the career development aspects of employee evaluations, promotion, testing, and selection processes to ensure they are consistent and fair. Evaluations should incorporate a developmental component. Promotions should be based on a combination of an employee's assignments, disciplinary actions, previous evaluations, training, and test scores.

1.1.3 Providing more opportunities for advancement so employees will have the ability to plan their future career opportunities. This task should be performed with specific attention to providing opportunities to both sworn and non-sworn employees alike. The Department’s clearly articulated and...
broadly disseminated promotional criteria will bring credibility to the career development process and assist employees in their professional goal setting. Positions should be regularly reviewed for upgrade potential as the Department develops and reorganizes over time.

1.1.4 Offering career-specific training for current jobs as well as future promotional opportunities, supporting the developmental component of evaluations. Such training has a direct relationship to the self-actualization necessary for career development in the future and enhanced public service in the present.

1.1.5 Continuing to evaluate the validity of any claim of disparate treatment to determine if it is in fact a reality. Only by conducting a review of facts and practices can problems be identified and resolved.

1.1.6 Taking corrective actions to mitigate any negative impacts or sentiments should cases of disparate treatment be found. Such corrective action should be taken specific to the individual or individuals impacted. If there are issues identified that require process or organizational culture modifications to preclude reoccurrence, corrective action will be taken Department-wide.

**Objective 1.2 Improve Recruiting, Hiring and Retention Practices**

The hiring of quality employees is a top priority for the Department. If the Department is unable to recruit quality applicants, the other objectives will not be successful. Since the adoption of the Strategic Plan, the Department has expanded and improved its recruitment efforts, to include streamlining processes and broadening outreach through technology and greater travel. The focus throughout has been to bring a greater volume of high quality applicants into the selection process and to then process them efficiently.

**Strategies:** APD will improve its recruiting, hiring and retention practices by

1.2.1 Continuing to develop and update a progressive recruiting program to ensure a steady stream of highly qualified applicants.

1.2.2 Updating both the Informational Video and the Action Video presently on the recruiting web site. Produce additional informational videos addressing the physical ability test, applicant processing, recruiting training academy and the FTO program.

1.2.3 Continuing quarterly written testing of police officer applicants. Continue ensuring that the police officer applicant process is being completed within a four month window.

1.2.4 Continuing outreach programs that address potential cultural, community, and applicant angst regarding the hiring process to ensure a broad and diversified pool of potential hires.
1.2.5 Continuing to develop the high school student mentoring effort through the use of School Resource Officers and attendance at key school events by the Recruiting Unit. The goal of the mentoring effort is to educate and encourage potential candidates in proper preparation for the career and decision making considerations as it impacts their future opportunities.

1.2.6 Developing a Lateral Police Officer transfer program that encourages APSC qualified applicants to attend a short duration academy, a modified FTO program and a supplemental in-service training program. This program is essential to growing and maintaining the APD sworn personnel strength.

1.2.7 Developing an employee retention program focused on retaining the new employees gained through recent improvements in recruiting and hiring practices. The retention program would incorporate the use of research, training, department walk-arounds, employee interviews and APD survey data in accomplishing its mission. The initial goal is to have a retention policy and one dedicated, trained Retention Officer in place by the end of 2009.

Objective 1.3 Enhance Employee Training

Department training should support the career development goals of the Department and its members, ensuring that a competent and professional workforce is provided to the community on a continuous basis. This includes the delivery of effective initial, in-service, and specialized training crafted to provide all employees with the requisite knowledge, skills, and abilities to do their jobs and keep them at a high level of proficiency.

Strategies: APD will enhance employee training by

1.3.1 Establishing a Training Committee of appropriate representation to advise the Department leadership on aligning job tasks, APSC requirements, and training needs for all positions in the Department. By further focusing training needs specific to job assignment, employees are afforded an opportunity for job fulfillment that will lead to career development opportunities and better service to the community. The Training Committee will work systematically, starting with basic training needs.

1.3.2 Identifying basic training needs for all classifications of employee, or positions as appropriate. This will ensure that new employees at all levels are trained in skills necessary and common to each member of the organization, as well as those specific to their job class and assignment. All employees should possess a working knowledge of the Department’s Mission, Core Values, Core Services, and Direct Services.

1.3.3 Reviewing the learning model used by the Department as the basis of its training delivery system. Exploring the expanded use of modern adult training methods.
learning theory may make training both more effective in imparting skills and shorten training cycles. Use of other training methodologies and methods of delivery, like e-learning through existing Department technology, may provide more avenues to keep employees’ knowledge base fresh.

1.3.4 Organizing the Department’s overall training function by centralizing the scheduling, certification, and documentation of training at the Training Academy. The Academy will keep the chain of command apprised of the Department’s training needs and success in meeting those needs through the continuing development of its training systems.

Objective 1.4 Improve Leadership Development

Leadership development is critical to the long term well being of the Department and service to the community. Historically, leadership development at APD has been rather inconsistent, with formal training and expectations being provided to some groups of new leaders but not others over time. To improve the development of leaders at the Department, expectations of performance must be delivered early in a new leader’s tenure. Training and support to meet those expectations must be provided, and periodic feedback must be given to leaders to guide their development. This objective will work in concert with the objectives focusing on overall career development and enhancements in organizational training at the Department to ensure that all of the Department’s future leaders will be effective leaders.

Strategies: APD will improve leadership development by

1.4.1 Ensuring that people selected for formal leadership positions receive clear and detailed expectations of performance specific to their new position at the beginning of their tenure in the position.

1.4.2 Developing mandatory first-line supervisor training for both sworn and non-sworn personnel. The training should be provided early in the tenure of new supervisors or even before service as a supervisor, while on the eligibility list for such a position. The training may be delivered in a tiered fashion, wherein a general universal principles supervisory school precedes training more specific to APD. The APD-specific training will instruct new supervisors on how they are to apply the universal principles at the
Department, and will train them on the systems and responsibilities administered by supervisors at APD.

1.4.3 Developing mandatory management training criteria for commanders and managers. These criteria will be met through varied means, including individual attendance at command schools in the lower 48, executive development opportunities available locally, and internships. Internships should be used to expose commanders and managers to fields they have not encountered in their duties previously, usually in preparation to perform those duties. Typically this will include service in human resources, fiscal, and certain technological responsibilities. The internships may be with Municipal offices providing the same function at a higher level, or with other entities locally that perform the function well.

1.4.4 Providing regular feedback to leaders at the Department on their performance, with suggestions for improvement. The feedback will normally be provided through the standard performance evaluation system, mentoring by senior Department leadership, and other leadership development events.

**Objective 1.5 Optimize Rotation for Career Development**

Most individuals in the Department are not hired as specialists to be individually assigned to a specific position or function. Rather, most are hired into a job class that can serve various functions around the Department. The challenge is to ensure the proper frequency of job rotation to develop critical skill sets and expertise in Department members, and do so in a manner that is not destabilizing or detrimental to the organization. To ensure that Department elements remain productive and the public is properly served, command rotation should especially be scrutinized. Rotation for command personnel must take into account the functional needs of the Department and the need to provide a broad range of experience for personnel who may some day be responsible for commanding divisions or even the entire Department.

**Strategies:** APD will optimize rotation for career development by

1.5.1 Determining an approximate standard transitioning period for each position. In some instances and positions, longer transition periods will be required. The time required for transitions should be determined by the complexity of the new assignments, as well as the employee’s level of comfort with the newly assigned responsibilities.

1.5.2 Creating a more incremental transitioning contingency plan prior to making succession decisions.

1.5.3 Scrutinizing the amount of rotation for commanders. Rotational time must be appropriate to allow commanders to learn the responsibilities of the position, to perform the duties and to implement and evaluate changes to
existing policies and procedures. This will give management time to evaluate the effect a commander has had on his or her assignment.

**Objective 1.6 Civilianize Positions Where Possible**

Certain sworn positions within the Department might not require law enforcement skills. By placing experienced and qualified non-sworn members in these positions, the Department can increase the number of sworn employees available for enforcement tasks. Civilianizing where appropriate will limit the frequency of rotation from those positions, thereby extending the tenure and increasing the expertise of those filling the converted positions, and reducing the need for retraining of individuals on a regular basis.

**Strategies:** APD will civilianize positions where possible by

1.6.1 Conducting a needs assessment of all positions to identify those that should be converted to non-sworn positions.

1.6.2 Preparing new program requests for the positions to be civilianized. The requests should indicate that the sworn positions would be transferred to enforcement oriented assignments. The Department should then determine the priority of these requests.

1.6.3 Working with the Office of Management and Budget to minimize the impact of civilianization on the actual number of assigned sworn positions to attain the benefit of having more sworn personnel available for jobs requiring enforcement skills. Simply replacing sworn officers with civilians is not guaranteed to maximize the benefit of this objective.

**Objective 1.7 Enhance Employee Safety**

The safety and well-being of each Department member is of paramount importance. In a police culture, this typically manifests through an emphasis on “officer safety” which focuses on training, techniques, equipment, and information sharing for sworn personnel, to keep them safe when dealing with the hazards of law enforcement. The Department has historically emphasized officer safety very well; however, general employee security and safety concerns, materials handling, and the workplace environment concerns of non-sworn personnel are often overlooked. The Department will broaden its focus regarding employee safety to include more conventional risk management concerns (i.e., slips, trips and falls) and an emphasis on sound safety practices for all Department members, sworn and non-sworn alike.

**Strategies:** APD will enhance employee safety by

1.7.1 Adding a full-time non-sworn Safety Officer to the Department’s staff. APD is a large organization in a high risk field, but currently does not have a Department member solely assigned to monitor and enhance safety. Personnel currently assigned safety as an additional duty is not trained as
safety professionals and cannot give safety the attention it is due, given primary duties. The investment of a position to keep the Department’s employees safe and prevent injury and loss as much as possible is warranted. The Safety Officer would also serve as the Department’s liaison to Risk Management and as the primary Department representative for Worker’s Compensation claims, educating supervisors in their role.

1.7.2 Conducting an assessment of its operating practices and facilities from a safety perspective, in concert with safety professionals, to identify areas for improvement.

1.7.3 Implementing safety reforms and improvements identified by the needs assessment as quickly as possible. These reasonably may run the gamut from issues regarding the Department’s facilities, vehicles, and equipment to its training and operating procedures. It will be important to take a broader approach than has typically been used in the Department, to consider all potential threats to the safety and well-being of all employees.

1.7.4 Continuing its commitment to the practice of “officer safety” for both sworn and non-sworn personnel, through effective pre-service and in-service training, equipment issue, and information sharing across the Department regarding individuals and circumstances that pose a threat to the safety and well-being of Department personnel. Department leaders must be especially mindful of this mandate, and take the responsibility and initiative to ensure the safety of each Department member.
In our original assessment of the APD, there was a consensus that the APD did not have the desired positive image reflected to the public. It was determined that more effective public communication efforts could resolve this problem. Steps have been taken to address that need and the APD is committed to maintaining a process of improving on the gains that we have made.
Monitoring Progress Toward Goal Achievement

The APD conducted an initial survey to establish a baseline of public perception of the Department, and will continue to conduct annual surveys to measure progress. Data sources for measuring the perceptions of the Department will include but are not limited to: surveys of media professionals, client surveys (specific to those citizens who have requested police service), and unsolicited feedback from the citizenry.

Objective 2.1 Expand and Focus the Public Information and Community Relations Unit

The current Public Information and Community Relations Unit (PICRU) staffing do not possess sufficient resources to adequately, proactively disseminate information to the community and to Department members. It is necessary to expand and enhance the systems and methods already put in motion to keep community stakeholders well informed of positive actions and initiatives that are occurring, have already occurred, or will occur in regard to the Department. A proactive public relations strategy must be maintained and will likely require an increase in staffing to meet the stated vision of a comprehensive public relations strategy.

Strategies: APD will expand and focus the Public Information and Community Relations Unit by

2.1.1 Combining sworn and non-sworn personnel to staff the Public Information and Community Relations Unit. APD should obtain an additional media professional with public relations experience and a police background who will bring needed expertise to the unit. However, the credibility that a sworn officer brings to certain aspects of the Department’s public relations strategy is undeniable and must be considered.

2.1.2 Developing a comprehensive public relations strategy. This strategy should include protocols to address historically high profile types of incidents and priorities pertaining to public service announcements. This will help to focus resources on effective development and transmission of the Department’s message to the community.

2.1.3 Creating and assigning a Crime Prevention Specialist/Webmaster position to the unit.

2.1.4 Expanding the availability of the Public Information Officer to include weekends and holidays by developing a rotating schedule.

Objective 2.2 Improve APD’s Media Relations

For APD to be more effective and proactive with regard to media coverage, it is essential for media personnel to have a consistent point of contact with whom they have a positive, trusting relationship. Having a Public Information and Community Relations Unit that incorporates a
trained media professional provides the media a liaison who understands their needs and issues, such as deadlines, further improving media relationships.

**Strategies:** APD will improve its media relations by

2.2.1 Offering police familiarization opportunities such as ride-alongs and access to special trainings for media representatives to provide them with a stronger sense of both the work performed, and the issues faced by APD personnel.

2.2.2 Evaluating the need for a quarterly meeting that the Chief or his or her designee would hold with the media representatives to assist in opening the lines of communication and further improving media relations.

2.2.3 Establishing strong working relationships and open lines of communication with media representatives. The expertise of the Public Information and Community Relations Unit could be used for this function.

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**Objective 2.3 Proactively Disseminate Information to the Media**

Not only should the Public Information and Community Relations Unit promote examples of the APD's commitment to excellence in public service, but also all Department members can take responsibility for proactively providing explanations of procedures of value to the public and positive, newsworthy anecdotes. Having positive and educational media pieces aired on a more constant basis will increase awareness and impact public perceptions of the Department's actions and organizational commitment to the community.

**Strategies:** APD will proactively disseminate information to the media by

2.3.1 Providing "excellence in service" examples to the media. These examples should be substantive stories in the form of video productions, written publications (including photos), and public presentations such as press conferences, that highlight positive community oriented activities involving the Department.

2.3.2 Checking with local radio and television media about airing 15-20 second stories on positive Department accomplishments such as suspect captures, community work, officer awards, or Anchorage's Most Wanted. It may also be possible to obtain a permanent article or advertisement space in the print, radio, and television media for positive law enforcement accomplishments.

2.3.3 Submitting the accomplishments of employees for publication because such examples will underscore APD employees’ commitment to excellence, create an expectation within the organization’s culture that supervisors will regularly submit such anecdotal examples of accomplishments, and create a constancy that will result in an expectation by the public that APD employees are routinely engaged in positive activities.

2.3.4 Providing information to the community on law enforcement topics. This could include providing an organizational response to high profile law enforcement matters or issues that may be of concern to the community. In addition, procedural issues (e.g., what to do during a traffic stop, or why so many units are necessary to secure a crime scene) should also be regularly
conveyed to the public so that they understand the reasons for a particular police action. This information would be the responsibility of the PICRU Specialist/Web Master to coordinate, establish, and disseminate via the department's intranet and internet.

**Objective 2.4 Reinforce the Department’s Commitment to Customer Service**

In focus group discussions and Steering Committee meetings, customer service continued to be a very important issue. If the image of the APD is going to be improved, it is of critical importance that this commitment to customer service is continually reinforced.

**Strategies:** APD will reinforce its commitment to customer service by

2.4.1 Placing a greater emphasis on providing quality customer service. The Department must strive to be creative in measuring and monitoring customer service (e.g., randomly call crime victims to ask about the services they received, conduct client surveys).

2.4.2 Continuing to recognize and reward exemplary customer service displayed by Department employees. An active Employee Recognition Committee must aggressively seek out and facilitate the Chain of Command acknowledgement of exemplary employee performance.

2.4.3 Distributing internally and externally in the form of public service announcements, bumper stickers, placards, and posted announcements in city facilities a public service statement to reinforce to employees and to the community that customer service is an organizational priority.

2.4.4 Continuing to be receptive and responsive to input from the community by attending and speaking at Community Council meetings and working with the Public Safety Advisory Commission to address community concerns on police related issues. The Department must continue to develop appropriate feedback mechanisms to encourage public comment.

2.4.5 Implementing external evaluations to ensure quality control.

2.4.6 Establishing an online and printable quality of service and performance survey form for APD quality service review.

**Objective 2.5 Adhere to a Philosophy of Community Policing**

Community policing is a philosophy, not a program. Ultimately we want to be more proactive and less reactive. The essence of community policing is problem solving. We must continue working with citizens in the community and getting them involved with us as citizen partners fighting crime in their own neighborhoods.

**Strategies:** APD will adhere to a philosophy of community policing by

2.5.1 Developing a police philosophy of true police/community collaboration.

2.5.2 Employing a proactive, open community policing management style up the chain of command.

2.5.3 Establishing a problem solving orientation whenever possible.

2.5.4 Facilitating community policing citizen involvement.
2.5.5 Promoting ownership of beat areas whenever possible.

2.5.6 Encouraging police officers to serve as neighborhood leaders and resource organizers.

**Objective 2.6 Enhance the Department's Use of Volunteers**

APD is committed to the development, utilization, and support of volunteers from the community to partner in emergency response, crime prevention, and community outreach.

**Strategies:** APD will enhance its use of volunteers by

2.6.1 Supporting and encouraging existing volunteer programs by providing meeting places, coordination, and communication between programs as well as providing training and logistical support where possible.

2.6.2 Maintaining a roster of eligible volunteers and volunteer organizations and hosting periodic meetings with their leadership when possible.

2.6.3 Tracking volunteer services rendered to the Anchorage Police Department.

2.6.4 Establishing a Department budget line item for funding volunteer programs including logistical support and operational expenses, as well as seeking grant funding for a volunteer coordinator position within the Public Affairs Unit.

2.6.5 Establishing Department procedures regulating volunteer activity and conduct when representing the Anchorage Police Department.
Goal 3
Enhance the Department’s Performance

Communicate and Inculcate Department Values

Improve the Department’s Internal Communication

Establish Formalized Administrative Procedures to Support Department Operations

Encourage Individual Initiative and Provide Response at the Lowest Level

Continue Refinement of Systems to Manage and Analyze Overtime and Workload

Conduct Periodic Internal Assessments

Enhance the Department’s Performance
The APD needs to provide effective, efficient, quality services by promoting teamwork and organizational flexibility. This can be realized through improving organizational structure and internal communication, establishing and institutionalizing administrative processes and procedure, seeking improvements and efficiencies at all levels, and recognizing Department members as valued contributors.
Monitoring Progress Toward Goal Achievement

For this goal, each objective’s subordinate strategy provides intermediate actions that collectively should lead to the attainment of each objective. Continuous review of each objective by Goal 3 team members, and the development of a dialogue with APD employees for their input and feedback on areas under study or assessment will provide additional means to monitor progress.

Objective 3.1 Communicate and Inculcate Department Values

To provide excellent service to the public, the Department must establish, train, and uphold a clear set of values for all members of the Department. The Department's values exemplify APD's desire to promote organizational honesty and professionalism in serving the community of Anchorage. The values of the Department must be communicated and incorporated into the Department's culture through training and performance evaluations, and reflected in conduct and interaction with other employees and members of the public. When employees know and practice the values of the Department, and have clear direction and guidance concerning the expectations of the Department and the community, they will act in an appropriate and professional manner when interacting with and providing services to the community.

Strategies: APD will communicate and inculcate Department values by

3.1.1 Incorporating APD's values for consideration during the personnel hiring process.

3.1.2 Integrating APD’s values into training objectives for formal and informal Department programs of instruction when appropriate.

3.1.3 Incorporating APD’s values in employee performance evaluations and assessments.

3.1.4 Providing appropriate response to any employee or community notice of perceived conflicts in Department values.

Objective 3.2 Improve the Department’s Internal Communication

Clear, consistent, and open communication within the Department is essential. The chain of command is responsible for initiation, veracity and follow-up regarding information dissemination. However, the Department must embrace a philosophy of information sharing at all levels with acknowledged reliance on individual employee participation. Employees are responsible, as appropriate, for passing information up, down, and laterally within the organization. Newsletters, videos, and email are examples of the tools available to enhance internal communications; however, they are the means to communicate, not the ends. They are not substitutes for face-to-face communications and exercising the chain of command.
**Strategies:** APD will improve its internal communication by

3.2.1 Establishing the most effective organizational structure to support the diverse and changing functions and responsibilities of the Department with clearly delineated lines of command and communications flow; and promoting the use of the chain of command as the principal means of multi-directional communications.

3.2.2 Establishing and mandating information flow processes and reporting requirements within the Department.

3.2.3 Ensuring meetings are planned, coordinated, and conducted in a manner commensurate with the level of resources required for each gathering.

3.2.4 Evaluating employees on their ability to clearly and effectively communicate as a key component of their performance.

3.2.5 Developing a program to improve employee awareness and orientation of all APD organizational units and their respective roles, responsibilities, and functions.

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**Objective 3.3 Establish Formalized Administrative Procedures to Support Department Operations**

The professionalism and resourcefulness of APD employees are widely recognized and have established a solid reputation for the Department. The Department can further help itself by simplifying and formalizing internal administrative procedures. Disparate informal processes result in duplication of effort and inefficiencies across the units of the Department. In many units good practices are individual-based and are lost with the transfer or rotation of personnel.

**Strategies:** APD will establish formalized administrative procedures to support Department operations by

3.3.1 Conducting a systematic review by functional area (personnel, payroll, supply, etc.) of current practices used to support administrative requirements.

3.3.2 Determining “best methods” and formalizing them through publication in accordance with a standardized format.

3.3.3 Establishing, disseminating, training, and enforcing procedures throughout the Department.

3.3.4 Encouraging individuals to identify inefficiencies or contradictions in administrative procedures and bringing them to the attention of the Chain of Command for remediation.
Objective 3.4 Encourage Individual Initiative and Provide Response at the Lowest Level

Individual initiative that seeks resolution of problems at the lowest possible level is one way to positively affect the delivery of efficient, effective, and quality service to the community. By ensuring that employees are informed and educated on current procedures and that they embody APD’s values in their actions, APD will enable those employees with the requisite authority to make decisions and provide response at the lowest appropriate level. An environment that condones managed risk rather than the fear of failure should prevail throughout the Department.

Strategies: APD will encourage individual initiative and provide response at the lowest level by

- 3.4.1 Encouraging and rewarding individual initiative and recognizing the value of each individual and the benefits of their contributions to the organization.
- 3.4.2 Promoting informed decision-making at all levels of the Department. Employees should be encouraged and supported for making decisions that are in line with the current laws as well as the mission, goals, values, and procedures of the Department.
- 3.4.3 Ensuring all employees are kept informed about (APD) external community resources which assist APD in providing services or to whom we could refer our citizenry.

Objective 3.5 Continue Refinement of Systems to Manage and Analyze Overtime and Workload

APD overtime continues to exceed budget allocation and receive public scrutiny. As APD sworn officer staffing reaches desired levels we can expect a commensurate increase in workload requirements elsewhere in the Department (through the generation of increased calls for service, records, evidence, impounds, etc.). APD will need to have developed management constructs to either justify overtime expenditures or recommend specific increases in Non-Sworn staffing. APD must develop the means to monitor overtime and workload metrics, and assist in course of action recommendations for staffing changes.

Strategies: APD will continue the refinement of systems to manage and analyze overtime and workload by

- 3.5.1 Continuing the refinement of processes that support monitoring overtime expenditures and provide management with necessary metrics to assess the use of discretionary and non-discretionary overtime.
- 3.5.2 Developing metrics to assess workload requirements and efficiencies within subordinate units.

Objective 3.6 Conduct Periodic Internal Assessments
APD will conduct periodic internal assessments to monitor progress and modify the direction of the Strategic Plan. The value of an external assessment in 2008 to gauge the APD’s existing strengths, weaknesses, threats, and organizational opportunities must be considered.

**Strategies:** APD will conduct periodic internal assessments by

3.6.1 Conducting periodic employee surveys.

3.6.2 Engaging employee focus groups.

3.6.3 Engaging citizen focus groups.

3.6.4 Surveying and polling the community regarding public safety service satisfaction levels.
Advance the Employment of Technology

Advancement of technology throughout the Department is critical to its success. APD Information Technology and Crime Analysis spend their time supporting three key objectives: 1) Operations, 2) Projects and 3) Training. Operationally the team provides Crime Statistics, helpdesk, cyber-security, procurement, tracking and maintenance of the information technology assets. Projects range from the integration of the Department’s technology assets to fighting gangs with wireless video monitoring systems. When training, the team is engaged not only in how-to functionality of the various systems within the Department, but generating and disseminating technology and crime statistics education and guidance to peers, Department staff and the general public. Modern law enforcement requires police departments to be cognizant of initiatives from local, state, and federal elements. It also requires that the Department, in accordance with the Municipality’s Information Technology Department, adopt more forward thinking, proactive, and flexible approaches to employing technology so that the systems are integrated, and to ensure that information is shared to help the Department meet its mission.
Monitoring Progress Toward Goal Achievement

Since the goal to advance the employment of technology at APD cannot be attained without the organized and systematic development of a technology plan for the Department, the measure of progress will be relative to the goals, objectives and timelines specific to that plan. Backlog and accuracy of data entry and workflow efficiencies will be the metrics.

Objective 4.1 Facilitate Information Exchange within the Department and Outside Agencies

The vision for the future of technology within the Department includes a formalized strategy to proactively analyze, plan, and implement technological innovations that increase productivity, combat crime, improve public safety, enhance communications, and foster community partnerships. A comprehensive, thorough technology plan that helps solve problems rather than create new ones must be developed. The plan must consider methods that balance the necessity of maintenance with the benefits of innovation.

Strategies: APD will facilitate information exchange within the Department and outside agencies by

4.1.1 Constructing web based user interface to support electronic forms/documents modeled around department roles.

4.1.2 Defining and adopting nationally recognized standards for data exchanges.

4.1.3 Establishing a framework for Service Oriented Enterprise Architecture.

Objective 4.2 Improve the Department’s Use of Technology

For technology to work for APD, data entry must be secure, timely, complete, uniform and, most importantly, accurate. Presently, data are stored in different formats with little exchange or access of information. Improved processes and systems will increase organizational efficiency by reducing traditional paper handling tasks.

Strategies: APD will improve its use of technology by

4.2.1 Centralizing the storage of data, with adequate hardware in concert with a database management system that is secure and robust enough to store all necessary information. Concurrently, this improvement will provide fast access to multiple users and will be conducive to the reduction of paper processing.

4.2.2 Standardizing data collection as well as orienting the Department's employees to understand and recognize the importance of the data entered.

4.2.3 Purchasing and implementing software and hardware that allows direct entry of data and ease of use.
4.2.4 Developing and updating comprehensive procedures that provide backups, recovery plans, and audit trails if data are not accessible or the Department experiences technology issues.

4.2.5 Creating a more comprehensive training program that fosters the organization's use of technology in daily operations at all levels.

4.2.6 Creating and publishing an internal technology resource guide to provide each member with a fully developed understanding of the available technology within the Department.
Goal 5
Project and Prioritize Capital Needs

Projecting and prioritizing capital needs as the Department grows is integral to the success of the organization. Without the appropriate facilities and supportive infrastructure, no expansion of the Department's operational services can be attained.
Monitoring Progress Toward Goal Achievement

Like technology, the goal of advancing and prioritizing capital needs at APD cannot be attained without the organized and systematic development of a plan for the Department. The measure of progress will be timely and effective budgeting relative to the goals, objectives and timelines specific to the plan.

Objective 5.1 Formalize a Capital Plan for the Department

The vision for the future of capital projects for the Department includes a formalized strategy to proactively analyze, plan, prioritize, and implement capital improvements that will address present operational difficulties fostered by inadequate capital resources and project reasonable capital projects that address the support of future operational needs. Ultimately, a comprehensive, thorough, and justifiable capital plan must be devised.

Strategies: APD will formalize a capital plan for the Department by

5.1.1 Continuing to develop a comprehensive space needs assessment based on near time operational demands and developing a plan for remodeling existing space to best meet those demands.

5.1.2 Incorporating the revised format Unit Action Plans into the annual budgeting process.

5.1.3 Projecting, assessing, and justifying future capital needs relative to projected operational demands.

Objective 5.2 Consolidate Operational and Administrative Assets

The consolidation of Department assets would eliminate current security exposures, wasted transportation man-hours between sections, zoning issues, and diminish current operational difficulties such as vehicle storage. The consolidated facility must have the capacity to meet projected needs, to include a convenient and operationally efficient location and Department growth projections.

Strategies: APD will consolidate operational and administrative assets by

5.2.1 Centralizing and expanding the Supply Section to include considerations for uniforms, equipment, office supply, and police forms storage. Presently, numerous resources are expended transporting items to and from storage locations.

5.2.2 Expanding and consolidating Property and Evidence storage and processing areas.

5.2.3 Establishing an outdoor secure evidence vehicle storage lot with a 225 vehicle capacity.

5.2.4 Establishing indoor evidence vehicle storage and processing area.

5.2.5 Expanding office space for specialized units and administration.
5.2.6 Establishing indoor storage for specialty vehicles such as the command van, SWAT van and Explosive Ordinance Disposal trailer for immediate readiness and deployment.

5.2.7 Centralizing police records storage and processing area. Presently resources are expended transporting records, defining storage locations and preparing court documents.

5.2.8 Establishing a secured area for seasonal storage of a fleet of 30-40 patrol vehicles.

5.2.9 Establishing in-house kennel/exercise/training area for K-9 officers.

5.2.10 Providing additional outdoor parking for undercover/special operation vehicles.

5.2.11 Migrating to the Alaska Wide Area Radio Network (AWARN) within one year of system initiation.

5.2.12 Continuing the evaluation of construction costs for a consolidated headquarters.

**Objective 5.3 Streamline the Procurement Process**

Modifications to the current procurement process would reduce inventories, reduce costs and provide better tracking of assets.

**Strategies:** APD will streamline the procurement process by

5.3.1 Conducting a review of internal procurement processes used throughout the APD.

5.3.2 Implementing a computerized tracking/inventory system for employee personal uniform/equipment issue items.

5.3.3 Investigating the possibility for purchase or creation of computerized supply inventory management system for Supply Unit.

5.3.4 Creating and implementing a comprehensive plan to train and utilize existing staffing to assist in the management of annual supply/service contracts.

**Objective 5.4 Improve and Maintain APD’s Ability to Obtain Cost Effective Grants**

Development of additional staffing in all aspects of grant review, application and management will improve the Department’s ability to obtain cost effective grants.

**Strategies:** APD will improve and maintain its ability to obtain cost effective grants by

5.4.1 Exploring the potential for creation of a Junior Administrative Officer position to assist in the management of existing grants and consolidation of department operational needs for future grant funding searches.
This APD Strategic Plan is a living document that focuses the Department's efforts to harness and direct available resources to accomplish the organization's mission and goals. However, for the desired changes outlined in this document to be realized the plan will have to be fully implemented. Implementation should be viewed as a continuation of the Strategic Plan in which the ultimate goal is to address the issues that prompted the need for change in the first place.

Implementation of this Strategic Plan must be deliberately managed and budgeted. Successful implementation will require an organizational orientation that includes new or redesigned settings, implicit or explicit management principles, and changes in the organization's norms, rules, and decision-making procedures. Additionally, such changes require budgetary allocations, including substantive and symbolic incentives promoting the Strategic Plan.

Also, continued implementation of this plan will be contingent upon building a strong coalition of supporters with a clear connection between critical issues and adopted strategies. The Strategic Plan Steering Committee that was instrumental in developing this plan will continue in an advisory capacity to the chain of command. They will advise regarding developed strategy implementation plans, paying particular attention to logistic concerns, technical matters, compatibility with other plans, and consistency with the Strategic Plan.

A staged implementation sequence is outlined below:

1. The Steering Committee and the chain of command must develop the mechanisms for baseline measurements.

2. The Department's chain of command must specifically determine who is responsible for developing implementation plans to achieve each of the five strategic goals and set deadlines for completion of these implementation plans.

3. The individuals responsible for the implementation plans must present those plans to the Steering Committee no later than the deadline set for completion.

4. The Steering Committee will perform a technical review of each of the five implementation plans for consistency with this Strategic Plan, integration with the four other implementation plans and compatibility with pertinent Action Plans (Objective 3.6). The Steering Committee will then make a recommendation regarding acceptance of a plan to the chain of command.

5. Once the Department's chain of command accepts a plan, the chain of command must secure resources for the implementation of each plan.

6. The Department's chain of command must assign implementation responsibility and initiate implementation of each plan.

7. The Steering Committee and the Department's chain of command must monitor implementation and assess the effects of the implementation.

Lastly, APD cannot get so caught up in daily operations that the organization loses sight of the intent of this Strategic Plan. It is critically important to realize that the success of this plan will be contingent on the APD’s ability to monitor its progress toward goal achievement and take corrective actions where appropriate.
## Implementation

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New to the 2009-2013 edition of the Strategic Plan is the identification of two specific Strategic Projects to be worked in 2009. These projects have been deemed of great importance to the Department by senior leadership and the employees at large, via the 2008 Organizational Climate Survey. Both projects have been worked in the past with some progress, but it is believed greater and faster progress can be achieved through the development of cross-disciplinary teams to address them over a defined period of time. Until now, they have been approached as two projects of many being worked as additional duties and as time allows.

Project teams of appropriate size and cross-functional representation will be established for both 2009 Strategic Projects. Both will be led by a “Project Champion”, in an overall arrangement much like the standing Strategic Plan Goal Teams and Goal Champions. The Project Champions will sit on the Steering Committee in 2009, giving regular updates on their project’s progress and seeking counsel from peers on the Committee as a resource.

### Strategic Project 1 Improve Vehicle Fleet Management

As is the case with most modern municipal police agencies, APD largely delivers police services to the public via its fleet of vehicles. This fleet represents a substantial investment of tax payer money, and the Department is committed to managing its fleet well. Historically the Department has been challenged in this task because the on-going status of the fleet is very dynamic. While all officers are assigned to one primary vehicle, officers find themselves switching vehicles fairly often due to repairs, maintenance, and changes in assignment. In addition, the Department has several multiple-user and unit support vehicles in use. Monitoring these movements is a full-time job, but merely one of many tasks for the lone person who has historically been assigned this function.

The primary task for the Vehicle Fleet Management Team will be to devise systems, processes, policies, and tools to better manage the Department’s vehicle fleet. This will importantly require liaison with Municipal Fleet Services, which actually owns the vehicles and rents them to the Department. Better internal management and liaison with Fleet Services should result in a greater state of readiness in the fleet, faster turn-arounds for repairs and maintenance, and potential efficiencies by enabling a smaller fleet to provide sufficient functional vehicles to maintain overall Department mission readiness.

### Strategic Project 2 Develop Department Safety Program

Policing is a hazardous profession. The Department recognizes this and has always considered employee safety of paramount importance, as reflected in its longstanding commitment to providing the training and equipment vital to maintain officer safety during enforcement activities. The Department broadened its vision for employee safety in 2008 by adding Objective 1.7 to the Strategic Plan (Enhance Employee Safety). This objective calls for the addition of a dedicated Safety Officer to the Department to review all of its operating practices and facilities from a safety perspective, including threats to the well-being of non-sworn and sworn employees alike.
While the Department is sincere in fulfilling the strategies of this objective, it became clear in 2008 that resource limitations will likely make the establishment of a dedicated Safety Officer position difficult in the near term. Since making meaningful strides in enhancing employee safety is too important to wait until a dedicated Safety Officer position can be established, the Department is identifying as one of its first Strategic Projects the development of a Department Safety Program.

The primary task for the Department Safety Program Development Team will be to prepare a written safety plan for the Department that comports with Municipal requirements and creates a meaningful foundation on which to build a comprehensive Department Safety Program. Ideally, implementation of the plan will be guided by a dedicated Safety Officer in the future, or the responsibility may be assigned as a collateral duty to an individual, operating in concert with the chain of command.


CREDITS

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