

Anchorage Police Department Study Final Report

February 2016

Introduction

In 2010 the Police Executive Research Forum (PERF) conducted a comprehensive study of the staffing of the Anchorage Police Department. The study examined the then current level of staffing compared to workload, proposed an optimal staffing level to enhance the department's approach to community policing and provided an assessment of the impact of possible cuts to the department due to pending city spending cutbacks.

The City of Anchorage and the Anchorage Police Department (APD) engaged the Strategic Policy Partnership, a national police consulting group and Dr. Craig Fraser who led the PERF study, to conduct a high level review of the primary staffing findings of the PERF study, to examine the current recruitment, selection, hiring, and training process for bringing new officers into the APD and to review the agency's organizational structure. This report summarizes the review of patrol and investigation staffing, offers recommendations for enhancing the recruitment, hiring and training process and provides an overview of the proposed organizational structure.

Patrol Staffing

For the 2010 study, the APD set a staffing target for patrol officers such that they would have an average of 40% unobligated time so that patrol officers could become part of the department's approach to community policing. The PERF study describes obligated time as being composed of responding to calls for service from the public, engaging in self-initiated activity where officers take proactive action, and performing a variety of administrative tasks.

- Calls for Service: Residents ask for police service by calling the police dispatch center – either through 911 or on a non-emergency line, in person by hailing an officer in the field, or by making an appearance at a police facility. As the PERF study says officers responding to “calls for service” may handle the incident informally, may write a report about the incident if necessary (usually when their preliminary investigation indicates that a crime has been committed), or, when circumstances warrant, may make an arrest.
- Self Initiated Activities take place, according to the PERF study, when patrol officers initiate an action because they see suspicious behavior, observe a traffic violation, are

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conducting a follow-up investigation to gather more information on a previous case, or are looking for suspects with outstanding warrants. Such activities are products of an officer's discretion. The officer decides when and where to begin these encounters. The frequency of self-initiated activities that an officer performs is dependent, to some extent, on how busy the officer is with calls for service and the availability of appropriate targets of opportunity.

- Administrative Activity is the final way in which patrol time is consumed. Typically, meal breaks, training, assisting other units, dealing with civil matters and attending court are considered administrative activity.

Calls For Service

The following table shows the most frequent calls for service during the year analyzed during the PERF study.

| Most Frequent Calls for Service 4/1/09 – 3/31/10 | |
|--|--------|
| Call Type | Number |
| Disturbance | 61,550 |
| Alarm | 19,535 |
| Welfare Check/911 Hang Up | 18,603 |
| Suspicious Persons, Vehicles, Circumstances | 15,958 |
| Collision | 11,809 |
| Drunk Problem | 9,152 |
| Assault | 7,684 |
| Vehicle In Distress/Stalled | 7,192 |
| General Locate | 6,817 |
| Suicide Attempt/Threat | 6,463 |
| Disturbance With Weapon | 6,337 |

The next table shows the most frequent calls for service during the year analyzed for the current study.

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| Most Frequent Calls For Service 7/1/14 – 6/30/15 | |
|---|---------------|
| Call Type | Number |
| Disturbance | 50,021 |
| Welfare Check | 19,192 |
| Suspicious Person | 14,134 |
| Alarm | 12,680 |
| Assault | 8,780 |
| Drunk | 8,201 |
| Accident | 8,145 |
| Trespassing | 7,275 |
| Suicide | 7,086 |
| Medic | 7,037 |
| Locate | 6,133 |

The total number of call responses¹ was 255,400 during the PERF study and 232, 200 for the current study, a 9% decrease. The types are roughly similar; the exact labels vary somewhat because of changes in the coding system. To some extent the differences reflex changes in how the department responds to some calls. Per policy the department has sought to limit false alarm calls, calls to minor accidents/collisions and drunk calls by encouraging alternate responses. Attempts have been made to reduce the time that is spent on such calls.

These changes in response appear to be working: alarm calls have fallen from 19,535 to 12,680, a 35% decrease. Collison/Accident calls have declined by 31% from 11,809 to 8,145. “Drunk” calls have decreased by 10% from 9,152 to 8,201.

Disturbances have also decreased noticeably by 19%. And, calls about a “Suspicious Person” have declined by 11%. Conversely “Assault” calls have increased by 14% and “Welfare Checks” by 3%.

¹ The total number of call responses includes both primary units and back-up units dispatched to requests for polic service.

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A distinctive feature noted in the PERF study was that calls for service in Anchorage have a high frequency of calls for “welfare check/911 hang up,” “drunk problem,” “general locate,” and “suicide attempt/threat.” This pattern continues in the current study. Anchorage still appears to have a relatively high rate of calls based on social disorder due to personal and environmental factors.

Patrol Time

A key step in determining whether the number of patrol officers is adequate in a jurisdiction is to determine the average calls per service workload. Data from the PERF April 1, 2009 through March 31, 2010 was used to calculate the average CFS workload during that period.

The total time spent on CFS included the time spent by each patrol officer on each call from the time the officer was dispatched by Communications until the officer indicated to the dispatcher he/she completed the call, or “cleared” it. The call time was added into the hour block in which it actually occurred. For example, if the officer was dispatched at 1045 hours and cleared the call 35 minutes later at 1120 hours, 15 minutes was allocated to the 1000 – 1059 time block and 20 minutes was allocated to the 1100 to 1159 time block. The total amount of time was averaged for the year. The average CFS workload – by hour – performed by patrol officers is displayed in the following table.

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| Anchorage Patrol CFS in Hours 4/1/09 – 3/31/10 | | | | | | | |
|--|------|------|------|------|------|------|------|
| Hour | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| 0000 | 16.2 | 19.2 | 17.6 | 15.7 | 18.4 | 19.4 | 20.4 |
| 0100 | 23.0 | 14.9 | 15.4 | 13.3 | 16.2 | 15.9 | 18.1 |
| 0200 | 19.8 | 13.0 | 13.5 | 12.5 | 14.3 | 14.3 | 17.0 |
| 0300 | 18.0 | 12.3 | 11.6 | 11.8 | 13.3 | 13.7 | 17.8 |
| 0400 | 17.0 | 9.7 | 9.4 | 9.5 | 11.1 | 11.7 | 18.5 |
| 0500 | 15.0 | 7.3 | 6.8 | 7.2 | 8.7 | 8.7 | 15.8 |
| 0600 | 10.6 | 5.4 | 4.8 | 5.6 | 7.0 | 6.0 | 11.1 |
| 0700 | 10.7 | 7.2 | 7.2 | 7.4 | 9.5 | 8.9 | 11.5 |
| 0800 | 10.9 | 10.1 | 9.7 | 10.3 | 11.7 | 11.8 | 12.4 |
| 0900 | 10.6 | 10.1 | 9.8 | 10.9 | 11.1 | 10.5 | 12.8 |
| 1000 | 10.9 | 9.8 | 10.1 | 10.9 | 10.7 | 10.5 | 12.3 |
| 1100 | 10.6 | 10.3 | 10.7 | 10.2 | 9.9 | 10.0 | 12.1 |
| 1200 | 10.3 | 9.6 | 9.9 | 9.6 | 11.1 | 10.8 | 12.4 |
| 1300 | 11.5 | 11.5 | 11.2 | 11.5 | 13.1 | 12.2 | 13.9 |
| 1400 | 13.3 | 13.1 | 12.8 | 13.0 | 13.9 | 14.4 | 14.9 |
| 1500 | 18.6 | 15.7 | 15.2 | 15.4 | 15.9 | 18.4 | 20.6 |
| 1600 | 20.4 | 20.6 | 19.0 | 18.6 | 19.1 | 21.7 | 22.4 |
| 1700 | 18.1 | 19.2 | 17.6 | 17.4 | 18.5 | 20.1 | 19.6 |
| 1800 | 17.5 | 18.6 | 17.4 | 16.9 | 18.1 | 18.8 | 18.8 |
| 1900 | 15.2 | 16.8 | 14.3 | 14.7 | 17.1 | 16.2 | 16.7 |
| 2000 | 14.3 | 14.4 | 12.3 | 13.2 | 14.7 | 14.9 | 15.5 |
| 2100 | 15.2 | 14.0 | 13.2 | 13.1 | 14.1 | 15.5 | 16.0 |
| 2200 | 16.2 | 15.9 | 14.4 | 16.0 | 15.3 | 16.6 | 17.5 |
| 2300 | 18.7 | 18.8 | 17.4 | 17.8 | 18.8 | 20.6 | 22.9 |

The calls for service average time for the earlier period 4/1/09 – 3/31/10 peaked (shaded blocks) on late weekend nights (Friday/Saturday and Saturday/Sunday from 2300 hours through 0200 hours) and daily during later afternoons from 1500 hours through 1700 hours. The total average calls for service per week was 2,347 hours.

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CAD data from July 1, 2015 through June 30, 2015 was analyzed in a similar fashion to determine current patrol average calls for service workload. The results of this process are shown in the next table.

| Anchorage Patrol CFS in Hours 7/1/14 – 6/30/10 | | | | | | | |
|--|------|------|------|------|------|------|------|
| Hour | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| 0000 | 13.5 | 16.1 | 15.6 | 15.5 | 15.3 | 16.1 | 21.1 |
| 0100 | 22.4 | 14.3 | 13.5 | 13.8 | 13.8 | 15.1 | 19.3 |
| 0200 | 17.6 | 13.1 | 12.4 | 12.7 | 12.9 | 13.6 | 17.3 |
| 0300 | 18.9 | 10.7 | 11.1 | 12.0 | 11.5 | 11.9 | 16.5 |
| 0400 | 18.0 | 9.1 | 8.6 | 9.7 | 9.7 | 10.4 | 15.9 |
| 0500 | 14.2 | 7.4 | 7.1 | 7.9 | 8.2 | 7.4 | 13.4 |
| 0600 | 9.8 | 6.5 | 5.1 | 5.9 | 5.5 | 5.6 | 8.8 |
| 0700 | 9.8 | 8.1 | 8.0 | 7.7 | 7.6 | 7.9 | 9.6 |
| 0800 | 10.2 | 9.6 | 10.1 | 9.8 | 10.0 | 9.2 | 11.3 |
| 0900 | 11.0 | 10.3 | 10.0 | 9.8 | 10.6 | 10.9 | 11.0 |
| 1000 | 11.3 | 11.2 | 10.3 | 10.8 | 11.1 | 11.0 | 11.3 |
| 1100 | 11.1 | 10.7 | 10.7 | 10.7 | 10.1 | 12.0 | 11.8 |
| 1200 | 12.1 | 11.6 | 11.5 | 12.4 | 11.3 | 12.7 | 12.3 |
| 1300 | 12.2 | 12.8 | 12.3 | 12.1 | 11.7 | 13.1 | 14.0 |
| 1400 | 13.3 | 13.8 | 13.1 | 13.6 | 12.6 | 13.8 | 14.9 |
| 1500 | 17.3 | 15.2 | 15.5 | 16.6 | 15.2 | 16.5 | 18.1 |
| 1600 | 17.6 | 18.0 | 17.6 | 18.3 | 17.7 | 18.7 | 19.5 |
| 1700 | 17.8 | 19.5 | 19.0 | 18.4 | 18.3 | 19.5 | 17.9 |
| 1800 | 17.4 | 19.3 | 20.2 | 18.7 | 18.8 | 19.4 | 18.5 |
| 1900 | 15.6 | 17.6 | 18.2 | 17.1 | 18.3 | 17.6 | 17.7 |
| 2000 | 15.9 | 16.1 | 15.6 | 15.8 | 17.2 | 16.5 | 15.9 |
| 2100 | 17.4 | 16.0 | 15.8 | 15.1 | 16.8 | 16.3 | 16.3 |
| 2200 | 17.5 | 16.4 | 16.3 | 16.3 | 16.8 | 17.4 | 17.1 |
| 2300 | 18.0 | 17.8 | 18.2 | 17.9 | 18.9 | 20.8 | 20.6 |

Peak times (shaded blocks) were again on late weekend nights (Friday/Saturday and Saturday/Sunday from 2300 hours through 0200 hours). Late afternoon/early evening times were also busy especially from 1700 through 1900 hours. The total patrol average hours per week was 2,339 almost the same as the 2,347 hours from the earlier period.

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As stated earlier the number of calls was 9% lower from the earlier period; yet this data show the total time consumed was virtually the same. This indicates that officers were able to spend more time per call for the later year.

Self-Initiated Activity

Self Initiated Activities: When patrol officers initiate an action they may do so because they see suspicious behavior, observe a traffic violation, are conducting a follow-up investigation to gather more information on a previous case, or are looking for suspects with outstanding warrants. Such activities are products of an officer's discretion. The officer decides when and where to begin these encounters. The frequency of self-initiated activities that an officer performs is dependent, to some extent, on how busy the officer is with calls for service and the availability of appropriate targets of opportunity.

For the period (4/1/09 – 3/31/10) patrol officers averaged 695 hours per week on Self-Initiated Activities. The most frequent activity types were Traffic Stop, Follow Up, Warrant Service, Subject Stop and Security Checks.

During the later period (7/1/14 – 6/30/15) the average time spend by patrol officers on self-initiated activities had declined to 644 hours per week. The first three most frequent activity types were the same as in the earlier period: Traffic Stop, Follow Up, and Warrant Service. The other most frequent activity types in the most recent period were “Field Interview” and stops for “Driving While Intoxicated.”

The self-initiated activity types in both periods indicate a proactive patrol force. Patrol officers are using the time they are not spending on calls for service looking for violators and criminal activity.

Self-initiated work is started by patrol officers when they are not responding to calls. The more time that is used for calls for service response, the less time there will be for self-initiated work, problem solving and community engagement activity.

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Administrative Activities

The final way in which patrol time is consumed is by administrative activity. From April 1, 2009 through March 31, 2010 Anchorage patrol officers averaged 664 hours per week on Administrative Activities. The most frequent activities included Meal Breaks, providing assistance on medical calls, assisting outside agencies, engaging in court related activity and assisting the fire department.

From the period July 1, 2014 through June 30, 2015 time spent by patrol officers on Administrative Activity had declined to an average of 594 hours per week. The most frequent administrative activities during the later period were Meal Breaks, Civil Matters, Drunk Transport, Assisting Other Agencies and Training.

Meal breaks are required by the contract between the Anchorage Police Department Employees Association and the Municipality. The other administrative tasks are primarily when patrol officers assist other entities.

Patrol Time Targets

In 2010 the Anchorage Police Department wanted to provide police services to the municipality via a community policing approach that, according to the PERF report, includes the involvement of patrol officers in community policing and problem-solving activities. Patrol officers would get to know the people and conditions in their patrol area, attend community meetings to listen to neighborhood concerns, conduct analysis to develop plans to address community crime and disorder problems, and leverage local government services to improve the quality of life in the city's neighborhoods. To accomplish this, patrol officers need to have a significant amount of unobligated time, the APD goal was 40% unobligated time.

During the period of the first study (April 1, 2009 – March 31, 2010) most of the patrol time available in Anchorage was being used in a fairly traditional mix of calls for service response, self-initiated activity and administrative activity. For patrol officers there were only 70 recorded community policing episodes for the entire year.

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The current study period (July 1, 2014 – June 30, 2015) shows a similar pattern although the recorded episodes of patrol officers’ community policing episodes increased to 324. The next table summarizes the use of time in the two periods.

| Comparison of Average Patrol Weekly Officer Time Consumed in Hours per Week | | |
|---|------------------------------|----------------------------------|
| Type of Time | PERF Study (4/1/09 – 3/3/10) | Current Study (7/1/14 – 6/30/15) |
| Calls for Service | 2347 hours | 2339 hours |
| Self-Initiated | 695 hours | 644 hours |
| Administrative | 664 hours | 594 hours |
| Total | 3706 hours | 3577 hours |

Although the time spent on calls for service is about the same, the total amount of time consumed has declined by 3.5%. This is accounted for by the decline in the number of officers assigned to patrol from 175 in 2010 to 166 in 2015, a 5% decrease. The following table shows a comparison of how time is consumed by percent of available time per week.

| Comparison of Average Patrol Weekly Officer Time Consumed by Percent of Available Time per Week | | |
|---|-------------------------------|----------------------------------|
| | PERF Study (4/1/09 – 3/31/10) | Current Study (7/1/14 – 6/30/15) |
| Total Weekly Hours Available* | 5103 hours | 4841 hours |
| Calls for Service | 45.9% | 48.3% |
| Self-Initiated | 13.6% | 13.3% |
| Administrative | 13% | 12.3% |
| Total | 72.6% | 73.9% |

*Total Weekly Hours Available is calculated by taking the number of officers assigned times 40 hours per week times the show-up rate of 72.9%. The show-up rate takes into account absences due to vacation, sick and other leave, temporary duty assignments and other absences.

By 2015 the unobligated time had been reduced from 27.4% to 26.1%. In 2010, the PERF study stated that to achieve an unobligated figure of 40% the number of patrol officers would need to be increased to 233 from the 175 the allocated, an increase of 58 positions. Given that the time

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spent on calls for service has changed very little and that officers would spend approximately the same proportion of their time on self-initiated and administrative activities, **the number of patrol officers need to meet the unobligated time target of 40% remains at 233, an increase of 67 patrol positions from the current patrol staffing of 166.**

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Investigations Staffing

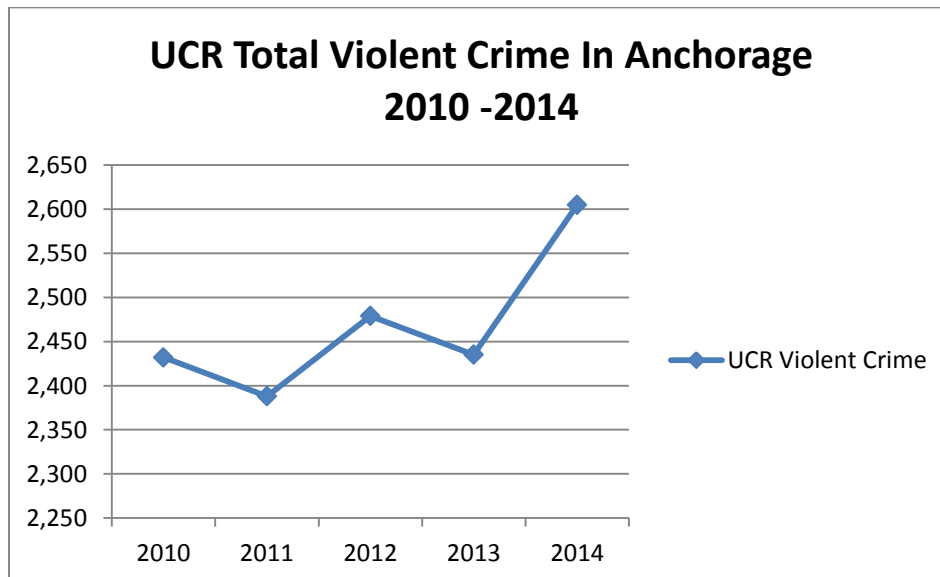
Crime in Anchorage

The following chart show the last five years of reported violent crime in Anchorage as recorded through the FBI's Uniform Crime Reporting (UCR) system.

| UCR Violent Crime in Anchorage 2010 - 2014 | | | | | |
|--|--------|------|---------|--------------------|---------------------|
| | Murder | Rape | Robbery | Aggravated Assault | Total Violent Crime |
| 2010 | 13 | 264 | 454 | 1,701 | 2,432 |
| 2011 | 12 | 283 | 465 | 1,628 | 2,388 |
| 2012 | 15 | 303 | 488 | 1,673 | 2,479 |
| 2013 | 14 | 408 | 522 | 1,491 | 2,435 |
| 2014 | 12 | 392 | 496 | 1,705 | 2,605 |

Although the totals vary some from year to year in terms of increases and decreases 2014 had the highest total for the five year period driven by the increase in reported aggravated assaults which increased 14% from 2013.

The next chart shows the overall violent crime trend in Anchorage.



The violent crime trend is up from 2013 to 2014, driven by the increase in aggravated assault.

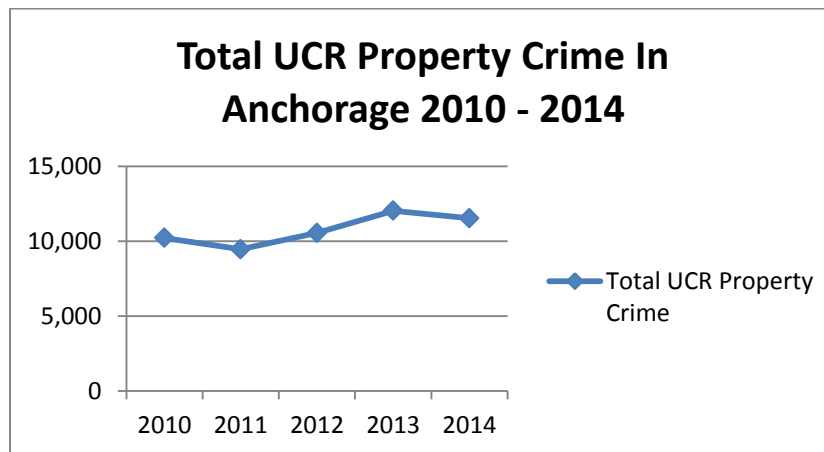
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The next chart shows five years data for property crimes.

| UCR Property Crime in Anchorage 2010 - 2014 | | | | | |
|---|----------|---------------|---------------------|-------|----------------------|
| | Burglary | Larceny Theft | Motor Vehicle Theft | Arson | Total Property Crime |
| 2010 | 1,223 | 8,178 | 813 | 86 | 10,214 |
| 2011 | 1,080 | 7,750 | 625 | 126 | 9,455 |
| 2012 | 1,158 | 8,554 | 831 | 97 | 10,543 |
| 2013 | 1,318 | 9,845 | 869 | 74 | 12,032 |
| 2014 | 1,375 | 9,217 | 939 | 81 | 11,531 |

Reported property crime declined by 4% from five year peak in 2013 to 2014 but 2014 still had the second highest number of property crimes in the five year period.

The next chart shows a graphic depiction of the total UCR Property Crime in Anchorage.



Overall, the trend is relatively steady. The table shows that larceny varies from year to year most.

It is difficult to relate the amount of crime that occurs in a jurisdiction to the level of investigative effort. Although there is some indication that focusing on the arrest and prosecution of serial offenders may decrease reported crime in some categories the evidence is not clear. In addition, changes in drug usage may increase some crimes if increases in certain drugs lead to more user aggressive behavior thereby increasing aggravated assaults.

Regardless of the relationship, there has been a significant decrease in investigative capacity in the Anchorage Police Department since 2005. Much of this was due to departmental actions designed to maintain patrol strength in the face of cutbacks. Many special units, like investigations, saw staffing decreases so patrol could be maintained.

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The detective function of the Anchorage Police Department falls under the authority of a Captain who oversees three sections of specialized detectives and the Crime Lab. Each investigative section is managed by a lieutenant who oversees detective subunits that are supervised by one or more sergeants. The Crime Lab is operated with an all-civilian staff and a civilian supervisor who reports directly to the captain of detectives.

The first section of detectives is divided into units that investigate Homicide, Robbery, Assault, Theft and Burglary. The Crime Scene Team is also part of this section. The second section investigates Special Victims crimes, Crimes against Children and Fraud. The third team is composed of the Vice Unit, which is responsible for investigating and enforcing vice (prostitution, gambling, etc.) and narcotic offenses, Internet Crimes against Children and Cyber Crimes.

The next chart shows changes in the staffing of the primary investigative units from 2010 to 2015.

| Changes in Investigations Staffing 2010-2015 | | | | |
|--|-----------------------|------------------------------|-----------------------------------|-------------|
| UNIT | 2010 Investigators | PERF 2010 Recommendations | December 2015 Investigators | Vacant 2015 |
| Burglary/Theft | 10 | 10 | 5 (2 Assigned Eagle River) | |
| Assault/Robbery | 6 | 5 | 5 | |
| Homicide | 7 | 5 | 7 | |
| Financial | 5 | 7 | 3 | |
| Crimes Against Children | 8 | 7 | 6 | 1 |
| Special Victims | 8 | 8 | 7 | 1 |
| Cyber Crimes | 4 | 4 | 3 | |
| Total | 48 | 46 | 36 | 2 |
| <i>Other Investigators</i> | | | | |
| Vice | 6 | | 3 | 1 |
| Drug/Task Forces | 4 | | 2 | |

Personnel assigned to non-drug and vice investigations units declined by 2015 by 25% from the 2010 levels and by 22% from the PERF recommendations. The decrease in investigative capacity is reflected in the number of cases that were assigned. The following chart shows the changes from 2010 (4/1/09 – 3/31/10) to 2015 (7/1/14 – 6/30/15).

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| Changes in Case Assignments 2010 to 2015 | | | |
|--|---------------------|---------------------|----------------|
| UNIT | Cases Assigned 2010 | Cases Assigned 2015 | Percent Change |
| Burglary/Theft | 544 | 162 | -70% |
| Assault/Robbery | 260 | 179 | -31% |
| Homicide | 143 | 120 | -16% |
| Financial | 242 | 153 | -37% |
| Crimes Against Children | 403 | 318 | -21% |
| Special Victims | 408 | 436 | 7% |
| Cyber Crimes | 83 | 249 | 200% |
| Totals | 2083 | 1617 | -22% |

The large decline in Burglary/Theft detectives coincides with an increase from 2013 to 2014 in burglary, however during the period larceny theft declined. The decrease may be due to a change in the department's response to larceny/shoplifting that puts more responsibility on store managers to process offenders.

Only two units, Special Victims and Cyber Crime showed an increase in cases assigned. Overall 22% fewer cases were assigned to investigators as a result of the 29% drop in investigator staffing. **Investigator staffing in the non-vice and drug units should be restored to the 2010 PERF recommended level of 46, an increase of 10 positions.** With the Vice and Drug Task Force investigators this would bring the total authorized investigator staffing to 51 investigator positions. Increasing investigative staffing should result in more crimes investigated and solved and more perpetrators brought into court. Clearances should increase with a hoped-for decrease in crime overall.

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Overall Staffing

In 2010, PERF proposed an optimal staffing level of 619, 447 sworn and 172 non-sworn. This would enable the department to more effectively staff investigations and to provide the personnel resources needed to fully implement and enhance the community policing model that would be based on 40% unobligated patrol time.

In November 2015 the department had 512 positions – 369 sworn and 143 civilian. This high level reviews shows that the department is short 67 patrol positions to meet the 40% unobligated goal and 10 investigations positions to keep up with current demand. **The City and the APD should work toward a goal of 446 sworn positions over the next three years.**

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Recruitment, Selection, Hiring and Training

This study also examined the processes used to bring new officers into the department. An increase in authorized staffing will be symbolic unless the city and the department can hire and retain a sufficient number of officers. The following recommendations are based on suggestions made by city and department personnel, and best practices from other U.S. law enforcement agencies.

The department loses usually between 20 and 25 officers per year for all reasons: retirement, relocations, failure to complete training, etc. This rate of 5-6% is typical of agencies the size of Anchorage. Of those that apply to become officers only about 3% are successful. Most drop out during the selection process. Once they enter the academy and field training the retention rate increases.

The following chart shows recent data about hiring and retention success.

| Year/Class | 2011-1 | 2013-1 | 2014-1 | 2014-2 | 2015-1 |
|---------------------------|--------|--------|--------|--------|--------|
| Applicants | unk | 720 | 660 | 540 | 740 |
| Hired | 29 | 16 | 23 | 23 | 20 |
| Academy Graduates | 26 | 16 | 20 | 23 | 19 |
| Still with APD (Oct 2015) | 18 | 12 | 14 | 22 | 19 |
| | | | | | |
| Applicant Success Rate | -- | 1.7% | 2.1% | 4.1% | 2.6% |
| Hire Success Rate | 62.1% | 75.0% | 60.9% | 95.7% | 95.0% |

Note: The high "Hire Success Rate" for 2014 and 2015 will probably decline with time.

There are a number of steps the APD should take to improve its ability to hire and retain new officers. The following list reflects both national best practices and recommendations from current Anchorage personnel involved in the recruiting, hiring, selection and training process.

1. By studying its current workforce the APD should create a profile of the characteristics of its "ideal" officer. This should include background, education, experience characteristics, where they come from, and their lifestyle after they become an officer. For example, if many officers find the quality of life in Anchorage important with its outdoor recreational activities, these preferences might be used to target recruiting toward such individuals. To some extent the department already does this with recruiting efforts targeted at athletes and those who engage in outdoor activities through sporting events and outdoor shows and conferences. The recommendation is to perform a more systematic study to enhance the focus of these efforts.

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2. The department and the city should conduct in-depth exit interviews to try to determine with greater detail why officers leave before retirement. There may be common factors that can be used to enhance the hiring process or that can be addressed through retention planning.
3. The department should hire a full-time recruiter at a professional level that has demonstrated success in attracting and retaining high caliber employees. This person should know the ideal characteristics being sought for APD officers and should be also aware of disqualifying factors. The recruiter should be open about what some perceive of negative aspects of Anchorage such as the long winter with short periods of daylight.
4. In developing packages to attract applicants, the department should consult with other local entities to determine how they “sell” the Anchorage area. The Chamber of Commerce, the universities, and private sector recruiting and placement firms should all be consulted.
5. Recruiting from non-traditional populations should be considered. Some years ago a police chief in the southwest focused on recruiting single mothers in their mid to late 20’s. If they had clean backgrounds, he said, they tended to be psychologically hardy because they had faced some life adversity and were attracted by the fringe benefit package especially family medical coverage. He also helped create a co-op day care that was open around the clock so that an officer on mid-night shift had a safe place to leave a child.
6. The city and the department should implement a cadet program so that as soon as a decision to hire is made the person can be offered an immediate position. The time gap between succeeding in being hired and the start of an academy class can lead to some dropouts.
7. A cadet program should be coupled with a continuous open recruitment and hiring process. The municipality and the department should continually be looking for people to bring into the department.
8. One issue that has limited the selection process is the use of an out-of-state contract psychologist. Schedules have to be juggled so that the psychological interviews can be performed when the psychologist travels to Anchorage. An in-person interview should remain a critical part of the selection process but the department should explore whether technology might be used to assist the process. The department should determine whether Skype or other internet technology might be an acceptable substitute.
9. The department should revise the selection process so that the psychologist has access to all information on the candidate prior to the psychological interview. The results of the polygraph examination should be available to the psychologist. There may be areas of

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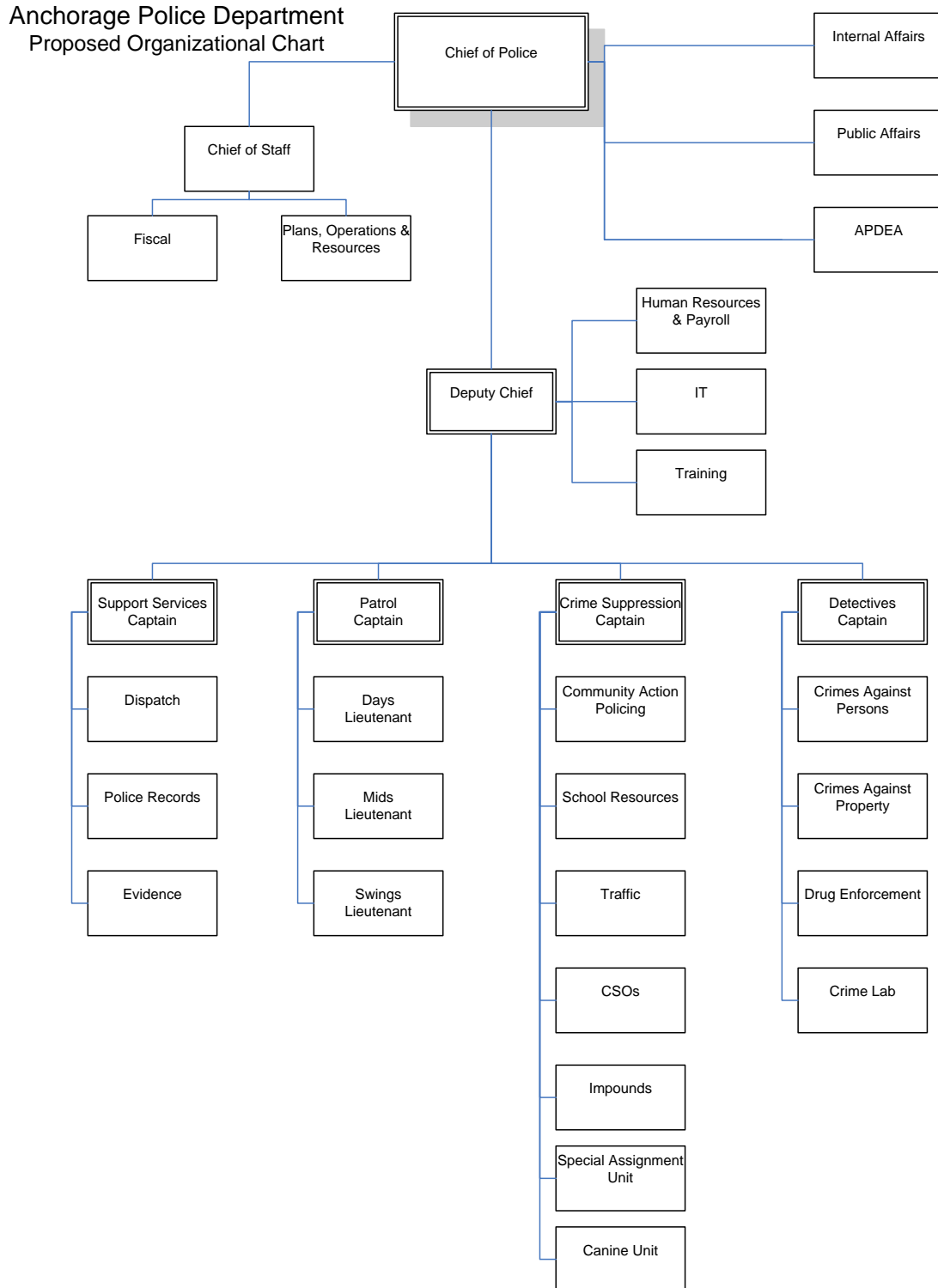
the polygraph exam that a candidate reacts to that might be cleared up in the psychological interview thus keeping a viable candidate in the process.

10. The department should strive to schedule the testing process so that an out-of-town applicant only needs to come to Anchorage once through the process, decreasing the travel and expense needed. This includes consideration of which parts of the testing process can be administered remotely.
11. The department should consider creating a set of re-location materials for out-of-town applicants that includes such information on housing, schools, vehicle licensing, day care options, moving companies, and possible job opportunities for a recruit's spouse/partner, etc.
12. The department should consider creating a system that assumes that some people will stay for only five years. This might include an incentive package for staying at least that long. It may include a reconsideration of training to produce officers that are street ready more quickly. This may include deferral of some topics that will be covered in scheduled return to the academy after two or three years. It may also include an increase in the use of simulations and scenarios in the academy so that recruits can integrate theory and practice before beginning field training. Both the Royal Canadian Mounted Police and the State of Washington have adapted such approaches to recruit training.

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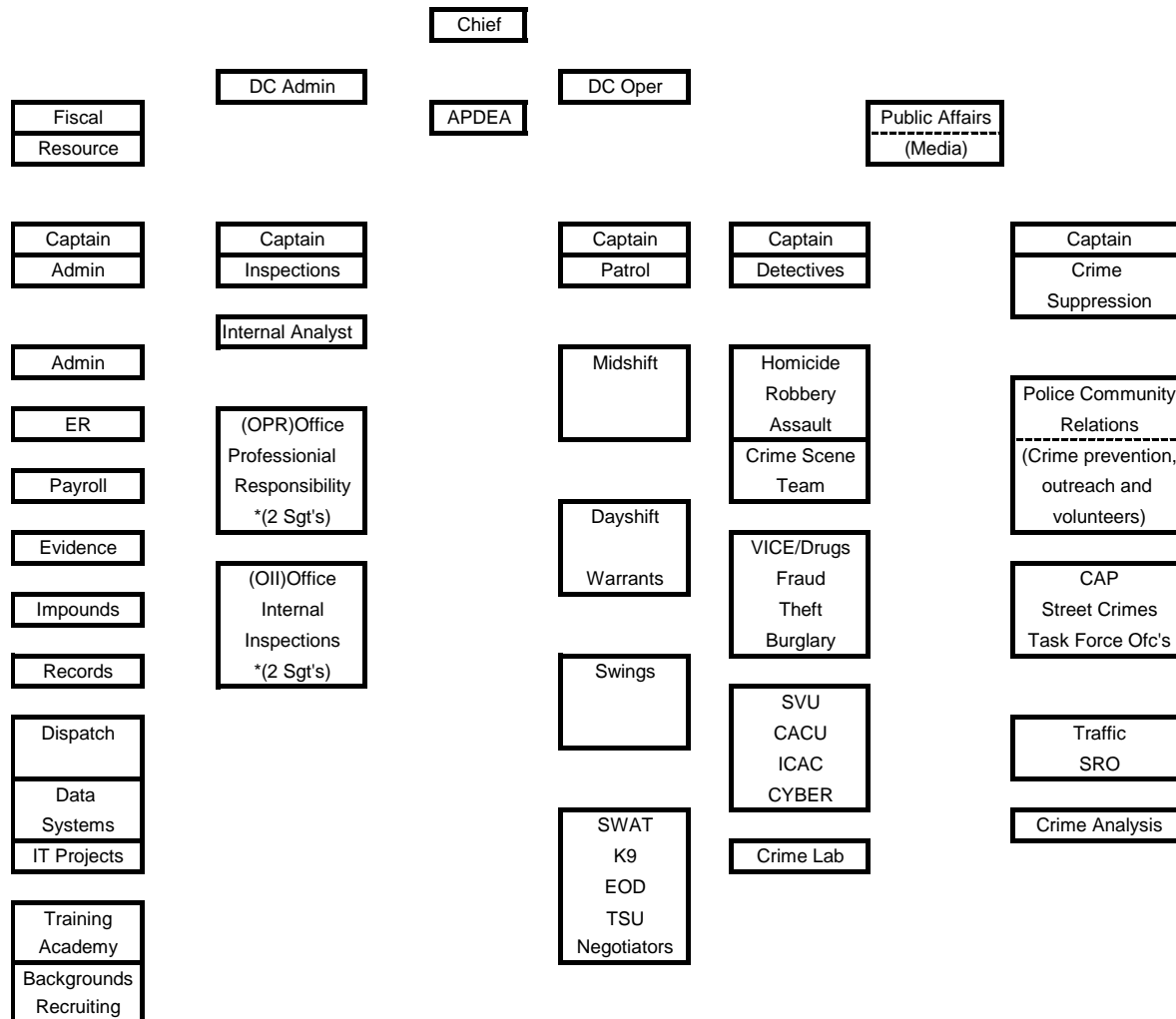
Organizational Structure

The 2010 PERF report proposed the following organizational structure.



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The APD is implementing the following new organizational structure.



The major differences between the two organizational structures include the following:

- The proposed new APD organizational structure has two deputy chiefs, one for administration and one for operations compared to a single deputy chief and a chief of staff in the PERF proposed structure.
- The APD structure has five captains, creating a new division – Inspections which includes the Office of Professional Responsibility (Internal Affairs) and the Office of Internal Inspections.

These APD changes reflect a new police administration and are a reasonable approach to reorganizing the department with one possible exception.

In most police departments similar in size to Anchorage the internal affairs function reports directly to the Chief of Police. This is to avoid any filtering of information before it comes to the

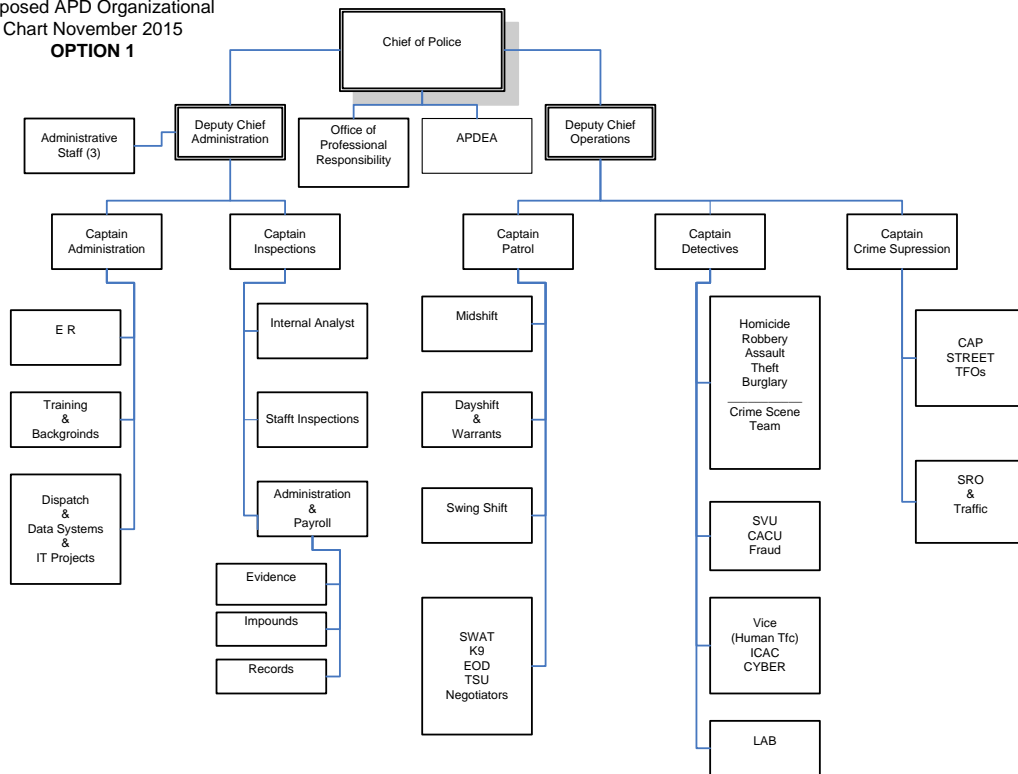
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attention of the chief. The APD structure shows a deputy chief, a captain and a lieutenant in the chain of command between the chief and Professional Standards (internal affairs). Consideration should be given to having Professional Standards under the command of a lieutenant report directly to the Chief.

The proposed Administrative Captain position has a large number of disparate units reporting to him/her with substantial oversight activity generated by training and dispatch. By moving Evidence, Impounds and Records to the Inspections Division the workload between the two divisions would be more balanced given moving Professional Standards to reporting directly to the chief.

This alternative would look at follows:

Proposed APD Organizational Chart November 2015
OPTION 1



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CONCLUSION

This report is a high level review of the primary staffing findings of the 2010 detailed study of the Anchorage Police Department by the Police Executive Research Forum. This report examined current staffing levels of patrol and investigations staffing compared to the 2010 recommendations and found that those recommendations are still valid.

This report provides recommendations to enhance the APD recruitment, hiring, selection and training processes so that the department may better be able to add and retain new members to the agency.

Finally, this report reviews the organization structure of the APD and recommends an option to the proposed October 2015 structure.