



CERTUS

PUBLIC SAFETY SOLUTIONS

ANCHORAGE POLICE DEPARTMENT (APD) DEPARTMENT STAFFING STUDY

ANCHORAGE, ALASKA
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Introduction

Pursuant to 2024-2026 APD Strategic Plan, sec. 3.1.1, CERTUS Public Safety Solutions LLC (CERTUS) was engaged to conduct a comprehensive staffing and operations study of the Anchorage Police Department (APD). This review includes “evaluation of personnel staffing, operational efficiency, and functions of all units of the APD, and [] recommendations for improvement, as necessary.” (RFP 2023PO34, p. 1) Additionally, CERTUS has been asked to “identify tasks that can be completed in a more efficient and/or economic method, such as using civilians, reassigning staff, or other options” and “identify functions performed by a department that can be performed more effectively by alternative means and/or agencies.” (p. 1)

Methodology

The CERTUS team developed and utilized a multi-pronged, methodologically rigorous approach to study the Anchorage Police Department (APD). We relied on a combination of qualitative and quantitative methods to develop a firm understanding of the department and to craft actionable recommendations that will significantly improve operations. The CERTUS method utilizes a bifurcated process consisting of two distinct phases: (1) Data and Document Analysis and (2) Comprehensive Operational Review:

1. DATA AND DOCUMENT ANALYSIS PHASE

The CERTUS methodology included quantitative analyses of crime data, internal department performance data, and workload data extracted from the department’s computer-assisted dispatch (CAD) system. We also employed focus groups and structured interviews with key stakeholders within the organization. Our holistic and comprehensive approach has been honed by decades of experience working with hundreds of departments.

2. COMPREHENSIVE OPERATIONAL REVIEW PHASE

CERTUS evaluated the department’s existing staffing levels, organizational structure, and processes, and provided actionable recommendations for improvement.¹ Our recommendations for optimizing organizational structure address the following areas: specific staffing levels (for patrol, investigations, etc.); assignments, including effective use of civilian, professional and sworn staff; deployment schedules; and policies and procedures that will assist the department in providing the most effective, high-quality police services to the community with long-term sustainability. The following describes the approach we used to assess the staffing needs of the APD:

¹ It should be noted at the outset that staffing had previously been identified by the APD as the department’s greatest current challenge and its number one priority. This has been confirmed by our study. Thus, short-term optimization, as well as long-term staffing needs serve as the main drivers for all recommendations contained in this report.

Patrol Operations

Patrol is understood to be the backbone of police operations. The CERTUS team evaluated patrol operations in the APD by applying the “Rule of 60.” This rule evaluates the allocation and deployment of personnel on patrol. CERTUS’s differentiated approach evolved through multiple steps, beginning with an analysis of workload data extracted from the CAD system. Comparison of workload demand and staffing availability makes up the first prong of the Rule of 60. This data was used to create workload models that identified actual service demands placed upon the department by the public via the 911 system, as well as self-initiated activities undertaken by patrol officers. The workload models also illustrate service demands across the 24-hour period of the average day.

Once workload was calculated, staffing availability was added to the models. We calculated the “Saturation Index,” or the percentage of available personnel that are committed to work across the 24-hour day. This allowed the CERTUS team to make recommendations about staffing levels, alternate shift opportunities, demand reduction strategies, and opportunities to make the patrol function more efficient and effective. In making these recommendations, we fully considered officer safety and community needs, as well as the myriad challenges associated with policing the community of Anchorage, AK, with an eye toward preserving scarce fiscal and personnel resources.

Our patrol workload and staffing analysis is the foundation of the remaining elements of the staffing study. This critical process focused on the following areas and questions:

- Service Demands: What are the service demands made by the public as measured through the CAD system?
- Patrol Workload: What is the actual patrol workload for the department?
- Shift Alignment: Based on this workload, is the current shift schedule aligned appropriately? What alternatives to the current shift plan would be most efficient?
- Staffing: How many police officers and supervisors are needed to staff the patrol function to meet the workload demands placed on the department?
- Response Time: How long does it take to respond to calls for service (both response time and total time) and how can these times be reduced?
- Officer Assignment: How many officers are assigned to each call and what are the ways to minimize these assignments?
- Call Categories: What are the categories of call and what is the frequency of each type that the department handles, and what measures can be adopted to minimize unnecessary responses?
- Patrol Activity Workload: How much time is spent on directed patrol activities and specialized enforcement?

The study identified gaps or unnecessary and wasteful overlap in patrol coverage and provides recommendations for modifying temporal and spatial deployment. Once the appropriate “best fit” of patrol coverage was identified, a determination was made regarding the appropriate number of officers required to meet service demands.

Similarly, we assessed the relationship of patrol operations with the rest of the department. To what extent does the patrol function *coordinate* and *communicate* with the other operational and support functions of the department? How should it coordinate and communicate? What are the strategic, management, and planning functions of the department regarding the patrol function, and how do patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled? We examined evidence of the department taking a problem-solving and proactive, strategic approach towards policing.

Investigations

The project team evaluated each investigative function in the department, including both reactive and proactive investigations, addressing the following questions:

- Workload: What is the investigations workload? How many cases do investigators handle? Are specialization areas appropriate?
- Staffing: Are there a sufficient number of investigators available to address workload?
- Case Management: Is an efficient/effective case management system in place?
- Effectiveness: How long does it take to investigate cases? Are victims kept informed? Are cases cleared in an efficient manner? Are offenders held accountable? How overtime is expended?
- Intelligence: How is criminal intelligence gathered and disseminated (inside and outside the department)? Do investigators make appropriate use of intelligence?
- Civilianization opportunities: What are the potential areas for civilianization (e.g., re-deploying uniformed personnel back into the field)?
- Technological opportunities: Is technology being leveraged to improve investigations and operational efficiency?
- Crime scene: Are past crimes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations: The above questions were applied to each specialized function in the department, as appropriate (narcotics, violent offenders, fugitives, fraud/cybercrime, etc.).

Once the project team evaluated each investigative function in the department, we assessed the department's performance in these areas, how these investigative operations align with the overall mission of the department, then compared operations to best practices in law enforcement, identified improvement opportunities, and established appropriate staffing levels.

Administration and Support

We utilized the same approach to evaluate administrative and support units in the department. The project team analyzed administration and support activities in the following areas: professional standards (internal affairs, disciplinary system, promotional system); hiring and recruitment; training (entry-level, in-service, and executive development); records management; information technology (IT); property/evidence management; crime scene processing; communications and dispatch; fleet management; and

purchasing. We also evaluated the critical, frequent, and high liability policies of the department. In each of these categories, we evaluated the following sub-areas:

- Workload
- Staffing
- Civilianization possibilities
- Cost saving opportunities
- Out-sourcing opportunities
- Best practice comparisons and opportunities for improvement

This approach has produced numerous actionable recommendations² that are consistent with best practices in policing in the U.S. and will position the department for sustained growth as the population and needs of the city evolve. The following is a summary of the staffing positions we believe are needed in the department.

A summary of all APD staffing recommendations (by unit) is attached to this report as Exhibit A.

Functional Area: Patrol Operations

Patrol Operations in the APD are under considerable stress, and there are several key opportunities for improvement. The department allocates approximately 61% of its sworn personnel to patrol operations. This indicates that there is a well-balanced allocation of personnel in the department.

However, the workload faced by the Patrol Division is extremely high. The analysis of CFS data indicate that the average workload saturation exceeds the acceptable threshold of 60% during extended periods of the day. This is associated with negative performance outcomes. With workload saturation levels this high, service to the public is undoubtedly compromised. CFS will not be handled efficiently and officers on patrol will not have sufficient uncommitted time to dedicate to other activities that address crime, traffic, disorder, and community policing activities. Similarly, the stress associated with this workload is also surely having negative consequences for the officers experiencing it.

Response times to CFS is also high. At more than 50 minutes to the average CFS from the public, the response time in Anchorage is more than three-times greater than the acceptable benchmark

² Nothing contained herein should be considered or construed as the offer or provision of legal advice, legal opinion(s), etc. Staffing and operational recommendations are made based upon best practices in American policing and the information and data provided to CERTUS and are made irrespective of any limitations imposed by the current collective bargaining agreement.

in this area. Additionally, the response time to Priority 1 CFS is approximately 14 minutes, which is also three-times greater than expected.

In order to address the high workload demands and response times the APD needs to consider a three-prong approach. First, non-emergency workload demands need to be diverted from officers on patrol, and steps should be taken to eliminate certain call categories from their responsibilities. Second, the department should re-examine the shift schedule worked by officers on patrol. There are several alternatives presented that will allow the department to staff more officers during times when workload is high and reduce the number of officers on patrol when workload decreases. Lastly, the APD needs to **fill the vacant positions on patrol and bring staffing levels up to their authorized levels**. This will allow the department to properly staff all other units and support functions.

When staffing returns to appropriate levels, and modifications are made to the demands and shift schedule, CERTUS recommends revisiting workload saturation levels to determine if the adjustments made have reduced workload to acceptable levels.

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Allocation of Personnel to Patrol	<ul style="list-style-type: none"> 61.4% Sworn on Patrol ~ 60%. 	<ul style="list-style-type: none"> None. Patrol allocation is sound.
Deployment	<ul style="list-style-type: none"> The APD deploys sufficient personnel to patrol operations to meet service demands. Workload saturation levels are high during certain time periods. 	<ul style="list-style-type: none"> Consider adopting one of the 10-hour or 12-hour shift plans presented below. Fill vacant positions in the Patrol Division and restore staffing levels to authorized levels.
Workload	<ul style="list-style-type: none"> 60% breached on consistently throughout substantial portions of the day. Self-initiated area checks appeared to be very short in duration. High average number of officers assigned to CFS. 	<ul style="list-style-type: none"> Refocus self-initiated officer activity from numerous, short in duration CFS to a strategic focus involving fewer, but longer in duration CFS. Create a committee to explore low service times and high number of officers assigned to CFS to identify efficiencies for patrol.
Response Times	<ul style="list-style-type: none"> Overall response time is very high and averages more than 50 minutes per CFS. This is more than three-times than should be expected. Response times to Priority 1 CFS is also very high at more than 14 minutes per CFS in this category. 	<ul style="list-style-type: none"> Develop alternative response strategies: <ul style="list-style-type: none"> Patrol-based Administrative Community Service Officers Deferred Response Units by Sector

Patrol Shift Plan	<ul style="list-style-type: none"> • Presentation of 7 alternative patrol shift plans 	<ul style="list-style-type: none"> • The 10-hour, Red and Blue Side plan appears to offer the most advantages for patrol operations and department initiatives.
Warrant Unit	<ul style="list-style-type: none"> • Unit is DV focused • High Caseloads • New reporting process • Emphasis on court administration 	<ul style="list-style-type: none"> • Staff the unit with 4 investigators • Staff the unit with 2 police officers and one social worker for victim follow-up • Employ rigorous case management protocols • Refocus operations on case investigation and victim advocacy
K9 Unit	<ul style="list-style-type: none"> • High performing unit 	<ul style="list-style-type: none"> • No recommendations

Allocation of Personnel to Patrol

To assess proper allocation of personnel in a police department, CERTUS developed and applies a “Rule of 60.” This benchmark has two parts: the first part of the rule holds that approximately 60 percent of sworn personnel in a police department should be assigned to patrol for CFS response and uniformed patrol; the second part holds that no more than 60 percent of available police officer time in a given hour should be committed to handling workload from both self-initiated activities and CFS from the public through 911.

According to the APD personnel staffing roster dated July 10, 2024, there were 352 sworn officers in the APD. The patrol division was staffed with 218 sworn officers: 1 captain, 3 lieutenants, 24 sergeants, and 190 police officers. These 218 sworn officers represent 61.9% of the total number of sworn officers in the department. However, part of this complement includes 2 sergeants and 15 police officers assigned to the Warrants Unit and K9 Unit. These officers are assigned to the Patrol Division but are not primarily responsible for handling CFS. In order to accurately reflect the allocation of personnel to the Patrol Division these officers are excluded from the first prong of the rule of 60. Removing them from the calculation results in having 201 sworn officers assigned to the patrol function, or 57.1%. (1 captain, 3 lieutenants, 22 sergeants and 175 police officers) of the entire department.

This would indicate that there is an appropriate balance of personnel between patrol and non-patrol functions in the department. It is seldom that we see such a properly allocated police department, therefore, the APD should be commended for allocating their personnel.

Deployment

Allocation refers to the distribution of officers within the department, and deployment refers to how they are assigned to work. The APD relies on a three 10-hour patrol shifts to deploy officers on patrol. Each shift is commanded by a lieutenant and has seven squads consisting of approximately 1 sergeant, and between 6 and 9 officers. Officers work 10 hours each day, and the Day shift works from 7:00am to 5:00pm, Swing shift works from 3:00pm to 1:00am, and the Mid shift works from 11:00pm to 9:00 am. Essentially, there is a two-hour overlap between each of the shifts.

The structure of the schedule has both strengths and weaknesses. Ten-hour shifts have become very popular in policing in the United States. The compressed work week provides an additional day off each week, and if structured properly, the six hours of overlapping time created with a three-shift model can be leveraged to address periods of high workload and conditions in the community. The manner in which the shift schedule is structured in Anchorage, however, should be revisited and there are opportunities to build upon the current model to make it more efficient and effective. These opportunities will be discussed in greater detail below.

Table 1: APD Patrol Staffing Chart

SHIFT	TIMES	LT	SGT	PO
Day Shift	7:00am to 5:00pm	1	7	57
Swing Shift	3:00pm to 1:00am	1	8	57
Mid-Shift	11:00pm to 9:00am	1	7	61
TOTAL = 200		3	22	175

To understand the personnel staffing levels in the APD, CERTUS requested the number of sworn officers assigned and present at work for the months of January, February, July, and August 2023. These winter and summer months from 2023 permit comparisons along the spectrum of staffing outcomes. In winter, the supply of officers is generally higher due to less vacation and service demands are lower, and in summer the opposite occurs, with lower supply of officers (higher vacation) and higher levels of service demands. These four-month periods were broken down even further to explore the workload and service demands between weekdays and weekends.

The figures below illustrate the average number of officers working during those periods in 2023.

Table 2: Actual Staffing Levels for Police Officers and Sergeants

Police Officers Working Winter Weekdays	Police Officers Working Winter Weekends	Police Officers Working Summer Weekdays	Police Officers Working Summer Weekends	Hour	Sergeants Working Winter Weekdays	Sergeants Working Winter Weekends	Sergeants Working Summer Weekdays	Sergeants Working Summer Weekends
58.0	61.8	56.0	60.1	0	5.2	5.4	5.8	5.3
28.4	31.8	28.3	31.0	1	2.5	2.5	2.9	2.8
28.4	31.8	28.3	31.0	2	2.5	2.5	2.9	2.8
28.4	31.8	28.3	31.0	3	2.5	2.5	2.9	2.8
28.4	31.8	28.3	31.0	4	2.5	2.5	2.9	2.8
28.4	31.8	28.3	31.0	5	2.5	2.5	2.9	2.8
28.4	31.8	28.3	31.0	6	2.5	2.5	2.9	2.8
56.1	58.1	54.4	56.9	7	4.9	5.4	5.8	5.6
56.1	58.1	54.4	56.9	8	4.9	5.4	5.8	5.6
27.8	26.2	26.1	25.9	9	2.4	2.9	2.9	2.7
27.8	26.2	26.1	25.9	10	2.4	2.9	2.9	2.7
27.8	26.2	26.1	25.9	11	2.4	2.9	2.9	2.7
27.8	26.2	26.1	25.9	12	2.4	2.9	2.9	2.7
27.8	26.2	26.1	25.9	13	2.4	2.9	2.9	2.7
27.8	26.2	26.1	25.9	14	2.4	2.9	2.9	2.7
57.4	56.2	53.8	55.0	15	5.0	5.8	5.8	5.2
57.4	56.2	53.8	55.0	16	5.0	5.8	5.8	5.2
29.6	30.0	27.7	29.1	17	2.7	2.9	2.9	2.4
29.6	30.0	27.7	29.1	18	2.7	2.9	2.9	2.4
29.6	30.0	27.7	29.1	19	2.7	2.9	2.9	2.4
29.6	30.0	27.7	29.1	20	2.7	2.9	2.9	2.4
29.6	30.0	27.7	29.1	21	2.7	2.9	2.9	2.4
29.6	30.0	27.7	29.1	22	2.7	2.9	2.9	2.4
58.0	61.8	56.1	60.1	23	5.2	5.4	5.8	5.3

The table above illustrates the average number of police officers and sergeants present for duty across the four time periods under examination over the 24-hour period of the day. This information was distilled from the data extracted from the Workforce TeleStaff Roster Report for the months of January, February, July, and August 2023. Personnel who were not present for work for any reason were excluded from the calculations, and any personnel that were added to backfill officers on leave were included in the calculations. Essentially, this process enabled CERTUS to determine the number of sworn personnel working during these periods. The data in Figure 3 are not estimates, but actual staffing during the average hours during these periods.

According to the table, during Winter Weekdays (the leftmost column), there were on average 75.4 police officers working from midnight to 1:00 am. The calculations continue for the entire 24-hour period. Staffing during Winter Weekdays ranges from a low of 32.8 officers between 9:00 am and 3:00 pm, to a high of 75.4 officers between 11:00 pm and 1:00 am when the Swing shift and Mid Shift overlap. The figure is also color-coded to reflect the relative strength of the

deployment during these periods. Time blocks shaded green are times when actual staffing is the highest, and the red-shaded areas are times when actual staffing is lowest.

Inspection of this table illustrates that the highest staffing levels occur during the overlap periods and the lowest staffing levels are on Day Shift during Winter and Summer Weekends. The varying color shades visible during all three shifts indicate the seasonal nature of personnel assignments. In general, the heat maps illustrate one of the problems with the current shift plan in Anchorage. The two-hour overlaps feature a surge in personnel during these times and there is no clear reason why these time periods should be selected for this surge. In fact, the discussion will show that personnel are needed throughout the day in Anchorage to deal with high CFS demand and high response times. It would be more effective if these peaks in the supply of police officers that occur artificially at these overlap times could be smoothed out during the day.

A similar pattern can be observed in the deployment of sergeants. Sergeant coverage ranges from a low of 2.4 per hour on summer weekend evenings, and winter weekday days. There is a clear surge in sergeants working during the two-hour overlaps throughout the day. Minimum staffing for sergeants on patrol is two sergeants at any time, therefore, the APD manages to meet this requirement successfully.

With an understanding of the allocation and deployment of sworn personnel to patrol operations, the next step in the analysis is to contextualize this information with an understanding of the amount of work that is performed. Comparing the workload demands faced by the patrol function with the supply of personnel allocated to handle that work will provide opportunities to discuss alternative patrol models involving different shift length, personnel level, shift start and end times, etc. Workload is discussed below, which is followed by a discussion of alternative patrol shift models.

Workload

CERTUS examined workload and service demands for officers on patrol by examining CFS data extracted from the CAD system. For the purposes of this study, CERTUS examined calls dispatched to APD officers during the period from January 1, 2023, to December 31, 2023. In total, there were more than 330,000 individual assignments dispatched by the APD Emergency Communications Center to officers in Anchorage.

The CERTUS team conducted several steps to clean the data for analysis. The first step was to compare the recorded times given to each CFS. The data provided listed the times the CFS were received (time assigned), when they were dispatched (time in-route), the time the officer arrived at the scene (arrived at scene), and the time the officer completed the call (time cleared). This allowed CERTUS to calculate response times to CFS as well as the total time spent handling them. The first step was to examine the times and determine if there were any anomalies in the data. It did appear that there were inconsistent times recorded for numerous CFS. For example, some CFS had "time cleared" earlier than the time assigned. This is chronologically impossible; therefore, these CFS were removed from the analysis. In total, there were 2,302 assignments that needed to be excluded from the workload models. CFS with total service times of greater than 8 hours were omitted. Also, in several cases the CFS was handled by a non-sworn member of the APD. To have consistency throughout the analyses only CFS (and staffing) that were related to sworn personnel were included.

The next step in the process was to categorize CFS. The remaining CFS handled by the APD represented more than 100 different call types, from animal control CFS to warrant execution. To better understand the workload faced by the APD, calls were condensed into 17 categories.

The table below illustrates the 17 CFS categories and reports the number of CFS handled by the APD in each category.

Using these 17 CFS categories, CERTUS calculated the response times to CFS, the average length of time used to handle these CFS (service time), and the average number of officers assigned to the CFS. The process resulted in identifying 204,099 specific CFS handled by the APD: 99,304 CFS from the public, and 104,795 officer-initiated dispatched to officers in the APD (see table below).

The next set of figures translate the CFS handled by the APD into increments of hours. The table below illustrates the number of cumulative hours of time spent handling CFS both from the public through 911 and from self-initiated activities.

Table 3: Workload from Public-Initiated CFS in 2023

Hour	Public-Initiated CFS Winter Weekday	Public-Initiated CFS Winter Weekend	Public-Initiated CFS Summer Weekday	Public-Initiated CFS Summer Weekend
0	16.8	19.1	18.7	22.2
1	13.9	17.0	16.0	17.4
2	12.0	16.0	14.2	14.2
3	10.2	14.1	11.7	12.8
4	8.7	15.1	9.9	14.6
5	8.2	14.5	8.8	13.7
6	6.2	11.2	7.1	11.8
7	8.6	9.7	8.6	11.9
8	9.6	8.6	10.4	11.2
9	9.4	8.2	11.1	11.0
10	10.2	9.3	11.0	11.4
11	10.4	9.6	11.5	11.1
12	11.3	10.9	12.5	10.8
13	12.0	11.7	13.2	10.8
14	11.9	10.9	12.9	11.7
15	13.1	15.6	14.8	16.8
16	15.0	17.5	16.5	19.9
17	15.9	16.8	17.3	18.3
18	15.9	16.6	17.4	16.9
19	16.1	17.6	18.3	17.2
20	15.9	17.3	19.0	18.2
21	15.2	16.8	18.3	19.1
22	15.4	17.0	18.0	19.1
23	18.8	20.4	21.5	23.0

The table above shows the variation in the average daily amount of time spent by APD personnel handling CFS from the public. According to the table, it appears that the busiest time is during Summer Weekends between 11:00 pm and 12:00 am with 23.0 hours of work expended during that hour. The slowest period for workload from Public-Initiated CFS is during Winter Weekdays from 6:00 am to 7:00 am. These opposites are expected and comport with typical service demands experienced by the police. The table is also color-coded like the previous tables to illustrate the relative degree of workload. Red shaded boxes signify the highest workload periods, and green-shaded boxes illustrate the slowest periods. Inspection of the table also reveals that the afternoon period is by far the busiest of all work periods.

The next table reports the average number of hours spent by the APD performing Officer-Initiated CFS. This is proactive work performed by officers and not related to CFS from the public. As stated before, these CFS involve traffic enforcement, directed patrol, business/residence checks, etc.

There are several interesting pieces of information illustrated by the data in the table below. Again, the table is color-coded to illustrate the relative intensity of the work being performed during the time periods. First, it should be noted that Mid shift officers are extremely busy conducting Officer/Self-Initiated work from the beginning of their shifts until about 5:00 am. This is an excellent indicator for patrol operations in Anchorage. The officers on this shift appear to be motivated and working proactively even when CFS from the public are not high. The data in the table below show that the Mid shift officers are recording the highest levels of self-initiated work compared to officers on the Day shift. Conversely, it appears the Swing shift has the lowest levels of officer-initiated workload.

Table 4: Workload from Officer-Initiated Activities in 2023

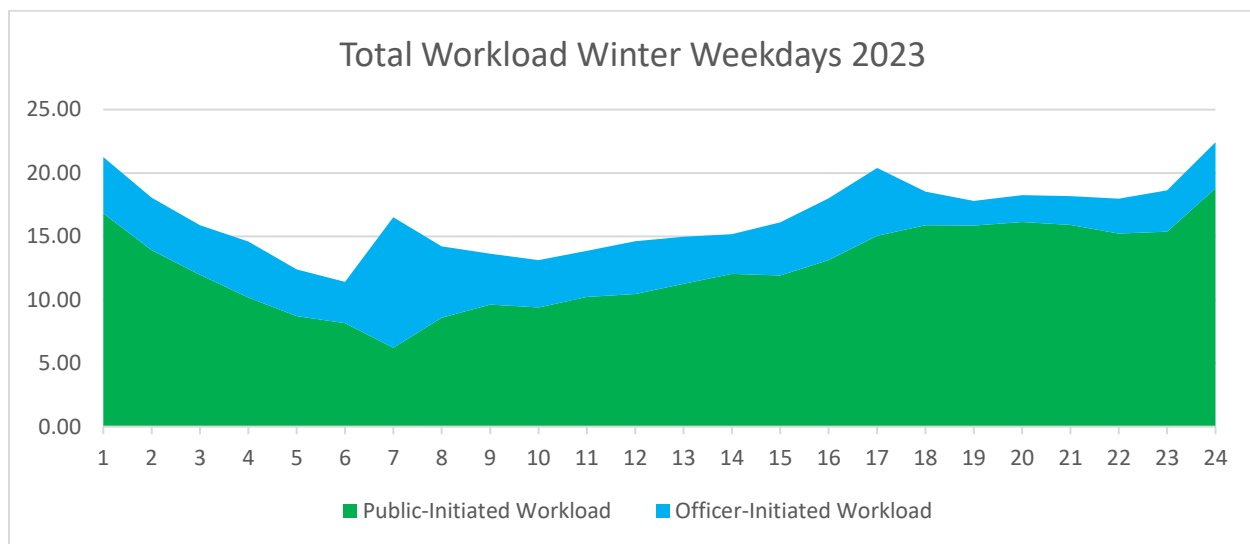
Hour	Self-Initiated Winter Weekday	Self-Initiated Winter Weekend	Self-Initiated Summer Weekday	Self-Initiated Summer Weekend
0	4.4	4.8	4.2	3.9
1	4.1	4.6	3.8	4.7
2	3.9	5.2	3.2	5.9
3	4.4	5.7	3.8	7.9
4	3.7	5.0	3.7	5.9
5	3.2	3.6	3.0	3.8
6	10.3	10.7	10.3	11.0
7	5.6	6.3	7.3	9.3
8	4.0	2.8	5.6	6.6
9	3.7	3.2	4.8	4.8
10	3.6	2.7	4.9	2.8
11	4.2	2.4	4.8	2.6
12	3.7	2.8	3.9	3.6
13	3.1	2.1	3.6	3.3
14	4.2	4.3	5.9	4.7
15	4.9	4.6	6.0	3.7
16	5.4	3.6	6.3	3.8
17	2.7	2.5	3.9	2.8
18	1.9	2.3	3.2	2.3

19	2.1	2.2	2.7	1.9
20	2.3	2.3	2.5	1.9
21	2.7	2.4	2.4	2.0
22	3.2	3.2	3.3	2.5
23	3.6	3.4	3.5	3.5

The data from the tables above are presented below in a different format. Each season and time-of-week is separated and the average hourly workloads are illustrated across the 24-hour period of the day. This presentation allows for a clearer view of the workload demands.

The figure below shows public-initiated and officer-initiated workload demands during the 24-hour period of the average day during Winter Weekdays. The figure shows that workload from the public (green shaded area) is low during the early morning hours and increases steadily throughout the day until it peaks around midnight. Then it steadily decreases through the night, hitting the low point at 7:00 am.

Figure 1: Workload Demands Winter Weekdays 2023



Self-Initiated workload is represented in the figure with the blue shaded area. There appears to be a consistent level of self-initiated work throughout the day with noticeable spikes during the overlap periods between shifts. Clearly, officers are using this overlap time to complete administrative work associated with the CFS they handled during the shift. The figures for Winter Weekend, Summer Weekday, and Summer Weekend follow a similar pattern and can be seen in the following three figures:

Figure 2: Workload Demands Winter Weekends 2023

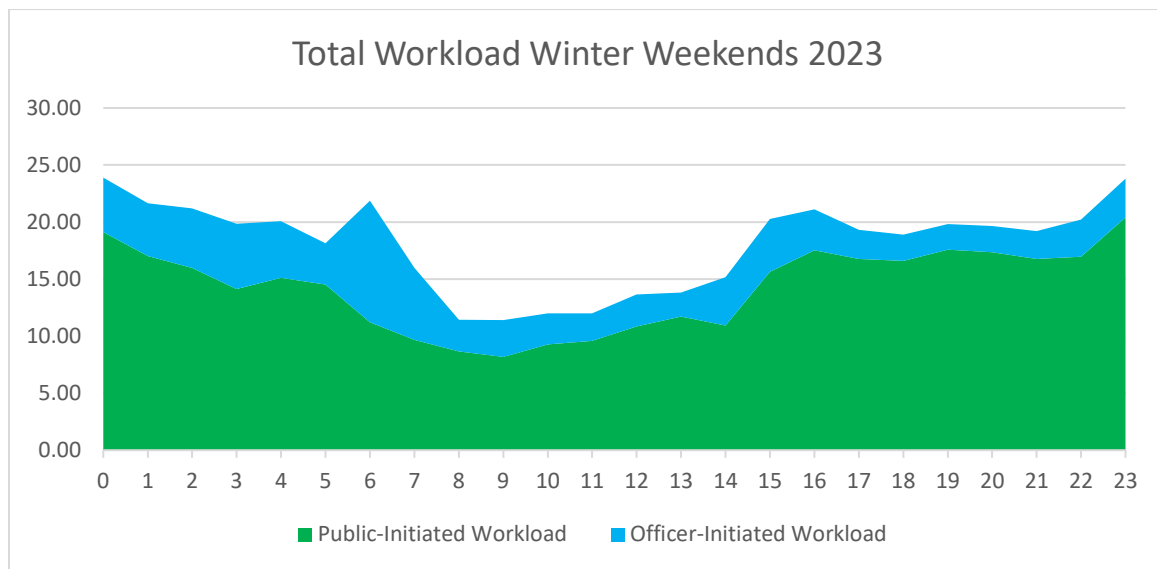


Figure 3: Workload Demands Summer Weekdays 2023

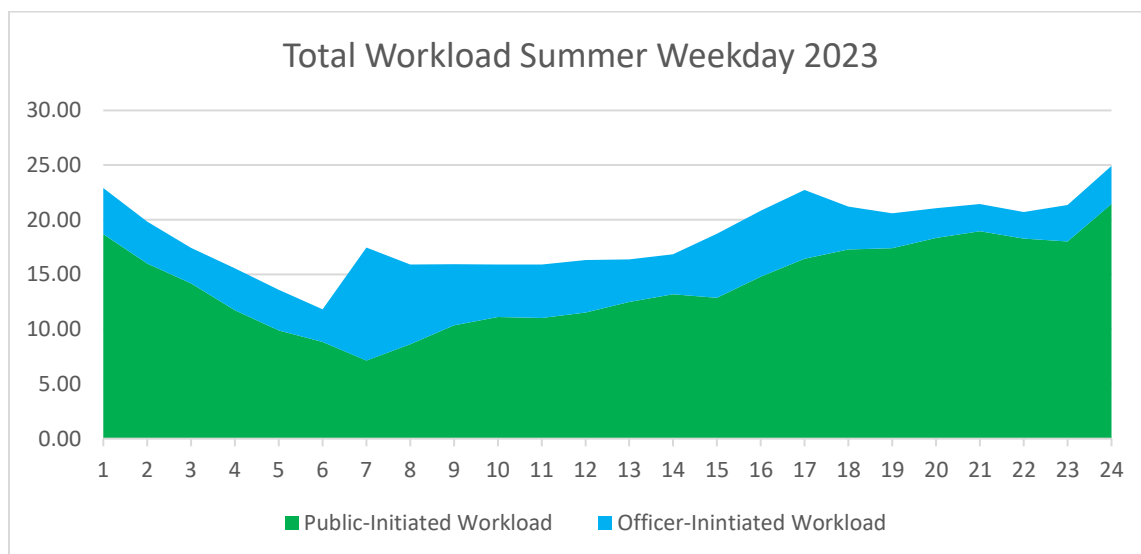
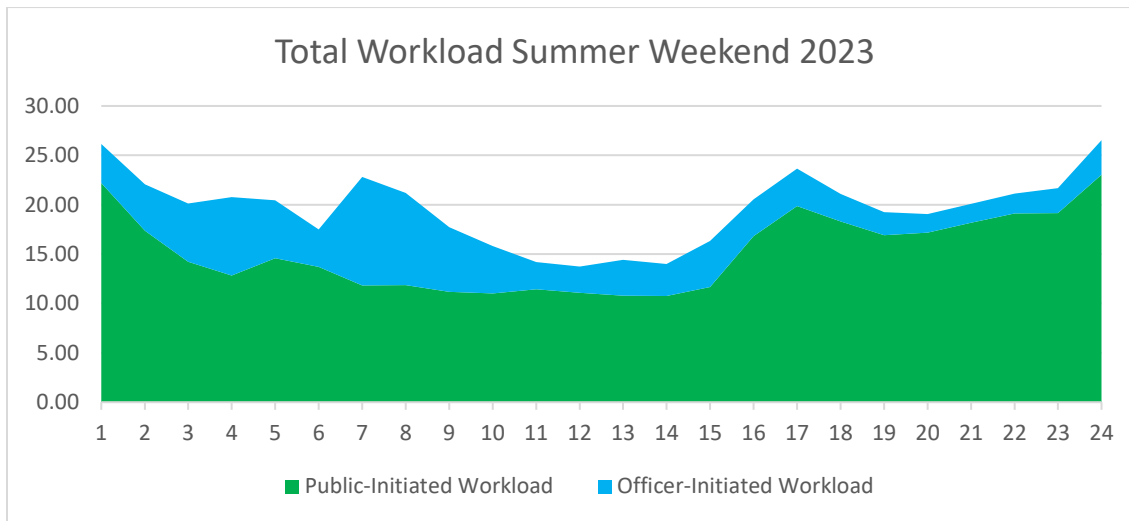


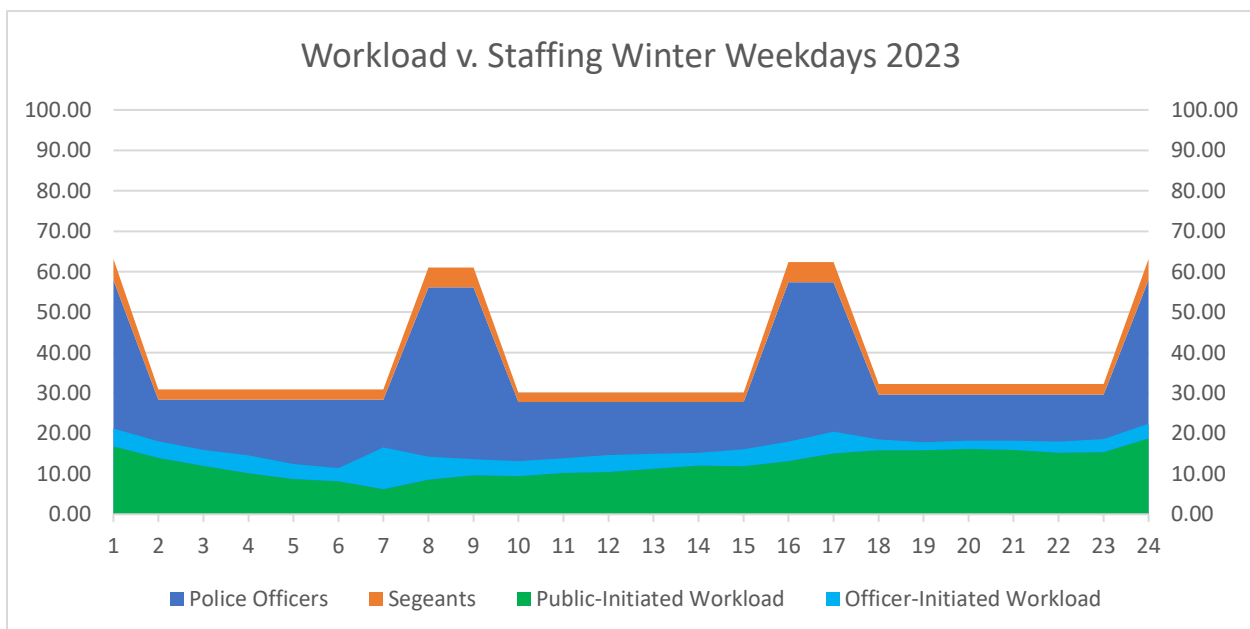
Figure 4: Workload Demands Summer Weekends 2023



The next series of tables illustrates the staffing and workload data in a different way. The data is disaggregated by period, but also integrates workload and staffing on the same figure for easier comprehension. The figure below illustrates workload and staffing for Winter Weekdays in Anchorage in 2023. Putting these two sets of data side-by-side allows us to introduce the relative busyness of officers on patrol.

The first figure illustrates actual patrol staffing and workload demands from public-initiated, and officer-initiated work for Winter Weekdays.

Figure 5: Workload and Staffing Winter Weekdays 2023



The workload figures are identical to the figures above. The green area at the bottom of the figure represents workload from public-initiated CFS. The light-blue shaded area represents officer-initiated workload. Combining these two shaded areas as illustrated in the figure above is the total amount of workload handled by the APD. Between midnight and 1:00 am, for example, APD officers on patrol handled 20.2 hours of work as signified by the top of the light-blue shaded area in the leftmost part of the figure.

Superimposed on the workload figures are the actual patrol staffing levels discussed in the previous section. In the figure above we are presenting the average number of officers and sergeants working during the average Winter Weekday. The dark-blue area in the figure above represents the average number of officers working, and the orange shaded area represents the number of sergeants working during this same period. The top of the orange shaded area represents the average number of officers and sergeants working during those hours in Winter Weekdays. For example, between midnight and 1:00 am, there were on average 63.2 sworn officers working.

Figure 6: Workload and Staffing Winter Weekends 2023

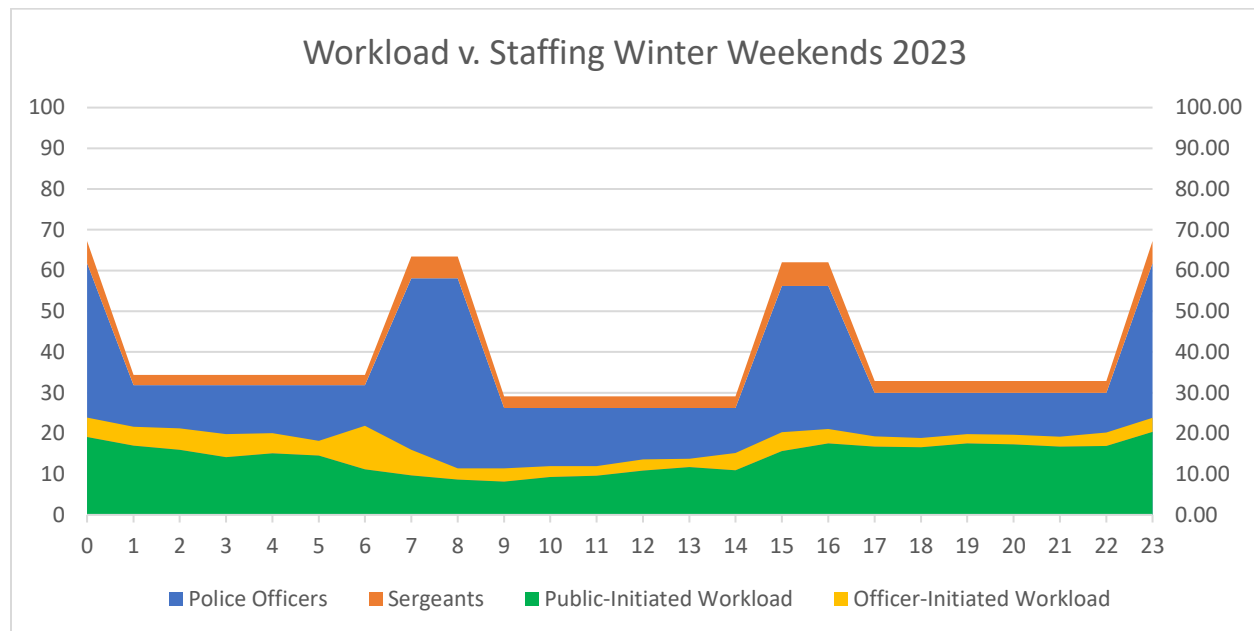


Figure 7: Workload and Staffing Summer Weekdays 2023

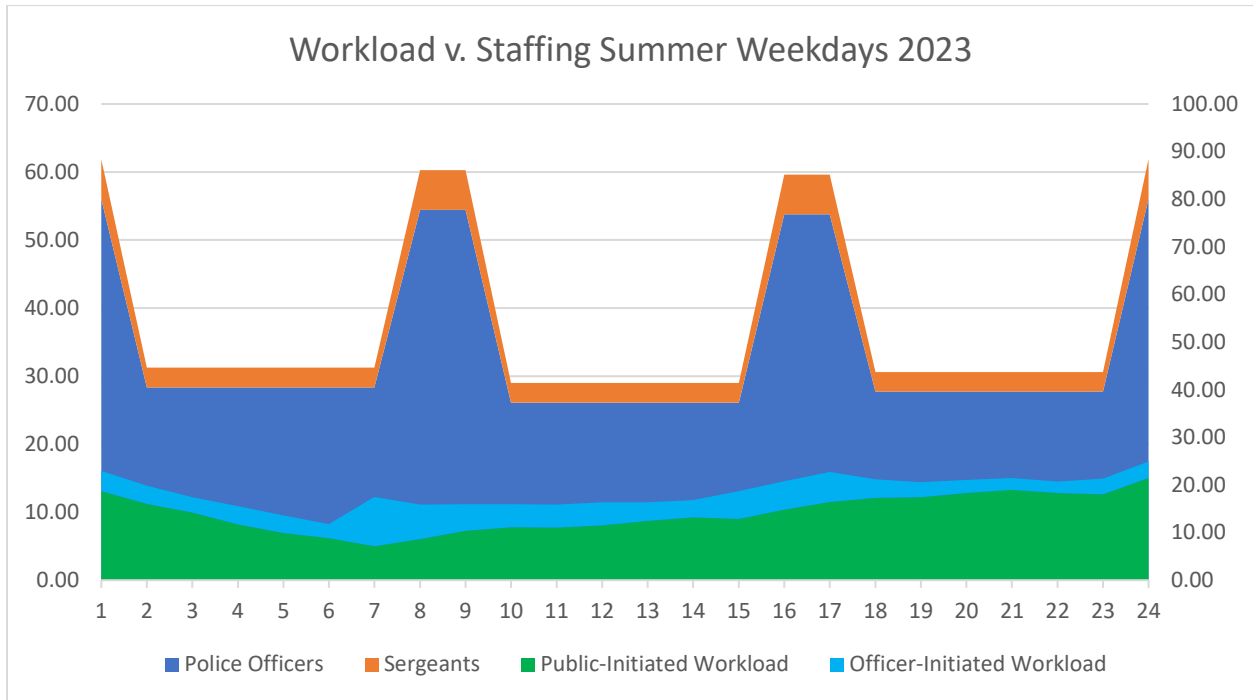
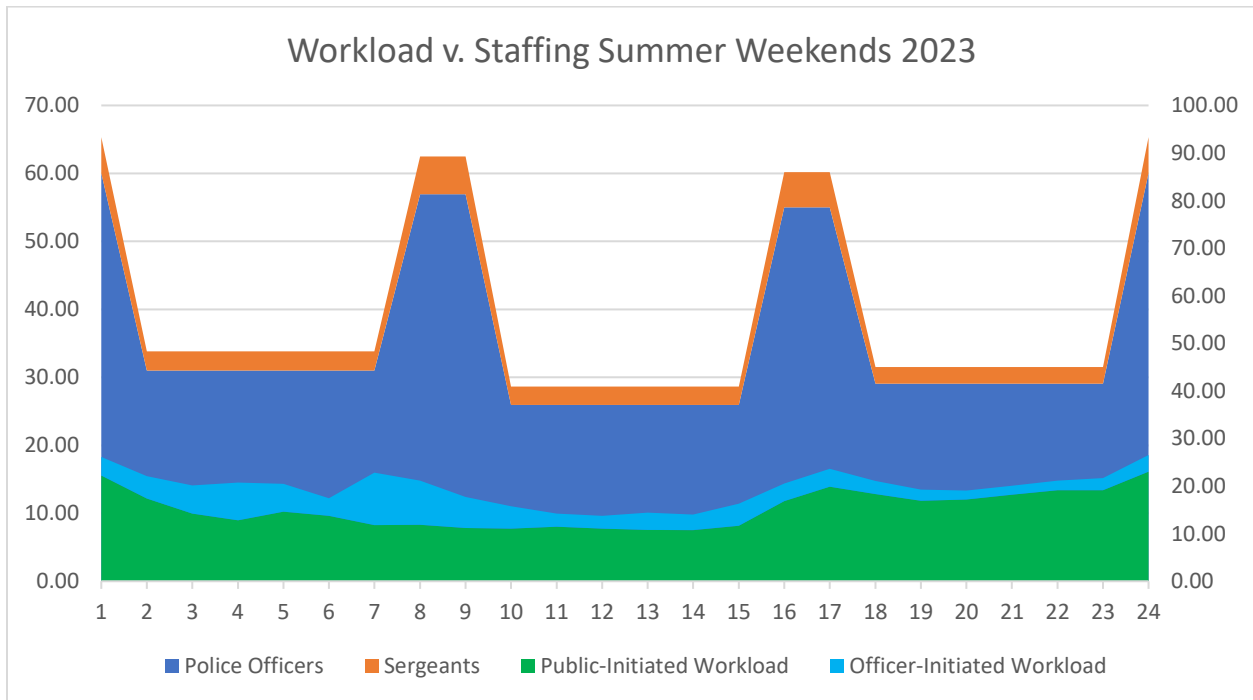


Figure 8: Workload and Staffing Summer Weekends 2023



Understanding workload demands is important when making staffing decisions about a police department. However, the workload alone is insufficient and must be evaluated in relation to the number of officers assigned to handle that workload. This is where the second prong of the Rule of 60 comes into play. According to the CERTUS Rule of 60, no more than 60 percent of amount of available police officer time in each hour should be committed to handling workload from both self-initiated activities and CFS from the public. To determine APD performance in this area, workload was translated into a ratio that shows hours of work in relation to hours of available officers during each hourly period throughout the day. This ratio is referred to as the saturation index, or the measure of available police officer time saturated by workload.

Figure 9: Workload Saturation Winter Weekdays 2023

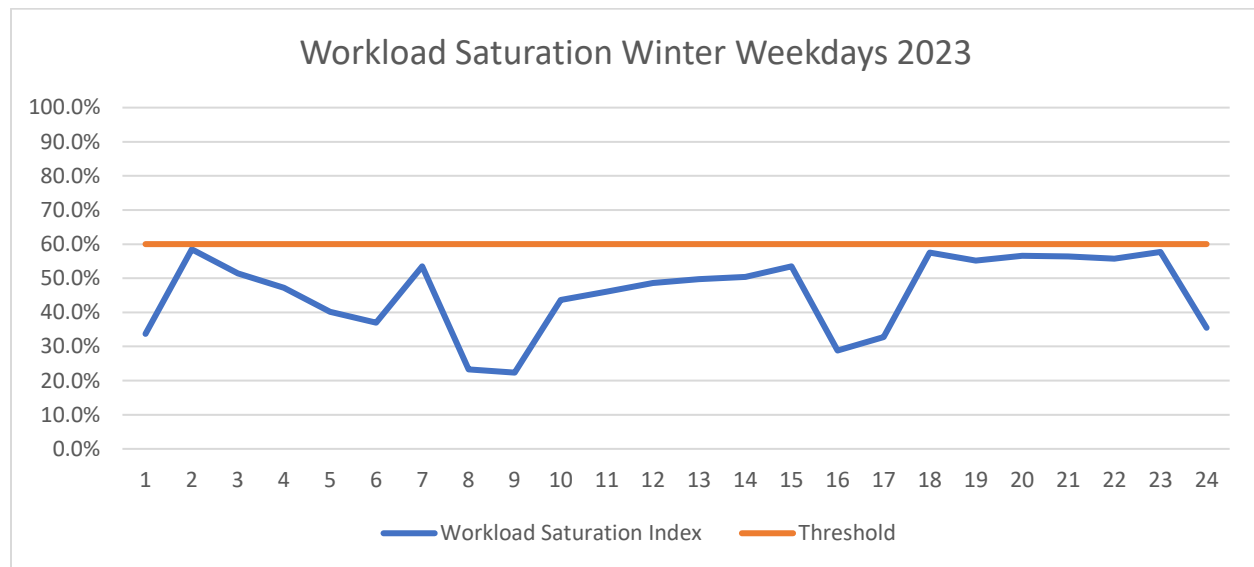


Figure 10: Workload Saturation Winter Weekends 2023

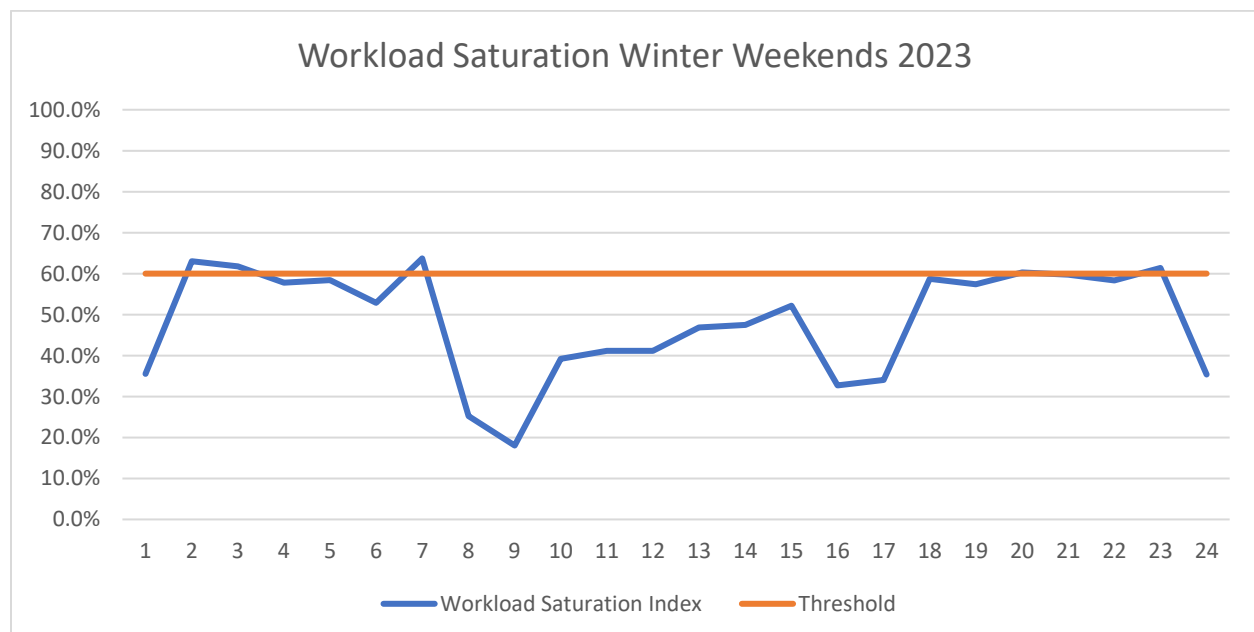


Figure 11: Workload Saturation Summer Weekdays 2023

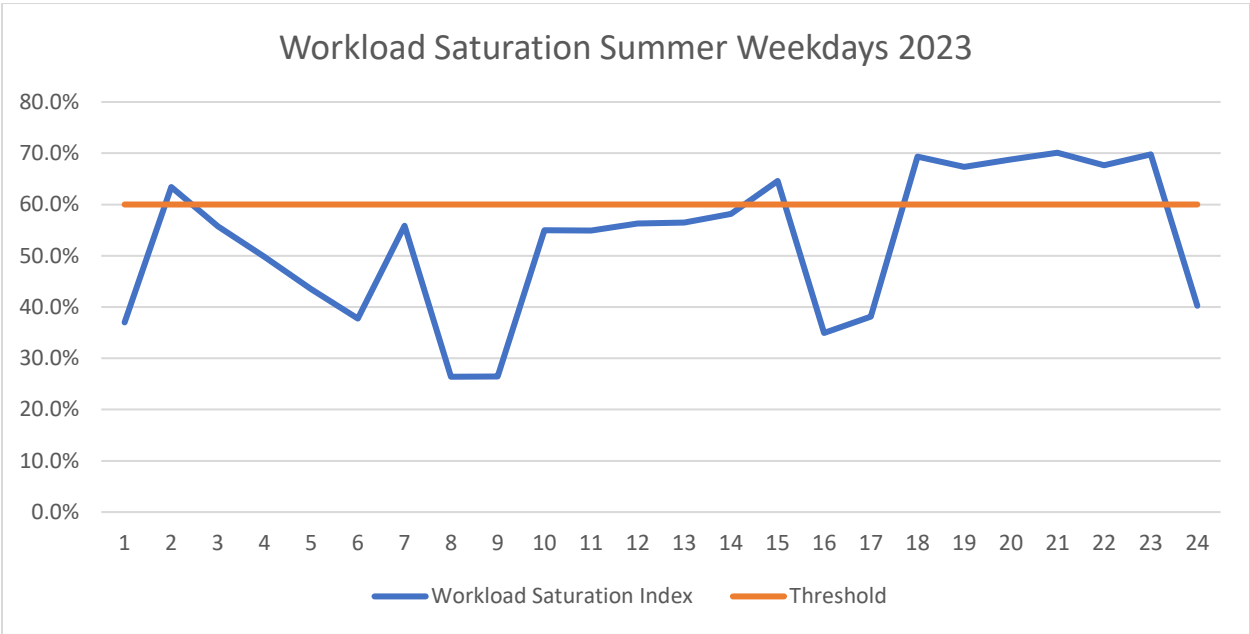
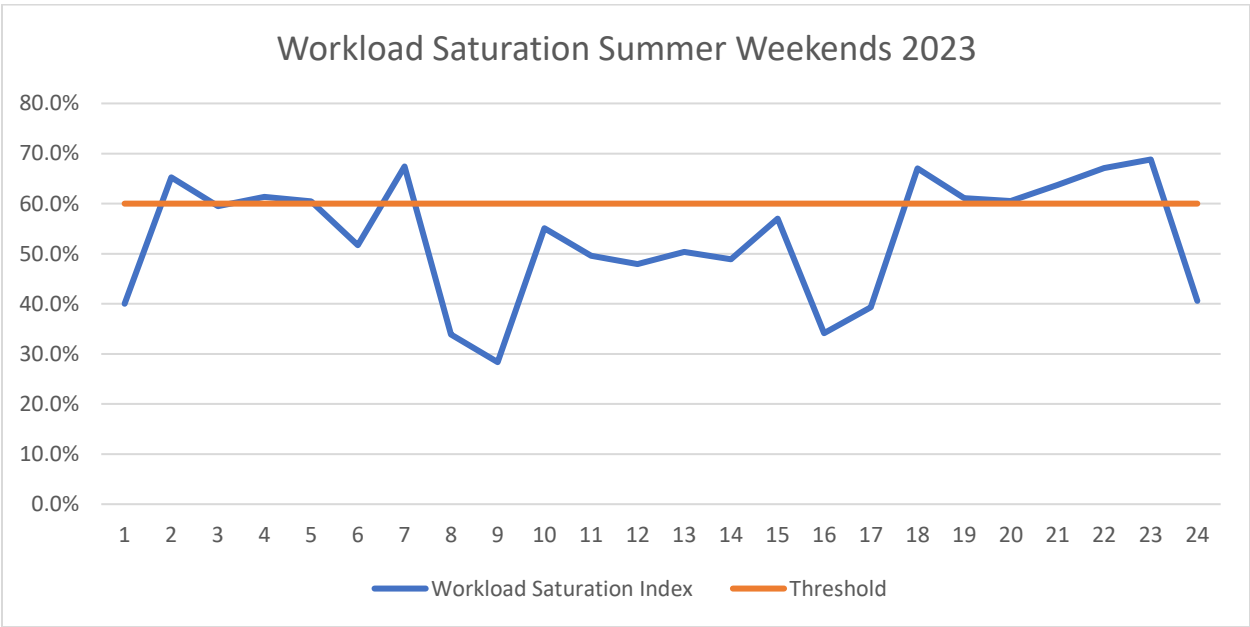


Figure 12: Workload Saturation Summer Weekends 2023



The table below reports the average saturation indexes for each hour of the day in each of the four periods observed, along with the overall average for these periods:

Table 5: Saturation Index by Hour and Period

Hour	Winter Weekday	Winter Weekend	Summer Weekday	Summer Weekend
0	33.7%	35.5%	37.0%	40.0%
1	58.5%	63.0%	63.4%	65.2%
2	51.4%	61.8%	55.7%	59.5%
3	47.2%	57.8%	49.8%	61.4%
4	40.2%	58.4%	43.5%	60.5%
5	37.0%	52.8%	37.8%	51.7%
6	53.5%	63.7%	55.9%	67.4%
7	23.3%	25.2%	26.4%	33.9%
8	22.4%	18.0%	26.4%	28.4%
9	43.6%	39.2%	55.0%	55.1%
10	46.1%	41.2%	54.9%	49.6%
11	48.6%	41.2%	56.3%	47.9%
12	49.8%	46.8%	56.5%	50.3%
13	50.4%	47.4%	58.1%	48.9%
14	53.5%	52.1%	64.6%	57.0%
15	28.9%	32.7%	34.9%	34.1%
16	32.7%	34.0%	38.2%	39.3%
17	57.5%	58.7%	69.3%	67.0%
18	55.2%	57.4%	67.3%	61.1%
19	56.6%	60.3%	68.8%	60.5%
20	56.4%	59.8%	70.1%	63.7%
21	55.8%	58.4%	67.6%	67.1%
22	57.7%	61.4%	69.8%	68.8%
23	35.5%	35.4%	40.3%	40.6%
Average	45.6%	48.4%	52.8%	53.3%

The hourly periods are color-coded to provide a clearer visual understanding of the periodic saturation indexes. Green shaded boxes are hours when the saturation index is below 40%. This is optimal for patrol staffing. Workload saturation between 40% and 60% is shaded yellow. This is an area where workload demands begin to strain patrol operations. Though it does not pass the threshold, officers working during this period would likely report high workload. Saturation indexes beyond the 60% threshold are shaded in red.

Data from the table show that workload levels are very high in Anchorage for most of the day. Besides the times of the day when the shifts are doubled (appearing in bold font in the table) the only times when workload is low is during weekday mornings. Summer weekends exhibit the busiest times with workloads in unacceptably high levels from about 5:00pm until 7:00am. And even during Summer weekend days, officers on patrol are busy. Summer weekdays also exhibit unacceptably high workload levels from 4:00pm until 2:00am.

The data reported here regarding workload saturation are among the highest levels CERTUS has calculated throughout the country. The 60% threshold is exceeded numerous times and only during Winter weekdays is the workload at a level that would be considered manageable.

The patrol function in the APD is under considerable stress and steps should be taken to mitigate high workload levels.

Response Times

Another important feature of patrol operations is response time to CFS. The empirical literature on response times demonstrates that a rapid response to CFS is not a deterrent of crime and is not necessarily a main factor in apprehending perpetrators when a crime is committed. However, there are public expectations about quality police service, and when requested the public should receive a response as quickly as possible. In general, a police response to a routine CFS should be within 15 minutes, and within 5 minutes to a serious crime in progress.

Table 6: APD Response Times by CFS Category

Category	# of Public Initiated CFS	Dispatch Time	Travel Time	Total Response Time
911 hang-up	669	0:36:25	0:06:52	0:43:18
Accident	4,741	0:36:33	0:07:46	0:44:19
Administrative	12	0:57:06	0:07:29	1:04:36
Aided	18,263	0:32:28	0:07:15	0:39:43
Alarm	4,589	0:16:10	0:06:47	0:22:57
Animal	410	0:44:03	0:07:46	0:51:49
Business/residence/area check	282	0:43:15	0:06:42	0:49:57
Crime-other	12,015	0:40:38	0:06:22	0:47:00
Crime-person	4,314	0:49:15	0:07:59	0:57:14
Crime-property	3,897	1:01:33	0:07:36	1:09:09
Disorder	21,424	0:38:41	0:06:56	0:45:37
Domestic	2,247	1:09:15	0:10:54	1:20:09
Follow-up	2,704	1:23:46	0:08:45	1:32:31
Miscellaneous	9,491	0:38:48	0:06:29	0:45:17
Subject Stop	4	0:26:01	0:16:42	0:42:42
Suspicious	7,075	0:43:21	0:06:41	0:50:02
Traffic	5,929	1:27:40	0:06:20	1:34:00
Total	98,066	0:43:15	0:07:04	0:50:20

The table above illustrates that the response time in Anchorage is poor. Average total response time to a CFS is 50:20 minutes which is substantially higher than 15-minute benchmark; more than three-times higher in fact. CERTUS recommends that the APD take immediate steps to address this situation.

Response time can be understood by looking at its various parts. Typically, response time is defined by “dispatch time” and “travel time.” Dispatch time is the length of time between when a CFS is made to the department and the time it is assigned (dispatched) to an officer for a response. Travel time is the length of time it takes for an officer to arrive on the scene of a CFS once it has been dispatched. CERTUS calculated the average dispatch and travel times, and they appear in the table above. During the calculation of these times, CERTUS removed more than

1,100 CFS that had response times greater than 8 hours. According to the table above, for the APD, average dispatch time is more than 43 minutes and the average travel time is about 7 minutes to a CFS. Given the geography of Anchorage, a travel time of 7 minutes seems appropriate. However, a 43-minute dispatch time is unacceptable. The situation does not improve for serious CFS.

Table 7: APD Response Times by Priority Level

Priority Level	# of Public Initiated CFS	Dispatch Time	Travel Time	Total Response Time
1	6,029	0:09:38	0:04:53	0:14:31
2	16,365	0:25:03	0:07:20	0:32:23
3	47,243	0:36:07	0:07:05	0:43:12
4	12,504	1:08:42	0:07:53	1:16:36
5	8,290	0:52:18	0:07:23	0:59:41
6	4,646	1:17:06	0:07:08	1:24:15
7	48	1:49:33	0:08:18	1:57:51
8	2,900	2:21:31	0:05:30	2:27:01
9	37	0:32:10	0:03:28	0:35:38
E	4	0:13:28	0:06:14	0:19:42
Total	98,066	0:43:15	0:07:04	0:50:20

The APD categorizes CFS by nine priority codes. Priority 1 CFS are the most serious and require an immediate response. The table above shows that on average a Priority 1 CFS is held pending being dispatched to an officer on patrol for more than 9.5 minutes. In addition, in the lower priority CFS categories, response times exceed an hour, and in some cases more than two hours for an officer to respond. This is a serious situation that requires immediate attention by the APD.

Observation of patrol operations showed that CFS are dispatched to officers on patrol using the CAD system and the mobile digital terminals (MDT) in their department vehicles. Officers are assigned CFS, and when other CFS come in they are added to the “stack” of other CFS pending assignment. These stacked CFS are visible on the MDT and officers return to the pending CFS when they complete assignments. At any time during the day there could be dozens of CFS “stacked,” or pending the assignment and response of an officer. Without careful scrutiny of the CFS in this stack of CFS waiting for dispatch, the clock keeps ticking and response times increase. Most concerning is that in many instances all available officers on patrol will be assigned to CFS, and when other CFS come in from the public, including high Priority 1 and Priority 2 CFS, they do not get dispatched promptly and sit in the stack until an officer becomes available.

Considering that the saturation index is consistently above the 60% threshold the Swing and Mid Shift hours, and the very high response times to CFS, CERTUS concludes that modifications to patrol operations would be appropriate. To ensure sufficient resources to meet service demands in Anchorage, we recommend a three-prong approach to managing workload demands. First, we recommend evaluating the current workload and exploring ways that it might be managed more efficiently. This might include the elimination of certain types of calls for service from a patrol response, deploying sworn and civilian resources differently, and shifting work away from officers on patrol to an alternative delivery model. Second, we recommend modifying the patrol shift schedule to staff more officers when they are needed the most and fewer officers when needed the least. Currently, APD officers work three 10-hour shifts, and we recommend several

alternatives to the existing shift plan that can meet the services demands better. And lastly, adding personnel to the Patrol Division will be necessary in order to meet the workload demands faced by the department. These three options are discussed.

Demand Management – Triage CFS

The table below illustrates the number and types of CFS handled by the APD during 2023. In total, there were almost 100,000 CFS from the public, and more than 100,000 self-initiated CFS handled by APD officers.

Table 8: APD CFS Categories (01/01/2022 to 12/31/2022)

Category	# of Public-Initiated CFS	Average Service Time	Average # of Officers Assigned	# of Officer-Initiated CFS	Average Service Time	Average # of Officers Assigned
911 hang-up	672	0:18:57	1.9	0	0:00:00	0.0
Accident	4,764	1:12:28	2.6	592	0:56:27	2.6
Administrative	12	0:37:41	1.2	15,483	1:14:43	1.0
Aided	18,354	0:42:03	2.1	2,008	0:28:33	1.5
Alarm	4,592	0:16:30	2.2	57	0:10:30	1.6
Animal	411	0:31:06	1.9	142	0:20:04	1.2
Check (bus/res/area)	286	0:22:14	2.6	10,959	0:08:11	1.1
Crime-Other	12,088	0:36:04	2.7	1,225	1:00:51	2.4
Crime-Person	4,362	1:34:28	4.0	406	1:31:47	2.6
Crime-Property	3,978	1:03:23	2.4	609	1:03:25	2.2
Disorder	21,548	0:33:39	2.5	2,018	0:46:10	2.1
Domestic	2,293	1:02:29	2.1	1,235	0:44:33	1.3
Follow-Up	2,795	0:57:41	2.2	14,139	0:34:37	1.4
Miscellaneous	9,589	0:39:36	1.8	11,181	0:59:19	1.8
Subject Stop	4	0:28:55	2.2	4,001	0:09:33	1.7
Suspicious	7,126	0:24:56	2.4	662	0:22:06	1.8
Traffic	6,430	0:39:33	1.7	40,078	0:14:41	1.3
Total	99,304	0:43:19	2.3	104,795	0:33:19	1.3

To reduce the number of police responses, the APD could explore opportunities to triage CFS. Certain types of calls do not necessarily require the response of a sworn police officer. Responding to a false alarm is one such type of call. Another is a motor vehicle accident involving only property damage and where the police role is largely administrative, that is, preparing and filing reports. The bottom line here is that a substantial number of CFS dispatches to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential. This is particularly important given the number of officers assigned on patrol during any given shift. Sparing these officers from responding to non-emergency CFS allows them to remain available and on patrol in the community.

Alarm Calls

The APD has a well-designed and administered alarm reduction program. The program features a well-articulated Alarm Reduction Ordinance featuring alarm registration and a progressive fine schedule for repeated false alarms. New alarm registrations require a one-time fee of \$50.00 and false alarms carry a fee of \$125 for the second and third false alarm in a calendar year and a \$25 increase in fee for each successive false alarm. The first false alarm in a calendar year does not get charged.

Anchorage uses the “CryWolf” alarm management program directly connect to the CAD system. According to the data provided, the Municipality collected \$195,400 in false alarm fees in 2023. This is an impressive amount of money and the Municipality and the APD should be commended for this robust program. However, APD officers still responded to more than 4,500 alarm CFS last year, and undoubtedly the overwhelming majority of these alarm CFS were unnecessary. The data in the above table show that on average 2.2 officers responded to these alarms and spent an average of 16 minutes on the CFS. This is a large amount of wasted resources spent on CFS that might be preventable.

There are additional things the APD might consider to improve upon an outstanding program. First, the fee structure for false alarms could be reconsidered. Communities round the country that impose a higher fee schedule experience better results in tamping down false alarm calls. Ordinances with nominal fines, such as \$125 to \$150 for repeat false alarms, do not reduce false alarms significantly. However, fees of \$500 to \$1,000 for repeated false alarms appear to have a dramatic effect. Some communities in the U.S. impose fees of more than \$1,000 for repeated false alarms. At that level there is a strong incentive to ensure that an alarm is working properly. This change can save hundreds of hours of wasted time spent on these types of CFS. Second, the APD could analyze the data on false alarm activations. Such an analysis could reveal problematic locations and/or alarm installation companies that are generating a large number of false alarms. For example, the analysis could reveal certain companies that have a poor record of installation. High-frequency alarm locations could be identified and visited by sworn personnel to identify reasons behind the false alarms. Third, the Municipality could consider a double-call protocol (to verify alarm calls before a unit is dispatched).

The Municipality and the APD should be commended for the rigorous approach they take to this frivolous category of CFS. Minimizing responses to these types of calls should be a high priority for the department and the department should become even more aggressive dealing with these types of CFS.

Automobile Accidents

Automobile accidents are another category of call for which the response by a sworn officer is questionable. In the period under observation the APD responded to 5,333 motor vehicle accidents. Examination of the table above indicates that almost 5 percent of community-initiated CFS during the study period were traffic accidents. Those 5,333 accidents required on average 2.6 officers and took approximately 40 minutes to handle. This equates to almost 9,000 officer/hours to handle accidents that were mostly routine “fender-benders.” Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Consideration should be given to modifying the approach to vehicle traffic accidents in Anchorage. Similar to the alarm reduction program, the APD should take a more aggressive stance towards responding to “property damage only” accidents. Adopting a more aggressive stance towards minor traffic accidents will minimize the number of accidents dispatched to patrol officers.

According to Alaska law, a motorist must file an Alaska Motor Vehicle Crash Report within 10 days a crash when there is more than \$2,000 in damage to any vehicle, or there is any injury or death resulted from the accident. Police departments have interpreted these types of regulations as a mandate to respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes that may not meet the above parameters.

The APD recognizes the opportunity to divert sworn officers on patrol away from these types of assignments and has a feature on the APD webpage where motorists can report their crashes online. However, APD officers still spend a great deal of time responding to and preparing reports related to minor traffic accidents. CERTUS contends that sending patrol officers to traffic crashes is not an efficient use of patrol officer time and recommends that only a limited number of vehicle crashes require a police response. When a motor vehicle is disabled or blocking the roadway, or there is a dispute between motorists, or one motorist is intoxicated, or other criminal activity is alleged, a police response is required. When the crash is routine and none of those factors are present, the motorist should be advised to prepare the required forms and submit them to the state. No response by the police is necessary.

If a motorist calls 911 to report a minor property-damage-only accident, they should be instructed to exchange information with the other motorist, report the accident to the state as required by law, and directed to the APD webpage. This practice would spare the need for an officer to respond to the scene and would keep them free to perform other, more critical functions. Again, think about the other, more productive things that officers on patrol could be doing with 9,000 hours of time rather than responding to routine crashes.

Aided CFS – Medical related

In 2023, the APD responded to more than 20,000 “Aided” CFS. These are medical calls or other types of calls regarding non-crime, non-emergency situations. There are nearly 3,000 “medic assist” CFS. These are medical CFS where the police support EMS. APD officers are trained in first aid and equipped with AEDs. However, most of these CFS are undoubtedly routine medical emergencies where the presence of a police officer is unnecessary. There are also more than 6,500 “welfare check” CFS in this category. A concerned resident calls 911 to report a potential problem with a family member, friend, or acquaintance and the police are dispatched to investigate. In the overwhelming majority of these CFS the response is unnecessary. This category also includes almost 300 CFS of a “found person,” or about one per day. It is unclear what responsibility the police have dealing with found people. This is good example of the frivolous nature of many of these calls.

The APD should examine the exact nature of these CFS and minimize response to the greatest extent possible. Dispatchers can be trained to triage calls and screen them out before they are dispatched to officers on patrol. Likewise, shift supervisors could be empowered to cancel responses to these types of CFS when they are dispatched to officers. The point here is that the overwhelming majority of CFS in these categories might not be a police matter and should be removed from the police responsibility.

Combined, those categories of CFS discussed above represent **more than 25 percent of all CFS handled by the APD in 2023**. This means that almost one-quarter of all the CFS handled by the APD could potentially be handled differently or not at all. Reducing patrol responsibility from handling frivolous CFS and refocusing on things where the police can have an impact would be an opportunity for improvement.

CERTUS recommends that from a policy perspective the responses to certain categories of CFS be reduced. Again, these recommendations presented here do not call for an immediate cessation of responding to these types of CFS. However, best practices in American policing indicate that by working in collaboration with stakeholders in the community a dialogue can begin and a critical evaluation of appropriate responses to these types of calls can be started. With community input and approval a decision can be made about the necessity of a police response to these CFS. If the community maintains that a police response is necessary, then the funds need to be committed to ensure sufficient police personnel are available. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary, and this is an area that is ripe for evaluation.

Instead of responding to false alarms, minor fender-benders, and responding to routine medical calls, the police could redirect their efforts elsewhere. They could engage the community more actively in order to better understand their needs; work on building trust; and focus efforts on improving traffic safety. There are numerous things that the officers could be doing to make a positive contribution to the Anchorage community instead of responding to frivolous CFS.

In addition to minimizing frivolous CFS responses, there are other areas where the APD should monitor and manage more rigorously.

Follow-Up Investigations

The APD has a policy where officers on patrol conduct follow-up investigations on crimes where they are the first responders and take the initial report and conduct the preliminary investigation. The Detective Division has a policy that they will investigate felony crimes, and misdemeanor crimes (non-domestic violence related) and other violations are left to patrol officers to investigate.

On one hand, this policy has benefits. If an officer knows she will have the responsibility for follow-up investigations, she will do a better and more thorough job with the preliminary investigation. Research has shown that better preliminary investigations result in a greater probability of a crime being cleared. In other words, the better job the officer does during the initial response, the more likely it is that the perpetrator will be arrested for that crime.

The disadvantages of this approach are numerous and they are particularly acute in the APD. First, there is no system of management and oversight to manage these follow-up investigations. The department has no idea how many cases are assigned to each officer, and no idea if they are being investigated, if the investigations are effective, how long they are open, or if the case is cleared by arrest. The officers are on the “honor system” and conduct follow-up steps on their own volition. Second, as pointed out above, the workload for officers on patrol is very high. The likelihood of officers having the ability to spend time conducting follow-up investigations is limited. There are too many CFS coming in from the public to realistically expect officers to be conducting effective follow-up investigations.

CERTUS recommends that this policy be stopped immediately. Misdemeanor complaints with low solvability should be closed without follow-up.

Patrol Checks

In 2023, the APD conducted 11,330 Business/Residence/Area “checks” in Anchorage. According to the table, these checks lasted an average of 8 minutes. There are no prescribed benchmarks on the amount of time spent on CFS of this nature, however, spending only about 8 minutes on a patrol check appears to be a short amount of time. Empirical studies indicate that spending 20 minutes in a “hot spot” can have a lasting deterrent effect on crime and disorder in that location. Therefore, a patrol check of less than half that amount of time could be

considered perfunctory; a deterrent effect (preventing crime from occurring at the location) would require a longer presence.

The APD should revisit this policy, and considering that officers on patrol experience high levels of workload from the community, discontinue this approach or shift it to another element in the department. Having officers take time out of their shift to conduct perfunctory checks does not have an effect on the location being “checked” and inhibits officers’ ability to handle the workload that they face. It is “busy work” that should be taken off the Patrol Division’s responsibility.

Traffic Stops

Traffic safety is an important part of the core mission of any police department. Complaints about traffic are generally the most frequent kind of complaint that the police receive from the public. Monitoring traffic conditions and making an effort to reduce traffic crashes are important responsibilities for the police.

During the period studied, the APD engaged in more than 40,000 traffic stops. These stops accounted for almost 40 percent of police-initiated activity. This is an enormous amount of activity, in both sheer numbers and in context of total work and signifies a very robust approach to traffic enforcement. It is not clear, however, if this enforcement is contributing to any improvement in overall traffic safety in the community.

CERTUS recommends that patrol officers in the APD minimize, or discontinue altogether, routine traffic stops. Instead, the APD should leverage traffic crash data to focus enforcement efforts on the locations deemed most prone to accidents and on drivers deemed to be at the highest risk of causing them. Routine, or random, motor vehicle stops should be discontinued or drastically reduced. Without any direction about where to focus or for what types of violations officers are left to conduct this enforcement as their shift permits. It is this type of unfocused traffic enforcement that should be discontinued.

Suspicious Person/Vehicle

In 2023, officers in the APD responded to more 7,500 CFS in the category of “Suspicious Incident,” a total that is made up of both community-initiated and police-initiated events. This category of CFS describes a situation where the caller does not see evidence of a crime being conducted but sees something that is not quite right. Perhaps there is someone walking up and down driveways or parked in front of their home for an extended period of time. The caller has a suspicion or a hunch that something is wrong. This category represents almost 7 percent of community-initiated CFS.

Based on the approach the APD takes towards handling calls from the community, undoubtedly all 7,500 of these CFS were answered, and undoubtedly where possible, the officers encountered those suspicious people or vehicles. This is known as an investigative encounter. Some of these encounters might arise in situations where the person is not free to leave. This is known as a “*Terry Stop*” after the landmark case *Terry v. Ohio*. At this level of encounter an officer would need “reasonable suspicion” that a person was committing a crime. It is a fairly low threshold of information for officers to articulate reasonable suspicion. They do not have to be correct, but they need to be reasonable. These encounters are often fraught with danger; that is why the U.S. Supreme Court gave officers considerable latitude to protect themselves during these encounters.

These types of encounters must be monitored and managed very carefully to ensure compliance with all applicable law(s). With almost 7 percent of all community-initiated CFS in this category, APD officers likely engage in this type of encounter frequently.

At a minimum, officers should be documenting these types of encounters, and recording additional demographic information regarding the people stopped and the reasons why they were stopped. The APD should track, analyze, and publicly report this information periodically.

Recommendations:

- The APD should establish a committee that includes all the principal stakeholders in this process and which has the responsibility of evaluating CFS workload with an eye toward formulating recommendations for ways to reduce response to nonemergency CFS. This committee should begin their work with the categories of CFS discussed above and formulate additional protocols for these assignments.
- The APD should develop a policy that records additional demographic data concerning people involved in traffic stops and reasonable suspicion stops in the community.

Alternative Demand Models

The APD, like most police departments in the U.S., relies on a conventional service demand model. Calls from the public are received through the emergency communications system and dispatched to officers on patrol for a response. The amount of work generated by this approach, however, is greater than the resources committed to handling it. The discussion above illustrates that officers on patrol are saturated with work from CFS at a higher level than desired and that response times to CFS are unacceptably high levels. CERTUS recommends eliminating certain types of CFS from a police response, but there is also an opportunity to develop a system where responses are delayed, deferred, or shifted to other elements in the organization to handle. The following section discusses these opportunities.

Online Reporting

Police departments around the U.S. offer the public the opportunity to report incidents to the department using the internet without the response of an officer. Inspection of the APD webpage indicates that the department has a well-developed service in this area. The online reporting feature on the APD webpage allows members of the public to report numerous types of incidents, including drug complaints, fraud, harassment, liquor violations, lost property, shoplifting, suspicious activities, theft, vandalism, and vehicle tampering. In 2023 alone, there were 8,439 reports filed by the public online. This is a very high level of reporting and the department should be commended for having this feature available and utilizing it to the extent they do.

However, considering the heavy workload experienced on patrol, and the lengthy response times, there might be an opportunity to leverage online reporting more aggressively. Like the recommendation to eliminate patrol responses to certain categories of CFS, the APD should consider requiring members of the public to only report certain categories of offenses online. In other words, if a member of the public calls to report lost or found property, they would be directed to report the incident through the online reporting portal, and an officer would not be assigned to an immediate response. An officer would simply not be assigned to respond. This could eliminate thousands of CFS from the patrol workload.

Deferred CFS

Building upon the online reporting requirement could be a “deferred” or delayed response by either a patrol-based or administrative element in the APD. Instead of assigning an officer on patrol, the CFS would be removed from the “stack” of CFS pending and placed in a deferred

queue and made available to another unit to handle. These of course would be non-emergency and low priority CFS, but they would not get an immediate emergency response. The caller would be advised of the deferred status of their call and informed of the alternatives available to them: either report online, or anticipate the response of a patrol officer sometime in the future when time permits. The APD could structure this deferred model in two possible ways: patrol-based and administrative approaches.

1. *Patrol-Based*

In a patrol-based deferred CFS model, the APD would assign an officer during the shift to handle all of the low priority CFS that are received. Officers assigned to this position would work with the 911 Dispatchers and identify low priority CFS and channel them to a separate dispatch queue. This unit would be a resource on patrol that would not have a designated beat assignment, but would handle the low priority CFS, therefore freeing up other officers to be available for emergency CFS when they occur. CSO's could be utilized in this effort, for example by responding to non-emergency calls, such as vehicle crashes with no injuries, or the theft of a bicycle. We note that the APD would need to engage in a public service campaign to inform the public about the reason(s) for this new policy/practice, and to manage community expectations.

CERTUS recommends deploying one such unit to the North and South Sectors during the busiest times and days. Any minor past crime reports, minor car accidents, residential burglar alarms, etc. would all be diverted from the emergency CFS stack and placed on hold in a deferred stack waiting for officers in this resource unit to handle.

In addition to the officer on patrol, this process would be improved by adding an administrative element. A civilian member of the APD, either member of the Emergency Communications Division would be assigned to manage this deferred response queue and work with the officers on patrol, and the members of the public reporting the incidents. For example, a report of a vandalism that occurred in the past is received by APD 911. Instead of adding that CFS to the stacked list of CFS for a patrol response, it is diverted to the deferred queue and managed by a separate dispatcher. This dispatcher could call the complainant and advise them of the delayed response and manage their expectations more appropriately. They could also be advised to report the incident on line, or if they want to wait for an officer, advise them of the delay. This deferred dispatcher could triage as many calls out of the process as possible and handle them remotely. The ones that require a delayed response, or the complainant insists on a response, would then be finalized and sent for deferred response. This CFS would be removed from the response time calculations and handled when the APD had the resources available to handle it.

2. *Administrative*

Similar to the patrol-based response, the administrative deferred model would not feature any response by the APD. All reported incidents that would be included in this model would be handled remotely.

For example, if a member of the public called to report a harassment. The CFS would be diverted away from an emergency response and into the deferred model. The APD would then staff a unit with non-sworn personnel dedicated to handling these types of CFS. If this CFS were made after business hours, the complainant could be told to call back during business hours, or their information would be taken and advised that someone from the APD will return their call and handle their complaint. They would also be advised that a sworn officer would not be assigned to make an immediate emergency response to the call.

Community Service Officers

At the time of the site visit, the APD had four Community Service Officers (CSOs) assigned to the Traffic Unit. These CSOs are non-sworn, uniformed members of the department and they assist the Traffic Unit with a wide range of assignments including parking enforcement, traffic control, etc. They are deployed in uniform, in marked CSO vehicles. The APD should be commended for staffing these positions and CERTUS recommends expanding the number of personnel in these assignments to the various patrol shifts. CSOs would be embedded in patrol shifts and could be assigned to those patrol-based deferred units mentioned above. Instead of assigning sworn police officers to these assignments, CSOs could work with dispatch personal to identify appropriate CFS and communicate with the members of the public reporting the incidents. Again, it would be appropriate to assign two of these units to patrol throughout most of the day (one unit each in the North and South Sectors). The workload models presented above suggest that, at a minimum, CSOs would be a valuable addition to the Swing Shift and be effective at minimizing responses to frivolous CFS and preserve scarce patrol resources to respond to legitimate police emergencies.

CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Anchorage. Several key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in the city.

According to the data in the table, Anchorage patrol units on average takes 43:19 minutes to handle a call for service from the public. This figure is higher than the benchmark time of about 30 minutes for a CFS, based on our experience. Also, the department, according to the table, dispatches an average of 2.3 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but this figure is also higher than expected compared to the CERTUS benchmark of about 1.6 officers per CFS. In other words, the APD uses more time and more officers to handle a CFS compared to the average police response of other agencies studied by CERTUS.³

We note that every American police department's culture and community context is different. This is particularly true for the APD. The APD has traditionally prided itself in the amount of time expended with complainants, in terms of providing personal attention to citizen concerns and performing basic investigative functions that are required of APD patrol officers. This undoubtedly increases the average time expended per call.

Average Service Time is calculated for each call category. This is the amount of all time dedicated to these calls. For example, if two officers respond to a CFS, and one officer spends 20 minutes on the CFS and the other spends 10 minutes, the total service time for that CFS would be 30 minutes. In Anchorage, the average service time for public-initiated CFS is about 100 minutes. Therefore, the average CFS handled by the APD takes 1 hour and 40 minutes to complete. This is very high, and the dispatch time is excluded from the calculation of service time. If dispatch time were included, it would mean that the average public-initiate CFS, from beginning to end, would be 2 hours and 23 minutes.

³ CERTUS benchmarks are derived from data analyses of police agencies similar to the APD.

There are no benchmarks to evaluate police service time to CFS, but almost 2.5 hours on the average CFS is a significant amount of time. The CERTUS benchmark for CFS service time is 30 minutes.

To put this in perspective, CERTUS extends the Rule of 60 to apply to police service times. In this context, if officer time on patrol was managed efficiently, we would expect that when you multiplied average service time by the average number of officers assigned, it should be less than 60. In the APD, the patrol service time figure is 100 (43.3 minutes X 2.3 officers = 99.6 minutes), which would indicate that more resources are being used to handle CFS than expected.

The amount of time spent on CFS is reflected in the workload models provides an opportunity for patrol commanders in Anchorage to refine their operations. It appears that the high patrol service time figure is driven by having numerous officers assigned to CFS. At 100 minutes per CFS, this is about 67% higher than a typical police department we have studied. Assigning almost 3 officers per CFS seems high and perhaps patrol supervisors could be more rigorous in monitoring assignments to ensure that there is not an excessive number of officers assigned to calls.

Demand Management – Alternative Patrol Shift Plan

In addition to managing the workload demand, the APD should consider the supply of officers assigned to meet that demand. Deploying officers when they are needed the most is a sensible and effective way of managing patrol resources. Currently, the APD relies on three 10-hour shifts that feature two hours of overlap between each shift. This two-hour spike in personnel supply could be used more effectively and there is an opportunity for the APD to consider alternative patrol shift plans that could smooth out the personnel supply peaks and make better use of the resources currently deployed.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.⁴ The length of the shift is secondary to the application of that shift to meet service demands.

Eight-hour shifts are very popular in police departments in the U.S. Typically, this shift length is predominant in the northeast and eastern states, and more uncommon in the South, Midwest, and Western parts of the country. Eight-hour shifts are relatively easy to manage. As a factor of 24, the eight-hour shift allows for three shifts (day, evening, and night), and using the 30-minute extra time as in Anchorage, to create a rotating day off scheme that provides a uniformed allocation of officers to patrol throughout the week. It is simple, efficient, and easy to manage. However, as the situation in Anchorage illustrates, workload demands are not uniform throughout the day. This would require more officers assigned to the busiest times, but the busiest times do not necessarily occupy an entire 10-hour block. Essentially, having three, 10-hour shifts open the possibility of having too many or too few officers available during the day. This is the reality of shift work and the solution to addressing this problem is to create flexibility in deployment. This is relevant for every shift length.

The 12-hour shift poses advantages and disadvantages. On the positive side, the 12-hour shift requires fewer work appearances for officers and supervisors. Presumably, fewer appearances translate into a higher quality of life away from work. From an operational perspective, the 12-hour shift results in a greater percentage of officers working on any given day, thus more officers

⁴ Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Washington, DC: Police Foundation, 2012).

can deploy toward crime, traffic, disorder, and community issues at any one time. This shift also affords a tight unity of command with supervisors and officers working together each shift. This promotes better supervision and better esprit de corps among employees.

On the negative side, a 12-hour shift configuration with equally staffed squads results in a constant and fixed level of patrol staffing throughout the day. Service demands vary, peaking in the evening hours and waning in the early morning hours. With a constant supply of personnel and a variable demand for their services there will be a continual surplus and shortage of resources.

Also, with this 12-hour shift configuration a “silo” effect is often created. Due to the fixed nature of the shift schedule the separate teams do not interact often; this creates personnel silos. Similarly, it is difficult to communicate between the silos and between the squads and the executive management of the department. Lastly, shifts configured with two 12-hour shifts meeting face-to-face do not have any overlap. This creates problems at shift changes, particularly in the evening when CFS volume is high. One shift stops taking CFS near the end of their shift, and the other delays taking CFS on the start of theirs.

The 10-hour shift plan, like the one used in Anchorage is common in police departments in the U.S. These shifts are typically the most beneficial from an employee wellness perspective. Having a compressed workweek with three days off provides a better work-life balance and is consistent with high levels of satisfaction and physical, mental, and emotional wellness. However, 10-hour shifts are very difficult to adapt to a 24x7 rotating work schedule. Ten is not a factor of 24, therefore, there will always be an overlap in daily coverage and a disjointed rotation of days off/on. This dilemma creates surplus/overlaps in coverage that if not managed correctly leads to inefficiencies that can undermine the benefits of using 10-hour shifts in the first place.

Ten-hour shifts are also the middle ground between workers that prefer shorter or longer days. The important thing with 10-hour shifts is to structure them in a way that maximizes patrol coverage during the busiest times but does not create useless overlaps during the day. For example, the worst possible construction of a 10-hour shift plan would be to simply add two hours to a standard 3-shift (8-hour) schedule with two hours of overlap at the beginning/end of every shift.

Currently, the APD has three 10-hour shifts with a two hour overlap between shifts and has designed a “worst case scenario” shift plan. There are two shifts working between 7:00am and 9:00am, 3:00pm and 5:00pm, and 11:00pm to 1:00pm. The workload and staffing figures above show the dramatic increases in staffing levels during this period. There is nothing unique about the workload demands faced by the department at these times, and the overlap times seem like a convenient set of times to change personnel on patrol. The reality on the ground however suggests that patrol coverage is not doubled during this time. Instead, officers in general take this opportunity to come off patrol in order to complete their administrative responsibilities (report writing, invoicing evidence, etc.). In fact, the CFS category “Administrative” shows that 36% of all the time spent on administrative officer-initiated CFS occurs in the hour before the two-hour overlap begins. This suggests that the officers might be using the overlap time for non-patrol functions and completing their administrative duties before that time begins. Essentially, getting ready to end their shifts once the incoming shift starts their workday. The department should strongly consider modifying the start/end times of these shifts. The discussion below offers several alternatives that can mitigate this “end of shift” phenomenon and maximize the number of officers on patrol.

CERTUS believes that the greatest potential for patrol shift plans exists with 10-hour shifts. This length of time strikes a balance between employee satisfaction and operational need. There are several ways to implement the 10-hour shift plan that achieves both these important goals.

The following discussion presents various options for the APD to consider. We begin with the current shift work plan and explore other alternatives that would be more effective for the department.

Option 1 – Maintain Current 10-Hour Shift Plan with Modified Start Times

The current shift plan in the APD should be adjusted. The six hours of overlap should occur when resources are needed the most. According to the workload models presented above, workload in Anchorage is highest in the late evening hours. Therefore, instead of an equal distribution of overlap of two hours between each shift, CERTUS recommends that the overlap between the Mid and Day Shift, and the overlap between Day and Swing shifts be reduced to one hour, and the other two hours be added to the overlap between Swing and Mid shifts. The shifts would be as follows:

Day – 7:00 am to 5:00 pm

Swing – 4:00 pm to 2:00 am

Mid – 10:00 pm to 8:00 am

This would create four hours of overlap between 10:00pm and 2:00am when workload demands are the most pressing.

Consideration could even be given to reducing the overlap between Mid/Day, and Day/Swing to 30 minutes to create a 5th hour of overlap between Swing and Mid shifts.

Option 2 – Implement a Plan with Four 10-hour Shifts

This option is built on four 10-hour shifts that have staggered start times throughout the day. The following table illustrates a schedule that features four 10-hours shifts. Under this plan the number of officers assigned per shift varies. This model increases the number of officers assigned from 10:00am to 2:00am. This overlap period can be changed to suit the needs of the department and may be adjusted for winter and summer deployment, since workload peaks may shift during the year. The squads that have single coverage during some part of the day are staffed with additional officers to provide coverage. The table below illustrates the four shift combinations:

Table 9: 10-hour Shift Deployment

Shift 1 – 6:00 am to 4:00 pm

Shift 2 – 10:00 am to 8:00 pm

Shift 3 – 4:00 pm to 2:00 am

Shift 4 – 8:00 pm to 6:00 am

Hour	1000x2000	2000x0600	0600x1600	1600x0200	Squads Working
12:00 am		work		work	2
1:00 am		work		work	2
2:00 am		work			1
3:00 am		work			1
4:00 am		work			1
5:00 am		work			1
6:00 am			Work		1
7:00 am			Work		1

8:00 am			Work		1
9:00 am			Work		1
10:00 am	work		Work		2
11:00 am	work		Work		2
12:00 pm	work		Work		2
1:00 pm	work		Work		2
2:00 pm	work		Work		2
3:00 pm	work		Work		2
4:00 pm	work			work	2
5:00 pm	work			work	2
6:00 pm	work			work	2
7:00 pm	work			work	2
8:00 pm		work		work	2
9:00 pm		work		work	2
10:00 pm		work		work	2
11:00 pm		work		work	2

The table above shows that one squad of officers reports for duty at multiple occasions throughout the day. From 10:00am all the way until 2:00am, there are two teams assigned at the same time. Each squad has additional officers assigned to account for regular days off, sick, vacation, etc. The exact structure of the days off could be flexible or fixed depending upon the needs of the department and the officers.

The advantages of this shift plan are that it has the same basic level of patrol coverage as the existing schedule and then increases the coverage during the busiest times and reduces coverage during times when demand is lower. This is a similar feature of the existing schedule, but this version smooths out the shift overlaps. Instead of having three periods of overlap at shift change there is a regular presence of an overlap during most of the day. This mitigates the mentality of being “relieved” (and going to administrative time from patrol). The only real “shift change” is at 6:00am on this schedule where there is a true hand-off of responsibility for patrol from one shift to the other. Ideally, the schedule would be modified to ensure an overlap during this shift change as well.

With this basic structure in mind, the next step would be to determine the day-off rotation for officers. There is no natural variation of the schedule to fit cleanly into the 10-hour shift model. CERTUS presents four possible alternatives: a) Fixed Days Off (current plan); b) Fixed Days Off with Pay-Back Day; c) Flexible Days Off; d) Pittman Schedule with “Double Day.”

Option 2a – 10-Hour Shifts with FIXED Days off

This is the most basic version of the 10-hour day off rotation and offers fixed days off each week and the model the APD uses now. Officers on this schedule work four 10-hour shifts and have three days off each week. The days off are fixed and staggered among the officers working on the shift. Presumably, the APD would continue with its shift bid protocols but add an additional shift to the selection.

The days off rotation is illustrated in the table below:

Table 10: 10-hour Shift Days Fixed Days Off

Mon	Tue	Wed	Thu	Fri	Sat	Sun
working	working	working	working	off	Off	off
Off	working	working	working	working	Off	off
Off	off	working	working	working	working	off
Off	off	Off	working	working	working	working
working	off	Off	off	working	working	working
working	working	Off	off	off	working	working
working	working	working	off	off	Off	working
6	6	6	6	6	6	6

This configuration has seven days-off combination, and therefore works best with multiples of seven officers. At the time of the site visit there were 175 police officers assigned to patrol in the APD. Assuming they were distributed equally among 4 shifts, and these shifts were divided equally into seven squads of 6 officers. This would equal 168 officers, or slightly fewer than currently assigned ($175/4 = 43.75$, $43.75/7 = 6.25$). According to the days-off rotation illustrated above, 24 officers would be scheduled to work each day and shift.

Table 11: 10-hour Shift 24-hour Staffing

6:00 am to 4:00 pm		24			
10:00 am to 8:00 pm		24			
4:00 pm to 2:00 am		24			
8:00 pm to 6:00 am		24			
Hour	1000x2000	2000x0600	0600x1600	1600x0200	Total Officers Assigned
12:00 am		24		24	48
1:00 am		24		24	48
2:00 am		24			24
3:00 am		24			24
4:00 am		24			24
5:00 am		24			24
6:00 am			24		24
7:00 am			24		24
8:00 am			24		24
9:00 am			24		24
10:00 am	24		24		48
11:00 am	24		24		48
12:00 pm	24		24		48
1:00 pm	24		24		48
2:00 pm	24		24		48
3:00 pm	24		24		48
4:00 pm	24			24	48

5:00 pm	24			24	48
6:00 pm	24			24	48
7:00 pm	24			24	48
8:00 pm		24		24	48
9:00 pm		24		24	48
10:00 pm		24		24	48
11:00 pm		24		24	48

In this hypothetical example, there would be 48 officers assigned to work between 10:00 am and 2:00 am, presumably when they are needed the most. Staffing levels decrease in the early morning hours when workload is presumably lower. An added benefit of this model is that shift start and end times and deployment of officers to the various squads could vary depending on the conditions. If the department did not want to go down to 24 officers, or as high as 48 officers, personnel could be moved to accommodate the staffing levels desired.

Including the appropriate level of supervision, consistent with the current model in the APD, and the patrol division would be structured according to the table below:

Table 12: 10-hour Shift Deployment

	Lt.	Sgt.	P.O.	Total
1000x2000	1	7	42	50
2000x0600	1	7	42	50
0600x1600	1	7	42	50
1600x0200	1	7	42	50
	4	28	168	200

Balancing the supervision among shifts would result in the addition of one lieutenant, and seven sergeants.

Option 2b – Weekly “Double Day”

Another possible approach to implementing a shift schedule with four 10-hour shifts would be to maintain two “sides” of the patrol section that essentially mirror each other. In this approach, one side would work four days opposite the other side and there would be one overlap day, or “double day.” For example, one side would work Sunday to Wednesday, and the other Wednesday to Saturday. Each side would have one weekend day off, and Wednesday could be used for training or operational deployment. Days off “shuffle” from week to week and officers enjoy having off part of the weekend every other week, and the department has a surplus of personnel one day each week.

The “Shuffle 10,” relies on four 10-hour shifts throughout the day (0600x1600, 1000x2000, 1700x0300, and 2000x0600), and two squads (Red and Blue) that work opposite each other. The “shuffle” involves the movement of the days off. The days off vary each week and follow a rotation of 5 on – 2 off – 3 on – 4 off – 3 on – 4 off – 5 on – 2 off. This four-week cycle results in 16 days on and 12 days off. The basic features are that every Wednesday there are two squads both working, and that each squad has every other weekend off. The below sample calendar month illustrates the days off rotation:

Figure 13: Example of Red/Blue Shift Plan

Jan-23						
SUN	MON	TUE	WED	THU	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

This sample month would be the days off rotation for one of the squads. The red shaded boxes indicate days off, the blue shaded boxes indicate regular workdays, and the purple shaded boxes indicate the days when the squad is doubled up with the other squad and they are both working. As you can see from the illustration, this squad always has Mondays and Tuesdays off, and always works Wednesdays, Thursdays, and Fridays. And every other week this squad alternates working the weekends.

This shift plan has advantages and disadvantages.

There is an advantage to scheduling training on an overlap day. Also, departments that implement this type of schedule report that it is an attractive recruitment tool and that it enjoys a high level of officer satisfaction. The downside of this schedule is that twice as many officers are assigned to work on Wednesdays, which is typically not a high-demand day for CFS, crime, or quality-of-life issues. In addition, designing a workplan should be based on the operational needs of the department. Training can be scheduled around the shift schedule, and there are workplans that can appeal to officers (prospective and incumbent).

Implementing this shift plan would create two sides of the schedule (Red and Blue) that could be staffed according to the table below:

Table 13: 10-hour Shift Configuration with Red and Blue Sides

	LT	SGT	PO	TOTAL
0600X1600	1	3	21	25
1000X2000		3	21	24
1600X0200	1	3	21	25
2000X0600		3	21	24
	2	12	84	98

Option 2c – Days Off & “Payback”

This plan does not contend with the double day on Wednesdays. Option 2c Payback features the same four 10-hour shifts throughout the day as the foundational plan and features the Red Squad and Blue Squad (mirror squads working opposite each other), and instead operates on a 4 on – 3 off – 3 on – 4 off rotation.

Instead of having squads doubled-up every Wednesday the shifts could be arranged in a rotation of four days off and four days on. Essentially, the different “sides” of the patrol schedule would rotate around one another. Under this model officers would work 182.5 days per year on average. This would translate into 1,825 hours worked each year based on a 10-hour day. Currently, officers are required to work 2,080 hours per year (208 days at 10 hours per day); therefore, this modification would result in officers scheduled for 240 fewer hours each year, or 255 hours that would be in the “payback” category.

Creating a “payback bank” could be managed to accommodate annual training, deployment of officers to special events throughout the year, and provide supplemental patrol coverage during peak times and days.

Also, the department could detail extra officers to work on Fridays and Saturdays or for special events and cash in on this bank of time instead of paying overtime. This time could also be leveraged to plan and execute problem-based operations that tackle crime, traffic, and disorder conditions in the community. Instead of limiting these initiatives to Wednesdays (as in Option 2b) when the problem might not actually be most acute, the department could schedule these initiatives on days when additional personnel are needed and deploy them accordingly.

Departments also adjust the length of tour to account for shift changes more explicitly. In other words, the shift length could be 10.25 hours, with the 15 extra minutes dedicated to shift change. This presents a clear signal that Fallout is 15 minutes long and patrol starts immediately thereafter. Adding the extra 15 minutes to each day would lower the “payback” bank by approximately 46 hours; extending it to 30 minutes would reduce it by 92 hours. In either version, the department would generate a substantial bank of time to deploy in creative ways to lower costs, address crime and disorder, and still provide officers working the schedule with four days off in a row.

Option 2d – Flexible Days Off

A unique approach to staffing patrol would be to build a plan with wide-ranging flexibility. Under such a plan, once minimum staffing is determined, officers select the days they want to work while ensuring that the minimum is always met. Currently, the APD has shift minimums for the three 10-hour shifts. The principle behind this approach is that that minimum must be scheduled and then other officers would be free to select that day off.

There are numerous ways this selection of workdays could be accomplished. Seniority, a rotating system, or a combination of the two would work, but the basic approach is that officers take turns scheduling themselves across a fixed time.

For example, over a 28-day period officers are required to work 16 shifts. Starting with the officer with the most seniority, that officer selects any 16 days to work over the 28-day period. This could be the same four days each week with the same three days off. This might also be 16 consecutive days with 12 days off in a row. The only restriction is that an officer could not select a day that is already at or above the minimum staffing if there is a day available where the minimum has not been met.

There are 57 officers assigned to day shift. The combined number of officer days is 912 across a 28-day period. Over that same period there are 672 (28 days x 24 positions) minimum shifts required. Therefore, there should be ample opportunity for officers to schedule themselves, as well as to account for vacation, training, etc.

The shift commander or one of the squad sergeants would be responsible for the overall scheduling and could even block-out specific days during the period to ensure more officers are assigned. Special events, such as Fourth of July, could be designated as “must appear” days to ensure more officers are assigned than the minimum requirement.

This approach would be an attractive recruitment tool and would offer officers more flexibility in their schedules. For most, the schedule would allow an attractive work-life balance, and in addition would provide the department with resources when they were needed the most.

If this approach were to be considered by the APD, it is recommended that a committee of stakeholders be created to explore the mechanism for how workdays and days off are selected.

Option 3 – 12-Hour Shifts

Another possibility for the APD is to implement a 12-hour shift rotation. Police departments all around the country implement this shift length successfully. The major advantage of this schedule is that it maximizes the amount of resources available at any time during the day. At a minimum, 25 percent of the patrol force is working at all hours of the day. Another advantage is that the patrol squads work together at the same time as their supervisors and always work together as a squad. Officers, therefore, have the same supervisor every day, and work with the same officers every day. This establishes unity of command and a high degree of esprit de corps with the squad. This shift rotation has disadvantages as well. With the patrol force divided equally into four squads, the same number of personnel are assigned to work every hour throughout the day. The workload may fluctuate throughout the day, but the level of personnel assigned remains the same. This shift model requires four lieutenants, 28 sergeants, and 168 police officers deployed in squads as illustrated in the table below.

Option 3a – 12-Hour Shifts – 4 Squads

The simplest implementation of 12-hour shifts is to staff the four shifts equally. The table below illustrates the sworn personnel deployment under this four-squad shift plan:

Table 14: 12-hour Shift Configuration

Squad	Shift	Lt.	Sgt.	P.O.	Total
A	0600X1800	1	7	42	50
B	1800X0600	1	7	42	50
C	0600X1800	1	7	42	50
D	1800X0600	1	7	42	50
		4	28	168	200

Option 3a – 12-Hour Shift with a Neighborhood Team – 6 Squads

The shift model with considerable potential is an option which features six 12-hour shifts. There would be four main patrol shifts primarily responsible for handling CFS. Layered on top of these four shifts would be community response teams (CRT). These teams would work the same rotation of days off and be assigned to overlap the patrol teams during the times when workload demands are highest. Personnel assigned to the teams would also be responsible for conducting proactive enforcement, engage in long-term problem-solving, and act as primary resources to the organized community. One officer in each team would be assigned to liaison with community groups in each beat area in Anchorage in addition to the other operational elements in the APD. On a day-to-day basis the CRT would interact with the organized communities in these neighborhoods, work on their long-term issues, and be available as a team to conduct enforcement operations directed at crime, disorder, and traffic.

The following table shows how the Patrol Division might be organized under this model.

Table 15: Alternative 12-hour Shift Configuration

Squad	Shift	Lt.	Sgt.	PO	Total
A	0600X1800	1	6	36	43
B	1800X0600	1	6	36	43
C	0600X1800	1	6	36	43
D	1800X0600	1	6	36	43
CRT-1	1200x2400		2	12	14
CRT-2	1200x2400		2	12	14
		4	28	168	200

For all the 12-hour shifts CERTUS recommends a rotation that limits the number of consecutive days worked and provides for every other weekend off for personnel. Days off under this plan would rotate on a biweekly basis. Each squad would have an alternating rotation of two- and three-day combinations. The rotation illustrated in the following table is commonly known as the “Pitman” schedule. The four squads work opposite each other. Two share the same work hours, and the other two share the same day-off rotation. The rotation permits each squad to have every other weekend off. This schedule calls for seven 12-hour shifts over the two-week period. This will result in 84 work hours. This will require the APD to fund the extra hours each period or require officers to use the overage number of hours of time each period. The logistics of the 84-hour period would need to be determined by the department.

Table 16: Biweekly Rotation for 12-Hour Shifts

Day:		1	2	3	4	5	6	7	8	9	10	11	12	13	14
Shift	Sqd.	M	T	W	H	F	Sa	Su	M	T	W	H	F	Sa	Su
6X18	A	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
18X6	B	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
6X18	C	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON
18X6	D	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON
12x24	CRT	ON	ON	OFF	OFF	ON	ON	ON	OFF	OFF	ON	ON	OFF	OFF	OFF
12x24	CRT	OFF	OFF	ON	ON	OFF	OFF	OFF	ON	ON	OFF	OFF	ON	ON	ON

Under this model, the lieutenants could be tasked with overall responsibility of carrying out the strategic plan of the department and use their resources to reduce crime, disorder, and improve traffic safety and the response to community problems. Considering that many problems are unique to day or night shifts, the temporal assignment of responsibility, as opposed to geographic or spatial, might make more sense for the APD. The daytime shifts could be focused on traffic, daytime burglaries, parking conditions, etc., and the nighttime teams focused on disorderly bars and clubs, car theft, DUI enforcement, etc. Each shift would have an operational plan and the lieutenants would be responsible for executing that plan and using their experience and authority to marshal departmental resources to achieve the goals of that plan.

Under this model, each squad would have officers assigned to patrol beats and be expected to carry out the strategic priorities of the department. These teams would be supported by the CRT assigned to patrol. These teams work with the community and other units of the police department and city/state/federal officials to identify and solve community problems. These problems can

range from crime, to traffic, to disorder, to schools, etc. Essentially, this approach incorporates the “S.A.R.A.” process of community policing (scanning, analysis, response, and assessment) with problem-oriented policing to eliminate community problems.

Option 4 – Hybrid

A hybrid option would involve the use of both 10-hour and 12-hour shifts. For 10-hour shifts, CERTUS recommends a four-squad plan as discussed above. Officers working these 10-hour shifts would have four steady days off: Sunday to Wednesday for example.

To complement the 10-hour shifts a different set of officers would work 12-hour shifts on the opposite days when the 10-hour shift officers are off duty. Building on the example above, and utilizing the community response team models, three squads of officers would work on Thursday, Friday, and Saturday. Therefore, Sunday, Monday, Tuesday, and Wednesday would feature 10-hour shifts, and Thursday, Friday and Saturday would feature 12-hour shifts. The following table provides an illustration of this shift schedule.

Table 17: Hybrid Option with 10-Hour and 12-Hour Shifts

Team#	Workdays	Hours	Lt.	Sgt.	P.O.	Total
1	Sun-Wed	0600x1600	1	6	26	33
2	Sun-Wed	1000x2000		3	26	29
3	Sun-Wed	1600x0200	1	3	26	33
4	Sun-Wed	2000x0600		6	26	32
5	Thu-Sat	0600x1800	1	4	26	31
6	Thu-Sat	1200x2400		2	12	14
7	Thu-Sat	1800x0600	1	4	26	31
			4	28	168	200

Demand Management – Increase Patrol Staffing

The last option to consider is adding personnel. Based on the July 10, 2024 patrol staffing roster, there were 47 police officer vacancies on patrol.

Recommendation:

- At a minimum, **all patrol vacancies in the APD should be filled as soon as is practicable**. This will alleviate the very high workload saturation levels and improve response times.

CERTUS understands that the process of recruiting and training police personnel is time consuming and does not anticipate changes in the short-term. Additionally, the climate surrounding the police in the U.S. is an added challenge to recruiting qualified police candidates. Until this problem abates, the APD should consider demand reduction strategies and shift re-alignment.

Adding personnel beyond filling vacancies depends upon the options the department pursues with respect to managing demand and developing alternative shift schedules.

Recommendation:

- CERTUS recommends modifying the current three-shift, 10-hour plan, in favor of something more efficient. The APD should delay adding personnel to patrol until the schedule is made more efficient and the other areas of demand management are explored first.

Warrant Unit

The Warrant Unit in the APD is somewhat of a misnomer. The name suggests that the unit engages in apprehension of individuals with outstanding warrants and returns them to court. However, the unit now deals primarily with domestic violence incidents that occur in Anchorage and is very active in this area.

The unit is comprised of one sergeant and eight officers. Four of the officers serve domestic violence protective orders, writs, and subpoena issued by the court. One is assigned to the Jail Court to administer this process. The unit also has two investigators that investigate complaints of domestic violence. Two other investigators are assigned to conduct compliance checks to ensure that DV offenders are complying with the conditions of their cases. They conduct checks in plain clothes and in unmarked vehicles and are directed by the Municipal Prosecutor's Office. The unit also has three civilian clerks that handle the day-to-day administrative responsibilities of the unit. In general, the unit operates Monday to Friday, between the hours of 7:00 am and 5:00 pm.

Recently, the APD began documenting domestic violence incidents. The department should be commended for this effort and this is the first step in reducing domestic violence in Anchorage. The APD provided CERTUS with data from these first four months of operations under the new collection system. There were 329 reported incidents of domestic violence during this period. This included 67 reports of strangulation, over 140 reports of assault (including 60 felony assaults), as well as additional reports of sexual assault, fear assault, harassment, vandalism, etc. With only two investigators assigned to these cases it is clear that the workload far exceeds their ability to investigate the reported domestic violence crimes.

While each case investigation is different, and requires different steps to complete, there is a commonly accepted standard for caseloads for active investigations. In general, a police investigator can reasonably handle between 10 and 15 active investigations per month (120 to 180 per year). Assuming the Warrant Unit investigators accept cases uniformly, the most recent data suggest that they would be responsible for about 20 cases each per month (329 incidents, in four months = 80 per month, divided among the 4 investigators). Therefore, the number of cases they are handling is high, and this only assumes they would be working on DV investigations and not attending to the administrative responsibilities of compliance checks, legal service, etc. There was also only a limited involvement of the unit personnel in the social services side of domestic violence, assisting victims navigate the legal process and assist them breaking the cycle of violence they find themselves in.

CERTUS recommends a three-prong approach to domestic violence: efficient case management; robust victim follow-up, refocus the unit mission on crimes, victims, and police operations:

1. The DV Unit would benefit from more rigorous case management. DV incidents occur every day in Anchorage and investigations are continuously being referred to the unit. There needs to be a system in place, similar to the case management system recommended for the detective division. Cases should be screened and assigned to an appropriate investigator for follow-up. There should be a set of investigative milestones for each case: number of days to contact complainant, number of days to first investigative steps, number of days until reviewed by a supervisor; targeted number of days to close. There should also be standard and uniform case terminology with a limited number of follow-up reasons and closing dispositions. To support this effort a minimum of four detectives should be assigned to the unit for DV case investigation. Their caseloads should be monitored by the unit supervisor and arrests should be made, tracked, and cases closed timely.
2. Two sworn officers should be assigned to conduct victim follow up. They should conduct regular and frequent home visits to DV locations and seek to assist the victim with their court case and any other services that might be provided. An effective strategy in this area would be to assign a Social Worker to this team to assist the officers in managing the victims' needs.
3. The APD should refocus its efforts in this area away from court processes/administration, and towards the rigorous investigation of DV complaints and helping the victim. It appears that too much emphasis is placed on the administration of the court processes and too little on the incident and the victim.

Recommendation:

- The Unit name should also be changed to the Domestic Violence Prevention Unit.

Canine Unit

The K-9 unit is made up of one sergeant and seven handlers/officers. The unit works seven days during the week and is regularly scheduled to work between 8:00 p.m. and 6:00 a.m. The unit's primary functions are to assist patrol, narcotics, detectives, SWAT, and other law enforcement agencies in the region, as well as providing community outreach and departmental training.

By all appearances, the unit is high performing, well trained, and dedicated to providing professional service to the APD and regional law enforcement community. In 2023, K-9 officers made 128 apprehensions, and 125 searches of different types, assisted in several hundred patrol and specialized deployments, and participated in numerous community demonstrations of the program. In addition, the unit participated in more than 1300 hours of training in 2023, which averaged approximately 14 hours per officer/canine per month.

Unit operations conform to the accreditation standards set forth by the National Police Canine Association. The unit, as a whole, conducts an annual self-accreditation and each handler and dog gets certified.

Although there are no benchmarks for K9 activity, the area of apprehensions involving bites is critical. In this area it appears that the number of bites, compared to the overall number of apprehensions, and overall number of deployments, is low. Furthermore, each bite by an APD K9 Unit dog is the subject of a "BlueTeam" investigation. The incident is reviewed by the Unit supervisor. All documentation, including body-worn camera and other video evidence is reviewed

and a determination is made about the justification on the use of force, and whether or not the incident conformed to APD guidelines. This review is forwarded through department channels and reviewed by the Chief of Police, the Anchorage City Attorney, and Risk Management personnel. CERTUS reviewed a sample of an investigation conducted according to this procedure and determined that is adhered to reasonable standards of oversight for managing K9 operations.

The table below summarizes K9 activity for 2023:

Table 18: K9 Activity - 2023

	Apprehension		Search						Deployment		Other	
	Bite	No Bite	Article	Building	Area	Narcotics	Evidence	Track	Perimeter Search	SWAT	Demo	Training Hours
Hank	2	9	0	7	4	0	0	6	89	0	0	201
AC	0	5	1	1	0	0	1	0	31	0	0	63
Jack	2	10	0	1	0	0	0	2	33	0	0	77
Kevin	0	14	0	4	0	0	0	1	39	0	0	61
Kiska	1	11	0	6	0	2	0	2	34	0	0	277
Midas	5	12	0	1	0	5	1	7	16	3	3	78
OB	0	4	1	1	0	0	0	3	13	0	0	55
Ray	5	36	2	12	2	17	0	14	101	2	0	241
Rylin	0	9	0	8	4	2	1	4	18	9	4	247
Sig	1	2	0	2	0	0	0	0	5	0	1	53
Total	16	112	4	43	10	26	3	39	379	14	8	1353
Average	1.6	11.2	0.4	4.3	1	2.6	0.3	3.9	37.9	1.4	0.8	135.3

Post-script: The CERTUS analysis above used patrol staffing data as of 7/10/24. Subsequently, CERTUS was provided a staffing report as of 9/16/24 demonstrating a net loss of 14 patrol positions. See table below. This does not alter the CERTUS recommendation of filling all 60 current vacancies for patrol, assuming status quo and prior to adoption of any CERTUS recommendations contained herein.

PATROL STAFFING	Actual as of 7/10/24	Actual as of 9/16/24	Vacant as of 9/16/24
Active Patrol	201 sworn	187 sworn	57 sworn
Warrants & Canine	17 sworn	17 sworn	3 sworn
Total	218 sworn	204 sworn	60 sworn
Academy & FTO	26	26	

Functional Area: School Resource Officers

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Operational Guidance	<ul style="list-style-type: none"> SRO Unit practices consistent with best practices in American policing; supervision and span of control appropriate. 	<ul style="list-style-type: none"> The department should develop a policy specific to the SRO position.
Inter-agency Communication	<ul style="list-style-type: none"> Unit interacts effectively with other agencies and community groups. 	<ul style="list-style-type: none"> No recommendations.
Training	<ul style="list-style-type: none"> SRO's have received additional specialized training, such as crime scene investigation and crisis negotiation. 	<ul style="list-style-type: none"> Continue to provide advanced in-service training to all members of the Unit.

School Resource Officers Unit

Supervision and Staffing. The School Resource Officers Unit is supervised by a lieutenant who is also responsible for the Traffic Unit, Community Services Officers (CSO's), and Impaired Driving Enforcement Unit. One (1) sergeant provides direct supervision of the School Resource Officers (SRO's). The unit is authorized for sixteen (16) SRO's but currently has eleven (11) filled positions. The plan was to assign two (2) SRO's to each high school in the Municipality. This is not currently feasible due to staffing constraints.

SRO's have take-home patrol vehicles and generally work Monday through Friday, 0630 – 1630.

The APD has an agreement with the School Board whereby the Department pays the salaries, benefits, and equipment costs. In contrast, the School Board pays the overtime costs to have the SRO's available for after-school events and activities. This results in substantial costs for the APD to support a School Resource Officers Unit after hours. The APD should consider a mutually beneficial financial agreement, such as having the School Board pay for one of the two officers assigned to the high schools. Many School Boards nationwide fund the School Resources Programs and utilize officers from their police departments and sheriff's offices.

SRO's are stationed at one (1) of the eight (8) high schools in Anchorage. However, when problems arise, they are also responsible for middle, elementary, and alternative schools. Listed below are the names of the high schools, the number of SRO's assigned to each high school, and the other schools for which they are also responsible:

1. Bartlett High School – two (2) School Resource Officers.
Additional Elementary/Alternative Schools - Anchorage STreAM Academy, Aurora, Baxter, Begich Middle School, Benny Benson, Chester Valley, Creekside Park, Highland Academy, Muldoon, Nunaka Valley, Orion, Ptarmigan, Scenic Park, Susitna, Wonder Park.
2. Chugiak High School – one (1) School Resource Officer.
Additional Middle/Elementary/Alternative Schools: Mirror Lake Middle, Birchwood, Chugiak, Eagle River, and Fire Lake.
3. Dimond High School – one (1) School Resource Officer.
Additional Middle/Elementary/Alternative Schools: Mears Middle, Bayshore, Campbell, Chinook, Gladys Wood, Kincaid, Northwood, Sand Lake, and Willow Crest.
4. Eagle River High School – one (1) School Resource Officer.
Additional Middle Schools/Elementary Schools/Alternative Schools: Gruening Middle, Alpenglow, Eagle Academy Charter, Homestead, Ravenwood, Ursa Major, Ursa Minor.
5. East High School – two (2) School Resource Officer.
Additional Middle Schools/Elementary/Alternative Schools - ACT, Airport Heights, Clark Middle, College Gate, Crossroads, King Tech, Lake Otis, Mt. View, Rogers Park, Russian Jack, Tudor, Tyson, Wendler Middle, Whaley, Williwaw, Winterberry Charter.
6. Service High School – one (1) School Resource Officer.
Additional Middle Schools/Elementary/Alternative Schools - Hanshew Middle, Abbott Loop, Alaska Native Charter, Family Partnership Charter, Frontier Charter, Kasuun, Northern Lights ABC, Polaris K-12, Rilke Schule Charter, SAVE, Spring Hill, Taku, Trailside.
7. South High School – one (1) School Resource Officer.
Additional Middle Schools/Elementary Schools/Alternative Schools: Goldenview Middle, Bear Valley, Bowman, Girdwood, Huffman, Klatt, Ocean View, O'Malley, and Rabbit Creek.
8. West High School – two (2) School Resource Officers.
Additional Middle Schools/Elementary/Alternative Schools - Central Middle, Romig Middle, Aquarian Charter, AVAIL, Chugach Optional, Denali, Fairview, Government Hill, Inlet View, Lake Hood, North Star, PAIDEIA Charter.

Being assigned to a high school is challenging for an SRO. Expecting an SRO to work alone at a high school, or even with an additional SRO at certain high activity high schools, makes it somewhat unrealistic to expect the SRO to respond to other middle/elementary/alternative schools. It also creates unrealistic expectations that the APD has ample resources to serve students from eight (8) high schools and eighty-five (85) middle/elementary/alternative schools with eleven (11) SRO's.

Workload

CERTUS reviewed the duties and responsibilities of members of the SRO Unit and finds that they are consistent with best practices in American policing. SRO's successfully balance their public safety and educational roles within the school environment. CERTUS reviewed workload statistics for the SRO Unit. The statistics collected reflected the school year 2022-2023. Unit supervisors collect the types of Calls for Service at the end of the school year. CERTUS recommends collecting the Calls for Service monthly and actively using this data to identify trends and staffing needs. The Unit had a total of 10,169 calls, many for serious crimes. For such a small unit, the workload statistics are incredibly high. The unit should be commended for their dedication and hard work in creating safe schools. However, leadership should consider the possibility of burnout of the SRO's. During the summer, the SRO's are utilized for bike and foot patrol throughout the city, additional training, and vacation time.

Table 19: Calls For Service by Type

2022/2023 SY	Total
911 hangup	20
Accident	54
Accident with injuries	6
Alarm	712
All bomb calls	5
Animal problem	45
Arson	1
Assault	101
Assault with a weapon	4
Burglary	19
Camping problem	10
Child abuse/neglect/cust	108
Civil problem/standby	14
Community policing	127
Court related	2
Dead body	2
Disorderly conduct	7
Disturbance	218
Disturbance with weapon	11
Driving while intoxicated	6
Driving with lic s/r/c	1
Drugs/forged prescription	178
Drunk problem	9
Dv information	2
Dv writ service	7
Eluding/evading officer	4
False report/false info	1

False rpt/false info	1
Fire dept assist	8
Follow up	797
Found person	8
Found property	25
Fraud	3
General locate	71
Graffiti	1
Harassment	37
Hazard	7
Hit and run	17
Hit and run w/injury	1
Indecent exposure	8
Juvenile problem	693
Kidnapping	1
Liquor law violation	4
Lost property	2
Loud/disruptive party	1
Marijuana violation	2
Medic assist	71
Mental person	38
Misconduct inv/weapon	35
Missing person (not run away)	50
Misuse of plates	1
Msow	7
Noise violation	20
Officer hailed	14
Officer safety locate	8
Outside agency assist	51
Parking problem/over 24	76
Ppi/repo	1
Prowler	6
Public assist	18
Reckless driving	1
Reddi report	10
Robbery	3
Runaway juvenile	36
School resource officer activity	2,905
Security check	2,222

Sexual assault	20
Sexual assault of minor	79
Sro assist in classroom	76
Stalking	3
Stolen vehicle	9
Subject stop	112
Suicide attmp/threat	42
Suspicious per/veh/circ	176
Theft	40
Threats	96
Traffic stop	136
Traffic violation	97
Trespass	96
Vandalism	40
Vehicle in distress/stalled	15
Vehicle tampering	1
Viol city/state regs	37
Warrant service	15
Welfarechk/911 hang up	145
Grand Total	10,169

The following table identifies the number of calls for service that occurred at the schools for which the SRO's are responsible. This table clearly shows that the SRO's expend time at the middle/elementary/alternative schools in addition to their assigned high school.

Table 20: Calls for Service by School

2022/2023 SY	Total
Abbott Loop Elementary School	106
Ace/ACT	22
Airport Heights Elementary School	39
Alaska Native Cultural Charter School	4
Alpenglow Elementary School	113
Anchorage STrEaM Academy	11
Aquarian Charter School	30
Bartlett High	719
Baxter Elementary School	51
Bayshore Elementary School	38
Bear Valley Elementary School	79
Begich Middle School	167
Benny Benson Alternative High School/SEARCH	40

Bettye Davis East Anchorage High School	977
Birchwood ABC Elementary School	130
Bowman Elementary School	79
Campbell STEM Elementary School	25
Central Middle School	61
Chester Valley Elementary School	33
Chinook Elementary School	58
Chugach Optional Elementary School	22
Chugiak Elementary School	124
Chugiak High School	594
Clark Middle School	257
College Gate Elementary School	25
Creekside Park Elementary School	34
Denali Montessori School	58
Dimond High School	655
Eagle Academy Charter School	21
Eagle River Elementary School	52
Eagle River High School	488
Fairview Elementary School	58
Family Partnership Charter School	2
Fire Lake Elementary School	243
Frontier Charter School	5
Gladys Wood Elementary School	34
Goldenview Middle School	106
Government Hill Elementary School	14
Gruening Middle School	136
Hanshew Middle School	258
Highland Academy Charter School	123
Homestead Elementary School	31
Huffman Elementary School	102
Inlet View Elementary School	39
Kasuun Elementary School	111
Kincaid Elementary School	32
King Tech High School	60
Klatt Elementary School	60
Lake Hood Elementary School	45
Lake Otis Elementary School	64
McLaughlin School	34
Mears Middle School	105
Mirror Lake Middle School	191

Mountain View Elementary School	113
Muldoon Elementary School	74
North Star Elementary School	80
Northern Lights ABC School	70
Northwood Elementary School	43
Nunaka Valley Elementary School	30
Ocean View Elementary School	42
O'Malley Elementary School	59
Polaris K-12	48
Ptarmigan Elementary School	52
Rabbit Creek Elementary School	36
Ravenwood Elementary School	45
Rilke Schule German Charter School of Arts & Sciences	44
Rogers Park Elementary School	57
Romig Middle School	109
Russian Jack Elementary School	49
Sand Lake Elementary School	40
SAVE High School	30
Scenic Park Elementary School	35
Service High School	546
South Anchorage High School	468
Spring Hill Elementary School	28
Steller Secondary	46
Susitna Elementary School	35
Taku Elementary School	43
Trailside Elementary School	34
Tudor Elementary School	45
Turnagain Elementary School	28
Tyson Elementary School	59
Wendler Middle School	149
West High School	422
Whaley School	74
Williwaw Elementary	90
Winterberry Charter School	12
Wonder Park Elementary School	36
Grand Total	10,169

CERTUS recommends that the Lieutenant, Sergeant, and SRO's utilize both tables (on a monthly basis) to analyze strategies to reduce crime and social disorder. This data should also be used to determine whether and to what degree the goals of the SRO Unit are being accomplished.

Training

All SRO's have completed the 40-hour Crisis Intervention Team training and the National Association of School Resource Officers Basic Course. One of the Officers and the Sergeant have completed the National Association of School Resource Officers Advanced Training Course. The Sergeant has completed the Crime Prevention Through Environmental Design Course: two SRO's are members of the Crisis Negotiator Team. One SRO is a Crime Scene Team member. One SRO is an ALERRT Level 1 trainer. Three officers are FLETC Certified Active Shooter Training Instructors. The levels of training that these officers receive clearly meet or exceed industry standards.

In July 2023, the Unit conducted a walk-through/tabletop exercise for every school's response plan and a walk-through/talk-through for each of the eight (8) high schools. In November 2023, an RBT (Response to Behavior Team) training scenario was held at Begich Middle School. The SRO Unit should be commended for handling a high workload and providing appropriate staff training.

Operational Guidelines

Only one (1) policy discussed School Protocol (Policy 3.10.075). The policy was last updated on 11/19/20. The policy discusses the procedures required when responding to calls on school property or involving people at events under school control. The department should have a specific policy for School Resource Officers. This policy would encompass the duties and responsibilities of the School Resource Officers, the selection process for School Resource Officers, how frequently security plans are evaluated for each school, required training, and other information pertinent to working as a School Resource Officer.

Recommendations:

- CERTUS recognizes the extent of the APD's current staffing challenges (referenced throughout this report), therefore we offer **no recommendation for supplementing the staffing of the SRO Unit at this time.**
- The APD should consider a mutually beneficial financial agreement, such as having the School Board pay for one of the two officers assigned to each of the high schools. Many School Boards nationwide fund the School Resources Programs and utilize officers from their police departments and sheriff's offices.
- CERTUS recommends that the Lieutenant, Sergeant, and SRO's utilize both tables in this section monthly to analyze strategies to determine trends and reduce crime and social disorder. This data should also be used at regularly scheduled team meetings to determine whether and to what degree the goals of the School Resource Officers Unit are being accomplished.
- The department should have a specific policy for SRO's. This policy would encompass all of their primary duties and responsibilities, the selection process, how frequently security plans are evaluated for each school, required training, and other information pertinent to their work.

Functional Area: Traffic Safety Unit

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Staffing	<ul style="list-style-type: none"> Generally, Traffic Unit members are deployed during the days of the week and hours of the day that most crashes occur. Unit has the 'sense and respond' capability to address identified problems/patterns. Current staffing levels are however insufficient to address all necessary proactive (enforcement and educational) operations. 	<ul style="list-style-type: none"> Fill the two (2) open police officer positions in this Unit. This additional staffing will enable Unit to perform proactive enforcement and educational operations throughout the entire Municipality. As stated elsewhere in this report, CERTUS recommends that Patrol officers discontinue 'routine' traffic stops until additional staffing can be provided to Patrol. This creates a greater need for proactive enforcement by the Traffic Unit. The current spike in pedestrian involved fatal traffic accidents also speaks to the need for proactive enforcement and education by members of the Traffic Unit.
Directives	<ul style="list-style-type: none"> APD General Orders provide operational guidance to members of the Traffic Unit. Unit has a strategic direction and means of evaluating work performed. 	<ul style="list-style-type: none"> Make greater use of the data collected and, where needed, collect additional data to develop an overall APD pedestrian/traffic strategy. Coordinate operations with CSO's and the CAP Unit.
Training	<ul style="list-style-type: none"> Traffic Unit officers possess necessary certifications and receive sufficient in-service training. 	<ul style="list-style-type: none"> Leverage the knowledge of Traffic Unit members to provide in-service training and other support for patrol division officers (and CSO's) who conduct crash and leaving the scene investigations.
Equipment	<ul style="list-style-type: none"> The Traffic Unit has the equipment and resources needed to accomplish its mission. 	<ul style="list-style-type: none"> No recommendations.

Traffic and pedestrian safety are part of the core mission of every police department. Complaints about traffic are typically one of the most common complaints received from the public. Effectively resolving traffic issues, reducing traffic crashes, and preventing injuries from known causes of crashes are important responsibilities for the police.

The APD's Traffic Unit is responsible for enforcing city ordinances and state laws and identifying ways to reduce the number of traffic related crashes. The Unit conducts general and selective traffic enforcement within the Municipality. General enforcement is performed when a traffic officer randomly picks sites to check for speeders, traffic signal violators, and other types of violations. Selective enforcement is community complaint based or takes place where an unusually high number of traffic accidents occur.

Generally, law enforcement agencies are guided by the "three Es" of traffic safety: education, engineering, and enforcement:

- Departments often engage in education campaigns to address specific traffic-related concerns. For example, each Fall, ahead of students returning to school from their summer break, police departments might engage in awareness campaigns to alert drivers that students will be returning to school and to exercise caution when driving in and near school zones.
- Departments study traffic data to identify crash prone locations and to determine the cause of vehicle crashes. There are occasions when the engineering of the intersection itself contributes to vehicle crashes (i.e., original design no longer suitable for current traffic patterns, poorly designed roadway, poor lighting, poor signage, etc.). Municipalities are increasingly considering the use of roundabouts to facilitate the flow of traffic and reduce vehicle crashes.
- The success of enforcement should never be measured by outputs (i.e., number of citations written, arrests made, etc.). Instead, the success of a department's enforcement initiatives should be measured by outcomes: a reduction in traffic crashes including bicycles and pedestrians overall and those involving injuries and fatalities. Traffic and patrol supervisors must ensure that enforcement activities are focused on crash prone locations at the hours and days of the week when crashes occur and that citations issued at these locations are for those violations contributing to vehicle crashes at those locations.

Staffing

The Traffic Safety Unit is staffed by one sergeant and nine (9) police officers. At the time of our site visit, there were two (2) open police officer positions in the Traffic Unit. Traffic officers are generally to work during the peak hours that vehicle crashes occur (0700 X 1700 and 1500 X 0100 hrs.) Members of the Unit have received specialized training, such as fatal crash investigations.

In response to CERTUS' comprehensive document request, the Traffic Unit was readily able to identify both the top 10 intersections for traffic crashes within the Municipality as well as the top 10 causes. This is the type of on-going analysis performed by members of the Unit. The Unit has the ability to access and leverage timely and accurate data to guide its operations. Current supervision levels are appropriate. The Traffic Sergeant conducts weekly team meetings with Traffic Officers. The Traffic Unit meets with the Traffic Lieutenant on a monthly basis.

Public complaints also inform deployment and enforcement decision making for the Traffic Unit. Documented traffic related complaints from citizens, along with the actions taken to address them and the outcome of the actions taken, provide data (re: efficiency and effectiveness of interventions) concerning the Unit's performance in processing and addressing these issues. Patrol officers and supervisors also serve as a referral source for the Unit.

The Traffic Unit regularly engages in joint enforcement operations with other state and federal agencies. Multi-day Joint Crime Suppression Operations are conducted quarterly and each year one is devoted entirely to high-visibility traffic enforcement. These operations are conducted in areas where a high number of crashes have occurred. For example, pursuant to an AHSSO grant, the Traffic Unit recently engaged in joint enforcement operations with Alaska State Troopers targeting speeders on particular roads in Anchorage. Historically, APD patrol officers would be used to supplement the Traffic Unit (on an overtime basis) during such operations. Recently, due to Patrol staffing challenges, it has become more difficult to schedule added Patrol officers. This constrains the Unit in terms of the type and number of operations they engage in. Additionally, CERTUS was advised that, in order to address low Patrol staffing levels and extended response times, the department has instituted a policy whereby Traffic Officers on duty will be directed to handle certain calls for service from dispatch, when the number of calls in the queue reaches 30. This again limits the type and number of proactive operations the Traffic Unit can conduct.

At present, the Traffic Unit does not appear to have sufficient staffing to employ the DDACTS operational model. (see <https://www.ojp.gov/ncjrs/virtual-library/abstracts/data-driven-approaches-crime-and-traffic-safety-ddacts-operational>)

We note that the Municipality has experienced 21 traffic fatalities including 13 fatal vehicle v. pedestrian accidents in 2024 (YTD). This is obviously unacceptable and requires an intelligent and effective response on the part of the APD. While the Traffic Unit is best positioned to take the lead on enforcement efforts (particularly with regard to speeding and failure to yield citations), we note that other units will be needed for a more coordinated response, such as the CAP Unit (community policing) who would likely be needed to assist in the pedestrian and driver education efforts. Unfortunately, staffing challenges have reduced the size of that unit as well.

Based upon many hours of interviews with command staff, CERTUS is convinced that the APD has a strategic focus on this and several other operational challenges. If Patrol staffing can be enhanced and stabilized, and if members of the Traffic Unit can devote their full time to traffic related matters, the Unit has the expertise and ability to effectively address these issues.

Notwithstanding the foregoing, the Traffic Unit has been quite active with regard to the issuance of citations, responding to crashes and making operating under the influence arrests:

Number of Traffic Citations by Type and Year	2019	2020	2021	2022	2023	Grand Total
ALL OTHER TRAFFIC CITATIONS	481	501	670	357	212	2221
BICYCLE VIOLATIONS	11	7	14	12	17	61
CARELESS DRIVING	850	734	780	780	680	3824
DRIVERS LICENSE VIOLATIONS	3691	3210	3775	2952	2962	16590
DRUG/ALCOHOL RELATED VIOLATIONS	322	286	358	278	296	1540
EQUIPMENT VIOLATIONS	4954	2517	4997	3238	3041	18747
FAIL TO PROVIDE PROOF OF INSURANCE	7551	5555	6710	4972	5028	29816
FAILURE TO YIELD	2357	1520	1631	1221	1080	7809
IMPROPER PASSING OR LANE USE	389	349	351	230	195	1514
LEAVING SCENE OF ACCIDENT	10	8	4	9	3	34
NON-TRAFFIC			1	1	1	3
OHV VIOLATIONS	5	11	4	5	5	30
OTHER SPEEDING VIOLATIONS	177	196	176	137	239	925
OTHER STOPPING VIOLATIONS	15	16	10	6	5	52
PARKING VIOLATIONS	2	2	1			5
PEDESTRIAN VIOLATIONS	104	31	35	41	37	248
RED LIGHT VIOLATIONS	1934	2031	2267	1593	1747	9572
SCHOOL ZONE SPEEDING	10061	9842	12285	10927	10710	53825
STOP SIGN VIOLATIONS	539	776	1106	897	470	3788
TURNING VIOLATIONS	474	407	532	418	390	2221
UNSAFE BACKING	54	56	66	54	39	269
UNSAFE DRIVING	220	191	177	131	140	859
VEHICLE REGISTRATION AND LICENSING VIOLATIONS	3920	1771	2742	1995	2176	12604
Grand Total	38121	30017	38692	30254	29473	166557

From 2019 through 2023 there were:

6169 Injury collisions [459 major injury (incapacitating) & 5710 minor (non-incapacitating)]
105 Fatal collisions
1398 Drivers operating under the influence

	Fatal	Injury	Private Property
2019	24	1316	2579
2020	20	1208	2487
2021	22	1224	2550
2022	22	1238	2534
2023	17	1183	2604
Ave	21	1234	2551
Total	105	6169	12754

	OUI
2019	296
2020	280
2021	252
2022	283
2023	237
Ave	270
Total	1348

The Unit's sergeant regularly reviews performance metrics such as the number of citations and warnings issued by Traffic Officers, crash fatalities, and top complaint locations. This information is also presented to the Crime Suppression Captain, but is not regularly reviewed and analyzed at Monthly Management Meetings.

Quarterly meetings are held for all Crime Suppression units.

The APD is currently expanding its CSO program. CSO's are able to assist the Traffic Unit by assisting in educational activities (for example, making presentations to members of the homeless population regarding the dangers of jay walking), performing traffic studies, and handling minor car crashes (with no personal injuries). This enables sworn personnel in the Unit to focus on duties that only a police officer can perform.

Recommendations:

- **Add two (2) uniformed police officers to the Traffic Unit.**
- Collect additional performance metrics for the Traffic Unit and include that data in the data dashboard/template addressed and utilized at Monthly Management Meetings.
- Incrementally add CSO's to the Traffic Unit, as needed as the volume of work increases.

Community Action Policing (CAP) Unit

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Unit Staffing	<ul style="list-style-type: none"> There are vacant police officer positions within the Unit. Minimum staffing limits the quantity and quality of operations performed by Unit. 	<ul style="list-style-type: none"> No immediate change(s) recommended. Gradually fill open positions if/when Patrol Staffing has been adequately addressed.
Duties/Policies	<ul style="list-style-type: none"> The Unit has a well-defined mission and the ability to effectively respond to calls/conditions that require a community-policing approach. 	<ul style="list-style-type: none"> No recommendations.
Training	<ul style="list-style-type: none"> Members of this Unit receive an appropriate level of in-service training. 	<ul style="list-style-type: none"> No recommended changes.

Community Action Policing (CAP) Unit

The CAP Unit is currently staffed by five (5) police officers and one uniformed supervisor and is designed to employ traditional community policing strategies, to chronic neighborhood concerns, such as addressing illegal campsites, coordinating Homeless Camp abatements and camp clean-ups. The Unit is designed to address long term projects that traditional patrol officers are unable to devote the time to. The CAP Unit previously had nine (9) authorized police officer positions.

CAP officers frequently interact with community groups and other government agencies, such as Anchorage Parks & Rec. CAP officers perform [Crime Prevention Through Environmental Design \(CPTED\)](#) surveys for commercial and residential property owners. They also: Engage the community by attending community events and Community Council meetings; Patrol and monitor trail systems (summer & winter); directly coordinate and work with code enforcement on nuisance and vacant properties; address repeated calls for service at problem/chronic locations and work with Patrol for long-term solutions. The CAP Unit is internally referred to as “the problem of the day unit” and receives service requests and referrals from Patrol and directly from members of the community. The CAP team also supports units within the Crime Suppression Division to include street crime enforcement.

CERTUS was unable to review summary performance data for this unit. Aggregate data regarding the number of camps cleared, security surveys performed, meetings attended, etc. was not available.

Recommendations:

- Monthly and year-to-date data (referenced above) must be compiled and actively reviewed. **It is likely that this unit should be expanded (by adding additional officers up to authorized levels) but: 1) patrol staffing should be addressed first; and 2) CAP supervisors should first be able to clearly demonstrate increasing workload levels to justify Unit enhancement.**
- The activities of the CAP Unit should be coordinated with the department’s CSO Program. Ideally, CAP officers would actively partner with CSO’s on joint projects/initiatives.

Mobile Intervention Team (MIT) Unit

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Operational Guidance	<ul style="list-style-type: none"> Directives and operational guidelines were under development at the time of the consultants' site visit. 	<ul style="list-style-type: none"> Finalize directives and operational guidelines for this Unit.
Staffing	<ul style="list-style-type: none"> The Unit was staffed by a sufficient number of officers to support five (5) response teams. Additional clinicians will be required in order to fully staff response teams. 	<ul style="list-style-type: none"> No change in uniformed staffing level recommended at this time.
Training	<ul style="list-style-type: none"> Unit personnel are properly trained and certified. 	<ul style="list-style-type: none"> Continue to develop and deliver in-service training content specific to the MIT Unit's mission.

Mobile Intervention Team (MIT)

Overview

Due to staffing shortages and a number of recent promotions, the Mobile Intervention Team (MIT) was experiencing a period of transition during the CERTUS site visit(s). The team was initially created in 2021 and is designed under a co-response model for addressing mental health calls for service. Police officers are paired with mental health professionals to address mental health calls for service. The team is currently staffed by five (5) sworn officers. One member of this unit was profiled in a recent APD recruitment video. <https://www.youtube.com/watch?v=wTJ384rq8aE>

CERTUS strongly endorses the use of such profiles to enhance the APD's recruitment efforts.

CERTUS met with and interviewed the officer profiled in this video (who is trained in Crisis Intervention Training (CIT) and is a hostage negotiator for the department). This officer and one (1) clinician have since been reassigned to the new HOPE program, which focuses on the needs of the homeless population and will provide intervention, services, and resources for the homeless community. See generally, <https://www.ktoo.org/2024/09/19/anchorage-partners-police-officers-with-social-workers-to-assist-citys-homeless/>

Currently, the department is in the process of hiring more clinicians. The vision is to have five (5) teams, with each team consisting of one (1) officer and one (1) clinician to provide mental health resources, services, and follow-up with the community. At the time of the consultants' site visit, there was no policy for the Mobile Intervention Team. CERTUS was advised that one was being developed and that a detailed policy would be developed within ninety (90) days. Similarly, while data is available regarding the number, time and location of calls handled by the Unit, there is no performance management framework/system with specific metrics to evaluate the quantity and quality of work being performed by Unit members. We were advised that such a data system would be developed within the next eight (8) to nine (9) months.

In summary, due to the APD's current staffing challenges, the MIT Unit was undergoing a period of transition at the time of the CERTUS site visit. This is an important Unit that must be properly staffed, trained and equipped to address the myriad challenges associated with mental health calls for service.

Functional Area: Criminal Investigations

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Operational Guidance	<ul style="list-style-type: none"> Investigations are conducted and supervised in accordance with best practices. 	<ul style="list-style-type: none"> No recommendation(s).
Staffing	<ul style="list-style-type: none"> Uniformed staffing levels in the Detective Division are appropriate. 	<ul style="list-style-type: none"> Add one (1) non-sworn clerk to the Burglary Unit. Shifts should be adjusted to align with times when the bulk of serious and violent crimes occur.
Case Management	<ul style="list-style-type: none"> While abundant data is regularly accessed and used by investigators, routine statistical reporting and review is limited. 	<ul style="list-style-type: none"> A division-wide performance assessment system (utilizing timely and accurate metrics) should be developed and implemented to measure and guide performance of all investigative units.
Caseload/ Performance Statistics	<ul style="list-style-type: none"> Performance milestones are lacking for certain investigations. 	<ul style="list-style-type: none"> Unit level and division-level performance metrics should be developed and use to measure the quantity and quality of work being performed.
Training	<ul style="list-style-type: none"> APD relies upon on-the-job training for investigators; does not offer an entry-level, fundamental criminal investigation course. 	<ul style="list-style-type: none"> APD should develop and offer a basic criminal investigation course for all newly-promoted investigators.
Coordination with Regional Task Forces	<ul style="list-style-type: none"> APD is well-integrated with the operations of state, federal law enforcement agencies, and regional task forces. 	<ul style="list-style-type: none"> No recommendations.
Use of Criminal Intelligence	<ul style="list-style-type: none"> Investigators have access to necessary intelligence. Criminal intelligence is properly analyzed and effectively used. 	<ul style="list-style-type: none"> No recommendations.

Detective Division

The mission of the detective division, as stated in the 2024 Approved General Government Operating Budget, is “to follow up on felony crimes reported to or detected by the Anchorage Police Department and to provide specialized law enforcement to interdict selected crimes.” This division is commanded by a captain and is comprised of the following sections: Violent Crimes, Property Crime, Sex Crimes (which are subdivided into specialty units) and the Crime Laboratory.

The APD takes a specialist rather than a generalist approach to criminal investigations. Specialists often have advantages over generalists as it relates to investigations in their area of specialization. Consistent with the collective bargaining agreement (CBA) between the Anchorage Police Department Employees Association and the Municipality of Anchorage, members of the detective division work a day shift (10 hour per day, 4 days per week) with either Friday, Saturday Sunday or Saturday, Sunday, Monday as regular days off. If a detective division investigator is required after their shift has ended, they are subject to the “Call Out” provision of the CBA. Given Anchorage crime data, the APD should consider aligning the shift of their criminal investigators to mirror the times when the bulk of violent and other serious crimes occur. This would reduce the overall number of callouts and lessen the disruption to the personal time investigators spend away from work.

Division Staffing

At the time of the consultants’ site visit, the division was staffed as follows:

Rank	Actual	Authorized/Budgeted	Variance
Captain	1	1	0
Lieutenant	3	3	0
Sergeant	7	7	0
Detective	42	51	-9
Total Sworn	53	62	-9
Clerks	7	7	0

Determining appropriate staffing levels is not an exact science. There are no hard-and-fast rules for determining the appropriate caseload for police investigators. One murder investigation can consume the time of several detectives for months; yet one detective may handle scores of theft cases during the same period. There are several factors that impact investigator staffing. Police practitioners must consider the actual workload of investigators, the number of hours per shift the investigator can devote to conducting investigations, investigator’s experience and skillset, availability of and competence with technology and advanced investigative tools, department needs, community needs, and service level expectations of department stakeholders. That said, the International Association of Chiefs of Police (IACP) suggests a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable. However, the complexity of certain types of investigations and the seriousness of the offense may weight toward smaller investigative caseloads.

Some sources suggest that departments should staff one detective for every 300 UCR Part I Index Crimes recorded each year.

Year	# Part 1 Crimes	# Det. Recommended
2020	16,872	56.2 or 57
2021	14,904	49.6 or 50
2022	15,486	51.6 or 52
2023	Not Available	NA

Source: Alaska DPS Crime in Alaska 2020, 2021, 2022 – reported crime

Another staffing method was developed by William Prummel, the Sheriff of Charlotte County, Florida (the Prummel Model or Prummel Staffing Model). In 2014, the Florida Department of Law Enforcement published an article entitled “Allocation of Personnel: Investigations,” by William Prummel. The Prummel Staffing Model considers the average amount of time investigators spend investigating certain categories of offenses and their non-investigative activities (i.e., administrative duties, assignment to special teams, etc.) that impact their availability to engage in their investigative function. Moreover, the investigator’s work schedule, excusal time (vacation, sick, training, etc.) and other factors that further limit their availability to engage in their investigative function are considered. The data necessary to evaluate staffing via the Prummel Model was not provided.

In two of the three industry staffing models cited, the APD detective division is adequately staffed for its investigative workload.

Recommendation:

- **No change to the authorized staffing level for sworn members of the detective division is necessary at this time.**
- **The addition of one non-sworn clerk for the Burglary unit is recommended.** This will relieve administrative burden and improve efficiency.

Reported Crime

The following information was reported by the Alaska Department of Public Safety – Crime in Alaska for the years 2020-2022 for the municipality of Anchorage. At the time of this report, crime data for calendar year 2023 had not been published by the Alaska Department of Public Safety.

2020			
Part 1 Crime	Reported	Actual	% Cleared
Murder	22	18	83.3% (15)
Rape	559	558	8.2% (46)
Robbery	558	558	37% (207)
Aggravated Assault	5,777	5,777	58.9% (3,407)
Burglary	1,450	1,446	16.3% (237)
Larceny-Theft	7,320	7,277	11.8% (865)
Motor Vehicle -Theft	1,186	1,149	17.1% (197)
Totals	16,872	16,783	29.63% (4,974)

2021

Part 1 Crime	Reported	Actual	% Cleared
Murder	21	20	75% (15)
Rape	502	500	16.2% (81)
Robbery	433	433	39.7% (172)
Aggravated Assault	5,765	5,763	62.5% (3,605)
Burglary	1,397	1,395	21.4% (299)
Larceny-Theft	5,715	5,664	13% (740)
Motor Vehicle -Theft	1,071	1,039	18.1% (189)
Totals	14,904	14,814	34.4% (5,101)

2022

Part 1 Crime	Reported	Actual	% Cleared
Murder	30	29	93.1% (27)
Rape	497	492	12.3% (61)
Robbery	440	436	37.6% (164)
Aggravated Assault	6,532	6,530	59.8% (3,908)
Burglary	1,179	1,179	22.3% (263)
Larceny-Theft	5,640	5,605	13.1% (737)
Motor Vehicle -Theft	1,168	1,116	19.4% (217)
Totals	15,486	15,387	34.9% (5,377)

General Observations

Several observations were noted that were consistent across all units within the detective division and they apply to a greater or lesser degree to each unit within the division. To avoid repetition under each assessed unit, these observations are listed at the division level.

Performance-based management. Statistical reports concerning unit workload and personnel performance are not routinely prepared (i.e., monthly, quarterly, etc.) or distributed through the chain of command. The lack of routine statistical reporting through the chain of command may be attributed in part to frustration with the capabilities of and the complexity of navigating the current ARS software to make simple statistical inquiries or produce reports. CERTUS was informed that soon the APD will transition to the Hexagon records management system which is reported to be more user-friendly and intuitive than the current ARS. As such, the system will be easier to navigate to produce regular (i.e., monthly, quarterly, etc.) reports.

Presently, statistical reports are produced by the unit supervisor when needed. Neither the department nor the detective division has established a performance-based management framework to measure the efficiency and effectiveness of the department/division or its members. A generally accepted management principle states you cannot manage that which you do not measure. In law enforcement agencies, a core measure of organizational effectiveness is reported crime, specifically Part 1 Uniform Crime Reporting offenses (i.e., criminal homicide, rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft and arson). Law enforcement agencies use reported crime, case clearance rates, etc., to measure their performance internally year over year and to compare itself with similarly situated law enforcement organizations.

For criminal investigators, there are several data points and performance measures that an agency should consider when seeking to evaluate the efficiency and effectiveness of its criminal investigations' apparatus. Many departments establish milestones in which to assess performance. For instance, milestones can be established to assess: 1) the amount of time it takes for an incident report to be reviewed, triaged and assigned by a supervisor to a detective for investigation; 2) the amount of time it takes for the assigned investigator to contact the complainant after assignment of the case; 3) the amount of time it takes for the investigator to file the first update in the case; 4) the frequency in which updates are filed during the course of the investigation; 5) the amount of time it takes to conclude an investigation; and 6) the case disposition (how the case was closed).

Department investigators and investigative supervisors are best positioned to recommend performance milestones for APD criminal investigators to benchmark division/investigator efficiency and effectiveness. The command staff can thereafter adopt recommendations that make the most sense and include several of their own. Internal measures, while helpful for measuring individual and division level performance, are also useful in assessing overall agency performance. If a performance-based management system is adopted, some of the benchmarks established for APD divisions and how well those divisions met or exceeded those benchmarks should be discussed at the department forum held to discuss agency performance

Recommendation:

- Implement a performance-based management system to review crime and other public safety data, discuss what the department is doing about crime, the perception of crime and disorder, citizen-satisfaction, whether the response is effective, and what can be done differently to drive crime down while enhancing the quality of life for those who live, work or recreate in Anchorage.

Training. The primary method to train newly assigned investigators to the detective division is on-the-job (OJT) training. Newly assigned investigators are paired with one or more veteran detectives to learn the unit's operations and the investigative methods used to conduct criminal investigations in that area of specialization. Currently, the APD does not offer an integrated entry-level fundamentals of criminal investigations course to new investigators. This type of instruction focuses on general investigative methods and examines the appropriate use of technology, databases (internal and external), datamining social media/open-source platforms/datasets, surveillance methods, etc. regardless of the crime being investigated.

This course should leverage scenario-based instruction, employ practicums to demonstrate skills learned (i.e., interview/interrogation, etc.) and contain lectures provided by subject matter experts (internal and external) on technology and investigating a broad range of criminal offenses. This instruction, when paired with OTJ training specific to the specialized unit to which the investigator is assigned, provides newly assigned investigators with a basic knowledge and tools necessary to conduct criminal investigations.

The course can range from 40 to 120 hours of instruction depending on the course content deemed most appropriate to the APD and participating agencies. Often, departments send new investigators to a law enforcement agency in a surrounding jurisdiction or another state to attend that agency's criminal investigations course. However, given the size, personnel capabilities and instructional facilities available at the APD, this course can and should be developed in-house, in collaboration with a state or municipal law enforcement agency and/or college/university. Colleges and universities have researchers and subject matter experts across several academic disciplines

who would happily provide research, data, or instructors for this course. Several police academies use "Visiting Professors" who provide instruction to recruits and in-service personnel in areas where the department lacks specific expertise. The APD can offer this type of course to surrounding law enforcement agencies for a reasonable fee or in-kind service (i.e., provide an instructor to teach a block of instruction, equipment, etc.).

Currently, APD investigators attend a series of standalone training courses. This standalone approach misses the opportunity to leverage the intersectionality and interdisciplinary nature of criminal investigations. Persons who perpetrate one type of criminal offense may also commit additional offenses connected to the original crime. A criminal investigations course that takes a holistic approach to investigations will explore these links and develop strategies to address them.

Recommendation:

- Develop an in-house entry-level criminal investigations course, in collaboration with a state or municipal law enforcement agency and/or college/university. The duration of the course should be determined by the course content most appropriate for APD and participating agencies' investigators.

Triage of Incident Reports. The detective division does not utilize a formal set of solvability factors when evaluating incident reports during triage. Unit supervisor triages incident reports or other documents received to determine which incidents will be assigned to a detective for further investigation. When unit supervisors were asked what factors are considered in determining whether an incident will be assigned for further investigation, the factors noted always included some of the industry's 12 recognized solvability factors. However, the screening factors are not universal and vary from unit to unit.

Recommendation:

- The APD detective division should adopt a uniform set of solvability factors to guide unit supervisors' decision-making during triage to determine which incidents will be assigned for further investigation.

The industry's 12 recognized solvability factors are:

- Can a suspect be named?
- Could a suspect be identified by the victim/witness if seen again?
- Is the address of a suspect known?
- Is it known where a suspect may usually be found?
- Was a vehicle license number obtained by the victim/witness?
- Can the vehicle be identified by the victim/witness if seen again?
- Was any traceable property taken?
- Is there any significant physical evidence available?
- Is there a significant "modus operandi" present?
- Was there an extremely limited opportunity for the suspect to have committed the crime?
- Is there reason to believe that the crime would arouse such interest that public assistance will lead to its solution?
- Is there reason to believe that further follow-up investigation will lead to the solution of the crime?

Shifts. Most detective division units work 10-hour shifts with nearly all being some form of a day shift with Friday, Saturday, Sunday or Saturday, Sunday, Monday as their days off. While major crimes are addressed via callouts, debriefing of arrestees and cases enhancements are rarely conducted by investigators after the completion of their shift.

Recommendation:

- The APD should make efforts to better align the shifts that detectives work with the times when most of the criminal offenses they investigate occur.

Violent Crimes

The Violent Crimes section is comprised of the following units: Homicide, and Robbery/Assault. This section is led by a lieutenant and as of July 10, 2024, the authorized/budgeted staffing level for Violent Crimes was: one lieutenant, two sergeants, fourteen detectives and two non-sworn clerks. Unit supervisors are not required to submit monthly or quarterly statistics detailing workload or performance data. Statistical reports are produced as needed.

Authorized Section Staffing Level

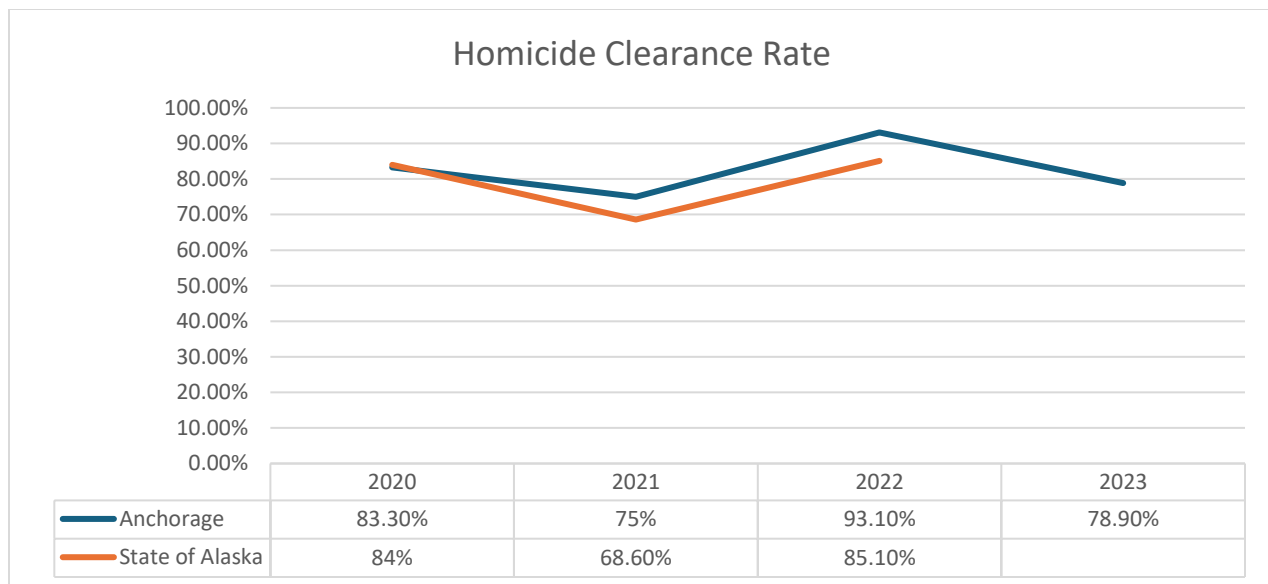
	Lt	Sgt	Detective	Non-Sworn
Violent Crimes	1			
Homicide		1	7 (-1)	1
Robbery/Assault		1	7 (-1)	1
Total	1	2	14 (-2)	2

() reflect the variance between authorized and actual staffing levels.

Homicide

One sergeant, six detectives, and one non-sworn clerk are assigned to the Homicide unit. This unit is one detective short of its authorized staffing level of 7 detectives. The Homicide unit investigates: "...homicides, missing person investigations, child/infant deaths, suspicious deaths, suspicious suicides, kidnappings, officer involved shootings, in custody deaths, and crimes that cause life-threatening injuries."

Anchorage's 2024 Approved General Government Operating Budget contains goals for municipal agencies. A goal for the APD detective division is to increase its clearance rate in homicide cases. The measurement for this goal is the increase in the clearance rate in homicide cases. This measure is not sufficiently detailed in that any increase in the homicide clearance rate, no matter how slight, will result in the accomplishment of this goal.



The APD *actual* homicides: 18 in 2020 with 83.3% cleared, 20 homicides in 2021 with 75% cleared, 29 in 2022 with 93.1% cleared and 21 homicides in 2023 with 78.9% cleared. The data for 2023 was provided by the APD.

The APD must explore the year over year inconsistency of homicides cleared and the reasons for the inconsistency in performance. What did the APD do or not do in terms of response and investigation of homicides in 2022 that is different from 2021 and 2023? For example, what changes were made in the Homicide unit in 2022 (i.e., personnel, policies, strategies, training, etc.) that contributed to the increase in the percentage of homicides cleared in 2021 and the decrease in the percentage of homicides cleared in 2023? Is 2022 performance an aberration or a true indicator of the level of performance of APD homicide investigators?

<i>Workload</i>	Year	Year	Year
	2021	2022	2023
Offense			
Homicide	20	30	23
Non-Homicide	14	5	7
OIS	1	3	3
Child Death	10	10	13
Kidnapping	2	6	2
Missing Person	12	12	15
Total	59	66	63

Data provided by APD

With 6 investigators, the average yearly caseload per investigator was 9.8 or 10, for 2021, 11 for 2022, and 11 for 2023. With respect to missing persons cases, many were closed to other agencies: 50% (6/12) in 2021, 83.3% (10/12) in 2022 and 53.3% (8/15) in 2023.

CERTUS finds that the authorized staffing level for the Homicide unit is sufficient to efficiently manage its workload.

Case assignment. Most cases investigated by this unit are received through “callouts”. Investigators, when off-duty, are called back to work by the unit supervisor. Four investigators are desired for the initial response to a homicide. If four investigators from the Homicide unit are not available, investigators are then assigned from the division wide callout list. Homicide investigators work as a team, so they also work on cases that are assigned to other investigators. This is especially true during the initial response/callout and preliminary investigation into the homicide.

Case management. There are no milestones for required activity in case folders. Given the unit’s workload, and the prominence and newsworthiness of the cases investigated, the unit supervisor has an intimate knowledge of the cases he assigns to his investigators. He informally engages his investigators on a near daily basis concerning the progress of their investigations. The unit supervisor holds a formal quarterly case review with each investigator. Each open case is reviewed, and the outcome of the quarterly review sessions are captured on a spreadsheet.

The APD should consider establishing milestones for investigative activity in the case folder (i.e., once every seven days, once every 14 days, etc.). Each case folder should be updated periodically either through documentation of investigative steps/actions taken or a submission detailing the status of the case (i.e., awaiting lab results, awaiting prosecutor conferral, etc.) Given the formal 90-day case review cycle, supervisors can ensure that cases are actively being investigated, that nothing is falling through the cracks and that progress is being made to close the investigation. It is not uncommon to see a flurry of activity in investigative files shortly before the case is subject to a formal review.

Recommendation:

- Consider instituting milestones at which entries must be made in the investigative folder. The frequency of the documented case activity/updates (determined by the APD) ensures that cases do not remain idle for extended periods of time. This recommendation is also applicable to all investigative units in the detective division.

Robbery/Assault

One sergeant, six detectives, and one non-sworn clerk are assigned to the Robbery/Assault unit. This unit investigates: robberies, assaults, and other related felony crimes. Currently, this unit is one detective short of its authorized staffing level of 7 detectives.

Workload

Year	Received by R/A	% Cleared by Patrol	Cases Triaged for Investigation	% Assigned for Investigation
2021	2,145	58.4% (1,253)	892	18.3% (164)
2022	2,291	53.9% (1,235)	1,056	15.4% (163)
2023	2,026	51.2% (1,039)	987	17.2% (170)

With six investigators, the average yearly caseload per investigator is 27.3 or 28 for 2021, 27.1 or 28 for 2022, and 28.3 or 29 cases for 2023. More than half of the incident reports for Robbery/Assault unit are cleared by a patrol arrest. As such, these cases are not assigned to a detective for investigation.

The authorized staffing level for the Robbery/Assault unit is sufficient to efficiently manage their workload.

Currently, there is no systematic process used to debrief patrol arrests. If a patrol officer arrests a person of interest to criminal investigators, that person will be debriefed. However, most persons arrested are not debriefed by a criminal investigator skilled in interviewing persons. Aside from possibly obtaining intelligence on criminal activity occurring in Anchorage, Robbery/Assault unit detectives can enhance patrol arrests to ensure the strongest case possible is presented to prosecutors. At a minimum, whenever, Robbery/Assault unit detectives are working, persons arrested for offenses under the purview of the Robbery/Assault unit should be debriefed by a detective. These debriefings may occur while concomitantly respecting the arrestee's constitutional rights.

Recommendation:

- The APD should consider having detectives debrief patrol arrests, whenever detectives are working, to attempt to obtain intelligence on criminality occurring within the municipality and to enhance the patrol arrest, where necessary.

Case assignment. If a criminal incident is serious, the Robbery/Assault unit will respond on a callout. Otherwise, the unit supervisor reviews incident reports in PacketWriter and triages the reports. During the triage process, the supervisor considers several of the industry's recognized solvability factors to determine the case priority designation: priority one, two or three. Triage places cases in priority order and the most serious cases (priority one) are assigned for investigation. Priority two cases are assigned after priority one cases and priority three cases are assigned after priority two cases or are placed in a queue until an investigator becomes available. On occasion, priority two cases may be placed in the queue.

Case management. There are no milestones for required activity in case folders. Like many of the units in the detective division, formal case reviews occur on a quarterly basis. The unit supervisor goes through each open case with the assigned detective, asks questions and provides directions to the investigator. Quarterly case reviews are documented in BlueTeam.

Recommendation:

- Consider instituting milestone at which entries must be made in the investigative folder. The frequency of the documented case activity/updates (determined by the APD) ensures that cases do not remain idle for extended periods of time.

Property Crimes

The Property Crimes section is comprised of the following units: Burglary, Eagle River, Pawn, Theft, and Fraud/Financial Crimes. This section is led by a lieutenant and as of July 10, 2024, the authorized/budgeted staffing level for Property Crimes was: one lieutenant, two sergeants, sixteen detectives and one non-sworn clerk. Unit supervisors are not required to submit monthly or quarterly statistics detailing workload data or performance data. Statistical reports are produced as needed.

	Authorized Staffing Level			
	Lt	Sgt	Detective	Non-Sworn
Property Crimes	1			
Theft/Fraud/Financial		1	8 (-3)	
*Burglary		1	8 (-1)	1
Total	1	2	16 (-4)	1

*Includes members assigned to Eagle River and Pawn

() reflects variance between authorized and actual staffing levels.

Theft and Fraud/Financial Crimes

One sergeant and five detectives are assigned to the Theft and Fraud/Financial Crimes units. Collectively, these units are three detectives short of their authorized staffing level of eight detectives. The sergeant does not maintain an investigative caseload.

Workload

2021

Theft	Total Cases	% Cases Assigned	% Cases Closed
Detectives (6)	578	48.4% (280)	40% (112)
Fraud/Financial			
Detectives (4)	325	58.4% (190)	47.8% (91)
Sergeant	0	NA	NA

2022

Theft	Total Cases	% Cases Assigned	% Cases Closed
Detectives (5)	530	75.4% (400)	57.2% (229)
*LDPO	26	100% (26)	11.5% (3)
Fraud/Financial			
Detectives (4)	339	42.4% (144)	55.5% (80)
Sergeant	65	0	NA

2023

Theft	Total Cases	% Cases Assigned	% Cases Closed
Detectives (4)	527	44.4% (234)	56.8% (133)
*LDPO	170	100% (170)	67.6% (115)
Fraud/Financial			
Detectives (4)	251	66.5% (167)	47.9% (80)
Sergeant	90	0	NA

Case assignment. Reports prepared by members of the patrol division in PacketWriter are routed to the detective division for evaluation and to determine if a further investigation is warranted. Reports may also come from the department's citizen on-line reporting tool (Coplogic) or from reports prepared, based on phone calls received from the Records Unit. The unit supervisor noted that he evaluates and triages between 200 and 250 reports per week to determine which incident reports will be assigned to a detective for investigation. The yearly caseload for Theft unit detectives was 46.6 or 47 for 2021, 71 for 2022 and 52 for 2023. For Fraud/Financial crimes unit detectives for the same period, it was 47.5 or 48 for 2021, 36 for 2022 and 33.4 or 34 for 2023.

The authorized staffing levels for the Theft unit and Fraud/Financial Crimes unit are sufficient to efficiently manage their workloads.

Consistent throughout the division, the Theft unit and Fraud/Financial Crimes unit supervisor triages cases to determine which cases will be assigned for investigation. Several of the triage factors used to prioritize cases are also solvability factors. Due to the weekly volume of incident reports reviewed, complainants are not routinely called to ascertain if they possess additional information regarding the complaint that was filed. As such, most triage decisions are based on the contents of the report prepared by the patrol division officer. This is a missed opportunity to potentially gather additional information to support decisions to either assign reports for further investigation (likely to be solved) or to close and not assign a case for investigation (unlikely to be

solved). Also, contacting the complainant in a timely manner to see if additional information exists, even if the case ultimately is not assigned for investigation, demonstrate the department's commitment to delivering superior public safety services and that the APD takes all complaints of criminality seriously.

A sworn officer (supervisor or detective) is not needed to contact victims to ascertain if there is additional information. A non-sworn member who is trained (provided with guidelines or a script) to ask general follow-up questions can perform this function. In addition to information gathering for case screening decision making, this non-sworn member can perform several time-consuming tasks such as database searches that are currently performed by investigators. This would enable investigators to use their time more productively. Lastly, this non-sworn member can perform administrative duties (i.e., preparation of statistical reports, etc.) currently performed by the sergeant to enable the sergeant to support their detective's investigative efforts and manage the unit's caseload.

Recommendation:

- The APD should consider hiring one non-sworn clerk to assist the Theft/Fraud/Financial Crimes units. This person should be used to contact victims to see if there is additional information related to the crime reported, respond to inquiries from victims concerning the status of their case and assume time-consuming administrative tasks within the unit that do not have to be performed by a sworn member.

Reports requiring further investigation on occasion remain in the queue for some time before they can be assigned for investigation. Queuing results primarily from the prioritization of cases. As cases are triaged and assigned a higher priority for investigation, those cases will be assigned ahead of lower priority cases in the queue. As a result, some victims are first contacted by an APD criminal investigator several weeks after the crime report was filed. These victims may feel that the APD cares little about their victimization. More important is that evidence may be lost, or witnesses become unavailable as time passes. For example, video (i.e., CCTV, doorbell cameras, etc.) is often written over in the DVR after a relatively short period (i.e., 30 days, etc.). If a video canvass is not conducted by the patrol division officer who took the initial report, or if a video canvass was conducted but the officer is unable to retrieve the video (owner of system is not present, etc.) that potentially probative evidence may be lost depending on when that case is assigned for investigation.

Case management. Cases are assigned by the sergeant to a detective via Tiburon/ARS. Although a complete digital case folder in the Tiburon/ARS is ultimately prepared, some detectives maintain a physical case folder or a digital folder on a desktop or on the Property Crimes section drive.

Detectives in the Theft/Fraud/Financial Crimes units have formal case reviews with the sergeant every 60-days. The unit sergeant prints out all open cases assigned to each investigator and reviews each case with the investigator to determine what items or additional steps are necessary to bring the investigation to a conclusion. After the case review is completed, the sergeant makes entries in BlueTeam, by investigator, in the supervisor SPLOG documenting the case review session and describing any direction provided to the investigator. Often, the sergeant will attach the case printout with handwritten notes detailing the direction or comments provided with respect to each case. This appears to be the preferred method among detective supervisors in the division to document case reviews. In between formal case reviews, the sergeant communicates with investigators about cases via email (documented) and/or by personal conversations (rarely documented). The sergeant does not document supervisory oversight (pose questions, offer suggestions, provide direction) in the digital case folder.

Recommendation:

- The APD should consider modifying its practices as it relates to formal and informal supervisory case management including comments/concerns/directions provided to investigators to require said reviews/directions be documented in one place. Documenting everything related to supervisory oversight of individual investigations in the digital case file seems like a logical place, but that decision is best left for the APD.

Burglary

One sergeant, seven detectives and one non-sworn clerk are assigned to the Burglary Unit (this includes the Eagle River Unit and Pawn Unit). In addition to burglaries, this unit investigates property damage-only arson fires. The Burglary unit is currently one detective short of its authorized staffing level of eight detectives. The sergeant also supervises the department's polygraph function.

Workload		2021	
Burglary	Total Cases Worked	% Cases Assigned	% Cases Closed
Detectives (5)	343	68.2% (234)	59.4% (139)
*LDPO	97	73.1% (71)	36.6% (26)
Sergeant	43	0	N/A
Eagle River			
Detectives (2)	51	39.2% (20)	35% (7)
Pawn			
Detective/Clerk	98	66.3% (65)	21.5% (14)

*LDPO: light-duty police officers

		2022	
Burglary	Total Cases Worked	% Cases Assigned	% Cases Closed
Detectives (5)	563	58.6% (330)	40% (132)
*LDPO	33	100% (33)	24.2% (8)
Sergeant	77	0	N/A
Eagle River			
Detectives (2)	86	55.8% (48)	35.4% (17)
Pawn			
Detective/Clerk	118	76.2% (90)	26.6% (24)

* LDPO: light duty police officers

		2023	
Burglary	Total Cases Worked	% Cases Assigned	% Cases Closed
Detectives (5)	541	38.6% (209)	40.6% (85)
*LDPO	0	0	N/A
Sergeant	76	0	N/A
Eagle River			
Detectives (2)	87	43.6% (38)	63.1 (24)
Pawn			
Detective/Clerk	144	60.4% (87)	21.8% (19)

*LDPO: light duty police officers

Case assignment. Incident reports prepared in PacketWriter by members of the patrol division are routed to the detective division for evaluation to determine if further investigation is warranted. The unit sergeant triages these incident reports and sorts them into priority levels one, two, or three. APD Regulations and Procedures Manual section 4.02 entitled Burglary and Arson (Property) Investigations provides some guidance on the triage process. Priority one investigations include cases "...where a suspect is in custody and additional investigative work needs to be completed...Cases where the suspect may be a danger to the community, involve a hate crime or a terrorist act..." will be assigned. Priority two investigations include cases "...where there is a high likelihood of identifying a suspect through forensic and video evidence, witness information or other leads..." will normally be assigned. Priority three investigations include cases "...where minimal forensic and video evidence, witness information, or other leads to pursue the identification of a suspect may be assigned as resources allow." The procedure also states the unit sergeant will screen cases based upon the screening criteria established for the unit but is silent on what that criteria includes. While priority one cases are assigned immediately, priority two and priority three cases may not be assigned immediately and may be placed in a queue until an investigator is available. The queuing concerns expressed above are applicable here as well.

The average yearly caseload for a Burglary detective in 2023 was 41.8 or 42 cases, for Eagle River detectives it was 19 and for the Pawn detective/clerk it was 43.5 or 44. Factors that account for the actual assignment of cases to individual investigators including the ability/capacity of an investigator, subsequent crimes related to an already assigned investigation and "low hanging fruit" cases that are straight forward and can be solved quickly.

While the overall structure of the detective division is specialist oriented, the two investigators assigned to Eagle River function as generalists. Eagle River detectives investigate property crimes, robberies, assaults, and other criminal offenses that occur in the Eagle River area. They also assist detectives with homicide, sexual assault, crimes against children and domestic violence cases that occur in the Eagle River area.

The Pawn unit is comprised of one detective and one non-sworn pawn clerk. The Burglary sergeant assigns cases to the Pawn unit that involve criminal activities related to stolen articles that are pawned, or stolen scrap/precious metals sold for recycling. The Pawn unit's workload also includes the self-initiated assignment of theft cases that are unassigned in which stolen property is located at a pawn or scrap/precious metal business. The Pawn unit, through business inspections, ensures pawn, scrap metal and precious metal recycling businesses operating within the Municipality of Anchorage comply with state and municipal statutes and ordinances.

Case management. Detectives in the Burglary unit have formal case reviews with the sergeant every 60 days. However, there are no established milestones in which to compare the performance of the unit and its investigators.

Recommendation:

- The APD should consider instituting milestones at which entries must be made in the investigative folder. The frequency of the documented case activity/updates (determined by the APD) ensures that cases do not remain idle for extended periods of time.

Sex Crimes

The Sex Crimes section is comprised of the following units: Special Victims, Cyber Crimes and Crimes Against Children. This section is led by a lieutenant and as of July 10, 2024, the authorized/budgeted staffing level for Sex Crimes was: one lieutenant, three sergeants, twenty detectives and two non-sworn clerks. Unit supervisors are not required to submit monthly or quarterly statistics detailing workload data or performance data. Statistical reports are produced as needed.

Authorized Staffing Level

	Lt	Sgt	Detective	Non-Sworn
Sex Crimes	1			
Special Victims		1	7 (-1)	1
Cyber Crime		1	3 (-1)	2
Crimes Against Children		1	7 (-1)	1
Total	1	3	17 (-3)	4

() reflects variance between authorized and actual staffing levels.

Special Victims

The Special Victims unit (SVU) is comprised of one sergeant, seven detectives and one non-sworn clerk. The SVU investigate cases involving sexual assault, kidnapping, assault, and stalking. The Special Victims Unit is one detective short of its authorized staffing level of seven detectives.

Workload

Year	# Detectives	# Cases Assigned	% Closed	% Closed by Suspension	% Closed by AA/EC
2021	18	468	92% (431)	74.2% (320)	15.1% (71)
2022	10	423	87.7% (371)	83% (308)	8.2% (35)
2023	10	462	80.3% (371)	85.4% (317)	7.3% (34)

Source: APD Staffing Study Special Victims Unit

A review of the last three full years of workload data was conducted. It should be noted that a small number of cases represented above are cases that investigators who transferred into SVU brought with them from their former investigative assignment. The data shows the average yearly caseload for detectives was 26 cases in 2021, 42.3 or 43 cases in 2022 and 46.2 or 47 cases in 2023.

The authorized staffing level for the Special Victims unit is sufficient to efficiently manage its current workload.

Case assignment. Most SVU cases result from patrol division calls for service. The case is received through a callout or from an incident report prepared by a patrol division officer. Some cases are received from the Office of Children's Services (OCS). The sergeant triages incident reports and OCS reports into priority levels one, two and three. Callouts and priority level one cases are assigned immediately, followed by priority two and three cases. When cases are unable to be assigned due to staffing, they are placed in a queue by priority level until they can be assigned. On the date of the site visit, 34 cases were unassigned in the queue with the oldest waiting three months. With respect to cases in the queue, the longest awaiting assignment tend to be reports from mandatory reports of adults who reported historical abuse as a child.

Case management. To encourage collaboration and information sharing, the Special Victims Unit implemented Family Breakfast and Family Lunch practices during which investigators eat meals together and share issues, concerns, challenges related to on-going investigations. This deliberate yet informal approach to peer-to-peer knowledge sharing should be applauded. Sex crime investigations come with a set of challenges for the investigator that are rarely encountered in other types of criminal investigations.

Detectives in the Special Victims Unit have formal case reviews with the sergeant every 30-45 days. However, consistent with units across this division, there are no established milestones in which to compare the performance of the unit or its investigators.

Recommendation:

- The APD should consider instituting milestones at which entries must be made in the investigative folder. The frequency of the documented case activity/updates (determined by the APD) ensures that cases do not remain idle for extended periods of time.

For many reasons, sex crime cases are difficult to close by arrest or exceptional clearance. The Pew Research Center reports a steady national decline in clearance rates for violent crimes overall. Nationally, rape cases closed by arrest or exceptional clearance declined from 40.6% in 2013 to 26.1% in 2022. Data from the Alaska department of Public Safety for the state of Alaska show 23.2% of rapes and attempts were cleared by arrest or exceptional clearance in 2020, 22% for 2021 and 24.7% for 2022. State data for 2023 is not available at the writing of this report. APD clearance for rape and attempts by arrest or exceptional clearance was 11.1% in 2020, 15.1% in 2021, 8.2% in 2022 and 7.3% in 2023. APD's clearance by arrest and exceptional clearance are below the national and state averages.

APD data disclosed that most cases were closed by suspension (SU). The APD describes suspended cases as cases that are closed because they do not meet SVU screening criteria. It must be noted that the APD does not suspend sex crimes cases during initial screening. The APD must be recognized for this policy. Instead, all cases are assigned to an investigator and based on a preliminary investigation; the investigator will determine whether the case meets SVU criteria to warrant a full investigation. The decision to close the case due to suspension is reviewed and approved by the unit sergeant. However, the ultimate determination of whether or not to close a case due to suspension is a function of Alaska state law. All cases are reviewed with the prosecutor's office. In the event that a prosecutor determines that a case does not meet the threshold for prosecution, the case will be suspended.

The APD must be mindful that suspending/closing most of its sex crime cases without a full investigation may raise concerns that complaints from victims of sex crimes are not taken seriously.

Recommendation:

- The APD should examine cases closed by suspension and determine what factors were present or absent that weigh in favor of suspension of the investigations and closure of these cases. Such information can be instructive for future investigations.

While all complaints will not require a full investigation, all complaints require a robust preliminary investigation.

A robust preliminary investigation should determine whether a full investigation is more likely than not to identify the person or persons responsible and whether probable cause can be established to effect an arrest or an exceptional clearance. The efforts required to conduct a robust preliminary investigation may result in more investigative hours expended per case and possibly result in the need for additional investigators. Finally, the APD has a case disposition of AA – Patrol arrest on a case not needing any SVU follow-up.

Recommendation:

- Even in patrol arrest cases, it is recommended that the APD consider assigning a SVU investigator to assist patrol officers with their sex crimes arrests (i.e., interviews, canvass, interpretation of evidence, evaluate need for additional evidence, etc.) to enhance the arrest case and ensure the strongest possible arrest case is present to the prosecutor's office.

Again, these efforts demonstrate a commitment to addressing sex crimes committed in Anchorage.

Cyber Crime

The Cyber Crime unit is comprised of one sergeant, three detectives and two non-sworn forensic laboratory technicians. The sergeant is responsible for the supervision of the three Cyber Crime unit detectives. All three are assigned to grant funded task forces, two to the Internet Crimes Against Children (ICAC) task force and one to the FBI Human Trafficking task force. The APD is the lead agency for the Alaska ICAC task force and the two detectives assigned to the ICAC are supervised by the Cyber Crimes sergeant. Most of ICAC cases come from tips received by the National Center for Missing and Exploited Children (NCMEC). In addition to investigating NCMEC tips, ICAC detectives serve as a community resource (i.e., internet safety presentations, etc.) and department resource (i.e., respond to technical questions with respect to evidence collection from electronic devices and social media platforms, etc.).

Workload

2021

	Invest Assigned	Suspended Invest*	Arrests*
Sgt	0	0	0
D1	231 (83.3%)	0	0
D2	0	79	0
D3	46 (16.6%)	56	1
Totals	277	135	1

*The data above reflects cases assigned in the reporting year. Suspension of investigations and arrests may not correspond to the cases received in the reporting year.

Category	Forensic Tech 1	Forensic Tech 2
Hard Drive	37	16
Cellphone	42	10
CD/DVD	0	0
Other	4	12
Total GB Examined	51,222	18,612
Training Attended	1	4

2022

	Invest Assigned	Suspended Invest*	Arrests*
Sgt	162 (36.6%)	0	0
D1	75 (16.9%)	56	10
D2	92 (20.8%)	56	2
D3	113 (25.5%)	0	0
Totals	442	112	12

*The data above reflects cases assigned in the reporting year. Suspension of investigations and arrests may not correspond to the cases received in the reporting year.

Category	Forensic Tech 1	Forensic Tech 2
Hard Drive	26	21
Cellphone	39	23
CD/DVD	0	0
Other	31	6
Total GB Examined	21,187	18,752
Training Attended	1	1

2023

	Invest Assigned	Suspended Invest*	Arrests*
Sgt	67 (32.6%)	0	1
D1	0	0	8
D2	89 (43.4%)	38	0
D3	49 (23.9%)	0	1
Totals	205	38	10

*The data above reflects cases assigned in the reporting year. Suspension of investigations and arrests may not correspond to the cases received in the reporting year.

Category	Forensic Tech 1	Forensic Tech 2
Hard Drive	0	23
Cellphone	37	29
CD/DVD	0	3
Other	27	31
Total GB Examined	8,995	26,410
Training Attended	1	1
New Forensic Req Received*	0	23

The workload data presented below does not include the workload of the detective assigned to the FBI Human Trafficking Task Force on cases outside of Anchorage. The lack of inclusion of this workload accounts for some of the imbalance in the distribution of cases for investigation. Suspended investigations did not account for most case closings. Suspended cases in the Cyber Crimes unit accounted for 48.7% of case closures in 2021, 25.3% in 2022 and 18.5% in 2023. While suspension of investigations trended downward during this three-year period, individual investigators had case suspension percentages as high as 74.6% in 2022 and 42.6% in 2023. The same concerns raised in the other units regarding suspension of investigations and closure of the case applies equally here.

Case assignment. The unit supervisor reviews and triages incident reports prepared by patrol officers and tips received from NCMEC. The sergeant maintains an excel spreadsheet of the cyber tips received, the detective to which a case is assigned for investigation, or the reason it was not assigned. Due to the number of NCMEC tips received, the sergeant noted that he must be very selective with the tips he assigns to the two ICAC detectives for investigation. It is not uncommon for ICAC detectives to invest a lot of investigative time and effort (i.e., secure and execute search warrants on platforms/emails/devices) only to find that the activity occurred outside of their jurisdiction and the case is referred to another agency. Moreover, with the task force model, detectives work cases outside of their jurisdiction with other task force members (i.e., state police, etc.) and when the case is closed by arrest or otherwise, the case closing credit is given to that agency because the criminal offense did not occur within the APD's jurisdiction. The day-to-day supervision and caseload of the detective assigned to the FBI Human Trafficking task force is performed by task force supervisors. This detective is assigned cases (both in and outside of Anchorage) by task force supervisors. However, on occasion, the Human Trafficking task force detective is assigned ICAC cases for investigation. Due to the operational structure of this task force unit, the Cyber Crimes unit supervisor plays a minimum role in the caseload and day-to-day supervision of this investigator.

Case management. The unit supervisor has quarterly case reviews with his detectives and discusses all open cases. The two grants have reporting requirements. The ICAC grant has a monthly reporting requirement, and both have quarterly and yearly reporting requirements. ICAC detectives enter their cases in the department's ARS system. The sergeant regularly tracks the status of cases in the ARS system and meets with ICAC detectives to go over their cases (crystal reports) entered in the ARS system. A common practice in this detective division is that supervisors do not maintain an investigative caseload. This practice makes sense as it would impact their supervisory and administrative responsibilities with respect to the unit. In those instances where supervisors assign themselves a case for investigation, they are usually low-hanging fruit investigations that can be closed rather quickly. Culling these routine investigations from detectives allows detectives to concentrate on their longer term more complex investigations. There seems to be a substantial imbalance in the assignment of cases in 2022 and 2023 in which the unit supervisor assigned himself more cases than any investigator in 2022 and more cases than one investigator in 2023. It is unlikely that so many cases fit into the short-term, easy to close category. The workload for the two forensic technicians is driven by requests from APD members. The forensic technicians process all devices that are collected as evidence by members of the department.

Training. Both grants come with funding for annual ICAC and other relevant cyber training. At a minimum, each member receives at least one but often more grant-funded training opportunity.

Training Courses	Year	Sgt	D1	D2	D3
ICAC T&T	2021	1	1	1	1
Other Cyber		0	0	0	1
ICAC T&T	2022	1	2	0	0
Other Cyber		1	3	1	2
ICAC T&T	2023	20	2	4	3
Other Cyber		1	0	0	0

Crimes Against Children

The Crimes Against Children unit (CACU) is comprised of one sergeant and six detectives. The unit is tasked with investigating felony sexual assaults of children under 16 years of age, felony sexual abuse of minors, felony physical child abuse, missing and runaway children, and felony custodial interference. The Crimes Against Children unit is one detective short of its authorized staffing level of seven detectives.

Workload

Year	# Cases Assigned to Dets	% Closed
2021	1,211	100%
2022	1,241	100%
2023	1,400	99.6%

Source: APD CACU data submitted

The above case closure rate is nearly 100% over the three-year period. Based upon data supplied by APD, cases closed by arrest by CACU investigators were: 63 in 2021, 22 in 2022 and 1 in 2023. The two leading closure codes for this period were SU (suspended) and CO (closed - to other agency). The volume of suspended cases in the CACU raises similar concerns expressed about the Sex Crimes unit. Public trust and confidence in their police will be impacted if it is perceived that the APD is not vigorously investigating crimes perpetrated against children. However, as stated above, the ultimate decision of whether or not to proceed with a prosecution rests with the prosecutor's office. If a case does not meet their threshold, APD investigators have no alternative but to suspend the case.

Again, not all complaints will require a full investigation, but all complaints require a robust preliminary investigation.

Recommendation:

- The APD should examine these cases and determine what factors are present or absent that drive the suspension of these investigations and the closure of these cases.

Lastly, during the same period, patrol division officers effected 78 arrests in 2021, 98 arrests in 2022 and 16 arrests in 2023. These cases were not investigated by CACU personnel.

Recommendation:

- The APD should consider assigning a CACU investigator to assist the patrol officer with the arrest (i.e., interview of complainant, witnesses, canvass, determine if additional evidence is needed, etc.) to enhance the arrest to ensure the strongest possible case is present to the prosecuting attorney's office.

Again, this demonstrates the APD's strong commitment to addressing crimes perpetrated against children in Anchorage.

Case assignment. The unit supervisor reviews incident reports prepared by members of the patrol division in Packetwriter that are routed to the Crimes Against Children unit for evaluation and to determine if a further investigation is warranted. Most cases CACU receives come from the patrol division, Alaska Department of Family and Community Services – Office of Children's Services (OCS) and other mandatory reporters. The unit supervisor uses the following factors to determine which incident reports will be assigned for investigation:

- A child (15 years and under) discloses a sexual abuse or assault.
- A minor child has injuries resulting from a felony assault/abuse.
- A child is missing or a runaway and is under 13 years old or is at risk, (see P.I. for examples).
- Felony custodial interference is reported.

These cases are triaged into priority levels one, two and three. Priority level one cases are assigned to the next detective on the P1 list. Priority level two cases are assigned after priority level one cases and priority level three cases are queued and assigned based on staffing, current investigator workload and availability of resources.

Case management. The unit sergeant holds formal case reviews every 30 – 60 days at which he meets with each investigator to discuss open cases. The results of these case reviews are documented in BlueTeam. There are no established milestones in which to compare the performance of the unit and its investigators.

Recommendation:

- The APD should consider instituting milestones at which entries must be made in the investigative folder. The frequency of the documented case activity/updates (determined by the APD) ensures that cases do not remain idle for extended periods of time.

Special Investigations Unit

The Special Investigations Unit of the Crime Suppression Division is where most APD members assigned to federal task force units are assigned. The APD has made a substantial investment of department resources in partnering with federal agencies to ensure the safety and security of the people who live, work or recreate in the municipality of Anchorage. The APD has officers assigned to task forces managed by the FBI, DEA, ATF, and the USMS. The APD also has members assigned to HIDTA which is federally funded but at the local level is "...directed and guided by Executive Boards composed of an equal number of regional Federal and non-Federal (state, local, and tribal) law enforcement leaders."

Staffing

The Special Investigations Unit's authorized staffing level, as of July 10, 2024 was:

	Lt	Sgt	Det/PO
Federal	1	1	7 (1)
State		1	6 (1)
Total	1	2	13 (2)

Since that date, one sergeant and three (3) detective/police officer positions have been added. As of the date of this report therefore, the SID is down only one position.

All task force positions are on a five-year rotation. Members cannot stay in these positions for more than five years. This is a good management practice to provide career development opportunities to other members of the APD, leverage the skills and knowledge these members acquire in this task force assignment to the new position upon rotation, ensure investigators with new perspectives and different thinking are rotated through these task forces to enrich the community of knowledge. These members, however, can reapply for a task force position after they are rotated out of that assignment.

The current staffing of these task force units is sufficient to address its current workload.

Recommendation:

- APD should consider creating a unit within the Special Investigations Unit or, less preferably, in the Patrol Division to address community complaints or respond to intelligence gathered during long-term investigations about low level drug activity in communities and neighborhoods.

Case assignment. The federal task force operates under a traditional model in which the day-to-day supervision, case assignment, workload, etc. is determined by a task force supervisor. The APD supervisor assigned to one of the federal task forces is responsible for all the administrative functions (i.e., schedule mandatory APD training, process out of jurisdiction travel requests, process time-off requests, etc.). Therefore, workload data for task force units and members will not be reported. It should be noted that while supervisors from the Special Investigations Division do not directly manage the APD task force officers, the APD supervisors meet regularly with these officers and are aware of their activities in the federal task forces to which they are assigned. These supervisors are well positioned to determine periodically whether the APD continued participation in the task force meets the overall needs of the department.

While the HIDTA task force operates with federal grant funding, the grant is administered at the local level by the state. The supervisor assigned to the HIDTA task force directly supervises the detectives assigned to this task force and assigns cases to its officers for investigation. Generally, task force cases involve long-term investigations so the case load for these detectives is purposefully low. Drug investigations are personnel intensive. They tend to be complex, time-consuming and sensitive. It is not conducive to the successful completion of these types of cases for investigators to have large caseloads. Moreover, investigators react to developments in their cases whether they are on duty or not and thus assigning large caseloads to investigators is avoided. Given the types of investigations conducted by HIDTA, this is a logical and appropriate approach.

CERTUS was informed that on average, each investigator is assigned 25 cases per year. Some investigator's caseloads are higher but the skillsets, experience, type of investigation, connections to other on-going investigations, etc. are factors the sergeant considers in assigning cases to investigators. The goal is to limit investigator caseload to no more than three concurrent investigations.

HIDTA Seizures

*Drugs	2021	2022	2023
Marijuana/hash	.42	27.2	6.5
Cocaine/crack	.5	23.2	29
Methamphetamine	3.4	38.8	72
Heroin	4.75	12.4	12
Fentanyl	.002	5.4	260
Guns	16	53	65

*Quantities of drugs are expressed in pounds

While an increase in seizures does not necessarily imply increased use. It could be explained by the focus of the law enforcement agency or its use of more effective techniques. Nonetheless, the increase in seizures of methamphetamine and fentanyl over the three-year period suggests the APD (HIDTA) should take a closer look at the use/sale of those substances in Anchorage. Any strategy developed to address the use/sale of these drugs should also include input from medical/treatment providers to ensure a wholistic approach to this issue is developed.

Summer Heat

Once a year Anchorage HIDTA conducts a multi-day crime suppression sweep called "Summer Heat", in which federal, state and local agencies partners for 3 days to engage in proactive enforcement activities against drug offenders, violent offenders and retail theft. The operation, started in 2022, now includes more than 110 participants. The enforcement activity from Summer Heat is not included in the seizures noted above.

Category	2022	2023	2024
Arrest	66	95	90
Guns seized	4	14	13
Stolen Vehicles	1	3	0
*Heroin seized	3.0	0	0
**Fentanyl seized	1,720	15,000	17,600
***Cocaine seized	15	15	21
*Mushrooms seized	5.25	0	1.9
*Marijuana seized	22	0	1.9
*Methamphetamine	0	15	3.5

*Pounds, **pills, ***grams

It should be noted that fentanyl seizures year over year from Summer Heat enforcement activity, is consistent with the trend of enforcement results from HIDTA activity from 2022 and 2023.

Case management. Case management responsibilities for APD officers assigned to federal task forces are performed by a task force supervisor. As such, that process will not be detailed in this report. The HIDTA supervisors meet informally with detectives to discuss one or more aspects of their cases on a near daily basis. However, these discussions are not memorialized in their electronic case folders. Supervisors meet formally with detectives to discuss their cases every six months. However, only the year's end meeting is documented. The supervisor documents any concerns or issues with the cases, and the direction provided to the detective in BlueTeam. This is a common practice in the APD for investigative supervisors.

Recommendation:

- Supervisory conferral with investigators and directs provided to them be documented in the case folder.

The HIDTA task force manages a budget provided under the grant. This grant is used for several operational activities including flash/buy money, to further their criminal investigations, pay confidential informants, etc. As such, this account is audited once every six months by the Finance Department. This is a good practice to ensure the timely review of expenses to ensure funding is used in accordance with grant provisions.

While the Special Investigations Unit is well positioned to conduct long-term investigations, it currently does not conduct short-term investigations (i.e., street level narcotics dealing, complaints of dealing narcotics for a residence or other structure. The Special Investigations Unit would not realize a return on its investment of resources and personnel in conducting short-term investigations. However, it is this type of activity that generated public complaints and impacts the quality of life in these neighborhoods and communities.

Recommendation:

- If the APD decides to fully staff these task force units, it is recommended that it **consider reallocating these positions from the task forces and form a team with a mission to conduct short-term narcotics investigations and address street level narcotics sales.**

The street level sale of fentanyl should be considered as one of the team's initial enforcement activities. Street level narcotics activity diminishes the quality of life in communities and neighborhoods in which it takes place and can lead to greater public safety or health emergencies. Over time, residents of these communities and neighborhoods become frustrated that reported or obvious narcotics activity is not addressed or ineffectively addressed by the APD.

If this team is located in the Patrol Division, it should be free from responding to calls for service unless they are connected to their mission.

Functional Area: Crime Scene Unit

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Staffing/Workload	<ul style="list-style-type: none"> There is insufficient performance data available to determine whether open positions in the Crime Scene Unit need to be filled. 	<ul style="list-style-type: none"> No change to current staffing level is recommended at present.
Directives	<ul style="list-style-type: none"> The APD does not have a policy specific to the Crime Scene Technician function. 	<ul style="list-style-type: none"> A specific policy for Crime Scene Technicians should be developed and implemented.
Training	<ul style="list-style-type: none"> APD crime lab technicians assigned to the Alaska Scientific Crime Detection Laboratory receive substantial specialized training. APD Crime Scene Technicians receive ten (10) hours of monthly training relative to the crime scene investigative function. 	<ul style="list-style-type: none"> Additional training should be provided to Crime Scene Techs regarding courtroom testimony.
Equipment	<ul style="list-style-type: none"> The equipment provided and made available to APD Crime Scene Techs is adequate. 	<ul style="list-style-type: none"> No recommendations.

Crime Scene

The APD does not have a fulltime Crime Scene Unit. Instead, this function is performed by specially trained police officers and detectives assigned to various divisions across the APD. Forensic investigation of crime scenes is a highly specialized duty. Physical evidence is crucial in all cases, particularly those without witnesses. Successful identification, collection, and preservation of evidence, especially trace and biological evidence, is paramount in solving crimes and prosecuting offenders.

Staffing and Workload

The crime scene technicians' team currently comprises ten (10) patrol officers and five (5) detectives. The department's budget authorizes eighteen (18) crime scene technicians, however, only fifteen (15) positions were filled as of the day of the (May 2024) site visit. Patrol officers and the detectives, who are crime scene technicians, are responsible for fulfilling their primary patrol and detective units' responsibilities while serving as crime scene technicians. The fifteen (15) positions are distributed among three (3) teams for callouts. CERTUS was provided with estimates as to the amount of crime scene technicians' callouts. The following table lists the number of call-outs for the crime scene technicians from 2019-2023.

Table 21: Number of Callouts, Crime Scene Technicians, 2019-2023

YEAR	NUMBER OF CALL-OUTS.
2019	50
2020	37
2021	38
2022	54
2023	53
Total 2019-2023	232

The above numbers represent the number of callouts, not the items collected. CERTUS recommends that the supervisor capture more details/data for callouts. The supervisor should capture the number of callouts, the number of crime scene technicians responding to process the incident, the number of items collected by the scene technician, and the amount of time spent on each callout. This would enable the supervisor to determine staffing levels more accurately. Crime scene technicians essentially work two jobs: their primary (patrol or detectives) and crime scene. It is essential to monitor the stress levels of crime scene technicians since they are working primary and secondary assignments. It is necessary to determine if the vacant crime scene technician positions are needed to maintain operational capacity. More data is required to make that determination. The crime scene technicians receive overtime and an additional 5.5% for callouts after duty hours.

Policies

CERTUS reviewed the APD's policy manual and could not locate a policy for the crime scene technicians.

Training

APD Crime Scene Technicians receive training from the National Forensic Academy, lab training, and ten (10) hours of monthly training, which includes photography, blood stain, trajectory, diagramming, chemical, vehicle processing, footwear, and fingerprinting. The Team recognized they needed more training in crime scene testimony for court. The department should address this training.

APD crime lab technicians assigned to the Alaska Scientific Crime Detection Laboratory receive substantial training. Crime lab technicians provide quarterly training to the Crime Scene Technicians Team. The courses have included low-light photography, chemical processing, footwear impression collection techniques, and comprehensive vehicle processing. The crime lab forensic supervisor advised that preparing the material and practical applications for the training session takes significant time. All courses that are presented are APSC certified.

APD should be proud of the dedication of staff assigned to the Crime Scene Technician Team. The recommendations below are presented to enhance current operations but with the understanding that crime scene technicians have primary job responsibilities that must be fulfilled.

Recommendations:

- The supervisor should capture more details for callouts. The supervisor should capture the number of callouts, the number of crime scene technicians responding to process the incident, the number of items collected by the scene technician, and the amount of time spent on each call-out. This would enable the supervisor to determine staffing levels better.

- The department should create detailed crime scene policies that address the procedures for the crime scene technician team.
- The crime scene technician team should receive additional training in crime scene testimony for court. The department should address this training need.

Crime Laboratory

The APD Crime Laboratory (Crime Lab) conducts scientific testing on articles submitted by APD members for the presence of forensic information on evidence that will be used in criminal proceedings. The crime lab policies, procedures, processes and operations are governed by the American National Standards Institute's National Accreditation Board (ANAB) standards. The crime lab conducts DNA analysis, latent print examinations, and NIBIN acquisitions. Examinations of footwear, breath alcohol and chemistry are performed by state laboratory technicians. Technicians prepare reports, based on their findings, which are peer reviewed to ensure the work was performed consistent with ANAB accreditation standards and discipline guidelines. The APD crime lab was co-located with the Alaska Scientific Crime Detection Laboratory (ASCDL) towards the end of 2020 and beginning of early 2021. The APD and state lab share space and laboratory facilities and operate under a memorandum of understanding. The crime lab is staffed as follows:

Crime Laboratory Forensic Supervisor	1
ID Technician – Latent Print	3
ID Technician – DNA	1
NIBIN Technician	1
Crime Lab Technician	0

The authorized staffing level for the APD crime lab is one forensic supervisor and six technicians. The crime lab is staffed eleven hours each day, Monday through Friday. Currently, the crime lab is one technician short of its authorized staffing level.

Workload. The workload of the crime lab is generated from Requests for Laboratory Services (RLS) forms submitted by APD members. The submitting officer indicates which forensic process is desired on the article(s) submitted. The crime laboratory quantifies its work in terms of requests and not cases because one case may contain several requests for distinct laboratory services. Quantifying their workload by requests ensures a more accurate picture of the crime lab's workload. APD personnel bring evidence to the crime lab twice per week. Consistent with accreditation requirements, APD evidence is received at the crime lab by state crime lab personnel. The evidence is entered into the Laboratory Information Management System (LIMS) which documents lab submissions, evidence chain of custody, case communications and activities, etc. Both the state and APD crime labs use the LIMS system. It should be noted that latent print technicians use Foray/ADAMS to safeguard casework images. Only crime lab technicians can access this system. Other APD personnel can view completed reports through a portal sponsored by the Alaska Department of Public Safety.

2019-2023

Completed Requests	Latent Prints	DNA	NIBIN
APD	1,583	975	1,362
Alaska DPS	456	827	34*

*In February 2022, the APD NIBIN machine was relocated to the state lab facility. State certified NIBIN technicians share use of the APD NIBIN equipment.

The yearly average, over the five-year period above, for latent print technicians is 317 requests per year, 195 requests per year for DNA technicians and 273 requests per year for NIBIN technicians. The APD enjoys several benefits from being co-located with the state lab. State lab personnel are available to assist APD technicians with its workload and with technician peer reviews when needed. Also, the APD crime lab does not have a firearms examiner or chemist, but the state lab does and APD can utilize state services to perform those examinations.

Case assignment. Information contained on the request for laboratory services form is reviewed by the forensic supervisor who determines how that request is processed through the laboratory. Rush cases (i.e., public safety necessity, close court date, etc.) are assigned by the forensic supervisor to a technician. The remaining requests are sorted by crime type (persons or property) and severity. As technicians become available, they assign these cases to themselves starting from the oldest requests.

Case management. The forensic supervisor has access to Power BI, the state laboratory's system that features a dashboard of request metrics. The forensic supervisor monitors request metrics and reviews the number of completed requests over a selected period for each technician. The forensic supervisor uses this dashboard to compare APD and state technician and crime lab performance. This is excellent performance management practice. It helps identify laboratory process issues and technicians who may need additional support or an adjustment in their workload. Power BI also allows the forensic supervisor to track the number of requests that are cancelled and the reason for said cancellation. There is currently a six-month backlog for property crime cases that technicians assign to themselves. Person requests are prioritized over property requests when selecting among the oldest cases. The forensic supervisor conducts one-on-one reviews with each technician every two weeks. Presently, technicians average 20 requests per month, but technicians also have other lab related duties apart from processing requests.

Training. Entry-level and in-house training programs follow ANAB accreditation standards and discipline guidelines. Entry-level training is accomplished in-house for crime lab technicians except for NIBIN technicians. The APD crime lab trains technicians as per its training manual. Processing technicians receive three months of training, ID technicians receive 8-12 months of training, DNA technicians receive 12-15 months of training and NIBIN technicians receive a 2 week in-person or on-line course. Accreditation standards require technicians to complete 40 hours of instruction per accreditation cycle. Shared grant funding is available, and the forensic supervisor uses grant funding to send crime lab technicians out of state for a portion of their required training. Crime lab personnel also provide training to in-house personnel (i.e., Crime Scene members, etc.).

Recommendation:

- **The vacant crime lab technician position for the Latent Print unit should be filled.**
- Crime lab personnel providing instruction in their area(s) of expertise be APSC should be certified, at a minimum, as a general subjects instructor.

SWAT Unit

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Mobilization Procedures	<ul style="list-style-type: none"> APD Regulations and Procedures Manual sec. 3.09.015 is clear and consistent with best practices. 	<ul style="list-style-type: none"> No recommendations
Operational Protocol	<ul style="list-style-type: none"> Clear and consistent with best practices. 	<ul style="list-style-type: none"> No recommendations
Recruitment & Selection	<ul style="list-style-type: none"> Procedures and criteria are appropriate. 	<ul style="list-style-type: none"> No recommendations
Training	<ul style="list-style-type: none"> Quantity and quality of specialized training is appropriate. Joint training conducted with other law enforcement agencies. Tactical debriefs are conducted to improve operations and identify additional training opportunities. 	<ul style="list-style-type: none"> Ensure that unit training budget continues to support a sufficiently high quantity and quality of specialized training for Unit members.
Staffing	<ul style="list-style-type: none"> At the time of the consultants' site visit the Unit was comprised of 9 full-time members (total full and part-time members = 24; authorized level = 26) 	<ul style="list-style-type: none"> Based upon the APD's other current staffing demands, no immediate change to staffing recommended. Fill vacant part-time Unit positions when practicable.

The potential for violence, whether directed at a member of the public or a police officer, is part of a police officer's work environment. Patrol officers are trained, prepared and equipped to address most of the situations they encounter during their shifts. However, on occasion, patrol officers will encounter situations in which specialized equipment, specialized training or team tactics are needed to resolve the situation in the safest manner possible for all parties involved. For these occasions, many police departments have opted to establish units comprised of a group of officers who are trained in tactics and the use of specialized equipment and serve as a resource for the department to call upon in situations where the special skills they possess are needed. Whether this group of officers are called Special Weapons and Tactics (SWAT) teams, Special Response Teams (SRT), Emergency Services Units (ESU) or any number of other names they may be called, the critical function they perform and specialized services that they deliver is nearly identical.

The National Tactical Operators Association (NTOA) published a revision to its Tactical Response and Operations Standard for Law Enforcement Agencies in April 2018. The goal of that guidance document was to "...establish a basic set of standards for the association's member agencies and to serve as an efficient core set of concepts and principles that improve standardization within the profession of tactical law enforcement services." (NTOA, 2018, p.8). This guidance document has become an industry standard for departments to assess their SWAT team and operators.

The NTOA established four categories of specialized tactical teams: SWAT Tier 1, SWAT Tier 2, Tactical Response Team and Perimeter Control and Containment Team. SWAT Tier 1 teams are defined as teams consisting of a minimum of 26 members and that all team members arrive to resolve an incident in one operational period. SWAT Tier 1 teams must be mission capable in the following areas: hostage rescue, barricaded gunman, sniper operations, high-risk warrant service and high-risk apprehension, high-risk security operations, terrorism response, special assignments and other incidents which exceed the capability and/or capacity of an agency's first responders and/or investigative units. SWAT Tier 2 teams are defined as teams consisting of a minimum of 19 members. While they do not have the appropriate number of personnel for handling hostage rescues, they do maintain all the necessary mission capabilities. SWAT Tier 2 team may still be required to effect an emergency hostage rescue if circumstances require it. Tactical Response team consists of a minimum of 15 members and can conduct any single or combination of capabilities including barricaded subject operations, sniper operations, high-risk warrant service and high-risk apprehension, high-risk security operations, and terrorism response operations. A Perimeter Control and Containment team may deploy any number of appropriately trained personnel to establish a perimeter and tactical command.

Departments that elect to establish a SWAT team are aware of the considerable costs (i.e., recurring monthly training, equipment, vehicles, etc.) to establish and maintain a special weapons and tactical team.

The APD established a SWAT team to meet the needs of the communities it serves and support department operations. The APD SWAT team are governed by APD Regulations and Procedures Manual section 3.09.015 entitled SWAT Unit Coordination. The procedure describes the mobilization process and responsibilities of the Special Operations Commander, SWAT team Sergeant, and SWAT team members. The procedure notes the types of incidents the SWAT team may would respond to, including but not limited to:

- Barricade situations
- Hostage events
- Acts of terrorism to include active shooter threat incidents
- High-risk arrests and search warrant services: high-risk canine searches
- Protective assignments, including dignitary protection details
- Demonstrations and/or acts of civil disobedience, and
- Other assignment that lends itself to the specialized training, equipment, and physical capabilities of SWAT.

The APD Regulations and Procedures manual also provides guidance in other areas where SWAT personnel may be required including but not limited to Barricaded Suspect and Hostage Situations and High-Risk Warrant Service. The APD SWAT team utilizes a hybrid model, of 9 fulltime members (1 sergeant and 8 police officers) who are assigned to the Investigative Support Unit and conduct the day-to-day tactical team function. These full-time members are supplemented by part-time team members who are assigned to units throughout the APD. The authorized staffing level for the SWAT team is 26 members and at the time of the site visit, there

were 24 members. The SWAT team is led by the Special Operational Commander (a lieutenant) who also commands the Crisis Negotiation Team, Bomb Squad, and Technical Support Unit.

The APD has mutual-aid agreements with the US Airforce Joint Base Elmendorf-Richardson to support the military police and with the Alaska State Troopers who assist the APD when they have multiple incidents in Anchorage or when they are operationally timed out at an event. The APD SWAT team trains with the Federal Bureau of Investigation (FBI), Alaska State Troopers and several municipal law enforcement agencies.

Workload. During the past two years, the SWAT team was activated, on average, less than three times per month. As of the July 2024 site visit, the SWAT team was activated 7 times.

Year	Barricaded Suspect	Hostage	High-Risk Warrant	K-9 Track	Dignitary Protection	Total
2022	5	1	1	1	12	20
2023	7	0	3	4	14	28

Training. The need for and commitment to recurring monthly training to maintain readiness, proficiency, stay abreast of emerging issues for special team operators, to meet or exceed national best practices and manage civil liability in the operation of the team is paramount. Whether the team has one activation or scores of activations, the training requirements are the same.

Recommendation:

- The training budget must continue to support the extensive and recurring training needs of SWAT team members. The equipment budget must be sufficient to meet the needs of the team members and reflect current technology. Equipment must not be retained beyond the lifecycle established for those items (i.e., heavy vests, helmets, optics, lighting, firearms, etc.)

Candidates interested in joining the SWAT team are evaluated on the following dimensions:

- Pistol and Rifle proficiency – must meet or exceed a minimum score
- Physical fitness – timed obstacle course
- Oral Board – respond to 10 questions re: Regulations and Procedures Manual
- Command Review – respond to 5 questions from command staff panel
- Assessment day – participate in full day of scenario-based testing

Selection criteria are clear and transparent. <https://www.anchoragopolice.com/swat> The top candidates (depending on vacancies) are considered for assignment to the SWAT team. Those candidates selected are scheduled to attend and gain certification from an Alaska POST certified SWAT school which consists of 120 hours. SWAT team members must complete 20 hours per month of in-service training. Breachers and snipers must complete an additional 10 hours of training per month for a total of 30 hours of monthly training.

Functional Area: Internal Affairs (IA)

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Early Warning Systems/ Software	<ul style="list-style-type: none"> The APD has an effective early warning system in place. Sufficient safeguards are in place to detect non-feasance/mal-feasance of duty. 	<ul style="list-style-type: none"> No recommendations.
Adequate Staffing/ Training	<ul style="list-style-type: none"> Current staffing level is appropriate. Staff are adequately trained for their duties and responsibilities. 	<ul style="list-style-type: none"> The APD should enhance its block of instruction on the fundamentals of internal investigations in the course used to train newly promoted sergeants. The same block of instruction should be included as part of the in-service training cycle for sergeants presently in rank.
Civilian Compliant Procedures	<ul style="list-style-type: none"> APD procedures for the receipt, review, investigation and disposition of civilian complaints is consistent with best practices in American policing. 	<ul style="list-style-type: none"> No recommendations.
Timeline for Investigations	<ul style="list-style-type: none"> Investigations are conducted in a timely fashion. 	<ul style="list-style-type: none"> Weekly case reviews should be documented
Dispositions/Discipline	<ul style="list-style-type: none"> APD has the ability to sense and effectively respond to employee malfeasance/nonfeasance. Policies and process for the receipt, investigation and disposition of complaints are appropriate. APD policies for internal review and discipline are appropriate. 	<ul style="list-style-type: none"> No recommendations.

Internal Affairs Investigations Statistics	<ul style="list-style-type: none"> The Unit's use and maintenance of data is consistent with best practices. 	<ul style="list-style-type: none"> No recommendation.
Self-Initiated Auditing	<ul style="list-style-type: none"> IAPRO not proactively used to identify trends in department data to assess employee performance and identify deficiencies. 	<ul style="list-style-type: none"> IA should conduct self-initiated audits to proactively look at trends in department data to assess employee performance, identify deficiencies and take corrective action.

Professional Standards/Internal Affairs

The department is not presently accredited, nor has it ever sought accreditation from CALEA.

It should be noted that the department utilizes an interesting analytical tool to analyze the processing of domestic violence cases. Surveys are administered and scored as a means of following up on the initial work of patrol officers and investigators. Internal auditing tools such as this are extremely helpful in ensuring a high-quality of Service to the public.

The department recently drafted a proposed new policy (3.10.110) on the public release of body camera footage. CERTUS has reviewed this policy and finds that it conforms with best practices in American policing.

The Internal Affairs (IA) unit consists of two sergeants and one non-sworn clerk. IA reports to the deputy chief of administration.

APD Regulations and Procedures manual sections 2.04.005 entitled Internal Investigations and 2.04.010 entitled Internal Investigation/Discipline details the process for accepting, investigating and the disposition of complaints made against members of the APD. These procedures state APD personnel "...will accept complaints originating from any source, including other employees, anonymous and third-party complainants. All employees must courteously inform an individual of his or her right to make a complaint if the individual objects to an employee's conduct." The procedure continues that complaints shall be accepted directly from the complainant in person, by telephone, in writing, or by any other means.

The APD website provides a link to submit feedback to the APD including complaints against its members. The procedures concerning investigation of complaints contain milestones (i.e., contact the complainant, notification of investigation to employee, 45-day completion goal, etc.) that help ensure investigations do not languish.

IA investigators serve up to three years in these positions. Rotating supervisors into these positions is a good practice for the investigators (utilize the investigative skills and knowledges acquired in IA in their future assignments) and for the APD (acquire investigators with diverse skillsets, knowledge, and lenses in which to approach internal investigations). The job of the internal affairs investigator, as described to CERTUS, is to determine what happened. What did the employee do and what was the employee thinking are fundamental questions they seek to answer. Further, IA prides itself on not having an adversarial relationship with employees.

IA investigators attend a wide range of trainings from various sources, such as the Public Agency Training Council (PATC) training course that leads to PATC certification as an internal affairs investigator/supervisor, the Legal and Liability – Risk Management Institute on-line courses in risk management, and the Daigle Law Group (DLG) 27-hour on-line internal affairs certification course and 27-hour advanced internal affairs course. DLG also offers instruction on conducting force investigations. These external trainings paired with the OJT provided by the more experienced investigator (three-year tenure cycle differs for each investigator) provides investigators the knowledge needed to conduct internal investigations. It should be noted that most “concerns” (a minor technical violation that if sustained would not result in discipline) are investigated at the division level by a supervisor, usually a sergeant. Investigations of concern are reviewed by a division lieutenant and the division commander approves the closing disposition of the complaint. While mindful that concerns are minor technical violations, the supervisor conducting the investigation should have some training in the fundamental of investigations. This type of training has overall value to the organization and can be applied to their other duties and responsibilities.

Recommendation:

- The APD should incorporate a block of instruction on the fundamental of internal investigations in the course used to train newly promoted sergeants. The same block of instruction should be included as part of the in-service training cycle for sergeants presently in rank.

The non-sworn clerk possesses longer-term institutional knowledge and plays a critical role in the continuity of operations within the unit. The clerk produces several reports: a weekly report which tracks the progress of investigations (due dates) to ensure they are completed timely, a discipline report that tracks sustained complaints and avoidable accident so that discipline is imposed within CBA guidelines, a monthly use of force report sent to captains and above, a monthly sustained allegation report which captures sustained complaints of employees over a rolling 12-month period. The clerk captures and reports useful data.

Recommendation:

- The clerk should receive formal training on the software systems used to produce these reports as well as other compatible software to facilitate the production of charts, graphs, etc. that highlight salient data points contained in these reports.

The time constraints of department executives may not permit a complete review of dense reports and highlighting salient data points helps direct department executives to the parts of the report most relevant to their areas of responsibility. The production and dissemination of monthly reports is a model that should be replicated in the detective division.

Workload. The workload for the two internal investigators over the past three years is within acceptable industry practices (2021: 5 cases per month per investigator. 2022: 7 cases per month per investigator, and 2023: 8 cases per month per investigator). The major of their workload is investigation of complaints (2021: 84.2%, 2022: 70%, and 2023: 64.7%).

The authorized staffing level for the IA is sufficient to efficiently manage its current workload.

2021

	Quantity	% Exonerated	% Not Sustained	% Sustained	% Unfounded	% Information Only
Commendations	2					100% (2)
Complaints	96	15.6% (15)	10.4% (10)	34.3 (33)	4.1% (4)	35.4% (34)
EEOC	0					
Early Intervention	1					100% (1)
Firearms Discharge - OIS	1					100% (1)
Force Investigations	1					100% (1)
Litigation	7					14.2 % (1)
Supervisor's Log	1					100% (1)
Vehicle Accident	0					
Pursuit	5					100% (5)
Total	114					

2022

	Quantity	% Exonerated	% Not Sustained	% Sustained	% Unfounded	% Information Only	SI*
Commendations	17					100% (17)	
Complaints	103	14.5% (15)	4.8% (5)	37.8% (39)	6.7% (7)	34.9% (36)	.9% (1)
EEOC	3					100% (3)	
Early Intervention	0						
Firearms Discharge-OIS	4					100% (4)	
Force Investigation	1					100% (1)	
Supervisor's Log	3					100% (3)	
Vehicle Accident	0						
Pursuit	3					100% (3)	
Total	147						

2023

	Quantity	% Exonerated	% Not Sustained	% Sustained	% Unfounded	% Information Only	SI*	Pending
Commendations	51					100% (51)		
Complaints	110	33.6% (37)	2.7% (3)	27.7% (30)	6.3% (7)	32.7% (36)	.9% (1)	.9% (1)
EEOC	0							
Early Intervention	0							
Firearms Discharge-OIS	3					100% (3)		
Force Investigation	0							
Litigation	4					100% (4)		
Supervisor's Log	0							
Vehicle Accident	1			100% (1)				
Pursuit	1					100% (1)		
Total	170							

Case assignment. All complaints are documented in BlueTeam. IA determines which complaints will be investigated as a complaint (an allegation by an individual, if found to be true, would amount to a violation of department policies, practices or procedures including all claims for damages which allege officer misconduct) and which will be investigated as a concern. Generally, IA investigates complaints and concerns are investigated by a supervisor in the division in which the member complained about assigned. However, IA has the authority to keep and investigate concerns. For example, IA investigators usually retain concerns that can be resolved quickly via documents or BWC review. Complaints lodged within the division of the employee will be forwarded to IA. If a complaint is deemed a concern, it will be retained by the division for investigation. In any event, IA is notified of the receipt of the complaint or concern.

Case management. Under the supervision of the deputy chief of administration, sergeants assign themselves cases (and are assigned cases by the deputy chief) for investigation from the cases that IA receives. A case is created in IAPRO (triggers the 45-day completion milestone). While not formally documented, the deputy chief meets weekly with investigators for case review and status updates.

Recommendation:

- Weekly case reviews should be documented, preferably in IAPRO (although BlueTeam appears to be favored by many supervisors of investigators) so that anyone reviewing the case can see the investigative steps taken and supervisory direction provided to bring the investigation to a conclusion.

A case closing template is used for uniformity of closing reports. Investigators are expected to make findings in cases where the subject employee is of a lower or equal rank. The findings will be completed by a captain or above if the employee is in a rank higher than sergeant.

IA does not engage in proactive strategies such as integrity testing or trend analysis. While IAPRO does alert on threshold triggers (review employee for appropriateness of early intervention monitoring/techniques), it does not proactively look at trends in department data to assess employee performance, identify deficiencies and take corrective action such as raising awareness of the issue among employees, retraining of employees, review or revise policies or practices causing the observed conduct, etc. For example, pattern or practice investigations conducted by the US Department of Justice Civil Rights Division over the past decade disclosed common deficiencies among departments found to have violated persons' rights under the US Constitution and federal law. Common deficiencies are observed which respect to 4th Amendment violations (i.e., use of force, stop, frisks and searches during pedestrian and traffic stops, etc.) and 14th Amendment violations (i.e., persons are not treated equally based on a disability protected under law, etc.).

Recommendation:

- The APD should analyze data it collects (and identify data it needs to collect) to identify noncompliant, deficient or unconstitutional practices and if found, address them.

For example, the APD can analyze Field Interview/Investigatory Stop reports along with the BWC of the encounter to ensure the report accurately reflects what occurred during the encounter, that the officer complied with department procedures, and state and federal requirements concerning *Terry* stops. The APD can also look at persons who are subject to field interviews, traffic stops, etc. to determine if there are any 14th Amendment concerns with respect to who is being stopped, where they are being stopped, and the officer activity during those stops (i.e., frisks, searches, summonses, arrests, etc.). These self-initiated audits help ensure the APD continues to operate efficiently, effectively and with the highest integrity in serving the residents, and visitors to the municipality. IA should serve as a quality control check on concerns investigated by division personnel. IA can conduct quarterly reviews on a random sample of concerns finalized by the various divisions to assess the thoroughness and quality of those investigations. Deficiencies noted should be addressed with the division commander for follow-up including re-opening the concern to take additional investigative steps/measures, where necessary.

Functional Area: Strategic Planning and Management

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Quality of Strategic Planning Process	<ul style="list-style-type: none"> The APD's strategic plan was developed thoughtfully and inclusively. Additional work is underway for full implementation. 	<ul style="list-style-type: none"> Modify steering committee, as necessary. Continue work to develop actionable strategies and performance measures/metrics for essential operations in all units.
Quality of Strategic Plan	<ul style="list-style-type: none"> The plan itself is clear, concise and substantive. It currently lacks performance measures. 	<ul style="list-style-type: none"> Direct steering committee to add strategies and performance measures.
Quality of Implementation	<ul style="list-style-type: none"> Performance measures have not yet been developed for all operational units. This prevents the department from creating and using a comprehensive dashboard of performance metrics. 	<ul style="list-style-type: none"> Ensure that all operational units create, vet and use timely and accurate performance metrics in order to measure the relative quality and quantity of work being performed.
Monthly Management Meetings	<ul style="list-style-type: none"> Subtle enhancements can be made to the format of these meetings. 	<ul style="list-style-type: none"> All operational units must be represented and fully participate at these meetings and a more standardized agenda should be followed.
Data Dashboard of Timely/Accurate Performance Data	<ul style="list-style-type: none"> The APD has made good progress in this regard. Additional efforts should be made to fully capture and evaluate the quantity and quality of work being performed within the Criminal Investigation Division. 	<ul style="list-style-type: none"> Devise useful measures for all operational units. Evaluate all measures going forward and revise as necessary.

Strategic Planning and Management

In 2022, the department engaged in a strategic planning process. On January 1, 2023, the APD began operating under a multi-year strategic plan 2024–2026. The plan was developed by a Steering Committee comprised of 12 sworn and non-sworn employees of various ranks. The Steering Committee conducted a SWOT analysis and internal survey of employees (an outside vendor was utilized to administer a cultural diagnostic). CERTUS views this as an essential component of strategic planning, as it engages internal stakeholders of all ranks (both sworn and non-sworn) to identify the “as is” and “desired state” of the department.

CERTUS notes that the strategic planning document itself lacks prioritization, relative degree of completion and specific performance measures/metrics (for outcomes). Nevertheless, the department is working to fully develop these issues and is currently approaching its work in a strategic manner, in order to enhance operational performance.

The APD should continue to develop its strategic plan. Specifically, it must develop specific strategies and performance measures for all identified strategic objectives. A department-wide performance management framework should be developed and actively used. Additionally, all units must develop their own select set of timely and accurate performance measures/metrics for core functions and responsibilities. For example, key performance measures for school resource officers (SRO's) should be developed and *regularly monitored* (i.e., month-to-month and year-to-date comparisons) to gauge the quantity and quality of work being performed. This would include documenting: the types of calls responded to by SRO's; the number of in class presentations made by officers; the number and type of "detective assists" that SRO's provide to investigators; etc.

At the time of our initial site visit, the APD was conducting department-wide, monthly supervisors' meetings.

The consultants view such meetings as an essential feature of performance-based management and an intelligent and effective means of implementing the department 's multi-year strategic plan. We therefore fully support the Chief's current efforts to re-implement these meetings. They are particularly important for a department like the APD where units are physically separated by location and architecture/office design, where casual or organic communications among coworkers are restricted.

Ideally, these management meetings would address both administrative issues and crime fighting initiatives. Doing so would:

- open new channels of communication and greatly enhance the quantity and quality of internal communications;
- provide an enhanced level of transparency and accountability;
- enhance coordination of efforts;
- provide strategic direction and alignment of personnel assigned to all units;
- and provide a means of on-going performance assessment.

The APD is a reflective and well-managed organization. A variety of other internal committees meet on a regular basis. Adequate policies and procedures for conducting audits, inspections and internal review of various operations are in place.

At the time of our site visits, the department was not utilizing annual performance reviews for its personnel. While the standard industry practice is to utilize such performance reviews, members of the department expressed dissatisfaction with the prior practice of performing annual performance reviews. Apparently, due to the structure of the patrol schedule, there was often a lack of continuity between police officers and their supervisors. As one member of the department expressed "patrol cops don't have the same sergeant during the evaluation period, it's a structural problem." CERTUS agrees that it is fruitless to continue a flawed system, but suggests that a fair and accurate personnel evaluation system can be created for the APD. (See generally, "*Designing and Using an Effective Police Performance Appraisal System*," in Gul and O'Connell (2013). *Police Performance Appraisals: A Comparative Perspective*, Ch. 3, pp. 51 – 80) CERTUS is available to assist in this regard.

An internal departmental newsletter was published and distributed on July 10 2024. It contained a message from the Chief; information concerning recent hires; training updates; and an example of current recruitment materials. CERTUS views this as an excellent means of improving the both the quality and quantity of internal communications. It also fosters transparency and serves to communicate organizational goals, as well as the means of achieving them.

The department does not regularly publish annual reports.

Recommendations:

- The APD must continue to develop and implement its multi-year strategic plan. The strategic plan must be based upon an internal performance management framework that includes specific performance measures for *all operational units*. Managers in all units must work to immediately develop and suggest useful performance measures that can provide an accurate assessment of ongoing operations.
- Monthly Management Meetings should be attended by all personnel at or above the rank of lieutenant (including non-sworn supervisors) and should be enhanced to include overviews and substantive discussions (as necessary) on patrol operations, traffic enforcement, violent and property crime, investigations, and the ongoing operations of the specialty units in the crime suppression division. Such enhancements to these meetings would result in an increased quality and quantity of internal communications; coordinated efforts regarding the department's short- mid- and long-term crime reduction strategies; increased transparency; and would provide additional accountability and training (i.e., learning) opportunities for all operational units. All American police departments are now held to higher standards of transparency and accountability (see, e.g., (2015) *Final Report of the President's Task Force on 21st Century Policing*).
- The department should publish comprehensive annual reports. These reports should be entitled "Annual Report to the Community" and should contain general information concerning the department's core values and mission statement and a personal message from the chief of police. They should also include an overview of the department's organizational structure and leadership. Aggregate statistical crime data should be presented along with clearance rates for major crimes. Data should be broken down by patrol district and bureau/unit. Annual reports should not, however, simply contain aggregate data for work performed during the previous year. Annual reports must make explicit reference to the department's overall strategic plan. Specifically, annual reports should contain stated goals and objectives that have been identified in the department's strategic plan and should

demonstrate the relative degree of success the department has had in achieving each of these goals during the reporting period.

- Monthly Management Meetings should frequently reference the multiyear department strategic plan, as well as individual unit goals, as a means of evaluating overall progress toward these stated goals.
- A review of patrol operations, detective investigations and case updates, narcotics enforcement, traffic analysis and special enforcement operations, and training updates should always be included on the agenda and be presented in the same order at every Monthly Management Meeting. For example:

Proposed Agenda for Monthly Management Meetings

1. Criminal incidents, crime reports (review and analysis)
2. Investigations (case updates, narcotics investigations, firearms investigations, etc.)
3. School safety (SRO activities, incidents, events)
4. Traffic (analysis of vehicle/pedestrian accidents, enforcement activities, citations)
5. Administrative:
 - a) scheduling (overtime expenditures; sick leave; modified assignment, etc.)
 - b) training (basic, field, in-service)
 - c) recruitment/hiring.
 - d) community engagement (outreach efforts, public meetings/events, community event planning and debriefs)
 - e) special/community event planning
6. New Business

Collaborative work meetings that follow this agenda serve a variety of important management functions, such as:

- Information sharing
 - Risk management
 - Performance evaluation and management
 - Budget management
 - Training, and
 - Strategic alignment
-
- The department should continue to hold separate command staff meetings (attended by captains and above). However, a portion of the items addressed at these meetings can likely be more properly and effectively be addressed at enhanced Monthly Management Meetings (for lieutenants and above). For example, a meeting might address an increase in overtime that was experienced because of directed patrols, or budgetary issues relating to the purchase of equipment. These meetings are an effective means of communicating and vetting administrative issues, and providing meaningful feedback concerning the department's relative degree of success in achieving goals that are stated in its multiyear strategic plan.

- It is recommended that the department review the performance information that is currently being compiled and referred to during its various internal meetings (including Monthly Management Meetings) and attempt to combine the information into a [single] usable performance measurement system or template. If all such data (or accurate and timely recapitulations) are readily accessible from one central database or data dashboard (such as an enhanced *Monthly Data Report*) the information is more likely to be regularly consulted/retrieved by managers and used to actively manage daily operations. It is critical to have a central source of key performance data. Multiple sources and locations of information/data hinder a department's ability to engage in proactive management.
- The department should task the Crime Analysis Unit to obtain timely and accurate data to be used in this manner and incorporate it into the *Monthly Data Report*.
- The specific performance measures to be tracked and reported at Monthly Management Meetings and/or included in the data dashboard (i.e., *Monthly Data Report*) are entirely at the discretion of the APD. All police agencies have unique missions, challenges, and demands. This is particularly so for the APD. Outside performance benchmarks or measures should not be imposed upon the department; they should be derived from within. The APD must determine what is "baseline normal" in terms of the monthly number of vehicle crashes, citations, use of force reports, etc., then actively track performance going forward. "Key" performance indicators should be identified, with an understanding that they can always be expanded or modified later. These indicators should always form the basis of discussions at Monthly Management Meetings.
- It is imperative that baseline levels be established for all performance categories. This entails measuring a category over a period of months, calculating percentage increases and decreases, computing year-to-date totals, and averaging monthly totals to determine seasonal variation and to obtain overall performance levels for the agency and its various units.
- Any substantive changes to the current performance management framework or meeting schedule must be communicated to, understood by, and acted upon by all members of the department.
- It is recommended that the Chief continue to meet frequently with the Municipal Manager and share department performance data. A standard template should be used to convey pertinent performance information about the department to the Municipal Manager. This would include crime and traffic enforcement data, as well as budgetary and administrative information, such as sick time, comp time, and overtime expenditures, and any other measures that the Chief and Municipal Manager agree to include.
- In addition to regularly-scheduled "department heads" meetings (currently scheduled every two weeks), the Chief should continue to meet individually with the Municipal Manager each week to discuss the ongoing management of the department. More frequent meetings should be scheduled, as necessary. Analysts must supply data to the Chief for all such meetings.
- The department's Crime Analysis Unit should be charged with searching the department's data systems to regularly produce internal performance data to be used at these monthly meetings between the Chief and the Municipal Manager. Aggregate data should be broken down and fully analyzed whenever possible. For example, the department must continually report who is accumulating overtime, when, and why.

- Both the City and the department do currently have all this information (referenced above) in their possession. But mere access is not sufficient. This information must be shared, analyzed, and used as the basis of substantive discussions between the Chief and the Municipal Manager about organizational performance and effectiveness.

Additional recommendations re: the format of Monthly Management Meetings:

- There must be a collaborative dialogue during Monthly Management Meetings, rather than formal presentations. In other words, there must be an active give-and-take in which supervisors and field personnel are challenged to explain why crime or vehicle accidents are occurring and to set out their plans for crime/accident reduction. A critical aspect of these meetings is to identify lessons learned. There is a critical distinction between holding patrol and detective supervisors personally accountable for these events (which they obviously, have no responsibility for), and holding them accountable for using best efforts to address and respond to these incidents to reduce future occurrences. Monthly Management Meetings should be used to reflect upon the following questions: *What is happening* (throughout the city and its various communities)? *How do we know this?*; *What should be done?*; *Are our efforts having any effect?*; and, *How can we tell?*
- The discussions and issues addressed at these meetings must relate directly to the department's strategic plan and stated goals, for example, "a city-wide reduction in the number of domestic violence incidents" or "a 20 percent reduction in motor vehicle accidents with personal injuries to a pedestrian." Supervisors should continually be challenged to define what success looks like (to their various units), then to use timely and accurate data to gauge performance.
- The training lieutenant and training sergeant must continue to actively participate at all Monthly Management Meetings and must remain intimately involved in reviewing current police practices and policies, use of force reports, etc., to identify needed training, assist in the selection of equipment and technology, and to actively participate in the department's overall safety, enforcement, and risk management functions. Monthly Management Meetings should not be used primarily as a recapitulation of past events. Rather they should be used to generate new knowledge and specific action plans. Monthly Management Meetings have great potential for encouraging brainstorming and innovative problem solving.
- Oral boards that are utilized as a means of assessment for promotion to a particular rank should include at least one individual presently assigned to that rank. In other words, for sergeants' oral boards, at least one sergeant (with a minimum of three years in rank) should be included as a member of that board.

Functional Area: Training

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
De-Escalation	<ul style="list-style-type: none"> This has been a particular emphasis of the APD in recent years. The de-escalation training currently delivered meets or exceeds best practices in American policing. 	<ul style="list-style-type: none"> Additional staffing would enable the Training Unit to develop and deliver more de-escalation training for sworn personnel.
Judgmental Use of Force	<ul style="list-style-type: none"> This has been a particular emphasis of the APD in recent years. The judgmental use of force training currently delivered meets best practices in American policing. 	<ul style="list-style-type: none"> The APD should continue to seek out state-of-the-art, fully immersive judgmental use of force training technologies (i.e., firearms simulators) and opportunities.
Active Shooter	<ul style="list-style-type: none"> Multi-agency exercises have been conducted at appropriate locations, with appropriate post-event de-briefs and evaluation. 	<ul style="list-style-type: none"> All patrol officers and supervisors must regularly participate in exercises of this type. An emphasis must be placed upon inter-agency coordination.
Basic Investigations Course	<ul style="list-style-type: none"> Newly promoted detectives are not required to successfully complete a basic investigations course prior to assuming their position. 	<ul style="list-style-type: none"> Create a new formal training program for new detectives, to include specific learning objectives and means of assessment.
Basic Management Course	<ul style="list-style-type: none"> A basic management course is offered. 	<ul style="list-style-type: none"> Additional management training should be offered to all supervisors.
Executive Development	<ul style="list-style-type: none"> An executive management course is available. 	<ul style="list-style-type: none"> All personnel at or above the rank of lieutenant should be provided executive management training.
Formal Field Training Program Probationary Officers	<ul style="list-style-type: none"> The department has a well-structured field training program for probationary officers that meets or exceeds best practices in American policing. 	<ul style="list-style-type: none"> No recommendations.
Field Training Program for New Sergeants	<ul style="list-style-type: none"> A basic program is available. 	<ul style="list-style-type: none"> The field training program for newly promoted sergeants should be enhanced, specifically with regard to specific learning objectives and means of assessment.
Compliance with State In-Service Mandates	<ul style="list-style-type: none"> The APD exceeds state mandated training levels. 	<ul style="list-style-type: none"> No recommendations.

Internally Developed Curricula	<ul style="list-style-type: none"> The APD has the ability and in fact has internally developed and delivered quality training lessons. 	<ul style="list-style-type: none"> Additional staffing in the Training Unit would allow for more internally-developed lessons.
Use of Technology	<ul style="list-style-type: none"> The APD effectively utilizes instructional technologies. 	<ul style="list-style-type: none"> No recommendations.
Procedures for Authorizing Off-Site Training	<ul style="list-style-type: none"> Consistent with best practices in American policing. 	<ul style="list-style-type: none"> No recommendations.
Adequate Training Budget	<ul style="list-style-type: none"> The current department-wide training budget is appropriate. 	<ul style="list-style-type: none"> Supplement as necessary.
Adequate Staffing	<ul style="list-style-type: none"> Police training is rapidly evolving and, in many ways, becoming more complicated. Additional training resources will be needed going forward. 	<ul style="list-style-type: none"> Assign one additional properly certified uniformed officer to serve full-time as in-service trainer. An emphasis for this new position should be placed upon: coordination of the department's field training program; enhancing training for non-patrol personnel; and internally developing new in-service lessons directly related to the needs of APD personnel (sworn and unsworn).
Adequate Training Facilities/Equipment	<ul style="list-style-type: none"> Adequate resources are available. 	<ul style="list-style-type: none"> Resources are sufficient. No recommendations.
Multi-Year Training Plan	<ul style="list-style-type: none"> A training "plan" is used to schedule and coordinate lessons and training sessions. It does not include specific training goals for all personnel and operational units (e.g., PSG's) 	<ul style="list-style-type: none"> A more detailed and comprehensive multi-year training plan should be developed and followed, going forward.
Properly Maintained/Secured Training Records	<ul style="list-style-type: none"> Adequate measures are in place. 	<ul style="list-style-type: none"> No recommendations.
"Roll Call" Training Session	<ul style="list-style-type: none"> Sessions are documented. 	<ul style="list-style-type: none"> No recommendations.
In-Service Lesson Plans	<ul style="list-style-type: none"> Lesson plans are required for all lessons. Lesson plans were inspected and found to be appropriate in terms of form and content. 	<ul style="list-style-type: none"> No recommendations.

Training

At the time of our initial site visit, the police training unit was staffed by one (1) Training Lieutenant, one (1) Training Sergeant, four (4) full-time Academy instructors (police officers), one (1) chief range-master/armorer, one (1) full-time ununiformed in-service training coordinator, and one (1) non-sworn Training Clerk. The Training Lieutenant also supervises the Backgrounds and Recruitment Unit which is staffed one (1) Backgrounds and Recruitment Sergeant and four (4) full-time officers who perform background investigations and recruitment duties. The Training and Recruitment unit has a clear understanding of its mission and utilizes a range of useful and practical performance metrics to gauge performance.

The department-wide training budget has been supplemented in recent years.

2020	\$109,000
2021	\$141,000
2022	\$656,000
2023	\$400,000
2024	\$550,000

The APD must continue to actively monitor its on-going training needs and adjust this budget, as necessary.

Recruit Training

The APD operates its own police recruit training Academy. While a comprehensive review of this facility and its programs is beyond the scope of the present study, we note that adequate facilities, staffing and equipment are provided. The main training facility located at 3760 W. Dimond Blvd. was inspected and found to be properly secured (in terms of unauthorized access) and appropriate for its intended use. Additional security measures, such as video cameras, heavy doors, and pin code access control were in place for the armory.

Additional training facilities, such as the Ted Smith range and a local military installation are utilized for additional specialized training, such as firearms instruction, tactical vehicle stops, and emergency vehicle operations (EVOC) training.

The APD runs approximately two Academy classes per year. The APD and all of its training programs are certified through the Alaska Police Standards Council (APSC). APSC requires a minimum of 650 police officer academy training hours and 12 consecutive months on a probationary basis with the police department, from date of hire, to receive basic certification. CERTUS reviewed the recruit academy curriculum (total training hours 1,238, approximately 25 weeks of instruction) and found it to be clear, substantive, comprehensive and logically presented. Training topics include: criminal law and procedure; civil rights and public corruption; ethics and law enforcement; domestic violence; crimes against children; traffic enforcement; human trafficking; cultural awareness; fish and game enforcement; defensive tactics; etc.

Police recruits will utilize body worn cameras for a certain training exercises and instructors will review videotapes for instructional purposes. As one member of the training unit indicated, “we believe in a culture of continuous improvement. Revisions are made as necessary.” The Academy training program includes adequate mechanisms of support and remediation.

We note that a particular emphasis is placed upon de-escalation. The department has obtained grant funding to emphasize the de-escalation of force, and has partnered with the state troopers to provide such training. De-escalation training has also become a particular focus of the APD's in-service training program.

Syllabi were reviewed and found to contain clear learning objectives and means of assessment (i.e., knowledge verification).

Field training

Members of the APD reported good communication between members of the training unit and field training personnel. We were advised of an instance where the training sergeant reached out to the field training sergeant in order to find out what improvements could be made, after a police officer left the job. Open channels of internal communications such as this are an essential part of a department's retention efforts.

In-Service Training

The state of Alaska is somewhat unique in that there is no mandate for minimum number of annual in-service training hours, in order to maintain police officer certification. Legislation has been proposed however to "*require [that] every police . . . officer obtain at least 12 hours of annual in-service training, eight hours of which may be provided by the council and must annually demonstrate proficiency in perishable skills such as firearms, less-lethal weapons, and arrest and control techniques, as applicable to their position.*" (13 AAC 87.084) Nevertheless, the APD has a robust in-service training program which provides appropriate levels of training to all personnel.

At the time of our initial site visit, there was one uniformed officer who was assigned as in-service training coordinator. This individual was primarily responsible for scheduling and recording training, but was not utilized for the delivery of in-service lessons. The department relies heavily on a cohort of certified trainers, who are assigned to various units within the department and possess certification(s) in certain specialty areas, such as defensive tactics, taser, etc. They also utilize academy staff to deliver in-service lessons. Due to the department's size, there is an obvious immediate need to supplement this unit in order to provide adequate in-service training for all personnel. **The lack of a permanently assigned, full-time uniformed in-service instructor should be viewed as a significant operational limitation that should be addressed.**

The APD has a good working relationship with the in-service training unit of the Alaska State Troopers. As one member of the department indicated "this allows us to double up on unit training."

Certain in-service lessons are provided for all uniformed members of the department. These include: defensive tactics; policy review; EVOC training; and PIT maneuver training (bi-annually). The department has participated in multi-agency active shooter training exercises at various locations throughout the community. The APD has developed and performed disorder control training exercises.

The consultants noted that the actual number of annual in-service training hours varies considerably from unit to unit, and from officer to officer. As one member of the department indicated, "it is up to the supervisors in all of the units to determine what the minimum number of in-service training hours should be. It is up to them to release their people for training." A greater effort must be made to ensure that all uniformed personnel attend scheduled in-service training.

Personnel who habitually miss in-service training should be administratively disciplined. The APD's training unit has the ability to work with detectives to develop initial and ongoing training specifically for investigators, at various locations. Every effort should be made to ensure that all uniformed personnel continue to develop their knowledge and skills via in-service training.

The APD provides additional roll call trainings for patrol officers. These are brief lessons delivered at the commencement of an officer's shift by patrol supervisors or members of the training unit. As one member of the department noted, "We re-emphasize the fundamentals of the job; We train a little a lot on patrol." CERTUS views this as an effective means of quickly rolling out essential training and reinforcing essential policies and procedures. Power DMS is utilized as a training platform to provide additional patrol trainings.

Training supervisors are actively involved in ongoing supervisors' management meetings and use of force review boards in order to identify training opportunities. They also interact frequently with patrol supervisors. Training topics have been identified by patrol based upon street experiences and appropriate lessons have been developed. An emphasis is placed upon training in critical skills, such as cold weather and low light shooting. Such a sense and respond capability is essential for modern policing.

APD personnel have access to on-line learning platforms, however the training unit prides itself in determining the actual training needs of personnel, rather than relying upon "canned" lessons.

Management Training/Executive Development

Management training is delivered to newly promoted supervisors. A patrol supervisor school is offered to newly promoted sergeants. This is a 40-hour (1 week) course that is administered by the patrol captain. We note that this school is available to any person who applied and took the exam. This is a particularly useful technique to ensure transparency and build management capacity.

There is also a six-week field training period for newly promoted sergeants. During this period, daily observation reports (DOR's) are not prepared, but notes are shared via FTO tracking software. Sergeants are assigned as mentors, who essentially serve as field training officers for newly promoted sergeants. Probationary sergeants will work with a patrol sergeant on each shift. There is a six-month probation period for newly promoted sergeants. Formal evaluations are prepared after two months, four months, and at the end of probation. Reports are submitted, shared and reviewed via Blue Team.

There is no formalized management training program for lieutenants and above, however in-house leadership courses have been offered. Training varies considerably based upon assignment. These courses are less formalized than the initial patrol supervisor school. A variety of commercial on-line and offsite supervisor and command leadership programs (such as the FBI's LEEDA Program and National Academy) are available to personnel.

Recommendations:

- Assign one additional uniformed police officer to serve as a full-time in-service training instructor. This individual must be properly trained, certified and supported.
- Reassign the uniformed officer currently serving as In-Service Training Coordinator and backfill the in-service training coordinator position with a qualified full-time

non-sworn member of the department. The scheduling and coordination of in-service training is a function that can readily be performed by a properly trained non-sworn member of the department (perhaps a retiree from another law enforcement agency). If such an individual can be identified, this would enable the department to reassign the uniformed officer who currently performs this function and ultimately provide instructional support to the in-service training unit (increasing the uniformed staffing level of the in-service training unit to three).

- The department should hire a properly trained and certified armorer. This should be a non-sworn full-time position. This would relieve the uniformed officer currently serving as armorer/firearms range master, who should then be assigned full-time to in-service training of uniformed personnel (increasing the uniformed staffing level of the in-service training instructors to two). The officer who currently performs the armorer function should be utilized exclusively for performing the role of range master and the development and delivery of firearms related training of uniformed personnel.
- Despite the high level of *ad hoc* interactions and communication between training supervisors and field training supervisors, a more formal and structured meeting should be scheduled (annually or biannually), in order to develop evaluate and enhance curriculum and training methods.
- The APD should develop and deliver active shooter training on an annual basis. All uniform members of the department should be required to attend this training.
- The department should continue to develop and enhance its disorder control training, and offer it to all uniformed personnel, as necessary (perhaps bi-annually).
- All uniformed personnel must be personally responsible for ensuring that they are firearms qualifications does not lapse. Any personnel who allow their firearms qualification to lapse should be administratively disciplined.
- The training unit should work with command staff to develop a more formalized command level training program for lieutenants and above. Such a program would include specific learning of objectives get towards upper management, such as critical incident response table, top exercises.
- The department should continue to seek opportunities to provide *fully immersive* judgmental firearms simulator training to its officers.
- The department should create a Criminal Investigators' course and a field training program for detectives to include specific learning objectives and methods of assessment.
- The department should continue to encourage and actively support members of the department to apply to the FBI National Academy.

In summary, The APD delivers a high quality and quantity of training for all of its employees, far in excess of state minimum mandates. Members of the Training Unit expend a considerable amount of their time and effort in training scheduling and coordination. Additional resources (in terms of staffing) would allow the Training Unit to provide more internally-developed in-service training lessons to all personnel.

Functional Area: Hiring, Recruitment and Retention

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Recruitment	<ul style="list-style-type: none"> The department has developed an intelligent and effective multi-year recruitment strategy (with specific objectives and means of assessment). Additional resources and greater coordination with the city's Human Resources department will be required if the APD is to meet its future staffing needs. 	<ul style="list-style-type: none"> The department must continue to evaluate the multi-year recruitment strategy and revise, as necessary. The APD should fully develop and implement its "pre-hire" program.
Hiring	<ul style="list-style-type: none"> The department has been able to attract a sufficient supply of qualified police applicants to meet its needs. The city and department's procedures for hiring and selection of police officers should continue to be streamlined as much as possible, without sacrificing the quality of applicants. 	<ul style="list-style-type: none"> An extremely competitive market has changed the hiring landscape. It is unlikely that current efforts will be sufficient to meet the department's future needs. Additional efforts are required.
Retention	<ul style="list-style-type: none"> The department must actively monitor attrition and hire new employees at a rate sufficient to offset future vacancies. 	<ul style="list-style-type: none"> The department and city must distinguish between 'normal' attrition (e.g., due to retirement) and 'unanticipated' loss of personnel. A distinct strategy to prevent/reduce 'unanticipated' attrition must be developed and implemented.

Police departments in every region of the country are now increasingly struggling to contend with a significant hiring and recruitment crisis. (see generally McCabe, O'Connell, Long and Rasor-Cordero. (2025). Understanding Police Operational Performance, Routledge.) The APD, like every department in the United States, now needs to strategically address:

- The Overall Drop in Interest in the Police Profession
- The Unacceptably High Voluntary Drop off/out Rate During the Recruitment and Hiring Process
- Voluntary Quits During the First Few Years of Law Enforcement Employment
- Retaining Early and Mid-Career Officers in a Highly-Competitive Market.

Additionally, according to live.laborstats.alaska.gov, the population of Alaska is projected to decrease from 736,812 in 2023 to 722,806 in 2050. This provides for a very challenging labor environment.

A successful police recruitment program requires focus, coordination and intensity. These qualities are exhibited by the APD, which has a sophisticated recruitment strategy. Indeed, the APD has already successfully incorporated many of the best practices recently identified by the COPS Office and BJA (see Recruitment and Retention for the Modern Law Enforcement Agency, Bureau of Justice Assistance and Office of Community Oriented Policing Services, Washington, DC, October 2023).

The APD utilizes “a combination of outreach, advertising, community engagement, and targeted recruitment.” As one member of the department indicated “we know where to look for people.” APD recruiters attend community, cultural and diversity events within the community in order to obtain a diverse applicant pool including underrepresented citizens.

The recruitment and background investigation functions are coordinated by the training Lieutenant and one sergeant.

The APD contracted with UPPER ONE STUDIOS for advertising services and a recruitment campaign targeting the SouthCentral Alaska region. This entity will provide the department with metrics regarding impressions, click throughs, video completion and devices used. Focus groups will also be used to guide the social media campaign.

In addition to social media, APD posts information regarding recruiting events on their website. Recruiters appear in person at job fairs, public and private school career days, community events and festivals, etc. APD has targeted its advertising at events likely to yield physically fit applicants, such as at 3k and 5k city runs, marathons and other sporting events.

The APD has collaborated with the local educational institutions to establish internship programs, career days, and presentations to students interested in pursuing a career in law enforcement. Currently the department is partnering with the Anchorage School District through the Anchorage Community Convening, which helps to connect and prepare students for college, careers, and life readiness through adopting a career academy model. APD is also partnering with the University of Alaska, Anchorage with a formal internship program, connecting UAA criminal justice majors and mental health students with internships within the police department. Recently APD entered into an agreement with the Northern Arizona University for additional student internships. APD is currently building relationships with the Alaska Job Corp criminal justice program.

The department has implemented initiatives to attract candidates from diverse backgrounds This involves targeted outreach efforts, partnerships with community organizations and diversity-focused recruitment events and advertisements.

The department offers practice tests to help prospective applicants prepare for the pre-employment physical ability tests. Practice tests provide applicants the opportunity to take the test in the same environment/location that the test occurs in and provides additional personal contact with APD recruiters.

The department has developed strong relationships with military bases and veteran organizations to recruit individuals with military experience, “taking into consideration that service members have a strong sense of duty and service to their country and possess skills and qualities that are

highly transferable over into a career of police work. APD attends military events, drill sessions, and TAPS (Transition Assistance Program). APD also leverages the personal social networks of members of the department as many are members of the military (Alaska Air National Guard, Alaska Army National Guard, US Air Force, US Army, and US Marines reserve units). APD recruiters interact frequently with personnel at JBER to meet with military personnel in an effort to have them join the APD.

The department maintains a strong on-line presence via the JOINAPD.ORG website, which provides detailed and updated information about the recruitment process, employment benefits, and career paths within the APD.

Supervisors regularly assess the effectiveness of recruitment strategies through data analysis and feedback. Adjustments are made to the recruitment plan as needed to ensure ongoing success in attracting qualified candidates.

The Training and Recruitment Unit maintains a list of past applicants and referrals, and makes “one-on-one contact” with referrals to provide information and answer questions. Ride along and in person meeting/tour of the police academy are offered and encouraged.

The city has moved to “continuous filing” for police applicants. This is a necessary practice that has now been adopted by municipalities nationwide.

The supervisor of the Training and Recruitment Unit actively monitors “yield rate” during the police recruitment and hiring process. Then he actively monitors the percentage of applicants who move successfully through each successive phase of the screening process up to the ultimate date of appointment as a police officer. This data enables HR and the APD to detect any significant changes to the quantity and quality of the applicant pool. Such capabilities are necessary for remaining competitive in a very challenging labor market.

The APD is exploring ways to identify qualified high school students who might ultimately apply for a position with the APD. Such “grow your own” recruiting efforts are now being utilized by many large departments as a means of establishing a career pipeline and preventing young people from engaging in destructive behaviors that would otherwise disqualify them from police service.

CERTUS views early and frequent applicant contact as an essential recruitment technique, as many departments typically lose a significant portion of applicants as they proceed through the qualification process. Quickly inviting an applicant in for an initial interview is critically important. Many police departments and municipalities have traditionally defused responsibility for recruitment widely, thereby causing unnecessary delay in the process. Allowing an applicant to linger for an extended period greatly increases the risk that the applicant will decline any offer of employment and simply look elsewhere. Applicants today have many employment choices and police departments actively compete with one another to attract and secure the most qualified applicants. The APD has made considerable effort to maximize efficiencies related to police recruitment. The city’s Human Resources Department must actively partner with the APD in these important efforts.

At the time of the consultants’ site visit, the recruitment needs of the department were being met. An array of uniformed officers participate, as needed, in APD recruitment efforts. These officers are drawn from Patrol and the Backgrounds Unit. Scheduling and coordination is quite challenging due to the department’s current low staffing levels. This approach, however, allows the Unit to draw from a particularly diverse population and match particular officers to particular recruitment

assignments (such as having a former military officer visit a military base). Once again, the APD's recruitment efforts have been quite successful. Nevertheless, in light of growing recruitment challenges, and the possibility that the nation-wide hiring crisis worsens, it is likely that the department will ultimately need to establish and staff a stand-alone Recruitment and Retention unit. Planning should commence now for establishment of this unit.

These efforts are consistent with strategy 1 .4.1 of the strategic plan ("continually researching and applying modern recruiting methods to target high-quality, high yield candidate pools," p. 16) and have resulted in the hiring of many qualified personnel. Unfortunately, these efforts must be redoubled in order to offset the department's attrition rate.

Perhaps the most significant aspect of the department's recruitment practices is the current effort to develop a formal program of *pre-hire*. Those departments that are fortunate enough to have an abundance of fully-qualified applicants are now choosing to secure them as soon as they can. The APD, like most other modern American police departments, must build capacity now, rather than wait until significant operational deficiencies manifest themselves. This practice would enable the department to hire a qualified applicant prior to the start of an Academy class. The individual would be tasked with minor administrative duties, perform ride-alongs (in order to familiarize themselves with the community, etc.) and sit-alongs (in the communications section and records department) to familiarize themselves with official forms and reports, department policies, and use of the department's various information systems. We were recently advised that the APD has met with the city's HR and legal offices in order to institutionalize this process going forward.

In the past, fully qualified applicants would have to wait until the commencement of the next recruit Academy class. This can often result in that candidate finding employment elsewhere, rather than simply waiting several months for appointment. (See (2023). "Recruitment and Retention for the Modern Law Enforcement Agency," Bureau of Justice Assistance and Office of Community Oriented Policing Services, October, p. 8) [chrome-extension://efaidnbmninnibpcajpcglclefindmkaj/https://bja.ojp.gov/doc/recruitment-retention-modern-le-agency.pdf](https://efaidnbmninnibpcajpcglclefindmkaj/https://bja.ojp.gov/doc/recruitment-retention-modern-le-agency.pdf)

Additionally, while it is required that an individual be at least 21 years of age prior to appointment, APD recruiters could commence the hiring process at age 20. Any administrative guidelines or policies to the contrary (if they do in fact exist) should be modified to allow APD recruiters to begin processing police applicants at age 20.

The Background Investigations/Recruitment unit is staffed by five (5) police officers. In most American police departments these are distinct functions rather than a combined unit. However, as discussed above, the APD utilizes these officers in other ways. In addition to performing background investigations, these officers engage in recruitment activities.

No change to current staffing level is recommended.

Going forward, the conducting of background investigations can be readily performed by qualified full- or part-time non-sworn employees (i.e., retired law enforcement officers with significant investigative experience). Uniformed members of the Backgrounds Unit could then be reassigned.

Recommendations:

- Develop and fully implement the APD pre-hire program and use it, as necessary. Every effort must be made to avoid losing qualified police applicants due to administrative delay. This program should ultimately also be extended to non-sworn positions.
- Commence hiring process for police applicants at age 20.
- The APD must continue work with the city's HR department to ensure that starting pay and benefits for police officers and non-sworn personnel are consistent with salaries and benefits offered by neighboring departments (such as the state police).
- The APD must continue to work with the city's HR department to ensure that the hiring and screening process is expedited as much as possible, to ensure rapid hiring turnaround. It is imperative that constant communication be maintained with applicants for all positions, during the entire process.
- Hire qualified non-sworn personnel to perform background investigations. Gradually replace and re-assign the officers performing that function to other assignments.
- The APD should work with HR to renew and fully leverage a Police Explorer (or similar) program, Youth Law Enforcement Camps, etc. to boost recruitment. Officers who participate in such programs serve a vital role as recruiters, mentors, and role models.

Retention

Despite having made a significant number of hires in recent years, the APD struggles to maintain staffing levels (Note: This is in no way unusual, given the nation-wide police hiring crisis. Indeed, the APD should be commended for their efforts in this regard) Aggregate retention data (for sworn and non-sworn personnel) over the past six (6) years reveals the following:

Year	Sworn			Non-Sworn		
	Hired	(Separated)	Net	Hired	(Separated)	Net
2019	38	(32)	6	12	(14)	(2)
2020	30	(25)	5	13	(14)	(1)
2021	15	(40)	(25)	6	(14)	(8)
2022	39	(44)	(5)	9	(27)	(18)
2023	34	(52)	(18)	10	(19)	(9)
2024*	13	(37)	(24)	10	(15)	(5)

*Year to date.

Newly hired APD officers are no longer offered a traditional pension plan. This is now quite common in American police departments. Unfortunately, this means it is likely that far fewer officers will remain employed for extended periods of time (20+ years) and departments must adapt to a cohort of more transient officers with shorter professional time horizons.

Based upon our discussions with members of the department, it is likely that a large number of officers of all ranks, as well as non-sworn personnel, will be ending their employment with the APD over the next several years. As one member of the department indicated, "There are no surprise retirements here." The department leadership is actively tracking hiring and retirement trends.

The city has recently offered additional compensation to officers who are eligible for retirement. Such efforts are warranted but only serve as a short-term solution.

In order to bolster retention, recruitment efforts are focused upon applicants who are more likely to remain as Alaska resident and employed with the APD.

The department has not performed a formal internal retention study in recent years. We were advised that the Union might possess anecdotal or statistical information that could prove to be quite useful for such a study.

The department must be vigilant to ensure that salary compression does not occur. In other words, every effort should be made to reduce the likelihood that sergeants are earning more than lieutenants.

Recommendations:

- The APD must continue work with the Municipality and the collective bargaining unit to ensure that salary and benefits for all police officers and non-sworn personnel are consistent with salaries and benefits offered by neighboring departments (such as the Alaska State Troopers)(see 2024-2026 APD Strategic Plan, 1.3.1) Pay scales should be adjusted as necessary both to remain competitive and to avoid salary compression between ranks.
- Undertake a comprehensive internal retention survey. This would include projecting estimated retirement dates for personnel in order to determine the "seasonality" of retirements. While voluntary resignations cannot be accurately predicted, they must certainly be anticipated and factored into this analysis.
- The department must undertake a formal process of succession planning. Personnel must be properly trained and prepared for leadership positions prior to promotion. It is therefore recommended that the department enhance the quantity and quality of leadership training that it currently provides for sworn and non-sworn supervisors.
- The department should consider incentives to current employees who provide the department with referrals of qualified candidates.
- Maintain and enhance the department's online and social media presence.

In summary, the APD has been quite successful at attracting and retaining qualified employees in an extremely challenging market. This is due to a high level of intensity, focus and purpose. As per 2024-2026 APD Strategic Plan, sec. 1.4.1, best practices are utilized to maintain staffing levels. Additional efforts will however be necessary, if the department is to maintain optimum staffing levels during the nation-wide recruitment 'crisis.'

Functional Area: Crime Analysis

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Provides actionable intel to investigations and specialty units	<ul style="list-style-type: none"> Consistent with best practices in American policing. 	<ul style="list-style-type: none"> No recommendations.
Provides actionable intel to patrol	<ul style="list-style-type: none"> BOLOs widely distributed to patrol and detectives. 	<ul style="list-style-type: none"> Crime analysts develop criminal intelligence patterns, trends, and hot spots for enforcement activities.
Actively utilizes available databases	<ul style="list-style-type: none"> Consistent with best practices. 	<ul style="list-style-type: none"> Actionable intel is obtained and widely distributed throughout the department.
Active involvement with regional fusion center/analysts from other agencies	<ul style="list-style-type: none"> Consistent with best practices. 	<ul style="list-style-type: none"> Department participates in task forces and maintains close relationships with area law enforcement agencies.
Utilizes appropriate software packages and identification techniques	<ul style="list-style-type: none"> Department has full access to state-of-the-art analytical tools. 	<ul style="list-style-type: none"> APD must continue to purchase software specifically designed for high level crime analysis.
Actively tracks 'hot' places, people	<ul style="list-style-type: none"> Actionable intel is provided to investigators and patrol for swift and effective enforcement activities. 	<ul style="list-style-type: none"> Department must continue to advance capabilities through implementing state-of-the-art crime analysis technologies.

Crime Analysis

The crime analysis and criminal intel unit is staffed by 5 full-time employees; 1 crime analysis supervisor; 3 crime analysts; and 1 crime analysis specialty clerk. These individuals are properly trained and supported. They attend IACA courses and generally work Monday – Friday, from 0700 – 1600hrs. Members of this unit suggested that their ability to attend training is somewhat limited due to this schedule. Schedules should therefore be adjusted as necessary in order to provide ongoing training for all analytical tools and systems utilized by personnel. This would upgrade the skills of analysts and expand the unit's capabilities. IACA standards recommend that the APD requires approximately 5 to 7 crime analysts based upon calls for service. See <https://www.iaca.net/implementing-crime-analysis> While this information is certainly useful, it should not be considered dispositive on this issue. The staffing needs for the entire department must be taken into consideration when determining appropriate staffing levels in any particular unit.

Crime analysts are adept at the identification and aggressive targeting of chronic problems, crime patterns, criminogenic hotspots, and 'hot persons.' They regularly develop 'actionable' analysis. That is, they do not identify simply what is occurring in terms of crime and disorder, but determine when, where, how, and most importantly, *why* these events are occurring. The Products generally

focused upon violent and property crime hotspots that are identified for enhanced patrols. The unit has not incorporated the DDACTS operational model into its normal analytical processes.

It should be noted that members of the unit identified a commercial product (Cobwebs) as an example of an analytical tool that facilitates online search and analysis process. The unit does not presently have access to this platform. Forensic online searches are critically important for certain criminal incidents such as school shootings, domestic violence cases, civil unrest, narcotics crimes, etc. While CERTUS does not endorse any proprietary product, we suggest that such a capability is important and would prove to be useful to the APD, provided that Grant or alternate funding is available. Additionally, the unit has had access to crime intel link analysis software (FBI social network analysis). This software was purchased with a grant, but is subjected to a renewable license. Crime analysts have found this to be an effective tool for conducting criminal investigations. If the unit can demonstrate increased investigative effectiveness (in terms of documented time or cost savings, or effectiveness), this product license should likely be renewed.

The consultants examined a number of analytical products prepared by this unit and found them to be substantive, clear and appropriate for their intended use.

While this unit is highly functional and has high capability, it appears that it is not being fully utilized. Additionally, there are currently no standard performance metrics available to assess workload and work quality for this unit. This should be viewed as an operational deficiency that can easily be corrected.

At the time of our site visit, there was also a clerk assigned to the detectives unit who was performing crime analysis for detectives. Clerks are not officially designated as analysts, but nevertheless perform a significant amount of intel (rather than analytical) work. Members of the crime analysis and criminal Intel unit were unable to describe with any degree of specificity how many clerks were doing analytical work for the detectives. They also explained that dispatchers periodically called upon them to perform, "More tactical level [crime analysis], not strategic or operational." Examples include looking up subjects rather than performing series or pattern analysis, and basic database research.

The unit is frequently called upon to develop *ad hoc* charts and analysis for command staff. One member of the department suggested that the crime analysis and intel unit "does a lot more for command staff than they do for patrol or detectives." We were advised that non-sworn personnel assigned to the Detectives Bureau also perform *ad hoc* crime analyses, as necessary.

Crime analysts are properly selected, trained and supported for their work. However, due to limited staffing, the training of new employees has become problematic for this unit. Time and resources must be made available for adequate training as inadequate preparation leads directly to lower levels of retention. This applies for all operational and support units.

The APD has a working relationship with the Alaska Information and Analysis Center, a fusion center operated by the Alaska State Troopers and located within Anchorage. Recently, the APD has assigned an analyst to work at that location on six-month rotations. There was however no analyst assigned there at the time of our site visit due to limited staffing. It should be noted that the fusion center has access to certain tools that the APD does not have access to.

At the time of our initial site visit, the APD was submitting data to the SOA using FBI summary reporting, due to RMS constraints. The department began NIBRS reporting July, 2024. At the time, the department was using Tiburon for its records management system (RMS). The department is about to engage transition to an entirely new RMS/CAD system (HEXAGON and Power BI) that is expected to allow analysts to create and utilize more data dashboards and facilitate the transfer of recurring products, thereby reducing the total number of *ad hoc* requests.

Current staffing levels are appropriate.

Recommendations:

- The Crime Analysis and Criminal Intel unit should become an active participant in all Monthly Management Meetings and a partner in all planned investigative and tactical operations. It is imperative that the analysts receive timely and accurate feedback concerning all products and tactical plans that are formulated as a result of the information that he provides. Active participation in these meetings will serve to inform patrol and investigative supervisors about this unit's full capabilities.
- Crime analyst shifts should be adjusted so that they can accommodate additional professional development and training opportunities.
- The department should continue to provide timely and accurate crime data to the community via crime maps. The department's crime analysts should ensure that data are published or transmitted in a 'user-friendly' format (i.e., via a separate page of the department's website). The provision of timely and accurate crime maps to the community should be considered a necessity in terms of developing transparency and accountability for police operations (two characteristics that are strongly encouraged in the *Final Report of the President's Commission on 21st Century Policing* (2016) as well as the fostering of open communications with all segments of the community.
- Length of rotation for analysts assigned to the regional fusion center should be 12 months. This would ensure that analysts complete all necessary training during the course of the assignment.
- Personnel in any other investigative unit(s) who regularly perform the crime analysis function must be properly trained and supported, and must attend and actively participate in regularly scheduled meetings of the Crime Analysis and Criminal Intel Unit.

Functional Area: Community Engagement: Community Relations Unit (CRU)

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Staffing	<ul style="list-style-type: none"> Three non-sworn personnel (including Community Relations Director) are assigned to this Unit. No sworn personnel are currently assigned to this Unit. 	<ul style="list-style-type: none"> Should the APD's patrol staffing level increase significantly, the department should consider replacing the Community Relations Director position with a properly trained uniformed supervisor (sergeant or lieutenant). This individual could also coordinate with the CAP Team. No immediate changes to staffing level is recommended.
Community Survey(s)	<ul style="list-style-type: none"> The APD conducted a community survey in 2023 and plans to do so again in 2024. 	<ul style="list-style-type: none"> APD should continue to develop and periodically administer community satisfaction surveys.
Alarm Abatement Program	<ul style="list-style-type: none"> The Municipality has a program in place. 	<ul style="list-style-type: none"> No recommendations.
Neighborhood Watch/ Business Watch	<ul style="list-style-type: none"> The Unit interacts with community organizations. 	<ul style="list-style-type: none"> No recommendations.
Social Media Strategy/ PIO	<ul style="list-style-type: none"> APD effectively utilizes a variety of social media platforms. Members of this Unit coordinate department messaging and external communications. 	<ul style="list-style-type: none"> No recommendations.
Citizens Police Academy/Volunteers/ Police Explorers	<ul style="list-style-type: none"> The APD has a robust Citizens' Police Academy program and alumni association. Alumni are utilized as volunteers for various purposes. The APD does not have an active Police Explorer Program. 	<ul style="list-style-type: none"> No recommendations.
Website Utilization	<ul style="list-style-type: none"> The APD website is an effective communication portal. 	<ul style="list-style-type: none"> No recommendations.
Crime Prevention Program	<ul style="list-style-type: none"> Information is provided upon request. 	<ul style="list-style-type: none"> No recommendations.

Community Outreach/Engagement:

At the time of our site visit, the community relations unit was staffed by two non-sworn community relations specialists. There were two vacant positions. We were advised that one Deputy Director and two community relations specialists is considered normal staffing for this unit. One member of this unit is on call 24 hours a day seven days per week.

The APD does not presently have a designated uniformed member of the department serving as public information officer. Many of the duties traditionally associated with this position are performed by members of the CRU.

The community relations unit manages all external communications and community outreach opportunities for the department. The unit receives and coordinates community requests for public engagement, such as sending uniformed officers to a public event. Requests are made via the department's website or by direct contact with members of the unit. Members of the Department indicated that it has become more difficult to do this recently because of low uniformed staffing levels.

Anchorage Cops for Community is a 501(c)3 corporation that is effectively leveraged to forge and strengthen relations with all segments of the community.

<https://www.anchoragecopsforcommunity.org/>

In 2022, the APD contracted a company to administer a public opinion survey within the Anchorage Municipality. "The intent was to measure the community's perception of [the department's] crime response. Over 500 individuals participated in [the] questionnaire. Findings from the 23-question survey demonstrated multiple positive scores regarding APD's perception in the community." (Strategic Plan 2024–2026, p. 11) it should be noted, however, that fewer than 50% of the respondents indicated that the APD was "effective at reducing crime." (2024-2026 APD Strategic Plan, p. 11) Community surveys of this type are a particularly effective means of communication that provide useful feedback. The APD should continue to periodically perform such surveys.

The community relations unit utilizes all major social media platforms for communicating with the public. Facebook and Instagram have been used, particularly for publishing information concerning recruitment. These efforts are consistent with the 2024-2026 APD Strategic Plan, sec. 2.1.2 and 2.2.1. The Community Relations Director represents the APD and participates in a variety of meetings.

The department's website is well-structured and serves as an effective public portal. The community crime map is particularly useful, provided it is regularly updated. <https://www.anchoragepolice.com/crime-analysis>

Community relations specialists utilize the neighborhood app NextDoor in order to communicate with citizens in a specific neighborhood (e.g., why the crime scene van is on a particular street).

The APD hosts a citizens police Academy approximately two times each year. A session was held March 6 through May 29 2024. Classes average approximately 30 students. We were advised that the department typically has to turn down applicants due to limited class size. There is a citizens academy alumni association. Members of this group volunteer to assist the department such as serving as on-site role players during reality-based tactical training. It should be noted that the APD does not have a community volunteer program.

Current staffing levels are appropriate for this unit.

Functional Area: Dispatch/Communications

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Unit Staffing	<ul style="list-style-type: none">• Vacant positions placing strain on staff.• Minimum staffing on shifts results in “difficulty getting days off” which can damage morale and lead to absenteeism and poor retention.	<ul style="list-style-type: none">• Unit should gradually fill open call taker and dispatcher positions.
Equipment and Technology	<ul style="list-style-type: none">• The equipment utilized by the Communications Section is adequate. All software must be updated	<ul style="list-style-type: none">• Continually review equipment and IT needs, and supplement as necessary.
Training	<ul style="list-style-type: none">• The department has a robust in-service training program for dispatchers.	<ul style="list-style-type: none">• No recommended changes.

Dispatch/Communications:

Staffing

One of the most stressful jobs for police departments' professional staff is 911 communications and dispatch/call-taking responsibilities. In most cases, connecting with call-taking staff is the first step for the public to contact the police department to request assistance. Call-takers must be well-trained, good listeners, and remain calm during high-stress situations. Call-takers must focus on retrieving all pertinent information from the victim/witness and forward the information to dispatch. They sometimes may have to provide direction for CPR or remain on the line to keep the victim or witness engaged until the officer arrives. Dispatch must provide the necessary information for the officer and play a role in officer safety. Professional staff are dedicated to their roles. Still, appropriate staffing levels must be maintained to reduce stress levels. Excellent and job-centered training is paramount for training and retaining professional staff.

The staffing consists of one (1) manager, six (6) supervisors, one (1) training supervisor, thirty-nine (39) dispatchers, five (5) call takers, one (1) dispatch clerk, four (4) recruits in training, and three (3) new hires confirmed to start in the future, two (2) in May 2024 and one (1) in August 2024. Additional vacancies include one (1) call taker and two (2) dispatchers.

Dispatchers work twelve-hour (12) shifts. The day shift operates from 0700 to 1900 and is staffed with three (3) supervisors and twenty (20) dispatchers. The midnight shift operates from 1900 to 0700 and is staffed with three (3) supervisors and eighteen (18) dispatchers. A power shift operates from 1200 to 2400 with five (5) call takers only because supervision is available 24/7. Staff members bid for their shifts.

The Dispatch/Communications Center tracks the number of hires, retirements, and resignations for communications employees for 2021, 2022, 2023, and 2024 YTD to project the need for staffing and ensure a limited number of vacancies. The list below in Table 22 shows the number of hires, retirements, and resignations for dispatch/communication employees for 2021, 2022, 2023, and 2024 YTD.

Table 22: Number of new hires, retirements, and resignations for 2021-2024 YTD

YEAR	New Hires	Retirements	Resignations
2021	6	1	3
2022	12	5	6
2023	8	2	8
2024 (YTD)	2	0	1

Tracking new hires, retirements, and resignations is essential to project potential vacancies and ensure that the Dispatch/Communication Unit does not have minimal staffing levels daily. The Dispatch/Communications Unit is a very stressful job function whether a supervisor, dispatcher, or call taker, and the APD should continue this practice of projecting staffing needs.

Workload

The workload is in high demand, with an average of 450 emergency and 500 non-emergency daily calls. This does not include other types of workload-related calls, such as administrative calls from officers and other employees in the unit. It is reported that since 2014, the Dispatch/Communications Unit has handled more than 400,000 calls per year, equating to an average of 1,096 calls per day.

CERTUS interviewed several Dispatch/Communications Unit members about any concerns or recommendations they may have. The most significant problem was the ability to get time off from work. To receive time off, seniority determines time off. Some employees expressed the desire to have a bidding system for time off. This would enable junior staff to get time off more readily. Many employees express low morale due to the difficulty of getting time off and low staffing levels. An employee expressed that staffing levels should be where they were two (2) years ago. Most of the staff members agreed that the job is very stressful and if they could obtain more time off, it would be beneficial to their well-being.

The ability of an employee to receive time off can affect retention rates. According to Audrey Fraizer (September 22, 2022), in the article *Keeping Them in the Profession*, the Journal of Emergency Management, "While reliable statistics are hard to find, upward of 25% of all emergency dispatchers tend to leave after a short period (less than one year) which earns the

profession the high turnover classification” (<https://www.iaedjournal.org/keeping-them-in-the-profession>). CERTUS recommends that leadership examine the impact of changing the time off system from seniority to bidding to improve morale. This change in the system may benefit more staff members by giving them an opportunity for time off.

Training

Dispatch employees undergo 240 hours of initial training, 5-6 months of on-the-job training for call-takers, and 8-10 months for dispatchers. The APD has a robust training program. CERTUS reviewed a copy of the Dispatch Academy Workbook and found it to be particularly comprehensive (including such lesson/topics as: liability issues; customer service; criminal law; CAD operation; verbal de-escalation; critical thinking, etc.) and contain explicit Core Competency Standards and means of assessment. The workbook is exceptional and provides vital training.

The Dispatch/Communications Center has Field Training Officers that train new employees. The five (5) Phase Field Training Program and materials were reviewed and found to be appropriate and consistent with best practices in American policing. The knowledge and skills include acting promptly, decisively, and without delay and other performance-based tasks. The training program utilizes daily observation reports for on-the-job evaluation.

The APD’s Dispatch/Communications Unit should be commended for its robust training program. The program addresses the key areas a new dispatcher or call-taker should know before serving the public in these roles.

During interviews, several members of the unit advised the consultants that development of additional “in-service training specific to the role of dispatcher/call-taker needs to be implemented for career development” would be extremely useful. We agree. CERTUS recommends creating a civilian training committee to address the professional staff’s in-service needs of all non-sworn members of the department.

Technology

Staff indicated that new technology is needed for the Dispatch/Communications Unit. Staff informed CERTUS that the department leadership is working on implementing new technology by acquiring Hexagon and phasing out Tiburon. Staff members did inform CERTUS that if the leadership could speed up the implementation of Hexagon, it would improve their working conditions. CERTUS was advised that implementation is scheduled to proceed as quickly as is practicable.

Unit Engagement

The Dispatch/Communications manager and supervisors meet monthly to review Unit performance, and have an agenda and notes from the meeting.

The Dispatch/Communications Unit needs supervisors and training personnel to meet more frequently to discuss training and personnel. There has been no meeting in the last two (2) years. The Unit must schedule staff meetings with all personnel at least every quarter. This would require setting two meetings to address shift schedules so all personnel can attend the quarterly staff meetings.

A staff member recommended that the Dispatch/Communications Center provide a presentation about 911 in the schools for engagement with the community and provide an understanding of the importance of not calling 911 when it is not appropriate or a prank call. The Dispatch/Communications Manager should explore the benefits of providing this training to the public and schools. This could also serve a recruitment function.

The most significant problem identified by members of this Unit was the ability to get time off from work. Some employees expressed the desire to have a bidding system for time off. This would enable junior staff to get time off more readily.

Recommendations:

- **All open dispatch positions should be gradually filled.**
- Unit Supervisor should work with Command Staff to strategically address APD response times and ensure that Dispatch is processing calls as expeditiously as possible during all shifts.
- Leadership should examine the impact of changing the system from seniority to bidding to improve morale.
- In-service training specific to the dispatcher/call-taker role needs to be implemented for career development. Create a training committee to address the professional staff's in-service needs (i.e., non-sworn members of the Records Unit and Dispatch/Communication Center).
- Dispatch/Communications Unit supervisors and training personnel should meet more frequently to discuss training and personnel issues.
- The Unit must schedule staff meetings with all personnel at least quarterly. This would require setting two meetings to address shift schedules so all personnel can attend the quarterly staff meetings.
- Newly-hired dispatchers should perform ride-alongs with patrol officers during their initial training period, in order to familiarize them with the community, the officers and with police work. This is a particularly useful form of experiential training that should be continued.

Functional Area: Information Technology (IT)

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Standing IT Committee	<ul style="list-style-type: none"> APD addresses all of its IT needs collectively and thoughtfully. 	<ul style="list-style-type: none"> Continue to utilize a standing IT Committee with end-users in <i>ex officio</i> positions (i.e., representatives from various units and ranks).
IT Needs Met Timely	<ul style="list-style-type: none"> In-house IT personnel fully meet the department's current need (including "after hour" requests) 	<ul style="list-style-type: none"> Current staffing levels for IT Unit appropriate; no recommendations.
Replacement / Upgrade Master Plan	<ul style="list-style-type: none"> Systems and hardware regularly updated. 	<ul style="list-style-type: none"> Continue to develop and follow an IT Master Plan.
Cloud based Storage of BWC Data	<ul style="list-style-type: none"> Policy and storage capabilities appropriate at present. 	<ul style="list-style-type: none"> Additional investment will be necessary in the future due to increasing volume of video data.
Tasers	<ul style="list-style-type: none"> Upgraded to Taser 7 Appropriate number of personnel certified as instructors. 	<ul style="list-style-type: none"> No recommendations in this regard.
Department Servers	<ul style="list-style-type: none"> Servers are appropriate for their intended use. 	<ul style="list-style-type: none"> Server room should continue to be secure and protected from fire/water damage.

Information Technology (IT)

The department's information technology IT needs are addressed by the data systems unit. This unit is staffed by one Data Systems Manager and six (6) full-time IT staff, five (5) Data Systems Tech II's and one (1) Data Systems Tech I. Personnel are scheduled and staffed appropriately and are available on-call, as necessary.

The Data Systems Unit serves as the initial point of contact for end users and is primarily responsible for addressing all of the department's IT needs. This includes daily operation of the department's various communications, data and video systems; application development; systems configuration; software and hardware installation and maintenance; compliance with

CJIS requirements for physical access to system(s), encryption, assisting investigators with digital evidence collection; etc. The city manages the department's networks, mail server and IT infrastructure. The department has its own servers, which are "all virtualized" and located at 23. The server room was inspected and found to be appropriate for storage and maintenance of equipment. Adequate ventilation and appropriate fire suppression systems were present. The department's current CAD/RMS system is approximately 22 years old and, as noted elsewhere in this report, is scheduled to be replaced.

The unit operates an internal helpdesk for end users, whereby work orders are submitted electronically. There is no formal process of work order submissions, rather service and work requests are submitted via email, text and by visiting the data systems office in headquarters (i.e., walk-ins). At the time of our initial site visit, there was no queue of pending work orders in the mailbox.

Uniformed and non-sworn personnel in various units throughout the department report that their IT needs are addressed promptly and effectively by members of this unit. The APD has an MOU with the City of Anchorage's IT department for the provision of additional support, as needed. Members of the department report a close working relationship between these offices.

The department's CAD/RMS system is administered on site. A new CAD/RMS system has been selected and will be going online in early 2025. We note that the search and selection of this product was conducted in a manner that conforms with best practices. That is, a committee (chaired by the data systems manager) wrote the initial request for proposals and invited vendors in to assist in the development of the RFP. A considerable amount of thought and planning went into the selection decision. Managers from various APD units were also invited to help configure the new system. Adequate steps have been made for training in connection with the rollout of the new product. CERTUS finds that the purchase and selection of this product was conducted thoughtfully and carefully.

IT technicians were reported to be very accessible and responsive to the needs of APD employees.

A considerable amount of training is required in connection with the transition to the new CAD/RMS system. We were advised that the methodology will essentially be "train the trainer" format. We note that this methodology has significant limitations. However, it appears that the department is moving cautiously and decisively providing adequate training to unit managers. It is important to facilitate knowledge transfer within the department and ensure that quality instruction is delivered to all users.

Patrol vehicles are equipped with Panasonic mobile data terminals (MDT's). Members of the department report good functionality. Patrol vehicles are equipped with AXON camera systems (i.e., dash and backseat video cameras) and officers are equipped with body worn cameras. The city's radio shop is responsible for all vehicle camera installations (including initial vehicle up-fitting and swap outs of equipment). Video data is continually and automatically uploaded to a cloud-based storage system. Body worn cameras can be docked in patrol vehicles, and automatically uploaded to the cloud in the same manner. However, members of the department reported "random latency in the system," apparently due to older switches and equipment in the network. This problem is currently being addressed.

We find that current staffing levels are appropriate for this unit.

However, like all American police departments, the APD must have the capacity to handle a variety of new technologies and systems coming on online in the near future. It is likely that additional staffing will be required in the future as the unit's workload increases. We were advised that the department is aware of an impending retirement that would likely reduce the units' overall level of responsiveness and likely result in a backlog of work requests. Additionally, the rollout of the new CAD/RMS system will require members of this unit to be available for a great deal of training and *ad hoc* troubleshooting that naturally occurs during implementation. For that reason, CERTUS suggests that the department begin a search for the replacement of this technician now, so as to avoid any unnecessary delay and potential backlog in unit workload.

Functional Area: Records Management

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
RMS Utilization	<ul style="list-style-type: none"> Current RMS being replaced. Full-utilization depends upon quality training of all personnel. 	<ul style="list-style-type: none"> Ensure that proper training in use of new RMS is provided to all personnel.
Policies	<ul style="list-style-type: none"> APD policies regarding the Records function are clear and comprehensive. Policies re: cash receipting particularly detailed. 	<ul style="list-style-type: none"> No recommendations.
Unit Staffing	<ul style="list-style-type: none"> Vacant positions have caused backlogs which increase overtime expenditures. Additional hires would improve unit productivity. 	<ul style="list-style-type: none"> Gradually fill vacant positions as soon as is practicable, provided Unit Supervisor can demonstrate concomitant improvement in workflow process with each hire.
Adequate Unit Training	<ul style="list-style-type: none"> There is a robust training program for new hires. Unit does not have a full-time Trainer. 	<ul style="list-style-type: none"> Immediately appoint a fulltime trainer (and backfill position as necessary).
Space Allocation	<ul style="list-style-type: none"> Work areas functional and well-suited for operations. 	<ul style="list-style-type: none"> Facility repairs underway for building outside immediate work areas.
Workload	<ul style="list-style-type: none"> Unit produces high level of workload. Redaction of BWC and other video evidence a continuing challenge that is likely to increase. 	<ul style="list-style-type: none"> Additional hires are necessary to address anticipated increased workload.

Records Management:

Staffing

The Records Unit, which is crucial for the APD's operations, is currently facing staffing challenges. The unit has forty-six (46) positions and is responsible for various tasks, including record management, discovery, and classification. These positions include one (1) records manager, twenty-six (26) record police clerks, one (1) record discovery clerk, three (3) record specialty clerks, four (4) record clerk III supervisors, one (1) record clerk III trainer/supervisor, nine (9) classification clerks, and one (1) classification clerk III supervisor. At the time of the site visit, there were four (4) vacancies, including one (1) discovery clerk, one (1) clerk III training supervisor, and two (2) records clerks, despite the ongoing training of five (5) new employees. Staff members serving as field training officers receive 5.5% incentive pay while training new staff members.

APD headquarters has a front counter for serving the public. Usually, one (1) supervisor and three (3) to four (4) clerks are assigned to the front counter. The hours of operation are Monday through Friday, 0800 to 1700 and closed on weekends and holidays. The remaining records staff are located at 4501 Elmore Road in Anchorage. This location has two shifts that the records staff work. The shifts are 0730 to 1730, and 1200 to 2200 hours. With the overlapping of shifts from 1200 to 1730, the Records Unit has a power shift. This provides additional staffing during these hours.

It is essential to recognize that the vacant positions affect morale, the ability to get time off, and mental health. Records clerks have extensive contact with the public in person and by phone and must be able to multitask. Recruitment needs to be a priority in units with vacancies and a high workload. The salary range for a records clerk in the APD is \$46,072.00 to \$63,294.40 annually. According to ZipRecruiter (<https://www.ziprecruiter.com/Salaries/What-Is-the-Average-Police-Records-Clerk-Salary-by-State>), the average police records clerk salary in the United States is \$49,190.00, with a salary range of \$29,000.00 to \$68,500.00. Due to the geographical area and according to the Anchorage Economic Development Corporation (https://aedcweb.com/wp-content/uploads/2022/03/21-AEDC-COLI_Report-EndOfYear-3B1.pdf), the City of Anchorage is the twenty-first (21) most expensive city of the 267 cities that participated in the 2021 Cost of Living Index. In 2024, the cost of living for the City of Anchorage is expected to be even higher.

Many police departments and sheriff's offices are currently offering signing bonuses for police officers/law enforcement deputies and correctional officers to attract potential candidates. CERTUS recommends that the APD consider providing signing bonuses to challenging-to-fill positions, especially if hiring has been proactive with limited success or a high turnover.

Duties and Responsibilities

The consultants reviewed the written duties and responsibilities of records clerks and classification clerks and found them to be clearly stated and appropriate. Duties include: preparing and releasing various official reports; fulfilling public information requests; classifying case reports; accessing county, state, and federal law enforcement databases regarding citations and arrests; collecting various fees for services; and performing validations, such as determining whether a missing person has been found, or a stolen gun has been recovered. Citizens are able to file a vehicle crash report via the department website. The unit has found that this eliminates a great deal of administrative and clerical work on the part of records clerks. The website could also be used for filing reporting minor offenses such as vandalism; harassment; lost property; and theft from a vehicle.

All classification clerks have previously served the APD as records clerks. They provide quality control and oversight for all police reports generated within the APD by providing guidance concerning UCR reporting adherence, as well as departmental, state and federal reporting requirements.

Record specialty clerks, are responsible for redaction requests for paper, electronic, audio, and video produced by the APD. Review and redaction of BWC video footage is typically a time-consuming process. The department charges \$40 per hour for video review and redaction services. It should be expected that the total amount of BWC stored footage will expand significantly over the next several years.

The records discovery clerk is responsible for accessing current and historical digital media and processing requests for duplication and discovery from officers, detectives, prosecutors, or other law enforcement agencies.

The unit is primarily responsible for responding to public record requests under the Alaska Public Records Act that are directed to the APD. The consultants were advised that it typically “takes approximately 4 to 5 months on average to respond” to a request. At the time of our site visit, the unit was “approximately seven months behind” in responding to FOI requests.

Data is available to track the total number of public records requests, length of response time (i.e., total number of “days behind”), and the number of reports taken by records clerks. This information is monitored by the records and classification manager and the administrative captain. A standardized template of performance metrics has not however, been developed for this unit.

Policies

The Records Unit has its own policy manual. Staff from the Records Unit provided CERTUS with two (2) policies from the Records Unit’s Procedure Manual. Policy RM 09.00, General Cash Handling and Safety Protocol, was revised on 6/15/2019. This policy addresses a high liability area for records for handling and safeguarding cash. The protocols are designed to provide reasonable assurance that errors and irregularities will be prevented or detected on a timely basis. Most importantly, this policy details handling cash related to collection, securing, depositing, and reporting the amount of money the Records Unit collects daily. In reviewing this records unit policy, the cash handling has detailed steps that address how to handle the cases that reflect security, accountability, and transparency, and it is excellent material to incorporate in a lesson plan for new employees or review in-service training for current employees. Most importantly, the policy addresses the safekeeping of records.

Policy RM 09.01, Deposit of APD Daily Receipting, was revised on 10/23/2023. This policy provides procedures and responsibilities of the Records Unit regarding the deposit of funds collected by the Records Unit. A significant amount of thought is behind this policy. The policy has a table of contents in the back for searching for a particular procedure or task to be completed by the Records Unit. The policy is comprehensive and highly detailed. The process for depositing collected funds is thorough and has a transparent verification process to ensure accuracy in the collection and deposit of funds. The policy is detailed and could be easily reformatted as a lesson plan. This policy is the most comprehensive records policy reviewed by CERTUS. The Records Manager and Records Staff Members should be commended for producing a comprehensive policy for the Deposit of APD’s Daily Receipting.

Community Accessibility

The APD Records Unit is open 0730 - 2200 seven days a week. Public access is Monday through Friday, 0800-1700, except on APD-recognized holidays. The APD has implemented an online portal for the public to access records and information. This portal is called the APD Public Records Center. This portal is well-designed and easily accessed; the site is easy to navigate to find information. The public can create a login to the site. There is a main menu that has FAQs for the public. The website informs the public that when a request is submitted, the department will send a confirmation receipt of the individual's request within two (2) days. The fee schedule is posted, and the public is informed of requests for unredacted records and exemptions. There is also an information section for the public to search for topics. The APD Public Records Center enables the public to access the Internet. The APD should be commended for this portal, which provides easy access and accountability and is another public engagement method.

Workload

The Records Unit should be commended for collecting a comprehensive number of the unit's workload. The Records Unit provided workload numbers for August – December 2022, January – June 2023, July – December 2023, and January – April 2024. In January of 2024, the Records Unit added the number of online reports. Some of the workload numbers vary by year and type of task. Workload presentation indicates that the Records Unit is quite busy processing documents and interacting with the public. Citizens can retrieve documents on the APD's website through the records request portal. This is an excellent service provided by the APD, as inclement weather can affect the ability of citizens to drive to the APD.

Table 23: Workload for August – December 2022

	2022	2022	2022	2022	2022
	August	September	October	November	December
Records Requests Completed (Doc/A/V)	850	791	787	740	770
-Documents					
-A/V					
Document Request	1097	1195	1314	1639	1977
Document Days Behind	58	64	67	81	95
A/V Requests	64	69	79	87	99
A/V Days Behind	42	51	60	34	53
Discovery Request					
Discovery Days Behind					
Discovery Request Completed					
Calls	2523	2973	2829	2357	2923
Biokey Citations	2312	735	1729	1488	1293
Phone Reports	138	201	207	240	202

Table 24: Workload for January – June 2023

	2023	2023	2023	2023	2023	2023
	January	February	March	April	May	June
Records Requests Completed (Doc/A/V)	755	648	757	651	761	1051
-Documents		564	657	584	695	1011
-A/V		84	100	67	66	40
Document Request	2452	2857	3510	3899	3812	3761
Document Days Behind	108	106	144	159	169	175
A/V Requests	101	64	39	84	72	108
A/V Days Behind	40	28	33	98	51	71
Discovery Request		243	13	65	170	8
Discovery Days Behind		16	1	3	15	1
Discovery Request Completed		1300	1022	562	749	877
Calls	3090	2766	3187	2597	2642	2646
Biokey Citations	1934	2083	2587	2162	3967	2915
Phone Reports	204	198	244	185	188	209

Table 25: Workload for July – December 2023

	2023	2023	2023	2023	2023	2023
	July	August	September	October	November	December
Records Requests Completed (Doc/A/V)	1068	968	1098	943	1050	1004
-Documents	964	858	1006	841	962	928
-A. V	104	112	92	102	87	72
Document Request	3722	3826	3919	3958	3921	3928
Document Days Behind	179	192	204	212	217	215
A/V Requests	55	43	73	29	41	58
A/V Days Behind	54	45	21	15	37	41
Discovery Request	27	1	1	685	212	0
Discovery Days Behind	1	0	0	6	15	0
Discovery Request Completed	613	799	634	595	640	846
Calls	2901	3314	3158	3143	2829	3001
Biokey Citations	2741	2685	4389	2126	1533	1831
Phone Calls	225	248	183	168	118	124

Table 26: Workload for January – April 2024

	2024	2024	2024	2024
	January	February	March	April
Records Requests Completed (Doc/A/V)	1520	1409	1490	1701
-Documents	1454	1296	1416	1575
-A/V	62	113	74	126
Document Request	3625	3418	3003	2791
Document Days Behind	191	240	146	125
A/V Requests	47	46	58	90
A/V Days Behind	28	29	31	57
Discovery Request	8	11	55	67
Discovery Days Behind	0	0	8	8
Discovery Request Completed	721	733	713	722
Calls	3645	3256	3371	3155
Biokey Citations	1704	2028	2271	2746
Phone Reports	200	171	185	166
Online Reports Processed	467	370	503	613

Records management is a critical function of a police department. A police department's Records Unit should efficiently and effectively handle all records and documents. Therefore, the Records Unit must remain fully staffed to handle the never-ending workload. The workload must be continuously monitored to identify growth affecting staffing levels. The Records Unit should be commended for detailed workload analysis and dedication to the department's mission.

It is likely that workload will increase in light of the increased volume of video evidence and the upcoming transition to the new RMS. Overtime expenditures for this Unit can be reduced by providing additional staffing.

Training

The consultants were advised that the testing process for applicants for the records clerk position has recently been streamlined. This is particularly important in order to offset natural attrition. As one supervisor in the administrative division stated "we have not kept up – we are not gaining any headway [in terms of actually increasing staffing]." Every effort must be made to reduce processing time and administrative burden for applicants for all sworn and non-sworn positions.

The unit has a formal program of initial and field training (an "academy") that lasts 12-14 weeks. Curriculum includes discrete topics and lessons and means of assessment. Members of the unit indicated however that, due to limited staffing, it is difficult to schedule time for the training of new personnel. CERTUS notes that this unit's ability to provide training will be greatly tested in connection with the implementation of the new RMS.

The Record Clerk III Trainer/Supervisor maintains a comprehensive training curriculum and conducts an in-house academy for police clerks. Guide trainees and Field Training Officers (FTO) identify trends or patterns in trainees and assess individual training needs; develop training material to be distributed during training; actively seek effective training methods

and best practices to facilitate training of police clerks. They oversee the FTO's schedules for trainee assignments; review and evaluate daily observation reports on trainees and monitor Automated Observation Reports and Evaluations (ADORE) to ensure accurate documentation. Additionally, they conduct regular meetings to assess FTO goals and identify areas of improvement and individual performance. All FTOs receive a 5.5% incentive pay when they have a trainee.

Physical Work Environment

Staff members informed CERTUS that their workstations require software upgrades for greater efficiency. The facility also needs improvement, as some ceiling panels are missing directly over some of the staff's computers. The staff informed us that repairs to the ceiling would occur sometime in during the next several months.

The department has assembled a project team for implementation of the new RMS (HEXAGON). The unit anticipates difficulty in training personnel on the new system, particularly with regard to definitions and classification (as NIBRS definitions vary from Alaska state statutes) and has prepared a "cheat sheet" for police officers' reference and use. As one individual indicated "we will be learning two different things at the same time. How to use the new RMS system as well as how to NIBRS." This speaks to the immediate need for a skilled full-time trainer.

Recommendations:

- **Emphasize recruitment and fill all vacant positions in the Records Unit, provided that the unit is able to produce justification by means of workload demand and Unit overtime reduction using timely and accurate performance metrics.**
- Consider providing signing bonuses for challenging, hard-to-fill positions, such as records clerk positions, especially if hiring has been proactive with limited success or high turnover.
- **The records/classifying and compliance unit should have a designated full-time trainer.** This is particularly important in light of the upcoming transition to a new records management system.
- Any additional hire made in this unit should be for the position of A/V specialty clerk, due to the large number of discovery and public records requests.
- The records unit should continue to identify essential performance metrics (such as the total number of public records requests processed; the average number of days to respond to a data, video or document request; number of vehicle accident and crime reports prepared; total amount of overtime expenditures attributable to the records unit, etc.) to serve as a performance measurement data dashboard to justify any additional hires made in this unit.
- Classification clerks should be utilized to provide training to probationary police officers undergoing field training.

Functional Area: Property and Evidence

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Staffing	<ul style="list-style-type: none"> • Current staffing levels are appropriate. 	<ul style="list-style-type: none"> • No recommendations.
Directives	<ul style="list-style-type: none"> • APD policies regarding property and evidence are comprehensive, clear and consistent with best practices. 	<ul style="list-style-type: none"> • Add a new policy, re: Audits and Inspections of the Property and Evidence Unit.
Training	<ul style="list-style-type: none"> • Property and Evidence personnel are well trained. 	<ul style="list-style-type: none"> • Provide additional in-service and career development training to staff.
Equipment	<ul style="list-style-type: none"> • The Unit is properly equipped to perform its various functions. 	<ul style="list-style-type: none"> • Recommendation conveyed to command staff.
Inspection and Audit Practices	<ul style="list-style-type: none"> • Audits are conducted in a manner consistent with best practices. 	<ul style="list-style-type: none"> • No recommendations.
Disposal of Property	<ul style="list-style-type: none"> • All disposal practices (including weapons and narcotics) consistent with best practices. 	<ul style="list-style-type: none"> • No recommendations.
Vehicles	<ul style="list-style-type: none"> • Unit practices for receipt, storage and return/disposal of vehicles consistent with best practices. 	<ul style="list-style-type: none"> • No recommendations.

Property and Evidence Unit:

Supervision and Staffing

The Property and Evidence Unit is authorized for twelve (12) positions, but only seven (7) positions are currently filled. The Property and Evidence Unit Manager is a professional staff member with over 20 years of professional experience, including 15 years of experience overseeing the unit. The Manager shared with CERTUS that the department is experiencing difficulty in finding qualified applicants to apply for the position or complete the Property and Evidence field training program. Applicants apparently tend to look at other positions within the department that have a higher starting salary and apply for those positions. Despite these challenges, the Property and Evidence Unit has done an excellent job maintaining the Property and Evidence function with few staff members. The manager is very skilled and knowledgeable about the Property and Evidence function and is actively involved with her staff. Our physical inspection of this Unit revealed a particularly clean, secure and well-ordered facility. Indeed, the consultants noted that the APD's Property and Evidence Unit ranks among the most well-managed and efficient Units they have inspected.

The manager credits her team for the success of the Property and Evidence Unit, and their dedication and hard work should be a source of pride for the department leadership. CERTUS recommends that department leadership review the job position to determine if salary increases would benefit recruitment for the Property and Evidence Unit.

Policies

Four (4) policies for the Property and Evidence Unit present procedures under different circumstances.

- Policy 3.04.005 – Evidence Conversion to Department or Public – This policy was updated on April 12, 2021. The purpose of this policy is to advise all personnel of the procedures required for the Anchorage Police Department to retain unclaimed disposable property. The Municipal Purchasing Officer for the City of Anchorage must approve the department's request for unclaimed disposable property to be claimed for public use by the department. The policy also discusses conversion, barter, trade, or sale procedures, including firearms and weapons. This policy provides transparency to the public and offers detailed checks and balances for the procedures for retaining unclaimed disposable property. The department should be commended for this detail of administrative accountability.
- Policy 3.04.010—Evidence Disposition of Property—The policy was updated on April 12, 2021. Its purpose is to establish the procedures for the lawful disposition, release, and disposal of all property and evidence taken by or coming into the custody of the Anchorage Police Department. The policy provides clear definitions of destructible property, disposable property, disposal deadline dates, and numerous others to help you understand the policy. Procedures also offer for understanding the authorized final disposition of disposable property and evidence, final disposition of evidence, deferred final disposition of evidence, final disposition of disposable property, the release of disposable property, release of firearms and ammunition, disputed ownership of disposable property, barter, sale, or trade of unclaimed disposable property, disposition of unclaimed disposable property – money, and destruction of unclaimed disposable property. The policy also provides a significant amount of transparency to the public.
- Policy 3.04.015—Evidence Handling and Submission—This policy was updated on April 12, 2021. It provides procedures for the safe packaging, storage, transaction and chain-of-history, integrity, preservation, and submission requirements for all classifications of property collected, seized, or received into the possession of the Anchorage Police Department. It provides numerous definitions to understand the procedures for collecting and documenting property and evidence, submission of property and evidence-general, evidence drop lockers and submission requirements, and evidence drying room for wet drugs. The warehouse has an area for storing bicycles.

- Policy 3.04.020 – Evidence Withdrawal and Return – This policy was updated on April 12, 2021. The policy provides the procedures for withdrawing and returning property and evidence released from the Property and Evidence Unit. The policy discusses the need to make a reasonable attempt at advising the Property and Evidence Unit with a minimum of twenty-four (24) hours before the date and time to pick up the property/evidence. The requestor should provide an itemized list stating the reason for the withdrawal. Before transferring custody, the requester must sign their name, designated serial number, and date accepted on the Property and Evidence receipt. Within twenty-four (24) hours of checking the property out, the requestor must return the property to the Property and Evidence Unit or return the signed Property and Evidence Hand Receipt. The policy discusses temporary property release from the Property and Evidence Unit. The policy details the procedures for attorneys or victims to view the property. Discussed are the methods used for requests for laboratory examination or analysis. This policy also directs the supervisor of the Property and Evidence Unit to periodically review the automated records of the property and evidence management system. The Property and Evidence Unit utilizes more than one hundred (100) Crystal Reports to manage the Property and Evidence Unit.

The four (4) policies cover the necessary procedures for a Property and Evidence Unit, except that a policy should detail the audits and inspection procedures. CERTUS recommends adding a new policy, Policy 3.04.025—Audits and Inspections of the Property and Evidence Unit. Audits and inspections are essential for accountability, security, and transparency. This policy should follow the guidelines of the International Association of Property and Evidence (IAPE). The property and evidence manager advised that an inventory is conducted yearly. The inventory for 2024 was not performed at the time of the site visit. The Property and Evidence Manager and Supervisor conducts random weekly and monthly audits. The clerk conducts daily verifications by the technicians to ensure that items have entered the RMS system correctly and that all items have been appropriately scanned and have an accurate chain of custody.

The quality of service to the public is measured by performing random phone call audits to determine that the public is being assisted promptly and professionally. As a secondary procedure to ensure the accuracy of audits, the Municipal auditor's monthly audit for cash conversions, drug burns, auction pick-ups, gun destructions, and bike donations. The Property and Evidence Manager advised that there have been approximately forty (40) audits each year by the Municipal auditor, including audits of converted property for use by the Anchorage Police Department. In the last three (3) years, there have been more than one hundred and twenty (120) audits.

Property Room(s) Security

The property and evidence unit utilizes an appropriate security system for all three (3) warehouses. Dispatch and the Property and Evidence Manager monitor the system simultaneously. Access to the main property and evidence room is properly controlled. A log requires personnel to sign their name, date, time of entry, time exiting, reason, and manager's employee number. Camera placement and coverage were found to be appropriate. Motion detectors are used appropriately. A bar code and bins on shelves are used to organize all property and evidence, and the information is entered into the RMS.

Separately Secured Priority Items

Firearms are properly secured in a separate area. Keys cannot be duplicated, and the room has an alarm. The walls are cinderblock. Guns may be given back to the owners or bartered for new firearms for the department officers.

The room that stores drugs has appropriate surveillance equipment. Only property and evidence staff are authorized to enter the drug storage room. Staff access is recorded. At the end of the shift, two staff members must ensure that the key has been placed back into a secure place. Monies are stored in a secure safe. When money is put into the secure safe, a dual accounting by property and evidence staff is required.

Sufficient Space for Storage of Property and Evidence

The property and evidence room have sufficient workspace for officers. The officers' work area has supplies for packaging and a fire alarm system, and officers bring their MDT into the work area to access the department's RMS system. There are cameras to monitor this area. There are eighty-two (82) drop lockers, a secure evidence vestibule for oversized items, security cable for bikes and outdoor items, eight (8) cell phone lockers, a drying room with eight (8) property cages, and twelve (12) drug-drying cages. The evidence room for drying wet drugs is electronically monitored, and access to this room is only accessible through a commander's or sergeant's approval. An additional drying room is under construction. Eighteen (18) refrigerated lockers have a temperature sensor and alarm. There is one (1) walk-in refrigerator/freezer, and another walk-in refrigerator/freezer is being built. The walk-in refrigerator/freezer has sensors that are part of the security system and will send an alarm to dispatch. The State Crime Lab retains the majority of DNA samples.

Workload

Police agencies are critical in the intake, processing, storage, and disposal of property and evidence, particularly firearms, narcotics, currency, jewelry, and other articles of value. The integrity of a law enforcement agency is reflected in how it manages property and evidence entrusted to its care.

The Property and Evidence Unit schedules appointments with the public Monday through Thursday, 0800 – 1630, and is available to the public via phone Monday through Friday, 0730 – 1700. The Property and Evidence supervisor provided the following workload statistics.

Table 27: Property Transactions, New Property, and Disposal Property, 2019-2023.

YEAR	PROPERTY TRANSACTIONS	NEW PROPERTY	DISPOSAL PROPERTY
2019	372,913	40,523	31,193
2020	345,614	34,082	26,033
2021	347,608	31,125	24,284
2022	370,137	32,348	26,232
2023	113,684	29,503	20,798

The supervisor informed CERTUS that the reduction in the new property is due to officers placing more than one item in a locker with one submission document.

Training

The Property and Evidence Manager advised CERTUS that staff members receive training from the International Association of Property and Evidence and ongoing on-the-job training. While the Property and Evidence manager provides on-the-job training for the staff, the Property and Evidence manager would like the department to provide more significant funding for professional staff (civilians) to increase knowledge and skills in hard and soft skills. CERTUS also recommends management training for all professional staff supervisors. CareerBuilder found that 58 percent of managers report receiving no people management training. A training committee for all of the department's experienced staff members should be created to identify needed training for professional staff members.

Summary

Managing property and evidence is among the highest-risk operations in any police department. The intake, processing, storage, and disposal of evidence and property are essential functions for any law enforcement agency. This is especially true for weapons, narcotics, dangerous drugs, currency, and valuable jewelry. Police agencies across the country have often faced the consequences of mismanaged property and evidence sections, resulting in the termination and arrest of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other valuable items. In some cases, audits that revealed unaccounted-for property and evidence led to the termination of police executives, even when they were not suspected of being implicated in the theft or loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to effectively managing the property and evidence function.

Current staffing levels for this unit are appropriate.

Recommendations:

- Review the job position to determine if salary increases would benefit recruitment for the Property and Evidence Unit.
- Add a new policy, Policy 3.04.025—Audits and Inspections of the Property and Evidence Unit. Audits and inspections are essential for accountability, security, and transparency. This policy should follow the guidelines of the International Association of Property and Evidence (IAPE).
- Develop management training for all professional staff supervisors. A training committee for all of the APD's experienced staff members should be created to identify needed training for professional staff members.

Fiscal Management/Resource Management/ Grant Management

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Policies & Procedures	<ul style="list-style-type: none"> APD has clear and comprehensive policies for fiscal oversight and accountability. 	<ul style="list-style-type: none"> No recommendations
Training	<ul style="list-style-type: none"> Personnel are appropriately trained. 	<ul style="list-style-type: none"> No recommendations
Workload	<ul style="list-style-type: none"> While workload level(s) appear to be high, there are no uniform performance metrics being tracked for this Unit. 	<ul style="list-style-type: none"> Develop basic Unit performance metrics, as necessary.

Fiscal Management/Resource Management/Grant Management:

The department has an Office of Fiscal Management staffed by one Finance Manager and a Specialty Clerk, who is primarily charged with handling tuition reimbursement for a PD personnel, travel, planning and invoicing, utility bills, etc. The Finance Manager reports to City Hall and is primarily charged with working with the department leadership to help craft the APD budget. There is a Resource Management Unit which reports to the Deputy Chief of Administration. It is staffed by one Resource Manager and one Specialty Clerk, which are full time non-sworn positions. There is also a Grant Manager, primarily charged with applying for and administering grants.

The APD has sufficient mechanisms and professional staffing in place for proper fiscal management. Sufficient controls/systems are in place to preserve resources and ensure accountability. Office staff attend on-going professional training (e.g., recently attended a conference of the Government Finance Officers Association).

It should be noted that towing services represent a huge expenditure in the Municipality of Anchorage.

Recommendations:

- The department should purchase uniform purchasing software in order to automate the system and remove administrative delays. The APD should continue its efforts to make a internal processes, particularly with regard to fiscal management, entirely paperless.
- The duties of the resource manager should be captured quantitatively to determine whether additional staffing is required to support the Resource Management Unit.

Staffing/Duties/Workload

The Fiscal Management Unit is under the supervision of the Administrative Division. The Finance Manager reporting to the Deputy Chief of Administration. CERTUS recommends updating the organizational chart to reflect the department's current status. There is one clerk to support the Finance Manager. Both positions are full-time.

The Finance Manager's duties primarily focus on creating and maintaining the department budget, liaising with the city, and supervising the clerk to ensure accuracy with all the duties in this unit. The clerk is responsible for booking hotels for travel and must have three (3) quotes for the hotel, travel reimbursements, tracking receipts, placing orders, paying bills, facilitating maintenance, monitoring contracts, and snow removal.

The workload could only be described as qualitative tasks. No statistics are provided to illustrate the number of tasks. CERTUS recommends that the Finance Manager have the clerk keep track of the workload to determine if additional staffing is needed.

CERTUS was provided with the document below, which presents the budgets for 2020 through 2024.

Table 28: Budgets for Anchorage Police Department, 2020-2024

Description	2020 Budget	2020 Actuals
501010 Straight Time Labor	58,121,868.00	23,271,961.92
501012 EE Reimb PR-Overpayment		
501020 Overtime	3,004,596.00	2,907,442.58
501040 Annual Leave Taken (Modified Accrual)	974,963.00	6,163,272.44
501050 Parental Leave		
501080 Retirement	13,954,589.00	6,455,792.26
501090 Life Insurance	62,726.00	12,316.26
501100 Medical/Dental	14,805,000.00	6,400,966.64
501105 FICA/Medicare Taxes/Social Security	1,703,411.00	1,034,835.92
501115 Employee Assistance	17,559.00	6,260.34
501118 Other Benefits	34,740.00	15,098.66
501130 Unemployment Insurance	119,740.00	57,377.10
501140 Long-Term Disability	59,687.00	22,184.16
501160 Allowances		132,427.97
501240 Allow Differentials/Premiums	1,305,870.00	408,361.49
501260 Vacancy Factor	963,000.00-	
* Labor Modified Accrual	93,201,749.00	46,888,297.74
* Non-Labor	22,786,170.00	21,171,316.83
* Travel		1,565.21-
* Transfer to Other Funds	4,510,663.00	4,510,147.68
* Debt Service	1,063,089.00	1,060,615.93
** BALANCE	121,561,671.00	73,628,812.97

Table 29: Budgets for Anchorage Police Department, 2020-2024 (cont'd.)

2021 Budget	2021 Actuals	2022 Budget	2022 Actuals
60,459,334.00	50,826,166.03	60,500,669.00	50,220,253.52
			462.63-
2,113,727.00	4,929,349.06	4,910,603.00	5,930,219.16
982,426.00	8,754,581.77	1,012,583.00	9,048,341.87
14,659,200.00	14,946,559.45	15,031,675.00	15,202,668.85
93,796.00	71,928.50	93,307.00	69,952.74
15,122,652.00	14,292,211.18	15,369,540.00	13,861,402.80
1,910,902.00	1,795,292.62	1,949,009.00	1,808,019.05
17,530.00	16,920.73	17,520.00	16,387.71
34,680.00	31,015.32	34,560.00	31,640.72
120,711.00	130,659.46	123,272.00	132,437.79
59,641.00	70,232.26	59,958.00	74,120.68
	67,469.43		2,572.80
1,305,870.00	1,031,537.51	1,305,870.00	1,062,041.61
963,000.00-		963,000.00-	
95,917,469.00	96,963,923.32	99,445,566.00	97,459,596.67
24,201,815.00	21,444,278.22	24,528,894.68	21,826,487.70
29,500.00	37,291.75	19,500.00	52,258.74
5,946,778.00	5,619,066.19	4,661,426.59	4,342,180.59
1,220,990.00	1,202,789.33	3,544,913.73	3,531,405.79
127,316,552.00	125,267,348.81	132,200,301.00	127,211,929.49

Table 30: Budgets for Anchorage Police Department, 2020-2024 (cont'd.)

2023 Budget	2023 Actuals	2024 Budget	2024 Actuals
60,755,764.48	50,477,861.99	67,823,350.00	17,781,131.69
			3,730.91-
5,009,603.00	7,330,577.18	4,910,603.00	3,198,730.86
1,022,332.00	8,222,368.80	1,057,525.00	2,628,899.21
			7,548.80
15,918,648.00	16,329,665.04	16,409,079.00	6,224,646.17
93,307.00	65,312.30	93,471.00	22,065.05
15,961,020.00	13,920,625.85	16,521,456.00	5,228,613.41
1,968,552.00	1,826,362.62	2,065,415.00	656,109.44
17,520.00	15,769.33	17,616.00	5,213.16
34,560.00	32,008.33	34,560.00	11,058.04
124,262.00	134,804.19	128,776.00	51,031.36
60,003.00	73,202.07	60,764.00	43,118.99
42,300.00	123,339.78	42,300.00	55,300.00
1,305,870.00	1,160,834.67	1,305,870.00	432,947.64
963,000.00-		963,055.00-	
101,350,741.48	99,712,732.15	109,507,730.00	36,342,682.91
27,468,373.00	25,369,376.85	23,880,297.00	6,148,349.31
177,157.52	190,792.17	19,500.00	12,926.60

5,350,267.00	4,918,254.98	3,897,982.00	
2,248,463.00	2,088,840.48	2,418,010.00	156,484.20
136,595,002.00	132,279,996.63	139,723,519.00	42,660,443.02

In examining the budgets, it is apparent that the APD has done an excellent job in projecting revenue and expenditures. In 2020, the budget was 121,561,671.00, and the actual budget was 73,628,812.97. Like most law enforcement agencies, this budget timeframe has been impacted by COVID, resulting in a lower actual budget. However, when analyzing budget year 2020 to budget year 2021, there was an increase of 4.6 percent for 2021. In 2021, the budget was 127,216,552., and the actual was 125,267,348. The cost savings was 1.5 percent. In comparing the 2021 budget to the 2022 budget, the department increased its budget by 3.8 percent. The budget for 2022 was 132,200,301., and the actual budget was 127,211,929., resulting in a cost savings of 3.8 percent. In 2023, the budget was 136,595,002., and the actual was 132,279,996. The cost savings was 3.2 percent. In comparing 2023 to 2024, there was an increase in the budget of 2.7%. The APD and the Fiscal Manager should be commended for creating a robust and cost-effective budget.

Current staffing levels are appropriate.

Recommendations:

- CERTUS recommends updating the organizational chart to reflect the department's current status.
- CERTUS recommends that the Fiscal Manager develop metrics to gauge the quality and quantity of work being performed by the clerk.

Resource Management Unit

Staffing/Duties/Workload

The Resource Management Unit reports to the Deputy Chief of Administration. There is one (1) Resource Manager and (1) Specialty Clerk, both are non-sworn, full-time positions.

The duties of the Resource Manager position include (but are not limited to): technical/administrative support on resource, capital, and operational budget maintenance and issues; management of essential supply and facility functions; fixed asset management; contract writing and management; oversight of janitorial staff; coordination of all facility maintenance; oversight of rehabilitation and remodel needs; building and outside facility/substation security; procurement; processing purchase order invoices; purchase of supplies (including uniforms); coordinating the dry cleaning of uniforms, purchasing requested software; and supervising the Specialty Clerk. These duties would need to be captured quantitatively to determine whether additional staffing is required to support the Resource Management Unit.

The Specialty Clerk position is similar to a Quartermaster. The duties of this position include but are not limited to: purchasing office/operating supplies and uniforms; distributing these uniforms to the officer; serving as centralized shipping and receiving point for the department; and maintaining inventory data for all APD personnel.

Recommendations:

- The Resource Manager should capture quantitatively the workload of the unit to determine whether additional staffing is needed to support the Resource Management Unit.

Grants Management Unit**Staff/Duties/Workload**

The Grants Management Unit has one (1) full-time professional staff member. This position reports to the Deputy Chief of Administration. Grant writing and monitoring are labor-intensive jobs. Grant writers must be focused on strategic planning to decide which grants the department should apply for and the impact of matching funding for some grants. They must also have time management and writing skills. Grants can help a department alleviate costs, fund new programs and projects, and enhance its resources.

In reviewing the APD's Available Budget documentation, we found that the department has been awarded numerous grants. The department has twenty-six (26) active grants, ranging from \$5,478.19 to \$2,000,000, for a combined total of \$12,200,295.77.

During the past five (5) years, there has been a total of thirty-one (31) grants that have been closed, amounting to \$12,167,371.76. The number of grants in progress for next year is eighteen (18), ranging from \$401,000. to \$15,000,000., for a total of \$43,373.172.

The department's grant applications are diverse and address needs such as body-worn cameras, CIT training, human trafficking, and bulletproof vests. The APD has done an outstanding job of bringing revenue into the department through grants. The Grant Manager has done an exceptional job of identifying, applying for, and awarding grants from many different resources.

CERTUS notes that the APD processes a large number of motor vehicle impounds each year (relative to other police departments of its size). Two non-sworn employees are assigned to process impounds. It is likely that additional administrative support will be required for this function, should the number of vehicle impounds continue to grow. This should be monitored going forward.

Functional Area: Fleet Management

CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Adequate Fleet	<ul style="list-style-type: none"> APD fleet size is appropriate for current operations, but older patrol vehicles must be replaced. 	<ul style="list-style-type: none"> The cycle for replacement of vehicles must be adjusted to reduce average age and mileage of fleet.
Use of Maintenance Software for Fuel	<ul style="list-style-type: none"> Fuel costs are actively monitored. 	<ul style="list-style-type: none"> No recommendations.
Cost Monitoring	<ul style="list-style-type: none"> Associated maintenance costs are actively monitored. 	<ul style="list-style-type: none"> No recommendations.
Vehicle Replacement Master Plan	<ul style="list-style-type: none"> Current vehicle replacement plan insufficient to meet needs of the Patrol Division. 	<ul style="list-style-type: none"> The APD should develop, and the Municipality should fund, a 5-year refreshment cycle for patrol division vehicles.
Repurpose High Mileage Vehicles	<ul style="list-style-type: none"> APD makes every effort to repurpose high mileage vehicles. 	<ul style="list-style-type: none"> No recommendations.
Major Vehicle Servicing Procedures	<ul style="list-style-type: none"> Current servicing procedures and practices are adequate. 	<ul style="list-style-type: none"> No recommendations.

Fleet Management

APD vehicles are part of the municipal fleet. As such, APD vehicles are purchased and serviced by Municipal Fleet Maintenance. This is a common practice in municipalities and counties across the US. Data provided by the department (as of 7/25/24) shows a total of 512 vehicles in the fleet (includes all types of vehicles).

Age	Quantity	% of Fleet
0-5	122	23.8%
6-10	178	34.7%
11 and older	212	41.4%

Milage	Quantity	% of Fleet
0 - 49,999	161	31.4%
50,000 – 99,999	150	29.2%
100,000 – 149,000	137	26.7%
150,000 and over	64	12.5%

Generally, the APD fleet is old (41% of the fleet is 11 years or older) and has high mileage (39% of the fleet has 100,000 miles or more). The Municipality of Anchorage is large, at 1,707 square miles. The Municipality uses a 10 year/120,000 miles threshold for replacing vehicles. While this threshold may be appropriate for many municipal agencies and even some divisions within the

APD, this replacement threshold fails to meet the vehicle needs of the patrol division. It is reasonable to expect patrol vehicles to accumulate high mileage patrolling and responding to calls for service in large geographic patrol areas. The combination of an aging fleet with high mileage presents challenges for the APD to maintain a serviceable patrol division fleet.

The APD command staff and the fleet manager should be recognized for their creativity and sustained efforts to minimize the impact of a high mileage aging fleet on police operations and service delivery. However, APD managers should not have to engage in mental gymnastics to maintain a serviceable patrol fleet.

APD officers are assigned take-home vehicles. Experience has shown that officers take better care of vehicles that are assigned to them personally as opposed to fleet vehicles that are “hot-seated” among shifts and officers. To meet the needs of the patrol division, the fleet manager reallocates newer vehicles from among APD divisions to attempt to meet the needs of the patrol division.

Since 2013, and as the budget permits, the fleet manager has replaced aging or unserviceable patrol vehicles with new all-wheel drive vehicles or SUVs. These types of vehicles better meet the demands of the environment and the needs of patrol officers whose “office” is their patrol car. The fleet manager has explored the use of lease vehicles, where appropriate, and considered various sources for vehicle purchase and upfit to reduce the overall cost and speed up the process of vehicle acquisition through placement of vehicles into service. These efforts are helpful and show an improvement from the September 2023 fleet status report. However, these efforts only tinker around the edges of the problem. The efforts of the APD, alone, will only have a limited impact because the APD is one of several municipal agencies that share the same fleet replacement budget.

While all municipal agencies perform important government functions, the needs of emergency first responder agencies are simply different and, in many cases, more compelling than other municipal agencies. While a 10-year/120,000-mile vehicle replacement cycle may fit the needs of many municipal agencies, it does not meet the needs for the APD as it relates to vehicles utilized by the patrol division. The Municipality of Anchorage must prioritize the needs of public safety/first responder agencies in its funding decisions. While I am mindful of overall fiscal and spending constraints, continued deferral of addressing the APD fleet issue will only exacerbate the issue in the coming years. Maintaining vehicles in a condition sufficient to meet the rigors of patrol becomes increasingly expensive as the vehicle ages. Repair and replacement of major components or systems of a vehicle is a certainty, and it is expensive. At some point, the costs to service and maintain these vehicles outweigh the value of the vehicle itself. Keeping vehicles in service beyond their useful service life limits the APD and municipality’s disposition option for those vehicles (i.e., reallocation of former APD vehicle to a different municipal agency is precluded by the condition of vehicle, resale value of vehicle is negligible, etc.).

Some departments remove vehicles from patrol duties (based on age or miles) and reallocate those vehicles to units that do not have the driving demands of the patrol division, or they remove decals and turret lights, repaint the vehicle and assign it to divisions that use unmarked vehicles during their normal operations. The APD should, in consultation with Municipal Fleet maintenance, establish a lifecycle replacement schedule for APD vehicles assigned to other than the patrol division. Given the demands placed on these vehicles are significantly less than vehicles assigned to patrol, the maintenance cost is less and useful life much longer than a patrol vehicle. The APD has offered three refresh cycles (10-year, 7-year and 5-year) for all APD vehicles.

Recommendation:

- The APD should develop, and the Municipality should fund, a 5-year refreshment cycle for patrol division vehicles. When these vehicles are replaced after five years, they can be reallocated within the APD to replace older patrol vehicles, assigned to other APD divisions to replace older vehicles, or stripped of its decals, lighting package, etc. and placed in service in other municipal agencies

Facilities

During the course of this project, the consultants extensively toured and inspected the department's various facilities. Facilities were found to be well-maintained, functional and appropriate for their intended use. Due to the size of the municipality, it is important for the APD to have a physical presence at various locations. We were advised that the department and the city are well aware of the maintenance and repair requirements for each facility and are addressing them, as necessary.

The APD's headquarters building located at 716 W. 4th Ave. is a modern, well-equipped administrative facility that suits the needs of the department. A training facility at 3760 West Dimond Blvd; and 4501 Elmore Road (23) which houses dispatch, property and evidence, and records.

Recommendation: No immediate recommendation.

Additional Observations/Recommendations:

- The department must create a new job classification for new part-time positions.
- The APD should make it a priority to create one or more non-sworn administrative support positions and assign them throughout the organizational chart, as a number of the administrative tasks currently being performed by command staff could easily be assigned to them enabling command staff to work on more pressing management, discipline, and leadership issues.
- The department does not have a formal replacement schedule for certain items of equipment, such as tasers and department issued telephones. The department's operating budget must be adjusted in order to include funding for periodic replacement of necessary equipment.
- The department should develop a means of providing recognition or rewards for non-sworn employees performing at an exceptionally high level. This would incentivize employees and improve morale.
- The consultants noted numerous instances where supervisors were performing clerical tasks that could easily be performed by non-sworn clerks (such as calling people into work at the commencement of a shift). Going forward, the department should look to provide additional administrative support, as necessary.

- CERTUS strongly recommends the continued enhancement of the community service officer (CSO) program. CSO's can be trained and supported to relieve patrol officers by performing certain non-enforcement activities such as: responding to minor traffic collisions; providing traffic control; packaging evidence at the end of a shift; etc. Their efforts will be particularly helpful during the current nation-wide police recruitment crisis.

Conclusion

The APD is a high functioning police organization with a strategic focus and the means of assessing and improving operational performance. It actively engages the public in an effort to provide a safe and secure environment for all members of the community. We believe that the recommendations contained in this report will improve operations while conserving resources and assisting the APD in achieving its stated mission, going forward.

CERTUS Staffing Recommendations by Unit

	Actual as of 9/16/2024	CERTUS recommended	Increase recommended
Patrol (excluding officers in training)	204 sworn	264 sworn	60 sworn
School Resource Officers	12 sworn	12 sworn	0
Traffic Safety Unit	10 sworn	12 sworn	2 sworn
Community Action Policing (CAP) Unit	6 sworn	6 sworn	0 sworn
Mobile Interaction Team (MIT)	8 sworn	8 sworn	0 sworn
Criminal Investigations (Burglary Unit)	9 sworn 1 non-sworn	9 sworn 2 non-sworn	0 sworn 1 non-sworn
Crime Lab (Latent Print Unit)	6 non-sworn	7 non-sworn	1 non-sworn
Internal Affairs	2 sworn 1 non-sworn	2 sworn 1 non-sworn	0 sworn 0 non-sworn
Training	8 sworn 1 non-sworn	9 sworn 2 non-sworn	1 sworn 1 non-sworn
Backgrounds & Recruitment	5 sworn	5 sworn	0 sworn
Crime Analysis	5 non-sworn	5 non-sworn	0 non-sworn
Crime Prevention/ Community Engagement	3 non-sworn	3 non-sworn	0 non-sworn
Dispatch/ Communications	58 non-sworn	63 non-sworn	5 non-sworn
Data Systems	7 non-sworn	7 non-sworn	0 non-sworn
Records	39 non-sworn	46 non-sworn	7 non-sworn
Property & Evidence	7 non-sworn	7 non-sworn	0 non-sworn
Fiscal Management	2 non-sworn	2 non-sworn	0 non-sworn
Grant Management	1 non-sworn	1 non-sworn	0 non-sworn
Resource Management	1 non-sworn	1 non-sworn	0 non-sworn