Strategic Plan 2024-2026

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MESSAGE FROM THE CHIEF

I believe our employees can impact the lives of others. Their actions, whether positive or negative, can leave lasting impressions on the community we serve. The Anchorage Police Department can foster trust and create safer, and more harmonious neighborhoods when we engage with compassion and a genuine desire to protect and uplift. This impact is profound because it has the power to make a positive difference in society, ensuring that all individuals feel safe, respected, and valued.

We are guided by a vision of creating an environment where everyone matters. We aim to ensure every individual feels valued and heard. This inclusive approach fosters collaboration, innovation, and a diverse perspective that is celebrated and integrated into everything we do. This culture is cultivated through our core values of service, honor, excellence, and gratitude. In February of 2022, the department began developing a forward-thinking, culture-changing strategic plan that will ensure we are prepared and equipped to meet challenges in a way that builds community trust and confidence.

The strategic plan will serve as a road map to guide the department's delivery of services. It was essential to involve employees and consider public perspectives during the development. Crime, public safety, and overall police services are community concerns. We developed four themes to inform the public of our commitment to these concerns. The themes include being:

- Employee Focused
- Community Connected
- Resource Minded
- Crime Responsive

I am proud to have a workforce that is exceptional, driven, and dedicated to this community.

Sean Case
Chief of Police

STEERING COMMITTEE MEMBERS

- Gina Burington, Deputy Chief of Police
- Craig Evans, Captain, Administrative Division
- Bianca Cross, Captain, Detective Division
- Amanda Fisher, Captain, Patrol Division
- Josh Nolder, Captain, Crime Suppression Division

GOAL CHAMPIONS

Employee Focused
- Nickolas Rone, Patrol Officer
- Samantha Ducharme, Patrol Officer

Community Connected
- Rayne Reynolds, Sergeant

Resource Minded
- Margaret Bergman, Detective
- Brianne McManis, Crime Analyst

Crime Responsive
- Gia Currier, Chief's Assistant
- Cory Crane, Lieutenant

EXECUTIVE SUMMARY

The strategic plan helps focus our department's efforts and to ensure that we continually meet the needs of our community in an efficient, effective, and responsible manner. It outlines our commitment to our community and employees, delivering the highest quality police service to the Municipality of Anchorage. January 1, 2023, began the department's first full year of operation under the strategic plan. We designed it to be a dynamic document, continually evolving and improving to meet our goals and better serve our community. The plan will continue to be the foundation of this organization's future. It will be updated annually, reflecting three years of planning with the previous year's accomplishments added to each year's update.

Mission

To protect and serve our community in the most professional and compassionate manner possible.

Vision

Create an environment where everybody matters.

Core Values

Gratitude

Gratitude keeps us grounded and brings meaning to everyday recognition. We do not take the employees who work for the APD, the employees' support systems, and the community we serve for granted. We continually strive to recognize those who make the department and this city a great place to live and work in meaningful ways.

Honor

Honor represents the commitment to being true to our vision. We are not committed to easy decisions but rather to making the right decisions, understanding that the right thing to do is frequently the most challenging path and might not be the most popular.

Excellence

Excellence is the commitment to demanding more of ourselves than our community does. Excellence drives us to continually strive for the highest stands in everything we do, pushing boundaries and embracing innovation. Excellence is doing our jobs with consideration for intent and impact and aiming to close the gap between them.

Service

By prioritizing service, we commit to putting the needs of others before our own. Our department's mission encompasses the two most essential elements of service: providing professional and compassionate service.

Goals, Objectives & Strategies

The department established the four main goals identified in the strategic plan. Each goal has a group of employees who developed objectives and strategies to accomplish those goals. A steering committee reviews the strategies proposed and approves them for implementation within the strategic plan.

Goal 1: Employee Focused

Objectives: 1.1

Goal 2: Community Connected

Objectives: 2.1

Goal 3: Resource Minded

Objectives: 3.1

Goal 4: Crime Responsive

Objectives: 4.1

Strategies

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

Action Steps

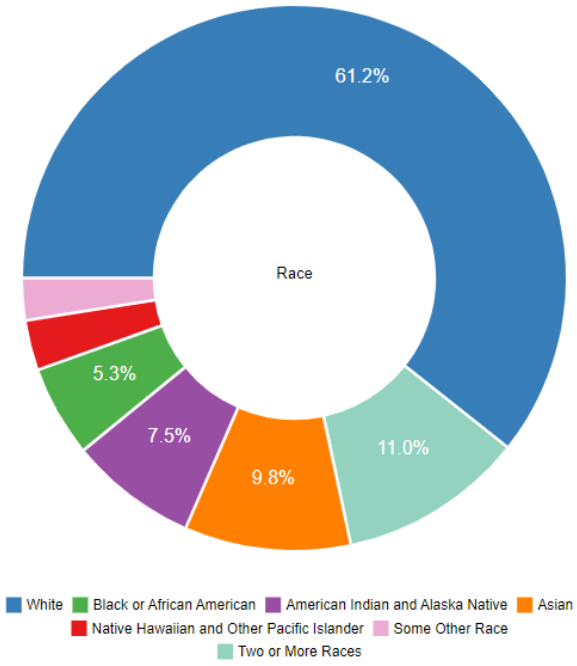
The steering committee, in conjunction with goal champions and their teams, pursues the planning and implementation process in the following manner:

- The steering committee continuously develops the plan.
- APD leadership assigns responsibility for developing implementation plans for the four strategic goal teams. The goal champions periodically report back to the steering committee on the progress of their efforts.
- The steering committee reviews each implementation plan for consistency with the strategic plan and makes appropriate recommendations to the police chief.
- APD leadership executes the implementation plan, secures appropriate resources, and initiates implementation.
- The steering committee and APD leadership monitor progress and assess the effects of plan implementation.

OVERVIEW

Community Overview

US Census 2020 ACS 5-Year Survey (Table B03002)



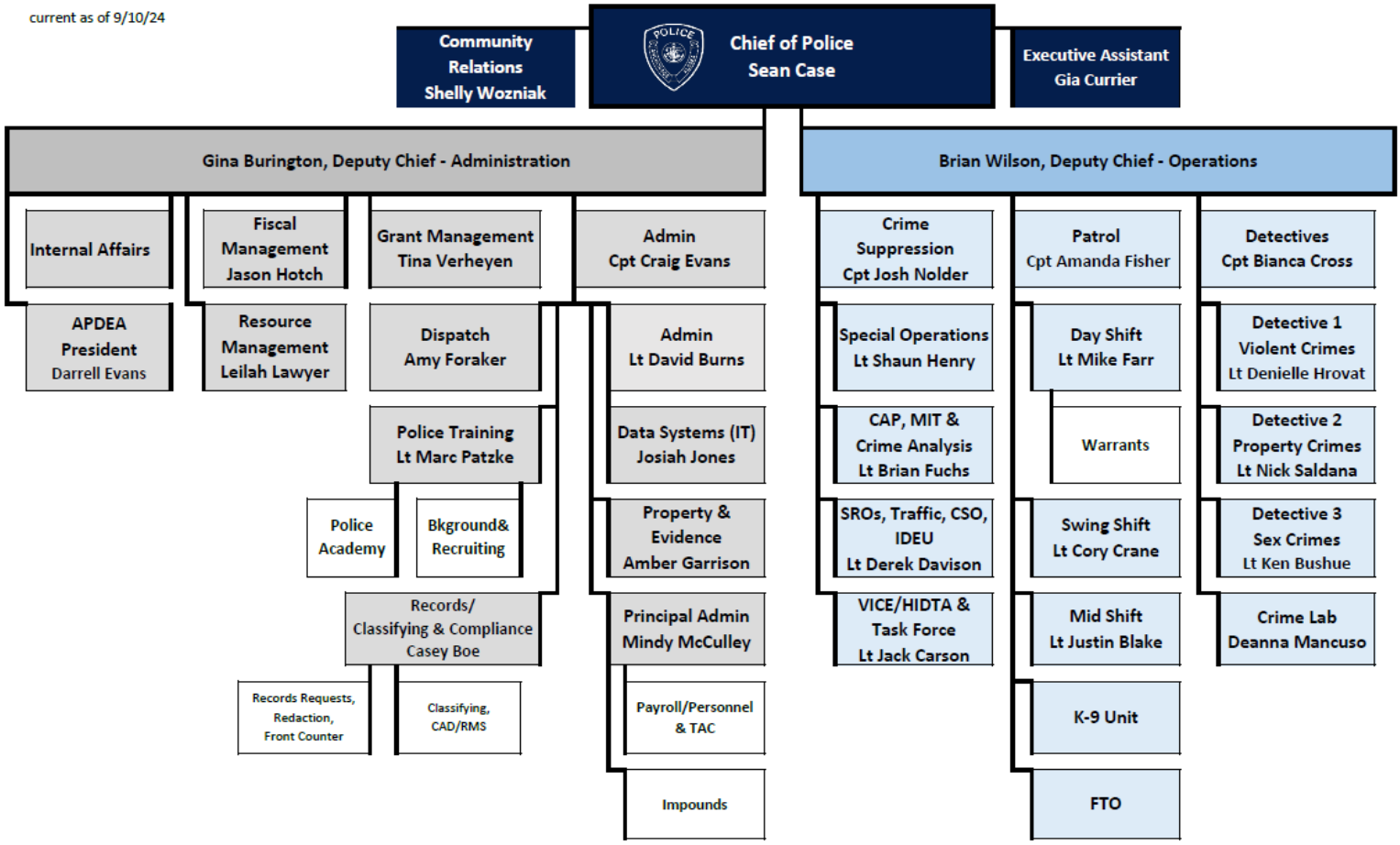
Race	Population ▾	Percentage
White	178,735	61.19%
Two or More Races	32,042	10.97%
Asian	28,672	9.82%
American Indian and Alaska Native	21,921	7.50%
Black or African American	15,507	5.31%
Native Hawaiian and Other Pacific Islander	8,332	2.85%
Some Other Race	6,881	2.36%

Strengths of the Anchorage Police Department

The high-quality personnel working for the Anchorage Police Department remain its most significant strength. Our employees remain committed to their jobs, the organization, and the citizens they serve. These strengths included above-average and well-trained specialty teams, aggressive internal monitoring systems, productive and cooperative interaction with the school district, good pay and benefits, active community involvement, informal solid leadership, high levels of department-wide camaraderie, broad-based interagency cooperation, and growth potential.

Organizational Overview

current as of 9/10/24



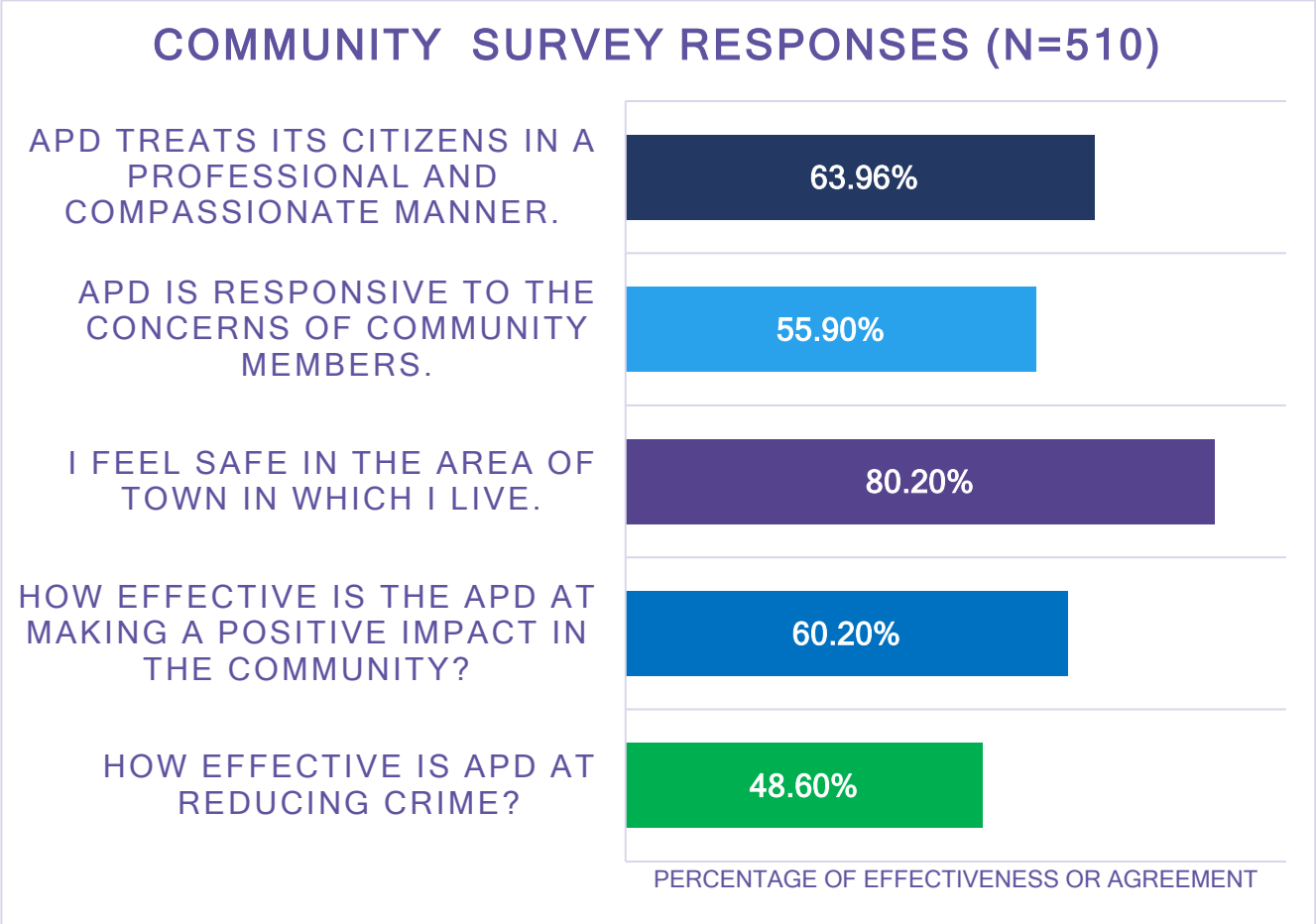
Defining Our Vision

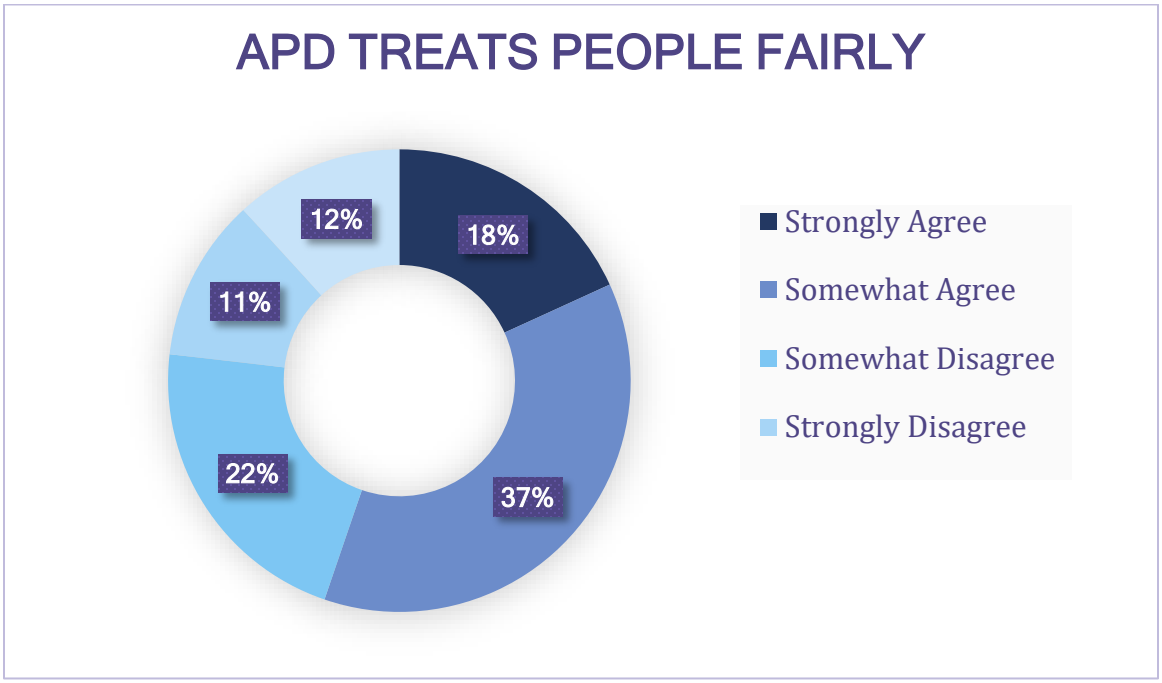
Create an environment where everybody matters.

Our vision explains why our employees do what they do every day with every contact.

Community Input

In 2022, APD contracted a company to administer a public opinion survey within the Anchorage Municipality. The intent was to measure the community's perception of our crime response. Over 500 individuals participated in our questionnaire. Findings from the 23-question survey demonstrated multiple positive scores regarding APD's perception in the community (see chart below).





Regarding fairness, over 55% of participants agreed that APD treats people fairly. When asked about ranking three of APD's highest crime response priorities, responses highlighted sexual assault (69.2%), gun violence (57.1%), DUI (alcohol/drugs) (38.4%), intimate partner violence (34.1%), and burglaries/theft (auto) (28.4%) among others—suggesting that Anchorage community members are highly concerned about violent crimes.

Regarding APD and crime news, the survey asked participants where they received information. Multiple answers were allowed, with the top two being the local news (81.4%) and social media (72.4%). Additionally, responses showed that less than half of our sample felt that "crime had increased."

The survey results show that the department and our employees do great work. The results will guide APD's aims towards enhancing our relationships with the public. Furthermore, survey results will help the Department shape communication regarding our response to crime in our community.

APD'S GOAL, OBJECTIVES, & STRATEGIES

Employee Focused

The number one goal of the Anchorage Police Department is to create an employee-focused environment where everyone matters. Our employees carry out our mission of protecting and serving our community in the most professional and compassionate manner possible. To be employee-focused means fostering an exceptional organizational environment, high-quality training and career development, adequate staffing and retention, and competitive compensation, pay, and benefits. Additionally, employees have the opportunity, support, and tools to increase their involvement in shaping the department's direction through the strategic planning process. As an agency, we invest in our employees so they may better serve our community.

Goal 1 – Employee Focused

Monitoring Progress Toward Goal Achievement

We will maintain an environment where open communication and candid feedback are encouraged. Every employee feels the organizational climate at every level. APD Command will engage employees on a routine basis through the strategic planning process and periodic surveys related to employee satisfaction. This information will reflect improvements in all objectives of the employee focused goal.

Objective 1.1 Organizational Environment

APD will create a culture of excellence by clearly defining our mission while ensuring every employee is fully prepared and supported. Our processes, procedures, policies, and standards will be efficient and effective and will create unity of effort.

Strategies: APD will create an organizational environment where everybody matters by:

1.1.1 Clearly defining for all employees, their purpose and organizational role.

1.1.2 Fully equipping and training employees to execute their mission within the organization.

1.1.3 Ensuring employees embody the organizational values.

1.1.4 Measuring the organizational climate every other year and compare the results to the baseline results established throughout the initial planning phases of the Strategic Plan.

Objective 1.2 Training and Career Development

Through formal training and mentorship, APD will ensure employees are prepared to execute their duties and fulfill personal and professional goals.

Strategies: APD will facilitate training and career development by:

1.2.1 Developing a culture of expertise through access to internal and external training opportunities.

1.2.2 Determinedly supporting in-service training at the shift, unit, and department levels.

1.2.3 Promoting career development through internal mentorship, career development policy, and selection process familiarization.

1.2.4 Developing a department-wide training plan to ensure all tactics, techniques, and procedures are uniform and are in accordance with current legal standards and best practices.

1.2.5 Build an APD owned emergency vehicle operations course (EVOC).

Objective 1.3 Compensation, Pay, and Benefits

APD will ensure employees are valued through an integrated and equitable compensation, pay, and benefits system.

Strategies: APD will ensure employees are valued by:

1.3.1 Advocating for competitive compensation, pay, and benefits with the APDEA and Municipality representatives based on the service and level of professionalism employees provide.

1.3.2 Maximizing the efficiency of currently available resources to ensure employee benefits are administered in the most beneficial manner possible.

Objective 1.4 Recruiting and Retention

APD will strive to fully staff with high-quality, committed employees in our sworn and non-sworn positions.

Strategies: APD will improve recruiting and retention by:

1.4.1 Continually researching and applying modern recruiting methods to target high-quality, high-yield candidate pools.

1.4.2 Communicating current and future staffing projections with the Department, APDEA, elected officials, and community members.

1.4.3 Striving to develop short-term strategies to mitigate the effects of reduced staffing on current employees.

1.4.4 Developing a pre-hire program to get police academy applicants in the door as employees during the academy onboarding process.

Community Connected

Community connected goals include our relationships with community partners and stakeholders and the day-to-day connections between our employees and the community. We understand that every interaction a police employee has with a community member is important. Part of the police department's success is measured by how people feel they are treated: fair, impartial, and equitable. Because of that, we will engage the citizens of Anchorage through a survey to gauge APD's connectedness to the community.

Goal 2 – Community Connected

Monitoring Progress Toward Goal Achievement

Community engagement is a focus that makes our Anchorage residents and business partners part of the overall public safety team. Community connection stresses prevention and facilitates early identification of issues. It embraces accurate and precise communication practices and engages in timely intervention to deal with concerns before they become unwieldy problems. Our officers embrace this approach and strive to exceed expectations with every community member contact.

Objective 2.1 – Build Trust

Building and maintaining trust between APD and the community begins with communicating promptly and frequently during critical incidents and incidents of significant public interest. Establishing a relationship with the community by fostering dialogue between law enforcement and residents brings Department members, public stakeholders, the media, and the public together to enhance mutual trust.

Strategies: **APD will build and maintain community trust by:**

2.1.1 Providing the public insight into the department.

2.1.2 Highlighting the good things we are doing. Reassuring people. Projecting a positive police image.

2.1.3 Keeping our finger on the pulse of our audience. Knowing what they want to hear from the police department and sharing that information when possible.

Objective 2.2 – Communication to the Public

We will accomplish this objective by developing relationships with the media and using social media outlets such as Facebook, Instagram, YouTube, and X (the platform formerly known as Twitter) to publicize positive interactions between law enforcement and the community.

Strategies: **APD will communicate effectively to the public by:**

2.2.1 Informing the public of safety issues, road closures, significant incidents, and ongoing investigations.

2.2.2 Pushing information on Facebook, X (the platform formerly known as Twitter), Nextdoor, and the APD website.

2.2.3 Shaping the emerging narrative by communicating directly with the public through existing channels rather than relying on traditional media outlets to cover events and provide information.

2.2.4 Encouraging beat officers to introduce themselves to pertinent community groups/community councils, etc.

2.2.5 Exploring new technology that increases engagement and feedback with the public.

Objective 2.3 – Communication to Employees

APD will effectively communicate with employees by being honest and supportive. We do this by understanding what employees need to know and communicating facts while being considerate of their efforts and sensitive to their frustrations.

Strategies: APD will communicate effectively to employees by:

2.3.1 Establishing and maintaining a monthly newsletter.

2.3.2 Posting pertinent and new information on a TV in fallout.

2.3.3 Exchanging ideas and collaborating with other units/shifts through training and operations.

2.3.4 Requesting units attend fallout regularly, allowing people to put faces to names and share information.

2.3.5 Communicating command decisions that impact the department with employees before distributing to the media/public.

Objective 2.4 - Community

Building connections within the community will focus on increasing non-police-related community engagement. Education, interaction, prevention, insight, and partnership are ways to improve this type of engagement.

Strategies: APD will build connections within the community by:

2.4.1 Creating a 20-40-second virtual ride along.

2.4.2 Creating a "Day in the Life of" video short that shows an officer/a day as a dispatcher/a day as a detective, etc. Perhaps a place to explain processes, missing people, and traffic citations.

2.4.3 Attending community functions and events.

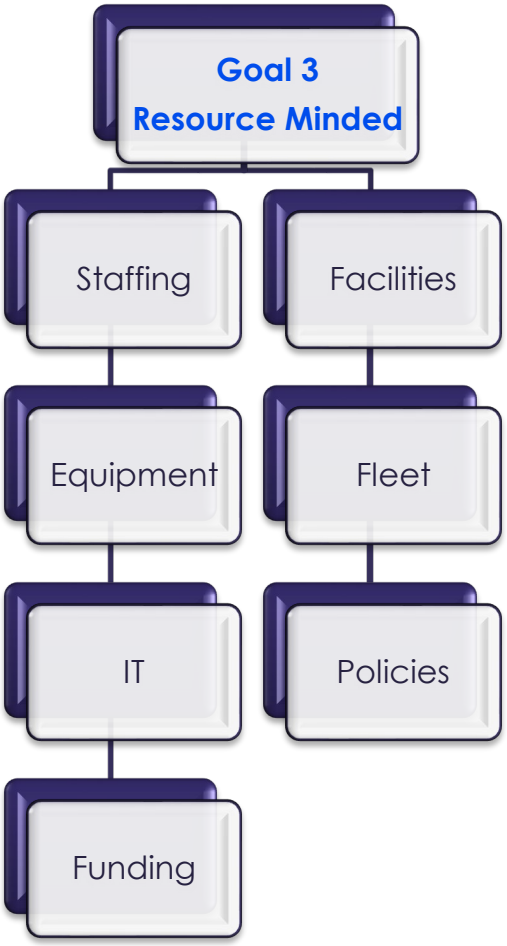
2.4.4 Increasing Command's number of monthly community connections.

2.4.5 Deploy citizen survey annually.

2.4.6 Increasing positive non-law enforcement related engagement between officers and community members.

Resource Minded

The Resource Minded goals recognize the department's physical and human resources and the need to allocate the necessary funds responsibly and strategically to impact the department's efficiency and performance. The Resource Minded objectives will prioritize the department's physical resource needs and balance those needs with the impact on employee performance, community involvement, and crime response. The department's goals and mission should be at the forefront of decision-making when deciding where and how the department spends money.



Goal 3 – Resource Minded

Monitoring Progress Toward Goal Achievement

APD will address staffing using data from a planned staffing study to determine the appropriate deployment of resources with current staffing and help guide decisions for future staffing. APD will track current and future capacity needs for physical and human resources. APD will utilize an inventory system to track the lifespan of material resources. The system will assist in determining the current and future needs of APD and budget planning. APD should utilize a seven to ten-year "refresh" rate for fleet vehicles. A fleet "refresh" should be planned and budgeted for with estimated inflation increases. APD will ensure it meets the department's mission and uses its resources by continuing to review policies and procedures affecting APD's physical and human resources.

Objective 3.1 - Staffing

APD had a staff and deployment study done in 2010 (PERF Report) with an update in 2015. There have been concerns regarding the ability to hire both sworn and non-sworn to fill vacancies. The department has previously disbanded units due to the lack of personnel to fill positions, which had a detrimental effect on the department's quality of service. The reduced staffing requires overtime to accomplish the mission of the department.

Strategies: **APD will address staffing by:**

3.1.1 Conduct a staffing study that will allow the department to assess its current deployment of staffing resources. Determining staffing for each unit will ensure we can accomplish the department's mission while recognizing the importance of maintaining the employee's well-being.

3.1.2 Continually assessing unit staffing as technology and other strategies are deployed.

3.1.3 Exploring the idea of creating new and/or expanding existing non-sworn positions within the department.

Objective 3.2 - Facilities

The Anchorage Police Department currently has multiple facilities for various units. The Elmore location has no lease or rent costs, only maintenance and utility costs. The Mountain View Substation at Credit Union 1 has a five-year lease with the possibility of five extensions (25 years total) at a very minimal cost. The Eagle River Substation, APD Training Center, Alaska Regional Substation, and Indoor Secure Storage do not incur expenses for the department.

Of the three evidence locations, Orca, "Ditto," and Elmore, Orca and "Ditto" have rent due yearly, which is out of the department budget. The Burlwood EVOC location, Outdoor Secure Storage (OSS), Birchwood Range, Multi-Disciplinary Center (MDC), Warrants Office, and Headquarters (HQ) all have rents or costs that come out of the department budget.

Strategies: **APD will streamline and reduce costs for facilities by:**

3.2.1 Increasing capacity for evidence vehicle storage, both indoor and outdoor, to accommodate Impounds Unit in its entirety for the next 5-10 years. Outdoor Secure Storage and Indoor Secure Storage are often beyond capacity, which causes increased costs in towing and staffing time to move vehicles within the storage lots. There is concern regarding vehicle damage caused by snow removal and weather over time. Ideally, a single indoor and outdoor secure storage facility would have all vehicles indoors, reducing costs and preserving evidence.

3.2.2 Addressing staff safety concerns regarding building access and the new and proposed changes at the Elmore location, including considering security for current Outdoor Secure Storage and at Elmore entry gates.

3.2.3 Considering a cost-benefit analysis to evaluate parking for sworn officer vehicles in Eklutna or beyond the Eagle River Substation. Fuel, maintenance, response times, and officer presence should be considered.

3.2.4 Considering a cost-benefit analysis to evaluate the department's current leased property, determine whether it meets its needs or if purchasing a facility would be better suited.

Objective 3.3 - Equipment

APD has a vast inventory of equipment necessary to accomplish the department's mission. Units within the department are often responsible for their inventory, such as Special Weapons And Tactics (SWAT), Technical Support Unit (TSU), and Anchorage Bomb Squad (ABS). Many of the inventory items have an "end-of-life" or expiration date. Currently, no database tracks the department's inventory and applicable expiration dates. It is essential to have equipment that is within the standards set by the manufacturer to ensure employee safety and ensure it is capable of the department's response to community needs.

Strategies: APD will address equipment needs by:

3.3.1 Obtaining an inventory system and having an accurate and accessible inventory control with expiration dates.

3.3.2 Determining expiration dates of equipment/lifespan of equipment and ensuring that replacement is budgeted. Create a cycle to replace equipment with each unit.

3.3.3 Ensuring allowances are made for broken equipment being replaced in a timely manner.

Objective 3.4 - Fleet

The Anchorage Police Department currently has 619 vehicles within its entire fleet. The top five vehicles in APD inventory are the Ford SUV Interceptor, Chevrolet Impala, Ford Sedan Interceptor, Ford Expedition, and Ford Crown Victoria (Appendix A). The department has a Fleet Advisory Committee that provides vehicle and cost build-out recommendations. Municipal Fleet Maintenance is entirely separate from APD and determines the amount of money allotted to the Anchorage Police Department for vehicles. Municipal Fleet Maintenance also determines the department's cost of maintaining vehicles, which changes depending on the vehicle type, age, and number of vehicles within the type. The department pays Municipal Fleet Maintenance monthly rent for the vehicles.

The department has had to reduce the number of vehicles ordered due to the reduction in the amount of money allotted by Municipal Fleet Maintenance. The current APD Inventory has 335 vehicles (54.1%) 10 years and older (Appendix B) and 165 vehicles (26.7%) with 125,000 or more (Appendix C). The new vehicle purchases for sworn officers are all SUVs (Appendix D). APD needs to catch up on ordering and replacing its fleet.

Strategies: APD will address fleet resources by:

3.4.1 Determining the lifespan of equipment and ensuring that replacements are budgeted for and ordered in a timely manner. Utilizing a seven to ten-year "refresh" rate for vehicles based on current sworn staffing and staffing projections (Appendix D & E).

A "refresh" rate should also be considered and budgeted for regarding Community Service Officers (CSO) and APD Evidence Unit employee vehicles, although this may be over ten to fifteen years.

3.4.2 Determining funding and schedule for maintaining equipment.

3.4.3 Reviewing whether vehicles should be leased or owned by the department. The maintenance, lifespan, and repair costs should also be considered.

3.4.4 Determining if, like the Anchorage Fire Department, APD should have its own maintenance and repair shop.

3.4.5 Utilizing the department's fleet vehicles (replaced through the sworn vehicle "refresh" rate) for training, non-sworn units, or other department or municipality needs. These vehicles may have appropriate uses outside of sworn duty-related response.

Objective 3.5 - IT

The Anchorage Police Department IT unit supports over a thousand pieces of hardware, including 300 desktops, 540 laptops, 460 iPhones, 11 physical servers, and 63 printers. APD personnel use this hardware to access/maintain/utilize dozens of applications required for day-to-day operations. APD relies on these systems containing complete and clean data for its investigative and analytical purposes, which requires constant monitoring and support. The need to efficiently collect and manage digital evidence has increased over recent years, and this need will only continue to rise over the coming years.

Strategies: APD will address IT resources by:

3.5.1. Determining the technology needed to maintain and accomplish the goals of the Digital Evidence Collection and Management System project.

3.5.2 Developing a strategy for hardware/software contract tracking and review.

3.5.3 Reviewing current software suites deployed through the agency for possible consolidation and standardization.

3.5.4 Assisting with the selection/procurement of an Inventory Control system that can be used throughout the agency.

3.5.5 Determining if the department should create a Digital Evidence Unit to help manage the large amounts of data the agency will collect.

Objective 3.6 – Policies and Procedures

The Anchorage Police Department would benefit from reviewing current policies and procedures to determine if any modifications would improve resource utilization. All modifications to policies and procedures must consider the cascading effect that organizational change can have on all human and physical resources.

Strategies: APD will address potential improvements to resource utilization by:

3.6.1 Reviewing policies and procedures to determine what evidence should be seized and education on how they are released. Addressing policies and procedures related to safekeeping and evidence storage could free up space in APD evidence facilities and improve work production.

3.6.2 Reviewing policies and procedures to determine what vehicles should be seized and educate on how they are released. Addressing policies and procedures related to safekeeping and vehicle evidence storage could free up space in APD impound facilities and improve work production.

3.6.3 Considering policies and laws for the release and/or redaction of video and the implications of staffing necessary to support the body-worn camera program.

3.6.4 Reviewing the statutory overtime rate for police officers to determine if it needs to change. Municipal ordinance charges $135 per hour for posted overtime and $160 for short notice overtime; however, these costs may eventually not cover all APD's costs (pay, benefits, resources used) associated with the overtime.

3.6.5 Assessing whether new and/or existing positions within the department should be job assignments rather than promotions (e.g., Detectives, non-sworn positions).

3.6.6 Assessing the pay grades, determining if existing and potentially new positions are in the correct pay grade, and creating a new pay grade if needed.

Objective 3.7 – Funding and Budget

The Anchorage Police Department's Operating Budget for FY2024 is $130 million. It is primarily comprised of 80% labor and 16% non-labor funds. Intergovernmental charges and payments on bond debt make up the remaining 4%.

Most of this $21 million in non-labor funding is not considered discretionary because it covers relatively fixed costs, such as facility lease agreements, fleet costs, fuel costs, prisoner care agreements, utilities, and many contracts necessary for APD to operate. APD also invests in newer technology, such as modern CAD/RMS, in-car video, body-worn cameras, updated hardware and software, smartphones, cellular data, and various other IT contracts. Remaining non-labor funds are limited and are utilized based upon greatest need and operational necessity.

For FY2023, APD applied for and received grants. APD used grant funding when available for a particular application fitting the current needs and mission of the department. APD, like the rest of the country, faced increasing costs of goods in 2022 and 2023. These were not expected or planned for in the 2022 budget.

Strategies: APD will address funding and budgeting issues by:

3.7.1 Determining funding and schedule for maintaining equipment, which includes budgeting to repair and replace expired/end-of-life and/or broken equipment.

3.7.2 Ensuring budget requests consider the cost of a new officer at the time of hire, including all equipment (i.e., computer, firearm, uniforms, training costs) necessary for the officer to perform the job functions. (Appendix F)

3.7.3 Determining what equipment can be funded through available grants.

3.7.4 Reviewing uniform requirements for non-sworn and costs and cost savings.

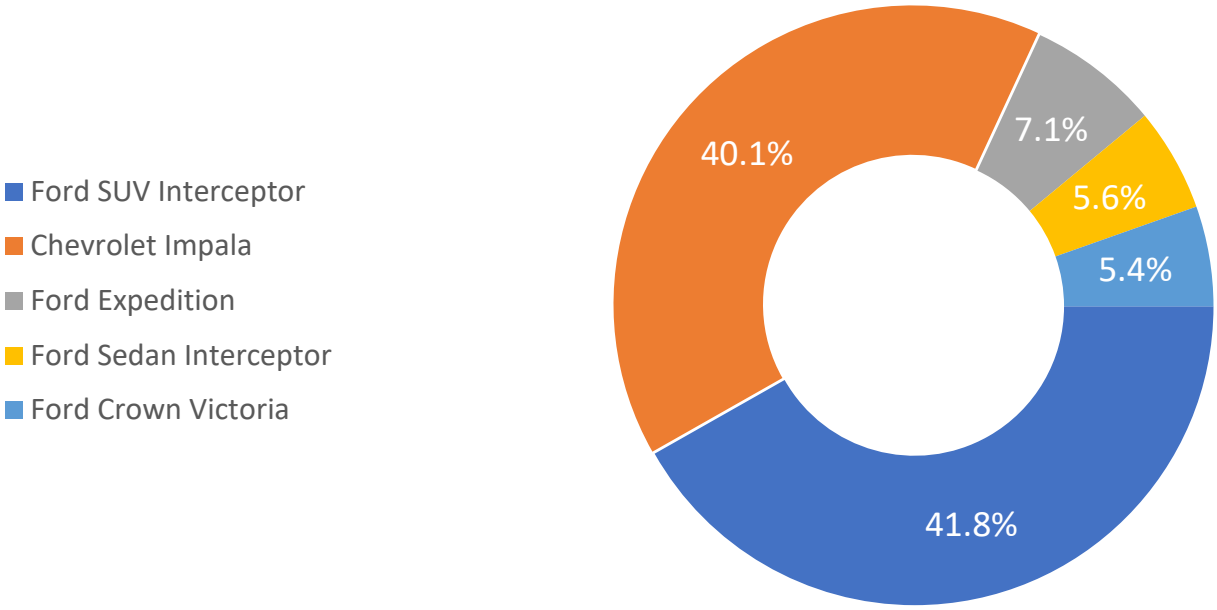
3.7.5 Reviewing the Evidence Unit's budget to ensure it is adequately funded for purchasing mission-critical supplies.

3.7.6 Assessing budgetary needs to ensure the Digital Evidence Collection Platform (DECP) is fully funded yearly. The tax levy currently pays for a portion of the body-worn camera program and the department's CAD/RMS. It is unknown what the total cost of the

DECP, including the initial costs and maintenance of the body-worn program, will be.

3.7.7 APD should continually assess resource costs due to supply chain issues, inflation, etc., during an approved budget cycle. The department needs to consider and account for potential budget increases.

APPENDIX A: APD VEHICLE INVENTORY MAKE/MODEL

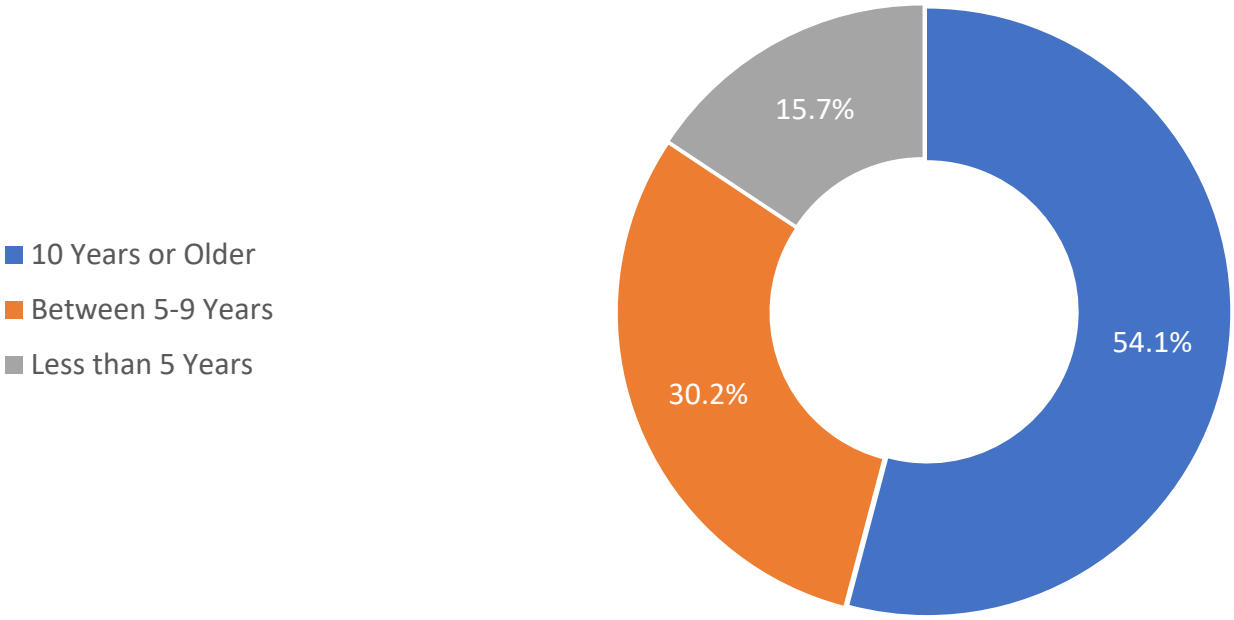


Source: APD Fleet Master Data, September 2023

Vehicle Make/Model[1]	Work Groups[2]	Total	Percent Total
Ford SUV Interceptor	Uniformed Services[3]	210	39.3%
	Sworn Admin/Detectives[4]	12	2.2%
	Total	**222**	**41.6%**
Chevrolet Impala	Uniformed Services	168	31.5%
	Sworn Admin/Detectives	47	8.8%
	Total	**215**	**40.3%**
Ford Sedan Interceptor	Uniformed Services	38	3.6%
	Sworn Admin/Detectives	38	2.1%
	Total	**19**	**5.6%**
Ford Expedition	Uniformed Services	11	7.1%
	Total	**30**	**7.1%**
Ford Crown Victoria	Uniformed Services	29	5.4%
	Total	**29**	**5.4%**
Grand Total		**534[5]**	**100.0%**

[1] Data set includes top 5 vehicle make and models for the Uniformed Services and Sworn Admin/Detectives Work Groups as of September 2023.
[2] Work group assignments as of September 2023.
[3] Uniformed Services includes Patrol, K9, SWAT, Traffic, IDEU, Warrants, Training, and Backgrounds.
[4] Sworn Admin/Detectives includes Sworn Command staff and all Detective units.
[5] Data set includes the top 5 vehicle make/models for the Uniformed Services and Sworn Admin/Detectives as of September 2023.

APPENDIX B: APD VEHICLE INVENTORY AGE

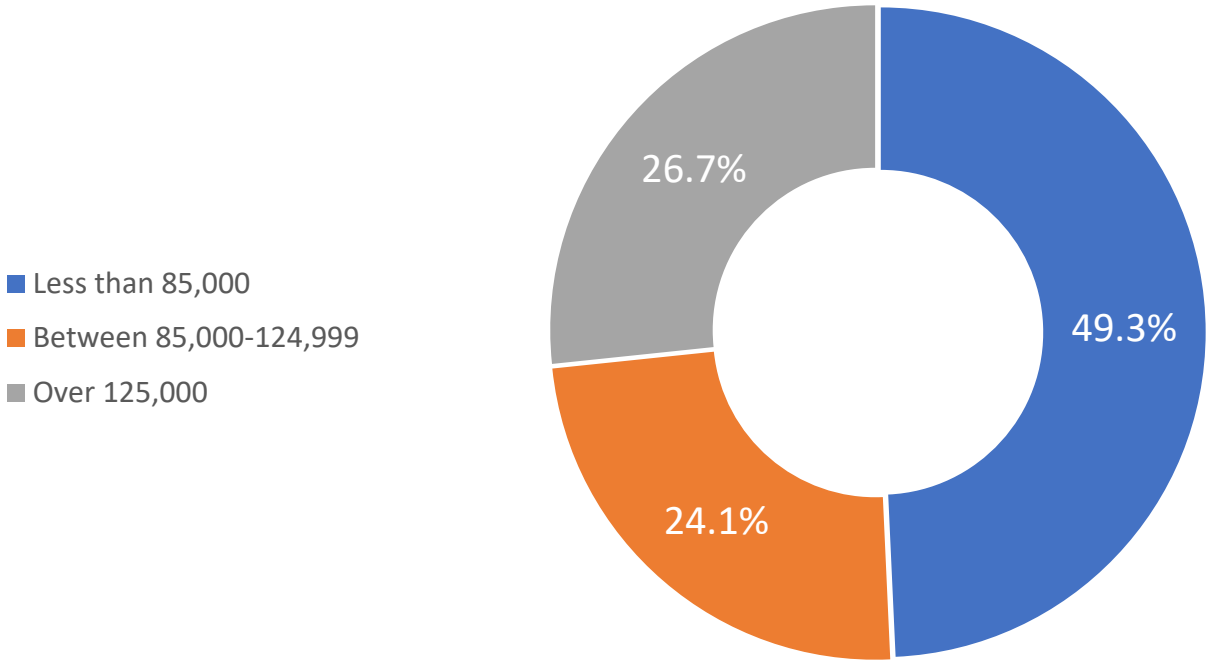


Source: APD Fleet Master Data, September 2023

Vehicle Age	Work Groups[6]	Total	Percent Total
10 Years or Older	Uniformed Services[7]	241	38.9%
	Sworn Admin/Detectives[8]	60	9.7%
	Other[9]	34	5.5%
	Total	**335**	**54.1%**
Between 5-9 Years	Uniformed Services	155	25.0%
	Sworn Admin/Detectives	29	4.7%
	Other	3	0.5%
	Total	**187**	**30.2%**
Less than 5 Years	Uniformed Services	81	13.1%
	Sworn Admin/Detectives	15	2.4%
	Other	1	0.2%
	Total	**97**	**15.7%**
Grand Total		**619[10]**	**100.0%**

[6] Work group assignments as of September 2023.
[7] Uniformed Services includes Patrol, K9, SWAT, Traffic, IDEU, Warrants, Training, and Backgrounds.
[8] Sworn Admin/Detectives includes Sworn Command staff and all Detective units.
[9] Other includes all non-sworn and specialty vehicles.
[10] Data set includes all APD vehicles not assigned to Fleet or EVOC training as of September 2023.

APPENDIX C: APD VEHICLE INVENTORY MILEAGE



Source: APD Fleet Master Data, September 2023

Vehicle Mileage	Work Groups[11]	Total	Percent Total
Less than 85,000	Uniformed Services[12]	223	36.0%
	Sworn Admin/Detectives[13]	64	10.3%
	Other[14]	18	2.9%
	Total	**305**	**49.3%**
Between 85,000-124,999	Uniformed Services	110	17.8%
	Sworn Admin/Detectives	26	4.2%
	Other	13	2.1%
	Total	**149**	**24.1%**
Over 125,000	Uniformed Services	144	23.3%
	Other	14	2.3%
	Sworn Admin/Detectives	7	1.1%
	Total	**165**	**26.7%**
Grand Total		**619[15]**	**100.0%**

APPENDIX D: VEHICLE COSTS

[11] Work group assignments as of September 2023.
[12] Uniformed Services includes Patrol, K9, SWAT, Traffic, IDEU, Warrants, Training, and Backgrounds.
[13] Sworn Admin/Detectives includes Sworn Command staff and all Detective units.
[14] Other includes all non-sworn and specialty vehicles.
[15] Data set includes all APD vehicles not assigned to Fleet or EVOC training as of September 2023.

Table D-1: Cost of APD Vehicles

Cost of Vehicles as of October 2022[16]	
Pursuit-Rated SUV[17]	$ 57,300.00
SWAT Pursuit-Rated SUV[18]	$ 68,806.00
Non-Pursuit Rated SUV[19]	$ 33,989.00

Source: APD Administrative Management, October 2022

Cost of Vehicles as of December 2022	
Pursuit-Rated SUV	$ 66,874.00

Source: APD Administrative Management, December 2022

Cost of Vehicles as of October 2023	
Average Specialty Vehicle[20]	$ 80,667.44

Sources: Muni Fleet Management September and APD Command, October 2023

[16] Total cost of vehicles includes emergency equipment upfit but excludes communication hardware
[17] Utilized by Uniformed-Services
[18] Utilized specifically by SWAT
[19] Utilized by Sworn Admin/Detectives
[20] Includes all Specialty vehicles listed in Fleet (e.g., Evidence forklift, CSO pickups, Crime Scene van)

Table D-2: Linear Regression Model for Projected Annual Consumer Price Index (CPI) for New Vehicles in Urban Alaska

Year	t[21]	Annual CPI[22]	t-tbar[23]	Y-Ybar[24]	(t-tbar)*(Y-Ybar)	(t-tbar)^2	(Y-Ybar)^2
2017	1	242.501	-3	-15.163	45.490	9	229.923
2018	2	241.383	-3	-16.281	32.562	4	265.078
2019	3	254.015	-1	-3.650	3.650	1	13.320
2020	4	253.199	0	-4.466	0.000	0	19.941
2021	5	263.430	1	5.766	5.766	1	33.244
2022	6	269.428	2	11.764	23.528	4	138.387
2023	7	279.694	3	22.030	66.090	9	485.323
Mean	4	257.664		**Sum**	177.085	28	1185.216

[21] t=number in the series from 2017-2023
[22] Source: U.S. Bureau of Labor Statistics. New vehicles in Urban Alaska.
https://data.bls.gov/timeseries/CUURS49GSETA01?amp%253bdata_tool=XGtable&output_view=data&include_graphs=true
[23] tbar=t-(mean of t)
[24] Annual CPI=Y; Ybar=Y-(mean of Y)

Table D-3: Projected Annual Consumer Price Index (CPI) and Projected Annual Vehicle Cost[25] for Pursuit-Rated SUV

Year	t	Calculated Annual CPI[26]	Pursuit-Rated SUV Cost[27]	SWAT SUV Cost[28]	Non-Pursuit Rated SUV[29]	Average Specialty Vehicle Cost[30]
2024	8	282.962	$ 70,233.26	$ 72,262.31	$ 35,696.36	$ 81,609.93
2025	9	289.287	$ 71,803.04	$ 73,877.44	$ 36,494.21	$ 83,433.99
2026	10	295.611	$ 73,372.82	$ 75,492.57	$ 37,292.05	$ 85,258.05
2027	11	301.936	$ 74,942.60	$ 77,107.71	$ 38,089.90	$ 87,082.11
2028	12	308.260	$ 76,512.38	$ 78,722.84	$ 38,887.75	$ 88,906.17
2029	13	314.584	$ 78,082.16	$ 80,337.97	$ 39,685.60	$ 90,730.23
2030	14	320.909	$ 79,651.94	$ 81,953.10	$ 40,483.45	$ 92,554.29
2031	15	327.233	$ 81,221.72	$ 83,568.23	$ 41,281.29	$ 94,378.35
2032	16	333.558	$ 82,791.51	$ 85,183.36	$ 42,079.14	$ 96,202.40
2033	17	339.882	$ 84,361.29	$ 86,798.50	$ 42,876.99	$ 98,026.46

[25] Projections are based on a linear regression based on 2017-2022 data. Calculated PI and vehicle costs may not reflect actual future costs.
[26] Calculated Annual CPI=Y; Y=a+b*t; b=sum of (t-tbar)*(Y-Ybar)/sum of (t-tbar)^2, a=(mean Annual CPI)-b*t
[27] Projections based on December 2022 cost for Pursuit-Rated SUV
[28] Projections based on October 2022 cost for SWAT Pursuit-Rated SUV
[29] Projections based on October 2022 cost for Non-Pursuit-Rated SUV
[30] Projections based on October 2023 cost for the average APD Specialty vehicle

APPENDIX E: FLEET REFRESH SCHEDULE

Table E-1: Projected 10-Year and 7-Year Refresh Rates for Non-SWAT Pursuit-Rated Vehicles[31]

Number of Vehicles	Vehicle Count
Currently in APD Vehicle Inventory[32]	619
Approximately Damaged Beyond Repair Each Year	17
Needing to be Replaced for 10-Year Refresh[33]	789
Needing to be Replaced for 7-Year Refresh[34]	738
Needing to be Replaced for 5-Year Refresh[35]	704
Recommended to Purchase Annually for 10-Year Refresh[36]	78
Recommended to Purchase Annually for 7-Year Refresh[37]	103
Recommended to Purchase Annually for 5-Year Refresh[38]	139

[31] Projections are based on June 2022 APD Fleet data and are subject to change based on Department's need (ratio of officers to vehicles).
[32] Number of vehicles listed in APD Vehicle Inventory as of September 2023
[33] Total = Number of vehicles in APD Inventory as of September 2023 + (Approximate number of vehicles damaged beyond repair each year * 10)
[34] Total = Number of vehicles in APD Inventory as of September 2023 + (Approximate number of vehicles damaged beyond repair each year * 7)
[35] Total = Number of vehicles in APD Inventory as of September 2023 + (Approximate number of vehicles damaged beyond repair each year * 5)
[36] Recommended Annual Total = Total number of vehicles needing to be replaced for 10-Year Refresh / 10 Years
[37] Recommended Annual Total = Total number of vehicles needing to be replaced for 7-Year Refresh / 7 Years
[38] Recommended Annual Total = Total number of vehicles needing to be replaced for 7-Year Refresh / 5 Years

Table E-2: Projected Annual Costs for 10-Year and 7-Year Refresh Schedules for Non-SWAT Pursuit-Rated Vehicles based on Calculated CPI[39]

Year	10-Year Refresh Schedule (78 vehicles per year)	7-Year Refresh Schedule (103 vehicles per year)	5-Year Refresh Schedule (139 vehicles per year)
2024	$ 5,142,563.71	$ 6,768,646.13	$ 9,080,427.59
2025	$ 5,257,504.92	$ 6,915,360.18	$ 9,277,288.27
2026	$ 5,372,446.13	$ 7,066,757.81	$ 9,480,393.73
2027	$ 5,487,387.35	$ 7,218,155.43	$ 9,683,499.18
2028	$ 5,602,328.56	$ 7,369,553.06	$ 9,886,604.64
2029	$ 5,717,269.77	$ 7,520,950.68	-
2030	$ 5,832,210.99	$ 7,672,348.31	-
2031	$ 5,947,152.20	-	-
2032	$ 6,062,093.41	-	-
2033	$ 6,177,034.62	-	-

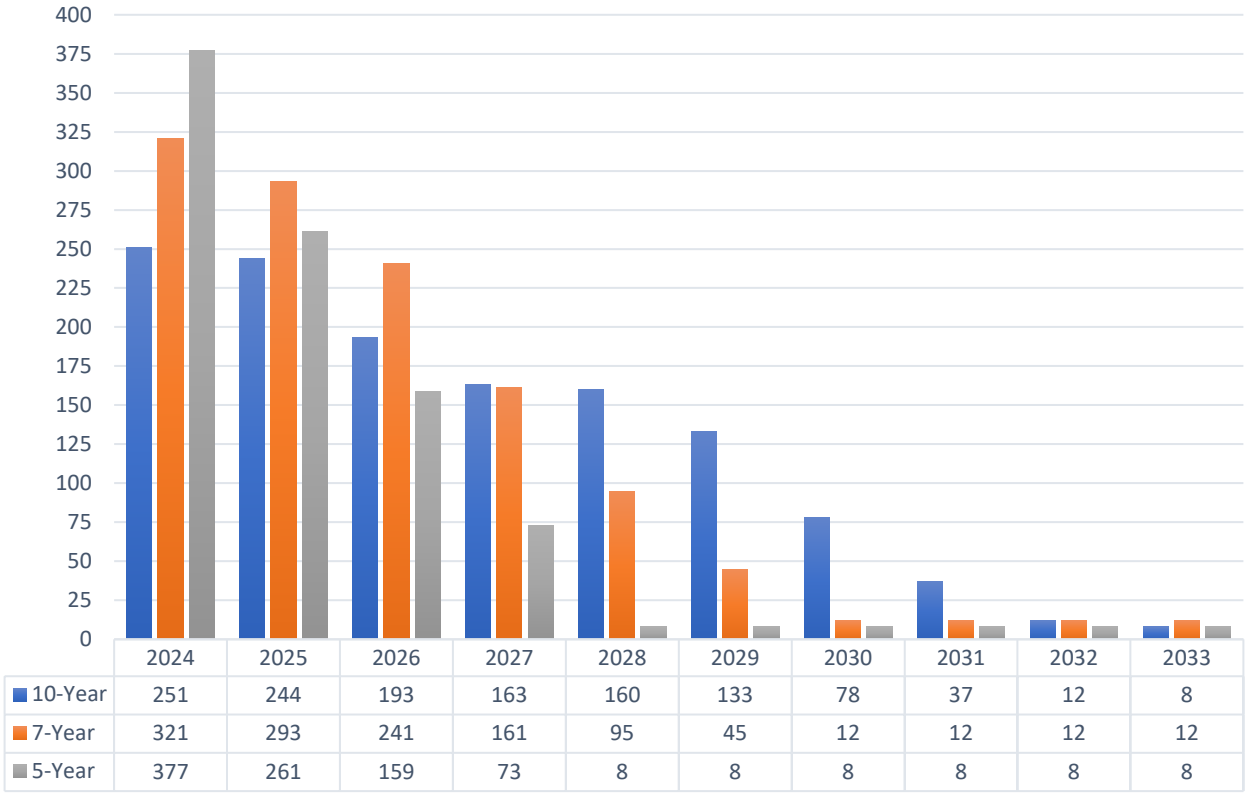
[39] Projections are based on a linear regression based on 2017-2022 data. Calculated PI and vehicle costs may not reflect actual future costs. Projections are also based on June 2022 APD Fleet data and are subject to change based on Department's need (ratio of officers to vehicles).

Table E-3: Projected Total Costs for 10-Year, 7-Year, and 5-Year Refresh Schedules for all APD Vehicles based on Calculated CPI[40]

Year	10-Year Refresh Schedule (78 vehicles per year)	7-Year Refresh Schedule (103 vehicles per year)	5-Year Refresh Schedule (139 vehicles per year)
2024	$ 5,142,563.71	$ 6,768,646.13	$ 9,080,427.59
2025	$ 10,400,068.63	$ 13,684,006.32	$ 18,357,715.86
2026	$ 15,772,514.76	$ 20,750,764.13	$ 27,838,109.59
2027	$ 21,259,902.11	$ 27,968,919.56	$ 37,521,608.77
2028	$ 26,862,230.67	$ 35,338,472.62	$ 47,408,213.41
2029	$ 32,579,500.44	$ 42,859,423.30	-
2030	$ 38,411,711.43	$ 50,531,771.61	-
2031	$ 44,358,863.63	-	-
2032	$ 50,420,957.04	-	-
2033	$ 56,597,991.66	-	-

[40] Projections are based on a linear regression based on 2017-2023 data. Calculated PI and vehicle costs may not reflect actual future costs. Projections are also based on September 2023 APD Fleet data and are subject to change based on Department's need (ratio of officers to vehicles). Total = Number of Vehicles Recommended to Purchase for Refresh Schedule x Projected Vehicle Cost

Figure E-1: Number of Older Vehicles Remaining in APD Vehicle Inventory based on 10-Year, 7-Year and 5- Year Refresh Schedules[41]



	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
10-Year	251	244	193	163	160	133	78	37	12	8
7-Year	321	293	241	161	95	45	12	12	12	12
5-Year	377	261	159	73	8	8	8	8	8	8

[41] Data set includes all APD vehicles as of September 2023. Data set also includes vehicles already purchased in 2023. Older vehicles are 10-Years and older for 10-Year Refresh Schedule, 7-Years and older for 7-Year Refresh Schedule, and 5-Years and older for 5-Year Refresh Schedule.

APPENDIX: F: NEW OFFICER COST

Annual Payroll	Cost
Salary (pre-tax)[42]	$ 72,716.00
Benefits	$ 47,835.00
Total	**$ 120,551.00**

Source: APD Fiscal Management, September 2022

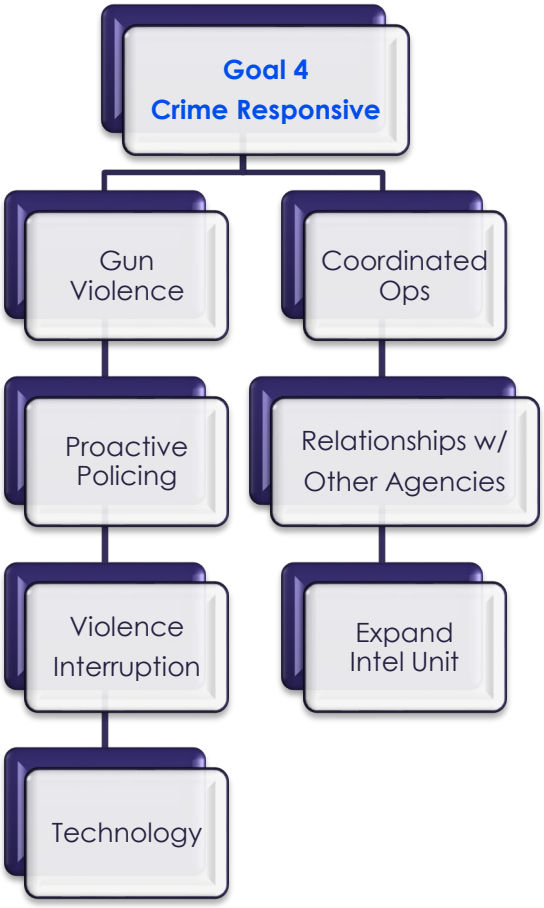
New Officer Resources	Cost
Payroll[43]	$ 65,298.46
Training Center Supplies	$ 9,208.65
Resources Supplies	$ 6,586.88
IT Supplies	$ 3,127.01
Total	**$ 84,221.00**

Source: APD Fiscal Management, September 2022

[42] Police Officer - Grade 35 – Step 1 for May 2022 Academy hire
[43] Payroll for May 2022 Academy recruit, calculated for 6.5 months from annual salary

CRIME RESPONSIVE

The goal of Crime Responsive means being in tune with police-related issues within the community. The goals are not limited to enforcing the law but also include potential solutions to problems that cause community disorder. The crime responsive team will also work on maintaining relationships with some of our partners and creating new relationships. The department hopes to expand our approach to crime in some areas: mental health response, substance use and misuse, and criminal and mental health diversion.



Goal 4 – Crime Responsive

Monitoring Progress Toward Goal Achievement

The Anchorage Police Department will address crime by focusing on gun violence, crime suppression operations, proactive DUI enforcement, domestic violence, and mental health initiatives. With this in mind, APD will consider the effectiveness and potential creation of a community violence interrupter program. APD will further develop outside agency relationships to maximize effectiveness. Lastly, APD will continue developing a crime analysis unit to serve as the department's intel nerve center.

Objective 4.1 – Gun Violence

Utilize existing technology within the department to increase gun-violence-related communication.

Strategies: **APD will address gun violence by:**

4.1.1 Improving communication between detectives and patrol using the beat-based Teams folder for related gun violence.

4.1.2 Distributing intel information to patrol officers during shift briefings, to pinpoint places and people driving crime.

4.1.3 Utilizing National Integrated Ballistics Identification Network (NIBIN) and NIBIN Enforcement Support System (NESS) programs to the fullest extent.

Objective 4.2 – Coordinated Operations

Address crime through proactive, coordinated crime suppression operations.

Strategies: **APD will address crime by:**

4.2.1 Using heat maps and intel information to pinpoint areas in the city where proactive crime suppression operations will impact the crime level.

4.2.2 Conducting crime suppression operations focusing on impacting crime in identified high-crime areas.

4.2.3 Conducting high visibility coordinated enforcement for specific community issues such as DUI, traffic violations, and retail thefts.

Objective 4.3 – Proactive Policing

Work collaboratively with community partners to refine our response to those driving under the influence (DUI), domestic violence (DV), and those experiencing mental health crises and homelessness.

Strategies: APD will engage in proactive policing for DUI issues by:

4.3.1 Ensuring all officers know how to perform Field Sobriety Tests (FSTS) or received regular training.

4.3.2 Encouraging an increase in DUI stops and arrests.

4.3.3 Using officer-initiated available time to focus on DUI enforcement.

Strategies: APD will engage in proactive policing for Domestic Violence through:

4.3.4 Exploring co-response opportunities with our Mobile Intervention Teams (MIT).

4.3.5 Examining diversion program availability and streamlining how our officers disseminate information to victims.

4.3.6 Establishing a multi-disciplinary response to DV strangulation.

Strategies: APD will engage in proactive policing for Mental Health and Homelessness issues through:

4.3.7 Coordinating a response to mental health within statewide initiatives.

4.3.8 Expanding our MIT response by adding 24-7 coverage.

Objective 4.4 – Relationships w/Other Agencies

Encourage and enhance lines of communication and collaboration with local, state, and federal agencies.

Strategies: Continue to develop relationships with other agencies by:

4.4.1 Sharing actionable information through regular meetings with other agencies.

4.4.2 Continuing to leverage partnerships with local, state, and federal partners to reduce crime and benefit Anchorage citizens.

4.4.3 Developing a homeless outreach team to coordinate APD's response to homelessness with other government and non-government agencies.

Objective 4.5 – Violence Interruption

Leverage relationships with the community and partnerships with non-profit organizations to prevent violent crimes.

Strategies: Develop citizen led crime responsive objectives by:

4.5.1 Assisting in organizing community responses to violence to change social norms surrounding violence.

4.5.2 Establishing a community and police led violence interrupter program involving street outreach workers.

4.5.3 Using the data to develop department objectives and priorities related to gun violence, sexual assault, and intimate partner violence.

Objective 4.6 – Intel Unit

Continue developing a crime analysis unit.

Strategies: Further develop a crime analysis unit by:

4.6.1 Visiting crime analysis units at other departments to learn what and how they do things that work for them. Bringing back that information and determining how and what to implement develop our unit further.

4.6.2 Hiring and training intel analysts to gather and evaluate data and deliver actionable intel.

4.6.3 Increasing the number of analysts in the unit to five or more by 2025.

Objective 4.7 – Technology

Use existing and new technology to address crime.

Strategies: APD will implement current and new technology resources to impact our responsiveness by:

4.7.1 Deploying a drone on each patrol shift program by 2025.

4.7.2 Researching viability of rapid DNA to help identify suspects.

4.7.3. Researching viability of a mobile fingerprint collection device.

STRATEGIC PLAN PROCESS: IMPLEMENTATION

This strategic plan is a living document that focuses the department's efforts to harness and direct available resources to accomplish the organization's vision and goals. The plan is only as valuable as the implementation.

We will deliberately manage and budget implementation to ensure we have enough objectivity, resources, and support to drive actual change. Success depends on five key elements: people, resources, management structure, tracking system, and culture.

Achieving our objectives necessitates an organizational orientation that includes new or redesigned settings, implicit and explicit management principles, and changes in the organization's norms, rules, and decision-making procedures. Additionally, such changes require budgetary allocations, including substantive and symbolic incentives promoting the Strategic Plan.

Ongoing success relies on fostering a strong coalition of supporters with a clear connection between critical issues and adopted strategies. It also requires maintaining focus on critical issues and strategies while diligently monitoring progress and leading with the plan in mind.

STRATEGIC PROJECTS FOR 2024

Each year, our strategic plan will identify specific projects to work on in the upcoming year. These projects are of great importance to the department by senior leadership and the employees as they significantly impact the efficiency of providing services to the community. Generally, these projects have been worked on in the past with some progress. Still, we can achieve more significant and faster progress by developing cross-disciplinary teams throughout the Municipality to address them over a defined period.

To complete strategic projects, we will establish appropriately sized project teams with cross-functional representation. Both will be led by a "Project Champion" in an overall arrangement like the Strategic Plan Goal Teams and Goal Champions. The Project Champions will sit on the Steering Committee, giving regular updates on their project's progress and seeking counsel from peers on the Committee as a resource.

Each year, our strategic plan will pinpoint specific projects for the upcoming year that are crucial for the department and highly valued by senior leadership and employees for their impact on community service efficiency. While we've made some progress on these projects in the past, we aim for more significant and faster advancements by forming cross-disciplinary teams across the Municipality. These teams will be appropriately sized and led by a "Project Champion," mirroring the structure of our Strategic Plan Goal Teams. Project Champions will provide regular progress updates to the Steering Committee and seek guidance from their peers on the Committee.

Strategic Project 1

Improve Vehicle Fleet Management

While all officers are assigned to one primary vehicle, officers often switch vehicles due to repairs, maintenance, and changes in assignment. In addition, the department has several multiple-user and unit support vehicles in use. Monitoring these movements and planning purchases of new vehicles with Fleet Services is a full-time job but has historically been assigned as a secondary function.

The primary task of the Vehicle Fleet Management Team will be devising systems, processes, policies, and tools to better manage the department's fleet vehicles. A liaison with Municipal Fleet Services will be required to make that happen. Better internal management and liaison with Fleet Services should result in a more significant state of readiness in the fleet, faster turnarounds

for repairs and maintenance, and potential efficiencies by enabling a smaller fleet to provide sufficient functional vehicles to maintain overall department mission readiness.

Strategic Project 2

In-Service Training

The apparent benefits of in-service training include:

- Keeping our workforce updated with the latest technology and legal changes.
- Maintaining necessary skills.
- Ensuring consistency in our services.

The department recognizes and embraces the secondary benefits of in-service training, which include camaraderie and esprit de corps, a break from the day-to-day grind, and career development. Throughout 2023, the department provided over 40 hours of in-service training for the Patrol Division, sent over 120 sworn and non-sworn employees to out-of-state training, and brought several outside agencies to APD that provided critical topic-specific training to Department members.

In-service training will continue to be a focus for 2024, particularly recognizing the areas we need to improve. Our in-service training program must expand to include all sworn members to maintain the same level of training throughout the department as the Patrol Division receives. We must also add non-sworn employees to the regularly scheduled sworn in-service training plan because some of the information presented is relevant to their positions. We must develop other training tailored to each non-sworn unit's specific and expected tasks.

Our 2024 goal is to provide 40 hours of in-service training to sworn employees and 20 hours to non-sworn employees. This training will be relevant, job-specific, and focus on improving the department's overall performance.

Strategic Project 3

Enhance Employees' Ability to Utilize Annual Leave

All police employees, whether sworn or non-sworn, experience high stress, expectations, and personal sacrifice. The vision of creating an environment where everybody matters creates a nearly impossible expectation that our employees will come to work every day and give their all so that others experience a beacon of hope during times of darkness. We recognize the extreme demands we place on our employees, which is why the Department

and the Anchorage Police Department Employees Association (APDEA) have placed a significant commitment to employee wellness.

A foundational aspect of wellness is taking time away from work to spend with family and friends, engage in hobbies and interests, relax, and forget about work, which is only possible when employees can take leave.

Currently, employees with lower seniority can only extend vacations if they utilize shift trades. When these employees return from leave, they must work more shifts to “pay back” shift trades they had to take to get their leave. This practice causes employees to return to higher exhaustion levels quickly upon their return. Smaller academies and higher retirement rates have increased the need for employees to work overtime to make up for reduced staffing, making it even more difficult to get annual leave.

Although our employees get a generous amount of leave, their inability to use it makes it ineffective. One of the objectives for the Employee Focused team will be to continue the partnership with the APDEA and develop a plan allowing all employees to take two weeks of leave per year, approximately half of the leave they accrue each year. This commitment will require a little sacrifice from all, including the department, so employees can take time off and focus on their emotional recovery.

2023 ACCOMPLISHMENTS

2023 was the first full year of the Strategic Plan. We are proud of all that we accomplished throughout the year. The following accomplishments were made possible because of the valued employees, regardless of rank or job assignment.

Employee Focused Accomplishments

- 1.1.1, 1.1.3 – The clearly defined vision and values visible, talked about, and practiced throughout the organization including focusing on each value every quarter.
- 1.1.1 – Created the Annual Honor award
- 1.1.2 – Upgraded iPhones.
- 1.1.2 – Upgraded MDCs
- 1.1.2 – Re-keyed fleet vehicles to improve efficiency.
- 1.2.1 – Sent over 110 employees from both sworn and non-sworn ranks to out-of-state training.
- 1.2.1 – Increased in-service training funding.
- 1.2.2 – Offered 40-hours of formal in-service training and multiple shift scenario-based training sessions throughout the year to sworn personnel.
- 1.2.4 – Created a six-month TDY position at the academy to develop a uniform, department-wide training plan.
- 1.3.1 – Represented employees received a 4-year contract extension with the high recorded wage increases.
- 1.3.2 – APD and APDEA hosted multiple financial information seminars.
- 1.3.2 – Initiated a wellness assessment from an outside entity to ensure benefits were easily accessible to employees.
- 1.4.1 – Anchorage Cops for Community established a Police Activities League for youth mentorship.
- 1.4.1 – Hosted the first Woman's Ambassador luncheon to enhance female recruiting.
- 1.4.1 – Partnered with UAA to create an internship program with criminal justice students.
- 1.4.1 – Approved to host the Skills Bridge program for military members preparing to be discharged.
- 1.4.3 – Shared staffing projections and staffing deployment strategies in the employee newsletter twice annually.

Community Connected Accomplishments

- 2.1.1 – Released videos on the status of BWC implementation.
- 2.1.2 - Conducted several community engagement operations
- 2.2.1 – Started using RAVE to keep the public informed of road closures and major incidents.
- 2.2.4 – Assigned officers to attend community councils to increase engagement and education.
- 2.2.5 – Community Relations Unit began using Nextdoor to communicate with members of neighborhoods throughout Anchorage.
- 2.3.1 – Maintained a monthly newsletter throughout 2023. Over 70% of employees consume some or all the newsletter.
- 2.3.3 – Hosted its first large-scale leadership training for sworn and non-sworn members.
- 2.3.3 – Engaged in four multi-unit Crime Suppression details in 2023, enhancing inter-unit collaboration.
- 2.3.5 – Developed an internal text chain to notify employees of incidents impacting employees to ensure messages are distributed internally first.
- 2.3.5 – Communicated staffing projections and planning twice annually.
- 2.3.5 – Communicated discipline information twice annually.
- 2.3.5 – Communicated an annual review of job postings and employee opportunities.

Resource Minded Accomplishments

- 3.1.1 – Selected a company to conduct a staffing study in 2024.
- 3.1.3 – Established 9 new CSO positions to expand the use of non-sworn employees.
- 3.1.3 – Increased Mobile Intervention Team funding.
- 3.2.3 – Re-instituted the safety committee to address the safety concerns at the Elmore station. All current safety concerns were addressed.
- 3.3.1 – Onboarded an inventory system to enhance inventory tracking and replacement.
- 3.4.1 – Established a 5, 7, and 10-year refresh rate on vehicles.
- 3.4.1 – Ordered more than $4,300,000.00 worth of vehicles for 2024, including vehicles for the newly created CSO positions.
- 3.4.3 - Evaluated the need and efficacy of APD having their own maintenance and repair shop. Determined it was not necessary.
- 3.6.3 – Added a redaction specialist to accommodate the increase in video records requests with the addition of Body Worn Cameras.

- 3.6.5 – Opened the internal selection process to allow all division members to apply for job openings and officers on the sergeant eligibility list to apply for any open position.
- 3.7.2 – Established an all-inclusive cost for a newly hired officer.
- 3.7.3 – Determined what equipment can be funded through available grants versus non-labor budget.
- 3.7.4 – Reviewed and updated non-sworn uniform requirements.

Crime Responsive Accomplishments

- 4.1.1 - Facilitated greater communication utilizing Microsoft Teams between Patrol and Crime Suppression Units
- 4.1.2 - Deployed “FirstTwo” open-source data app for patrol.
- 4.2.1 – Created usable crime heat maps focusing on violent offenses.
- 4.2.1 - Intel continues to add new products and conduct research for Units within the Department, including Detectives.
- 4.2.1 – Created violent offender bulletins.
- 4.2.2 – Conducted multiple crime suppression operations that resulted in 360 traffic stops, 217 citations, 225 arrests, 25 pounds of drug seizures, 17 guns seized, and 4 recovered stolen vehicles.
- 4.3.1 – Provided Refresher OUI training.
- 4.3.2 – Increased the number of OUI arrests.
- 4.3.7 - Added an additional MIT clinician under the Crisis Intervention Team (CIT) Co-response grant
- 4.5.3 – Created one new Intel Analyst.