



	Approved	Denied
Date Action Taken:	1/10/11	
Other:		
Verified by:	[Signature]	

WASILLA CITY COUNCIL ACTION MEMORANDUM

AM No. 11-02

TITLE: CONFIRMING GOALS AND INITIATIVES FOR FY2012.

Agenda of: January 10, 2011

Date: December 28, 2010

Originator: Marvin Yoder, Deputy Administrator

Route to:	Department	Signature/Date
X	Chief of Police	[Signature] 12/29/10
X	Recreational and Cultural Services Manager	[Signature] 12/29/10
X	Director of Public Works	[Signature] 12/28/10
X	Director of Finance	[Signature] 12/28/10
X	Deputy Administrator	[Signature]
X	City Clerk	[Signature]

REVIEWED BY MAYOR VERNE E. RUPRIGHT: [Signature]

FISCAL IMPACT: yes\$ or no Funds Available yes no

Account name/number:

Attachments: Draft Budget Goals and Initiatives to include attachment from Public Safety (35 pp)

SUMMARY STATEMENT:

The attached list budget initiatives for FY 2011 and FY 2012 were developed on November 30, 2009, during a Special Meeting of the City Council. The City Council met on November 29, 2010, to confirm the Goals for FY2012 and to address any changes.

BACKGROUND:

As part of the budget process, the City Council has adopted eight multi-year goals. To implement these long-range goals, the Council establishes budget initiatives each year as part of the budget preparation process. Once the Council adopts goals and budget

initiatives departments begin preparing their budgets. As part of the final budget adoption process, City departments are assigned the responsibility for implementing specific budget initiatives. These goals and budget initiatives become the top priorities that administration and staff work to accomplish in their annual work program.

UPDATE

Several items were discussed at the November 29, 2010, City Council Special Meeting. There was no formal vote since the meeting was conducted within a committee of the whole. However, items where there seemed to be consensus have been noted and are as follows:

Initiative Number:

- 7 - Some discussion as to the urgency of this item.
- 11 - Could contain additional definitive examples.
- 12 - Request the State Legislature provide more annexation tools for cities.

The following amendments have been made to the initiatives which are attached hereto:

Initiative Number:

- 25 - There appeared to be consensus to remove this.
- 46 - There appeared to be consensus to remove the time frame.
- 57 - There appeared to be a consensus to remove this item.

RECOMMENDATION: Confirm the FY2012 Goals and Initiatives and acknowledge the above comments by adopting AM No. 11-02 with attachments.

Wasilla Budget Goals and Initiatives for FY 11/FY 12

As discussed by Council on November 29, 2010

GOAL: Keep local government small, efficient and accountable to the citizens of Wasilla.

1. Achieve balanced budget for FY 11 & FY 12 to maintain and improve existing services while maintaining a 0.0 mill rate.
2. Refine the performance measurement system for each department to evaluate performance in providing services.
3. Continue to enhance and expand city website to implement electronic government, improve access to public notices, maps and economic data, and to facilitate communication.
4. Provide information on long-range goals and annual budget initiatives to employees empowering them to be involved in the process of meeting the City's goals.
5. Ensure positioning of the City as a leader in municipal governance by employing a trained & effective work force; focus training on use of Intranet system for efficient communication, and on use of revised procurement process to get best price possible for goods & services.
6. Continue Tri-Cities meetings to work on items of mutual interest and work to establish an annual Tri-Cities/Borough meeting.
7. Work with Borough to transfer platting powers to Wasilla for subdivisions within City limits.
8. Continue employee emergency management training and emergency preparedness planning to ensure continuity and efficient recovery in the event of a disaster.
9. Continue to focus on improvement to records management program.

GOAL: Encourage a strong and diverse economic base in the City of Wasilla.

10. Invest at least \$1,250,000 from the General Fund in city infrastructure improvements each fiscal year
11. Encourage new business to locate to and invest in the City through expansion of economic development tools and by actively marketing Wasilla as an attractive business location
12. Develop a written strategic plan for annexation to ensure adequate space for expansion of residential, commercial, and industrial development.

13. Develop long range strategic economic development plan for the City that includes job development initiatives.

GOAL: Refine and improve long-term Capital Project Plan to preserve and improve City infrastructure to provide for future growth.

14. Coordinate and integrate City transportation projects with Alaska Department of Transportation & Public Facilities, Matanuska-Susitna Borough, and Alaska Railroad to improve traffic flow and transportation safety in the City.
15. Pave remaining collector roads during FY 11 and FY 12 (estimate 5 miles of paving).
16. Identify funding to maximize neighborhood participation in gravel to asphalt program via LID process to support improved street system.
17. Continue to seek funding for construction of the extension of S. Mack Drive to Knik-Goose Bay Road.
18. Encourage co-location of various governmental and social service agencies in the City of Wasilla.

GOAL: Develop stable and equitable sources of revenue that will provide the needed funding to accomplish the mission.

19. Continue to Improve and refine long range financial planning process.
20. Lobby to obtain federal and state funding for needed infrastructure projects and programs.
21. Continue to seek partnerships, funding, and other assistance from private businesses and foundations for infrastructure projects and community activity.
22. Remain proactive in maintaining sale tax revenue in the event the Borough or State moves to enact a sales tax. The City also opposes any changes to AK Statues that may restrict the City's ability to collect sales tax as set forth in WMC 5.16.
23. Work with Tri-Cities and the Borough on use of Bed Tax to support tourism development.
24. Support a continuing source of funding for community dividend, revenue sharing and/or other State aid to cities programs.
- ~~25. Work to make Wasilla more economically self-sufficient.~~

GOAL: Continue progress in making the enterprise funds self-sufficient while ensuring systems meet environment and development needs of the citizens and the businesses.

26. Encourage new water & sewer connections by businesses and residential property owners by extending mainlines and expanding utility infrastructure.
27. Develop plans for community sewer and water systems to serve the Airport on an interim basis while continuing expansion of utilities west to the Airport and east along the Parks Highway.
28. Expand number of Airport tie-down spaces and lease lots, to accommodate the aviation community and to expand airport revenue.
29. Promote use of the Multi-Use Sports Complex for large events such as national, state, and regional sporting events, trade shows, conferences and conventions.

GOAL: Continue to provide the citizens with the highest quality of law enforcement service possible in the most efficient and effective manner available.

30. Support increased enforcement of drug and alcohol laws to reduce crimes involving abuse and violence related to their use through grants and use of City funding.
31. Update law enforcement equipment and related response capabilities to improve critical response capacity of Police Department personnel.
32. Utilize highly visible neighborhood patrolling to enhance safety of residents and businesses by increasing preventative presence and visibility in neighborhoods.
33. Fund law enforcement training to update Police Officers' and Dispatchers' skills as new techniques and technologies are developed and by maintaining skills training and certification programs established by the department or required by practice, regulation, or law.
34. Continue to improve service to the public by promptly responding to calls and by providing and enhancing law enforcement dispatch services which we are contractually and ethically obligated to perform.
35. Support the youth of the community through existing programs such as School Resource Officer position, Crimes Against Children Unit investigator, and Youth Court.
36. Support the design and development of an expansion of the existing police facility and identify funding sources for such an expansion.
37. Review and improve physical security of the Police Department building.

38. Increase Community Policing through Citizens' Academy, Business Academy, and Senior Academy.

**GOAL: Preserve and enhance the quality of life for current and future residents of
a. Wasilla and for visitors to this community.**

39. Continue to encourage and promote cultural and recreation programs, events, and activities to improve the quality of life of the City's residents and visitors through the use of City facilities (such as parks, museums and library).
40. Make Wasilla an increasingly attractive place to live, work, and play by encouraging high quality and diversified development.
41. Establish citizen focus groups and continue to conduct annual community surveys to assist in the development of long-term plans and policies to accommodate future growth.
42. Ensure that public facilities owned by the City are well maintained and improved so that they are available now and in the future.
43. Ensure sewer and water systems meet community and environmental requirements.
44. Promote positive image of Wasilla and its readiness for growth.
45. Seek support and funding for regional wastewater plan to preserve environment and quality of life of valley residents.
46. Continue to plan and seek funding to construct a new library for Wasilla ~~within the next 10 years.~~
47. Investigate/explore the development of a City Fire Service.
48. Allocate \$50,000 annually for preservation and clean-up lakes and waterways within the City.
49. Allocate \$50,000.00 annually, to the Land Bank Fund position to purchase land as necessary to enhance the quality of life for residents of the City of Wasilla.
50. Establish a firing range in order to allow for the safe discharge of firearms within the City
51. Enhance lake Lucille park to increase use
52. Continue with projects that enhance Lake Lucille water quality restoration

GOAL: Begin to implement the Downtown Development Plan adopted as a part of the Comprehensive Plan.

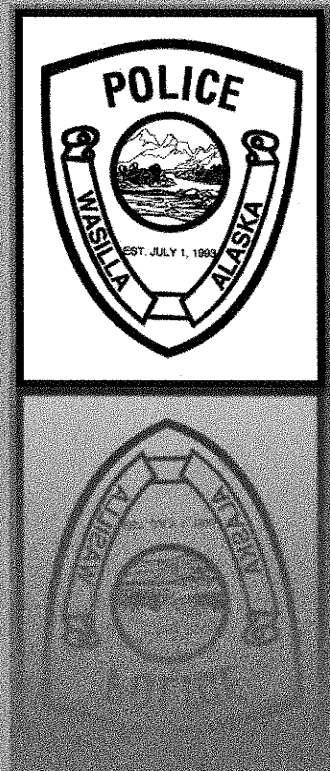
53. Define the boundaries of the downtown district and develop design standards for new buildings in that district.
54. Encourage Public/Private partnerships that advance the plan and are beneficial to the private partner.
55. Strive to locate any new city facilities, i.e. Public Safety building, City Hall, Library in the downtown district.
56. Encourage property owners to incorporate the new design standards into any building retrofit projects.
- ~~57. Continue the dialog with the Valley Performing Arts(VPA) to develop a multi-use facility which meets the demands of the VPA and will also provide meeting space for other venues.~~
58. Publicize the downtown plan to encourage construction of new businesses, office space and hotels in Wasilla's downtown.
59. Create a pedestrian friendly downtown district.
60. Continue to enhance the structures and the aesthetics of the historic village in the downtown district.

2010

Goals and Initiatives Update

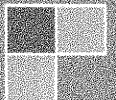
Wasilla Police Department

This document provides an update of Wasilla Police Department progress toward goals and initiatives approved by City Council in 2008.



Chief Michael Hughes

10/15/2010



In accordance with the Wasilla Budget Goals and Initiatives, the Wasilla Police Department reports the following accomplishments:

GOAL: Keep local government small, efficient and accountable to the citizens of Wasilla.

Performance Measurement / Accountability & Efficiency (Goal # 2)

On October 22, 2010, the department began utilizing the CompStat model. CompStat provides for increased monitoring of crime and disorder within the community; facilitates the rapid deployment of resources to solve problems; and improves accountability from the officer level through command staff. Moreover, the CompStat model also serves as a method for checks and balances in the area of officer activity, budget, project management, and a host of other operational areas.

On a broader scale, the department is also building an internal framework under the premise of total quality management. The goal is to increase overall accountability, productivity, professionalism to the community, fiscal responsibility, and organizational direction / purpose (synergy). This TQM title represents an umbrella under which these goals reside. Operationalized (in a framework of sorts) the department will focus on:

- 1) Developing a realistic mission statement and set of governing values.
- 2) Day to day operations based on a broader set of goals, objectives and work plans. More simply, we manage our time; time does not manage us.
- 3) Improved and consistent financial monitoring (daily, and reviewed at CompStat meetings)
- 4) Utilization of a professional standards model (building a solid process for hiring, retention, discipline and discharge)
- 5) Improved fleet management (daily, through line inspections, and reviewed at CompStat meetings)
- 6) Improved use and monitoring of technology (daily, and through line inspections, audits, etc.)
- 7) Overall improvement of department operations (through constant review and through pursuit of the accreditation process). This approach is akin to a logic that excellence cannot be fully achieved because the bar of measure constantly rises.

(See Attachments 1 for more detail).

The department is in the planning phase to pursue accreditation through the Alaska Association of Chiefs of Police. Accreditation brings about standardization of processes, increased accountability, enhanced professionalism, and reduced liability. Training for four (4) staff members is scheduled in early November. (See Attachment 2 for more detail).

The department recently restructured to the traditional operations/services model. This allows for more efficient operations; creates better inner-agency communication and information sharing; provides for better supervision of both personnel and operations; and, enhances span of control. (See Attachment 3 for more detail).

The department utilizes a *90-Day Goals* process that follows yearly quarters (1 through 4). This allows for better planning, provides a framework for assigning projects, and improves accountability for those projects.

The department has standardized the method for filing complaints related to department operations and/or employees. The investigation of those complaints follows a structured process meant to insure a fair and consistent process. Internal investigations will be assigned under the newly created Professional Standards Function. This function is used on an as-needed basis, and will generally be a duty responsibility of the department's support services division sergeant.

Background investigations and hiring also falls under the Professional Standards Function. This insures a comprehensive, thorough process. In turn, the department is better equipped to make sound hiring decisions.

Website Enhancement (Goal # 3)

The police department has added crime information to the department's website that provides weekly updates for citizens. The site also gives citizens access to many useful forms and documents.

The department is exploring the use of MapPoint (a Microsoft product) to provide real-time maps for public review. This would include both crime and accident data.

Empowering Employees in the Long-Range Goals and Budget Process (Goal # 4)

Department employees were hands-on during the planning process for the current fiscal year, and the upcoming FY-12 budget cycle. Under the department's new dual division structure, much of the day to day oversight related to the budget and goals will fall to division commanders. Sergeants will also be party to this management approach, responsible for fiscal responsibility at their respective level.

Within the next 2-3 weeks, the department will be conducting new supervisor training. Part of the curriculum involves a block of instruction on the budget process. Instruction will be provided by members of the city's finance department. Note: There are several new supervisors in the department due to recent promotions.

Emergency Management Training / Emergency Preparedness Planning (Goal # 8)

The police department continues to develop response capabilities for emergency situations. Command staff attended training on incident command / management in August 2010. At hiring, all employees are required to complete FEMA training on the Incident Command System.

Department staff is already reviewing sections of the city's emergency response plan to insure it is up to date and relevant to potential emergency situations or disasters common to Alaska. This is a time-consuming chore, and will take months to complete.

Improvement of Records Management Program (Goal # 9)

Department staff is currently reviewing the department's records management system in an effort to more fully utilize its many untapped features. This includes the ability to map crime locations, analyze crime patterns, and monitoring / control of property and evidence.

Department records staff have been working on a continuous basis to improve the overall records function. This includes improved records retention guidelines and practices. This project is in conjunction and cooperation with the city clerk's office.

GOAL: Continue to provide the citizens with the highest quality of law enforcement service possible in the most efficient and effective manner available.

Drug & Alcohol Laws (Goal # 30)

The police department continues to aggressively enforce drug and alcohol laws. This includes normal patrol arrests and grant funded DUI enforcement. The police department also has a grant-funded investigator assigned to a drug enforcement taskforce. The department is also adding a police dog that provides another level of response to (and detection of) drug crimes.

Critical Incident Response (Goal # 31)

The police department's response capabilities to critical incidents continue to improve. Command staff has attended incident management training. First responders are equipped with several options for dealing with various levels and kinds of threats. This includes AR-15 patrol rifles, TASERS, and a less-lethal gas delivery system. The department is also adding a police dog that provides another level of response. The department maintains an officer assigned (as a collateral duty) to the state's special response team – SERT – (more commonly known as SWAT).

Highly Visible Neighborhood Patrol (Goal # 32)

The department utilizes visible neighborhood patrol, coupled with active enforcement on roadways, highways and residential streets. Criminals commonly drive and are often encountered during traffic stops. This approach combines deterrence, detection, prevention and proactive enforcement.

Random patrol has long been the common approach to crime prevention both in the past, and in contemporary law enforcement. However, it is important to utilize other methods as well, because no one policing method works for every situation. Wasilla Police Department also utilizes components of directed patrol, saturation patrol, directed traffic enforcement, and problem-oriented policing. This provides a more integrated and balanced method for service provision.

The department has implemented a quality of life management process. Utilizing the S.A.R.A. problem solving model, department members can develop a problem / enhancement management plan. This can include complaints about quality of life issues, or simply an enhancement within the city. A P.E.M.P. file is created and tracks the matter at hand. This insures the matter receives not only attention, but more importantly, disposition.

(See Attachments 4 and 5 for more detail).

Training (Goal # 33)

Officers continue to receive training not only to maintain their skills, but to improve their overall capabilities as well. This includes, but is not limited to, the following general and specialized topics:

- Firearms use
- Use of force
- Less-lethal force
- Active shooter response
- Incident command
- Search and seizure / case law
- SERT training
- Update training of E-911 capabilities
- Hostage negotiation
- Drug enforcement
- K-9
- Commercial vehicle enforcement (weight detail)
- Accident investigation and technical mapping

A training needs assessment is slotted for the upcoming 90-day period, and will include: 1) the designation of a training coordinator; 2) a training needs assessment; and, 3) development of an annual training calendar.

Funding for recent training on problem-oriented policing was paid by grants from the Department of Transportation. Attendance to a recent School Resource Officer training conference was paid by the school district.

Call Response / Enhanced Dispatch Services (Goal # 34)

The addition of E-911 service has greatly enhanced the department's ability to respond to callers utilizing mobile telephones. This process can help pinpoint locations and provides for greater response capabilities.

The department's computer assisted dispatch (CAD) database continues to grow and provides a wealth of archival information that is useful for enhanced services.

Youth and Community Program Support (Goal # 35)

The Youth Court program remains active, as does the School Resource Officer Program. The SRO program is funded at 75/25, with the school district covering 75% of the cost for the officer's salary and benefits. The department does not have anyone assigned to the Crimes Against Children Unit, and the caseload within the department does not support someone being assigned to that position. Local crimes against children offenses see full and thorough attention from the department's investigative staff.

Facility Expansion (Goal # 36)

At present, there is nothing underway to expand the current police facility. However, internally the department is in the process of clean-up and better utilization of existing space. For example, an office area has been created for patrol sergeants, and the Youth Court is being moved to another location.

Facility Security (Goal # 37)

Police department facility security was enhanced by the installation of a security access control system. This allows for doors to remain locked 24-hours a day, yet provides access through an electronic pass system. Entry into the building, and sensitive areas inside the facility, are logged via computer. Sensitive areas include the dispatch center, information technology, computer server rooms, and property and evidence storage. In addition to the logged system, property and evidence storage are also key controlled and alarmed.

Signs have been placed advising of secure areas. This includes the dispatch center and records.

Visitors must be escorted, wear an identification badge on a lanyard, and must sign in / out of the facility.

Improved Community Policing Efforts (Goal # 38)

The recent police department reorganization has allowed for the creation of a quality of life function, operated under the supervision of a sergeant. This section will not only focus on real-time problems, but also on community concerns.

The department recently conducted a Neighborhood Watch educational briefing at the Multi-Use Sports Complex. This event was well attended, and it appears interest in this program is high.

The department (through the efforts of Investigator Ruth Josten) has started an educational program targeted toward seniors. Seniors are often targets of crime and are considered vulnerable to scams, abuse, etc.

The department is developing a lesson plan and timeline for a citizen academy. These programs are popular throughout the nation. They provide an insider's view of how the police department operates. Other programs often evolve from these academies such as citizens on patrol.

As part of the larger community policing initiative, the police department plans to organize many of these programs under the umbrella of Volunteers in Police Service. VIPS is a national-level initiative that came about post-9/11 under the Bush Administration. It serves as a call to citizens to become involved in community efforts. Oversight of this program will fall under the sergeant assigned to the department's support services division.

(See Attachment 6 for more detail).

Respectfully submitted,

M.W. Hughes

Michael W. Hughes
Chief of Police

Attachment 1

Elements of CompStat

Mission clarification: Top management is responsible for clarifying and exalting the core features of the department's mission that serve as the overarching reason for the organization's existence. Mission clarification includes a demonstration of management's commitment and states its goals in specific terms for which the organization and its leaders can be held accountable—such as reducing crime by 10 percent in a year (Bratton 1998, 252).

Internal accountability: Operational commanders are held accountable for knowing their commands, being well acquainted with the problems in the command, and accomplishing measurable results in reducing those problems—or at least demonstrating a diligent effort to learn from that experience.

Geographic organization of operational command: Operational command is focused on the policing of territories, so central decision-making authority over police operations is delegated to commanders with territorial responsibility for districts. Functionally differentiated units and specialists—patrol, community-policing officers, detectives, narcotics, vice, juvenile, and traffic—are either placed under the command of the district commander, or arrangements are made to facilitate their responsiveness to the commander's needs.

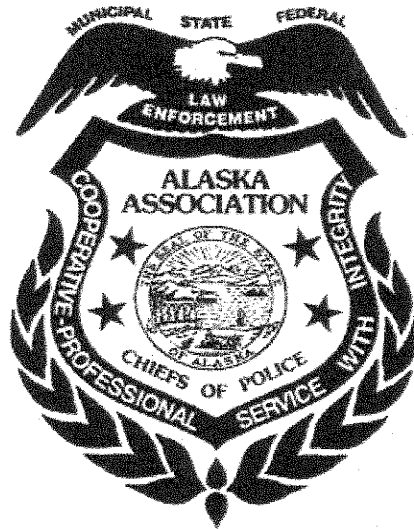
Organizational flexibility: The organization develops the capacity and habit of changing established routines as needed to mobilize resources when and where they are needed for strategic application.

Data-driven analysis of problems and assessment of department's problem-solving efforts: Data are made available to identify and analyze problems and to track and assess the department's response. Data are made accessible to all relevant personnel on a timely basis and in a readily usable format.

Innovative problem-solving tactics: Police responses are selected because they offer the best prospects of success, not because they are “what we have always done.” Innovation and experimentation are encouraged and use of the best available knowledge about practices is expected.

Attachment 2

Allow Me to Introduce ...



Alaska Law Enforcement Agency
Accreditation Program

Memo -----

Alaska Law Enforcement Agency Accreditation Commission
(ALEAAC)

Gregory A. Russell

ALEAAC Program Manager

It is a privilege to introduce the Alaska Law Enforcement Agency Accreditation Commission to you. Unless you have already examined possible accreditation for your police agency, two questions must be initially addressed: ***“What is accreditation?”*** and ***“What are the benefits?”***

Accreditation is a progressive and time-proven way of helping institutions evaluate and improve their overall performance. The cornerstone of this strategy lies in the promulgation of standards containing a clear statement of professional objectives.

Participating administrators then conduct a through analysis to determine how existing operations can be adapted to meet these objectives. When the procedures are in place, a team of independent professionals is assigned to verify that all applicable standards have been successfully implemented.

The process culminates with a decision by an authoritative body that the institution is worthy of accreditation.

The Alaska Law Enforcement Accreditation Program is one of the most valuable and cost effective ways currently available to departments that wish to enhance overall agency effectiveness and professionalism.

Accredited departments benefit from the use of consistent and proven procedures, clearly outlined policies, and effective practices.

In addition, accreditation serves to create a feeling of confidence among your residents that their police department recognizes the importance of establishing and maintaining as high a degree of effectiveness and professionalism as possible.

Accreditation:

- ***Provides*** a means of independent evaluation of agency operations.
- ***Provides*** a basis to correct deficiencies in the agency's operations before they become public problems.
- ***Requires*** that agencies commit policies and procedures to writing.
- ***Provides*** a norm for an agency to judge its performance.
- ***Has*** the potential to reduce liability insurance costs.
- ***Promotes*** accountability among agency personnel and the evenhanded application of policies.
- ***Enhances*** the reputation of the agency, thereby helping to attract the most qualified candidates for employment.
- ***Minimizes*** an agency's exposure to liability, reducing vicarious liability suits.
- ***Builds*** a stronger defense against lawsuits and citizen complaints.
- ***Increases*** the community's confidence in its police department.
- ***Recognizes*** agencies for meeting standards of excellence.

If you have questions, please contact me at (907) 830-9760.

My email is police@amljia.org.

Thank you for your interest in the

Alaska Law Enforcement Agency Accreditation Commission.

THE ALASKA LAW ENFORCEMENT AGENCY

ACCREDITATION COMMISSION

The Alaska Law Enforcement Agency Accreditation Program is intended to provide Alaskan law enforcement agencies with an avenue for demonstrating that they meet commonly accepted standards for efficient and effective operations. It is recognized that the standards included in this program do not reflect the maximum amount that can be done by an agency in any one area.

Law enforcement executives who choose to have their agencies accredited under this program will have examined all aspects of their operations. They will have made conscious decisions about policies and procedures that fit the law enforcement requirements of their jurisdictions and will have implemented those policies and trained their employees in their use.

Accreditation does not reflect that one law enforcement agency provides better law enforcement services to its community than that of a non-accredited agency. What it does reflect is that the accredited agency was carefully measured against an established set of standards and has met or exceeded accepted practices in law enforcement.

A. THE STANDARDS

The standards used in this program were developed and adopted by a volunteer committee of ten (10) Alaskan Police Chiefs, three (3) police supervisors, and the Executive Director and a Risk Manager from AMLJIA. Existing Alaska Police Standards Council (APSC) standards were consistently considered, as were standards from other law enforcement accreditation programs.

The committee will put the standards in final form and submitted them to AACOP's Executive Board for final approval.

1. *Distribution of Standards*

A set of standards and any revisions are available to all departments upon request, or downloaded from the AACOP website at www.aacop.org.

2. *New and Revised Standards*

As new standards or revisions to existing standards become necessary, they will be submitted to the ALEAAC for recommendation. Revisions or standards recommended by ALEAAC will be approved by the Executive Board. Only standards approved by the Executive Board will be incorporated into the Accreditation Program.

3. *Mandatory Standards.*

All standards in the AACOP Law Enforcement Agency Accreditation Program are mandatory for all agencies unless specifically waived.

B. ELIGIBILITY

All general law enforcement agencies having a primary responsibility for the enforcement of Alaska criminal and traffic laws are eligible for accreditation. The AACOP Executive Board will resolve questions of eligibility.

C. FEES

The following fee schedule will apply to agencies seeking accreditation.

10 or fewer commissioned personnel	\$100
11 to 50 commissioned personnel	\$150
51 to 99 commissioned personnel	\$200
100 or more commissioned personnel	\$250

All of the fee will be paid at the time of application. Checks and/or money orders accompanying an application for accreditation must be made payable to:

Alaska Association of Chiefs of Police.

Expenses for the on-site assessment team will be paid by the applying agency on an actual cost basis.

D. ACCREDITATION PROCESS

The accreditation process entails four phases beginning with the initial application to the final review and decision for award of accreditation. These include the Application Phase, Self-Assessment Phase; On-Site Assessment, and Decision Phase.

1. Application Process

The accreditation process begins when an agency requests information from the AACOP Accreditation Manager. Upon request the agency will be sent information about the program. The package contains:

- A cover letter containing instructions for completing the application, the participation agreement, and information about fees.
- Application form.
- Agency Profile Questionnaire
- Invoice for application fee (non-refundable)

The application, profile questionnaire, and payment for application fee are then forwarded to the AACOP Accreditation Manager.

2. Self-Assessment Phase

a. Agency Self-Assessment

The agency initiates a self-assessment to determine compliance with the standards. The agency, upon self-examination, may decide to withdraw its application, in which case it will advise the AACOP Accreditation Manager in writing regarding its decision. If the agency decides to proceed, it will ensure compliance with all ALEAAC standards. Proof of compliance will be provided through the agency's assessment document. The assessment document consists of the agency's policy, procedure, or other verifying document organized to ALEAAC standards. One copy must be made available for the AACOP to retain in its records.

The agency may arrange their documents in the following manner:

In a binder, place a single standard in a divided section labeled with the accreditation standard number and include any document(s) used for verification with it. The verification may take the form of a policy or procedure segment, a copy of an ordinance or law, portions of employee handbooks, training records, etc.

This set of standards verifications are then taken, sent to, or picked up by a member of the ALEAAC Assessment Team for review prior to the on-site assessment by them.

b. Waiver of standards

Agencies applying for accreditation may apply to the ALEAAC for a waiver of an individual standard or standards. The ALEAAC will grant or deny waivers on a case by case basis. Waivers will generally be granted because the function covered by the standard is not within the agency's area of responsibility. The ALEAAC staff will advise the agency whether the waiver(s) is granted prior to the initiation of on-site assessment activities.

3. On-Site Assessment

a. On-site assessment phase

Details on the site assessment (except identity of assessors) are worked out with the requesting agency. The ALEAAC Accreditation Manager will schedule the assessment visit.

b. Selection of assessment team

The ALEAAC selects members of the assessment team, possible alternates, and advises them of the date for the proposed on-site assessment. When availability is confirmed, names of the potential assessors are made available to the requesting agency. The agency has the opportunity to object to any person for cause. Details are worked out by the agency and the ALEAAC Accreditation Manager.

c. On-Site Assessment

Once the on-site assessment plan has been evaluated and accepted by the ALEAAC, it will identify the members of the Accreditation team and send them the information necessary to conduct the assessment. The ALEAAC Accreditation Manager will then establish a mutually agreeable date for site visitation by the Accreditation Team. The assessors then conduct the assessment, based on information included in the standards verification binders or files previously submitted for review. The requesting agency shall be responsible for ensuring that necessary travel and lodging arrangements are made for team members.

d. Assessment Team Report

1. If the agency is found to be in compliance with all the standards, the team leader will so advise the agency, and submit the report of findings, conclusions, and recommendations to the ALEAAC.
2. If, during the on-site assessment an agency is found not to be in compliance with a standard(s), the agency is so advised orally by the team leader. The team leader may suggest that the agency offer additional proofs of compliance, or grant up to 60 days to get into compliance. The assessment team's report is then submitted to the ALEAAC at the time of compliance or expiration of the 60-day extension.
3. Upon receipt of the assessment team's report, the ALEAAC prepares a summary report with their recommendations and forwards the report to the ALEAAC Executive Board for review and decision.

4. Review and Decision

a. AACOP Executive Board Review

The AACOP Executive Board will review the report with the agency head and assessment team leader. Based on their discussion and review of the report, a decision to award Accreditation is made.

b. Notification to Agency

AACOP staff notifies the agency of the Board's decision. If accreditation is approved, the agency is advised to arrange for the time and location when the award can be presented.

c. Accreditation

Formal accreditation will be conferred on the agency during the APOA Annual Crime Conference with the agency head as the guest of ALEAAC. An appropriate presentation ceremony may also be arranged in the agency's jurisdiction if desired.

5. Review

In the event that an agency is not granted accreditation, it may request that the decision be reviewed.

The agency initiates a review by submitting a letter to the chairman of the ALEAAC. The letter should state the nature and scope of the review and include additional information justifying the reconsideration of the decision.

Upon receipt of the request for review, the ALEAAC will review the matter based on the new or additional information supplied. If the review is positive, a letter is sent to the agency and the AACOP Executive Board advising them of the decision. If the finding is negative, the ALEAAC prepares a report outlining the reasons for the negative finding. A letter is sent to the participating agency advising them of the decision.

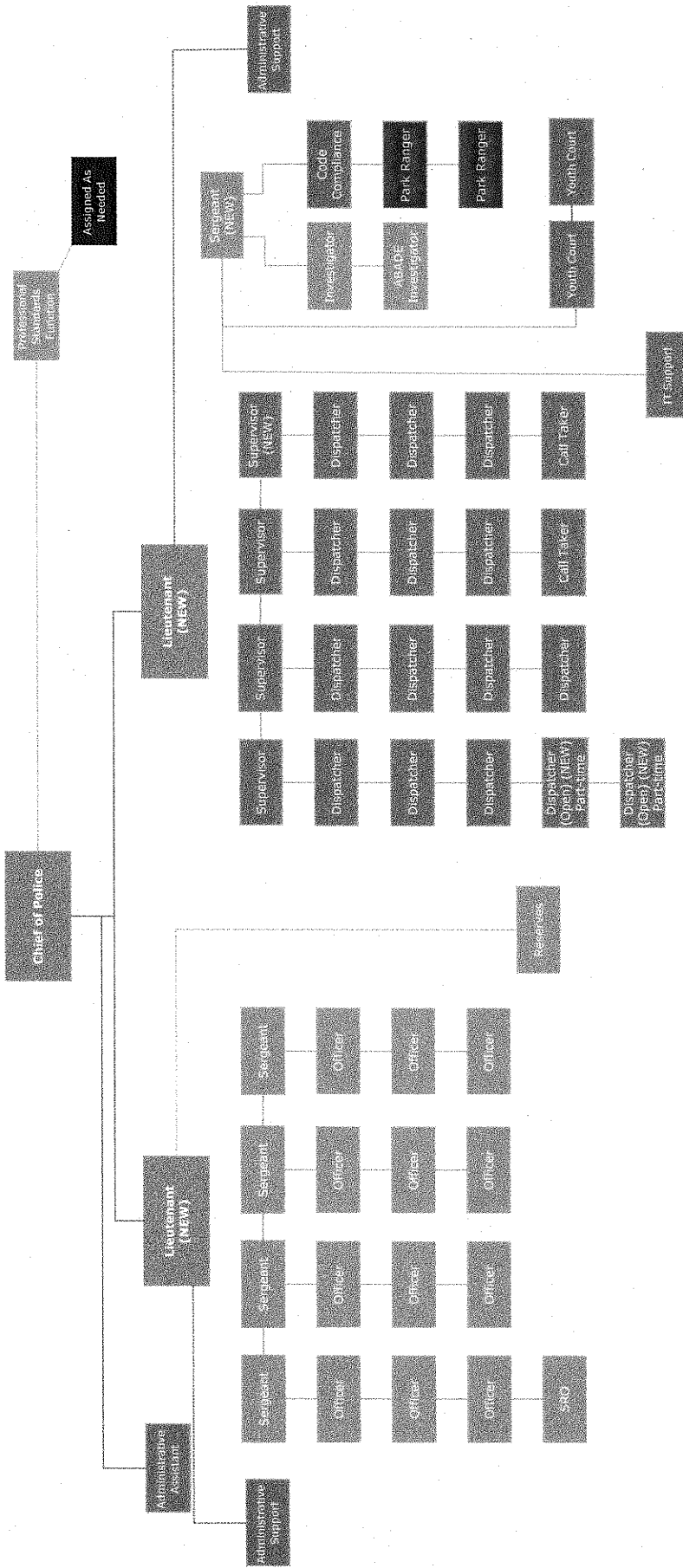
The review, at the agency's request, may then be submitted to the Executive Board for final decision.

E. RE-ACCREDITATION

An accredited agency will remain accredited for a period of three (3) years. The agency will be required to annually verify that it still meets all applicable standards. If deemed appropriate, the ALEAAC may conduct inspections to verify that the standards are being met. Such inspections will be conducted only after prior notification to the agency. Standards adopted or modified after an agency is accredited must be met upon reaccreditation.



Attachment 3



Sworn
Non-Sworn
Seasonal

Attachment 4

The SARA Model

A commonly used problem-solving method is the SARA model (Scanning, Analysis, Response and Assessment). The SARA model contains the following elements:

Scanning:

- Identifying recurring problems of concern to the public and the police.
- Identifying the consequences of the problem for the community and the police.
- Prioritizing those problems.
- Developing broad goals.
- Confirming that the problems exist.
- Determining how frequently the problem occurs and how long it has been taking place.
- Selecting problems for closer examination.

Analysis:

- Identifying and understanding the events and conditions that precede and accompany the problem.
- Identifying relevant data to be collected.
- Researching what is known about the problem type.
- Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.
- Narrowing the scope of the problem as specifically as possible.
- Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.
- Developing a working hypothesis about why the problem is occurring.

Response:

- Brainstorming for new interventions.
- Searching for what other communities with similar problems have done.
- Choosing among the alternative interventions.
- Outlining a response plan and identifying responsible parties.
- Stating the specific objectives for the response plan.
- Carrying out the planned activities.

Assessment:

- Determining whether the plan was implemented (a process evaluation).
- Collecting pre- and post-response qualitative and quantitative data.
- Determining whether broad goals and specific objectives were attained.
- Identifying any new strategies needed to augment the original plan.
- Conducting ongoing assessment to ensure continued effectiveness.

Attachment 5

Problem & Enhancement Management Plan



PEMP 2010-001

NUMBER

(Assigned by Supervisor)

The purpose of this document is to provide a method to outline particular community problems, needs for enhancement, crime / disorder, and potential directed patrol situations. Prior to submission, supervisors should consider the situation in relation to the SARA problem-solving model. Attach documentation as necessary.

- Scanning - determining if, what and where a problem exists
- Analysis - understanding the problem and alternative solutions
- Response - selecting the best alternatives, using non-police agencies and individuals as necessary
- Assessment - evaluating if the selected solution was effective

Wasilla Police Department
Problem & Enhancement Management Plan

Criminal Activity: Yes **Quality of Life:** No
Other: N/A

Initiated By: M. Hughes

Date Initiated: 06/11/2010

Location: Lake Lucille Park

How Problem Was Identified: Felony assault in park area. Graffiti noted in area.

General Description of Problem or Planned Enhancement: Large numbers of teens are creating disorder issues in the park area. This has already led to a felony assault and graffiti. Groups of teens are staying in the park area and there is an indication some are homeless.

Persons Related and Applicable Background Information (Attach Additional Sheets As Necessary):
Numerous juveniles and young adults. No specific names.

Enforcement & Other Action To Date: Arrests of assault suspects. Abatement of graffiti by public works.

Recommended Response (Refer to SARA worksheet):

- High-visibility patrol by patrol units, documented daily.
- Walking patrols by officers.
- Rangers in area daily checking on payment status.
- Rangers driving area.
- Periodic consensual contact with persons in the park by patrol officers.
- Zero-tolerance on all criminal activity

Alternatives To Action Plan (Can this be assigned outside the department?) No

Time Estimates: Through the summer.

Potential Benefits To The Department & Community: Better, safer accessibility for all citizens.
Increased revenues for city from park use.

Other Questions:

- **Is there adequate information to support a search or arrest warrant?** No
- **Would this be better handled by another agency?** No

- Do we have adequate resources to handle this problem? Yes
- Is there an immediate threat to public safety related to this situation? Yes. As exemplified by the felony assault.
- Is there an immediate threat to public health related to this situation? Yes. Drugs and discarding of paraphernalia.

Divisions/Units/Personnel To Be Involved & Their Roles: Patrol & Code

SUPERVISOR SECTION

Plan Approval

Approved: Yes

Division Commander

Date

Assigned To: Officer Crain / Officer Bonadurer

Update Interval: _____

Notes: Daily note entries by officers in PEMP log for this assignment. Daily review of log by supervisor on duty for each shift making a note of review.

This will be PEMP 10-001. We will look at the status / impact of this project in 2 weeks. Officer Crain is to provide an e-mail update to administration, patrol and code.

Disposition: _____ **Date:** _____

SCANNING

SCANNING: Enter information - refer to next page if unclear.

ANALYSIS

ANALYSIS: Enter information - refer to next page if unclear.

RESPONSE

RESPONSE: Enter information - refer to next page if unclear.

ASSESSMENT

ASSESSMENT: Enter information - refer to next page if unclear.

Scanning:

- Identifying recurring problems of concern to the public and the police.
- Identifying the consequences of the problem for the community and the police.
- Prioritizing those problems.
- Developing broad goals.
- Confirming that the problems exist.
- Determining how frequently the problem occurs and how long it has been taking place.
- Selecting problems for closer examination.

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- Conducting ongoing assessment to ensure continued effectiveness.

Attachment 6

About VIPS

Origin of the Volunteers in Police Service (VIPS) Program

President George W. Bush created USA Freedom Corps (USAFC) to build on the countless acts of service, sacrifice, and generosity that followed September 11. When he announced USAFC in his 2002 State of the Union address, he called on all Americans to serve a cause greater than themselves.

Citizen Corps was created to help coordinate volunteer activities to make communities safer, stronger, and better prepared to respond to any emergency situation. It provides opportunities for people to participate in a range of measures to make their families, their homes, and their communities safer from threats of crime, terrorism, and disasters of all kinds.

Citizen Corps partner programs build on the successful efforts in place in many communities around the country to prevent crime and respond to emergencies. Volunteers in Police Service (VIPS) is one of five Citizen Corps partner programs. The International Association of Chiefs of Police (IACP) manages and implements the VIPS Program in partnership with, and on behalf of, the White House Office of the USA Freedom Corps and the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice.

VIPS Goals and Objectives

The VIPS Program provides support and resources for agencies interested in developing or enhancing a volunteer program and for citizens who wish to volunteer their time and skills with a community law enforcement agency. The program's ultimate goal is to enhance the capacity of state and local law enforcement to utilize volunteers.

Through this program, the VIPS staff seeks to

- learn about promising practices being used in existing VIPS programs and share this information with law enforcement agencies that want to expand their programs,
- increase the use of volunteers in existing programs,
- help citizens learn about and become involved in VIPS programs in their communities, and
- help agencies without volunteer programs get them started.