

Matanuska-Susitna Borough

Final Report of the Borough Assembly Appointed

Police Powers Task Force

December 17, 2019



***Matanuska-Susitna Borough Ordinance Serial No. 19-030, March 5, 2019:
“The Police Powers Task Force will investigate and consider steps to develop from one to three prioritized, fiscally reasonable, and possible proposals for the purpose of sending them to the Assembly for consideration. The Assembly will consider whether to present one or more of these proposals to the voters on the next regular ballot for the purposes of adding specific Police Powers to the Borough’s responsibilities.”***

Matanuska-Susitna Borough
Office of the Manager
350 E. Dahlia Ave.
Palmer, AK 99645

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MATANUSKA-SUSITNA BOROUGH

POLICE POWERS TASK FORCE MEMBERS

VOTING MEMBERS

NAME, TASK FORCE POSITION	POSITION IN COMMUNITY
George Hays, Chairman (May Only Vote On Tie Votes)	MSB, Deputy Borough Manager
1. Dan Mayfield, Voting Member	MSB, Assembly Member for District 4
2. Jim Sykes, Voting Member	MSB, Former Assembly Member for District 1
3. Lance Ketterling, Voting Member	Former Chief of Police, City of Palmer
4. Bert Cottle, Voting Member	Mayor, City of Wasilla
5. Earl Houser, Voting Member	Superintendent, Goose Creek Correctional Facility
6. Robert Hall, Voting Member	Mat-Su Business Owner, Gorilla Fireworks
7. Jeff Laughlin, Voting Member	Retired Major, Alaska State Troopers
8. Mike Holman, Voting Member	Vice President, Alaska Association of Chiefs of Police Inc.
9. Patti Fisher, Voting Member	President, Meadow Lakes Community Council

ADVISORY MEMBERS

NAME, TASK FORCE ADVICE AREA	COMMUNITY POSITION
Cheyenne Heindel, Financial Advisor	MSB, Director of Finance
John Aschenbrenner, Legal Advisor	MSB, Deputy Borough Attorney
Tony April, Advisor, Alaska State Troopers	Captain, Alaska State Troopers, Commander of B Detachment
Tiffany Richards, Secretary	MSB Administrative Assistant to Borough Mayor and Deputy Borough Manager

Section 1 - EXECUTIVE SUMMARY

A. Introduction

The Matanuska-Susitna (Mat-Su) Borough is a Second-Class Borough and as such does not have Police Powers. As a Second-Class Borough, the Mat-Su Borough may only exercise Police Powers with approval of the voters. Voters could vote to exercise areawide powers (to include all cities) or non-areawide powers. Mat-Su voters approved an advisory question in October 2018 asking the Borough Assembly to investigate options for providing Police Powers. Accordingly the Police Powers Task Force was created by the Assembly and members were appointed on March 5, 2019. The Police Powers Task Force met regularly from March through December of 2019. This task force only chose to review options for non-areawide Police Powers as the cities of Wasilla and Palmer already have full police forces. The findings and conclusions are presented to the Assembly for their consideration. It is expected that there may be additional details needed and that further public hearings may also be needed before a proposal would be presented to the voters for approval.

B. Purpose - The Problem

For years many of the citizens of the Mat-Su Borough have not felt safe in their homes and many have felt a need for more law enforcement. Over the last few years people have repeatedly asked for better police response and actions. This report is the first of its kind since the 2005 report titled *“Crime in the Mat-Su Borough, A Report of the Mayor’s Blue Ribbon Task Force on Police Powers.”* A general dissatisfaction with police response and investigation was voiced by the Mat-Su Borough citizens in public meetings, and citizen surveys done by the Mat-Su Borough staff in the last two years. It was also expressed by the vote of the people in 2018.

C. Background

This Police Powers Task Force was created on March 5, 2019 as a result of the events described in the following paragraphs (see Figure 1 for a timeline preview). The Police Powers Task Force met regularly from March through December 2019. The findings from this report are presented to the Borough Assembly for review and consideration. The Assembly is invited to release the findings for public dissemination, hold further public hearings to invite new ideas, hear concerns, and consider additional advice. As indicated under each option, a further detailed analysis of costs and additional factors not yet considered should be taken and further documented prior to embarking on a course of action.

Citizen Working Group Meetings June 2018	Public Survey Aug/Sep 2018	Residents’ Advisory Vote October 2018	Police Powers Task Force Mar-Dec 2019
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Figure 1: Timeline Preview

Section 1: Executive Summary

- 1. Citizen Working Group Meetings:** In early 2018 the Borough Manager briefed the Borough Assembly regarding an increasing number of reported concerns among citizens about property crimes. There also appeared to be a consistent complaint about an insufficient amount of law enforcement to respond to the crimes or to counter the crimes. Per Assembly direction, the Borough Manager's office facilitated a series of public "working group" meetings in June of 2018 regarding crime in the Borough. The purpose was to facilitate citizen discussions about crime, then determine their opinions regarding how to address solutions to the problem. The top three problems, as seen by the participants from the meetings held in Willow, Palmer, and Wasilla were: 1) drugs, 2) theft, and 3) recidivism (made worse by SB 91). The top three recommendations were: 1) repeal Senate Bill 91, 2) get more Troopers on duty, and 3) get more services for people with mental health and drug addiction problems. Overall the participants felt it is a combined responsibility of the State (80%) and Borough (20%). There was also an appetite among 69% of the participants for additional government in the form of some type of police enforcement and 59% said they would be willing to pay increased taxes for police enforcement. Finally, participants were asked what their expectations of measurable outcomes would be for implementing these recommendations. Their responses were: 1) reduction in crimes, 2) more police presence and more police stations, and 3) reduction of repeat offenders/lower recidivism rates.
- 2. Formal Survey of Borough Residents:** After the series of public meetings on crime, the Borough hired Hellenthal and Associates to conduct a sample survey of Borough residents. The survey was taken during August and September of 2018. It measured properties of the Borough's adult demographics, behaviors, attitudes and policies concerning crime and police protection in the Borough. The results were that more than two-thirds of Mat-Su residents who were surveyed think crime in the Mat-Su is very serious. According to results from this scientific survey of 602 Mat-Su residents, some 96.2 percent consider crime very serious or somewhat serious. When asked if they had been a victim of a crime, 41.4 percent said "yes." This is a significant figure when almost half of the Borough population has been a victim of a crime. The survey also showed that 52.7 percent said they believe the Borough should look into acquiring Police Powers in order to help local and state police service which is currently being provided, 31.5% said no, and 15.8% said they don't know. Finally, when asked how to pay for the police service, 53 percent said through a sales tax versus a property tax and 26.9% said neither. The latter were not interested in paying more money even though the percentage shows that many of them are in favor of more police forces. A final report of this survey was presented to the Assembly for possible action.
- 3. Residents Advisory Vote on Investigating Adding Police Powers to the Borough:** With the results of the Public working group meetings and the survey of Borough residents completed, the Assembly added "Proposition No. B-1 (see Figure 2 below), Advisory Vote on Police Powers" to the Areawide ballot on October 2, 2018. Proposition B-1 stated: *"The Matanuska-Susitna Borough does not have police powers. Without police powers,*

Section 1: Executive Summary

the Borough cannot contract for additional State Troopers or City Police coverage, contract directly for police officers, create police service districts, or other possible options to provide for enhanced police service. If granted police powers, the Borough could pursue these options and still allow the Cities to maintain their own police departments if the Cities agree. Any future plan to obtain police powers will require additional voter approval. Should the Matanuska-Susitna Borough investigate and consider steps to develop a proposal to voters that adds police powers to its responsibilities?” The official results of proposition B-1, as noted above were: Yes – 7,793 (59.67%) and No – 5,247 (40.24%). These results coincided very closely with the results from the Citizen Working Group meetings and from the formal public survey results completed by Hellenthal and Associates. The bottom line on these three endeavors is that the majority of citizens want to see more police in the Mat-Su Borough.

PROPOSITION NO. B-1
ADVISORY VOTE ON POLICE POWERS
The Matanuska-Susitna Borough does not have police powers. Without police powers, the Borough cannot contract for additional State Troopers or City Police coverage, contract directly for police officers, create police service districts, or other possible options to provide for enhanced police service. If granted police powers, the Borough could pursue these options and still allow the Cities to maintain their own police departments if the Cities agree. Any future plan to obtain police powers will require additional voter approval.
Should the Matanuska-Susitna Borough investigate and consider steps to develop a proposal to voters that adds police powers to its responsibilities?
<input type="radio"/> YES
<input type="radio"/> NO

Figure 2: Proposition No. B-1 Advisory Vote on Police Powers

4. **Creation of Police Powers Task Force:** The results of the first three phases of this endeavor were sent by the Borough Manager to the Assembly on January 3, 2019. An Assembly Work Session was held on January 19, 2019 to determine what action to take as a result of the Citizen Work Groups, the formal survey, and the Advisory Vote of the people. During the Assembly Work Session, they decided to create a Borough Police Powers Task Force. On March 5, 2019, using Ordinance 19-030, the task force was created with the following purpose: ***“Purpose of the Task Force. The Police Powers Task Force will investigate and consider steps to develop from one to three prioritized, fiscally reasonable, and possible proposals for the purpose of sending them to the Assembly for consideration. The Assembly will consider whether to present one or more of these proposals to the voters on the next regular ballot for the purposes of adding specific Police Powers to the Borough’s responsibilities.”*** The Borough Police Powers Task Force met regularly from March through December 2019.

D. **Summary of Findings**

The Mat-Su Borough has grown significantly in the last eighteen years, from a total of 59,322 people in 2000 (see the U.S. Decennial chart in Figure 3 below), to an estimated 106,383

Section 1: Executive Summary

people in 2019 (a 79.7% population increase). This population estimate is quoted from the United States census data for the Mat-Su Borough as of May 11, 2019.

(*worldpopulationreview.com › us-counties › matanuska-susitna-borough-pop...*)

The Alaska State Troopers, who are the only Borough law enforcement outside the cities of Wasilla and Palmer, have increased from 50 officers in 2004¹ to 58 officers in 2018² (a 16% increase). Note that a calculation of the number of State Troopers in the Mat-Su Borough could not be located for the year 2000, so the year 2004¹ was used for this comparison. Overall the percentage increase of sworn State Troopers has lagged behind the Mat-Su population growth by 66.7%. In number of Troopers per 1,000 residents, this went from one Trooper per 1,186 residents in 2006 to one Troopers per 1,838 residents in 2018. A staffing study, published by the University of Alaska Justice Center in February 2018, recommended a total of 71 sworn officers in the Mat-Su Borough, an increase of 26 sworn staff³ to meet Borough needs.

The consensus of opinions from each level of meetings in the Borough and from the reports reviewed by this Task Force is that there are simply not enough law enforcement officers in the Mat-Su Borough to properly police this Borough. The Troopers are doing all they can with the officers they have assigned, there is simply too much crime by too many people spread over too much land for them to keep up with it all. The situation will not get better until more police officers are assigned to the Mat-Su Borough.

This figure shows the rapid growth in the Mat-Su Borough population over the last 68 years.

Historical population		
Census	Population	%±
<u>1960</u>	5,188	—
<u>1970</u>	6,509	25.5%
<u>1980</u>	17,816	173.7%
<u>1990</u>	39,683	122.7%
<u>2000</u>	59,322	49.5%
<u>2010</u>	88,995	50.0%
Est. 2018	107,610	20.9%






U.S. Decennial Census 
 1790-1960  1900-1990  1990-2000  2010-2018 

Figure 3: U.S. Decennial Census (Referenced the year 2000 population)

¹ State Troopers, 50 officers, from page 7, *Crime in the Borough*, January 2005

² State Troopers, 58 officers, from page 2, *Alaska State Troopers B Detachment Patrol Staffing Study*, Feb 22, 2018

³ Increase Troopers by 26, from page 1, *Alaska State Troopers B Detachment Patrol Staffing Study*, Feb 22, 2018

Section 1: Executive Summary

E. Conclusion

Crime continues to be a serious problem in the Mat-Su Borough and there are not enough sworn officers to respond quickly to a large number of the crimes in the Borough or to follow up and investigate them. As a result, residents do not feel safe in their homes or in various places in the Borough and have a desire to see additional police forces on patrol, to respond to calls quickly, and help curb the crime. It was further noted that there is a sense of urgency among many citizens to get something done quickly.

F. Recommendations

If the Mat-Su Borough adopts Police Powers, for the purpose of helping to keep the Borough residents and visitors safe, the two options below are recommended. The addition of more officers will allow better response times from police when needed and having more officers on patrol will help reduce crime in the Borough. At the same time, there is a serious concern that if the Borough adopts Police Powers and has a police force, the State may pull some of their Troopers out of the Borough. The Task Force recommends the Assembly pursue legislative actions with the State to allow "limited Police Powers." This concept would be defined at a later date and may include such things as a limit on the number of officers allowed. The Task Force also recommends the Assembly pursue legislative action with the State to allow local governments to transfer money directly to the Department of Public Safety to pay for additional State Troopers specifically in their area.

The Task Force discussed and analyzed various Police Powers options. **The following two prioritized Police Powers Options are presented to the Borough Assembly for their consideration:**

Priority Option #1: Create a Dedicated Drug and Property Crimes Police Task Force with 20 Officers

This would be Non-Areawide, but would include the City of Houston, at their request, but not the cities of Wasilla or Palmer.

The approximate cost is \$7 Million for the first year

(Approximately \$86 per \$100,000 of the taxpayers' property value)

After the first year, the approximate cost is \$5.5 Million yearly

(Approximately \$68 per \$100,000 of the taxpayers' property value).

Funding could be raised from a Sales Tax or from an Increase in Property Taxes.

Priority Option #2: Create a Police Service Area (PSA) with 55 Officers

This PSA would include the City of Houston, at their request, but not the cities of Wasilla or Palmer.

The approximate cost is \$18.1 Million for the first year

(Approximately \$314 per \$100,000 of the taxpayers' property value)

After the first year, the approximate cost is \$14.1M yearly

(Approximately \$245 per \$100,000 of the taxpayers' property value).

Funding could be raised from a Sales Tax or from an Increase in Property Taxes.

Section 1: Executive Summary

This Task Force also investigated what a “fully staffed” Police Department for the Mat-Su Borough should have for properly policing 25,258 square miles of land with a population of 106,383 people. However, after reviewing the cost of such a force (\$37 Million), the Task Force voted not to present it as a viable option. The Task Force voted to include the Concept of Operations for this “baseline” force for information only in Section 6 of this report.

Non Police Actions: Additionally, although not a part of the formal Task Force directive, various non-Police Powers options, to help keep citizens safe and help reduce crime, were also discussed. Some of these actions are listed and discussed in Section 4 as “Non-Police Options.” These could be implemented by one organization, or a combination of State, Borough, and/or citizen-led organizations.

SECTION 2 – CONCEPTS AND ANALYSIS OF TWO POLICE POWERS OPTIONS

Prelude: As noted in the executive summary above, the Police Powers Task Force recommended that the Borough should adopt Police Powers for the purpose of helping to keep the Borough residents and visitors safe. The two prioritized Police Powers options recommended by The Task Force are listed below and both would be using non-areawide (NAW) taxes. The current tax millage (Mil) rate for non-areawide taxes is .573 and that number is being used to calculate the amount of revenue which would be available for option one. That rate is used to determine the amount of a tax increase that would be levied on each one hundred thousand dollars of value for a resident’s property. Each of the two priorities shows an option including the city of Houston and another option excluding the city of Houston. At the writing of this report, the city of Houston Mayor has indicated that Houston would like to be included in police force options. The alternate figure is provided in case that decision changes.

Priority Option #1: Establish Non-Areawide (Including Houston) Police Powers for the Mat-Su Borough with the Intent of Creating a Dedicated Drug and Property Crimes Police Task Force with 20 Sworn Officers.

- The approximate cost is \$7 Million for the first year (plus inflation) (\$86.22 per \$100,000 of the taxpayers’ property value) and;
- Approximately \$5.5 Million yearly after the first year (plus inflation) (\$67.75 per \$100,000 of the taxpayers’ property value).

<u>Tax Increase Calculations for a Dedicated Drug and Property Crimes Police Task Force</u>		
NAW <u>Including</u> Houston: 1 Mil increase = \$8,118,373	COST OF THIS OPTION Tax increase per \$100,000 of property value = \$86.22 for the first year and \$67.75 after the first year (plus inflation)	Mills 0.862
NAW <u>Excluding</u> Houston: 1 Mil increase = \$7,745,200	COST OF THIS OPTION Tax increase per \$100,000 of property value = \$90.38 for the first year \$71.01 for Subsequent Years (plus Inflation)	Mills 0.904

Figure 4: Tax Increase Calculations for Option 1: A Dedicated Drug and Property Crimes Police Task Force

Section 2: Concepts and Analysis of Police Powers Options

Priority Option #2: Establish Police Powers for a Police Service Area (PSA) in the Mat-Su Borough with the Intent of Creating a Core Area-Plus Police Service Area with up to 55 Sworn Officers.

- The approximate cost is \$18.1 Million for the first year (\$314.27 per \$100,000 of the taxpayers' property value) and;
- Approximately \$14.1M yearly after the first year (\$244.82 per \$100,000 of the taxpayers' property value).

The Mil rate for this Option will be determined by the Assembly, however at the estimated cost of \$18.1 Million, the Mil rates are as shown below. If the were voted in by the people and the Assembly chose to start up the PSA with less manning, of course the Mil rate would be proportionally less.

Tax Increase Calculations for a Non-Areawide Police Service Area (PSA)		
NAW <u>Including</u> Houston: 1 Mil increase = \$5,759,414	COST OF THIS OPTION Tax increase per \$100,000 of property value = \$314.27 for the first year and \$244.82 after the first year (plus inflation)	Mills 3.143
NAW <u>Excluding</u> Houston: 1 Mil increase = \$5,628,655	COST OF THIS OPTION Tax increase per \$100,000 of property value = \$321.57 for the first year and \$250.50 after the first year (plus inflation)	Mills 3.216

Figure 5: Tax Increase Calculations for Option 2: A Police Service Area in the Mat-Su Core Area-Plus

The Concept of Operation for each of the two Police Powers options are explained in Section 3 of this report.

Section 2: Concepts and Analysis of Police Powers Options

Option 1: Dedicated Drug and Property Crimes Police Task Force

SECTION 2 – CONCEPTS AND ANALYSIS OF TWO POLICE POWERS OPTIONS

**Option 1 - Dedicated Drug and Property Crimes Police Task Force
Non-Areawide (Including Houston)**

Concept of Operations

Executive Summary

The Borough's intent, under this option, would be to create a Dedicated Police Task Force of 20 sworn officers who would focus on drug and property crimes. This Dedicated Task Force could be comprised of any of the three various sub-options below. These could be funded by non-areawide property or sales taxes.

Sub-Option A: comprised of an approximately-equal number of sworn personnel from the City of Wasilla Police Department (WPD), the City of Palmer Police Department (PPD), and the Alaska State Troopers (AST), or any combination thereof, or;

Sub-Option B: comprised of 20 officers in a separate Borough dedicated police force, or;

Sub-Option C: comprised of the Borough providing funds to the State of Alaska for adding 20 additional Troopers in the Borough. The State would have to agree to this option and the details would have to be worked out in a Memorandum of Agreement (MOA). The intent would be that the result would be 20 more Troopers than the Borough has at this time. If the Troopers were in agreement, the Borough would still want these individuals in a Dedicated Task Force concentrating on drug and property crimes.

This dedicated task force would conduct law enforcement operations throughout the Mat-Su Borough, excluding the cities of Wasilla and Palmer. They would conduct operations in coordination with local, state, and federal agencies. Funding for the task force would be provided by the Mat-Su Borough. An MOA signed by participating organizations would govern its operations. This concept will discuss the mission, organization, and general operations of the task force and includes a sample budget. (Please see sample budget in Figure 7).

Mission

Based on current citizen and MSB concerns, it is anticipated the unit would focus initially on property crime. This includes a wide range of activity including burglaries, larceny from yards, vehicle thefts, thefts from vehicles, and the trafficking of stolen goods. Drug crime would also factor heavily since drug and property crime can be closely linked. During the investigation of these activities it can be anticipated the task force will uncover crimes against persons. These can and will be investigated by the task force, however the intent is to leave crimes such as homicide, sexual assault, and sexual abuse of a minor to specialized units already in existence within the AST, WPD, or PPD.

Section 2: Concepts and Analysis of Police Powers Options

Option 1: Dedicated Drug and Property Crimes Police Task Force

Task Force Organization-Staffing

Reasonable staffing to support task force mission requirements is essential. The Mat-Su Borough is 25,258 square miles in area, with a population of 106,383 residents. Though served by three law enforcement agencies already, services outside Wasilla and Palmer are compromised by shortages of Alaska State Troopers. Given these factors, the task force should be of adequate size to accomplish meaningful goals and make an impact on criminal activity, while at the same time not become so large as to jeopardize current AST staffing levels.

A 20 officer task force is a good place to start in terms of staffing levels. This would include a task force commander, deputy commander, and three teams, each team led by a sergeant supervising five officers or Troopers. The final position is an administrative assistant. (Please see the organizational chart in Figure 6 for this option.) The amount of supervision is commensurate with a reasonable span of control and appropriately decentralized law enforcement operation.

Three teams of six personnel are sufficient staffing for each team to operate independently, allowing the task force to engage in multiple missions simultaneously. (For example, surveillance operations, especially mobile ones, require at least four personnel.) Should requirements dictate, teams could combine resources for more complex, hazardous, or long-term needs. Three teams permit a division of resources such that all areas of the borough would receive the benefits of the task force. In other words, although the core area would certainly be a primary area of operation due to the majority of the Borough population living there, the outlying or less populated areas would still be served as well. This level of staffing allows for continued service in the event of vacancies, injury or illness, personal leave, court appearances, training, or other of the myriad of absences typically encountered in law enforcement operations.

Task Force Organization-Equipment and Infrastructure

The task force would require equipment and working space consistent with both uniformed and undercover operations. It is anticipated that most of the work performed by task force members would be carried out in uniform, however undercover operations, especially those involving property and drug crimes, would certainly be conducted. This requires a wide range of equipment ranging from patrol vehicles and weapons to simple office supplies. (Please see equipment list in Figure 6).

Office space for the task force and admin staff will also be needed. Factors to consider include parking, IT needs, evidence storage and processing facilities, phone service, and all the costs associated with maintenance. Depending on which governmental entities participate in the task force, space for most of the essential infrastructure could be obtained quickly and at reasonable expense. However, renting or purchasing office space has the potential to significantly increase the overall budget.

Section 2: Concepts and Analysis of Police Powers Options

Option 1: Dedicated Drug and Property Crimes Police Task Force

Task Force Operations

The task force would comprise of sworn personnel certified to conduct law enforcement operations anywhere in Alaska. The intent would be to focus on issues of concern to the Mat-Su Borough identified through meetings with MSB staff, citizens, and interpretation of crime data. Ideally the task force would concentrate on major drug and property crime problems, leaving B Detachment of the Alaska State Troopers free to conduct routine business with more efficiency and in a timely manner. It is anticipated that close coordination between AST, WPD, PPD, and the task force would be part of routine day to day operations.

The task force commander would be responsible for overall conduct of the unit. The commander would ultimately answer to the MSB, who provide funding for the Task Force, and other governmental entities who provide personnel, however a good deal of autonomy would be required. Given the decentralized nature of the mission the sergeants running the three teams would be empowered to make day to day decisions impacting the cases their team investigates. The deputy commander would be responsible for supervision of the team leaders and would assume control of the task force in the commander's absence. Administrative duties would be divided between the commander, deputy commander, and administrative assistant with the intent on freeing sworn personnel for field work to the greatest extent possible.

Service will be provided on a 24/7/365 basis. Ideally the teams will work a flexible schedule to facilitate availability when needed rather than being assigned rigid shifts in the manner of a patrol force. Responding to 911 calls will generally be left to patrol units of AST, WPD, and PPD, however the task force will assist as needed in the case of emergencies. Traffic enforcement could be a valuable secondary mission of the task force, especially on known occasions when DUI activity tends to be high or in focused enforcement for problem areas.

The task force will have day to day interaction with AST, WPD, PPD, the Alaska Department of Corrections, and the State District Attorney's Office. Prisoners would be remanded to the Mat-Su Pre Trial facility and cases investigated by the task force will be prosecuted primarily by the **Palmer District Attorney's Office. Close coordination, though probably not daily, will also be required with federal investigative agencies such as the FBI, DEA, ATF, and U.S. Attorney's office, as well as the Anchorage Police Department.**

Dispatch Considerations

A major requirement for the task force, and one also likely to invoke significant expense, is dispatch service. A 20-officer police department would require between seven to nine dispatchers to accept calls and dispatch the officers. A fully functioning center is costly to start from scratch. Radio and IT equipment alone would cost several million dollars to purchase. Given this expense, the MSB may instead choose to contract dispatch services through another vendor. While only rough estimates can be made, it is entirely possible a dispatch contract for the new task force could exceed \$1 Million dollars per year.

Section 2: Concepts and Analysis of Police Powers Options

Option 1: Dedicated Drug and Property Crimes Police Task Force

Administrative Considerations

There are a number of administrative items which are intentionally not included in this work. For example, an evidence facility and custodian may or may not be required depending on the ultimate MOA between the MSB and participating agencies. Liability insurance coverage for the task force and the authority under which the officers actually work would need to be clearly defined prior to operations commencing. The assumption is that these administrative matters would be addressed in the ultimate agreement between participating governmental entities.

Conclusion

In summary, the Mat Su Borough Law Enforcement Task Force is conceived as an adjunct to existing police forces already in the Mat Su Valley. It is not intended to replace existing forces and the hope is that current staffing levels for AST would remain at least static after task force deployment. Ideally, the aforementioned UAA staffing study showed that AST still requires more positions for B detachment, and the goal would still be for them to get those authorized and filled. Flexible capabilities, which are adaptable to changing mission requirements, are important facets of the proposed unit. Given contemporary budget restraints, weighed against community need, this option may be a potentially viable solution, at least in part, to the crime problem in the Mat Su.

Section 2: Concepts and Analysis of Police Powers Options

Option 1: Dedicated Drug and Property Crimes Police Task Force

Option 1: Dedicated Drug and Property Crimes Police Task Force

Organizational Chart

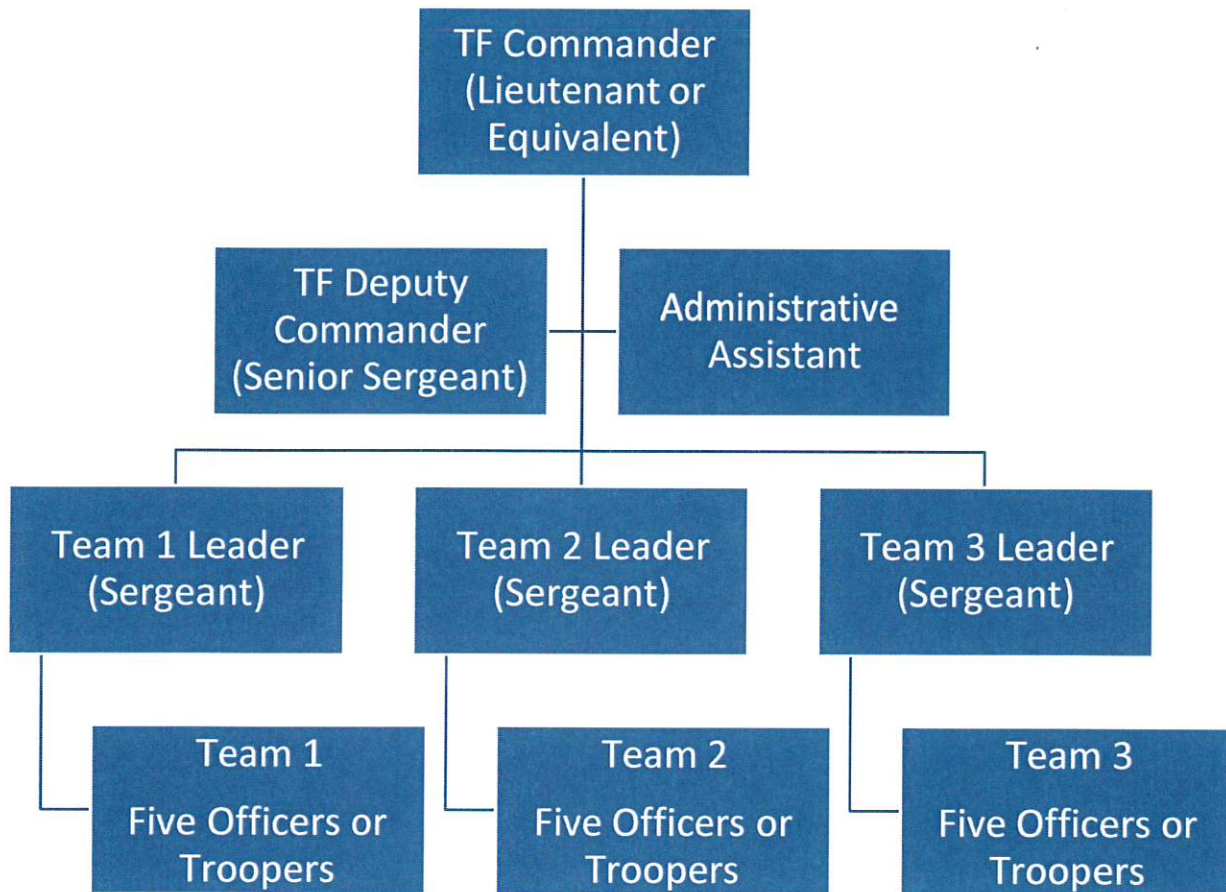


Figure 6: Organizational Chart for a Dedicated Drug and Property Crimes Task Force

Section 2: Concepts and Analysis of Police Powers Options

Option 1: Dedicated Drug and Property Crimes Police Task Force

Option 1: Dedicated Drug and Property Crimes Police Task Force

Sample Budget

<u>Line Item</u>	<u>22 Personnel (20 sworn and two admin)</u>
Salary/Benefits \$160K per officer for 20 Officers	\$3,200,000.00
Salary/Benefits \$100K per admin for 2 admin	\$200,000.00
Overtime	\$300,000.00
Leave	\$150,000.00
Uniform Allowance	\$10,000.00
Advertising	\$1,500.00
Travel	\$17,500.00
Training	\$25,000.00
Legal Fees	\$7,500.00
Court Admin.	\$5,000.00
Services NOT including Dispatch*	\$35,000.00
Dispatch	\$1,000,000.00
Phone	\$15,000.00
Fuel	\$50,000.00
Liability Insurance Est 30% increase	\$120,000.00
Vehicle Insurance	\$25,000.00
Office Supplies	\$12,500.00
Uniform	\$15,000.00
Operating Supplies	\$18,000.00
Small Tools and Equipment	\$30,000.00
Equipment	\$6,000.00
Office Equipment	\$40,000.00
Vehicle Purchases	\$188,000.00
Total:	\$5,471,000.00.00

Figure 7: Sample Budget for a Dedicated Drug and Property Crimes Task Force

Note: It must be fully understood that the above numbers are not all inclusive and likely do not represent the budget in its entirety for the proposed unit. Rent, additional Dispatch services, and a number of other costs could add to the total budget by a significant margin, probably reaching into millions of dollars. Any budgetary decisions regarding the implementation of a hypothetical police department require considerable research past what the Police Powers Task Force has been able to devote to this project.

Section 2: Concepts and Analysis of Police Powers Options

Option 1: Dedicated Drug and Property Crimes Police Task Force

Option 1: Dedicated Drug and Property Crimes Police Task Force
Initial Equipment Expenses

<u>Asset</u>	<u>Cost EA.</u>	<u>For 20 Officers</u>
Patrol Vehicles	\$47,000	\$940,000.00
Portable Radios	\$5,500	\$110,000.00
Laptops	\$3,000	\$60,000.00
Radar Units	\$2,500	\$50,000.00
AED's	\$1,500	\$30,000.00
Body Armor	\$850	\$17,000.00
Pistols	\$600	\$12,000.00
Rifles	\$1,500	\$30,000.00
Shotguns	\$600	\$12,000.00
Leather Gear	\$500	\$10,000.00
Jackets	\$400	\$8,000.00
Uniforms	\$600	\$12,000.00
Tasers	\$1,000	\$20,000.00
Body Cams	\$500	\$10,000.00
Evidence Kits	\$200	\$4,000.00
First Aid Kits	\$200	\$4,000.00
Ammo - estimated initial purchase		\$20,000.00
Handcuffs	\$30	\$600.00
ASP Batons	\$150	\$3,000.00
Animal Poles	\$75	\$1,500.00
Cameras	\$300	\$6,000.00
Digital Recorders	\$500	\$10,000.00
Hats	\$225	\$4,500.00
Badges	\$600	\$12,000.00
Fire Extinguishers	\$75	\$1,500.00
Spike Strips	\$800	\$16,000.00
MVA Investigation Laser		\$80,000.00
Total:		\$1,484,100.00

Figure 8: Initial Equipment Expenses for a Dedicated Drug and Property Crimes Task

Any budgetary decisions regarding the implementation of a hypothetical police department will require considerable research past what the Police Powers Task Force has been able to devote to this project.

Section 2: Concepts and Analysis of Police Powers Options

Option 2: Borough Police Service Area

SECTION 2 – CONCEPTS AND ANALYSIS OF TWO POLICE POWERS OPTIONS

Option 2: Borough Police Service Area (PSA)

Core Area-Plus (Including Houston)

Concept of Operations.

Executive Summary

This concept details the mission, structure, and operations of a Police Service Area (PSA) that would be funded by property or sales taxes within the designated service area. The Borough's intent under this option would be to create a single 55-Officer "Core Area-Plus" Police Service Area. This police force could be comprised of either of the two sub-options as follows;

Sub-Option A: contract with one of the police forces from the City of Palmer or the City of Wasilla.

Sub-Option B: create a separate Borough Police Service Area with a Chief of Police reporting directly to the Mat-Su Borough Manager's office.

The governing structure of either of these two sub-options could be determined by the Assembly once they approved it to go before the voters or even after the voters approved the Police Powers with the intent of this option.

This overall option is classified as a Borough Police Service Area and the Borough Code governing Service Areas applies. As such, the approval to establish this PSA would require a majority vote of the registered voters who reside within the conceptual boundaries of that PSA. The proposed conceptual boundary of this PSA would cover the Core Area, "plus" the other high population areas close to the Core Area. The area includes the designated Core area and surrounding areas which have a fairly high density population within approximately a 20-minute drive of other high-density areas. Please see map of the proposed PSA in Figure 12 below. This would include the City of Houston, at their request, but not the cities of Palmer or Wasilla. It includes Knik Goose Bay Road (down to the intersection of the Port Mackenzie Road), and the communities of Big Lake, West Lakes, The Butte, and Sutton. The actual boundaries of this PSA would be determined by coordinating with communities outside the Core Area prior to a vote of the people.

As with all options, training and recruitment would take a considerable amount of time. It is anticipated that it would take three to five years to fully activate this police force. Currently the Alaska State Troopers, Wasilla PD, and Palmer PD are all finding it difficult to fully staff their police forces. There would be a significant start-up time to enable staffing and training of the PSA. Costs may also increase over current estimates as benefits and pay might go up to enable the hiring of qualified personnel.

Section 2: Concepts and Analysis of Police Powers Options

Option 2: Borough Police Service Area

The Core Area-Plus PSA would conduct law enforcement operations within the conceptual boundary of the PSA, with the exceptions of the cities of Palmer and Wasilla. The two cities would continue to operate their own police departments within their borders.

The PSA would need to be voter approved and paid for by residents within the conceptual boundaries of the PSA. It would consist of 55 sworn personnel, supported by an appropriately sized non-sworn administrative section and dispatch center. One possibility is that a portion of the new expansion of the Wasilla Police department might be able to be leased to host such a force. New dispatch and clerical support would be required. If the PSA used an expansion of existing police services, it would likely be quicker to establish.

Mission

The mission of a PSA is the protection of the community, the enhancement of public safety and community-oriented policing through patrols that cover the entire PSA. This will be accomplished by the enforcement of state and federal laws, and the commitment to preserving and guarding people's rights and freedom.

Department Organization - Staffing

The organization could utilize the expansion of either the Wasilla or Palmer Police departments, or it could create a separate PSA that reported to the Borough. If a contract was made with one of the cities, it might be possible that a third-party private contractor could provide officers, with the approval of and by contract to the city which had the contract. Under any scenario, all officers would be required to be certified by the State as Alaska State Police Officers. This is currently done for State Troopers, city police, and some tribal police (Chickaloon Tribal Police). Additionally, a contract with one of the cities would have to be approved by their City Council as well as by the Borough Assembly.

Law Enforcement Operations

This Core-Plus PSA would only provide law enforcement service within the conceptual boundary of the PSA, excluding the cities of Palmer and Wasilla, who would maintain their own police departments. This would entail 24/7/365 patrol coverage for a population of 86,924 (not including Palmer and Wasilla) spread over the PSA geographic area of 560 square miles. Routine patrol is the first and foremost priority of any law enforcement agency of this type and as such the bulk of the force is committed to staffing it at a rate of approximately one-third of a 24/7 police force.

Capital Project Considerations

There are a number of capital projects to consider for a Core Area-Plus PSA. If the Wasilla Police Building is considered as a headquarters, costs could be much lower than constructing a new building.

Section 2: Concepts and Analysis of Police Powers Options

Option 2: Borough Police Service Area

Properly sized, useable buildings are a necessity for any law enforcement agency. Desk space, meeting rooms, interview facilities, training space, storage, arms rooms, evidence rooms, and reception areas will all need to be either constructed or rented. Depending on the current status of MSB and facilities in Wasilla, some significant additional capital costs may be required to create the Core Area-Plus PSA.

Implementation

The best time estimate for full implementation of a PSA is three to five years. A phased approach to hiring and staffing would be essential to keeping costs reasonable and still providing police service to the Borough while the Core Area-Plus PSA comes on line.

Conclusion

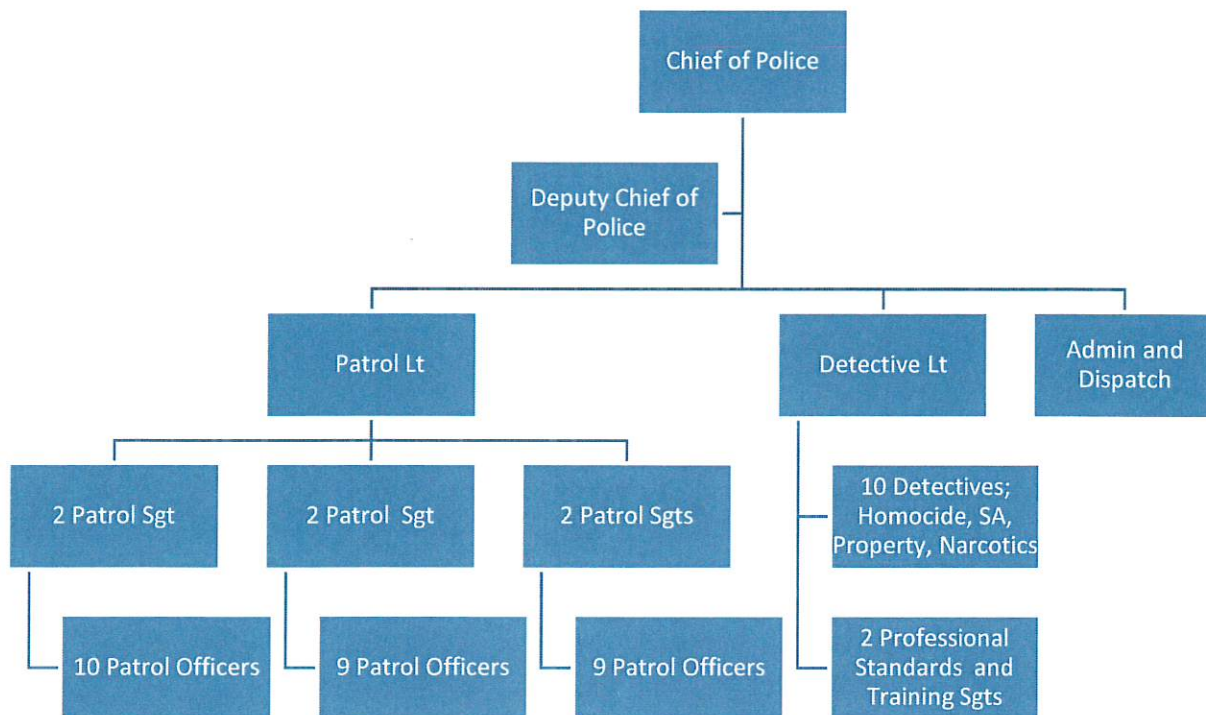
The creation of a staffed Police Service Area will take time and money. It will effectively supplement the efforts of existing law enforcement. This community oriented and close proximity policing would provide a timelier response than can be guaranteed by Troopers at current staffing levels.

Section 2: Concepts and Analysis of Police Powers Options

Option 2: Borough Police Service Area

Option 2: Borough Police Service Area - Core Area-Plus

Organizational Chart – 55 Officers



Note* This organizational chart includes sworn personnel only and does not represent required dispatch, fleet maintenance, administrative, and other support staffing.

Figure 9: Organizational Chart for a Borough Police Service Area (Core Area-Plus)

Section 2: Concepts and Analysis of Police Powers Options

Option 2: Borough Police Service Area

Option 2: Borough Police Service Area - Core Area-Plus

Sample Budget

<u>Line Item</u>	<u>64 Personnel (55 Sworn Officers, 12 Dispatch, 10 Admin)</u>
Officer Salary/Benefits (55 X \$160K)	\$8,800,000.00
Admin. Salary/Benefits (10 X \$100K)	\$1,000,000.00
Dispatch Salary/Benefits (12 X \$115K)	\$1,380,000.00
Overtime	\$540,000.00
Leave	\$315,000.00
Uniform Allowance	\$18,000.00
Advertising	\$2,700.00
Travel	\$31,500.00
Training	\$45,000.00
Legal Fees	\$13,500.00
Court Admin.	\$9,000.00
Services NOT including Dispatch*	\$63,000.00
Dispatch (not including employees)	\$1,000,000.00
Phone	\$30,000.00
Fuel	\$90,000.00
Liability Insurance (est. 30% increase)	\$120,000.00
Vehicle Insurance	\$45,000.00
Office Supplies	\$25,000.00
Uniform	\$27,000.00
Operating Supplies	\$37,800.00
Small Tools and Equipment	\$54,000.00
Equipment	\$10,800.00
Office Equipment	\$80,000.00
Vehicle Purchases	\$338,400.00
Total:	\$14,075,700.00

Figure 10: Sample Budget for a Borough Police Service Area (Core Area-Plus)

Note: It must be fully understood that the above numbers are not all inclusive and likely do not represent the budget in its entirety for the proposed unit. Rent, additional Dispatch services, and a number of other costs could add to the total budget by a significant margin, probably reaching into millions of dollars. Any budgetary decisions regarding the implementation of a hypothetical police department will require considerable research past what the Police Powers Task Force has been able to devote to this project.

Section 2: Concepts and Analysis of Police Powers Options

Option 2: Borough Police Service Area

Option 2: Borough Police Service Area - Core Area-Plus

Initial Equipment Expenses

<u>Asset</u>	<u>Cost EA.</u>	<u>For 55 Officers</u>
Patrol Vehicles	\$47,000	\$2,585,000.00
Portable Radios	\$5,500	\$302,500.00
Laptops	\$3,000	\$165,000.00
Radar Units	\$2,500	\$137,500.00
AED's	\$1,500	\$82,500.00
Body Armor	\$850	\$46,750.00
Pistols	\$600	\$33,000.00
Rifles	\$1,500	\$82,500.00
Shotguns	\$600	\$33,000.00
Leather Gear	\$500	\$27,500.00
Jackets	\$400	\$22,000.00
Uniforms	\$600	\$33,000.00
Tasers	\$1,000	\$55,000.00
Body Cams	\$500	\$27,500.00
Evidence Kits	\$200	\$11,000.00
First Aid Kits	\$200	\$11,000.00
Ammo - estimated initial purchase		\$55,000.00
Handcuffs	\$30	\$1,650.00
ASP Batons	\$150	\$8,250.00
Animal Poles	\$75	\$4,125.00
Cameras	\$300	\$16,500.00
Digital Recorders	\$500	\$27,500.00
Hats	\$225	\$12,375.00
Badges	\$600	\$33,000.00
Fire Extinguishers	\$75	\$4,125.00
Spike Strips	\$800	\$44,000.00
MVA Investigation Laser		\$80,000.00
Total:		\$3,941,275

Figure 11: Initial Equipment Expenses for a Borough Police Service Area (Core Area-Plus)

Note* It must be clearly understood that the numbers above are only estimates. Any budgetary decisions regarding the implementation of a hypothetical police department will require considerable research past what the Police Powers Task Force has been able to devote to this project.

Section 2: Concepts and Analysis of Police Powers Options

Option 2: Borough Police Service Area

Option 2: Borough Police Service Area - Core Area-Plus

Map of Proposed Borough Police Service Area

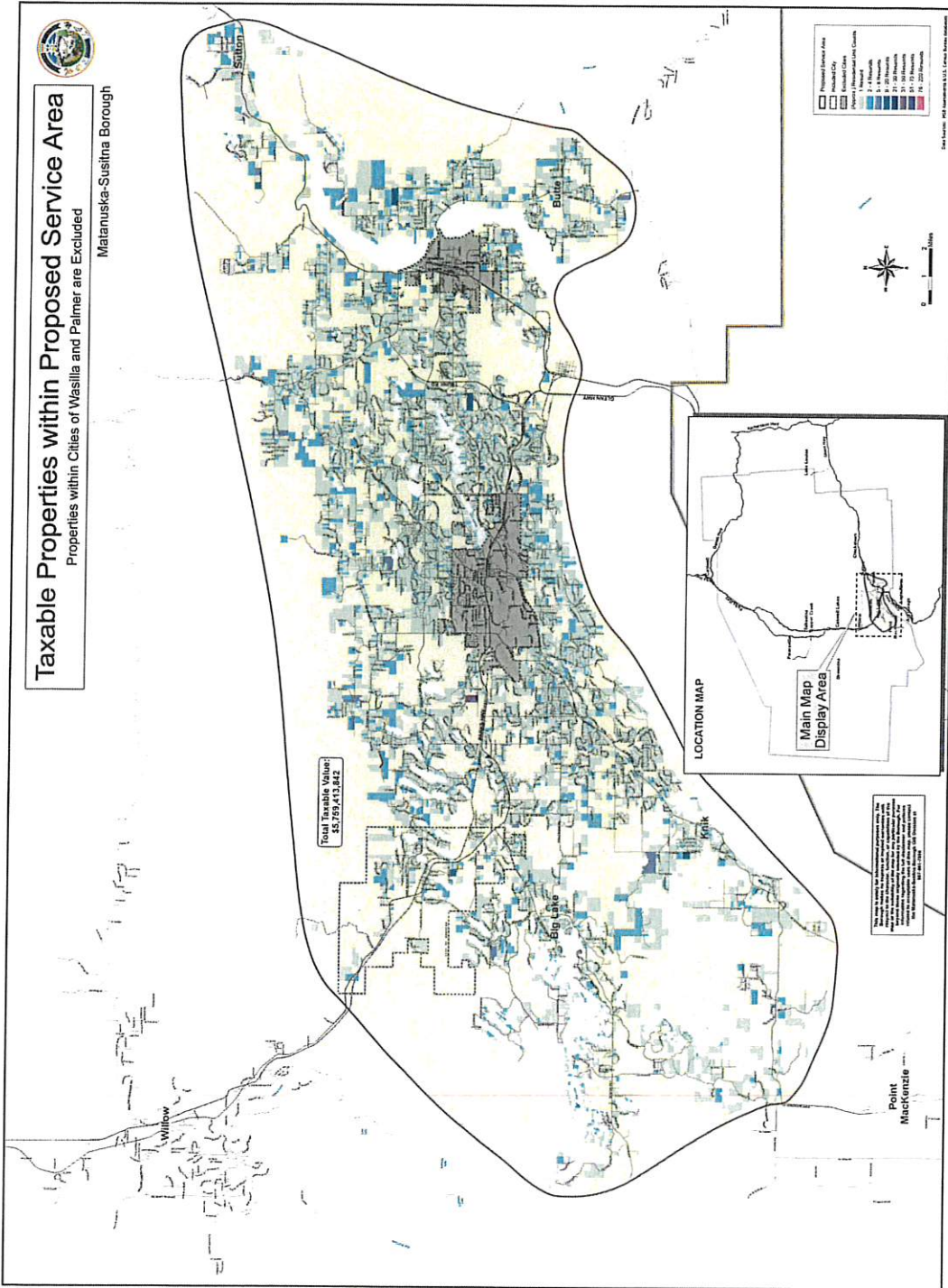


Figure 12: Map of Proposed Borough Police Service Area (Core Area-Plus)

Section 3: Positive and Negative Attributes of Each Police Powers Option

SECTION 3: POSITIVE AND NEGATIVE ATTRIBUTES-EACH POLICE POWER OPTION

Comparison Matrix – POSITIVE ATTRIBUTES OF EACH OPTION		
TYPE OF POLICE SERVICE	DEDICATED DRUG AND PROPERTY CRIMES TASK FORCE	POLICE SERVICE AREA (PSA) Core Area-Plus
Number of Officers	20 SWORN OFFICERS	55 SWORN OFFICERS
Sub-Option A	Sub-Option A: A roughly equal mix of Officers from AST, PPD, & WPD or Any Combination Thereof	Sub-Option A: Attached to or Contracted with WPD or PPD
Sub-Option B	Sub-Option B: Officers only from a Borough Dedicated Police Task Force	Sub-Option B: Borough Operated PSA
Sub-Option C	Sub-Option C: Provide Funding to State for 20 Additional Troopers. If State Agrees - Under an MOA Provide Funds to State of Alaska.	N/A
FOCUS	Focus on Drug & Property Crimes. Follow-up response to calls and “Investigations” would be better	PSA Structure is all One Organization - Local Control – Handle the Borough Crimes with Local Experts
STRUCTURE	Hire Lateral Applicants (Previously Certified and/or Retired Officers) Cut Down on Training Time Needed	Determine Level of Service and PSA Conceptual boundaries
Vote Required	Yes – Requires Police Powers Vote. All Non-Areawide Vote (Including the City of Houston and Excludes Cities of Palmer and Wasilla)	Yes – Requires Police Powers Vote. Requires Majority Vote of Only the Registered Voters Within the Conceptual boundaries of the PSA
AREA to be INCLUDED for POLICE SERVICE	Small Force Serves all Borough except Cities of Wasilla and Palmer.	Provides over 80% of Borough people, better Police Response and Service by the PSA. Troopers Could Provide Higher Manning and Better Service to Remaining Borough Area.
Close Working Relationships	Good Working Relationships Already in Place Between WPD, PPD and AST	Chief of Police could also be a Borough Director equivalent to work closely with MSB and all Police Forces
ADMIN ASPECTS	Sub-Options B and C; Eliminates: Who’s In Charge, Pulling Officers for other Missions, Citizen Bias Against City Police Outside Cities, Internal Parochialism & Political Problems	Additional Layer of Needed Law Enforcement That Does Not Exist Now.

Figure 13: Positive Attributes of Each Police Powers Option

Section 3: Positive and Negative Attributes of Each Police Powers Option

CONTINUED - Comparison Matrix – POSITIVE ATTRIBUTES OF EACH OPTION		
TYPE OF POLICE SERVICE	DEDICATED DRUG AND PROPERTY CRIMES TASK FORCE – Non-Areawide	POLICE SERVICE AREA (PSA) Non-Areawide Core Area-Plus
Number of Officers	20 SWORN OFFICERS	55 SWORN OFFICERS
Sub-Option A	<u>Sub-Option A: Officers from AST, PPD, & WPD or Any Combination Thereof</u>	<u>Sub-Option A: Attached to or Contracted with WPD or PPD</u>
Sub-Option B	<u>Sub-Option B: Create a Borough Dedicated Officer Task Force</u>	<u>Sub-Option B: Borough Operated PSA</u>
Sub-Option C	<u>Sub-Option C: Provide Funding to State for 20 Additional Troopers. If State Agrees - Under an MOA, Provide Funds to State of Alaska.</u>	N/A
Governance	RE: Sub-Option B: Governing body is MSB, they own and control Police Force which they pay for at less cost than contracting it out.	A single Governing body is much easier to organize, implement, and operate.
Dual Use of some MSB Facilities and Personnel	RE: Sub-Option B: Lower Costs-- Use MSB assets; Vehicle Maintenance, IT, Purchasing, HR, Admin, etc.	
	RE: Sub-Option C: If MSB pays the State to provide 20 more Troopers, then MSB would have no police to Govern or Operate. Would require State approval.	

Figure 14: Positive Attributes for Each Prioritized Option (Continued)

Section 3: Positive and Negative Attributes of Each Police Powers Option

Comparison Matrix – NEGATIVE ATTRIBUTES OF EACH OPTION		
TYPE OF POLICE SERVICE	DEDICATED DRUG AND PROPERTY CRIMES TASK FORCE	POLICE SERVICE AREA (PSA) Core Area-Plus
Number of Officers	20 SWORN OFFICERS	55 SWORN OFFICERS
Sub-Option A	<u>Sub-Option A</u> : Officers from AST, PPD, & WPD or Any Combination Thereof	<u>Sub-Option A</u> : Attached to or Contracted with WPD or PPD
Sub-Option B	<u>Sub-Option B</u> : Create a Borough Dedicated Officer Task Force	<u>Sub-Option B</u> : Borough Operated PSA
Sub-Option C	<u>Sub-Option C</u> : Provide Funds to State of Alaska Under an MOA to pay for 20 Additional Troopers	N/A
Admin Aspects	RE: Sub-Option A and Sub-Option C: Requires MOA with State. MSB Provides Funds/they Provide Troopers	Borough Assembly Has Authority to Abolish a Service Area Without Vote of People
Governance	RE: Sub-Option A: Governing Body Over Task Force Would Be Very Complicated	Sub-Option A: Contract would have to be approved by city council and MSB Assembly
Personnel	RE: Sub-Option A: Politics in MSB, AST, PPD, and WPD may Interfere with Smooth Ops and Use of Officers	Officers May Feel Stagnate if Assigned to a Specific Area and May Look for Other More Exciting Opportunities
Police Powers	Adopts Non-Areawide Police Powers Some don't want any Police Powers.	Adopts PSA Police Powers – Some don't want any Police Powers.
High Costs	High Dispatch and Liability Costs	High Dispatch and Liability Costs
Other Possible Downsides	Loss of AST or they may Stop Doing Drug and Property Crimes	High Possibility that Troopers Would Leave the PSA part of the Borough
	Concerns that a Task Force Would Not be as Effective as a Full Borough Police Department	Sub-Option A: Citizens may not accept authority of city police outside City limits for a PSA
	WPD and PPD May Do a "Hands Off" on "Borough" Cases	
	RE: Sub-Option B: Starting Up a New Police Force Would Take Longer	
Paying State to Provide More Troopers	RE: Sub-Option C: Contracting with State Troopers did not Provide Needed Service in Girdwood.	
	Task Force is Tough Sell to Public-- may see it as a Stepping-stone to Full MSB Police Dept. & Higher Cost	

Figure 15: Negative Attributes for Each Prioritized Option

SECTION 4: NON-POLICE OPTIONS

Non-Police Actions

Police and non-police options are all integral to helping solve crime. As noted in the Executive Summary, although not a part of the formal Task Force directive, various non-Police Powers options, to help keep citizens safe and help reduce crime, were also discussed. Some of these actions are listed below. These could be implemented by one organization, or a combination of State, Borough, and/or citizen-led organizations. These could be implemented with or without voting in Police Powers for any portion of the Borough.

- **The Borough does not have the Police Powers authority needed to set up a Neighborhood Watch Office, however, citizens may work with the State Department of Public Safety regarding how to form a Neighborhood Watch in their Community.**
 - Funding may be available from the State: The Alaska Department of Commerce, Community, and Economic Development announced the availability of Community and Neighborhood Watch Grants. A total of \$75,000 is available, as appropriated in the capital budget for state fiscal year 2019 (FY19).
- **Provide support to neighborhoods who are actively working to overcome deteriorated conditions.** e.g. The Williwaw model, where citizens have formed a Community Council, a Neighborhood Watch, a Community Park, and a major community cleanup effort. In cases like these, subject to Assembly approval, communities have received assistance to help with their efforts to clean up their communities. For example, these may include increased Code Compliance support, assistance with trash pickup, and improvements to neighborhood lighting at school bus stops.
- **Employ additional Borough Compliance personnel and supporting legal personnel.** Work to reduce backlog of code violations.
- **Support efforts by local organizations to provide Boarding style housing for displaced homeless persons.** Cooperate with organization such as Valley Residential Services, Mat-Su Health Foundation, My House, and Family Promise to build these facilities. Donate Borough property if appropriate.
- **Develop a 5-year plan for dealing with the increase in population and corresponding increase in crime, drugs and homelessness.** Task the Planning Department to formulate such a plan looking at issues such as becoming a First-Class Borough.
- **Support Youth Programs**
 - Youth Court

Section 4: Non-Police Options

- **Mat-Su Youth 360 (Pilot programs operated by Mat-Su United Way in Houston High and Wasilla High):** Youth 360 is an initiative that connects local youth to their peers, parents and community to increase health and wellness. The more connected a young person is, the greater the likelihood of becoming a happy, healthy and thriving adult. Social connection is linked to increased rates of overall health and well-being and reduced rates of youth bullying, suicide, and substance misuse. It includes free activities and clubs for middle and high school youth.

Cost estimates for areas of non-police support:

It is recognized that these non-police activities can be costly; however, they are not generally as costly as the establishment of Borough funded police forces and may help reduce crime. Any budgetary decisions regarding the implementation of non-police options will require considerable research past what the Police Powers Task Force has been able to devote to this project. Please see figure 16 below for some potential non-police action costs.

Legal Department and Planning Department - Code Compliance Division	Public Works Department	Planning Department (Planning Division)	Non-Departmental General Fund
Two more Code Compliance Officers and one more lawyer to help clean up the Borough	Support for deteriorating neighborhoods	Create 5 Year Plan to address issues of Increases in Crime, Population, Drugs, Homelessness	Provide planning grants to Cities to fund community programs.
	RSA Funds: Road improvements & Street Lights for School Bus Stops		
	Enterprise Fund: Community Trash cleanup projects.		
Financial Estimate	Financial Estimate	Financial Estimate	Financial Estimate
2 Code Compliance Officers \$200,000 1 Lawyer \$130,000	1 New Employee \$100,000 General Costs 1,000,000	Plan Costs \$370,000	Current Grants \$225,000 Other Grants \$75,000
\$330,000	\$1,100,000	\$370,000	\$300,000
GRAND TOTAL: \$2,100,000			

Figure 16: Costs for Potential Non-Police Options

SECTION 5

TASK FORCE MEMBER DISCUSSIONS ON CONCERNS OR SIGNIFICANT ISSUES

These concerns have not been voted on for a majority opinion, they are presented here to advise the readers on information or concerns which helped shape the options and recommendations selected in the preceding sections by the Police Powers Task Force. They are not listed in any specific order. However, multiple conversations and points of view were generally grouped into the indicated categories below:

- Citizen expectations may not always be met with more officers. More police would improve actual on-scene responses to crime, but there would be no guarantee that more officers will result in reduced crimes overall. More officers should equal more arrests; however, the police need help in the court systems and in non-police actions to help reduce crime overall. Likewise, the variety of crimes dealt with vary by area. The majority of AST calls are traffic and collision related, while the majority of 10,000 calls in the past year at Wasilla are for theft of personal property and shoplifting, and in Palmer the majority are related to burglary and drugs.
- Competition for law enforcement candidates is tough: It is recognized that there is a limited availability of those who want to be in law enforcement and if the Borough creates a police force of any kind, they will be competing for candidates from the other police forces. Turnover rates among law enforcement may be as high as 30%. However, it may also be a benefit for the Borough as officers would be able to stay here in the Borough and not be required to relocate as AST are required to do. It is also recognized that a competitive pay and benefits package must be available for any police force hired.
- There aren't "Limited Police Powers:" After discussions about somehow limiting the powers which would be given to the Borough, through wording the legislation, it was determined there are no limited police powers. Either you have police powers or you don't. It is the area you have them in that may be different. For example; there could be Areawide police powers, Non-Areawide police powers, City police powers, and Police Service Area police powers.
- Grant money may be available if a Police Department is created. The Task Force discussed the Community Oriented Policing Services (COPS) organization from the US Department of Justice. They have a publication titled, Guidelines for Starting and Operating a New Police Department, which will be useful if the Mat-Su Borough creates a new police organization. COPS also have possible funding grants that may help if the Borough adopts police powers. This and other types of grants may be available, as a start-up fund, if a new police force is created in the Mat-Su Borough.

Section 5: Task Force Member Discussions Regarding Concerns or Relevant Information

- The Borough should pay their fair share of Law Enforcement: There were multiple discussions about whether all residents should be paying for AST under some kind of tax. The Task Force also had a guest speaker who said others recognize that the Borough is getting “free police service and they should begin to pay their fair share of police services.” He also said, “The cities have police departments and the Municipality of Anchorage has a police department, why doesn’t the Borough have to pay for their police protection?” Having said that, most of the Task Force members did not necessarily agree with this opinion. An area of concern was that the press appears to be concentrating on the Mat-Su Borough instead of treating this issue as a systemic State of Alaska issue. Of the 19 Boroughs in the State of Alaska, there appear to only be three Boroughs or Municipalities in the State which pay for police services. The ones known are the North Slope Borough, the combined Borough and City of Juneau, and the Municipality of Anchorage.
- Discussions of a contract law enforcement agency were voted down early on: Agreement was made that whatever organization is recommended, all officers would be required to be Alaska State certified officers. There were too many risks and legal complications with contracting out to a private police force, therefore, the group voted to eliminate this as an option.
- Can the Borough get a guarantee from AST they will not pull their Troopers out or assign them to other tasks? There were hopes among some that the Borough could work with the State to get some kind of an MOA with some guarantees. However, it was fairly clear from AST advisers that the AST would not sign up to any kind of a plan that would take away their authority to move their officers where and when they were needed most.
- Utilizing existing facilities and personnel will help reduce the cost of each option: There were discussions of leasing space in the new Wasilla Police building being constructed or in leasing the space in the current police station once Wasilla moves into the new one. Additionally, under any scenario where the Borough is partially or totally the governing body over the police force, they could use various facilities and personnel to reduce costs: some examples include: vehicle fleet maintenance, HR, Finance, IT, Safety and other Borough functions. Depending on the size of the police presence in parts of the Borough, it may be possible to utilize existing Borough facilities to hire some of the Police.
- With multiple Police Contracts there may be Problems with Governance Rules, Pay, Benefits, structure, and who is in charge. If the Borough were to contract services with Palmer, Wasilla, and AST, there may be Problems with governance, pay inequities, benefits, structure, and who is in charge. Some preferred a rotating leadership between Palmer, Wasilla and the AST, while others preferred a stable leadership. Some preferred to contract with a single police department.

Section 5: Task Force Member Discussions Regarding Concerns or Relevant Information

- Non-Police Options: Although the majority voted to recommend the Borough have Police Powers, some members felt that the Borough should only do non-police power options. They were concerned about what the Assembly might do in the future once Police Powers were given to the Borough. They were also concerned that no matter what police option is chosen, the Borough would lose a portion of the State Troopers now assigned to the Borough. Others wanted a balance of both police and non-police actions and advocated for funding both.
- Police Service Areas (PSAs) may be more appealing to citizens: Almost all of the citizens in the Borough who are outside the cities are within other service areas. They can relate to a PSA as they are already familiar with Road Service Areas (RSAs) and Fire Service Areas (FSAs) and their structure throughout the Borough. Citizens know they are paying for a service they are being given only in their designated area.
- Alaska State Troopers (AST) are already understaffed, so getting more AST Officers in the Borough may be problematic: A staffing study done by the UAA Justice Center has already indicated that the Borough is 26 officers understaffed. Even if the Borough were to get permission from the State to authorize us to provide funds to the State, so they could provide additional Troopers, it may be very difficult to actually increase the number of Troopers in the Borough due to recruiting problems.
- State Courts and Attorneys are Short of Personnel to Handle Current Case Load: Even if the Borough adds more law enforcement personnel to the Mat-Su valley, part of the problem is still that the courts are not able to handle the case load they have now and many people are never prosecuted for the crimes they commit. To further substantiate this position, the Mat-Su Community Council's for Public Safety sent a letter on November 20, 2019 advising the Mat-Su Legislative Delegation of the following: *"There is **not adequate funding** for the Palmer District Attorney's Office to ensure appropriate enforcement of HB-49. According to direct communications with the State Department of Law, the Palmer office will not be receiving additional legal support from funding budgeted in 2019 and the office is lacking attorney staff."*
- Alaska State Troopers may relocate Borough Officers if the Borough Hires Any Police: Some members felt that the Alaska State Troopers (AST) would relocate officers out from the Mat-Su Borough to areas with less or no coverage. The Task Force was advised by members and advisors that there were certainly no guarantees that this would not happen. AST assigns their officers where there is the greatest need. If the Borough had a police force of any size, it could be that the Troopers might pull some of their officers out and all of that would be decided at the highest levels within the State Trooper organization. Task Force members were certain the AST would never give a guarantee that their officers would not be pulled out.

Section 5: Task Force Member Discussions Regarding Concerns or Relevant Information

Some thought the Borough could petition the State for statutory requirement and others did not, however, either way, this was seen as outside the scope of this Task Force.

- A Fully Staffed Police Force Would Take 3-5 years for Full Capability: Any new Police Force would take 3 to 5 years for full capability. This would include: approval, hiring and training new officers, and having new officers sufficiently experienced and operationally ready. There is a feeling among citizens that they want something done about the crime problem quickly.
- More arrests require more jail space. There is a lack of jail space statewide. Some have suggested reopening the Palmer/Sutton Correctional Center; however, Corrections officials have indicated that 80 people would need to be hired in order to open the facility.
- The Assembly Could Vote to Disband a PSA without a Vote of the Residents: If a Task Force or PSA are created they must be voted on by the people to give them Police Powers. However, the Assembly can vote to disband a PSAs at any time without a vote of the people in the PSA. The members could not think of a scenario where this might actually happen, however, it is written in the Mat-Su Borough Code. This could influence citizen's willingness to vote for a PSA and it might influence a prospective police officer's willingness to become an officer in a PSA. This may make it more difficult to hire and retain officers.
- Dispatch is a High Dollar Expense and Borough Police Need a Dedicated Dispatcher 24/7: Each Police Force, regardless of which of the two options chosen, would need its own dispatcher 24/7. Dispatch is very costly – could be in the millions if the Borough needs to purchase new dispatch equipment. The Borough could contract with Wasilla, Palmer or other Dispatch center, but would still need to pay for at least one 24/7 dispatcher.
- Benefit Systems are Different for Various Police Departments: The Borough would have to work out whether these would be State PERS employees or Social Security Employees. These may vary depending upon the option chosen. If the Borough contracted with Wasilla, Palmer, and the AST, then the officers would be their employees under their plans and the Borough would pay them for each employee.
- Limit Police Powers or the Size of Borough Police: As noted in the executive summary above, the Task Force recommended the Borough adopt Police Powers for the purpose of helping to keep the Borough residents and visitors safe. There was a concern among some Task Force members that once the Police Powers were voted in, the size of the police force could get out of hand and the Borough would simply raise taxes to pay for it. While it is true that there is no way to vote in limited Police Powers (either you have it or you don't), there is a way to limit the amount spent on a police force in the Police Service Area option. The initial vote could include a mil rate tax cap, which would limit the amount available for the Borough to

Section 5: Task Force Member Discussions Regarding Concerns or Relevant Information

spend on a Police Force. This would be especially relevant for the Police Service Area, because that money must only be spent for PSA expenses. If a tax cap was voted in for the other Non-areawide police option, it could be possible to transfer other non-areawide money and spend it on the police force. Overall, a tax cap would essentially limit the size of the police force through fiscal restrictions. For the PSA option, once the mil rate was approved by the voters, any increase above that rate would require going back to the voters to raise that mil rate.

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

**SECTION 6: BASELINE DOCUMENT FOR A FULLY STAFFED
MATANUSKA-SUSITNA BOROUGH POLICE DEPARTMENT (MSBPD)**

Introduction

This concept of operations is included to show the reader what the Task Force considered to be a “Fully Staffed” Borough Police Department. A consensus of opinions from the expert members and advisors on the board indicated that it would take at least 110 sworn police officers to properly take care of policing a borough the size of the Mat-Su and with a population of 106,383 people. Originally, the Task Force considered this as one of the options to present to the Assembly for consideration. However, when the calculations were concluded, see the tax calculations in Figure 17 below, the members voted to eliminate this as an option with the caveat that it would remain in this report as a reference concept. The Task Force Finance Advisors determined that the millage rate increase to fund this \$36.7 Million concept would result in an increase of at least \$455.76 per \$100,000 of property value. (See Figure 17 below--this would not include the cost of a structure to house the department). This mill rate would increase the average homeowner’s taxes by over one thousand dollars per year, estimating the average cost of a home in the Mat-Su Borough to be \$218,000.

<u>Tax Increase Calculations for a NAW, Fully Staffed Borough Police Department</u>		
NAW Including Houston: 1 Mil increase = \$8,118,373	COST OF THIS CONCEPT Tax increase per \$100,000 of property value = \$455.76	Mills 4.558
NAW Excluding Houston: 1 Mil increase = \$7,745,200	COST OF THIS CONCEPT Tax increase per \$100,000 of property value = \$477.72	Mills 4.777

Figure 17: Tax Increase Calculations for a NAW Fully-Staffed Borough Police Department

This increase was not considered to be a “reasonable” or “possible proposal,” as specified in the Borough Ordinance which formed this Task Force. Even though it is not considered reasonable or possible at this time, the Task Force considers this a valuable source document for future considerations when the population is higher and the Borough revenue would make this possible. The value of this document is considered a good baseline for how many officers this Borough needs. It is also specified that the number of 110 officers for a Borough Police Department is in addition to the 28 officers in the City of Wasilla and 15 officers in the City of Palmer.

The following Concept of Operations for this choice follows the same pattern as the concept of operations for the two options which are presented to the Assembly for consideration in Section 2 of this report.

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

CONCEPT OF OPERATIONS

Executive Summary

This concept description details the mission, structure, and operations of a hypothetical Matanuska-Susitna Borough Police Department (MSBPD). The number of sworn officers at 110 was chosen because the Task Force concluded that this is the number of total sworn officers that are needed to adequately cover the entire Borough, minus the cities of Wasilla and Palmer who have their own police forces. This Police Powers Task Force was tasked to provide “from one to three prioritized, fiscally reasonable, and possible proposals” to the Assembly for consideration. It was felt that the millage rate/tax increase for this option of 110 officers would be too high for residents to approve it, so we chose not to present this number to the Assembly as a prioritized option. The Task Force did choose to include it in the Section 6 of this report in order to give them, and readers of this report, the actual recommended size of the police force which is needed. If the Assembly chooses to create a Borough police force, the Task Force assumption is that they would choose a much smaller number and simply reduce the total cost proportionally to a figure which may be acceptable to voters.

The department would consist of approximately 110 sworn personnel, supported by an appropriately sized non-sworn administrative section and dispatch center. MSBPD would conduct law enforcement operations within the entire Mat Su Borough with the exceptions of the cities of Palmer and Wasilla. The two cities would continue to operate their own police departments to serve within their borders. Funding would come from a variety of sources as determined by Mat Su Borough voters, elected officials, and staff. (Please see sample budget in Figure 19.) Implementation time is estimated to take 3-5 years.

It should be noted that the purpose of this concept description is neither to support nor oppose the creation of such a department. Rather it is to illustrate to the reader what a fully-staffed, full-service police department equipped to function in the Mat Su Valley might look like and cost. It should also be noted that the budget, startup costs, and staffing levels are simply estimates. Any in-depth feasibility or budgetary study into the actual creation of such a department will require considerably more research and staff time. Be that as it may, rough estimates for initial equipment costs and the first year’s annual budget, combined, come to approximately \$36.5 Million. This does not include potential capital expenditures for buildings and dispatch consoles which could increase this number by several million dollars. The overall cost would be well over \$40 Million.

Mission

The mission of MSBPD is the protection of the community and enhancement of public safety. This would be accomplished by the enforcement of state, and federal laws, and the commitment to preserving and guarding the rights and freedom of all people. This would not include enforcement of local Borough Code Enforcement as the Borough has a Code Enforcement team for that purpose.

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

Department Organization - Staffing

Operating on the premise that current AST staffing is inadequate, it follows that police numbers must be increased to at least some degree. Public satisfaction with the crime situation in the Mat-Su is generally unfavorable. Crime rates, especially for property and drug crimes have trended upwards in the last several years, though there are anecdotal signs of a stabilizing trend. Geographically the area to be covered can safely be considered enormous for a single agency, being almost the size of the Republic of Ireland. In terms of population, the Mat Su currently has 106,383 people and shows a continuous growing trend. The estimated figure of 110 sworn personnel is designed to increase staffing over current levels, reduce fear of criminal activity, provide for reasonable response times over a large area, and bring the officer/1000 population number to a more reasonable ratio of about of 1/1000.

A complete staffing study for what would probably be the third largest police department in Alaska, behind APD and AST, would be a major endeavor. Such a study would most appropriately be represented by a stand-alone body of work. However, for the purposes of this concept of operations, the factors of crime rates, public satisfaction, current AST staffing, geography, crime trends, and population have been considered to arrive at an estimated number of required sworn personnel. This number of 110 sworn officers of all ranks then dictates, to some degree, the required amount of administrative support.

Law Enforcement Operations

MSBPD would provide complete law enforcement service for the Mat Su Valley with the exceptions of Palmer and Wasilla who would maintain their own police departments. This would entail 24/7/365 patrol coverage for a population of about 89,023 (not counting Palmer and Wasilla) spread over a geographic area of 25,258 square miles. Routine patrol is the first and foremost priority of any law enforcement agency of this type and as such the bulk of the force is committed to staffing it. In the case of MSBPD the patrol division would consist of 76 officers of all ranks out of the 110 total sworn force. Patrol responds to 911 calls for service, enforces traffic law, and investigates most misdemeanors and lower level felonies. Patrol also provides much of the community oriented policing effort MSBPD would seek to engage in.

The remainder of the department would comprise the investigative division. This would include specialized investigative units for homicide, high level property crimes, sexual assault, and narcotics. While patrol handles the bulk of police calls for service, the cases worked by the investigative teams tend to be larger in scope, require more experience and expertise, and tend to be more serious. Investigations routinely take months, or in some cases, years to complete. When court time is factored in, major cases can occasionally run over five years from start to finish. Compared to patrol, investigative units often feature a narrower span of control and consist of officers who are generally more experienced and of higher rank. Included in the investigative division is a professional standards section which would investigate citizen

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

complaints and officer misconduct, and a background investigation unit. The training section of MSBPD would also belong to the investigative division.

Given the demographic and geographic makeup of the Mat-Su Borough, consideration should be given to specialized units. For example, tactical teams, often referred to as SWAT or SERT teams, are a useful addition to a unit the size of the proposed MSBPD. However, it is likely the team would be “part time” in that the members would all have regular assignments in either the patrol or investigative division and then come together for regular training and operational assignments. Other specialized units might include traffic details and a School Resource Officer (SRO) program to begin with, possibly branching out as the department develops and becomes more attuned to public wants or needs. Unlike tactical teams, SRO programs and traffic units typically are full time positions. Staffing for these would most likely come from officers assigned to the patrol division, the numbers in which are adequate to support such units without creating an unmanageable dilution on routine patrol resources.

Equipment and Infrastructure

A department this size would require a considerable amount of equipment and space. Once the initial equipment purchase is complete (please see initial equipment costs in Figure 20 below) a replacement schedule is essential for forward planning and maintenance. A new department the size of this one will require considerable Information Technology (IT) and Human Resource (HR) support from the Borough with proportionate increases in staffing and associated costs. IT needs for a police department include a variety of specialty systems and access, including: Criminal Justice Information Services (CJIS), National Crime Information Center (NCIC), Alaska Public Safety Information Network (APSIN), National Incident-Based Reporting System (NIBRS), and other security sensitive databases. These are, in and of themselves, not difficult to obtain, however CJIS procedures for protecting criminal justice information may be somewhat unfamiliar to current IT staff. Hiring needs for a department of 110 sworn personnel may be considered as constant, with the likelihood of multiple job vacancies existing at any given time for sworn positions being a virtual certainty.

Vehicle maintenance will either need to be performed by Mat-Su Borough personnel or contracted out. 110 police vehicles represent a considerable investment and must be kept in good condition to ensure long operational life. Specialized vehicles might include armored rescue vehicles, fixed or rotary wing aircraft, bicycles, or motorcycles. Specialized equipment might include evidence gathering and testing items, less lethal munitions and launchers, SWAT weapons and equipment, and a plethora of other specialized tools commonly found in a department this size.

Dispatch

Taking into account personal leave, injury or illness, court time, training, and vacancies, MSBPD is structured to provide a minimum of 12 patrol officers on duty being supervised by two patrol

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

sergeants at any given date or time. At peak operating capacity this could increase to as many as 14 officers. Minimum dispatch staffing for such a force is four on-duty dispatchers and a dispatch supervisor. When factoring in 24-hour coverage, a minimum dispatch center of 21 personnel and a supervisor is appropriate to achieve minimum staffing levels.

Whether this dispatch center is owned and operated by the Mat-Su Borough or contracted through another organization is a political question. Both choices have strengths and weaknesses and both have a significant expense associated with it. Costs would be several million dollars a year and potentially a multi-million-dollar capital outlay for equipment and building if kept in house.

Administrative Requirements

A 110 sworn force police department requires significant administrative support to operate. At least three administrative assistants would be required for upper management. Three receptionists would be needed. An evidence and records section of eight to ten personnel would be required, and a department public information officer with a part-time alternate would be appropriate as well. Optional administrative staff such as transcriptionists and crime scene technicians are optional positions which would be good to have but are not absolutely essential. A rough estimate of 20 administrative support personnel is a good starting point for a department the size of MSBPD.

Capital Project Considerations

There are a number of capital projects to consider for MSBPD. First, and potentially most expensive among them, are the construction and furnishing of at least one primary police station and two substations. Again, the Borough would be faced with a political question as to whether to build new buildings, rent space, or repurpose existing Borough assets for police use. It must be kept in mind that a department the size of MSBPD requires considerable space for work and parking, and that this requirement is only likely to increase over time.

Properly sized, useable buildings are a necessity for any law enforcement agency. Desk space, meeting rooms, interview facilities, training space, storage, arms rooms, evidence rooms, and reception areas will all need to be either constructed or rented. Depending on the current status of MSB facilities some of this may be repurposed at existing locations, but significant capital projects of some sort should be considered a likely possibility when creating a department such as MSBPD.

Implementation

Best time estimates for implementation of a full coverage borough-wide police department are three to five years. A phased approach to hiring and staffing would be essential to keeping costs reasonable and still providing police service to the Borough while MSBPD comes on line and the Alaska State Troopers withdraw from the area. Initial hires would most likely include

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

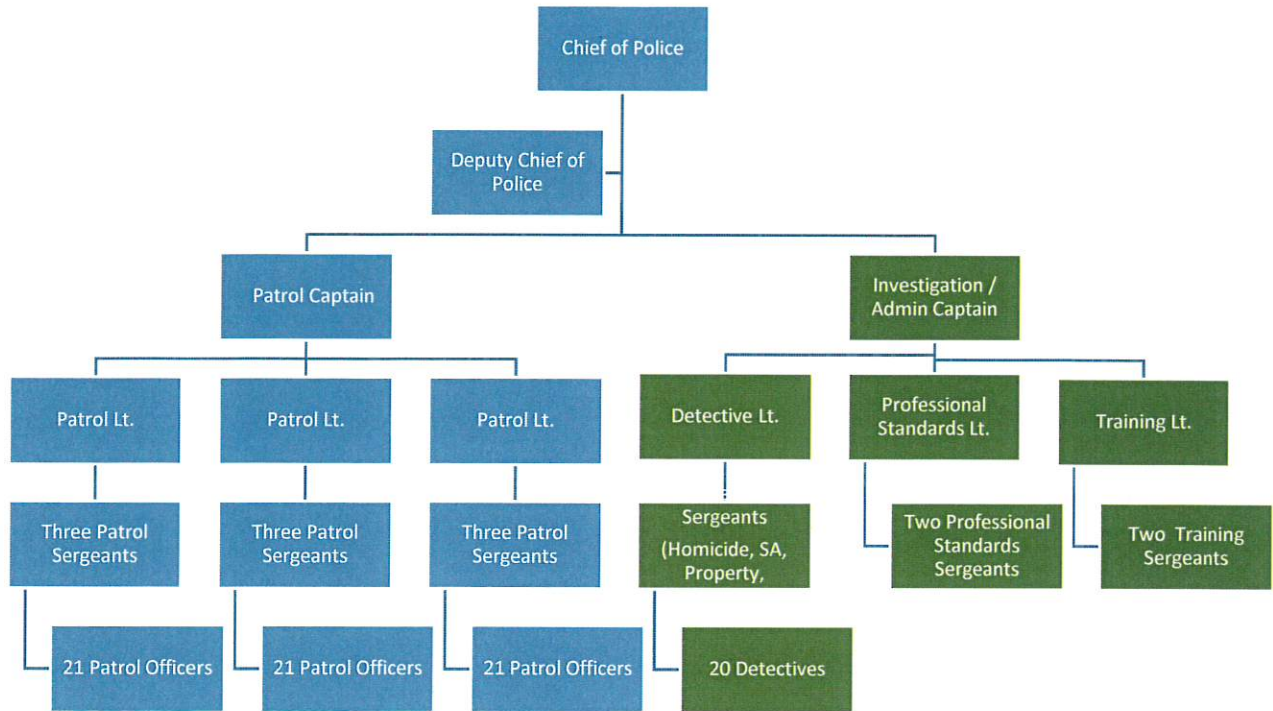
administrative personnel (Chief, Deputy Chief, Captains, and background investigators) responsible for hiring the bulk of department personnel. A background investigation unit would be required for screening police applicants. Also required would be psychological, physical, and polygraph examinations, all of which must be conducted by specially trained and certified examiners. Broadly speaking, it is reasonable to anticipate that 25-66% of police applicants will not complete five years of service with their department from the date of their initial hire. Numbers across the country vary based on location and department size, but annual attrition rates somewhere between 8-15% may be expected for MSBPD.

Conclusion

The creation of a fully staffed, full time police department operated by the Mat Su Borough is a massive undertaking when viewed in context with current MSB operations. Rather than supplementing the efforts of existing law enforcement agencies, it would, to a large degree, dictate operations in the whole of the Mat-Su Valley by virtue of its size and mission scope. A department of this size would almost certainly replace the Alaska State Troopers in Mat-Su while simultaneously changing the landscape of law enforcement operations in the entirety of South-Central Alaska.

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

Organizational Chart for a Fully Staffed Mat-Su Borough Police Department



Note* This organizational chart includes sworn personnel only and does not represent required dispatch, fleet maintenance, administrative, and other support staffing.

Figure 18: Organizational Chart for a Fully Staffed Mat-Su Borough Police Department

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

First Year Annual Budgetary Estimates for a Mat-Su Borough Police Department

<u>Line Item</u>	<u>First Year Estimate</u>
Police Personnel (est. \$160K per position x 110)	\$17,600,000.00
Dispatch Personnel (est. \$115K per position x 22)	\$2,530,000.00
Dispatch Contract for Equipment plus above personnel	\$1,000,000.00
Admin. Personnel (est. \$100K per position x 20)	\$2,000,000.00
Overtime (est. \$5k per position for police and disp.)	\$660,000.00
Fleet Maintenance (est. \$115K per position x 2)	\$230,000.00
Leave Expense	\$275,000.00
Uniforms	\$75,000.00
Travel	\$75,000.00
Training	\$180,000.00
Legal Fees	\$50,000.00
Court System Fees	\$25,000.00
Services	\$125,000.00
Phone	\$75,000.00
Fuel	\$260,000.00
Liability Insurance (Est. 30% increase in current policy)	\$120,000.00
Vehicle Insurance	\$165,000.00
Office Supplies	\$50,000.00
Operating Supplies	\$70,000.00
Equipment	\$165,000.00
Office Equipment	\$200,000.00
Community Planning	\$25,000.00
Subscriptions and Dues / Continuing Ed.	\$5,000.00
Advertising	\$5,000.00
Utilities (heat/water/sewer/garbage)	\$120,000.00
Repair and Maintenance (for police building)	\$50,000.00
Janitorial Supplies	\$15,000.00
Vehicle Replacement Schedule (20 per year)	\$1,200,000.00
IT Services	\$150,000.00
<u>First Year Estimated Total</u>	<u>\$27,500,000.00</u>

Note* It must be clearly understood that the numbers above are only estimates. Any budgetary decisions regarding the implementation of a hypothetical police department will require considerable research past what the Police Powers Task Force has been able to devote to this project.

Figure 19: First Year Annual Budget Estimates for a Fully Staffed Mat-Su Borough Police Department

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

Initial Equipment Cost Estimates (Sworn Personnel Only)

Asset	For 110 Officers	Total
Patrol Vehicles	110 x \$60,000 =	\$6,600,000.00
Portable Radios	110 x \$5,500 =	\$605,000.00
Laptops	110 x \$3,500 =	\$385,000.00
Radar Units	110 x \$2,500 =	\$275,000.00
AEDs	55 x \$1,500 =	\$82,500.00
Body Armor	110 x \$850 =	\$93,500.00
Pistols	110x \$600 =	\$66,000.00
Rifles	110 x \$1,500 =	\$165,000.00
Shotguns	110 x \$600 =	\$66,000.00
Leather Gear	110 x \$500 =	\$55,000.00
Jackets	110 x \$400 =	\$44,000.00
Uniforms	110 x \$600 =	\$66,000.00
Tasers	110 x \$1,000 =	\$110,000.00
Body Cams	110 x \$500 =	\$55,000.00
Evidence Kits	110 x \$200 =	\$22,000.00
1st Aid Kits	110 x \$200 =	\$22,000.00
Ammo	\$125,000 (initial purchase)	\$125,000.00
Handcuffs	110 x \$60 =	\$6,600.00
ASP Batons	110 x \$150 =	\$16,500.00
Animal Poles	110 x \$75 =	\$8,250.00
Cameras	110 x \$300 =	\$33,000.00
Digital Recorders	110 x \$500 =	\$55,000.00
Hats	110 x \$225 =	\$24,750.00
Badges	110 x \$600 =	\$66,000.00
Fire Extinguishers	110 x \$75 =	\$8,250.00
Spike Strips	110 x \$800 =	\$88,000.00
MVA Investigation Laser	1 x \$80,000 = \$80,000	\$80,000.00
Estimated Total		\$9,223,350.00

Note* It must be clearly understood that the numbers above are only estimates. Any budgetary decisions regarding the implementation of a hypothetical police department will require considerable research past what the Police Powers Task Force has been able to devote to this project.

Figure 20: Initial Equipment Estimate Costs for a Fully Staffed Mat-Su Borough Police Department

Section 6: Baseline Document for a Fully Staffed Mat-Su Borough Police Department

POSITIVE AND NEGATIVE ATTRIBUTES OF A MAT-SU BOROUGH POLICE DEPARTMENT		
NON-AREAWIDE, INCLUDES HOUSTON (DOES NOT INCLUDE WASILLA OR PALMER)		
110 SWORN OFFICERS		
	<u>POSITIVE ATTRIBUTES</u>	NEGATIVE ATTRIBUTES
FOCUS	Provides the number of Officers Needed to Properly Police this huge Borough with a population of 106,383 people	The Extremely High Cost of this Concept Eliminated it as a “Fiscally Reasonable and Possible” Proposal
Loss of Troopers	If the Borough had 110 officers, the response times and investigations would be better than with the 53 Troopers we have now.	Much Higher Possibility of Loss of Troopers; Possibly Assets; Helicopters, Search Equipment, etc.
STRUCTURE	Ability for Officers to Stay Here. Family Atmosphere – Sense of Belonging, Invested in their Community with Long-term Connection	A Majority Vote of the Citizens Could Override Cities’ Wishes and Force an Areawide Police Force
Vote Required	Yes, Provides Police in all Non-Areawide Parts of Borough.	Yes, Adopts Non-Areawide Police Powers – Some don’t want any Police Powers.
ADMIN ASPECTS	Can Work Closely with Non-police Options (Community Councils, Drug Rehab, Etc.	Adds a Fourth Law Enforcement Agency
Local Control	Could Enforce Borough “Law/Code” and Bring in Revenue in Fines. However, this would add huge costs by requiring a Borough Jail, an Evidence Locker, and Defense and Prosecution Attorneys.	Difficulty in Staffing All Officer Positions. If it is disbanded, there would be a PERS Liability Study and Potential High Cost.
Governance	Local Governance Within the Borough	Higher Start-up and Annual Costs: Buildings, Liability Insurance, Vehicles, Retirement, Etc.

Figure 21: Positive and Negative Attributes for a Fully Staffed Police Department

SECTION 7: MATANUSKA-SUSITNA BOROUGH CRIME STATISTICS

SECTION 7: MAT-SU BOROUGH CRIME STATISTICS

Statistics received from the Alaska State Troopers show that there was an overall 12.9% increase in crimes during the 18 year period from the year 2000 to 2018. Those crimes included; Assaults, Burglary, Auto theft, and Theft-Larceny (see Figure 22 below for further details). Drug crimes were not included in these calculations because the vast majority of drug crimes in 2000 were related to marijuana. Now that marijuana is legal, the number of drug crimes “appear” to be significantly less in 2018. This would not be an accurate comparative number to use, so it has been removed from the comparison chart.

<u>INCIDENTS</u>					
Year/Month	Assaults	Burglary	Theft-Auto	Theft-Larceny	Grand Total
2000	555	396	119	585	1,655
2018	477	384	165	842	1,868

Figure 22: Crime Statistics for the Mat-Su Borough (Source: Alaska State Troopers)

