

**ASSEMBLY STANDING COMMITTEE
COMMITTEE OF THE WHOLE
THE CITY AND BOROUGH OF JUNEAU, ALASKA**

January 14, 2019, 6:00 PM.

Assembly Chambers - Municipal Building

AGENDA

I. ROLL CALL

II. APPROVAL OF AGENDA

III. APPROVAL OF MINUTES

- A. November 19, 2018 Assembly Committee of the Whole Draft Minutes**

IV. AGENDA TOPICS

- A. Blueprint Downtown Update**
- B. JPD - Update on Crime**
- C. JPD - Update on Workforce Issues**
- D. CCFR - Update on Fitch Study**
- E. CCFR - Update on Workforce Issues**
- F. Update on Action Strategies from Public Safety Task force - Informational Item**

V. ADJOURNMENT

ADA accommodations available upon request: Please contact the Clerk's office 72 hours prior to any meeting so arrangements can be made to have a sign language interpreter present or an audiotape containing the Assembly's agenda made available. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.org

**ASSEMBLY STANDING COMMITTEE
COMMITTEE OF THE WHOLE
THE CITY AND BOROUGH OF JUNEAU, ALASKA**
November 19, 2018, 6:00 PM.
Assembly Chambers - Municipal Building
DRAFT MINUTES

I. ROLL CALL Assembly Work Session - No Public Comment;

Deputy Mayor Maria Gladziszewski called the meeting to order at 6:00p.m.

Assemblymembers Present: Beth Weldon, Maria Gladziszewski, Mary Becker, Rob Edwardson, Loren Jones, Jesse Kiehl, Michele Hale, Carole Treim, Wade Bryson

Assemblymembers Absent: None.

A quorum was present.

Staff present: City Manager Rorie Watt, Deputy Manager Mila Cosgrove, City Attorney Robert Palmer, Municipal Clerk Beth McEwen, Community Development Director Jill Maclean, Fire Chief Rich Etheridge, Deputy Fire Chief Chad Cameron, Port Director Carl Uchytıl, Port Engineer Gary Gillette, Chief Housing Officer Scott Ciambor, Housing/Homelessness Coordinator Irene Gallion

II. APPROVAL OF AGENDA

Ms. Gladziszewski stated that she wished to switch the items under A & D on the agenda. Hearing no objection, the agenda was approved as amended.

III. APPROVAL OF MINUTES

A. August 29, 2018 Assembly Committee of the Whole Minutes

Mr. Kiehl noted one word change to the minutes and asked for approval of the minutes as corrected. Hearing no objection, the minutes of the August 29, 2018 were approved as corrected.

IV. AGENDA TOPICS

A. Ordinance 2018-47 An Ordinance Amending the Health and Sanitation Code Relating to Smoking Limitations.

Ms. Gladziszewski noted that the state law has changed and the question before the Assembly is to decide what, if anything, the Assembly wants to do to bring the CBJ code into conformance with the state law. Mr. Palmer distributed color copies of his memo showing comparisons from the state law and the CBJ Code. Mr. Watt also noted that a map was requested and there were two maps provided in the packet showing the downtown areas and in essence, there would not be many places in the downtown area that would permit smoking other than the middle of the street due to the new 20 foot requirement under the state law.

Mr. Palmer and the committee members went through his memo and which items would need to bring CBJ code into compliance with state law. The more restrictive items he identified were listed as #s 4, 9, and 12.

MOTION by Mayor Weldon to change our law to comply with state law and to keep our own laws on items 4, 9, and 12 from the attorney's memo.

Additional discussion took place regarding potentially allow smoking in private clubs if AMCO permits smoking in marijuana licensed retail stores. Following extensive discussion, the motion passed with unanimous consent.

B. Waterfront Infill Development (Archipelago Area)

Port Director Carl Uchytel gave a historical overview of the 2004 Long Range Waterfront Development Plan, the various projects that have been completed as a result of that plan and how this proposed project fits into the big picture. He noted that the proposal before them with respect to the Archipelago lot has been in the conception and design phase for the last year and half. He also noted that while they have been in negotiations with the owners of the Archipelago properties, this is not a public/ private partnership but rather, each side has been individually developing their pieces to meet their individual needs. The reason Docks & Harbors has been working so hard on this project recently is to ensure that the staging is done in the most cost efficient manner for all concerned.

In addition to the construction scheduling with a target completion date of 2021, Archipelago LLC desires direction so they can notify their tenants what the future holds. For this to occur in that timeline, the public portion contractor needs to be ready to mobilize by May 2019. This would require CBJ to start a procurement process for steel piling and rebarr. This would run parallel while the Assembly contemplates the purchase and sale agreement and the funding plan as proposed by the Finance Director. This funding plan uses a variety of available revenues including Cruise Passenger Vessel Excise Tax (State head tax), Marine Passenger Fees, Port Development Fees, Dock Fund Balance and if warranted, local match. These funds are restrictive in how they can be appropriated. Docks & Harbors are looking to the Assembly COW to give approval to introduce ordinances next week for the purchase and sale agreement and a funding plan.

Mr. Uchytel answered from Ms. Hale regarding the 2004 Long Range Waterfront Plan (LRWP). The Urban Design Plan is a subset that is consistent with the overall 2004 LRWP. Mr. Uchytel turned the Docks & Harbors presentation over to Mr. Gillette as Mr. Uchytel was scheduled to catch a plane.

Mr. Gillette gave an extensive powerpoint presentation to the committee regarding the work done to date on the Archipelago plan as well as answered a number of Assemblymembers questions. Mr. Bartholomew and Mr. Watt also answered a number of questions regarding possibly funding sources that might be used for various parts of the project.

MOTION by Mayor Weldon to direct the City Manager to bring to the Assembly an appropriation ordinances in which every item of value is accounted for and funding sources are identified for Phase 1 and Phase 2.

Mr. Bartholomew explained that the appropriation would only cover Phase 1 and the purchase and sales agreement will include full contract for both phases.

Mr. Jones said he objected based on not having seen the full purchase and sales agreement. He said he has not had a good feeling about this project all along. He said they are spending a lot of money a couple of parking spots for some buses and he doesn't believe this is the best possible use. His fear is that it will be another dark hole in the winter time and it won't bring in the revenues expected since it won't be year round.

Mr. Kiehl expressed his concerns with the \$9 million dollars from Archipelago not looking as good as the ratio to CBJ funds as they initially heard.

Mr. Edwardson said plans on voting for it today but that doesn't mean he will be voting for it next month, he said he also has concerns with the project but wants to see the numbers purchase/sales agreement.

Ms. Gladziszewski said she shares some of Mr. Edwardson's concerns but also wanted to see the numbers.

Roll Call Vote on Mayor Weldon's Motion:

Ayes: Weldon, Becker, Bryson, Edwardson, Hale, Kiehl, Triem, Gladziszewski

Nays: Jones

Motion carried 8:1

C. Ordinance 2018-49 An Ordinance Amending the Official Zoning Map to Rezone Lot 3, Block A, Sherwood Estates, Located at 2500 Sherwood Lane, from Industrial (I) to Light Commercial (LC)

Ms. Maclean provided a presentation regarding the Sherwood Lane proposed rezone.

Following Ms. Maclean's presentation the Assemblymembers discussed the types of zoning in the area as well as the scarcity of industrial zoning within CBJ boundaries. They also raised concerns of the impacts of the Fire Training Center on residences nearby if the rezone was approved. Members expressed their desire to leave the area zoned as Industrial as it presently is so that the industrial nature of the Fire Training Center isn't jeopardized and the center doesn't conflict with residences in a neighboring zone.

MOTION by Mayor Weldon to accept the Planning Commission's rezone from Industrial to Light Commercial and asked to speak against the motion.

Discussion took place regarding process. Mr. Palmer noted that this ordinance was introduced and referred to the Assembly Committee of the Whole. He noted that for process purposes, it would be best to make two motions. One motion would be to express the committee's desire not to pass the ordinance and rezone from Industrial to Light Commercial. The second motion would be to refer the ordinance back to the Assembly for public hearing and Assembly action.

Mr. Watt explained that when he prepares the Assembly agenda, he will develop his Manager's Recommendation based upon the wishes of the COW.

Restating of Mayor Weldon's earlier motion:

MOTION by Mayor Weldon that the Assembly Committee of the Whole support the rezone.

Mr. Bryson spoke in favor of the rezone. He explained the process that the Planning Commission went through when they reviewed this matter.

Mr. Jones objected to the motion.

Roll Call Vote on the motion to support the rezone:

Ayes: Bryson

Nays: Weldon, Becker, Edwardson, Gladziszewski, Hale, Jones, Kiehl, Triem

Motion failed 1:8

MOTION by Mayor Weldon to forward Ordinance 2018-49 to the Assembly for public hearing and Assembly Action and asked for unanimous consent. Hearing no objection, the motion carried.

D. Ordinance 2018-41 An Ordinance Amending the Land Use Code Relating to Alternative Residential Subdivisions.

Ms. Gladziszewski had switched the agenda so this item would be taken up first. Mr. Watt explained that there were three Planning Commissioners present to discuss this ordinance and he thanked them for their service and for their work on this piece of legislation. He noted that this ordinance is an implementing action that falls under the umbrella of the Housing Action Plan and is one of many pieces to come out of the Housing Action Plan.

Planning Commissioners Paul Voelckers, Dan Miller, and Ben Haight were present and Mr. Voelckers and Mr. Miller came forward to speak about Ordinance 2018-41.

Mr. Voelckers explained that Ordinance 2018-41 first came through the Title 49 subcommittee of the Planning Commission, was forwarded to the Planning Commission Committee of the Whole and then to the regular Planning Commission before being forwarded to the Assembly.

Mr. Voelckers said that in his opinion, this ordinance allows for larger lots to be subdivided into smaller lots that previously may have had difficulties in being subdivided. This allows for unusual lots to be capitalized on greater efficiencies, being able to tie into existing infrastructure. He noted that at one of their meetings on this, they heard from Chief Housing Officer Scott Ciambor who said this type of options was proving successful in other states and was helpful in developers receiving successful financing. This allowed for additional development for large lots to be subdivided into smaller lots but still have the benefits of things such as buffers so it wasn't encroaching on neighboring properties.

Ms. Gladziszewski noted that the Title 49 committee is the subcommittee of the Planning Commission that works on review and suggest improvements to the CBJ Code under Title 49.

Mr. Miller explained the process of the work of the Title 49 Committee and the back and forth work they do with staff on recommending changes to the code until it is ready in a format to be forwarded to the full Planning Commission for review. He noted that at one of the Title 49 Committee meetings, it was open to public testimony and they did receive comment from one of the large developers in town and made some changes to the proposed ordinance to reflect some of those suggestions.

Mr. Miller stated that he is a small builder and this ordinance will allow flexibility for a wide range of builder groups, small, large, private individuals, homeowners, etc... He noted that a lot of the lots that are left are difficult to develop and this allows for additional flexibility that will use of land that may not have previously been usable.

Community Development Director Jill Maclean gave a presentation to the Assembly on the ordinance. She provided an overview of the public process the ordinance had gone through. She explained that while the Title 49 Subcommittee holds public meetings, they typically do not take public testimony during their meetings but that public testimony on this ordinance was taken at its very first meeting in June. She explained that this ordinance was worked on through a series of public meetings beginning at the Title 49 subcommittee, then through the Planning Commission Committee of the Whole and onto the Regular Planning Commission meeting at which public testimony was taken in September. She noted that during August and September she had a number of individual meetings with developers at which the proposed ordinance was discussed and in September she and Scott Ciambor attended a meeting of SEABIA (Southeast Alaska Building Industry Association) and presented this ordinance to them and received valuable feedback at that meeting. As a follow-up to that meeting, Ms. Maclean reached out to additional developers in town as well as members of the Affordable Housing Commission to get their feedback on the proposed ordinance. They also discussed the ordinance at the latest Affordable Housing Commission meeting.

Ms. Maclean then gave a powerpoint presentation demonstrating the options that the ordinance opens up for development different from what is currently allowed under code. She showed a number of diagrams giving examples comparing how developments might be done under the current ordinance vs. those that might be done with this ARS ordinance.

Assemblymembers asked a number of questions relating to emergency vehicle access, road and sidewalk standards, road grade and drainage requirements for an ARS and how that differs from single family lots, Ms. Maclean, Mr. Palmer, and Mr. Watt provided answers to the various questions.

Mr. Kiehl suggested an amendment to the ordinance on page 5, item (f)(3) to remove the words "or can be improved to comply with" so the sentence would read: "The access complies with the emergency service access requirements of CBJ 19.10,"

Additional discussion took place regarding the homeowners and condo associations and how this ordinance would apply to them as well as other questions relating to the meters, main meters, if

homeowners associations failed, who would be responsible for taking over the subdivision roads and the rights of way.

Ms. Gladziszewski noted that in addition to Mr. Kiehl's suggested change above that they remove the "Stormwater Management" language found on page 6 of the ordinance since it is already covered in other sections of Title 49 and this would be redundant as well as confusing to have it in the code in two locations. She also noted Mr. Palmer's recommendations found on his memo that was in the packet. Mr. Kiehl was advocating for the potential amendment on Page 5 line 19 that adds a requirement of a pedestrian friendly path relating to 49.15.920(f) to read: "(7) A sidewalk or separated non-vehicular path exists from each dwelling unit to the right of way" Additional discussion took place regarding the potentials for paths vs. sidewalks as shown in one of the slides in Ms. Maclean's presentation that might reduce the total costs to keep these affordable.

Mr. Watt suggested that staff do additional work and take all the Assembly's comments and questions and bring additional information and the requested changes back to the Assembly COW for additional consideration. Mr. Palmer asked for clarification that he has the committee's direction to draft a version (b) of the ordinance to incorporate the first four items identified in his memo. Ms. Gladziszewski confirmed that was the wishes of the committee.

V. ADJOURNMENT

Additional items:

Mr. Edwardson noted that with Mr. Kiehl election to the Alaska State Senate the Assembly needs to think about a succession plan for Mr. Kiehl's Assembly seat. He discussed it with the Mayor and it was decided to begin advertising for individuals wishing to apply for the District 1 seat to be able to submit their letters of interest starting November 30 and ending on January 2, 2019. He said he would like to propose a meeting of the Full Assembly HRC to conduct interviews on Thursday, January 10, 2019 to conduct interviews.

Mayor Weldon said she would be handing out agenda topics for Assembly Retreat on December 1.

V. ADJOURNMENT

There being no further discussion to come before the committee, There Assembly COW meeting was adjourned at 9:45p.m.

*Respectfully Submitted,
Beth McEwen, MMC
Municipal Clerk*

BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood

- Chicken Ridge / Starr Hill
- Downtown District
- Flats
- Highlands
- Rock Dump
- Waterfront
- Willoughby

CBJ ASSEMBLY UPDATE –

VISIONING PHASE, DOWNTOWN AREA PLAN

August 2018 - February 2019

CBJ Community Development; MRV Architects,
Lucid Reverie, and Sheinberg Associates

BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood

Chicken Ridge / Starr Hill

Downtown District



A Walking Tour group pauses in Heritage Square.

Photo by Shannon Crossley

Project Milestones

- August 30th Public Meeting
- Interviews, On-line Input, Analysis
- October 30th Public Meeting
- December Gallery Walk Outreach
- January: Three Walking Tours
- January 17th: Steering Committee
- January 24th: Final Public Meeting
- February 15th: Completed Study

BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood

Chicken Ridge / Starr Hill

Downtown District

Flats



Participants at the October 30th Open House.

Photo by Barb Sheinberg

How many people have participated?

- Public meetings: 220 attendees
- Online Survey: 424 responses
- On the street: 120 interviews
- Meeting to Go: 30 participants
- Gallery Walk: 130 participants
- Walking Tours: 60 and counting
- Comment Forms: 45 submitted

700-900 individuals!

BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood

Chicken Ridge / Starr Hill

Downtown District

Fla

Highlands

Rock Dump

Waterfront

Willoughby

Emerging Themes and Priorities

- Business Vitality, with Increased Year-round Focus
- Public Safety, Services for Homelessness
- Sustainability and Mitigating Tourism Impacts
- Celebration of Juneau's Unique Identity and Culture
- Showcasing the Natural Environment
- Enhanced Pedestrian Access and Experience
- More Housing Opportunity and Mixed Use

BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN



Fiscal Priorities

The Public “Paid With Pennies” to Fund Hypothetical Capital Projects

230 Participants	Hypothetical Projects to Fund
20%	Increase Services and Housing for the Homeless
15%	Fund new Affordable Housing
14%	Fund the Seawalk Completion
11%	Fund Electric Circulator Buses for Downtown
9%	Funds for the New JACC, Arts District
8%	Funds for Greater Police Presence Downtown
8%	Fund a new Marine Park with Green Space
7%	Funds for Existing Building Rehabilitation
5%	Fund a new Parking Garage
4%	Fund Covered Walkways linking to SLAM /JACC



Pay with Pennies station

Photo by Barb Sheinberg

BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood

What's Next?

- Work Session with Steering Committee
- One more walking tour this weekend!
- Final public meeting January 24th
- Final Vision Study Submitted
- CDD/Steering Committee Area Plan
- Detailed Study Chapters w/ Input
- Finished Plan to Planning Commission and Assembly for Review, Adoption



Amalga Distillery co-owner, Brandon Howard, hosing tour on Business Vitality.

Photo by Caitlin Woolsey

BLUEPRINT DOWNTOWN

DOWNTOWN JUNEAU'S AREA PLAN



Neighborhood

- Chicken Ridge / Starr Hill
- Downtown District
- Flats
- Highlands
- Rock Dump
- Waterfront
- Willoughby

QUESTIONS?

blueprintdowntown.org

Rock Dump inset

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Crime Stats Update



BY: CHIEF ED MERCER

01/14/2019

Topics to Cover



- Overview of JPD Data
- Overview of Uniform Crime Reporting (UCR)
- UCR Part I Crime Stats, 2013 - 2017
- 2018 UCR numbers, through September
- 2018 Arrest Stats, through September
- Calls for Service Breakdown
- Other workload considerations

Report Documents



- **Calls for service**
 - Computer Aided Dispatch (CAD)
 - A CAD report is generated any time a person calls and asks for assistance, or when an officer takes action.
 - CAD incidents tend to have very basic information
 - CAD incidents are formatted with year and number
 - ✦ 2018-0034567
- **Records Management System (RMS)**
 - A more detailed report than a CAD incident
 - Used to document crimes, or other incidents that require more detailed information.
 - UCR reporting is generated from RMS reports
 - RMS reports are formatted via date and number
 - ✦ 190114-005

Uniform Crime Reporting



- Uniform Crime Reporting is a voluntary program with the Federal Government to collect crime statistics.
- Conceived in 1929 by the IACP and established in 1930 by the FBI.
- 29 Crimes are tracked.
 - Part I crimes are the 8 most severe crimes.
 - ✦ Homicide, Rape, Robbery, Aggravated Assault, Burglary, Theft/Larceny, Motor Vehicle Theft, and Arson
 - Part II crimes are considered lesser crimes.
 - ✦ Less data collection is required for Part II crimes
- UCR Limitations
 - Definitions and categories are from the 1930s
 - Data collected is on Reported crime (inherent under-reporting)
 - Crime stats are NOT intended to compare cities

Part I Crimes 2013 - 2017



	2013	2014	2015	2016	2017	Change	Average
Homicide	0	1	4	0	1	N/A	1
Rape	18	23	68	36	50	38.89%	39
Robbery	15	24	29	30	46	53.33%	29
Aggravated Assault	101	141	180	216	206	-4.63%	169
Burglary	101	103	169	310	326	5.16%	202
Theft/Larceny	926	742	991	1212	1262	4.13%	1027
Vehicle Theft	36	31	59	73	95	30.14%	59
Arson	9	16	9	2	8	300.00%	9
Overall	1206	1081	1509	1879	1994	6.12%	1534
% Change		-10.36%	39.59%	24.52%	6.12%		

Part I Crimes Through September Comparison

	2017	2018	Change
Homicide	1	2	100.00%
Rape	31	28	-9.68%
Robbery	42	29	-30.95%
Aggravated Assault	158	142	-10.13%
Burglary	260	214	-17.69%
Theft/Larceny	982	858	-12.63%
Vehicle Theft	59	92	55.93%
Arson	6	5	-16.67%
Overall	1539	1370	-10.98%

- Through the first 3 quarters, overall Part I rate is down 10.98%
- All rates are down, with the exception of Homicide and Vehicle Theft.
- The reduction is from the high mark of 2017, overall crime for 2018 is projected to exceed the five year average (2013-2017 yearly average is 1,534)

Arrests January – September, Comparison



	2014	2015	2016	2017	2018
Arrests	1064	1274	1332	1577	1514
		19.74%	4.55%	18.39%	-3.99%

- 2018, through the first three quarters arrests are down 3.99%

- 2018 currently has the second highest arrest rate of the past 5 years.

Calls For Service Breakdown



	2014	2015	2016	2017	2018	Average
Calls for Service	49,673	48,740	51,820	50,407	49,207	49,969
Officer Handled Calls	28,527	30,535	33,920	31,272	31,140	31,079
Caller Initiated	11,052	12,081	14,627	15,996	14,143	13,580
Officer Initiated	17,475	18,454	19,293	15,276	16,997	17,499

Technology is Adding Work



- Technology advances, such as video footage from surveillance cameras, body worn cameras, and in-car cameras are now a part of most cases.
- Cases that used to require just a written report now require the collection of electronic evidence.
- Cases that used to be classified as “no leads or suspects”, often now have suspect information.
- Capturing and saving multiple video recordings is time consuming and expensive.

Final Questions?



THANK YOU

JUNEAU POLICE DEPARTMENT STAFFING UPDATE



Report to the
City and Borough Assembly
Committee of the Whole
January 14, 2019

Topics to Cover



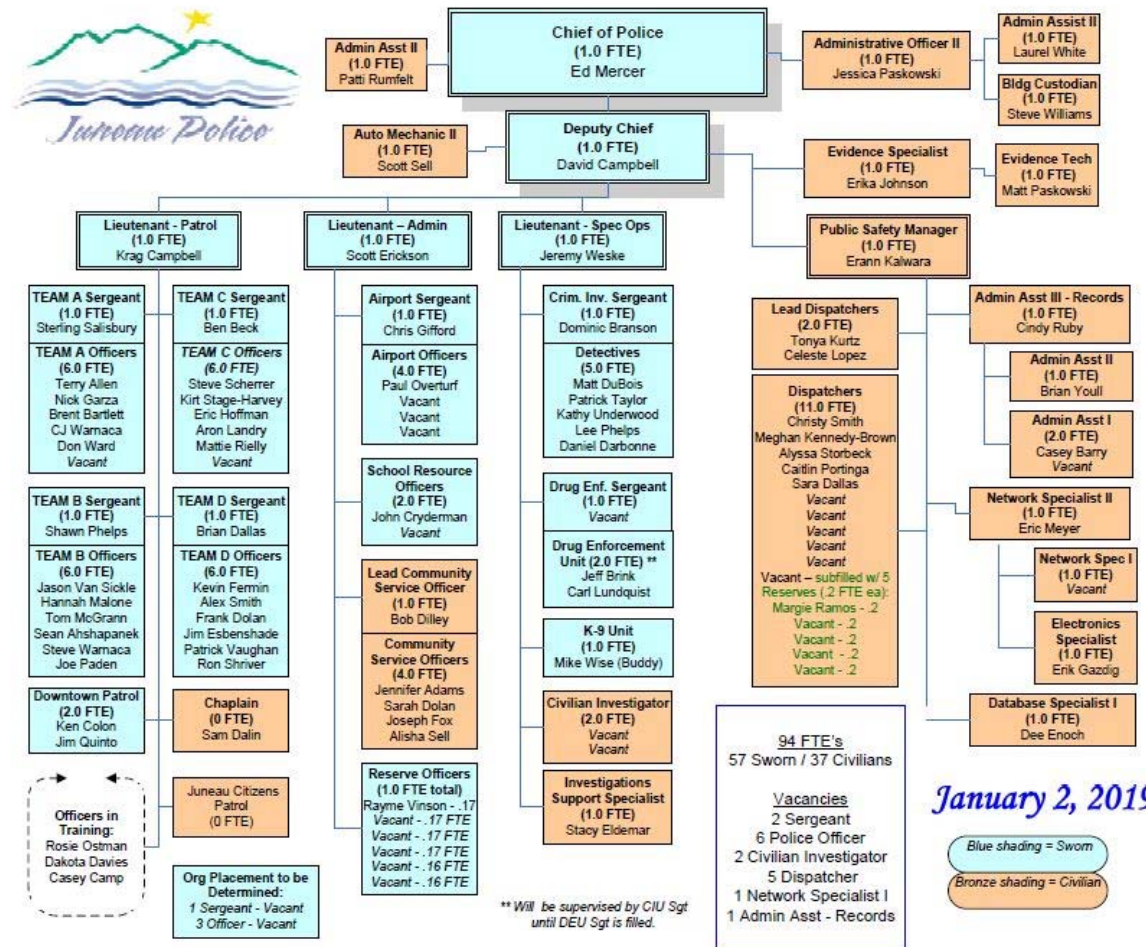
- ☐ Overall JPD Structure
- ☐ Vacancies
- ☐ Recruitment Efforts
- ☐ Retention Efforts

Overall JPD Structure



- 94 Overall Employees (When Fully Staffed)
- 57 Police Officers
 - ▣ Admin, CIU, DEU, JIA, Patrol, SRO
- 37 Civilian Staff
 - ▣ Admin, CSO, Civilian Investigator, Dispatch, Evidence, IT, Janitorial, Mechanic, Records

JPD Org Chart



JPD Officer Vacancy Issues

As of 01/01/2019

□ 57 Officer Positions

- ▣ 49 positions are filled and 8 are vacant

 - 8 vacancies represent a 14% staff reduction

- ▣ Of the 49 officers, 3 are in training

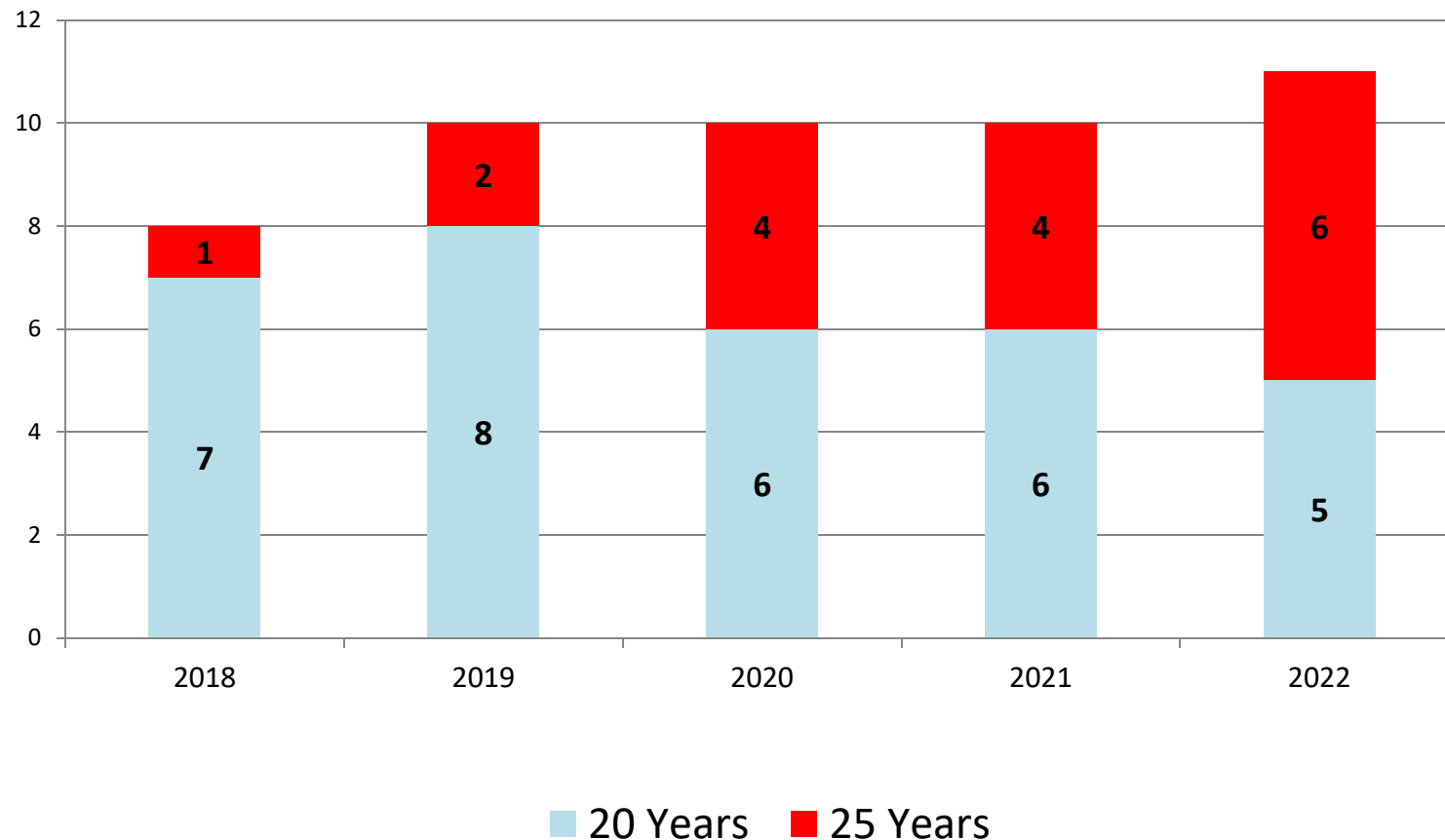
- ▣ Therefore 46 officers are doing the work of 57 officers

 - 11 officers represents a 19.3% operational vacancy factor



Officer Projected Retirements

Officer Retirement Eligibility



2018 Recruitment Efforts

- 9 Officers were hired in 2018
 - ▣ 5 New officers, 2 Lateral officers, and 2 returning officers
- Advertising Efforts were increased with new fiscal year
- Joined the US Army PaYS program in December
- 2 Officer Test Prep events were held in September
 - ▣ 14 potential candidates attended
- 2 new candidates are in the selection process
 - ▣ If successful, will attend the Academy in February
- Next Local Testing Dates
 - ▣ January 23–25 and March 27-29

Hiring and Training a New Officer

- ❑ The JPD officer hiring selection process takes a minimum of 90 days
- ❑ Once hired, the training process takes approximately 10 months
 - ▣ 4 Week in-house training
 - ▣ 16 Week Public Safety Academy in Sitka
 - ▣ 2 Week transitional in-house training
 - ▣ 16 Week in-house Field Training Program
- ❑ Lateral Officers differences
 - ▣ 2 week Public Safety Academy in Sitka
 - ▣ Field Training is sometimes shortened based on performance



The Problem



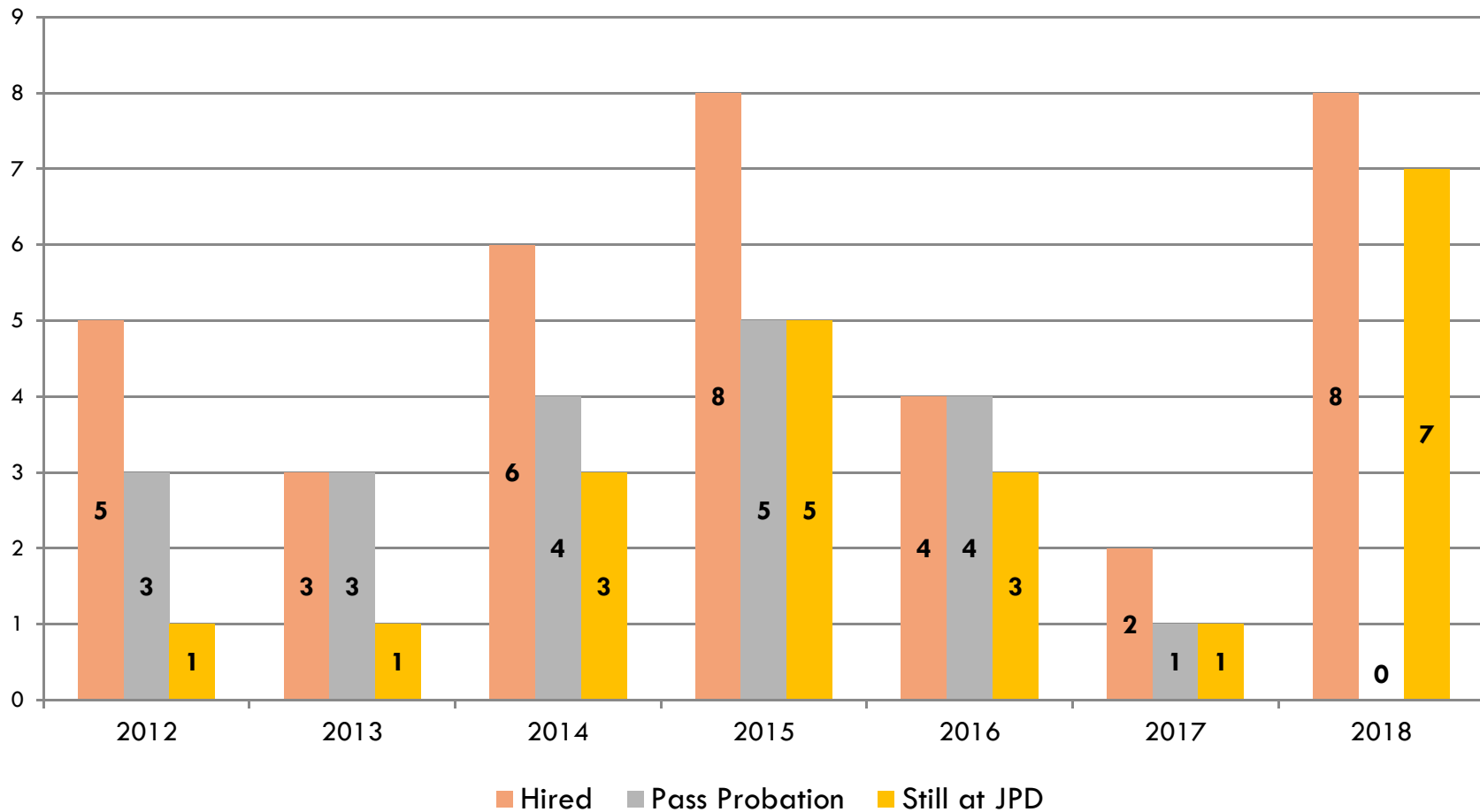
RETENTION **RECRUITMENT**





Recruitment/Retention Background Information

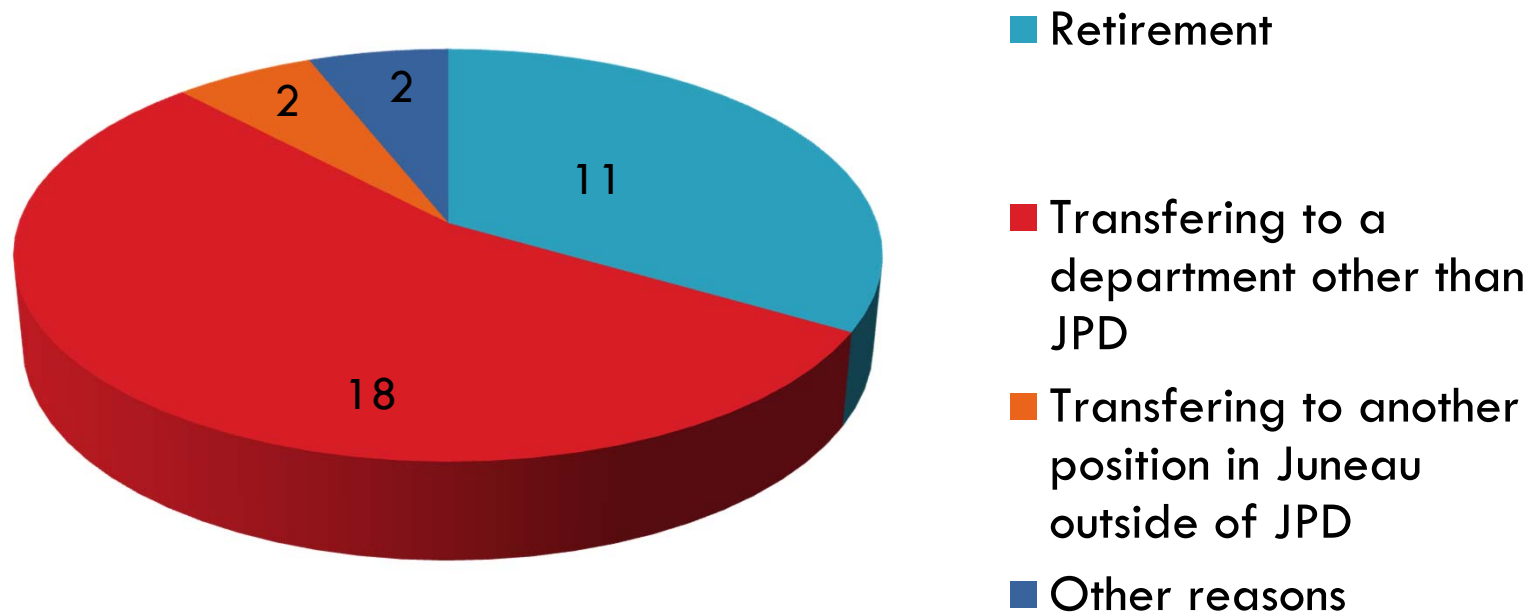
Hired Officers Completing Training and Remaining at JPD





Retention Background Information

Over the last 10 years, why are Officers leaving?





Retention Background Information

- ❑ Of the Officers who left JPD prior to retirement:
 - ▣ Average of 3.8 years of service
 - ▣ 18 of the 20 received all police training from JPD
 - (2018 estimate \$132,330 per new officer to train)
- ❑ In the last 10 years, 6 Officers have returned to JPD (not counted as part of the 18 who left and never returned)
- ❑ Exit interviews indicate primary reason for leaving was to live closer to family down south
- ❑ Financial considerations such as wages or cost of living may also have been a factor for some

Officer Retention Efforts

□ Patrol Staffing

- ▣ In 2018, each patrol team had one specified vacancy
- ▣ In 2019, 3 of 4 patrol teams are fully staffed
- ▣ It should be noted that prior to 2018, there were 2 more officers assigned to patrol.

□ In 2018, JPD fully staffed the Criminal Investigations Unit.

□ In 2018, 2 Civilian Investigator positions were added to reduce officer workload.

- ▣ Program will start in January, 2019

□ Established a retention bonus to officers at 4, 8, 12, and 16 years.

- ▣ Since inception, 5 bonuses have been issued and 1 bonus was declined.

JPD Civilian Vacancy Issues

As of 01/02/2019

- 37 Civilian Positions
 - ▣ 28 Civilian positions are filled, and 9 are vacant
 - ▣ The most notable Civilian vacancy issue is in Dispatch
 - 12 Dispatcher positions, with 7 filled and 5 vacancies
 - 5 vacancies represent a 41.7% vacancy factor
 - Dispatchers currently assigned four 12-hour shifts
 - 128 hours of overtime per week is needed to maintain minimum staffing

Efforts to Improve Staffing



- ❑ Continue to recruit new Officer and Dispatchers
- ❑ Continue to advertise locally and within Southeast
- ❑ Working towards solutions to reduce officer time downloading body and mobile videos.
- ❑ More low level property crimes without leads or suspects to online reporting
- ❑ Continue to offer signing bonuses to officers



Final Questions?

Thank you



Capital City Fire Rescue

Recruitment / Retention / Fitch
Report Update
2019

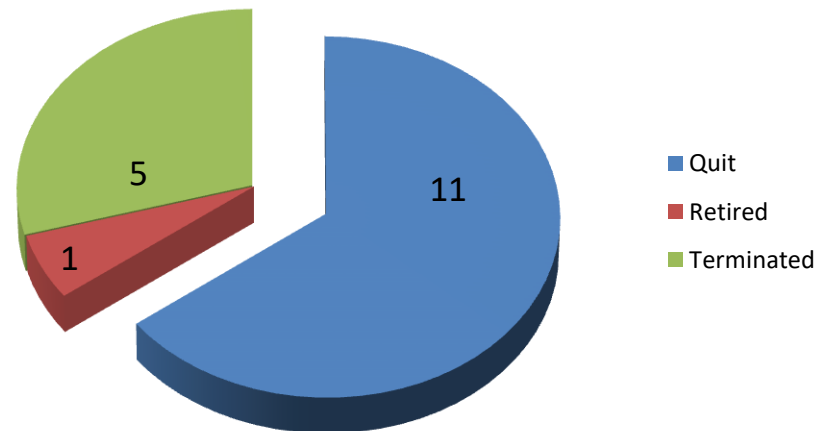
Current Staffing

- 39 Front line staff, 3 vacancies
- 10 Administrative Staff
- 4 Seasonal FF/EMT's
- 52 Volunteers
- 5 Cadets
- 11 new volunteers are currently going through the intake process.

Retention Challenges

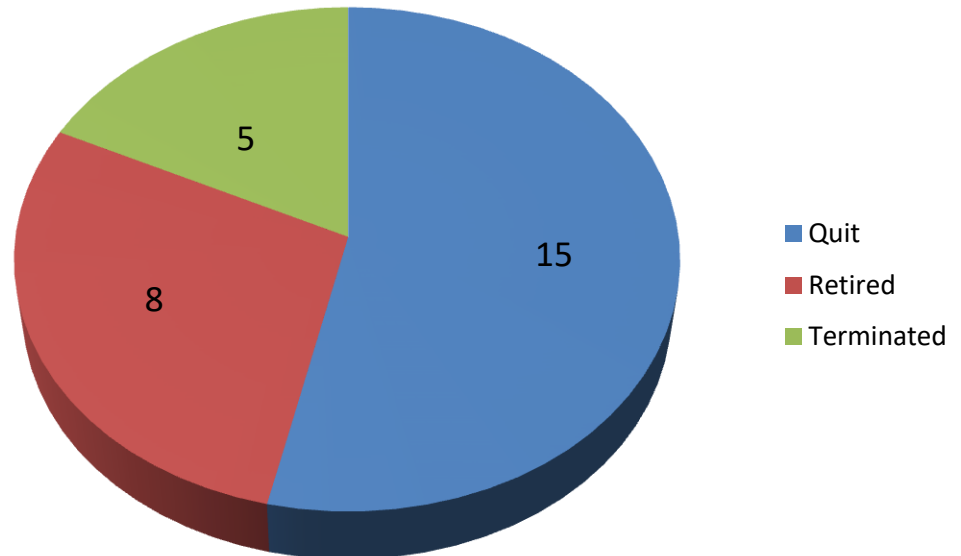
Reasons Paramedics left in past 10 years

- Paramedics have been the most challenging to retain. In the last 10 years turned over 17 paramedics at approximate cost of \$54,000 each.
- Only 1 Paramedic reached retirement.



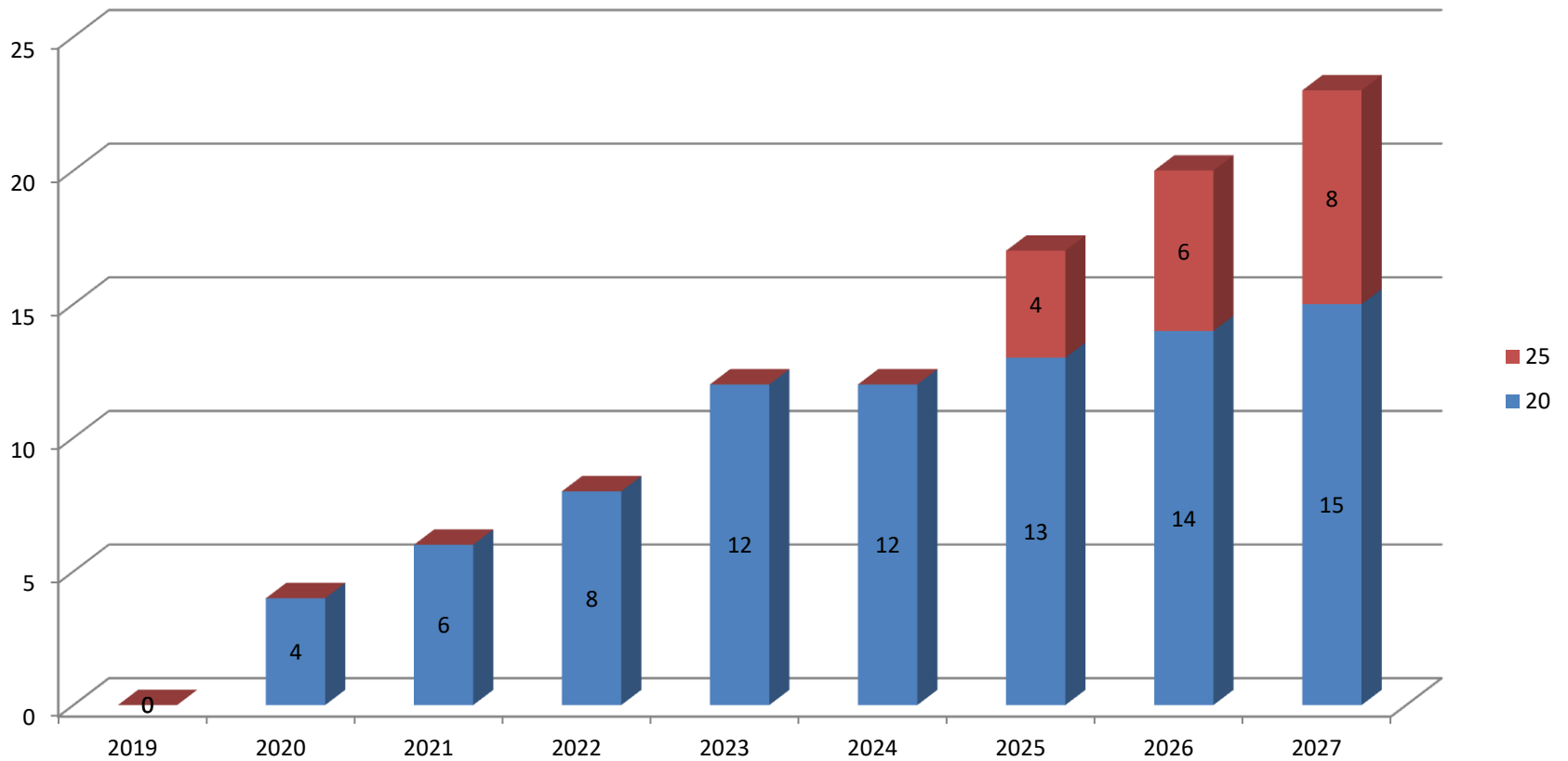
Career Staff Turnover

- 45 Career Staff have turned over in 10 years.
- Reasons EMT's left in past 10 years**



Retirement Projections

CCF/R Retirement Eligibility



Volunteer Longevity

- Volunteer Turnover has also changed. 3 to 5 years is the average career of a volunteer.
\$11,000. is the average cost of turnover
- We currently have 1 volunteer at 20 years of service.
- The average volunteer length of service is 3.7 Years

- Juneau is no different than the rest of Alaska or the lower 48.
- Staff is more mobile with international certifications, portable retirement, and changes in cultural priorities.
- People leave for a variety of reasons: Career, better offers, less work demands, lower cost of living.
- Volunteers, Life changes, time commitments, hire by dept.

Solutions

- Growing our own- CCFR has one new Paramedic through the distance program.
- Two new Paramedics will graduate by summer
- Two more are in the works to graduate in the next 18 months.
- Contract negotiated retention bonus: Five year commitment for \$25,000.

- Changing the entry level requirements from 21 to 18 years of age.
- Currently working with HR to create a flex position to start BLS staff at the ETT level when needed.
- Recruitment and retention committees have been making recommendations.
- Improved social media advertising

Volunteer Retention

- A Borough wide firefighter association has been revitalized.
- Senior Firefighters are being given more responsibility.
- The volunteer compensation program is being revised.
- Live in partnerships are being developed with SOA and UAS.
- More informal training opportunities being offered.

- Career Mentors are assigned to each volunteer.
- Revising run cards to reduce unnecessary calls.
- Active 911 has been implemented
- Social media is used for informal communication.
- Refocused response goals, train to be independent for 15 minutes on targeted areas
- Small team leadership training

Near Future Solution

- GEMT Ground Emergency Medical Transport Medicaid Supplemental Reimbursement Program.
- GEMT will provide CCFR 50% of our uncompensated costs for providing EMS.
- Anticipated annual revenue is estimated at \$800,000 per year.
- The program will be implemented summer of 2019.
- Funds are required to benefit Medicaid patients.

Fitch Recommendations

- Implement a Peak Demand 3rd Ambulance
- Provide a 24 Shift
Commander/Paramedic/Training Officer
- Add Lemon Creek Station with 2 staff cross staffing a Quint & Ambulance
- Eliminate cross staffing at Lemon Creek
- Add a 4th peak hour ambulance as call demand increases.

- Create an On call Program for staffing:
\$66,000
- Clarify volunteer roles and rank structure
- Integrating volunteers in the organization
- Varied training levels for volunteers
- Revise volunteer compensation structure
- Reinstitute scholarship program and incentivize live ins.

- Improve Communications
- Review dispatching procedures and equipment utilizing a 3rd party

Fitch Report Update

- Positions have been filled to staff a third ambulance.
- Multiple staffing models are being reviewed for effectiveness and cost effectiveness.
- A new volunteer compensation program coming forward.

- The Alaska Firefighters Association chapter is a unified voice for volunteers.
- A volunteer recruitment retention committee has started meeting.
- Station 4 has had significant improvements to make it more comfortable and desirable of a place to be.
- Consistent enforcement of minimum requirements is being done.

- Dispatch has received a homeland security grant for planning.
- Turnout times are improving with the station alerting system and run card revisions.
- Response times can only be improved by new station locations.
- Funding for lifting devices is being pursued to reduce reliance on engine response.

Next Steps

- Finalizing the departments command structure to fit the need.
- Providing appropriate protective equipment for all staff.
- Continue working on retention for all members.
- Long range planning of future stations
- Finalize the career ladder from no experience to a long term career.

- Implement different avenues for competency based training.
- Create small team leadership levels in the volunteer ranks.
- Identify triggers to implement future department growth.
- Formalize the social service aspect of ems.

Summary

- CCFR is a complex department with many missions and needs.
- Volunteers are an amazing resource however volunteers are not free, there is an associated cost and regular supervisory needs.
- The entire staff is very driven to provide the best service possible to the community.



City and Borough of Juneau
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DATE: January 14, 2019

TO: Maria Gladziszewski, Chair, Assembly Committee of the Whole

FROM: Mila Cosgrove, Deputy City Manager

RE: Assembly Public Safety Taskforce Recommendations Update

Background:

On July 31, 2017, the Mayor's Taskforce on Public Safety was created and charged with:

1. Creating an inventory of what services the CBJ currently provides or has access to in the areas of Public Safety, Treatment for Drug and Alcohol abuse/Addiction, and reentry.
2. Making recommendations to the Mayor regarding options available to the CBJ to combat and reverse the current crime trends, including what services may be added or enhanced to address the treatment of drug and alcohol abuse.

The Taskforce, which was chaired by then Deputy Mayor Jerry Nankervis, provided a final report to the Assembly Committee of the Whole on February 26, 2018. The Assembly discussed the report at its March 19, 2018 COW. The report identified several areas for actions.

Staffing:

Recruitment and Retention of Police Officers: The Assembly received a report on this topic earlier in this meeting. This is an ongoing effort and continued attention is required to address this issue.

Create a Misdemeanant Probation Officer: This action was tabled until such a time as the impact of pre-trial services was determined. At this time, the observation from the Law Department is pre-trial services are working. We should re-evaluate if there are changes in funding at the state level that impact current operations.

Support Additional staff for the District Attorney's Office: It is our understanding that the District Attorney's Office in Juneau submitted a funding request for additional staff, which was included in Governor Walker's budget proposal.

January 14, 2019
Assembly Committee of the Whole
Public Safety Taskforce Recommendations Update

Treatment & Diversion:

Coordinate a meeting between Rainforest Recovery Center, Gastineau Human Services, and the AK Department of Corrections to discuss bed to bed protocols for incarcerated individuals or those who are ready for release to go directly into treatment. There is still a gap in assessment prior to discharge. While incarcerated, the individuals are encouraged through in-facility mental health services to schedule an assessment upon release. The day the person is released, they are scheduled immediately for assessment and provided transportation for the appointment. Both GHS and RRC provide assessment that is coordinated through agencies.

For incarcerated males, bed to bed transfer from DOC to GHS can and does happen, provided there is room. Females are transferred from DOC to Haven House if there is room available. Bed to bed transfer from DOC to RRC is not always possible given the limited number of beds available at RRC. If there is room, the transfer is made. RRC remains a short term facility. If a person transfers from DOC to RRC, they are then potentially transferred to GHS or Haven House if additional treatment or support is needed. GHS and RRC continue to work with DOC to try and stream line the process.

Create a separate residential treatment center for incarcerated individuals: There has been no formal action on this recommendation. RRC staff believes this is still a critical need and next steps could be considered.

Hire a contractor to conduct an analysis of service gaps: During the budget cycle, the Assembly granted funding to the Juneau Community Foundation to work with a contractor to identify service gaps in mental health care and substance abuse treatment in the community.

Legislation:

The consensus of the Public Safety Taskforce was that SB 54 modified SB 91 and the new legislation should be given time to take effect prior to advocating for further changes. The Senate Judiciary Committee has been tasked with proposing amendments to “fix” SB 91 and SB54 in the upcoming session. CBJ Law should continue to track proposed legislation for local impact.

Other:

Security cameras in high crime areas: This issue was discussed with JPD and with the Law Department. It was ultimately determined that CBJ ownership of cameras was problematic from a workforce, public expectation, and potential legal issue standpoint. During the FY19-20 budget process the Assembly considered, and rejected, a proposal for grant funding to private business for surveillance cameras.