Amended Progress and Status Summary of the USDOJ Settlement

Agreement Entered Into by the United States of America and the City of

Albuquerque Regarding the Albuquerque Police Department

Ninth Report

August 1, 2018 – January 31, 2019

Prepared by the Albuquerque Police Department Accountability and
Oversight Division

Table of Contents

I. Introduction

The Albuquerque Police Department (APD) and the City of Albuquerque continue to work with the Department of Justice (DOJ) and the Independent Monitor (IM) to improve the overall functioning of the Department. In addition, APD has continued the work toward meeting the requirements of the Court Approved Settlement Agreement (CASA) to include the First Amended and Restated Court-Approved Settlement Agreement filed with the court in March 2018. Documents related to APD's Settlement Agreement can be located at

http://www.cabq.gov/police/documents-related-to-apds-settlement-agreement.

This report covers the administration's key steps taken to strengthen APD's transformation effort. The report is organized by the ten (10) sections as formatted in the CASA. APD has continued the transformation effort guided by feedback from the Independent Monitor, the City and the DOJ; and the Independent Monitor Reports (IMR).

Key Steps Taken by the Administration

The City of Albuquerque and the Albuquerque Police Department (APD) continue to focus on the CASA and the long-term sustainability for Department-wide improvement. As stated in the previous progress report, APD created a Compliance Division to provide oversight, guidance, and accountability towards the transformation effort. During this last reporting period, APD took the Division a step further and created two Divisions to focus on two distinct areas. The first Division is the Accountability and Oversight Division and the second is the Policy and Procedures Division. The Accountability and Oversight Division is responsible for CASA transformation oversight, process development, auditing and assessment functions, and data analysis. The Policy and Procedures Division is responsible for the management and oversight of APD policies and procedures and oversees Level 1 Use

of Force and Show of Force case reviews. Both recruiting and community engagement will be discussed in each respective section of the progress report.

Compliance Levels and the CASA's Measurable Paragraphs

There are two hundred seventy-six (276) paragraphs within the CASA with measurable requirements. Throughout this report, paragraphs within the CASA are written as CASA paragraphs or simply, paragraphs. As of the Eighth Independent Monitor Report (IMR-8) from November 2018, APD's overall compliance rates for this reporting period are as follows:

- Primary compliance – 99.6%;

- Secondary compliance – 75.4%; and

- Operational compliance – 59.2%

According to IMR-8, "Primary (policy) compliance rates are up by 5% over the last monitor's report. Secondary (training) compliance rates are up by 9.3%. Operational compliance rates are up by 11.9%. Given the scope and nature of issues confronted by APD at this time last year, these results are exceptional" (IMR-8, pg. 236).

Below is IMR-1 through IMR-8 (no IMR-7) with APD's compliance measurements over time (IMR- 8, pg. 8). The next Independent Monitor Report is to be filed with the Court in May 2019.
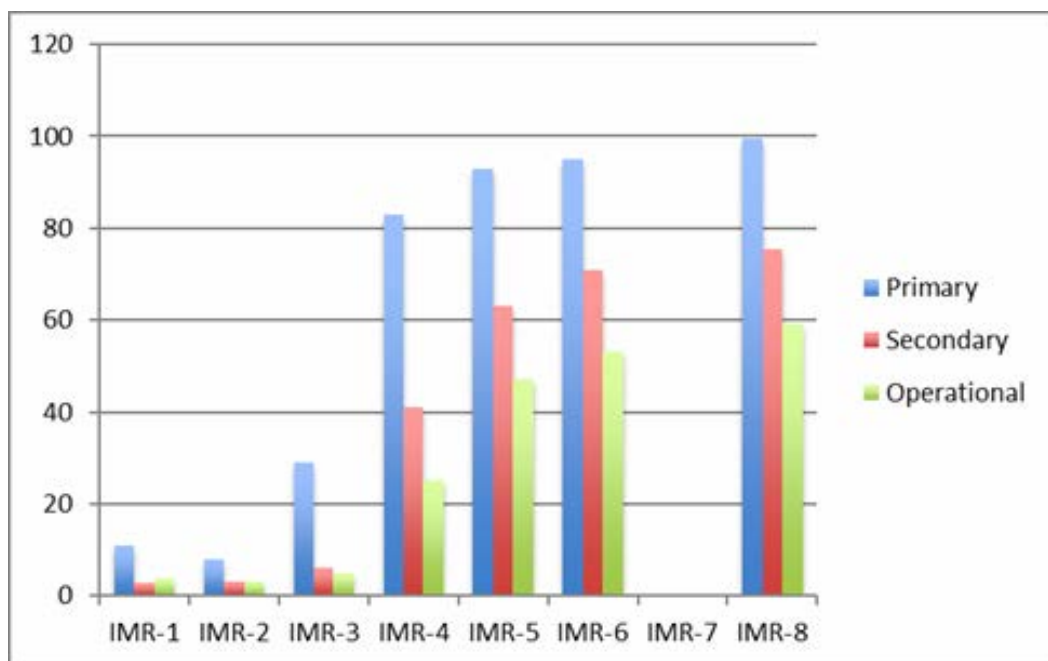
As defined in IMR-1, compliance measurements in the APD monitoring process consists of three parts: primary, secondary, and operational:

- *Primary compliance is the "policy" part of compliance. To attain primary compliance, APD must have in place operational policies and procedures designed to guide Officers, supervisors and managers in the performance of the tasks outlined in the CASA. As a matter of course, the policies must be reflective of the requirements of the CASA; must comply with national standards for effective policing policy; and must demonstrate trainable and evaluable policy components.*

- *Secondary compliance can be attained by implementing supervisory, managerial and executive practices designed to (and effective in) implementing the policy as written, e.g., Sergeants routinely enforce the policies among field personnel and are held accountable by managerial and executive levels of the Department for*

doing so. By definition, there should be operational artifacts (reports, disciplinary records, remands to retraining, follow-up, and even revisions to policies if necessary, indicating that the policies developed in the first stage of compliance are known to, followed by, and important to supervisory and managerial levels of the agency.

- *Operational compliance is attained at the point that the adherence to policies is apparent in the day-to-day operation of the agency e.g., line personnel are routinely held accountable for compliance, not by the monitoring staff, but by their Sergeants, and Sergeants are routinely held accountable for compliance by their Lieutenants and command staff. In other words, APD 'owns' and enforces its own policies"* (IMR-1, pg. 13).

How this Progress Report is Organized

This report will address progress made during this reporting period, August 1, 2018, through January 31, 2019, and APD's responses to IMT recommendations. The progress report will follow the format of the CASA, which is divided into ten (10) areas. Eight of the ten areas also include multiple subsections and this progress report includes information about those subsections and if any changes occurred during this reporting period. The reader should know that several paragraphs overlap, flow into one another and some have the same requirements within them. APD has a better understanding of the expectations within the CASA; therefore, APD has addressed these paragraphs in one section, as needed for easier reading. The ten CASA areas are:

1. Use of Force: Internal Controls and Accountability;

2. Specialized Units;

3. Crisis Intervention;

4. Policies and Training Generally;

5. Misconduct, Complaint Intake and Adjudication;

6. Staffing, Management, and Supervision;

7. Recruitment, Selection, and Promotions;

8. Officers Assistance and Support; and

9. Community Engagement and Oversight

10. Assessing Compliance

II. APD's Progress on the CASA's Measurable Paragraphs

The remainder of this report provides detailed information about the progress APD has made in measurable paragraphs in the ten CASA areas during the reporting period of August 2018 through January 2019. This will include progress made, plans to correct any problems and responses to IMR recommendations. The reader should be aware that all recommendations listed throughout this progress report are from IMR-8 and each recommendation has a corresponding reference number. IMR-8 may be located at http://documents.cabq.gov/police/reports/Department-of-justice/independent-monitors-eight-report-nov-2018.pdf.

CASA Area 1: Use of Force: Internal Controls and Accountability (Paragraphs 14-89)

The Use of Force section of the CASA has nine subsections: A) Use of Force Principles; B) Use of Firearms; C) Electronic Control Weapons; D) Crowd Control; E) Use of Force Reporting; F) Force Investigations; G) Force Review Board; H) Multi-Agency Task Force and I) Use of Force Training. Each of these subsections will be addressed in order.

A)   Use of Force Principles (Paragraphs 14-17)

Use of Force policy and training recommendations from the IMT are considerable and extensive, spanning throughout the related paragraphs within this section. During this reporting period, APD has taken major steps to focus on Use of Force. One of the most important steps taken is the revision to APD's Use of Force-related policies. The revisions have included input and feedback from personnel of the Albuquerque Police Department, the City of Albuquerque, the Department of Justice, the Albuquerque Police Officer's Association, Police Oversight Board, Civilian Police Oversight Agency, *amici* groups, and the public.

Recommendation:

- 4.7.1-3a: Develop an approvable revision to the Use of Force policy suite, including the now-approved 2-52.

Response:

- The remainder of the Use of Force policy suite was approved during this reporting period. The approval dates for Use of Force policies are as follows:

    o 2-52 Use of Force General – October 3, 2018;

    o 2-53 Definitions – December 20, 2018;

    o 2-54 Intermediate Weapons – December 20, 2018;

    o 2-55 De-escalation – January 4, 2019;

    o 2-56 Reporting Use of Force – January 31, 2019; and

    o 2-57 Supervisory Review and Investigation – January 31, 2019.

Recommendation:

- 4.7.1-3b: APD should develop and implement a comprehensive training plan to simultaneously address all training gaps that are delaying Secondary Compliance, to

include the development of initial training for the new Use of Force suite of policies that are being developed.

Response:

- APD developed and delivered Use of Force gap training to APD personnel during this reporting period. To date, APD delivered training to address five training gaps: Case Law, Show of Force, Un-resisted Handcuffing, Neck holds, and Distraction Techniques. Ninety-five percent (95%) completed and passed the training. There will be two videos developed and delivered in the upcoming reporting period on PowerDMS for the gap training identified with Crowd Control and de minimus force.

- APD is delivering this year's Use of Force training in a multi-tiered approach. The training plan includes allotted time to specifically address emerging gaps. This will allow APD to test the effectiveness of feedback and course evaluation methods that have been developed through the 7-Step process. This will allow APD to self-identify gaps so that they can be addressed in a timely manner. In the instance that training gaps emerge on a large scale, e-learning will be utilized to deliver the updated instruction in a timely manner, when appropriate. In the instances a gap in training occurred with a small group of students, the Academy can develop an e-learning course, or schedule in-person training. This will be determined based on the course content.

- A training plan has been developed for the delivery of the new Use of Force policy suite. Edits to the Use of Force training plan are being conducted to reflect the final approved policies.

B)   Use of Firearms (Paragraphs 18-23)

Recommendation:

- 4.7.4-6a APD should evaluate modalities for developing formal audit/review/reporting policy for "carry and use" assessments and inspections regarding modified or altered weapons outlined in these paragraphs, including known "successful" similar programs in other police agencies, using modalities established for Completed Staff Work.

- 4.7.4-6b APD should provide specific training for supervisors in the following areas identifying "weapons modifications"

Response

- APD SOP 2-3 Firearms and Ammunition is currently in the policy development process. The revised policy includes the provision that any modifications to Department issued weapons require the approval of the Department Armorer/Gunsmith.

- Training for supervisors regarding weapons modifications will occur upon approval of SOP 2-3 Firearms and Ammunition.

- APD is in the process of revising and improving the Monthly Line Inspection Form. Supervisors need to conduct inspections and physically verify Officers are carrying approved weapons.

Recommendation:

- 4.7.4-6c Training supervisors in Monthly Inspection requirements (all weapons/ammunition inspections should be a formal Training Academy function).

Response:

- An 80-hour new Sergeant training course was delivered in October/November 2018. This course included training on the Monthly Line Inspection Form.

- The Accountability and Oversight Division has created audit checks of inspections forms that is in the pilot stage.

Recommendation:

- 4.7.4-6d APD should complete additional work to coordinate the Firearms data with City IT, Property and the Training Academy.

Response:

- Improvements to the Enterprise Learning Management (ELM) System were made in order to accommodate the proper entry of the 2019 Firearms Qualifications. The system improvements corrected tracking errors identified during the 2018 Firearms Qualifications.

Recommendations:

The following recommendations are related to the need for a new Use of Force policy suite and gap training.

- 4.7.8a: Review past monitor's reports for recommendations related to this paragraph and assess each recommendation to assess its continued validity.

- 4.7.8b: For those past recommendations APD deems valid, implement them as written.

- 4.7.8c: For those past recommendations APD deems not valid, develop alternative strategies to reach the necessary milestones for training, supervision, and oversight that will have the desired effect in the field.

- 4.7.9: APD should continue its current trajectory regarding development of an acceptable Use of Force policy suite.

Response:

- Since arrival of the new administration, APD has not conducted any training prior to policy approval.

- APD has developed and the Monitor has approved the new Use of Force suite of policies.

Recommendation:

- 4.7.10a. Consider an external review and assessment of existing EIS processes and meld the results into recommendations regarding a "way forward" with existing

processes, or development of a new system or adaptations to the existing systems.

Response:

- During the reporting period, APD submitted a Request for Proposal (RFP) for a Comprehensive Data Management System (CDMS). This RFP includes requirements for an Early Intervention System (EIS).

- APD has assigned one Lieutenant and one Sergeant to focus on the Department's EIS process. The EIS team is working with existing APD programs to begin testing assessment indicators for Use of Force and complaints against Officers. The testing is being piloted in the Foothills and Southwest Area Commands.

- APD, through IAPro, is flagging all critical firearms discharges and discharges at animals. Such discharges have been added to the 2016-2017 APD Annual Use of Force Report that will be published in the next reporting period.

Recommendation:

- 4.7.10b: Avoid the temptation to purchase a complex, complicated, difficult to learn and use system (such as the current system) and consider a system that meets current CASA requirements, is expandable and adaptable, allowing APD to grow the system as future needs are identified.

Response:

- APD anticipates being able to implement a Comprehensive Data Management System (CDMS) as a result of the RFP submitted in January 2019. A significant amount of time was spent identifying the requirements for the RFP to ensure APD acquires a system capable of meeting the goals and objectives of an EIS tailored to the needs of APD and CASA requirements. The RFP requirements will ensure that the new system is expandable and adaptable so that APD can grow the system as future needs are

identified.

C)   Electronic Control Weapons (Paragraphs 24-38)

During the reporting period, APD conducted Department-wide quarterly upload

audits on Electronic Control Weapons (ECW), commonly known as the Taser. The audits

determined the following results:

- August 2018 ECW quarterly upload audit - 95.2% completed uploads before the quarterly deadline; and

- November 2018 ECW quarterly upload audit - 96.8% completed uploads before the quarterly deadline.

Recommendations:

- 4.7.24-25a: APD should commission a "working group" from City data processing, APD Internal Affairs, APD Compliance Bureau and other related stakeholders who use, or would use, the EIRS system. This working group should be tasked with identifying: 1.) Current goals and objectives of the EIRS system design; 2.) Current absolute needs from the EIRS system related to "must have" components; 3.) Realistic "future needs" identified by adding to the "must haves" all CASA-required capacities; and 4.) a general description of probable needs over the next 5 years. This may require contracting with a systems-design firm or other outside resource.

- 4.7.24-25b: Given the results of the process outlined in 4.7.2a, develop or purchase or develop a system that will be capable of meeting specified goals and objectives, and capable of meeting projected 5-year goals and objectives.

- 4.7.24-25c: "Build" or purchase a system that will meet identified "must have" needs and is expandable to meet identified future "must have" needs.

- 4.7.24-25e: APD should consult with, and document recommendations from the City's data management division regarding whether the current system is salvageable, and if not, should consider moving to systems in use in other agencies currently undergoing DOJ-related reform processes that offer better chances for success than the current EIRS.

Response:

- In January 2019, APD submitted a Request for Proposal (RFP) to the City of

  Albuquerque Purchasing Department for a Comprehensive Data Management System

(CDMS). This system will provide APD with the ability to add all CASA-required

capacities, to include EIS. APD assigned one Lieutenant and one Sergeant dedicated

to the Early Intervention System. Each are responsible to improving the current

system in place and planning for the overall goals and objectives for the EIS while

awaiting RFP selection, design and implementation.

Recommendation:

- 4.7.24-25d: APD should obtain outside input from Seattle PD, New Orleans PD, and Cleveland PD regarding their actions in response to similar language in their consent decrees;

Response:

- APD has obtained input from Seattle Police Department, New Orleans Police

  Department, and the Cleveland Division of Police to address several areas within the

  CASA. APD has implemented many actions in response to similar language in their

  consent decrees. For example, some APD auditing functions mirror that of New

  Orleans Police Department, the planned rollout of the Use of Force policy suite is

  based on the model used by Cleveland Division of Police, and development of the

  Annual Use of Force report has similarities to Seattle Police Department.

D)   Crowd Control and Incident Management (Paragraphs 39-40)

There were no ERT deployments during this reporting period.

Recommendations:

- 4.7.26-27a: Review past IMRs for relevant recommendations related to ERT practices related to public demonstrations and disturbances;

- 4.7.26-27b: Review current policies from other agencies currently working through CASA-like reform processes in Seattle, WA; Cleveland, OH; and New Orleans, LA.

- 4.7.26-27c: Adapt, adopt, or revise current and planned ERT policies, training and

practice to conform to the requirements of current policy guidance and "lessons learned" in other cities involved in consent decree processes.

- 4.7.26-27d: APD must develop and deliver a meaningful training program to its ERT and Field Services members. That training should be centered on crowd control policies. That training should include scenarios, practical exercises, and lessons learned from previous APD responses to events. Training must meet the instructional objectives documented within APD lesson plans.

- 4.7.26-27e: APD must ensure that its After-Action Reports follow a standard structure and include mechanisms for communicating needed revisions to policy and training within the agency.

- 4.7.26-27f: Any recommendations made from After-Action reporting should follow a logical and repetitive cycle wherein APD can demonstrate it adequately "closes the loop" on lessons learned.

- 4.7.26-27g: Update and revise existing policy regarding NFDDs and chemical munitions to conform with the monitoring team's advice regarding same.

Response:

- APD is waiting for SOP 2-29 Emergency Response Team (ERT) to complete the policy development process. Noise Flash Diversionary Devices and chemical munitions will be reflected in the revised policy.

- APD incorporated into the proposed policy a standardized After-Action report format to allow for the identification of future policy and/or training needs and "closes the loop" on lessons learned. The Incident Commander prepares the After-Action Reports; any recommendations or issues of concern are immediately documented and brought up to ERT supervisors in order to make a determination if the issue rises to the level of a training need or policy revision.

- A training plan will follow the Training Academy's 7-Step process upon policy approval. ERT supervisors will be trained first and then the entire ERT team. At the recommendation of the IMT, APD will also train all sworn personnel and

Emergency Control Center (also known as Dispatch) on handling an unplanned, First Amendment demonstration prior to ERT arrival.

E)   Use of Force Reporting (Paragraphs 41-45);

F)   Force Investigations(Paragraphs 46-77); and

G)   Force Review Board (Paragraphs 78-80)

The approval of the Use of Force policy suite is a major step taken towards improving Use of Force principles, reporting, investigations, and the identification of trends and training needs. As stated previously in this progress report, the Training Academy is in the process of developing the lesson plan and schedule for training of the Use of Force policy suite.

The Force Review Board (FRB) is mentioned in several recommendations throughout this section. APD has a working group comprised of two Lieutenants, one Sergeant, City Legal, and Internal Affairs – Force Division administrative personnel to address FRB. APD continues with the goal of reinstating FRB focusing on tactical activations first.

Recommendations:

- 4.7.44a: Formalize current plans for FRB development, establishing revised policies where necessary, and creating written "process" requirements reflective of those policies (how the policies will be implemented by FRB);

- 4.7.44b: Establish written goals and measurable (quantifiable) objectives for FRB reform and upgrade processes;

- 4.7.44c: Report regularly on progress on the established goals and objectives related to the FRB process.

- 4.7.28-46a: Finish on-going assessment and planning processes to bring the FRB back on-line with a clear set of goals, objectives, processes, and procedures designed to effectively review uses of force, using methodologies similar to those employed by the monitoring team over the past four years.

- 4.7.28-46f: Craft assessment and evaluation processes for Use of Force-related policies, including carefully considered milestones and timelines for re-integration of

the FRB into APD's force management systems processes.

- 4.7.28-46g: Implement quarterly assessments of Use of Force-related "control points," e.g., training, supervisory reviews, FRB deliberations, inspections and audits.

- 4.7.65a: Consider contracting with outside consultants in process management and process engineering to identify the component parts of the issues confronted by APD in FRB and related processes. The levels of work are extensive and intensive, and a process engineering approach may well be the best way forward for affected paragraphs.

- 4.7.65b: Continue the work already underway to re-boot FRB processes at APD, with clear outcome goals, quality control, and executive level oversight by the Compliance Bureau, pending assessment by the monitoring team.

- 4.7.65c: Thoroughly review IMR-8's related recommendations regarding FRB processes, and identify a clear "way forward" with goals, objectives, measureable milestones, and efficient quality control processes.

- 4.7.65d: Isolate and analyze each critical component of the IA-Force and FRB review processes by developing process flow charts, GANNT and PERT charts. Identify critical failure points and causes in previous systems, and analyze best-fit "fixes" to the existing system.

Response:

- The working group submitted the first step of the 7-Step training process, the training needs assessment, to the Training Academy's Comprehensive Training Unit (CTU) in November 2018. This module of training will cover two classes:

  o   Serious Use of Force; and

  o   10% sample supervisory Use of Force

- In November 2018, the Tactical Activations lesson plan was approved by the CTU.

- In December 2018, Special Order 18-143 was created to suspend the old SOP 2-56 Force Review Board. The Special Order will allow APD to proceed with tactical activations first and explains the FRB purpose, process of reviewing Use of Force

investigations, voting procedures, and the referral process.   In this Special Order, the FRB members are clearly identified and FRB definitions are defined.

- In December 2018, the revised SOP 2-58 Force Review Board began the policy development process.

- APD approved an Internal Affairs – Force Division Sergeant position dedicated to FRB, specifically tasked to develop a standardized FRB presentation model and review cases scheduled for FRB to ensure each case is investigated in the same manner and methodology. The Sergeant position was advertised in January 2019.

- The revised "Introduction to FRB" PowerPoint and lesson plan were submitted to the CTU in January 2019.

Recommendations:

- 4.7.28-46b: Establish systematic methods to take articulated goals, objectives and procedures and reduce them to specifically articulated, measureable outcome objectives related to the requirements of the operative components of Para. 41-47.

- 4.7.28-46c: Identify individual areas of concern noted in this paragraph and implement a set of systematic processes designed to address each area of concern expressed by the monitoring team regarding Paragraphs 41-47. This recommendation involves Use of Force reporting.

Response:

- APD continues to track, monitor and control required timelines for Use of Force field chain of command investigations. These are Use of Force and Show of Force cases investigated and reviewed at Area Command or Division levels up to and including the Commander's review.

- The following information is from APD's eighth progress report (pg. 21). As of July 27, 2018, the following represents the number of Use of Force and Show of

Force cases pending based upon the amount of time that has passed since the investigation was initiated:

1.   Fifty-two (52) Use of Force cases pending sixty days or less;

2.   Twelve (12) Show of Force cases pending sixty days or less;

3.   Nine (9) Use of Force cases pending more than sixty days; and

4.   No Show of Force cases pending more than sixty days.

- As of January 25, 2019, the following represents the number of Use of Force and Show of Force cases pending based upon the amount of time that has passed since the investigation was initiated:

1.   Thirty-eight (38) Use of Force cases pending sixty days or less;

2.   Nineteen (19) Show of Force cases pending sixty days or less;

3.   Seven (7) Use of Force cases pending more than sixty days; and

4.   Three (3) Show of Force cases pending more than sixty days.

- APD continues to work on a preceding IMT recommendation of conducting reviews on previously completed Serious Use of Force, Use of Force and Show of Force cases to ensure that the Department is properly investigating cases, identifying deficiencies in Use of Force investigations and developing action plans to address those deficiencies. These reviews are known as the backlog Use of Force case reviews conducted by the Internal Affairs – Force Division. As of January 29, 2019, APD has closed 39.5%; or one hundred-twenty (120) of the three hundred-four (304) backlog cases.

- As of December 29, 2018, there are eleven (11) Detectives assigned and working on the backlog. Attached in the appendix is the Internal Affairs - Force Division

organizational chart.

- In addition to the investigative response to a Use of Force, APD includes a distinct administrative data entry and analysis function that enhances the Department's understanding of the data generated by these incidents. These data include the number of custodial arrests that involved Use of Force, number of individuals armed with weapons, geographic data, demographic data and number of individuals injured.

- In addition to these data, APD has incorporated additional checkpoints in the review process to capture other critical information including:

  o All attachments listed in reports and mandated by policy are in the entry;

  o Data concerning the use or failure to activate On-Body Recording Devices;

  o Criminal charges;

  o Proper case and incident number;

  o Type of resistance from a subject of force; and

  o Types of force.

Recommendations:

- 4.7.28-46d: Develop carefully considered "checkpoints" for force-related processes employed by APD and audit these checkpoints assiduously for compliance, performance, and assessments of effectiveness and efficiency.

- 4.7.28-46e: Routinely report on the status of the performance metrics established for the checkpoints.

Response:

- During this reporting period, APD sent members of the Compliance Bureau to meet with New Orleans Police Department personnel to learn how they do simple and

effective audit checks that allow for quick response times to the findings. Since that visit, the Accountability and Oversight Division has been identifying systems' capabilities, developing audit checks methodology, and planning pilot projects.

- There will be random and directed audit checks for CASA-related activities to include Use of Force.

- Previously, APD developed extensive audit plans to evaluate the requirements within the CASA. After a short time, APD recognized the need for effective and efficient audit checks allowing for quicker Departmental responses, evaluations, assessments, and process improvements.

- For Serious Use of Force cases and backlog Use of Force cases, the Internal Affairs – Force Division created an in-depth form named the Investigative Data Form to ensure all required data are collected and tracked to assist in compliance, performance and assessment. The Investigative Data Form breaks down the following information:

  1. Incident information – date, time, location, force used, etc.;

  2. Extension requests* (Serious Use of Force only);

  3. Chief's notification* (Serious Use of Force only);

  4. On-scene steps;

  5. Civilian witness list;

  6. Summary of interviews gathers by the investigator;

  7. Description of injuries and any medical assistance to all involved;

  8. Transportation;

  9. Weapons used by the Officer(s);

  10. Video evidence and report review;

11. Catalogue of evidence; and

12. Signature and verification ensuring that the investigator reviewed all the evidence and in accordance with policy.

- Both Serious Use of Force and backlog Use of Force reviews also include Evaluative Narrative Forms developed to capture all the required data collection points to assist personnel in case investigations and reviews.   This is the narrative portion of the investigation or review with statements of facts along with the determination of findings through evidence-based investigations and reviews. This form includes such information as the reason for the initial contact, de-escalation technique(s) used, objective reasonableness of the force and if the force used met lawful objectives.

- In September 2018, the Internal Affairs – Force Division recognized there was an issue with On-Body Recording Devices (OBRD) data collection and the forms did not specifically articulate if the failure to record was intentional or unjustified. During the next reporting period, APD is drafting a problem-solving document to address this issue. APD has to ensure that data is not only collected, but the data captures the appropriate information. With this additional data, personnel, to include auditors, can now specifically track which cases had an intentional or otherwise unjustified reason for failure to activate OBRD.

Recommendations:

- 4.7.28-46h: Ensure that all policy violations generated by line level personnel are noted by supervisory review and forwarded through the chain of command for review.

- 4.7.28-46i: Ensure that all policy violations over-looked by first-line supervisors are identified by the chain-of-command reviews, and that appropriate corrective is taken by each level of review.

- 4.7.28-46j: Ensure that all policy violations noted by chain-of-command reviews cover not just the Officers, but also identify any potential failure points at the Sergeant, Lieutenant and Commander levels.

Response:

- The backlog Use of Force case reviews conducted by the Internal Affairs – Force Division are identifying failure points at all levels from the application of force through chain of command reviews. This effort continues through this reporting period and into the next. The Internal Affairs – Force Division provides to the Training Academy quarterly Force Backlog Review Data Reports. There were two quarterly data reports during this reporting period, one in October 2018 and one in January 2019. These data reports serve as a trends identification to assist in future Use of Force training for APD personnel.

- In December 2018 and January 2019, a new Commander and a Deputy Commander were assigned to the Internal Affairs – Professional Standards Division, respectively. This Division serves as the clearinghouse for tracking and controlling policy violations.

- The IMT observed and documented that APD poorly tracks and controls policy violations, in particular relating to and surrounding Use of Force cases. After the last IMT site visit in November 2018, APD began collecting and conducting analysis on policy violations and the handling of policy violations by supervisors and the organization. APD developed a process for stronger oversight of policy violations. A Special Order was drafted during the reporting period; however, feedback from both internal personnel and the IMT have resulted in revisions. This process will be put into place during the next reporting period.

Recommendations:

- 4.7. 47-64a: Conduct a thorough needs assessment related to training needs within the Compliance Bureau's Force Division;

- 4.7. 47-64b: Document the actions of IA/Force Division Commander in response to testing failures of persons assigned to Internal Affairs.

- 4.7. 47-64c: Ensure that all of those who failed the testing process or retrained and re-tested or are transferred out of Internal Affairs.

- 4.7. 47-64d: Plan, establish time-lined goals and objectives to arrange adequate resources for IA/Force Division work processes and to ensure strong oversight and internal quality control processes for IA-Force Division work product, recommendations, and decision-making on force-related investigations.

Response:

- In August 2018, APD drafted a training needs assessments for Internal Affairs – Force Division basic investigator training. This training will be for current and new Internal Affairs – Force Division personnel in Use of Force investigations to include fact-based investigations.

- In November 2018, APD drafted a training needs assessment for Internal Affairs – Force Division and the Internal Affairs – Professional Standards Division personnel to receive additional training. Personnel will receive analytical interviewing training for administrative interviews of police officers.

- The Internal Affairs – Force Division has had personnel advertisements and testing for vacant positions during this reporting period. There was one testing process where two applicants tested, both did not pass and the openings were re-advertised. This is one example of ensuring the appropriate personnel assigned into critical positions such as the Internal Affairs – Force Division.

- The Internal Affairs – Force Division Commander has ensured that any personnel testing failures have resulted in remedial training and personnel subsequently passed or testing failures have been removed from the Division.

- APD began hiring and filling Video Review Unit (VRU) positions mentioned last reporting period. Two (2) started in October 2018, and then grew to five by adding three (3) people in December 2018. A Sergeant closely monitors their work and output. APD anticipates that six (6) will be the maximum number of VRU needed to assist in reviewing all Use of Force videos produced by APD.

- APD implemented a new On-the-Job Training (OJT) for newly promoted Sergeants. Twenty-four (24) of the twenty-five (25) newly promoted Sergeants completed the Force Investigation OJT rotation from November 3, 2018 through January 31, 2019. The final Sergeant will attend this OJT upon return to work from approved leave.

- In January 2019, seven (7) recently graduated lateral Officers were assigned into the backlog review team to train them in the same process while awaiting field OJT.

- Everyone who attended OJT with Internal Affairs – Force Division received a handbook to use upon returning to the Field Services Bureau. This will assist in future Use of Force cases in the field.

- The Internal Affairs – Force Division does have a work process that allows for proper case closure. Each case is reviewed at the Sergeant, Lieutenant and Commander levels to ensure the internal quality of Use of Force cases.

Recommendation:

- 4.7.66-67a: APD should monitor Use of Force, serious Use of Force and show of force reporting discrepancies found as the IA Force Division reviews the backlog of cases. Reporting errors must be reconciled to ensure that statistics published in APD's

2017 Annual Use of Force Report are accurate.

Response:

- APD has completed the 2016-2017 APD Annual Use of Force Report and once approved, the report will be published for public view. This report will not fully include findings from the backlog due to Use of Force case reviews that are not fully completed. APD will develop a reconciliation document to the 2016-2017 APD Annual Use of Force Report to accurately report any changes in stemming from the data of the 304 backlog reviews.

Recommendation:

- 4.7.66-67b: Moving forward, APD should ensure that data collection, classification, analysis and reporting for paragraph 80 requirements are subjected to the same rigor, care, and quality assurance processes as were provided for APD's "new" Paragraph 298 data reporting processes.

Response:

- APD has worked diligently on improving data collection, classification, analysis and reporting for paragraph 298. The same effort was put into the draft Annual Use of Force report.

H)   Multi-Agency Task Force (Paragraphs 81-85)
    The Multi-Agency Task Force (MATF) remains in operational compliance. In order to maintain direct oversight of the MATF, the MATF Sergeant Coordinator continues to be responsible for case documentation, assignment and status. There were no recommendations for this section.

I)   Use of Force Training (Paragraphs 86-89)

Recommendation:

- 4.7.73-75a: As we have suggested multiple times in the past, APD should develop a

comprehensive training plan, based in part on information contained within the monitoring reports, and draw direct lines between policy, the CASA, training gaps identified by the monitoring team and the specific areas within their training curriculum where these issues are addressed. The plan should include a table to ensure that the right topics are delivered to the right audience of people.

Response:

- The Comprehensive Training Unit's primary focus is on CASA related training plans. As a result, the Use of Force Training plan has been under development for the past few months while the Use of Force policy suite was working through the policy development process.

- The Use of Force training plan is undergoing final edits to reflect the approved Use of Force policy suite. As mentioned previously, the training plan will consist of a three (3) tiered training approach, which will include classroom learning, scenarios and Reality Based Training to ensure officers thoroughly understand and are able to apply the principles of the policy suite.

Recommendation:

- 4.7.73-75b: APD should ensure that any training based on the new Use of Force suite of policies include the remediation of training gaps that were identified in IMR-6.

Response:

- On the immediate identification of training gaps with the new Use of Force policy suite, a video depicting the identified issues and how to properly implement the policy will be produced and sent out via PowerDMS. If an individual officer needs remedial training they will be required to attend Reality Based Training (RBT) to demonstrate transformational learning of the material through evaluated practical application.

- APD is delivering this year's Use of Force training in a multi-tiered approach. Time

has been allotted in the training plan to specifically address emerging gaps. This will

allow Academy personnel to test the effectiveness of feedback and course evaluation

methods that have been developed through the 7-Step process. This will allow APD to

self-identify gaps so that they can be addressed in a timely manner. In the instance that

training gaps emerge on a large scale, e-learning will be utilized to deliver the updated

instruction in a timely manner, when appropriate. In the instances a gap in training

occurred with a small group of students, the Academy can develop an e-learning

course, or schedule in-person training. This will be determined based on the course

content that requires additional training.

Recommendation:

- 4.7.73-75c: APD Academy Staff should seek out and attend training courses focused on the proper development of training curriculum and how to connect that curriculum to the measurement of performance outcomes. Alternatively, the new Academy Commander, who has a firm grasp on this practicum, should train a new set of "planning development and documentation" skills.

Response:

- CTU staff received guidance from a former New Mexico Department of Public Safety

    Director on developing instructional objectives. The guidance provided insight on the

    categories of Cognitive Domain which has assisted with use of specific action verbs to

    develop measurable instructional objectives.

- APD has begun the process of researching training courses for curriculum, with an emphasis

on police specific curriculum. New positions are being created to allow the CTU to increase

manpower. This training will be scheduled when those positions are staffed, so that all

members of the team are trained to the same standard.

CASA Area 2. Specialized Units (Paragraphs 90-109)

Specialized Units include both specialized tactical and specialized investigative units.

For the following paragraphs, the Special Operations Division Commander is responsible for tactical-related paragraphs and the Special Investigations Division Commander is responsible for the investigative-related paragraphs described below.

A)   Special Operations Division (Paragraphs 90-105)

All Special Operations Division (SOD) paragraphs remain in operational compliance. SOD focused on three areas in particular during this reporting period: Chemical Munitions and Noise Flash Diversionary Devices (NFDD) as a reportable Use of Force; 7-Step process for SOD training; and implementation of a Risk Assessment Matrix (RAM) and audits to ensure proper application of the RAM. SOD continues to work diligently to ensure the operations of the Division are functioning properly and in accordance with the CASA.

Recommendations:

- 4.7.77-92a: SOD should complete an assessment of 2017 After Action Reports to determine instances where chemical munitions and/or NFDDs were deployed and not reported as uses of force. That data should be presented to the Chief of Police for his review and recommendations to the monitor. The data should be included in APD's Annual Report as a sub- category with explanation.

- 4.7.77-92b: Because training occupies a significant role for SOD personnel, SOD personnel should attend advanced training (similar to Training Academy personnel) geared toward proper lesson plan development and establishing field implementation measures.

- 4.7.77-92c: Assess each recommendation outlined by the monitoring team in this paragraph, and move expeditiously to implement appropriate policy guidance, training and supervision.

Response:

- With the issuance of Special Order 18-51 Chemical Munitions and Noise Flash Diversionary Devices (NFDD) from last reporting period, the Special Operations Division (SOD) has revised SOP 6-8 Specialized Tactical Units, to implement the reporting of chemical munitions and NFDD as reportable Uses of Force. SOD also ensured that the upcoming Use of Force policy suite included the reporting of chemical munitions and NFDD as reportable uses of force.

- SOD commissioned a study and investigation into unreported Uses of Force during 2016 and 2017. SOD agreed that the best option was one recommended by the IMT. This required SOD to fully investigate and enter into BlueTeam any deployments of chemical munitions or NFDD that resulted in a Use of Force for any callouts that occurred from January 2018 through March 2018, with all future deployments investigated in the same manner. Data for deployment of chemical munitions and NFDD that occurred between January 2016 and December 2017 was obtained from After Action Reports (AAR) and internal data. APD did have unreported Uses of Force due to not having investigated those deployments appropriately in the past.

- SOD standardized training and SOD supervisors spent extensive time collaborating with the Training Academy's CTU. SOD has identified several Department-wide training needs, including requesting a tactical activation, K-9 Unit requests and search procedures supervisor training. The Department-wide training needs include Risk Assessment Matrix (RAM) training, tactical FRB, introduction to tactical capabilities, and tactics and techniques for search warrant service. SOD developed these training classes in collaboration with CTU and are currently in the 7-Step process.

- SOD has standardized weekly training conducted by Tactical Units. In December 2018, Tactical Section Supervisors and Training Coordinators from SWAT, K9, and Bombs developed a new weekly training synopsis to capture weekly trainings. The new training synopsis incorporates the 7-Step process. Goals are developed for each weekly training topic with objectives and measures. The new training synopsis was implemented in January 2019.

- SOD developed the Risk Assessment Matrix (RAM) training, which was approved by the Training Academy and the IMT. SOD recorded the RAM Training in a PowerDMS video and test, which was distributed to all sworn personnel. SOD recognized the Department's investigative units use the RAM more frequently than non-investigative units. Knowing other Department personnel, in particular the Field Services Bureau, would be looking at those investigative units for guidance with search warrants and the RAM, SOD provided in-class RAM training to all Criminal Investigation Division (CID) and Special Investigation Division (SID) Detectives, Sergeants, and Lieutenants.

- To identify if the RAM is being applied properly across the Department, SOD has conducted RAM audits for all Divisions conducting pre-planned search warrants. SOD has identified multiple deficiencies during the RAM audits. These deficiencies were brought to the Division Commander's attention for remediation. Additionally, the RAM audits also identified the need to provide Department-wide training on serving pre-planned search warrants. The lesson plan is currently in development with SOD and CTU.

- SOD conducted the 2018 annual review in January 2019 and will finalize the 2018

    SOD Annual Report in the next reporting period.

B)   Special Investigations Division (Paragraphs 106-109)

All Special Investigations Division (SID) paragraphs remain in operational

compliance. As new personnel transfer into the Division, each one will attend a new

Detective orientation and receive a unit specific handbook. The orientation provides new

Detectives with the overarching mission and duties of the Special Investigation Division.

Each transfer is evaluated against specific and predetermined performance criteria. SID has

created a new unit within the division: the Gun Violence Reduction Unit and will be filling

those positions in the next reporting period. There were no recommendations for SID.

CASA Area 3: Crisis Intervention (Paragraphs 110-137)

The Crisis Intervention Unit (CIU) continues to work in partnership with the Mental

Health Response Advisory Committee to improve the response to individuals in crisis.

Ongoing improvements to APD policy, crisis intervention training curriculums, and

recruitment efforts for additional eCIT Officers are three important areas of focus during this

reporting period.

A)   Mental Health Response Advisory Committee (Paragraphs 110-117)

Recommendation:

- Recommendation 4.7.97: Update clearly articulated policy for APD's mobile crisis
  teams, consistent with the policies in Table above, and provide training on that policy
  for APD's Mobile Crisis Teams.

Response:

- APD has revised SOP 2-19 Response to Behavioral Health Issues to include

recommendations from key stakeholders. Due to the length of SOP 2-19, APD

separated the policy in to two policies of which SOP 2-19 will include the response to

Behavioral Health Issues while a new SOP 1-37 Crisis Intervention Section and

Program will consist of the roles and responsibilities of Crisis Intervention Section

personnel to include the Mobile Crisis Teams. Both policies are in the final stages of

the policy development process. Upon approval of policies, the Crisis Intervention

Section will work with the APD Academy staff to develop the 7-Step process.

Recommendation:

- Recommendation 4.7.101: Provide training to, at minimum, CIU staff and certified CIT responders on this MOU.

Response:

- During this reporting period, PowerPoint slides were developed and approved through

  MHRAC for educating personnel on the Memorandum of Understanding (MOU). The

  first class of instruction is scheduled for March 2019.

Recommendation:

- Recommendation 4.7.102: Submit required documentation to MHRAC as well as documentation from MHRAC noting review and approval. Ensure that documentation is responsive to relationship building and scenario-based training.

Response:

- Members of the APD Crisis Intervention Unit attend monthly MHRAC Training Sub-

  committee meetings to continue an open dialogue as to how the Department responds

  to individuals in crisis. Collected data and behavioral health training curriculum are

  provided consistently to MHRAC.

Recommendation:

- Recommendation 4.7.104: Ensure MHRAC annual reports and subcommittee reports are posted on relevant CABQ websites within the first quarter following the year under review.

Response:

- During the January 2019 MHRAC meeting, the year-end reports were approved. The following reports were posted to the City's website:

  o 2018 Mental Health Response and Advisory Committee Co-Chairs Report;

  o 2018 Information Sharing Subcommittee Annual Report;

  o 2018 Mental Health Response and Advisory Committee Resource Training Subcommittee Annual Report; and

  o 2018 Mental Health Response and Advisory Committee Resource Subcommittee Annual Report.

  B.) Behavioral Health Training (Paragraphs 118-122) and C) Crisis Intervention Certified

  Responders and Crisis Intervention Unit (Paragraphs 123-131)

Recommendation:

- Recommendation 4.7.110: Develop and execute a data-based, methodologically appropriate workload and manpower planning analysis that ensures that reliable "staffing levels" for eCIT Officers are calculated, reported, set as staffing goals, and attained.

Response:

- The APD Crisis Intervention Section continues to research the most viable method to determine the appropriate staffing levels for eCIT Officers. This effort is ongoing; however, APD strives to remain above 40% of field Officers eCIT certified as required by the Court Approved Settlement Agreement.

Recommendation:

- Recommendation 4.7.111: Develop a recruitment, training and deployment plan for "Certified responders" that will meet the articulated goal of 40 percent of field

services Officers.

Response:

- During this reporting period, the eCIT Recruitment Plan was updated and eCIT

  recruitment Officers are conducting ride-a-longs in areas where additional eCIT

  Officers are needed with the intent of increasing interest in the program. Positive

  feedback has been received by field officers and has resulted in two enrollments for

  eCIT training. As of January 2019, more than 40% of field officers are trained in

  eCIT. Additionally, APD has two Mobile Crisis Teams which consist of a licensed

  clinician taking priority behavioral health calls with an eCIT Officer.

Recommendation:

- Recommendation 4.7.114: Complete eCIT staffing and training as designed in order to
  reach 40% of all field personnel as required by Paragraph 124.

- (Unnumbered) Recommendation regarding CASA ¶ 131: We recommend APD work
  with the advisory committee to ensure the protocols [regarding barricaded, suicidal
  subjects] are updated and congruent with related policy and protocols (IMR-8, pg.
  125).

Response:

- At the close of the reporting period, 81% of the Crisis Negotiation Team (CNT) had

  been eCIT trained ensuring an eCIT response on any tactical deployment. The

  training to CNT personnel as well as continuing to recruit field personnel will increase

  the number of eCIT Officers in the field to 40% as required by the CASA.

- CASA paragraph 131 is the one paragraph not in any level of compliance. To attain

  primary compliance, APD must have an approved policy. SOP 2-20 Hostage,

  Suicidal/Barricaded Subject, And Tactical Threat Assessment, is in the final stages of

the policy development process. Training will be developed upon approval of the policy.

D) Crisis Prevention (Paragraphs 132-137)

Crisis Prevention paragraphs remain in operational compliance. The APD Crisis Intervention Section continues to collaborate with multiple partners, including but not limited to, the National Alliance on Mental Illness, Mental Health Response Advisory Committee, Adult Protective Services, the University of New Mexico Hospital, Family and Community Services, Albuquerque Fire and Rescue's Home Engagement Alternative Response Team to improve the response and long term support to individuals in crisis and experiencing homelessness. There were no recommendations for this section.

CASA Area 4: Policies and Training Generally (Paragraphs 138-161)

A)   Policy Development, Review and Implementation (Paragraphs 138-148)

The Policy and Procedures Division is responsible for maintaining and overseeing approximately two-hundred (200) Standard Operating Procedures (SOP) ranging from General, Procedural and Administrative Orders as well as individual Division, Section and Unit SOPs. Policy numbers will change as APD continues to review policies, develop new policies, and consolidate others. APD is building a team to effectively manage and develop policies. The Policy Section is currently comprised of a Commander and an SOP Liaison. APD is in the process of hiring a Policy Manager with a background and experience in policy, a Policy Writing Consultant and opening a sworn position for a Policy Coordinator.

Recommendation:

- Recommendation 139a: Continue to move forward with policy development focused

on Use of Force and related issues, ensuring congruence with the CASA as policies are developed.

Response:

- The Use of Force policy suite has followed APD's current policy development process and all suite policies were approved on or before January 31, 2019.

Recommendation:

- Recommendation 4.7.129: Move forward with training on the approved Use of Force policy, as feasible.

Response:

- A training plan has been developed for the delivery of the new Use of Force policy suite. Final edits to the Use of Force training plan are being conducted to reflect the final approved policies.

B)   Training on Revised Policies, Procedures and Practices (Paragraphs 149-154)

APD understands the importance of training personnel on approved policies. The Training Academy staff is in the process of finalizing the training plan for the approved Use of Force policy suite. There were no recommendations for this section.

C)   Field Training Officers Program (Paragraphs 155-161)

In September 2018, a Joint Stipulation modifying paragraph 157 of the First Amended and Restated Court-Approved Settlement Agreement was approved. Under the modification, the requirement will be three years of post-probation experience, or four years total. This will allow for APD to increase the pool of eligible Field Training Officers (FTO) which is expected to result in more FTOs overall. This modification comes at a time when the Department is increasing the number of cadet and/or lateral classes; therefore, additional

FTOs are needed to keep up with the increased number of Recruit Officers. The approved

Joint Stipulation Agreement can be located at http://www.cabq.gov/police/documents/joint-

stipulation-fto_sept2018.pdf. There were no recommendations for this section.

CASA Area 5: Misconduct Complaint Intake, Investigation and Adjudication
(Paragraphs 162-202)

A)   Reporting Misconduct (¶ 163);

B)   Public Information on Civilian Complaints (¶ 164-168);

C)   Complaint Intake, Classification, and Tracking (¶ 169-182);

D)   Investigations of Complaints (¶ 183-194);

E)   Preventing Retaliation (¶ 195-197);

F)   Staffing and Training Requirements (¶ 198-200);

G)   Discipline Process and Transparency (¶ 201-202)

During this reporting period a new Commander and Deputy Commander were

assigned to the Internal Affairs Professional Standards Division. The new Command Staff is

working on improving processes and standardizing case investigations for quality and

consistency. Training for supervisors following the Academy's 7-Step process is also under

development.

Recommendation:

- Recommendation 4.7.169: Question all witnesses. If known witnesses are not
  interviewed, explain, in writing, why they were not available for an interview.

Response:

- Investigators in Internal Affairs- Professional Standards routinely include information

  related to witness interviews; however, the Division does not have a consistent way of

  documenting when witnesses are not interviewed.

- Internal Affairs - Professional Standards is in the process of updating the investigations template to reflect if a witness was or was not interviewed, to include an explanation for not interviewing them.

- Internal Affairs - Force Division will follow the same format.

Recommendation:

- Recommendation 4.7.170a: Ensure that all decision points in completed investigations are explained clearly in writing.

Response:

- Each investigation contains a conclusion, explaining the reasoning behind the finding of the investigation.

- Internal Affairs - Professional Standards is using the Discipline Action Packet to assist the chain of command with the review process and progressive disciplinary system.

- Internal Affairs – Force Division has been trained and will utilize the same system.

- The Chain of Command review further explains the reason behind the imposed finding.

Recommendations:

- Recommendation 4.7.171a: Build quality control loops to ensure that all relative CASA requirements are addressed in final investigative reports.

- Recommendation 4.7.176: Follow up on any contradicting factors or evidence, and ensure these issues are resolved.

Response:

- Each investigator is tasked with the responsibility of clarification during an interview and to interview all related parties to the investigation.

- Each investigation goes through a multi-tiered process of internal review (Peer,

Sergeant, Deputy Commander, and Commander) in an effort to reduce the occurrence of contradictory factors and make sure resolutions are complete.

Recommendation:

- 4.7.185-186a: Identify the cadre of area command Sergeants who may be assigned misconduct investigation and develop an annual IA training program for them and have them complete same on an annual basis.
- 4.7.185-186b: Do not assign a misconduct investigation to any APD personnel who have not met the annual training requirement.

Response:

- Under the direction of the new Internal Affairs - Professional Standards Division Commander, a 24-hour internal investigative supervisory training curriculum for supervisors outside of Internal Affairs - Professional Standards Division and Internal Affairs – Force Division is being developed. This training curriculum will follow the Training Academy's 7-Step process.

Recommendation:

- 4.7.185-186c: CPOA should develop an assessment mechanism to measure the effectiveness of outside training such as the NACOLE conference. That can easily be done by "testing" by CPOA once the CPOA investigators have completed the NACOLE training.

Response:

- The CPOA staff will attend trainings that will include an assessment element. Additionally, CPOA will connect with NACOLE to develop an assessment tool.

Recommendation:

- Recommendation 4.7.187: Ensure that all disciplinary decisions address the presumptive range of the disciplinary matrix, unless written reasons for departure from the matrix recommendations accompany the decision.

- Recommendation 4.7.188: Ensure that all disciplinary decisions either conform to the recommended ranges included in APD's disciplinary matrix or that they are

accompanied by written explanations for the departure from the recommendations of the disciplinary matrix.

Response:

- The Internal Affairs - Professional Standards Division is working on an investigative training manual for consistency for future investigators and annual follow up of training guides.

- The Internal Affairs - Professional Standards Division is also working on class designation/assignments for policies.

- With the utilization of the Discipline Action Packet, the Chain of Command will have the minimum and maximum range to utilize for their decision making process; which is calculated with appropriate use of the disciplinary matrix.

CASA Area 6: Staffing, Management, and Supervision (Paragraphs 203-231)

A)   Staffing (Paragraph 204);

B)   Duties of Supervisors (Paragraphs 205-208);

C)   Supervisory Training (Paragraph 209)

APD understands the importance of providing adequate training, support and oversight to all personnel to ensure Officer safety and accountability. During this reporting period, APD began meeting monthly with Area Commanders to improve communication and address policy and supervisory expectations and concerns.

Recommendation:

- 4.7.191-194a: APD should consider more effective methods to ensure that supervisory and management personnel understand efforts to operationalize CASA requirements regarding field practices. These methods could include counseling, retraining, enhanced oversight, and, where necessary, discipline.

Response:

- The approval of the Use of Force policy suite is a major step towards ensuring that supervisory and management personnel understand CASA requirements. The next step is for APD to train on those policies.

- In August 2018, the Training Academy posted on PowerDMS the Amended CASA update. PowerDMS is an online source that automatically disseminates information Department-wide and captures electronic signatures for accountability.

- During the November 2018 site visit, the IMT recommended APD improve Command Staff communication and work as a team versus in silos. In December 2018, APD began monthly meetings with the paragraph leads, Compliance Bureau personnel and Field Services Bureau Area Commanders to improve communication and progress in CASA requirements. During those meetings, personnel discussed such topics as policy violation deficiencies, eight to one ratios, monthly activity reports, and line and video inspections. These meetings have been productive and will continue during the next reporting period.

Recommendation:

- 4.7.191-194b: Use current and past monitor's reports to identify the Area Commands responsible for the failure points noted in supervisory and command oversight, and ensure that Deputy chiefs have detailed, forthright discussions with area Commanders whose oversight systems are failing.

Response:

- APD has worked on improving activity and oversight reports in Area Commands. APD continues to struggle with systems and systems' capabilities. The Department currently uses multiple systems on a daily basis; however, very few of the systems "talk" to each other. The systems are not user-friendly, lack the ability for easy

oversight, and simply do not meet the needs for the Department. Much of the work

being done to meet the requirements of these supervisory paragraphs is being done

manually which is time and personnel intensive. APD has advertised for a system that

will meet the needs of the Department in multiple areas to assist in the transformation

effort. In the meantime, APD will continue to work toward meeting CASA

requirements and improving oversight efforts.

Recommendation:

- 4.7.191-194c: Build internal systems (audits, etc.) to identify area commanders who
  routinely miss failure points in CASA compliance and ensure that appropriate
  remedial steps are implemented to rectify common repetitive oversight errors at the
  command and supervisory levels.

Response:

- During this reporting period, APD sent members of the Compliance Bureau to meet

  with New Orleans Police Department personnel to learn how they do simple and

  effective audit checks that allow for quick response times to the findings. Since that

  visit, the Accountability and Oversight Division has been identifying systems

  capabilities, developing audit checks methodology, and planning pilot projects that

  will begin in the next reporting period.

- The random and directed audit checks will help improve supervision to ensure

  supervisors are performing their duties and responsibilities in accordance with

  Department policies. For those supervisors who routinely miss failure points, the

  supervisor shall "receive the appropriate corrective and/or disciplinary action,

  including training, demotion and/or removal from a supervisory position" (Amended

  CASA p.28). The goal is to rectify common repetitive oversight errors; therefore,

improving the quality of supervision.

Recommendations:

- 4.7.195a: Expedite, to the extent consistent with quality, development of APD's supervisory training for Sergeants, ensuring that the training is consistent with guidance provided by the monitor regarding training plans, course evaluations, and focus on supervisory training needs outlined in monitoring reports.

- 4.7.195-197a: Delay work on training plans related to Use of Force processes until there is an approved Use of Force policy (and supportive policies are revised accordingly).

- 4.7.195-197b: Focus new supervisory training on the top five critical error points identified in reviews of supervisory personnel's performance related to Use of Force.

- 4.7.195-197c: Assess the quality of training based on reductions in noted errors of supervisory performance related to Use of Force incidents and practices.

Response:

- APD delayed work on the training plans related to Use of Force. The Use of Force training plan is in development in accordance with the approved policy suite.

- APD has taken the recommendation and is focusing supervisory training where the training is needed the most to improve supervisory performance. APD is in the process of developing new supervisory training plans for the next reporting period. Training for Acting Sergeants is scheduled to begin March 2019. This is an 80-hour training that Officers must successfully complete to become certified Acting Sergeants. Acting Sergeants have the same responsibilities as a Sergeant and serve as temporary coverage when a Sergeant is unavailable.

- The Internal Affairs – Force Division has been providing the Training Academy with quarterly reports during this reporting period, highlighting deficiencies within the

backlog Use of Force reviews. The Use of Force principles section of this report

detailed the quarterly data reports.

Recommendations:

- 4.7.195-197d: APD's training academy should "institutionalize" the current training planning, documentation and delivery processes implemented by the new Academy Commander.

- 4.7.195-197e: APD's training academy should develop, internalize, and institutionalize quality control measures to ensure that the lesson plans developed under the process developed by the new Academy Commander are delivered as outlined by the new training guide process recently implemented.

- 4.7.195-197f: Continue the current process of training development and documentation for all future CASA-related training products.

Response:

- During this reporting period, APD personnel have been exposed to the 7-Step training

  process to include the planning, documentation and delivery of this process.

D)   Early Intervention System (Paragraphs 212-219)

Early Intervention System (EIS) is changing to a data-driven system with thresholds

supported by national best practices, data analysis and research. The system is intended to

identify positive and negative trends in equipment, training, policy and/or personnel.

Recommendations:

- 4.7.198-204a: Re-visit the current EIS policy and revise it to be congruent with the requirements of the CASA and the needs of the APD.

- 4.7.198-204b: Conduct a field-based assessment to determine the state of the art of EIS processes by identifying the goals, objectives, processes, policies and training provided by other police agencies working under similar requirements of CASA- like processes.

- 4.7.205a: Carefully review similar systems implemented in Seattle, WA; New Orleans, LA; Los Angeles, CA and other police agencies that have worked through similar requirements.

- 4.7.205b: Work with supervisory personnel who have shown the ability to comply with the requirements of Paragraph 219 to identify system needs and capabilities that will support an effective oversight process.

- 4.7.205c: Ensure that the new PMEDS system is capable of addressing all required components of paragraph 219.

Response:

- The EIS policy is going through the policy development process.

- The EIS Lieutenant has conducted significant research on effective EIS processes and has utilized this information and the training received to begin identifying assessment indicators to calculate thresholds and baseline data.

- The EIS Lieutenant is piloting the assessment data to ensure the identified criteria and system calculations are providing accurate data for evaluation.

E)   On-Body Recording Systems for Documenting Police Activities (Paragraphs 220-231)

The project lead for these paragraphs retired in January 2019 and the newly assigned Lieutenant is transitioning into this position. During the reporting period, APD has been revising the On-Body Recording Devices (OBRD) SOP 2-8 to better meet the requirements of the CASA. OBRD is an area where Accountability and Oversight Division checks will highlight the success and/or failures with OBRD, relating to both Use of Force and supervision.

Recommendations:

- 4.7.206-217a: Document all training provided responsive to above paragraphs and provide that documentation to the monitoring team for review.

- 4.7.206-217b: Ensure that training provided responsive to these paragraphs are well documented and have clear goals and measureable objectives.

Response:

- APD did document and provided documentation of OBRD training conducted during the reporting period. One Academy Cadet and two Academy Lateral classes were trained on OBRD.

- As stated in the supervisory training section of this progress report, OBRD training is being developed for upcoming supervisor training scheduled to begin in March 2019.

CASA Area 7: Recruitment, Selection and Promotions (Paragraphs 232-246)

A)   Recruitment Plan (¶233-235);

B)   Hiring Practices (¶ 236-240)

The Recruiting Unit is working diligently to ensure recruiting initiatives are reaching a broad group of interested candidates to join our Department. Below is a list of activities completed by the Recruiting Unit during this reporting period.

- The Recruiting Unit continues to aggressively promote APD via web-based applications with expanded emphasis on minority group sites as well as providing personal attention and consideration for applicants current work schedules or obligations.

- APD is revamping its web-based advertising and "brand" including an emphasis on minority group sites (National Black Officers website) in addition to the Military and the University communities.   Partnerships with Central New Mexico (CNM) Community College will definitely be one to note in the future as we are establishing a great working relationship and changing the way cadets are trained.

- APD is continuing regular contact with board members of the NAACP and the Community Policing Counsels for recruiting suggestions.

- APD continues to communicate with the High School "Career Enhancement Center"

in an effort to keep students interested in the Police Service Aide (PSA) program. The Recruiting Unit has reached out to current PSA's to begin preparing them for their upcoming police testing and transition from PSA to Police Officer.

- The Background Unit processed applicants for a January 2019 cadet class resulting in 23 hires and two Lateral academies (August and November 2018) resulting in 57 total hires.

- The Background Unit has added two (2) sworn background Detectives. There were no recommendations for this section.

C)   Promotions (¶ 241-243); and

D)   Performance Evaluations (¶ 244-246)

During this reporting period, APD promoted personnel to the ranks of Sergeant, Lieutenant and Commander. The promotions were held on January 4, 2019, with:

- Ten (10) to the rank of Sergeant;

- Seven (7) to the rank of Lieutenant; and

- Two (2) to the rank of Commander

To meet the requirements within paragraph 246, the performance evaluations policy is being revised to ensure that the all supervisors are completing the performance management evaluations in an accurate and timely fashion. Personnel are working with City of Albuquerque personnel to add a Use of Force component into performance evaluations. The revision covers the following:

- Sanction classification for failing to complete evaluations in a timely manner;

- Responsibility for performance documents if personnel are transferred, on light duty, etc.; and

- Procedures to ensure accurate personnel assignments to each supervisor.

There were no recommendations for this section.

CASA Area 8: Officers Assistance and Support (Paragraphs 247-253)

APD values their employees and continues to identify innovative methods to supporting employees and their mental health.   The Behavioral Sciences Section is working with both City personnel and external agencies to promote employee wellness to include easier access to care and alternative therapy options.

During this reporting period, APD's Peer Support accomplished the following:

- Increased membership to 52 members of which 14 were sworn and 11 civilian new members.

- Participated in the Metro Peer Support Symposium held August 20 – 21, 2018, consisting of all first responder peer support teams in the Albuquerque Metro area.

- New member training held September 6 – 7, 2018, provided by the International Critical Incident Stress Foundation.

- Provided an overview of the Peer Support Handbook to all 52 Peer Support Team Members in October 2018.

- Provided one Basic Peer Support Training and attended one Meet-and-Greet for the 120th Cadet Class on September and December 2018, respectively.

There were no recommendations for this section.

CASA Area 9: Community Engagement and Oversight (¶ 254-293)

A)   Community and Problem-Oriented Policing (¶ 255-259);

B)   Community Meetings and Public Information (¶ 260-265); and

C)   Community Policing Councils (¶ 266-270)

APD continues to build and strengthen relationships with the community through several community engagement initiatives. During this reporting period, APD worked closely with the Community Policing Councils (CPC) to standardize processes and improve communication. APD collaborated with the community to develop a new mission statement with a focus on community policing and problem oriented policing. The mission statement was approved in January 2019.

The following is a partial list of community engagement activities attended by APD:

- Coffee with a Cop

  - Valley Area Command - October 3, 2018
  - Northeast Area Command – October 3, 2018
  - Northwest Area Command - October 3, 2018
  - Southwest Area Command – October 3, 2018
  - Southeast Area Command – October 3, 2018
  - Foothills Area Command – September 27, 2018

- Other Community Outreach Events

  - Cars and Coffee – August 25, 2018
  - Meet and Greet with all after school participants - September 17, 2018
  - Meet and Greet with the Police Laterals and Cadets – December 18, 2018
  - Town Hall on APD Transformation – November 10, 2018
  - Cookies, Cops, Kids, and Coffee – October 3, 2018
  - 2nd Annual Veteran & Service Member Appreciation – November 9, 2018
  - Books and Badges – November 11, 2018
  - Madison Middle School Math and Science Fair – November 28, 2018
  - Books and Badges – December 7, 2018
  - Tip-a-Cop at Chili's – December 6, 2018
  - Christmas Food Box Distribution – December 17, 2018
  - Basketball game with middle school participants: October 8, 2018
  - Coffee with Seniors – November 2, 2018
  - Game Room time playing pool, games, ping pong, foosball - November 12, 2018
  - Hot Cocoa and cookie decorating with the officers – December 10, 2018
  - Baking with Badges – January 14, 2019

Recommendation:

- Recommendation 4.7.240: Conduct a quarterly review of progress made across the Department in achieving "culture change" and the integration of community policing principles throughout APD operations, and share findings both internally and with other community stakeholders;

  o Strengthen ongoing input into police operations from CPCs and other community stakeholders including further outreach to other community service organizations and advocacy groups.
  o Work with USAO and other community partners to expand community-based initiatives targeting high risk youth.

Response:

- During this reporting period, APD finalized the updated Mission Statement and Vision Statement to read as follows:

  o Mission Statement - APD's mission is to reduce crime, increase safety, and build relationships through community policing.

  o Vision Statement - APD's vision is an Albuquerque where citizens and the police Department work together through mutual trust to build a thriving community.

- APD developed a Community Policing Plan for 2018-2019. The plan is attached in the appendix. This plan focused on seven guiding principles as noted below:

  o Commitment to Education

  o Commitment to Youth Outreach

  o Commitment to Communication

  o Commitment to Community Partnerships

  o Commitment to Prevention

  o Commitment to Intervention

  o Commitment to Enforcement

Recommendation:

- 4.7.241a: Make finalizing this new staffing allocation and deployment plan a priority, and take the necessary steps to gain important input and support from settlement partners and community stakeholders including CPCs;

- 4.7.241b: Ensure the staffing plan has clearly articulated and defined goals, objectives and outcome measures;

- 4.7.241c: Once the staffing plan is launched, have in place tools to assess its operational impact and effectiveness in achieving community policing objectives.

Response:

- APD developed a new staffing plan, the Problem Response Team (PRT) Plan, which entails, in part, redefining roles and key activities and assigning officers to micro beats and blocks.

- Three teams (Valley, Southeast and Northeast Area Commands) are projected to be fully staffed with one Lieutenant, one Sergeant and five Officers by the end of the next reporting period, July 2019. This date is contingent upon Basic and Lateral Recruit Officers successful completion of On-the-Job (OJT) training.

- The Northwest, Southwest and Foothills Area Commands will staff their teams incrementally as Basic and Lateral Academy graduates complete OJT.

Recommendation:

- 4.7.242a: Develop specific procedures for establishing and maintaining Problem-Oriented Policing (POP) projects in each of the six-command area including a standard reporting template describing and tracking POP activities and outcomes.

Response:

- APD realizes this area is in need of improvement with standardized documentation, tracking and assessments of Problem-Oriented Policing activities and outcomes. The Accountability and Oversight Division has dedicated a Process Improvement Analyst

to assist in the overall Community-Oriented Policing (COP) and Problem-Oriented

Policing (POP) initiatives to increase standardization and consistency with data

collection and analysis throughout the area commands.

Recommendation:

- 4.7.242b: Update regularly information provided in bid packages to Officers.

Response:

- APD has improved bid packets and will ensure updated information is provided in bid

  packages for newly assigned Officers at each of the Area Commands.

Recommendation:

- 4.7.242c: Develop and utilize assessment methods to determine if bid packet
  information is increasing Officer familiarity with neighborhoods served.

Response:

- With the assignment of the Process of Improvement Analyst, APD will begin to

  research assessment methods to ensure the information in the bid packet is increasing

  officer familiarity with the geographic area in which they serve.

Recommendation:

- 4.7.243a: Seek external technical assistance in the COPs curriculum development
  process using subject matter experts and expertise from other law enforcement training
  academies;

- 4.7.243b: Develop more effective ways of employing industry standards to assess
  Officer comprehension and retention of training materials and their in-field application
  and effectiveness.

Response:

- The implementation of APD Academy's 7-Step Training Process assesses officer's

  comprehension in each step.

- o   Step 1: Training Needs Assessment, the training need and/or deficiency is identified and an implementation strategy is created.

- o   Step 2: Curriculum Development, the comprehension is identified through the instructional objectives, which are measured through the creation of a testing/evaluation methodology.

- o   Step 3: Lesson Plan Evaluation, the training curriculum is reviewed and approved by the Director of Training.

- o   Step 4: Delivery of Training the Officer is trained using the approved instructional objectives and the knowledge is measured through the approved testing/evaluation methods.

- o   Step 5: Operational Application, this step encompasses the retention of training by providing follow-up surveys to Officers.

- o   Step 6: Evaluation, allows Academy Staff to assess and analyze the surveys to determine transformational knowledge retention and application, which if applicable leads into Step 7.

- o   Step 7: Revision, of training content and application, which will cycle back through the 7-Step Training Process.

- APD has outlined the requirements for a successful Community-Oriented Policing training program, based on the criteria outlined in paragraph 258. APD has established working groups tasked with researching and developing each of the classes in the Community-Oriented Policing course. These working groups have been referencing material from other agencies and published works so that current best practices can be utilized in curriculum development.

- APD has a team assigned to the downtown area and has been making approximately

  300 business contacts every month and has been receiving feedback from those

  contacts. The information is being utilized to develop a methodology that will allow

  APD to measure the effectiveness of community policing efforts.

Recommendation:

- 4.7.244a: Complete development of the automated communications event calendaring system and integrate it with the larger TRaCS effort to capture all non-law enforcement contacts and any meaningful outcomes; and

Response:

- The Accountability and Oversight Division has dedicated a Process Improvement

  Analyst who will assist with identifying the most appropriate method of capturing

  non-law enforcement contacts and improving the ability to measure Officer outreach.

Recommendation:

- 4.7.244b: Identify community service organizations and advocacy groups that serve and represent high- risk populations, and better document current partnerships and new partnerships.

Response:

- During this reporting period, APD completed a Community Policing Plan for 2018-

  2019 attached in Appendix. This plan includes partnerships which will identify

  community challenges and focus on developing strategies to collaboratively address

  identified issues.

Recommendations:

- 4.7.245 Continue to improve Area Command public information strategies and programing including using technical assistance to update those strategies incorporating significantly more use of various social media tools to reach a broader audience of area command residents.

- Recommendation 4.7.248: Seek assistance from other law enforcement agencies regarding their tracking of law enforcement activities and incorporate lessons learned and best practices into APD's tracking methodologies.

- Recommendation 4.7.251: Provide targeted assistance to the several CPCs still needing help in broadening their membership and participation.

Response:

- APD created a survey which was sent to Community Policing Counsel (CPC) chair members to identify ways the Department can better assist CPCs in social media usage.

- The City of Albuquerque held a CPC Summit in December 2018. The results of the survey were discussed with the group during the Summit.

- APD provided assistance to CPCs during the Summit on how to increase membership and participation through better social media visibility. APD's Communications and Media Specialist provided a presentation on the various types of social media and provided examples of how they can be used to reach a broader audience.

- In January 2019, APD created reoccurring Facebook events (in addition to Nextdoor postings) advertising CPC meetings to better publicize and bring attention to CPCs.

Recommendations:

- Recommendation 4.7.252: Use social media and other available tools and develop a specific outreach strategy for each area command CPC for both voting members and non-voting participants and include specific ways to meet the CASA's diversity requirements.

- 4.7.253a: Working through area Commanders, aid CPCs in implementing the CASA-required outreach plan, including social media tool applications, to expand voting membership and CPC participation.

- 4.7.254b: Use technical assistance employing social media and other communication tools helping CPCs to enhance communication and outreach to a broader community audience;

Response:

- APD personnel are in the planning phase of developing a Youth CPC concept to address a broader diversity of membership.

- The Social Media presentation provided by APD during the December 2018 CPC Summit addressed various social media platforms to increase membership and participation for CPC voting and non-voting members.

Recommendations:

- 4.7.253b: Develop a standard annual report format for each CPC and aid them in formulating the CASA required annual report.

- 4.7.254a: Working with CPC leaders, formulate agenda items and speakers to participate in CPC presentations on issues of interest, APD policy or recommended policy changes, and shifts in policing strategies including furtherance of community policing practices;

- 4.7.254c: Review and improve on the recommendation formulation and tracking process to ensure timely reporting including APD response and posting of recommendations, and any additional actions required or taken on the APD/CPC website.

Response:

- APD created a CPC agenda template consistent with CASA requirements for meetings and provided the CPC agenda template at the December 2018 Summit.

- APD created a tracking log for all CPC recommendations and APD's response to the recommendations. Time limits are given to APD personnel to ensure responses and updates are provided in a timely manner.

- The CPC "Recommendation/Response" form was updated to simplify the completion of the form and collect the relevant information for a timely and proper APD response.

- APD created an internal "CPC Recommendation/Response" Handbook which was sent to Department Commanders and Subject Matter Experts to guide them in providing recommendation responses.

- A guide for CPC recommendation/responses was created for the Chief of Staff to assist with ensuring the recommendations are forwarded to the appropriate Department staff for improved communication in the response process.

- An updated process map was created to document the internal recommendation process.

- During the 2018 CPC Summit, APD provided an overview on the various social media platforms and offered assistance moving forward.

Recommendation:

- Recommendation 4.7.255: Develop a proposed standard annual reporting format and further assist CPCs in gathering information for these reports.

Response:

- APD created a standardized annual reporting format to assist CPCs with data collection and documentation of annual highlights and accomplishments for each CPC.

- APD personnel assisted two CPCs in creating an annual report in the proposed format.

D)   Civilian Police Oversight Agency (Paragraphs 271-292)

The CPOA is a separate and independent entity from APD with a specific focus on civilian complaints on police personnel, reports of serious Uses of Force and Officer-Involved Shootings (OIS). Paragraphs 271-280; 282-292 remain in operational compliance.

Recommendation:

- 4.7.266a: Develop an internal tacking system or other process that ensures all complaints are either assigned for investigation, referred to mediation, or administratively closed within 7 working days of receipt of complaint.

- 4.7.266b: Ensure that tardy assignments of investigations and tardy investigations are noted and discussed with the involved CPOA personnel.

Response:

- The CPOA complies with these recommendations.

CASA Area 10. Assessing Compliance (Paragraph 320)

Paragraph 320 stipulates that the Monitor may conduct on-site visits and assessments without prior notice to the City and that the Monitor shall have access to all necessary individuals, facilities, and documents needed to assess compliance with the CASA. Furthermore, this paragraph this states that APD will notify the Monitor of any critical firearms discharge, in- custody death, or arrest of any Officers. The Monitor have judged this paragraph to be in full primary, secondary, and operational compliance.

CASA Outcome Assessments (Paragraph 298)

Paragraph 298 is addressed in a separate annual report rather than being rated in terms of compliance levels in the IMR's. In March 2018, APD developed a three-phase plan for improving the data collection, analyses, and use of the outcome data.

- During the last reporting period, phase one involved gathering data in excel spreadsheets that were well organized and accessible.

- For phase two, APD continues to strengthen its capacity for ensuring that the data are accurate and complete. APD needs to produce the data as course of business excel spreadsheets and reports.

- In an on-going effort for phase three, APD's executive and members of the

command staff will meet regularly to review the data, make changes in practice and policy, and use future data to evaluate the impact of those changes. APD has to continuously work to ensure data are accurate and complete.

- During the reporting period from August 1, 2018 to January 31, 2019, APD focused on two goals related to phase two. These goals and their related objectives included:

- Increase the number of automated reports pertaining to CASA paragraph 298 from nine reports to thirteen (13) reports.

  o APD focused on fully automated reports for Use of Force, Crisis Intervention and civilian complaints data and reporting.

- Create a concept document to develop procedures to strengthen APD's capacity to become a data-driven police agency, outlining the management and protocols for data collection and analysis.

While APD made progress in developing automated reports, the data collection for disposition of Crisis Intervention encounters proved to be more challenging. APD is currently working with the City of Albuquerque's Department of Technology and Innovation staff to develop the process for automating this report.

APD is developing a handbook modeled after similar documentation developed by the New Orleans Police Department.   This document contains detailed information on the methodology, data sources, timeframe, limitations, model findings, and definitions for each specific type of outcome data required in CASA paragraph 298.

III. Conclusion

The information presented in this progress report emphasizes APD's and the City of Albuquerque's commitment to meeting the requirements of the CASA and to create a police Department that is transparent and provides effective, high quality police services.

The Monitor's Eighth Report from November 2018 found that APD was in primary compliance with 99.6%; secondary compliance with 75.4%; and operational compliance with 59.2% of the measurable CASA paragraphs. This progress report summarizes the efforts made during the reporting period from August 2018 through January 2019.

In summary, APD and the City of Albuquerque are committed to meeting all of the requirements of the CASA. APD has a tremendous amount of work to be done and understands the importance of creating sustainable operations that will continue after the legal process is complete, all of the requirements of the CASA have been fulfilled, and APD is no longer being monitored by a third party.

IV.   Appendix

1. Internal Affairs Force Division Organizational Chart
2. Community Policing Plan 2018-2019
3. eCIT Recruitment Plan - 2019

IN THE UNITED STATES DISTRICT COURT
FOR THE DISTRICT OF NEW MEXICO

UNITED STATES OF AMERICA,

    Plaintiff,

v.   **No. 1:14-cv-1025 JB/SMV**

THE CITY OF ALBUQUERQUE,

    Defendant,

v.

**THE ALBUQUERQUE POLICE
OFFICERS' ASSOCIATION,**

    Intervenor.

NOTICE OF ERRATA

COMES NOW the City of Albuquerque, by and through undersigned counsel, and hereby

files this errata to the recently filed *City of Albuquerque's Ninth Progress and Status Summary of*

the USDOJ Settlement Agreement. The City inadvertently failed to file the appendices. Attached

to this pleading is the *City of Albuquerque's Ninth Progress and Status Summary of the USDOJ*

Settlement Agreement and the following appendices:

    1. Internal Affairs Force Division Organizational Chart,
    2. Community Policing Plan 2018-2019,
    3. eCIT Recruitment Plan – 2019.
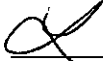
Respectfully submitted this 5th day of March, 2018.

Respectfully submitted,

CITY OF ALBUQUERQUE
Esteban A. Aguilar, Jr., City Attorney

Electronically Filed

Lindsay Van Meter
Jeramy I. Schmehl
Esteban A. Aguilar, Jr.
Samantha Hults
P.O. Box 2248
Albuquerque, NM 87103
(505) 768-4500
lvanmeter@cabq.gov
jschmehl@cabq.gov
eaj@cabq.gov
shults@cabq.gov
Attorneys for Defendant City of Albuquerque

CERTIFICATE OF SERVICE

I HEREBY CERTIFY that on the 5th day of March, 2019, I filed the *foregoing pleading* electronically through the CM/ECF system, which caused the parties, counsel of record and independent monitor on the service list to be served by electronic means.

Lindsay Van Meter

2

1/31/19

Commander
Internal Affairs
Force Division
Robert Middleton

Lieutenant
Force Investigative Section
Juan Cabrera

Lieutenant
CIRT
Tony Fincher

Lieutenant
Project Manager
Ken Johnston

Data Analyst II
IAFD
VACANT

Division Coordinator
IAFD
VACANT

Sergeant
FIS
James Ortiz

Sergeant
FIS
Matt Caplan-PENDING

Sergeant
FIS
Deloris Sanchez

Sergeant
CIRT
Josh Brown - PENDING

Sergeant
Force Review Board
Andrew Quiliman - PENDING

Data Analyst I
IAFD
Natalee Davila

Admin Assistant
IAFD
Samantha Stefoin

Video Review Unit
Larry Bailey

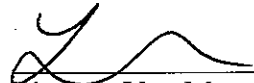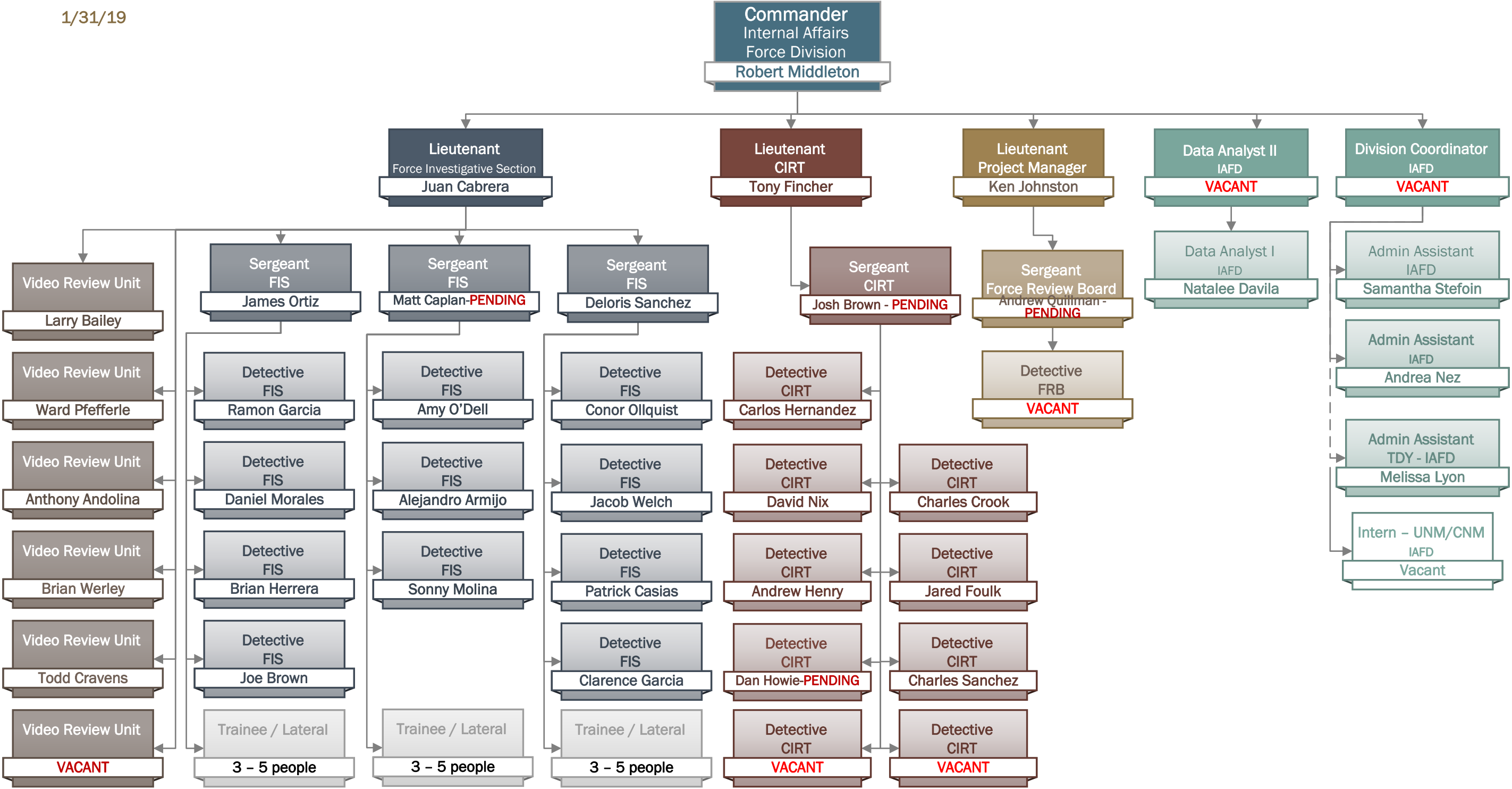**Detective**
FIS
Ramon Garcia

Detective
FIS
Amy O'Dell

Detective
FIS
Conor Ollquist

Detective
CIRT
Carlos Hernandez

Detective
FRB
VACANT

Admin Assistant
IAFD
Andrea Nez

Video Review Unit
Ward Pfefferle

Detective
FIS
Daniel Morales

Detective
FIS
Alejandro Armijo

Detective
FIS
Jacob Welch

Detective
CIRT
David Nix

Detective
CIRT
Charles Crook

Admin Assistant
TDY - IAFD
Melissa Lyon

Video Review Unit
Anthony Andolina

Detective
FIS
Brian Herrera

Detective
FIS
Sonny Molina

Detective
FIS
Patrick Casias

Detective
CIRT
Andrew Henry

Detective
CIRT
Jared Foulk

Intern – UNM/CNM
IAFD
Vacant

Video Review Unit
Brian Werley

Detective
FIS
Joe Brown

Detective
FIS
Clarence Garcia

Detective
CIRT
Dan Howie-PENDING

Detective
CIRT
Charles Sanchez

Video Review Unit
Todd Cravens

Trainee / Lateral
3 – 5 people

Trainee / Lateral
3 – 5 people

Trainee / Lateral
3 – 5 people

Detective
CIRT
VACANT

Detective
CIRT
VACANT

Video Review Unit
VACANT

COMMUNITY POLICING

////////// 2018 - 2019

ALBUQUERQUE POLICE DEPARTMENT

DEPUTY CHIEF HAROLD MEDINA
hmedina@cabq.gov

MESSAGE FROM MAYOR TIM KELLER

"It is my desire to see the city of Albuquerque connect and progress through the police-resident relationships developed in community policing. The Albuquerque Police Department has recognized the importance of working with the community they serve and officers are making significant progress in their community policing efforts. I am confident the residents of Albuquerque will continue to recognize the work and dedication of APD officers and the department's commitment to make a difference in the community by partnering to solve problems."

MESSAGE FROM CHIEF MICHAEL J. GEIER

"We want Albuquerque to be a national model for community-based, problem-oriented policing practices. The idea is simple: Build relationships and work with communities to address their concerns and priorities. We are working with residents and business owners to tailor our crime-fighting strategies. At the same time, we are using partnerships developed with service providers, faith leaders and others to help address specific needs in communities. We have long road ahead, and it will take our community to come together as One Albuquerque to do what is necessary to meet these challenges."

KEY COMPONENTS

COMMUNITY PROBLEM-ORIENTED POLICING PHILOSOPHY

"Community Policing is a pro-active partnership between the Albuquerque Police Department, the residents of Albuquerque, other agencies within the City of Albuquerque, and other levels of State Government, Federal Government and the private sector. This partnership seeks to expose the root causes of crime and disorder, and to eradicate such conditions through the aggressive enforcement of laws, ordinances, and the City policies and through positive community collaboration."

Department of Justice definition through its **C**ommunity **O**riented **P**olicing **S**ervices, or **COPS** program:

"Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime."

APD COMMUNITY POLICING COMPRISES THREE KEY COMPONENTS:

PROBLEM SOLVING

COMMUNITY PARTNERSHIPS

ORGANIZATIONAL TRANSFORMATION

The process of engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.

PROBLEM SOLVING

Collaborative partnerships between the law enforcement agency and the individuals and organizations they serve to develop solutions to problems and increase trust in police.

COMMUNITY PARTNERSHIPS

From the top down, directing action from personnel, community communication, and training to support community partnerships and proactive problem solving

ORGANIZATIONAL TRANSFORMATION

KEY COMPONENTS

Our idea for Community Policing in Albuquerque is really a vision. Our goal is safe communities and safe neighborhoods. That means APD and communities must engage with each other to solve problems. Our approach will be dynamic as we constantly adapt to changing circumstances and changing communities. We will measure what works and what doesn't, and look for opportunities to improve.

We are **One Albuquerque** and **One APD** – with a Commitment to Community.

We have unique communities throughout Albuquerque. There are challenges that are unique to each community. We have to work with each community to identify the barriers to safe neighborhoods and agree to solutions.

They key to building community partnerships starts with trust between police and the communities they serve.

Guiding Principles for APD:

o   Commitment to Education

o   Commitment to Youth Outreach

o   Commitment to Community Partnerships

o   Commitment to Communication

o   Commitment to Prevention

o   Commitment to Intervention

o   Commitment to Enforcement
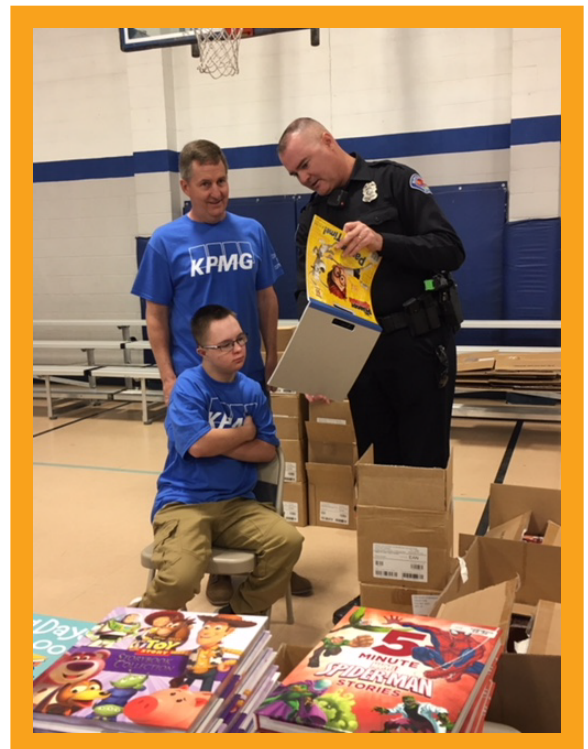
KEY COMPONENTS

COMMUNITY PARTNERSHIPS

The Albuquerque Police Department will focus on creating partnerships with a diverse section of the Albuquerque Community. We will work with key community stakeholders including, but not limited to:

- Other law enforcement agencies
- Social service providers
- Business community
- Educational institutes
- Local prosecutors
- Faith-based organizations
- Neighborhood interest groups
- Youth organizations

These partnerships will identify community challenges and focus on developing a strong road map to address those challenges (problem solving).

KEY COMPONENTS

PROBLEM SOLVING

Solving problems means, first, identifying issues that need to be addressed and then determining resolutions and devoting effort to meet needs for a successful outcome.

The SARA (Scanning, Analysis, Response, and Assessment) model is one of the most familiar process for problem-oriented policing (POP). The Albuquerque Police Department will use this problem solving method.

SCANNING:

Identifying recurring problems of concern to the public and the police.

Identifying what the problem means for the Albuquerque Metro Area.

Confirming what the problems is.

Investing resources into the problem.

Determining the impact of the problem on the Albuquerque Metro Area.

ANALYSIS:

Identifying and understanding what is causing the problem.

Data collection to support the problem exists.

Researching how others have addressed the problem.

Identify current efforts to address the problem.

Who are the Albuquerque partners who can help (become "One Albuquerque")?

Work with partners as one to identify factors leading to the problem.

RESPONSE:

Organize and present solutions from a diverse view.

Create a plan that is specific to Albuquerque unique needs.

KEY COMPONENTS

Determine what our goal is.
Who is responsible for each part of the plan?
Establish time frames for assessment and deadlines for projects.

ASSESSMENT:

What is the data saying?
Were deadlines met?
Did we meet our goal?
Can we modify and improve our response?
Do we need to set new deadlines?

Every response should have a checklist that includes the following actions for maximum effectiveness - crime prevention through community education.

• Proactive enforcement.

• Increased interaction and communication between officers and community.

• Strong ties to support prevention efforts to reduce the number of individuals entering the criminal justice system.

• Strong ties to support intervention efforts to stop the "revolving door" in the criminal justice system.

• Youth outreach to help our youth in achieving success.

DEPARTMENT TRANSFORMATION:

The Albuquerque Police Department is transforming the way we provide service to residents. The new focus will be based on the three guiding principles of community policing. The transformation will begin at the roots of the department by changing our training to develop the principles during the earliest stages of a police officer's career. The instruction will carry on throughout an officer's career as these principles become the benchmark for department recognition and advancement. The police department will begin developing community police officers who will lead the department for the next twenty-five years and following.

COMMUNITY POLICING

The Albuquerque Police Department will continue to work in partnership to take **ALeRT** (Analysis-Led Recidivism Team – a collaborative effort between Metro-Area law enforcement agencies to achieve a high rate of prosecution in addressing community concerns of crime and disorder) offenders into custody. **ALeRT** offenders are those having the highest frequency of involvement in the criminal justice system. Past estimates state as few as 15% of criminals are responsible for up to 85% of the crime committed.

The Albuquerque Police Department has established vital partnerships with key law enforcement entities in the Albuquerque Metro area and throughout the State of New Mexico. These partnerships include the New Mexico State Police, Office of Special Investigations from the Insurance Fraud Bureau, Bernalillo County Sheriff's Office, and Rio Rancho Police Department.

These partnerships have cultivated a working relationship that allows for a higher quality and more efficient law enforcement partnership and product for the community to which we serve. The Albuquerque Police Department is aware that a small number of criminals commit the majority of crimes in several jurisdictions. The career criminal problem is a responsibility for several agencies.

The Law Enforcement partnerships established by the aforementioned agencies allow for solidarity between the different agencies, all of whom are all working together for a common goal. This partnership results in a safer community for the residents of Albuquerque and allows for the sharing of information and resources between agencies needed to address the career criminals victimizing citizens.

In addition to establishing partnerships within Law Enforcement, the Albuquerque Police Department will continue to foster relationships with the community, especially those effected by crime, by providing them with professional and proactive police service. The Albuquerque Police Department is committed to the success and continuation of these partnerships.

EARLY YOUNG ADULT INTERVENTION:

The Albuquerque Police Department will work with community stakeholders to develop an arrest diversion process for low-level crimes hoping to help young adults not become trapped in the criminal justice system for low-level crimes. The hope is to develop an action plan for these young adults which can assist in areas such as education, job placement, and counseling.

PRECISION IMMEDIATE DEPLOYMENT OF RESOURCES:

In an effort to assist area commands with the most relevant data, and to be the most efficient in the deployment of resources, the Real Time Crime Center will continue to hold weekly crime analysis and **ALeRT** briefings. These briefings encompass information as it relates to crime

COMMUNITY POLICING

trends, hot spots, predictive analysis, active offenders/suspects, NIBIN leads, the top five most wanted offenders who are identified by investigative units, repeat offenders, and those being released from custody. During these briefings information is shared in an effort to most easily identify and apprehend offenders.

The primary information covered in the briefing is shared department wide, with other law enforcement partners, and the District Attorney's office. Investigative supervisors, along with federal partners, other law enforcement partners, and the District Attorney's office share information related to active investigations in an effort to help with the identification of suspects. Along with this meeting, a detective information sharing group is held every other week in an effort to share information related to investigations and leads.   It is critical to share as much information as possible during these meetings, and it is imperative this information is shared among area commands, and more specifically patrol officers.

The Real Time Crime Center (RTTC) will distribute crime statistics to patrol officers every 72 hours. The goal is to quickly identify trends so that officers can take an immediate proactive response to problems. By providing this information, officers and supervisors alike will not be tasked with researching this information on their own, and will provide more time for problem resolutions.

The Real Time Crime Center is in the process of acquiring a geo mapping software
(ESRI) that will provide real time crime information for officers to use in their pursuit of reducing crime. This application will be beneficial for all levels of the department and will allow them to have statistical data at their fingertips. The information is updated approximately every 10 minutes and will be tied into the warrants database. Once this information is acquired, a determination will be made of whether crime stats will continue to be sent out at 72 intervals.

Area Commanders and Investigative Commanders will be responsible for evaluating their staff's responses to crime issues and trends. By updating area commander's frequently on crime trends and by having a hybrid approach to investigations; where detectives are placed in a substation, but answer and exchange information in a centralized fashion the department will be maximizing the process of information sharing. Area Commanders will be evaluated on their efforts to utilize information in a manner to effectively reduce the occurrence of crime and use available resources; which will occur twice a month.

Reprograming of Field Services Bureau:

**1)	Area Commanders:**

COMMUNITY POLICING

Albuquerque Area Commanders will be given the ability to manage their area commands and the goal is for them to be the "Chief of their interactions" with the residents of their respective commands. It will be their responsibility to maintain partnerships within the area command and will be held responsible for trends within the command. The public will be able to track crime statistics on a monthly basis as stats will be posted online monthly. The Albuquerque Police Department will be transparent with the community and ensure the community knows the latest information on crime stats and trends.

2)   Area Command Focus Lieutenant (Problem Response Team):

Each Area Command will have a Lieutenant assigned to implement a full POP Project in a predetermined area identified as a high crime area. The goals for this Lieutenant and squad of officers is to work toward creating a healthy community and the primary focus is not that of arrest, to work closely with the community to develop a long-term plan specifically tailored to the individual community and to address the root causes of identified issues as leading to the problem.

3)   Sector Lieutenants:

Each Area Command was developed with at least two sectors, the department has added a field Lieutenant so that each sector could be assigned a Lieutenant who will have 24/7 and shift responsibility to identify issues and develop problem-solving activities to address the most current issues. These projects will be assigned to sector Sergeants who will lead his or her officers in addressing the issue and working with community stakeholders.

4)   Sergeants assignments from sector Lieutenants:

The focal point for working with the community and conducting projects within the community will be the Field Service Bureau Sergeants. Once larger sector sized problems are identified via data from the RTCC, or community stakeholders a sector Lieutenant will task a field squad of officers to lead a group of officers following his or her POP project. As a minimum standard each Lieutenant will be reasonable for one pop project a quarter. The Lieutenant will then give quarterly presentations to command staff with two goals in mind. First it will be an evaluation on their work performance and second, as a means to increase organizational communication and exchange ideas that are creating success.

5)   Patrol officers working from a grass root level:

COMMUNITY POLICING

Each patrol officer at the onset of a bid will be assigned a Neighborhood block or association. They will be required to conduct a minimum of one meeting with the assigned area a quarter. They will also be required to develop an email list with the community and forward monthly information to the group and be available for issues in a more timely direct method. The goal is for community groups to identify with an officer who they feel is their beat officer. As time passes, the officer will be assigned additional community groups. Each officer will also be tasked to address issues via use of the SARA model.

6)   Bicycle Patrol:

The Police department understands the importance of placing officers into the community in a fashion that leads to increased positive contact but also helps deter and fight crime. Bicycle patrol units will be developed in every area command and will continue to grow as resources become available.

7)   Investigations (Violent Crime, Property Crime, and Narcotics/Vice, Impact Teams):

The investigative units of the Albuquerque Police Department will continue to grow and work on developing partnerships with the business community. The increase in participation from various groups in the community will be key to the success of this project. The goal will be for all the subgroups to strengthen the information sharing that trends once again could be developed quickly and information on offenders effecting businesses could be exchanged. We have also created a hybrid system where investigative units are placed at a substation but our managed centrally so that we can increase communication, reduce multiple people working on the same offender and ensure that the highest priorities are receiving the resources needed for maximum impact with public monies.

8)   Police Emergency Communications Center (ECC):

ECC will develop an upgraded methodology regarding how calls for police assistance are prioritized. The most serious/imminent threat to life calls will be the highest priority while slowing officers down who are responding to lower priority calls where the offender has already left the area. The hope is to reduce the possibility of accidents when officer are responding to emergency calls and to increase the potential apprehension of offenders on the most serious calls in nature. The goal will be to increase the current three category priority system to a five category priority system. With five priorities and delayed report calls being the lowest priority. The lowest priority calls may hold longer (i.e. three hours) which may

COMMUNITY ENGAGEMENT

increase the availability of officers to increase proactive patrol and community policing patrolling efforts.

ECC will also be working on increasing the ability to utilize various resources available to assist callers with access to various mental health and social service providers for increased effectiveness in providing assistance with the various problems the community contacts the police department about.

9)   Mini Community Substations:

The Police Department will continue to reopen and even expand the mini substation idea. The goal will be to put officers back into the community and help increase and develop the bond of trust with the community. The offices must once again become part of the community.

Community Engagement for Education and Prevention:

Theme of the month:

By focusing attention on a single, monthly theme, our community partners can push a single message under APD's community policing philosophy, One APD. Changing the theme each month enables a dynamic or fluid communications campaign. Involving community partners helps build relationships and encourage innovative ideas to promote community policing.

Monthly Themes:

- **Look out for your neighbor**
    - o   Prevention, Communication, Community Partnerships
- **Create a Neighborhood Watch Program**
    - o   Education, Community Partnerships, Prevention
- **Back to School in August**
    - o   Youth Outreach, Community Partnerships, Education, Intervention
- **Suicide Prevention Month in September – focus on veterans**
    - o   Community Partnerships, Prevention, Intervention
- **See Something, Say Something**
    - o   Communication, Enforcement, Education, Prevention, Youth Outreach
- **Community Policing Councils – invite cadets, city employees, business leaders to attend**
    - o   Education, Community Partnerships
- **Be Thankful – thank a neighbor, thank a volunteer, etc.**
    - o   Community Partnerships, Communication
- **Get to Know the Police**
    - o   Community Partnerships, communication
- **Shop Smart in December**
    - o   Community Partnerships, communication, education, prevention, enforcement

COMMUNITY ENGAGEMENT

Engaging Community Partners:

- Neighborhood Associations
- Block Captians
- Community Policing Councils
- City agencies
  - o Family and Community Services
  - o Office of Neighborhood Coordination
  - o Senior Affairs
  - o Parks Department
- Bernalillo County
- Businesses
- Faith communities
- Education

Communications Strategy:

- Prepare digital packet each month to distribute to community partners.
  - o Background on that theme's month
  - o Suggested ideas to promote theme to each community partner's constituency
  - o Challenge to develop innovative campaign to highlight the theme of the month
  - o Share graphics that highlight the monthly theme
  - o Share talking points and social media content that highlight the monthly theme
- Work with city and community partners to push out monthly social media throughout the month.
- Encourage news media coverage of monthly themes
- Highlight community partners who are honored by APD for most innovative promotion of the monthly theme
- APD monthly newsletter will highlight the highlighted community partner, and announce the theme for the following month.

COMMUNITY ENGAGEMENT

Increased use of Social Media:

The Albuquerque Police Department will develop a position within the police department that helps us expand our social media outreach. The goal is to have area commanders and specialized units exchange information and showcase success with the community.

The following guidelines will be used to maximize the success of social media outreach to our community. The department will utilize the following social media platforms for outreach: Facebook, Instagram, Twitter, and YouTube. Each social media platform will have a distinct purpose unique to that platform which will enhance the effectiveness of department outreach and relevant content.

- Facebook will be used for public service announcements, community involvement, and videos/live events. Posting will be done at a minimum of 2-3 times per week.

- Twitter will be utilized for breaking news, traffic, and department news. Posting will be done multiple times each day, as information arises.

- Instagram will be used for public relations and community involvement. Posting will be done at a minimum of once per day.

- YouTube will be used for informational videos, recruitment, vlogs, and highlighting broad er aspects of the department.

The department will utilize social media as a tool to engage the community. Examples of engagement include

- Creating safety and educational campaigns which will target specific community needs and awareness

- Highlighting the department's positive community outreach

- Recruitment

- News and information

- Communication with the public to help address community needs

Each social media platform will contain a link to the department's external posting guidelines. These guidelines will inform the public of expectations for appropriate language and responses when posting to maximize safety and effectiveness.

COMMUNITY ENGAGEMENT

Increased transparency on Crime Statistics:

The Albuquerque Police Department will post monthly crime statistics for public view, each month, on each Area Commands web page. With the consistent process of information sharing, commanders will be able to better understand their effectiveness.

Through the implementation of the geo mapping software, not only will all levels of the department have access to real time information, but the police department will have a portal for residents to use; where they can research their own real time crime data. It is imperative that the police department continue the process of information sharing with the community and stakeholders so that we can work on issues that face society, crime trends, and social issues collaboratively. The police department needs its residents and residents need the police.

The administration will also conduct quarterly news conferences to discuss crime in the city so residents have a better understanding of where their tax dollars are being spent.

Youth Engagement:

The City of Albuquerque understands the importance of developing the next generation of the City of Albuquerque. We want the next generation to grow up in a safe city that provided ample opportunities for education and personal growth. We want them to grow with a respect and understanding of law enforcement. We will continue to work and expand our interactions with youth in every way possible. The goal is that the first interaction with youth be positive and not with lights and sirens. The youth are the future and we must work to steer it in the direction of outstanding residents and members of the City of Albuquerque.

Conclusion:

The goal of community policing is to maintain public trust and reduce crime by working with and listening to the community to identify and solve problems. We want the residents of Albuquerque to voice their concerns, contribute advice, and work with us to address community issues. The Albuquerque Police Department is committed to the success of our community and the department will continue to emphasize and prioritize our partnership with those we serve to make Albuquerque strong.
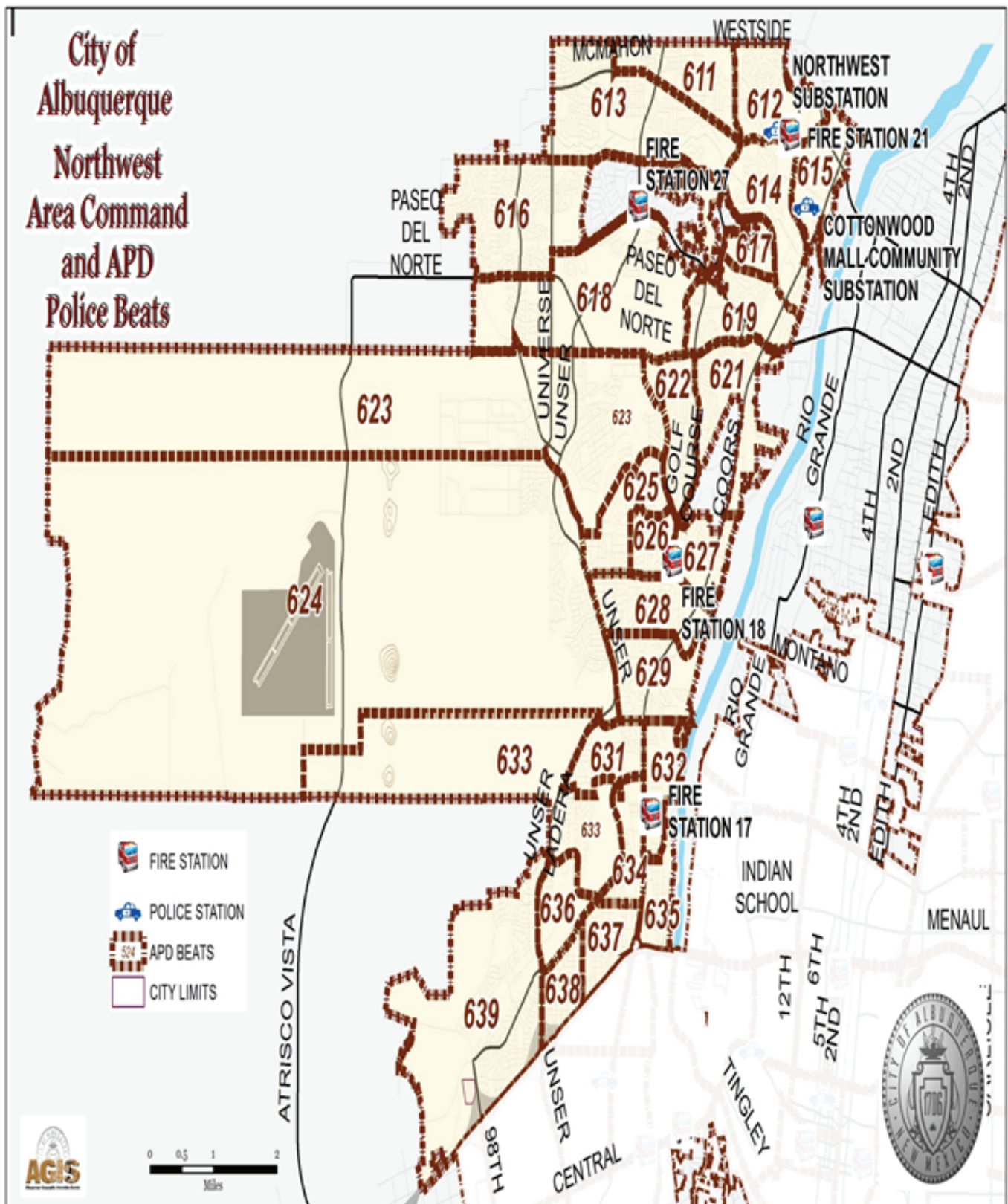
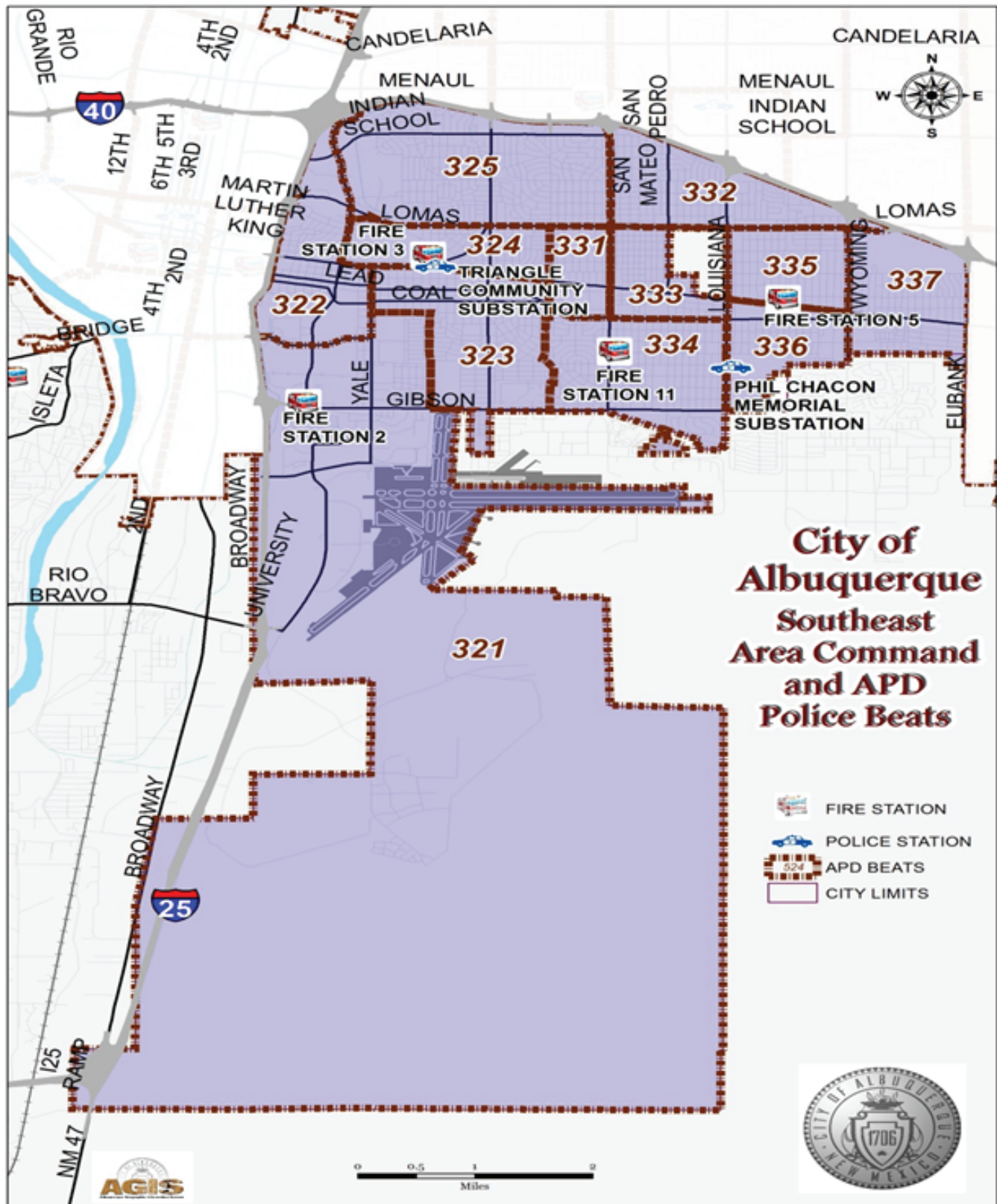## FOOTHILLS AREA COMMAND-12800 Lomas Blvd NE 87112-PHONE #332-5240
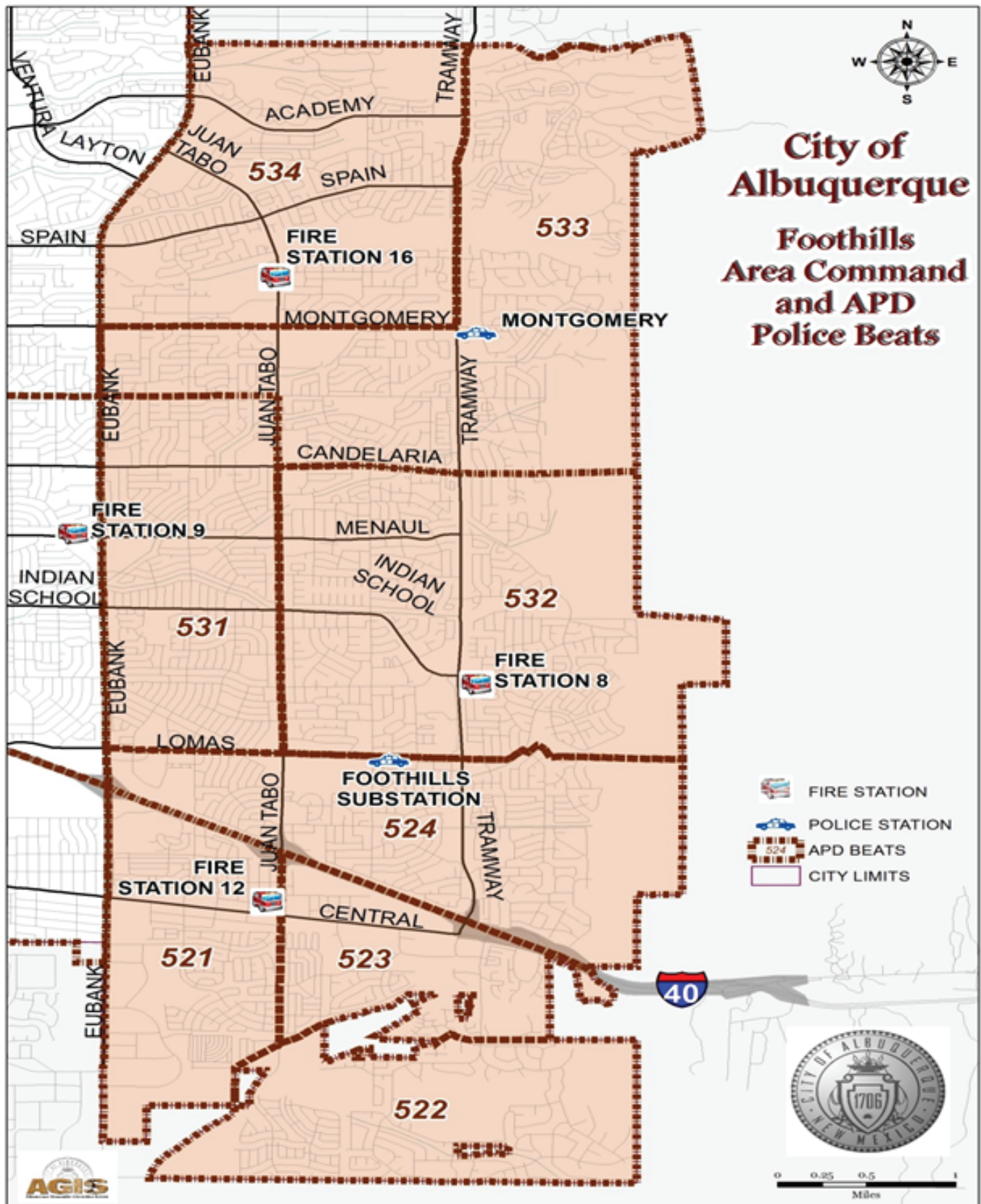
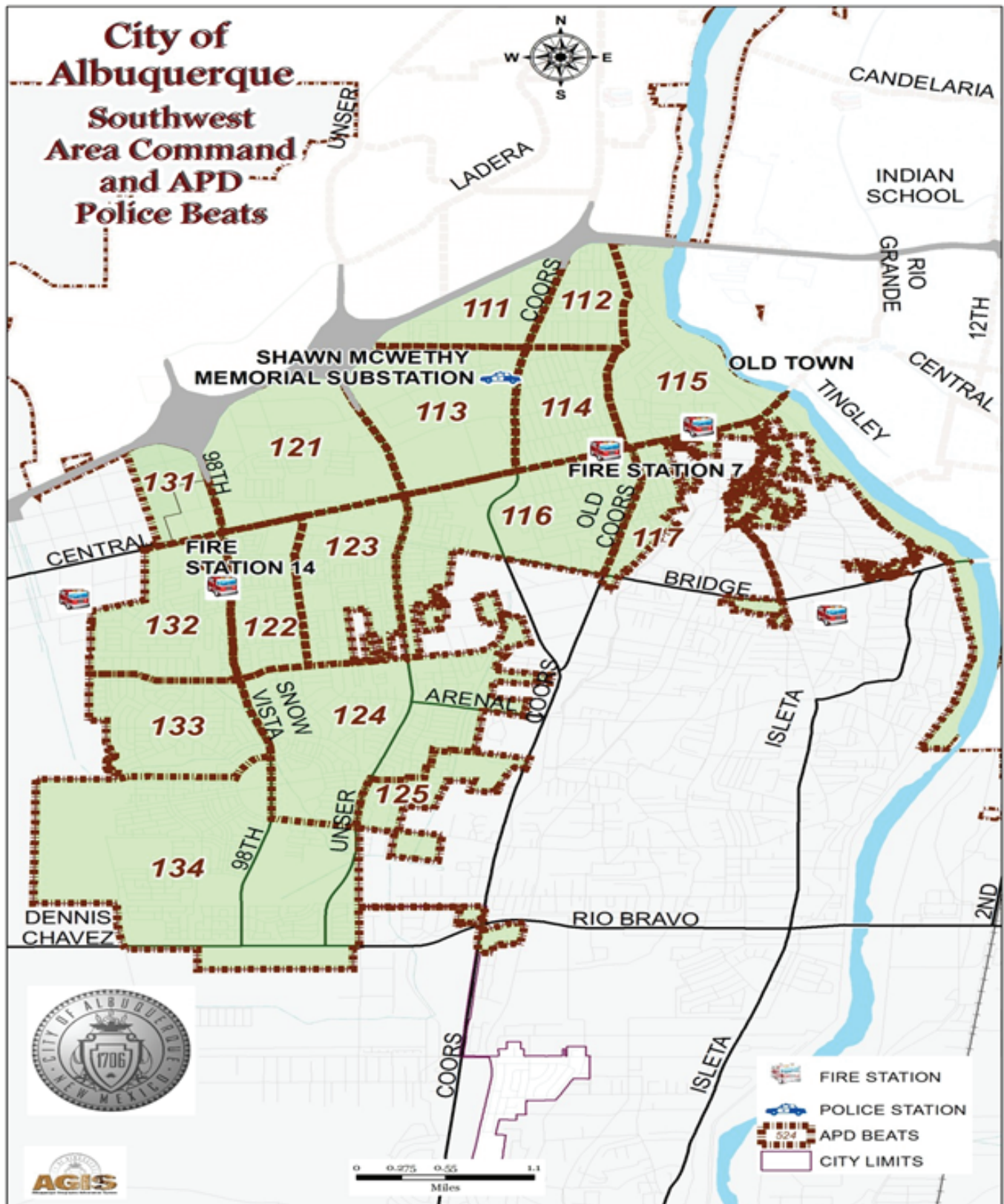## NORTHEAST AREA COMMAND-8201 OSUNA NE 87109-PHONE #823-4455
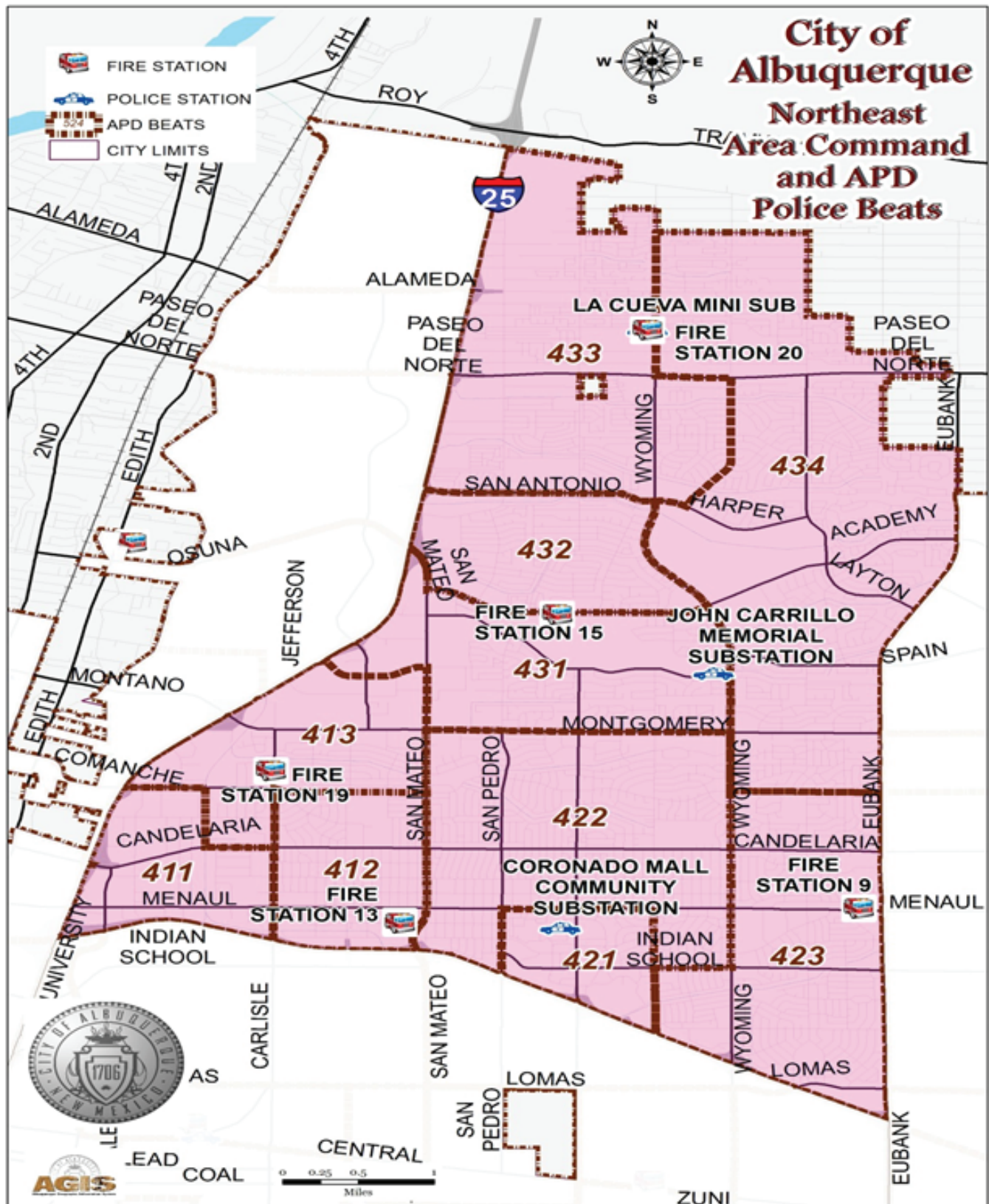
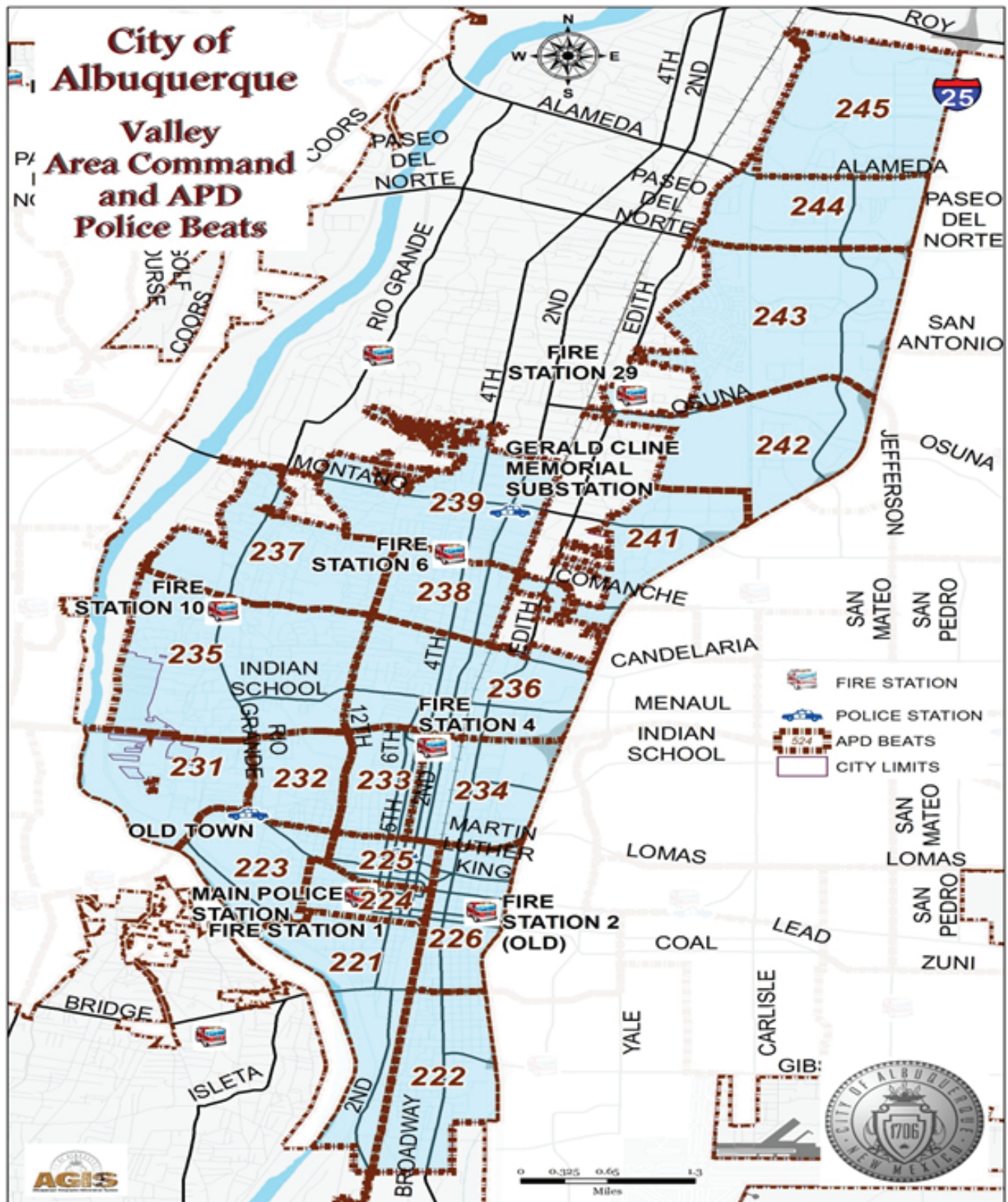## NORTHWEST AREA COMMAND-10401 CIBOLA LOOP NW 87114-PHONE #768-4850

SOUTHEAST AREA COMMAND-800 LOUISANA BLVD SE 87108-PHONE #256-2050

SOUTHWEST AREA COMMAND-6404 LOS VOLCANES NW 87121-PHONE #831-4705

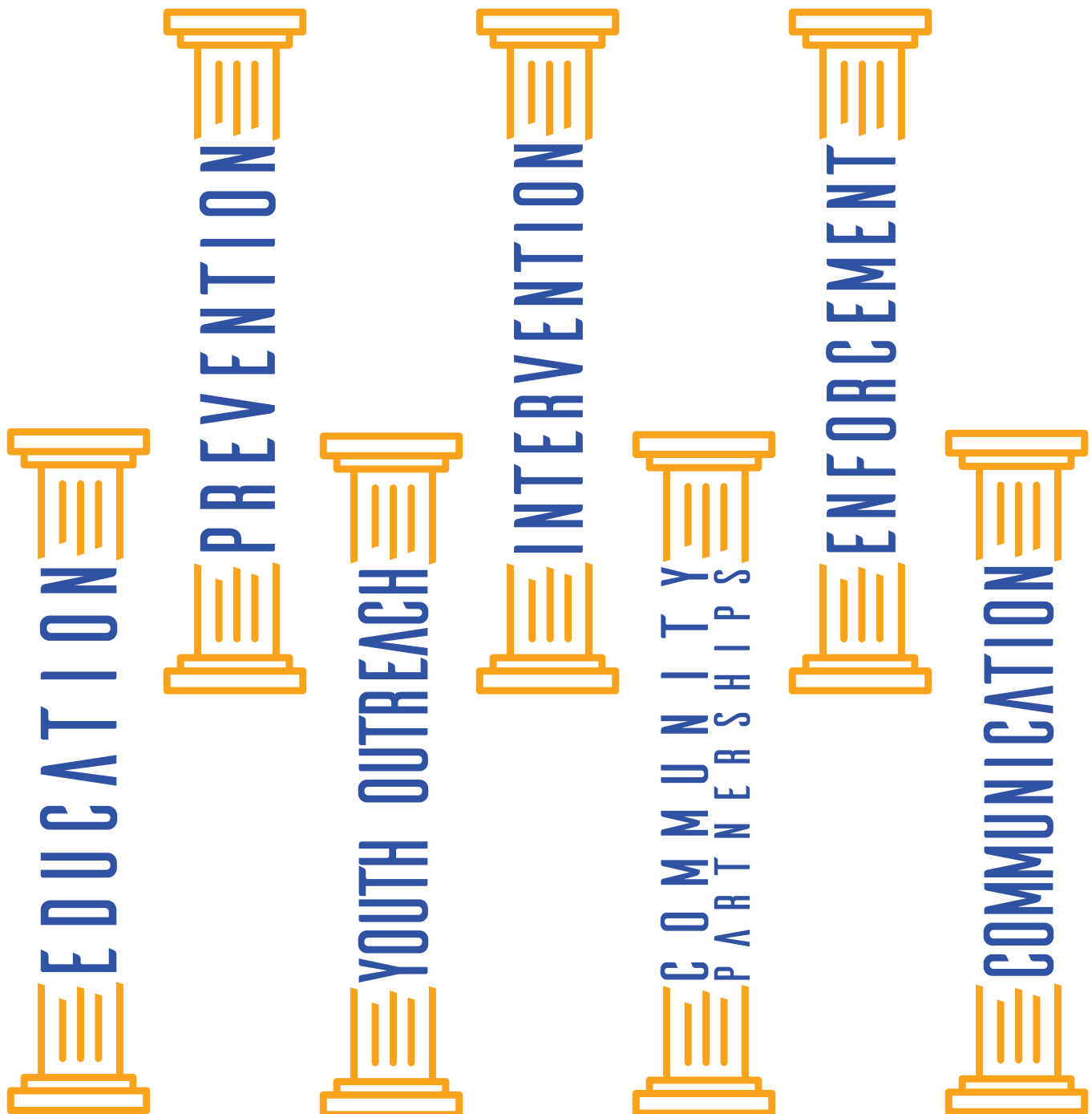## VALLEY AREA COMMAND-5408 2ND ST NW 87107-PHONE #761-8800

ONE APD
guiding principles
The Albuquerque Police Department is committed to:

EDUCATION

PREVENTION

YOUTH OUTREACH

INTERVENTION

COMMUNITY PARTNERSHIPS

ENFORCEMENT

COMMUNICATION

Albuquerque Police Department
Compliance Bureau | Crisis Intervention Section
ECIT Recruitment Plan
January 2019 Update

Recruitment Progress
In November of 2018, the Crisis Intervention Section's monthly audits began to indicate that the Field Services Bureau staffing regularly reaches the ECIT certification target of 40% of field officers. The number of officers assigned to Field Services changes every month thus the percentage of those certified moves with re-assignment and the recruitment of new officers. Because of this, the department, at least in the short term, will at times be slightly above or slightly below that 40% benchmark, especially in our current drive to increase the number of officers on patrol.

Now that the department is approaching a total of 40% of trained officers in ECIT, recruitment can become targeted to areas where ECIT officer coverage is especially low or behavioral health call volume is higher than average in the city. Because of this, the recruitment plan for ECIT officers must be updated. The previous plan, dated July 31, 2017 must be amended to include targeted recruitment based on identified coverage gaps as a result of the yearly officer bid and call for service data from the previous year in addition to first hand observations, by recruiters, on how the ECIT program is being carried out in the field.

Targeted Recruitment
ECIT is and will remain a voluntary program. One of the core elements of an effective Crisis Intervention Team Program is a voluntary application process to ensure that those who take on the responsibility actually believe in and want to be a part of the program[1]. However, to ensure that an ECIT Officer will be available when needed, targeted recruitment should be used to encourage officers in high need areas to become trained.

Field Service Officers bid for their schedules every year based on department seniority. This bid is mandated by contract with the Albuquerque Police Officers' Association (APOA) and does not currently include considerations like ECIT coverage in squad structure. In July 2019, the City and the APOA will enter into year two of a two year contract and possibly adding a slot to each squad specifically for an ECIT officer could be discussed in contract negotiations for a future agreement. For the duration of the current contract however, APD has no real control over where ECIT officers bid further requiring some kind of targeted recruitment in order to ensure coverage across the city.

Due to this lack of control in where ECIT Officers select to work, after each bid, and around six months after a bid, the Crisis Intervention Section will compare the current bid roster to the list of trained ECIT field officers to determine a baseline need for each area command.   This baseline will then be compared to CAD data for behavioral health calls to determine ECIT response rates, with the target of hitting at least a 40% ECIT officer response rate for these types of calls. Please see the following page for an example of how this will be used. Areas and shifts where that response rate is below 40% will be selected for further recruitment.

ECIT Recruiters, armed with this information will then schedule field ride alongs with officers in areas and shifts where there are insufficient ECIT officers due to the bid and call data. These ride alongs will be scheduled with both current and prospective ECIT officers and will offer the following benefits:
- CIS on scene consultation for the calls responded to during the ride along
- In person recruitment for the ECIT program
- Two way information sharing between Field Services and the Crisis Intervention Section
- ECIT program evaluation through first hand observation

By adding targeted ECIT recruitment to the current ECIT recruitment plan, our department will be able to ensure that each area of the city has sufficient coverage to assist citizens in crisis in addition to having an up to date understanding of how ECIT is actually being used in the field.

---

[1] Dupont, Randolph, et al. "Crisis Intervention Team Core Elements." Core Elements of CIT, The University of Memphis, Sept. 2007, www.cit.memphis.edu/information_files/CoreElements.pdf.

Example Targeted Recruitment Process:

At the start of the 2018 bid in August, Southwest Dayshift only had one ECIT officer. How busy is Southwest in terms of Behavioral Health calls (10-40 only for this example) for the months of October and November 2018?

Day			
Area	**Oct**	**Nov**	**Total**
SW	5	5	10

How does having one officer to cover an entire watch look in terms of response after removing the Crisis Intervention Unit (Referral follow up) visits?

Total 10-40 calls for SW Dayshift for October and November 2018: 10

CIS visits in the area (Unit Follow up): 6 of the 10 total calls generated

Actual dispatched calls answered by field officers: 4 of the 10 total calls generated

Field ECIT Response to dispatched calls: 1 of 4 calls = 25% ECIT Response

25% falls far short of the department goal of a 40% response rate to these types of calls. Recruitment is needed on this shift.

The above calculation was done by going through CAD data by hand, and was extremely time consuming. APD has since built a reporting database that automatically pulls the same information from APD CAD data. This report examines calls coded as a behavioral health call and suicidal individual call and compares that call to the Crisis Intervention Section's list of ECIT trained officers. The result below is January 2019's report from that database for the entire city broken down by area command and shift.

1/1/2019 - 1/30/2019

Summary

	Shift # 1			Shift # 2			Shift # 3		
	BHD CADs	ECITOfficer Responded	Percent W/ ECIT	BHD CADs	ECITOfficer Responded	Percent W/ ECIT	BHD CADs	ECITOfficer Responded	Percent W/ ECIT
FH	15	8	53.33 %	32	15	46.88 %	37	21	56.76 %
NE	21	16	76.19 %	27	13	48.15 %	46	24	52.17 %
NW	8	7	87.50 %	23	10	43.48 %	30	20	66.67 %
SE	24	15	62.50 %	39	16	41.03 %	44	20	45.45 %
SW	12	6	50.00 %	13	6	46.15 %	24	8	33.33 %
VA	11	5	45.45 %	22	12	54.55 %	28	19	67.86 %

Report Run Date: 1/31/2019 10:22:01 AM

Shift 1: 2300 - 0659   Shift 2: 0700 - 1459   Shift 3: 1500 - 2259

This report will be run monthly then provided to the monitoring team and instantly determines ECIT response rates to behavioral health calls, city wide. It will be used to identify trends and will be the primary tool used by ECIT Recruitment Officers in the Crisis Intervention Section.   Further the tool will allow CIS to get a sense of which areas of the city that have a higher than average number of these types of calls which can then be used by APD for officer deployment purposes.