



# ALBUQUERQUE POLICE DEPARTMENT STAFFING PLAN (FINAL DRAFT 6/11/16)

Prepared by the Albuquerque Police Department

# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

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## Executive Summary

The Albuquerque Police Department (APD) has developed a staffing plan, a first for the agency. In conjunction with the parties of the Settlement Agreement (APOA and USDOJ) this plan surveys the current staffing levels of the department, projects expected staffing levels over the next several years, and describes incremental potential placements of officer gains through recruiting. The plan also addresses staffing recommendations defined in the Weiss & Associates Staffing Assessment and Resource Study (2015).

### **The Staffing Plan examines four main points:**

- How to address the issues identified in the Weiss study
- Where to allocate resources (staff) as they become available
- Provides an estimate as to how long it will take to achieve the total workforce suggested by the Weiss study
- How to measure the workload and resulting appropriate staffing levels for investigative and civilian staff

### **How does the Staffing Plan assist in resolving these issues?**

- Adds a minimum of 147 to 169 new patrol officers over a 5-year period, dependent on work shift
- Revises patrol and investigative officer's work shifts to match the workload
- Provides staffing allocations to the areas defined in the Settlement Agreement and the Weiss study
- Recommends data collection methodologies to help improve workload assessments
- Empowers officers and area commanders by providing the resources that they need to address crime on a neighborhood level

### **Bureau Staffing Priorities**

APD is divided into four bureaus. Setting bureau priorities is a dynamic process, with changes anticipated over time. Current staffing priorities are listed below:

#### **Professional Accountability Bureau**

- Increase patrol staffing to at least 500 officers for each annual bid
- Increase staffing in Internal Affairs, Critical Incident Review Team, and Investigative Review Teams to a level that ensures that investigations are completed within an acceptable period of time defined by the Settlement Agreement and departmental goals
- Increase staffing at the Communications Center to a level that demonstrates that answer times meet or exceed national standards and avoids forced overtime for staff to fill shortages

#### **Administrative Support Bureau**

- Provide the appropriate number of technical and administrative staff in order to meet the requirements of the Settlement Agreement

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- Increase staffing in the Telephone Report Unit to help divert calls for service
- Increase staffing in the Personnel Division to assist with day-to-day duties and to improve service

### **Investigative Bureau**

- Increase the number of Crisis Intervention Unit detectives to at least 12
- Increase the number of narcotic detectives to man at least two full teams
- Increase the number of Crimes Against Children/Child Exploitation Detail detectives to man two full teams

### **Special Services Bureau**

- Increase Traffic/DWI officers by at least 17 officers and four supervisors
- Increase Academy staff by 16 officers
- Increase Tactical staff by 13 officers
- Increase Open Space Unit staff by 10 officers

## Introduction

This report details APD's plan for staffing sworn and civilian services. It is responsive to the Weiss and Associates 2015 Staffing Assessment and Resource Study, the USDOJ Settlement Agreement (2014), as well as the recommendations of the APD executive leadership.

As required in the Settlement Agreement Paragraph 204, the City completed a comprehensive staffing assessment and resource study. The study was completed in December 2015 by Dr. Alex Weiss, a well-respected leader in personnel resource allocation. Based on calls for service, the Weiss study recommends raising the overall sworn count of APD officers to 1,000 if 12-hour shifts are implemented. If 8-hour shifts are implemented, that number rises to 1,022. In addition to sworn staffing levels, the Weiss study recommends additional civilian and sworn staffing in several locations, including Internal Affairs, Communications, Crisis Intervention, and the APD Academy. As also required by the Settlement Agreement, APD began to develop the staffing plan which will determine how best to implement the staffing study. It is during this time that the City will collaborate with the parties on how best to implement the staffing study recommendations.

The core principles that form the foundation for the analysis and recommendations summarized in the plan are:

- Decisions regarding patrol deployment should strengthen officers' sense of ownership of the neighborhoods they serve;
- Deployment of patrol officers should be matched to workload, both geographically and by time of day and day of week;
- Services provided to customers – response to 9-1-1 calls and proactive work – should be equitable, consistent, and dependable, in all parts of the city, at all times of day, and on all days of the week;
- Proactive work performed while officers are not responding to 9-1-1 calls will be used in a way that is targeted, measured and enhances the department's ability to achieve specific public safety outcomes identified by its command staff and the public it serves;
- Any patrol deployment model must be highly competitive in providing incentives for attracting and retaining top-quality police recruits.

This plan can be viewed as having two parts; a short-term horizon that will last possibly a few months after approval of the Staffing Plan and a longer-term view that will last several years. The short-term portion of the plan addresses the critical needs of the department right now- a dwindling number of officers that are assigned to patrol duties; lengthening response times, and upticks in some crime categories. To address the immediate need, the department is contemplating shifting many positions into Field Services, altering the calls for service priority scale, and responding to other crimes in alternative ways. The second half of this plan addresses the longer-term view- identifying the needs and allocating staff as it becomes available over the course of several years.

## Trends

According to the RAND Corporation’s report entitled “Police Recruitment and Retention for the New Millennium – The State of Knowledge”, maintaining the police workforce level is one of the most salient challenges facing law enforcement today. In the long run, both the supply of and demand for qualified officers are changing in a time of increasing attrition, expanding law-enforcement responsibilities, and decreasing resources. These contribute to the difficulties that many agencies face while creating a workforce that represents the demographics of their communities, that is committed to providing its employees the opportunity for long-term careers, and that can effectively implement community policing.

Beginning in the 1990s and escalating into the early 21<sup>st</sup> century, observers of hiring patterns in law enforcement have predicted a looming “crisis,” stemming from a perceived inability to attract a sufficient number of qualified applicants to fill growing demands. A related concern receiving recent attention is a perceived difficulty in recruiting sufficient numbers of women and minority applicants to fulfill goals related to a balanced representation of the jurisdiction served.

Identifying sources of the recruiting challenge remains problematic because symptoms might vary by jurisdiction. Nevertheless, departments can identify dimensions and categorize them as external to policing, such as economic and social conditions and work-life changes, or specific to the profession or departments, such as low pay or benefits. The recruitment challenge appears to be deepening over time as generational preferences and conceptions of work and career may have changed and as other trends work to reduce the pool of qualified applicants. Whereas departments have had historical difficulties recruiting women and minority applicants, their inability to grapple with generational differences has shown the profession to be underprepared for the rapidly changing and uncertain economic and social landscape (Jordan, Fridell, Faggiani, & Kubu, 2009; Orrick, 2008; Wilson, 2012; Wilson & Grammich, 2009). Previously unconsidered issues, such as the pull of more lucrative careers and the negative images of policing, might further deplete the applicant pool, particularly as the economy improves (Cavanagh, 2003; Flynn, 2000; Koper et al., 2001).

The Albuquerque Police Department’s own experience over the last five years has been a steep decline in the number of sworn officers working, as depicted by the chart below:

Table 1: Number of APD Sworn Officers, 1994-2015



The decline of APD sworn officer staffing has mirrored national trends. Agencies nationwide have reported staffing deficiencies of 20-30% on average. Further compounding this general trend has been the alteration of local retirement benefits for Public Employee Retirement Association (PERA) members that encourages near-retirement employees to retire or face reduced pensions in the future. Add in a challenging recruiting environment for suitable cadet candidates and an overall lack of desire by young people to choose law enforcement as their profession, this practical “perfect storm” has resulted in drastic reductions in the APD workforce.

APD expects to avoid this trend by utilizing superior recruiting methods, enhancing incentives for prospective candidates, getting return to work legislation passed, and developing robust lateral classes. Each of these methods will be discussed in more detail in the following sections.

### Review of Weiss Study

In December 2014, the City of Albuquerque engaged Alexander Weiss Consulting, LLC to conduct a staffing and organizational analysis of the Albuquerque Police Department. Their work was based on interviews with department staff and examination of records, policy and procedure.

The study addressed five questions:

- What does the police department do?
- What does it want to accomplish?
- How does it do it?
- Are there better ways to do what they do now?
- How many people are needed to accomplish its mission?

### Determining Workload

The study determined appropriate workforce levels for Field Service Bureau officers by using actual police workload. According to the study, “workload-based approaches derive staffing indicators from demand for service. What differentiates this approach is the requirement to systematically analyze and determine staffing needs based upon actual workload demand while accounting for service-style preferences and other agency features and characteristics. The workload approach estimates future staffing needs of police departments by modeling the level of current activity. Conducting a workload analysis can assist in determining the need for additional resources or relocating existing resources (by time and location), assessing individual and group performance and productivity, and detecting trends in workload that may illustrate changing activity levels and conditions” (Weiss, 2015). The workload-based assessment included examining the distribution of calls for service by hour, day, and month; examining the nature of calls for service; estimating time consumed on calls for service; calculating agency shift-relief factor; establishing performance objectives; and providing staffing estimates.

Weiss examined data for the period of March 1 2014 – February 28 2015. During that period, the department handled 405,404 citizen-generated calls for service (CFS), of which Albuquerque Police officers assigned to the area commands handled 383,158.



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## Staffing Projections

Using CFS and determining backup officer rates and proactive policing ratios, Weiss estimated staffing requirements for each area command by shift. The analysis is illustrated in the table below:

Table 2: Weiss Study Staffing Projections per Area Command – 8 Hour Shifts

|                               |            |
|-------------------------------|------------|
| <b>Southwest Area Command</b> |            |
| 0700-1500                     | 20         |
| 1500-2300                     | 30         |
| 2300-0700                     | 13         |
| <b>Foothills Area Command</b> |            |
| 0700-1500                     | 23         |
| 1500-2300                     | 34         |
| 2300-0700                     | 15         |
| <b>Valley Area Command</b>    |            |
| 0700-1500                     | 31         |
| 1500-2300                     | 40         |
| 2300-0700                     | 17         |
| <b>Northeast Area Command</b> |            |
| 0700-1500                     | 35         |
| 1500-2300                     | 50         |
| 2300-0700                     | 22         |
| <b>Northwest Area Command</b> |            |
| 0700-1500                     | 22         |
| 1500-2300                     | 31         |
| 2300-0700                     | 15         |
| <b>Southeast Area Command</b> |            |
| 0700-1500                     | 40         |
| 1500-2300                     | 59         |
| 2300-0700                     | 26         |
| <b>Total</b>                  | <b>522</b> |

*Note: Reprinted from "Albuquerque Police Department Comprehensive Staffing Assessment and Resource Study", by Dr. Alexander Weiss, 2015, p.24.*

Based on this model (8 hours shifts), APD would require 522 police officers assigned to patrol.

According to the Weiss study, "one of the most interesting recent changes in police work scheduling has been the widespread adoption of the 12-hour shift. Hundreds of agencies have adopted this approach, and the number of implementations continues to increase. Evidence, both anecdotal and more systematic, suggests that this approach can be highly effective. One approach to addressing this problem of inadequate staffing on midnight shifts is to adopt a 12 Hour work schedule. By staffing on two shifts rather than three or more you can introduce some efficiencies and have a more balanced staffing by shift" (2015)

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Table 3: Weiss Study Staffing Projections per Area Command – 12 Hour Shifts

|                               |     |
|-------------------------------|-----|
| <b>Southwest Area Command</b> |     |
| 0600-1800                     | 31  |
| 1800-0600                     | 29  |
| <b>Foothills Area Command</b> |     |
| 0600-1800                     | 36  |
| 1800-0600                     | 34  |
| <b>Valley Area Command</b>    |     |
| 0600-1800                     | 47  |
| 1800-0600                     | 37  |
| <b>Northeast Area Command</b> |     |
| 0600-1800                     | 55  |
| 1800-0600                     | 47  |
| <b>Northwest Area Command</b> |     |
| 0600-1800                     | 34  |
| 1800-0600                     | 31  |
| <b>Southeast Area Command</b> |     |
| 0600-1800                     | 63  |
| 1800-0600                     | 57  |
| <b>Total</b>                  | 501 |

Note: Reprinted from “Albuquerque Police Department Comprehensive Staffing Assessment and Resource Study”, by Dr. Alexander Weiss, 2015, p.24.

Based on this model (12 hour shifts), APD would require 501 officers in patrol.

Weiss’ study also identified that patrol performance is significantly affected by work schedule. Among the critical issues were:

- Work schedules were not well aligned with the workload
- There were several different work schedules in use, resulting in unnecessary complexity
- In some cases work schedules were implemented to motivate police officer performance. While this may have been beneficial for the officers, it appears that these schedules are not based on deployment requirements.

## Scheduling

From the Weiss study: “Another remarkable aspect of the Investigative Bureau is that a very small fraction of the detectives work at night or weekends. Moreover, there is relatively little use of detectives assigned to one division to support the work of another. All of these sworn personnel are assigned to work Monday through Friday during normal business hours. This does not align very well with the nature of this activity, and thus detectives are often called out on overtime to assist FSB” (2015).

## **False Alarm Response**

During the study period APD responded to the 22,082 burglar alarms. If an average CFS time of 30 minutes is used, and an assumption that two officers are required for these calls, it equates to roughly 22,000 officer hours consumed responding to alarms, the vast Albuquerque Police majority of which are false. APD officers work on average 1,680 hours per year. Thus, the department consumes the equivalent of 13 full time-equivalent (FTE) officers just to answer alarm calls.

## **Traffic Accident Response**

During Weiss' study period, APD area command officers investigated 28,000 property damage-only traffic crashes. Traffic accident investigation is a labor-intensive task, often involving more than one officer. Moreover, when vehicles are in the roadway (including emergency vehicles) it causes traffic delays and increases the risk of secondary collisions. Reducing the amount of officer hours dedicated to these responses can save the APD the equivalent of 10-15 officers.

## **Leveraging Technology**

In Weiss' view, "APD could do more to increase the use of citizen self-reporting. First, the department should ensure that the web-based system mirrors the Telephone Report Unit (TRU). Second, the department should examine the policy and procedure that is used to screen TRU calls. Weiss was informed by a number of members of the organization that TRU call takers often refuse to take a report claiming they cannot take a report when the suspect is known" (2015)

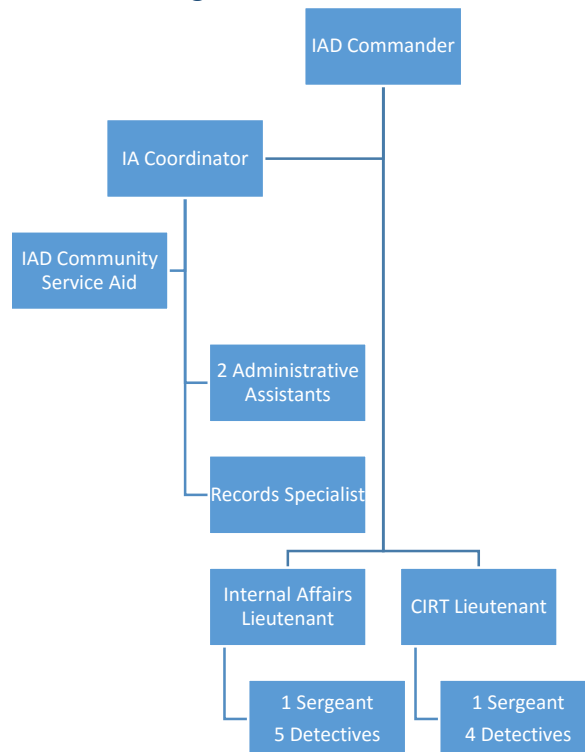
## **Academy Staffing**

"As a result of the Court Approved Settlement Agreement (CASA), the department must deliver significantly more training to personnel. These requirements cannot be met with the current Academy staffing levels. Using officers from the Field Services Bureau to supplement the Academy staff would place a significant burden on the already understaffed Field Services Bureau. We recommended the Albuquerque Police Department supplement its current Academy staff with up to twenty additional part-time contracted staff, and that this level be closely monitored to ensure that it is appropriate" (Weiss, 2015).

## **Internal Affairs Staffing**

The Weiss study addressed staffing at the Internal Affairs Division, as required by the Settlement Agreement (Paragraph 63). It is depicted by the proposed organizational chart:

Table 4: Proposed Internal Affairs Organizational Chart



*Note: Reprinted from “Albuquerque Police Department Comprehensive Staffing Assessment and Resource Study”, by Dr. Alexander Weiss, 2015, p.49.*

Weiss agreed with the proposed organizational plan for the IAD, but also recommended regular semi-annual analyses to ensure that staffing levels in the division are appropriate due to new tasks and expanded roles required by the CASA.

**Crisis Intervention Staffing**

The Weiss study refers the reader to Paragraph 123, 124, and 135 of the Settlement Agreement regarding crisis intervention certified responders. Paragraph 135 states “Within three months of completing the staffing assessment and resource study required by Paragraph 204 of this Agreement, APD shall develop a recruitment, selection, and training plan to assign, within 24 months of the study, 12 full-time detectives to the CIU, or the target number of detectives identified by the study, whichever is less.” The recruitment plan is included in the Appendix of this report. The Weiss study continues to further discuss crisis intervention training and that Weiss concurs with the recommended staffing level of 12 full-time detectives for the CIU.

**Additional Staffing at Communications Center**

On Page 50 of the Weiss study, Weiss addresses issues that are affecting performance at the Communications Center. He identified a lack of middle management to act as Assistant Manager, Lead Supervisors, and Quality Control Supervisors. Because there is only one operational management staff FTE, center supervisors are often unable to assume managerial responsibilities due to the nature of the

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work they do to manage the increased volume of 9-1-1 calls coming into the center, the calls for service, and the level of dispatch oversight that is required. Recently the Communications Center has experienced a wave of retirements and loss of staff to other call centers or other non-related positions due to pay inequities and forced overtime. City administrators are proposing incentives to shore up the staffing shortages, but the length of the advertisement, selection, and training processes mean that help is still four months away from affecting the current situation at the time of this report.

The Weiss study identified several concerns during its research of the APD:

- APD is a highly compartmentalized, and fragmented organization.
- APD Area Commanders are accountable to their communities, but lack the authority and resources to accomplish their mission.
- APD has very limited flexibility in how it deploys sworn personnel.
- Concerns about staffing have caused managers to adopt very conservative deployment strategies.
- APD has made significant progress in optimizing the use of nonsworn personnel.

### **Recommendations**

In addition, the Weiss study made seven recommendations to address the concerns and to provide better service to the community:

- Recommendation One
  - The APD should adopt a “flatter” organizational structure that will facilitate communication and accountability.
- Recommendation Two
  - The APD should adopt the verified response model for burglar alarms.
- Recommendation Three
  - APD should adopt a more strategic approach to criminal investigation.
- Recommendation Four
  - The APD Special Operations Division should be repurposed to provide better and coordinated support to the area commands.
- Recommendation Five
  - APD should add resources to Metro Traffic while ensuring that these resources are effectively deployed.
- Recommendation Six
  - APD should adopt a career development program that includes a strong emphasis on the importance of patrol and mandates periodic transfers from specialized assignments back to patrol.
- Recommendation Seven
  - APD should adopt a more strategic approach to crime control that focuses on the area command.

## Settlement Agreement Staffing Requirements

The CASA refers to staffing requirements or recommendations in several paragraphs. They are described below:

**Paragraph 63** states “Within ten months from the Effective Date, APD shall ensure that there are sufficient trained personnel assigned to the Internal Affairs Bureau to fulfill the requirements of this Agreement. APD shall ensure that all serious uses of force are investigated fully and fairly by individuals with appropriate expertise, independence, and investigative skills so that uses of force that are contrary to law or policy are identified and appropriately resolved; that policy, training, equipment, or tactical deficiencies related to the use of force are identified and corrected; and that investigations of sufficient quality are conducted so that officers can be held accountable, if necessary. At the discretion of the Chief, APD may hire and retain personnel, or reassign current APD employees, with sufficient expertise and skills to the Internal Affairs Bureau.”

**Paragraph 123** of the agreement states that “APD shall maintain a sufficient number of crisis intervention certified responders who are specially trained officers across the Department who retain their normal duties and responsibilities and also respond to calls involving those in mental health crisis. APD shall also maintain a Crisis Intervention Unit (“CIU”) composed of specially trained detectives housed at the Family Advocacy Center whose primary responsibilities are to respond to mental health crisis calls and maintain contact with mentally ill individuals who have posed a danger to themselves or others in the past or are likely to do so in the future. APD agrees to expand both the number of crisis intervention certified responders and CIU.”

**Paragraph 124** indicates that, “The number of crisis intervention certified responders will be driven by the demand for crisis intervention services, with an initial goal of 40% of Field Services officers who volunteer to take on specialized crisis intervention duties in the field. Within one year of the Effective Date, APD shall reassess the number of crisis intervention certified responders, following the staffing assessment and resource study required by Paragraph 204 of this Agreement.

**Paragraph 135** mandates that, “Within three months of completing the staffing assessment and resource study required by Paragraph 204 of this Agreement, APD shall develop a recruitment, selection, and training plan to assign, within 24 months of the study, 12 full-time detectives to the CIU, or the target number of detectives identified by the study, whichever is less.”

**Paragraph 198** states that “The City shall ensure that APD and the Civilian Police Oversight Agency have a sufficient number of well-trained staff assigned and available to complete and review thorough and timely misconduct investigations in accordance with the requirements of this Agreement. The City shall re-assess the staffing of the Internal Affairs Bureau after the completion of the staffing study to be conducted pursuant to Paragraph 204. The City further shall ensure sufficient resources and equipment to conduct thorough and timely investigations.”

**Paragraph 203** requires that “To maintain high-level, quality service; to ensure officer safety and accountability; and to promote constitutional, effective policing, the City shall ensure that APD has the staffing necessary to implement the terms of this Agreement. APD shall also deploy a sufficient number

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of first-line supervisors to respond to scenes of uses of force; investigate thoroughly each use of force to identify, correct, and prevent misconduct; and provide close and effective supervision necessary for officers to improve and develop professionally. APD shall revise and implement policies for supervision that set out clear requirements for supervision and comport with best practices.”

**Paragraph 204** states that “In order to successfully implement the provisions of this Agreement, APD shall assess the appropriate number of sworn and civilian personnel to perform the different Department functions necessary to fulfill its mission. APD therefore shall conduct a comprehensive staffing assessment and resource study. The study shall be the predicate for determining appropriate staffing and resource levels that are consistent with community-oriented policing principles and support the systematic use of partnerships and problem-solving techniques. The study shall also consider the distribution of officers to patrol functions as opposed to specialized units, as well as the distribution of officers with less than three years of experience across shifts and Area Commands. This staffing assessment and resource study shall be completed within one year of the Effective Date. Within six months of the completion of the staffing assessment and resource study, the Parties shall assess its results and jointly develop a staffing plan to ensure that APD can meet its obligations under this Agreement.”

**Paragraph 233** requires that “APD shall develop a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross section of the community. The recruitment plan shall establish and clearly identify the goals of APD’s recruitment efforts and the duties of officers and staff implementing the plan.”

**Paragraph 256** requires “As part of the Parties’ staffing plan described in Paragraph 204, APD shall realign its staffing allocations and deployment, as indicated, and review its recruitment and hiring goals to ensure they support community and problem-oriented policing.”

**Paragraph 257** states that “APD shall ensure that officers are familiar with the geographic areas they serve, including their issues, problems, and community leaders; engage in problem identification and solving activities with the community members around the community’s priorities; and work proactively with other city departments to address quality-of-life issues.”

And finally, **Paragraph 317** states that “Implementation of this Agreement will require flexibility in assignments and staffing to ensure that this Agreement maintains high-level, quality service; ensures officer safety and accountability; and promotes effective, constitutional policing. The City agrees to hire and retain, or reassign current APD employees, at the discretion of the Chief, to form an interdisciplinary unit with the skills and abilities necessary to facilitate implementation of this Agreement. This unit will serve as a liaison between the Parties and the Monitor and will assist with the City’s and APD’s implementation of and compliance with this Agreement. At a minimum, this unit will: coordinate the City’s and APD’s compliance and implementation activities; facilitate the provision of data, documents, materials, and access to the City’s and APD’s personnel to the Monitor and DOJ, as needed; ensure that all data, documents and records are maintained as provided in this Agreement; and assist in assigning implementation and compliance-related tasks to APD personnel, as directed by the Chief.”

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Note: Settlement Agreement. United States of America v. City of Albuquerque, 1:14-CV-01025, 2014.

## Current APD Organization/Staffing

The following is a review of current positions (both budgeted and filled) at APD. Data supplied is current as of May 4, 2016. Please see the Appendix for detailed organizational charts.

Table 5: APD Overall Budgeted Positions

|       |                                   |       |
|-------|-----------------------------------|-------|
| Sworn | Civilian (General Fund and Grant) | Total |
| 1000  | 465                               | 1465  |

Table 6: Field Services Bureau

|                    | Sworn      | Budgeted   | % Filled   | Civilian  | Budgeted  | % Filled   |
|--------------------|------------|------------|------------|-----------|-----------|------------|
| Patrol Commanders  | 6          | 6          | 100%       | -         | -         | -          |
| Patrol Lieutenants | 18         | 19         | 95%        | -         | -         | -          |
| Patrol Sergeants   | 53         | 63         | 84%        | -         | -         | -          |
| Patrol Officers    | 483        | 537        | 90%        | -         | -         | -          |
| Civilians          | -          | -          |            | 28        | 35        | 80%        |
| <b>Total</b>       | <b>560</b> | <b>625</b> | <b>90%</b> | <b>28</b> | <b>35</b> | <b>80%</b> |

Table 7: Professional Accountability Bureau

|                                | Sworn     | Budgeted  | % Filled   | Civilian   | Budgeted   | % Filled   |
|--------------------------------|-----------|-----------|------------|------------|------------|------------|
| Chief of Police                | 1         | 1         | 100%       | -          | -          | -          |
| Assistant Chief of Police      | 1         | 1         | 100%       | -          | -          | -          |
| Majors                         | 2         | 2         | 100%       | -          | -          | -          |
| Deputy Chiefs                  | 2         | 2         | 100%       | -          | -          | -          |
| Commanders                     | 1         | 1         | 100%       | -          | -          | -          |
| Lieutenants                    | 2         | 3         | 67%        | -          | -          | -          |
| Sergeants                      | 3         | 5         | 60%        | -          | -          | -          |
| Officers                       | 12        | 23        | 52%        | -          | -          | -          |
| Community Service Aides (CSAs) | 1         | 0         | 0%         | -          | -          | -          |
| Civilians                      | -         | -         |            | 167        | 168        | 99%        |
| <b>Total</b>                   | <b>25</b> | <b>38</b> | <b>66%</b> | <b>167</b> | <b>168</b> | <b>99%</b> |



## Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

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**Table 8: Investigative Bureau**

|                                | <u>Sworn</u> | <u>Budgeted</u> | <u>% Filled</u> | <u>Civilian</u> | <u>Budgeted</u> | <u>% Filled</u> |
|--------------------------------|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Commanders                     | 2            | 4               | 50%             | -               | -               | -               |
| Lieutenants                    | 8            | 10              | 80%             | -               | -               | -               |
| Sergeants                      | 19           | 30              | 63%             | -               | -               | -               |
| Officers                       | 113          | 153             | 74%             | -               | -               | -               |
| Community Service Aides (CSAs) | 5            | 0               | 0%              | -               | -               | -               |
| Civilians                      | -            | -               | -               | 118             | 125             | 94%             |
| <b>Total</b>                   | <b>147</b>   | <b>197</b>      | <b>75%</b>      | <b>118</b>      | <b>125</b>      | <b>94%</b>      |

**Table 9: Special Services Bureau**

|                                | <u>Sworn</u> | <u>Budgeted</u> | <u>% Filled</u> | <u>Civilian</u> | <u>Budgeted</u> | <u>% Filled</u> |
|--------------------------------|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Major                          | 1            | 1               | 100%            | -               | -               | -               |
| Commanders                     | 2            | 3               | 67%             | -               | -               | -               |
| Lieutenants                    | 4            | 6               | 67%             | -               | -               | -               |
| Sergeants                      | 16           | 18              | 89%             | -               | -               | -               |
| Officers                       | 85           | 108             | 79%             | -               | -               | -               |
| Community Service Aides (CSAs) | 2            | 0               | 0%              | -               | -               | -               |
| Civilians                      | -            | -               | -               | 41              | 50              | 82%             |
| <b>Total</b>                   | <b>110</b>   | <b>136</b>      | <b>81%</b>      | <b>41</b>       | <b>50</b>       | <b>82%</b>      |

**Table 10: Administrative Support Bureau**

|              | <u>Sworn</u> | <u>Budgeted</u> | <u>% Filled</u> | <u>Civilian</u> | <u>Budgeted</u> | <u>% Filled</u> |
|--------------|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Lieutenant   | 1            | 1               | 100%            | -               | -               | -               |
| Officers     | 2            | 3               | 67%             | -               | -               | -               |
| Civilians    | -            | -               | -               | 75              | 87              | 86%             |
| <b>Total</b> | <b>3</b>     | <b>4</b>        | <b>75%</b>      | <b>75</b>       | <b>87</b>       | <b>86%</b>      |

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Table 11: Total Actual Positions

|                  | Sworn      | Budgeted    | % Filled   | Civilian   | Budgeted   | % Filled   |
|------------------|------------|-------------|------------|------------|------------|------------|
| Sworn Officers   | 845        | 1000        | 85%        | -          | -          | -          |
| Civilians        | -          | -           | -          | 429        | 465        | 92%        |
| <b>Total</b>     | <b>845</b> | <b>1000</b> | <b>85%</b> | <b>429</b> | <b>465</b> | <b>92%</b> |
| Cadets           | 20         | -           | -          | -          | -          | -          |
| CSAs (Civilians) | -          | -           | -          | 25         | -          | -          |
| Crossing Guards  | -          | -           | -          | 125        | -          | -          |

Table 12: Percentage of Sworn Officers Filled

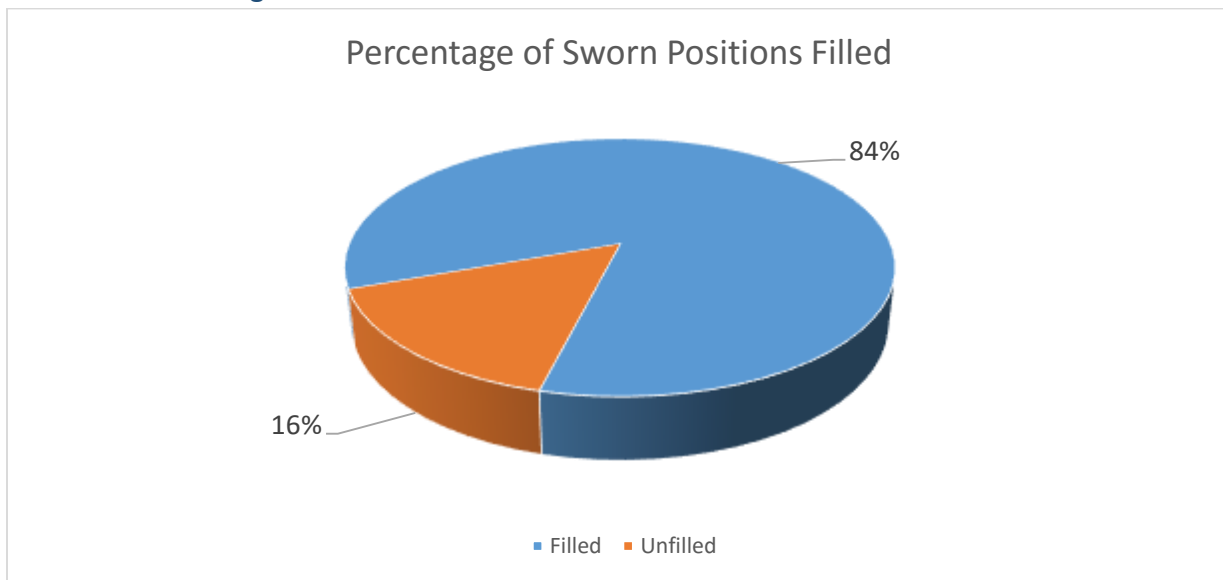
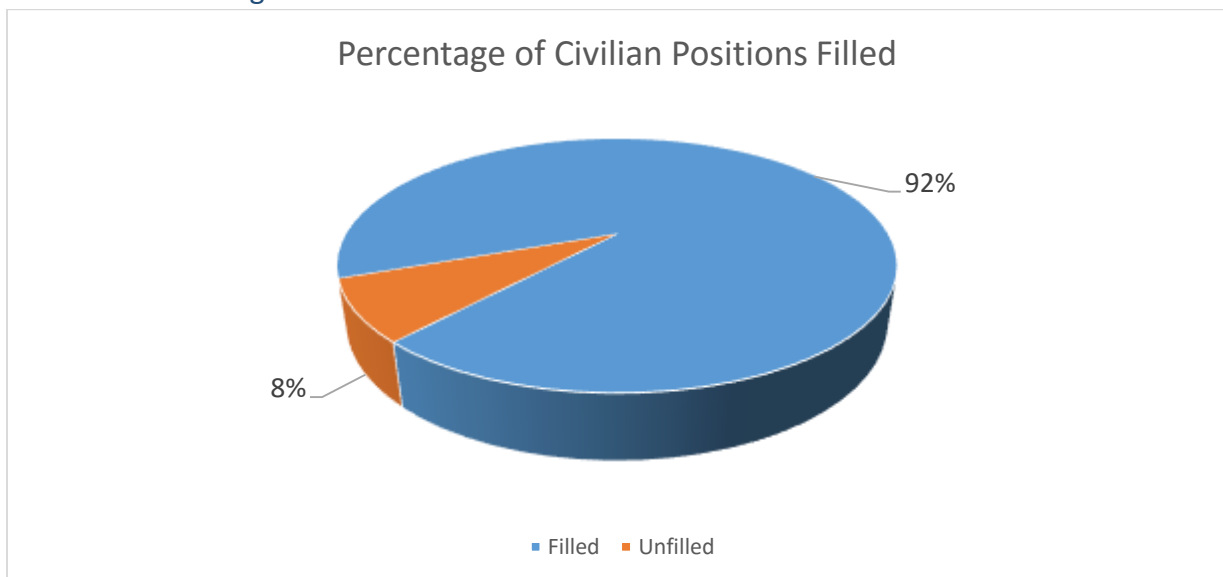


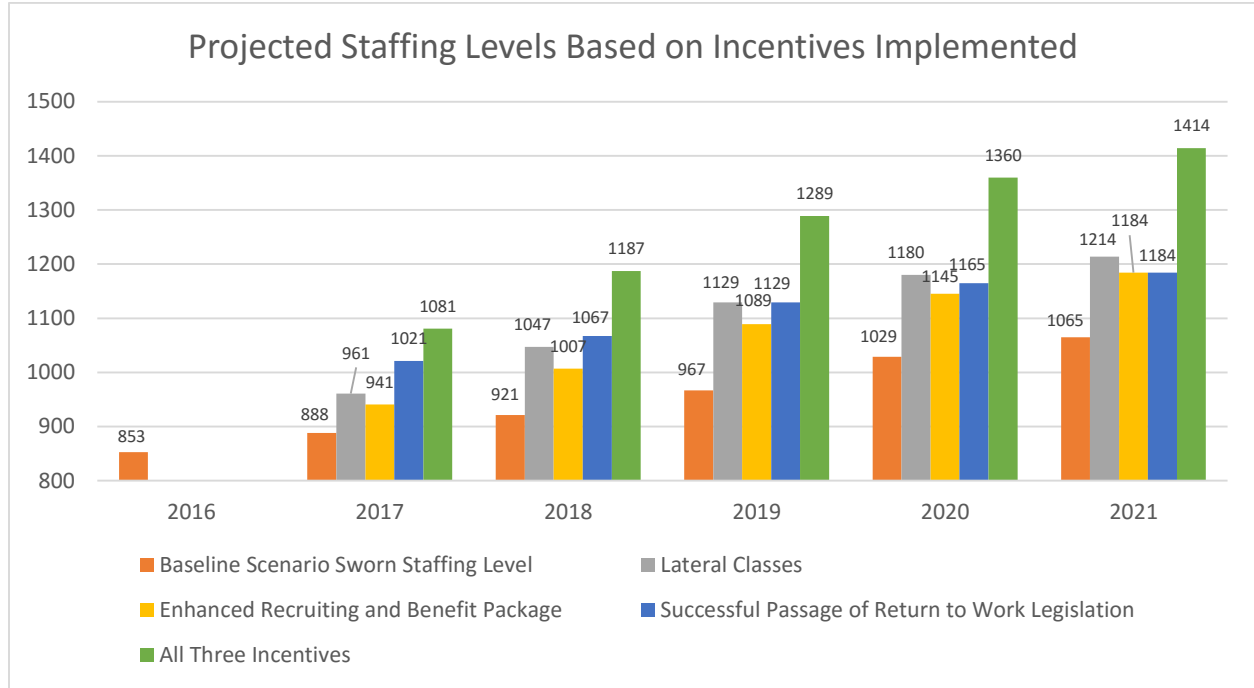
Table 13: Percentage of Civilian Positions Filled



APD Organization/Staffing Projections

The chart below depicts the number of sworn officers expected year by year using a static estimate of 100 new cadets per year starting in 2017, offset by retirement projections and an estimated attrition rate of 25 officers per year.

Table 14: Projected Staffing Levels



**Baseline Scenario Sworn Staffing Level**

The orange bar represents the “baseline” scenario- an expectation of 100 cadets per year graduating from the APD Academy. APD will graduate very close to 100 cadets in 2016 and expects to do so in subsequent years. Current recruiting, incentive, and benefits are expected to stay at the same levels as current. **With no additional incentives**, APD expects to reach the Weiss study proscribed level of officers on 12-hour shifts in early 2020. If APD moves to 8-hours shifts only, APD will reach the required staffing level in late 2020. **Collaborating with city and state partners, APD expects to be able to add additional staff using the methodology below:**

**Lateral Classes**

As depicted by the gray bar, APD expects to capitalize on recent regional conditions to leverage classes of 40 lateral officers in 2017 and 2018. After the initial increase of forty over each of the next two years, APD projects that in outlying years the lateral officer class gain will be closer to fifteen per year. **With improved lateral classes only**, APD will reach the 8-hour and 12-hour shift staffing levels in 2018.

**Enhanced Recruiting and Benefit Package**

In order to entice additional recruits, the City is considering increasing the benefits of becoming a sworn police officer with APD. The additional benefits that are being considered will be approved by the

# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

appropriate channels and are subject to applicable rules under the current APOA contract. The department continues to monitor changes in benefit packages regionally in order to stay competitive and attract the most qualified candidates. The enhanced recruiting and benefit package is expected to draw an additional 20 graduated cadets per year. **Implementing the enhanced recruiting and benefit package alone** the department would reach the 12-hour shift in staffing level requirements in 2018 and 8-hour shift staffing level in early 2019, as depicted by the yellow bar.

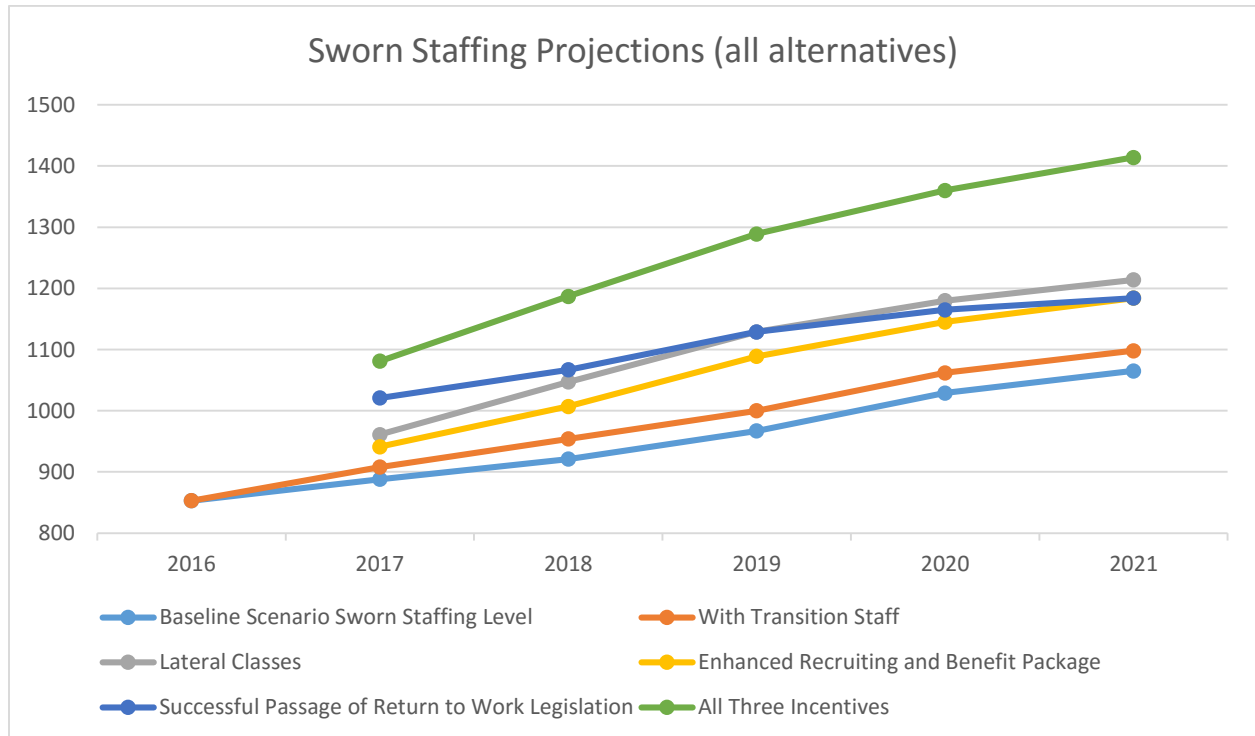
## Successful Passage of Return to Work Legislation

The largest gains that can be achieved in sworn officer staffing are hinged upon the successful passage of Return to Work legislation (See Page 40 for more detail about Return to Work). APD projects that 100 officers would be available to work immediately. Adding the 100 to the base results in a projection that APD would meet the both 12-hour shift and 8-hour shift requirement targets in 2017.

## All Three Incentive Categories

Ultimately, the City could implement all three categories described above to bolster the number of sworn officers on staff at APD. With a combination of enhanced recruiting and benefits, a robust lateral program, and the successful passage of the Return to Work program, APD can expect a net gain of 160 officers the first year, and cumulatively more each year after that. The projection shows that implementation of all three categories could result in APD easily meeting and surpassing the 12-hour staffing level and the 8-hour staffing level requirements in 2017. Further projections show that the department could potentially surpass its all-time high water staffing mark of 1,103 officers in early 2018 if it chose to do so.

Table 15: Sworn Staffing Projections (all alternatives)



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## Sworn Officer Growth Placement Estimates:

As calculated in May 2016, the Albuquerque Police Department deploys 65.65% of its sworn officers in the Field Services Bureau. The remaining 34.35% are staffed within the other bureaus. This ratio is expected to change (with an increase in FSB percentage) in the plan years.

The following is a brief description describing the staffing allocation per year as new officers become available:

Year (2017) +33 add 16 officers to Field Services Bureau, 12 officers to Investigative Bureau (IB), and 5 officers to Special Services Bureau (SSB)

- An additional 20 officers (transfer from Property Crimes) will be placed in the FSB

Year (2018) +46: add 28 officers to Field Services Bureau, 12 officers to IB, and 6 officers to SSB

- An additional 13 officers (transfer from Crime Lab) will be placed in the FSB

Year (2019) +62: add 38 officers to Field Services Bureau, 14 officers to IB, and 10 officers to SSB

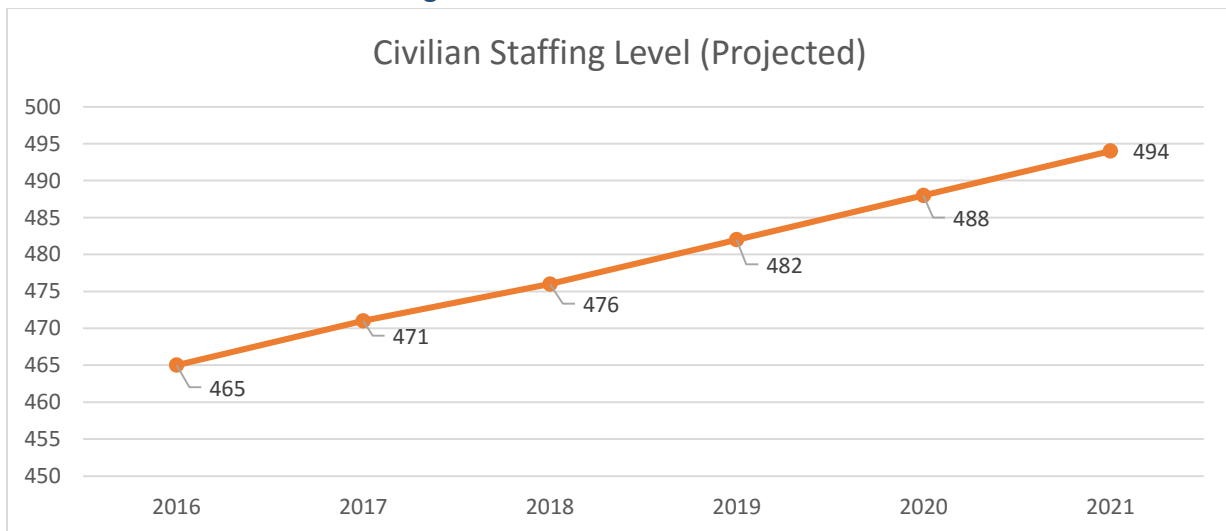
Year (2020) +36: add 25 officers to Field Services Bureau, 6 officers to IB, and 5 officers to SSB

Year (2021) +19: add 10 officers to Field Services Bureau, 5 officers to IB, and 4 officers to SSB

## Civilian Growth Placement Estimates:

The table below depicts the number of civilians expected to be gained each year to support the increase in sworn officer totals:

Table 16: Estimated Civilian Budgeted Positions Needed



Note: Civilian positions calculated on 1.1 civilians per 1,000 population required (<https://www2.fbi.gov/ucr/cius2009/police/>); indexed on the base number of civilians currently budgeted at APD in 2016. The projection does not include potential additions to Communications Center staffing.

## Building the Department

In order to help fulfill the immediate short term need of bolstering the number of sworn officers in the Field Services Bureau, the department proposes to shift up to twenty positions that were centralized at the main police station. In addition to transitioning those positions, the department also proposes to civilianize sworn officer positions that were housed at the Crime Lab with trained civilian staff. The conversion of the positions could net up to 13 additional sworn officers positions in the Field Services Bureau.

To help with the development of the staffing plan and to discuss transitioning centralized positions to the field, a working group was created and met often to discuss the implications of moving potentially several dozen employees to field positions. The discussion below are excerpts from their report:

The Decentralization Working Group (“group”) consisted of representation from FSB at the commander and lieutenant level, Property Crimes at the commander and sergeant level, Operations Review lieutenant and officers, SID lieutenant, Violent Crimes lieutenant and the RTCC Director. Both Deputy Chiefs gave input at each meeting and one FSB Major contributed opinions at the last meeting.

The group then went through and discussed each non-patrol sworn position. The group discussed how each proposed cut would affect the Department’s operations and examined how services previously provided by a position would be handled and by whom. Factors such as the status of patrol officer that occupied the position were reviewed. The group determined that officers that have an ADA accommodation would not be moved.

During the planning meetings, there was much discussion about how rehire officers would react to being moved to a patrol position. The consensus was that most may resign from the Department; as many may view themselves as not suitable for patrol duties or may not tolerate the transition well. Although this is a distinct possibility, the group decided it was not a valid reason for precluding a position from being considered for transition to the field. The group also took into consideration the staffing study recommendations, as well as the Settlement Agreement mandates. The majority of the group determined that 39 positions could be transitioned to the field. After accounting for the deficit of 12 officers needed for FSB, the group was left with a surplus of 27 officers.

**Area Command Impact Teams will open the same number of investigative positions that are transferred from “internal” Property Crimes spots, effectively moving them into positions that will be better able to respond to neighborhood-based issues.**

After additional planning the department proposes that the current Property Crimes Division be eliminated and most of the specialized caseload (burglaries and white collar crime) could be absorbed by the Area Command Impact Teams. Two new squads would remain centralized; the Property Crime Support squad would maintain oversight of pawn shop inspections, organized retail crime referrals, wrecker services inspections, and Crimestoppers. The Auto Theft/Bait squad would have responsibility for large auto theft cases and all bait vehicles/items as well as the maintenance garage.

**All department officers will be expected to complete simple felony investigations that do not involve complicated and multiple party offenses. This will free up investigative units to solve**

# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

**complex criminal investigations. As more officers are added to the field, officers will have additional time to investigate crimes with a high solvability rating (see Case Screening and Solvability Factors, pg. 37). Over time, area command impact teams will also be expanded, dependent on field officer staffing.**

From the 2012 Austin Police Department Patrol Allocation Study:

*In Austin, each Patrol Region has an assigned group of detectives. This is in keeping with best practices for progressive police departments; some investigators are decentralized and work out of stations across the city. Geographically based crimes – local crime with local victims and local suspects -- may be resolved more easily with knowledge of neighborhood offenders. Knowledge of people and criminals in the neighborhoods plus local intelligence from patrol officers provide information that can help solve such crimes. Investigators working in the neighborhoods and in daily contact with patrol officers tend to have more information about local crime and criminal behavior. Decentralizing detectives can improve investigative results, increase communications, and reflect a decentralized community policing philosophy.*

Another position that could be eliminated is the Homeland Security Lieutenant. The duties would be absorbed by the Open Space administrative lieutenant. In addition, the group proposed the reassignment of one of the Violent Crime Unit sergeants. Currently, there are four Violent Crime sergeants assigned to three squads of detectives.

There are a number of sworn positions that would be better suited to conversion to civilian positions. This would not only free up sworn personnel but add continuity and long term experience to positions such as Crime Lab personnel. The Crime Lab currently has one lieutenant, four sergeants, and nine officers assigned to positions better filled by civilian personnel. The Horse Mounted Unit currently has two officers assigned full time to positions better filled by civilian stable and training staff. At this time, a majority of the Horse Mounted Unit consists of part-time riders. The Inspections Unit has a single sworn officer that should be replaced by a civilian as consistent with the rest of the unit.

The numbers gained by these changes are outlined in the table below:

**Table 17: Transitioned Position Gains**

| Title                 | Location        | Number   |
|-----------------------|-----------------|----------|
| Police Officer        | Crime Lab       | 1        |
| Police Officer        | Inspections     | 1        |
| Lieutenant            | Open Space      | 1        |
| Sergeant              | Violent Crimes  | 1        |
| Commander             | Property Crimes | 1        |
| Lieutenant            | Property Crimes | 2        |
| Sergeant              | Property Crimes | 1        |
| Police Officer        | Property Crimes | 12       |
| Civilian              | Property Crimes | 1        |
| <b>TOTAL CIVILIAN</b> |                 | <b>1</b> |

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|                    |  |           |
|--------------------|--|-----------|
| <b>TOTAL SWORN</b> |  | <b>20</b> |
|--------------------|--|-----------|

**Table 18: Converting Sworn Positions to Civilian**

| Title          | Location  | Number    |
|----------------|-----------|-----------|
| Lieutenant     | Crime Lab | 1         |
| Sergeants      | Crime Lab | 4         |
| Police Officer | Crime Lab | 8         |
| <b>TOTAL</b>   |           | <b>13</b> |

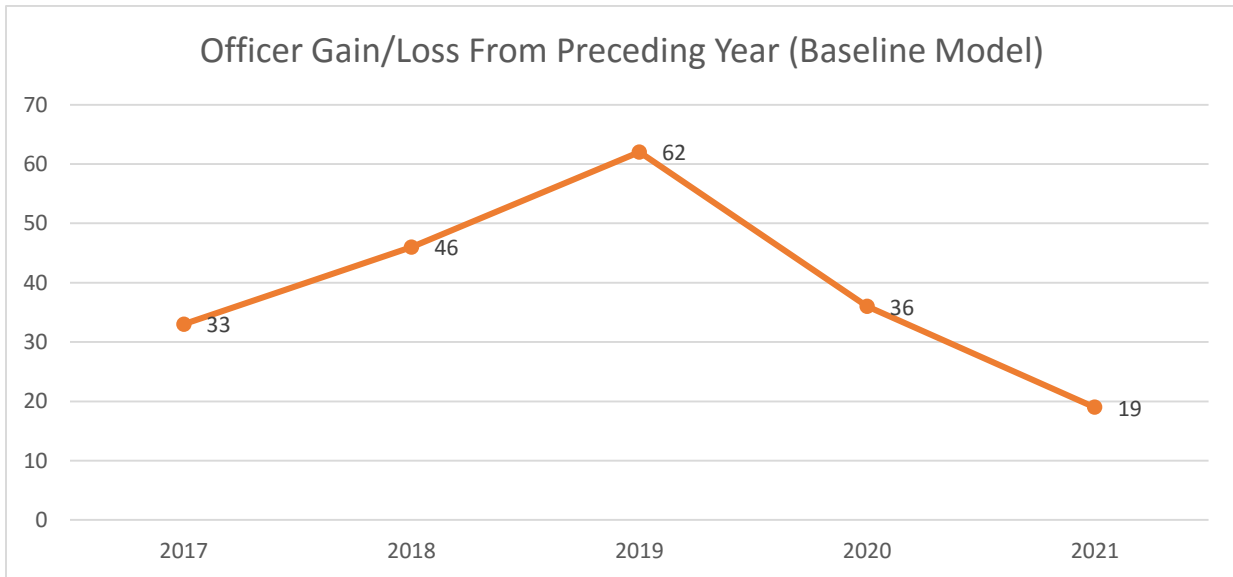
Year (2017) +20: *add 16 officers to Field Services Bureau in order to strengthen the Impact Teams with the 4 supervisory level officers and 1 civilian allocated as necessary department wide.*

Year (2018) +13: *add 8 officers to Field Services Bureau in order to strengthen the Impact Teams with the 5 supervisory level officers allocated as necessary department wide.*

**Projected Staffing**

The tables below depict individual categories based on the baseline overall staffing projection model:

**Table 19: Officer Gain/Loss from Preceding Year (Baseline Model)**

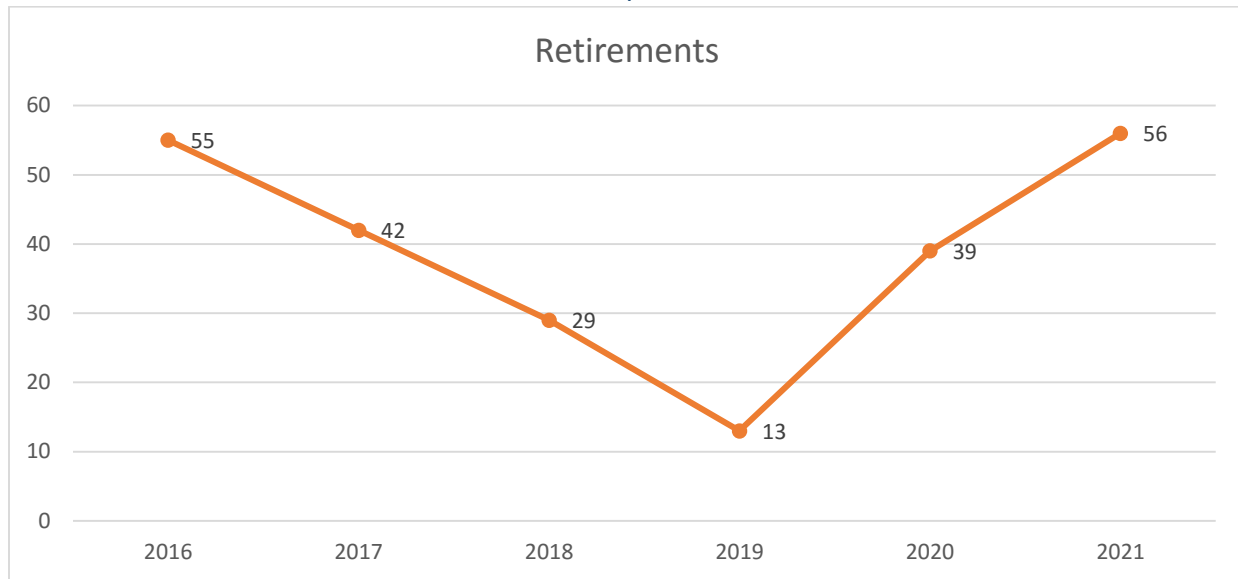


As shown above, APD projects an increasing amount of officers gained through 2019, and then lesser amounts of officer gain in 2020 and 2021. This reduction is attributable to an increase in the number of retirements projected for those years (as shown below).



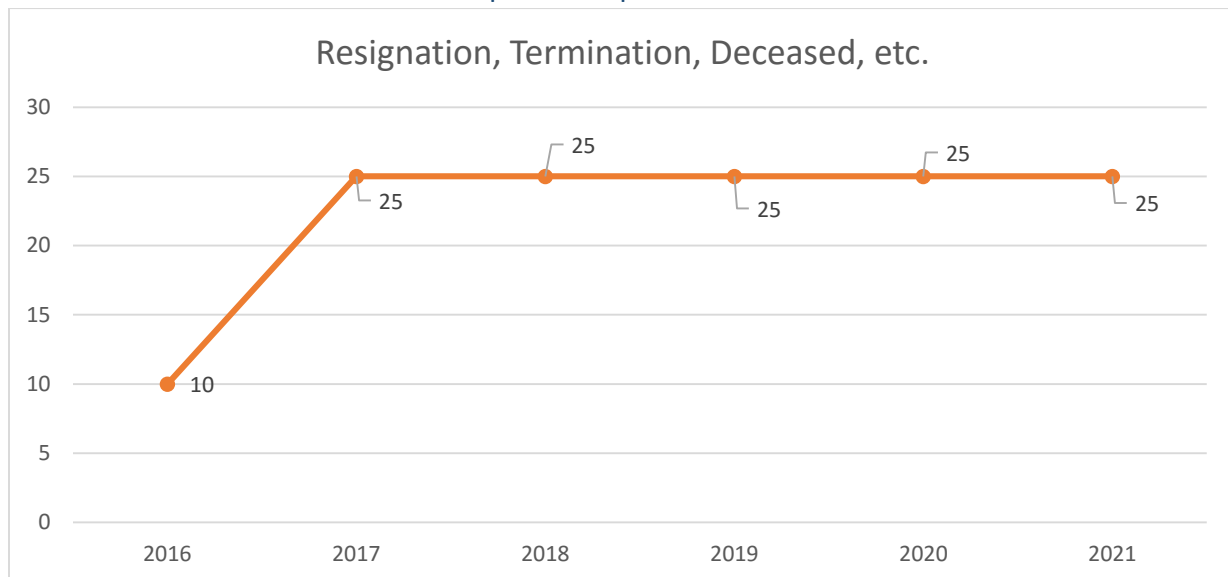
# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

Table 20: Estimated Sworn Officer Retirements per Year



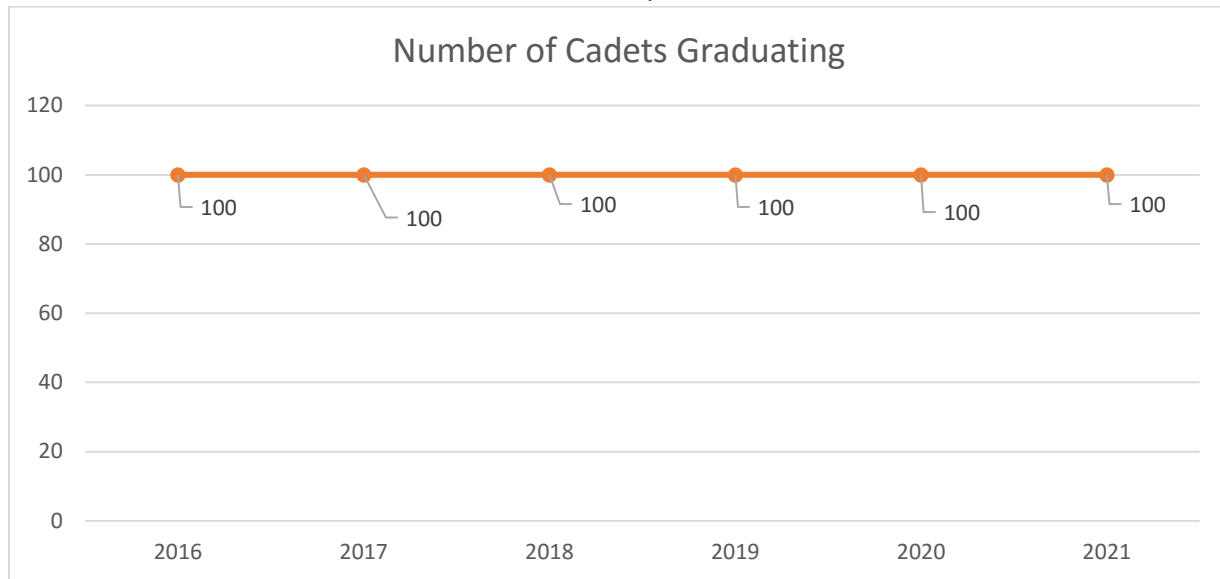
As shown above, sworn officer requirements are expected to decrease over the next three years, bottoming out in 2019 and then continuing to double and triple in outlying years.

Table 21: Estimated Sworn Officer Separations per Year



While difficult to predict year to year, APD used an average number of separations based on eight prior years for the projection model. APD expects to have ten additional separations for the remainder of calendar year 2016.

Table 22: Estimated Number of Cadet Graduates per Year



APD is confident that the department will be able to graduate 100 cadets per year (baseline model). In 2016, APD will graduate nearly 100 (estimated to be 96). *See Recruiting and Hiring Incentives, p.37*

### **Professional Accountability Bureau**

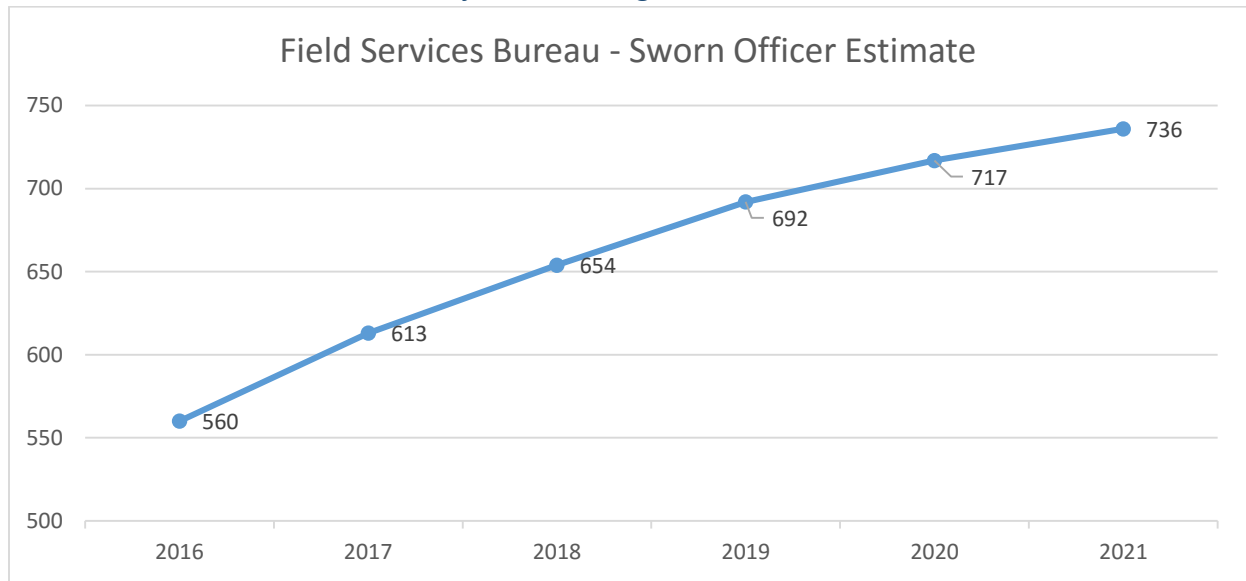
The Professional Accountability Bureau (PAB) oversees all APD operations except the Community Outreach Director. The PAB includes the Investigative Bureau, Special Services Bureau, Field Services Divisions (East and West), Behavioral Science Division, Communications, Internal Affairs, Operations Review, and the Public Information Officer.

### **Field Services Bureau**

The Field Services Bureau is managed by two majors who oversee the six area commands (Foothills, Southeast, Northeast, Valley, Northwest, and Southwest).

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Table 23: Field Services Bureau Projected Staffing Additions



*Projection includes baseline scenario and transition staff only; outlying years for illustrative purposes only.*

## Adding Staff

The Weiss study laid out estimated staffing projections as a guide for APD as staffing levels are achieved:

Table 24: Weiss Study Projected Staffing Additions per Area Command and Staffing Level

| Area Command | Shifts | 400 officers (80%) | 450 officers (90%) | 501 officers (100%) |
|--------------|--------|--------------------|--------------------|---------------------|
| Southwest    | Day    | 25                 | 28                 | 31                  |
|              | Night  | 23                 | 26                 | 29                  |
| Foothills    | Day    | 29                 | 32                 | 36                  |
|              | Night  | 27                 | 31                 | 34                  |
| Valley       | Day    | 38                 | 42                 | 47                  |
|              | Night  | 30                 | 33                 | 37                  |
| Northeast    | Day    | 44                 | 50                 | 55                  |
|              | Night  | 38                 | 42                 | 47                  |
| Northwest    | Day    | 27                 | 31                 | 34                  |
|              | Night  | 25                 | 28                 | 31                  |
| Southeast    | Day    | 50                 | 57                 | 63                  |
|              | Night  | 46                 | 51                 | 57                  |

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**Table 25: APD Projected Staffing Levels per Area Command**

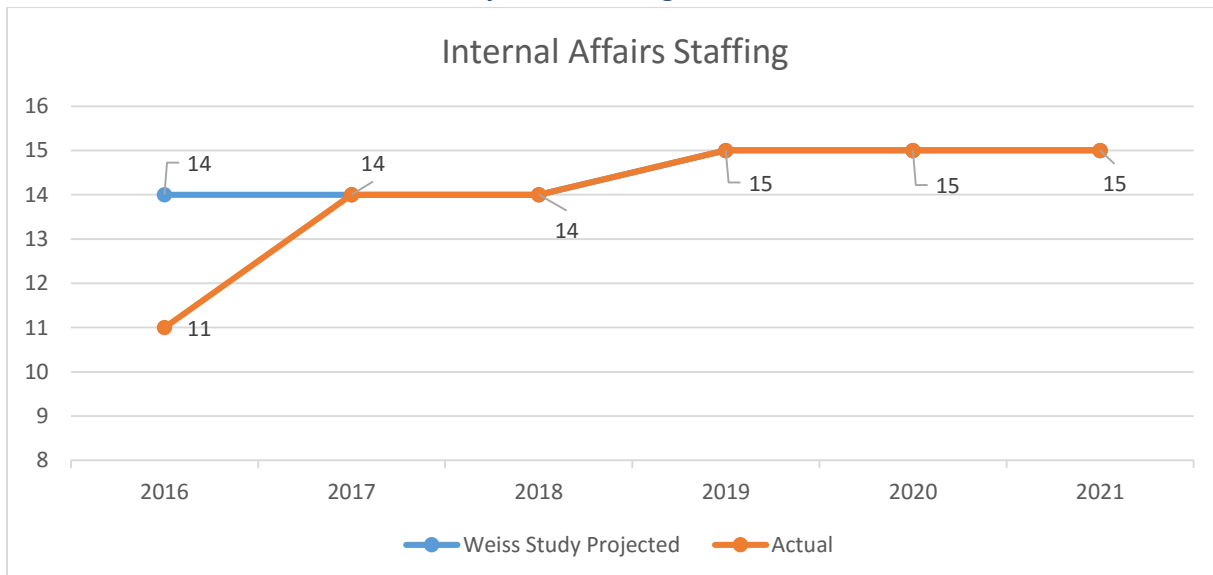
|           |               | % of Work | # of Sgts | # of Officers |
|-----------|---------------|-----------|-----------|---------------|
| Northeast | 1 commander   | 20        | 11        | 84            |
|           | 3 lieutenants |           |           |               |
| Northwest | 1 commander   | 13        | 8         | 55            |
|           | 3 lieutenants |           |           |               |
| Southeast | 1 commander   | 24        | 13        | 101           |
|           | 3 lieutenants |           |           |               |
| Southwest | 1 commander   | 12        | 8         | 51            |
|           | 3 lieutenants |           |           |               |
| Foothills | 1 commander   | 14        | 8         | 59            |
|           | 3 lieutenants |           |           |               |
| Valley    | 1 commander   | 17        | 9         | 71            |
|           | 3 lieutenants |           |           |               |
| TOTALS    |               |           | 57        | 421           |

The above chart was developed by APD and shows officer allocations based on calls for service. The more calls for service at an area command, the more staff are assigned to each location.

## Internal Affairs

The Internal Affairs Division is managed by a commander and also oversees the Critical Incident Review Team (CIRT).

**Table 26: Internal Affairs Division Projected Staffing Additions**

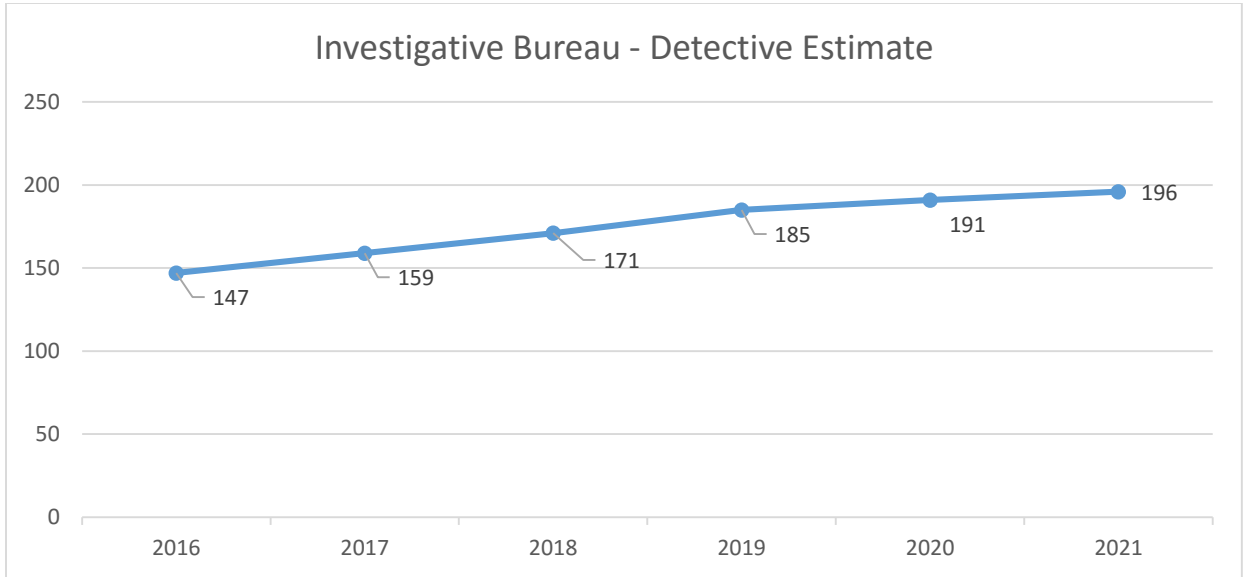


As of the date of this report, APD is below the recommended Weiss study staffing (one lieutenant and two detectives). APD expects to fill the three vacancies in 2017.

## Investigative Bureau

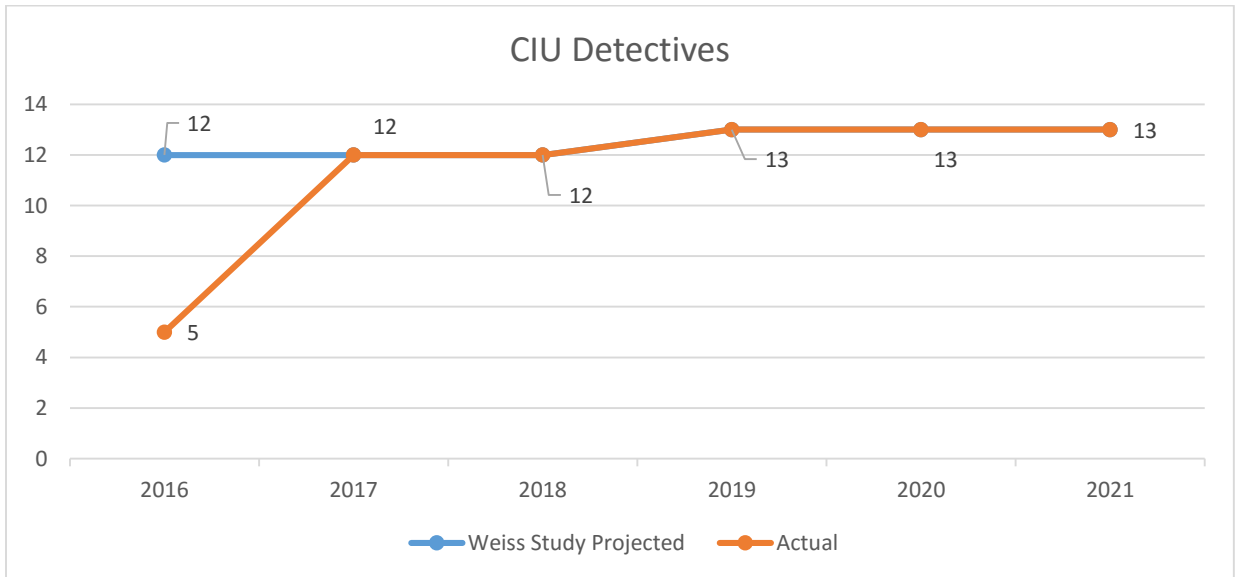
The Investigative Bureau is managed by a deputy chief and contains the Special Investigations Division, Criminal Investigations Division, Scientific Evidence Division, Property Crimes Division, and the Real Time Crime Center.

Table 27: Investigative Bureau Projected Staffing Additions



*Baseline scenario staffing additions only; outlying years for illustrative purposes*

Table 28: CIU Detectives

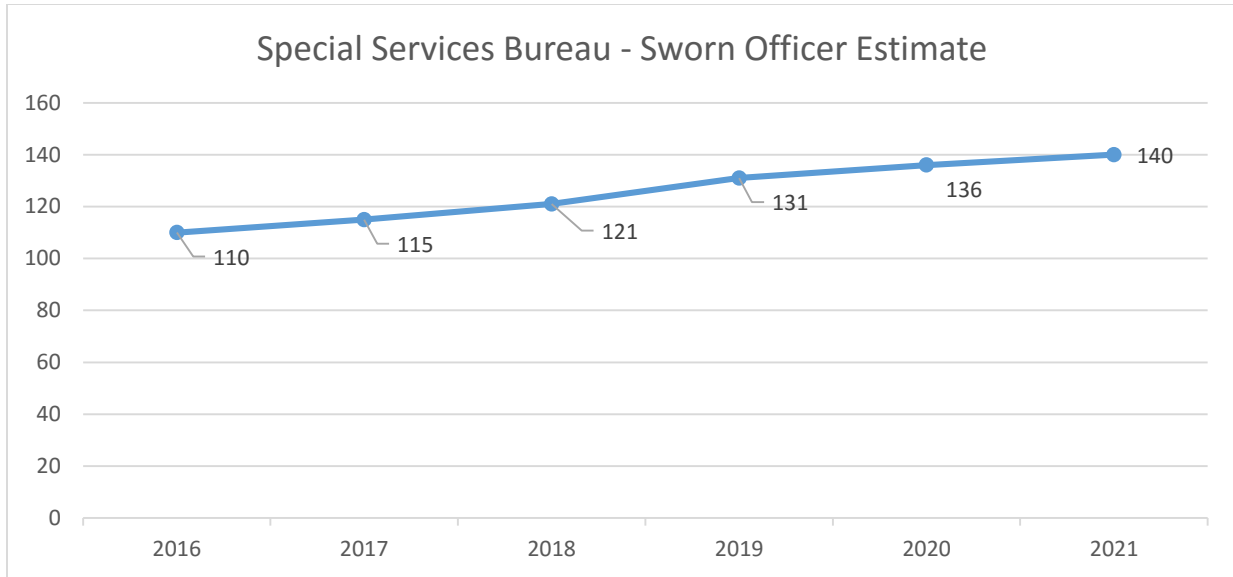


The CASA requires that there be at least 12 CIU detectives on staff by December 2017, and this was confirmed by the Weiss study. APD is confident that it will meet the requirements of the CASA and add seven detectives to the CIU staff by December 2017.

## Special Services Bureau

The Special Services Bureau is managed by a deputy chief and contains the Special Operations Division, Metro Traffic Division, and the APD Academy.

Table 29: Special Services Bureau Projected Staffing Additions



*Baseline scenario staffing additions only; outlying years for illustrative purposes*

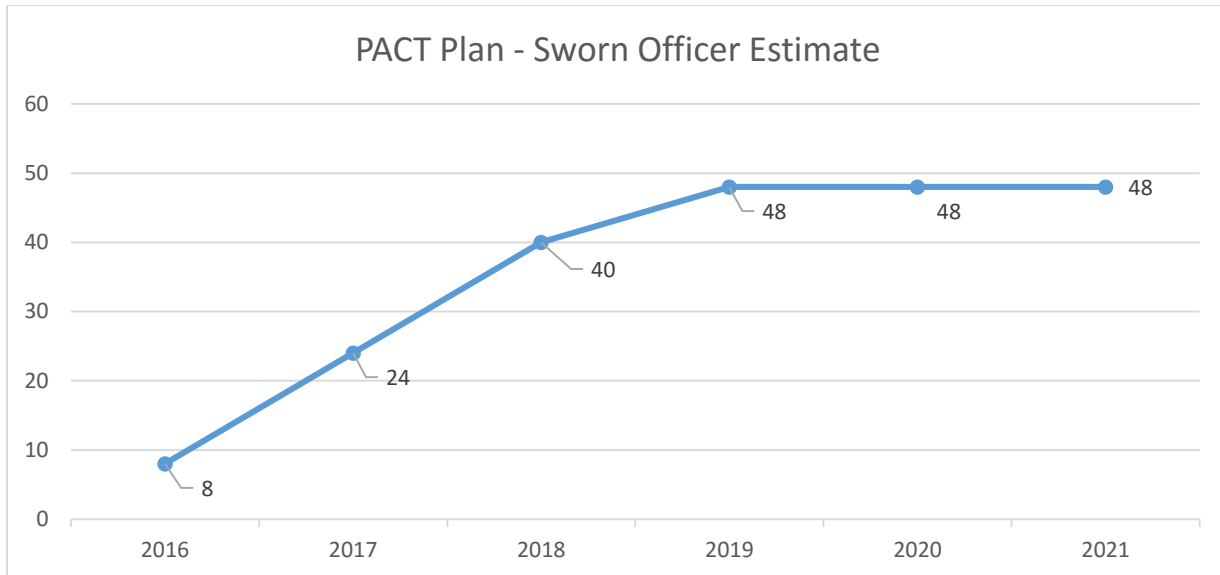
## Administrative Support Bureau

The Administrative Support Bureau is led by the APD Executive Director and contains the Fiscal, Personnel, Planning, and Central Records Divisions.

## Police and Communities Together (PACT) Plan

The PACT Plan was created to assist with increasing the department's ability to connect with the community. The specially-designated officers will be assigned to a PACT assignment for three years, further providing the officer and the community time to bond.

Table 30: PACT Projected Staffing Additions



The Albuquerque Police Department Neighborhood Policing Team; Police and Communities Together (PACT)

The concept of community policing goes back to a time when officers walked a neighborhood beat and knew business owners and residents personally. In 2016, the Albuquerque Police Department will begin utilizing the Community Policing Team (CPT) concept. Long term assignments of three years will allow officers to build relationships with residents and business owners, as well as develop extensive knowledge about criminal activity that impacts quality of life.

Albuquerque is divided into six area commands. In the future, each area command will have a CPT. CPTs are empowered to identify potential problems in their area, and resolve them before they become significant. Community policing also allows teams to tailor their activities to meet the unique needs of residents and businesses.

Unlike patrol officers, the CPTs are focused on the long-term, and often chronic problems specific to a neighborhood. They patrol many times a day, checking and re-checking known "hot spots". The program fosters bonds between the citizens of the neighborhoods and the police officers who serve them, opens new channels of communication and understanding, and provides neighborhoods with an effective resource to assist in improving the physical appearance, safety and sense of security in the neighborhood.

Community oriented policing requires a pro-active approach to fighting crime and an attempt to get to the root causes of problems, CPT officers are encouraged to participate in neighborhood activities and

projects and to explore solutions to problem areas beyond the traditional law enforcement framework. It is their job to know the residents in troubled apartments, for example, and to recognize by sight, persons who regularly congregate on the corner, and to understand the ongoing problems and concerns of neighbors and surrounding businesses. Residents and business owners get to know and trust the officers, making it easier to work together to resolve and prevent problems. CPT is about understanding ongoing issues that may go back weeks and months and taking steps to prevent problems before they arise. Each CPT Officer is assigned a geographic portion within the area command. The officers are responsible for monitoring crime patterns and neighborhood issues within their area.

**Team Lieutenant:** Each team lieutenant is responsible for managing team resources to address issues within their assigned area. Crime analysis data and reports will be provided to the team lieutenant so that they can formulate strategies to direct these resources. Each team lieutenant will track daily activity of all team members and hold them accountable for directed activities. Coordination of all follow-up investigations will be handled by the team lieutenant and monitored to ensure timely disposition of cases. Lieutenants will monitor and record team member activities and provide feedback to officers regularly to improve performance.

**Community Team Officers:** Team officers bear the primary responsibility for motorized patrol within their respective area command but are not restricted from patrolling other areas as directed. It is expected that team officers will volunteer for calls within their area when appropriate and available. CPT Officers will be expected to perform a variety of activities to meet team goals. Team officers may be assigned to activities based on a specific strategy or plan to address issues identified through crime analysis or other means. Team officers may be assigned follow-up investigations on a case by case basis depending on the officer's area of expertise and needs of the team. Officers will be evaluated on their ability to effectively contribute to the team and accomplish goals.

**Community Team Member Attributes and Abilities:** Officers volunteer to serve on the team, and are interviewed and selected based on their abilities and qualities that relate to the duties required of team members. The officers who volunteer for a CPT want to be involved in this program, want to work directly with the community, and are excited about their mission. The team concept and other approaches to community policing are extremely dependent on the personal attributes and abilities of the officers that perform the day-to-day police activities. For example, an officer who has an excellent work ethic and attitude; always prepared for shift; stays active with traffic enforcement and physical property checks during slow periods; volunteers for calls when appropriate; very professional and treats citizens with courtesy; aggressive traffic enforcement; knows the area well and is excellent in de-escalation techniques; reports are written well and are complete.

The success of this type of policing is also dependent upon both individual initiative and the collective efforts of those assigned to each team. Innovation, creativity, leadership, and communication are all crucial to meeting the goals of the team and the overall mission of the organization. This is only a starting point from which we can build and improve. Feedback is necessary and encouraged as we continually look for better ways to serve our community.



## Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

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**Phase One:** The Albuquerque Police Department will assign a lieutenant and assign each of its team officers (4-7) to an area command. The long term assignments (3 years) allow officers to build relationships with residents and business owners, as well as develop extensive knowledge about the makeup of the area including its unique problems. Officers volunteer to serve in this team, and are interviewed and selected based on their abilities and qualities that relate to the duties required of team members. The officers of the Community Policing Team want to be involved in this program, want to work directly with the community, and are excited about their involvement.

## Work Shift Alternatives

Paragraph 204 of the Settlement Agreement states:

*In order to successfully implement the provisions of this Agreement, APD shall assess the appropriate number of sworn and civilian personnel to perform the different Department functions necessary to fulfill its mission. APD therefore shall conduct a comprehensive staffing assessment and resource study. The study shall be the predicate for determining appropriate staffing and resource levels that are consistent with community-oriented policing principles and support the systematic use of partnerships and problem-solving techniques. The study shall also consider the distribution of officers to patrol functions as opposed to specialized units, as well as the distribution of officers with less than three years of experience across shifts and Area Commands.*

The staffing study recommends that “APD abandon the use of 10 hour shifts unless the unit assigned to that schedule is providing 10 or 20 hours of service per day.” The study suggests that the implementation of a 12-hour shift would re-align work schedules with the existing needs and workload of APD, including the provision of more officers on patrol during midnight shifts.

In reviewing this information, the APD proposes the following staffing plan for its Field Services Bureau, whose primary function is to respond to calls for service:

### Basic Proposal:

- APD Field Services Officers, Sergeants, and Lieutenants (Watch Commanders) will be included in the 12-hour shift schedule. The Community Response Officers assigned to the Valley Area Command would not be included in the 12-hour schedule at this point;
- All remaining units (Tactical, Detectives, Specialized, Police and Community Together (PACT), Administrative, Traffic etc. would remain on 8-hour shifts;

### 12-hour Shift Work Schedule:

- The 12-hour schedule would consist of a fourteen (14) consecutive day, eighty (80) hour pay period pursuant to the Fair Labor Standards Act (FLSA);

### Issues Addressed by an 80 Hour FLSA work period:

The 80 hour FLSA work period allows for flexibility of scheduling over the two-week period while addressing issues regarding excessive overtime costs. The 44-hour work week would count toward the 80-hour base salary/wage. Only hours worked in addition to or over 80 hours during the pay period would be considered overtime. An additional benefit in doing this is that this type of work period would assure that an officer’s retirement credits will not be affected pursuant to the New Mexico Public Employment Retirement Act (PERA), which specifically excludes overtime from the definition of “salary”. PERA, NMSA 1978 § 10-11-2 (U) (“‘salary’ means the base salary or wages paid.... ‘Salary’ shall not include overtime pay....”)

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## Implementation of the 12-hour Shift Work Schedule:

- Memorandum of Understanding (MOU) regarding CBA Section 3.2 (Overtime) , 3.3 (Compensatory Time), 3.4 (Fair Labor Standards Act), 10 (Work Week), 11.1 (Work Hours) – The City proposes that the APOA and the City enter into an MOU, changing the work time for APD Field Services Bureau Officers, Sergeants, and Lieutenants (Watch Commanders) to a 14 consecutive day, eighty (80) hour FLSA pay period;
- Personnel placement of any position moving into 12-hour shifts would be completed through the upcoming shift bid process.

The City's collective bargaining team is currently discussing these alternatives with the APOA. Detailed discussion of this work must wait until agreement is reached between the APOA and the City. If an agreement is not reached, then the department will deploy the 8-hour shift for all sworn staff. The choice of an 8-hour shift for all sworn will require 1,022 officers to respond to existing call volume.

## Workload Calculations for Detectives and Civilians

The Weiss study did not fully address staffing levels for non-patrol positions. There are some references to non-patrol positions, such as appropriate staffing and organization for Internal Affairs and Communications. However, a unit by unit investigation and evaluation was not conducted save for anecdotal information derived from interviews with commanders and division managers of their respective groups.

Due to a lack of work performance data for detectives and civilians like caseload management or efficiency studies, the department is left with searching for an alternative method to determine appropriate staffing in the short term until the measurement systems come online. For the purposes of this study, a review of how other staffing plans methodology (primarily Glendale AZ and Austin TX) yielded the guidance below:

From the 2009 Glendale Arizona Staffing Study:

*There are some general indicators helpful in gauging the proper number of detectives for the department. The first is a basic ratio of investigative personnel to total sworn personnel. While there is no established "correct" ratio, it can be determined if a range is too high or too low. The second indicator is the average monthly workload of each detective through an analysis of the reported number of cases actively investigated annually. Tulsa's ratio of investigators to total sworn personnel is 14%. Glendale's is 16%. Such comparisons are not totally appropriate due to differences that may exist in the use of civilian personnel to provide case management and analysis support to investigations personnel. The number of index crimes (potential cases of certain crimes) assigned per detective may be the better option for comparison of detective workload.*

*Lt. Elliot Gribble, Pompano Beach Florida Police Department, suggests that investigative case assignment criteria and investigative time needed for casework is very important for determining personnel needs. The Florida Chapter of the Association of Police Planning and Research Officers*

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*(APPRO) research developed a two-part workload formula that includes investigative time available versus investigative time consumed. The formula could be used to calculate the average workload in hours per day for different types of investigations. Staffing requirements thus could be derived by applying this figure to current crime levels.*

From the 2012 Austin Staffing Study:

*The department has also taken a number of steps toward measuring workloads for detective staffing. A July 2011 study took into account case load, the “productive” time detectives work on cases, and average hours worked per case. Key sources of data included the detective activity log and case information from the department’s Records Management System. These examples demonstrate that the department approaches staffing needs to some extent by using workload data. Much of the rest of the department is staffed through supervisor observation/evaluation and a qualitative assessment of value.*

*When considering staffing levels, it is important to understand the actual availability of employees’ time to address casework is quite different from the hours they are assigned to work. Members of police departments have 2,080 hours available to work per year (an average of 40 hours per week). However, not all these hours will be available to apply to an investigative workload. From the 2,080 annual hours to be had, one must deduct holidays, various categories of leave (annual, military, family, in-service, etc.), training time, and court time to determine the amount of time available to investigate cases. The department has established a show-up rate for its detectives at 75%. Therefore, a detective will have 1,560 hours of proactive time a year (2080 total hours x 75%). This average is typical of large departments like Austin.*

*As an example, in the cases investigated by the Robbery Unit, “Contact Only” cases typically consume one hour for each investigation; “Less Complicated” cases were allocated 10 hours each; “Typical Cases” consume on average 30 hours and “Complicated” cases average 60 hours per investigation. Comparing these figures to burglary—a less serious crime type but one that involves a significantly greater volume of cases—burglaries were assigned a half-hour for “Contact Only” cases, 3 hours for “Less Complicated” cases, 10 hours for “Typical Cases” and 40 hours for “Complicated Cases.” Again, these are average times for thorough investigations in each category.*

Because APD’s investigation units have no hard data on the solvability factors for their cases or of the time required for thorough investigations, the calculation will generally be rough estimates. APD will work to develop an estimate of the average time it takes to investigate each type of crime in each solvability category was established. Once a case management system is fully implemented, actual data will be used to develop more refined staffing projections.

## Case Screening and Solvability Factors

More offenses occur than there are resources to investigate them. Case screening is a critical element of managing the investigative function. This screening process facilitates making a decision concerning the continuation of an investigation based upon the existence of sufficient elements of information obtained at the initial investigation. The elements of information in determining the likelihood of solving a crime are known as solvability factors.

Using solvability factors, case screening is an attempt to streamline the investigative workload in order to identify those cases that have the greatest chance of being solved. Common solvability factors include is there a witness to the crime; knowledge of a suspect's name; description of a subject; among many others. If factors are present, there must also be a weighted system in place for each factor.

As recommended in the Weiss study, APD must be committed to developing a formalized system for documenting the presence or absence of solvability factors during the initial investigation. Once critical case information for each area command investigative function is available, the area command should assess its activities and outcomes to ensure that the community's priorities are being met.

APD's transition of the investigative function to the area commands will also improve inefficiencies of the currently organized units. Case management and investigation will occur at the "community level". After an officer has completed an initial investigation and solvability matrix, it may be completed by the originating officer. If the case rates lower on the solvability index, the officer will transfer the case to an area command impact team detective. Regardless of if the case is investigated by a field officer or detective, residents will have direct access to the people investigating the crime that occurred. This one-to-one interaction, while providing easier and quicker service to the resident will also reduce lag time compared to the case being shipped off to a unit whose control is assigned to another supervisory chain. Information sharing regarding local criminals, trends, and other factors is easier as well. The area commander, ultimately responsible for the actions within the command, is accountable and local. In turn, the area commander has more authority and resources within their grasp to affect positive results and a positive customer service experience for the resident.

## Recruiting and Hiring Incentives

In early 2016, the APD Academy finalized its recruitment plan which is built on past successes of using the internet to recruit prospective candidates and other methods to attract qualified individuals. APD had already implemented an online application and selection process for the minimum standards which is a blind process in which age, race, gender and other identifying information is not known to any APD or City employee until after the applicant has either been qualified or disqualified from the initial application.

The Albuquerque Police Department Recruiting Unit attracts and recruits only qualified individuals who desire to serve their community through law enforcement service. Applicants can select career pathways through Cadet, Police Service Aide, or Lateral training programs. All three pathways must conform to rigorous entrance standards and procedures. The selection process, from the initial recruiting phase through the final background/selection phase, has been carefully designed to filter out those individuals not suited for the duties and responsibilities associated with being an Albuquerque Police Officer or Police Service Aide. The process is regularly reviewed and, when appropriate, modified

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in order to ensure only those individuals who meet not only NMDPS requirements, but APD's more stringent criteria, are accepted. Additionally, to comply with the CASA, the Recruiting Unit has developed methods to generate and access specific, accurate data pertaining to all facets of the selection process.

Many law enforcement agencies across the country are facing staffing shortages; as a result, competition to recruit quality applicants has become more intense. County, state, and municipal administrations are allocating funds to fully staff recruiting units, and to increase applicant incentives. Additionally, benefits, salary, and retention packages have been upgraded in an effort to attract and keep officers. APD must keep pace with other agencies in order to attract individuals who meet the high standards required by our department.

### **Graduate 100 Cadets**

**Action Plan:** With two established cadet classes and an aggressive recruiting campaign our goal is to graduate 100 cadets in 2016 and subsequent years until target staffing identified in the Weiss study is met.

### **Electronic Personal Integrity Questionnaire**

**Action Plan:** Update the Personal Integrity Questionnaire (PIQ) and require applicants to submit it electronically utilizing the new recruiting website.

### **Further assist approved applicants who have signed up for testing**

**Action Plan:** Augment mass email reminders with phone calls to cadet applicants several days prior to their test date

### **Training in order to offer more testing opportunities to accommodate applicant schedules**

**Action Plan:** Testing weekends now occur twice a month. In certain cases, and as scheduling allows, applicants who cannot make a weekend test date have been allowed to test during the week. To supplement this recent accommodation, recruiters are being trained to administer the written portion of the psychological exam which now only takes place on Sundays.

### **Expand Pre-Hire Program**

**Action Plan:** The department's pre-hire program retains cadet candidates that have been accepted into the program but are several months away from beginning the Academy. The pre-hire program employs the candidates immediately, for the benefit of the department and the employee. The department retains a highly-qualified candidate, and the recruit is employed in locations within the department that will provide helpful experience in the future and provides a paycheck to dissuade the candidate from diverting from the Academy for financial reasons. The department will seek to expand the pre-hire program in order to offer temporary positions to more "pre-cadets".

Proposed Schedule for Future Cadet Classes:

July 2016      50 cadets                      December 2016      50 cadets

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|           |           |               |           |
|-----------|-----------|---------------|-----------|
| July 2017 | 50 cadets | December 2017 | 50 cadets |
| July 2018 | 50 cadets | December 2018 | 50 cadets |
| July 2019 | 50 cadets | December 2019 | 50 cadets |
| July 2020 | 50 cadets | December 2020 | 50 cadets |

## Lateral Classes

APD defines a lateral police officer candidate as a currently sworn and certified law enforcement officer. Requirements include being at least 21 years of age, must have a valid driver's license and obtain a New Mexico driver's license within 30 days of hire, be a U.S. citizen, possess a high school diploma or GED, have no felony convictions, among other physical and psychological requirements.

Lateral Officers must attend a Lateral Police Academy. The Lateral Police Academy is a condensed 6-week program in which officers become familiar with the City of Albuquerque city ordinances and the Albuquerque Police Department's standard operating procedures. Instructional areas also include, but are not limited to, physical fitness, defensive tactics, and firearms proficiency. Lateral Officers will need to successfully pass the state Law Enforcement Officer Certification Examination administered by the New Mexico Department of Public Safety. If the applicant does not pass the certification exam, the applicant will have to complete the one-week certification by waiver course held in Santa Fe, New Mexico at their own expense.

Due to recent regional conditions, APD recruiting staff is confident that it could generate enough interest to accrue 40 officers per year in 2017 and 2018 each. After that period, APD is projecting 20 laterals in 2019 and 15 laterals per year after that. APD is estimating that one lateral class and two basic training sessions per year will be held.

## Return to Work Legislation

In January 2016, House Bill 171 was submitted to the 52<sup>nd</sup> Legislature of the State of New Mexico. HB 171 would allow retired law enforcement officers to rejoin a law enforcement agency while still collecting their pensions. HB 171 was the latest version of legislation that had not been approved by the legislature in previous years. As described in HB 171, officers would also still have to make contributions to the Public Employees Retirement Association fund. In Albuquerque, the rehires would be limited to holding the rank and the salary of a patrol officer first class, regardless of the officers' rank and salary at the time of retirement.

Rehires would only be assigned to uniformed patrol duties or possibly assignments such as auto-theft detective. The bill will also limit returning officers to five years of additional work, and rehires could account for only 10 percent of a law enforcement agency. Albuquerque Journal, Ryan Boetel January 14, 2016.

A successful passage of a Return to Work bill would allow the department to rapidly increase their sworn officer staffing in the first several years of the staffing plan while other alternatives are considered and implemented.

## Community Engagement

Positive police-community relations are critical for effective crime prevention, case investigation, officer safety, and successful police-citizen interactions. While many police agencies have made efforts to connect with their general community through neighborhood association meetings, citizen police academies, advisory councils, fairs, and public education and engagement programs, such as Neighborhood Watch or National Night Out, specific, targeted efforts need to be made to successfully reach out to underrepresented communities and ethnic communities. Building relationships to these populations, in addition to the public in general, is critical for achieving the following goals of community outreach:

- Increase citizen willingness to report crimes to the police.
- Increase citizen willingness to report suspect information to the police.
- Build trust and familiarity with community members.
- Create and expand broader opportunities in which to engage community members.
- Officer Safety.

One key feature of this system of accountability is regular meetings with members of the community, enabling effective outreach and ensuring clear lines of communication and feedback from those we serve. Another key feature of building those critical relationships is the emphasis that it places on providing patrol sergeants, lieutenants, and commanders with the information they need to achieve results. APD is currently working on an inventory of available data and how it could be provided to stakeholders to better show area commands and community groups how they are progressing toward established goals, identifying problem areas, and make corrections as necessary. These data will also allow people to develop an objective, fact-driven basis for evaluating the APD.

In addition, departmental staff will continue utilizing community resources including Community Policing Councils (CPCs) and community leaders to gain their opinion regarding staffing deployments and other staffing-related matters. This report will be distributed to all of the CPCs for their review and commentary. Additional presentations by APD executive staff on the Staffing Plan are being considered as a way of encouraging participation and buy-in.

Collaborative partnerships, problem-solving approaches, and the organizational transformation of law enforcement agencies that have been advanced under the philosophy of community policing have helped build and sustain trust in countless communities and have improved the manner in which local, tribal, state, and federal agencies work together. Increases in police legitimacy and procedural justice have paid dividends, particularly in communities that have historically felt disenfranchised and have had adverse relations with police in the past. These advances represent the core values of American law enforcement in a democratic society.

There are practical reasons for expanding community policing in these challenging economic times. The most important of these is that police must rely on residents and business purveyors to share information about crime and disorder in order to engage in effective problem solving to maintain public order and curtail crime. While some would argue that we can no longer afford the “luxury” of



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community policing, I am confident that the vast majority of law enforcement executives embrace the realization that we cannot afford to dispense with the ideals and practices of community policing.

Today's community policing is not an alternative strategy to "traditional" or "reactive" policing. Rather, it is best seen as a perspective that can be in balance with and complement emerging new policing approaches, including intelligence-led policing, predictive policing, and SMART policing.

## Next Steps and Milestones

APD will work closely with staff from Human Resources, Fiscal, and Recruiting each year to review and revise growth projections for sworn and civilian staff. In order to determine appropriate civilian staffing levels, the department will analyze existing workload data and research best practices across agencies nationwide.

APD has taken steps to address the seven recommendations from the Weiss study, and will continue to incorporate the guidance as staffing levels provide:

- APD should adopt a “flatter” organizational structure that will facilitate communication and accountability.
  - By shifting sworn and civilian positions “out” to the area commands, it empowers the entire supervisory chain to address crime issues on a local level. Adding a third lieutenant to each area command will provide additional oversight and strengthen response and commitment to neighborhood issues. The area commander essentially becomes the chief of their respective region, and are in turn accountable to its residents.
- APD should adopt the verified response model for burglar alarms.
  - APD has begun a pilot project that has implemented the verified response model and has experienced a significant decrease in the amount of calls for service of this call type. APD plans to continue piloting the alternative response while it contemplates implementing the verified response model permanently.
- APD should adopt a more strategic approach to criminal investigation.
  - APD is committed to developing a formal case management system that includes the formation of a solvability matrix. Analyzing caseload and developing workload expectations will assist APD in managing its investigative function more efficiently and assigning the proper amount of staff to this function.
- APD Special Operations Division should be repurposed to provide better and coordinated support to the area commands.
  - APD is continuing to consider the possible alternatives regarding the Special Operations Division and their support to area commands. APD is committed to providing a highly-trained, professional tactical team while still balancing the needs of Albuquerque residents and reducing response times for patrol.
- APD should add resources to Metro Traffic while ensuring that these resources are effectively deployed.
  - APD acknowledges that the traffic function is an important part of the overall safety array of the department and is dedicated to bolstering their ranks as soon as practical. As Field Services patrol officer levels increase to functional levels, attention will be focused on Metro Traffic to increase current low levels of staffing.
- APD should adopt a career development program that includes a strong emphasis on the importance of patrol and mandates periodic transfers from specialized assignments back to patrol.

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- APD is continuing to consider the implementation of a career development program that is similar in nature to the one that the Weiss study describes.
- APD should adopt a more strategic approach to crime control that focuses on the area command.
  - As described in several sections of this staffing plan, APD is committed to shifting resources and accountability to the six area commands. Increasing the investigative function at each area command, in addition to bolstering patrol officer levels, will provide area commanders with the tools that they need to address crime in their regions efficiently and effectively. The development of a neighborhood policing team, as part of the Police and Communities Together (PACT) plan, will further solidify the relationships between the community and APD.

APD has made significant progress in meeting the requirements of the CASA:

- Paragraph 63 Sufficient Internal Affairs Staff/UOF Investigations
  - SOPs 2-05, 2-54, and the new Critical Incident Review Team (CIRT) policy which guide UOF investigations have been reviewed and approved by the CASA parties. As of the date of this report, the Internal Affairs Division is short one lieutenant and two detectives. With the projections of additional staff completed, APD is planning on adding the three positions by 2017 and will evaluate the need for additional staff in the future based on workload.
- Paragraph 123 Crisis Intervention Certified Responders
  - APD has currently trained nearly 100% of their officers in crisis intervention concepts. APD had progressed with the training with the intent of meeting the requirement when it was determined that a specialized, increasingly specialized unit was required by Paragraph 123. Since that time, APD has focused on developing the appropriate curriculum to meet the requirement. APD staff has investigated creating incentive pay to entice officers to pursue the enhanced CIT “eCIT” designation.
- Paragraph 124 40% of Field Services officers
  - APD is currently developing curriculum that will establish the qualification of an eCIT officer, a higher-level expertise that will meet the requirements of Paragraph 124. The implementation of incentive pay is expected to increase the response of officers that are willing to take the training to be eCIT designated. Since the designation is voluntary, APD is unsure if the 40% level will be met.
- Paragraph 135 CIU detectives
  - Based on demands of the Crisis Intervention Unit (CIU), internal discussions, the CASA agreement, and informal outreach with members of community including the Mental Health Response Advisory Committee (MHRAC), staff conducted a needs assessment for the number of detectives needed and determined there is a need for twelve detectives, consistent with the Weiss study. APD currently employs five detectives.

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- By evaluating the work that the detectives are currently doing and reviewing the requirements of the CASA agreement, the desired qualities for prospective CIU detectives has been determined. Based on the needs, a plan for their recruitment, selection, and training has been developed.
- Paragraph 198 IA/CPOA staff
  - The staffing requirements for IA are set forth in in SOP 2-05, recently approved by the parties and the monitor. The staffing of IA as shown in the Table of Organization is insufficient; currently there are three total vacancies. The monitoring team is aware that APD is faced with a more than serious staffing shortage across all areas of the agency. The IAB “understaffing” appears to be simply an extension of that confronting the rest of the organization.
- Paragraph 203 Staff necessary to implement agreement
  - A consultant completed a staffing study to determine the appropriate staffing required by the APD in December 2015. APD has also undergone an effort to civilianize positions that were formally held by sworn officers. As staffing levels increase (using methods described in the Plan), APD will allocate staffing appropriately with an emphasis on field services patrol.
- Paragraph 204 Staffing Assessment and Resource Study/Staffing Plan
  - A staffing assessment and resource study was completed and released on December 11, 2015. APD has moved towards addressing many of the recommendations contained with the report. This report, the APD Staffing Plan, meets the requirements of the second half of the paragraph.
- Paragraph 233 Strategic Recruitment Plan
  - APD Academy staff have developed and released a strategic recruitment plan. It is included in this report’s appendix for reference.
- Paragraph 256 Staffing realignment and recruitment/hiring goals
  - APD Academy staff have completed a revised Recruiting Plan, excerpts of which are included in this document. Recruiting summits were held in early 2015 and the results of an improved internet-based recruiting strategy are beginning to yield results. In 2016, APD is expected to seat 100 cadets, a level that has not been reached in recent memory.
- Paragraph 257 Officers familiar with geographic region
  - APD issued Field Services Bureau Order 15-13 on May 6, 2015 to comply with paragraph 257 of the settlement agreement. The order requires the distribution and completion of a "New Bid" packet to assist sworn personnel in "identifying the geographical areas they serve, identifying community leaders, engage in problem solving practices, and work proactively with other city departments to address these quality of life issues." Sworn personnel are provided a signature page that they then sign, acknowledging receipt of the packet. The signature page will be retained for auditing purposes for a minimum of three years. APD has provided documentation including signed signature pages of officers who have been provided with the packets. Distribution of packets to APD personnel is an ongoing activity.

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- Paragraph 317 Implementation unit
  - In late 2014, APD formed the Administrative Support Bureau, led by the Executive Director. This position would be responsible for overseeing the process of CASA implementation and function as the primary interface for the independent monitoring team. In addition to the Executive Director, APD has added a Quality Assurance Auditing team that is tasked with assessing the data that is being submitted to the monitor. APD has identified stakeholders that are responsible for each paragraph, and report monthly on progress. Critical stakeholders including representatives from the APD Academy, Internal Affairs, Quality Assurance, and Technical Services meet weekly to discuss the progress made on each of the directives. The QAA staff and the APD Executive Director have coordinated all data submissions to the monitoring team.

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## Budget

The APD is proposing the creation of a strategic growth plan based on establishing a five-year hiring timeline. Each year, APD will revisit the projections contained within the report and adjust accordingly. Establishing an elongated growth plan not only helps smooth costs over time, but also allows for shifts in variables that could affect decisions to continue funding additional personnel.

The approximate cost of this plan for the first five years is broken out into five alternatives:

- Baseline
- Lateral class alternative
- Enhanced Recruiting and Benefits alternative
- Successful Return to Work Legislation alternative
- Baseline with all three alternatives above

Based on the current projection of either 1,000 or 1,022 sworn officers required based on the Weiss study, an additional 147 or 169 sworn personnel and 30 civilian support personnel are needed. A multi-year approach to staffing with incremental adjustments will allow the department to meet service level demands while focusing more resources on crime prevention and crime control. The multi-year approach further facilitates annual reevaluation of needs and corresponding adjustments.

A projected budget summary is contained within this section; please see the Appendix for the full budget worksheet.

|   | CY2017       | CY2018       | CY2019       | CY2020       | CY2021      |
|---|--------------|--------------|--------------|--------------|-------------|
| <i>Baseline</i>                             | \$2,270,683  | \$7,055,002  | \$9,400,394  | \$5,589,132  | \$3,097,153 |
| <i>Lateral Classes</i>                      | \$5,863,480  | \$5,863,480  | \$2,931,740  | \$2,198,805  | \$2,198,805 |
| <i>Enhanced Recruiting and Benefits*</i>    | \$3,131,740  | \$3,131,740  | \$3,131,740  | \$3,131,740  | \$3,131,740 |
| <i>Return to Work Legislation</i>           | \$14,658,700 | --           | --           | --           | --          |
| <i>Baseline with All Three Alternatives</i> | \$25,924,603 | \$16,050,222 | \$15,463,874 | \$10,919,677 | \$8,427,698 |

*All totals projected at year end; each yearly cost is not cumulative from previous year(s).*

*\* Does not include wage or benefit increases, specialty or incentive pays, overtime or hiring bonuses. Overtime budget may require adjustment due to reduction in salary savings.*

## Conclusions

This staffing plan can be viewed as a short and mid-term plan; some of recommendations contained herein can be completed within several months. The longer-term items have a timeline of a few years, dependent on collaboration from City and State stakeholders to create incentives. The incentives can drastically alter the projections described on pages 19 and 20.

The Staffing Plan examined four main points, including reviewing the issues in the Weiss study; where to allocate resources as they become available; estimating the time that it will take to reach the defined staffing goals; and discussing what it will take to measure the workload and resulting appropriate staffing levels for investigative and civilian staff. To address the immediate need, the department is contemplating shifting many positions into Field Services, altering the calls for service priority scale, and responding to other crimes in alternative ways.

The Weiss study recommends raising the overall sworn count of APD officers to 1,000 if 12-hour shifts are implemented; 1,022 if 8-hour shifts are implemented. Based on the projection developed on page 19, a baseline scenario (continuing with current recruiting processes) achieves the goal of 1,000 to 1,022 officers sometime in 2020. Adding additional “packages” to the baseline shortens the timeline considerably. Implementing all of the packages projects a historical level of sworn staff in a little over a year from the time of this report.

The Staffing Plan also addresses Weiss study recommends additional civilian and sworn staffing in several locations, including Internal Affairs, Communications, Crisis Intervention, and the APD Academy. APD is committed to developing workload and efficiency measurements using case assessment and solvability factors where applicable to help determine the correct number of staff in these areas moving forward. The number of staff in these areas are directly impacted by the requirements of the CASA and true workload will not be known for some time.

Lastly, the Staffing Plan details a concept of decentralization that is area command-focused. Shifting personnel to the area commands will empower area commanders with the tools and resources that they need in order to address crime on a neighborhood-based level. The area command (and all of the processes contained within it), will be more accountable and increasingly familiar to the residents that it serves. Embedding Community Policing Teams into the fabric of neighborhood policing as part of the Police and Communities Together (PACT) plan will engage local community groups and businesses. Coordination with each area command’s existing Community Policing Council will give residents unprecedented access and input into APD’s policing philosophy, while also providing the opportunity for the membership to learn about APD and create lasting bonds with the local police officers and staff.

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## Resources

10 Things Law Enforcement Executives Can Do To Positively Impact Homicide Investigation Outcomes. U.S. Department of Justice, Bureau of Justice Assistance.

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Police Staffing Strategic Plan, Chico California, June 2014



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Proposed Operational Staffing Enhancements for the Houston Police Department, October 2014.

Seattle Police Department Neighborhood Policing Staffing Plan 2008-2012

Staffing Study of the Fort Worth Police Department, Chief of Police Jeffrey Halstead, November 2014

Telemasp Bulletin. Texas Law Enforcement Management and Administrative Statistics Program,  
July/August 2003 Volume 10, No. 4

## Albuquerque Police Officers Association (APOA) Commentary Regarding APD Staffing Plan

1. Seniority of officers is being ignored by forcing Senior officers into the field without recognizing some officers with less seniority are keeping internal positions. Senior officers should be given a choice to take such positions.
2. The process of how the manpower study is implemented must recognize the bidding process and seniority rights protected within.
  - Flexibility in deployment of officer must recognize his seniority and bidding rights.
  - Less senior officers should not get placed into the bid by bumping Senior officers from bid positions earned by years of service.
  - The elimination of a specialized assignment that is protected under the Bidding Process is in violation of the CBA.
3. Safety Issue:
  - The requirements of FTO's. This schedule is an accident waiting to happen. FTO's to work a 12hr shifts +2 hrs + court time.
  - Not enough manpower in the Field. The lack of staff is a great concern, and voiced by 97% of the officers.
4. Union Busting
  - Privatization Of Union Jobs – “Replacing Uniform Employees” with civilian employees, whether they are full time or a contract employee working part time.
  - Proposal of all civilian employees at crime lab.
  - Hiring Part time employees (CSA's)
  - Hiring civilians at the academy, whether full or part time, to replace uniformed officers
5. The promotional policies are not finished and are not acceptable to the APOA.
6. Stripping internal positions to staff the field is having a dramatic impact on Investigations, as an example, reducing the Auto Theft Unit from 19 detectives to 8 detectives. New Mexico is number 1 (in United States) for auto theft. The proposal of Field Service officers being capable of answering calls for service and doing investigations is not realistic. 800,000 calls for service of which almost half are priority one calls, leaves Field Service officer with no time to perform such work. The price is understaffed investigative units and a growing case load. Which cannot being properly investigated. Also, the Area Impact teams are not capable of this extra work load.
7. The proposal of not to responding to unverified alarm calls (22, 000) is unacceptable.
8. Proposal to stop taking non-injury traffic accident calls. 28,000 is a high loss of service to the Citizens.
9. Manpower Proposals:
  - New traffic unit of 40 officers- where do the people come from?
  - CIT/CIU – what is the source of manpower?
  - Pg. 28-29 What is the Real No. of officers. The Circularized No. is 836 lowering the entrance requirements to the academy – Like College credits?
  - How 80 cadets a year without more money. (APD is not in the top 5 for salary in NM.) see pg. 20. Need more incentives to attract recruits.

## Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

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- p.14; Had only 33 cadets in 2015, 36 cadets in 2016. Where are you going to get 100 cadets a year, looking at the National trend. Not possible, especially with this environment. The perfect storm.
  - Lateral classes. 6 week training. The City blamed this process for all the past mistakes and harms of the department.
10. 12 hr shifts do not promote community policy like five 8 hour shifts for an obvious reason of not being at work 2 days a week.
11. The pact is another diversion of manpower. This will impact investigations and Field Services. 3 year assignments into 6 area commands. Reduction of manpower for calls for service is not acceptable. P. 23
- Pg.33- phase 1 Lt. + 4-7 officers
  - Pg. 34- staying on 8 hr shift, not 12 hrs like all other officers
  - How does this focus on hot spots interact with new calls for service? pg.31-32
  - How does this 3 year commitment impact the Bid

## Appendix

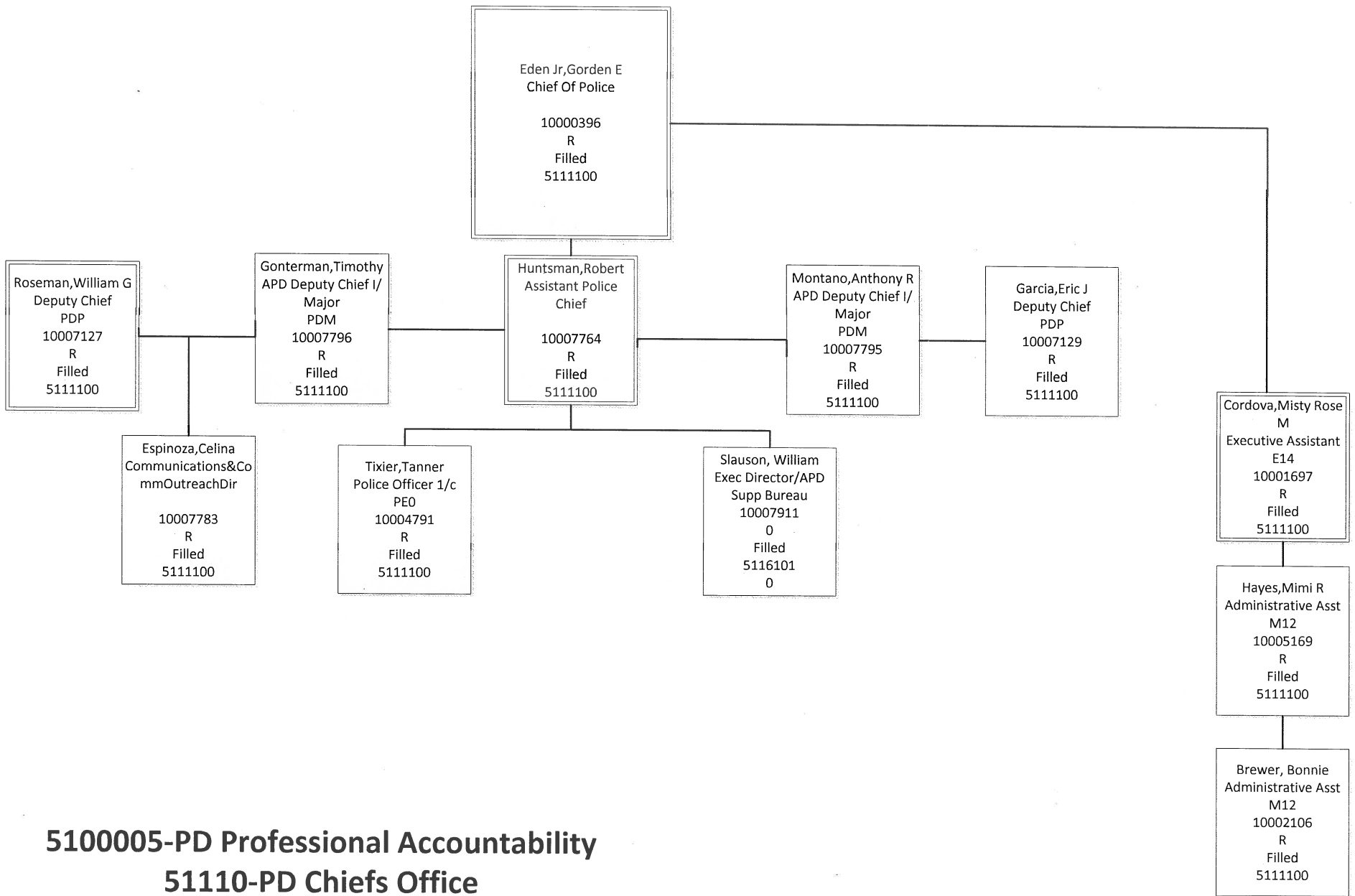
APD Current Organizational Charts

Staffing Projection Data

Detailed Budget

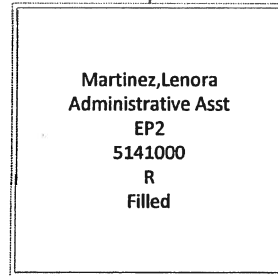
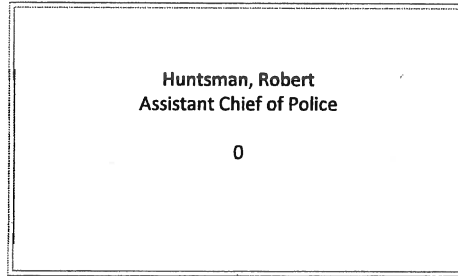
Recruitment Plan

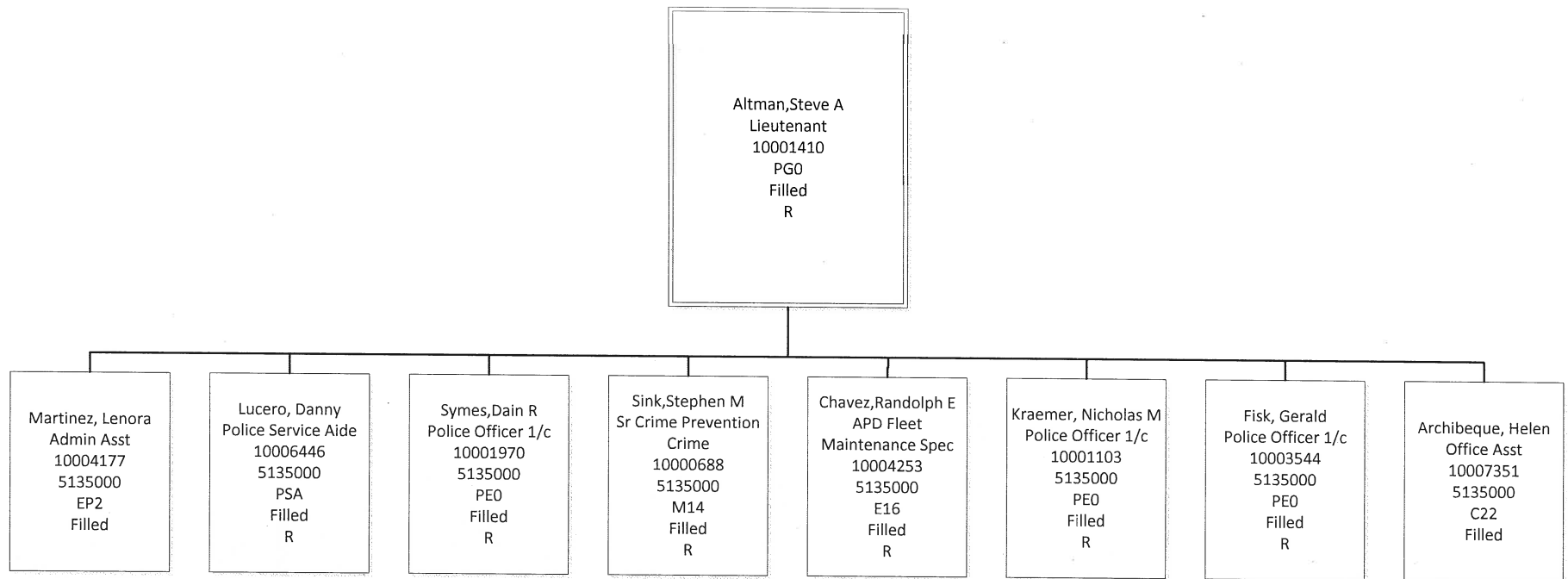
Professional Accountability Bureau



**5100005-PD Professional Accountability**  
**51110-PD Chiefs Office**  
**5111000 PD-Chief of Police**

5100005-PD Professional Accountability  
51410-PD-Behavioral Science Div  
5141000 PD-Behavioral Science





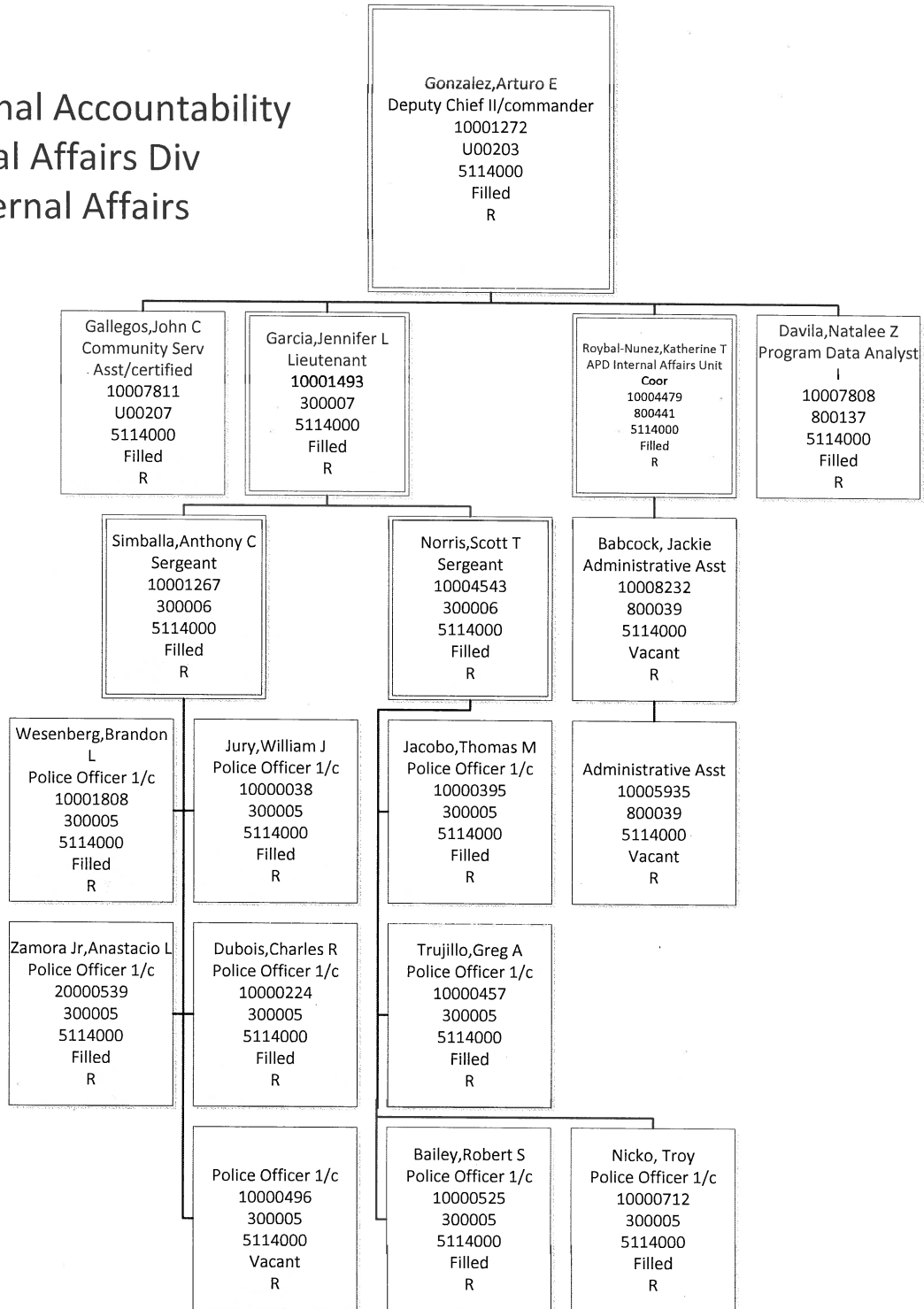
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 51350 – PD – Operations Support  
 5135000 – PD – Operations Review

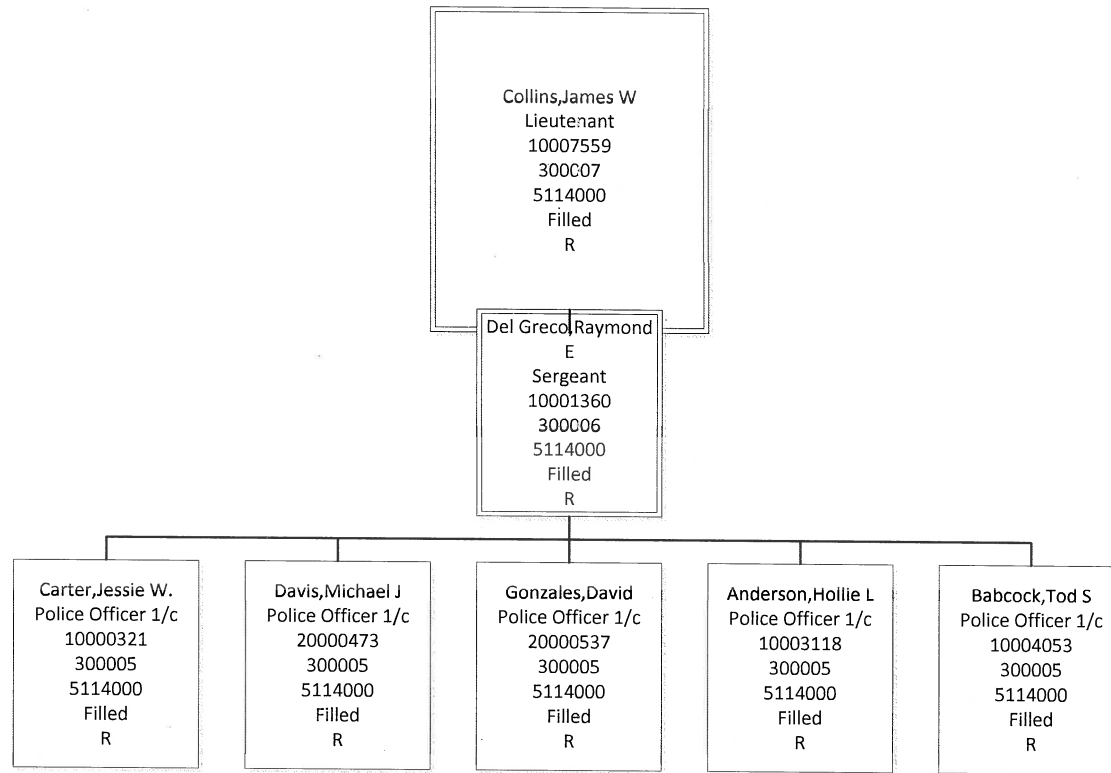


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51140-PD- Internal Affairs Div

5114000-PD- Internal Affairs



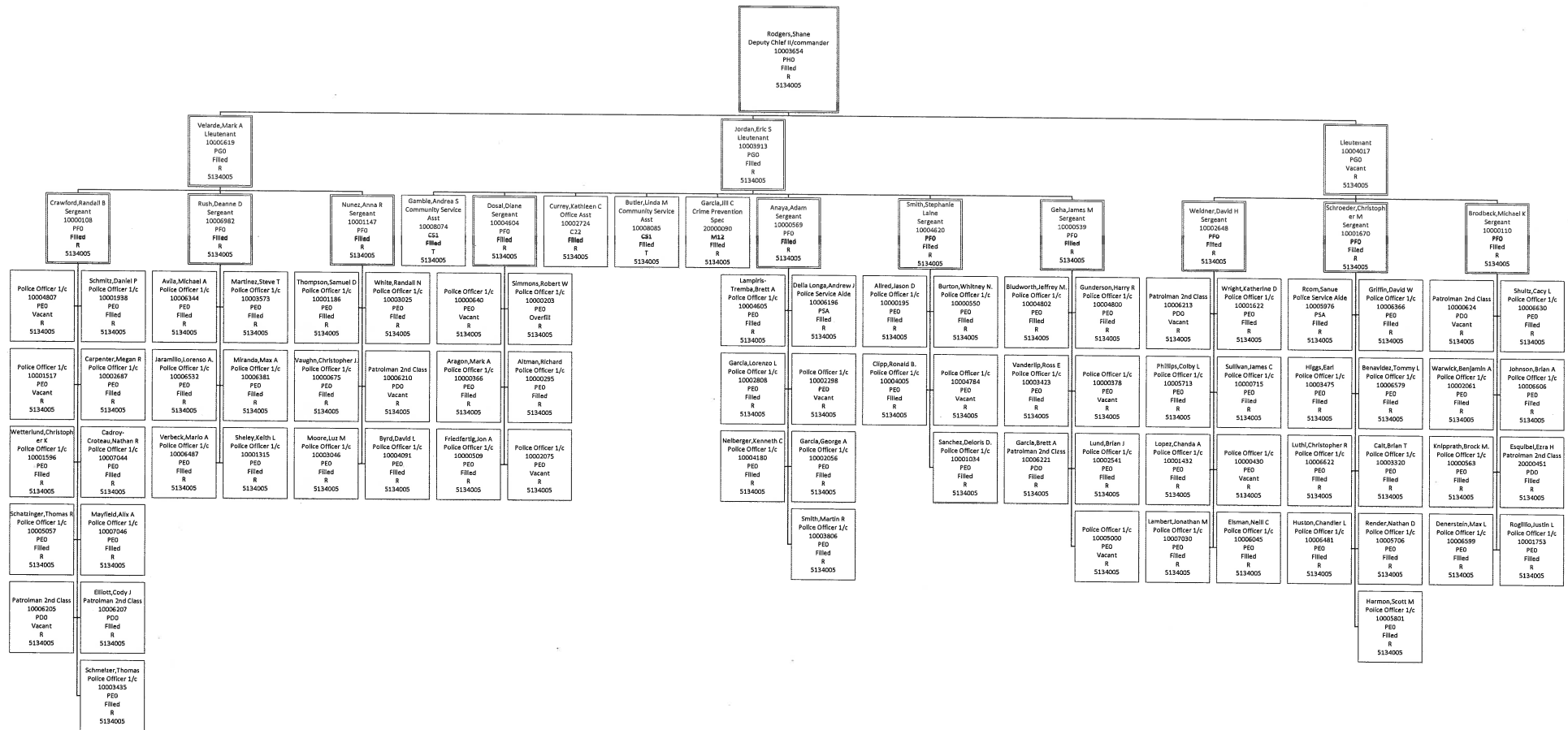


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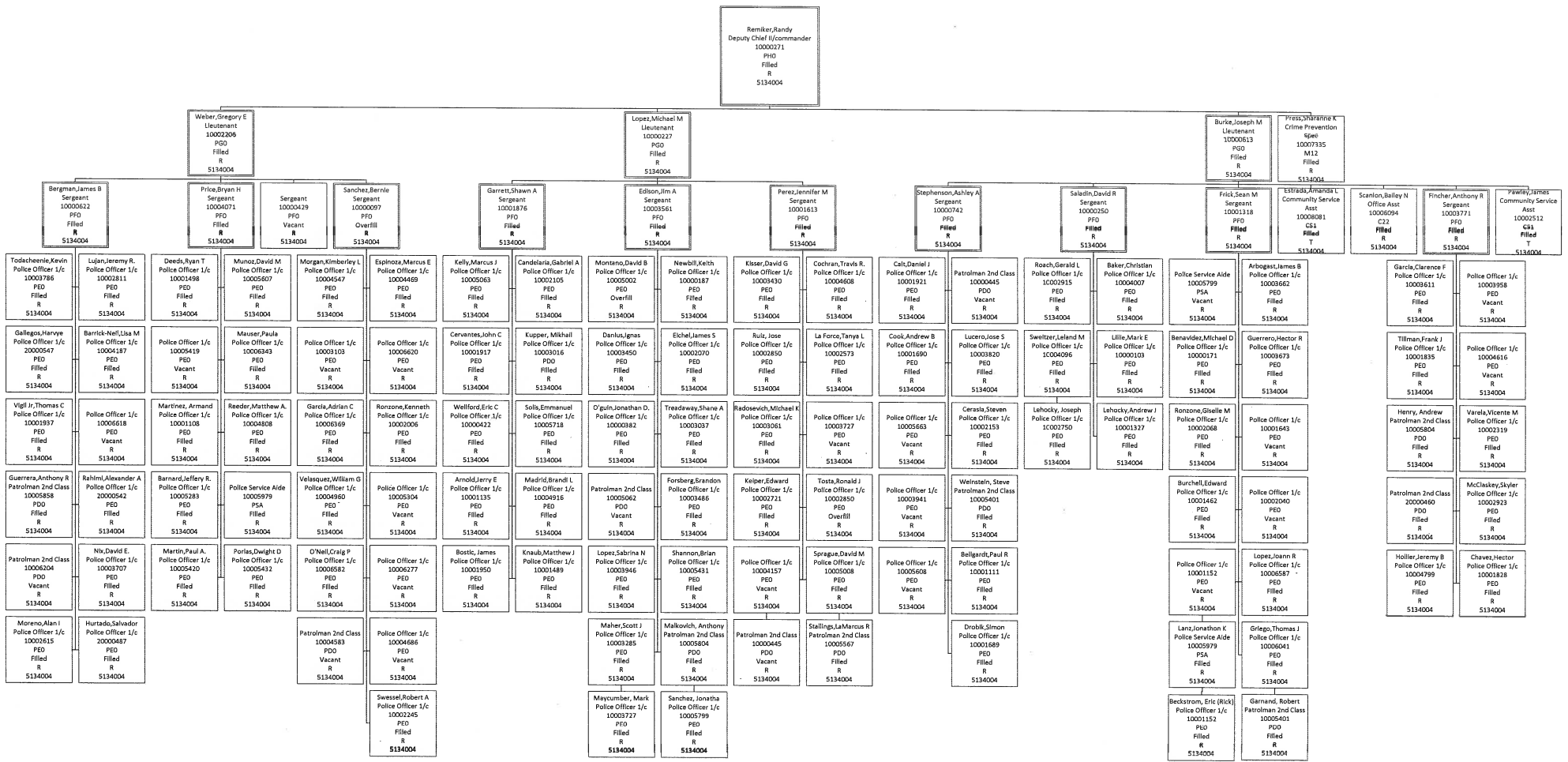
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51190 – PD – Communications Division  
5119100 – PD – Communications

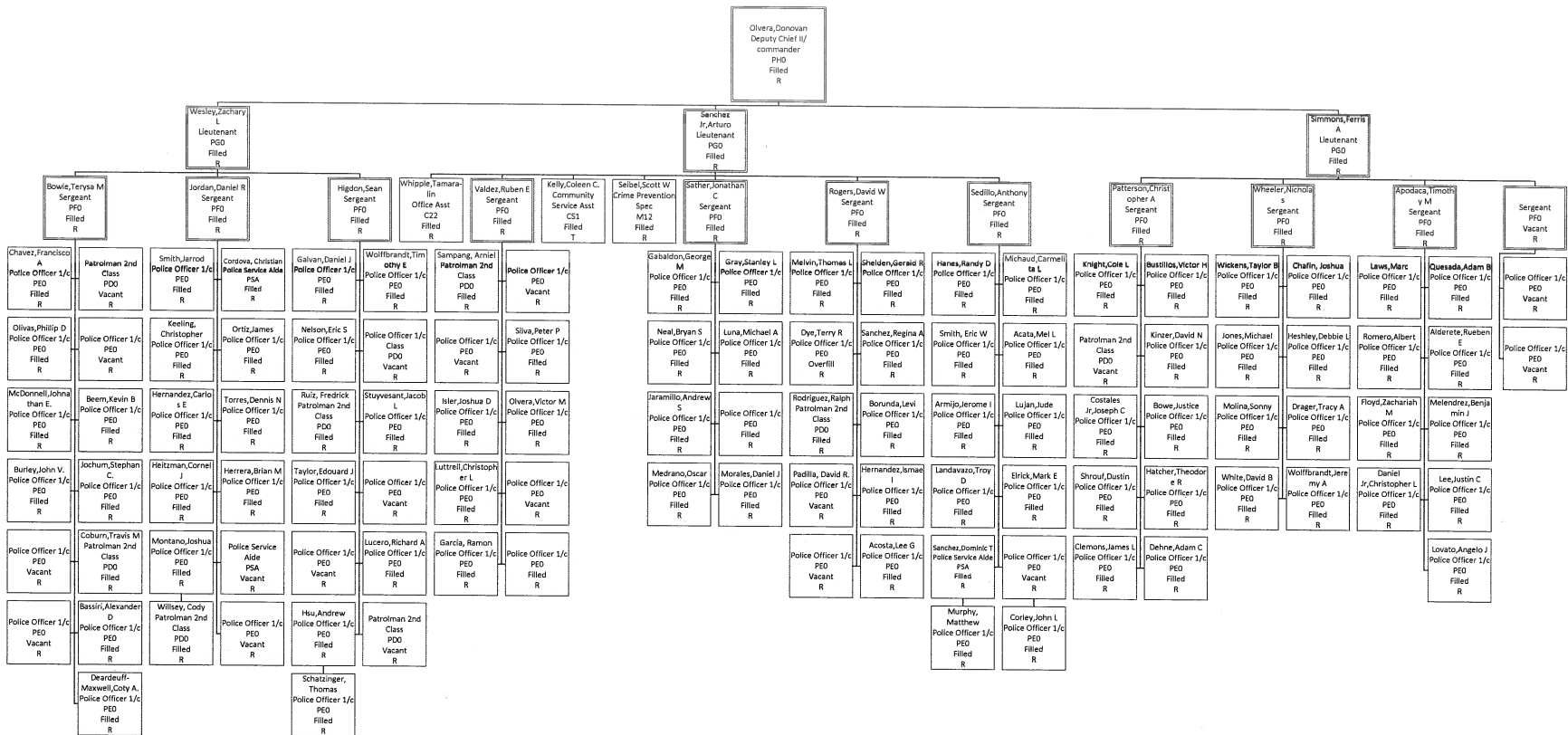
Field Services Bureau



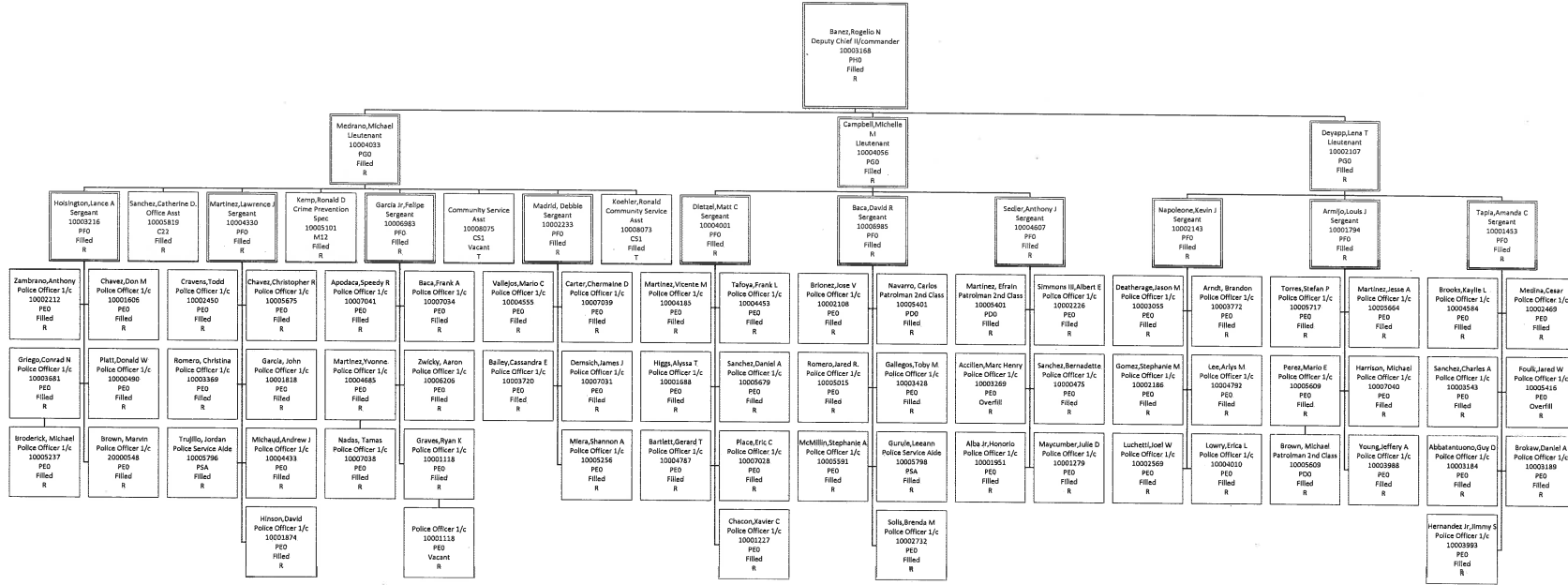
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 51340 – PD – APD Area Command  
 5134005 – PD – Foothills Substation



5100002 – PD – Neighborhood Policing  
 51340 – PD – APD Area Command  
 5134004 – PD – Northeast Substation

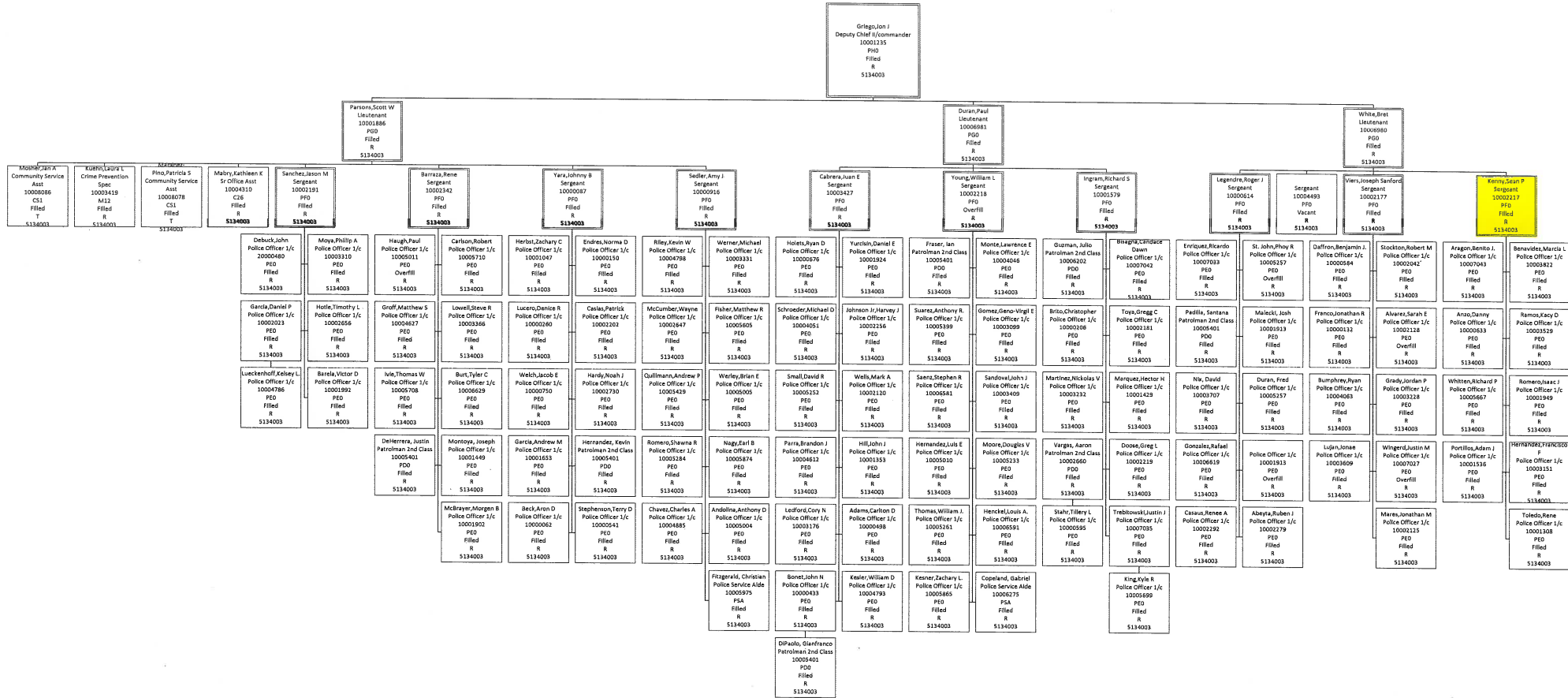


510002 – PD – Neighborhood Policing  
 51340 – PD – APD Area Command  
 5134002 – PD – Valley Substation

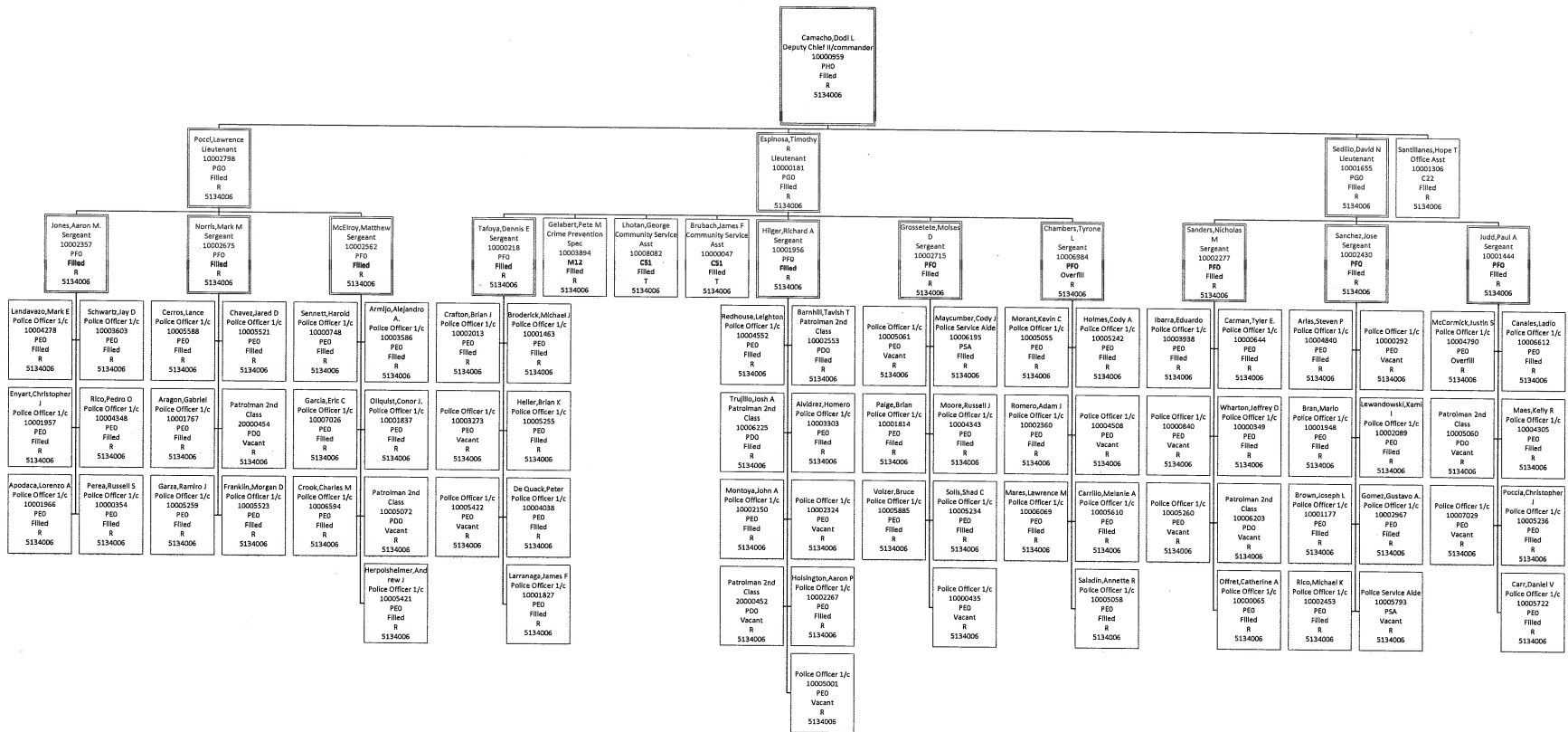


510002 – PD – Neighborhood Policing  
 51340 – PD – APD Area Command  
 5134001 – PD – Southwest Substation





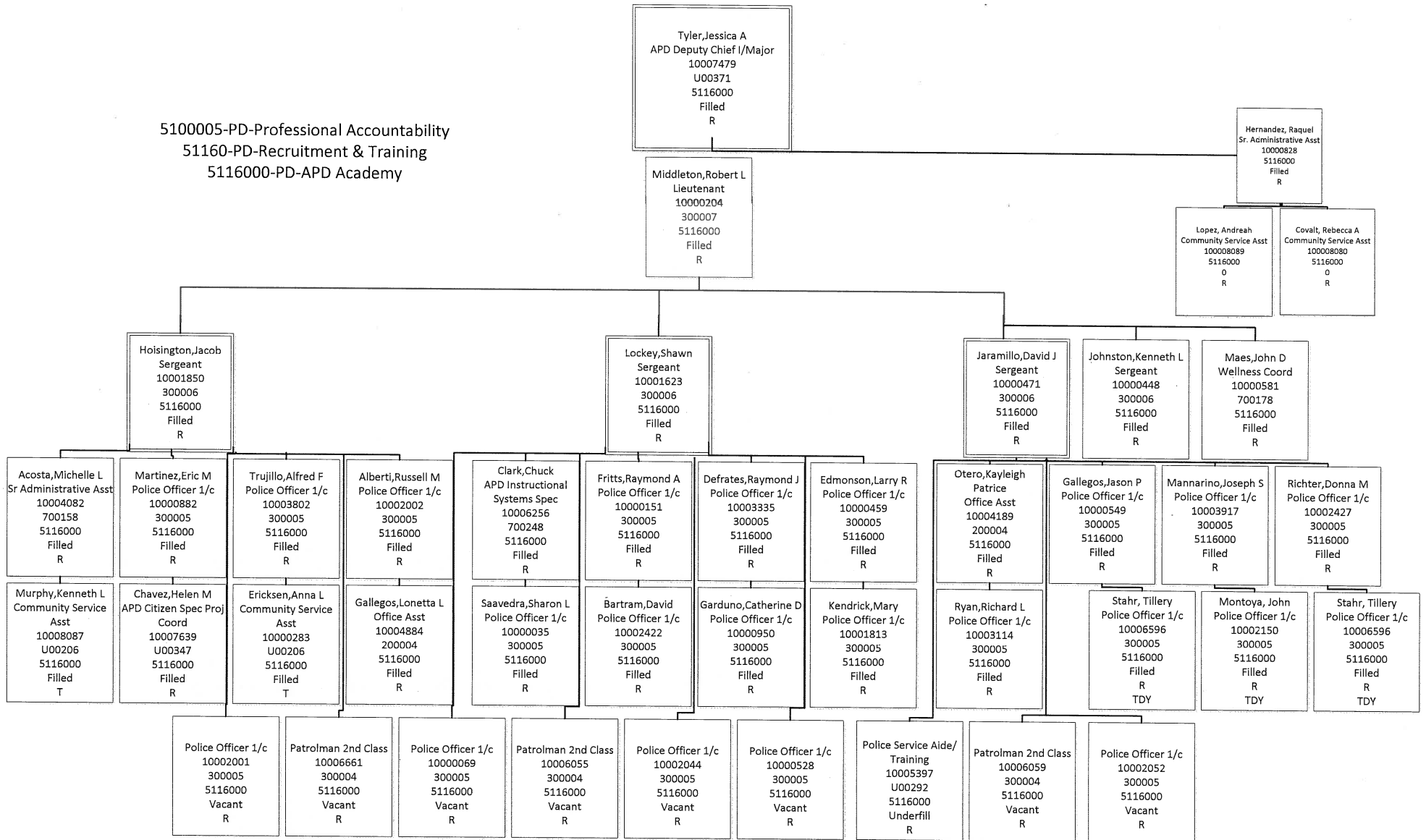
5100002 – PD – Neighborhood Policing  
 51340 – PD – APD Area Command  
 5134003 – PD – Southeast Substation

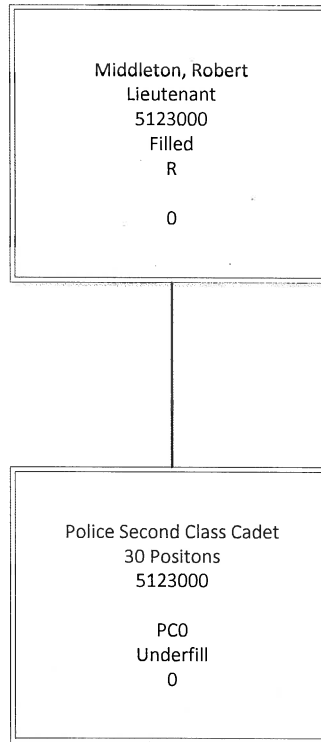


5100002 - PD - Neighborhood Policing  
 51340 - PD - APD Area Command  
 5134006 - PD - Northwest Substation

Special Services Bureau

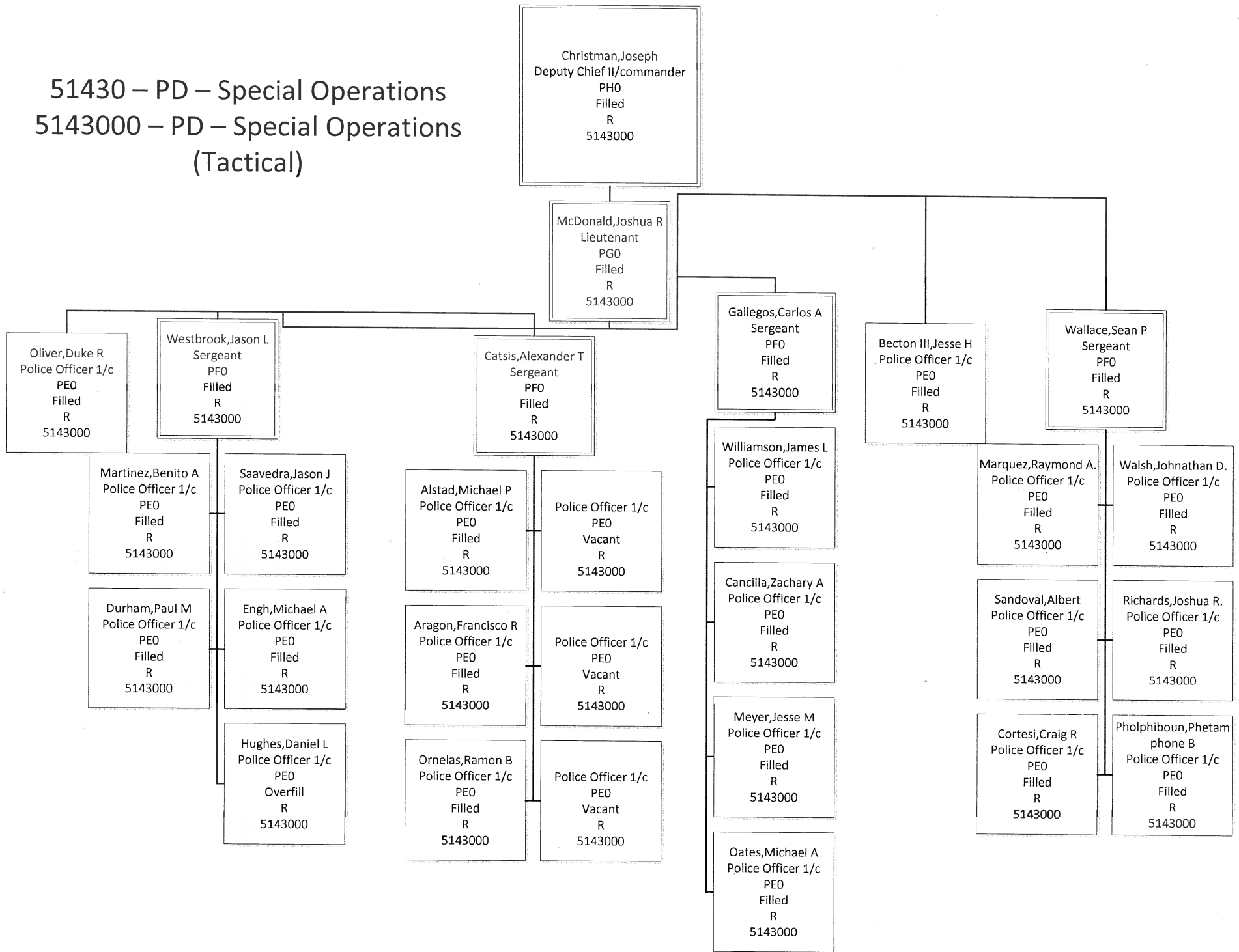
510005-PD-Professional Accountability  
 51160-PD-Recruitment & Training  
 5116000-PD-APD Academy

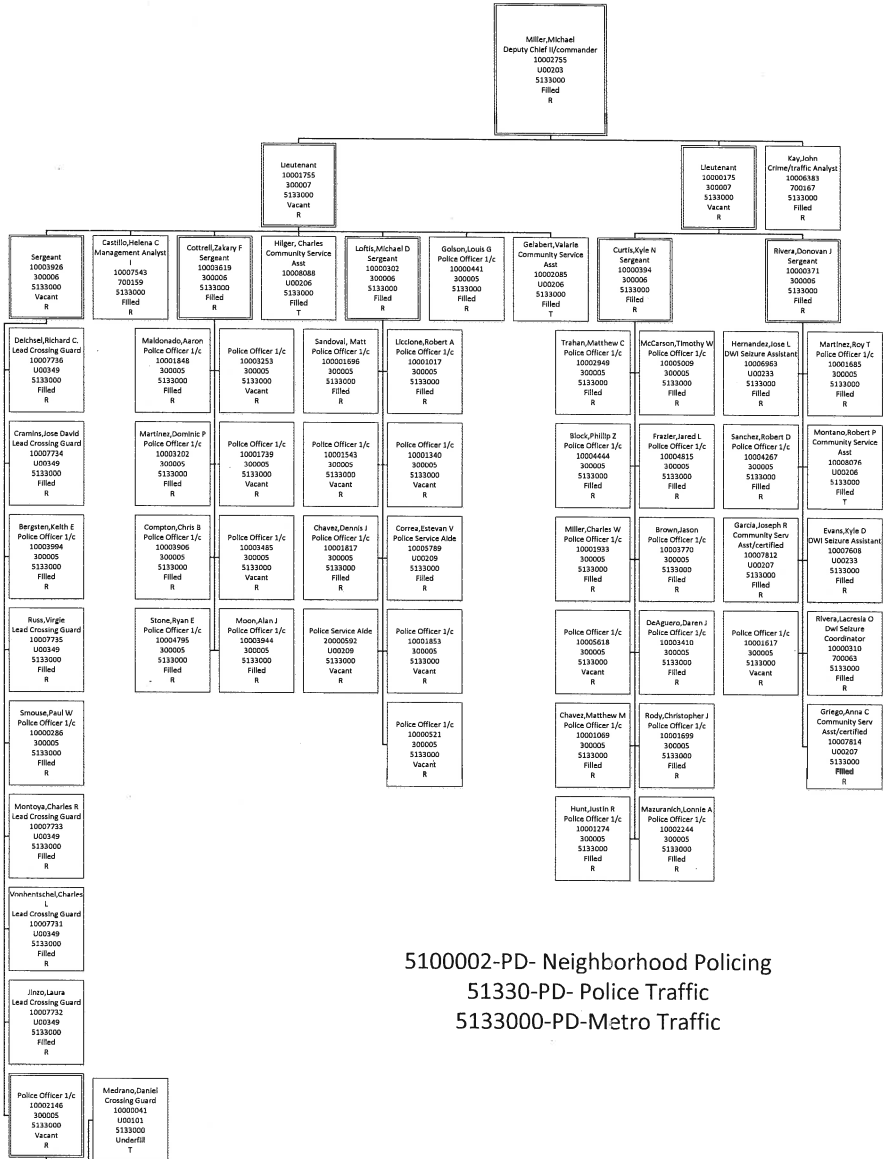




51230 – PD – Cadet Class  
5123000 – Cadet Class

51430 – PD – Special Operations  
 5143000 – PD – Special Operations  
 (Tactical)

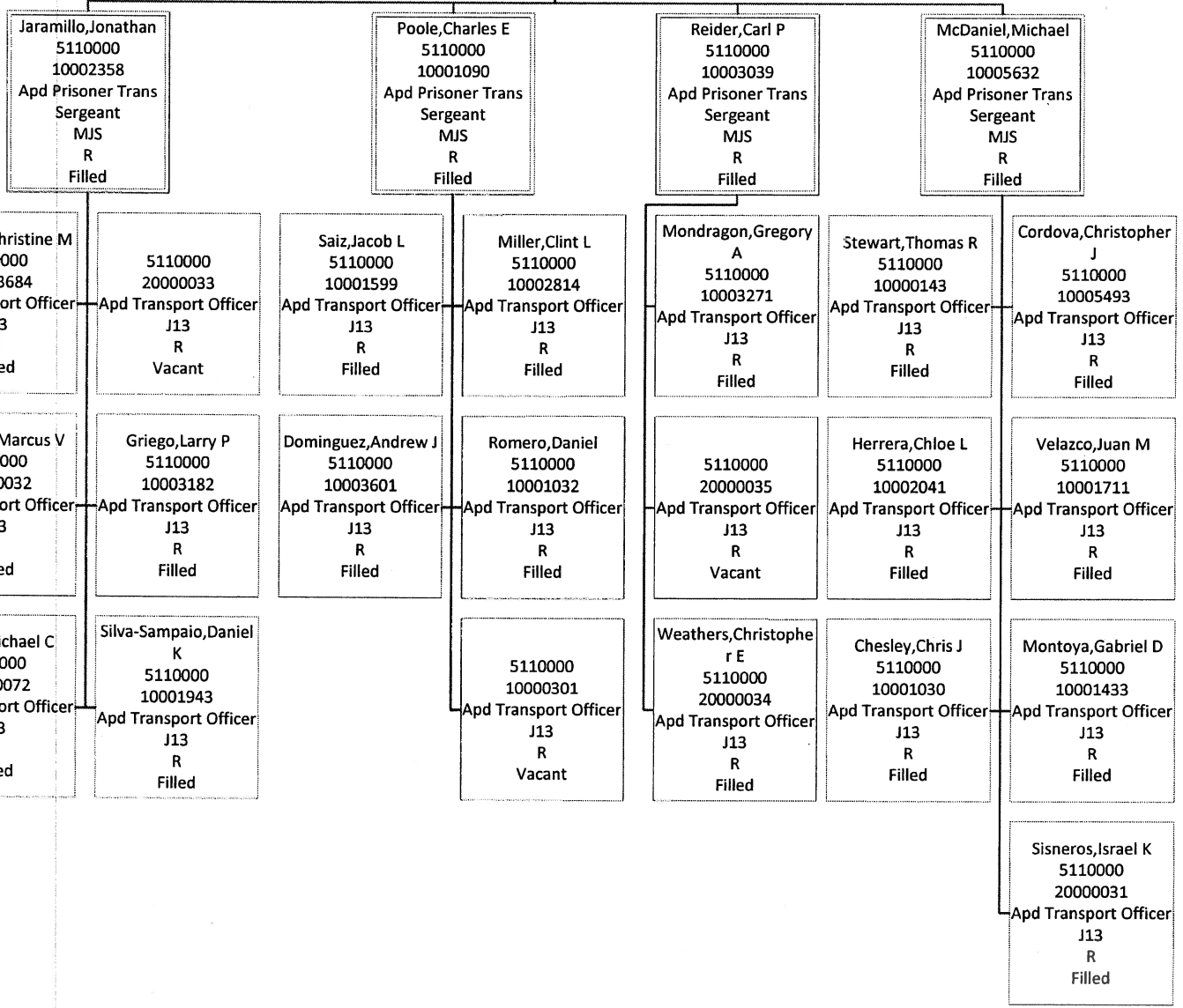




510002-PD- Neighborhood Policing  
 51330-PD- Police Traffic  
 5133000-PD-Metro Traffic

**510007-PD Prisoner Transport Program**  
**51100-PD-Prisoner Transport Div**  
**5110000 PD-Prisoner Transport**

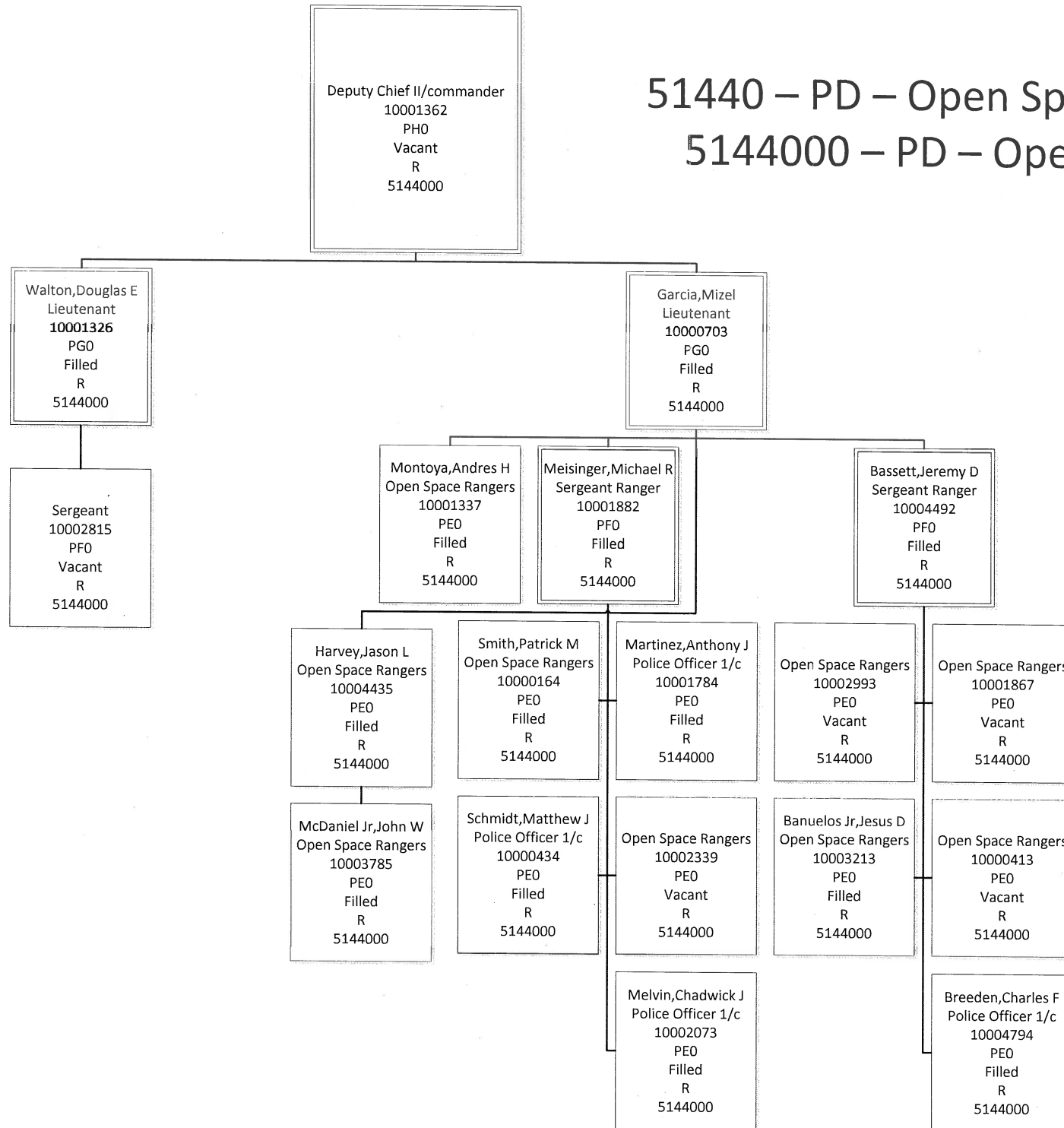
Romo, David A  
 5110000  
 10005442  
 APD Prisoner Transp Unit Mgr  
 PTM  
 R  
 Filled



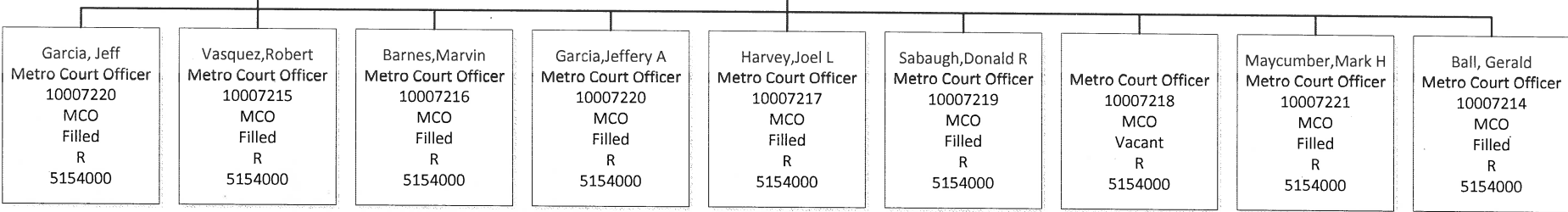


# 51440 – PD – Open Space Police

## 5144000 – PD – Open Space

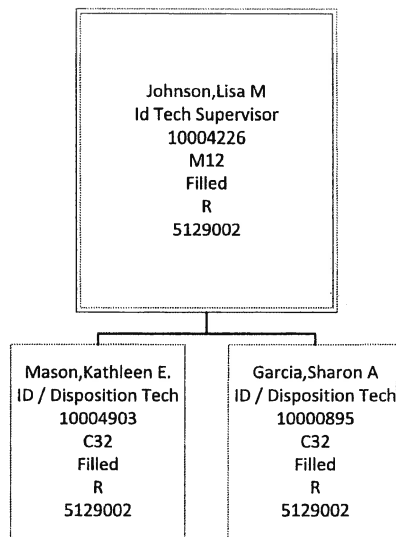


Sergeant  
10004136  
PFO  
Vacant  
R  
5154000



5100002-PD- Neighborhood Policing  
51540 – PD – Metro Court Security  
5154000 – Metro Court

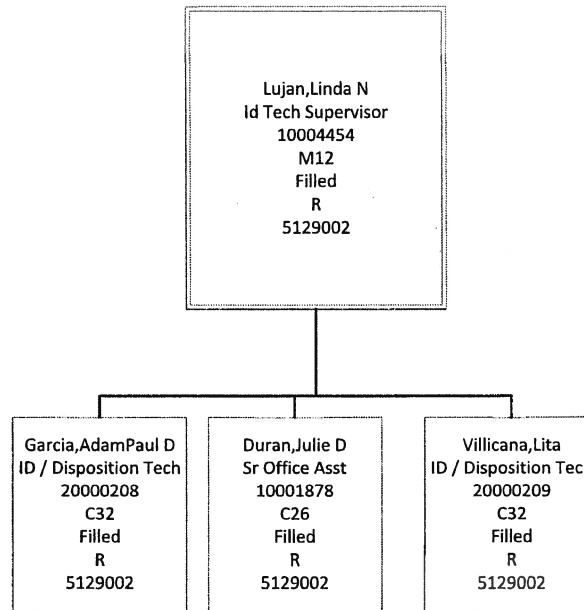
Investigative Bureau



5100003 – PD – Investigative Services

51290 – PD – Crime Lab

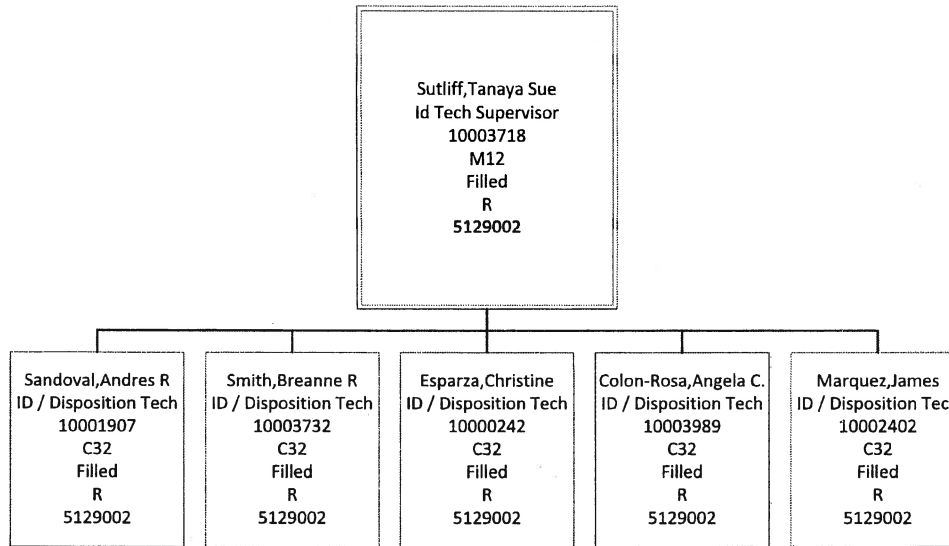
5129002 – PD – ID Services



5100003 – PD – Investigative Services

51290 – PD – Crime Lab

5129002 – PD – ID Services

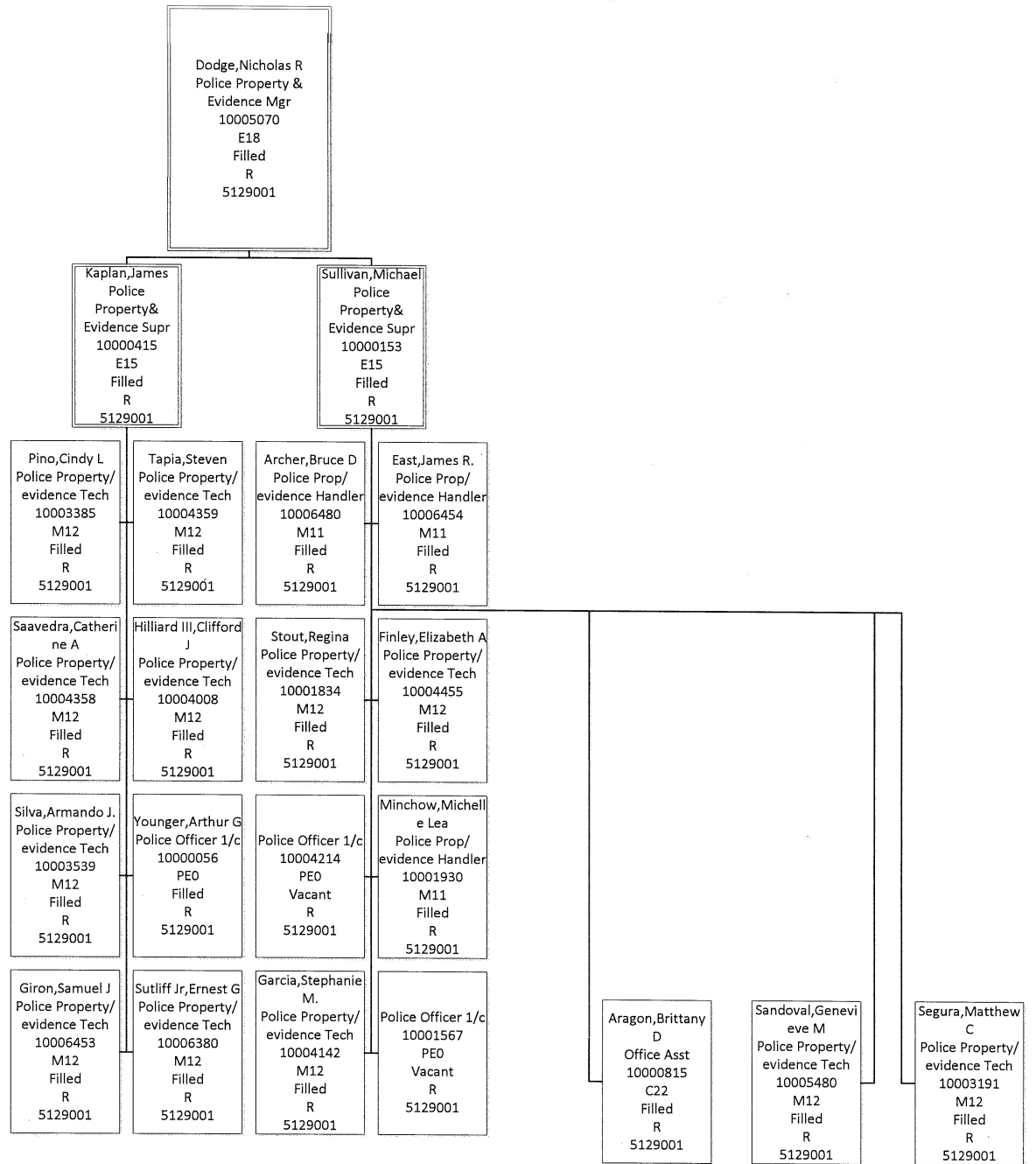


5100003 – PD – Investigative Services

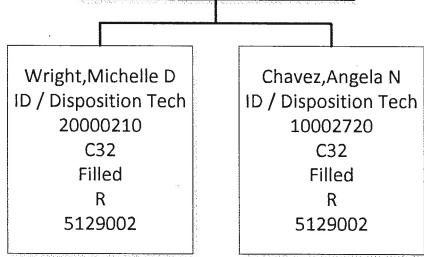
51290 – PD – Crime Lab

5129002 – PD – ID Services

5100003 – PD - Investigative Services  
 51290 – PD – Crime Lab  
 5129001 – PD – Evidence



Chavez,Janelle L  
Id Tech Supervisor  
10001338  
M12  
Filled  
R  
5129002

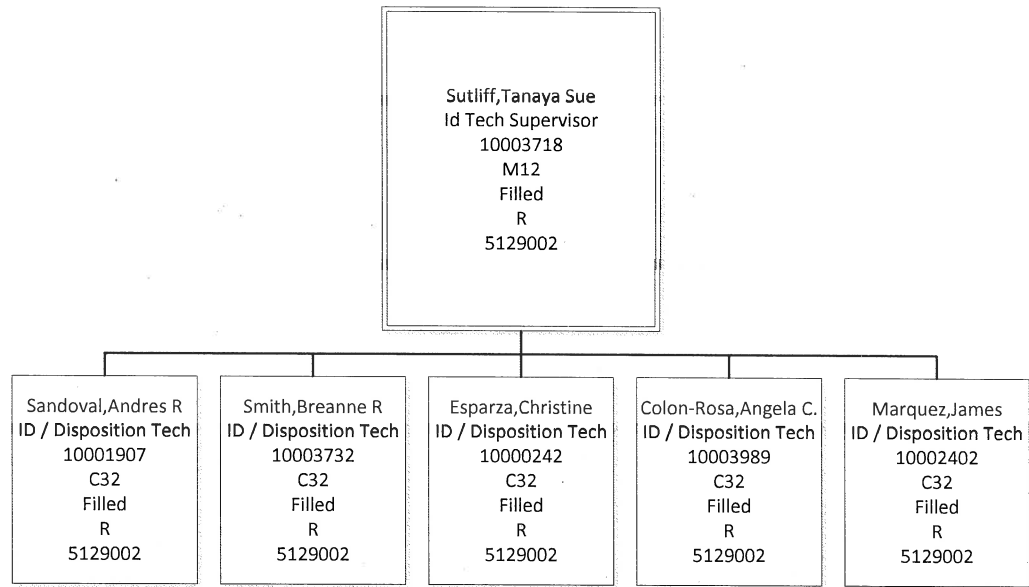


5100003 – PD – Investigative Services

51290 – PD – Crime Lab

5129002 – PD – ID Services

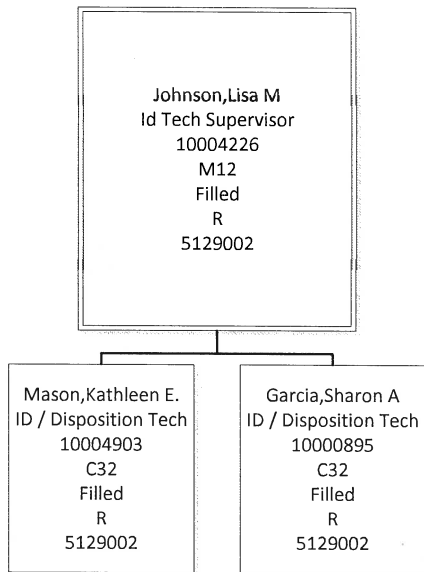




5100003 – PD – Investigative Services

51290 – PD – Crime Lab

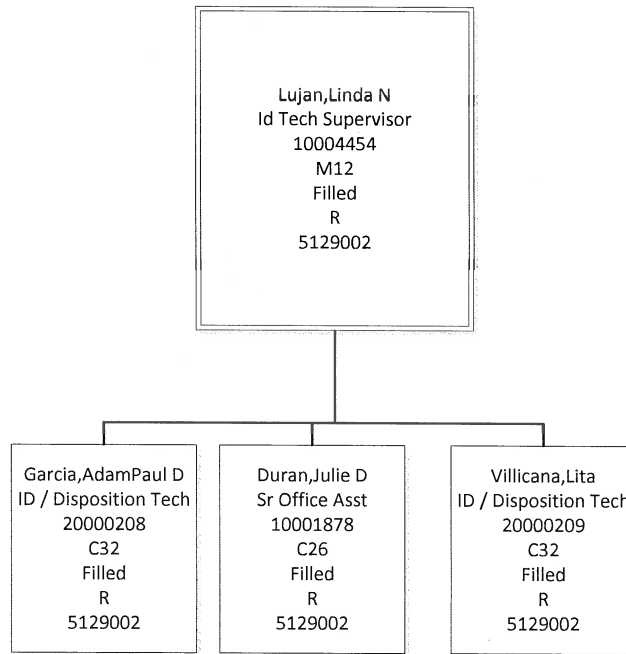
5129002 – PD – ID Services



5100003 – PD – Investigative Services

51290 – PD – Crime Lab

5129002 – PD – ID Services



5100003 – PD – Investigative Services  
51290 – PD – Crime Lab  
5129002 – PD – ID Services



5100003-PD-Investigative Services  
 51280-PD-Property Crimes  
 5128000-PD-Property Crimes

McRae,Jeremy R  
 Deputy Chief II/commander  
 10003412  
 U00203  
 5128000  
 Filled  
 R

Szych,Paul R  
 Lieutenant  
 10001194  
 300007  
 5128000  
 Filled  
 R

Cappon,Christopher  
 Lieutenant  
 10000253  
 300007  
 5128000  
 Filled  
 R

Sergeant  
 10003879  
 300006  
 5128000  
 Vacant  
 R

Police Officer 1/c  
 10000702  
 300005  
 5128000  
 Vacant  
 R

Brown,Joshua M  
 Sergeant  
 10004073  
 300006  
 5128000  
 Filled  
 R

Sergeant  
 10001843  
 300006  
 5128000  
 Vacant  
 R

Dorian,William R  
 Sergeant  
 10002158  
 300006  
 5128000  
 Filled  
 R

Hoffman,Tricia K  
 Sergeant  
 10000342  
 300006  
 5128000  
 Filled  
 R

Savage,Patricia D  
 Office Asst  
 10001993  
 200004  
 5128000  
 Filled  
 R

Community Service  
 Asst  
 10008090  
 U00206  
 5128000  
 Vacant  
 T

Sergeant  
 10000488  
 300006  
 5128000  
 Vacant  
 R

Teupell,Andrea M  
 Community Service  
 Asst  
 10008091  
 U00206  
 5128000  
 Filled  
 T

Glynn,Megan A.  
 Police Officer 1/c  
 10000085  
 300005  
 5128000  
 Filled  
 R

Economidy III,Byron  
 G  
 Police Officer 1/c  
 10001562  
 300005  
 5128000  
 Filled  
 R

Hernandez,Armando  
 F.  
 Police Officer 1/c  
 10001516  
 300005  
 5128000  
 Filled  
 R

Block,Joel M  
 Police Officer 1/c  
 10000111  
 300005  
 5128000  
 Filled  
 R

Santistevan, Vivian  
 Police Officer 1/c  
 10002326  
 300005  
 5128000  
 Vacant  
 R

Pitzer,Valerie Y  
 Police Officer 1/c  
 10003233  
 300005  
 5128000  
 Filled  
 R

Police Officer 1/c  
 10000183  
 300005  
 5128000  
 Vacant  
 R

Radosevich,Robert  
 Community Serv  
 Asst/certified  
 10007817  
 U00207  
 5128000  
 Filled  
 R

Champine,Daniel J  
 Police Officer 1/c  
 10000374  
 300005  
 5128000  
 Filled  
 R

Candelaria, Deirdre  
 Police Officer 1/c  
 10000389  
 300005  
 5128000  
 Vacant  
 R

Police Officer 1/c  
 10000987  
 300005  
 5128000  
 Vacant  
 R

Percival,Eric R  
 Community Serv  
 Asst/certified  
 10007815  
 U00207  
 5128000  
 Filled  
 R

Police Officer 1/c  
 10001726  
 300005  
 5128000  
 Filled  
 R

Treece,Kenneth  
 Police Officer 1/c  
 10000273  
 300005  
 5128000  
 Filled  
 R

Gallegos, Rosemary  
 Police Officer 1/c  
 100001339  
 300005  
 5128000  
 Filled  
 R

Dear,John R  
 Community Serv  
 Asst/certified  
 10007810  
 U00207  
 5128000  
 Filled  
 R

Montgomery,Justin  
 Police Officer 1/c  
 10003139  
 300005  
 5128000  
 Filled  
 R

Miller,Kenneth C  
 Police Officer 1/c  
 10000628  
 300005  
 5128000  
 Filled  
 R

Tsethlikai-  
 Natewa,Verlanda  
 Police Officer 1/c  
 10000091  
 300005  
 5128000  
 Filled  
 R

Police Officer 1/c  
 10001067  
 300005  
 5128000  
 Vacant  
 R

Jojola,Eric J  
 Police Officer 1/c  
 10000658  
 300005  
 5128000  
 Filled  
 R

Police Officer 1/c  
 10001079  
 300005  
 5128000  
 Vacant  
 R

Police Officer 1/c  
 10005014  
 300005  
 5128000  
 Filled  
 R

Police Officer 1/c  
 10001285  
 300005  
 5128000  
 Vacant  
 R

Police Officer 1/c  
 10000731  
 300005  
 5128000  
 Vacant  
 R

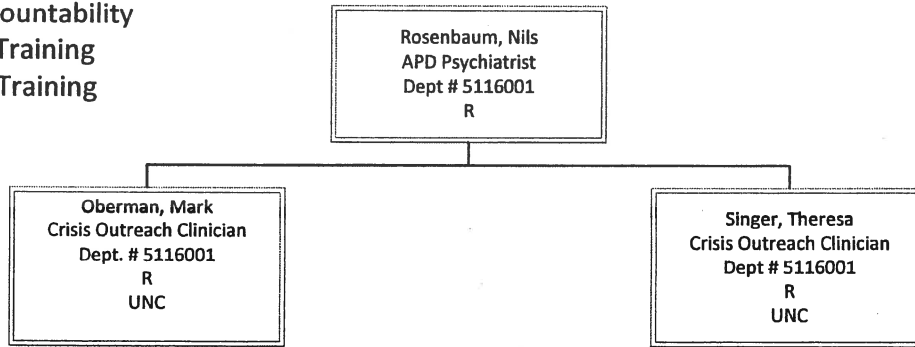
Moore,Dakota R.  
 Police Officer 1/c  
 10002134  
 300005  
 5128000  
 Filled  
 R

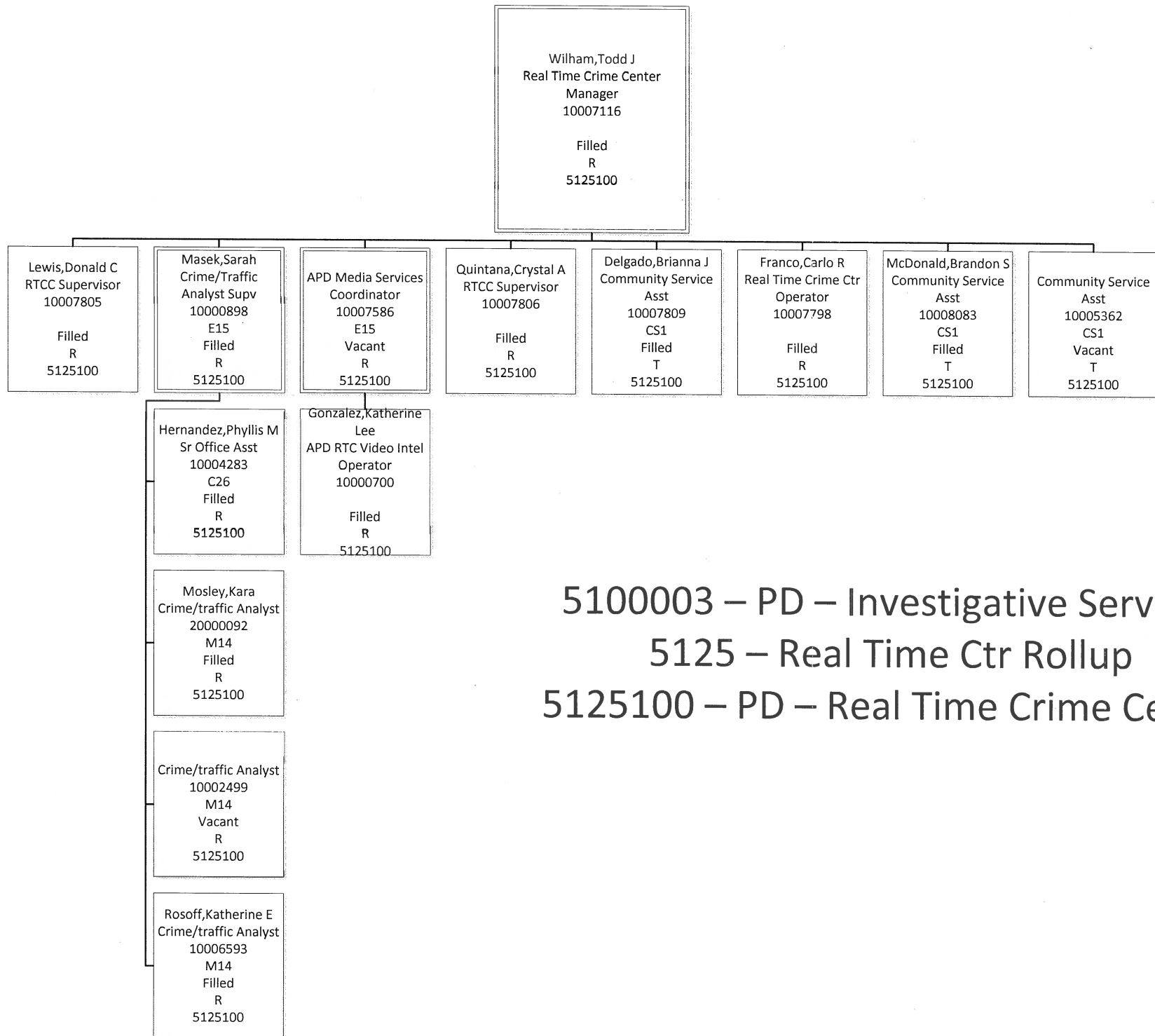
Lovato, Angelo  
 Police Officer 1/c  
 10000381  
 300005  
 5128000  
 Vacant  
 R

Taylor,David M  
 Police Officer 1/c  
 10000544  
 300005  
 5128000  
 Filled  
 R

Willoughby,Shaun T  
 Police Officer 1/c  
 10003538  
 300005  
 5128000  
 Filled  
 R

5100005-PD-Professional Accountability  
51160-PD-Recruitment & Training  
5116101 PD-DOJ Policy & Training

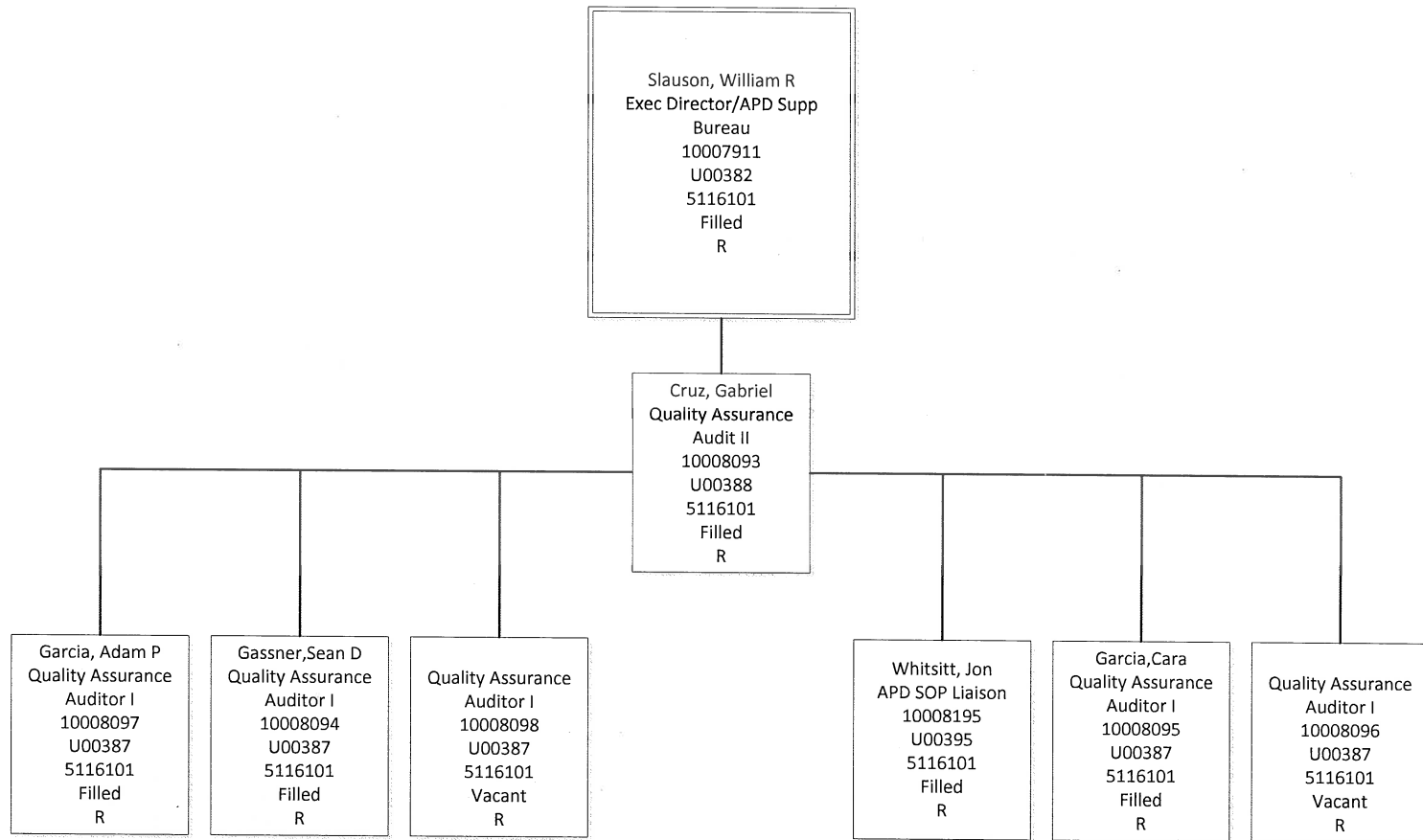




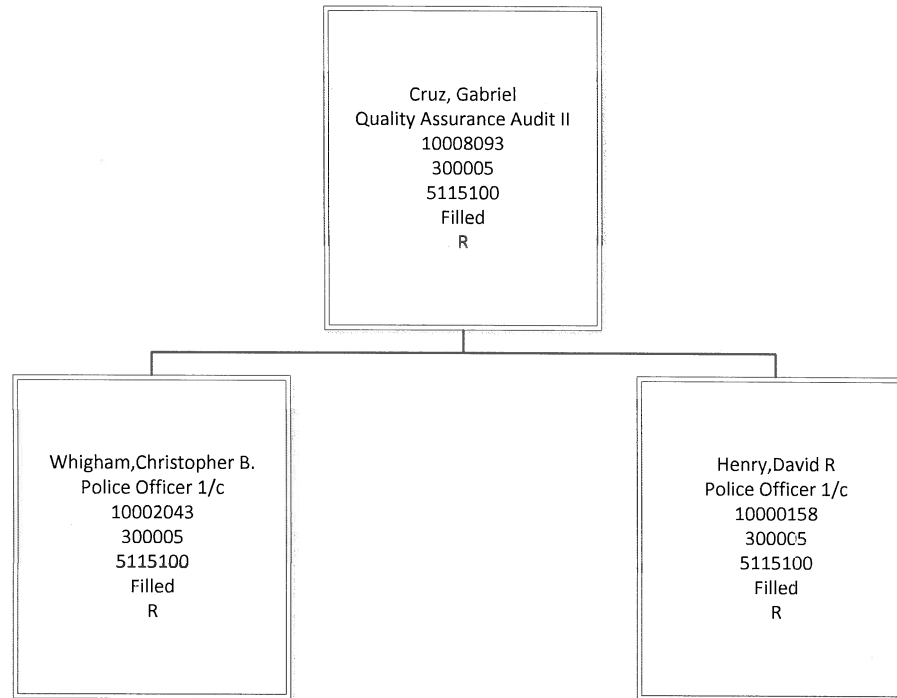
5100003 – PD – Investigative Services  
 5125 – Real Time Ctr Rollup  
 5125100 – PD – Real Time Crime Center

Administrative Support Bureau

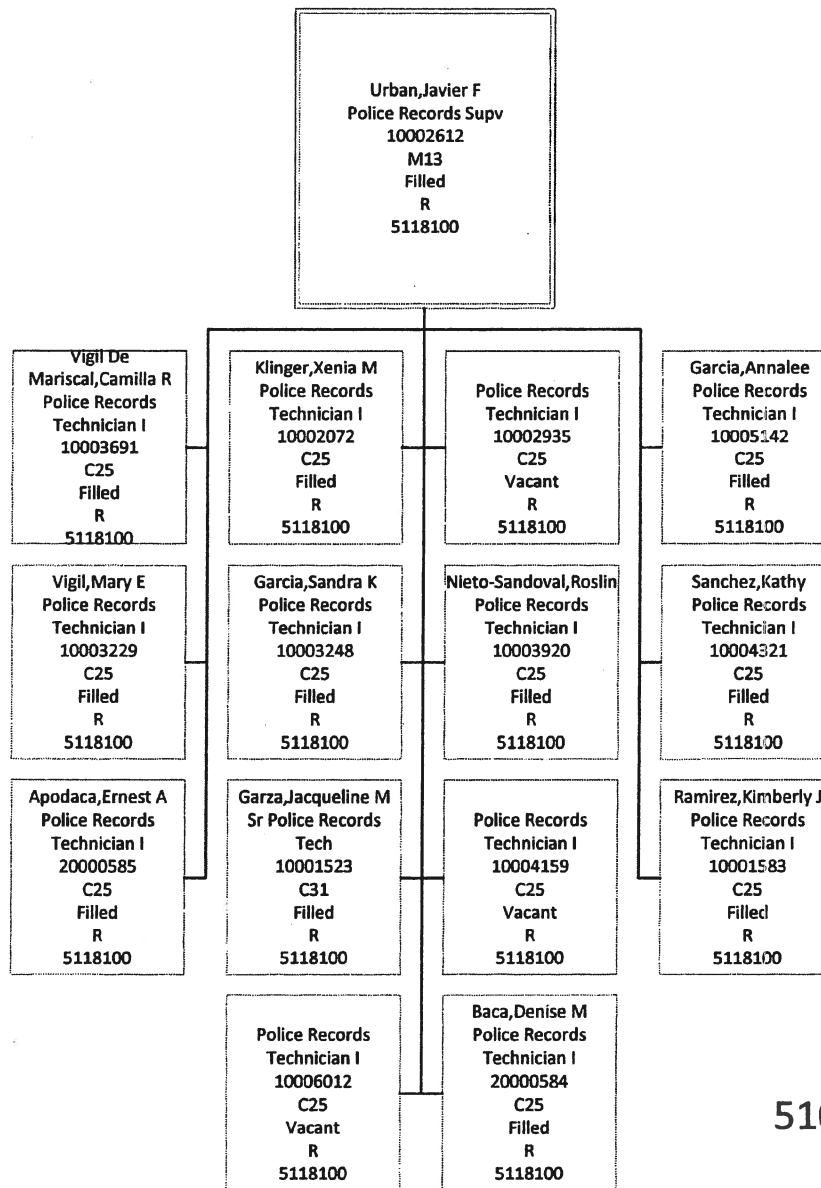




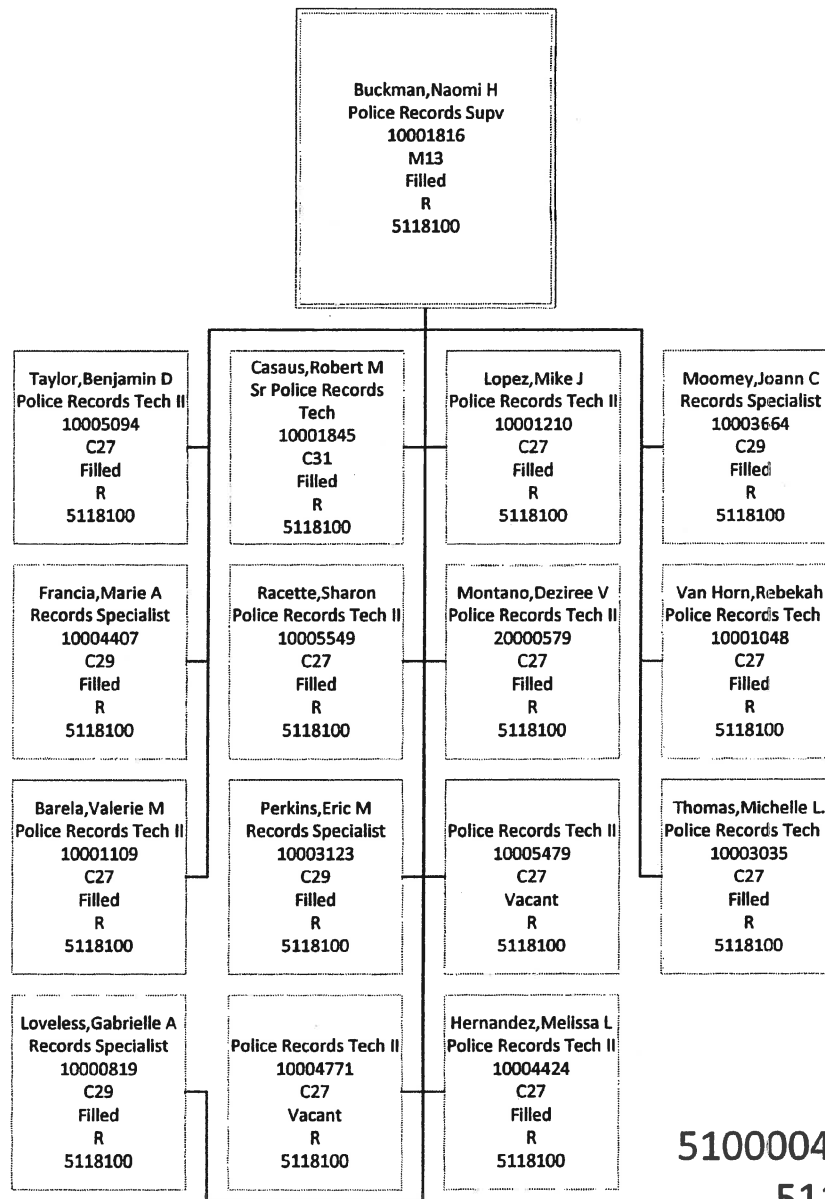
5100005-PD- Professional Accountability  
 51160-PD- Recruiting & Training  
 5116101-PD- Policy & Training



51100004-PD- Administrative Support  
51150-PD- Inspections  
5115100-PD- Inspections & Audit

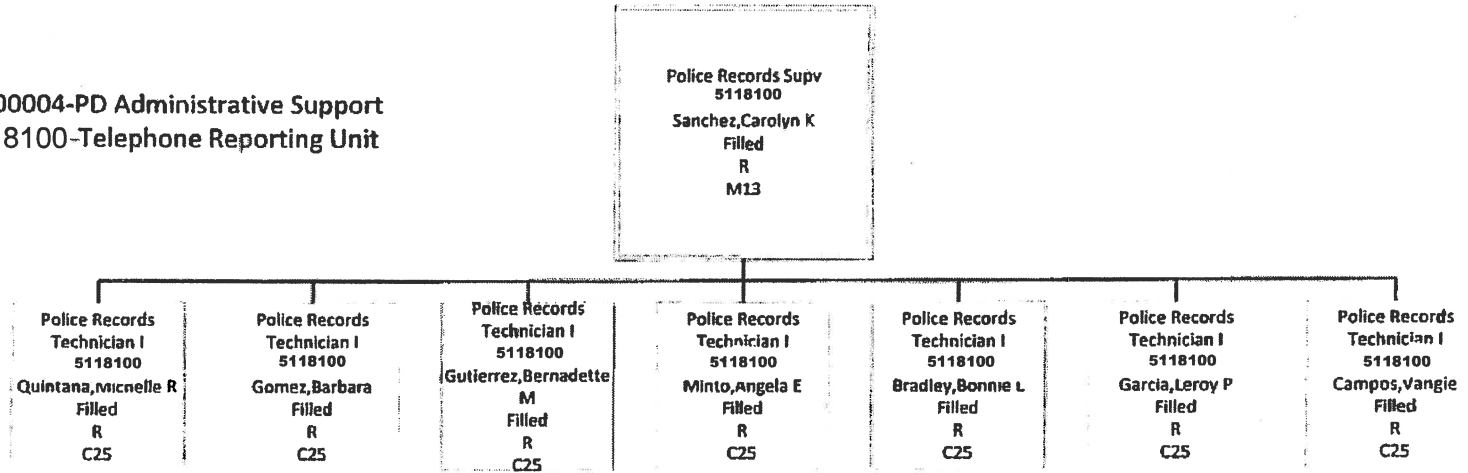


5100004-PD-Administrative  
Support  
51180-PD-Records Mgmt  
5118100-PD-Records Mgmt



5100004-PD-Administrative Support  
 51180-PD-Records Mgmt  
 5118100-PD-Records Mgmt

5100004-PD Administrative Support  
5118100-Telephone Reporting Unit



Reider, Andrea E  
Police Records Supv  
10007323  
M13  
Filled  
R  
5118100

Records Specialist  
10007324  
C29  
Vacant  
R  
5118100

Witkowski, Gary L  
Records Specialist  
10000373  
C29  
Filled  
R  
5118100

Anderson, Ketra  
Records Specialist  
10002722  
C29  
Filled  
R  
5118100

Martinez, Ysabelle M  
Records Specialist  
10004900  
C29  
Filled  
R  
5118100

Blackmon, Stephenie N  
Records Specialist  
10002295  
C29  
Filled  
R  
5118100

Gomez, Felecia M  
Sr Police Records  
Tech  
10001193  
C31  
Filled  
R  
5118100

Klunczyk, Jared P  
Records Specialist  
20000603  
C29  
Filled  
R  
5118100

Bellini-Parsons, April L  
Sr Police Records  
Tech  
10003333  
C31  
Filled  
R  
5118100

Peralta, Carolyn J  
Records Specialist  
10001269  
C29  
Filled  
R  
5118100

Cooke, Roy D  
Police Records  
Technician I  
10007747  
C25  
Filled  
R  
5118100

Lucero, Brenda R  
Records Specialist  
20000602  
C29  
Filled  
R  
5118100

Chavez, Stephanie A  
Records Specialist  
10005592  
C29  
Filled  
R  
5118100

Records Specialist  
10001506  
C29  
Vacant  
R  
5118100

Griego, Leanna M  
Records Specialist  
10000362  
C29  
Filled  
R  
5118100

Roberts, Diane A  
Police Records  
Technician I  
10007746  
C25  
Filled  
R  
5118100

5100004-PD-Administrative Support  
51180-PD-Records Mgmt  
5118100-PD-Records Mgmt

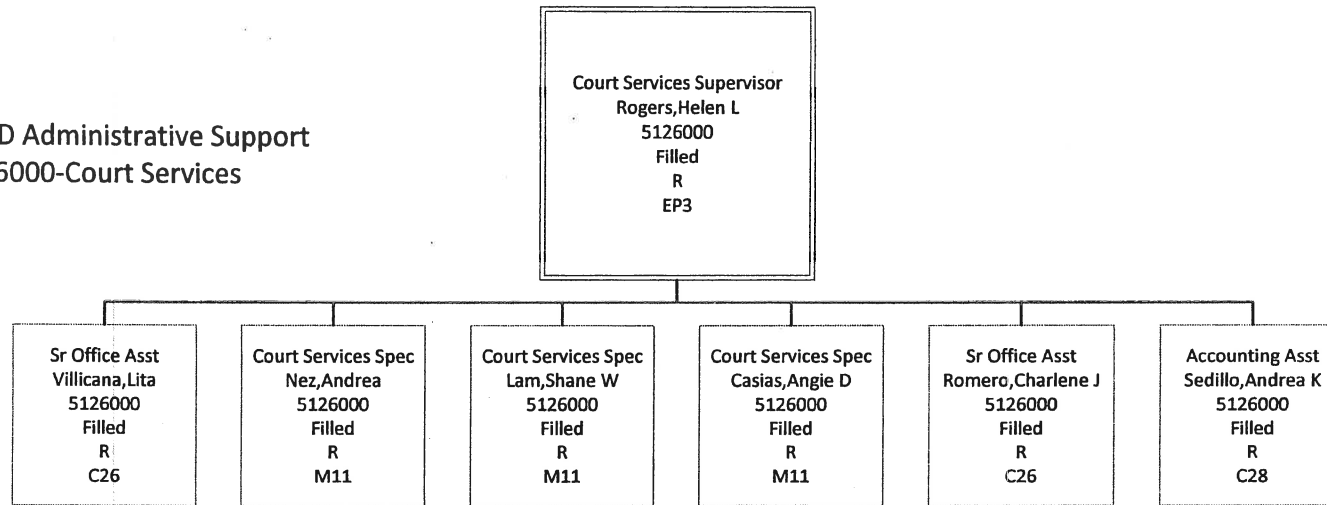
Reider, Andrea  
Police Records Suprv  
5118100  
10007323  
R  
Filled  
M13

Sr. Records Tech  
5116101  
10008287  
O  
Filled  
C31

Records Specialist  
5116101  
10008273  
O  
C29

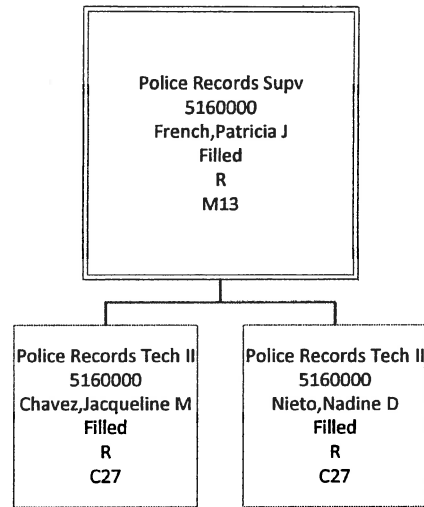
51100004-PD Administrative Support  
51180-PD Records Division  
5116101 -PD DOJ Policy & Training

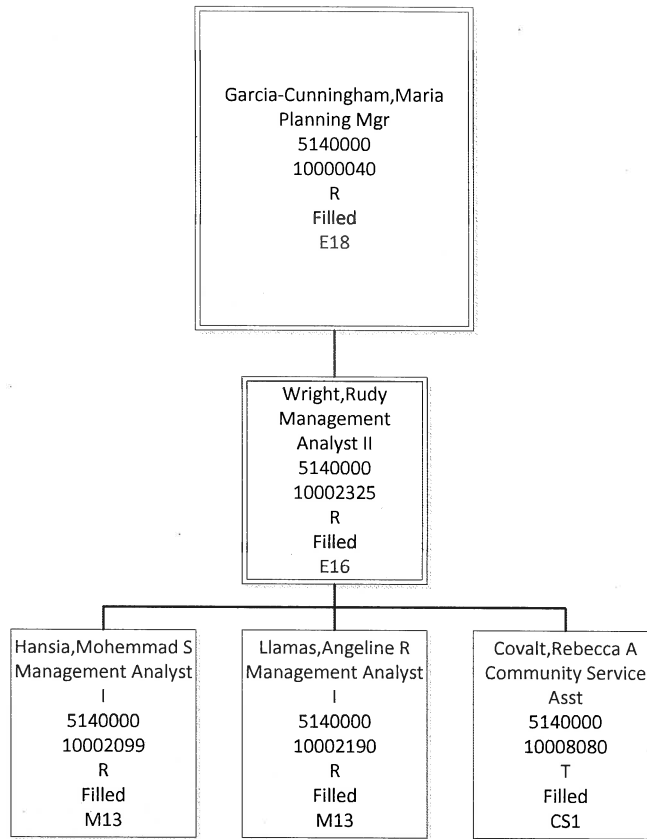
510004-PD Administrative Support  
5126000-Court Services





5100004-PD-Administrative Support  
5160000-False Alarms





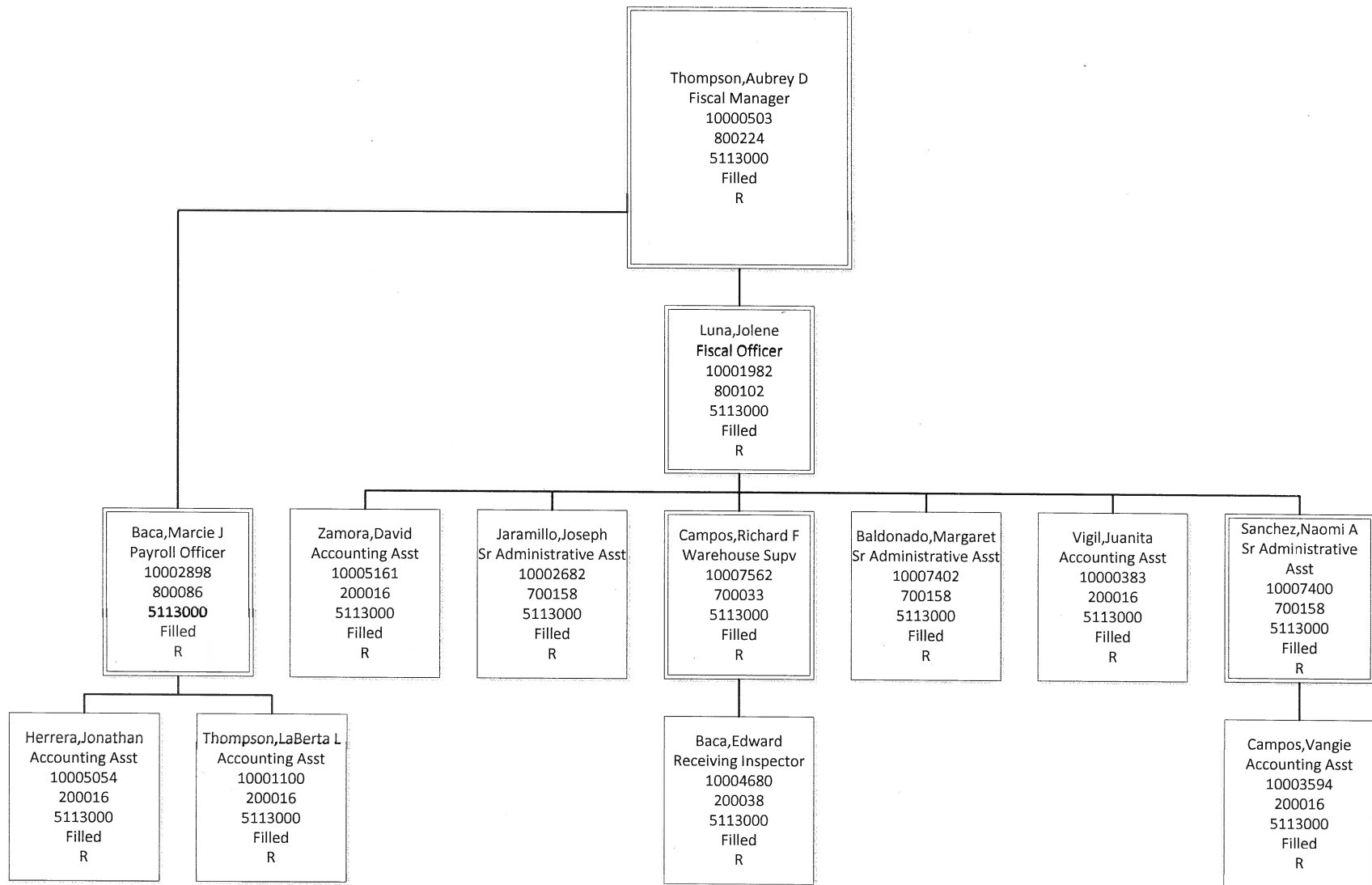
5100004-PD Administrative Support  
51400-PD Planning Police  
5140000 PD-Planning

APD Personnel/Payroll Coord  
10001527  
Vacant  
R  
5117000

Montano-  
Romero,Ashley S  
Human Resources  
Analyst I  
10003394  
Filled  
R  
E14  
5117000

Rico,Luis A  
Administrative Asst  
10002301  
Filled  
R  
E12  
5117000

510004-PD-Administrative Support  
51170-PD-Personnel Mgmt Div  
5117000 PD-Personnel Mgmt



5100004-PD-Administrative Support  
 51130-PD Financial Mgmt  
 5113000 Financial Mgmt

# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

## Staffing Plan Projection Data

| Year | Baseline Scenario Sworn Staffing Level | Retirements | Resignation, Termination, Deceased, etc. | Number of Cadets Graduating | Ending Balance | Gain/Loss | +/- | Lateral Classes | +/- | Enhanced Recruiting and Benefit Package | +/- | Successful Passage of Return to Work Legislation |     | All Three Incentives |
|------|--|-------------|--|-----------------------------|----------------|-----------|-----|-----------------|-----|---|-----|--|-----|----------------------|
| 2016 | 853                                    | 55          | 10                                       | 100                         | 888            |           |     |                 |     |   |     |  |     |                      |
| 2017 | 888                                    | 42          | 25                                       | 100                         | 921            | 33        | 40  | 961             | 20  | 941                                     | 100 | 1021   | 160 | 1081                 |
| 2018 | 921                                    | 29          | 25                                       | 100                         | 967            | 46        | 40  | 1047            | 20  | 1007                                    | 0   | 1067   | 140 | 1187                 |
| 2019 | 967                                    | 13          | 25                                       | 100                         | 1029           | 62        | 20  | 1129            | 20  | 1089                                    | 0   | 1129   | 140 | 1289                 |
| 2020 | 1029                                   | 39          | 25                                       | 100                         | 1065           | 36        | 15  | 1180            | 20  | 1145                                    | 0   | 1165   | 135 | 1360                 |
| 2021 | 1065                                   | 56          | 25                                       | 100                         | 1084           | 19        | 15  | 1214            | 20  | 1184                                    | 0   | 1184   | 135 | 1414                 |
| 2022 | 1084                                   | 44          | 25                                       | 100                         | 1115           | 31        | 15  | 1260            | 20  | 1235                                    | 0   | 1215   | 135 | 1480                 |
| 2023 | 1115                                   | 35          | 25                                       | 100                         | 1155           | 40        | 15  | 1315            | 20  | 1295                                    | 0   | 1255   | 135 | 1555                 |
| 2024 | 1155                                   | 63          | 25                                       | 100                         | 1167           | 12        | 15  | 1342            | 20  | 1327                                    | 0   | 1267   | 135 | 1602                 |
| 2025 | 1167                                   | 29          | 25                                       | 100                         | 1213           | 46        | 15  | 1403            | 20  | 1393                                    | 0   | 1313   | 135 | 1683                 |
| 2026 | 1213                                   | 46          | 25                                       | 100                         | 1242           | 29        | 15  | 1447            | 20  | 1442                                    | 0   | 1342   | 135 | 1747                 |
| 2027 | 1242                                   | 59          | 25                                       | 100                         | 1258           | 16        | 15  | 1478            | 20  | 1478                                    | 0   | 1358   | 135 | 1798                 |
| 2028 | 1258                                   | 78          | 25                                       | 100                         | 1255           | -3        | 15  | 1490            | 20  | 1495                                    | 0   | 1355   | 135 | 1830                 |
| 2029 | 1255                                   | 53          | 25                                       | 100                         | 1277           | 22        | 15  | 1527            | 20  | 1537                                    | 0   | 1377   | 135 | 1887                 |
| 2030 | 1277                                   | 23          | 25                                       | 100                         | 1329           | 52        | 15  | 1594            | 20  | 1609                                    | 0   | 1429   | 135 | 1974                 |
| 2031 | 1329                                   | 34          | 25                                       | 100                         | 1370           | 41        | 15  | 1650            | 20  | 1670                                    | 0   | 1470   | 135 | 2050                 |

# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

## Detailed Budget

| Baseline  | Year End CY2016 | Year 1 - CY2017 | Year 2 - CY2018 | Year 3 - CY2019 | Year 4 - CY2020 | Year 5 - CY2021 | Position Increase |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|
| Sworn Count (Current 853 as of May 2016)  | 888             | 921             | 967             | 1,029           | 1,065           | 1,084           |                   |
| Increase in Sworn Count   | 35              | 33              | 46              | 62              | 36              | 19              | 231               |
| Incremental Officer Costs above 920 (8% Salary Savings-\$89,959 per position) * | \$ -            | \$ 89,959       | \$ 4,138,114    | \$ 5,577,458    | \$ 3,238,524    | \$ 1,709,221    |                   |
| Equipment/Supplies One-time (\$56,628 per Officer above 853)                    | \$ -            | \$ 1,868,724    | \$ 2,604,888    | \$ 3,510,936    | \$ 2,038,608    | \$ 1,075,932    |                   |
| Incremental Sworn Costs   | \$ -            | \$ 1,958,683    | \$ 6,743,002    | \$ 9,088,394    | \$ 5,277,132    | \$ 2,785,153    |                   |
| Additional Civilian Support (30 per Staffing Study)                             |                 | 6               | 6               | 6               | 6               | 6               | 30                |
| Incremental Civilian Costs (\$52,000 per position) *                            | \$ -            | \$ 312,000      | \$ 312,000      | \$ 312,000      | \$ 312,000      | \$ 312,000      |                   |
| Total Sworn and Civilian Costs  | \$ -            | \$ 2,270,683    | \$ 7,055,002    | \$ 9,400,384    | \$ 5,589,132    | \$ 3,097,153    |                   |

| Lateral Classes                                    | Annual Increase | 20           | 40           | 20           | 15           | 15           |
|--|-----------------|--------------|--------------|--------------|--------------|--------------|
| Incremental Officer Costs (\$89,959 per position)  | \$ 3,598,360    | \$ 1,799,180 | \$ 3,598,360 | \$ 1,799,180 | \$ 1,349,385 | \$ 1,349,385 |
| Equipment/Supplies One-time (\$56,628 per Officer) | \$ 2,265,120    | \$ 1,132,560 | \$ 2,265,120 | \$ 1,132,560 | \$ 849,420   | \$ 849,420   |
| Total Incremental Lateral Class Costs              | \$ 5,863,480    | \$ 2,931,740 | \$ 5,863,480 | \$ 2,931,740 | \$ 2,198,805 | \$ 2,198,805 |

| Enhanced Recruiting & Benefits                         | Annual Increase | 20           | 20           | 20           | 20           | 20           |
|--|-----------------|--------------|--------------|--------------|--------------|--------------|
| Incremental Officer Costs (\$89,959 per position) *    | \$ 1,799,180    | \$ 1,799,180 | \$ 1,799,180 | \$ 1,799,180 | \$ 1,799,180 | \$ 1,799,180 |
| Equipment/Supplies One-time (\$56,628 per Officer)     | \$ 1,132,560    | \$ 1,132,560 | \$ 1,132,560 | \$ 1,132,560 | \$ 1,132,560 | \$ 1,132,560 |
| Recruit Incentives and Bonuses (\$10,000 per Recruit)  | \$ 200,000      | \$ 200,000   | \$ 200,000   | \$ 200,000   | \$ 200,000   | \$ 200,000   |
| Total Incremental Enhanced Recruiting & Benefits Costs | \$ 3,131,740    | \$ 3,131,740 | \$ 3,131,740 | \$ 3,131,740 | \$ 3,131,740 | \$ 3,131,740 |

| Return to Work                                      | Annual Increase | 100  | -    | -    | -    | -    |
|---|-----------------|------|------|------|------|------|
| Incremental Officer Costs (\$89,959 per position) * | \$ 8,995,900    | \$ - | \$ - | \$ - | \$ - | \$ - |
| Equipment/Supplies One-time (\$56,628 per Officer)  | \$ 5,662,800    | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Incremental Return To Work Costs              | \$ 14,658,700   | \$ - | \$ - | \$ - | \$ - | \$ - |

| Baseline with All Three Incentives  | Sworn Count | 1,081         | 1,187         | 1,289         | 1,360         | 1,414        |
|---|-------------|---------------|---------------|---------------|---------------|--------------|
| Increase in Sworn Count   | 35          | 193           | 106           | 102           | 71            | 54           |
| Incremental Officer Costs above 920 (8% Salary Savings-\$89,959 per position) * | \$ -        | \$ 14,483,399 | \$ 9,535,654  | \$ 9,175,818  | \$ 6,387,089  | \$ 4,857,786 |
| Equipment/Supplies One-time (\$56,628 per Officer above 853)                    | \$ -        | \$ 10,929,204 | \$ 6,002,568  | \$ 5,776,056  | \$ 4,020,588  | \$ 3,057,912 |
| Recruit Incentives and Bonuses (\$10,000 per Recruit)                           | \$ -        | \$ 200,000    | \$ 200,000    | \$ 200,000    | \$ 200,000    | \$ 200,000   |
| Total Incremental Sworn Costs   | \$ -        | \$ 25,612,603 | \$ 15,738,222 | \$ 15,151,874 | \$ 10,607,677 | \$ 8,115,698 |
| Additional Civilian Support (30 per Staffing Study)                             |             | 6             | 6             | 6             | 6             | 6            |
| Incremental Civilian Costs (\$52,000 per position) *                            | \$ -        | \$ 312,000    | \$ 312,000    | \$ 312,000    | \$ 312,000    | \$ 312,000   |
| Total Sworn and Civilian Costs  | \$ -        | \$ 25,924,603 | \$ 16,050,222 | \$ 15,463,874 | \$ 10,919,677 | \$ 8,427,698 |

\* Does not include wage or benefit increases, specialty or incentive pays, overtime or hiring bonuses. Overtime budget may require adjustment due to reduction in salary savings.

# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

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City of Albuquerque

ALBUQUERQUE POLICE DEPARTMENT

2015

Annual Recruiting Report

The Albuquerque Police Department Recruiting Unit attracts and recruits only qualified individuals who desire to serve their community through law enforcement service. Applicants can select career pathways through Cadet, Police Service Aide, or Lateral training programs. All three pathways must conform to rigorous entrance standards and procedures. The selection process, from the initial recruiting phase through the final background/selection phase, has been carefully designed to filter out those individuals not suited for the duties and responsibilities associated with being an Albuquerque Police Officer or Police Service Aide. The process is regularly reviewed and, when appropriate, modified in order to ensure only those individuals who meet not only NMDPS requirements, but APD's more stringent criteria, are accepted. Additionally, to comply with the Department of Justice mandate, the Recruiting Unit has developed methods to generate and access specific, accurate data pertaining to all facets of the selection process.

## 2015 Review

### 1. Increase Minority Outreach

- **2015 Review:** The Recruiting Unit has been in regular contact with Southern Christian Leadership Council board members Reverend Charles Becknell, and Dr. Dan Webb. APD now has an advertisement for officers in the National Black Officers website, as well as the Cause Interactive (online magazine). The Recruiting Unit coordinated and hosted a recruiting summit with the goal of establishing a continued relationship with community stakeholders. The recruiting summit has provided valuable feedback; it was the leading factor in the reduction of the college credit requirements. The unit continues to attend events sponsored by the SCLS, and the NM Black Lawyers Association. The most recent annual Dr. Martin Luther King Luncheon was attended by Major Tyler (Director of the APD Academy), three uniformed recruiting officers, a representative from the mayor's office, and a member from the newly organized Police Oversight Committee.
- The Recruiting Unit has developed contacts with the Spanish media network Telemundo; several interviews promoting recruiting have aired on that network, most recently on January 26.

### 2. Establish Internet Recruiting Accounts

## Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

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- **2015 Review:** The emerging generation now entering the workplace relies heavily on social media, discussion/jobs boards, and dedicated websites for information about career opportunities. In 2015 the recruiting unit advertised on the following:
  1. Discover Policing
  2. Indeed
  3. National Resource Directory (nrd.gov)
  4. Hero 2 Hired
  5. Civilian Jobs.com
  6. Hiring our Heroes
  7. Craigslist
  8. Edit House
  9. Saludos
  10. National Minority Report (digital magazine)
  11. Alibi (digital and print)
  12. UNM Daily Lobo (digital and print)
  13. ESPN Radio
  14. The Cause Interactive
  15. CNM
  16. The Blue Line

### 3. 2015 Recruiting Activities

- **2015 Review:** The Recruiting Unit participated in 68 recruiting events this year. We have increased our efforts in reaching out to veterans. Chief Eden and Assistant Chief Huntsman were present at a luncheon in July held by Employer Support of the Guard and Reserve (ESGR) in recognition of the Albuquerque Police Department's recruitment of veterans, reservists, and guardsmen.

| January           | February | March                | April                         | May                     | June                     | July     | August                  | September                     | October             | November                 | December          |
|-------------------|----------|----------------------|-------------------------------|-------------------------|--------------------------|----------|-------------------------|-------------------------------|---------------------|--------------------------|-------------------|
| Tap               | Tap      | Tap                  | Veterans Bridge to employment | Veterans Job Fair       | Tap                      | SCLC     | Tap                     | State Fair                    | Balloon Fiesta      | UNM CJ Courses           | Employer Support  |
| Press Health Care | CEC (x8) | 5 points career fair | Workforce Connection          | Metro Public Safety Day | Senator Padilla Job Fair | Tap      | Community Resource Fair | Mexican Independence Fiesta   | Manzano High School | Highland University      | Best of Alb.      |
| CEC               |          | KAFB                 | Isotopes Safety Day           | Cliffs Heroes Day       | Wills for Heroes         | NM Guard | APD/Belen Softball      | NM Employers of Guard/Reserve | Tap                 | Gilbert Sena High School | ACE Lead. Academy |

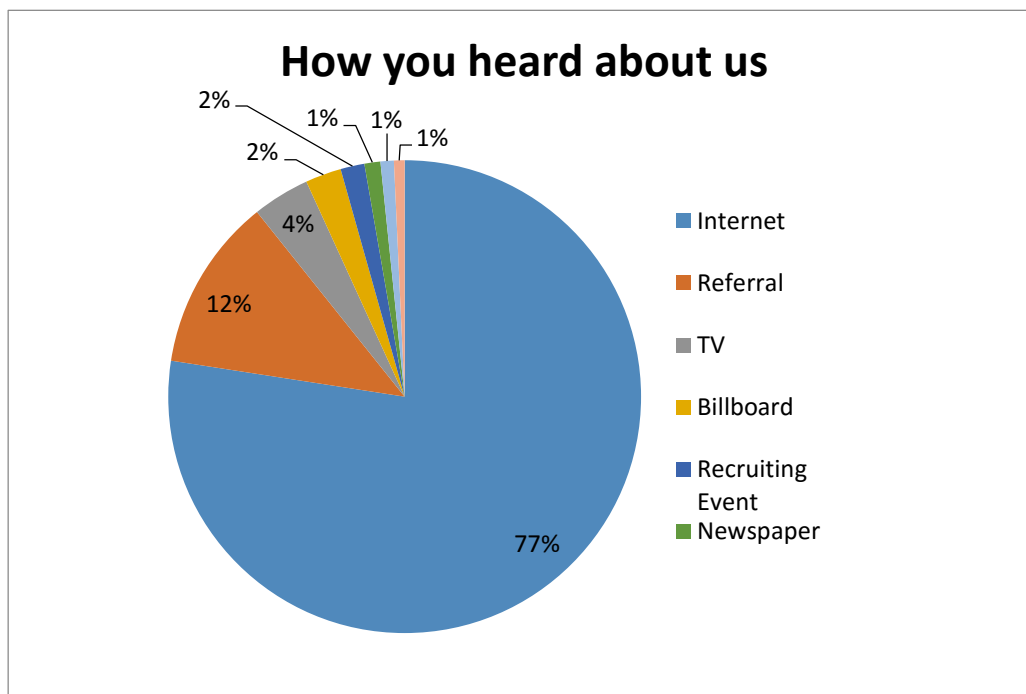


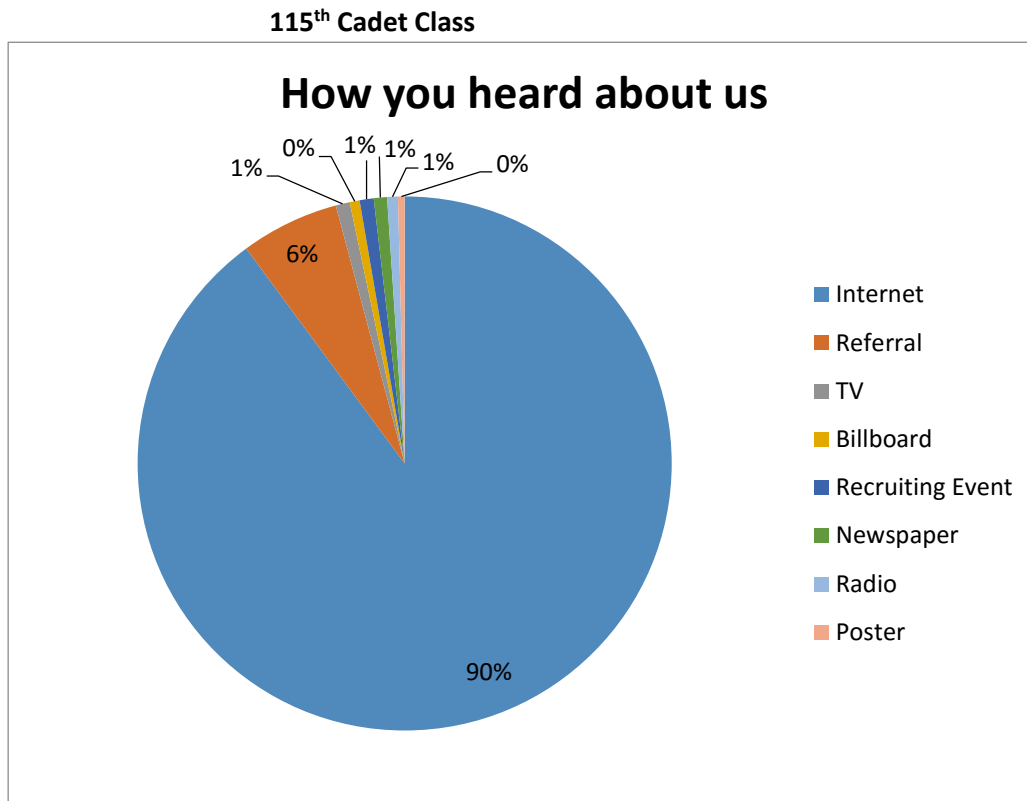
# Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

|  |  |                        |                       |             |                       |                               |                                     |                         |                            |                           |     |
|--|--|------------------------|-----------------------|-------------|-----------------------|-------------------------------|-------------------------------------|-------------------------|----------------------------|---------------------------|-----|
|  |  | Ace Leadership Academy | KAFB Job Fair         | NRA ILA Day | CNM CJ Courses        | Matchbox Gathering of Friends | Run to Catch a Crook                | Citizens Police Academy | SIPI                       | Crime Prevention Briefing | TAP |
|  |  | SIPI Career Fair       | West Mesa High school | TAP         | Recruiting Summit     | NM Black Lawyers Assoc.       | All Faiths Hero Run                 | Calibers Career Day     | Los Puinties Middle School | Government Day            |     |
|  |  | Hiring Heroes          | Brown Mackie College  |             | University of Phoenix | New Day                       | Career Fair African American Center | KAFB                    | Hinkle Family Fun Center   | Rotary Club               |     |
|  |  | KAFB Commanders Call   |                       |             |                       |                               | NM Veterans Business Expo           |                         | Zoo Boo                    | UNM Social Courses        |     |
|  |  | CEC (x8)               |                       |             |                       |                               | Civic Plaza African American Fair   |                         |                            |                           |     |

## 4. How You Heard About Us

### 114<sup>th</sup> Cadet Class





#### 5. City Entrance Revision

- **2015 Review:** The Recruiting Unit, in collaboration with Basic Training Sergeant Jaramillo, has revised the entire City Entrance Exam. This process took over three months to accomplish and, with the assistance of the City of Albuquerque Human Resources Department, was pushed live in time for the next recruiting cycle beginning January, 2016.

#### 6. Electronic City Entrance Study Guide:

- **2015 Review:** A new and innovative electronic study guide was built and is available to all applicants via the recruiting website, apdonline.com. A print version is also available if the applicant prefers.

#### 7. 2015 Outcomes

- Interest Cards Received
  - 3,224 Cadet
  - 130 Lateral
  - 711 PSA
  - 76 Military Cert by Waiver
- Interviewees

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- 690
- Seated
  - 114<sup>th</sup> cadet class 43
  - 115<sup>th</sup> cadet class 31
  - Total 76

### Cadet Class Demographics

| Group            | 115 Cadet Class | 114 Cadet Class | 113 Cadet Class | 112 Cadet Class |
|------------------|-----------------|-----------------|-----------------|-----------------|
| APPLICATIONS     | 1598            | 1376            | 1108            | 1002            |
| SEATED           | 31              | 43              | 20              | 26              |
| FEMALE           | 4               | 10              | 2               | 0               |
| CAUCASIAN        | 15              | 24              | 11              | 8               |
| HISPANIC         | 12              | 16              | 7               | 13              |
| AFRICAN AMERICAN | 0               | 0               | 0               | 3               |
| OTHER            | 4               | 3               | 2               | 2               |

### APD Demographic Makeup

| Group                  | Amount    |
|------------------------|-----------|
| Female                 | 13% (116) |
| Caucasian              | 57% (511) |
| Hispanic               | 37% (331) |
| African American       | 1.8% (17) |
| American Indian        | .08% (7)  |
| Asian                  | .07% (6)  |
| Other/Decline to state | 3% (29)   |

Based on 901 sworn personnel

### Total Interest Cards Received

| Month    | 2012 | 2013 | 2014 | 2015 |
|----------|------|------|------|------|
| January  | 299  | 455  | 532  | 177  |
| February | 232  | 218  | 412  | 218  |
| March    | 252  | 291  | 145  | 251  |
| April    | 262  | 440  | 250  | 602  |
| May      | 230  | 300  | 383  | 451  |

## Albuquerque Police Department Staffing Plan (FINAL Draft 6/11/16)

|              |             |             |             |             |
|--------------|-------------|-------------|-------------|-------------|
| June         | 195         | 290         | 417         | 405         |
| July         | 212         | 370         | 325         | 404         |
| August       | 181         | 274         | 291         | 328         |
| September    | 222         | 319         | 265         | 331         |
| October      | 273         | 373         | 285         | 361         |
| November     | 352         | 165         | 203         | 341         |
| December     | 232         | 337         | 239         | 272         |
| <b>TOTAL</b> | <b>2942</b> | <b>3832</b> | <b>3747</b> | <b>4141</b> |

### 8. Needed skills

- 882 applicants that applied indicated that they speak other languages

### 9. Challenges

Many law enforcement agencies across the country are facing staffing shortages; as a result, competition to recruit quality applicants has become more intense. County, state, and municipal administrations are allocating funds to fully staff recruiting units, and to increase applicant incentives. Additionally, benefits, salary, and retention packages have been upgraded in an effort to attract and keep officers. APD must keep pace with other agencies in order to attract individuals who meet the high standards required by our department.

## 2016 Objectives and Recommendations

### Seat 100 applicants

- **Action Plan:** With two established cadet classes and an aggressive recruiting campaign our goal is to seat 100 applicants in 2016.

### Electronic Personal Integrity Questionnaire

- **Action Plan:** Update the Personal Integrity Questionnaire (PIQ) and require applicants to submit it electronically utilizing the new recruiting website.

### Further assist approved applicants who have signed up for testing

- **Action Plan:** Augment mass email reminders with phone calls to cadet applicants several days prior to their test date

### **Training in order to offer more testing opportunities to accommodate applicant schedules**

- **Action Plan:** Testing weekends now occur twice a month. In certain cases, and as scheduling allows, applicants who cannot make a weekend test date have been allowed to test during the week. To supplement this recent accommodation, recruiters are being trained to administer the written portion of the psychological exam which now only takes place on Sundays.