

# Police Department

Report of the Transition Team

*November 2009*

Bob Martinez, Chair

## **SECTION ONE: FACTS ABOUT THE CURRENT STATE OF THE DEPARTMENT**

**MISSION STATEMENT:** We, the members of the Albuquerque Police Department, believe in the shared responsibility of police personnel, government leaders and citizens to improve Albuquerque's quality of life and to defend our community. We vow to uphold the United States Constitution, to fairly enforce the laws of New Mexico and the City of Albuquerque in order to protect life, property and rights. In partnership with the community, we will engage in policing to maintain order, reduce crime and the fear of crime through education, prevention and enforcement.

**VISION STATEMENT:** The Albuquerque Police Department envisions a safe and secure community where the rights, history and culture of each citizen are valued and respected. We will achieve this vision by proactively collaborating with the community to identify and solve public safety problems and improve the quality of life in Albuquerque.

**COMMUNITY POLICING:** Community Policing is a proactive partnership between the Albuquerque Police Department, the citizens, other agencies within the City of Albuquerque, and other levels of the County Government, State Government, Federal Government and the private sector. This partnership seeks to expose the root causes of crime and disorder, and to eradicate such conditions through aggressive enforcement of laws, ordinances and City policies through positive community collaboration.

The Albuquerque Police Department was founded in 1898. It is currently comprised of:

Chief of Police  
 Executive Deputy Director  
 Deputy Chief (3)  
 Commander (14)  
 Lieutenants (35)  
 Sergeants (109)  
 Patrolman/Detective (937)  
 School Resource Officers (41)  
 Cadets (41)  
 School Crossing Guards: 147  
 Community Service Aides: 21  
 Police Service Aides: 28  
 Sworn: 1108  
 Civilians: 386  
 Administrative assignment: 4  
 Sworn – 4  
 Injured/Light Duty Assignment: 17  
 Sworn – 12  
 Civilian – 5 Total

**Number of Employees: 1731 (includes admin/injured/light duty assignments)**

**Total Vacant Civilian Positions: 32**

**Total Police Vehicles and Equipment: 1001**

Marked Units – 770

Unmarked Units – 154

Motorcycles – 21

Civilians vehicles ~ 33 (20 take home)

Aircraft – 1

Helicopter – 1

Hovercraft – 1

Horses – 10

Canines – 8

Bomb Squad Canines – 2

**Facilities: 19**

Main Station

Training Academy

Metro Crime Lab

Training Grounds

Horse Mounted Unit Stables

Area Commands – 6

Community Substations – 5

Firearms Ranges – 2

Crime Lab Storage – 1

**Number of Contracts: 95 no-bid**

**Current Budget: \$149,513,924**

Personnel - \$125,513,924

Operating - \$7,032,363

Transfers - \$16,725,714

Capital – 0

**Projections show over-expenditures:**

	\$3.7 million in Personnel Costs
	\$800k in Operating Costs
	\$730k in Transfers
	<b>\$5.2 million Total *</b>

\* Overtime is the Department's greatest challenge

## SECTION TWO: DEPARTMENT INPUT

The following information was received from the Department in response to written questions:

### **Q1. What is going well in the Department?**

A1. The Department's problem solving and community policing programs are internationally recognized successes. In the past two, the Albuquerque Police Department (APD) has received awards from the International Association of Chiefs of Police and the Police Executive Research Forum in the areas of aggressive property crimes initiatives and victims services. In the spring of 2010, APD will be a keynote presenter at the National Retail Federation Conference in Atlanta Georgia. Over the past four (4) years, APD has been able to engage the community and now has six (6) formal associations working in collaboration to combat crime. Organized groups include retail, the construction industry, building owners and managers, Greater Albuquerque Innkeeper's Association, North I-25 and Nob Hill Business Neighborhood Alliance. The groups not only meet and strategize to fight crime, but they also communicate on a daily basis via a web based communication system developed and paid for by Target Corporation. Other successes include the Albuquerque family Advocacy Center, Comprehensive Information System Project and the update and condition of the police vehicle fleet.

Basic and Advanced Training have always been exceptional at the APD. The Academy has been highly successful at incorporating best practices when providing training for its personnel. For example, the Academy has adopted such progressive programs like the Pre-Academy Fitness Program, Cadet Orientation Week, Mentorship Officers, After Hours Study Hall, Kettle Bell Training and Community Participation components, which have contributed to producing a higher quality cadet. In the Advanced Training arena, APD was the first in the Southwest United States to incorporate "Air Soft" training as a supplement to live fire training. The realized benefits include reduction in ammunition costs; reduction in gasoline costs; reduction in travel time; reduction in out-of-service time; and immediate feedback and correction.

APD provides its personnel with the best in safety and protection equipment. APD is on the cutting edge in firearms training, and is the first department in the New Mexico to issue weapon-mounted lights for its personnel. APD has a system in place that identifies and replaces bulletproof vests in advance that have reached the manufactures recommended life expectancy.

APD provides its personnel with all the necessary equipment to perform the functions of the job including uniforms, weapons, weapon belts, boots and safety jackets.

### **Q2. What needs improvement?**

A2. APD should do more create a better image to the public, i.e. media relations. APD should step up efforts to improve the public's perception of its personnel and the Department by showcasing APD personnel that have unique talents, contribute to their community in unique ways, or who have received national recognition for achievements.

**Q3. Are current resources adequate to perform at a high level of quality? If not, what is needed?**

A3. APD does perform at a high level and provides a quality service to the public. The number resource needed is the filling of vacant civilian positions. Over the past five (5) years, APD has grown by over two hundred and twenty (220) sworn officers while the number of civilian support employees has decreased.

The city must also begin planning for the acquisition of a new helicopter. The current APD helicopter now has over 5,000 hours on the airframe. While the helicopter is effective, it is underpowered for the altitude of the city.

**Q4. Where are there duplications in resources – where are the gaps?**

A4. The City and County should explore sharing more responsibilities and co-locating wherever possible. The Air Unit and Academy should be considered for consolidation.

**Q5. How can the Department be more efficient?**

A5. We believe a manpower allocation is necessary to determine if resources are being deployed in a effective and efficient manner.

**Q6. What are the five things that could be accomplished with current resources that would improve quality of service to the taxpayers?**

A6. They are as follows:

1. Expansion of the Community Partnership Outreach Initiatives (Safe City) to include additional groups such as block captains, security companies, neighborhood coalition groups and surrounding jurisdictions.
2. The development of night team(s) of detectives to improve response to complicated in-custody calls.
3. Opening of the new Prisoner Transport Center at 4<sup>th</sup> Street and Roma NW and expansion of the hours of operation.
4. The completion and opening of the new Sixth (6<sup>th</sup>) Area Command at Coors and Ellison NW.
5. The creation and implementation of a Career Development Program.

**Q7. What meaningful improvements could be accomplished with additional resources?**

Please quantify the resources.

A7. The continued hiring of one hundred (100) additional police officers. APD plans to expand several understaffed areas to include: Gangs, Crimes Against Children, Internet Crimes, Pawnshop, create a second White Collar Crime Unit and add three (3) more Power Teams. The estimated cost is eight million dollars (\$8m).

Rebuild the civilian support function. APD has suffered a large number of civilian position deletions over the past twelve (12) years. Many of these positions need to be recreated and staffed. The estimated cost is two million dollars (\$2m).

**Q8. What functions of the Department take resources that do not return value to the taxpayer?**

A8. The School Crossing Guard Program should be a function of the Albuquerque Public Schools.

The continued staffing and operations of the APD's mini-substations. While they maybe popular with the City Council, they are underutilized by the public.

**Q9. What training is available to officers and civilians in the Department? Is it adequate? What additional training would be beneficial? What would be the approximate cost?**

A9. Training opportunities abound for both sworn and civilian personnel. APD hosts training for sworn and civilian personnel throughout the year. For example, the Chief hosts a Quarterly Managers Meeting for all sworn and civilian supervisors, which cover topics as: Leadership, Change Management, Employment Law, Interviewing Skills, and How to Create a Winning Culture. The City of Albuquerque also provides training for its civilian personnel through the John Marshall School Program as well as the City HR Department. In addition, APD offers incentives for personnel to further their formal education including on-duty time for class, access to materials and information for projects, and pay stipends for advanced degrees. APD has funding for training and utilizes it appropriately.

### **SECTION THREE: THOUGHTS AND OBSERVATIONS**

The Executive Director position appears to have been originally created more than four years ago. The previous administration hired an Interim Chief. The Interim Chief only held office for 2 weeks before the new position of Support Services Bureau Executive Director was created. Arguably, the Executive Director position held high value during the crisis precipitated by the Evidence Room Scandal. However, any value has long since been exhausted. This position is open for a RIF.

The Standard Operating Procedures (SOP) for the Reserve Officer Program was significantly expanded recently in response to a public incident involving the use of a civilian employee who is a certified and trained Reserve Officer. The supervision and work of Reserve Officers is the responsibility of their assigned Sworn Supervisors. In a specific case, the entire Reserve Program was called into question because of what appeared to be a breakdown in supervision and oversight while giving the appearance of completely ignoring the lack of internal controls and supervision by the Sworn Supervisors.

The Albuquerque Police Department is regularly asked to provide security and traffic control for a number of local events. Currently, the department does not receive reimbursement for most of these events even though they are straining the department's budget.

Serial inebriates were also identified to be a continuing problem for APD. The problem requires more than a law enforcement solution. Yet the demands of serial inebriates continue to drain department resources and tie up APD personnel.

A serious area of concern identified by the APD Transition Team is the use of the one-quarter cent public safety tax. In 2003 the public voted to impose a one-quarter cent public safety gross receipts tax. 60% of the tax was to be used for personnel, 40% for vehicle replacement and equipment upgrades. Currently, the department reported it uses 98% of the tax for pay and benefits.

The Albuquerque Police Department was established some 111 years ago. It has a long and proud history of dedicated service to the community. The Transition Team identified a number of areas of concern in the short time allotted for the mayoral transition. Simply put, given the complexity of transitioning a large department from one administration to a new one in a few weeks and through a few interviews does provide for a thorough analysis and evaluation of the APD. This being said the APD Transition Team recommends the following:

- Conduct a complete review, analysis and evaluation of all Commander and Deputy Chief Positions with an emphasis on cost savings.
- Abolish the Executive Director Position and reassign responsibilities as appropriate.
- Abolish the Administrative Deputy Chief position. Duties and responsibilities should be placed under one of the other remaining Deputy Chiefs.
- Reorganize Area Commands so that they report directly to the Chief of Police.
- Re-align specialized units and civilian functions.
- Have Personnel/Payroll Division report directly to Chief of Police.
- Support Services Division should be managed by civilian with education and experience in records management and technical services. Sworn personnel should be retained for their law enforcement expertise at the Lieutenant or lower rank.
- Re-define the Public Information Officer position/function and have a media relations professional train PIOs and supervisory personnel on media relations and crisis management.
- E85 fuel should be discarded as a fuel policy. E85 costs the department an additional \$.10 per gallon and requires units to be out of service for an extended period of time. In addition, vehicle performance and mileage is negatively impacted and maintenance costs increase.
- APD should negotiate directly with fuel suppliers to avoid a \$.19 per gallon city surcharge.
- Allow police personnel to refuel in the field rather than at pre-determined city fueling yards. Decentralization would allow officers to refuel without leaving their area command and minimize the amount of time spent out of service for fueling.

- Review the Rehire Officer Program which brings the city needed manpower and often specialized skills and training and the requirement to place these officers in field.
- Evaluate and review mission critical civilian positions, consolidate where possible and staff where required.
- Review the policies and procedures and amend as necessary concerning internal investigations being initiated every time an officer triggers automated enforcement at a photo enforced intersection. Investigations involve Commanders, Lieutenants, Sergeants, and the officer himself costing the city a minimum of 1 to 2 man-hours. There are 3 to 5 of these investigations initiated each week at each area command. Sworn personnel are given extraordinary powers one of which is to safely continue through an intersection against the red light in cases of investigation, pursuit and emergency response. The current policy appears to hamper field investigations and discourages pursuit and emergency response, as well as wasting valuable man-hours.
- Review the Grant Application Process. APD benefits from the availability of various Federal and State grants. APD has been successful in obtaining grants; yet, the city's grant approval process involving the city council can often take longer than the allotted time to begin spending grant money. The result is that APD may lose the grant and wastes time and money spent applying for the grant due to the process inefficiencies.
- Streamline communication and reporting between specialized units and area commands. Field officers need to know what has happened on cases where specialized units have taken over. It's an important morale issue for officers in the field to know the results of their efforts.
- Review the benefits package for officers. The average time on for APD sworn personnel is 9 years. The removal of longevity pay and flattened pay scales causes increases in overtime for officers as a means to augment their pay.
- Review recently approved interdepartmental transfers for compliance with established law and contractual obligations.
- Review the policy implementing a 5-8 schedule for field services personnel. 4-10s are generally preferred by sworn officers and allows for an overlap of service during shift changes. APD should consider a return to 4-10s for appropriate personnel.
- Review APD vehicle maintenance program. APD vehicles are often out of service long periods of time. APD should consider having its own vehicle maintenance and repair division and/or outsource maintenance and repair to private contractors.
- Review City Towing Policy and Contracts for consistency and fairness. Towing companies are selected on a rotational basis from companies geographically closest to an incident.



- Review the need to have sworn officers in the False Alarm Reduction Unit since it is primarily a billing function. FARU should be staffed exclusively by civilians.
- Review the School Crossing Guard Program. School Crossing Guards are currently provided by APD to the Albuquerque Public Schools at no cost to the school system. APD should be reimbursed or partially reimbursed for the service provided to APS.
- Review the School Officers Program. School Resource Officers are provided to the Albuquerque Public Schools at no cost to APS. To date, APS is not a year-round institution. SRO assignments during school holidays should be reviewed and the officers should be deployed to the Field Services Bureau and the Area Commands.
- Review the SRO Program. There are currently 41 SROs.
- Review and revise the Standard Operating Procedure regarding illegal aliens.
- Review the Photo Enforcement Program. The program and administrative hearings should be evaluated on the basis of performance and due process.
- Explore the possibility of placing the Aviation Police Department in APD.
- Review all APD contracts and place them in an online searchable database.
- Review the lack of reimbursement to APD for police services stemming from the Balloon Fiesta, 4<sup>th</sup> of July Celebration, Luminaria Tour, Duke City Marathon, Nob Hill and Old Town Strolls, a portion of the NM State Fair traffic management plan and other city-sponsored events.
- Review APD expenditures of the one-quarter cent public safety tax. 98% of the one-quarter cent public safety tax received by APD is being used for salaries and benefits. The tax was initially presented as a way to pay for capital improvements for the department.
- Review staffing levels in Support Services Bureau and Scientific Evidence Division, i.e., sworn v. civilian personnel.
- Rehire Program personnel should be used only as a last resort and only in non-supervisory positions.
- Review all executive staff positions (Fiscal, Planning & Policy, Strategic Support, Internal Affairs, Communications, Public Information, PIO/Education, Legal, Executive Advisor, Executive Assistant) reporting to the Chief of Police.
- Review Incident Report Requirements. APD is encouraging citizens to phone in or report minor property crime online.

- Review Seized Vehicle Policy. APD should utilize seized vehicles for undercover and police work once all court proceedings have been completed.
- Review Information Management System. APD records needs to be centralized into a single searchable database.
- Review Air Support Policy and Procedures. APD should explore re-combining the Air Support Unit with the Sheriff's Department.