

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

UNITED STATES OF AMERICA,

Plaintiff,

v.

No. 1:14-cv-1025 RB/SMV

THE CITY OF ALBUQUERQUE,

Defendant,

v.

THE ALBUQUERQUE POLICE
OFFICERS' ASSOCIATION,

Intervenor.

**Progress / Status Summary of the USDOJ Settlement Agreement Entered Into By
the United States of America and the City of Albuquerque Regarding the
Albuquerque Police Department**

Sixth Report

February, 2017 - July, 2017

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the Albuquerque Police Department

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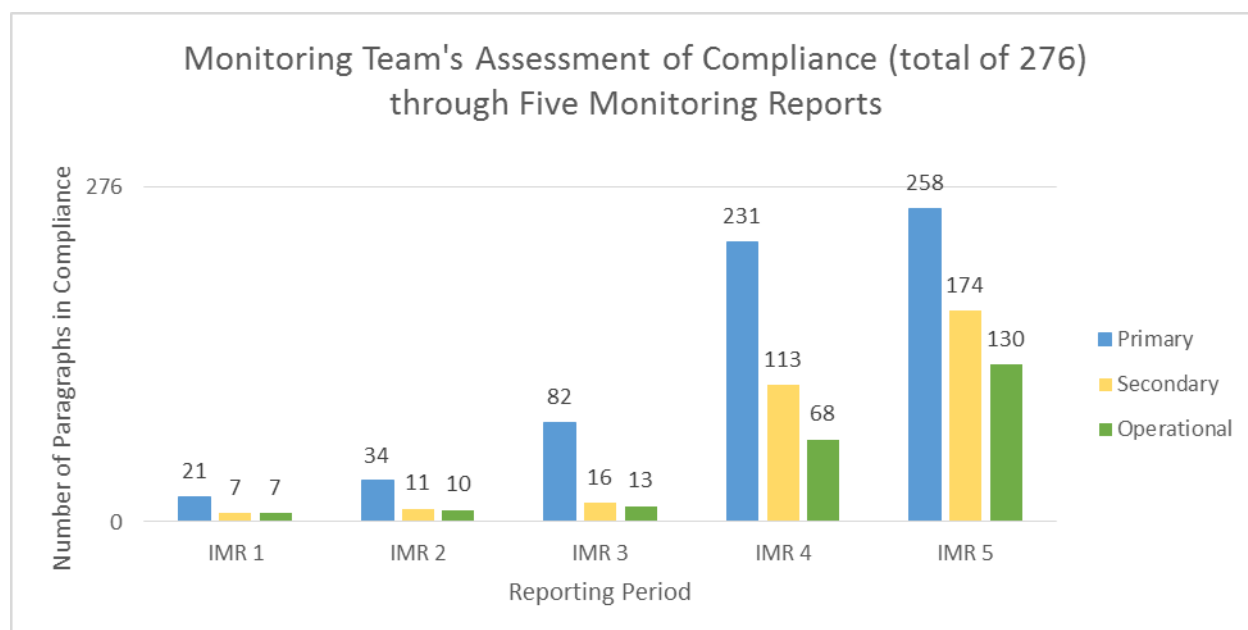
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INTRODUCTION

The Albuquerque Police Department and the City of Albuquerque continue working to operationalize the requirements of the Court Approved Settlement Agreement (“CASA”) located <http://documents.cabq.gov/justice-department/settlement-agreement.pdf>. An immense amount of effort has been devoted to the crafting of policies and training to address use of force, supervisor use of force investigations, crisis intervention, on-body recording devices, and other significant areas of Departmental reform. The process of reforming APD involves the drafting of policy (primary), the delivery of training (secondary) and the measurement of how policy and training have been adopted by the Department as part of day-to-day operations (operational). At this point APD and the City are working to develop the systems and processes to assure that the hard work developing policy and delivering training result in true systemic reform of the way the Department addresses the critical areas of use of force, contact with individuals in crises and community engagement. This Agency Report is meant to detail Departmental effort to achieve meaningful reform while also including responses to the Independent Monitor’s recommendations found in the Fifth Independent Monitor’s Report (“IMR5”).

Compliance Measurements

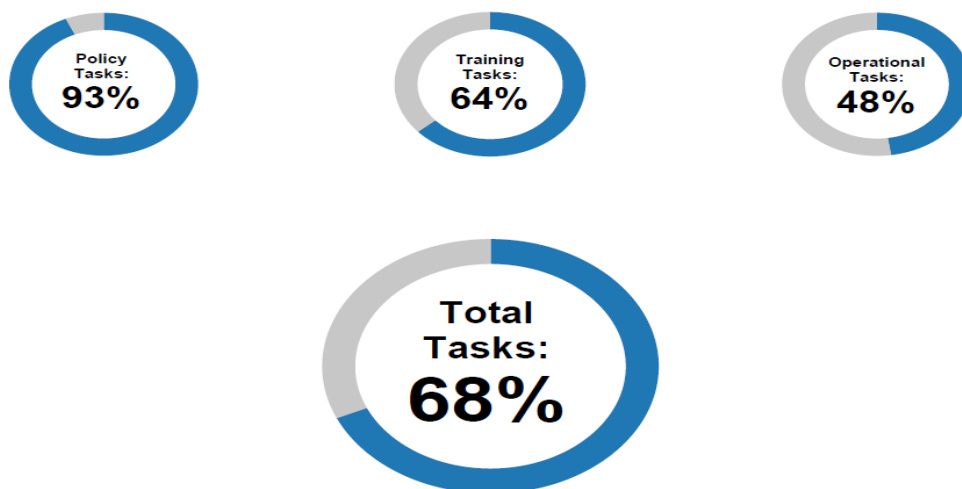


As the chart above shows, APD has made significant progress in meeting the primary, secondary and operational requirements delineated in the CASA over the period of monitored reform. APD

accomplished an increase in the degree of primary compliance by 181% from IMR3 to IMR4, and then another 12% from IMR4 to IMR5. APD is within eighteen (18) paragraphs (7%) of achieving full primary compliance.¹ APD increased the level of secondary compliance by 606% from IMR3 to IMR4, and then another 54% from IMR4 to IMR5. The degree of operational compliance has also been improving, with a 423% increase from IMR3 to IMR4, and then another 91% increase from IMR4 to IMR5.

In addition to tracking degrees of compliance at the primary, secondary and operational levels, APD has developed a graphical way to show compliance based upon sections of the CASA. An example of one such chart is set out below. APD uses these charts as a means to determine progress by a particular section so that resources can be allocated appropriately. A full set of the progress charts are available as an appendix to this document (Appendix I). The hope is that the reader will view the graphical depiction of compliance progression alongside the efforts being made by APD to achieve operational compliance.

ALL SETTLEMENT AGREEMENT PARAGRAPHS



The following sections will provide an overview of progress in policy, training and firearms qualifications, operations and supervision, technology improvements, officer assistance and support, and outreach that have been realized during this fifth monitoring period. All of the improvements are responsive to the requirements of the CASA while also considering the feedback given to APD by the

¹ Note that this number is current as to the end of the monitoring period ending July 31, 2017. Several policies were submitted to the Independent Monitor before the end of the reporting period with approval of them provided only recently, and outside the monitoring period, or anticipated approval in the next few weeks.

Independent Monitor in the form of official recommendations from IMR5, written directives, and formal and informal discussions with the monitoring team and the parties.

POLICY

The most notable accomplishment in this reporting period as it relates to policy development was the approval of the use of force policy suite by the Independent Monitor (Standard Operating Procedure (SOP) 2-52, 2-53, 2-54 and 2-55). This means that definitional concerns surrounding neck holds, show of force, un-resisted handcuffing and distraction strikes have been resolved. These policy changes will be incorporated into use of force training by the Academy in the next training iteration. In addition to the use of force policy suite the Independent Monitor granted approval of the Use of On-Body Recording Devices SOP. The canine unit policy was approved by the Independent Monitor just outside of this reporting period and the Early Intervention and Recognition System policy is pending approval as of the writing of this Report.

Several other policies have completed APD's internal policy development process and are now being commented upon by the Parties, with the next step being approval by the Independent Monitor: SOP 1-1 Personnel Code of conduct, SOP 2-20 Hostage, Suicidal, Barricaded Subject, and Tactical Threat Assessment, SOP 3-32 Employee Work Plans/Performance Evaluations, SOP 3-51 Department Orders, SOP 4-21 First Amendment Assemblies, SOP 5-1 Special Investigations Division and SOP 6-2 Recruiting Unit.

Finally, SOP 3-52 Policy Development process, which has been the subject of considerable discussion between the Parties, Independent Monitor, the Police Oversight Board ("POB") and the Civilian Police Oversight Agency is still pending. The main concern during this policy discussion has been the appropriate placement of the POB in the policy development process to assure that meaningful feedback by the Board is incorporated into a final policy. In early August, another proposal was discussed between the interested stakeholders and it is hoped that this revision will provide a satisfactory fix for this policy. The proposal was formally submitted for review the week before the filing of this Agency Report.

APD is also going to provide an updated policy review document to the public, through its website (<https://www.cabq.gov/police/our-department/standard-operating-procedures>), on a weekly basis. This update will show exactly where a given policy is in the policy development process. The Department also has a policy input form on its website (<https://www.cabq.gov/police/our->

[department/standard-operating-procedures](#)) where users can provide commentary on any given policy. Where there is community input APD will provide an outcome on a given recommendation and a written response to any user who completes the form and sends it to APD.

TRAINING AND FIREARMS QUALIFICATIONS

The APD Academy is responsible for meeting the diverse training needs of cadets, newly promoted sergeants, and lieutenants while also assuring that the entire force is educated on the requirements of the new use of force reporting and investigation process implemented through the reform effort. In addition, state mandated law enforcement training must be provided to assure continued law enforcement accreditation is maintained. This training involves two-year cycles of topic specific areas of learning such as coursework in driving while intoxicated or domestic violence investigations.

In response to the training needs of the Department the Academy has developed a training schedule that lays out each course delivered on a monthly basis for every CASA specific requirement. In addition to the schedule, APD Academy staff is working on developing a training plan that involves a comprehensive seven-step approach to instruction that includes: (1) needs assessment, (2) curriculum development, (3) oversight/approval, (4) delivery, (5) implementation, (6) evaluation and (7) revision.

To aid in the provision of education and to assure that all provided training is within the goals and vision of the Department, while also being consistent with the CASA, the Academy has developed a comprehensive plan to document and house all trainings and related course of business documents at the Academy. To assure this consistency the following steps will be adhered to when training is completed by personnel other than Academy staff: (1) a Special Order will be sent to the Department stating that the APD Academy and Director of Training maintains oversight over all training; (2) any personnel who will be training APD personnel will need to submit a lesson plan for review and approval/disapproval from the Director of Training; and (3) once the lesson plan has been approved a cover sheet will be sent to the instructor and the lesson plan and a copy of the cover sheet will be archived at the Academy.

The APD Academy also accommodates firearm qualification efforts and failure remediation for the Department. During this reporting period, there was discussion of a process for remediation of firearm qualifications that would much more definitively address firearm qualification failures. Where an individual fails a firearms qualification, a notification will be sent to the officer's chain of command

and that officer would be placed on an administrative assignment until a passing score is achieved. A special order detailing this process will be published shortly after the filing of this Agency Report.

Supervisory Training

Two types of supervisory training are delivered to newly promoted sergeants and lieutenants (1) supervisory training and (2) supervisor use of force training. The training involves forty hours of instruction, of which a block is dedicated to use of force investigations, and then sergeants and lieutenants engage in on-the-job training. The initial block of use of force training had some issues that were raised by the Independent Monitoring Team and follow-up training has been delivered toward the end of 2016 and during this reporting period. The aim of the latest use of force training was to clear up confusion surrounding issues such as un-resisted handcuffing, neck holds and supervisor responsibilities in conducting force investigations.

The latest round of training for newly promoted lieutenants was completed during this reporting period and on-the-job training has begun through the Field Training Evaluation Program. Finally, an update to supervisor use of force investigations was provided with make-up dates available through video recordings of the classroom instruction. Supervisory Use of Force Investigations training was developed due to concerns identified in previous Monitor's Reports.

Use of Force Training

During the last visit by the Independent Monitoring Team with Academy staff there was considerable feedback provided concerning instructing Department personnel on un-resisted handcuffing, neck holds, distraction strikes and show of force. This discussion has guided the development of a use of force training update so that the concerns noted by the Independent Monitoring Team are adequately defined and explained in future training. The training materials for these updates are rooted in the recently approved use of force policy suite. The Academy's advanced training unit has created an outline to address these gaps and the Department is awaiting feedback from the Independent Monitoring Team so that video production and alternative teaching modalities (such as Power DMS) can be used to deliver instruction. The instruction will include a multiple-choice test along with the utilization of PowerDMS (APD's document distribution system) to deliver the aspects of training that involve a hands-on component. PowerDMS will allow the Academy to deliver video training, conduct testing, and surveying while gathering reporting statistics to provide feedback concerning the efficacy of training. The training will also be archived on an APD intranet page for ease of reference in the future.

Use of force phase one training consisted of a use of force refresher, crowd control, and an overview of the roles and responsibilities of the Critical Incident Review Team (CIRT). Use of force phase one training had a total of 899 personnel to be trained, 886 personnel completed the training, and the attendance rate is 98.55%. Makeup dates will be scheduled on an individual, as needed basis.

Use of force phase two training involved the provision of reality-based training (RBT) to personnel. As of the time of this report, use of force phase two training had 40 sessions completed and 34 sessions remaining. The total number of personnel to be trained is 899. Four hundred and sixty-three individuals have completed the training and 418 are scheduled to attend. This means that approximately fifty two percent of personnel have attended this training. Finally, there were twelve sessions of FBI civil rights color of law training that have been completed, and make-up sessions will be scheduled on an as needed basis.

Enhanced Crisis Intervention Training (eCIT)

Enhanced Crisis Intervention Training is an eight hour course that is given in addition to the standard 40-hour CIT course which is required for all personnel. The course focuses on police interactions with those living with mental illness. Attendance and consideration for eCIT certification is voluntary. The latest eCIT certified field officer count, as of the end of July 2017, is one hundred and nine, and APD expects an additional fifteen to thirty eCIT trained officers by October 2017. This projection is based upon the number of officers that have already signed up for the eCIT class (Note: the average eCIT class size is six).

APD now has at 25% of personnel eCIT certified with the ultimate goal being 40%. APD will continue the recruiting efforts for eCIT by offering additional courses in the evening and weekends and planning for the new bid to attract additional candidates. Other methods have also been discussed to increase eCIT certifications including the authorization of overtime for the training of officers who need to train while not on duty. The provision of overtime pay has increased the rate of course registration. In order to increase the profile of eCIT personnel, and in response to community members and mental health peers, the Department has begun to issue eCIT pins to newly certified eCIT officers.

APD has been working closely with the Mental Health Response Advisory Committee (MHRAC) (<https://www.cabq.gov/mental-health-response-advisory-committee>) to develop curricula for mental health training through an ongoing dialogue which resulted in a formal feedback letter concerning the CIT training. The Department now has an agreed upon schedule to review classes going forward, with MHRAC providing monthly feedback on different CIT classes for the cadets, the 40 Hour CIT, 8 hour eCIT, and 20 hour Telecommunicators crisis intervention training (CIT).

Staff is currently collecting data and analyzing how many eCIT officers are responding to crisis intervention calls for service. Data collected included the final results of the calls, whether they were transported to the hospital, arrested, or another outcome. In addition to outcomes, in-house analysts are determining geographical locations and volume of eCIT calls to determine if there are an appropriate number of eCIT-certified officers available to meet demand. Finally, analysts are collecting general data and reviewing all uses of force (including ECW) and officer involved shootings that stem from behavioral health related calls.

Crisis Intervention Team (CIT) Training

CIT is an innovative first-responder model of police-based crisis intervention that incorporates community, health care, and advocacy partnerships. The CIT Model was first developed in Memphis, Tennessee and has spread throughout the country with many law-enforcement agencies adopting the model. CIT provides law enforcement-based crisis intervention training for assisting those individuals with a mental illness, and improves the safety of patrol officers, consumers, family members, and citizens within the community. CIT is a program that provides the foundation necessary to promote community and statewide solutions to assist individuals with a mental illness. The CIT Model reduces both stigma and the need for further involvement with the criminal justice system. CIT also provides a forum for effective problem solving regarding the interaction between the criminal justice and mental health care system while also fostering a sustainable context for positive change.

In 1996, Sgt. Gene Pettit was assigned the task of starting a CIT program for the APD. He began networking to build collaboration within the community. A combined effort with the University of New Mexico, National Alliance on Mental Illness, and APD resulted in a first-ever 40-hour CIT class that graduated officers on January 31st, 1997. The class was taught in collaboration with community experts from local resources that were available.

Since then, APD has been a leading innovator in the CIT model, being one of the first law enforcement organizations to dedicate full-time sworn employees to a CIT program. By creating a unit of full time sworn officers to interact with individuals living with mental illness, APD raised the standard for police intervention in crisis situations. Another groundbreaking innovation to the model was APD's inclusion of a staff psychiatrist to the group, supported by clinicians, crisis specialists, and continuing education. APD's CIT program is still getting local and national recognition for its innovation, leadership, and knowledge. A recent publication in the American Journal of Psychiatry discussed the program and

how police can best work with the mental health community. The American Journal of Psychiatry is the most prestigious peer reviewed psychiatric journal in the world. (The article can be found in its entirety in Appendix II).

Most departments across the country offer approximately eight hours of basic crisis training. Although CIT programs have become more prevalent they are not so pervasive as to say that they exist in a majority of police departments. APD's training is among the most extensive in the country, starting with fifty six hours of mental health training in the Academy, which is sixteen more hours than what is mandated by the state. Beginning six months after graduating from the Academy, and after completing on the job training (OJT), officers are then required to take the forty hour CIT course. APD continues to offer the forty hour CIT course on at least a quarterly basis. APD also opened the class to local law enforcement agency officers who would like to attend when space is available.

In April 2017, staff completed training 20-hour CIT training to 29 newly-hired APD telecommunicators. Prior to offering the classes, CIU did a trial run of the newly developed telecommunications scenarios the month before the class began, in order to fine tune the scenarios used in the training. The telecommunicator CIT training course was state accredited on April 6th, 2017.

CIT Knowledge Network

The CIT program's collaboration with the University of New Mexico and the CIT Knowledge Network has also praised by the Albuquerque Journal. (Appendix VI). The CIT Knowledge Network was developed out of a need to improve APD's interactions with people living with mental illness. Every week, the CIT Knowledge Network provides law enforcement agencies with educational presentations to fill the unmet need of the training needs of personnel dealing with individuals in crisis. Each meeting is divided into two parts: (1) a brief didactic presentation related to CIT policing or mental health, and (2) debriefings on officer cases involving subjects living with mental illness. Weekly presentations focus on the safety of interactions between officers and peers, psychiatric diagnoses, de-stigmatization, and resources.

Following the didactic presentation officers debrief complex cases involving interactions they've experienced with people living with mental illness. Officers debrief these cases for feedback and recommendations from their peers and experienced CIT detectives and psychiatrists. Case debriefings give officers a chance to receive advice on their calls including de-escalation techniques, resource referrals, identification of subject behaviors, and appropriate communication techniques.

Crisis Intervention Unit (CIU)

Starting at the end of August 2017, CIU will teach HB93, which is a State mandated mental health training, in a two hour block during the Maintenance of Effort training for 2017. This will be completed within the two year time frame that the last HB93 was taught, which will sustain Departmental compliance with CASA paragraph 122.

On-Body Recording Devices

APD was one of the first large departments in the country to fully deploy body cameras in 2011. Since then, the department has developed the program and has stayed ahead of the technology curve. The latest development is the deployment of a new camera and platform that will be launched in September 2017. The latest camera is a second generation of the vendor's body camera which will provide enhanced features that include increased image resolution, longer battery life, increased data storage, and image stability. A revised on-body recording device policy was approved, and training has been provided. The vendor provided training for the deployment of the new camera system to multiple Departmental instructors to accommodate deployment in late 2017.

APD has begun a process of randomly selecting on-body camera videos and using the content to aid supervisors in their ongoing evaluation and supervision of personnel. The Academy also uses the video review submissions by supervisors to incorporate into training in order to complete the training loop.

Diversity Training

The Academy has partnered with community members to present APD cadets with the perspective of some of the minority communities represented in Albuquerque. The minority groups currently participating include Native American, African American, Latino, and Asian. During the panel, each stakeholder presents on their respective minority group. After the presentations, cadets participate in a question and answer session with the panel. The Academy conducted one session (outside of this reporting period) for our sworn officers with approximately fifteen participants and there is a plan to conduct two more sessions before the end of 2017.

Firearms Qualifications

It is Department policy to provide officers with a duty sidearm and a less-lethal shotgun. Other authorized officers may be issued a patrol rifle, 12-gauge shotgun, and/or an enhanced shotgun. The Department will also supply necessary training and ammunition for these firearms. Firearms

qualifications are held annually for day/night qualifications. The purpose of firearms qualifications is to show proficiency under New Mexico Department of Public Safety standards for Law Enforcement Certifications. In order to qualify on a handgun, officers have to shoot 80% or higher, 90% for a rifle, and 80% for a shotgun. All sworn personnel are required to qualify with all weapons assigned to them which includes primary duty handgun, shotgun, and rifle. The 2017 firearms day and night qualification session required that a total of 899 qualify. At the time of this report, 885 officers have successfully completed their day and night qualifications (98.44% of personnel). Makeup dates are being scheduled to assure that the required number of qualified personnel is met.

Problem Oriented Policing Training

Paragraph 258 of the CASA required APD to provide sixteen hours of initial structured training on community and problem-oriented policing methods and skills for all officers, including supervisors, commanders, and executives. This training is required to include: a) methods and strategies to improve public safety and crime prevention through community engagement; b) leadership, ethics, and interpersonal skills; c) community engagement, including how to establish formal partnerships and actively engage community organizations, including youth, homeless, and mental health communities; d) problem-oriented policing tactics, including a review of the principles behind the problem solving framework developed under the "SARA Model" (Scanning, Analysis, Response, Assessment), which promotes a collaborative, systematic process to address issues of the community, safety, and quality of life; and e) conflict resolution and verbal de-escalation of conflict; and f) cultural awareness and sensitivity training.

Problem-oriented policing (POP) is an analytic method used by police to develop strategies that prevent and reduce crime. Under the POP model, police agencies are expected to systematically analyze the problems of a community, search for effective solutions to the problems, and evaluate the impact of their efforts. POP represents police-led efforts to change the underlying conditions at hot spots that lead to recurring crime problems. It also requires police to look past traditional strategies and consider other possible approaches for addressing crime and disorder. Problem-oriented policing places a high value on new responses that are preventive in nature, independent from the criminal justice system, while engaging other public agencies and the community to collaborate and contribute to the reduction of policing problems. Problem-oriented policing carries a commitment to implementing the new strategy, rigorously evaluating its effectiveness, and, subsequently, reporting the results in ways that will benefit other police agencies and that will ultimately contribute to building a body of knowledge that supports the further professionalization of the police.

APD has revised, based on the monitoring team's comments, its POP training, and presented its POP training to 864 of all sworn officers. Provision of training to this number of sworn personnel is above the ninety five percent threshold established by the monitoring team. APD reports that 98.77 percent of the officers who took the APD post-test received a passing score. Operational aspects of the APD's performance on this requirement will be assessed as the POP procedures are placed into operations and the monitoring team has an opportunity to assess outcomes associated with the new program.

OPERATION AND SUPERVISION

Supervisor Checklists

APD has continued to refine and build out the Supervisor Checklist at both the Sergeant and Lieutenant levels. Staff have considered and performed a business analysis on the system, implemented software changes, and improved the report writing. These changes are driven by input from supervisors as they see the utility of the process and request enhancements to further assist them in their supervisory duties. The involvement of these important stakeholders means that the final product is developed iteratively, meeting both the goals of the agreement, and improving effective supervision. During this reporting period a presentation was delivered on the supervisor checklist SharePoint site to the CASA Implementation team. APD staff continue to refine the process and work on ways to ensure that supervisors are viewing monthly reports, ensuring that documentation supports the close supervision of staff.

Electronic Control Weapons (ECW) "Spark" Testing and Auditing

A spark test is accomplished by pointing the ECW in a safe direction, removing the air cartridge, turning the power on, pulling the trigger, and then turning the unit off as soon as the spark is seen. A visible spark between the electrodes at the front of the ECW will show the unit is functioning properly. Performing a spark test ensures that the ECW is operating correctly before officers are actively patrolling and deployment may become necessary. APD staff has developed a protocol to guide officers around when they should spark test their ECWs. The information from the ECW is then reviewed and audited to ensure that the ECW activation was a spark test and not a formal activation during a use of force event. This process will help the department match up tests of the equipment compared to actual deployments that will improve analysis and accountability.

The ECW quarterly data upload process has been developed, trained, and implemented. Automated reminder emails to officers have increased awareness of the requirement and their role in meeting the necessary compliance level of 95% or greater. APD is in the process of increasing automation of the entire upload process in order to more easily identify trends associated with ECW usage.

Logging Community Events

Since the CASA was implemented in November 2014, APD has increased the number and documentation of community interactions. In response to requirements of Paragraph 263 in the CASA, APD officers must attend a minimum of two community/outreach events per year. APD and City technical staff collaborated heavily with Police and Community Together (PACT) teams (created by APD to promote community interaction and response within each area command), to develop and test a logging process that improves the ease of recording community interactions. A special code has been implemented (75-1) in the department's Computer Aided Dispatch (CAD) software that allows officers to log their community interactions just as they would a normal call. The logs can then be sorted by that code to meet analysis and reporting requirements. In addition to the new "10-code", a new form deployed in the Traffic and Criminal Software (TraCS) system will allow officers to capture data items including the number of people that attended the event, what was discussed, items that require responses and/or follow up, and other data points. TraCS is a statewide traffic data collection software initiative implemented with the goal of electronic data transfer. APD anticipates that, as the process develops, this will become a useful way to collect information that can then be analyzed in a useful and meaningful way.

Formalizing Processes

During this reporting period the Department devoted considerable attention to resolving the problem raised when supervisors are requesting investigative deadline extensions with no structure or clear end date. The CASA mandate of supervisor's completing the investigation within seventy two hours has not been consistently satisfied. Because there is no standardized approach to extensions or the expected time for an investigation to take a supervisor the Department has begun to collect data around these investigations from numerous sources in order to establish and standardize protocols to address the timelines and extension

The sources of information include internal data, stakeholder input, and best practices. To aid in this effort, City IT staff has developed a database where users from each area command enter how long

it takes each supervisory level to complete the review of an investigation. In addition, APD formed a working group to examine tracking systems, standard course of business formats, job aids, templates processes and workflow to aid in the assessment and analysis of the use of force reporting process. Department personnel have also reached out and met with personnel from the Seattle Police Department to obtain an overview of their processes to glean ideas about improving APD's system.

Additional Concern Memo Standardization

APD utilizes Blue Team software to generate an Additional Concern Memo (ACM) when a deficiency is noted in supervisor investigative quality, officer tactics, performance, or other areas of concern. The ACMs may not rise to the level of a full investigation requiring discipline, but instead would be noted and archived for analysis and trend identification. ACM capability will be added to the Early Intervention and Recognition System (EIRS) as another means to capture metrics to positively improve upon officer performance. During this reporting period, a group of department staff worked to standardize the ACM form. The goal of the group was to develop a form to be utilized by supervisors to address everything from policy concerns stemming from a force incident to recognition of commendations. The form will contain numerous fields that will allow for it to be searched for data reporting and analysis.

Problem Oriented Policing (POP) Project Formalization

APD staff developed a Completed Staff Work (CSW) document detailing their plan to become compliant with paragraph 257 of the CASA, which requires APD to "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.". To aid in the development of the CSW, staff conducted a focus group with the Police and Community Together (PACT) lieutenants and drafted a first-ever standard operating procedure for POP. The SOP has been submitted to the APD policy process for review and approval.

In addition to the POP policy, staff has collected data from all area commands indicating how many officers signed bid sheets from April to July. Staff is developing an electronic method to distribute bid packets through PowerDMS to keep track of how many officers signed the packets while also providing them with a short survey to evaluate how well they know the stakeholders in the area command and to demonstrate understanding and comprehension of the information provided. To

gauge feedback and success, APD staff has created an online POP stakeholder survey that can be sent to all community members affected by POP projects.

To develop the training associated with the new POP policy and program, APD developed a working group consisting of staff from crime analysis, the academy and PACT to ensure that the program reaches defined milestones for finalizing in-service training for POP. The curriculum has been developed for the in-service training, and production to deliver an accompanying video continues. A training schedule has been created and implementation of in-service training that should be completed by the end of the year.

To aid in community outreach and understanding, staff are developing a new crime statistics website so that the public can view crime data for each area command. APD is also expanding the crime data provision to a web map platform so that the public can focus in on their specific neighborhood for crime data. Staff has completed a narrative description of one of APD's most successful POP projects to encourage other community members to participate along with a demonstration of what can be accomplished when law enforcement and the community work together to solve problems. POP project managers will now be presenting their projects monthly to the Community Policing Councils for their area commands.

To formalize the POP process, staff has created new forms for POP project managers to complete at the beginning and the end of a project. These forms will be included in bid packets so officers are aware of the POP projects in their area. Staff is in the process of developing a SharePoint system that POP project managers will be able to use to help them keep track of how many officers are working on POP projects.

TECHNOLOGY IMPROVEMENTS

IAPro and Blue Team

APD's collaboration with CI-Technologies (the vendor of BlueTeam and IAPro) continues to be an effective means for creating the technological framework to deliver upon the technological requirements of the CASA. Input from the monitoring team, APD supervisors and users have resulted in the creation of a joint product roadmap which will guide development of the software in the future so that it can better meet the needs of the department and the requirements set forth in the CASA. CI-Technologies has identified tentative schedules for many of the changes. Many of these enhancements will improve the product for all customers, and therefore will not incur further cost to APD. CI-Technologies and APD will continue to develop scope and cost estimates for other changes that are

more specific to APD. As a result, there will be multiple, incremental versions released to APD, tested by them and deployed. APD has also been working with other customers of CI-Technologies to share and gain knowledge. This will further benefit APD by suggesting further ways in which overall process efficiency and accuracy can be improved.

APD Data Warehouse

The APD data warehouse was created last year to help store the data elements specified in Paragraph 298 of the CASA. In addition to the large amount of data required to be collected by Paragraph 298, the APD Data Warehouse continues to collect other data sources and continues to be refined and developed as the primary location for reporting APD data. Ongoing work continues in three main areas:

- Bringing additional data sources into the data warehouse;
- Curation and documentation of existing data; and
- The development of reports, user security roles and enhancements to other systems that rely on this data.

In response to the monitor's Paragraph 298 Report, which was released in August 2017, APD has created a working group with all departmental data producers, analysts, and auditors to improve data collection, documentation, and reports. The collaboration of the group (a first of its kind) will help the department immeasurably in the future as it aims to standardize all staff's understanding of how and what data is collected, and what it is used for. The data validation and documentation will aid the monitor in future 298 reports and bolster the department's credibility in providing the data to the community.

Improving Data Processes

In addition to the work being done by the P298 Data Group, APD has developed an overall departmental data strategy to ensure that data is collected and managed in an appropriate way. Illustrative of this strategy is a business process evaluation (also known as project concept report, or PCR) recently completed to document and determine the best way for technology to support the needs of the Crisis Intervention Unit (CIU). The PCR highlights opportunities in which considerable process improvement can be obtained by a closer alignment of technology with business needs. These solutions include configuration changes, report writing, improvements by vendors and new data capture systems. Other recent data process improvements include:

- Analyzing and determining whether an internal management system would assist APD in standardizing and storing course of business documents that are used for reference regarding employee concerns and commendations; and
- Making changes requested by the Special Investigations Division (SID) to their data collection worksheets to improve data analysis and reporting to the monitoring team that is consistent with the CASA.

Employee Work Plans (EWPs)

For at least the last ten years, APD supervisors have utilized the EWP process to manage staff. The EWP process involves supervisors working with employees to make sure that every employee has an individually developed job plan. The document is maintained and updated as necessary by the employee with the concurrence of the employee's manager. The document lists the employee's responsibilities and the core job functions, goals, and expectations for performance. It is the employee's responsibility to execute the job plan with management support and agreement. Supervisors work with employees to ensure that employees have appropriate elements of their company's mission, goals, and objectives in their job plans. Supervisors also work with employees to ensure that regular performance discussions and feedback are occurring relative to the core functions, job expectations and goals in the job plan.

A new EWP online process was implemented last year, and a one-year cycle was completed during this reporting period. APD IT and APD Personnel have worked together to create notifications of upcoming Talent Management Checkpoints that inform managerial staff via e-mail of pending employee reviews and deadlines. Also within this reporting period, APD staff has begun a new round of Talent Management documents that will spur regular reviews of employee performance for the coming cycle. Analysis and development work continues to incrementally improve Employee Work Plans while also integrating them into the APD Data Warehouse.

APD Personnel staff is working closely with City Human Resources staff to ensure that "reports to" information in PeopleSoft is as accurate as possible for the officer bid that will be effective on September 19, 2017. Ensuring that the supervisory chain of command (i.e., "who reports to whom") is accurately captured and maintained is extremely important. Not only is this information essential for Employee Work Plans (EWPs), but also a number of other projects and reports such as the monthly activity reporting report (also known as "MyPal") which uses this information to provide updates on subordinates to supervisors.

Line Inspections

As part of the department's efforts to meet the requirements of CASA Paragraph 206 which requires "close and consistent supervision of all officers", APD developed an automated line inspection form. A line inspection checks an officer's duty weapons, ammunition, ECW, on-body camera, appearance, vehicle, among other items. Sufficient experience and feedback has been received from users and consideration of audit/inspection recommendations from IMR 5 regarding the line inspection automated form to develop an improved, department-wide version. In order to implement some of these requested efficiencies and improvements (e.g. retrieval of weapons information), work is almost complete to ensure that supervisors will have property inventory information integrated as part of the new system. Discussions have taken place with vendors as to how best to develop and implement the new system based on these changes. A working group consisting of process stakeholders is being formed to develop the final requirements of the new system.

Community Outreach Reporting

In response to the requirements in Paragraph 263 of the CASA which requires APD to "attend at least two community meetings or other meetings with residential, business, religious, civic or other community-based groups per year in the geographic area to which the officer is assigned", City IT staff collaborated with Community Policing Council members, field officers, and the APD Public Information Officer (PIO) to evaluate business needs and build process requirements for a reporting system that would reliably collect data on community outreach efforts. The collaboration resulted in a form deployed through APD's TraCS system to support officer input of data when attending a community event. See "Logging Community Events" above. Staff also worked to migrate individual area command websites under the City website umbrella with the long-term goal of being able to extract data from area command calendars. The data extraction would combine all of the data into one source to aid in compliance reporting.

On-Body Video Recording Inspections

The video inspection process has been updated in the new On Body Recording Device (OBRD) policy. The new process has identified several areas that a supervisor should be looking for within the reviews, including evidence of constitutional policing; officer conduct; domestic violence responses; tactics, including officer safety; recognizing signs of persons in crisis and treating them with dignity; among others listed in SOP 2-8 Use of On-Body Recording Devices F2E. It also identifies a review time window per video in order to alleviate reviewing redundant parts of the video. A system framework is in

place to provide supervisors with a random sample of videos to review. Further work will continue once operational and business issues have been resolved.

Activity Reporting

APD's new Monthly Activity Tracker (also known as "MyPal") is now deployed and active. MyPal was created in order to satisfy the requirements of CASA Paragraph 205 and 208 that call upon supervisors to "closely and consistently supervise all officers under their primary command." MyPal provides supervisors a list of all staff that are under their command, as well as rank, Telestaff entries (vacation and sick leave, overtime usage, among others), Blue Team entries, reports written, arrests and warrants, CAD entries, missing reports, and video inspections. The information provides accountability of officer actions throughout the supervisory chain and provides a comprehensive description of officer activity in one convenient location that is accessible wherever the supervisor has internet connectivity.

Development of the MyPal report was based on best technology practices in agile methodology: start with minimal viable product, test, iterate and release new features frequently. Overall feedback received from the field has been good. Further work and releases continue to expand capabilities (e.g. the addition of Use of Force metrics), and other additional metrics and examine opportunities for dashboard graphics. Development and improvement of the MyPal tool continues as feedback is received and it is expected to play a significant role in meeting the requirements of CASA Paragraph 205 and 208 while providing supervisors with a comprehensive view of all employees within their command.

City IT staff met with CI Technologies and the Executive Director of the Civilian Police Oversight Agency (CPOA) to address concerns about administrative level access to a system currently used by the Agency. A short discussion between the three groups resolved the issues and the changes made will provide the necessary access to the Executive Director and his investigators as they perform their work.

Website Improvements

The Independent Monitor noted in IMR5 that the online complaint form on the website maintained by the Civilian Police Oversight Agency ("CPOA") was lacking sufficient clarity for citizens seeking to submit anonymous complaints against APD personnel. City IT staff worked with the CPOA Director to update CPOA's website (<https://www.cabq.gov/cpoa>) with revised verbiage to make the process of submitting anonymous complaints more clearly.

Additional Staffing

In late April 2017, APD Deputy Chief Eric Garcia was transferred from his previous role overseeing the Criminal Investigations Bureau and was tasked with helping operational implementation of the CASA, especially with matters concerning field operations and sworn staff.

APD Personnel staff continues to work diligently to process hires in a timely manner to assist APD with overall staffing levels and to meet the requirements of the CASA. APD Personnel has completed many personnel actions to include hiring a new SOP Liaison to fill a vacancy, hired two new quality assurance auditors that are embedded in internal affairs and behavioral health, and the hire of a new Office of Policy Analysis (OPA) Coordinator to improve policy outreach and coordination between public stakeholders, agencies, and APD. During this reporting period APD promoted ten sergeants to the rank of lieutenant. Two lateral officers and two rehire officers graduated the Academy and completed their OJT (On the job-training). In response to their request and need by the MHRAC and Community Policing Councils (CPCs), APD Personnel worked closely with APD Fiscal to create the position of MHRAC/CPC Administrative Assistant. The new position will provide administrative help to both the MHRAC and CPCs by taking minutes at the meetings, creating agendas, and providing other organizational help as needed. During the reporting period, APD began a new 2017 sergeant promotional process. The written examination took place on July 17, 2017 and the assessment center was completed on August 31 2017.

Recruiting

The Department recently graduated another 18 Police Service Aides in August 2017 and has 43 officer cadets in the current class. The Department continues work to recruit employees who are representative of our diverse community. The City has been supporting the Department's recruiting efforts by offering great incentive packages to new cadets as well as lateral applicants. For new cadets, incentives include a maximum incentive of up to \$5,000 for cadets payable as follows: \$1,500 at successful completion of the fourth week of training, \$2,000 at successful completion and graduation from academy training, and \$1,500 at the successful completion of the On-the-Job Training (OJT) period. A maximum incentive of up to \$8,000 for laterals payable as follows: \$2,000 at the successful completion of academy training, \$3,000 at the successful completion of On-The-Job Training (OJT) period and \$3,000 after the successful completion of a one year probationary period

Force Review Board

During this reporting period, APD has taken steps to revamp and improve the department's

Force Review Board (FRB) process. Staff has considered monitor site visit commentary for proposed changes and improvements, as well as traveling to other agencies to adopt best practices.

To improve accountability and workflow, APD Executive Staff assigned a lieutenant to the Force Review Board to prepare official reports for the Chief and to take notes to assure that all recommendations are completed, closed, and course of businesses documentation is produced and archived. The FRB lieutenant researched past IMR reports to glean ideas and suggestions on where the board can improve. Qualifications for FRB members are being developed, as well as a training curriculum and standards.

OFFICER ASSISTANCE AND SUPPORT

The Behavioral Sciences Section (BSS) is primarily responsible for promoting the wellbeing and resiliency of APD police officers. They offer therapy, conduct pre-employment screening, respond to critical incidents, and offer training. From January to present there has been an increase in demand for services from police officers, APD employees, and their families. BSS is putting an emphasis on confidentiality allowing officers and employees to feel comfortable discussing problems they may have. A survey sent out to the entire Department at the end of 2016 showed that many were concerned about confidentiality, which is the reason it became an important focus for BSS.

Peer Support Program

In January 2017, APD officially formed the Peer Support Program, hiring a full-time coordinator to oversee the program, created a peer support board, and assembled a team of volunteers consisting of all levels of leadership throughout APD. The team attended a 24-hour Basic Peer Support & Critical Incident Stress Management course at the end of January 2017. The program is now fully operational. As awareness grows throughout the department, team members are responding to more calls, identifying areas of concern, and following up with those involved in critical incidents.

OUTREACH

Publications

APD's 2015 Use of Force reporting and annual review was published in August 2017 and is located at <https://www.cabq.gov/police/documents/uof-annual-2015-7-17-17.pdf>. 2016 Use of Force data continues to be compiled and will be published as soon as it is reviewed and validated. In an

effort to continue to enhance APD's Use of Force data collection and publication, and in response to a monitor recommendation in IMR 5, APD reached out to agencies around the country requesting a peer review of the department's Use of Force Report. Interest has been expressed from police departments in Cape Coral, Florida and Herndon, Virginia and work will begin to collaborate with these agencies to ensure that the department is seeking to incorporate best practices in the collection, analysis, and display of use of force data. The expectation is to receive feedback from the agencies during the 4th Quarter of 2017 and incorporate the suggestions in future versions of APD's use of force reports.

Social Media/Internet

The Department continues to find new and unique ways to communicate and interactively reach out to our community. During this reporting period, APD launched an innovative program called #TuesdayCopTalk which encourages residents to pose any questions or concerns they may have about the department on social media. Residents are encouraged to follow the live question and answer session on the department's social media feeds and City website on the first Tuesday of each month. This is yet another example of how the department continually strives to encourage direct, open dialogue with our community. The department has also seen its Facebook followers increase from 24,000 followers in April of 2015 to 49,000 during this reporting period, with more than 70,000 followers on Twitter. Through direct messaging, virtual ride-alongs, question and answer forums, and constant public communication, APD is connecting with more than one million people each month in across a variety of platforms.

Community Outreach

Collecting meaningful data to measure community outreach continues to be a top priority for the department. In order to improve the process of collecting outreach data a focus group comprised of civilians and sworn staff of various ranks, along with data experts, was formed during this reporting period to thoroughly analyze the process. In the past, APD supervisors kept track of community outreach using individual spreadsheets. Due to the requirement of additional information needing to be collected on each interaction, a hard copy form was used. The form collected pertinent data including topics discussed, concerns addressed, and activities which require follow-up. Outreach was also tracked through social media to ensure public transparency as well as through a community calendar. The paper form was finally transformed into a digital file in TRACS, which most officers use already for other data entry purposes. The TRACS form will best support officer data input and collect key information such as type of meeting, stakeholders identified, concerns and issues discussed and follow-up necessary to

address community needs/issues. To further help make this new system operational, and a natural part of an officer's everyday duties, a new 10-Code was created which will give the TRACs form a Computer Aided Dispatch or CAD number. The officer is now able to log in or out via APD's dispatch center when they are attending a community outreach meeting or event. This is the same process they would utilize in logging onto or out of a call for service. The 75-1 code signifies a community outreach event, and officers have been utilizing it as part of a pilot project since January 2017. Following this test phase of the combination TRACS/CAD system a Special Order will be issued to further operationalize the process department-wide. The new form was implemented in August 2017 and will ensure consistent and even more meaningful tracking of community outreach data.

Police and Community Together Teams (PACT) are now operational in each of the six APD area commands. Besides conducting proactive, community policing and policing plans to address quality of life issues, PACT have also begun meeting as a collaborative unit at least once every month. The communication has been critical to developing further community policing strategies for our city. PACT lieutenants are also now the main facilitators of APD's Problem Oriented Policing (POP) projects and are continually addressing different projects within their respective areas and with community members.

The city's six Community Policing Councils have all created and adopted guidelines and have made progress on submitting recommendations to the Chief of Police. Since their inception, the councils have submitted a total of 24 recommendations. 17 of the 24 were approved and are operational; four were partially approved and implemented; one is still in process and two have been denied due to cost and technical considerations. The city has made true progress in establishing a working and fully updated CPC website to further the important work of the councils and ensure the community can stay informed and are notified of their achievements. A full-time administrative assistant has been hired by APD to assist the councils and the Mental Health Advisory Committee with compiling minutes, agendas and notices. APD's Community Policing Council Coordinator has developed a monthly report for the councils detailing outreach efforts to further diversify membership. Recent outreach by the CPC Coordinator includes meetings with the area high schools to encourage youth membership, and meetings with members of the Asian and Vietnamese community to improve participation by underrepresented groups. There have also been continued efforts to reach out to the African American community including the African American Student Union at UNM and Martin Luther King Center. CPC meetings are also highly publicized on the department's Facebook, Twitter and Nextdoor.com pages.

Now that Community Policing Councils are better established, CPCs are beginning to review policy development. Two CPCs are reviewing APD's Use of Force policy, and all six Councils examined the new On Body Camera Policy. All six Councils have committed to reviewing additional department policies and procedures. In March, department staff presented its Fifth Agency report to the councils and public. The presentations were held at CPC meetings to spur meaningful dialogue and spread awareness about Community Policing Councils and their function.

In response to a recommendation of the Northeast CPC, the department is currently reassessing the requirement of the successful completion of the APD Citizen's Police Academy as a requirement for participating on the board of any of the CPCs. Successful completion of the CPA is a requirement of the CASA for CPC, Civilian Police Oversight Agency and Police Oversight Board Members. A focus group has been created and started meeting to formalize curriculum and shorten the academy that many members felt was cumbersome.

APD continues to expand its community outreach events. In this reporting period, APD hosted the first ever Bagels and Badges, a community event that featured the opportunity to interact and ask questions of sworn officers at morning events. Two Coffee with a Cop events were held in different areas of the city each month. Turnout for these events continues to increase and community members have expressed that they enjoy having the opportunity to ask one-on-one questions, learn about the department, and build a stronger sense of community.

Recognition of Efforts

The APD's CIT program is getting local and national recognition for its innovation, leadership, and knowledge. A recent publication in the American Journal of Psychiatry discusses the program and how police can best work with the mental health community. The American Journal of Psychiatry is the most prestigious peer reviewed psychiatric journal in the world.

The CIT program's collaboration with the University of New Mexico and the CIT Knowledge Network, were also praised in the health section of the Albuquerque Journal. The CIT Knowledge Network is teleconferencing continuing education for law enforcement. In addition to online interactive lectures on mental health issues, the program also allows officers from all over the country to staff cases with Psychiatrists and other officers.

CIU is a frequent presenter to conferences around the country. They have presented in Tacoma Washington for a regional conference, as well as in Virginia, Monte Rey, and Chicago for national

conferences. This month they will present classes at the Crisis Intervention International Conference in Florida. Titles include, "CIT is on the scene, is anyone better off?" "Beach Babble: Review of the 7 active listening skills" "Learning together: The CIT Knowledge Network". The CIT program will also present twice at the International Association of Chiefs of Police (IACP) conference, which is the most important law enforcement conference of the year.

Action Plan Development – Response to Amici

In response to a request by the judicial officer overseeing APD's reform process, Judge Brack to address concerns and questions that were noted by the amici during the court hearing for IMR 5, APD and City staff developed an action plan for each item that was discussed during the hearing. The action plan has undergone several iterations and has included additional commentary by the parties and amici. Even though the action plan has not been finalized, APD continues to make progress on the recommendations and plans that are contained within the document.

RECOMMENDATION RESPONSES

Soon after the release of the draft of IMR 5, APD staff began compiling a list of the recommendations in order to create a plan to address each one. By the time that the final draft of IMR5 was released one month later, APD was already meeting with stakeholders frequently to measure progress and overcome any obstacles in meeting the directives. APD staff tracked all recommendations on a shared spreadsheet, and each stakeholder added additional information including estimated timelines for completion, additional resources required, regular status updates, and course of business documentation created to support the recommendation. The narratives below group the recommendations into shared subsections that address a specific topic, such as "Use of Force Principles" that are consistent with groupings in the CASA. The narratives are brief; they only provide a quick overview of the intent of the course of business documents that are created to support the effort of satisfying the recommendations and act as a guide for the monitoring team. The true measure of completeness of recommendations comes from the course of business documents that are generated from the process which are reviewed for sufficiency by the Independent Monitor.

Paragraphs: 13-17

SUBSECTION: Use of Force Principles

PROGRESS:

In response to the recommendations found in this subsection the Department has obtained approval of the use of force policy suite (SOP 2-52 through 2-55) and Inspection Process (SOP 3-30). The approval of the revised use of force policy suite is fundamental since the delivery of training is dependent upon clearly spelled out policy guidance. The newly approved use of force policy suite clears up confusion around issues related to un-resisted handcuffing, neck holds, and distraction strikes.

During this reporting period the Department promulgated Special Order 17-56 to rescind any prior special order implicating CASA related policy or process. Moving forward all special orders which touch upon a CASA policy or process will be submitted to the Independent Monitor and Parties for review and approval.

Paragraphs: 18-23

SUBSECTION: Use of Firearms

PROGRESS:

In response to the recommendations found in this subsection APD has developed course of business documents in response to paragraphs #18-23 of the CASA. We have implemented a revised, monitor approved policy Inspections Process (SOP #3-30) and Use of Force (SOP #2-52). Inspection reports have been conducted along with a draft audit process. This draft audit process will provide for an in-house measure of the policy usage rates and will additionally allow for measures of clarification to the department, when need is established. Additions have been made to Internal Affairs software, IA Pro, in the effort of satisfying this recommendation. The Force Investigations Team has worked in developing a spreadsheet to track specific requirements continued in the report. The spreadsheet is utilized in detail and tracks important elements such as dates for usage within the department.

The EIRS policy is pending approval; however, was designed with these recommendations in mind. Following monitor approval, the policy will be implemented with monitor approved agency wide training with Internal Affairs staff assigned to conduct training while also being the point of contact as questions may arise.

Paragraphs: 24-38

SUBSECTION: Electronic Control Weapons

PROGRESS:

In response to the recommendations found in this subsection APD has implemented a revised, monitor approved policy regarding Electronic Control Weapons, SOP #2-53. The new policy was

developed and updated with the aforementioned recommendations as a source of reference. Additionally, additions have been made to Blue Team. The fields were updated to reflect the need of the department as well as the recommendations contained in the report.

Paragraphs: 39-40

SUBSECTION: Crowd Control and Incident Management

PROGRESS:

In response to the recommendations found in this subsection the Independent Monitor recommended completion of an after-action review of the Trump rally “focusing on policy guidance for after-action event assessments, after-action upgrades to policy, training, and multi-agency responses” without involvement of CIRT. The monitor recommended development of a policy “responsive to partner-agency concerns guiding after-action reviews, assessments, and revisions to existing policy.” In addition, the Independent Monitor recommended supplemental training in Use of Force based on approved Field Services policy and Emergency Response Team policy, along with incident command training. Finally, the Independent Monitor recommended an official format for Completed Staff Work projects following formats from outside agencies along with training as needed. In response, APD has developed several course-of-business documents around the recommendations for paragraphs mentions which includes a completed staff work template. APD has also completed an after-action report developed by Commander Altman regarding the Trump rally, and the department has developed policy on after-action reviews along with templates for interagency policy reviews.

Paragraphs: 41-45

SUBSECTION: Use of Force Reporting

PROGRESS:

In response to the recommendations found in this subsection APD has delivered supervisory gap training and subsequent job aides. The job aids that were developed serve as a form of reference for supervisors as well as a check-list for items they are required to complete in order to sufficiently investigate a use of force incident. Additionally, the job aides form as a data source for which the department may draw from to determine trends concerning use of force incidents, reporting and investigations.

In response to the recommendations regarding the above referenced section, a special order was released regarding the requirement of the supervisory chain to add their names to the investigatory sheets. This also allows for a data source as the name of the supervisor reviewing the matter can be obtained and reported on. The use of force policy suite was approved during this reporting period resolving definitional confusion surrounding neck holds, un-resisted handcuffing, show of force and distraction strikes.

Paragraphs: 46-49

SUBSECTION: Force Investigations

PROGRESS:

In response to the recommendations found in this subsection APD has implemented and revised SOP's regarding Use of Force along with a Use of Force Appendix which were approved by the Independent Monitor.

Paragraphs: 50-59

SUBSECTION: Supervisory Force Investigations

PROGRESS:

In response to the recommendations found in this subsection APD has implemented and revised SOP's regarding Use of Force along with a Use of Force Appendix which were approved by the Independent Monitor. The updates made to the policy were designed as a manner in which to offer clear aid to officers as well as incorporation of the Independent Monitor's recommendations. Supervisory Gap training was developed and delivered to assist officers in performing supervisor use of force investigations. The tasks involved in a supervisor use of force investigation involve on-scene tasks which entail the gathering of evidence, interviews and review of evidence so that a thorough and detailed investigation can be submitted through the chain of command. As a means to assist and capture the required tasks of supervisors performing these duties, job aides were developed to serve as a reference and checklist while supervisors conduct these investigations. The job aides also provide an opportunity for data collection around use of force trends and the capturing of investigative deficiencies so that future iterations of training can remediate problematic performance trends.

MyPal has been implemented as part of the effort to meet the directives contained in the recommendation and will track data pertaining to the functioning of the force review board. An administrative lieutenant has been assigned duties regarding the Force Review Board and job aides have

been developed with regard to the Force Review Board for its members. The Department is constantly seeking guidance from best practice practitioners across every compliance requirement found in the CASA. During this reporting period staff from the Department visited New Orleans, after being told that their department had implemented best practices in their force review board performance process, and ideas concerning board functioning, training and other reference materials are being considered for implementation.

Paragraphs: 60-77

SUBSECTION: Force Investigations by Internal Affairs

PROGRESS:

In response to the recommendations found in this subsection APD has implemented and revised SOP's regarding Use of Force along with a Use of Force Appendix which were approved by the Independent Monitor. APD has conducted training for CIRT and Internal Affairs detectives. Staffing the team for CIRT and FIT is now at a level to meet the demands of new investigations of critical incidents and the underlying criminal activity leading to police contact. In direct response to a recommendation found in this subsection a job task analysis was conducted for Internal Affairs detectives, CIRT personnel and FIT detectives. The FIT team manual was reworked and was submitted to the Independent Monitor for his review, and a tracking sheet has been developed so that cases can be monitored from inception to submission for prosecution.

Paragraphs: 78-80

SUBSECTION: Force Review Board

PROGRESS:

In response to the recommendations found in this subsection, including commission of an in-depth review of Force Review Board (FRB) policy, staffing, leadership and operations, the Department has reached out to other agencies to observe best practices and gather practice materials. This effort has involved site visits to Los Angeles, Seattle and New Orleans for personal observation of force review board functioning and procedure. APD staff will continue to review other similar processes to so that these best practices can be incorporated moving forward.

Paragraphs: 81-85

SUBSECTION: Multi-Agency Task Force

PROGRESS:

IMR5 did not provide recommendations for this subsection as this grouping of paragraphs were found to be in full compliance.

Paragraphs: 86-89

SUBSECTION: Use of Force Training

PROGRESS:

In response to the recommendations found in this subsection APD has implemented and revised SOP's regarding Use of Force along with a Use of Force Appendix which were approved by the Independent Monitor. The updates made to the policy were designed to clear up confusion around definitional concepts such as un-resisted handcuffing, show of force, distraction strikes and neck holds. The supervisor gap training was delivered in order to assist supervisors in their performance of use of force investigations, and job aids that were developed serve as a form of reference for supervisors as well as a check list for items they are required to complete with regard to a use of force incident. Additionally, the job aides form as a data source for which the department may report on concerning

Paragraphs: 90-105

SUBSECTION: Specialized Tactical Units

PROGRESS:

The issues surrounding the canine policy and calculation of bite-ratios discussed in IMR5 were resolved just outside of this reporting period and it is anticipated that the EIRS policy will be approved shortly after the filing of this Agency Report. Therefore, this grouping of paragraphs is in line to be considered in operational compliance in the seventh Independent Monitor's Report. The Department understands that this is in no way a foregone conclusion and the noted successes of the Special Operations Division must be diligently practiced into this next reporting period for complete operational compliance to be achieved.

Paragraphs: 106-109

SUBSECTION: Specialized Investigative Units

PROGRESS:

In response to the recommendations found in this subsection, the Special Investigations Division (“SID”) will be placing an emphasis on documenting protocols in writing and in after-action reviews to show the Independent Monitor artifacts of operational compliance. As noted in IMR5, the emphasis, for the Independent Monitor in this next Report will be to assess the degree of operational compliance across SID. Other than this specific guidance from the Independent Monitor there were no other concrete recommendations for SID to follow-up on during this reporting period.

Paragraphs: 110-117

SUBSECTION: Crisis/Intervention and Mental Health Response Advisory Council

PROGRESS:

In response to the recommendations found in this subsection APD’s Behavioral Health Division (BHD)/Crisis Intervention Section (CIS/CIU) continues to work toward providing more integrated and specialized responses to people living with mental illness. This effort is evidenced through an ongoing collaboration with the MHRAC, improved communications with mental health providers, increased and updated training, SOP reviews and revisions, as well as data collection and data analysis.

The Department will remain focused on the overarching goal of collaboration to help those with mental illness as we work through the paragraphs in this subsection. The City of Albuquerque and the APD are taking the necessary steps to hire an administrative assistant for MHRAC. Two rounds of interviews were held end of June and early July. Due to unforeseen circumstances both candidates previously selected had to turn the position down. A third round of interviews will be held in the first week of August 2017. The addition of the administrative assistant will streamline the process of receiving formal communication/feedback from MHRAC regarding the CIT Training curricula and any other items that come up which necessitate a formalized communication/feedback loop.

In July 2017, MHRAC provided formal feedback to BHD/CIS on the forty hour CIT Training, the eight hour eCIT Training, and the twenty hour Telecommunicator CIT Training. Starting in August 2017 the MHRAC training subcommittee has a schedule that they will follow in order to give feedback on up to four classes each month. In addition, MHRAC is currently attempting to assist in the process of getting an MOU between APD and UNM signed regarding information sharing. The final draft has been submitted to UNM and APD is currently awaiting UNM’s feedback. For all meeting minutes and Agendas to date please see the link below.

Paragraphs: 118-122

SUBSECTION: Behavioral Health Training

PROGRESS:

This subsection of paragraphs was found to be in full operational compliance in IMR5. During this reporting period the Behavioral Health Division continued to provide the state mandated behavioral health training per paragraph 119. In addition to providing the training the state has approached BHD/CIU to update the state curricula for cadet behavioral health training. BHD/CIU has continued to offer the forty hour CIT training quarterly to new officers coming off OJT according to paragraph 120 and has delivered the twenty hour Telecommunicator CIT Training on April 10th-12th, 2017 and April 19th-21st, 2017 completing the training required by paragraph 121. The state mandated HB93 – Interaction with Persons with Mental Impairments will be conducted end of August 2017 – October 2017 satisfying the requirements of paragraph 122.

Paragraphs: 123-131

SUBSECTION: Crisis Intervention Certified Responders and CIU

PROGRESS:

In response to the recommendations found in this subsection the Crisis Intervention Unit is currently at ten and will add the remaining two personnel by November 2017, providing field staffing levels remain sufficient. The CASA and the recommendations from Weiss Consulting are twelve detectives. APD will continue studying staffing levels for eCIT certified officers. Currently the Department is at 25% eCIT certified field officers and working to achieve 40%. APD continues to offer eCIT classes each month and will continue to do so until we achieve 40% certified.

APD continues to present data to MHRAC and will continue to present on a quarterly basis. In addition to the presentations to MHRAC, APD's Crisis Intervention Section will be presenting on data trends, active listening & de-escalation skills, the CIT knowledge network, and implementing a CIT Program after a DOJ settlement at the CIT International Conference in August 2017. They will also be presenting the data trends and the CIT Knowledge Network at the International Association of Chiefs of Police Conference in October 2017.

Paragraphs: 132-137

SUBSECTION: Crisis Prevention

PROGRESS:

In response to the recommendations found in this subsection APD continues to present data to MHRAC and will continue to present on a quarterly basis. In addition to the presentations to MHRAC, APD's Crisis Intervention Section will be presenting on data trends, active listening & de-escalation skills, the CIT knowledge network, and implementing a CIT Program after a DOJ settlement at the CIT International Conference in August 2017. They will also be presenting the data trends and the CIT Knowledge Network at the International Association of Chiefs of Police Conference in October 2017.

Paragraphs: 138-148

SUBSECTION: Policy Development, Review and Implementation

PROGRESS:

In response to the Independent Monitor's recommendation that APD clear any potential "roadblocks" to the completion of policy processes, the Office of Policy Analysis (OPA) and the SOP Liaison have reviewed and will implement policies from Seattle PD, New Orleans PD and Baltimore PD in the future. The SOP Liaison maintains a membership with the International Association of Law Enforcement Planners (IALEP) and the International Association of Chiefs of Police (IACP) which afford access to policies and best practices information from agencies across the country. OPA and the APD SOP Liaison will continue to develop policy using guidance from departments who have been subject to settlement agreement or consent decree police reform efforts. APD will continue to utilize and research outside agencies policies.

Paragraphs: 149-154

SUBSECTION: Training on Revised Policies, Procedures, and Practices

PROGRESS:

In response to the recommendations found in this subsection APD has provided the requested course of business (COB) documentation to the Independent Monitors.

In response to commentary and recommendation for paragraph 152 of the City of Albuquerque Settlement Agreement (CASA) the following COB documentation has been provided: copies of Lateral Class #17 Law Enforcement Certifications. In the future APD is direct on exactly what is required for COB

documentation. Previously, APD provided the following COB documentation Course by Waiver (CBW) Accreditation, Lateral Class #17 Academy Schedule, and Lateral Class #17 Roster.

Paragraphs: 155-161

SUBSECTION: Field Training Officer Program

PROGRESS:

In response to the recommendations found in this subsection APD has provided course of business (COB) documentation. In response to commentary and recommendations to paragraph 160 the following COB documentation, 115th cadet class review of the on-the-job report has been provided. We have implemented the COB documentation and will continue to use the document for subsequent

Paragraphs: 162-163

SUBSECTION: Misconduct complain intake / Reporting Misconduct

PROGRESS:

In response to the recommendations found in this subsection APD has implemented and conducted Civilian Supervisory training in accordance with Independent Monitor's suggestions. This training was created with the goal of assisting civilian supervisors with their duties so that they are better equipped to assist in the needs of their staff members. Additionally, a two hour sworn manager training was provided to Commanders that emphasized providing instruction on how to supervise efficiently to increase Departmental productivity.

Paragraphs: 164-168

SUBSECTION: Public information on civilian complaints

PROGRESS:

In response to the recommendations found in this subsection the City has updated the online citizen complaint form.

Paragraphs: 169-182

SUBSECTION: Computer intake, classification, and tracking

PROGRESS:

Civilian manager training was conducted to continue the effort of assisting civilian supervisors with their duties as supervisors so that they are better equipped to assist in the needs of their staff

members. Additionally, a two hour sworn manager training was provided to Commanders that emphasized providing instruction on how to supervise efficiently to increase Departmental productivity.

Paragraphs: 183-194

SUBSECTION: Investigation of Complaints

PROGRESS:

In response to the recommendations found in this subsection APD has directed an order in memo format to have civilian managers trained in accordance with their duties pertaining to the above referenced subsection. The complaint intake process now shows that the Internal Affairs Commander shall send the Chief a letter notifying him of a complaint that was made through the CPOA. Civilian management training was conducted in accordance with this new procedure. Civilian manager training was conducted to continue the effort of assisting civilian supervisors with their duties as supervisors so that they are better equipped to assist in the needs of their staff members. Additionally, a two hour sworn manager training was provided to Commanders that emphasized providing instruction on how to supervise efficiently to increase Departmental productivity.

Paragraphs: 195-197

SUBSECTION: Preventing Retaliation

PROGRESS:

The Independent's Monitor Report (IMR) #5 provided no recommendations regarding paragraphs #195-197 of the CASA.

Paragraphs: 198-200

SUBSECTION: Staffing and Training Requirements

PROGRESS:

The Independent's Monitor Report (IMR) #5 provided no recommendations regarding paragraphs #198-200 of the CASA.

Paragraphs: 201-202

SUBSECTION: Discipline Process and Transparency

PROGRESS:

The Independent's Monitor Report (IMR) #5 provided no recommendations regarding paragraphs #201-202 of the CASA.

Paragraphs: 203-204

SUBSECTION: Staffing, management, supervision

PROGRESS:

The Independent's Monitor Report (IMR) #5 provided no recommendations regarding paragraphs #203-204 of the CASA.

Paragraphs: 205-208

SUBSECTION: Duties of Supervisors

PROGRESS:

In response to the recommendations found in this subsection APD has implemented revised, Independent Monitor approved, policy "Supervisory Leadership" (SOP #3-14). APD has also implemented revised checklists for the chain of command including commanders and lieutenants that involve areas of emphasis for personnel to be effective managers.

Paragraphs: 209-211

SUBSECTION: Supervisor Training

PROGRESS:

In response to the recommendations found in this subsection APD is currently working on creating a formalized training plan that will document the training cycle process. This initiative is responsive to the commentary and recommendation found in paragraph 211 of IMR5.

Paragraphs: 212-219

SUBSECTION: Early Intervention System

PROGRESS:

The Early Intervention and Recognition System SOP is anticipated to be approved by the Independent Monitor shortly after the filing of this Agency Report.

Paragraphs: 220-231

SUBSECTION: On-Body Recording Systems

PROGRESS:

In response to the recommendations found in this subsection the Department has revised its special order process to ensure that each CASA related special order is sent to the Parties and Independent Monitor for review and comment. APD and City legal staff have conducted a thorough review of all APD Special Orders from November 2014 through March 2017 and has rescinded special orders with CASA implications. APD has also implemented a revised, Independent Monitor approved policy, ("Use of on-body Recording Devices SOP 2-8) outlining inspections and audit functions of the OBRD program. APD has also implemented a monthly video inspection form.

Paragraphs: 232-235

SUBSECTION: Recruitment, selection, recruitment plan

PROGRESS:

In response to the recommendations found in this subsection the APD Recruiting Unit currently attends monthly recruiting events within diverse communities and has started attending CPC meetings. This is documented in the Monthly Reports and is provided to the Independent Monitor in the monthly data submissions.

Paragraphs: 236-240

SUBSECTION: Hiring Practices

PROGRESS:

In response to the following Independent Monitor's Report (IMR) #5 recommendations pertaining to the section Recruitment, Selection, & Promotions and subsection Hiring Practices, paragraphs 236-240 APD has provided course of business (COB) documentation. APD has provided the "Selection Report" course of business document in response to the commentary to paragraph 236 of the CASA.

Paragraphs: 241-243

SUBSECTION: Promotions

PROGRESS:

In response to the recommendations found in this subsection APD has continued the dialogue with the Independent Monitor and the Parties to complete the drafting of an agreed upon promotional policy for submission to the Court.

Paragraphs: 244-246

SUBSECTION: Performance and Evaluation

PROGRESS:

In the Independent's Monitor Report (IMR) #5 paragraphs 244 – 246 of the CASA are in full compliance.

Paragraphs: 247-253

SUBSECTION: Officer Assistance and Support

PROGRESS:

In response to the recommendations found in this subsection APD's Behavioral Sciences Section will continue to assess the needs of officers by sending out yearly surveys. The surveys will be sent out in November this year. Behavioral Sciences and Peer Support have been gathering data and will continue to provide analyses to the Independent Monitor.

Paragraphs: 254-259

SUBSECTION: Community engagement / Community, Problem-Oriented Policing

PROGRESS:

In response to the recommendations found in this subsection the Department has made a concerted effort to follow through on recommendations received from community, and a monthly Community Policing and Concerns memo will be created to document community concerns that are generated through CPC discussion, social media platforms and additional community communication. This information will be passed along to Area Commanders for consideration when allocating resources and addressing community policing concerns. The new mission statement has begun to be used in recruiting materials and as part of APD email signature lines.

In response to recommendations that APD identify staffing needs and POP development issues, APD has created an updated website (<https://www.cabq.gov/police/community-policing-council/community-policing-council-recommendations>) that shows all CPC recommendations with current status and written responses. APD Police and Communities Together (PACT) personnel now attend community

meetings along with volunteers and others as appointed by Area Commanders. APD is also implementing a new format for the monthly report that will highlight community outreach.

Paragraphs: 260-265

SUBSECTION: Community Meetings and Public Information

PROGRESS:

In response to the recommendations found in this subsection APD has implemented new tracking forms and rolled out a community events calendar department wide. A new callout code has been created that will allow officers to enter attendance at community meetings through the dispatch system.

In response to recommendations that APD capture crime statistics by area command, APD has implemented statistical analysis in monthly reports submitted to the public. New links have been added to the APD website providing more comprehensive crime statistics by area command for the public.

Paragraphs: 266-270

SUBSECTION: Community Policing Councils

PROGRESS:

In response to the recommendations found in this subsection, the requirements to serve as a voting member of a CPC, along with specific guidelines approved by each individual area command have been posted online. The Independent Monitor also recommended that APD ensure the community policing approach in area commands is based on CPC interaction. Currently APD is taking the lead to ensure Comprehensive Community Policing. At the present time three to six attend each CPC meeting. At these meetings, crime statistics are discussed and an open forum for Q & A is provided. We have also created command area TAC plans from Community input at CPC meetings.

The Independent Monitor also recommended that APD ensure a community policing approach in area commands based on CPC interaction, ensure all recommendations received from CPCs are posted and available, and ensure all CPC annual reports are posted and available. In response, the Department has implemented updates to the referenced websites and standardized the recommendation form.

Paragraphs: 271-293

SUBSECTION: Civilian Police Oversight Agency