

**APD Police and Community Together (P.A.C.T.) Plan
December 2015
Informational Summary**

In November of 2014, the City of Albuquerque and United States Department of Justice entered into a Settlement Agreement that defines reforms for the Albuquerque Police Department that will be implemented over a period of four years.

As part of that Settlement Agreement, in Paragraph 204, APD was required to commission a comprehensive staffing assessment and resource study.

Within a month, in December 2014, the City of Albuquerque engaged a nationally recognized expert, Alexander Weiss Consulting, LLC, to conduct the staffing and an organizational analysis of the Albuquerque Police Department.

The cost of this study to date is approximately \$72,000.

It is our understanding that this is the first comprehensive, data based study of staffing and resource levels at APD that has been conducted in modern history.

This report, which is the product of an approximately year-long effort, is based on in-depth statistical analysis, interviews with department staff and examination of records, policy and procedure.

The report is due to the Department of Justice by June of 2016 and is being delivered approximately six months early.

The report establishes appropriate staffing levels at APD based on actual workload for the department.

It also details how APD staffing can be realigned to provide the best public safety scenarios for both citizens and police officers.

The Comprehensive Staffing Assessment and Resource Study by Alexander Weiss LLC is the foundation for the APD Police and Community Together (P.A.C.T.) Plan.

While the (P.A.C.T.) Plan includes many of the recommendations in the study, there are several recommendations that are left to further consideration prior to implementation to ensure that the community and APD officers have an opportunity to engage with APD leadership on these specific recommendations that deal with shift hours, when and how APD officers respond to alarm calls and non-injury traffic incidents.

Following are highlights of the Comprehensive Staffing Assessment and Resource Study by Alexander Weiss LLC.

REPORT HIGHLIGHTS

As of November 25, 2015, the department staffing included 841 sworn officers with a total staffing level of 1,450 employees.

The fiscal year 2015 budget for APD was \$149,875,000 (added note; the fiscal year 2016 budget for APD is approx. \$166 million - an 11.4% increase from the previous year)

The study was designed to answer five questions:

1. What does the police department do?
2. What does it want to accomplish?
3. How does it do it?
4. Are there better ways to do what they do now?
5. How many people are needed to accomplish its mission?

The methodology used by Alexander Weiss LLC to determine appropriate staffing levels is the **Workload-based Approach**, which the study describes as *“A more comprehensive attempt to determining appropriate workforce levels considers actual police workload. Workload-based approaches derive staffing indicators from demand for service. What differentiates this approach is the requirement to systematically analyze and determine staffing needs based upon actual workload demand while accounting for service-style preferences and other agency features and characteristics.”*

The report also states, *“... allocation models based on actual workload and performance objectives are preferable to other methods that might not account for environmental and agency-specific variables. Agencies could benefit from a more popularized workload-based methodology of staffing analysis that is easy to learn and comprehend; is employed by administrators; and, importantly, helps to effectively manage discretionary time.”*

The report discusses three other methodologies for determining staffing levels that Alexander Weiss LLC does not recommend, partially using the following rationale:

- **The Per Capita Approach** – *“Given the disadvantages noted above as well as others, experts have strongly advised against using population rates for police staffing. The IACP warns, “Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions Defining patrol staffing allocation and deployment requirements is a complex endeavor which requires consideration of an extensive series of factors and a sizable body of reliable, current data.”*

- The Minimum Staffing Approach - *“Nevertheless, increasing the minimum staffing level will not, by itself, improve agency performance or necessarily increase officer safety. In fact, officers hired back to work extra shifts are likely to be fatigued, increasing the risk of injury to themselves or others. Minimum staffing can also decrease the extent to which an agency can be nimble and flexibly deploy officers based on changing workload demands.”*
- The Authorized Level Approach – *“The authorized level approach uses budget allocations to specify a number of officers that may be allocated. Although the authorized level may be determined through a formal staffing assessment, it is often driven by resource availability and political decision-making. The authorized level does not typically reflect any identifiable criteria such as demand for service, community expectations, or efficiency analyses, but may instead reflect an incremental budgeting process. The authorized level can become an artificial benchmark for need, creating the misperception among police leadership, line staff, and the community that the agency is understaffed and overworked if the actual number of officers does not meet the authorized level.”*

Using the Workload-based Approach, with an Assessment Period of March 1, 2014 – February 28, 2015, the report includes the following data:

- APD took **405,404 calls for service** – 383,158 were dispatched - about 1,000 per day - approximately 42 calls per hour
- Percentage of **Calls by Area Commands** ;
 - Southeast = 24% of all calls
 - Northeast = 20% of all calls
 - Valley = 17% of all calls
 - Foothills = 14% of all calls
 - Northwest = 13% of all calls
 - Southwest = 12% of all calls
- Peak hours for calls is **late afternoon**
- **All days of the week have similar call volume.** There is no day that is significantly busier than any other. (Friday is the busiest – but just by a little)
- **Calls per shift:**
 - Swing (3pm – 11pm) = 44% of calls
 - Day (7am – 3pm) = 37% of calls
 - Graveyard (11pm – 6am) = 19% of calls
 - Interesting to note is the relatively small fraction of calls after midnight

- **Busiest Months for Calls for Service/Rank Order:**
 - July – 37,823
 - June – 37,205
 - May- 35,216
 - March, August, September, October – 34,300 average
 - January, April – 32,350 average
 - December – 31,972
 - November – 30,722
 - February – 29,636

- **Call Types**

○ Suspicious Person/Vehicle	81,506
○ Disturbance	55,583
○ Non-Injury Traffic Crash	28,029
○ Contact (meet with people)	22,495
○ Burglar Alarms (many false)	22,082
○ Theft/Fraud/Embezzlement	18,798
○ Family Dispute	17,080
○ P-watch (requested watch)	16,970
○ Direct Traffic	15,606

- **Response Times** – broken down by queue time, travel time and total time on the call
 - **Priority 1 – Queue time** - Once a call has been created in the CAD system it is placed in queue awaiting dispatch – **less than 2 minutes for all area commands**
 - The study states: *“Their performance on this measure is the best we have seen in our studies in other cities.”*
 - **Queue time** for all calls including non-emergency - **14 Minutes 48 Seconds**
 - The study states *“Of particular concern was that all calls requiring the response of an officer are held in queue on average nearly 15 minutes.”*
 - **Travel Time** – all calls – **8 min 31 seconds**
 - **Dispatch to Clearing of the Call** – **48 min 15 seconds**
 - The study states: *“This call duration is relatively long compared with similar jurisdictions. Although the average CFS time is about 48 minutes, as we can see in the Figure 12 a substantial fraction of calls takes far less time. In fact 56% of calls consume less than 40 minutes, including travel time.”*

- **Other interesting data:**
 - Between alarms calls (many of which are false alarms)and non-injury car crashes (fender benders) APD dispatched officers to **50,111 calls** for service every year

ADEQUATE STAFFING LEVELS

The study makes the following statement pertaining to adequate staffing levels at APD:

*“Based on our analysis the **APD will be adequately staffed at the level of 1,000 sworn personnel** (Reference Table 9 on page 24 and Table 10 on page 26).”*

The study goes on to calculate the total number of officers needed for patrol operations.

Number of Sworn Officers Required for APD based on workloads and 8 hour shifts = **522 assigned to patrol** (Table 9, pg 24)

Number of Sworn Officers Required for APD based on workloads and 12 hour shifts = **501 assigned to patrol** (Table 10, pg 26)

Note:

At current staffing levels as of December of 2015, APD needs to increase the number of sworn officers from 831 sworn to 1,000 - **an additional 169 sworn officers**. This equates to a **20% increase**.

Patrol officers need to increase from 390 to between 501 and 522 – **an increase of between 111 to 132 officers in the field**. This equates to a **28% to 34% increase**.

STUDY FINDINGS & RECOMMENDATIONS

In addition to increasing staffing to the levels shown above, the study makes the following comments and recommendations:

Findings:

1. APD is highly compartmentalized and fragmented
2. Area Commanders lack authority and resources to accomplish their mission
3. APD has limited flexibility in how it deploys sworn personnel, based on overly restrictive collective bargaining agreements

Recommendation One: APD should adopt a “flatter” organizational structure that will facilitate communication and accountability.

Recommendation Two: APD should adopt the verified response model for burglar alarms.

Recommendation Three: APD should adopt a more strategic approach to criminal investigation.

Recommendation Four: APD Special Operations Division should be repurposed to provide better and coordinated support to the area commands.

Recommendation Five: APD should add resources to Metro Traffic while ensuring that these resources are effectively deployed.

Critical Issues for APD Prior to Realignment

1. Work schedules are not well aligned with the workload
2. Work schedules are unnecessarily complex
3. Some work schedules were implemented to motivate officers, but are not efficient and do not maximize performance for the public
4. 10 hour shift significantly reduce the percentage of officers on duty and require more police vehicles
5. The way APD has scheduled for years – there is an overlap in officers at times of the day when we don't need it

Potential Solutions for APD to More Effectively Manage Demand for Service

Reduce calls for false alarms

- Implement a Verified Response Policy like Milwaukee did in 2004
- Verified Response Policies still provide response to panic, robbery and “verified” alarms

Alternative response to Traffic Accidents

- The study showed APD responded to 28,000 damage only auto accidents
- Other cities including San Diego, Philadelphia, Minneapolis and Las Vegas do not dispatch to minor traffic accidents

Implement More Web Based Crime Reporting

- Transition away from telephone based reporting to web based reporting and make them more uniform and easy to access and use

Implement a Formal Case Management System

- System should be based on solvability and/or seriousness, a strategy widely employed by agencies across the country.

Hire more part-time contracted employees at the Police Academy

- This will assist with required DOJ Settlement Agreement training

APD should abandon the use of multiple 8 and 10 hour shifts unless the unit assigned to that schedule is providing 10 or 20 hours of service per day

- Consider a move to 12 hour schedules for some shifts

POLICE AND COMMUNITY TOGETHER

P.A.C.T. Plan & Proposal

APD Chief Gorden Eden Jr.

December 2015

SEE ATTACHED POWER POINT PRESENTATION