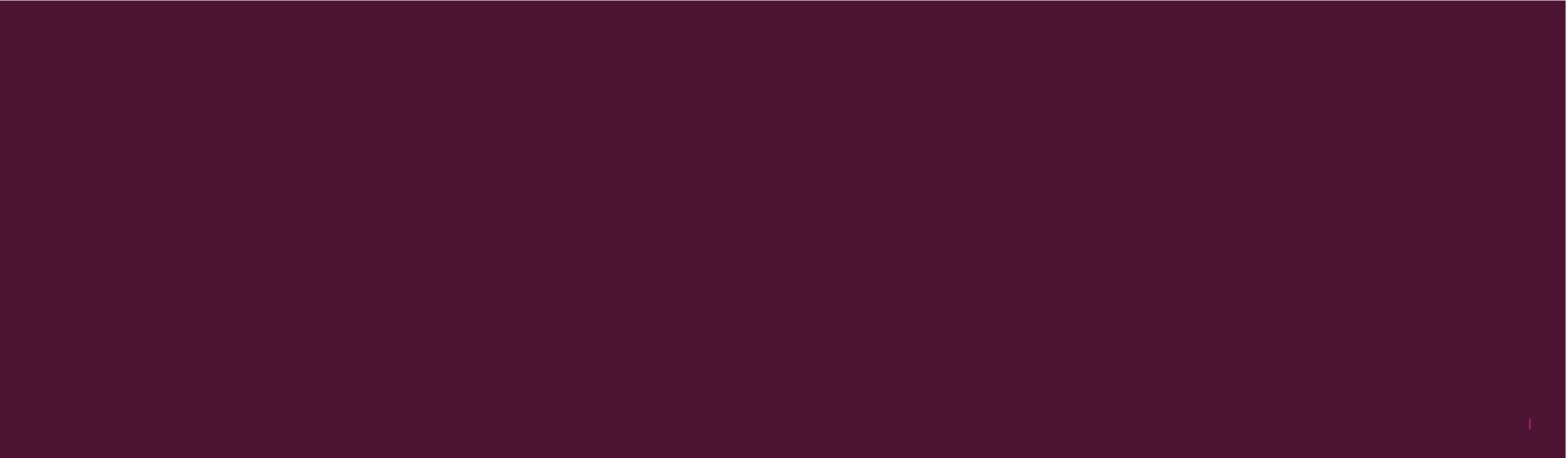




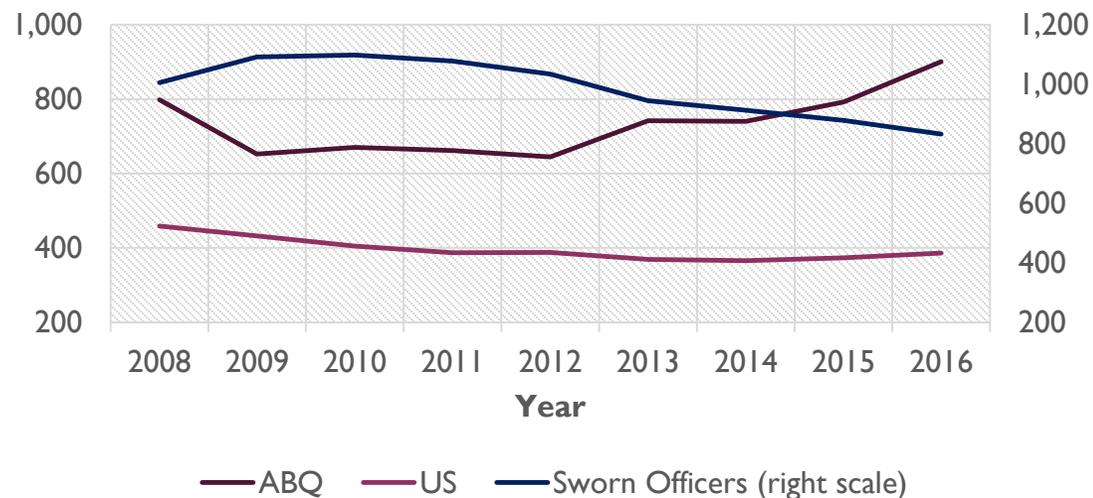
APD STAFFING MODEL AND STRATEGIES

OFFICE OF MAYOR TIM KELLER

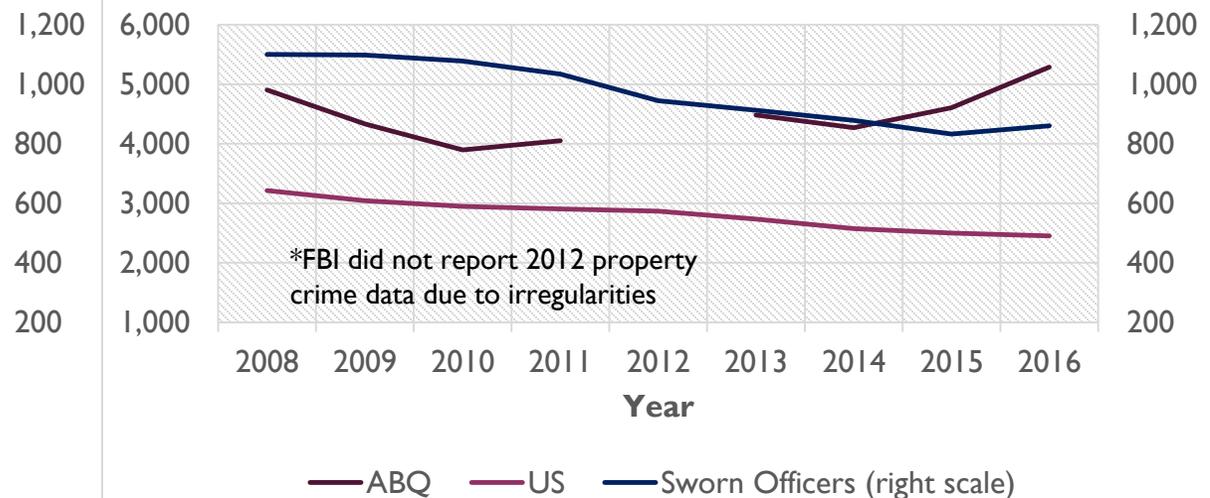


CRIME AND NUMBER OF POLICE OFFICERS IN ALBUQUERQUE

Violent Crimes per 100,000 Population and # of Officers



Property Crimes per 100,000 Population and # of Officers



APD RECRUITING

1,369

Interest Cards Received



200

Attend Entrance Exam

28

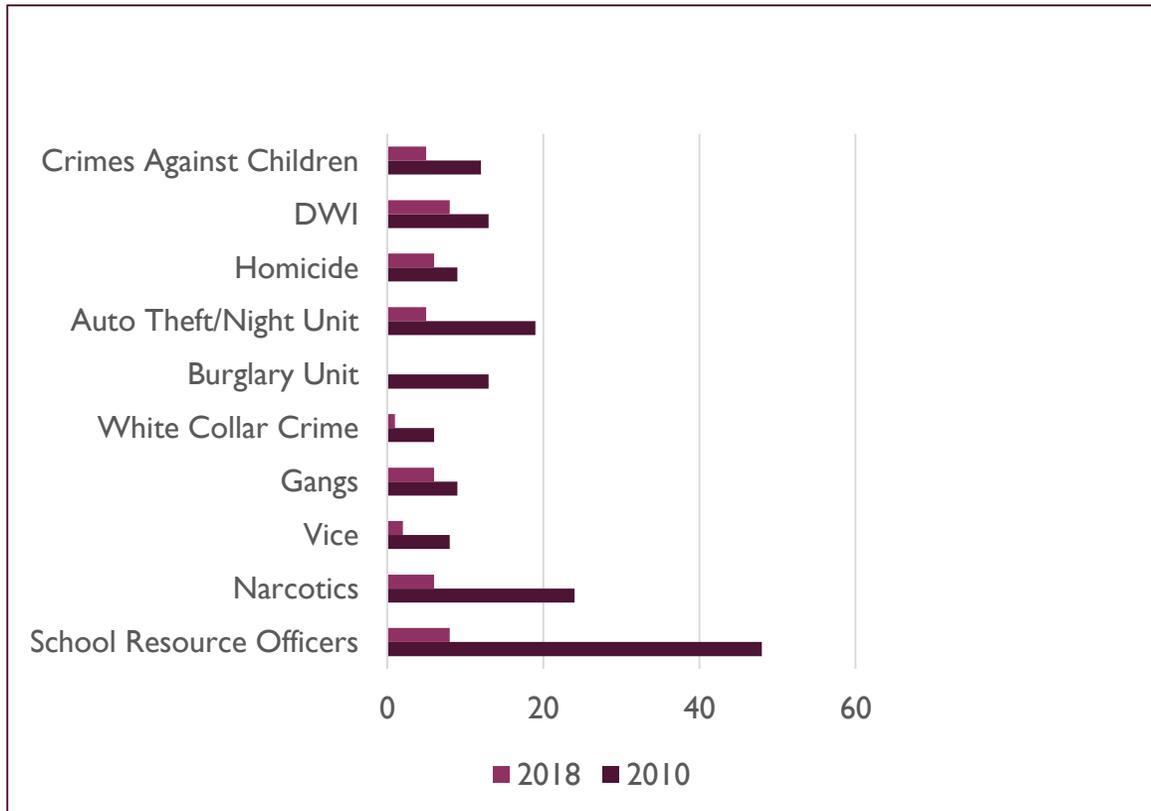
Make it through Academy



14% Yield

*Using 3-year average

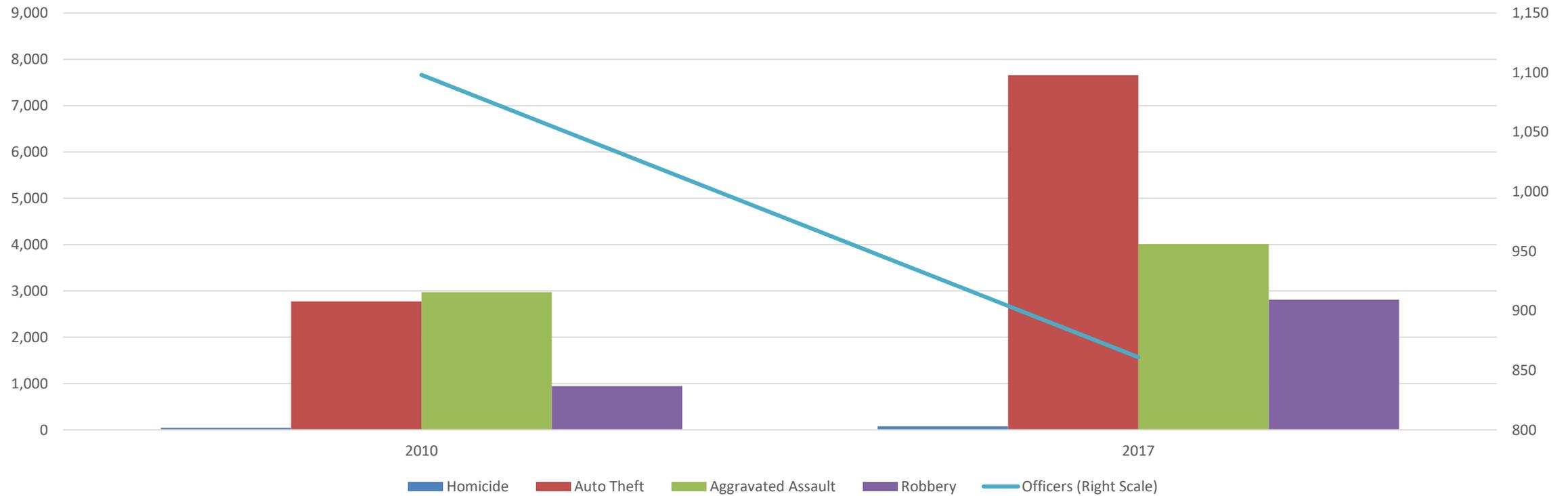
APD SPECIALIZED UNIT NUMBERS (2010 COMPARED TO 2018)



	2010	2018
School Resource Officers*	48	8
Narcotics	24	6
Vice	8	2
Gangs	9	6
White Collar Crime	6	1
Burglary Unit	13	0
Auto Theft/Night Unit	19	5
Homicide	9	6
DWI	13	8
Crimes Against Children	12	5

* Coincides with APS forming its own police department

CRIME BY TYPE AND NUMBER OF OFFICERS

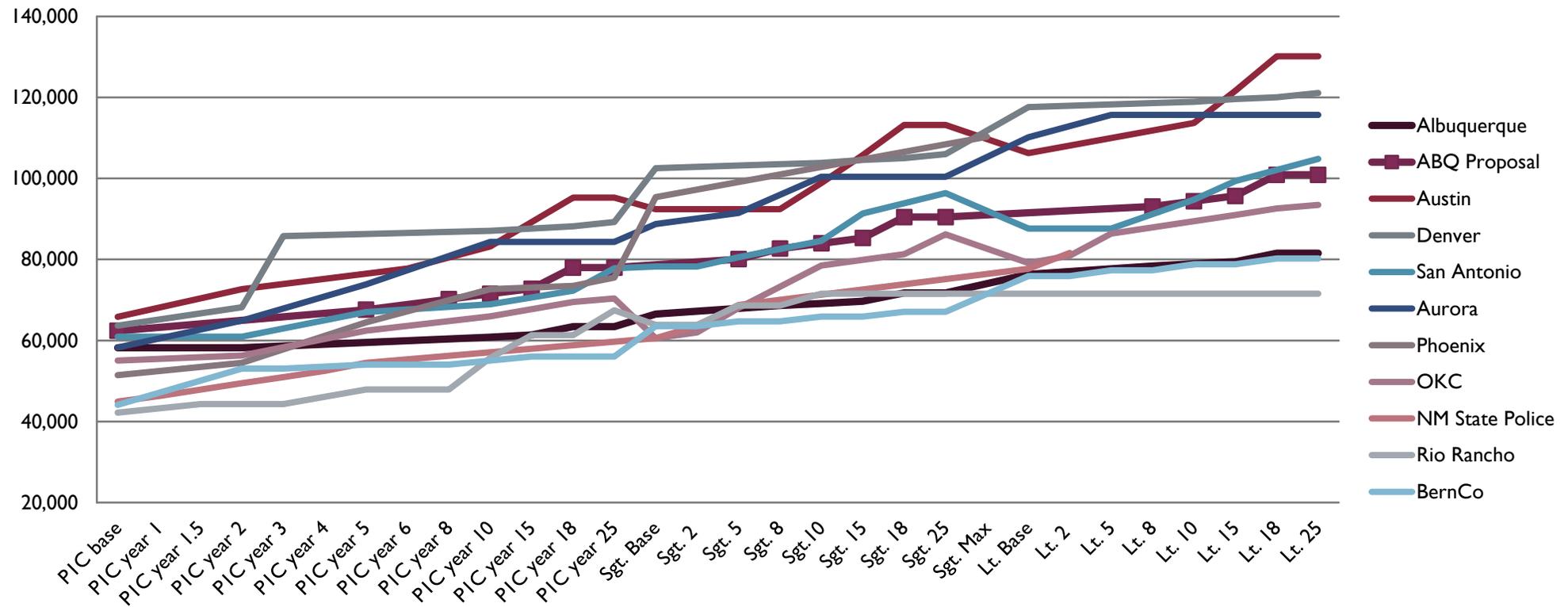


RECRUITMENT STRATEGIES THAT APD INTENDS TO PURSUE, BUDGET PERMITTING

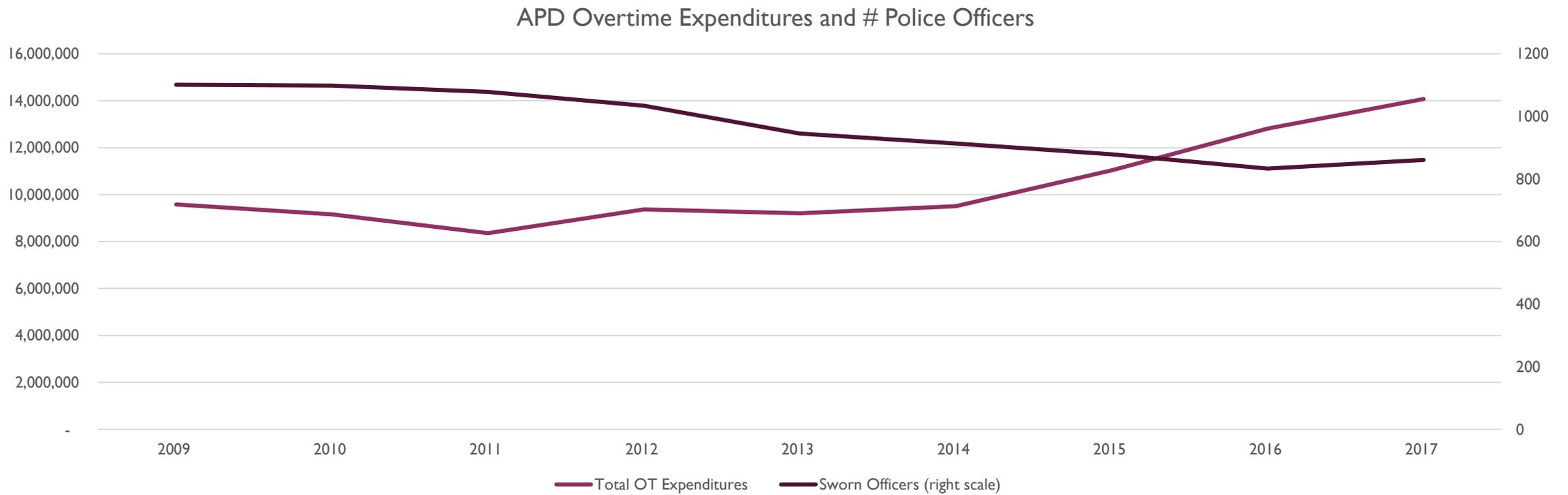
- Apart from the base cost of hiring new officers (including detectives and other law enforcement professionals and first responders), the price of these options depends on whether APD officers' compensation increases. Currently APD compensation for new recruits is competitive with other departments, but that competitiveness decreases with longevity

SALARY COMPARISON WITH OTHER POLICE DEPARTMENTS

Police Salary Comparison
Includes Longevity when Applicable



OVERTIME EXPENDITURES CORRELATE WITH OFFICER COUNT



APD STAFFING MODEL INFORMATION SOURCES

- Meetings with APD management and Academy staff and information provided by those personnel
- Geier/Banez/Collins Study
- APOA Transition Plan
- APOA Salary Plan
- Meeting with APOA representatives
- Office of Management and Budget Data

APD STAFFING MODEL ASSUMPTIONS

- 3-Year average applicants and #s lost at each step of the process per class
- 3-Year average laterals recruited annually
- 3-Year average annual resignations and retirements
- Average cost of officers, including benefits and other related costs
- Target hiring number, 400 over 4 years

APD STAFFING MODEL INVENTORY OF STRATEGIES

- Catalogued all hiring/retention strategies provided by:
 - APD Staff
 - The Geier/Banez/Collins Study
 - The APOA Transition Plan
 - The APOA Salary Plan
- Obtained staffing increase minimum and maximum estimates (used average) and cost increase estimates for each staffing strategy

RECRUITMENT STRATEGIES THAT APD INTENDS TO PURSUE, BUDGET PERMITTING

To attract new recruits:

- Increase recruiting and background check staff (\$398K)*
- Institute and broaden hiring and referral bonuses (\$75K)
- Create an APD Intern "PSA2 Plan" Program to keep a connection with applicants who were rejected for reasons that can be corrected over time (credit scores, physical abilities, etc.) (\$49K)
- Produce recruitment video to be used during movie theatre showings on local television stations during active recruitment cycle. Video could also be shared on social media (\$26K)
- Off-site testing for the Academy (\$6K)
- Host a Law Enforcement Explorer Program and other outreach programs for youth (\$6K)
- Reconsider educational requirements to allow recruitment of officers to temporarily defer the college credit requirements and meet the requirement within reasonable time frames following graduation from the police academy (NA)
- Formalize CNM Pipeline/apprentice program (NA)
- Morale building initiatives including compliant stickers, parking, take home vehicle restrictions, plain clothed officer vehicle plates, personal weapons policies, reasonable tattoo standards and other issues important to frontline officers (NA)

*Cost estimates shown include administrative cost of implementing strategy, not the cost of salary and benefits of new officers recruited. The cost of 400 additional officers ranges from \$36 million to \$40 million depending on type of officer recruited and level of compensation.

RECRUITMENT STRATEGIES THAT APD INTENDS TO PURSUE, BUDGET PERMITTING

To attract more laterals (Cost Estimates Depend on Salary/Longevity Increases Used)

- Create lateral transfer program with career development program to allow certified law enforcement officers to be hired and placed at salary levels and longevity commensurate with their law enforcement training and experience (limits can be established)
- Reach out to recently retired APD or other NM officers with incentive plan to return to the department (would require suspension of PERA retirement but would increase their final retirement payments)

To retain more existing officers from leaving for other police departments or retiring

- Increase compensation (Cost Estimates Depend on Salary/Longevity Increases Used)
- Adopt a flexible shift schedule for officers assigned to field services division
- Provide diversified training offerings
- Institute other nonmonetary measures designed to improve morale

*Cost estimates shown include administrative cost of implementing strategy, not the cost of salary and benefits of new officers recruited. The cost of 400 additional officers ranges from \$36 million to \$40 million depending on type of officer recruited and level of compensation.