



CIVILIAN POLICE OVERSIGHT BOARD

Thursday, September 13, 2018 – 5:00 PM
Vincent E. Griego Chambers, Basement Level
City/County Government Center – One Civic Plaza NW
Albuquerque, New Mexico

Members Present:

Leonard Waites, Chair(in late)
Chantal M. Galloway, Vice-Chair
Joanne Fine
Dr. William Kass
Valerie St. John
Chelsea Van Deventer

Members Absent:

None

Others Present

Edward Harness, CPOA
Katrina Sigala, CPOA
Julian Moya, City Council
Tina Gooch, Atty
Deputy Chief Roger Banez, APD
Ashley Montano, APD
Cdr. Michael Miller, APD
Cdr. Mark Valarde, APD
Lindsay Van Meter, Asst. City Atty
James Lewis, Mayor's Office

Meeting Minutes

PO Box 1293

I. Welcome and call to order. Vice-Chair Galloway called to order the regular meeting of the Police Oversight Board at 5:01 p.m.

Albuquerque

II. Pledge of Allegiance. Vice-Chair Galloway led the meeting in the Pledge of Allegiance.

NM 87103

III. Mission Statement. Vice-Chair Galloway read the Police Oversight Board's mission statement.

www.cabq.gov

IV. Approval of the Agenda.

a) A motion was made by Member Kass to approve the agenda. Member Fine seconded the motion. A second motion by Member Van Deventer to table indefinitely agenda item IX section (b). Member Kass second the motion. Member Van Deventer motion to defer agenda item IX section (a) to the next POB meeting. Member Kass second the motion. Motion by Vice-Chair Galloway to change agenda item IX section (d) to read Update on Use of Force. Member Kass second the motion. Board Member Fine made a motion to approve the agenda with the changes discussed. Member Kass second the motion. The motion was carried by the following vote:

For: 5 – Galloway, Fine, St. John, Kass, Van Deventer

V. Public Comments

1. Art Tannenbaum
2. Rowan Wymark

VI. Review and Approval of Minutes. For more information about minutes from prior POB meetings, please visit our website here: <http://www.cabq.gov/cpoa/police-oversight-board/pob-agenda-meeting-minutes>

a) Approval of the Minutes from August 9, 2018

1. Copies of the draft minutes from the August 9, 2018 POB meeting were distributed to each member in their packets.
2. A motion was made by Member Kass to approve the minutes as written. Member St. John second the motion. The motion was carried by the following vote:

For: 5 – Galloway, Fine, St. John, Kass, Van Deventer

b) Approval of the Minutes from August 24, 2018 – Special Board Meeting.

1. Copies of the draft minutes from the August 24, 2018 POB Special Board meeting were distributed to each member in their packets.
2. A motion was made by Member Van Deventer to approve the minutes as written. Member Kass second the motion. The motion was carried by the following vote:

For: 5 – Galloway, Fine, St. John, Kass, Van Deventer

VII. Reports from City Staff

a) APD – Commander Michael Miller with Internal Affairs gave the following report for APD:

1. **Statistical Data.** Commander Miller read the Statistical Data for the month of August 2018. A document titled *Police Oversight Board, APD Internal Affairs: Statistical Data for the Month of August 2018* was distributed to the POB members. (see attached)
2. **Quarterly report on Police Involved Accidents.** Commander Valarde gave a presentation on the quarterly report of officer involved accidents. Data is from July 1, 2017 to current to include number of crashes to APD vehicles, sworn officers, crashes involving injuries, officers in multiple crashes and amount paid in liability per year. The data sources collected were from Human Resources, Crime Analysis Unit, Fleet Management, Risk Management and APD Traffic. The presentation will be emailed to POB Members.

***** Chair Waites arrived at 5:32pm *****

3. . Departments Exit Interview Process. Deputy Chief Roger Banez gave an introduction on a draft questionnaire for the exit interview and the process shall become effective September 29, 2018. The department is also working on implementing in the Policy Review Board and be part of APD's policy.

b) City Council-

1. City Council Representative. – Julian Moya presented his report.

c) Mayor's Office-

1. Mayor's Office Representative. - James Lewis presented his report

d) City Attorney-

1. Asst. City Atty. – Lindsay Van Meter presented her report

e) Community Policing Councils

1. Kathleen Burke, Rowan Wymark, Vicky Williams and Dorothy Woodward all spoke on behalf of Community Policing Council.

f) Civilian Police Oversight Agency

1. Executive Director – Edward Harness presented his report

VIII. Reports from Subcommittees

a) Community Outreach Subcommittee – *Chantal Galloway-*

1. Met August 28, 2018 at 2:30pm

2. Next meeting September 25, 2018 at 2:30pm

b) Policy and Procedure Review Subcommittee – *William Kass-*

1. Met August 16, 2018 at 1:00pm

2. Next meeting September 27, 2018 at 1:00pm

c) Case Review Subcommittee – *Valerie St. John –*

1. Met August 28, 2018 at 12:00pm

2. CPC 053-18 filled for an appeal and was granted

3. Next meeting September 25, 2018 at 1:00pm

d) Personnel Subcommittee –

1. Board members volunteered to be part of the Personnel Subcommittee as follows: Waites, Kass and Fine.

IX. Discussion

a) Police Oversight Boards Policy and Procedure.

1. Motion. Member Van Deventer made a motion to defer the Police Oversight Boards Policy and Procedures to the next POB meeting October 11, 2018. Board

Member Kass seconded the motion. The motion was carried by the following vote:

For: 5 – Galloway, Fine, St. John, Kass, Van Deventer

b) Stipends for Police Oversight Board.

1. Motion. Member Van Deventer made a motion to table indefinitely. Member Kass second the motion. The motion was carried by the following vote:

For: 5 – Galloway, Fine, St. John, Kass, Van Deventer

c) Public Involvement (Prospective Board Members)

1. Vice-Chair Galloway gave an introduction on the agenda item and the involvement that Community Outreach Subcommittee has had and would like to work in conjunction with City Council to meet with perspective board members and introduce the requirements of what is expected and the time commitment to be a board member.

d) Update on Use of Force

1. **Use of Force.** A discussion was between all board members on their position of the Use of Force Suite and how the voting board member needs to represent Police Oversight Board majority vote. Motion by Member Van Deventer that the board take a position of both opposed to Graham language appearing in the Use of Force Suite. Member Fine second the motion. The motion was carried by the following vote:

For: 5 – Waites, Galloway, Fine, St. John, Van Deventer

Abstain: 1 - Kass

2. **Recall vote.** Member Kass requested a recall vote on motion by Member Van Deventer that the board take a position of both opposed to Graham language appearing in the Use of Force Suite. Member Fine second the motion. The motion was carried by the following vote:

Roll call vote by board members.

For: 5 – Waites, Galloway, Fine, St. John, Van Deventer

No: 1 - Kass

3. **Motion.** Motion by Member Van Deventer that any PPRB votes by the Civilian Police Oversight Agency and Police Oversight Board must not contradict the stated positions of the board. Member Fine second the motion. The motion was carried by the following vote:

For: 6 – Waites, Galloway, Fine, Kass, St. John, Van Deventer

4. Chair Waites made a suggestion that any voting position at PPRB should communicate back to the board on the work that has been done or how they voted.

5. Motion to adjourn for ten minute break. Vice-Chair Galloway motioned to adjourn break. Member St. John seconded the motion. The motion was carried by the following vote:

For: 6 – Waites, Galloway, Fine, Kass, St. John, Van Deventer

--- 10 minute break began at 8:19 p.m. and the meeting reconvened at 8:31 p.m. ---

6. Motion to Resume. Vice-Chair Galloway motioned to reconvene the special meeting into regular session. Board Member Fine seconded the motion. The motion was carried by the following vote:

For: 6– Waites, Galloway, Fine, Kass, St. John, Van Deventer

X. Consent Agenda Cases: The CPOA’s findings in each case listed on the consent agenda are reviewed and approved by the POB. The findings become part of the officer’s file, if applicable. Copies of the full findings letters to the citizens are located at <http://www.cabq.gov/cpoa/findings-letters/civilian-complaints-pob-findings>.

a) Administratively Closed Cases

013-18	100-18	102-18	108-18	113-18
134-18	139-18	153-18	154-18	160-18
164-18	174-18	179-18	180-18	181-18
186-18	196-18			

b) Unfounded

193-18

1. Motion. Member St. John motioned to approve the Administratively Closed and Unfounded cases presented. Board member Fine seconded the motion and there was no discussion of any cases. The motion was carried by the following vote:

For: 6 - Waites, Galloway, Fine, Kass, St. John, Van Deventer

XI. Non-Consent Agenda.

a) There was no Non-Consent Cases to present

XII. Non-Concurrence Cases.

- a) There was no Non-Concurrence Cases to present

XIII. Review of Appeals

- a) There was no Review of Appeal Cases to present

XIV. Serious Use of Force/Officer Involved Shooting Cases.

- a) There was no Serious Use of Force/Officer Involved Shooting Cases.

XV. POB's Review of *Garrity* Materials.

- a) Director Harness will get back to the board on how the *Garrity* Materials reads in the ordinance. Member Van Deventer will organize on this issue at the next Case Review Committee.

XVI. Meeting with Counsel re: Pending Litigation or Personnel issues:

Closed Discussion and Possible Action re: Pending Litigation or Personnel Issues

- a) Matters subject to the attorney-client privilege pertaining to threatened or pending litigation in which the public body is or may become a participant pursuant to NMSA 1978, Section 10-15-1(H)(7); and

- b) Limited personnel matters pursuant to NMSA 1978; Section 10-15-1(H)(2)

1. Inspector of Public Records Act

2. Open Meetings Act

3. Letter for Director to continue past contract expiration date

4. Re-confirmation of Director

- a) **Motion.** Motion by Vice-Chair Galloway to take a member by member vote to move into a closed session for the limited purpose of discussing a personnel matter. Member Van Deventer seconded the motion. The motion was carried by the following vote:

- b) **Roll call vote by board members.**

For: 6– Waites, Galloway, Fine, Kass, St. John, Van Deventer

**--- Meeting on Personnel issues began at 8:41 p.m. and
the meeting reconvened at 10:00 p.m. ---**

- a) **Motion.** Vice-Chair Galloway motioned to reconvene the special meeting into regular session. Member Fine seconded the motion. The motion was carried by the following vote:

- b) **Roll call vote by board members.**

For: 6– Waites, Galloway, Fine, Kass, St. John, Van Deventer

- c) **Chair Waites stated that the only discussion in closed session were on the listed agenda items.**

XVII. Other Business.

No other business

- XVIII. Adjournment** – A motion was made by Vice-Chair Galloway to adjourn the meeting. Board member Kass second the motion. The motion was carried by the following vote:
For: 6– Waites, Galloway, Fine, St. John, Kass, Van Deventer
The meeting adjourned at 10:02 p.m.

Next Regularly scheduled POB meeting will be on October 11, 2018 at 5:00 p.m. in the Vincent E. Griego Chambers.

Attachments

POLICE OVERSIGHT BOARD

PUBLIC COMMENT

SIGN IN

DATE: 13 September 2018

NAME (PLEASE PRINT)

1. Art Tannenbaum

2. Rowan Wymark

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____

15. _____

16. _____

17. _____

18. _____

19. _____

20. _____

21. _____

22. _____

23. _____

24. _____

POLICE OVERSIGHT BOARD
INTERNAL AFFAIRS
STATISTICAL DATA FOR THE MONTH OF AUGUST 2018

APD 911 Communications Center

Dispatched calls for Service for AUGUST 2018: 45,338 (increase from JULY (1,186))

INTERNAL CASES FOR THE MONTH OF AUGUST 2018

I's

Total Internal Cases Completed the Month of AUGUST: 6

Comprised of:

- **4-Internal Affairs Investigations**
- **2-Area Command Investigated case**

Internal Cases Administratively Closed: 1

Internal Cases Mediated: 0

Discipline imposed for Internal Cases/ AUGUST 2018:

1: Letter of Reprimand- Use of Force

1: Suspension (8 hrs.)- OBRD

1: Termination- Conduct

EIRS FOR AUGUST 2018: 81 alerts distributed

Pending IA Cases for the Month of AUGUST 2018: 19

IA/IAC Cases opened in the month of AUGUST 2018: 6

Fleet Accident Review Policy

1.0 PURPOSE:

- 1.1 The purpose of this policy is to establish a standard operating procedure for reviewing and classifying fleet accidents in a fair and consistent manner, and to reduce the frequency, severity and cost of fleet accidents to the Department.

2.0 POLICY:

- 2.1 The Safety Review Board will classify all fleet accidents as preventable or non-preventable; all preventable accidents will be reviewed for root cause analysis to prevent similar type accidents in the future.

3.0 APPLICABILITY:

- 3.1 This policy is applicable to all Department employees.

4.0 DEFINITION:

- 4.1 Driver: The employee in actual physical control of a vehicle or the employee who was last in physical control of a vehicle.
- 4.2 Fleet Accident: Any collision of a vehicle owned by or assigned to the Department with another vehicle, stationary object, or person that results in property damage or injury, including accidents involving parked vehicles (attended or unattended).
- 4.3 Non-Preventable Accident: The Department driver exercised every reasonable precaution to prevent the accident, including making due allowances for road conditions, weather, traffic, and errors or negligence of others, and the driver observed applicable departmental policies, procedures, and training, including the use of appropriate defensive driving tactics.
- 4.4 Preventable Accident: The Department driver failed to exercise every reasonable precaution to prevent the accident, including making due allowances for road conditions, weather, traffic, and errors or negligence of others; or the driver failed to observe applicable departmental policies, procedures, or training, including the misuse of, or failure to use appropriate defensive driving tactics.
- 4.5 Vehicle: Every vehicle owned by or assigned to the Department generally recognized as a motor vehicle; and, personal, rented, or leased vehicles used for Department business.

5.0 RESPONSIBILITIES:

5.1 Board:

- a. Safety Review Board membership will be comprised as the Chief of Police deems necessary. (See attachment A)
- b. Board meetings will be called to order by the chairperson.
- c. The Board shall make a classification determination of preventable or non-preventable on every fleet accident.
- d. Members unable to render an impartial decision due to personal or professional relationships shall abstain from voting.
- e. The Board will utilize the National Safety Counsel (NSC) Guidelines for classifying preventable and non-preventable accidents (see attachment B). This guide while it is designed to assist in determining the preventability of accidents can not list every type of accident. If the Board reviews an accident that is not applicable to a specific category, the Board will use the same principles as identified in the guidelines when arriving at a decision. The decision/classification shall not be arbitrary, but based on nationally recognized standards.
- f. The Board shall serve in an advisory capacity having no disciplinary authority. Board recommendations are limited to reducing the frequency, severity and cost of fleet accidents.
 1. All recommendations shall be submitted to the Chief of Police. Recommendations of the Safety Review Board are not subject to review or appeal by any other existing departmental Board.
 2. Recommendations may include, but are not limited to:
 - a. Remedial or refresher training of the vehicle operator.
 - b. Review and/or modification of departmental driver training or tactics.
 - c. Modification or reevaluation of departmental vehicles or equipment.
 - d. Review or modification of departmental policies or procedures.

- e. Evaluation of employees for vision defects, stress-related problems, or other conditions affecting fitness for duty.
 - g. The chairperson shall be responsible for preventing biased opinions and will prevent irrelevant information from influencing Board decisions, ensuring that only pertinent facts and evidence are produced or discussed during the meeting.
 - h. A majority vote by the members present will constitute the Boards' classification. The chairperson shall break ties.
- 5.2 Traffic Analyst: The Traffic Analyst is a position assigned to the Traffic Unit and Safety Review Board; responsibilities include gathering traffic accident statistics for the Department and general public.
- a. The Traffic Analyst shall notify Board members of meetings and inform affected employees of accident review appointment times.
 - b. The Traffic Analyst shall coordinate and disseminate all correspondences concerning the Safety Review Board with the chairperson.
- 5.3 Safety Officer: The Safety Officer is a position on assignment to the Department from Risk Management; responsibilities include planning and implementing loss control programs for the Department.
- a. The Safety Officer shall serve as an ex officio member of the Board.
 - b. The Safety Officer shall provide technical assistance to the Safety Review Board, i.e. loss reduction and/or hazard elimination principles, and recognized practices and/or principles applicable to the accident review process.
- 5.4 Employee(s):
- a. Employees are responsible for operating vehicles in a defensive manner. Employee(s) shall take every reasonable precaution to prevent fleet accidents, over and above what the law requires.
 - b. Safety Review Board meeting attendance is voluntarily. No overtime is authorized for attendance. If an employee does not wish to attend, applicable accident reports will be used to make a classification determination. If the Board determines it is necessary to speak with the effected employee to make a determination regarding the accident, the Board will have the authority to compel the employee's attendance.

6.0 **ACCIDENT CLASSIFICATIONS:**

6.1 **Non-preventable Accident:** If the driver exercised every reasonable precaution to prevent the accident, the Board will not make recommendations.

6.2 **Preventable Accident:** If the driver failed to exercise every reasonable precaution to prevent the accident, the Board shall make recommendations pursuant to this policy to the Chief of Police.

7.0 **Disciplinary Action:**

7.1 The Safety Review Board has no disciplinary authority; the chief or his designee has the authority and responsibility to discipline subordinates.

A. Preventable accidents will be classified as class six violations. Mitigating circumstances and/or aggravating circumstances will be considered by the Chief of Police or his designee when determining the amount of discipline to be imposed.

NATIONAL SAFETY COUNCIL GUIDELINES FOR DETERMINING PREVENTABLE ACCIDENTS

The guidelines above describe frequent occurrences based on past opinions of the National Safety Council's Accident Review Committee. However, it is impossible to cover the thousands of ways a driver can prevent an accident. Usually, the driver could have taken defensive measures even when some other driver is legally found at fault.

A. ACCIDENTS AT INTERSECTION

A professional driver has the responsibility to approach, enter and cross intersections prepared to avoid accidents that might occur because of the actions of other drivers. Such actions include excess speeding, crossing a lane in turning, and coming from behind a blind spot. Complex traffic movement, blind intersections, and failure of the other driver to conform to law or traffic control devices do not automatically discharge an accident as non-preventable.

In fact, most accidents at intersections are preventable even though the professional driver has not violated traffic regulations. The professional's failure to take precautionary measures prior to entering the intersection is a factor in making a preventable decision. Even though the actions of the other driver indicated possible accident involvement, the decision based on such entrapment should be preventable.

Preventable if:

1. Driver failed to control speed so that they could stop within available sight distance.
2. Driver failed to check cross-traffic and wait for it to clear before entering intersection.
3. Driver pulled from side street in the face of oncoming traffic.
4. Driver collided with person, vehicle or object while making right or left turn.
5. Driver collided with vehicle making turn in front of them.

B. ACCIDENTS WHILE BACKING

The Department should rule practically all accidents that occur while a vehicle is backing as preventable. A professional driver is not relieved of responsibility to back safely when another person acts as a guide in the maneuver. A guide cannot control the movement of the vehicle; therefore, the driver must continue to check all clearances.

Preventable if:

1. Driver backed when backing could have been avoided by better planning of route.
2. Driver backed into traffic stream when such backing could have been avoided.
3. Driver failed to get out of cab and check proposed path of backward travel.
4. Driver depended solely on mirrors when it was practicable to look back.
5. Driver failed to get out of cab periodically and recheck conditions when backing a long distance.
6. Driver failed to check behind parked vehicle before attempting to leave parking space.
7. Driver relied solely on guide to help them back.
8. Driver backed from blind side when they could have made a sight approach.

C. FRONT-END COLLISIONS

Regardless of the abrupt or unexpected stop of the vehicle ahead, a professional driver can prevent front-end collisions by maintaining a safe following distance at all times. This includes being prepared for possible obstructions on the highway, either in plain view or hidden by the crest of a hill or the curve of a road.

Over-driving headlights at night is a common cause of front-end collisions. Night speed should not be greater than that which will permit the vehicle to come to a stop within the forward distance illuminated by the vehicle's headlights.

Preventable if:

1. Driver failed to maintain safe following distance and have vehicle under control.
2. Driver failed to keep alert to traffic conditions and not slow down.
3. Driver failed to ascertain whether vehicle ahead was moving slowly, stopped or slowing down for any reason.
4. Driver misjudged rate of overtaking.
5. Driver came too close before pulling out to pass.
6. Driver failed to wait for vehicle ahead to move into the clear before starting up.
7. Driver failed to leave sufficient room for passing vehicle to get safely back in the line.

D. REAR-END COLLISIONS

Investigation often discloses that drivers risk being struck from behind by failing to maintain a margin of safety in their own following distance. Rear-end collisions preceded by a roll-back, an abrupt stop at a grade crossing, when a traffic signal changes, or when a driver fails to signal a turn at an intersection, should be judged preventable. Failure to signal intentions or to slow down gradually should be considered preventable.

Non-Preventable if:

1. Driver's vehicle was legally and properly parked.
2. Driver was proceeding in own lane of traffic at a safe and lawful speed.
3. Driver was stopped in traffic due to existing conditions; or was stopped in compliance with traffic sign or signal, or at the direction of a police officer or other person legitimately controlling traffic.
4. Driver was in proper lane waiting to make turn.

Preventable if:

1. Driver was passing slower traffic near an intersection and had to make a sudden stop.
2. Driver made a sudden stop to park, load or unload.

3. Vehicle was improperly parked.
4. Driver rolled back into vehicle behind while starting on grade.

E. ACCIDENTS WHILE PASSING

Failure to pass safely indicates faulty judgement and the possible failure to consider one or more of the important factors a driver must observe before attempting the maneuver. Unusual actions of the driver being passed or of oncoming traffic might appear to exonerate a driver involved in a passing accident; however, the entire passing maneuver is voluntary and it's the passing driver's responsibility.

Preventable if:

1. Driver passed where view of road was obstructed by hill, curve, vegetation, traffic, adverse weather conditions etc...
2. Driver attempted to pass in the face of closely approaching traffic.
3. Driver failed to warn the driver of vehicle being passed.
4. Driver failed to signal change of lanes.
5. Driver pulled out in front of other traffic overtaking from rear.
6. Driver cut-in short returning to right lane.

F. ACCIDENTS WHILE BEING PASSED

Sideswipes and cut-offs are preventable when the professional driver fails to yield to the passing vehicle by slowing down. If the professional fails to move to the right when possible, the accident also is preventable.

Preventable if:

1. Driver failed to stay in own lane and hold speed or reduce it to permit safe passing.

G. ACCIDENTS INVOLVING LANE ENCROACHMENT

Professional drivers sometimes feel they have been a victim of entrapment when an accident occurs as another driver changes lanes. However, a defensive driver is rarely a victim of entrapment. Usually, in accidents involving lane encroachment, the professional has failed to yield to the other driver.

Similarly, entrapment in merging traffic is an indication of unwillingness to yield to other vehicles or to wait for a break in traffic. Drivers must avoid squeeze plays causing accidents with parked cars, pillars, and other road structures. The driver can prevent such accidents by dropping back when another driver forces the issue or contests a common portion of the road.

A blind spot is never a valid excuse for lane-encroachment accidents. Drivers must make extra allowances to protect themselves in areas of limited sight distances.

Preventable if:

1. Driver failed to yield right-of-way when necessary to avoid an accident.
2. Driver was not entirely in own lane of travel.
3. Driver did not pull to the right and/or slow down or stop for vehicle encroaching on the lane of travel, when such action could have been taken without additional danger.

H. ACCIDENTS OCCURRING AT GRADE CROSSINGS

Drivers are always responsible for preventing collisions with fixed-rail vehicles such as trains. The driver should be especially alert at grade crossings, rail yards and switching areas, as well as on private property.

Preventable if:

1. Driver attempted to cross tracks directly ahead of a train.
2. Driver ran into side of train.
3. Driver stopped or parked on or too close to tracks.

I. ACCIDENTS INVOLVING OPPOSING VEHICLES

It is extremely important in this case for the accident review committee to examine all the facts. This is especially true when a driver is involved in an accident with a vehicle approaching from the opposite direction. Such collisions may be head-on or sideswipe. Regardless of type, the investigating officer should verify the exact location of vehicles prior to and at the point of impact.

Even though an opposing vehicle enters the drivers' traffic lane, it may be possible for the driver to avoid the collision. In some cases, the accident is preventable when the opposing vehicles is in a passing maneuver, and our driver fails to slow down, stop or move to the right to allow the vehicle to re-enter its own lane. Failure to signal the opposing driver by flicking the headlights or sounding the horn should also be taken into consideration.

Preventable if:

1. Driver was not entirely in own lane of travel.
2. Driver did not pull to the right and/or slow down or stop for vehicle encroaching on the lane of travel, when such action could have been taken without additional danger.

J. ACCIDENTS WHILE TURNING

Turning movements like passing maneuvers require exacting care on the part of the driver. The driver making the turn is responsible for preventing squeeze plays at both left and right turns. The driver may be responsible regardless of whether the accident involved other vehicles, scooters, bicycles, or pedestrians. A U-turn that results in a collision is a preventable accident. Failure to properly position the vehicle for the turn is a sign of error. So is failure to check the rearview mirror and to check pedestrian and traffic lanes.

Drivers sometimes feel that accidents caused by sudden turns by others are not preventable. However, extra precaution must be taken based on information received from the driver of the other vehicle immediately preceding the incident. At the first sign of a sudden turn, our driver should take immediate defensive action. Failure to take all appropriate defensive action indicates preventability.

Preventable if: (If applicable see specific accident type category)

K. ACCIDENTS INVOLVING PASSENGERS

Passenger accidents are preventable when they are caused by careless operation of the vehicle. It does not matter what type of vehicle is involved, or whether another vehicle was involved. Accidents involving passengers are preventable when our driver stops, turns or accelerates abruptly. The accident also may be preventable even though the driver took emergency action to avoid a collision. Proper driving prior to the emergency might have eliminated the need for the evasive maneuver.

Preventable if: (If applicable see specific accident type category)

L. ACCIDENTS INVOLVING PEDESTRIANS

Most court decisions generally rule in favor of any pedestrian hit by a moving vehicle. An unusual route of a pedestrian at mid-block or from between parked vehicles does not relieve a driver from taking precautions to prevent such accidents. The professional driver must slow down in any area where accidents are likely to involve pedestrians. The driver must adjust speed whether or not signs indicate lower speed limits or show other warnings. This means slowing in school zones, shopping areas, residential streets, and other areas with special pedestrian traffic.

The professional must take precautions in areas where people are using bicycles, tricycles, motor scooters, and skateboards. People using such equipment are often the young, the elderly, or the inexperienced. The driver who fails to reduce speed when this type of equipment is operated within sight-distance has failed to take the necessary precautions to prevent an accident. Keeping within posted speed limits is not taking the proper precaution when unusual conditions call for a voluntary reduction of speed.

Preventable if:

1. Driver did not reduce speed in area of heavy pedestrian traffic.
2. Driver was not prepared to stop.
3. Driver failed to yield right-of-way to pedestrian.

M. ACCIDENTS IN BAD WEATHER

Adverse weather conditions are not an excuse for involvement in an accident. Rain, snow, fog, sleet, and icy pavement do not cause accidents. These conditions merely increase the hazards of driving. Failure to adjust driving to the prevailing weather conditions should result in a ruling of preventable.

Preventable if:

1. Driver was not operating at a speed consistent with existing conditions of the road, weather and/or traffic.

N. ACCIDENTS AT ALLEYS, DRIVEWAYS, PLANT ENTRANCES, AND SHOPPING CENTERS

Accidents involving traffic originating from alleys, driveways, plant entrances, and other special intersecting locations should be carefully analyzed. The accident review process must determine what measures the driver should have taken to avoid the collision. Failure to slow down, for instance, can be considered cause to judge an accident preventable. So can failure to sound a warning or to yield to the other driver.

Preventable if: (If applicable see specific accident type category)

O. ACCIDENTS INVOLVING FIXED OBJECTS

Collisions with fixed objects are preventable. Such accidents usually involve failure to check or properly judge clearances.

Many hazards are not, in themselves, reasons for excusing a driver from preventing an accident. These hazards include resurfaced pavements, new routes or patrols, unusual delivery points, inclined entrances to docks, and marquees or signs projecting over the traveled section of a road. There are dozens of others. The driver must constantly be on the lookout for such conditions and make the necessary defensive driving allowances.

Preventable if: (If applicable see specific accident type category)

P. ACCIDENTS WHILE PARKING

Most accidents that occur while parking are preventable. These are some factors that indicate preventability: unconventional parking locations; illegal parking, such as double parking; and failure to put out warning devices.

Usually, the accident review committee would classify as preventable accidents resulting from a roll-away parking position. When parking, the driver should properly block wheels or turn wheels toward the curb to prevent vehicle movement.

Preventable if: (If applicable see specific accident type category)

Q. ACCIDENTS DUE TO MECHANICAL FAILURE

Any accident caused by mechanical failure that reasonably could have been detected by the driver, but went unheeded is preventable. It is the driver's responsibility to report possible mechanical failure and obtain repairs before operating the vehicle.

Sometimes, mechanical difficulties occur unexpectedly during a trip. Upon discovery, it is the driver's responsibility to check with the supervisor for emergency driving instructions. Failure to do so makes an accident preventable. An accident caused by mechanical failure that results from abusive driving should be considered preventable.

Preventable if:

1. Defect was of a type which driver should have detected in making pre-trip or en-route inspection of vehicle.
2. Defect was of a type which driver should have detected during normal operation of the vehicle.

R. SINGLE VEHICLE ACCIDENTS

Single vehicle accidents such as jackknifing, overturning, or running off the road should be reviewed carefully. Such accidents may result from emergency action taken by the driver to prevent a collision. However, they also may result from speeding or other factors. The accident review committee should evaluate the driver's actions prior to involvement for possible errors or lack of defensive driving.

Preventable if:

1. Driver was not operating at a speed consistent with the existing conditions of road, weather or traffic.
2. Driver failed to control speed so that they could stop within assured clear distance.
3. Driver misjudged available clearance.
4. Driver failed to yield right-of-way to avoid accident.

S. OTHER ACCIDENTS

Accidents relating to projecting loads, loose objects falling from the vehicle, loose tarpaulins or chains, doors swinging open are often preventable. It is the driver's responsibility, for example to secure loose objects and close all doors. The driver must take all reasonable precautions to prevent damage to the vehicle, cargo, or other property as well as injury to people. Cargo damage resulting from unsafe vehicle operation is always preventable.

Preventable if: (If applicable see specific accident type category)

INTERSECTION ACCIDENT

The Accident:

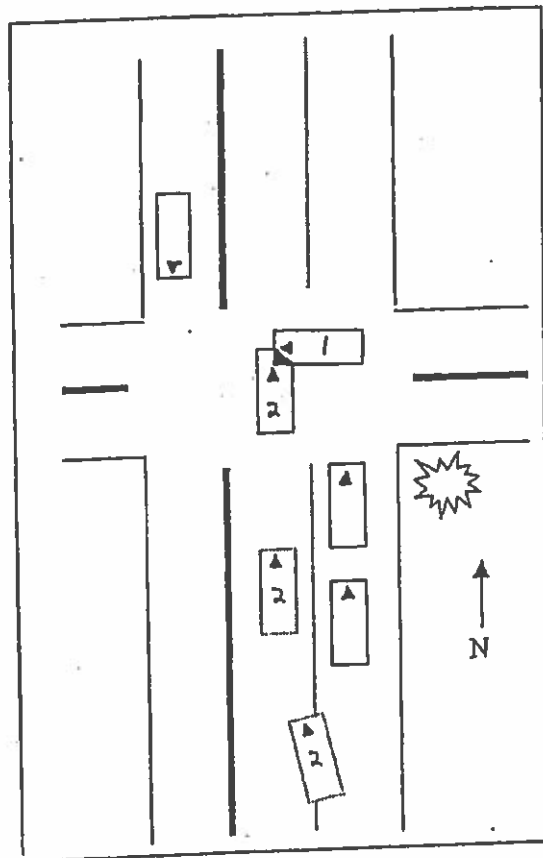
The accident occurred when the driver of a vehicle entered a controlled intersection against the traffic signal. At the time of the accident, the driver was operating the vehicle with full emergency equipment activated.

The driver reduced speed and possibly stopped at some point while attempting to clear the intersection. After all traffic stopped, driver 1 attempted to proceed through the intersection. As driver 2 approached the intersection, he noticed traffic was stopped in the right lane. Driver changed lanes and proceeded into the intersection. Both vehicles collided in the intersection.

Driver 2 had a green light, but didn't see or hear vehicle 1's emergency equipment. Driver 1 indicated that all traffic stopped.

The Opinion:

This accident should be ruled as?



INTERSECTION ACCIDENT

The Accident:

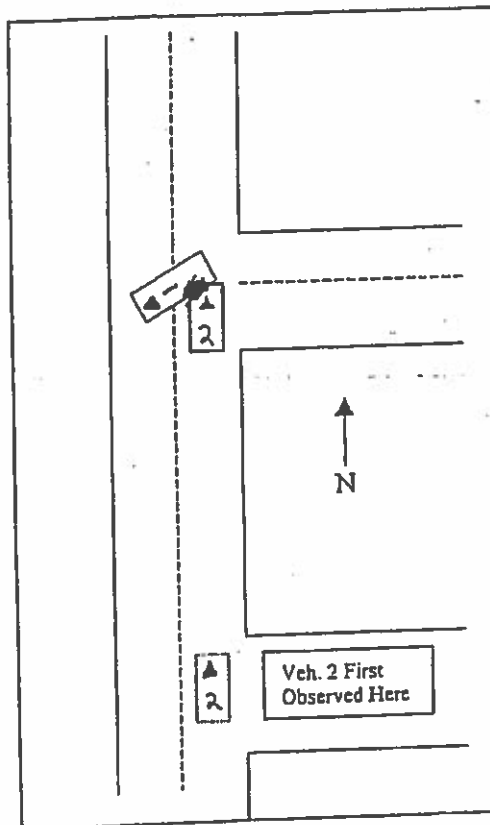
The accident occurred when the driver of a vehicle stopped at an uncontrolled intersection. At the time of the accident, it was raining heavily.

The driver checked the intersection for traffic in both directions, first to the left, then right, then left again. Seeing no traffic, the driver entered the intersection and continued to look for traffic. The driver observed a passenger car about one block south, approaching the intersection at what appeared to be a high rate of speed. The driver tried to get as far through the intersection as possible.

The driver of the other vehicle applied the brakes too late to avoid the accident. The vehicle skidded into the left side of the vehicle and damaged the left side door and rear quarter panel. Both drivers were uninjured.

The Opinion:

This accident should be ruled as *preventable*. The driver misjudged the speed of the passenger car and thought it was safe to proceed through the intersection. The driver should have used extra caution at the intersection, especially since the road surface was wet.



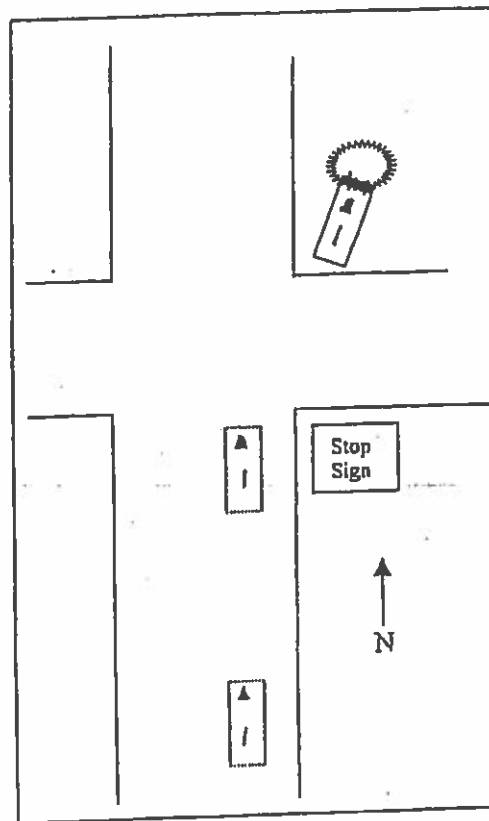
INCLUEMENT WEATHER ACCIDENT

The Accident:

The accident occurred when the driver of a vehicle was responding to a non-emergency call for service. Freezing rain created poor road conditions. The vehicle was traveling 25-30 mph on a residential road covered with ice.

The driver reported a need to assist another officer on the call. The driver passed several vehicles while proceeding to the call. The driver passed the vehicles by traveling to the left, around traffic. As the vehicle approached a stop sign, the driver tried to reduce speed. At this time the vehicle slid side-to-side, through the intersection and eventually collided into a tree.

The Opinion:



INCLUEMENT WEATHER ACCIDENT

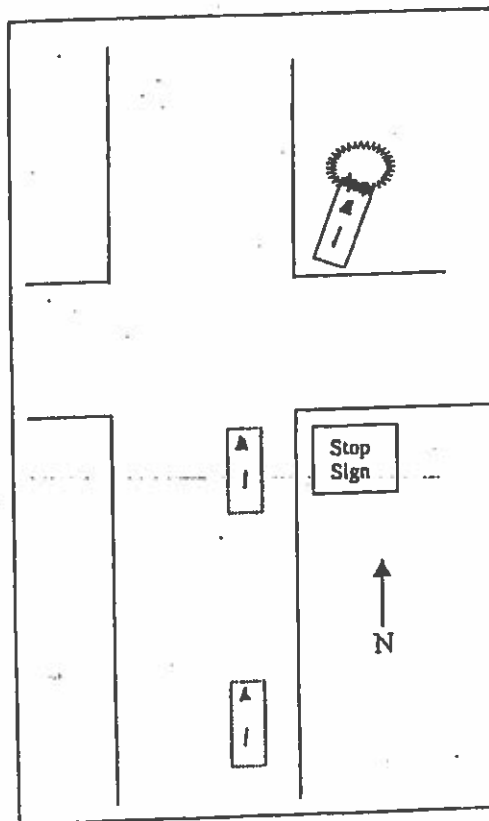
The Accident:

The accident occurred when the driver of a vehicle was responding to a non-emergency call for service. Freezing rain created poor road conditions. The vehicle was traveling 25-30 mph on a residential road covered with ice.

The driver reported a need to assist another officer on the call. The driver passed several vehicles while proceeding to the call. The driver passed the vehicles by traveling to the left, around traffic. As the vehicle approached a stop sign, the driver tried to reduce speed. At this time the vehicle slid side-to-side, through the intersection and eventually collided into a tree.

The Opinion:

This accident should be ruled as *preventable*. The driver was aware of poor weather and road conditions. The driver also knew of the approaching stop sign. The driver tried to reduce speed because of the stop sign and lost control of the vehicle, thus the driver was driving too fast for road conditions.



MECHANICAL DEFECT ACCIDENT

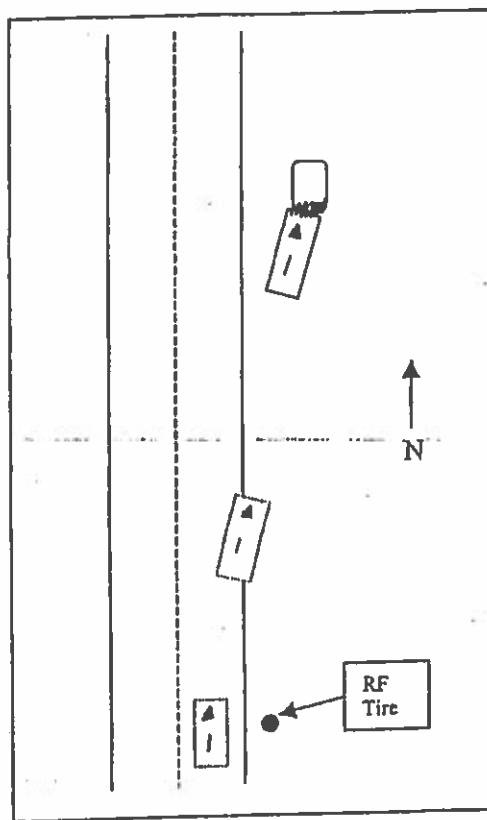
The Accident:

The accident occurred when the driver of a vehicle was responding to a priority call, while utilizing all emergency equipment.

The driver was traveling at 50 mph in a 45 mph zone when without warning, the vehicles' right front tire detached from the vehicle. The driver lost all steering ability and traveled over the curb colliding into a bus-stop bench.

Driver indicated the vehicle had no mechanical defect history, all vehicle PM checks were satisfactory; and the driver completed an inspection prior to going in service, nothing remarkable was noted.

The Opinion:



MECHANICAL DEFECT ACCIDENT

The Accident:

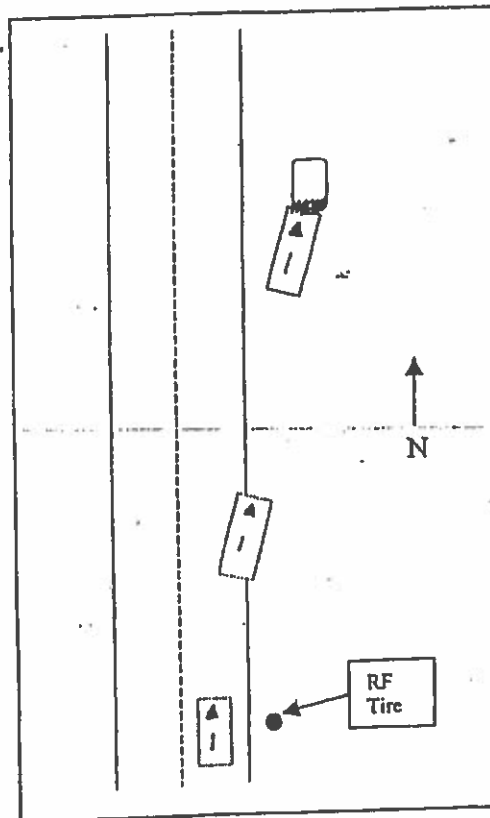
The accident occurred when the driver of a vehicle was responding to a priority call, while utilizing all emergency equipment.

The driver was traveling at 50 mph in a 45 mph zone when without warning, the vehicles' right front tire detached from the vehicle. The driver lost all steering ability and traveled over the curb colliding into a bus-stop bench.

Driver indicated the vehicle had no mechanical defect history, all vehicle PM checks were satisfactory; and the driver completed an inspection prior to going in service, nothing remarkable was noted.

The Opinion:

This accident should be ruled as *non-preventable*. The tire defect was not the type that could have been detected during routine driving nor during a pre-trip inspection. The driver exercised every reasonable precaution to identify possible mechanical defects.



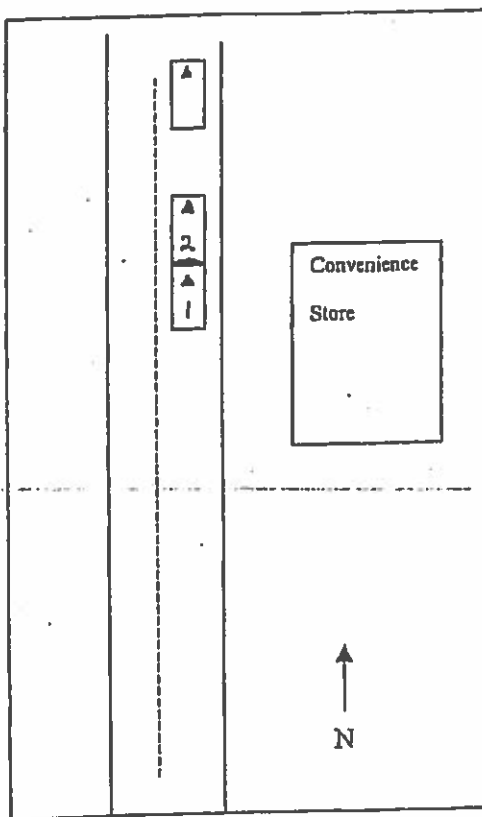
FRONT-END COLLISION

The Accident:

The accident occurred when driver of vehicle 1 was traveling in the right lane during moderate to heavy traffic congestion.

The vehicle was traveling at 40 mph behind several other vehicles. The driver reported having a 2-3 car length space between the closest vehicle in front. Driver 1's attention was directed to a suspicious person at a near by Convenience Store for a second or two. At this time the lead vehicles reduced speed for an unknown reason, vehicle 1 collided into the rear of vehicle 2.

The Opinion:



FRONT-END COLLISION

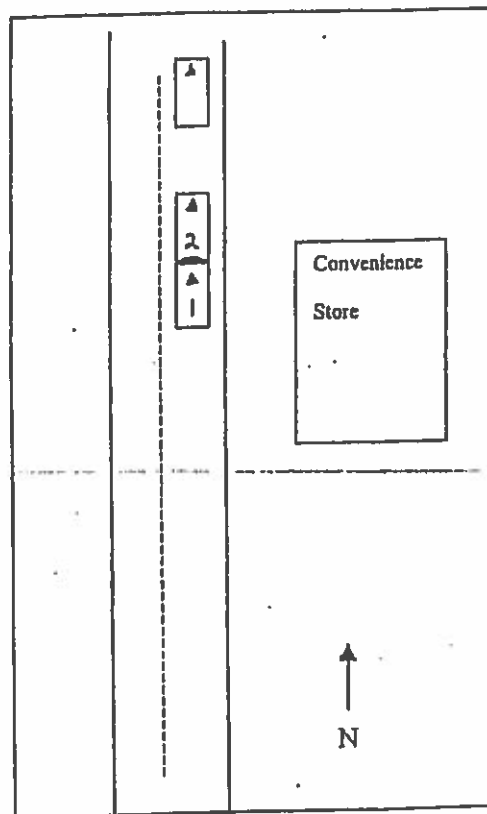
The Accident:

The accident occurred when driver of vehicle 1 was traveling in the right lane during moderate to heavy traffic congestion.

The vehicle was traveling at 40 mph behind several other vehicles. The driver reported having a 2-3 car length space between the closest vehicle in front. Driver 1's attention was directed to a suspicious person at a near by Convenience Store for a second or two. At this time the lead vehicles reduced speed for an unknown reason, vehicle 1 collided into the rear of vehicle 2.

The Opinion:

This accident should be ruled as *preventable*. The driver failed to maintain a safe following Distance, 2-3 vehicle lengths should not be considered a safe distance when traveling 40 mph; and the driver failed to keep alert to traffic conditions.



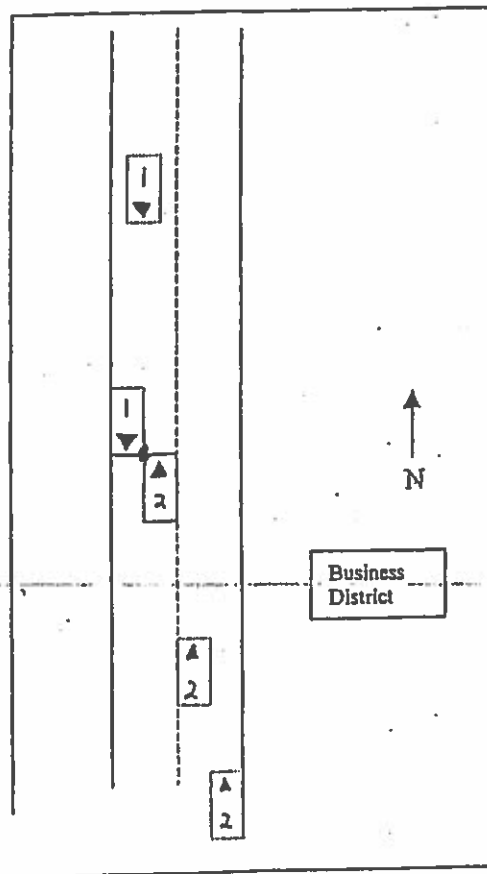
ACCIDENT INVOLVING OPPOSING VEHICLE

The Accident:

The accident occurred when the driver of a vehicle was engaged in routine patrol of a business district.

Vehicle 1 was traveling south bound on a 2-lane street monitoring vehicular and pedestrian activities. Vehicle 2 was north bound weaving between the edge line and centerline. Driver 1 observed this behavior ahead, and reduced speed and traveled as far right as the street would allow. The vehicles collided in the south bound lane.

The Opinion:



ACCIDENT INVOLVING OPPOSING VEHICLE

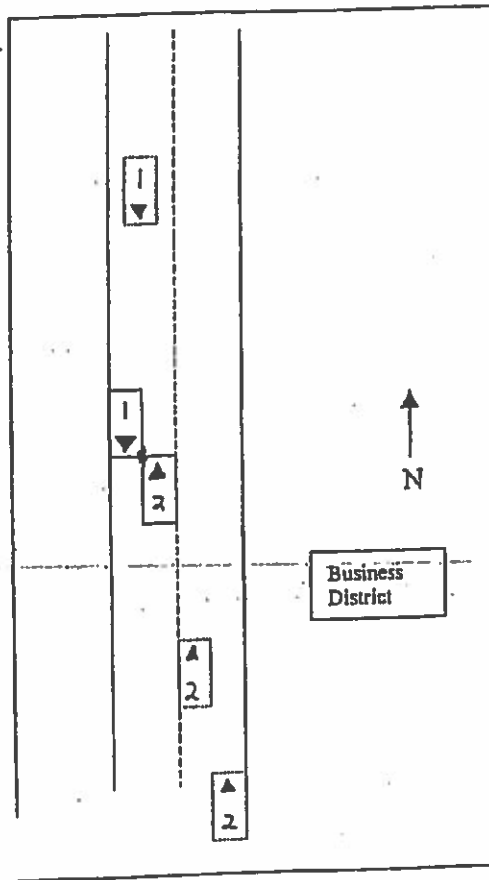
The Accident:

The accident occurred when the driver of a vehicle was engaged in routine patrol of a business district.

Vehicle 1 was traveling south bound on a 2-lane street monitoring vehicular and pedestrian activities. Vehicle 2 was north bound weaving between the edge line and centerline. Driver 1 observed this behavior ahead, and reduced speed and traveled as far right as the street would allow. The vehicles collided in the south bound lane.

The Opinion:

This accident should be ruled as *non-preventable*. Driver 1 was entirely in own lane of travel and observed vehicle 2's driving actions in advance. Driver 1 reduced speed and pulled as far to the right as possible to avoid an accident. Driver 1 exercised every reasonable precaution to avoid an accident.



Reason:

1. The motive or basis for an action, decision, feeling, or belief.
2. An underlying cause or fact that gives logical justification.
3. The ability or capacity for rational thought.
4. To decide or determine by logical thinking.

Reasonable:

1. Able to reason: rational.
2. Consistent with reason: logical.
3. Not extreme: moderate.

Source: Webster's II New Riverside
Dictionary

CITY OF ALBUQUERQUE



POLICE DEPARTMENT

400 ROMA N.W., ALBUQUERQUE, NEW MEXICO 87102

CHIEF OF POLICE GERALD T. GALVIN

October 6, 1998

DEPARTMENT SPECIAL ORDER 98-72 AMENDED

TO: ALL CONCERNED PERSONNEL

SUBJECT: DEPARTMENT S.O.P. REVISION: 3-66 SAFETY REVIEW BOARD

Effective immediately, Department S.O.P. Manual Section 3-66 Safety Review Board will be revised as follows:

3-66 SAFETY REVIEW BOARD

POLICY:

Department policy is to convene a Safety Review Board to review and classify all police fleet vehicle accidents as preventable or non-preventable. All preventable accidents will be reviewed for root cause analysis to prevent similar types of accidents in the future.

DEFINITION:

3-66-1 NON-PREVENTABLE ACCIDENT

The Department driver exercised every reasonable precaution to prevent the accident, including making due allowances for road conditions, weather, traffic, and errors or negligence of others, and the driver observed applicable Department policies, procedures, and training, including the use of appropriate defensive driving tactics.

3-66-2 PREVENTABLE ACCIDENT

The Department driver failed to exercise every reasonable precaution to prevent the accident, including making due allowances for road conditions, weather, traffic, errors and/or negligence of others, or the driver failed to observe applicable Department policies, procedures, or training, including the misuse of, or failure to use appropriate defensive driving tactics.

"In Step With Our Community"

RULES:

3-66-3 APPOINTMENTS TO THE BOARD

The Safety Review Board will consist of a captain (chairperson), lieutenant, sergeant, patrol officer, traffic officer, fleet manager, and the traffic analyst who will review police vehicle accidents. The Safety Officer will serve as an ex-officio member providing technical assistance to the Board, i.e., loss reduction and/or hazard elimination principles, and recognized practices and/or principles applicable to the accident review process.

Appointment will be made as follows:

- | | | |
|-----------------------|-----------------------|---|
| A. March 1 (yearly) | B. October 1 (yearly) | C. ^{perman} Safety Officer (permanent) |
| Captain (chairperson) | Lieutenant | Fleet Manager (permanent) |
| Sergeant | Traffic Officer | Traffic Analyst (permanent) |
| Patrol Officer | | |

3-66-4 REVIEWING POLICE VEHICLE ACCIDENTS

The Board, when reviewing police vehicle accidents shall:

- A. Have the traffic analyst notify the affected employee of appointment times for their accident review. Attendance by the employee is voluntary and no overtime is authorized. If the employee does not wish to attend, the facts and information will be taken from the accident report. If the Board determines it is necessary to speak with the affected employee to make a determination regarding the accident, the Board will have the authority to compel the employee's attendance.
- B. Utilize the National Safety Counsel (NSC) guidelines for classifying preventable and non-preventable accidents.
- C. Review each fleet accident and make a determination of whether the accident is preventable or non-preventable. The Board shall serve in an advisory capacity having no disciplinary authority. Board recommendations are limited to reducing the frequency, severity, and cost of fleet accidents.
 1. All recommendations shall be submitted to the Chief of Police. Recommendations of the Safety Review Board are not subject to review or appeal by any other existing Department Boards.

2. Recommendations may include, but are not limited to:
 - a. Remedial or refresher training of the vehicle operator.
 - b. Review and/or modification of Department driver training or tactics.
 - c. Modification or re-evaluation of Department vehicle or equipment.
 - d. Review or modification of Department policies or procedures.
 - e. Evaluation of employees for vision defects, stress-related problems, or other conditions affecting fitness for duty.

3-66-5 DISCIPLINARY GUIDELINES

- A. The Safety Review Board has no disciplinary authority; the Chief or his designee has the authority and responsibility to discipline subordinates.

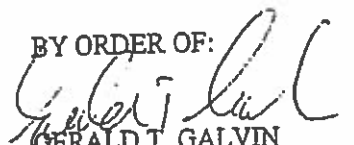
Preventable accidents will be classified as class six violations. Mitigating circumstances and/or aggravating circumstances will be considered by the Chief of Police or his designee when determining the amount of discipline to be imposed.

3-66-6 PHOTOGRAPHS FOR THE SAFETY REVIEW BOARD

- A. Personnel who want to have photographs available for the Safety Review Board shall contact the Traffic Analyst at least five days in advance at the Gerald Cline Memorial Substation (761-8800).
- B. Any photos ordered for the purpose of presentation to the Safety Review Board shall remain with the document files and may not be removed by the person involved.

This Special Order will be incorporated into the Department Standard Operating Procedures Manual at a later date.

BY ORDER OF:


GERALD T. GALVIN
Chief of Police

ACCIDENT TYPE-

A INTERSECTION

B BACKING

C FRONT END COLLISION

D REAR END COLLISION

E PASSING

F WHILE BEING PASSED

G LANE ENCROACHMENT

H GRADE CROSSING

I OPPOSING VEHICLES

J TURNING

K INVOLVING PASSENGERS

L PEDESTRIAN

M WEATHER

N ALLEYS, DRIVE WAYS, PLANT
ENTERANCE AND SHOPPING
CENTERS

O FIXED OBJECT

P PARKING

Q MICCHANICAL FAILURE

R SINGLE VEHICLE

S OTHER

T - DISTRACTED DRIVING



APD Involved Crash Analysis

Real Time Crime Center

September 2018

Methodology

The Police Oversight Committee requested the Police Department to provide data and conduct an analysis of officer-involved crashes. Specifically:

- Number of crashes to APD Vehicles
- Number of Sworn Officers
- Number of Crashes involving Injuries
- Number of preventable crashes
- Number of officers involved in multiple crashes
- Amount paid in liability per year
- As the analysis was being conducted, APD noticed there was an increase in preventable employee-involved crashes and started looking into other possible causes and included them in this study: the number of miles driven by APD; calls for service; priority 1 calls; all crashes that occurred in the city, and the average years of experience per employee.

Data Sources

- Human Resources provided
 - Total Officers represent all sworn personnel to include (Chief of Police, APD Chief of Staff, Deputy Chief of Police, Commander, Lieutenant, Sergeant, Master Police Officer 1C, Senior Police Officer, Patrolman 1st Class, Police Officer 2nd class).
 - FSB Bid Results for the Officers who participated in the field service bid
- Crime Analysis Unit provided
 - All Crashes in Albuquerque developed from CAD Traffic Accident with or without Injuries and Dispatch of all codes except (4, CAN, BOLO).
 - Priority 1 Calls developed from all CADs with Priority Level 1 and Dispatch of all codes except (4, CAN, BOLO).
 - Dispatched Calls developed from all CADs with Dispatch of all codes except (4, CAN, BOLO).
- Fleet Management
 - Miles driven data was provided
- Risk Management and the APD Safety Officer
 - Medical and Property Damage Data was provided by
- APD Traffic and the APD Fleet Review Board
 - Preventable APD Involved Crashes with officer data

Margin of Error and Disclaimers

- Medical liability and property damage paid for current and past years are likely to increase as those claims get settled.
- The number of crashes and data for 2018 could increase as more cases are brought before the Fleet Review Board
- All crashes and miles driven include all APD vehicles- marked and unmarked for sworn and civilian
- The number of officers fluctuates on a daily basis due to hiring and attrition
- Some crashes provided by the review board did not have a finding nor did it go through the board process. Some crashes are pending review. This analysis only counted findings that were officially deemed preventable
- Last year the POC was given data from other cities. This year we are pending IPRA requests for some cities and others have not compiled this data yet due to UCR no longer being required.
- 2018 predictions were based upon the first 6 months of 2017 data being subtracted from the total 2017 year and percentage developed. The percentage was multiplied by the first six months of 2018 data and that total was added to the first six months of 2018.

Definitions

- **Non Preventable Accident:** The Department driver exercised every reasonable precaution to prevent the accident, including making due allowances for road conditions, weather, traffic, and errors or negligence of others, and the driver observed applicable departmental policies, procedures, and training, including the use of appropriate defensive driving tactics.
- **Preventable Accident:** The Department driver failed to exercise every reasonable precaution to prevent the accident, including making due allowances for road conditions, weather, traffic, and errors or negligence of others, or the driver failed to observe applicable departmental policies, procedures, and training, including the use of appropriate defensive driving tactics.

Raw Data

Year	APD-Involved Crashes	Preventable-APD Involved Crashes	Percentage of Crashes Preventable	All Crashes in Albuquerque	Miles Driven	Property Damage Paid	Total Medical Paid	Total Property and Medical Paid	Crashes in which Medical was Paid and City was Liable	Total Officers	Officers who participated in the Field Services Bid	Dispatched Calls	Priority 1 Calls	Preventable Crash per Miles Driven	Preventable per Priority 1 Calls	Percentage of All ABQ Crashes that were APD at Fault	Percentage of Crashes in ABQ Involving an APD Vehicle	Property Damage Paid per Crash	Miles Driven per Dispatched Call
2012	INC 128	INC 64	0.51	22,498	8,110,966	\$153,472.16	\$489,753.45	\$643,225.61	25	992	394	478,606	65,354	77,245	557	0.0051	0.0067	\$917.54	16.9
2013	INC 153	INC 117	76%	22,822	9,037,720	\$140,383.10	\$8,906,280.78	\$9,046,663.88	35	923	452	463,620	65,193	77,245	557	0.0051	0.0067	\$917.54	19.5
2014	INC 137	INC 87	64%	23,430	9,509,746	\$121,141.54	\$240,034.90	\$361,176.44	22	903	411	449,441	68,904	109,307	762	0.0037	0.0058	\$884.24	21.2
2015	INC 208	INC 96	46%	22,574	10,385,478	\$145,063.75	\$132,676.61	\$277,740.36	11	848	416	454,361	68,181	108,182	710	0.0043	0.0092	\$697.42	22.9
2016	INC 304	INC 125	41%	25,620	11,001,047	\$121,141.13	\$100,088.91	\$221,230.04	8	833	408	449,495	70,324	88,008	563	0.0049	0.0119	\$398.49	24.5
2017	INC 277	INC 163	59%	29,392	15,249,226	\$154,075.94	\$8,913,258.81	\$9,067,334.75	INC 844	416	498,838	71,309	INC 437	INC 517	0.006	0.0094	\$556.23	INC	
2018 (P)	INC 196	INC 100	51%	21,279	INC 15,249,226	\$112,071.95	INC 249,500.00	\$112,071.95	INC 864	410	384,238	51,662	INC 34,213	INC 535	0.005	0.0092	\$571.80	INC	
2018 (A)	INC 128	INC 64	0.51	14,186	15,249,226	\$112,071.95	\$249,500.00	\$250,769.63	INC 864	410	253,493	34,213	INC 535	INC 535	0.005	0.009	INC	INC	

Dark yellow Signifies data pulled for original report given in September of 2017

Bright Yellow (Total Medical Paid) Represents the Browder Settlement

2018 (P) represents the predicted 2018 total. Value is based upon the 2017 1/1/17-6/30/17 category that is then subtracted from the total for 2017. The output is divided by the total and percentage is developed for the 2017 year. The percentage is multiplied by the 2018 time-frame and that output is added to the 2018 value.

Please Note: All CADS developed are not limited to Area Command Boundaries since APD officers take calls outside of formal jurisdiction at times or travel for investigation purposes.

Percentage of Change Compared to Previous Year

Percentage of Change Compared to Previous Year		
Category	2017	2018(P)
APD- Involved Crashes	-9%	-54%
Preventable APD Crashes	30%	-39%
All Crashes	15%	-28%
Miles Driven	39%	Unknown***
Property Damage Paid	27%	-27%
Total officers	1%	2%
Officers in the Bid	2%	-1%
Priority 1 Calls	1%	-28%
Dispatched Calls (All)	11%	-23%

*Note: 2018 and 2017 Data have been merged due to data constraints by Fleet

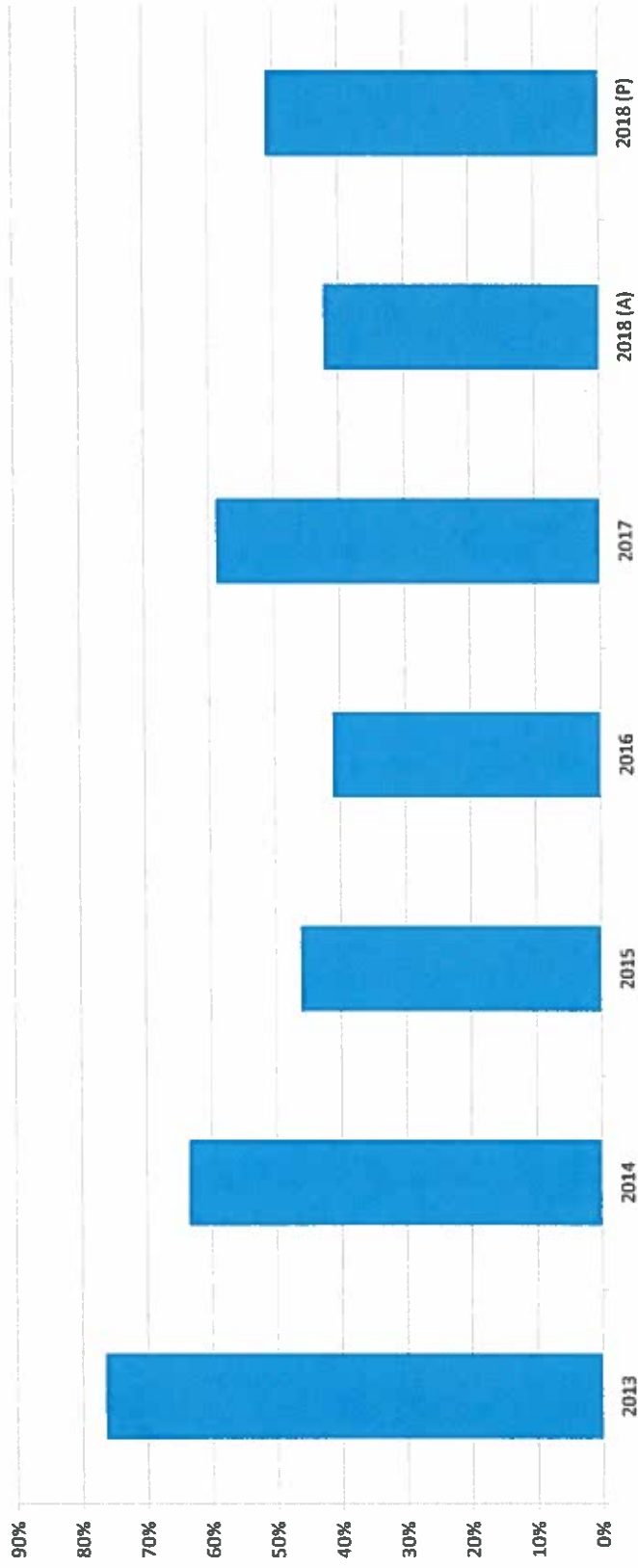
All APD Involved Crashes

Note: Includes All APD Vehicles including civilian and utility



Preventable APD Involved Crashes

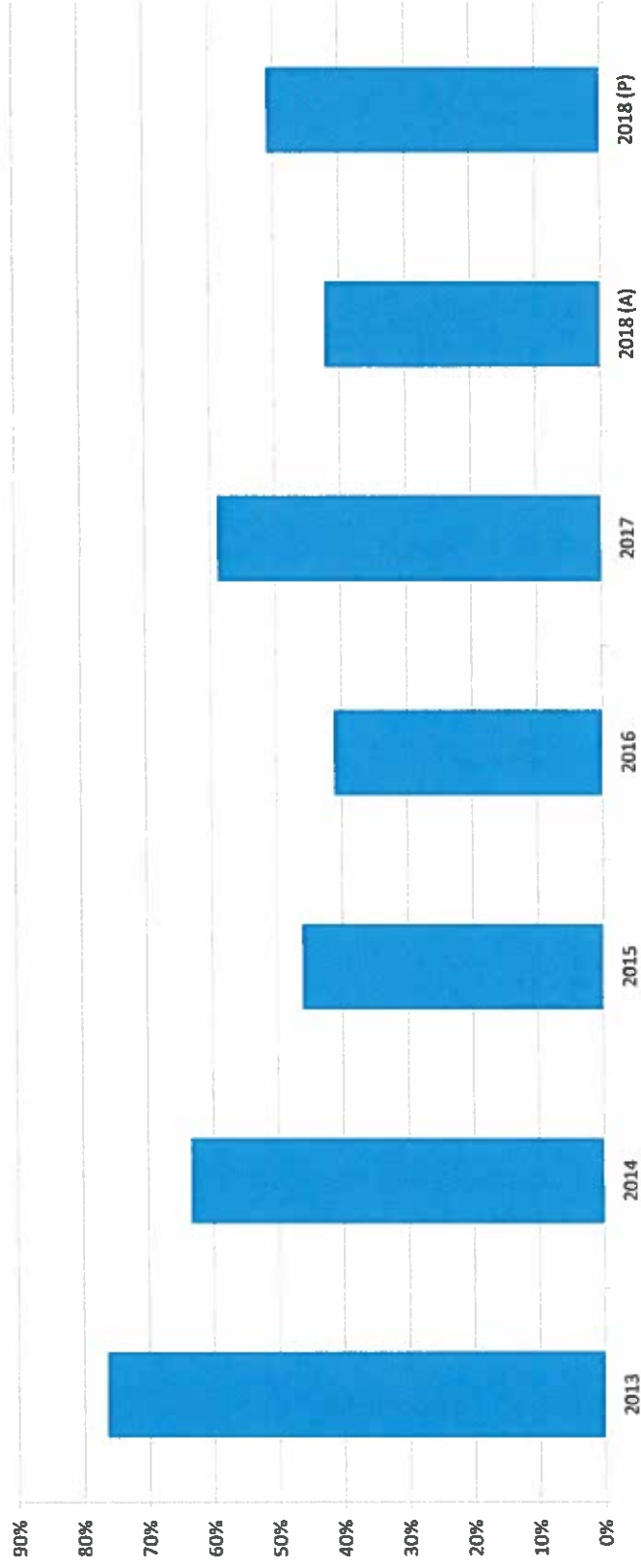
Note: Includes any crash in which the Fleet Review Board determined the employee could have prevented the crash
Note: Not all crashes have a determined finding yet



Percentage of APD-Involved Crashes that were Preventable

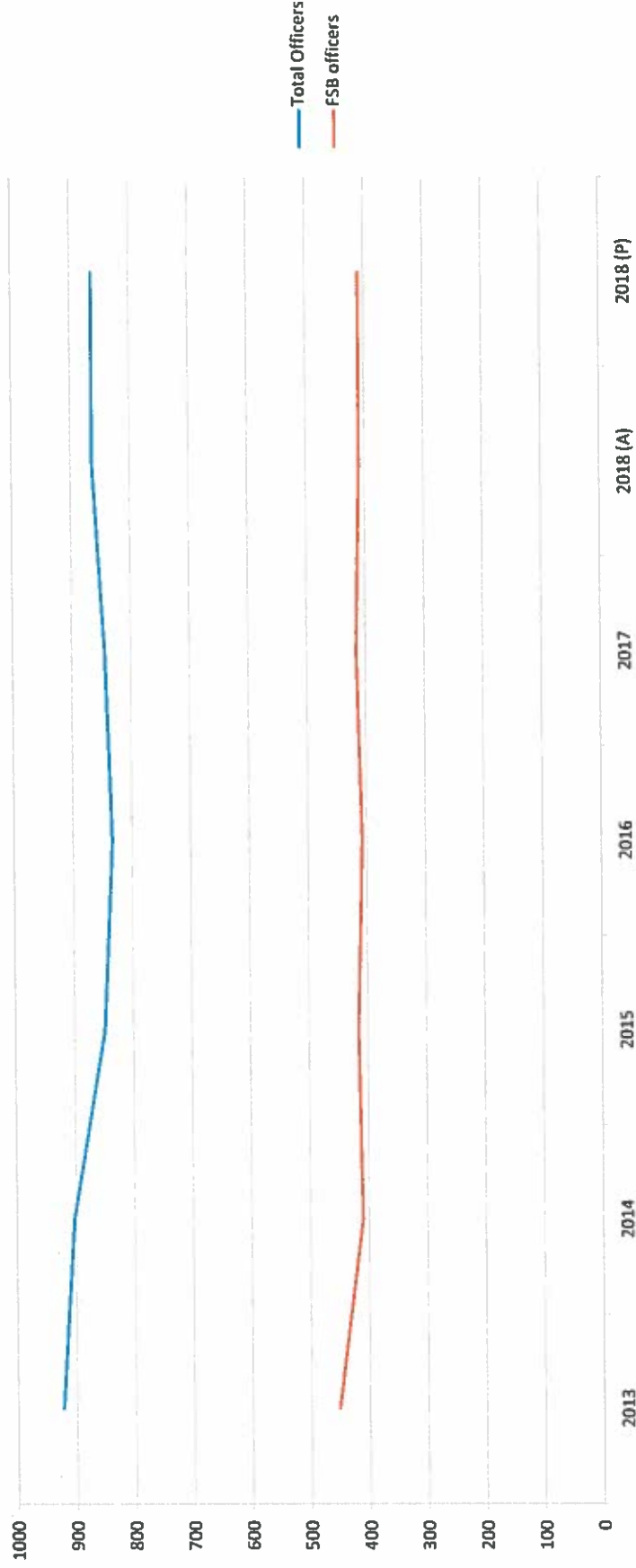
Note: Operations review reports there was a policy change after 2013 on how officers respond to priority 1 calls which may account for the decrease.

Note: Not all crashes have a determined finding yet



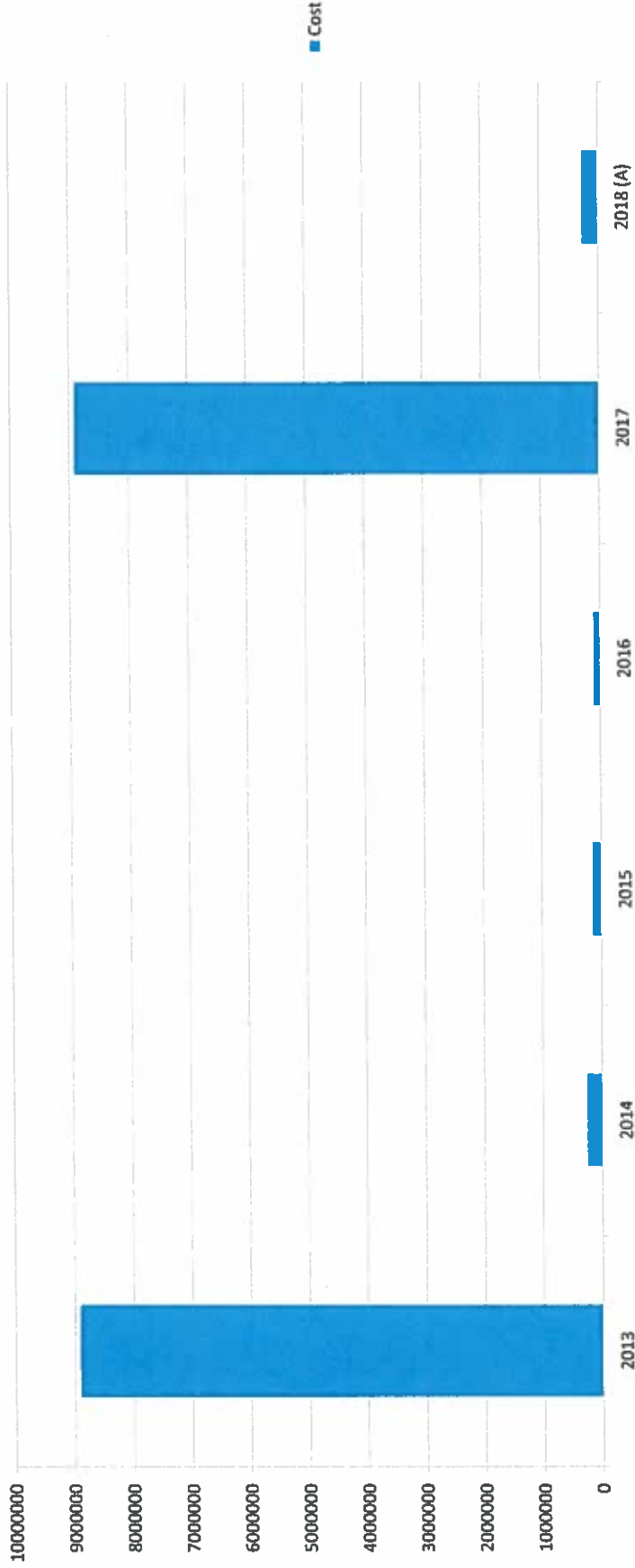
APD Sworn Officers

Note: 2018 Actual Numbers is what HR reported as of 9/06/18



APD Crashes Involving Injury Payout

Note: 2017 is higher due to the Browder settlement

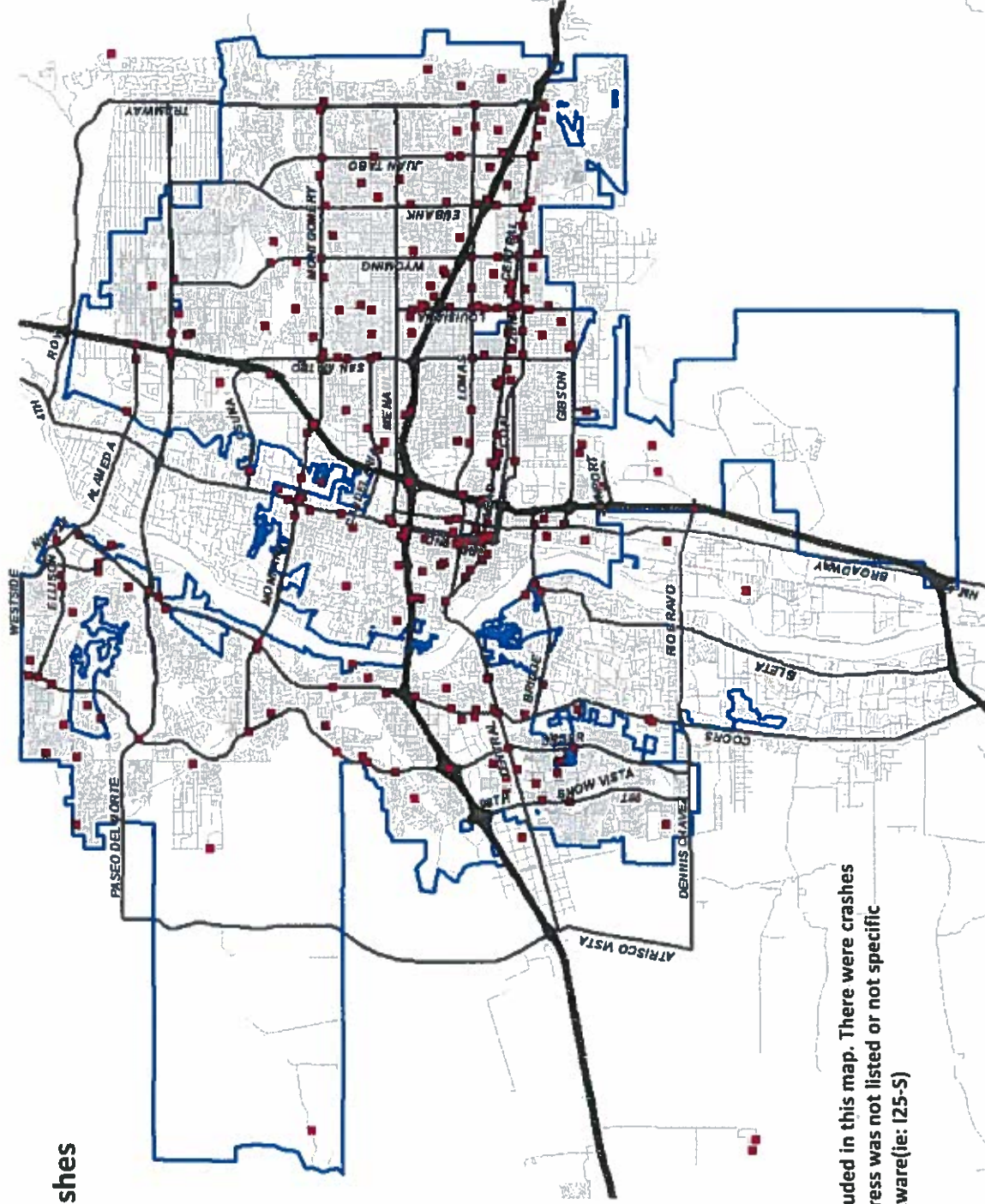


APD Employees Involved in Multiple Crashes

	2	3	4	2	3	1
	Preventable Crashes from 2013-2017	Preventable Crashes from 2013-2017	Preventable Crashes from 2013-2017	Preventable Crashes in a Single Year 2013-2017	Preventable Crashes in a Single Year 2013-2017	Preventable Crashes from 2017-2018
Number of Employees	63	15	2	24	5	9

Note: 2017-2018 Numbers reflect July 1st-2017- June 30th 2018 Preventable Vehicle Crash from IA APD. These numbers are separate from the 2013-2017 values due to data accessibility

APD Involved Crashes



Note: Not all crashes are included in this map. There were crashes (about 3%) in which the address was not listed or not specific enough for the mapping software (ie: I25-5)

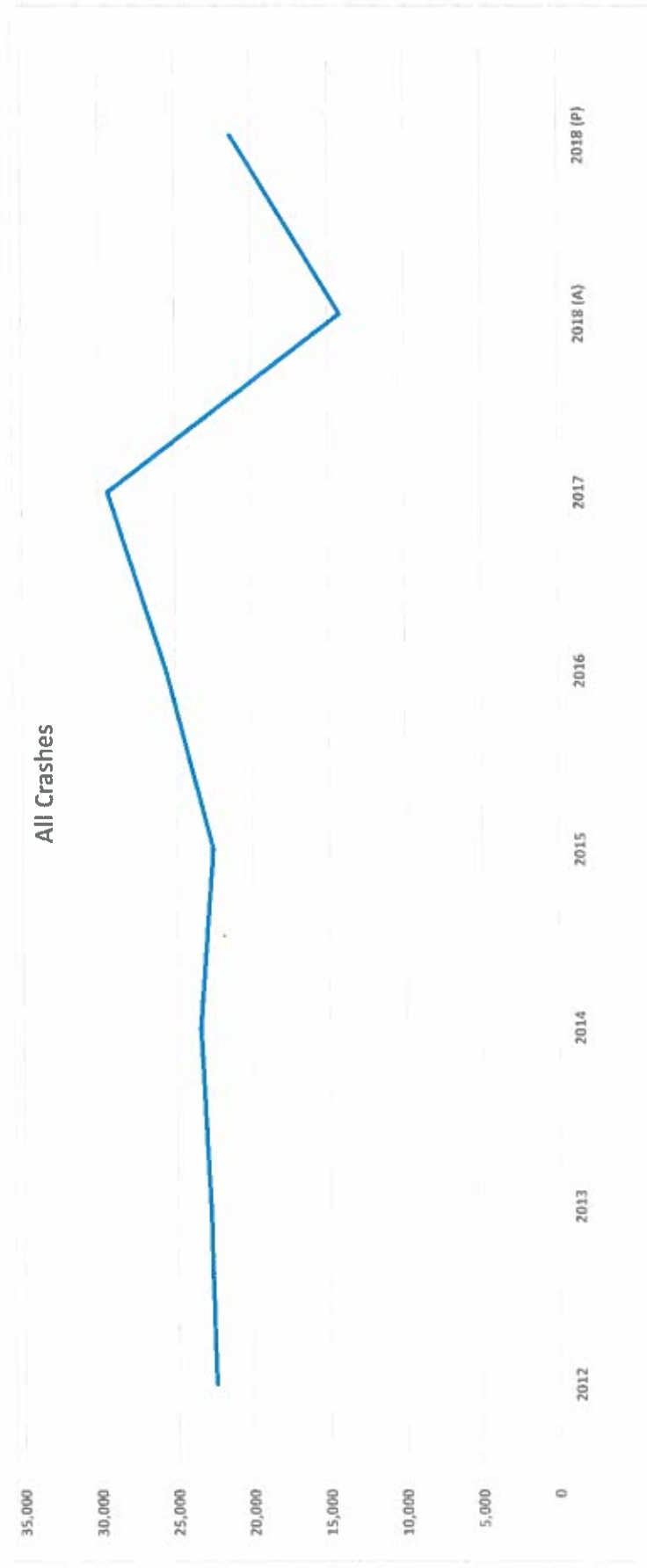
Experience of Drivers involved in APD Crashes

Year	Average Experience
2013	08 Years, 02 Months, 04 Days
2014	08 Years, 06 Months, 28 Days
2015	08 Years, 04 Months, 17 Days
2016	08 Years, 08 Months, 02 Days
2017	08 Years, 09 Months, 25 Days
2018	08 Years, 01 Month, 12 Days

Note: Data was provided by the Data Warehouse in conjunction with Risk Management and APD Personnel Records. There are crashes that may still be before the Fleet Review Board.

All Crashes in which APD Responded

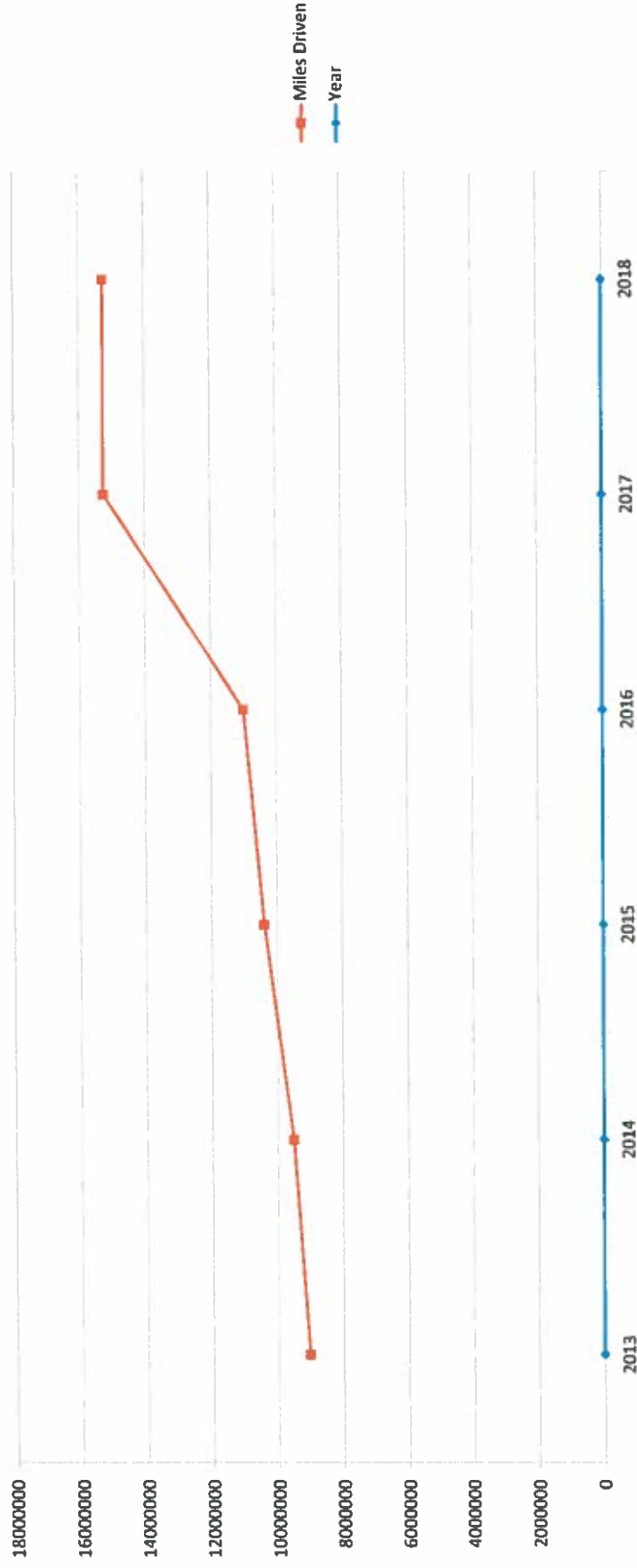
Note: Data reflects all crashes reported to APD including some out of jurisdictional boundaries in which officers may have been driving home or investigating outside of traditional jurisdiction



Miles Driven by Police Vehicles

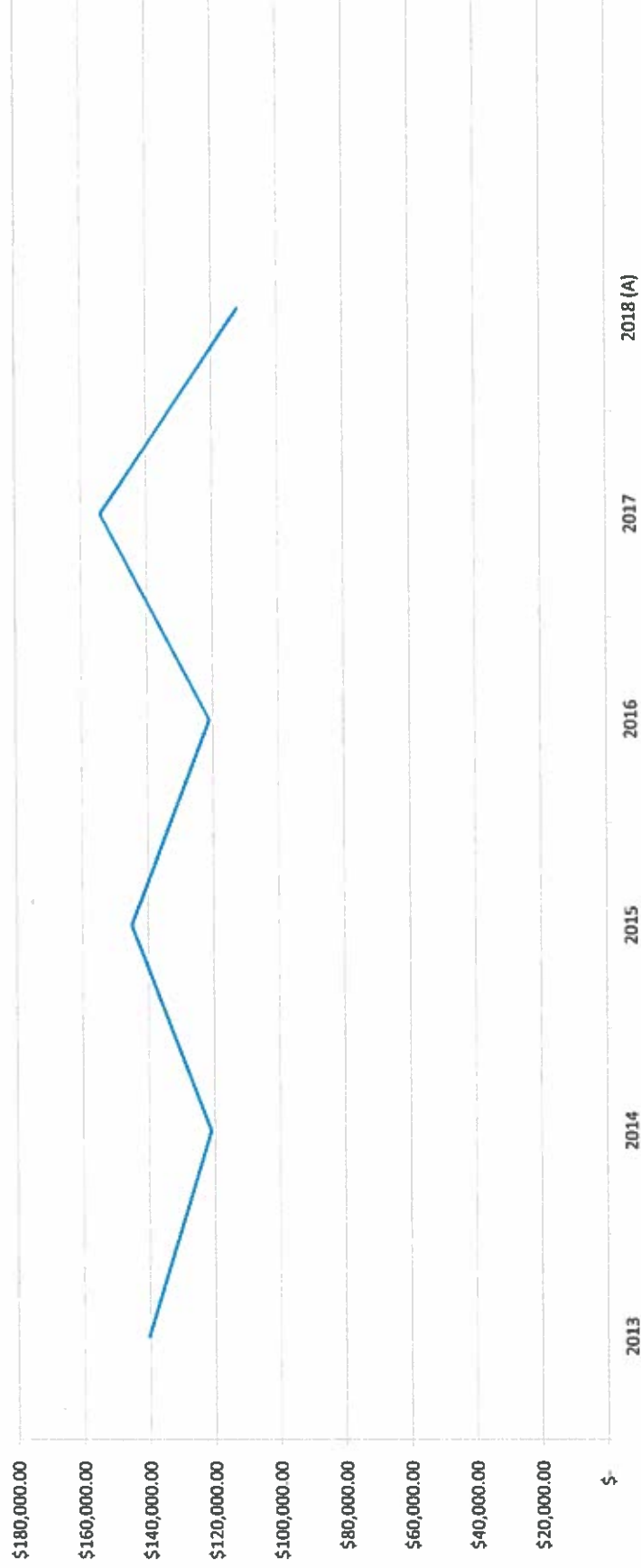
Note: Mileage is for all APD Vehicles

Note: Numbers for 2017 and 2018 are merged due to Fleet systems running by 300 Days rather than year



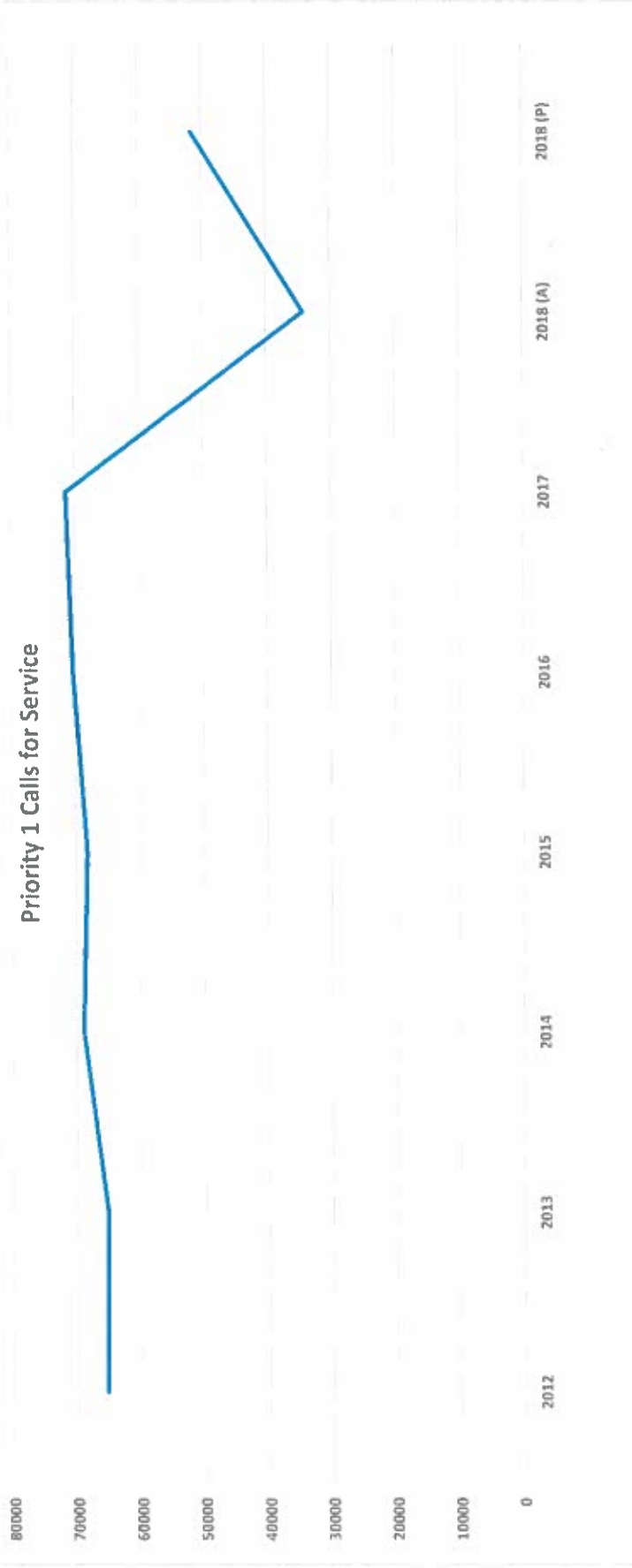
Property Damage Paid

Note: Includes all



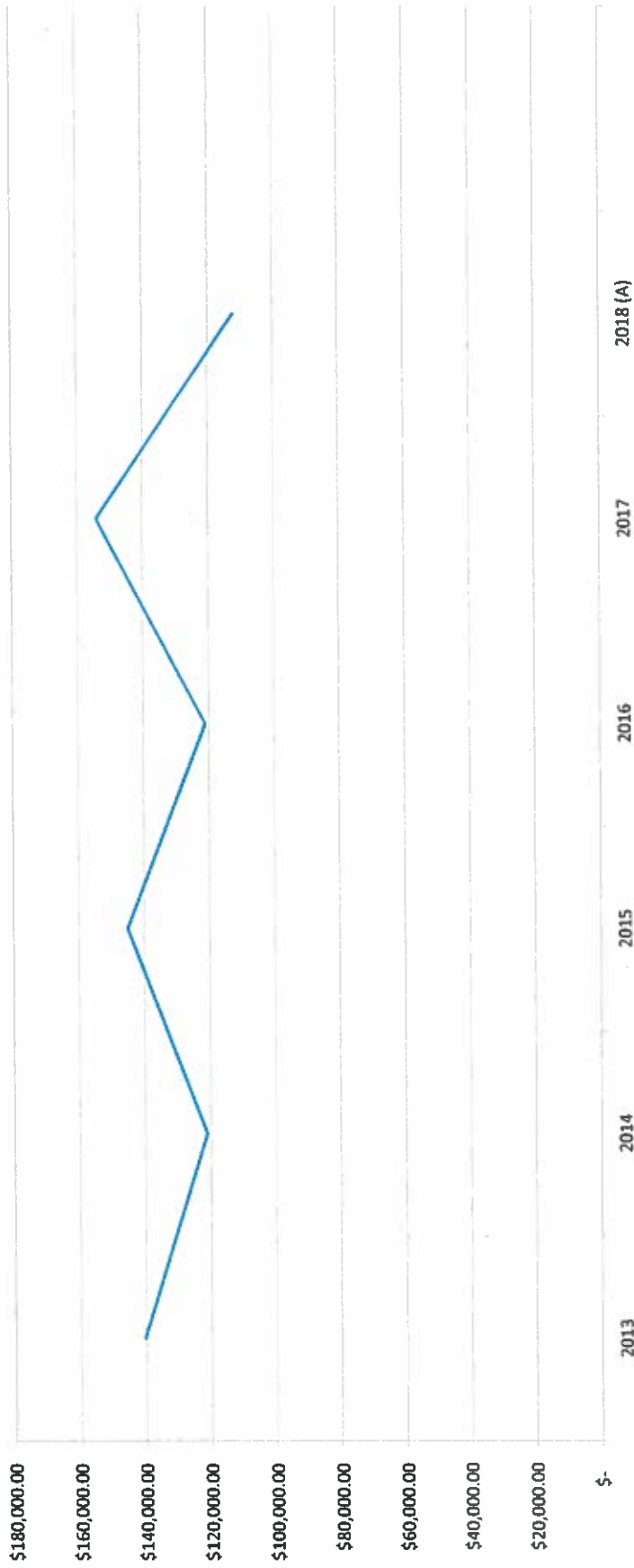
Priority Calls for Service

These include all calls dispatched involving an immediate threat to life or property



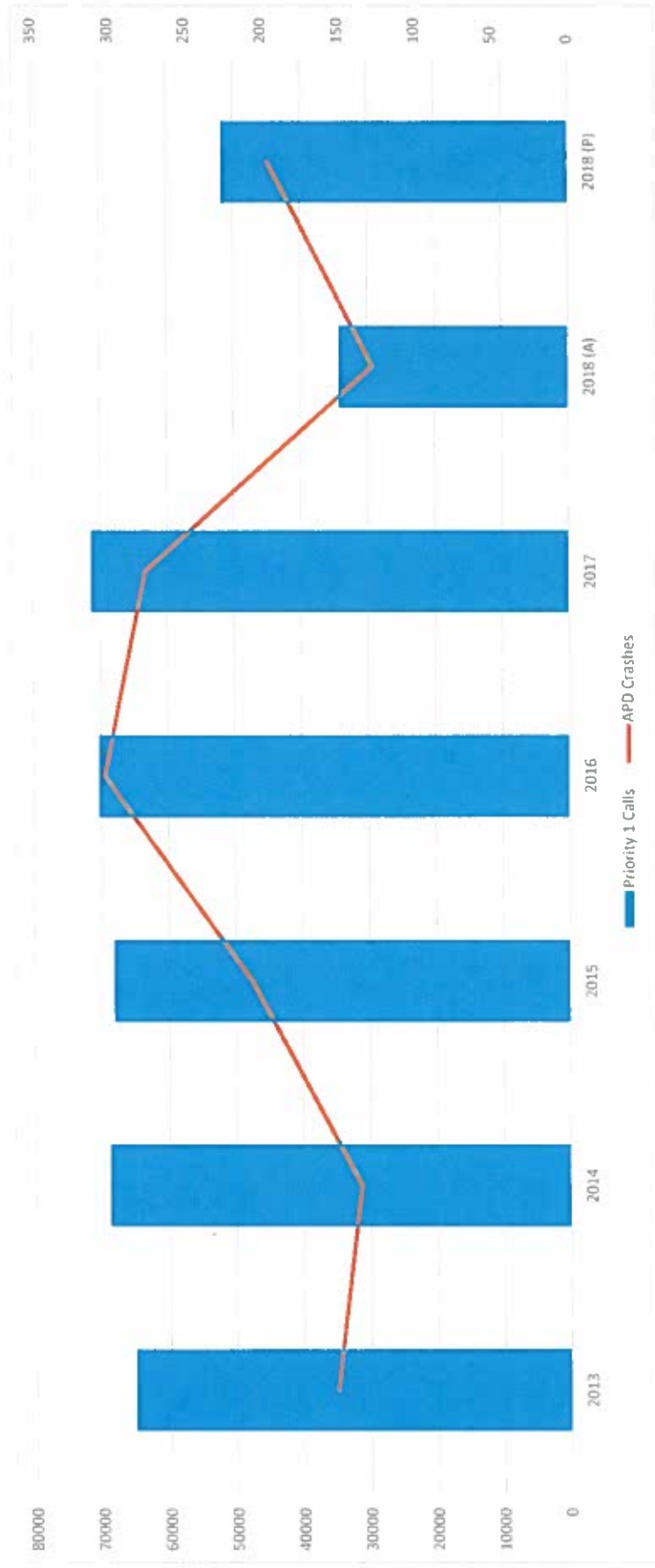
Property Damage Paid per APD Involved Crash

Note: On average this shows the amount risk management had to pay for property damage per all APD-involved crashes (Not only Preventable)
Note: This data does not include any medical, bodily injury, or legal fees. The rapid decline could be attributed to the lack of development in more recent claims Risk Management notes that larger claims can take up to 3-5 years to be settled.



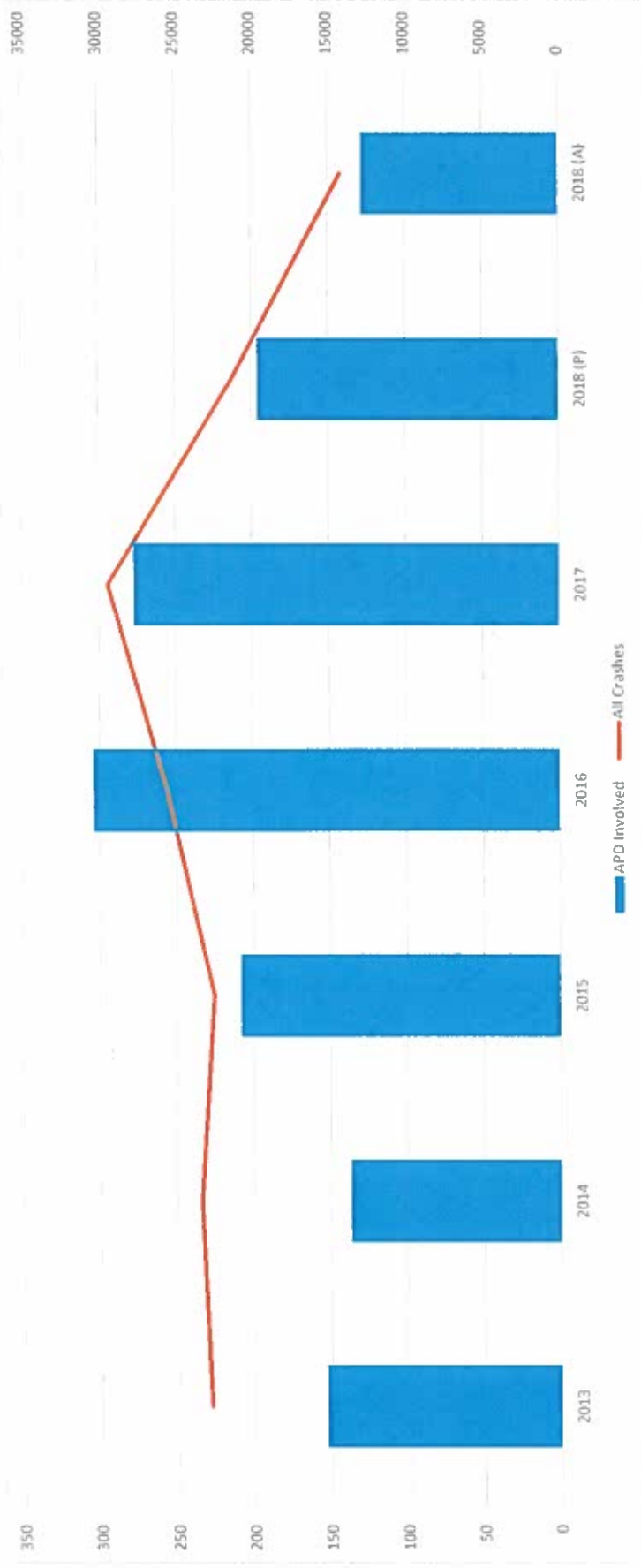
APD Involved Crashes Compared to Priority 1 Calls

Note: Crashes include all APD Vehicles such as the ones driven by civilians. It was not possible to break out civilian-driven vehicles. Priority 1 Calls are any calls in which there is an immediate threat to life and property.



APD Involved Crashes Compared to All Crashes handled by APD

Note: Crashes include all APD Vehicles such as the ones driven by civilians. It was not possible to break out civilian- driven vehicles. Priority 1 Calls are any calls in which there is an immediate threat to life and property.

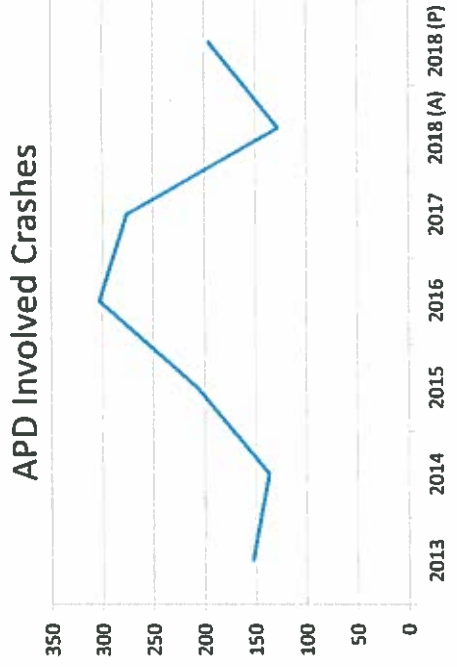
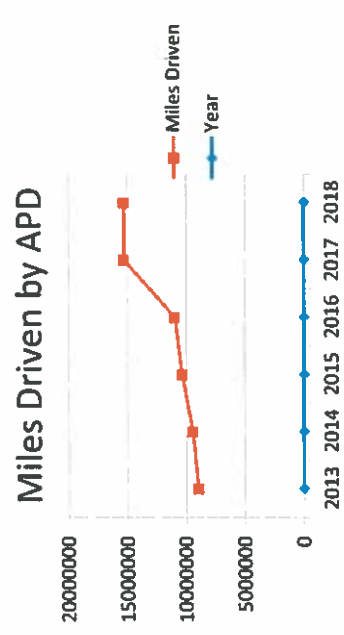


APD Involved Crashes compared to Miles Driven

Note: Numbers for 2017 and 2018 are merged due to Fleet systems running July 2017 – Sept 3, 2018 (sworn and civilian are not broken out)



Factors to Consider





Recommendations

In 2017, it was recommended that the department adopt a better record keeping system to track the following data: age of officer, general cause of collision, whether injuries were involved, if vehicle was marked, if officer was en-route to a call, road conditions, etc. It was identified that Operations Review is already in the process of developing a system. In speaking to many units within APD, there was a singular meeting in which they (RTCC, Chief of Police, Traffic, Operations Review) attempted to identify a software or system of tracking this information. I have identified there were pieces of this recommendation that were starting to be tracked, however, those efforts have fallen by the way side. In 2017, this type of information was going to be developed to be tracked in the department's data warehouse, however; it was identified that with the change of personnel the project was placed on hold.

During our analysis, it was identified APD Traffic tracks certain categories that are not directly related to this analysis, but are and can be beneficial for the long term solution. They are tracking names, dates, locations, case numbers, date of the board, findings, crash type, on-duty status (not currently being tracked), drug test (not tracked), callout (not tracked). The Traffic division made a change in January 2018 to send all crashes to the crash review board. Prior to January 2018, only preventable crashes had been sent.

During this evaluation it was extremely difficult to pull information related to this analysis. I had the expectation it was going to be an easy process to pull the information for a single year, but quickly learned data was not readily available or easy to identify from any one source.

It was identified we still need a better solution for tracking officer involved crashes and even department involved crashes. Our EIS system is one avenue that is utilized to identify triggers of the system, but does not specifically identify when an officer has been involved in multiple crashes. Therefore, a system to network the multiple tables that exist in multiple software should be developed within APD.



Recommendations

It would be extremely beneficial for the department to have a database that would talk to other databases or a database that is all encompassing. The department has been developing a data warehouse, which will eventually house mass amounts of information. However, it is critical to identify which pieces of information are required, categorize them by section, division, incident, etc. This system will eventually allow the department to pull key pieces of information for a multitude of projects and data analysis. This system, has the potential to integrate specified datasets from other departments.

I will be meeting with the Traffic Division Commander, Operations Review Lieutenant, and the Academy to begin the process of tracking information related to this analysis. A process for pulling the information has been developed for future use/analysis and more analysis will be discussed in an effort to identify the root cause of crashes.

It is evident from the statistics that we as an organization drive millions of miles. Based on that amount of driving, we do not do a good job in providing continued support through the process of training. In an effort to help refresh an officers driving skills, the department did implement a driving school (3rd party).

The process of crash identification is important. This analysis should be looking at the specific types of crashes officers are involved in and how to prevent them.

This level of analysis should be conducted annually rather than quarterly. Solutions to the crash issue should outweigh the values associated with the crashes.



Timothy M. Keller
Mayor

City of Albuquerque

Albuquerque Police Department



Michael J. Geier.
Chief of Police

September 13, 2018

Interoffice Memorandum

To: Michael Geier, Chief of Police *MG*

Through: Rogelio Banez, Deputy Chief, Administrative Support Bureau *LR*

From: Ashley S. Montaña, HR Analyst

Subject: Exit Interview Questions

APD Personnel met with Deputy Chief Harold Medina on Monday, July 16, 2018. During this meeting it was determined Albuquerque Police Department will start utilizing the attached exit interview questions for all employees who depart from the APD. Utilization of exit interview questions will help capture underlying reasons for departures. Furthermore, improve overall understanding of attrition rates and assist in the development of successful strategies to alleviate any issues and/or concerns that may arise.

This process shall become effective pay period beginning September 29, 2018. It is detrimental for Supervisors to ensure the completed exit interview questions are routed to APD personnel.

Exit Interview Questionnaire

Date:

Exit Interview Questionnaire

We would appreciate you taking about 8-10 minutes to answer the following questions as honestly as possible. Your individual responses are treated as confidential, and will not become part of your personnel file.

We believe that the information is of vital importance and will assist in analyzing our employee retention and turnover. Thank you for your cooperation!

Name	Employment Date
Department	Termination Date
Position	Manager

What prompted you to seek alternative employment?

- | | |
|---|---|
| <input type="checkbox"/> Type of Work | <input type="checkbox"/> Quality of Supervision |
| <input type="checkbox"/> Compensation | <input type="checkbox"/> Work Conditions |
| <input type="checkbox"/> Lack of Recognition | <input type="checkbox"/> Family Circumstances |
| <input type="checkbox"/> Company Culture | <input type="checkbox"/> Career Advancement Opportunity |
| <input type="checkbox"/> Business/Product Direction | <input type="checkbox"/> Other: _____ |

Before making your decision to leave, did you investigate other options that would enable you to stay? Yes No

If "yes", describe: _____

What did you think of your supervision in regard to the following?

	Almost always	Sometimes	Never	Comments
Demonstrated fair and equal treatment				
Provided recognition on the job				
Developed cooperation and teamwork				
Encouraged/listened to suggestions				
Resolved complaints and problems				
Followed policies and practices				

How would you rate the following in relation to your job?

	Excellent	Good	Fair	Poor	Comments
Cooperation within your department					
Cooperation with other departments					
Communications in your department					
Communications within the company as a whole					
Communications between you and your manager					
Morale in your department					
Job Satisfaction					
Training you received					
Growth Potential					

Was your workload usually:

- Too great
- Varied, but all right
- About right
- Too light

How did you feel about your salary and the employee benefits?

	Excellent	Good	Fair	Poor	Comments
Base Salary					
Medical Plan					
Dental Plan					
Vision Plan					
401K Plan					
Life Insurance					
Paid-time-off					
STD/LTD Plan					
Stock Options					
Other					

Are there any other benefits you feel should have been offered?

Yes No

If "Yes", what? _____

Any other comments on benefits? _____

How frequently did you get performance feedback? _____

What were your feelings about the performance review process? _____

How frequently did you have discussions with your manager about your career goals? _____

What did you like most about your job and/or APD? _____

What did you like least about your job and/or APD? _____

What does your new job offer that your job with APD does not? _____

Why is the new job/company better? _____

Do you have any suggestions for improvement? Have you raised them in the past? _____

Would you recommend APD to a friend as a place to work?

Yes, without reservations Yes, with reservations No

Additional comments about your job or this company

Policy and Procedure Subcommittee Operating Procedure

Current as of April 19, 2018

1.0 Background

The City of Albuquerque passed city ordinance O-2016-013 to establish the Civilian Police Oversight Agency. This agency includes the Police Oversight Board which is tasked to introduce and incorporate civilian oversight into APD policies, training and activities. Under the oversight ordinance citizens can file complaints against APD personnel. The CPOA has the duty to investigate and resolve those complaints. The CPOA has the obligation to provide outreach to inform the community and receive community feedback. These roles of the CPOA are closely coupled to successful community policing. The members of the POB are specifically tasked with making policy recommendations to APD based on community input, data analysis and observations of best policing practices in other communities.

1.1 Purpose

This document serves as continuity and guidance for complying with the policy recommendation tasks and related activities described in the city ordinance for the operation of APD. Suggestions and recommendations received from the community through CPOA outreach activities are essential to develop recommendations that reflect how the community wants to be policed. The Police Oversight Board is also tasked with reviewing new and modified APD SOPs. Policy recommendations that are approved by a majority vote of the POB will be forwarded to the chief of police for his/her consideration.

The Court Approved Settlement Agreement also has requirements that several APD SOPs be periodically reviewed by APD and the CPOA. All recommended changes to these SOPs will be submitted to the Independent Monitor Team for review before submission to the chief of police.

1.2 Disposition

This document will be maintained in the Policy and Procedure Subcommittee Continuity binder and brought to every regularly scheduled Policy and Procedure Subcommittee meeting by CPOA staff for use by committee members.

1.3 Operating Procedure Modification

The Policy and Procedure Subcommittee can edit or rescind this operating procedure at any regularly scheduled Policy and Procedure Subcommittee meeting with a majority vote.

2.0 Stakeholders

Identified stakeholders are the Albuquerque Community, the Albuquerque Police Department, United States Department of Justice, the Independent Monitor, Albuquerque City Council and the Mayor of the City of Albuquerque.

3.0 Ordinance Defined Responsibilities

Below is a list of ordinance-defined activities in which the POB engages, and which are directly or indirectly related to PnP policy recommendations.

1. Conduct community outreach to solicit public input, report efforts to City Council

2. Promote accountability and improve community relations and confidence in APD by the community
3. Investigate citizen complaints.
4. Audit and monitor all incidences of use of force by APD.
5. All matters under investigation by APD internal affairs.
6. Annually report IA investigation and civilian complaints.
7. POB may conduct audits and will have full access to APD investigation files, documents and witnesses.
8. CPOA engages in long-term planning, identifying problems, trends, evaluates law enforcement practices and establishes an annual program of policy suggestions and studies.
9. POB reviews, analyzes policy studies, analysis, trends from CPOA, submit recommendations to APD and city council and dedicates a majority of time to policy functions.
10. POB drafts procedures that assure compliance with this section.

4.0 Resources

Available resources to the POB include staff support from the CPOA for the above described activities. Resources will be negotiated with the Executive Director of the CPOA and POB chairperson.

The ordinance requires that APD cooperate by providing policing data and access to APD personnel and facilities.

5.0 Police Oversight Board Responsibilities

The ordinance places an obligation on members to spend at least half of their time on policy matters. If other board matters, such as reviewing citizen complaint cases, demand more member time, then logically more time must be spent on policy recommendations. This is an untenable situation which can only be resolved by the full POB.

5.1 Policy and Procedures subcommittee members

The PnP is obligated to hold monthly meetings to review policies, make recommendations, and assign APD initiated policy reviews to a member of the PnP or POB as a point person who will be obligated to review and summarize his/her assigned policies.

5.2 PnP point person

The duties of the point person or policy champion are:

Receive or initiate policy recommendation,

Socialize and publicize recommendation,

Direct necessary research with assistance of CPOA staff,

Present policy summary to PnP.

5.3 POB duties

Members of the POB have the responsibility to make a timely review of recommendations brought by PnP when submitted to them through the Executive Director.

Policy recommendations will be presented at a public POB meeting at which time they may be approved and forwarded to the Chief of APD at the discretion of the POB or decided at the next POB meeting.

5.4 CPOA duties

The CPOA has a responsibility to provide research support for policy recommendations. The CPOA also compiles recommendations based on citizen complaints and raw or reduced data obtained from APD sources.

6.0 Sources of Policy Reviews, Recommendations and Proposals

6.1 POB initiated policy proposals

Such proposals may be generated from any POB member's observations, conversations, APD compiled or raw data or CPOA compilations of citizen complaints or other community input.

6.2 Public initiated SOP recommendation

The public may initiate their own recommendations by submitting them directly to APD on the forms available from APD. The POB shall seek public input and carry those recommendations to the PnP at their own discretion after contact with individual members of the public. The POB is obligated to consider public comments at POB meetings that might result in a policy recommendation.

6.3 APD initiated SOP reviews and changes

APD has a scheduled review cycle for all APD policies. Many of these policy reviews result in little or no change to the policy which deal mainly with internal APD operations and may not be important to the civilian oversight of APD. These policies will be reviewed by the PnP when APD notifies the CPOA that they are scheduled for review.

6.4 CASA related SOPs reviews and changes

The CASA requires regular review of all use of force policies. The CPOA is obligated to review these policies.

7.0 Processes

7.1 Policy Review Process

The following recognizes that the POB has a vested interest in reviewing all substantive policies provided by APD. The purpose of this policy is three-fold:

- 1) to determine which APD policies are CASA related;
- 2) to properly determine which other APD policies are substantive and therefore should be subject to POB review; and
- 3) to record policy review decisions and actions taken by the POB.

1. The POB default position is all proposed policies should be subject to a formal POB review and therefore, established a Policy and Procedure Review Sub-committee (PnP).

2. The PnP will establish a process to determine if proposed policy changes are of sufficient substance to warrant a formal review and comment. All CASA related proposed policy will be subjected to formal review.

3. APD agrees to:

a. Send all proposed policies to the CPOA when the first substantive draft is completed to avoid time constrictions and provide the PnP sufficient time for review and presentation to the POB Board for any recommended action.

b. Distinguish between CASA related proposals and other proposals

4. The CPOA will forward proposed policy changes to the PnP within 5 business days of receipt.

5. The PnP will determine a point person from the PnP, or POB board, on all CASA related policies, and other policies determined to warrant POB review.

a. Assume primary responsibility for coordination of any CASA related policy proposals,

b. Initiate participation with APD/OPA subject matter experts,

c. Attend OPA meetings related to the policy, and

d. Submit a brief synopsis to the board of the proposed CASA policy as the review process progresses for input and a final recommendation to the POB.

6. The POB will vote to concur with the final policy or formalize the POB concerns and recommendation(s) for the policy consistent with Police Oversight Ordinance procedures.

7. The PnP will read non-CASA related policy and procedures prior to the next PnP meeting after receipt and:

a. Determine a recommendation of whether a formal review of each policy is prudent, and prepare a brief synopsis of the proposed policy for the board including a recommendation of further review or declining further review

b. Determine a PnP recommendation for the POB,

c. The POB will vote to accept or reject the PnP recommendation whether the policy should be further reviewed.

d. If the POB votes that a non-CASA related policy should be reviewed for POB recommendations the same actions outlined in paragraph 5 will be followed.

7.2 Policy Development Process

New policies and substantive major revisions of policies should follow accepted guidelines for public policy development. A typical policy development cycle is described below.

- a. Motivation for recommendation, observed need, community input, POB member idea.
- b. Formulation - Identification of problem to be addressed, conduct research, present to PnP by policy champion, vet proposal by PnP.
- c. Adoption - Present new policy or recommendation to POB, POB decides to accept it.
- d. Implementation - Send recommendation to Chief of APD
- e. Evaluation - Evaluation criteria, review and evaluation of POB recommendations

Special attention should be given to developing measurable tests to evaluate the effectiveness of the proposed policy. These measures should be applied from data collected by APD to evaluate the policy.

8.0 Tracking

The POB will create a database to track policies that have been reviewed or are in the review process. This database will be maintained by the CPOA and be available to the PnP at regularly scheduled meetings.

Elements of the database may include:

- Policy Identification name and/or number
- POB policy champion or contact person
- Short policy description
- Milestones
- Chronology of policy development events related to stakeholders
- Research summary and links
- Status of recommendation

9.0 Reporting

Results from PnP meetings will be reported to the POB.

10.0 Operation of PnP subcommittee

The PnP engages only in fact-finding and making policy recommendations for final actions by the POB. The subcommittee is not subject to the Open Meetings Act and may establish its own procedures for conducting meetings.

10.1 Membership

The PnP shall consist of no more than one less than a quorum of the POB. The members of the PnP must be members of the POB and shall be appointed by the POB chair subject to the approval of the POB. The PnP will select a chair at the first meeting after the POB officer elections are held and the committee membership finalized. The chair shall be eligible to succeed him/her self.

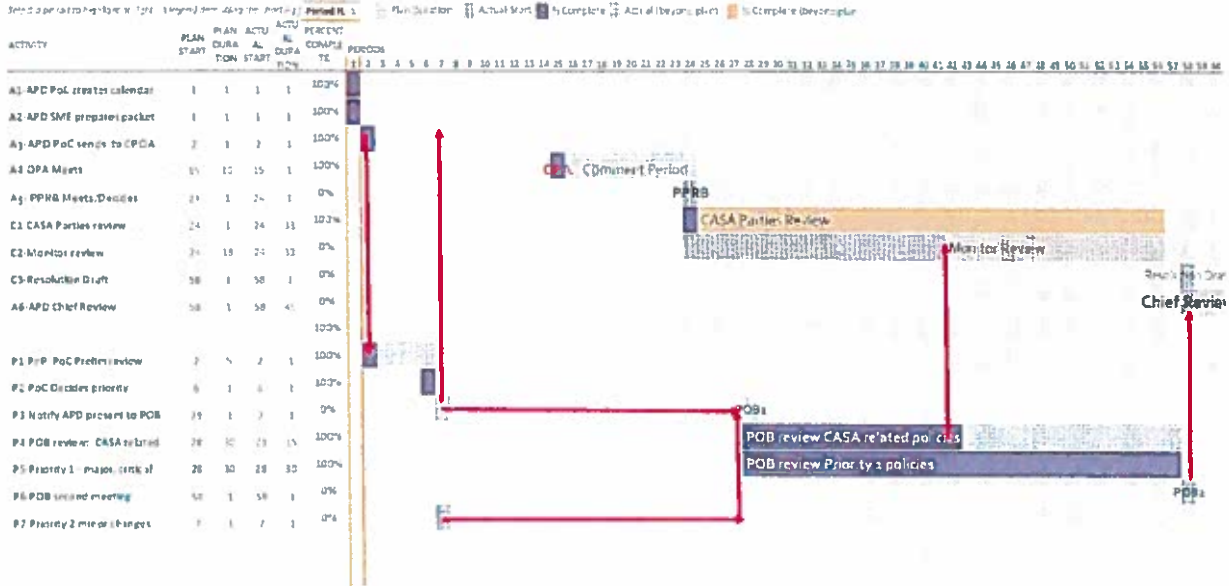
10.2 Meetings

The PnP will establish its own meeting schedules as required to perform assigned responsibilities. The PnP shall maintain a concise but accurate statement of a description of the subject of discussions but not a verbatim account. The PnP will report to the POB at all regularly scheduled meetings.

10.3 Time commitment

The PnP at their regular meetings may agree to anticipated time commitments from each member.

APD/CPOA Policy Process



11.2 APD SOPs

General Orders Manual

1-00-general-orders-.pdf	49K	
1-01-personnel-code-of-conduct.pdf		360K
1-02-social-media.pdf	124K	
1-03-grooming-standards.pdf	141K	
1-04-biased-base-policing-and-profiling.pdf	108K	
1-05-harassment-sexual-harassment-in-the-workplace.pdf		157K
1-08-naloxone.pdf	204K	
1-10-peer-support.pdf	148K	
1-11-behavioral-science-support-and-service.pdf		128K
1-12-internship-program.pdf	140K	

Procedural Orders Manual

2-01-uniforms-for-publish.pdf		522K
2-02-department-property.pdf		227K
2-04-use-of-respirators.pdf		206K
2-05-use-of-police-vehicles.pdf		160K
2-06-use-of-emergency-warning-equipment.pdf		114K
2-07-damage-to-department-or-civilian-property.pdf		104K
2-08-obrd-for-publish.pdf	101K	
2-09-use-of-computer-systems.pdf		173K
2-10-use-of-emergency-communications.pdf		382K
2-16-records.pdf	150K	
2-17-offense-incident-report-form.pdf		351K
2-18-contact-with-deaf-hard-of-hearing-or-speech-impaired-persons.pdf		139K
2-19-response-to-behavioral-health-issues.pdf		466K
2-20-hostage-suicidal-barricaded-subject-and-tactical-threat-assesment.pdf		197K
2-21-apparent-natural-death-suicide.pdf		94K
2-22-juvenile-delinquency.pdf	211K	
2-23-firearms-and-ammunition-authorization.pdf		237K
2-23-use-of-canine-unit.pdf	104K	
2-24-hazardous-materials-incident-response.pdf		140K
2-25-bomb-threats-and-bomb-emergencies.pdf		159K
2-26-law-enforcement-center-evacuation-plan.pdf		99K
2-27-rescue-task-force.pdf	93K	
2-28-flood-control-channel-action-plan-(code-raft).pdf		113K
2-29-emergency-response-team-(ert).pdf		429K
2-30-emergency-command-post.pdf		100K
2-31-emergency-medical-services.pdf		101K
2-32-exposure-to-blood-or-body-fluids.pdf		115K
2-33-rights-of-onlookers.pdf	109K	
2-34-notification-of-siignificant-incidents.pdf		108K
2-35-notification-to-settlement-agreement-parties.pdf		108K

2-36-police-press-relations-and-release-of-police-identification.pdf		118K
2-40-misdemeanor-traffic-and-city-ordinance-enforcement.pdf		216K
2-41-traffic-stops.pdf	100K	
2-42-dwi-investigations-and-revoked-suspended-license.pdf		184K
2-43-roadblocks-and-checkpoints.pdf	118K	
2-44-traffic-and-roadway-services.pdf	122K	
2-45-pursuit-by-motor-vehicle.pdf	221K	
2-46-response-to-traffic-crashes.pdf	39K	
2-47-crashes-involving-police-vehicles.pdf	137K	
2-48-towing-and-wrecker-services.pdf	156K	
2-49-inspection-of-motor-vehicles.pdf	103K	
2-50-safety-review-board.pdf	132K	
2-51-safe-driver-award-program.pdf	102K	
2-52-use-of-force-for-publish.pdf	155K	
2-53-electronic-controll-weapon-(ecw)-for-publish.pdf		86K
2-54-uof-&-supervisory-force-investigation-requirements-for-publish.pdf		76K
2-55-uof-appendix-for-publish.pdf	73K	
2-56-force-review-board.pdf	170K	
2-60-preliminary-and-follow-up-crimmlinal-investigations.pdf		225K
2-61-gathering-of-criminal-activity-informaion.pdf	88K	
2-62-background-investigations.pdf	110K	
2-63-crime-stoppers-investigations.pdf	113K	
2-64-identification-interviewing-and-detention-of-witness-to-crime.pdf		133K
2-65-interviews-and-collection-of-evidence-at-hospitals.pdf		130K
2-66-victim-witness-assistance.pdf	131K	
2-67-photographic-array-field-identifications.pdf	113K	
2-68-interviews-and-interrogations.pdf	117K	
2-69-informants.pdf	131K	
2-70-execution-of-search-warrants.pdf	219K	
2-71-search-and-seizure-without-a-warrant.pdf	168K	
2-72-digital-photography-imaging.pdf	103K	
2-73-submission-of-evidence-cofiscated-property-and-found-items.pdf		255K
2-74-submission-of-casses-to-the-district-attorney.pdf	130K	
2-75-requests-for-legalopinions-from-the-city-attorney-department-legal-advisor.pdf		95K
2-76-court.pdf	177K	
2-77-forfeiture-of-monies-and-property.pdf	86K	
2-80-arrests-arrest-warrants-and-booking-procedures.pdf		346K
2-81-off-duty-conduct-power-of-arrest.pdf	120K	
2-82-restraint-ant-transportation-of-prisoners.pdf	165K	
2-83-hospital-procedures-and-rules.pdf	129K	
2-84-body-cavity-and-strip-searches.pdf	111K	
2-86-investigation-of-property-crimes.pdf	151K	

2-87-graffiti-cases.pdf	97K	
2-88-bait-car-program.pdf	138K	
2-89-automated-license-plate-reader-program.pdf		113K
2-91-investigation-of-violent-crimes.pdf	206K	
2-92-crimes-against-children.pdf	183K	
2-93-child-abduction-missing-child-investigations.pdf		171K
2-96-clandestine-labratory-and-indoor-marijuana-grow-investigations.pdf		140K
2-97-harm-reduction-act-needle-exchange-program.pdf		99K
2-98-methadone-distribution-centers.pdf	88K	
Administrative Orders Manual		
3-00-administrative-orders.pdf	114K	
3-01-field-services-bureau.pdf	111K	
3-02-investigative-bureau.pdf	206K	
3-03-special-services-bureau.pdf	140K	
3-04-professional-accountability-bureau.pdf	138K	
3-05-administrative-support-bureau.pdf	151K	
3-09-delegation-and-command.pdf	100K	
3-10-chiefs-authority-and-responsibilities.pdf	88K	
3-11-command-staff-responsibilities.pdf	160K	
3-12-chiefs-staff.pdf	89K	
3-13-officers-duties-and-conduct.pdf	118K	
3-14-supervisory-leadership.pdf	143K	
3-15-sworn-personnel-positions.pdf	102K	
3-16-seniority.pdf	98K	
3-17-duty-assignments-and-transfers.pdf	161K	
3-18-temporary-assignment-activity.pdf	96K	
3-19-restricted-duty-temporary-assignments.pdf	138K	
3-20-overtime-compensatory-time-and-work-shift-designation.pdf		214K
3-21-scheduled-and-unscheduled-leave.pdf	174K	
3-22-contractsmous-for-law-enforcement-services.pdf		112K
3-23-retirement-observance.pdf	135K	
3-24-in-the-line-of-duty-death-notification-and-benefits.pdf		124K
3-30-inspections-process.pdf	108K	
3-31-physical-fitness-testing-and-training.pdf	145K	
3-32-employee-work-planperformance-evaluations.pdf		173K
3-33-early-intervention-system.pdf	185K	
3-40-civil-litigation-process.pdf	98K	
3-41-complaints-involving-department-policy-or-personnel.pdf		291K
3-42-investigation-of-police-personnel.pdf	152K	

3-43-relief-of-duty.pdf	105K
3-44-review-of-completed-administrative-investigation-cases.pdf	168K
3-45-due-process-notification-to-personnel.pdf	130K
3-46-discipline-system.pdf	198K
3-47-acceptance-of-disciplinary-action-and-right-to-appeal.pdf	99K
3-50-forms-control.pdf	105K
3-51-department-orders.pdf	167K
3-52-policy-development-process.pdf	212K