

**CIVILIAN POLICE OVERSIGHT AGENCY BOARD
POLICY AND PROCEDURE REVIEW SUBCOMMITTEE**

Dr. William Kass - Chair

Tara Armijo-Prewitt

Cathryn Starr

Edward Harness, CPOA Executive Director

**Thursday, August 6, 2020 at 4:30 p.m.
By Video Conference**

Members Present:

Dr. William Kass
Tara Armijo-Prewitt

Members Absent:

Cathryn Starr

Others Present

Diane McDermott, CPOA
Katrina Sigala, CPOA
Valerie Barela, CPOA
Ali Abbasi, CPOA
Patricia Serna, APD
Robert Carleton, CPC
Wanda Harrison, CPC

Minutes

- I. Welcome and Call to Order:** Chair Dr. Kass called to the order the Policy and Procedure Review Subcommittee meeting at 4:36 p.m.
- II. Approval of the Agenda**
- a. Agenda approved
- III. Approval of the Minutes for June 4, 2020 and July 2, 2020**
- a. June 4, 2020 minutes approved
- b. July 2, 2020 minutes approved
- IV. SOP Review**
- a. Policies reviewed at OPA/PPRB**
1. Chair Dr. Kass provided a summary of recent SOPs discussed OPA and briefly discussed SOP 2-68 and identified as a high priority policy for review and will be discussed at the next regular scheduled meeting.

b. Review of SOP 1-46 Field Training and Evaluation Program

1. Diane McDermott, COPA Investigator provided a summary on SOP 1-46. The subcommittee requested the “training guide” from Patricia Serna as referred to in SOP 1-46 for further review of the policy at the next regular scheduled subcommittee meeting.

**c. Discussion of ‘Proposal to Improve Policy Development Process’
SOP 3-52**

1. Chair Dr. Kass presented SOP 3-52 proposal to Improve the Policy Development Process and requested feedback from the subcommittee members and will have further discussion at the next scheduled subcommittee meeting.
2. Chair Dr. Kass was invited by Patricia Serna, APD to present the proposal of SOP 3-52 at an OPA meeting.

V. Other business

a. Conduct and Ethics Policy update

1. Chair Dr. Kass gave an update that the CPOA Board approved the Conduct and Ethics Policy at the July 9, 2020 meeting.

VI. Next meeting September 3, 2020 at 4:30pm

VII. Adjournment

- a. The meeting adjourned at 5:37 p.m.

Attachments

DRAFT



15 Day Department Commentary

Please utilize the PowerDMS comment feature to consider the proposed policy for the time period beginning

07/02/2020

and ending on

07/17/2020

Any recommendations, suggested language changes, should be voiced via a 'comment' rather than using the vote tool. Remarks will be taken into consideration to further develop the Department's Standard Operating Procedures Manual.

Your contribution is appreciated.

Summary of changes:

- 1) This policy was extracted from the Training Division SOP and is a newly created standalone SOP.



1-46 FIELD TRAINING AND EVALUATION PROGRAM (FTEP)

Related SOP(s), Form(s), and Other Resource(s):

A. Related SOP(s)

3-15 Sworn Personnel Positions

3-41 Complaints Involving Department Policy or Personnel

6-1 Training Division

B. Forms(s)

None

C. Other Resource(s)

— Field Training and Evaluation Program Operational Manual

1-46-1 Purpose

The purpose of the Field Training and Evaluation Program (FTEP) is to provide a standardized and objective program to facilitate an officer's transition from the academic setting to the actual performance of law enforcement duties. FTEP will ensure that new officers, lateral officers, and newly promoted supervisors develop the necessary technical and practical skills required to perform in accordance with Albuquerque Police Department (Department) policy and applicable law. The FTEP will reinforce the Department's values, core principles, and commitment to community-oriented policing. Field Training Officers (FTO) should demonstrate the highest levels of competence, professionalism, impartiality, and ethics.

1-46-2 Policy

It is the policy of the Department to assign all new police service aides, new police officers, and all newly promoted officers to a structured FTEP that is designed to ensure that the participants possess all the skills necessary to proficiently perform their duties. This policy is intended to define the roles, responsibilities, and qualifications for FTEP personnel and participants.

1-46-3 Definitions

A. Collateral Duty



An assigned task or tasks that is secondary and supplemental to the primary duty of the position.

B. Community-Oriented Policing

Is a policing philosophy that promotes and relies on collaborative partnerships between law enforcement agencies and the individuals and organizations they serve to develop solutions to problems, increase trust in police, and improve the effectiveness of policing efforts.

C. Daily Observation Report

A document used to record a trainee's performance, specific training, or instruction presented, and any other information of importance related to the trainee's activities in the training program during the training day.

D. Experienced Lateral Officer

An officer previously certified as an officer, with law enforcement experience who, after graduating from the Academy, holds the rank of Police Officer 2nd Class, but has not completed on-the-job training (OJT).

E. Field Training and Evaluation Program (FTEP)

The name of the Department's program for officers, which develops, oversees and provides OJT and refresher training.

F. Field Training and Evaluation Program (FTEP) Operations Manual

A comprehensive, step-by-step handbook, which provides detailed information for all aspects of the program.

G. Field Training Area Lieutenant (FTAL)

A uniformed FSB Lieutenant assigned as a collateral duty to train newly promoted Lieutenants and provide refresher training for Lieutenants.

H. Field Training Area Sergeant (FTAS)



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A uniformed FSB Sergeant assigned as a collateral duty to train newly promoted sergeants and provide refresher training for sergeants.

I. Field Training and Evaluation Program (FTEP) Coordinator

The coordinator is the Lieutenant responsible for overseeing the entire program.

J. Field Training Guide

A detailed description of the individualized training and standards for each step of OJT, specific to rank or position.

K. Field Training Officer (FTO)

A uniformed Field Services Bureau (FSB) officer assigned as a collateral duty to train Recruit Officers (RO) and Lateral Officers on OJT and provide refresher training for officers.

L. No Experience Lateral Officer

An officer previously certified as an officer with no law enforcement experience, after graduating from the Academy, holds the rank of Police Officer 2nd Class, but has not completed on-the-job training (OJT).

M. On-the-Job Training (OJT)

Consists of training phases received by RO's, Lateral Officers, Police Service Aide (PSA) recruits, and newly promoted supervisors after completing their prescribed Department training. All OJT participants will be trained by members of the FTEP.

N. Police Service Aide Recruit

An individual who has completed prescribed Department PSA training but has not completed OJT.

O. Recruit Officer

An officer who holds the rank of Police Officer 2nd Class and has graduated from the Academy, but has not completed OJT.

P. Refresher Training



A training program designed for former or existing employees of the Department, to reacquaint them with the skills, methods, and processes required to perform the job and to update on new developments.

Q. Remedial Training

A correction or review of previously taught information. Remedial training is necessary when the job performance of the FTEP participant is evaluated and is less than acceptable after having been provided with training or intervention, which should have taught, corrected and/or improved the job performance.

M. Solo Beat Officer

The grading standard of the FTEP, wherein a trainee is able to demonstrate knowledge, skills, abilities, and attitudes to safely and effectively perform the duties of an independent officer, meeting or exceeding proficiency in all categories of the standard evaluation guidelines (SEGs).

N. Solo Sector Sergeant

The grading standard of the FTEP, in which a sergeant is able to demonstrate knowledge, skills, abilities, and attitudes to safely and effectively perform the duties of an independent sector sergeant, meeting or exceeding proficiency in all categories of the SEGs.

O. Standardized Evaluation Guidelines (SEG)

Categorized individual levels of performance standards applied to trainees and reported on the Daily Observation Report (DOR). These performance standards vary by training trainee position.

1-46-4 Program Requirements

A. Staffing

1. The FTEP shall maintain the necessary staffing to appropriately train ROs and Lateral Officers.



1. The FTEP will elicit anonymous feedback regarding the OJT experience and the performance of individual trainers.
2. The Department shall consider and document the confidential feedback provided by the FTEP trainees regarding the quality of their training, including the extent to which their field training was consistent with what they learned in the Academy, and suggestions for changes to Academy training based upon their experience in the FTEP.
3. FTEP Coordinator will review and address the individual FTO and FTAS critiques and will provide a response to the Academy Director with their findings.
4. FTEP Operations Sergeant will review and address the OJT experience critiques and will provide a response to the Academy Director with their findings.

C. Training for FTEP Trainers

1. All new FTOs, FTASs, and FTALs shall receive at least 40 hours of initial supervisory-level training and annual eight hour in-service training in the following areas:
 - a. Management and supervision;
 - b. Constitutional and community-oriented policing;
 - c. De-escalation techniques; and
 - d. Effective problem-solving techniques.
2. All existing FTOs, FTASs, and FTALs shall receive annual eight hour in-service training.
3. All FTOs, FTASs, and FTALs shall be required to maintain, and demonstrate on a regular basis, their proficiency in managing recruits and subordinates, as well as practicing and teaching constitutional, community-oriented policing; de-escalation techniques; and effective problem solving.
- 7 4. FTEP shall maintain records of all evaluations and training of FTOs, FTASs, and FTALs.

D. On-the-Job Training

1. OJT consists of training phases received by ROs, Lateral Officers, No Experience Lateral Officers, PSA recruits, and newly promoted supervisors after completing their prescribed Department training to prepare them to perform their job in a solo capacity.
2. All OJT trainees will be trained by FTEP trainers.



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3. All ROs, Experienced Lateral Officers, No Experience Lateral Officers, PSA recruits, and newly promoted sergeants will be required to meet the minimum performance standards in accordance with the Field Training Guide to successfully complete OJT.

4. A failure to successfully complete OJT will result in a Chief's review.

E. Recruit Officers

1. Upon completion of their Academy training, ROs will participate in at least 16 weeks (640 hours) of OJT with FTOs.

2. ROs will train with several different FTOs working in multiple area commands and during various shifts.

F. No Experience Lateral Officers

1. Upon completion of their Academy training, No Experience Lateral Officers will participate in at least 16 weeks (640 hours) of OJT with FTOs.

2. No Experience Lateral Officers will train with several different FTOs working in multiple area commands and during various shifts.

G. Experienced Lateral Officers

1. Upon completion of their Academy training, Lateral Officers will participate in OJT with FTOs, which will be conducted for at least 12 weeks (480 hours).

2. Lateral Officers will train with several different FTOs working in multiple area commands and during various shifts.

H. Newly-Promoted Sergeant and Lieutenant Training

1. Before newly promoted personnel may assume solo performance duties at the rank of sergeant or lieutenant, they must successfully complete an OJT for their designated rank.

2. Newly promoted sergeants will be evaluated in accordance with the sergeant SEGs.

3. Prior to promotion or prior to solo performance, eligible personnel promoting to the rank of sergeant will receive a minimum of 80 hours of mandatory supervisory, management, leadership, and command accountability training before assuming supervisory responsibilities.



I. Sworn Personnel Returning to FSB

1. Officers, sergeants, and lieutenants returning to FSB after an absence of one year or more must complete refresher training provided by FTEP trainers.
2. The refresher training must be completed with an FTEP officer of equal rank. For example, a returning sergeant will complete refresher training with an FTAS.
3. The length of time the officer, sergeant, or lieutenant was absent from the field will determine the length of the refresher training but all refresher training will last at least two weeks.
4. Refresher assignments will be determined by the FTEP Coordinator.

J. Currently Certified Officers Returning to the Department

1. Officers who are returning to sworn status with the Department who have been separated for 31 days to 364 days shall be required to attend any training they may have missed and acquire all certifications and are not required to complete a period of OJT.
2. Officers who are returning to sworn status with the Department after a separation and who have been separated for one year or longer must successfully complete, and be released from, OJT as an Experienced Lateral Officer with a certified FTO.
3. DORs will be completed for officers returning to sworn status with the Department.

1-46-5 Qualifications

A. Qualifications for FTEP Positions

1. FTO Candidate

- a. Must have completed three years' non-probationary status with a law enforcement agency, and must be off probation with APD;
- b. Must not have any suspensions within the previous two years;
- c. Disciplinary history must not contain any incident or pattern that would undermine the FTO's ability to set a positive example;
- d. Must be currently assigned to FSB; and
- e. Must demonstrate a commitment to constitutional policing, ethics, and professionalism through their actions while performing their normal duties.

2. FTAS Candidate



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- a. Must currently hold the rank of sergeant;
- b. Must not have any suspensions within the previous two years;
- c. Disciplinary history must not contain any incident or pattern that would undermine the FTAS' ability to set a positive example;
- d. Must currently be assigned as a FSB Sector Sergeant; and
- e. Must demonstrate a commitment to constitutional policing, ethics, and professionalism through their actions while performing normal duties.

3. FTAL Candidate

- a. Must currently hold the rank of Lieutenant;
- b. Must not have any suspensions within the previous two years;
- c. Disciplinary history may not contain any incident or pattern that would undermine the FTAL ability to set a positive example;
- d. Must currently be assigned as a FSB Lieutenant; and
- e. Must demonstrate a commitment to constitutional policing, ethics, and professionalism through their actions while performing normal duties.

B. Selection, Evaluation and Retention of FTEP Personnel

1. All selections, evaluation, and retentions will be in accordance with the FTEP Operational Manual.
2. The FTEP Operational Manual provisions regarding strikes for performance will be followed. Strikes for performance may result in removal from the program.

1-46-6 On-the-Job Training Requirements

A. Detailed program procedures for OJT are contained within the FTEP Operational Manual.

1. Violations of any of the provisions of the FTEP Operational Manual may result in removal from the program and any misconduct/policy violations will be handled in accordance with SOP Complaints Involving Department Policy or Personnel.

B. Training deficiencies may be noted by anyone in the OJT trainee's chain of command.

C. The Field Training Guide will be maintained by the FTEP Coordinator.

D. Remediation, Extension, or Dismissal

1. An RO or Lateral Officer (experienced/no experience) who has failed to meet the minimum performance standards in either of the first two phases of training will be given a remedial phase to focus on remedial training.
2. The FTEP Operations Sergeant will evaluate the DOR tracking for progression and base recommendations upon the recruit's performance in deficient categories.



3. If the RO is not functioning as a Solo Beat Officer after the third phase, they may be allowed one extension phase or be subjected to a Chief's review.

4. The purpose of a Chief's review is to determine if the RO or Lateral Officer shall be extended or dismissed.

E. The Chief of Police or designee may dismiss an RO or Lateral Officer (experienced/no experience) for failure to meet minimum performance standards based on the recommendations from the FTEP Coordinator or their designee.

1. Failure to meet minimum performance standards in final phase will result in a recommendation of dismissal from the FTEP coordinator or their designee to the Chief of Police.

2. Under no circumstances shall an RO or Lateral Officer be released early from OJT without completing all training.

1-46-7 Roles and Responsibilities

6 A. FTEP Coordinator

1. The FTEP Coordinator will:

- a. Supervise and monitor the FTEP consistent with the FTEP Operations Manual; and
- b. Develop and maintain the FTEP Operations Manual and Field Training Guides for OJT.

6 B. FTEP Operations Sergeant

1. The FTEP Operations Sergeant will:

- a. Develop and implement all training in the FTEP;
- b. Develop and implement all remedial training plans for recruit and Lateral Officers in the FTEP;
- c. Perform all duties and fulfill responsibilities outlined in the FTEP Operations Manual; and
- d. Supervise the FTEP Operations Officer.

6 C. FTEP Operations Officer

1. The FTEP Operations Officer will:



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- a. Serve as liaison between FTOs and the FTEP Coordinator and FTEP Operations Sergeant in reference to FTEP needs;
- b. Serve as a recruiter of FTOs for the FTEP; and
- c. Perform all duties and fulfill responsibilities outlined in the FTEP Operations Manual.

N/A

D. Field Training Area Lieutenant

1. The FTAL has the responsibility acting as a role model; training and evaluating newly promoted Lieutenants on OJT.
2. FTALs will counsel, evaluate, supervise, and train in accordance with the Field Training Guide.
3. Active FTALs will receive incentive pay. Inactive FTALs will not receive incentive pay.

N/A

E. Field Training Area Sergeant

1. FTAS has the responsibility of acting as a role model, training, and evaluating newly promoted sergeants on OJT.
2. The FTAS will be responsible for monitoring the performance of RO, PSA, Lateral Officers and sergeants who are on OJT.
3. FTASs will counsel, evaluate, supervise, and train newly promoted Sergeants to become Solo Sector Sergeants, in accordance with the Field Training Guide.
4. Active FTAS will receive incentive pay. Inactive FTAS will not receive incentive pay.

N/A

F. Field Training Officer

1. The FTO has the responsibility of acting as a role model, training and evaluating ROs during OJT.
2. FTOs will counsel, evaluate, supervise, and train ROs and Lateral Officers to become Solo Beat Officers, in accordance with the Field Training Guide.
3. Active FTOs will receive incentive pay. Inactive FTO will not receive incentive pay.
4. FTOs are not authorized to wear civilian clothes while working with trainees.

~~G.~~

N/A



G. Recruit Officer and Lateral Officer

1. The RO and Lateral Officer (experience/no experience) will enter the FTEP after graduation from the Academy and will adhere to the FTEP Operational Manual, Field Training Guide, and standard operating procedures (SOPs).
2. Recruit Officers and Lateral Officers will:
 - a. Demonstrate proficiency based on the SEGs;
 - b. Promptly inform their FTO of any problems, personal or professional, that could have an effect on their job performance;
 - c. Complete the entire period of OJT;
 - d. ROs will not take any leave of absence, such as birthday and vacation, during their OJT;
 - e. Obtain approval from the FTEP chain of command when taking leave for exigent circumstances;
 - f. If leave is taken, the RO's OJT will be extended to make up for any missed time;
 - g. Complete the entire program of OJT; and
 - h. Under no circumstances will RO or Lateral Officers be released early from the mandatory prescribed training period.

H. All FTEP Personnel, Trainers, and Trainees

1. Any misconduct or policy violations will be handled in accordance with SOP Complaints Involving Department Policy or Personnel.



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6-1-5 FIELD TRAINING AND EVALUATION PROGRAM

A. Program Requirements

1. At the completion of their Academy training, recruit officers and lateral officers will participate in on-the-job training (OJT) with field training officers, which will be conducted for at least 16 weeks (640 hours).
2. Recruit and lateral officers will train with at least three different FTOs, working in multiple area commands and during various shifts.
3. New Field Training Officers and Field Training Area Sergeants shall receive at least 40 hours of initial supervisory level training and annual eight-hour in-service training in the following areas:
 - a. Management and supervision.
 - b. Constitutional and community-oriented policing.
 - c. De-escalation techniques.
 - d. Effective problem-solving techniques.
4. The Field Training and Evaluation Program shall maintain the necessary staffing to appropriately train recruit officers and lateral officers.

B. Goals

1. The primary goal of the Field Training and Evaluation Program is to develop recruit officers who have successfully completed the academic portion of their training, and to provide on-the-job training to ensure officers are capable of performing as independent officers.
2. The Field Training and Evaluation Program will supervise and manage its field training program to ensure that new officers develop the necessary technical and practical skills required to use force in accordance with APD policy and applicable law. The field training program should reinforce, rather than circumvent, the agency's values, core principles, and expectations on use of force and engagement with the community. Field Training Officers should demonstrate the highest levels of competence, professionalism, impartiality, and ethics.

C. Objectives

1. Train and guide the recruit and lateral officers to apply their academic knowledge and to analyze field situations in the performance of their duties.
2. Identify recruit and lateral officers who meet the requirements of a solo beat officer and who successfully complete on-the-job training.



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~~3. Identify recruit and lateral officers who fail to meet the minimum requirements of a solo beat officer and either extend their training or dismiss them after unsuccessful remediation.~~

~~4. Identify and train qualified officers to function as Field Training Officers.~~

~~5. Evaluate Field Training Officers on their ability to train and evaluate recruit and lateral officers.~~

~~D. Responsibilities and Evaluations~~

~~1. Field Training Coordinator~~

~~A sergeant who full time supervises and monitors the Field Training and Evaluation Program, together with the Field Training Area Sergeants and the Field Training Area Lieutenants.~~

~~The field training coordinator will distribute surveys to all recruit and lateral officers to receive anonymous feedback regarding the quality of recruit or lateral officer's field training. The feedback will include the extent to which their field training was consistent with what they learned in the Academy, suggestions for changes to Academy training, based upon their experience in the field training program and the overall effectiveness of the program. The field training coordinator shall review the feedback. The coordinator will handle feedback that is directed at particular instructors or field training personnel by direct communication with such personnel, using counseling or other methods as appropriate. The coordinator will compile feedback for trends and programmatic suggestions and present the data to Field Training Officer Board for consideration.~~

~~2. Field Training Officer Board~~

~~A board of the Academy lieutenant (Chair), field training coordinator (non-voting), the director of the Academy, each active field training area sergeants, and one active field training officer for each field training area sergeant, voted and approved by the rest of the board. The board monitors and develops the Field Training and Evaluation Program, including performance of new graduates and feedback from current participants and exit interviews of former participants, and provides recommendations to the Chief of Police or his designee.~~

~~The board will discuss different options to address feedback from recruit and lateral officers and the merits for making changes to the program based on this feedback. The discussion and reasons for taking or not taking action with respect to such feedback will be documented in the board's minutes.~~



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~~3. ——— Field Training Area Lieutenants~~

~~Monitors all Field Training Area Sergeants, Field Training Officers, and recruit and lateral officers assigned to their command. The field training area lieutenants are field service bureau lieutenants assigned as field training area lieutenants as a secondary duty.~~

~~4. ——— Field Training Area Sergeants~~

~~Monitors all Field Training Officers and recruit and lateral officers within their assigned area. The field training area sergeants are field service bureau sergeants assigned as field training area sergeants as a secondary duty.~~

~~5. ——— Field Training Officer (FTO)~~

~~Trains, evaluates, and mentors recruit and lateral officers to become solo beat officers in accordance with the Field Training Guide. Field training officers are field service bureau officers assigned as field training officers as a secondary duty.~~

~~6. ——— Qualifications to Become a Field Training Officer~~

- ~~a. ——— Four years' non-probationary status~~
- ~~b. ——— No suspensions within the previous two years, not counting first accident suspension~~
- ~~c. ——— Disciplinary history contains no incident or pattern that would undermine the FTO's ability to set a positive example~~
- ~~d. ——— Presently assigned to Field Services Bureau — uniform patrol~~
- ~~e. ——— Commitment to constitutional policing, ethics, and professionalism through their actions while performing their normal duties~~

~~7. ——— Evaluation and Retention~~

- ~~a. ——— Field Training personnel shall immediately notify their Field Training Evaluation Program chain of command when any disciplinary action is taken or is pending against them.~~
- ~~b. ——— A Field Training Officer may be removed from the program by the Chief of Police, or his designee, or upon the recommendation of the Field Training Officer Board, in accordance with the Field Training and Evaluation Program operational manual.~~
- ~~c. ——— The Field Training Officer Board may recommend removal of a Field Training Officer if they determine the Field Training Officer has not satisfactorily performed his or her duties as a Field Training Officer, and/or as a police officer, or has failed to take training courses required to stay in the program.~~
- ~~d. ——— A Field Training Officer may be removed from the program as a result of disciplinary action based on conduct, either on or off duty, which may reflect unfavorably on the Field Training and Evaluation Program.~~
- ~~e. ——— The decision of the Chief of Police or his designee to remove an officer from the Field Training and Evaluation Program shall be final.~~



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~~8. ——— Recruit Officer and Lateral Officer~~

~~a. ——— The recruit officer and lateral officer will enter the Field Training and Evaluation Program and will adhere to the field training guidelines and procedural manual. During this period, the recruit officer and lateral officer will:~~

- ~~i. ——— Be trained and will demonstrate proficiency in the duties of a solo beat officer; and~~
- ~~ii. ——— Be evaluated in accordance with the Field Training Guide.~~

~~b. ——— Responsibilities~~

- ~~i. ——— The Recruit or lateral officer will make their Field Training Officer aware of any problems, personal or professional, that will have an effect on their job performance.~~
- ~~ii. ——— The recruit or lateral officer will follow the standard operating procedures of the department.~~

~~c. ——— Remediation/Extension/Dismissal~~

- ~~i. ——— A recruit officer or lateral officer who has failed to meet the minimum performance standards in any phase of training will be given remedial training, will serve an extension phase, or will be dismissed.~~
- ~~ii. ——— Failure to meet the minimum performance standards of on-the-job training will be subject to a Chief's review to determine if the recruit officer or lateral officer shall be remedially trained, extended, or dismissed.~~
- ~~iii. ——— The Chief of Police or his designee may dismiss a recruit or lateral officer for failure to meet minimum training qualifications.~~

~~d. ——— Completion of Training~~

~~Under no circumstances shall any recruit officer or lateral officer be released early from on-the-job training.~~

~~E. ——— On-the-Job Training Requirements~~

- ~~1. ——— Detailed program procedures are contained within the Field Training and Evaluation Program Operational Manual.~~
- ~~2. ——— Field training officers must complete a Daily Observation Report for each shift. This applies to OJT for recruit officers, lateral officers, returning officers, and refresher training.~~
- ~~3. ——— The Field Training Area Sergeants will be responsible for any temporary assignment change among field training officers and will ensure that reassignment of a recruit or lateral officer will be with a certified training officer.~~
- ~~4. ——— Training deficiencies may be noted by anyone in the recruit's chain of command.~~



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- ~~5. Field Training Officers are not authorized to wear civilian clothes while working with recruit officers.~~
- ~~6. The recruit officer Training Guide will be maintained by the Field Training Officer Coordinator.~~
- ~~7. Separations or reassignments for more than three days will be coordinated through the Field Training Area Sergeant.~~
 - ~~a. Recruits will not take any leave of absence during their on-the-job training (such as birthday and vacation). Leave for exigent circumstances must be approved through the recruit's chain of command.~~
 - ~~b. The recruit's on-the-job training will be extended to make up any missed time.~~
- ~~F. Sworn Personnel Returning to Field Services Bureau, Uniformed Patrol~~
 - ~~1. Officers and sergeants returning to uniformed patrol after an absence of one year or more must complete refresher training.~~
 - ~~2. The refresher training must be completed with a qualified officer of equal rank. For example, a returning sergeant will complete refresher training with a sergeant in Field Services.~~
 - ~~a. The length of time that the officer or sergeant was absent from the field will determine the amount of time to be spent in refresher training. If the separation from field services was:
 - ~~i. one year but fewer than two years, refresher training will last for two weeks;~~
 - ~~ii. two years but fewer than three years, training will last for four weeks; and~~
 - ~~iii. three or more years, training will last at least four weeks. Length of time will be determined by the Chief of Police or his designee.~~~~
 - ~~b. Refresher assignments will be determined by the Field Training Officer Coordinator.~~



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3. ~~Officers Returning to Sworn Status with APD (currently certified)~~
 - a. ~~Officers who are returning to sworn status with APD and who have been separated for one year or longer must successfully complete, and be released from, on-the-job (OJT) training with a certified Field Training Officer. The length of an officer's OJT will be determined as follows:~~
 - i. ~~for one year but fewer than two years of separation, OJT will last for four weeks~~
 - ii. ~~for two years but fewer than three years of separation, OJT will last for eight weeks~~
 - b. ~~Release from the OJT requirement must be approved by the Field Training and Evaluation Program chain of command.~~
 - c. ~~Daily Observation Reports will be completed for returning officers during this time.~~
 - d. ~~If the returning officer requires remedial training, refresher training will be extended by two weeks to address any deficiencies noted by the FTO.~~
4. ~~Newly Promoted Sergeant and Lieutenant Training~~
 - a. ~~Before newly promoted personnel may assume solo performance duties at the rank of sergeant or lieutenant, they must successfully complete a Field Training and Evaluation Program for their designated rank. Prospective sergeants and lieutenants will be evaluated in accordance with the Field Training Guide.~~
 - b. ~~Prior to promotion or prior to solo performance, eligible personnel promoting to the rank of sergeant will receive 40 hours of mandatory supervisory, management, leadership, and command accountability training before assuming supervisory responsibilities.~~

Proposal to Improve SOP 3-52 Policy Development Process

Introduction:

On creation of the new version of the CPOA in 2015, the city ordinance O-2019-007 (as amended) gave the CPOA power to participate in the APD policy review process and make recommendations to improve SOPs . The ordinance reads in part:

§ 9-4-1-2 PURPOSE.

...

*(D) Gather and analyze information, reports, and data on trends and potential issues concerning police conduct and practices and the related impacts on the community and individuals; and
(E) Provide input, guidance and recommendations to the City Council, the Mayor and the Chief of Police for the development of policy for the Albuquerque Police Department."*

§ 9-4-1-4 CIVILIAN POLICE OVERSIGHT AGENCY.

...

(5) CPOA Policy Recommendations. The CPOA shall engage in a long-term planning process through which it identifies major problems or trends, evaluates the efficacy of existing law enforcement practices in dealing with the same, analyzes and evaluates data (including APD raw data), innovative practices, national trends, and police best practices, and establishes a program of resulting policy suggestions, recommendations, and studies each year. APD shall provide Board members, the Director, and CPOA staff with reasonable access to APO premises, files, documents, reports, data (including APD raw data), and any other materials that are reasonably necessary for this purpose. For purposes of this ordinance, "APD raw data" includes but is not limited to any facts and statistics or other data gathered, obtained, or that are otherwise within the possession of APD before being processed or analyzed; "police best practices" refers to law enforcement methods or techniques based upon the experiences and outcomes in other police departments or law enforcement agencies that have documented superior results compared to other practices, and to recommendations by recognized research and policy development groups, forums, consortiums, or similar. ...

While the power to make recommendations has existed on paper for five years, the CPOA had little impact on policy development until the City and APD administration changed in 2017. At that time under a new city administration, the Office of the City Attorney, APD Office of Policy Analysis and the CPOA jointly participated in rewriting SOP 3-52 which guides the APD policy development process. For a definition of the terms used in this document, please refer to that SOP. The link to SOP 3-52 is: <http://documents.cabq.gov/police/standard-operating-procedures/3-52-policy-development-process.pdf>.

SOP 3-52 allows active participation of the CPOA at quasi-public OPA meetings where revisions to a policy are presented by subject matter experts. This meeting is followed by a 15-day commentary period, during which anyone, including members of the public, can submit recommendations on a form available at the City website:

<https://app.smartsheet.com/b/form/8d8d2b6c6520407b8c9bcaf3d02b9680>

Changes to the OPA meeting process have been made that depend on the current OPA administration which itself has changed several times in the last three years. Currently SOP edits are not made at the OPA meeting at which the SOP is presented. Edits are made later after receiving comments during the 15 day commentary period. This process could be made more transparent.

The SOP also gives voting rights to the CPOA and POB at PPRB meetings. An approval vote for a policy at PPRB moves the policy under review along the revision process and initiates a 30 day recommendation period. The POB can submit recommendations by letter to the Chief of APD to propose further changes during this period or show support for the revised policy. Any letter to the Chief from the CPOA requires the approval of the full POB by majority vote and would be made only after a thorough review of the policy.

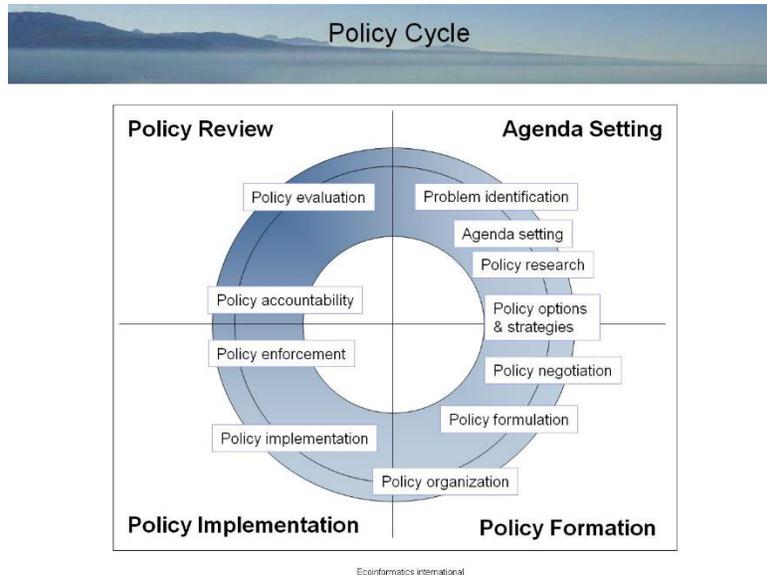
The CASA provides that every APD SOP be reviewed annually. SOP 3-52 was published in April 2018 and is overdue for review.

This proposal makes modifications to SOP 3-52 that attempt to fit with best policy development best practices and which will also address the ordinance mandate to recommend policies improvements that will increase the efficacy of APD.

SOP 3-52 deals primarily with a portion of the policy development cycle identified as **Policy Review** in the figure below. Since most APD policies already exist, the focus of the APD policy development process is to make modifications to language to clarify understanding, adjust to changes in law, and accommodate changes in APD organizational responsibilities - all of which are components of

Agenda Setting. Armed with an existing policy, the OPA presenter can move to **Policy Formation** when OPA accepts the policy modifications presented. For very extensive or sensitive policy changes, more than one OPA session may be required to get agreement for the changes.

What is missing from the APD process is the use of data collected during the **Policy Implementation** (Policy Enforcement) phase to evaluate the effectiveness of the policy (Policy Accountability) and include that as a necessary part of **Agenda Setting**.



The importance of using data for policy evaluation can not be overemphasized. Data allows one to make decisions based on the effectiveness of a technology such as on body recording devices (SOP 8-2) which provide invaluable evidence for exonerating or substantiating complaints against officers, 75%-80% of complaints result in exoneration when OBRD data is available.

On the other hand, no one knows how effective the StarChase Pursuit Management System (SOP 2-13) is for tracking vehicles. At several OPA presentations of this technology, no data was given to show usage, costs, training, or success rate. The same applies to Tire Deflation Devices (SOP 2-11) and Pursuit Intervention Technique (SOP 2-12) where no liability data were available.

Application of data for policy evaluation allows one to invest resources in fruitful areas and divest from less fruitful endeavors. This is not possible under the current OPA process because there is no one present at OPA who is empowered to consider the financial impact associated with policies. There have been SOPs presented which reveal under gentle questioning the lack of resources available to do the assigned job. Case backlogs indicate when a unit is overextended (Armed Robbery, Cold Cases,

Rape Kits, ...) and needs more resources. Without a budget representative to carry this to the appropriate command level there is no relief for the situation.

This proposal focuses on the earliest steps in the APD policy development process – where the data presented at OPA has the most effect on evaluating and modifying policies.

SOP 3-52 recommended changes

The following recommendations follow the format SOP 3-52 which contains 17 paragraphs describing the associated policy development process flowchart. The existing policy language is shown in italics.

3-52-1 Policy The transparent, structured, and informed development of Departmental policies and standard operating procedures is a crucial part of meeting the Department's mission to provide effective and constitutional policing to the community. In order to deliver upon this mission, the development of policies and procedures will balance the need to educate the public about these policies and procedures while also affording a meaningful opportunity for input from Department personnel and the public. Police best practices and objective analyses of APD data will be the measures against which policies will be evaluated for effectiveness and fairness.

Section 3-52-3

1: Comments and recommendations come to the Department from a variety of sources and are routed to OPA. OPA will review the comments and recommendations and may decide that a change in policy is warranted. It also reviews each policy on an annual basis. In either case, OPA posts proposed changes to policy on APD's website and accepts comments from the public on them. Proposed policy changes are then submitted to PPRB for a vote. Policies are then submitted to POB for review and comment. The proposed policy changes are then submitted to the Chief for final approval.

Recommended substitute language:

1: OPA collects comments and recommendations from various sources within APD and the public. OPA reviews the comments and recommendations and prioritizes and schedules policy reviews with attention to the CASA mandate for annual reviews. OPA posts proposed change to policies and

accepts comments from the public. Proposed policy changes are then submitted to PPRB for a vote. Following PPRB approval, policies are submitted to POB for review and comment. Finally, the proposed policy changes are submitted to the Chief for approval.

2. In advance of an OPA meeting the subject matter expert for the involved policy will create a packet with (a) the existing standard operating procedure, (b) a draft with revisions to the existing standard operating procedure and (c) materials to explain why particular changes to the standard operating procedure are based upon best policing practices or Department specific operational considerations. This packet will be provided to OPA attendees and will be posted on the APD website a minimum of two business days before the OPA meeting.

Recommended substitute language:

2. In advance of an OPA meeting, OPA will identify the subject matter expert for each policy to be presented. The subject matter expert for the involved policy will create a packet with (a) the existing standard operating procedure (b) the draft with revisions to the existing standing operating procedure and (c) materials that include data that relates to the effectiveness of the policy. These materials should include when available: data collected from forms associated with a particular SOP; data analyzed in collaboration with the appropriate APD data analysis unit to show trends and correlations; and recommendations for data that could be collected to improve the policy evaluation. In addition, the subject matter expert, in collaboration with the OPA, shall research best police practices for comparison to the APD policy proposed for review. This packet will be provided to OPA attendees and will be posted on the APD website a minimum of two business days before the OPA meeting.

Insert another paragraph:

2a. All SOPs under review should be modified to include the following sections:

Objective: Each policy should include a description of that policy's objectives and how the SOP relates to other policies.

Resources: Each policy contain a description of the unit that is responsible for a policy, the human resources assigned and contact information within APD by unit or division, and an assessment of the training requirements associated with the policy.

Impact: Each policy includes a description of the impact on the community. For example, in the armed robbery unit, there is one sergeant and four detectives who each have a case load of 80-120 cases.

There is a backlog of 1600 cases. How are victims of armed robberies notified of the disposition of their cases? How is the backlog addressed? What resources are being devoted to improving the service to the community?

Relevant forms: Each policy lists forms that collect data relevant to the SOP and how that data is available within APD.

Related policies and special orders: If special orders have been issued since the policy was last reviewed, it may be necessary to develop a method of tracking the policy and changes resulting from special orders so the current operational policy is known.

3. An OPA meeting to discuss the involved policy will then take place where the subject matter expert will provide a presentation to attendees. The presentation will provide background and explanation of the policy and there will also be a presentation of the draft policy followed by a question and answer session.

Recommended addition: OPA attendees should include APD or city representatives who are familiar with the APD budget process and have the ability to make budget evaluations and assessments and recommend budget changes in budget negotiations.

4. All individuals attending an OPA presentation can submit comments on the draft policy and OPA packet as part of their attendance. Importantly, recommendations from any member of the public, on a draft policy, must be provided seven (7) calendar days before the PPRB meeting on the involved policy. These recommendations can be submitted through the City website.

Comment: Since PPRB meetings have been scheduled anywhere from one month to six months from the OPA meeting, it is impossible for the public to know when the 7 day deadline approaches. More advance warning of policies being sent to PPRB needs to be given.

5. OPA presentations and notes from the question and answer session of an OPA meeting will be archived and available on the City website within two business days of a given presentation. These tasks will be completed by the Department's SOP liaison.

Comment: _____

6. After the OPA presentation there will be a ~~seven (7)~~ fifteen (15) calendar day period for personnel to provide recommendations on a draft policy through PowerDMS.

Comment: What happens when PowerDMS goes away?

7. The recommendations from personnel and the community will be compiled in advance of the meeting for presentation and consideration as part of PPRB deliberations. Where appropriate the (Department or stakeholder) sponsor of a recommended change or addition to policy may be present to provide an explanation for a specific recommendation.

Comment: Is there a robust, transparent process in place for doing this?

8. If it is voted upon by PPRB that a proposed policy recommendation from a member of the community is not going to be incorporated into the policy, the subject matter expert, in collaboration with the SOP Liaison will draft a letter to the submitting party, with copy to the Chief of Police, explaining why the proposed language was not incorporated into the policy. This letter will be provided to the community member within thirty (30) days from the Chief of Police approving the policy.

Comment: See paragraph 7 comments

9. Any policy related to the Department's approach to interacting with individuals in crisis will be forwarded to the Mental Health Response Advisory Committee (MHRAC) for review and comment. This will be done two weeks in advance of OPA and the chairs of MHRAC will be invited to attend OPA and PPRB.

Comment: _____

10. The PPRB has the authority to deny or accept a recommendation on a draft policy before it is submitted to the Chief for approval.

Comment: Does this apply to the CPOA?

11. If a policy proposal is tabled at PPRB, the Chair shall appoint a member to make the necessary corrections or complete the necessary research to ensure that the PPRB can reconsider the policy.

Comment: _____

12. A policy which does not concern the Court Approved Settlement Agreement (CASA), which has passed PPRB and has been submitted to POB for a thirty day time frame to review and provide recommendations, will then be considered by the Chief of Police for potential revision and approval.

Comment: _____

13.A CASA related policy, once it has been approved by PPRB, will be submitted to the POB for a thirty-day review and commentary period. Fifteen business days from being provided to POB the policy will be presented to the Independent Monitor and Parties to the CASA for review and comment. The Independent Monitor and Parties will have fifteen business days to review and provide comments.

Comment: There are approximately 44 CASA related policies that must follow this process. Has this fifteen day deadline been met in the past? Should this requirement be reviewed? This policy SOP 3-52 is one of them and might be a good test.

14.A resolution draft, considering recommendations by CPOA POB, the Parties and Independent Monitor will be prepared and presented to the Independent Monitor for approval. Once approved by the Independent Monitor the CASA related policy will be reviewed and approved by the Chief of Police.

Comment: _____

15.All policies will be posted on the PowerDMS system after they have been approved by the Chief. Once posted on PowerDMS all Department personnel are required to review the involved policy and electronically verify that they have read and understand the policy.

Comment: How is this information conveyed to the community? For important policies such as the use-of-force suite rewritten two years ago, how does the community know that this will result in the necessary culture changes?

16.The Chief of Police will have forty-five days (45) from the receipt of any policy recommendation from the CPOA to provide an indication that the recommendation will be incorporated into policy or an explanation of why the recommendation will not be followed.

Comment: How can we make this requirement independent of the person who holds the Chief position? The process improved immensely with a new city administration and new chief but it could easily regress.

17.OPA shall review any new Departmental policies six months after implementation and annually thereafter. OPA shall review all other Department policies on at least an annual basis.

Comment: This deadline is rarely met. If it continues to be a requirement, additional resources need to be committed to OPA.