Goal 1 Reduce Crime and the Fear of Crime

Objective 1 Reduce the Level of Violent Crime by 5%
S1: Increase the number of nominations for “Top 5” offenders from Field Service Bureau officers

Objective 2 Increase the Property Crime Clearance Rate to 11%
S1: Pursue the formation of an auto theft authority
S2: Increase the clearance rate of auto thefts to 11%
S3: Increase training and mentorship opportunities for property crime detectives
S4: Increase the Crime Stoppers Unit’s effectiveness

Objective 3 Reduce the fear of crime
S1: Implement electronic tracking methods for pharmaceutical thefts

Objective 4 Implement proven strategies that reduce crime
S1: Further expand NITe detectives use of ETS program
S2: Revitalize the Singing Arrow neighborhood
S3: Implement quality of life saturation patrols
S4: Implement Phase 3 of Operation Hot Spot in the Southeast Area Command
S5: Improve the effectiveness of the response to Drunkbusters calls that are dispatched to 3.5%
S6: Improve the clearance rate for the White Collar Crimes Unit by 5%
S7: Implement a Chronic Inebriate Program (CHIP)
S8: Strengthen information sharing among the members of the Gang Task Force and patrol officers.

Goal 2 Enhance the Department’s Performance

Objective 1 Increase the number of organizational training opportunities by 5%
S1: Develop a mentorship program to develop future SWAT officers
S2: Offer career-specific training for current jobs as well as future promotional opportunities
S3: Develop criteria for each specialized unit position
S4: Increase the number of Tactical officers that are trained in other functions of the Section.
S5: Develop a mandatory leadership academy and first-line supervisor training for both sworn and non-sworn personnel
S6: Create a homicide/suspicious death training program
S7: Increase awareness of federal gun prosecution resources for APD Field Services officers
S8: Reduce the number of EEOC complaints
S9: Increase management/leadership training for statewide 911 communications personnel
S10: Prepare Field Services officers for the implementation of Smart Policing model
S11: Increase leadership capabilities in APD first line supervisors
S12: Develop a curriculum for CIT refreshers in FSB briefings
S13: Increase new managers and commander's knowledge of the Department’s fiscal and grant process
S14: Develop a roll call training program

Objective 2 Increase the Percentages of New Hires Using Quality Hiring Practices
S1: Form a committee to study the current sworn officer promotional process

Objective 3 Develop Strategies That Address Equipment Research and Development

Objective 4 Institute Programs That Assist Career Development
S1: Develop a Comprehensive employee evaluation program
S2: Cross-train all Records Division staff
S3: Hire a curriculum specialist
S4: Develop a career development program
S5: Develop a centralized system to standardize equipment and formalize training for the Field Services Bike Program

Objective 5 Determine Staffing and Organization to Ensure Proper Department Function
S1: Increase staffing levels at the Communications Center
S2: Transition the EOC to an Emergency Support Functions-based plan
S3: Create an administrative position in the Inspections/Accreditation Unit
S4: Increase the number of flight hours of the Air Support Unit
S5: Increase the number of department personnel that are trained and certified in flight operations.
S6: Increase the usage of PTU services
S7: Create operational mid-management positions at Communications
S8: Hire a staff to manage and improve APD-TV
S9: Research funding opportunities for additional positions
S10: Increase staffing of the Organized Crime Unit to provide for additional functionality

Objective 6 Identify and Resolve APD Service Inefficiencies
S1: Increase the number of contacts by victim liaisons
S2: Develop an emergency housing program for victims of domestic violence
S3: Partner with a cell phone carrier to provide pay-as-you-go temporary phones to victims
S4: Increase the efficiency and effectiveness of the Crime Analysis Unit
S5: Increase the operating hours of the Prisoner Transport Unit
S6: Increase the technical competency and credibility of the Crime Analysis Unit
S7: Review the current priority assignment system for calls for service
S8: Develop a 2D/3D abandoned building and floor layer database
S9: Complete an instrument validation and uncertainty study
S10: Streamline data collection through the use of new technology
S11: Make analytics available on a real-time basis for active calls for service
<table>
<thead>
<tr>
<th>Objective 2 Increase the Number and Quality of Internal Relationships</th>
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</thead>
<tbody>
<tr>
<td>S1: Improve information sharing system between investigative units, field officers and impact units</td>
</tr>
<tr>
<td>S2: Improve communication between forensic scientists and investigators</td>
</tr>
<tr>
<td>S3: Utilize existing technology to document progress on Problem Solving projects</td>
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<td>S4: Develop a method to improve feedback to the Crime Analysis Unit</td>
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<thead>
<tr>
<th>Objective 3 Strengthen Relationships</th>
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<tbody>
<tr>
<td>S1: Establish a joint intelligence unit between Internal Affairs and SID</td>
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<tr>
<td>S2: Implement a warrants application</td>
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<tr>
<td>S3: Implement a 360-degree evaluation program</td>
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<tr>
<th>Objective 8 Maintain, Expand and Improve CALEA Accreditation Status</th>
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<tbody>
<tr>
<td>S1: Achieve CALEA Public Safety Communications Accredited status</td>
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<tr>
<td>S2: Prepare for the CALEA mock assessment and on-site certification in March/August 2014</td>
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<table>
<thead>
<tr>
<th>Objective 3 Increase the Number and Quality of Community Relationships</th>
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<tbody>
<tr>
<td>S1: Reduce homeless/transient associated criminal activity</td>
</tr>
<tr>
<td>S2: Develop a second-contact program for victims of burglaries</td>
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<td>S3: Publish all department SOP online</td>
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<td>S4: Continue to implement projects in the Safe City Albuquerque Partnership Program</td>
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<td>S5: Implement a repetitive call location reduction program</td>
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<td>S6: Develop a 911 Citizen’s Academy</td>
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<td>S7: Establish 60 total neighborhood watches throughout the City each plan year</td>
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<td>S8: Increase the attendance of block captains at the Fall and Spring Block Captain Conference to at least 100 attendees per gathering</td>
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<td>S9: Reduce the incidence of distracted driving-caused accidents</td>
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<td>S10: Increase the number of Motor officers that are qualified to teach advanced safety motorcycle operation courses</td>
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<tr>
<td>S11: Improve information dissemination to the public</td>
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<td>S12: Develop a community relations training program</td>
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<tr>
<th>Objective 4 Strengthen Homeland Defense</th>
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<tr>
<th>Objective 2 Improve APD’s Response to a Homeland Security Event</th>
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<tbody>
<tr>
<td>S1: Develop a central database to store all homeland security information</td>
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<tr>
<td>S2: Develop alternative 311 Call Center site</td>
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<th>Objective 3 Expand Regional Collaboration and Coordination</th>
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<tr>
<th>Objective 5 Advance the Deployment of Technology</th>
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<tbody>
<tr>
<td>S1: Standardize the report filing process with APD / BCSO</td>
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<tr>
<td>S2: Develop methods to ease the transition to the ERP Time and Labor program</td>
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<tr>
<td>S3: Develop a kiosk to assist the public in filing police reports</td>
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<tr>
<td>S4: Increase the Crime Analysis Unit’s ability to use GIS technology</td>
</tr>
<tr>
<td>S5: Create a quality assurance program to provide valid, accurate human resources information</td>
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<td>S6: Convert existing and future photo evidence to digital technology</td>
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<td>S7: Migrate OTIS (training records) to the ERP platform</td>
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<td>S8: Create a scheduling interface to be used as a court docket for all of APD’s court dates</td>
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<td>S9: Create a web-based program to communicate with and schedule pre-trials with defense attorneys</td>
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<tr>
<td>S10: Automate identification and AFIS systems to work</td>
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with Tiburon ARS
S11: Implement server or cloud storage into the Photo Unit’s workflow process 134
S13: Transition grant management to Sharepoint site 135
S14: Develop a method to auto download real-time information into the Que-Tel system 136

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S1: Develop an online chat function for the Records Division 137
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S3: Increase and enhance methods of communication with the public including texting 139
S4: Increase the use of telephone and Internet reporting for non-emergency crimes 140
S5: Implement the capability to broadcast live feeds from the Joint Information Center (JIC) and the Real Time Crime Center 141

Objective 3 Improve APD Technology and Infrastructure
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S3: Automate identification and AFIS systems to work with Tiburon ARS 144
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S5: Improve cameras for SWAT and K9 and expand their use in EOD 146
S6: Add additional offenses to the CopLogic reporting system 147
S7: Update software to improve 3D visualizations of crime scenes 148
S8: Upgrade statewide CODIS servers, workstations, and associated database software to FBI standards 149
S9: Improve UCR data collection and reporting 150
S10: Upgrade internal offender/arrestee computer tracking system 151
S11: Re-architect the Comprehensive Information Systems Project (CISP) 152
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S16: Enhance the use of Pawn Shop technology 157
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Goal 6 Plan and Prioritize Capital Needs

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S1: Develop a 25-year APD facilities plan 160
S2: Acquire land to develop a “campus style” family advocacy center 161
S3: Select and acquire a DWI Seizure lot 162

Objective 2 Develop New Facilities

Objective 3 Identify and Purchase Critical Capital Equipment
S1: Formalize an APD capital plan 163
S2: Develop a long-term vehicle purchasing plan 164

Objective 4 Relocate / Enhance Existing Facilities
S1: Acquire additional property for parking at the Northeast Area Command 165
S2: Renovate the Old Main facility 166
S3: Develop a computer lab at the FAC 167
S4: Increase security at the Northeast Area Command 168
S5: Expand the existing Communications Center 169

S6: Develop a secure parking area for Valley Area Command Vehicles 170
S7: Increase parking and facility space at the Southwest Area Command 171
S8: Improve signage and way finding of all area commands 172
S9: Improve security at the Foothills Area Command 173
S10: Select a location for Open Space, indoor storage and office space 174
S11: Develop an officer computer lab in the Valley Area Command 175
S12: Upgrade the public access area of the Records Division 176
S13: Remodel existing space to house the Real Time Crime Center 177

(strategies in italics are carried over from APD Strategic Plan FY11-15)
Dear reader-

The FY13-17 APD Strategic Plan is the Department’s “road map” for the next five years. It quantifies the aspirations of APD staff who have envisioned a future that will continue to place the Department in the forefront of police organizations nationwide. It is because of our careful, deliberate planning process and the strong desire to achieve the set objectives that we have achieved so much as a department during my tenure as Chief.

Although APD completed a record number of strategies from the previous strategic plan (80), department staff proposed even more strategies for the FY13-17 Plan. The combined totals of achieved and proposed strategies are a direct reflection on the tenacity and resolve of APD employees, for which I am always grateful and impressed. I am continually honored to be able to lead a group of employees that always strives to improve the Department’s effectiveness which translates to superior customer service to the public.

APD’s Strategic Plan builds on six goals: Reduce Crime and the Fear of Crime; Enhance

the Department’s Performance; Strengthen Relationships with Law Enforcement Agencies and Civilian Partners; Strengthen Homeland Defense; Advance the Deployment of Technology; and Plan and Prioritize Capital Needs. The Strategic Plan not only establishes goals and strategies, it also provides a framework to measure the success of initiatives. In 2011, the Department moved the Strategic Plan to a SharePoint site which allows me and the rest of the staff to view strategies and their updates with any mobile device. The new site allows strategy sponsors to monitor and update their progress wherever their location.

I urge all of you to read the Strategic Plan thoroughly- it provides insight into the direction of an ever-changing law enforcement agency that is responding to a variable environment. If you have a question about one of the strategies, please contact my office for clarification. If there is a strategy that you think APD should be considering, please let us know.

Using the framework set out in the APD Strategic Plan, we can ensure that Albuquerque continues to be a safe and special place to live, work and raise a family.

RAYMOND D. SCHULTZ
Chief of Police
ORGANIZATIONAL OVERVIEW

The Albuquerque Police Department (APD) has a history of serving the Albuquerque community for over 125 years. The department strives for excellence in meeting the needs of our residents and visitors alike to create a safe and friendly community. The APD is comprised of a unique and diverse workforce consisting of over 1,500 employees. With an authorized sworn strength of 1,100 officers, the APD responds to over 45,000 calls for service on a monthly basis, serving over 500,000 people.

We are proud of the way in which we interact with the community in our continuing collaborative problem solving efforts. In a concerted effort to be transparent with the community, we strive for excellence in providing all of the requirements necessary from a full service modern police department. We listen to our community and we respond.

The Albuquerque Police Department’s Strategic Plan Fiscal Year 2013-2017 was created and produced by APD’s Planning and Policy Division Manager William Slauson. The plan was generated from facilitative interviews with department stakeholders conducted over a six month period in 2012.

Department Founded 1898
Police Officers 975
Civilian Personnel 613
Calls For Service (2012) 544,356

Rank Structure
Chief of Police 1
Deputy Chief 3
Commander 14
Lieutenant 38
Sergeant 112
Patrolman/Detective 812
Cadet 15
Average Age (Sworn) 38
Average Years of Service 12

Police Vehicles & Equipment
Marked Vehicles 738
Unmarked Vehicles 244
Motorcycles 31
Bicycles 44
Aircraft 1
Helicopter 1
Hovercraft 1
Horses 10
Canines 10
Bomb Squad Canines 2

Facilities
Main Station
Area Command Substations 6
Community Substations 5
Training Academy
Firearms Ranges 2
Horse Mounted Stables/ Training Grounds
Crime Lab/Evidence
Planning Process & Implementation

The Strategic Planning Process

The strategic planning process allows APD to establish a vision for the future and develop planned, well-defined objectives and strategies to accomplish our goals. The Strategic Plan serves as a five-year “road map” that guides the department and promotes effective resource allocation and budget planning. The plan is a “living document” that is annually reviewed and updated to reflect current community issues, organizational goals and the state of the economy.

The Strategic Plan is reviewed and updated every six months in July and December, and more often if necessary via the companion APD Strategic Plan SharePoint site. APD’s overall objectives and five year strategies are assessed and re-prioritized if necessary based on operating expenses, service indicators, crime statistics or special initiatives.

For this review and update of the Strategic Plan, the Director of Planning and Policy met with the Chief of Police, Deputy Chiefs, Area Commanders and civilian managers individually and in groups. Existing objectives and strategies were discussed and completed strategies were removed. In subsequent meetings, additional strategies were proposed and considered. They were evaluated by the Chief of Police and his command staff and many are included in this version of the APD Strategic Plan.

Sponsorship & Accountability

APD’s top staff is committed to the successful implementation of the APD Strategic Plan. The Chief of Police, Deputy Chiefs, Commanders and Division Managers take personal responsibility for APD Strategic Plan objectives. As “sponsors”, they work together as a team to assign strategy leaders and balance resources as the department moves forward with the plan.
**Goal 1 Reduce Crime and the Fear of Crime**

**Objective 1 Reduce the Level of Violent Crime by 5%**
- S1: Problem Solving will highlight the “Top 5” offenders each month
- S2: Establish an 85% custody rate for “Top 5” offenders
- S4: Improve the clearance rate of homicide cases to 80%

**Objective 2 Increase the Property Crime Clearance Rate to 11%**
- S2: Target career burglars by assigning case responsibility to NiTe detectives
- S3: Expand the use and increase “not vehicle” thefts and apprehensions
- S5: Increase partnership with law enforcement agencies and local businesses to deter theft
- S7: Expand the use of license plate reader technology
- S11: Enhance use of pawn shop technology

**Objective 3 Reduce the fear of crime**
- S1: Develop a more effective crime prevention program
- S2: Develop new strategies for a second gang unit
- S3: Develop a standardized response to neighborhood watch and crime free multi-housing certification requests
- S4: Expand crime prevention initiatives to include presentations on workplace violence / keeping employees safe
- S6: Reconfigure the Gang Unit to increase productivity

**Objective 4 Implement proven strategies that reduce crime**
- S1: Increase commercial vehicle enforcement on interstates
- S2: Develop an identity theft file
- S3: Further develop the Problem Solving model in order to identity and analyze crime patterns and trends
- S4: Increase training opportunities for Crime Prevention/CFMH staff
- S5: Establish minimum criteria for crime prevention staff
- S7: Increase the number of forfeited and booted vehicles resulting from multiple DWI convictions
- S8: Evaluate predictive crime analysis programs/applications
- S9: Expand the bike program to help improve commercial and biseque patrol
- S10: Reduce incidences of property crime and fires by discouraging illegal camping
- S11: Increase the number of enforcement actions of panhandlers at major intersections and freeway exit ramps
- S15: Continue to expand and improve APD’s specialized policing of Albuquerque’s downtown area

**Goal 2 Enhance the Department’s Performance**

**Objective 1 Increase the number of organizational training opportunities by 5%**
- S1: Increase DRE certification within the DWI Unit to 100%
- S4: Develop a ammunition-handling training program
- S7: Streamline the Department’s transfer and hiring process
- S9: Increase training opportunities and support for AFIS
- S10: Increase training opportunities for Quetel
- S11: Increase alternative training methods to all APD staff
- S12: Increase cross-training opportunities for Open Space, Dive Team and Search and Rescue

**Objective 2 Increase the Percentages of New Hires Using Quality Hiring Practices**
- S1: Form a committee to study the current sworn officer promotional process

**Objective 3 Develop Strategies That Address Equipment Research and Development**

**Objective 4 Institute Programs That Assist Career Development**
- S1: Form a career development training oversight committee
- S3: Develop a central file that tracks APD employee training accomplishments

**Objective 5 Determine Staffing and Organization to Ensure Proper Department Function**
- S2: Fund a City purchasing agent specifically assigned to APD purchases

**Objective 6 Identify and Resolve APD Service Inefficiencies**
- S2: Increase the number of workplace and school violence prevention and lock down trainings
- S3: Increase the number of dynamic intervention reviews and responses
- S4: Develop a domestic violence specialty officer program
- S7: Reduce the number of images on file
- S9: Implement a quality assurance program
- S11: Recover truncated criminal history data from the 2009 conversion
- S12: Create and initiate a disposition policy for latent evidence
- S13: Automate the process for archiving evidence disposition authorization letters

**Objective 7 Create Methods to Improve the Department’s Internal Communication**

**Objective 8 Maintain, Expand and Improve CALEA Accreditation Status**
- S1: Improve APD’s process to develop policy consistent with CALEA standards
- S3: Prepare for the CALEA mock assessment and on-site certification in March/August 2011
- S4: Decrease the amount of CALEA “applied discretion” to zero

**Goal 3 Strengthen Relationships**

**Objective 1 Increase the Number and Quality of Internal Relationships**
- S5: Improve utilization of analyst data
- S7: Track Strategic Plan strategies more effectively

**Objective 2 Increase the Number and Quality of External Relationships**
- S2: Expand private sector partnerships to increase participation and education
- S4: Develop an active-shooter education program for civilians
- S5: Partner with the FBI and ICE to reduce human trafficking
- S6: Develop a program to encourage area command neighborhood associations to report suspicious behavior
- S8: Achieve full integration with AFID in response to fires in open space areas

**Objective 3 Increase the Number and Quality of Community Relationships**
- S3: Increase the number of neighborhood watches in all area commands

**Goal 4 Strengthen Homeland Defense**

**Objective 1 Increase Prevention, Mitigation and Security Capability**
- S1: Develop a central database to store all homeland security information

**Objective 2 Improve APD’s Response to a Homeland Security Event**
- S1: Ensure that all APD first responders have the necessary equipment to respond to a WMD event
- S2: Develop a continuity of operations plan for each APD division

**Objective 3 Expand Regional Collaboration and Coordination**

**Goal 5 Advance the Deployment of Technology**

**Objective 1 Increase Integration Technology Opportunities**
- S2: Equip the BATmobile with technology to function as a roving hotspot

**Objective 2 Increase and Improve Communication Technology Opportunities**
- S5: Develop a pilot project for patrol officers that utilizes video capture and storage methods
- S6: Create and deploy a gang activity website

**Objective 3 Improve APD Technology and Infrastructure**
- S1: Reduce evidence inventory and intake items
- S4: Gain international standard accreditation through ISO/IEC 17025
- S5: Upgrade the existing Firearms Training System (FATS)
- S6: Develop a new graphic/paint scheme for APD police vehicles
- S7: Develop a community resource database or search engine geared to help the homeless
- S8: Develop a long-term vehicle purchasing plan
- S9: Select a new patrol car model
- S10: Improve UCR data collection and reporting
- S11: Implement personal video recorders for Field Service officers
- S12: Improve information access for all APD employees via internet and intranet
- S13: Increase the usage of the PowerDMS system
- S16: Implement the self-service module of the ERP to allow changes to W-4 forms

**Goal 6 Plan and Prioritize Capital Needs**

**Objective 1 Plan for New Facilities**
- S1: Construct the Sixth Area Command to LEED specifications
- S3: Open the Sixth Area Command facility

**Objective 2 Develop New Facilities**
- S1: Leverage existing 911 funding to upgrade hardware
- S6: Upgrade the Leica scanner
- S7: Acquire a second armored vehicle
- S8: Acquire two additional bomb robots

**Objective 3 Identify and Purchase Critical Capital Equipment**
- S2: Purchase a fatal crash command post
- S3: Acquire personal video recorders for Field Service officers
- S5: Partner with the FBI and ICE to reduce human trafficking
- S7: Acquire a new facility for the Special Investigations Division
- S13: Expand the APD Academy facility

**Objective 4 Relocate / Enhance Existing Facilities**
- S3: Improve security for APD’s Law Enforcement Center and Old Main facilities
- S7: Acquire a new facility for the Special Investigations Division
- S13: Expand the APD Academy facility
MISSION STATEMENT:

We, the members of the Albuquerque Police Department, believe in the shared responsibility of police personnel, government leaders and citizens to improve Albuquerque’s quality of life and to defend our community. We vow to uphold the U.S. Constitution, to fairly enforce the laws of New Mexico and the City of Albuquerque in order to protect life, property and rights. In partnership with the community, we will engage in policing to maintain order, reduce crime and the fear of crime through education, prevention and enforcement.

VISION STATEMENT:

The Albuquerque Police Department envisions a safe and secure community where the rights, history and culture of each citizen are valued and respected. We will achieve this vision by proactively collaborating with the community to identify and solve public safety problems and improve the quality of life in Albuquerque.

COMMUNITY POLICING:

Community Policing is a proactive partnership between the Albuquerque Police Department, the citizens of Albuquerque, other agencies within the City of Albuquerque, and other levels of State Government, Federal Government and the private sector. This partnership seeks to expose the root causes of crime and disorder, and to eradicate such conditions through the aggressive enforcement of laws, ordinances and City policies and through positive community collaboration.

CORE VALUES:

Integrity - Respect - Fairness - Pride
MISSION & VISION STATEMENTS

**Goal 1:** Reduce crime and the fear of crime
- Objective 1: Reduce The Level Of Violent Crimes By 5%
- Objective 2: Increase The Property Crime Clearance Rate To 11%
- Objective 3: Reduce The Fear of Crime
- Objective 4: Implement Proven Strategies that Reduce Crime

**Goal 2:** Enhance the Department’s performance
- Objective 1: Increase The Number of Organizational Training Opportunities By 5%
- Objective 2: Increase The Percentage of New Hires Using Quality Hiring Practices
- Objective 3: Develop Strategies That Address Equipment Research and Development
- Objective 4: Institute Programs That Assist Career Development

**Goal 3:** Strengthen Relationships
- Objective 1: Increase the Number and Quality of Internal Relationships
- Objective 2: Increase the Number and Quality of External Relationships
- Objective 3: Increase the Number and Quality of Community Relationships

**Goal 4:** Strengthen Homeland Defense
- Objective 1: Increase Prevention, Mitigation And Security Capability
- Objective 2: Improve APD’s Response To A Homeland Security Event
- Objective 3: Expand Regional Collaboration And Coordination

**Goal 5:** Advance the Deployment of Technology
- Objective 1: Increase Integration Technology Opportunities
- Objective 2: Increase and Improve Communication Technology Opportunities
- Objective 3: Improve APD Technology And Infrastructure

**Goal 6:** Plan and Prioritize Capital Needs
- Objective 1: Plan for New Facilities
- Objective 2: Develop New Facilities
- Objective 3: Identify and Purchase Critical Capital Equipment
- Objective 4: Relocate / Enhance Existing Facilities

**Goal 7:** Create Methods to Improve the Department’s Internal Communication
- Objective 6: Identify and Resolve APD Service Inefficiencies

**Goal 8:** Maintain, Expand and Improve APD’s CALEA Accreditation Status
Purpose:
The Authority’s goal would be to combat auto theft through tougher laws, improved enforcement and administration, effective prosecution, and public education.

Objectives:
- Increase the Property Crime Clearance Rate to 11%
- Pursue the formation of an Auto Theft Authority

Action Plan:
An auto theft authority needs approval by the state legislature to be formed. Department personnel will draft enabling legislation and will advocate for it during the legislative session.

Measures of Success:
- Passing of enabling legislation; establishment of a New Mexico Auto Theft Authority
- Reduce auto theft statewide

Timeline:
2013 2014 2015 2016 2017

Active Fiscal Year / Funding:
FY13 FY14 FY15 FY16 FY17
NA NA NA NA NA

Strategy Sponsor:
Commander T. Gonterman

Strategy:
Pursue the formation of an Auto Theft Authority

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Central Investigations

Performance Plan Program Strategy / Service Strategy:
Shows linkage to the appropriate item in the City of Albuquerque’s Performance Plan.

Strategy Sponsor:
APD employee who has been tasked with implementing the defined strategy.

Active Fiscal Year / Funding Graph:
Depicts when each strategy is expected to be active and how it is funded. Active years are shaded blue; funding sources include general fund, CIP, grant and TBD (to be determined).

Goal:
REDUCE CRIME AND THE FEAR OF CRIME

Goal 1:
Reduce Crime and the Fear of Crime

Objective 2:
Increase the Property Crime Clearance Rate to 11%

Strategy 1:
Pursue the formation of an Auto Theft Authority

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Central Investigations

Performance Plan Program Strategy / Service Strategy:
Shows linkage to the appropriate item in the City of Albuquerque’s Performance Plan.

Strategy Sponsor:
APD employee who has been tasked with implementing the defined strategy.

Active Fiscal Year / Funding Graph:
Depicts when each strategy is expected to be active and how it is funded. Active years are shaded blue; funding sources include general fund, CIP, grant and TBD (to be determined).

Goal:
Specific statement of intended future results and general and continuing statements of intended future results

Objectives:
Are broad categories. They are non-measurable, non-dated, continuous, and ongoing. Objectives move the agency from motive to action.

Action Plan:
A description of what needs to be done, when and by whom to achieve the results called for by one or more objectives.

Purpose:
Why the Department is implementing the strategy.

Measures of Success:
Benchmarks that have been set by the Strategy Sponsor in order to evaluate if the strategy is successful.
Detailed Strategy Descriptions
Goal 1: Reduce Crime and the Fear of Crime

Objective 1: Reduce the Level of Violent Crime by 5%

Objective 2: Increase the Property Crime Clearance Rate to 11%

Objective 3: Reduce the Fear of Crime

Objective 4: Implement Proven Strategies that Reduce Crime
Goal 1: Reduce Crime and the Fear of Crime

Objective 1: Reduce the Level of Violent Crime by 5%

Strategy 1: Increase the number of nominations for Top 5 offenders from Field Officers

Action Plan:
Staff will alter problem solving project forms for area commands to include a box where field officers/impact detectives can nominate suspects for a Top 5 designation. Staff will also increase educational opportunities and familiarity with the Top 5 program, including a supervisory development class (4 hour block on problem solving initiative).

Purpose:
Officers will be able to see that their nominations have been accepted, increasing buy-in from the Field Services Bureau.

Measures of Success:
-Increase of the number of nominations generated by Field Services officers by 10%

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
Goal 1: Reduce Crime and the Fear of Crime

Objective 2: Increase the Property Crime Clearance Rate to 11%

Strategy 1: Pursue the formation of an Auto Theft Authority

Action Plan:
An auto theft authority needs approval by the state legislature to be formed. Department personnel will draft enabling legislation and will advocate for it during the legislative session.

Purpose:
The Authority’s goal would be to combat auto theft through tougher laws, improved enforcement and administration, effective prosecution, and public education.

Measures of Success:
- Passing of enabling legislation; establishment of a New Mexico Auto Theft Authority
- Reduce auto theft statewide

Timeline

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Strategy Sponsor
Commander T. Gonterman

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Central Investigations

Albuquerque Police Department Strategic Plan FY13-FY17
Goal 1: Reduce Crime and the Fear of Crime

Objective 2: Increase the Property Crime Clearance Rate to 11%

Strategy 2: Increase the clearance rate of auto theft to 11%

Action Plan:

Increase the number of directed activities that deter auto theft activities. Utilize more physical evidence collected at crime scenes to link offenders and present more cases to the District Attorney’s Office for prosecution.

Purpose:

“Clearance rate” is the measure of crimes solved by police. Increasing the clearance rate of auto theft to 11 percent reduces the likelihood that Albuquerque residents will be a victim of auto theft.

Measures of Success:

- Increase the number of auto theft tactical plans
- Increase the amount of physical evidence that is collected in auto theft cases
- Increase the number of cases presented to the District Attorney’s Office for prosecution

Timeline

2013 2014 2015 2016 2017

ACTIVE FISCAL YEAR / FUNDING

Investigative Services / Central Investigations

Performance Plan Program Strategy / Service Strategy:

Investigative Services / Central Investigations
Goal 1: Reduce Crime and the Fear of Crime

Objective 2: Increase the Property Crime Clearance Rate to 11%

Strategy 3: Increase Training and Mentorship Opportunities for Property Crime Detectives

**Action Plan:**
APD will increase training for property crime detectives and organize a mentorship program with more experienced detectives in order to improve burglary clearance rates.

**Purpose:**
Pairing inexperienced detectives with more seasoned staff shortens the learning curve and deflects possible sag of overall productivity. New members of the group respond to training and mentorship more easily and become productive more quickly.

**Measures of Success:**
- Increase in the effectiveness of Property Crime detectives by tracking the clearance rates of mentored detectives
- Development of a training program for all new property crime detectives
- Creation of a mentorship program for new detectives

**Timeline**

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**Strategy Sponsors**
Commander T. Gonterman
Academy Director J. Wolf

**Performance Plan Program Strategy / Service Strategy:**
Investigative Services / Central Investigations
**Goal 1: Reduce Crime and the Fear of Crime**

**Objective 2: Increase the Property Crime Clearance Rate to 11%**

**Strategy 4: Increase the Crime Stoppers Unit’s Effectiveness**

**Action Plan:**

The Crime Stoppers Unit will undergo a major technology upgrade in order to utilize advanced software. The Unit will also create a liaison to coordinate and assist smaller agencies in developing their own Crime Stoppers program.

**Purpose:**

Increasing Crime Stoppers Unit awareness in the community will lead to additional tips received and a potential increase in the number of arrests resulting from the tips.

**Measures of Success:**

- Number of new Crime Stoppers associations formed
- Creation of at least ten new associations during the Strategic Plan years of FY13-17

**Timeline**

| 2013 | 2014 | 2015 | 2016 | 2017 |

**Active Fiscal Year / Funding**

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**Strategy Sponsor**

Commander T. Gonterman

**Performance Plan Program Strategy / Service Strategy:**

Investigative Services / Central Investigations
Goal 1: Reduce Crime and the Fear of Crime

Objective 3: Reduce the Fear of Crime

Strategy 1: Implement electronic tracking methods for pharmaceutical thefts (Oxycodone), similar to RAT activation for bank robberies.

Purpose:
Prescription drugs are currently the fastest rate of drug abuse/theft and a planned response rather than reacting is a viable approach. A tracking device will increase the likelihood of apprehension of the thieves and possibly reduce the amount of thefts.

Action Plan:
Establish agreements with pharmaceutical governing agencies to place tracking devices in bottles; select appropriate technology and deploy.

Measures of Success:
- Increase in the number of executed agreements
- Implementation of program
- Number of devices deployed

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander T. Gonterman

Investigative Services / Special Investigations
Goal 1: Reduce Crime and the Fear of Crime

Objective 4: Implement Proven Strategies that Reduce Crime

Strategy 1: Further expand NITE detectives use of ETS tracking systems

Purpose:
Deploy additional bait vehicles to increase chances of catching a serial auto burglar; decrease the amount of auto burglaries.

Action Plan:
Acquire funding to purchase beacons, vehicles and equipment. Purchase 10 auto theft systems to identify the offender using video and still photos.

Measures of Success:
-Amount of deployed vehicles and equipment

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander T. Gonterman

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Special Investigations

Albuquerque Police Department Strategic Plan FY13-FY17
**Goal 1: Reduce Crime and the Fear of Crime**

**Objective 4: Implement Proven Strategies that Reduce Crime**

**Strategy 2: Revitalize the Singing Arrow Neighborhood**

**Action Plan:**
Utilize the vision of Foothills supervisors to spearhead the project and remain as the project coordinator. The plan is to secure the acquisition of new owners and management for designated troubled apartment complexes and remove violent and criminal residents while restoring hope within the community.

**Purpose:**
Recapture the Singing Arrow Neighborhood from criminal violators and restore the quality of life of neighborhood residents.

**Measures of Success:**
- Enhanced quality of life for Singing Arrow Residents.
- Achieving buy-in from neighborhoods while increasing participation.

**Timeline**

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**Strategy Sponsor**

Commander K. Rowe

**Performance Plan Program Strategy / Service Strategy:**

Neighborhood Policing / Foothills Area Command
**Goal 1: Reduce Crime and the Fear of Crime**

**Objective 4: Implement Proven Strategies that Reduce Crime**

**Strategy 3: Implement Quality of Life Saturation Patrols**

**Action Plan:**

Pick one area of the area command each month and saturate that area conducting numerous tactical plans concentrating on the below listed areas. It is best not to piecemeal the effort but to totally “clean-up” an area before moving on to a new area. Expand tactical plans to affect lasting change. Bring in affected parties to coordinate effort.

**Purpose:**

An increase in police intervention in addressing quality of life concerns will not only address the issues at hand but will develop and foster good working relationships between the public and the police. The public will see the police as partners in problem solving rather than just first responders.

**Measures of Success:**

- Reduction in calls for service, monthly reported incidents of referrals to city departments, homeless services, CNAU and Code Enforcement referral tracking and reported resolution
Purpose:
To implement a proactive and uniform response continuum for the Southeast Area Command to use in effectively addressing criminal activity and quality of life issues in the community.

Action Plan:
All Field Officers will familiarize themselves with the weekly/daily predictive analysis reports, crime analysis data, crime maps and hot sheet information. Officers will self initiate Tier 1 response activities in their beats to address these problems to include random, high visibility patrols; directed patrol activities and individual tactical plans. Supervisors will strive to develop ongoing Problem Oriented Policing (POP) projects for matters requiring long term responses, the assistance of other units outside of the command or the need for specialized equipment.

Measures of Success:
- Number of directed patrol activities, tactical plans and Problem Solving (POP) projects initiated in the area command
- Number of bait car activations/arrests/property recovered including value of same
- Output measures (citations, number of arrests, drugs seized, stolen cars recovered, guns recovered, man hours dedicated)
- Outcome measures (sig alerts and other highlights, citizen satisfaction, overall compliance)—such as less panhandling complaints for example as result of police efforts or drug activity stopped at certain apartment complex.

Timeline:

2013  2014  2015  2016  2017

Goal 1: Reduce Crime and the Fear of Crime

Objective 4: Implement Proven Strategies that Reduce Crime

Strategy 4: Implement Phase 3 of Operation Hot Spot in the Southeast Area Command

Performance Plan Program Strategy / Service Strategy:

Neighborhood Policing / Southeast Area Command

Strategy Sponsor
Commander M. Geier
**Purpose:**

Drunk Busters is a system which allows good drivers to quickly and effectively report suspected DWI drivers through the use of a toll-free number and a cell phone convenience key.

**Action Plan:**

APD will continue to revamp the existing Drunkbusters program to include the way calls are handled, prioritized and dispatched by the APD call center and the way they are dispatched to units in order to increase the likelihood that suspected drunk drivers are apprehended. APD has incorporated the department’s air support unit in order to improve the contact rate for suspected drunk drivers identified through the program. APD has already improved the rate of identified Drunk Busters vehicles from 1% to 2.8% over the last several years. The new goal is to dispatch and contact 3.5% of all calls received.

**Measures of Success:**

- Increase in the number of Drunkbuster-related contacts to 3.5%
- Reduction of DWI accidents by 3%

**Performance Plan Program Strategy / Service Strategy:**

Neighborhood Policing / Traffic
Purpose:
Reduce the impact of white collar crimes in both the public and private sectors.

Action Plan:
Implement procedures that result in a higher clearance rate for identity theft cases worked and a larger increase in the amount of cases that get assigned to detectives. Propose that WCCU detectives have an “on call” status and are able to answer call outs after normal work hours. Coordinate with field supervisors to have field officers complete cases that only involve one known offender and one victim.

Measures of Success:
- Increase the number of clearances
- Increase the number of cases presented to the District Attorney’s Office
- Improve the clearance rate by 5%

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander T. Gonterman

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Central Investigations
Purpose:
CHIP addresses chronic inebriates who drain resources from the medical and public safety fields. The program attempts to combat the negative public perception created by chronic inebriates.

Action Plan:
Create a pilot project that defines service gaps and formalizes the process of dealing with chronic inebriates. The pilot project would focus on court and jail issues, as well as arranging treatment for the offenders.

Measures of Success:
- Reduction in the number of calls to respond to intoxicated persons by 5%
- Development of a structured program where chronic inebriates are monitored and tracked
- Establishment and staffing of a CHIP referral program

Timeline

| 2013 | 2014 | 2015 | 2016 | 2017 |

Active Fiscal Year / Funding

| FY13 | FY14 | FY15 | FY16 | FY17 |

Strategy Sponsor
Deputy Chief S. Warfield

Performance Plan Program Strategy / Service Strategy:
Prisoner Transport Unit
Purpose:
The Gang Task Force is a collaboration of local law enforcement agencies. Increasing information sharing between the agencies will reduce the incidence of gang-related crimes.

Action Plan:
Reduce violent crimes related to gang activity by increasing saturation operations, infiltrating gangs and documenting gang members. Reduce the fear of gang crimes by increased visibility presence and street enforcement regarding gang related crimes.

Measures of Success:
- Distribute no less than four monthly gang-related bulletins to personnel
- Conduct at least one monthly Gang Tactical Operation Plan
- Documentation of gang members
- Establishment of an internet website to report gang activity and learn more about street gangs in the Albuquerque area

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander E. Garcia

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Special Investigations
**GOAL 2: ENHANCE THE DEPARTMENT’S PERFORMANCE**

**OBJECTIVE 1:** Increase the number of organizational training opportunities by 5%.

**OBJECTIVE 2:** Increase the percentage of new hires using quality hiring practices.

**OBJECTIVE 3:** Develop strategies that address equipment research & development.

**OBJECTIVE 4:** Institute programs that assist career development.

**OBJECTIVE 5:** Determine staffing and organization to ensure proper department function.

**OBJECTIVE 6:** Identify and resolve APD service inefficiencies.

**OBJECTIVE 7:** Create methods to improve the department’s internal communication.

**OBJECTIVE 8:** Maintain, expand and improve APD’s CALEA accreditation status.
**Goal 2: Enhance the Department’s Performance**

**Objective 1:** Increase the number of organizational training opportunities by 5%

**Strategy 1:** Develop a mentorship program to develop future SWAT officers

**Action Plan:**
Develop a program that highlights the requirements necessary to become a SWAT member, provide an overview of the SWAT training, including classroom and hands-on.

**Purpose:**
Encourage career development opportunities in Field Service or other bureau officers who may be interested in SWAT. The program would result in higher qualified applicants entering SWAT. The program will ensure that all applicants will be able to pass the SWAT entrance exam.

**Measures of Success:**
- Development of the program
- Develop pool of at least ten qualified applicants in reserve

**Timeline**

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**Active Fiscal Year / Funding**

**Strategy Sponsor**
Commander D. West

**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / Tactical Services
Purpose:
Offering training for specialized units will enhance the prospective pool of candidates available for selection.

Action Plan:
APD’s Advanced Training Unit will develop a program for specialized unit training at the Academy and off-site locations. The program will maintain a given officer’s training records from their first day of basic training to their retirement. Each officer’s record will also contain an image file that will contain actual scanned images of certificates and/or diplomas received for special training.

Timeline

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Strategy Sponsor
Academy Director J. Wolf

Measures of Success:
- Develop and initiate a career track training program
- Number of APD staff tracked in new system

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Recruitment & Training
Purpose:
Creating a list of desired training and education for each specialized position will make it easier to provide appropriate training to prospective candidates.

Action Plan:
In order to provide targeted training to improve the prospective hiring pool for specialized units, a list of desirable education and experience requirements needs to be developed for each position. APD staff will determine which positions require additional training and will develop a curriculum to match.

Measures of Success:
- Publish a recommended training program for all specialty positions
- Increase the number of interested applicants for hard to fill positions

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Strategy Sponsors:
Commander D. West
Personnel Manager K. Salazar

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Recruitment & Training
Officer and Department Support / Personnel Management
Goal 2: Enhance the Department’s Performance

Objective 1: Increase the Number of Organizational Training Opportunities by 5%

Strategy 4: Increase the number of Tactical officers that are trained in other functions of the section

Action Plan:
Cross train in-house staff (at least 4 in each section) so that they are capable of providing service within other sections if necessary.

Purpose:
Increase the flexibility of staffing in case of staffing level reduction through attrition, etc.

Measures of Success:
-Four officers cross trained in each section

Timeline:

![Timeline Image]

Strategy Sponsor
Commander D. West

Active Fiscal Year / Funding

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Tactical Services

Albuquerque Police Department Strategic Plan FY13-FY17
**Goal 2: Enhance the Department’s Performance**

**Objective 1:** Increase the number of organizational training opportunities by 5%

**Strategy 5:** Develop and deliver a mandatory management training program for sworn and civilian managers

**Action Plan:**
Create a management development program which will be designed to train current supervisors in all aspects of employee management. Design the program to satisfy CALEA requirements.

**Purpose:**
Better prepared managers are more likely to make better decisions regarding staffing, personnel, legal matters and other topics that will be covered during the training. The training will improve employee relations, reduce grievances and other legal actions, and increase morale and retention.

**Measures of Success:**
- Design and conduct a management program for sworn personnel
- Design and conduct a management program for civilian personnel
- Number of graduates from each

**Timeline**

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**Strategy Sponsor**
Deputy Chief A. Banks

**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / Recruitment & Training
Purpose:
Implementing a homicide/suspicious death program will insure that violent crimes are properly investigated.

Action Plan:
APD has completed its goal to train/assist the federal jail (the Regional Correctional Center in downtown Albuquerque) in investigating homicide/suspicious deaths that occur within the facility and has made progress on a liaison training program with other agencies in police shootings. Next steps in the process include re-signing MOUs and including other agencies in the agreements, implementing a protocol for shootings, and developing a final peer review process.

Measures of Success:
- Number of supervisors trained in recognizing suspicious death scenes (SDS)
- Expansion of SDS training to outside organizations (i.e., RCC, MDC and area hospitals)

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Deputy Chief M. Page

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Central Investigations
**Objective 1:** Increase the number of organizational training opportunities by 5%

**Strategy 7:** Increase awareness of federal gun prosecution resources for APD Field Services officers

**Purpose:**
To increase training and awareness of federal firearm law, so officers know when federal charges would be applicable. This training will help ensure the proper judicial prosecution avenue in which to take guns and felons off the streets.

**Action Plan:**
Develop a training program for the department to help educate officers in the proper enforcement of gun laws as related to federal statues. This training program will be developed to teach street officers and detectives the importance of developing solid prosecutable cases on firearm violations. Task Force Officers with the Alcohol Tobacco and Firearms will be responsible for the training.

**Measures of Success:**
- Development of program
- All officers are trained

**Timeline**

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**Strategy Sponsor**
Academy Director J. Wolf

**Performance Plan Program Strategy / Service Strategy:**

Neighborhood Policing / Recruitment and Training
Purpose:
By increasing awareness through training, APD can reduce the Department’s litigation and legal liability. The EEOC has the authority to investigate charges of discrimination against employers who are covered by the law.

Action Plan:
Develop a training program including roll call training and quarterly managers meetings.

Timeline

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Strategy Sponsor
Deputy Chief A. Banks

Measures of Success:
- Number of staff trained
- Percent reduction in the number of EEOC complaints and lawsuits

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Recruitment & Training
Goal 2: Enhance the Department’s Performance

Objective 1: Increase the number of Organizational Training Opportunities by 5%

Strategy 9: Increase management/leadership training for statewide 911 communications personnel

Action Plan:
Secure training conference and act as host, utilizing 911 State funds to provide training. Training will be held at the Communications Center and/or Leadership Academy.

Purpose:
In discussions with other 911 Managers within the State of New Mexico, development of future 911 center leaders (supervisors, administrators, managers, directors) has been identified as an area where education and preparation is lacking. Preparing future leaders and increasing the skills and abilities of current managers will allow for expansion of their knowledge base and help to prepare the next generation of 911 leaders.

Measures of Success:
- Minimum of two trainings held per year
- Increase frequency to quarterly within a two year period

Timeline

ACTIVE FISCAL YEAR / FUNDING

Strategy Sponsor
Communications Manager E. Wilson

Performance Plan Program Strategy / Service Strategy:
Communications and Records

Albuquerque Police Department Strategic Plan FY13-FY17
Goal 2: Enhance the Department’s Performance

Objective 1: Increase the Number of Organizational Training Opportunities by 5%

Strategy 10: Prepare Field Services Officers for the Implementation of the Smart Policing Model

Action Plan:
Training by unit by area; rotate individual units throughout the six area commands to interact with the RTCC (OJT)

Purpose:
To increase awareness of the RTCC and to be prepared for the services that they will provide in the future. To better prepare officers for encounters and events that they may be asked to respond to.

Measures of Success:
- All patrol officers will have rotated through the RTCC
- All trainees will be surveyed regarding the RTCC functions and process

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
Deputy Chief A. Banks
Smart Policing Division Manager T. Wilham

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands Officer and Department Support / Strategic Support
Goal 2: Enhance the Department’s Performance

Objective 1: Increase the number of organizational training opportunities by 5%

Strategy 11: Increase leadership capabilities in APD first line supervisors

Action Plan:

Initiate process mandating attendance at APD supervisor leadership training of first line supervisors and call management within one year of first appointment as a supervisor (process begins August 2013). Establish blended supervisory leadership training program comprised of City of Albuquerque New Supervisor Development Program, IACP Leadership in Public Safety Organizations training program, and an APD-specific supervisory leadership seminar (first convenes August 2013). Require supervisors to attend APD’s Leadership Academy. Attendees will receive latest updates and training through IACP and other agencies on how to best lead their subordinates. Contract with agencies that can provide services.

Purpose:

Well-trained employees will develop stronger leaders and help APD achieve its goals. This blended training package is designed to provide new supervisors with the knowledge, skills and abilities required to succeed in a leadership role in APD. Skill sets include, ethics, fiscal responsibility, leadership fundamentals, conduct & discipline and public policy.

Measures of Success:

-160 sworn officers will be mandated to attend at least 1 leadership course

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Strategy Sponsors

Academy Director J. Wolf
Deputy Chief A. Banks

Performance Plan Program Strategy / Service Strategy:

Neighborhood Policing / Recruitment and Training
**Goal 2: Enhance the Department’s Performance**

**Objective 1: Increase the Number of Organizational Training Opportunities by 5%**

**Strategy 12: Develop a Curriculum for CIT Refreshers in FSB Briefings**

**Action Plan:**

Create a program and training curriculum to present to Field Services Officers while in briefing with the latest information and best practices in critical incidents and accepted police response to persons in crisis. Utilize Area Command CIT coordinator supervisor and CIT certified officers to teach the 15-20 minute block of training to all briefings on an abbreviated basis; blocks of training to cover the topics and material presented within the 20 minutes to allow officers to go into service in a timely manner.

**Purpose:**

In order to stay up to date with crisis intervention training, officers should be afforded the ability to receive training more frequently than once a year. By utilizing current CIT certified officers and Area Command CIT coordinators, it affords the department the ability to provide quality training and best practices for first responders who contact persons in crisis via dispatch or through their investigations. The goal is to provide officers with the information as a tool to assist them in their interactions with the public.

**Measures of Success:**

- Increase in the number of officers receiving the training.
- Ability to track CIT calls for service and noting the outcome, reporting the number of cases referred to the CIT Unit for follow-up.

**Timeline**

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**Strategy Sponsors**

All Area Commanders

**Performance Plan Program Strategy / Service Strategy:**

Neighborhood Policing / All Area Commands
**Goal 2: Enhance the Department’s Performance**

**Objective 1:** Increase the Number of Organizational Training Opportunities by 5%

**Strategy 13:** Increase new managers and new commanders knowledge of the Department’s fiscal and grant processes

### Action Plan:
Collaborate with fiscal and grant staff to develop a core curriculum that could be incorporated as part of a standard training period. Explore other methods of distribution including Duke City Blues and PowerDMS.

### Purpose:
Teaching new commanders about the Department’s fiscal and grant processes will allow the newly promoted staff to better utilize grant funding and allow for a better understanding of the fiscal process.

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### Strategy Sponsors
Planning and Policy Manager W. Slauson  
Fiscal Manager A. Thompson

### Measures of Success:
- Creation of curriculum/training
- Number of staff trained

### Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Planning
**Goal 2: Enhance the Department’s Performance**

**Objective 1: Increase the Number of Organizational Training Opportunities by 5%**

**Strategy 14: Develop a Roll Call Training Program**

**Action Plan:**

In order to provide targeted training to improve the manner in which mandated training is provided, a team of officers will be selected and trained. These officers will be trained in various areas of maintenance training and will provide this training to their respective units or divisions during roll call briefings. Collaborate with the City’s Public Service University and utilize technology to convey the training modules to appropriate staff. The Department is supporting a distributed learning initiative in cooperation with the Public Service University to deliver many required annual and biennial training packages directly to employees’ desktops, resulting in a drastic reduction in lecture load for mandated MOE training and free resources to concentrate on training that requires hands-on participation.

**Purpose:**

Creating a team of officers to provide training during roll call will make it more efficient to conduct additional training as requested by Division Commanders or as set forth by the NMDPS.

**Measures of Success:**

- Creation of a roll call training critique form allowing officers input and recommendations for future training
- Enrollment of entire APD employee population in Public Service University

**Timeline**

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**Strategy Sponsors**

Smart Policing Division Manager T. Wilham
Academy Director J. Wolf, City University staff

**Performance Plan Program Strategy / Service Strategy:**

Officer and Department Support / Strategic Support
Neighborhood Policing / Recruitment and Training
Purpose:
Annual performance evaluations are now required by the City of Albuquerque. Using the evaluations to determine eligible candidates for promotion will legitimize the performance evaluation process and give command staff another tool to choose the best candidate for the position.

Action Plan:
A committee will be formed to study the current sworn officer promotional process. The group will consider if and how to tie annual performance evaluations to assess candidates for promotion. Training and personnel files will also be reviewed. Incorporate the semi-annual Department-wide Job Task Analysis study.

Measures of Success:
- Review promotional process by conducting internal and external best practice surveys
- Make recommendations to the Chief and City Human Resources

Timeline

2013 2014 2015 2016 2017

Active Fiscal Year / Funding

FY13 FY14 FY15 FY16 FY17
GENERAL FUND
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Strategy Sponsor
Deputy Chief S. Warfield

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing
Goal 2: Enhance the Department's Performance

Objective 4: Institute Programs that Assist Career Development

Strategy 1: Develop a Comprehensive Employee Evaluation Program

**Action Plan:**

Create a program that is customized to different work functions within the department. Select a vendor and develop the product in addition to a training package.

**Purpose:**

Better develop personnel to identify training issues and to assist the administration with career developments and to identify future improvement.

**Measures of Success:**

- Selection of vendor
- Creation of program
- Implementation of pilot program
- Launch of full package

**Timeline**

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**Strategy Sponsor**

R. Chavez

**Performance Plan Program Strategy / Service Strategy:**

Communications and Records
Goal 2: Enhance the Department’s Performance

Objective 4: Institute Programs That Assist Career Development

Strategy 2: Cross Train All Records Division Staff

**Purpose:**
Cross-trained staff would provide flexibility in personnel allocation.

**Action Plan:**
Initiate a desk audit for all records staff and develop a training/testing program for all units. Audit positions so that all positions are revised into one grade in order to perform multiple functions across separate area/units.

**Measures of Success:**
- Number of staff cross-trained

**Timeline**

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**Strategy Sponsor**
Commander M. Miller

**Performance Plan Program Strategy / Service Strategy:**
Communications and Records / Records Management

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Albuquerque Police Department Strategic Plan FY13-FY17
Goal 2: Enhance the Department’s Performance

Objective 4: Institute Programs That Assist Career Development

Strategy 3: Hire a Curriculum Specialist

Action Plan:
Develop a more comprehensive collegiate curriculum

Purpose:
Improve policing abilities, develop best industry/practices, develop a more systematic approach to officer development

Measures of Success:
- Number of staff cross-trained

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
Deputy Chief S. Warfield
Academy Director J. Wolf

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Recruitment and Training
Purpose:
The ultimate goal of a career development program is to ensure that departments hire and retain highly motivated employees who understand their role in the organization.

Action Plan:
In a broad sense, career development involves “helping people to choose organizations and career paths and to attain career objectives.” In a more narrow sense, a career development program helps employees to “analyze their abilities and interests in order to better match their personal needs for growth and development with the needs of the organization.” By either definition, career development clearly is founded upon the goal of matching an individual’s needs and desires with the need of an organization to meet its mission.

Measure of Success:
- Creation of a Career Development Program
- Publish a list of career-related training by position
- Develop a survey for all personnel that determines their career aspirations and goals

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Strategy Sponsor
Personnel Manager K. Salazar

Performance Plan Program Strategy / Service Strategy:

Officer and Department Support / Personnel Management
Purpose:
Establish a uniform process for the FSB Bike Patrol Program for selection, training/certification, policy and inspection within the Albuquerque Police Department.

Action Plan:
Area Commanders, Open Space officers, Academy staff, APD Fiscal, Personnel and Inspections will research and expand the bike officer program by establishing centralized responsibility for purchasing, maintenance and inventory of equipment. The plan would also set protocol for the selection process for all bike officers along with developing a central depository for training records and other required certifications.

Measures of Success:
- Implementation of a centralized purchasing, maintenance and inventory process
- Development of a centralized repository for training and certification records
- Development of standardized selection process

Timeline
2013 2014 2015 2016 2017

Active Fiscal Year / Funding

Strategy Sponsors
All Area Commanders

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
Goal 2: Enhance the Department's Performance

Objective 5: Determine Staffing and Organization to Ensure Proper Department Function

Strategy 1: Increase staffing levels at Communications Center

**Action Plan:**
Complete an analysis to evaluate staffing levels utilizing a nationally recognized instrument to evaluate call volumes and staffing levels.

**Purpose:**
Increasing staffing will contribute to increasing the Center’s ring time service response by 2.5% higher than the national standard of 90% within 10 seconds.

**Measures of Success:**
- Number of personnel hired
- Percentage reduction of call answer time

**Timeline**

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**Strategy Sponsor**
Communications Manager E. Wilson

**Performance Plan Program Strategy / Service Strategy:**

Communications and Records / Communications
Goal 2: Enhance the Department’s Performance

Objective 5: Determine Staffing and Organization to Ensure Proper Department Function

Strategy 2: Transition the Emergency Operations Center to an Emergency Support Functions-Based Plan

Action Plan:
Hire a contractor; outreach for all City departments, draft and finalization of plan. Gain FEMA approval.

Purpose:
To update to current FEMA and national standards

Measures of Success:
- Creation of the plan
- Adoption by the City via Council resolution
- Training in each identified ESF

Timeline

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Strategy Sponsor
Exec. Commander D. Camacho

Performance Plan Program Strategy / Service Strategy:
Office of Emergency Management
**Purpose:**
The administrative position is critical in providing up-to-date, accurate SOP information for the department. Requests by attorneys and IPRA have drastically increased over the last year.

**Action Plan:**
Determine position status. If needed, create and issue a positive issue paper to create position. Advertise, interview, select and fill position.

**Measures of Success:**
- Creation of position
- Selection of candidate
- Reduction of SOP violations
- Reduction of community complaints
- Timely response to IPRA requests

**Strategy Sponsor**
Planning and Policy Manager W. Stauson

**Performance Plan Program Strategy / Service Strategy:**
Professional Standards / Inspections

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**Albuquerque Police Department Strategic Plan FY13-FY17**

Page 51
Goal 2: Enhance the Department’s Performance

Objective 5: Determine Staffing and Organization to Ensure Proper Department Function

Strategy 4: Increase the Number of Flight Hours of the Air Support Unit

Purpose:

Increased flight hours will result in a greater number of air support assists and potentially increased apprehensions. Use one for parts.

Action Plan:

Acquire two DRMO (defense remarketing military) helicopters “Little Bird”. No cost to the department including maintenance and fuel.

Measures of Success:

- Acquisition of two vehicles
- Paint to match department colors

Timeline

Active Fiscal Year / Funding

Strategy Sponsor

Commander P. Hansen

Performance Plan Program Strategy / Service Strategy:

Neighborhood Policing / Tactical Services
Goal 2: Enhance the Department's Performance

Objective 5: Determine Staffing and Organization to Ensure Proper Department Function

Strategy 5: Increase the number of department personnel that are trained and certified in flight operations

Action Plan:
Create a Trained Flight Observer (TFO) Program that includes class work and practical experience in assisting police operations while airborne. The TFO conducts police tracking and FLIR operation during flight.

Purpose:
Provide training opportunities for Field Service officers that are interested in the Air Support Unit.

Measures of Success:
- Creation of TFO program
- Increase the number of TFOs by two in the first year of operation

Timeline

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Strategy Sponsor
Commander P. Hansen

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Tactical Services
Goal 2: Enhance the Department’s Performance

Objective 5: Determine Staffing and Organization to Ensure Proper Department Function

Strategy 6: Increase the Usage of Prisoner Transport Unit Services

**Action Plan:**
Transition the pilot mobile transport service to a full-time function. In order for this to happen, PTU will need to hire one sergeant and nine PTU officers.

**Purpose:**
Maximize the benefits of the technology that is available to officers and to increase the number of hours that patrol officers are available to patrol instead of driving to the PTU.

**Measures of Success:**
- Number of field transports
- Number of hours saved by meeting the officer in the field as opposed to the officer driving to the PTU

**Performance Plan Program Strategy / Service Strategy:**
Prisoner Transport Unit

**Timeline**

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**Strategy Sponsor**
Commander D. West
Goal 2: Enhance the Department’s Performance

Objective 5: Determine Staffing and Organization to Ensure Proper Department Function

Strategy 7: Create Operational Mid-Management Positions at the Emergency Communications Center

**Action Plan:**

Continue to develop staff in the areas of leadership and supervision, create job descriptions, submit to Human Resources for review and classification. Obtain approval for additional positions and determine funding. Advertise, interview and select candidates. Hire and train as appropriate.

**Purpose:**

Increase efficiencies, further develop the process improvement and quality assurance programs to enhance the quality of the work performed by 911 center personnel. Increase career path opportunities for existing staff to help prepare those for management. With the addition of middle management, more public education and field interaction would be accomplished with improved ratios. Current supervisor to manager ratio is 12:1.

**Measures of Success:**

- Improvement in the number of continuing education hours offered to 911 center employees
- Decrease in the number of complaints due to increased training and oversight
- Better identification of issues through a comprehensive Quality Assurance program
- Creation of positions and candidate selection.

**Timeline**

2013 2014 2015 2016 2017

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**Strategy Sponsors**

Communications Manager E. Wilson
Personnel Manager K. Salazar

**Performance Plan Program Strategy / Service Strategy:**

Communications and Records / Communications
Goal 2: Enhance the Department’s Performance

Objective 5: Determine Staffing and Organization to Ensure Proper Department Function

Strategy 8: Hire a Staff to Manage and Improve APD-TV

Action Plan:
Advertise, hire and train new staff that will transform Duke City Blues from a monthly to daily news informational product. Improve internal and external communications via APD-TV and new boards. Provide individual briefing boards for all area commands to be used as a training tool.

Purpose:
Improve situational awareness for officers and give them the best information to make informed decisions. Improve efficiencies and ultimately impact crime rates.

Measures of Success:
- Hire a producer
- Selection and attendance of appropriate training
- APD-TV in 40 locations
- Duke City Blues produced daily
- Development of an internal information process

Timeline

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Strategy Sponsors
Deputy Chief A. Banks
Smart Policing Division Manager T. Wilham

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Strategic Support
**Goal 2: Enhance the Department’s Performance**

**Objective 5:** Determine Staffing and Organization to Ensure Proper Department Function

**Strategy 9:** Research Funding Opportunities for Additional Positions

**Action Plan:**
Allocate additional positions, secure funding, advertise and fill.

**Purpose:**
To provide for a crime prevention specialist and a crime analyst for each area command. Currently, crime prevention specialists are filling in for both positions.

**Measures of Success:**
- Identification/acquisition of funding
- Creation of positions
- Interview and fill

**Timeline**

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**Strategy Sponsors**
Planning and Policy Manager W. Slauson
Personnel Manager K. Salazar

**Performance Plan Program Strategy / Service Strategy:**
Officer and Department Support / Planning Officer and Department Support / Personnel Management
**Goal 2: Enhance the Department’s Performance**

**Objective 5: Determine Staffing and Organization to Ensure Proper Department Function**

**Strategy 10: Increase staffing of Organized Crime Unit to provide for additional functionality**

**Action Plan:**

Acquire personnel for the two existing vacant positions, and acquire grant funding for undercover vehicles and equipment.

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**Purpose:**

Additional staffing of the Organized Crime Unit will impact the amount of property crime that occurs. A reduced amount of property crime will provide residents with a safer environment to live and work.

**Measures of Success:**

- Dollar amount of property recovered
- Number of arrests made from information provided by community partnerships

**Strategy Sponsor**

Commander T. Gonterman

**Performance Plan Program Strategy / Service Strategy:**

Investigative Services / Special Investigations
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 1: Increase the Number of Contacts by Victim Liaisons

**Purpose:**
Victim liaisons operate from the Family Advocacy Center, performing lethality assessments of domestic violence and stalking cases. Liaisons review police reports and call victims sometime after the incident. Increasing the number of contacts comforts the victim by providing a personal touch, as well as monitoring the case thoroughly.

**Action Plan:**
Secure grant funding through 2013 to support the two existing victim liaison positions and implement protocols for follow-up contact with domestic violence victims, threat assessment, case referrals and investigative assignment.

**Timeline**

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**Measures of Success:**
- Increase the number of contacts to 25% of reported domestic violence calls

**Performance Plan Program Strategy / Service Strategy:**
Family Advocacy Center / Family Advocacy Center

**Strategy Sponsor**
Commander C. Bakas

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Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 2: Develop an emergency housing program for victims of domestic violence

Action Plan:
Partner with a hotel to provide us with free or discount vouchers. The vouchers would be distributed to victims of domestic violence or sexual assault that are in immediate need of housing.

Purpose:
Emergency shelters in the metro area are often filled to capacity at various times of the year and some are not able to offer shelter to specific familial combinations such as families, etc.

Measures of Success:
- Memorandum of Understanding with local hotel
- Development of vouchers
- Guidance on use and distribution

Timeline

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Strategy Sponsor
Commander C. Bakas

Performance Plan Program Strategy / Service Strategy:
Family Advocacy Center / Family Advocacy Center
**Goal 2: Enhance the Department's Performance**

**Objective 6: Identify and Resolve APD Service Inefficiencies**

**Strategy 3:** Partner with a cell phone carrier to provide pay-as-you-go temporary phones to victims

**Action Plan:**
Secure donations from major carrier of several dozen phones to be used for this purpose. Develop guidelines on their distribution and use.

**Purpose:**
The new phone will provide a method of communication to the victim that is unknown to the harrasser, freeing the victims from harassing phone calls from the abuser. The new phone also will provide the victim with a sense of independence and will act as a valuable tool to gain services.

**Measures of Success:**
- Development of a partnership with a major carrier
- Ongoing commitment by carrier to donate an appropriate number of phones needed

**Timeline**

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**Active Fiscal Year / Funding**

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- FY15: 2015
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- FY17: 2017

**Strategy Sponsor**
Commander C. Bakas
Purpose:
Intelligence led policing will help direct the field to influence tactical operations, develop public-private partnerships, and allocate resources effectively.

Action Plan:
Identify all of the existing crime analysis tools that are available; identify, prioritize, research, prepare data. Test tools and begin communication with APD supervisors. Fully implement tools into the daily crime analysis regimen.

Measures of Success:
- Increase in Crime Analyst Unit requests by APD officers
- Number of tactical plans that are based on CAU data

Strategy Sponsor
Smart Policing Division Manager T. Wilham
**Goal 2: Enhance the Department’s Performance**

**Objective 6: Identify and Resolve APD Service Inefficiencies**

**Strategy 5:** Increase the operating hours of the Prisoner Transport Center to 22 hours per day, 7 days a week

**ACTION PLAN:**
Secure funding for eight additional staff; create positions, advertise and hire after Academy training is completed.

**PURPOSE:**
The Prisoner Transport Center reduces the number of trips to the Metropolitan Detention Center by individual officers, increasing the number of hours of additional patrol provided, and reducing wear and tear on patrol vehicles.

**MEASURES OF SUCCESS:**
- Number of prisoners processed
- Percentage increase in the life of service of patrol vehicles

**Timeline**

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**Strategy Sponsors**
Deputy Chief A. Banks
Commander D. West

**Performance Plan Program Strategy / Service Strategy:**
Prisoner Transport / Prisoner Transport
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 6: Increase the technical competency and credibility of the Crime Analysis Unit

**Action Plan:**
Provide additional training, applicable hardware and technology support to CAU staff so that they can utilize emerging trends in crime analysis. Encourage staff to author professional papers in national publications.

**Purpose:**
Having a nationally recognized unit will increase officers confidence in the data that is being provided by the CAU.

**Measures of Success:**
- Number of papers published
- Number of certifications
- Number of presentations at industry conferences

**Timeline**

**Active Fiscal Year / Funding**

**Strategy Sponsor**
Smart Policing Division Manager T. Wilham

**Performance Plan Program Strategy / Service Strategy:**
Officer and Department Support / Strategic Support
Purpose:
Provide for a more accurate reporting of response time by grouping similar type calls.

Action Plan:
Establish a committee to review the current calls for service assignment system. Review and make recommendations on possible changes to the current priority assignment system.

Timeline

2013 2014 2015 2016 2017

Measure of Success:
- Creation of an ad-hoc committee
- Creation of appropriate SOPs
- Development of a tracking system for new priorities

Strategy Sponsor
Communications Manager E. Wilson

Performance Plan Program Strategy / Service Strategy:
Communications and Records
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 8: Develop a 2D/3D Abandoned Building and Floor Layer Database

**Purpose:**
Use for warrant services, active shooter and other high-risk calls that increase officer safety. Create reference materials so that tactics can be adjusted in order to make the police action more efficient and effective.

**Action Plan:**
Collaborate with City Maps and Records to extract existing data and determine existing architecture. Research existing methods and software in order to display data. Use an existing application to convey data to officers.

**Timeline**

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**Measures of Success:**
- Data extract from Maps and Records
- Data searchable through a desktop application
- Available to supervisory level in the field through mobile devices
- Develop process for new buildings to be entered

**Strategy Sponsor**
Smart Policing Division Manager T. Wilham

**Active Fiscal Year / Funding**

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**Performance Plan Program Strategy / Service Strategy:**
Officer and Department Support / Strategic Support
GOAL 2: Enhance the Department's Performance

OBJECTIVE 6: Identify and Resolve APD Service Inefficiencies

STRATEGY 9: Complete an Instrument Validation and Uncertainty Study

ACTION PLAN:
Receive additional equipment required; conduct a study to validate the new equipment. Once that is complete, perform a case review of the study.

PURPOSE:
The study will provide a means of accurately documenting weights and concentration levels of evidence for courtroom presentation and repeatability of measured amounts.

MEASURES OF SUCCESS:
-Acceptance of the study by the International Standards Organization

PERFORMANCE PLAN PROGRAM
STRATEGY / SERVICE STRATEGY:
Investigative Services / Criminalistics

Timeline

2013 2014 2015 2016 2017

ACTIVE FISCAL YEAR / FUNDING

FY13 FY14 FY15 FY16 FY17
GENERAL FUND GENERAL FUND

Strategy Sponsor
Crime Lab Director M. Adams
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 10: Streamline data collection through the use of new technology

Action Plan:
Research and establish the software platforms that will be used to create, store and report information. Design the process architecture for the program development, including end user discussion. Implement approved process flow.

Purpose:
Data that is collected will be pushed to officers in the field so that they can make better informed decisions, increasing officer safety, adjusting tactics appropriately, and increasing the likelihood of criminal arrests.

Measures of Success:
- Determine the number of items that are received based on new data collection system
- Number of community partners that are using new system
- Number of hours saved

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
Smart Policing Division Manager T. Wilham, Technology Services
Division Manager C. Hubbard, Commander T. Gonterman

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Strategic Support
Communications and Records / Data Management
Investigative Services
Purpose:
Real time data will increase officer situational awareness so that they can make informed decisions regarding the use of force, search parameters, and the identification of possible suspects.

Action Plan:
Identify data that is useful to officers while they are responding for calls for service. Secure real time automated access to the data. Implement a GIS platform that can be used by the Real Time Crime Center for active calls. This platform will depict locations of offenders and alerts. Make GIS platform available to command-level officers so that they can develop tactical plans and supervisory officers in the field via mobile devices.

Measures of Success:
- Number of calls for service in which RTCC utilized data
- Number of databases available

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
Deputy Chief A. Banks, Smart Policing Division Manager T. Wilham, Technology Services Division Manager C. Hubbard

Performance Plan Program
Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
Officer and Department Support / Strategic Support
Communications and Records / Data Management
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 12: Reduce the cost of towing DWI vehicles

Action Plan:
Rewrite the towing ordinance to expand flat rate towing fees similar to SID to apply to specifically DWI seizure towing.

Timeline

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Purpose:
Reduced towing charges will result in additional spending on educational programs

Measures of Success:
- Rewrite of ordinance
- Successful adoption of new ordinance

Strategy Sponsor
Commander P. Hansen

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Traffic
**Goal 2: Enhance the Department’s Performance**

**Objective 6: Identify and Resolve APD Service Inefficiencies**

**Strategy 13: Increase the Usage of Horse Mounted Unit Services**

**Purpose:**
Increase the effectiveness of crowd control at civil disturbances/demonstrations when ERT is responding. Provide horses on call during specific events.

**Action Plan:**
Incorporate the HMU into APD Emergency Response Team (ERT) events by cross training the HMU staff/collateral riders and integrating them into ERT. Change the ERT SOP to include the use of horses.

**Measures of Success:**
- Number of staff/personnel trained
- Number of horses available for calls

**Timeline**

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**Strategy Sponsor**
Commander D. West

**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / Tactical Services
Purpose:
Implementation of a comprehensive plan for improving the effectiveness of field area commands in addressing property crimes and mobilizing technology and other resources through proactive initiatives.

Action Plan:
Area Commanders will work together to develop a pilot program that will maximize the Department’s responses to criminal activity and other quality of life issues in neighborhoods and business communities. The plan will focus on the availability and use of ETS, bait property, portable security cameras, license plate reader systems and other technology. Program activity will include uniform purchasing protocol, inventory accountability, and deployment strategies.

Measures of Success:
-Number of arrests of property crime offenders
-Reduction of property crimes and quality of life concerns

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
Action Plan:
Rewrite the MOU to become consistent with current policy and judicial decisions

Purpose:
The current MOU was written in 2002 under a different administration and several judicial decisions and policy changes have been made that necessitate the need to rewrite the MOU. The rewrite will establish each department’s role and responsibilities and address the separation of civilian inspectors from APD to the City Planning Department. A new MOU has been rewritten, but was put on hold in order for changes related to the Matrix report to be implemented. Once the Matrix Report recommendations are implemented with regard to the civilian inspectors, the MOU will be updated.

Measures of Success:
- Update the Memorandum of Understanding
- Approval of revised MOU by departments and CAO

Timeline
2013 2014 2015 2016 2017

Active Fiscal Year / Funding

Strategy Sponsor
Commander T. Gonterman

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Safe City Strike Force
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 16: Revise the Alarm Ordinance

Action Plan:
Research best practices in other cities with a similar ordinance and rewrite the current alarm ordinances based on the findings. The rewrite will also take into account lessons learned since the last revision of the current ordinance. The revision will be submitted to the chain of command for approval and then presented to City Council for implementation.

Purpose:
The current ordinance is outdated and needs several changes to be current. The amount of cancelled alarms continues to increase each month. The requirement of enhanced verification will reduce the amount of alarms called into the dispatch center only later to be cancelled by the alarm company.

Measures of Success:
- Approval of revised ordinance by City Council

Timeline

| 2013 | 2014 | 2015 | 2016 | 2017 |

Active Fiscal Year / Funding

Strategy Sponsor
Commander M. Miller

Performance Plan Program Strategy / Service Strategy:
Communications and Records / False Alarm Reduction
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 17: Reduce evidence inventory and intake items

Action Plan:

Amend antiquated policy and processes to facilitate automated evidence management. Require personnel with investigative responsibility to document case assignment and case disposition information in their evidence inventory account. Establish a link between ARS and TraQ to migrate case officer information into the evidence history. Link the evidence management system with the District Attorney and Court databases.

Purpose:

Reducing the amount of time that it takes to eliminate evidence would result in a manageable stockpile of evidence items necessary for judicial proceedings.

Measures of Success:

- Successful linkage of database systems
- Reduction of the number of evidence inventory items

Timeline:

2013 2014 2015 2016 2017

Active Fiscal Year / Funding:

FY13 FY14 FY15 FY16 FY17

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Strategy Sponsor:

Crime Lab Director M. Adams

Timeline:

2013 2014 2015 2016 2017

Active Fiscal Year / Funding:

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Strategy Sponsor:

Crime Lab Director M. Adams

Performance Plan Program Strategy / Service Strategy:

Investigative Services / Evidence Management
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 18: Increase known standard database of new and unusual controlled substances, including “spice”

**Action Plan:**
Obtain standards for at least 6 different/new chemicals and create known spectra (using a mass spectrometer, FTIR, UV, etc) and develop methods to identify these substances in casework.

**Purpose:**
Increasing the standard database will help with the identification of legal and illegal materials.

**Measures of Success:**
- Identification of at least 6 different chemicals

**Timeline**

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**Strategy Sponsor**
Crime Lab Director M. Adams

**Performance Plan Program Strategy / Service Strategy:**
Investigative Services / Criminalistics
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 19: Shorten Final Disposition Processing Time for Evidence No Longer Needed Judicial Proceedings

**Purpose:**
The automated processes will facilitate efforts to ensure that final disposition of evidence is accomplished within six months after legal requirements have been satisfied.

**Action Plan:**
Upgrade the Evidence Management System to electronically receive evidence disposition notices, case disposition status and case officer information.

**Measures of Success:**
- Number of items purged from inventory

**Strategy Sponsor**
Crime Lab Director M. Adams

**Timeline**

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**Performance Plan Program Strategy / Service Strategy:**
Investigative Services / Criminalistics
Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 20: Locate funding to upgrade the MorphoTrak and the Automated Fingerprint Identification System

Action Plan: Pursue grant options to purchase the above.

Purpose: AFIS allows the crime lab to link with the State for fingerprint ID.

Measures of Success: Comparison of prints between both Local and State labs.

Timeline

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Strategy Sponsor
Crime Lab Director M. Adams

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Fingerprint /ID Services
Purpose:
To reduce the number of felony in-custody arrested individuals that the District Attorney’s office releases on their own recognizance because of incomplete or untimely cases. Tracking and accountability of all cases sent to the District Attorney’s office. Additional quality control.

Action Plan:
Expand the area command scanner program to include all felony cases and insert an additional level of review and accountability into the felony case review process. Lieutenants will be required to do a final review before sending cases to the District Attorney’s office. The plan would also require officers/detectives to complete felony arrest cases within three days. All cases will be sent to a SharePoint sight for assignment and access. This will give APD reliable tracking of felony cases and when they were submitted to the DA’s office.

Measures of Success:
- Increase in the number of cases being submitted to the DA’s office
- Decrease in submission time
- Reduction in the number of offenders released back into the community

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
Purpose:
Metro Court just completed a security and risk assessment within the courthouse. The current SOP establishing guidelines for the operation of the Protection Detail will be updated using any issues identified in the assessment. The implementation of issues identified in the security assessment into the current SOP will establish a solid foundation for the continued security of the courthouse. This will include plans put in place for working with Metro Detention Center staff and ADC Security who are also responsible for security functions at Metro Court.

Action Plan:
The unit will help identify security issues for the current security assessment and then implement the new plan in practice and policy.

Goal 2: Enhance the Department’s Performance

Objective 6: Identify and Resolve APD Service Inefficiencies

Strategy 22: Increase security and effectiveness of the Metro Court Security Protection Detail at the Metropolitan Courthouse

Measures of Success:
Writing, approval and implementation of the new SOP with all security issues and best practices addressed

Performance Plan Program Strategy / Service Strategy:
Communications and Records
Goal 2: Enhance the Department’s Performance

Objective 7: Create Methods to Improve the Department’s Internal Communication

Strategy 1: Establish a Joint Intelligence Unit between Internal Affairs and the Special Investigations Division

Action Plan:
Draft a policy to address criminal investigations by the formation of a joint unit. The Joint Intelligence Unit would meet whenever the need arose to address internal criminal investigations.

Purpose:
To investigate serious officer/civilian misconduct, a joint intelligence unit would be formed to maintain confidentiality. This group would be proactive in investigating serious allegations of misconduct that requires an undercover element.

Measures of Success:
- Formation of enabling policy
- Number of investigations performed by the Joint Intelligence Unit

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander W. Roseman
Commander E. Garcia

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Special Investigations
Professional Standards / Internal Affairs
Goal 2: Enhance the Department’s Performance

Objective 7: Create Methods to Improve the Department’s Internal Communication

Strategy 2: Implement a Warrants Application

**Action Plan:**

By mid FY13, develop scripts to pull data out of databases in order to develop data layers. Phase 1 will be created using Maverick Mapping as a static data layer. Phase 2 will consist of a dynamic warrants application that will be tied to APD’s GIS technology.

**Purpose:**

The application will provide information on felony, misdemeanor, and orders of protection to field officers. Officer safety will be improved by providing additional information regarding wanted individuals.

**Measures of Success:**

- Creation of the data layer and process
- Deployment of the application to the field

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**Strategy Sponsor**

Smart Policing Division Manager T. Wilham

**Performance Plan Program Strategy / Service Strategy:**

Officer and Department Support / Strategic Support
**Goal 2: Enhance the Department's Performance**

**Objective 7: Create Methods to Improve the Department's Internal Communication**

**Strategy 3: Implement a 360 Degree Evaluation Program**

**Action Plan:**
Develop and implement a 360 evaluation plan to be utilized Department-wide. Improve supervision and management skills of all personnel through the use of the program.

**Purpose:**
Implement the program to allow for a complete review of all personnel utilizing a 360 review process. Improve department efficiency and operations by utilizing the feedback provided.

**Measures of Success:**
- Complete 360 reviews on all sergeants followed by each rank and finally officers and civilians

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**Strategy Sponsors**
- Deputy Chief S. Warfield
- Personnel Manager K. Salazar

**Performance Plan Program Strategy / Service Strategy:**
- Officer and Department Support / Personnel Management
Purpose:
CALEA accreditation will enhance professionalism, strengthen accountability, and reduce liability/exposure by adopting nationally recognized standards.

Action Plan:
Complete appropriate updates and changes to the Communications Center policy book that are in line with CALEA guidelines. Attend CALEA training; begin to collect proofs of compliance for the established standards. Once the proofs are collected, prepare for a mock and on-site audit. Continue to maintain a collection of proofs of compliance in order to maintain accreditation.

Timeline:

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Strategy Sponsor:
Communications Manager E. Wilson

Measures of Success:
- Development of a functional policy book
- Staff educated and trained on CALEA process and standards
- Collection of proofs
- Successful completion of mock exercise and on-site audits resulting in certification

Performance Plan Program Strategy / Service Strategy:
Communications and Records
**Goal 2: Enhance the Department’s Performance**

**Objective 8: Maintain, Expand and Improve APD’s CALEA Accreditation Status**

**Strategy 2:** Prepare for CALEA mock assessment and on-site certification in March/August 2014

**Action Plan:**

Collect the proofs required for CALEA standards in order to prepare for mock/on-site assessment. Select mock assessors for March 2014 assessment; coordinate with CALEA to hold full on-site assessment in August 2014.

**Purpose:**

Demonstrating proof of compliance with CALEA standards will help APD achieve national accreditation.

**Measures of Success:**

- Confirm assessors for mock inspection in March 2014
- Incorporate mock assessment suggestions into presentation of on-site
- Coordinate with CALEA and APD staff to demonstrate sufficient compliance of CALEA standards to be awarded accreditation

**Timeline**

![Timeline Diagram]

**Active Fiscal Year / Funding**

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**Strategy Sponsor**

Accreditation Unit Lieutenant

**Performance Plan Program Strategy / Service Strategy:**

Professional Standards / Inspections
Goal 3: Strengthen Relationships with Law Enforcement Agencies and Civilian Partners

Objective 1: Increase the Number and Quality of Internal Relationships

Objective 2: Increase the Number and Quality of External Relationships

Objective 3: Increase the Number and Quality of Community Relationships
Goal 3: Strengthen Relationships

Objective 1: Increase the Number and Quality of Internal Relationships

Strategy 1: Improve Information Sharing System between Investigative Units, Field Officers and Impact Units

Action Plan:
Acquire required hardware, including five Toughbooks, and CAD.

Purpose:
Develop a system that would make multimedia information available at field officer briefings in an efficient and effective manner.

Measures of Success:
- Development of database
- Number of persons registered

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
Technology Services Division Manager C. Hubbard
Commander T. Gonterman

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Criminal Investigations
Communications and Records / Data Management
Purpose:
Many criminal investigations depend on forensic data to support the case and increase solvability. Improved communication between the two groups will increase the likelihood that cases will be solved at a greater rate.

Action Plan:
Determine the best communication method to improve communication between the two groups. Direct the groups to attend each other’s briefings; review peer agency processes; issue an administrative order establishing the selected process.

Measures of Success:
- Increase in the number of violent crime cases cleared

Timeline

| 2013 | 2014 | 2015 | 2016 | 2017 |

Active Fiscal Year / Funding

| FY13 | FY14 | FY15 | FY16 | FY17 |

Strategy Sponsor
Deputy Chief M. Page
Purpose:
Tracking the progress of problem solving projects will support front line enforcement of tactical and problem solving efforts. Documented effectiveness and follow-up data will encourage additional utilization of the problem solving model.

Action Plan:
- Improve the process of tracking progress on problem solving projects. Create a training program by mid FY13. By the end of FY13, implement a process to evaluate and/or reanalyze problem solving projects. By FY14/15, develop analytics for the problem solving process in order to track crime displacement.

Goal 3: Strengthen Relationships

Objective 1: Increase the number and quality of internal relationships

Strategy 3: Utilize existing technology (SharePoint) to document progress on problem solving projects

Measures of Success:
- Number of projects evaluated
- Number of persons trained

Strategy Sponsor:
Deputy Chief M. Page
Deputy Chief A. Banks

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
Investigative Services / Criminalistics
**Goal 3: Strengthen Relationships**

**Objective 1:** Increase the Number and Quality of Internal Relationships

**Strategy 4:** Develop a method to improve feedback to the Crime Analysis Unit from impact teams and investigative units

**Action Plan:**
Create a team that will develop methods to improve communication and allow for greater feedback from impact teams and investigative units; establish communication methods.

**Purpose:**
Increased feedback will provide an evaluation of existing and future tools.

**Measures of Success:**
- Number of follow-up responses received from impact and investigative units

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**Strategy Sponsors**
Deputy Chief M. Page
Deputy Chief A. Banks

**Performance Plan Program Strategy / Service Strategy:**

- Neighborhood Policing / All Area Commands
- Investigative Services / Criminalistics
Purpose:
To reduce the number of officers assigned to a case by having dispatched officers complete more of the casework. The change would increase accountability, increase contact and service to the public, and reduce the number of officers required to attend court proceedings for each case.

Action Plan:
Develop an in-house training program for new detectives and increase mentoring skills by sergeants to encourage officers to become more involved in each case and work with citizens, rather than referring the case to a detective.

Measures of Success:
- Number of officers trained
- Percent reduction of complaints
- Increase of 20% in the number of cases cleared and sent to District Attorney’s Office by patrol officers

Strategy Sponsor
Academy Director J. Wolf

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Recruitment and Training
Goal 3: Strengthen Relationships

Objective 2: Increase the Number and Quality of External Relationships

Strategy 2: Partner with the United Way to expand the Family Advocacy Center’s scope of services offered

Action Plan:
Compile data to create advertising campaign to raise funding; identify building to have as own; develop a staffed child care center; feasibility of a child custody exchange; develop relationships with vendors to provide refreshments as a way of improving victim comfort; Veteran’s services available onsite; financial training/planning.

Purpose:
Second phase of FAC development will incorporate best practices from other national FAC facilities.

Measures of Success:
- Collaboration with United Way to develop fund-raising campaign
- Identification and acquisition of new facility for FAC
- Development of additional programs and services as described above

Timeline

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Strategy Sponsor
Commander C. Bakas

Performance Plan Program Strategy / Service Strategy:
Family Advocacy Center / Family Advocacy Center
**Goal 3:** Strengthen Relationships

**Objective 2:** Increase the Number and Quality of External Relationships

**Strategy 3:** Increase public awareness of FAC services

**Action Plan:**
Identify 12 public outreach events per year; staff with personnel that are knowledgeable about the services that the FAC offers. Create and distribute a series of PSAs on both television and radio.

**Purpose:**
Increase the education level of the public about the signs of domestic violence as well as the services provided by the FAC. Increased education will improve reporting. Increased reporting will allow APD and the FAC to provide additional services to additional victims.

**Measures of Success:**
- Attendance of 12 or more community events

**Timeline**

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**Strategy Sponsor**
Commander C. Bakas

**Performance Plan Program Strategy / Service Strategy:**
Family Advocacy Center / Family Advocacy Center
Goal 3: Strengthen Relationships

Objective 2: Increase the number and quality of external relationships

Strategy 4: Develop a human trafficking task force

Purpose:
Increase the number of human trafficking arrests by collaborating with the New Mexico Attorney General (NMAG), District Attorney’s Office and the FBI. It is also important to increase awareness of human trafficking offenses for other agencies that may come in contact with these types of crimes. This will be accomplished by training the law enforcement community. Furthermore, we will work with state legislatures to help develop and implement tougher Human Trafficking State Laws.

Action Plan:
Develop MOUs with partner organizations to allow for cross-commissioning.

Measures of Success:
- Increase in the number of referrals received
- Increase in the number of cases prosecuted
- Increase in the number of training sessions conducted

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Strategy Sponsor
Commander E. Garcia

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Special Investigations
**Goal 3: Strengthen Relationships**

**Objective 2: Increase the Number and Quality of External Relationships**

**Strategy 5: Increase the Effectiveness of the HIDTA Task Force**

**Action Plan:**
To sign additional MOUs with partner agencies within the Region 1 HIDTA area. It is also necessary to assign additional personnel from surrounding HIDTA counties and increase the Albuquerque Police Department’s number of personnel assigned to the task force. With this expansion, increased federal participation with the DEA will be needed to provide more special agents to the task force.

**Purpose:**
Disrupt and dismantle drug trafficking organizations within New Mexico.

**Measures of Success:**
- Increased drug and money seizures along with increased arrests.

**Timeline**

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**Strategy Sponsor**
Commander E. Garcia

**Performance Plan Program Strategy / Service Strategy:**
Investigative Services / Special Investigations
**Purp0se:**
APD will provide all of the information that the public wants; due to EOC APD needs to ensure that we have a method to provide pertinent information to the public on a 24/7 level in the event that there is an emergency.

**Action Plan:**
APD will develop a process to disseminate information and will train current production staff in system of dissemination.

**Measures of Success:**
- Implementation of SOP and accompanying guide
- Staff trained to produce video news stories and disseminate to venues

**Goal 3: Strengthen Relationships**

**Objective 2: Increase the Number and Quality of External Relationships**

**Strategy 6: Produce video news stories that APD could disseminate to the public**

**Timeline**

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**Strategy Sponsors**
Deputy Chief A. Banks
Smart Policing Division Manager T. Wilham

**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / All Area Commands Officer and Department Support / Strategic Support
Purpose:
Using the proposed strategy for dynamic intervention, member agencies will work together with APD to address and potentially reduce domestic violence and stalking incidences.

Action Plan:
Each agency represented in the task force would commit a detective to working domestic violence/stalking cases using the APD dynamic intervention concept, lethality assessments and joint operations to address high risk cases identified in each jurisdiction.

Measures of Success:
- Formation of task force
- Number of MOUs signed with task force agencies
- Decrease in the number of domestic violence and stalking cases

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander C. Bakas

Performance Plan Program
Strategy / Service Strategy:
Family Advocacy Center / Family Advocacy Center
Goal 3: Strengthen Relationships

Objective 2: Increase the number and quality of external relationships

Strategy 8: Set up drop boxes for prescription medicine

Action Plan:

Acquire boxes, install, and develop an advertising campaign promoting the new service. Establish a relationship with the DEA to provide for the pickup and disposal of discard pills. Develop an informational pamphlet listing organizational contacts for education and treatment.

Purpose:

Reduce drug consumption by teens, reduce incidence of crime later on

Measures of Success:

- Installation of boxes
- Development of a media campaign promoting new service
- Initiation of a community survey

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Strategy Sponsors

All Area Commanders

Performance Plan Program Strategy / Service Strategy:

Neighborhood Policing / All Area Commands

Albuquerque Police Department Strategic Plan FY13-FY17
**Goal 3: Strengthen Relationships**

**Objective 2:** Increase the Number and Quality of External Relationships

**Strategy 9:** Creation and implementation of recycling metal task force

**Action Plan:**
Develop better relationships with regional law enforcement agencies to effectively address illegal recycling operations. Implement a regular inspection program of recyclers. Develop a strong voice in legislature to prompt additional laws.

**Purpose:**
Hire a full-time employee to coordinate program. Develop training for officers to recognize illegal recycling operations. Develop an informational database that lists licensed recyclers, violations, and prior inspections. Track all commercial copper thefts. Improve community relationships and suppliers to prevent thefts. Reach out to the PRC and national metal recycler groups to enact better controls, including new legislation.

**Measures of Success:**
- All metal recyclers identified
- Decrease in recovered metal at recyclers
- All recyclers registered with the City and the State

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**Strategy Sponsor**
Commander T. Gonterman

**Performance Plan Program Strategy / Service Strategy:**
Investigative Services / Central Investigations
**Goal 3: Strengthen Relationships**

**Objective 2: Increase the number and quality of external relationships**

**Strategy 10: Further regulate gold/silver vendors**

**Action Plan:**

Develop a program to educate businesses on the existing regulations required for gold/silver vendors. Ensure that all vendors subscribe to leadsonline.com. Develop an enforcement phase, including issuing citations.

**Purpose:**

Stolen jewelry often ends up at pawn shops. Leadsonline.com provides accountability and tracking services for jewelry and pawn operators. Entry into leadsonline.com will increase the ability to recover stolen merchandise.

**Measures of Success:**

- All businesses licensed
- Full compliance with Leadsonline.com

**Timeline**

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**Active Fiscal Year / Funding**

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**Strategy Sponsor**

Commander T. Gonterman

**Performance Plan Program Strategy / Service Strategy:**

Investigative Services / Central Investigations
Goal 3: Strengthen Relationships

Objective 2: Increase the Number and Quality of External Relationships

Strategy 11: Develop a White Collar Crime Presentation for Colleges, High Schools, and Senior Centers

Action Plan:
Detectives will solicit facilities to schedule informative presentations to attendees. Detectives will work closely with UNM to present new crime trends and other informative data. Several versions of the presentation will be created in order to customize it for select audiences.

Purpose:
Increased awareness from information gained through the presentation will reduce victims of white collar crimes.

Measures of Success:
- Formation of task force
- Number of MOUs signed with task force agencies
- Decrease in the number of domestic violence and stalking cases

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander T. Gonterman

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Central Investigations
Purpose:
Providing the victim with access to this information would allow the victim to monitor the results of their case, including when an offender has been identified, and the name and contact information of the investigating detective.

Measure of Success:
-Increase in the number of AFIS hits

Action Plan:
After processing a scene for evidence, the victim would be presented with a card that would show a website or QR code that would direct the victim to a website. The website would provide relevant information about the case.
**Goal 3: Strengthen Relationships**

**Objective 2: Increase the Number and Quality of External Relationships**

**Strategy 13:** Plan and host the 2014 Commission on Accreditation for Law Enforcement Agencies (CALEA)

**Action Plan:**
Form a committee comprised of APD staff, area law enforcement agency staff, hospitality representatives and ACVB. Plan and solicit vendor donations. Plan host nights, side trips, and other events that will encourage CALEA members to attend. Develop a curriculum and commit speakers to the educational portion of the conference.

**Purpose:**
Albuquerque has been awarded the site location of the November 2014 CALEA conference. Hosting the conference will accomplish several goals including generating additional tax revenues for the City, exposing CALEA members to the attractions of Albuquerque, and solidifying APD’s role as a flagship CALEA member.

**Measures of Success:**
- Commitment of area law enforcement agencies to the conference, including staff and other donations
- Securing of donations by vendors and area businesses
- Achievement of “flagship” status by APD

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**Strategy Sponsor**
Planning and Policy Manager W. Slauson

**Performance Plan Program Strategy / Service Strategy:**
Officer and Department Support / Planning
Goal 3: Strengthen Relationships

Objective 3: Increase the number and quality of community relationships

Strategy 1: Reduce Homeless/Transient Associated Criminal Activity

Action Plan:
Reduce criminal activity by the homeless/transient population by bringing groups who feed the homeless on the weekends into compliance with City ordinances. Reduce alcohol and drug use by the homeless/transients utilizing a combination of strict enforcement and coordination with homeless providers. Reduce panhandling by utilizing undercover vehicles.

Purpose:
Less criminal activity will make the Downtown area a more appealing choice to residents for working, entertainment, and dining.

Measures of Success:
-Reduction in the number of panhandling citations/arrests
-Reduction in the number of COAST call-outs referencing transient activity
-Reduction in the number of groups that illegally feed the homeless in parks

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Deputy Chief A. Banks

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
Purpose:
A second-contact program will bring awareness to burglary victims about APD crime prevention services and demonstrates that the Department is responsive about following up on leads, etc. The program will educate victims in order to reduce their chances of being a victim again.

Action Plan:
Develop a standardized procedure where Crime Prevention staff contacts burglary victims by phone (and possibly face-to-face in the future) in order to provide crime prevention information. The contact also may provide additional information that potentially may help solve the crime.

Measures of Success:
- Property crime occurrences among program participants will go down
- 100% of all victims contacted

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
All Area Commanders

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
**Goal 3: Strengthen Relationships**

**Objective 3:** Increase the Number and Quality of Community Relationships

**Strategy 3:** Publish all Department SOP online

**Action Plan:**
- Review all existing SOP to ensure currency and correctness. Convert SOP files to PDF format; develop a web site and post the files online.
- Publish Field Services and Procedural orders first due to their high frequency of requests.

**Purpose:**
Publishing all SOP online will increase the department’s transparency and reduce the amount of IPRA requests for SOPs. Online SOP will also increase the ease of access for APD employees.

**Measures of Success:**
- Decrease in the number of IPRA SOP specific requests
- Quantity of SOPs posted online
- Web page “hits”

**Timeline**

| 2013 | 2014 | 2015 | 2016 | 2017 |

**Active Fiscal Year / Funding**

| FY13 | FY14 | FY15 | FY16 | FY17 |

**Strategy Sponsor**
Inspections / Accreditation Lieutenant

**Performance Plan Program Strategy / Service Strategy:**
Professional Standards / Inspections
**Purpose:**
The project will be implemented in the expectation that it will reduce crime in the monitored locations and allow APD to oversee remote sites using existing technology.

**Action Plan:**
As part of the Safe City Albuquerque program, traffic cameras will be used in a pilot project to monitor high-call locations along a selected corridor. The project will require creating a timeline that is in line with funding specifications. Staff will coordinate the technology, implement the system, and measure the results.

**Measures of Success:**
- Implementation of monitoring cameras within the Safe City area
- Reduction of crime within the defined Safe City area

**Strategy Sponsors**
Commander M. Geier
Technology Services Division Manager C. Hubbard
**Goal 3: Strengthen Relationships**

**Objective 3: Increase the Number and Quality of Community Relationships**

**Strategy 5: Implement a Repetitive Call Location Reduction Plan**

**Action Plan:**

Area commanders will expand a pilot program throughout each of their area commands. The plan will attack repetitive call locations from all angles, including criminal nuisance abatement, and the reduction of property, drug, and violent crimes. Plan activity will include the generation of a list of high calls for service locations. Command and crime prevention staff will formulate a strategy to assist property managers to reduce calls for service at multi-family housing and work with homeowners to reduce calls at single family homes.

**Purpose:**

Expand the implementation of a repetitive call location reduction plan that will reduce calls for service, allowing APD officers to implement more proactive crime prevention measures.

**Measures of Success:**

- Reduction of calls for service at identified locations
- Number of property crimes committed at identified locations

**Timeline**

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**Active Fiscal Year / Funding**

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- FY14
- FY15
- FY16
- FY17

**Strategy Sponsors**

All Area Commanders

**Performance Plan Program Strategy / Service Strategy:**

Neighborhood Policing / All Area Commands
GOAL 3: STRENGTHEN RELATIONSHIPS

OBJECTIVE 3: INCREASE THE NUMBER AND QUALITY OF COMMUNITY RELATIONSHIPS

STRATEGY 6: DEVELOP A 911 CITIZEN’S ACADEMY

ACTION PLAN:
Develop a 911 communications citizen’s academy, similar to other APD academies.

PURPOSE:
The academy would allow Albuquerque citizens to familiarize themselves with the inner workings of the communications center. The academy can also be used as a recruiting tool.

MEASURES OF SUCCESS:
- Creation of a 911 Citizen’s Academy curriculum and schedule
- Formation and selection of Academy candidates
- Graduation of first 911 Citizen’s Academy

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STRATEGY SPONSOR
Communications Manager E. Wilson

performance plan program strategy / service strategy:
Communications and Records
Purpose:
Neighborhood Watch is a fundamental Crime Prevention and Community Policing program, which facilitates law enforcement and citizen partnerships. In addition to establishing working partnerships with police, citizens get to know their neighbors, are empowered to target harden property and enjoy a sense of unity.

Action Plan:
Establish at least 60 new Neighborhood Watch programs in the City each plan year will be predicated by a full staff of Crime Prevention Specialists (CPS) assigned to each of the six Area Command substations. The administrative tasks to organize a new Neighborhood Watch will be conducted by the Central Crime Prevention office. The CPS assigned to each substation will conduct the actual meetings with citizens. Neighborhood Watch meetings will be used to teach citizens how not to be a crime victim and how to look out for each other.

The Crime Prevention Manager and each CPS will promote the Neighborhood Watch program to Neighborhood Associations, Homeowner Associations and other civic, social and community groups.

Measures of Success:
- Establishment of 60 or more neighborhood watches citywide per plan year
Purpose:
The purpose of each conference is to provide crime prevention information to each citizen and by extension to each member of their Neighborhood Watch. Conferences are also used to discuss crime trends, community policing initiatives and ways to reduce property crime offenses as well as other crime issues relevant to the citizens of Albuquerque.

Action Plan:
Continue to increase attendance of Neighborhood Watch Block Captains and other community members at the Spring and Fall Block Captain Conferences. Attendance goal is 100 per session, but will continue to push that figure higher each plan year. Conference attendance is also determined by how many new Neighborhood Watches are formed each year.

Measures of Success:
- 100 or more attendees at each Fall and Spring conference

Timeline

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Active Fiscal Year / Funding

FY13 FY14 FY15 FY16 FY17
GENERAL FUND

Strategy Sponsors
All Area Commanders

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / All Area Commands
Goal 3: Strengthen Relationships

Objective 3: Increase the Number and Quality of Community Relationships

Strategy 9: Reduce the Incidence of Distracted Driving-Caused Accidents

Action Plan:
Develop an education program that will be taught to UNM freshmen and area high schools that describes dangers of impaired driving and the consequences of distracted driving. Include a pedestrian/vehicle collision component with education and enforcement. Joint effort with Traffic Section and DWI section with assistance from AAA and the Allstate Foundation, NOYS (National Organization for Youth Safety).

Purpose:
Educating young adults of the dangers of distracted driving when they are impressionable will potentially have a greater impact on the reduction of incidents later in life.

Measures of Success:
- Development of program
- Number of students/classes attended

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Traffic

Active Fiscal Year / Funding

Strategy Sponsor
Commander P. Hansen
Goal 3: Strengthen Relationships

Objective 3: Increase the Number and Quality of Community Relationships

Strategy 10: Increase the number of Motor Unit officers that are qualified to teach advanced safety motorcycle operation courses

Action Plan:
Offer training opportunities to three current Motor Unit officers so that they can achieve certification for being able to instruct law enforcement agencies and the general public on motorcycle operation.

Purpose:
Three additional officers will replace the officers who were promoted or transferred so that an existing level will be maintained.

Measures of Success:
- Selection and training of three Motor Unit officers
- Certification achieved

Timeline

| 2013 | 2014 | 2015 | 2016 | 2017 |

Active Fiscal Year / Funding

| FY13 | FY14 | FY15 | FY16 | FY17 |

| LEPF |

Strategy Sponsor
Commander P. Hansen

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Traffic
**Goal 3: Strengthen Relationships**

**Objective 3: Increase the Number and Quality of Community Relationships**

**Strategy 11: Improve Information Dissemination to the Public**

**Action Plan:**

Require PIOs to write stories on events of public importance and post on APD blotter. Stories will post on social media to its fullest extent.

**Purpose:**

Communicate better and offer complete information to the general public.

**Measures of Success:**

- All six PIOs trained on how to write news stories
- All PIOs trained to use interface to social media sites from iPads
- 100% compliance with new procedures

**Timeline**

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**Strategy Sponsor**

Deputy Chief A. Banks

**Performance Plan Program Strategy / Service Strategy:**

Neighborhood Policing / All Area Commands
**Goal 3: Strengthen Relationships**

**Objective 3:** Increase the number and quality of community relationships

**Strategy 12:** Develop a community relations training program

**Action Plan:**

In order to educate the community and enhance community outreach, training programs will be developed and hosted at the APD Academy. The Citizens Police Academy and Junior Police Academy will continue to be enhanced with the addition of college credit for the CPA. One and two day training courses will be offered to the community to enhance partnerships. Explore the possibility of recruiting and selecting a full-time civilian Community Relations Program Manager for the Academy. Drive significant portions of the Police Service Aide (PSA) curriculum to a local public college to broaden delivery and to grow the PSA recruiting pool.

**Purpose:**

To educate the citizens in our community with training opportunities which expose them to case law, self-defense, and use of force related topics.

**Measures of Success:**

- Number of classes/training opportunities created
- Number of students attending

**Performance Plan Program Strategy / Service Strategy:**

Neighborhood Policing / All Area Commands

**Timeline**

- 2013
- 2014
- 2015
- 2016
- 2017

**Active Fiscal Year / Funding**

- FY13: GENERAL FUND
- FY14: GENERAL FUND
- FY15: GENERAL FUND
- FY16: 
- FY17: 

**Strategy Sponsor**

Academy Director J. Wolf
GOAL 4: STRENGTHEN HOMELAND DEFENSE

OBJECTIVE 1: INCREASE PREVENTION, MITIGATION AND SECURITY CAPABILITY

OBJECTIVE 2: IMPROVE APD’S RESPONSE TO A HOMELAND SECURITY EVENT

OBJECTIVE 3: EXPAND REGIONAL COLLABORATION AND COORDINATION
**Purpose:**
APD receives homeland security-pertinent information on a daily basis; a central database is necessary to collect and store the data. A central database will allow the information to be shared and referenced more easily by APD personnel.

**Action Plan:**
The evaluation and selection of an appropriate database product will be conducted. Once installed, homeland security information will be stored and indexed on the software.

**Measures of Success:**
- Evaluation and selection of database software best suited for the need
- Implementation and use of the database software
- Increased storage of the number of items of information

**Timeline**

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**Strategy Sponsors**
Deputy Chief A. Banks  
Exec. Commander D. Camacho

**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / Homeland Security
Objective 1: Increase Prevention, Mitigation and Security Capability

Strategy 2: Develop an alternative 311 Call Center site

Action Plan:
Develop cost estimates for an alternative 311 call center at the EOC. Determine technical requirements and feasibility of relocating telephony, systems and personnel to the 911 center with 311 center key personnel. Identify funding sources and availability. Develop an IT implementation strategy, install and test infrastructure. Complete a test drill of systems, telephony and personnel to ensure flow and functionality. Hold a COOP exercise to further exercise new systems and operations in place. Implement.

Purpose:
Continuity of operations and enhanced emergency response for 911

Measures of Success:
- Develop cost estimates
- Determine technical requirements
- Funding identified
- Infrastructure installed and tested

Timeline

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Strategy Sponsors
Exec. Commander D. Camacho
Communications Manager E. Wilson

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Homeland Security
Goal 4: Strengthen Homeland Defense

Objective 2: Improve APD's Response To A Homeland Security Event

Strategy 1: Ensure that all APD first responders have the necessary equipment available to respond to a Weapons of Mass Destruction (WMD) event

Action Plan:
Coordinating through the Property Unit, the Homeland Security Unit will perform an assessment of existing personal protective equipment (PPEs) issued to APD officers to determine deficiencies. Once the shortcomings are identified, additional equipment will be ordered and distributed.

Purpose:
A properly equipped police force will be able to respond to a WMD event more effectively with less danger to first responders.

Measures of Success:
- All first responders have the necessary equipment to respond to a WMD event

Timeline

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Active Fiscal Year / Funding

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FY17: GRANT

Strategy Sponsors
Deputy Chief A. Banks
Exec. Commander D. Camacho

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Homeland Security
Purpose:
COOP planning is an effort to determine that the capability exists to continue essential agency functions across a wide range of potential emergencies. The objectives of a COOP plan include ensuring the continuous performance of an agency’s essential functions/operations during an emergency training protocol; protecting essential facilities, equipment, records, and other assets; reducing or mitigating disruptions to operations; and achieving a timely and orderly recovery from an emergency and resumption of full service to customers.

Action Plan:
Implement a training program to assist each commander and/or division manager to help develop a COOP for their respective divisions. Set a timeline for when the COOP draft is to be completed; review and finalize by a set date.

Measures of Success:
- Every commander and or division manager will have a firm understanding as to what a COOP is
- Each APD division and/or area command will have developed a COOP plan
- Each plan will be distributed throughout the division and/or area command so that all staff are familiar with the components of the plan

Timeline

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Active Fiscal Year / Funding

Strategy Sponsors
Deputy Chief A. Banks
Exec. Commander D. Camacho

Performance Plan Program Strategy / Service Strategy:
Neighborhood Policing / Homeland Security
Goal 4: Strengthen Homeland Defense

Objective 2: Improve APD’s Response to a Homeland Security Event

Strategy 3: Renew and Update the All-Hazards Mitigation Plan

Action Plan:
Using grant funding, partnering with the County to issue an RFP and hire a contractor.

Purpose:
FEMA mandate and current plan expires in September 2012

Measures of Success:
-FEMA approval and sign-off of plan

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Exec. Commander D. Camacho

Performance Plan Program Strategy / Service Strategy:
Officer & Department Support / Office of Emergency Management
Goal 4: Strengthen Homeland Defense

Objective 2: Improve APD’s Response to a Homeland Security Event

Strategy 4: Acquire a Resource Allocation System to Better Track Resources during an Emergency Event

**Action Plan:**
Coordinate with APD/EOC staff to research allocation software. Determine funding, select software, purchase and implement. Train EOC law enforcement staff on operation and use.

**Purpose:**
In the event of an emergency, the software will allow law enforcement agencies to make better decisions on resource allocations and respond quicker to changing events. The software will increase communication between law enforcement and other agencies providing for a better coordinated statewide response.

**Measures of Success:**
- Successful acquisition and implementation of the software.
- All employees trained on software.
- Engagement of NMDPS, BCSO, Rio Rancho, Airport and UNM agencies to participate in program.

**Timeline:**

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**Strategy Sponsor**
Exec. Commander D. Camacho

**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / Homeland Security
GOAL 5: ADVANCE THE DEPLOYMENT OF TECHNOLOGY

OBJECTIVE 1: INCREASE INTEGRATION TECHNOLOGY OPPORTUNITIES

OBJECTIVE 2: INCREASE AND IMPROVE COMMUNICATION TECHNOLOGY OPPORTUNITIES

OBJECTIVE 3: IMPROVE APD TECHNOLOGY AND INFRASTRUCTURE
**Goal 5: Advance the Deployment of Technology**

**Objective 1: Increase Integration Technology Opportunities**

**Strategy 1: Standardize the report filing process with APD / BCSO**

**Action Plan:**
Encourage the Bernalillo Sheriff’s Office to transition to the same electronic interface that APD uses (Tiburon). Help implement and standardize the process for report submittals.

**Purpose:**
Currently, BCSO submits only hard copy reports to the APD Records Division. Automating the process would significantly reduce the workload and would remove the specialization requirements necessary to process hard copy reports.

**Measures of Success:**
- Transition to Tiburon system by the BCSO

**Timeline**

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**Strategy Sponsor**
Commander M. Miller

**Performance Plan Program Strategy / Service Strategy:**
Communications and Records
**Purpose:**
Improve transition between time and labor input and financial accounting of projects; reduce the amount of data entry required; simplify process so that employees will be able to enter data on their own in the future.

**Action Plan:**
First stage – develop work groups for managers; Second stage - train timekeepers on changes to the new time and labor program.

**Measures of Success:**
- Development of the managerial work groups
- Completion of 17-week training program by each APD timekeeper

**Strategy Sponsor**
Personnel Manager K. Salazar

**Timeline**

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- FY16: N/A
- FY17: N/A

**Performance Plan Program Strategy / Service Strategy:**
Officer and Department Support / Personnel Management
**Goal 5: Advance the Deployment of Technology**

**Objective 1:** Increase Integration Technology Opportunities

**Strategy 3:** Develop a Kiosk to Assist the Public in Filing Police Reports

**Action Plan:**
Determine if other law enforcement agencies are implementing similar systems. Determine what the costs would be and what technological issues will need to be overcome. In conjunction with the new hardware and software, implement an awareness/educational program to help the public use the new system.

**Purpose:**
The kiosks will help the public file reports without Records Division staff assistance. The new system will reduce the amount of staffing required for report taking. The new system can help streamline the report process so that it will be easier for the public to file reports.

**Measures of Success:**
- Development of hardware and software required for the kiosk system
- Acquisition, installation, and testing of new system
- Number of reports filed through system

**Timeline**

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**Strategy Sponsor**
Technology Services Division Manager C. Hubbard

**Performance Plan Program Strategy / Service Strategy:**
Communications and Records / Data Management
OBJECTIVE 1: INCREASE INTEGRATION TECHNOLOGY OPPORTUNITIES

STRATEGY 4: ENHANCE THE CRIME ANALYSIS UNIT’S GEOGRAPHIC INFORMATION SYSTEM (GIS) TECHNOLOGY

ACTION PLAN:
Acquire hardware and software for the continued development of data layers to better analyze crime trends.

PURPOSE:
Developing a rich geographic information system will allow the Crime Analysis Unit to be more effective and provide more comprehensive information for operational implementation (data to field).

MEASURES OF SUCCESS:
- Acquisition of GIS hardware and software

TIMELINE

ACTIVE FISCAL YEAR / FUNDING

STRATEGY SPONSOR
Smart Policing Division Manager T. Wilham

PERFORMANCE PLAN PROGRAM STRATEGY / SERVICE STRATEGY:
Officer and Department Support / Strategic Support
Purpose:
In order for the Academy’s Enterprise Learning Management module to be successful, it is dependent on HR data that is complete and accurate. Refining the database will ensure that the ELM module is successful.

Action Plan:
Verify and improve HR database. City ERP Team is currently testing the database to evaluate the likelihood of importing additional fields. APD HR is validating the results and coordinating with the ERP team to ensure a smooth transition.

Timeline:
- 2013
- 2014
- 2015
- 2016
- 2017

Purpose:
In order for the Academy’s Enterprise Learning Management module to be successful, it is dependent on HR data that is complete and accurate. Refining the database will ensure that the ELM module is successful.

Measures of Success:
- Successful implementation of the ELM at the Academy
- Development of one source for all HR information

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Personnel Management
Goal 5: Advance the Deployment of Technology

Objective 1: Increase Integration Technology Opportunities

Strategy 6: Convert existing and future photo evidence to digital technology

Action Plan:
Acquire and implement the use of Forensic Digital Imaging software in conjunction with hardware and storage. This conversion of digital forensic photographic evidence will be in partnership with APD’s IT Department. The partnership with IT is crucial for the success of this program.

Purpose:
Reduce physical storage requirements and hours used to burn and archive data as well as facilitating the distribution of photographic evidentiary requests.

Measures of Success:
- Selection, acquisition and implementation of server

Timeline

Active Fiscal Year / Funding

CIP / GRANT

Strategy Sponsors
Crime Lab Director M. Adams
Technology Services Division Manager C. Hubbard

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Criminalistics Communications and Records / Data Management
Goal 5: Advance the Deployment of Technology

Objective 1: Increase Integration Technology Opportunities

Strategy 7: Migrate OTIS (training records) to the ERP platform

**Purpose:**
Benefit to having all of the records in one place. In any major event, be able to access resources in a critical incident management.

**Action Plan:**
Collaborate with IT to ensure that all training records are transitioned to the ERP platform so that they can be easily referenced for legal and educational reasons.

**Measures of Success:**
- Migration of OTIS records to ERP Program

**Timeline**

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**Active Fiscal Year / Funding**

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**Strategy Sponsor**
Deputy Chief S. Warfield

**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / Recruitment and Training
Purpose:
The New Mexico Supreme Court mandated that all courts use the same scheduling system in order to be consistent. The system that was chosen was not compatible with the current interface, so a new one must be developed.

Action Plan:
Speridian has been contracted to develop an interface for the new system that is being utilized by Metro Court. Test and launch the new interface with little to no interruption of service to the court process. Speridian has and is holding meetings throughout February 2013 for the Metro Court Interfaces Assessment Project.

Measures of Success:
- Development and implementation of new interface

Goal 5: Advance the Deployment of Technology

Objective 1: Increase Integration Technology Opportunities

Strategy 8: Create a Scheduling Interface to be used as a Court Docket for all of APD’s Court Dates

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
Technology Services Division Manager C. Hubbard
Commander M. Miller

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
Purpose:

Pre-trials are scheduled with the use of fax machines with the District Attorney’s office. Many times, the paperwork does not make it to the courtroom and the defense attorney argues to dismiss the case because APD did not provide pre-trial information. The use of the website will allow prosecuting attorneys to enter the case number and review the case notes that indicate the status of the pre-trial.

Action Plan:

Create a website where defense attorneys can request pre-trial interviews with APD officers for various cases. The website would be accessible to prosecuting attorneys in court via computers provided to them by APD. Technical Services is in the process of combining this strategy with the Metro Court Interface to be one inclusive Court Services program.

Measures of Success:

- Development of the web-based program
- Increase efficiency and reduced turnaround on all pre-trial interview requests

Timeline

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Strategy Sponsors

Technology Services Division Manager C. Hubbard
Commander M. Miller

Performance Plan Program Strategy / Service Strategy:

Communications and Records / Data Management
Goal 5: Advance the Deployment of Technology

Objective 1: Increase Integration Technology Opportunities

Strategy 10: Automate Identification and AFIS Systems to Work with Tiburon ARS

Action Plan:
Contract with District Attorney case management system, NM Justice consolidated offenders query and Tiburon to develop a migration and transmission process. Implement and train.

Purpose:
The new automated system will save time that had been previously used to re-enter data. Automation will avoid possible misinterpretation of charges and reduce the possibility of errors associated with multiple entries.

Measures of Success:
-Migration of data

Timeline

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Active Fiscal Year / Funding

Strategy Sponsors
Crime Lab Director M. Adams
Technology Services Division Manager C. Hubbard

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Criminalistics Communications and Records / Data Management
Purpose:
Using a server/cloud to store images will not only save on physical space currently used for storage but will also save money. CDs will no longer need to be purchased and the hours required to collect, tag, and file the CDs will be saved.

Action Plan:
Continue to issue digital cameras to sergeants in the field. Determine which server or cloud would be appropriate, acquire and install. Train staff on the use of the server/cloud.

Measures of Success:
- Selection, acquisition and implementation of server/cloud

Timeline

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Strategy Sponsors
Crime Lab Director M. Adams
Technology Services Division Manager C. Hubbard

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Criminalistics
Communications and Records / Data Management
Goal 5: Advance the Deployment of Technology

Objective 1: Increase Integration Technology Opportunities

Strategy 13: Transition grant management to a Sharepoint site

**Purpose:**
Moving all documentation to the Sharepoint site will allow for better oversight of all grants and improve information sharing between Accounting staff, APD Planning staff, and field program managers.

**Action Plan:**
Move all day to day grant management to already established Sharepoint site. Transition paper-based reporting to electronic documents that can be filed and managed within the site.

**Measures of Success:**
- Transition of Excel spreadsheets from local computers to the Sharepoint site
- Transition of remaining supporting documentation to site

**Timeline**

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- FY16: Empty
- FY17: Empty

**Strategy Sponsor**
Planning and Policy Manager W. Slauson

**Performance Plan Program Strategy / Service Strategy:**
Officer and Department Support / Planning
Goal 5: Advance the Deployment of Technology

Objective 1: Increase Integration Technology Opportunities

Strategy 14: Develop a method to auto download real-time information into the Que-Tel system

**Action Plan:**

Expand Taser / Evidence.com services to include the ability to add photos to existing or newly created cases. Bridge Taser / Evidence.com with the Que-Tel system to allow access to transaction histories including receiving, storing and distributing digital evidence.

**Purpose:**

The new system will provide any citizen the ability to add photos and electronic data to exiting or newly created cases, as well as the ability to send electronic evidence to the Office of the District Attorney, the Office of the Public Defender, or any other requests.

**Measures of Success:**

- Reduced average delivery time and physical storage space for digital evidence.

**Timeline**

- 2013
- 2014
- 2015
- 2016
- 2017

**Active Fiscal Year / Funding**

- FY13
- FY14
- FY15
- FY16
- FY17

**Strategy Sponsors**

Technology Services Division Manager C. Hubbard
Crime Lab Director M. Adams

**Performance Plan Program Strategy / Service Strategy:**

Investigative Services / Criminalistics
Purpose:
Developing a chat function for online reporting will increase the likelihood and quality of the report submitted via the internet, reducing costs and increasing public satisfaction.

Action Plan:
Records Division staff will coordinate with Technical Services staff to develop a system that will allow APD Records Division staff to provide real-time support to the public when they are online. Technical Services staff will research the software available, test, and implement the most appropriate. Staff will develop a training program for Records Division staff.

Measures of Success:
- Selection, installation of software
- Number of chats initiated

Timeline

| 2013 | 2014 | 2015 | 2016 | 2017 |

Active Fiscal Year / Funding

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Strategy Sponsors
Technology Services Division Manager C. Hubbard
Commander M. Miller

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
Pursuing 911: Advance the Deployment of Technology

Objective 2: Increase and Improve Communication Technology Opportunities

Strategy 2: Acquire a reverse 911-type notification system

Action Plan:
Reverse 911 is a communications solution that uses a combination of database and GIS mapping technologies to deliver outbound notifications. Users can quickly target a precise geographic area and saturate it with thousands of calls per hour. APD will partner with Bernalillo County to develop a request for a quote for a reverse 911 system.

Purpose:
In an emergency, a county, city, police or fire official can select a geographic area, record a message, and have it sent to every phone number in that area.

Measures of Success:
- Evaluation of reverse 911 systems and cost; recommendation issued
- Completion of a plan to coordinate state and federal grant money to purchase and implement system
- Installation and operation of system

Timeline:

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Active Fiscal Year / Funding:

Strategy Sponsor:
Communications Manager E. Wilson

Performance Plan Program Strategy / Service Strategy:
Communications and Records
Goal 5: Advance the Deployment of Technology

Objective 2: Increase and Improve Communication Technology Opportunities

Strategy 3: Increase and Enhance Methods of Communication with the Public Including Texting

**Action Plan:**
Explore technology-based alternative communication methods to receive non-emergency general tips on crime via texts with tips from anonymous sources. Contract with vendor to develop an application to provide the service.

**Purpose:**
People expect communication to be available in many formats other than telephony. With the proliferation of Smart phones and cellular devices, APD will utilize as many venues as appropriate in order to provide additional methods of communication to the public.

**Measures of Success:**
- Development of application
- Training of 911 staff
- Development of outreach/education program for the public

**Timeline**

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**Strategy Sponsor**
Communications Manager E. Wilson

**Performance Plan Program Strategy / Service Strategy:**
Communications and Records
Purpose:
Increased use of alternative reporting methods will free officers to respond to priority calls and proactive activities.

Action Plan:
Develop an advertising campaign using neighborhood associations and retail merchants to promote and use alternative reporting. Install computers in the public lobbies of APD facilities in order to facilitate the public using online resources to complete reports, etc.

Measures of Success:
- Acquisition of two computers with network connectivity
- Development of a guide on filling out reports
- Creation of kiosk-type program
- Number of reports submitted by alternative filing methods
**Goal 5: Advance the Deployment of Technology**

**Objective 2:** Increase and Improve Communication Technology Opportunities

**Strategy 5:** Implement the capability to broadcast live feeds from the Joint Information Center and the Real-Time Crime Center

**Action Plan:**

Hire trained staff; develop an MOU with GOV16 to ensure access to governmental television feeds during an emergency; train and test staff on execution of new procedures.

**Purpose:**

APD needs the ability to communicate important information in the midst of an emergency event directly to the public.

**Measures of Success:**

- Successful implementation of process
- Successful testing of the JIC

**Timeline**

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**Active Fiscal Year / Funding**

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- FY14 General Fund
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- FY16 General Fund
- FY17 General Fund

**Strategy Sponsor**

Smart Policing Division Manager T. Wilham

**Performance Plan Program Strategy / Service Strategy:**

Officer and Department Support / Strategic Support
**Goal 5: Advance the Deployment of Technology**

**Objective 3: Improve APD Technology and Infrastructure**

**Strategy 1: Automate the Disciplinary Process and Review of Cases**

**Action Plan:**
Research internal affairs programs, determine selection, acquire funding and implement, train.

**Purpose:**
Currently, all of the reports and cases are developed by hand and passed from person-to-person to obtain signatures. Automating the process would reduce the amount of processing time and manual labor required. Better accountability and records provision for requests (IPRA).

**Measures of Success:**
- Successful acquisition and implementation of software
- Reduction in the amount of processing time (manual vs. automated)

**Timeline**

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**Strategy Sponsors**
Commander W. Roseman
Technology Services Division Manager C. Hubbard

**Performance Plan Program Strategy / Service Strategy:**
Communications and Records / Data Management
Purpose:
The new filing system will enhance record location and retrieval, and potentially reduce injury to staff.

Action Plan:
Select new ergonomic filing system, acquire funding, purchase and install. Confirm home addresses and contact information of all APD employees.

Timeline:

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Measures of Success:
- Acquisition of cabinets
- Installation and implementation of new system

Strategy Sponsor:
Personnel Manager K. Salazar

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Personnel Management
Purpose:
The new automated system will save time that had been previously used to re-enter data. Automation will avoid possible misinterpretation of charges and reduce the possibility of errors associated with multiple entries.

Action Plan:
Contract with Tiburon and Morphotrac to develop a migration and transmission process. Implement and train. Convert AFIS charge codes from K-codes to State statutes. Migrate AFIS data in the Tiburon system and automate the transmission of data from APD to DPS and the FBI.

Measures of Success:
- Creation of singular access point for archived data reference

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Criminalistics
Goal 5: Advance the Deployment of Technology

Objective 3: Improve APD Technology and Infrastructure

Strategy 4: Expand the Use of Bait Vehicles, Equipment, and Surveillance at Area Commands

**Action Plan:**
Expansion of bait cars and equipment to the area commands would require that Impact Teams and Field Service officers acquire the appropriate training on their use and deployment. CIB detectives would conduct the training.

**Purpose:**
Bait vehicles and equipment deployment by area command officers would provide such quicker response times, address citizen group concerns, and more easily adapt to area command needs.

**Measures of Success:**
- Number of deployments
- Number of equipped units

**Timeline**

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**Strategy Sponsors**
All Area Commanders

**ACTIVE FISCAL YEAR / FUNDING**

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**Performance Plan Program Strategy / Service Strategy:**
Neighborhood Policing / All Area Commands
Goal 5: Advance the Deployment of Technology

Objective 3: Improve APD Technology and Infrastructure

Strategy 5: Improve cameras for SWAT and K-9, and expand their use in EOD

Action Plan:
Deploy cameras in a tactical manner.

Purpose:
Provide documentation of citizen contacts for the purposes of case review, litigation and public complaints. Fixed cameras on equipment will provide operational live feed for command personnel during incidents. Provide a real time view of incidents.

Measures of Success:
- Acquisition and installation of tactical cameras
- Development of associated SOPs

Timeline

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Strategy Sponsors
Deputy Chief S. Warfield
Commander D. West

Performance Plan Program
Strategy / Service Strategy:
Investigative Services / Criminalistics
Purpose:
Many citizens require reports of their criminal events for insurance purposes. CopLogic has been shown to be extremely useful to the reporting public, as it provides the ability to get a report of the event quickly, without tying up officer's hours that could be used to address priority events. Adding additional events to the CopLogic system would free up officers to take priority calls that require an immediate response, provide additional time to investigate crimes and other proactive activities to prevent crimes.

Action Plan:
Meet with Property Crime supervisors and CopLogic vendor representatives to discuss adding more offenses to the online reporting system. Determine which offenses would be appropriate; contract with vendor to add additional reporting options.

Measures of Success:
- Increase in the number and type of crimes reported on CopLogic

Performance Plan Program Strategy / Service Strategy:
Communications and Records
Point clouds derived from the 3D scanner are difficult to interpret. New ways of presenting the point clouds are necessary to allow a jury to fully comprehend what the Major Crime Scene Team is trying to portray. A variety of software packages allow the point clouds to be modeled to make presentations easier to understand.

**Action Plan:**
Identify software program, acquire and implement

**Purpose:**

**Measures of Success:**
- Acquisition of software
- Training
- Number of uses

**Strategy Sponsor**
Crime Lab Director M. Adams

**Performance Plan Program Strategy / Service Strategy:**
Investigative Services / Criminalistics
Goal 5: Advance the Deployment of Technology

Objective 3: Improve APD Technology and Infrastructure

Strategy 8: Upgrade statewide CODIS servers, workstations, and associated database software

Action Plan:
Integrate the identification of need vs. not needed NMDIS sample collections into the Department of Corrections and the Department of Public Safety offender systems possibly using existing state control numbers and/or a new set of fields in the State AFIS system.

Purpose:
The upgrade will allow for greater and more flexible mechanisms that designated DNA collectors in New Mexico can use to determine whether a convicted felon or felony arrestee is required to provide a DNA sample. It would further minimize the likelihood of unnecessary duplicate DNA collections.

Measures of Success:
- Acquisition of servers
- Installation and training

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Criminalistics
Purpose:
The department’s ability to allocate resources to addressing crime is in part dependent on the information gathered from police reports. The merging of the Uniform Crime Reporting and Data Entry Units will allow police reports to be processed by only one person, instead of the current two. This increase in efficiency will make information available sooner for analysis and response.

Action Plan:
Merge the Uniform Crime Reporting and Data Entry Units to decrease report processing times. This will allow the department to answer changes in crime behavior more efficiently.

Measures of Success:
- Ability to provide Uniform Crime Reporting data from processed police reports within one month from the date of incident.

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Commander M. Miller

Performance Plan Program Strategy / Service Strategy:
Communications and Records
Purpose:
To ensure that adequate audits of jail DNA sample collection rates meet the requirements of Katie’s Law.

Action Plan:
Select software, install, train.

Timeline

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Strategy Sponsor
Crime Lab Director M. Adams

Measures of Success:
- Installation of software

Performance Plan Program Strategy / Service Strategy:
Investigative Services / Criminalistics
Purpose:
The initial CISP implementation architecture included a production environment and a backup. To increase the stability of the system, training and testing environments are also required. Additionally, the backup environment needs to be expanded to disaster recovery capable in the event the main production environment becomes unavailable.

Action Plan:
Conduct an analysis of the current environments. Based on the environment requirements (production, test, training, disaster recovery) develop an architecture plan using best practices (e.g., virtualization) for the servers and their associated storage area network (SAN). All of the data (production, test, training, disaster recovery) will be stored using SAN technology.

Measures of Success:
- Reduce the number of “testing in production” Tiburon production failures to zero

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
**Goal 5: Advance the Deployment of Technology**

**Objective 3: Improve APD Technology and Infrastructure**

**Strategy 12: Implement Automated Time Sheet Program Department-wide**

**Purpose:**

An automated time sheet program will improve accountability, make filling out time sheets easier, reduce transcription errors, and the amount of labor required to process time sheets.

**Action Plan:**

Review existing web-based time sheet programs. Form a selection committee based on users of the program. Make a selection and present it to the Chief for approval and purchase. Purchase and implement the new program.

**Timeline**

- 2013
- 2014
- 2015
- 2016
- 2017

**Active Fiscal Year / Funding**

- FY13: TBD
- FY14: TBD
- FY15: TBD
- FY16: TBD
- FY17: TBD

**Strategy Sponsor**

Personnel Manager K. Salazar

**Measures of Success:**

- Implementation of a department-wide automated time sheet program

**Performance Plan Program Strategy / Service Strategy:**

Officer and Department Support / Personnel Management
Goal 5: Advance the Deployment of Technology

Objective 3: Improve APD Technology and Infrastructure

Strategy 13: Convert the State’s LDIS sites and SDIS site hardware and software from its current 5.7.4 version to next generation of operating system 7.0

Action Plan:
Collaborate with the FBI and a vendor to provide the hardware and software at multiple locations. Obtain a T-1 line for data transfer.

Purpose:
Upgrading the operating system to the latest generation and hardware will meet FBI requirements.

Measures of Success:
- Implementation of hardware and software

Timeline

| 2013 | 2014 | 2015 | 2016 | 2017 |

Active Fiscal Year / Funding

| FY13 | FY14 | FY15 | FY16 | FY17 |

Strategy Sponsors
Technology Services Division Manager C. Hubbard
Crime Lab Director M. Adams

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
Investigative Services / Criminalistics
Purpose:
Increasing the functionality of the CISP in the field will allow mobile devices in the vehicle to easily tie to external systems, bringing more information to the reader. An upgraded infrastructure will provide for faster data transfer and integration between mobile devices and records management; and an improved user-friendly interface for CAD operators.

Action Plan:
After upgrading the Tiburon architecture in the first quarter of federal fiscal year 2011, implement the Tiburon VMP. Upgrade the architecture, CAD and records, deploy MobileCom.

Measures of Success:
- Reduce the number of Copperfire reporting errors from 600 per week to 300 week
- Reduce the time required to finalize reports from 60 days to 30 days

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
Purpose:
Interoperability is essential to effective emergency management both during a crisis and on a daily basis. At the most basic level, interoperability allows two or more parties to exchange information directly. First responder personnel at the scene can instantly connect and communicate with each other, make the contacts needed to bring in additional resources, coordinate rescue missions, and provide other forms of response to threats and emergencies.

Action Plan:
The strategy will achieve Level-4 radio interoperability within the first responder community throughout New Mexico. State wide Level-4 attainment is when fire fighters, emergency medical responders, police officers, deputy sheriffs, and state troopers can go anywhere in the state and have immediate radio communications with each other using their own equipment on designated channels.

Measures of Success:
- Completion of a needs assessment study that will determine the feasibility and cost of developing an interoperable radio communications system

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
Goal 5: Advance the Deployment of Technology

Objective 3: Improve APD Technology and Infrastructure

Strategy 16: Enhance the Use of Pawn Shop Technology

**Purpose:**
The value of leadsonline.com will increase dramatically as APD Officers, our partners, and the community increase and improve the use of the system. Use of QR barcodes will fundamentally improve the system, but also requires an account in leadsonline.com, thus promoting its use further.

**Action Plan:**
Provide all officers access to leadsonline.com and conduct training in its use and capabilities. Expand the education of the public on leadsonline.com, with special focus on our community and business partnerships.

Implement the use of QR barcodes in phases. 1) CICA (Construction Industry) 2) Hospitality 3) Citizens

**Measures of Success:**
- Track the number of APD officers training in LEADS Online
- Track the number of users and partners using LEADS Online
- Track the number of the 133 CICA organizations who use QR barcodes

**Timeline**

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**Active Fiscal Year / Funding**

**Strategy Sponsor**
Technology Services Division Manager C. Hubbard
Commander T. Gonterman

**Performance Plan Program Strategy / Service Strategy:**
Communications and Records / Data Management
Goal 5: Advance the Deployment of Technology

Objective 3: Improve APD Technology and Infrastructure

Strategy 17: Acquire hardware upgrades for the Records Division

Purpose:
Increased functionality from upgraded hardware will continue to increase the Division’s efficiency.

Action Plan:
Technical Services staff will conduct an evaluation to determine proper hardware requirements. Staff will also develop appropriate training if necessary.

Timeline:

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Active Fiscal Year / Funding:

- FY13: Grant
- FY14: Grant
- FY15: 
- FY16: 
- FY17: 

Strategy Sponsor:
Technology Services Division Manager C. Hubbard

Measures of Success:
- Hardware selection, acquisition, installation and training.

Performance Plan Program Strategy / Service Strategy:
Communications and Records / Data Management
Goal 6: Plan and prioritize capital needs

Objective 1: Plan for new facilities

Objective 2: Develop new facilities

Objective 3: Identify and purchase critical capital equipment

Objective 4: Relocate / Enhance existing facilities
Purpose:
A long range facility plan is needed in order to effectively plan for bond cycle funding and CIP programming.

Action Plan:
Review other law enforcement agency plans. Discuss growth patterns with APD executive staff and the City Planning Department. Develop a long-range plan that will detail facility needs for the department over a 25-year period.

Measures of Success:
- Decision on the necessity of a consultant
- Creation of plan
- Acceptance of the plan by the administration

Timeline
![Timeline diagram showing years 2013-2017]

Active Fiscal Year / Funding

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Strategy Sponsor
Planning and Policy Manager W. Slauson

Performance Plan Program Strategy / Service Strategy:
Officer & Department Support / Planning
Goal 6: Plan and Prioritize Capital Needs

Objective 1: Plan for New Facilities

Strategy 2: Acquire land to develop a “Campus Style” Family Advocacy Center

Action Plan:

Begin plans to establish a permanent “campus-type” facility for the Family Advocacy Center (FAC) that would allow the number of service providers housed on-site to increase. The optimal size of the facility would be forty to fifty thousand square feet; with convenient and adequate parking and bus service.

Purpose:

Locating the FAC to a permanent site with multiple buildings would allow APD to refine FAC service provision and offer additional services to domestic violence victims.

Measures of Success:

- Identification and acquisition of an appropriate parcel of land for the Family Advocacy Center

Timeline

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Strategy Sponsor

Planning and Policy Manager W. Slauson

Performance Plan Program

Strategy / Service Strategy:

Officer & Department Support / Planning
**Goal 6: Plan and Prioritize Capital Needs**

**Objective 1: Plan for New Facilities**

**Strategy 3: Select and acquire a DWI seizure lot**

**Action Plan:**
Acquire property and funding for purchase for development of City-owned seizure lot. Coordinate with realtors to determine appropriate real estate and buildings, purchase facility and develop property appropriately. Move staff and vehicles into place as soon as possible afterward.

**Purpose:**
Improve City efficiencies at a reduced cost.

**Measures of Success:**
- Select and acquire property
- Develop as needed
- Open facility to staff and the public

**Timeline**

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**Strategy Sponsors**
Planning and Policy Manager W. Slauson  
Fiscal Manager A. Thompson, Commander P. Hansen

**Performance Plan Program Strategy / Service Strategy:**
Officer & Department Support / Planning  
Neighborhood Policing / Traffic
Goal 6: Plan and Prioritize Capital Needs

Objective 3: Identify and Purchase Critical Capital Equipment

Strategy 1: Formalize an APD Capital Equipment Plan

Action Plan:
Create a physical capital needs assessment that details the immediate, short, and long term capital equipment needs of the department and the immediate costs as well as the long term reserve requirements.

Purpose:
Many of APD’s personnel are in need of capital equipment acquisition now or in the near future. A comprehensive plan that assesses the needs of the department will allow staff to program future funding to address the stated needs.

Measures of Success:
- Development of a team that includes APD and DMD/CIP staff
- Creation of a capital plan that considers the Department’s capital needs over the next twenty years
- Approval of the plan by the administration
Purpose:
A purchasing plan will help replace aging vehicles in the fleet which could pose a possible safety hazard to the user and the public. The plan will also help the department move toward conformity of the fleet utilizing a new patrol car manufacturer. The plan will help distribute funding to have a steady supply of new patrol and unmarked police vehicles.

Action Plan:
Develop a plan that will contain a review of purchasing data and an evaluation of the existing fleet by condition. The plan will determine a purchasing method that will maximize the efficiency of current and future funding.

Measures of Success:
- Creation and implementation of the plan
Goal 6: Plan and Prioritize Capital Needs

Objective 4: Relocate / Enhance Existing Facilities

Strategy 1: Acquire additional property for parking at the Northeast Area Command

Action Plan:
Identify additional space that may be available for parking lot expansion, either through additional land acquisition or re-purposing existing land.

Purpose:
Growth of sworn officers and potential take home car policy changes necessitate the need for additional parking spaces.

Measures of Success:
- Acquisition or re-purposing of property
- Creation of a plan of development
- Construction of additional parking spaces

Timeline

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Strategy Sponsor
Planning and Policy Manager W. Slauson

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Planning
Goal 6: Plan and Prioritize Capital Needs

Objective 4: Relocate / Enhance Existing Facilities

Strategy 2: Renovate the Old Main Facility

Action Plan:

constructed in 1970, the APD’s Old Main Facility does not meet 2000 International Building Code requirements. Remodeling the Old Main would address numerous problems currently exhibited: ADA accessibility; non-code compliance; marginal mechanical and electrical systems and inter-connectivity between the Old Main facility and the newer Law Enforcement Center to the north.

Purpose:

Remodeling the Old Main facility one phase at a time based on funding would improve the public interface with police services. The remodeling would bring a stronger sense of unity and improved security to the Old Main and LEC buildings. The addition of a police substation, public meeting space and a police museum at street level will enhance public interface, will improve public vehicular and pedestrian traffic to and from the facility and will segregate police and public access. The remodeling will also address the infrastructure issues described above.

Measures of Success:

- Secure funding to begin remodel of Old Main, either in phases or as a complete project
- Completion of remodel
- Move employees into the building as appropriate

Performance Plan Program Strategy / Service Strategy:

Officer & Department Support / Planning
Goal 6: Plan and Prioritize Capital Needs

Objective 4: Relocate / Enhance Existing Facilities

Strategy 3: Develop a Computer Lab at the Family Advocacy Center

Action Plan:
Identify space within the FAC; identify partner to donate or purchase computers and associated hardware. Install

Purpose:
Many victims of DV and sexual assault do not have access to communications technology that would aid in paying bills online, applying for jobs, researching housing and educational opportunities. Providing computers and other technology would enhance victim’s opportunities to successfully move on with their lives.

Measures of Success:
- Identification of space
- Identification of vendor to provide technology installation of computers, etc.

Timeline

Active Fiscal Year / Funding

Strategy Sponsors
Commander C. Bakas
Technology Services Division Manager C. Hubbard

Performance Plan Program Strategy / Service Strategy:
Family Advocacy Center / Family Advocacy Center
Communications and Records / Data Management
Goal 6: Plan and Prioritize Capital Needs

Objective 4: Relocate / Enhance Existing Facilities

Strategy 4: Increase Security at the Northeast Area Command

Purpose:
The west and east sides of the Northeast Area Command property have no camera visibility. Perimeter fencing with electronic gate controls will secure parking areas. Applying Kevlar window tints will increase bullet resistance.

Action Plan:
Develop a plan to increase security at the Northeast Area Command by deploying a camera monitoring system, lighting and perimeter fencing.

Measures of Success:
- Acquisition and deployment of equipment
- Creation of construction plans
- Completion of facility plans

Timeline

Active Fiscal Year / Funding

Strategy Sponsor
Planning and Policy Manager W. Slauson

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Planning
Purpose:
The expansion of the communications center would accommodate more staff, serve additional area commands, and Albuquerque’s growing population. The expansion would allow APD to expand call center space by 92%, add a conference room, and build three more offices.

Action Plan:
Construct a 16,225 square foot, 2-story addition along the south side of the existing Emergency Operations Center (EOC) that will house new offices, classrooms, rest rooms, and call center expansion. Space review already completed recommending an addition to the current facility. Ensure infrastructure needs are met for required telephony, electrical and connectivity expansion capabilities. Increase redundancy with utilities (telephony specifically).

Measures of Success:
- Secure funding for construction
- Bid project; identify contractor
- Complete construction and transition employees to new facility with minimal disruption

Timeline

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Strategy Sponsors
Planning and Policy Manager W. Slauson
Communications Manager E. Wilson

Performance Plan Program Strategy / Service Strategy:
Officer & Department Support / Planning
**PURPOSE:**

A secure parking lot will allow Valley command staff to better account for vehicles and equipment. A definitive lot will reduce confusion caused by a shared parking lot with multiple uses.

**ACTION PLAN:**

Identify funding; develop a plan for the parking lot; secure a contractor, construct.

**MEASURES OF SUCCESS:**

- Creation of plan
- Finding homes for existing non-Valley vehicles
- Completion of construction
Goal 6: Plan and Prioritize Capital Needs

Objective 4: Relocate / Enhance Existing Facilities

Strategy 7: Increase Parking and Facility Space at the Southwest Area Command

Action Plan:
Contract with a vendor to conduct a needs assessment study to determine appropriate staffing and square footage. Acquire funding for construction and/or land.

Purpose:
The Southwest Area Command continues to serve a busy, growing region that will require additional officers and parking for staff and the public. Expanding the Southwest Area Command will allow for additional staff/officer space and better traffic flow in the parking lots.

Measures of Success:
- Secure funding to begin remodel/expansion
- Completion of remodel/expansion
- Move employees into the building as appropriate

Performance Plan Program Strategy / Service Strategy:
Officer & Department Support / Planning

Timeline

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Strategy Sponsors
Planning and Policy Manager W. Slauson
Commander H. Medina

Albuquerque Police Department Strategic Plan FY13-FY17
Action Plan:
Develop a plan to improve paths and signage to make it more obvious where the public can access police facilities.

Purpose:
Improve customer service and the user experience by guiding visitors to public areas of APD facilities more easily.

Measures of Success:
- Development of a plan
- Creation of signage to help guide the public
- Selection of a contractor to implement non-signage (construction) improvements

Performance Plan Program Strategy / Service Strategy:
Officer & Department Support / Planning
Purpose:
Fencing the area command vehicle lot will reduce possible infiltration points at the alley, Lomas Boulevard, and the civilian parking lot. Fencing would enhance security for police vehicles parked at the facility.

Action Plan:
Improve security by selecting and installing a perimeter fence for area command vehicles. Determine the preferred fencing method; acquire and install.

Measures of Success:
- Installation and operation of perimeter fence

Timeline:

2013 2014 2015 2016 2017

Active Fiscal Year / Funding:

FY13 FY14 FY15 FY16 FY17
CIP CIP

Strategy Sponsor:
Planning and Policy Manager W. Slauson

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Planning
Goal 6: Plan and Prioritize Capital Needs

Objective 4: Relocate / Enhance Existing Facilities

Strategy 10: Select a location for open space, indoor storage and office space. Office space would be for K-9, Bombs and SWAT.

Action Plan:
Plan for programmatic development, site analysis and estimated costs.

Purpose:
Storage of specialized equipment and office space.

Measures of Success:
- Creation of plan

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Active Fiscal Year / Funding

Strategy Sponsor
Planning and Policy Manager W. Slauson

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Planning
**Purpose:**

Centralize the computer workstations that are randomly scattered within substation to a designated location. Will also collocate commonly used workstations such as the Evidence Input Module, Breathalyzer and Personal Video Recorder Download Station. This will allow Valley Officers and the many other units utilizing the Valley Substation to have a one stop shop for processing information and will allow officers working on the same case to be in one location for information sharing. This will also allow for a semi-private location to process reports/documents and one location for IT to respond to computer malfunctions.

**Action Plan:**

Interim utilizing existing hardware; update hardware.

**Measures of Success:**

- Reduction in officer complaints about adequate workstations and improved efficiency by having all workstations in one location
- Completion of the facility

**Timeline**

2013 2014 2015 2016 2017

**Active Fiscal Year / Funding**

FY13 FY14 FY15 FY16 FY17

**Strategy Sponsor**

Planning and Policy Manager W. Slauson
Commander J. McRae

**Performance Plan Program Strategy / Service Strategy:**

Officer and Department Support / Planning
**Goal 6: Plan and Prioritize Capital Needs**

**Objective 4: Relocate / Enhance Existing Facilities**

**Strategy 12: Upgrade the public access area of the Records Division.**

**Action Plan:**

Install a computer workstation at the public access area of the Records Division to eliminate the need for personnel to walk back to their workstations. Install a higher security access area between the public and records personnel.

**Purpose:**

The upgrade will not only increase efficiency but security of Records personnel.

**Measures of Success:**

- Identification of funding
- Creation of a development plan
- Construction and installation of a computer and security area

**Timeline**

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**Active Fiscal Year / Funding**

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- FY14: CIP
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**Strategy Sponsors**

Planning and Policy Manager W. Slauson
Commander M. Miller

**Performance Plan Program Strategy / Service Strategy:**

Officer and Department Support / Planning
Purpose:
The Real Time Crime Center is a cutting edge facility that will be able to provide critical information to officers between the time that the call is received and the time that the officers arrive. The additional information received will increase officer safety as they will be better informed before they arrive and will adjust tactics accordingly.

Action Plan:
Identify unused or under used space in an APD facility that could be used to house the administrative, analyst, video and monitoring sections of the Real Time Crime Center. Utilize a city on-call contractor and collaborate with an architect to plan and construct the space.

Measures of Success:
- Identification of space
- Formulation of RTCC design
- Construction of RTCC

Strategy Sponsors:
Planning and Policy Manager W. Slauson
Smart Policing Division Manager T. Wilham

Performance Plan Program Strategy / Service Strategy:
Officer and Department Support / Planning
The future is not a gift-it is an achievement.

-HENRY LAUDER