



CREATING POSITIVE CHANGE

## Welcome Letter from the Mayor



**City of Albuquerque  
Office of the Mayor**

**Timothy M. Keller** | Mayor  
**Sarita Nair** | Chief Administrative Officer  
**Mike Puelle** | Chief of Staff  
**Justine Freeman** | Deputy Chief of Staff  
**Lawrence Rael** | Chief Operations Officer  
**Sanjay Bhakta** | Chief Financial Officer

Dear Albuquerque Community Policy Council Member,

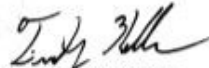
I would like to take a moment to welcome you, personally, to the Albuquerque Community Policing Council.

The responsibility that you have taken is one of great importance to Albuquerque residents, our neighborhoods, and our way of life. Increasing Community Policing, and drawing stronger ties between the police and the residents of our city, has been one of the major priorities for my first term in office. As such, I have been impressed by the hard-work, dedication, and patriotism of our CPC Volunteer organization, and I feel that dedicated volunteers comprise a vital part of Albuquerque City Government.

The City of Albuquerque is looking to transition the Albuquerque Police Department into a new method of policing our streets and neighborhoods, and your task; increasing collaboration, communication and consensus-building between APD and our city's residents, is going to lead to essential long-term benefits for all of us. With the help of the Department of Justice, we hope to have voices in the community heard, as we increase diversity, openness, empathy and safety within the Albuquerque Police Department and we lean upon your help to achieve our goals.

Again, thank you for your time, effort and interest in the safe and effective policing of our streets; it is an important job you do, and the City of Albuquerque will assist you in any way possible.

Sincerely,

  
Timothy M. Keller  
Mayor



## Mayor Berry's letter

**FOR IMMEDIATE RELEASE**  
**CONTACT: Erin Thompson, 505.362.2118**

May 30, 2014



### Mayor Berry Establishes Community Policing Councils Designed to Improve Policing and Community Relationships *Citizens and APD to Work Together to Improve Public Safety and Community Outcomes*

Albuquerque- Today Mayor Richard J. Berry announced the establishment of six Community Policing Councils (CPCs) designed to foster better policing and community practices and community-police relationships.

The six Community Policing Councils in Albuquerque will coincide with the six APD area commands. The goal of each CPC is to engage in candid, detailed and meaningful dialogue between APD and the citizens APD serves that identifies concerns, problems, successes and opportunities within each area command and for the department as a whole. Each of the six CPCs will be composed of members from the community who have resided within or have businesses within the boundaries of their area command for at least three years and APD officers assigned to that area command.

Applicants for each CPC will be expected to seek out and listen to the feedback and concerns of their neighbors, friends and colleagues and bring the best ideas and suggestions forward to the full council.

Each citizen member shall attend an orientation to learn about APD policies and procedures, operations of City government and the rules and operating procedures of the Community Policing Councils. Each citizen member will be encouraged to complete the Citizens Police Academy and will be required to participate in at least two ride-alongs per year with an Albuquerque police officer in their area command during their term on the Council.

Council members will be selected, not by the Mayor or City Council, but by neighborhood leaders who reside within the boundaries of each area command. The Mayor, after consultation with community leaders, City Councilors and APD will select the neighborhood leaders who will make the final CPC selections. Participating officers will be selected by each Area Commander, with approval by the Chief.

Recommendations from each CPC will be voted on by members of each council and will be transmitted to the Chief of Police. The Chief will be required to take CPC recommendations into account as a component of policy making decisions for the department.

Information and recommendations will be passed back to each area command's leadership by the Chief in order to have the information disseminated to rank and file officers within the area command.

The six CPCs will meet monthly for the first year and quarterly thereafter (unless changed by majority vote of each council). The City will provide meeting spaces, office supplies and other support as needed to implement the initiative.

Those interested in participating should apply through the Mayor's office by logging onto <http://www.cabq.gov/cpc>. Applications will be forwarded to the selection committees. The first CPC meetings are expected to begin in July.

"We must come together as a community and a police department to build and strengthen relationships between APD and the citizens we serve" said Mayor Berry. "It is vital that we establish an ongoing community dialogue that will be in place for years to come. The initiatives put forth today will provide an important and ongoing opportunity to improve policing, policies and community relationships moving forward," he added.



## **CPOA Section**

The CPC is under the auspices of the City's Citizen's Policing Oversight Agency. The Civilian Police Oversight Agency (CPOA) is an independent agency of City Government, not part of either the City Administration or City Council that consists of a Police Oversight Board (POB) and an Administrative Office led by the CPOA Executive Director.

The CPOA receives, investigates and reviews complaints and commendations submitted by community members for/against the Albuquerque Police Department (APD). The CPOA also reviews APD policies, practices, and procedures, making recommendation to the Chief of Police.

The Civilian Police Oversight Agency (CPOA) was established in 2014 after the City of Albuquerque amended its Police Oversight Ordinance. As a result, the NEW Police Oversight Ordinance replaced the former Police Oversight Commission (POC) with the new Police Oversight Board (POB) and the former Independent Review Office (IRO) with the new Civilian Police Oversight Agency (CPOA).

### **Summary CPOA's mission**

Advancing Constitutional Policing & Accountability for APD and the Albuquerque Community



## Summary of CASA Agreement and the Smart CASA app

**The 2014 Settlement Agreement** was the result of hundreds of hours of negotiation between the City and DOJ teams. It is specific to this City and this police department, The Agreement adopts as its guiding principles:

1. Protection of our community and our officers
2. Promoting constitutional and effective policing
3. Delivering high-level, quality police services.

The Agreement also reflects and leverages APD's previous aggressive adoption of:

1. On-body recording systems
2. Universal CIT initiative
3. Elimination of the ROP team.

**Use of Force** –Use of force by APD officers is at the heart of the Settlement Agreement. It provides for certain types of force to be considered “serious” and therefore subject to enhanced reporting and investigation requirements. These include:

1. All uses of lethal force
2. Critical firearms discharges,
3. force resulting in serious injury
4. Three or more applications of an electronic control weapon or baton
5. Use of force against restrained subjects
6. In-custody deaths.

**Use of Force Reporting:** The Agreement requires all APD to report a use of force by any APD personnel, to a supervisor for investigation. Under the Agreement, all uses of force will have preliminary reports reported through the chain of command within twenty-four hours.

**Force Investigations:** The Agreement significantly strengthened the Department's ability to conduct use of force investigations. It does so in two ways:

1. First-line supervisors — sergeants — were required to respond to the scene, investigate, and submit reports of all uses of force reported to them through their chain of command.
2. All serious uses of force are now investigated by the Internal Affairs Bureau. The CASA stipulates that Sergeants or other supervisors who respond to the scene and determine that a serious use of force has occurred are responsible for notifying IAB. All use of force investigations, whether by first-line supervisors or by IAB, are ultimately reviewed by each level of the chain of command, and commanders have responsibility for ensuring compliance.



## Summary of CASA Agreement and the Smart CASA app

**Force Review Board:** APD established a Force Review Board, to help facilitate CASA compliance. Additional Use of Force Training includes:

1. All APD officers now receive 40 hours of use of force training within the first year of implementation, and 24 hours each year thereafter.
2. Supervisors who investigate uses of force will be required to have initial and in-service training on conducting force investigations and related items.

**CIT Training:** The Agreement led to the creation of a Mental Health Response Advisory Committee to work with APD on developing responses to situations involving people in crisis. Additional APD training opportunities involving CIT include:

1. Providing 40 hours of CIT to all field officers and to providing dispatch personnel 20 hours of behavioral health training.
2. Crisis intervention certified responders and CIU undergoing 8 hours of in-service training biannually

**Field Training Officer Program:** The Agreement extended the existing FTO program to 16 weeks vs the old 12-week post-academy, and required FTOs and Area Sergeant Coordinators to receive 40 hours of initial training, as well as annual in-service training.

**The Agreement contemplates two different types of complaint processes as follows:**

1. One through APD.
2. one through the newly established Civilian Police Oversight Agency.

The City will be now makes complaint forms readily accessible. The Agreement also allowed solicitation of commendations through forms and its websites. Officers started carrying complaint forms, and began to notify supervisors when an individual indicates that he/she would like to make a complaint.

The Agreement also requires the City to:

1. Take anonymous complaints, and:
2. IAB and the CPOA began maintaining data on all complaints and their resolution. The Agreement's training requirements for this section include 24 hours for APD personnel, and 40 hours for CPOA investigators, with 8 hours of annual in-service training.

**On-Body Recording Systems:** Although APD was already one of the first in the country to implement large-scale on-body recording systems for officers, the Agreement is the first in the country to require their use by a police department.



## Summary of CASA Agreement and the Smart CASA app

**Community Engagement and Oversight:** The Agreement commits APD to a high level of engagement with the community it serves; The Agreement commits APD to provide community and problem-oriented policing, and requires all APD personnel to receive 16 hours of initial training within one year in these areas.

**Community Meetings:** The Agreement commits APD to semi-annual community-wide briefings in each area command, officer attendance at other community meetings, and publication of audits under the Agreement and crime statistics.

**Community Policing Councils:** The Agreement commits the City to the CPCs established by Mayor Berry.

**Civilian Police Oversight Agency:** The Agreement commits the City to a unitary Civilian Police Oversight Agency, with a board of citizens and professionally trained investigators reporting to an Executive Director. The CPOA investigates civilian complaints, assess policies, and makes recommendations. It also reports semi-annually to City Council, statistics on complaints, serious force incidents, officer involved shootings, and proposed policy changes.

**Monitor:** The parties jointly selected an independent Monitor or monitoring team. The Agreement explicitly states that the Monitor does not have operational authority over APD or the powers of any City official. Among the Monitor's tools for assessing implementation of the Agreement are compliance reviews and audits, outcome assessments, and review of use of force investigations post-closure.

**Monitor Reports:** For the first two years, the Monitor issued compliance reports every four months. Now he issues them semi-annually.

**Length of the Agreement and Termination:** The minimum timeframe for implementation was written as four years. The parties agreed to seek termination at the four year point, provided that the City has reached and been in full and effective compliance for the two years preceding. If the City had not achieved compliance at four years, the Agreement was slated to continue for two additional years. The city has yet to achieve CASA compliance so the Agreement continues.

<https://smartcasa.org/>

<https://www.cabq.gov/police/documents-related-to-apds-settlement-agreement>





## CPC Strategic Plan

City of Albuquerque Albuquerque Police Department Community Policing Councils			
Strategic Plan Report			2019

*Don't let the perfect be the enemy of the good...Instead of pushing yourself to an impossible 'perfect,' and therefore getting nowhere, accept 'good.' Many things worth doing are worth doing [adequately]."*

*- Gretchen Rubin*



## CPC Strategic Plan

### Executive Summary

Organizations that engage in strategic planning do so to identify the “big ideas” that are necessary to make giant strides, clarify potential and purpose as it relates to those big ideas and chart a path towards greater success in the business with which they are engaged. The mitigating factors that influence the planning process-internal needs for delivering on mission, external need for greater impact for constituents and/or pressure from benefactors and supporters of the work-all play an important role in how the planning work is designed and executed.

The Community Policing Councils (CPC) Strategic Plan is grounded in the following principles:

- Strategic planning is not an event it is a process. As such, this strategic planning document represents the first of many products to come from this process that help us to determine the amount of progress that is being made. As we progress from stage to stage, it remains extremely important that the process of assessing outcomes and lessons learned for further planning and adjustment of strategies is an on-going endeavor.
- Effective strategic planning is asset-based, participatory and transparent. It requires identifying and building on what are already acknowledged strengths of the organization. It is also imperative that the input, partnership and voices of the community is sought and incorporated to truly develop a comprehensive strategic plan that has ownership and participation from everyone.
- Duplication of effort, in an environment where capacity is in limited supply is to be avoided. CPC has identified work needed in many areas, but to start it must focus on deliberate assessment and analysis to clarify where strategies have been, and will be most successful. Due diligence in this area is both a value and a prudent course of action to ensure that sub-optimization of effort is avoided.
- The CPC strategic plan is a living document; therefore ongoing measurement and assessment are necessities to its' implementation. Identifying measures for goals and assignment of strategies will ensure effective monitoring and evaluation of work, work product and outcomes. Revisiting and revising action plans to correspond with initiative progress will ensure that the work is adaptive and meaningful ensuring that the plan becomes something much greater than just a plan.

The strategic planning participants, Council members, staff and the CPC community recognizes that progress through this plan depends on the success of the Councils' capacity, efficiency in implementation and shared-accountability practices and measures. Therefore assessment and evaluation of strategies and actions are keys to measuring progress and success. The CPC's will be continuously using what is learned during the implementation process to map progress and make necessary adjustments. In this way, the work of the CPCs' can be authentic, innovative and achieve the greatest impact possible on existing systems to better the lives of children, youth and families across Albuquerque.

### Strategic Planning Process Summary & Timeline





## CPC Strategic Plan

The 2019-2022 CPC Strategic Plan represents the collective effort of CPC members, staff, volunteers, partners and community stakeholders. The process began when a group of CPC members identified the need for a comprehensive and over-arching plan with strategies to connect all CPC's and increase their visibility and viability. A small working group developed schedules and agendas that were utilized to support 3 half-day planning retreats each quarter throughout 2019. From each gathering, CPC goals and strategies were developed and further aligned with the CPC vision, mission and values.

### *Planning Phases & Purpose*

The strategic planning process for CPC was conducted over a 9-month period. This extended period of time allowed for the process to incorporate the voice of the community, engage in comprehensive assessment and planning processes and gave us an opportunity to further clarify CPC and staff roles and plan to build the capacity of CPC's through working in groups.

While there is no single prescription for creating or executing a strategic planning process, below is the participatory strategic planning process that CPC undertook over a 9-month period. At the heart of this SOAR process is appreciative inquiry; a participatory process built on the 5-I approach. The 5-I process is an iterative process of phases that starts with 1) Initiating, 2) Inquiring (*Strengths*), 3) Imaging (*Opportunities*), 4) Innovating (*Aspirations*), and 5) Implementing (*Results*). This approach is focused on structural and system-assets analysis that becomes the foundational building blocks of all future plans. The phases were as follows:

- ***Phase I-Initiate: Decide who and how to gather input***

To begin the process, the planning group co-designed and guided the strategic planning process with consultant Everette W. Hill of the Social Innovation Strategies Group. An essential step in this process was to identify stakeholders and determine how best to engage them. Through this process, we identified utilizing quarterly meetings to undertake the planning process.

- ***Phase II-Inquiry: Inventory of Strengths to Leverage***

At the first quarterly meeting, we engaged CPC members and other stakeholders throughout the system of partners, to gather information about the strengths, resources, perspectives and aspirations of CPC members and other important stakeholders. In addition, questions about how the CPC operationalizes and communicates its' work were engaged. This process provided insight into how the CPC makes decisions, deals with change and reacts to new challenges. Both the internal operational environment of the CPC and external environment of the community and stakeholders was taken into account as strengths and opportunities were assessed.

- ***Phase III-Imaging: Identify opportunities that have the most potential***

The second strategic planning event is held ??? at the National Hispanic Culture Center. With nearly 40 CPC members in attendance the group went through a multi-phase process for the day. First, those assembled received a Feedback Report that included all of the data that had been gathered in Phases I & II. Next, the group utilized that data and CPC documents to do a group assessment of the current work of the CPC, including a review of the current CPC framework. Then, the group participated in a



## CPC Strategic Plan

process of brainstorming and listing the strategic areas that the CPC should be engaged. And finally, the large group was broken into smaller work groups to discuss the priorities and areas of work that would be engaged by each of the committees of the CPCs'. Throughout this process, the CPC renewed their commitment to a more comprehensive and compelling vision of the future. Since their inception, the work of the CPC has carried forward community needs, but desires to better inspire and challenge the push for the future.

- **Phase IV-: Identify Aspirations**

In this phase the strategic priorities were codified and prioritized to produce plan matrices that could move the CPC toward the shared vision of their desired future. We took into account that opportunities lie both outside and inside the CPCs'. Many of the opportunities internal to the CPCs' existed both at the CPC and system levels, with structure and redesign playing key roles in both spaces. Because an asset-based approach to strategic planning was adopted, we worked to align strategic opportunities with our shared vision of the future. This portends the ability to shift the CPC's attention from solving a list of problems to involving stakeholders in making the future a reality.

- **Phase V-Implementation: Deployment and Measures for Results**

The planning process has assigned each goal to the appropriate groups to make them actionable. The CPC will be in an on-going process of action planning and connecting individuals and groups to obtain collaborative commitments. One of the most important considerations throughout this process is capacity and capacity development. The CPC must provide support, resources, training and identify connections between the goal areas to successfully maintain momentum during the implementation process.

Since the planning event, the planning group and consultant has worked to clarify and the prioritized goals and strategies that came from the gathering. The planning group has met and reviewed the first draft of this plan for feedback. As the plan is finalized and the work of implementation progresses, it will be important to monitor, improvise, innovate and re-inquire. Rather than being a document that sits on a shelf until the next planning cycle begins, the strategic plan is a living process of inquiry, continually aligning strength with opportunity in service of the future CPCs most want to create.

## II. Purpose, Vision & Mission

### *Purpose*

The purpose of the Community Policing Councils is to re-establish the community trust with the Albuquerque Police Department (APD).

### *Vision*

The vision of the Community Policing Councils is to be a bridge between APD and the community where we have coherence and collaboration amongst the Community Policing Councils and reciprocity with other actors.

## III. Strategic Priorities and Action Plans





## CPC Strategic Plan

### III. Strategic Priorities and Action Plans

For the strategic priorities set forth by the CPC during their planning event, each one must have a comprehensive action and implementation plan. These plans, when developed in alignment with the CPC operational framework, seek to give the CPC the capacity it needs to deliver on these goals in both the long and short terms.

#### **Strategic Priority #1: CPC Operational Efficiency & Sustainability**

**Goals:**

1. To standardize operations to ensure quality across the CPCs
2. Clarify/codify the recommendation process
3. Develop CPC-wide training and on-boarding processes/materials
4. Develop a sustainability plan for the CPCs

**Committee Members:** CPC Chairs, Members At-Large, CPC Manager

#### **Strategic Priority #2: Collaboration and Partnerships**

**Goals:**

1. Increase collaboration amongst CPCs
2. Build internal/intra-CPC communication systems
3. Build meaningful relationships with the other actors

**Committee Members:** CPC Chairs, CPC Manager, Community Outreach Division Lieutenant, Todd Kersting, Mental Health Response Advisory Committee (MHRAC)

#### **Strategic Priority #3: Marketing & Branding**

**Goal:**

1. To develop shared language for all the CPCs
2. To develop shared materials for outreach and recruitment

**Committee Members:** CPC Rep from each Council, Recruitment Sub Committee Rep

#### **Strategic Priority #4: CPC Member Diversity**

**Goals:**

1. To develop deeper levels of diversity so that CPCs membership is reflective of the community

**Committee Members:** CPC Chairs, CPC Manager

#### **Strategic Priority #5: Accountability**

**Goals:**

1. To develop metrics for measuring CPC progress for accountability
2. Identify stakeholders whose accountability we should track (APD leaders/officers, CABQ leaders/staff)
3. Maintain CASA Compliance

**Committee Members:** CPC Chairs, CPC Manager, APD staff & DOJ Representative



## CPC Strategic Plan

### Strategic Priority: Operational Efficiency and Sustainability

Goals	Actions to Take	Inputs/ Resources Needed	Who's Responsible	Timeframe for Completion
To standardize operations to ensure quality across the CPCs	<ol style="list-style-type: none"> <li>1. Determine what standardizations from Dr. Rickman's presentations should be instituted into CPC operations</li> <li>2. Identify and list what standardizations should be utilized by CPCs</li> <li>3. Clarify role &amp; responsibilities of CPC members</li> <li>4. Complete/approve CPC guidelines</li> <li>5. Follow the CASAA</li> <li>6. Adopt attorney mentality</li> </ol>	<ol style="list-style-type: none"> <li>1. CPC Manager to lead</li> <li>2. Guidelines in progress</li> </ol>	<ul style="list-style-type: none"> <li>● Chair of CPC's</li> <li>● Citizens Police Academy Coordinator</li> </ul>	<ol style="list-style-type: none"> <li>1. 30 days</li> <li>2. Jan 1</li> <li>3. In process (4 months, Feb 2016)</li> </ol>
Clarify/codify the recommendation process	<ol style="list-style-type: none"> <li>1. CPC's identify 1 or 2 policies to work on and update &amp; check a policy review committee w/ all CPC's</li> <li>2. Committee to develop a process</li> </ol>	<ol style="list-style-type: none"> <li>1. CPC identify policy person</li> <li>2. Quarterly meeting of all joint CPC's</li> </ol>	<ul style="list-style-type: none"> <li>● CPC</li> <li>● Individual CPC's</li> </ul>	<ol style="list-style-type: none"> <li>1. EOY, December 2019</li> <li>2. Spring 2020 or at yearly CP meeting</li> </ol>
Develop CPC-wide training and on-boarding processes/materials	<ol style="list-style-type: none"> <li>1. Develop a "welcome packet" for new CPC members</li> <li>2. Identify what we need to train on together. Create the process.</li> <li>3. CPC packet</li> </ol>	<ol style="list-style-type: none"> <li>1. Centralized CPC resource – online or on website</li> <li>2. Listing:               <ul style="list-style-type: none"> <li>- Copy of guidelines</li> <li>- Code of conduct</li> <li>- Annual reports</li> <li>- Assurance of commitment</li> </ul> </li> <li>3. Train on collaborative tools – SLACK, etc</li> <li>4. Answers to who we are, what we do</li> <li>5. CPC Manager-APD</li> </ol>	<ul style="list-style-type: none"> <li>● A committee</li> <li>● CPC Manager: to gather packet materials</li> <li>● CPC's: to give to new members</li> <li>● CPC / APD</li> </ul>	<ol style="list-style-type: none"> <li>1. Jan 1</li> <li>2. 3 months</li> </ol>



## CPC Strategic Plan

<p>Develop a sustainability plan for the CPCs</p>	<ol style="list-style-type: none"> <li>1. Send CPC-approved ordinance to CABQ Council</li> <li>2. Ensure CPC's are returned after DOJ leaves, then vote on City Council</li> <li>3. Complete ordinance:             <ul style="list-style-type: none"> <li>- Draft/revise</li> <li>- City legal review</li> <li>- Send to CPC's for approval</li> </ul> </li> <li>4. CPC strategy plan -- 4 years (roadmap of goals, etc)</li> <li>5. CABQ address CPC liability</li> </ol>	<ol style="list-style-type: none"> <li>1. Review of past materials – what works and doesn't</li> <li>2. Yearly meeting to review strategy plan</li> <li>3. City legal staff (revisions for legal language) {Update 12 Nov, 10 Jan}</li> <li>4. Get support from Mayor, Council, APD, Dist. Attorney, &amp; community to keep CPC's after DOJ leaves</li> </ol>	<ul style="list-style-type: none"> <li>● Ordinance Committee complete revisions with city legal inputs (10 Jan)</li> <li>● Sent to CPC's (10 Jan)</li> <li>● CPC members vote/approve (1 Apr)</li> <li>● CPC members</li> <li>● City Council to keep CPC</li> <li>● City Council</li> </ul>	<ol style="list-style-type: none"> <li>1. 10 Jan (from 12 Nov)</li> <li>2. 1 year</li> <li>3. December 2020 – City Council approval</li> <li>4. 1 Apr (from 1 Feb)</li> </ol>
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## CPC Strategic Plan

### Strategic Priority: Collaboration and Partnerships

Goals	Actions to Take	Inputs/ Resources Needed	Who's Responsible	Timeframe for Completion
Increase collaboration amongst CPCs	<ol style="list-style-type: none"> <li>1. Establish a specific meeting; 2 semi-annual training sessions</li> <li>2. Prioritize and set agenda no less than 2 months in advance</li> <li>3. Provide up to three agenda items per CPC chair</li> <li>4. Once agenda complete, forward to Planning Committee</li> <li>5. Identify what is the hot topic that the community wants to know about</li> <li>6. Plan more CPC events to include all CPCs like the DV Forum</li> <li>7. Willingness to meet</li> <li>8. Continue quarterly meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Love of community/City</li> <li>2. Need one point person to help facilitate communication and coordination</li> <li>3. Identify a committee</li> </ol>	<ul style="list-style-type: none"> <li>● CPC Chairs or Committee</li> <li>● Planning Committee</li> <li>● CPC Manager and Community Outreach Lt.</li> </ul>	<ol style="list-style-type: none"> <li>1. ASAP</li> <li>2. June 1</li> <li>3. 3 months</li> </ol>
Build internal/intra-CPC communication systems	<ol style="list-style-type: none"> <li>1. CPC-wide email list</li> <li>2. Dropbox folder(s)</li> <li>3. Facebook groups</li> <li>4. Zoom.us video conferencing</li> <li>5. Slack</li> <li>6. Twitter (all CPCs)</li> <li>7. Youtube</li> <li>8. Improve City website               <ol style="list-style-type: none"> <li>a. Councils</li> <li>b. Reports</li> <li>c. Minutes</li> <li>d. Agendas</li> <li>e. Applications</li> <li>f. Recommendations</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. CPC Admin support (need more money/time/people)</li> <li>2. CPC member: Identify one to review</li> <li>3. CPC member engagement</li> <li>4. Hootsuite app</li> <li>5. Internet connection</li> </ol>	<ul style="list-style-type: none"> <li>● Todd Kersting</li> <li>● Mike K.</li> <li>● CPC Manager</li> <li>● CPC Administrative Assitant</li> </ul>	<ol style="list-style-type: none"> <li>1. Slack Ready</li> <li>2. Jan 1, 2020 for all</li> </ol>
Build meaningful relationships with the other actors	<ol style="list-style-type: none"> <li>1. All other groups that exist as a result of CASA</li> <li>2. Neighborhood Associations</li> <li>3. Neighborhood Watch; Block Captain</li> <li>4. City-Wide CPC meeting 2 times per year</li> <li>5. Social gatherings</li> </ol>	<ol style="list-style-type: none"> <li>1. Social media</li> <li>2. Email</li> <li>3. Slack</li> <li>4. Know meeting dates and times</li> </ol>	<ul style="list-style-type: none"> <li>● MHRAC meetings, Civilian Oversight Agency, Mental</li> </ul>	<ol style="list-style-type: none"> <li>1. ASAP</li> <li>2. June 1</li> </ol>



## CPC Strategic Plan

			Health, court proceedings ● CPC Manager-list of meetings ● Mike K.
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### Strategic Priority: Marketing & Branding

Goals	Actions to Take	Inputs/Other Resources Needed	Who's Responsible	Timeframe for Completion
To develop shared language for all the CPC's	1. Fix CPC verbiage 2. Telling the community what we heard from them, what we're doing about it, and how they know we're effective 3. Develop a "TAG LINE" we can all use – an "elevator speech" 4. Identify: Mission, Message, Mandate (CASA/ordinance) - Public Mission Statement: "We exist to..." 5. Update logo so people know it's CPC 6. Updated CPC website	1. CPC manager 2. Regular Chairs' meetings 3. Continued strategic planning 4. Website City Webmaster 5. Have a city-wide contest for designing the logo: - Youth: before/after school program, OR - CNM & UNM design program (UNM Anderson School of Business) 6. Website: City Webmaster	● All CPC's responsible for identifying person to help recruit ● Chair or Committee ● Sub Committee on Recruiting; all CPC's inform  Media Attention: CPC Liaison, City Council	1. "Tagline" in 2 months 2. 6 months 3. Spring 2020
To develop shared materials for outreach and recruitment	1. Develop FAQs about CPC's 2. "Dictionary" 3. Accessible common resource(s); public/private dropbox 4. More: flyers, bus. cards, posters 5. Business owners member decals 6. Publish CPC history 7. Design a CPC t-shirt with our "tag line"	1. More \$/budget for CPC promotional materials 2. More admin support (across all tasks) 3. CPC manager 4. Common social media outlet 5. E-mail list of community members, NA's, and CPC meeting members 6. UNM marketing program 7. Message on City flyers: APS, charter, school 8. Creative designer from the City	● All CPC's responsible for identifying person to help recruit ● Chair or Committee ● Sub Committee on Recruiting; all CPC's inform  Media Attention: CPC Manager, City Council	1. 6 months; Spring or Fall 2020 2. Council funding for promotional material (30, 2020)



## CPC Strategic Plan

### Strategic Priority: CPC Member Diversity

Goal	Actions to Take	Inputs/Other Resources Needed	Who's Responsible	Timeframe for Completion
To develop deeper levels of diversity so that CPCs membership is reflective of the community	<ol style="list-style-type: none"> <li>1. Determine demographics of each area command</li> <li>2. Present with APD at APS and Charter school assemblies or sporting events</li> <li>3. Interview on NM in Focus talk about CPCs (Q1 2020)</li> <li>4. NM United and Ice Wolves Hockey sporting event have a table with members &amp; material.</li> <li>5. Annual ABQ Joint Chamber of Commerce CPC presentation and promotion</li> <li>6. Press Releases to "Get in the face" of local media to regularly cover/report CPC meetings, activities, and goals</li> <li>7. More awareness of CPC</li> <li>8. More flyers, business cards</li> <li>9. Recruit at Ambassadors of Peace in High School, Scouts, ROTC, Civil Air Patrol, UNM, CNM, CPA Classes, Albuquerque Interfaith, All Pueblo Indian Council, Asian Family Center, LEAF, LULAC, NAACP, Veterans, Neighborhood Associations/ONC, Community Organizations that focus on diversity and invite to learn about CPC</li> <li>10. Diversity Training</li> </ol>	<ol style="list-style-type: none"> <li>1. List of Organizations &amp; Contacts; Including NM United and Ice Wolves</li> <li>2. Marketing Plan</li> <li>3. Need CPC's to establish Outreach Sub-Committee to help with outreach</li> <li>4. Gene Grant (CPC Member)</li> <li>5. APD Staff</li> <li>6. CPC Members</li> <li>7. School Principals or Event Coordinators</li> <li>8. More Administrative Support</li> <li>9. Criminal Justice, Political Science, and Communication Majors at UNM/CNM Mayor's Office/Racial Equity Institute (REI)</li> </ol>	<ul style="list-style-type: none"> <li>● All CPC's responsible for identifying person to help recruit</li> <li>● Chair or Committee</li> <li>● Sub Committee on Recruiting; Chris, all CPC's inform</li> <li>● Media Attention: CPC Manager, City Council               <ul style="list-style-type: none"> <li>● Mayor's Office</li> </ul> </li> </ul>	<p>6 months (April or Spring 2020)</p> <p>On-going</p>





## CPC Strategic Plan

### Strategic Priority: Accountability

Goals	Actions to Take	Inputs /Other Resources Needed	Who's Responsible	Timeframe for Completion
To develop metrics for measuring CPC progress for accountability	<ol style="list-style-type: none"> <li>1. Sign up</li> <li>2. Responsibility of individual to provide proof of requirements</li> <li>3. Elect Office for accountability</li> <li>4. Written guidelines</li> <li>5. Keep track of meeting attendance; not monthly</li> <li>6. Number of recommendations considered, submitted, and approved per Quarter year</li> <li>7. Ride-Alongs completed</li> </ol>	<ol style="list-style-type: none"> <li>1. CPC Admin who attends;</li> <li>2. More admin support;</li> <li>3. Monthly report (past, where, when)</li> </ol>	<ul style="list-style-type: none"> <li>• Chair of each CPC;</li> <li>• CPC Manager and Councilor member</li> </ul>	1 month/30 days; Jan for All
Identify stakeholders whose accountability we should track (APD leaders/officers, CABQ leaders/staff)	Establish an online matrix/spreadsheet of Council/community issued "posed" or identified		<ul style="list-style-type: none"> <li>• CPC Manager, APD staff</li> </ul>	
Maintain CASA Compliance	<ol style="list-style-type: none"> <li>1. CPC members attend AMICI Compliance Bureau meetings</li> <li>2. Increase constitutional community policing to improve relationships in the neighborhood</li> </ol>	<ol style="list-style-type: none"> <li>1. Research what constitutional community policing means</li> <li>2. CPC Members</li> </ol>	<ul style="list-style-type: none"> <li>• All</li> <li>• CPC/DOJ manager to notify as of scheduled meetings</li> </ul>	As required by CASA; Ongoing

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## Directory of CPC Councilmembers, (names and email addresses)

### FootHills Council Members:

Council Chair: Idalia Lechuga-Tena

Email: [idaliaipc@gmail.com](mailto:idaliaipc@gmail.com)

Council Vice-Chair: Jeanne Hamrick

Email: [hamrickjeannecpc@gmail.com](mailto:hamrickjeannecpc@gmail.com)

### Other members:

Paul Sedillo      David Anderson  
Graham Bowkett  
Byron Powdrell

### Southwest Council Members

Council Chair: Mona Varela

Email: [Monav962@gmail.com](mailto:Monav962@gmail.com)

Council Vice-Chair:

Email:

### Other Members:

Wanda Harrison      Joseph Kolozsy  
David Reza  
Andrea Lester Young

### Northeast Council Members:

Council Co-Chair: Roy Turpen

Email: [royturpen2@gmail.com](mailto:royturpen2@gmail.com)

Francine Lopez

Email: [necpcfrancine@gmail.com](mailto:necpcfrancine@gmail.com)

### Other Members:

Troy Taylor      Cassandra Morrison  
Kenneth Armijo Vicki Williams  
William Orr      James Santistevan  
Rick Lujan

### Southeast Council Members

Council Chair: Michael Kruchoski

Email: [kruchoski@gmail.com](mailto:kruchoski@gmail.com)

Council Vice Chair: Suzy Sanchez Beg

Email: [suzybeg@gmail.com](mailto:suzybeg@gmail.com)

### Other Members:

Ron Halbgewachs      Chris McDonalds  
Jeffrey Archuleta      Angel Garcia  
Angelo Ragland      Samuel Nevarez

### Northwest Council Members:

Council Chair: Marsella Duarte

Email: [Marselladuarte@outlook.com](mailto:Marselladuarte@outlook.com)

Council Vice Chair: Jeff Miller

Email: [jmille9303@aol.com](mailto:jmille9303@aol.com)

### Other Members:

Karen Schwartz      Stephanie Mack  
Rachel Donovan      Jacqueline Cook  
Tom Borst      Chantel Vigil  
Terra Bernheisel

### Valley Council Members

Council Co-Chairs: Rowan Wymark

Email: [cpcvalley@gmail.com](mailto:cpcvalley@gmail.com)

Edwina Kiro

Email: [edwina.kiro@yahoo.com](mailto:edwina.kiro@yahoo.com)

### Other Members:

Tom O'Keefe      Dick Winterbottom  
Jaqueline Ritz      Matthew Anderson  
Philip Jameson





## **Explanation of the Council of Chairs function**

The Council of Chairs is an Albuquerque CPC organization comprised of the Chairs and Vice-Chairs of each Community Policing Council. The Council of Chairs meets once a month to combine resources and chart the general direction for the Albuquerque CPC body. The COC also may take responsibility occasionally to resolve disagreements that cannot be decided at the individual council level.

The council of chairs began in 2019 with the purpose of bringing Albuquerque's six Community Policing Councils into one unified force while retaining the individuality that matches each with the area it serves.

Every month an agenda of events pertinent to the CPCs is circulated by the COC Lead. The agenda items are compiled from issues inside and outside of the councils, processes that must be improved, weak areas, and the introduction of new ideas. The meetings are held, generally, for two hours on a Saturday morning and votes are taken upon issues that are seen as integral to the operation of the CPCs at large. Only Council officers, the CPC Liaison and Admin Assistant, and the COC Secretary are invited to attend, and only COC members have voting rights.

The COC Lead and Vice-Lead positions are voted upon by COC members once a year. The current COC Lead is Eric Jackson of the Northwest CPC. Vicki Williams of the Northeast CPC is the current Vice-Lead.



## Directory of Area Command Leadership and Police Officers (Lt., Sgts, etc.)

### *Foothills Area Command*

Commander James Collins

**Phone:** 505-332-5240

**Description** Jeffery Russell Memorial Substation  
12800 Lomas NE

### *Southeast Area Command*

Commander Luke C. Languit

**Phone:** 505-256-2050

**Description**

800 Louisiana SE

### *Northeast Area Command*

Acting Commander overseen by Greg Weber

**Phone:** 505-823-4455

**Description**

John Carrillo Memorial Substation  
8201 Osuna NE

### *Southwest Area Command*

Commander Rene Barraza

**Phone:** 505-761-8800

**Description** Shawn McWethy Memorial Substation  
6404 Los Volcanes NW

### *Northwest Area Command*

Commander David Saladin

**Phone:** 505-768-4850

**Description**

10401 Cibola Loop NW

### *Valley Area Command*

Commander Scott Norris

**Phone:** 505-761-8800

**Description**

Gerald Cline Memorial Substation  
5408 2nd NW



## **APD Organizational Chart**

### **Police Reform**

Acting Deputy Superintendent of Police Reform: Zach Cottrell

Academy Division: Cmdr. Christopher Patterson

Internal Affairs, Professional Standards:

Deputy Chief of Compliance Cori Lowe

Community Liaison: David Walker

### **Police Bureaus**

Chief of Police: Harold Medina

Special Operations Bureau: Chief Michael Smathers

Professional Standards and Accountability Bureau: Deputy Chief Eric Garcia

Field Services Bureau: Deputy Chief Dominic Olvera

Investigations Bureau: Deputy Chief Andrew Gonzalez

Management Services and Support Bureau: Deputy Chief Jon Griego

### **Area Commanders**

Foothills Area: Cmdr. James Collins

Northeast Area: Greg Webber

Northwest Area: Cmdr. David Saladin

Valley Area: Cmdr. Scott Norris

Southwest Area: Cmdr. Lt. Rene Barraza

Southeast Area: Cmdr. Luke C. Languit

### **Other Notable APD**

Compliance And Oversight: Deputy Cmdr. Sean Waite

Criminal Enforcement Division: Cmdr. Luke Languit

APD Ambassadors Program

### **Link to the APD Org chart**

<https://www.cabq.gov/police/documents/apd-division-org-chart-3.pdf/view>



## Who's Who (our partners, collaborators, DOJ, IMT, etc.)

**Albuquerque mayor:** Tim Keller

**CAO:**

**APD Chief of Police:** Harold Medina

**Superintendent of Reform –**

**Community Outreach and Reform Advisor:** Pastor David Walker

**Special Albuquerque City Consultant:** Dr. Harold Bailey

**Community Engagement Specialist, APD:** Jennifer Garcia

**CPOA Interim Executive Director:** Diane McDermott

**CPOA Council:** Tina Gooch

**CPOA Staff:**

Katrina Sigala: Senior Administrative Assistant

Valerie Barela: Administrative Assistant

**CPC Liaison:** Kelly K. Mensah

**CPC Administrative Assistant:** Marteessa Billy

**CPOA Board:**

Patricia J. French Chair

Jesse Crawford Vice Chair

Eric Nixon

Chantal M. Galloway

Michael Wartell

**Independent Monitor Team (CASA)**

Dr. James Ginger

Dr. Stephen Rickman

Mr. Dan Giaquinto

Laurie Owens

Mr. Phil Coyne

Laura L. Kunard, Ph.D.

Dr. Ray Leal

Mr. Albert Preik

Dr. William Toms

Mr. David Torres

**Community Outreach and Reform Advisor:** Pastor David Walker

**Special Albuquerque City Consultant:** Dr. Harold Bailey

**Community Engagement Specialist, APD:** Jennifer Garcia

**Mental Health Response Advisory Committee (MHRAC):**

**Behavior Health and Wellness Division Manager:** Ellen Braden

**Partners:**

**Department of Justice, Assistant United States Attorney:**

Elizabeth Martinez

**Mental Health Response Advisory Committee:** Danny Whatley / Rick Miera

**Managing Assistant City Attorney:** Lindsay Van Meter

**Albuquerque Community Safety:** Mariela Ruiz Angel

**Violence Intervention Program:** Geri Bacchicha

**APD Forward:** Baron Jones

## McClendon Settlement Explanation

### McClendon Settlement

Jimmy McClendon vs. City of Albuquerque 2015

In 1995 Jimmy McClendon, an inmate at the then Downtown Albuquerque Jail, sued the city over the poor conditions of his incarceration. The undersized facility was 50% overbooked at the time, and McClendon, now deceased, feared poor medical attention might cost him an eye. The new Bernalillo County Detention Center was opened in 2003 amid the same fears of possible overcrowding. The McClendon Settlement was decided in 2015 and established 253 requirements for the county to comply with, to complete the lawsuit.

A common concern with policing and Albuquerque is the relationship between APD and the homeless/mentally ill. There was previously concern as to arrest and incarceration being used to temporarily divert the homeless population from the streets, and warehousing them in the Bernalillo County Detention Center.

The McClendon settlement marked a change in APD culture from arresting persons for non-violent misdemeanors to issuing citations for them (not including DWIs) when there are no circumstances necessitating an arrest. Those cited are asked for a phone number so that when they are cited, the courts can send reminders of hearings and communicate regarding warrants, and instructed as to how to pay a fine, or quash a warrant without being taken to jail.

The Settlement also included provisions that encouraged the city to create and evaluate new rehabilitative techniques, to assist the homeless/mentally-ill population of the city of Albuquerque.

<https://www.bernco.gov/metropolitan-detention-center/mcclendon-settlement-information.aspx>





## **APD's Ambassador Program**

The Albuquerque Police Department is designed to facilitate clear, consistent lines of communication with different groups within the community who have not previously had a voice with the police.

May 5, 2021

Today the Albuquerque Police Department and Mayor Tim Keller provided details on the creation of APD's Ambassador Program. This program is designed to facilitate clear, consistent lines of communication with different groups within the community who have not previously had a voice with the police. Building trust with the community is a critical component to making the public safer.

"The APD Ambassadors program represents a commitment to find solutions that work for our community as we tackle the dual challenges of crime and meaningful reform," Mayor Keller said. "I appreciate the willingness of police officers and community groups to come to the table and work together to effect change; our ability to have these tough conversations speaks volumes about how unique and resilient our city really is."

The City of Albuquerque's Office of Equity and Inclusion provided two intensive trainings to Ambassadors and introduced them to community organizations that serve specific populations to help the Ambassadors build relationships.

The first training was a Culturally Appropriate Services training that has been given to all cadets since Mayor Tim Keller took office. Additionally, a four-day Intensive Undoing Racism Training was provided by the Peoples Institute of Survival and Beyond to the Ambassadors and their new community contacts.

"I knew the only way to make meaningful change in our community was to work with diverse groups who at times feel their concerns are disregarded," Chief Medina said. "We now have dedicated Ambassadors listening to the concerns from the public. They are validating those concerns by working with the groups to identify solutions that will be presented to APD's leadership."

Since the creation of the Ambassador Program, the growing relationships have already led to initial success. Recently, an Asian-American massage therapist was attacked at her place of employment after asking a client to put on a mask. Through working with local advocates, our investigators were able to get additional information about this individual who committed the crime and are now actively looking for him.

APD Ambassador officers are expected to host at least one scheduled formal communication event each month and provide monthly briefings to Chief Medina. The Ambassadors outline topics of discussion and provide the department with suggestions in which APD can improve in community relations based on the conversations they are having with the different groups they are working with.



The Ambassadors are also required to arrange at least one lunchtime discussion with APD cadet classes and their designated community group. The APD Ambassadors are as follows:

African-American Community

Officer Hence Williams; [HWilliams@cabq.gov](mailto:HWilliams@cabq.gov), (505) 934-8890

Officer Rob Duren; [RLDuren@cabq.gov](mailto:RLDuren@cabq.gov), (505) 934-6126

Americans With Disability Act Community

Officer Jeff Bludworth; [jbludworth@cabq.gov](mailto:jbludworth@cabq.gov), (505) 252-0277

Asian/ Pacific Islander Community

Officer Gerald Shelden; [gshelden@cabq.gov](mailto:gshelden@cabq.gov), (505) 918-5597

Faith Based Community

Officer Bret Garcia; [BAgarcia@cabq.gov](mailto:BAgarcia@cabq.gov), (505) 389-8935

Hispanic Community

Officer Emanuel Solis; [esolis@cabq.gov](mailto:esolis@cabq.gov), (505) 414-6186

LGBTQ+ Community

Officer Chase Jewel; [cjewel@cabq.gov](mailto:cjewel@cabq.gov), (505) 269-9466

Native American Community

Officer Gerald Bartlett; [gbartlett@cabq.gov](mailto:gbartlett@cabq.gov), (505) 221-3810

Refugee Community

Officer Greg Valentino; [Gvalentino@cabq.gov](mailto:Gvalentino@cabq.gov), (505)934-4815

Senior Citizen Community

Officer Peter Silva; [psilva@cabq.gov](mailto:psilva@cabq.gov), (505) 377-6736

Veteran Community

Officer Larry Middleton; [LMiddleton@cabq.gov](mailto:LMiddleton@cabq.gov), (505) 280-9400



## **Listing of repetitive/common Acronyms**

ACS: Albuquerque Community Safety Department	SOP: Standard Operating Procedure
AFR: Albuquerque Fire Rescue (the fire department)	SWAT: Special Weapons and Tactics Unit
APD: Albuquerque Police Department	FRB: Force Review Board
APS: Albuquerque Public Schools	IAFD: Internal Affairs Force Division
APOA: Albuquerque Police Officers' Association (police union)	IAPS: Internal Affairs Professional Standards Division
AWD: Albuquerque Animal Welfare Department	SID: Special Investigations Division?
Batmobile: DWI Unit mobile processing unit	SOD: Special Operations Division
CASA: Court Approved Settlement Agreement (consent decree)	ADAPT: Abandoned and Dilapidated Abatement Property Team
CIU Crisis Intervention Unit	CET: Community Engagement Team
COAST: Crisis Outreach and Support Team	ECHO: Extension of Community Healthcare Outcomes
CPC: Community Policing Council	EFIT: External Force Investigation Team
CPOA: Civilian Police Oversight Agency	LEAD: Law Enforcement Assisted Diversion
CSI: Crime Scene Investigation/Investigator	MHRAC: Mental Health Response Advisory Committee
DOJ: US Department of Justice	OBRD: On-Body Recording Device
DUI: Driving Under the Influence (of alcohol or drugs)	ROI: Release of Information
DWI: Driving While Intoxicated/Impaired	RBTC: Reality-Based Training Center
ERT: APD Emergency Response Team	SCION: Self-Care Interactive On-Line Network (APD)
FI: Field Investigator	
K9: Canine officers and dogs	
IMPACT: Investigative units?	
IMR: Independent Monitor's Report	
IMT: Independent Monitoring Team	
MDC: Metropolitan Detention Center (the jail)	
MHRAC: Mental Health Response Advisory Committee	
PRT: Proactive Response Team	
PSA: Police Service Aide	



## **Important Links**

### **Link to the City Council Homepage**

<https://www.cabq.gov/council>

### **Link to the CPC Ordinance**

<https://www.cabq.gov/clerk/documents/o-20-27.pdf>

### **Link to the CPC Guidelines**

<https://www.cabq.gov/community-policing-council/community-policing-council-guidelines>

### **Information on CPA/Ride-Alongs**

<https://www.cabq.gov/police/programs/citizen-police-academy>

### **Link to the APD Org chart**

[https://www.cabq.gov/police/documents/apd-division-org-chart-7\\_6\\_2021.pdf/view](https://www.cabq.gov/police/documents/apd-division-org-chart-7_6_2021.pdf/view)

### **Link to the Area Command Map**

[https://www.google.com/maps/d/viewer?mid=1vetiGocTdnGW4wM8T-I7TM\\_RHIw&ll=35.09031439154557%2C-106.63566947184222&z=7](https://www.google.com/maps/d/viewer?mid=1vetiGocTdnGW4wM8T-I7TM_RHIw&ll=35.09031439154557%2C-106.63566947184222&z=7)

### **Link to the CPC Event/Meeting calendar**

<https://www.cabq.gov/community-policing-council>

### **Link to the CPC Annual Reports**

<https://www.cabq.gov/community-policing-council/community-policing-councils-annual-reports>