

**City of Albuquerque Collaborative on Police-Community Relations (ACPCR)
PHASE II (STAGE 2)
Action Plan Proposal Session Report**

**City of Albuquerque Collaborative on Police-Community Relations (ACPCR)
PHASE II (STAGE 2)**

Action Plan Proposal Meeting Report

Submitted September 23, 2015 by Kathleen Oweegon – Lead Facilitator, ACPCR Dialogues

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PHASE II (STAGE 2)
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TABLE OF CONTENTS

(The contents of this report are the compiled notes of the facilitators of the three topic groups.)

Background (Phase I)	page 3
Background Phase II	page 4
Executive Summary	page 4
Group A (Community Education) Pre-planning Discussion Summary.....	page 5
Group A (Community Education) Action Planning Proposals	page 7
Group B (APD/Community Communication & Collaboration) Pre-planning Discussion Summary	page 10
Group B (APD/Community Communication & Collaboration) Action Planning Proposals	page 10
Group C (Improvements to APD) Pre-planning Discussion Summary	page 15
Group C – (Improvements to APD) Action Planning Proposals	page 18

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Background

Phase I

Phase I of the ACPCR process was the *Listening* phase, which involved 22 stakeholder dialogues, many of which had APD representatives participating and/or observing. The list of stakeholder groups was primarily derived from the Dept. of Justice

Stakeholder Groups:

1. Mental Health Community
2. Aggrieved Families and Personally Affected Citizens
3. First Responders
4. Faith –Based Community
5. Business Community and Neighborhood Associations
6. Albuquerque Chamber of Commerce
7. Access to Justice Organizations and Providers
8. Minority and Underserved Communities
9. Educators and Academic Community
10. Government and Policy Makers
11. Non Profit Organizations
12. Homeless Advocacy & Interest
13. Concerned Citizens – Independent Interest
14. Neighborhood Associations
15. Sankofa Men’s Leadership Exchange
16. The Domestic Violence Network
17. Media Community
18. Student and Young Adult Community
19. Seniors Advocacy and Interest
20. Veterans Advocacy and Interest
21. Pueblo & Native Communities

Each dialogue was facilitated by professional facilitators contracted by the City to facilitate these and other meetings.

In each of the dialogues, the participants were asked the same questions:

1. What are your goals and expectations for police-community relations in Albuquerque? and
 - a. Why are these goals and expectations important to you (what experiences, values, beliefs, feelings influence your goals)?
2. What are your goals and expectations for police-community interactions & conduct in Albuquerque? and
 - a. Why are these goals and expectations important to you (what experiences, values, beliefs, feelings influence your goals)?
3. How do you think your goals can be best achieved?
4. What are your specific suggestions and ideas?

The facilitators submitted summary reports from each dialogue to the City. These summary reports focused on the answers to questions 3 & 4 above, and contained no opinions or suggestions from the facilitators. The completion of the 22nd dialogue completed Phase I.

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Background Phase II

On July 11, 2015, Phase II (*Processing*) kicked off with 2-hour event at UNM Law School. After welcoming remarks, the attendees heard a presentation of a report on Phase I by Paul Guerin of the Institute for Social Research at the University of New Mexico, contracted by the City of Albuquerque to assess and evaluate Phase I of the Albuquerque Collaborative on Police-Community Relations. The assessment and evaluation included a variety of research tasks, including the development of a methodology to help collect relevant data to measure participation, the implementation, and results of the Collaborative. [Click here to download the UNM Phase One Report](#)

On August 8, 2015, Phase II culminated with a day-long Action Plan Proposal session at the ABQ Convention Center, involving participants of the Phase I dialogues, members of some of the Community Policing Councils, representatives of APD, and other community members.

For the purpose of creating Action Planning groups, the suggestions from the facilitators' dialogue summary reports had been grouped into 3 different context-based topics prior to this event:

- A. Community Education
- B. APD/Community Communication & Collaboration
- C. Improvements to APD

Executive Summary

Participants signed up for the topic group of their choice. Each topic group was provided with a list of the suggestions that emerged from the Phase I dialogues that related to their topic. The facilitators worked with the participants to prioritize the suggestions to arrive at the top three priorities from which to create Action Plan Proposals. In several cases, participants chose to combine some of the suggestions with other similar suggestions. Once the group's priorities were determined, smaller groups were formed to work on an Action Plan Proposal for each prioritized suggestion or group of suggestions. This process resulted in a total of nine recommendations (3 groups with 3 recommendations each) with an Action Plan Proposal for each, which included Objectives and Strategies. Below are the recommendations that emerged. The objectives and strategies can be found later in this report in each group's section.

Recommendations that Emerged:

Group A (Community Education)	Group B (APD/Community Communication & Collaboration)	Group C (Improvements to APD)
1) Educate community members on behavioral obligations in community/police interactions	1) Definition of "Community Policing"-- Police being proactive to build rapport with the residents of the areas they patrol and partnering with them to insure public safety, empower the community and improve quality of life through evidence-based practices.	1) Administrative change, accountability, transparency, police protocol and equipment
2) Educate Civilians on their rights during police /civilian interactions	2) Establish, facilitate & maintain sustainable, productive relationships between citizens & police officers.	2) Training
3) Present factual information to address/enhance citizen perceptions	3) Define "Community Policing" – To include the community and police officers working in partnership with mutual responsibility to insure physical and emotional safety.	3) Recruitment

A liaison was selected in each group to act as a representative of their group in the event that questions arise regarding their group's Action Plan Proposals.

The Action Plan Proposals will be submitted to the Mayor's office and to the Police Chief. They will determine what actions will be taken. Once those determinations have been made, Phase III (*Monitoring*) will be initiated, as applicable. The monitoring committee will be comprised of community stakeholders who participated in Phases I & II. This committee will track the implemented Action Plan(s) and make progress reports to the Mayor and City Council.

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Group A (Community Education) Pre-action-planning Discussion Summary

- I. The stakeholder group you most identify with and what is your single greatest hope for the future of police/community relations in our City?

Stakeholder Group	Greatest Hope for the Future
Albuquerque citizen	Cooperation between police and citizens
Retired police chief; Member of New Mexico Black Chamber of Commerce and Coalition member; African American males	No comment noted
In Albuquerque for 16 years;	Passion is value of democracy in relationship to society and law enforcement. Concerns include militarization of law enforcement. Communication between citizens and law enforcement is mandatory. There are lots of good officers, a few bad ones and the culture needs attention. Wants police to serve citizens and citizens to support police.
Lived in Albuquerque for 40+ years; 17 in Placitas; 24 in Albuquerque. Now live in the NE Heights.	Hope is for a return to the notion that policeman is a peace officer. Grew up in Baltimore where a patrolman walked the beat. He knew us and we knew him. We trusted him. We got into teenage problems and weren't handcuffed and put in jail. Want to see a limit to guns and police advocating gun control. I also want to eliminate drugs.
Grew up in Washington DC and has the same Albuquerque history as the previous participant (husband). Was an educator for Kindergarten through college.	I want to see education of people before an altercation or incident occurs. Agree that a peace officer should be associated with peacefulness and helpfulness rather than authority. City should develop a handbook for expectations with police for distribution. My son was a police officer. Encounters with civilians often lacked element of education. Suggestions for good behaviors on part of police and civilians could be distributed and become an education process. Tension has increased dramatically over the last four years.
Born and grew up in Philadelphia in a tough neighborhood.	First experience with police was at age 5. Her mom didn't pick her up from school. Police officer directing crosswalk said he would take her home if Mom didn't show up. Remember seeing the view from the police car, which was her first ride in a car. That's the kind of policing that is wonderful. Officer sees a need and fulfills it on the spot. Has 3 sons who grew up in pacifist family. One is a police officer and another just became a reserve officer in Washington State. It's a scary world and it's scary to have sons at risk. Wanted to hear from other persons in community, especially those with opposing views. We need to improve relationships.
Gentleman's main focus is non-profits. He spent his first 25 years of life under segregation.	In the community where he lived things were separate but equal. Police education training was separate but equal. Segregation wasn't all that bad. We had our own schools and our own police department. The philosophy was if you're caught stealing you may be pulling weeds but won't be at the jailhouse. I deal with education of criminals and am glad to be here.

(continued on next page)

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Stakeholder Group	Greatest Hope for the Future
Resident of NE Heights. After retirement 7 years ago he became an EMT and rides 911 calls. He does not represent his service but himself.	He spent 38 years as a hospital lab chemist doing blood testing and grew up in a small town in Wyoming. There were no police. Sheriff had to come out from 40 miles away. Citizens had benign vigilante justice. Once an older man got beat up by a roughneck who wound up on the bus the next day. I am 37.5 years in recovery from alcoholism. Extremely frustrated by other meetings and by the refusal of folks to be prepared to be heard. There is a huge disconnect between what the public thinks the police do and what they do; between what public thinks they ought to be doing and what they are doing. People want to be tough on crime until they get picked up. Real thing is metrics.
I came to this country when 8 years old from the Netherlands. After 20+ years in the Air Force I came to ABQ in 2001. Was stationed at Kirtland and retired here. My husband became a police officer in May of 2014 after being an electrical engineer. I live in the NE heights.	
My 30 th move was to Albuquerque.	I have seen law enforcement in many places. I remember my patrol officer who was a compassionate guy. You knew where he stood. What do police expect from citizens and what should they understand and expect from police should be explored. We need to reestablish mutual respect and confidence between parties.

- II. The group clustered the recommendations by context and prioritized them. Items 1-3 in bold below are the top three priorities selected. *Note: Items 4)-12) were rolled in to recommendations 1, 2 and 3*
- 1) **Civilian Conduct** - Civilians learning how they are obligated to act during police-civilian interactions
 - 2) **Civilian Rights** - Civilians learning what their rights are during police-civilian interactions.
 - 3) **Civilian Preconceptions** - Civilians having their pre-conceived ideas regarding police officers or offenders corrected.
 - 4) Use of Multi Media
 - 5) Officer’s responsibility and conceptions could be with Civilian Rights and Conduct.
 - 6) Have HS students do public service announcements.
 - 7) Grievance process
 - 8) Community education on use of force
 - 9) Guidelines and laws – SOPs – let community know policies and laws that are in place.
 - 10) Public needs to know more about what kinds of calls police respond to – demand comes from public. Police probably suffer from unnecessary calls. What constitutes a police response. Police aids can be doing a lot of stenographer work once emergency has passed.
 - 11) Crisis intervention – police are being trained; civilians are not. Need to know when to make a call. Create mechanisms to identify problem and work with other means.
 - 12) Education of judges

(See next page for this group’s Action Plan Proposals)

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Community Education Action Plan Proposal

Recommendation #1: Educate community members on behavioral obligations in community/police interactions

By When	Objective	By Whom	Priority	Notes
Begin 1/16	1) Develop materials/programs and identify existing materials concerning community/police interactions	City/APD/CPCs	A	
Strategy: Develop materials/programs to be presented as follows				
ACTION PLAN:				
12/31/16	a) Workshops	City/APD/CPCs		Multi lingual programs
12/31/16	b) Brochures	City/APD/CPCs		
12/31/16	c) PSAs and videos	City/APD/CPCs		
12/31/16	d) Visit schools, churches Homeowners Assoc.	City/APD/CPCs		
By When	Objective	By Whom	Priority	Notes
	2) Develop content of materials			
Strategy #1: Identify the materials/programs; develop 1 program per month during 2016 using the content described below.				
ACTION PLAN:				
2/1/16	a) When to call 911 for police; when to call 242-COPS, when to contact 311	City/APD/CPCs		
3/1/16	b) How to behave during traffic stop	City/APD/CPCs		
4/1/16	c) Participation in Crisis Intervention issues: Instruction for community members for use before police are called or arrive	City/APD/CPCs		
5/1/16	d) Use of force guidelines – explanation for public	City/APD/CPCs		
5/1/16	e) How should public behave in response to dangerous situations/active shooter			
5/1/16	f) Tueller Drill – public needs to know danger to observers within 21’ and danger to officers			
Strategy #2: Disseminate information produced in Strategy #1				
ACTION PLAN:				
1/17	a) Distribute materials and information developed	APD/AFD/ Bernalillo County/DMV/ churches/service clubs/radio/tv newspapers and social media		

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Recommendation #2: Educate Civilians on their rights during police /civilian interactions

By When	Objective	By Whom	Priority	Notes
12/1/15 (launch by)	1) Design, develop and implement education awareness programs which inform the general population about civilian rights during police/civilian interactions	APD & Community committee	A	
Strategy: To develop and implement awareness program using a multi-prong approach				
ACTION PLAN:				
November 1, 2015	a) Develop 60-minute program to educate community	APD/Community committee	A	
1/1/16 & ongoing for 1 year	b) Outreach and coordination to schedule presentations at <ul style="list-style-type: none"> • Neighborhood Association meetings • Community and Senior Centers • Cultural Centers • Schools • Shelters • Churches • Native American Communities • Other 	APD/Community committee		
	c) Publicity <ul style="list-style-type: none"> • Public notices posted in paper • PSAs on all local channels, TV and Radio • Emails to organizational leaders • Link on CABQ and APD websites • Postings in all networking event calendars • NEIGHBORHOOD ASSOCIATION and school newsletters • Use Social media to publish I.e, facebook; twitter • Use local celebrities (breaking bad actor; the mayor being pulled over by an officer) to increase viewership • Try to infuse humor into programs when possible based on audience makeup • Make sure to provide info on grievance procedures at end of each program 	APD/Community Committee		

(Recommendation #2 continued on next page)

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

(Recommendation #2 continued from previous page)

By When	Objective	By Whom	Priority	Notes
	2) Ensure police policies and procedures are published and accessible to community members	APD/Community committee		
Strategy: Select specific policies which deal with civilian rights and highlight them for community review.				
ACTION PLAN:				
1/1/16	a) Identify specific policies in Standard Operating Procedures that deal with interaction with civilians and civilian rights	APD/Community committee		
2/1/16 and ongoing	b) Publish highlighted policies for public use by methods identified <ul style="list-style-type: none"> • Neighborhood Association meetings • Community Senior Centers; Cultural Centers • Schools • Shelters • Churches • Native American Communities • Jails and juvenile detention centers • Other 	APD/Community committee		

Recommendation #3: Present factual information to address/enhance citizen perceptions

By When	Objective	By Whom	Priority	Notes
3/2016	3) Educate the public on civilian and officer responsibilities	City administered through MVD	A	
Strategy: Create media materials to educate the public using social media as a tool				
ACTION PLAN:				
3/2016	a) Develop a video on police interactions to be shown as people are waiting at MVD and on screens in other waiting rooms. Make available to drivers training companies and high schools	City/APD		Video should be in at least 2 languages (Spanish/English)
3/2016	b) Develop informational spots for TV, Internet, You Tube	ABQ high school students		Creative competition through the high schools
2016 school year	c) Return Civic classes to private and public schools to include citizen's rights and responsibilities	Schools		Civics lessons should be conducted in all grade levels as age appropriate
3/2016	d) Create a test regarding citizen's knowledge of what to do in a police encounter in City Water Bills and MVD	CABQ & APD		"Do you know your rights?" in with City water bill

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Group B (APD/Community Communication & Collaboration) Pre-planning Discussion Summary

After some discussion, this group decided that the most important topic they could address was Community Policing. They felt that the Phase I suggestions they were given to work on and their own visions for APD were all actually part of doing good Community Policing. The group referred back to the DOJ settlement agreement and felt that although Community Policing was required, the definition was incomplete.

The participants were divided into three teams. Each team first attempted to define "Community Policing". They then created recommendations for actions they felt would improve Community Policing. At the top of each recommendation page is that team's definition of Community Policing.

APD/Community Communication & Collaboration Action Plan Proposal

Recommendation # 1: Define "Community Policing"-- Police being proactive to build rapport with the residents of the areas they patrol and partnering with them to insure public safety, empower the community and improve quality of life through evidence-based practices.

By When	Objective	By Whom	Priority	Notes
	1) Establish equitable treatment/service for diverse language and diverse language ability populations			
Strategy: Provide services and resources to APD in languages of their clients or whomever they service				
ACTION PLAN:				
Immediately	a) Establish relationships with community organizations that offer language services.			
Immediately	b) Seek volunteers to serve as translators.			
Immediately	c) Have APD compile a list of languages that are spoken in the community.			
Immediately	d) Provide the framework so police officers have access to translators when needed.			
By When	Objective	By Whom	Priority	Notes
	2) Making better use of APD community and collaborative programs			
Strategy: To utilize the graduates of Citizen/Police Academy				
ACTION PLAN:				
Immediately	a) Develop community outreach and education program			
Immediately	b) For participants to serve as liaison between APD and the community			
Immediately	c) Provide speakers to schools, organizations, etc.			

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

By When	Objective	By Whom	Priority	Notes
Immediately	d) To compile data and records about attendance #s, dates, topics			
<i>(Recommendation # 1 continued from previous page)</i>				
	3) Empower and inspire youth in the community			
Strategy: Using community building projects in partnership with APD				
ACTION PLAN:				
Immediately	a) To create a youth council that is part of APD			
Immediately	b) Run restorative justice workshops			
Immediately	c) To create partnerships with youth focused organizations and schools			

Recommendation #2: Establish, facilitate & maintain sustainable, productive relationships between citizens & police officers.

By When	Objective	By Whom	Priority	Notes
Ongoing, beginning now	1) Build a stronger, positive relationship through personal interactions between officers and	APD Officers and Community		
Strategy: To extend the length of time police officers serve an area command				
ACTION PLAN:				
	Revise union contract – currently 12 months, extend to 24 months	Elicit help from community and CPCs (lobbying)		
Before the next bid in 2016	Survey officers to ensure and obtain their input on revising the contract	Police Union, working with Concerned Community members and Area Commanders		Community talking with officers to explain their need & the mutual benefits for officers to stay in area longer.
Publicize and begin now	If not in contract, create incentives to stay	Neighborhood Associations, Block Captains, CPC members, Commanders		Community open to hearing officers needs, making an effort for a compromise. Recognition of officers with awards, appreciation bags, etc.
<i>(Recommendation # 2 continued on next page)</i>				

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

(Recommendation # 2 continued from previous page)

By When	Objective	By Whom	Priority	Notes
Begin now	2) Facilitate positive, regular & diverse interactions between community members & police officers.			
Strategy: Provide opportunities for community & police officers to work together through education & improving communications				
ACTION PLAN:				
Begin Jan. 2016	a) Offer two workshops of training per quarter, per area command, to inform and educate citizens, i.e. appropriate demeanor when stopped by an officer, active shooter training, burglary prevention, etc. Promote these workshops via Command websites, newspaper and TV announcements, Block Captains, & Neighborhood Association communication networks	Area Command Crime Prevention Specialist, Commander, and Crime Prevention and Safety Official		If funding is a problem, work with neighborhoods for meeting places and donations for supplies, fees, etc.
Ongoing	b) Provide training to officers in customer service and follow-up procedures, i.e. expectation of returning phone calls, answering questions, etc.	APD Officers and Area Commanders		Opportunities for officers to show their genuine concern for citizens, show their humanity
Within next 6 months	c) Create Neighborhood Watch (N.W.) block captain communication network to share information concerning crime, safety and vulnerable citizens. (1) Compile a list of active N.W. Block Captains in all Area Commands (2) Divide lists into manageable sections so individual Block Captains can be contacted personally to determine their willingness to participate and provide this communication network to their neighbors. (3) Utilize the Albuquerque Block Captains Association and ABC Alert Newsletter in supporting the Block Captains and this communication network.	Established, credible, trustworthy neighborhood volunteers, working with Area Command Crime Prevention Specialists and Steve Sink		
Within next 6 months	d) Maintain area command web sites with current detailed information, including crime trends, advice, tips, etc.	Area Command Crime Prevention Specialists		

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

(Recommendation # 2 continued from previous page)

By When	Objective	By Whom	Priority	Notes
Ongoing currently	3) Encourage informal communications between police officers and the community			
Strategy: Seize day-to-day opportunities for citizens to interact with Officers on an informal basis				
ACTION PLAN:				
Currently ongoing	a) Eliminate tinted windows in police cars	APD?		
Current & ongoing	b) Institute department wide expectations such as “service with a smile”.			
Current & ongoing	c) Addressing all citizens with appropriate titles with terms of respect such as sir and ma’am			
Current & ongoing	d) Commanders, Officers, Crime Prevention Specialists seizing opportunities to meet with and visit informally with citizens at meetings, trainings, celebrations, funerals, etc.	All APD officers, commanders, citizen personnel		This will give APD an opportunity to get to know citizens as human beings and not just as victims or complainers
Current & ongoing	e) Commanders, Officers, Crime Prevention Specialists seizing opportunities to meet with and visit informally with citizens at meetings, trainings, celebrations, funerals, etc.	All Albuquerque citizens		This will give citizens an opportunity to get to know police as neighbors and human beings, not just "the authority."

Recommendation # 3: Define “Community Policing” – To include the community and police officers working in partnership with mutual responsibility to insure physical and emotional safety.

By When	Objective	By Whom	Priority	Notes
	1) Institute community policing within 12 months by ordinance			
Strategy: [None provided]				
ACTION PLAN:				
2 months	a) Appropriately define communities geographically by community input			
End of 1st two months	b) Allocate funds in accordance with geographic areas & specific needs.			
End of 6 months	c) Ensure police officers have a stake in the community developed and demonstrated by the officer.			

(Recommendation # 3 continued on next page)

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

By When	Objective	By Whom	Priority	Notes
<i>(Recommendation # 3 continued from previous page)</i>				
	2) Continuity			
Strategy: Facilitate appropriate personal level of knowledge of community				
ACTION PLAN:				
5 months	a) Develop a community mentoring program that nurtures and works with a minimum of five candidates from within the community, to nominate to the department or city council.			
By When	Objective	By Whom	Priority	Notes
	3) Change APD culture			
Strategy: Nurture collaboration between APD and community to insure success				
ACTION PLAN:				
12 months	a) Annual appraisal of Chief of Police by City Council in open meeting with community involvement			
3 months	b) Develop and implement training model of officers that complies with and enforces community policies			
3 months	c) Public education & interchange between APD & community			

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

Group C

Discussion Question:

- I. What is the stakeholder group you most identify with & what is your single greatest hope for the future of police/community relations in our City?

Stakeholder Group	Greatest Hope for the Future
People of color	That the culture will be changed.
Retired prosecutor with bipolar disorder	That police become less afraid of their community and better able to interact with the community as a result.
St Vincent de Paul, neighborhood association, STEPS	That everyone gets together to work to change attitudes on both sides.
Los Griegos Neighborhood Association	In 1980s, APD cut its force and adopted a computer model, leaving community policing, so now we don't have beat officers. APD needs to adopt a more flexible model.
Parent, mental health professional, business owner	That we have no more killings by police of our people.
Psychologist	I would love to see Albuquerque in the news as a model for change.
Part of MLK Jr. Memorial Task Force, musician	That we finally have a police force that's held accountable to same law as civilians are
Citizen.	I'm interested in the training that the military gives everyone in basic training. We are hiring military people who have "kill indoctrination". I hope that Albuquerque recognizes that and helps everyone gain insight for how that affected them. I hope that those with combat trauma are educated about its effects and we un-train that military-kill training.
Caucasian citizen, sensitive to the privilege that society gives whites.	I think the culture is sick and APD exemplifies that. My hope is that we have accountability with police and they are prosecuted to same level that they prosecute people with less privilege.
Human race.	That APD is free of bullies, thugs, and murderers all the way to the top.
Native American, female.	Would like officers to be more considerate of ethnic groups. They need to be more aware of how to deal with various ethnic groups, don't treat us all the same. Less harm, less use of force.
Live outside ABQ, family here, Navajo Nation Human Rights Office.	That this group and what we present will result in action by the mayor and APD. That these policies will come to fruition.
Human, community advocate.	That eventually we'll start talking about the real problem, that there will be a paradigm shift, and we'll stop using law enforcement for social issues and mental illness issues.
Humanity, mental health professional, citizen of ABQ, white class privilege.	Hope for a complete overhaul of top management at APD, and that every officer who is hired by APD does an 80-hour training on how to deal with crises, particularly around people with mental illness. I don't want to spend any more taxpayer money on settlements with family members of those who have been shot.
We the people, the human race.	I want an end to police murders; they should be prosecuted like anyone else. I would like to see an end of the corruption that exists in the mayor's office and APD, and the DOJ should have a more open mind about who a stakeholder is.

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

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Live outside ABQ, family here, Navajo Nation Human Rights Office.	That this group and what we present will result in action by the mayor and APD. That these policies will come to fruition.
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Humanity, mental health professional, citizen of ABQ, white class privilege.	Hope for a complete overhaul of top management at APD, and that every officer who is hired by APD does an 80-hour training on how to deal with crises, particularly around people with mental illness. I don't want to spend any more taxpayer money on settlements with family members of those who have been shot.
Civitan group, military veteran, arrested by APD, brought suit against city and won against city and APD.	That ABQ and APD act according to the constitution of the United States that we're all bound to.

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Session Report

II. The group clustered the Phase I suggestions they were given to work on by context, which resulted in three main contexts of suggestions, eliminating the need to prioritize. The italicized bold text is the context, the bold text is the suggestion header, and the normal text is elaboration on the header

1) ***Administrative:***

- a. **Accountability** - APD and the City's administration taking responsibility for their actions and mistakes; errant officers being disciplined or removed from their positions.
- b. **Transparency** - Documents and information more readily available to public. Coverage on issues/cases public knowledge.
- c. **Administrative Change** - Change in the staff, management, or practices of APD and/or the City of Albuquerque.
- d. **Police Protocol & Equipment** - Change police protocol in regards to conduct, uniforms, police cars, and resources to fund programs. *Fire the police chief. Follow constitutional law and the law enforcement code of ethics. Oath of office for police.*

2) ***Training:***

- a. **Crisis Intervention Training** - Many participants discussed a need for APD officers to make better use of CIT, especially in situations where they are dealing with mental health individuals.
- b. **De-Escalation Training** - Officer training in strategies for minimizing the level of force a situation may require.
- c. **Diversity/Cultural Sensitivity Training** - Officer training for interacting with all special populations (racial/ethnic and multicultural sensitivity, training in interactions with mentally ill persons, etc.).
- d. **Training Standards** - Many participants expressed in one form or another requests for improved training mechanisms for APD.
- e. **Use of Force Training** - Training for officers regarding the appropriate level of force to use and when, as well as alternatives to the use of violent force (crisis management). *Police officers need to be taught the US Constitution. De-militarization.*

3) ***Recruitment:***

- a. **Recruitment Numbers** - Recruitment to boost the number of police officers serving Albuquerque (generally).
- b. **Recruitment Representativeness** - Recruitment to boost the number of police officers of a specified group to more adequately represent the community composition.
- c. **Recruitment Standards** - Improvement or change in the current qualifications for recruitment into APD.

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Meeting Report

Improvements to APD Action Plan Proposal

Recommendation #1: Administrative change, accountability, transparency, police protocol and equipment

By When	Objective	By Whom	Priority	Notes
	4) Administrative change			
Strategy: Change staff and management				
ACTION PLAN:				
Now	a) Fire Chief Eden.	Mayor	A	
6 mos	b) Develop a police commission with a strong citizen component to hire/fire chief.	Council		Need diverse citizen input and diverse composition.
6 mos	c) Independent investigatory entity.	Police Oversight Board/Council		
	d) Fire bad cops.	Police Oversight Board/Chief		

By When	Objective	By Whom	Priority	Notes
	5) Transparency.			
Strategy: Make information, documents, and coverage on issues public				
ACTION PLAN:				
Now	a) Equipment has to be checked and reliable equipment purchased.	Officers log		E.g., lapel cameras. Applies to all types of equipment.
Now	b) Make procurement process open and legal.	City Council		
Now	c) Police investigations conducted should be the same as for citizens.	Independent agency		
Now	d) Reports available to public same as for citizens.	Independent agency		

By When	Objective	By Whom	Priority	Notes
	6) Accountability			
Strategy: Training and enforcement protocols				
ACTION PLAN:				
Now	a) Train police in constitution, police ethics, code of conduct.	Academy plus refresher courses		
Now	b) Officers who do not follow constitutional law and rules are disciplined and fired as appropriate.	Independent agency		
Now	c) Crimes by police should be prosecuted as they are prosecuted against citizens.	Independent agency		

(Recommendation #1 continued on next page)

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Meeting Report

<i>(Recommendation #1 continued from previous page)</i>				
By When	Objective	By Whom	Priority	Notes
Now	7) Community policing	Chief and area commands		
Strategy: <u>Bring back beat patrols</u>				
ACTION PLAN:				
Now	a) Police need to know neighborhoods and citizens.			
Now	b) Use knowledge to assess individual situations and use diffusing and de-escalation.			

Recommendation #2: Training

By When	Objective	By Whom	Priority	Notes
	1) Increase police efficacy when dealing with persons different from themselves (includes diverse cultures, mental illness, different intellectual capacities, substance abuse, poverty, homelessness, elderly, etc.).			Continuing education throughout career.
Strategy: <u>Goal of confidence to reduce police fear by enhancing understanding of situations and predictability</u>				
ACTION PLAN:				
	a) Have people from the communities listed in the above objective directly involved in training.			
	b) Training in better understanding of citizens' rights (federal and state).			
	c) Includes classroom and experiential training.			
	d) Have mental health professionals involved in training.			
	e) Re-sensitization training.			
<i>(Recommendation #2 continued on next page)</i>				

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Meeting Report

(Recommendation #2 continued from previous page)

By When	Objective	By Whom	Priority	Notes
	2) Train for de-escalation			
Strategy: [None provided]				
ACTION PLAN:				
	a) Learn to de-escalate internally through stress-reduction. Find alternatives to use of weapons and violent force.			
	b) Role-play difficult situations where the person is escalating.			
	c) Learn how to slow down a situation rather than exerting control over it.			
	d) Learn to control by calming situations using small steps.			
	e) Use other police resources such as non-uniformed personnel for de-escalation.			
	f) Training for confidence to reduce fear.			

By When	Objective	By Whom	Priority	Notes
	3) Train police to use preventive strategies.			
Strategy: [None provided]				
ACTION PLAN:				
Within 3 months	a) Get police to be more aware of available community resources.			
	b) Use beat-cop model of knowing the neighborhood and what people need.			

City of Albuquerque Collaborative on Police-Community Relations (ACPCR)

PHASE II (STAGE 2)

Action Plan Proposal Meeting Report

Recommendation #3: Recruitment

By When	Objective	By Whom	Priority	Notes
Now / ASAP	1) A police department that reflects the ethnic and gender diversity of ABQ			

Strategy: Recruit locally

ACTION PLAN:

	a) Outreach to youth, make officer visits to classrooms, become coaches in neighborhoods.			
	b) Outreach to minority community organizations, i.e. NIYC (National Indian Youth Council). Recruit officers with language skills and understanding of the culture.			
	c) College recruitment with tuition incentives.			
	d) Recruit high school graduates to law enforcement training. College programs and/or workforce/career development.			

By When	Objective	By Whom	Priority	Notes
	2) A police department with an understanding of empathy and a calling for public service.			Officers should be taught that being an officer means caring for the community.

Strategy: Rigorous candidate screening

ACTION PLAN:

	a) Candidate testing: e.g. MMPI/Minnesota Multiphasic Personality Inventory.			Specific psychological testing designed to assess policing candidates exists & should be used.
	b) Personality testing: e.g. Meyer/Briggs.			
	c) Hiring preference to candidates with cultural/sensitivity/diversity training.			
	d) Testing for every candidate by an independent psychologist.			

By When	Objective	By Whom	Priority	Notes
	3) Assure that recruits that have recently served in the military have released their military-response programming.			

Strategy: Time between leaving the military and beginning to work for APD

ACTION PLAN:

	a) Training for work in the civilian world			
	b) Military debriefing/deprogramming			