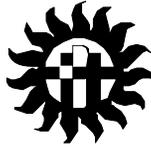


# PERF Update



# CITY OF LAS CRUCES

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Police Executive Research Forum has been performing Police Audit services since July 2010.

Mr. Bill Tegeler will be presenting the following topics for discussion:

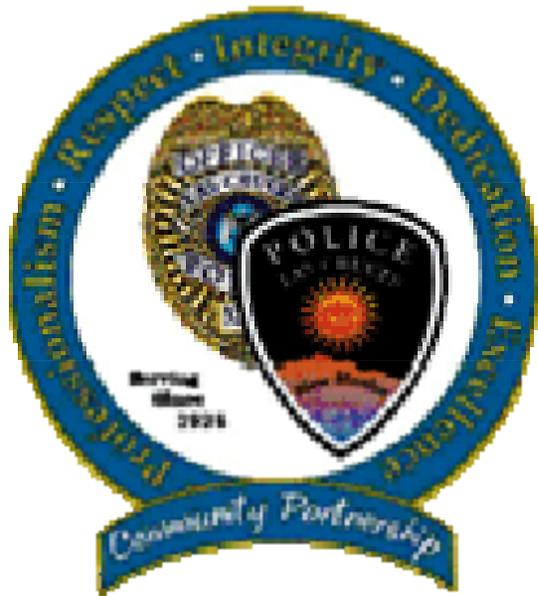
- Year two Police Auditor Services
- Update of LCPD revisions of “high risk” policies
- Recommendations for the LCPD Professional Standards Unit
- Examination of the Departments modification, implementation and institutionalizing of “high risk’ policies
- Second Focus Group Meetings



# Police Auditor Services for the Las Cruces Police Department by the Police Executive Research Forum

**Bill Tegeler**





**Date: January 23, 2012**

**Time: 1:00 p.m.**

**Location: Las Cruces City Hall**



- Present key findings of PERF's continuing Police Auditor Services for the Las Cruces Police Department at a Work Session of the Las Cruces City Council



- Year-Two Police Auditor Services Provided by PERF
- Update of LCPD Revision of “High Risk” Policies
- Recommendations for the LCPD Professional Standards Unit
- Examination of the Department’s Modification, Implementation and Institutionalizing of “High Risk” Policies
- Second Focus Group Meetings





POLICE EXECUTIVE  
RESEARCH FORUM

# PERF Year-Two Police Auditor Services



- Continue evaluation of investigations performed by the Las Cruces Police Department's Professional Standards Unit.
- Make independent policy recommendations from an in-depth review of substantive policies, procedures, and/or training that impact police accountability and the disciplinary system.
- Examine the Department's response, implementation and institutionalizing of PERF recommendations made in the Year-One Final Auditor's Report.



- The organization and consistency of administrative reports completed by the Professional Standards Unit has improved while maintaining previous strong investigative practices.
- LCPD's Research and Development Unit is working to systematically update the policies and procedures recommended in PERF's Year-One Final Auditor's Report.



- The department is making appropriate modifications to the delivery, implementation and institutionalization of updated “High Risk” policies.
- Security cameras are now working in the prisoner booking and holding areas. Additional video equipment is still needed in other portions of the police facility. The police department is aware of this issue and actively working to resolve it.



- Supervisors should be held accountable for the timely approval and submission of reports for personnel under their command. Monthly reports of officer outstanding reports should identify the officers' supervisor.





POLICE EXECUTIVE  
RESEARCH FORUM

# UPDATE OF “HIGH RISK” POLICY REVISIONS



PERF’s Year-One Final Auditor’s Report recommended modification to 21 “High Risk” policies:

- 16 High Priority for Modification
- 5 Modify as Soon As Practical



## Status of High Priority for Modification Policies

(as of PERF site visit on December 13 -14, 2011)

- Revised Policies Released 5
- No Action to Date 5
- Revised Policy Pending Action 4
- Revision In Draft 2



## Revised Policy Released September 2011

- General Order 156 – Officer Involved Shooting
  - All PERF recommendations included in the revised policy with the exception of having an investigator outside the department lead the investigation.



## Revised Policies Released November 2011

- General Order 160 – Complaint Investigation
  - Most PERF recommendations incorporated into the revised policy.
  - PSU needs to rename “Peace Officers Bill of Rights” form to “Peace Officer’s Employer-Employee Relations Act.”
  - Department has identified challenge of field supervisors approving officers’ reports in a timely manner to comply with new policy’s directive to include only finalized reports in administrative investigations.



## New Policies Released April 2011

- General Order 163 – Policy and Procedure Development
  - All PERF recommendations included in the new policy.



## New Policies Released September 2011

- General Order 208 – Pursuits
  - PERF recommendations incorporated into the revised policy.
  - LCPD revised Pursuit Policy more restrictive than PERF’s recommendation of allowing a third vehicle in a pursuit if the vehicle is a K-9 Unit.



## New Policies Released November 2011

- General Order 255 – Use of Force
  - All PERF recommendations have been incorporated into the revised policy.
  - Policy is being redrafted to clarify the reporting of the termination of a pursuit now within the Use of Force Policy in those incidents in which a death or great bodily harm does not occur.



## Status of Policies to be Modified As Soon As Practical (as of PERF site visit on December 13 -14, 2011)

- Revised Policy Pending Action 2
- No Action to Date 2
- Policy Eliminated (G.O. 139 Officer Involved Shooting – Liaison Officer was deleted and content incorporated into G.O. 156 Officer Involved Shooting Policy) 1





POLICE EXECUTIVE  
RESEARCH FORUM

# PROFESSIONAL STANDARDS UNIT RECOMMENDATIONS



- PSU Annual Report
  - By policy, the PSU is now required to complete an annual report on the preceding year by the end of January of the following year. The first PSU Annual Report will be covering the unit's activity for 2011 and is to be submitted to the Chief by January 31, 2012. This report should be shared with the community to improve and demonstrate the department's commitment to transparency.



## ■ Staffing

- The PSU has gone through staffing challenges in 2011. The Unit's lieutenant's position remained vacant and one investigator has recently been promoted to sergeant. The department indicated its intent to fill the Lieutenant position in early 2012 and has replaced the promoted investigator. New personnel combined with the additional responsibilities recommended by PERF including overseeing the EIS and an increasing inspectional role, may have a temporary adverse impact on the PSU's ability to complete work in a timely manner.
- The PSU lieutenant should take the lead role in fulfilling the inspectional role of the Unit. An alternative strategy may include a well qualified and trained civilian employee.



- PSU Operational Office
  - The department should review its goals in locating PSU investigators off-site. If the goals are not being met, an alternative location should be provided as space and funds allow.



- Early Intervention System Thresholds
  - Thresholds for the EIS should be based upon management decision rather than an annual peer analysis of officer activity.
  - EIS alerts may identify patterns of behavior of supervisors and groups of employees, including shifts, that should be reviewed by the department's command staff.





# IMPLEMENTATION AND INSTITUTIONALIZATION OF POLICIES



- All employees are provided a copy of the new General Order by e-mail, with an advisory memorandum.
- Supervisors are responsible for reviewing the policy with those under their command.
- All employees are required to sign for the policy by their assigned section.
- Completed section sign-off sheets are forwarded to the Research and Development Unit for accountability.
- Training and Recruitment maintains records of policy sign off sheets.



- Department should provide training on all new policies **before** they are in effect.
- A more formal training process should accompany the implementation of new policies, especially those identified as “most critical” in G.O. 163 D.2. (Policy and Procedure Development)
- Training and Recruiting rather than the Research and Development Unit should have a more active role and responsibility for training members of the department in new policies.





POLICE EXECUTIVE  
RESEARCH FORUM

# COMMUNITY FOCUS GROUP MEETINGS



- Objective: Obtain community perceptions, opinions, beliefs and attitudes of the Las Cruces Police Department.
- Process: Facilitate a moderated discussion that provides:
  - Unique insight into the current customs and practices of the department
  - The cultural impact on the internal operations of the department
  - The agency's relationship with the community
- Goal of each focus group: Obtain a variety of thoughts and perspectives, NOT to reach a group consensus.



- October 2010 PERF conducted four Focus Groups sessions with 15 members of the community.
- Participants commonly represent neighborhoods, social service providers business groups and faith based organizations
- January of 2012 PERF will conduct a second series of Focus Group Meetings:
  - Meet with previous participants to compare their views and ascertain areas of departmental growth and those needing additional work.
  - New participants to identify previously unattained perceptions, opinions, beliefs and attitudes of the Las Cruces Police Department.





# Police Auditor Services for the Las Cruces Police Department

