

# Las Cruces Police Department

## *Strategic Business Plan*

### *Mission Statement*

The mission of the Las Cruces Police Department is to provide community-focused public safety and law enforcement services to area residents, businesses, and visitors so they can live and thrive in a safe, peaceful environment.

### *Issue Statements*

#### Issue 1 - Communications

Insufficient and ineffective communication with the community and within the organization, if not properly addressed, will result in:

- Increased safety risk to the public and staff
- Poor allocation of resources
- Misaligned and unproductive service delivery to the public
- Decreased staff morale and productivity
- Negative public perception of the Police Department
- Loss of trust (with public and department personnel)

#### Issue 2 - Recruitment

The challenge of attracting, developing and retaining officers through a 25-year career, if not properly addressed, will result in:

- Increased safety risk to the public due to more crime
- Decreased resources to do the job
- Decreased number of qualified officers
- Increased cost of recruiting and training
- A workforce that does not reflect the diversity of the community
- Loss of expertise, experience and intellectual capital
- Decreased quality of services delivered
- Increased exposure to litigation
- Loss of trust in the department

#### Issue 3 - Crime

The ever-present threat of crime, specifically property crime and illegal drug use, if not properly addressed will result in:

- Increased victimization, and people not feeling safe and secure within the community
- Decreased Economic Development

- Increased relocation of high school/college graduates
- Decrease in individuals seeking to retire in Las Cruces
- Increased unemployment rate
- Increased reliance on social services
- Less desirable place to live, work, play!

#### Issue 4 – Mental Illness & People in Crisis

Consistent issues of police contact with the mentally ill and people in crisis results in a high demand of allocated resources, which if not properly addressed, will result in:

- Depletion of police resources for other critical law enforcement functions
- Heightened public safety concerns
- Increased exposure to litigation
- Continued interruption of treatment services
- Strained police/community relations

#### Issue 5 - Managing Community Expectations

The community's lack of understanding of the criminal justice system and the role of police services in the criminal justice process, if not properly addressed, will result in:

- Increased number of non-police related calls
- Depletion of police resources for critical law enforcement services
- Increased confusion and frustration with the criminal justice system
- Strained police/community relations
- Negative perception of the Police Department's effectiveness

#### Issue 6- Demand and Services Mismatch

The continued expectations for personalized, time intensive services from law enforcement coupled with complex investigations and an increase in population, if not properly addressed, will result in:

- Increased patrol response times
- A decrease in time available to assist with crime victims
- A decrease in proactive initiatives within the community
- Minimized officer time for proactive community policing
- Minimized personal interaction between codes enforcement and animal control officers and the community
- Increased officer stress and risk of burn out
- Increased dissatisfaction from community stakeholders

### Issue 7 – Technology

The increased demand by the public and the judiciary for technological advancement, and the inability to secure public safety funding for crime prevention strategies and infrastructure, if not properly addressed, will result in:

- Missed opportunities for advanced technology such as specialized equipment and advanced training
- Decreased efficiency in Police Department operations
- Unsuccessful crime prevention and/or an increase in crime
- A decrease in proactive initiatives within the community
- Decreased personalized assistance with crime victims (Victim Assistance Unit)
- Increased dependence on City General Fund resources

## *Strategic Results*

### Strategic Result 1 – Recruitment and Retention

Without lowering the high standards currently in place, the Las Cruces community will experience an adequately staffed Police Department consisting of well qualified and well trained individuals who are reflective of the diverse community they serve, as evidenced by:

- By 2019, police personnel will be trained in a modern, professional Police Academy and training facility in Las Cruces that produces community-specific training that aligns with the local culture. (Administration)
- By 2020, the Las Cruces Police Department staff will more closely reflect the cultural and ethnic diversity of the community. (Law Enforcement Training)
- By 2022, the Las Cruces Police Department turnover rate will be at or less than the generally acceptable national average of 7%. (Law Enforcement Training)
- By 2022, 50% of recruits entering the Las Cruces Police Academy will graduate and successfully complete the standard 1-year probationary period. (Law Enforcement Training)
- By 2022, 5% of Police Academy applicants will be qualified to enter the Las Cruces Police Academy. (Law Enforcement Training)
- By 2022, the percentage of female officers will be at or above the national average of 13.5%. (Law Enforcement Training)

*Aligned with Issue Statements 1,2,3,6*

### Strategic Result 2- Technology

Technology is a key resource for fighting and reducing crime, ensuring officer and public safety, and keeping the public informed on important police and public safety matters. Technology is an essential asset to the Department's implementation of the 4 pillars of crime control:

1. Accurate and Timely Intelligence
2. Rapid Deployment of Personnel and Resources
3. Proactive Tactics
4. Relentless Follow-Up and Assessment

This technology shall be deployed in the following ways:

- By 2020, the Department will share an ITT specialist with the Fire Department solely dedicated to the procurement, maintenance and upgrade of the ever-increasing public safety technology needs. (Administration)
- By 2020, residents will have easier digital access to the following: police reports, case status information, ordinances, performance reports, animal control information, codes enforcement information and Department employment information. (Law Enforcement Support Services)
- By 2021, intelligence gathering, analysis and the dissemination of information will be centralized in a technology supported investigative unit. (Administration)

*Aligned with Issue Statements 1,2,3,4,5,6,7*

### Strategic Result 3- Crime

The Las Cruces community, residents, businesses and visitors can be assured the Las Cruces Police Department is doing everything within its power and resources to help them feel and be safe. Further, the Department will be accountable and transparent by measuring and reporting our performance as follows:

- By 2019, police officer presence will be increased in the neighborhoods through the implementation of the Police Service Aide program. (Traffic)
- By 2019, the number of narcotic drug sale cases brought forth for prosecution will be increased from 146 to 160. (Criminal Investigations)
- By 2020, 75% of residents will say they feel safe from becoming victims of crime in the City of Las Cruces as measured by the National Citizen Survey. (Administration)
- By 2020, the case closure rate will be 85% or above (Criminal Investigations)
- By 2020, the recidivism/arrest rate for identified felony offenders will be at or below the 2019 baseline. (Criminal Investigations)
- By 2022, the annual violent crime rate will be at or below the 3 year average of 440 reported incidents. (Patrol)
- By 2022, the annual property crime rate will be at or below the 5 year average of 4600 reported incidents. (Criminal Investigations)
- By 2022, the annual number of traffic fatalities will be at or below the 5 year average of 6. (Traffic)

*Aligned with Issue Statements 1,2,3,6*

### Strategic Result 4- Communications

Our community will experience clear, consistent and engaging two-way communication with the Police Department through an increase in sustainable community partnerships as evidenced by:

- By 2019, the Las Cruces Police Department Citizen's Academy will be re-established. (Community Partnership)
- By 2020, the Las Cruces Police Department will double the number of Neighborhood Watch Programs. (Community Partnership)

*Aligned with Issue Statements 1,2,3,5,6*

### Strategic Result 5- Mental Health/People in Crisis

Across the nation and in our own state of New Mexico, it is fair to say there is a scarcity of resources for persons experiencing mental health crisis. The call volume for persons experiencing mental health crisis has continued to rise over the past few years and currently represents a relatively significant portion of the Police Department's responses to 911 calls for service. The Police Department remains concerned about the impact this trend has on our resources and ability to fight crime in the community.

Unfortunately, there are insufficient Mental Health resources in Las Cruces to provide services, particularly crisis services. It is expected that mental health related calls for service will continue to rise. To do our part to address the inadequacy of mental health resources and to be as prepared as much as possible to help in these crisis situations, we commit to the following:

- By 2020, persons experiencing narcotic addiction will have access to a fully functional

pre-arrest diversion program. (Administration)

- By 2020, 70% of department personnel will successfully complete Advanced Crisis Intervention Training. (Professional Development)
- By 2020, a memorandum of understanding will be established with local mental health partners where agreed upon standards will be set for calls for service for mentally ill patients and individuals in crisis. (Patrol)
- By 2022, the community will experience a fully staffed Crisis Intervention Team with (1) dedicated Crisis Intervention Officer available 12 hours/day. (Patrol)

*Aligned with Issue Statements 1,3,4,5*

Strategic Result 6- High-Performing Organization

Our community will experience a high-performance, customer-focused and results oriented organization, as evidenced by:

- Beginning in 2019, all department employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations being aligned with the Department Strategic Business Plan. (Professional Development)
- By 2019, 75% of City of Las Cruces department and agency partners will say they have a positive collaborative relationship with the Police Department that assists them in furthering their mission. (Community Partnership)
- By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions. (Administration)

*Aligned with Issue Statements 1,2,3,4,5,6,7*

<i>Department Organization</i>	
<i>1. Line of Business: Office of the Chief</i>	
	<ul style="list-style-type: none"> <li>• Program: Administration</li> </ul>
<i>2. Line of Business: Public Safety</i>	
	<ul style="list-style-type: none"> <li>• Program: Patrol</li> <li>• Program: Traffic</li> <li>Program: Critical Incident Response</li> </ul>
<i>3. Line of Business: Investigations and Intelligence</i>	
	<ul style="list-style-type: none"> <li>• Program: Intel</li> <li>• Program: Criminal Investigations</li> </ul>
<i>4. Line of Business: Community Outreach</i>	
	<ul style="list-style-type: none"> <li>• Program: Community Partnership</li> <li>• Program: Law Enforcement Support Services</li> <li>• Program: Code Enforcement</li> <li>• Program: Animal Control</li> </ul>
<i>5. Line of Business: Law Enforcement Academy</i>	
	<ul style="list-style-type: none"> <li>• Program: Law Enforcement Training</li> <li>• Program: Professional Development</li> </ul>
<i>6. Line of Business: Internal Affairs</i>	
	<ul style="list-style-type: none"> <li>• Program: Internal Affairs</li> </ul>

<i>Lines of Business &amp; Key Results</i>	
<i>Line of Business - Office of the Chief</i>	
Purpose Statement	The purpose of <b>Office of the Chief</b> line of business is to provide leadership, administration, financial, communication and strategic planning services to department employees and community members so they can effectively contribute to the goals of the Police Department and have a better understanding of public safety issues.
Key Results	<ul style="list-style-type: none"> <li>• 75% of Department strategic results achieved</li> </ul>
<i>Line of Business - Public Safety</i>	
Purpose Statement	The purpose of the <b>Public Safety</b> line of business is to provide education, enforcement, proactive and emergency policing services to the greater Las Cruces area so they can experience a safe community.
Key Results	<ul style="list-style-type: none"> <li>• By 2022, the annual violent crime rate will be at or below the 3 year average of 440 reported incidents.</li> <li>• 10% reduction in injury crashes</li> <li>• <i>20% of patrol officer time available for proactive policing</i></li> <li>• <i>80% of critical incidents that are resolved without the use of physical force</i></li> <li>• Average response times for crimes in progress (Priority 1) are 5 minutes or less.</li> </ul>
<i>Line of Business - Investigations and Intelligence</i>	
Purpose Statement	The purpose of the <b>Investigations and Intelligence</b> line of business is to provide timely, accurate intelligence services to law enforcement and justice partners so they can investigate, solve and prosecute crimes.
Key Results	<ul style="list-style-type: none"> <li>• By 2022, the annual property crime rate will be at or below the 5 year average of 4600 reported incidents.</li> <li>• 88% of property crimes cases closed*</li> <li>• 63% of crimes against persons closed*</li> <li>• 95% of narcotic crime cases closed*</li> <li>• 70% of crime analysis reports (re. localized crime trends) completed and dispersed to all officers weekly</li> </ul> <p>*Cases are considered closed by arrest, warrant issued, indictment obtained, prosecution declined, investigative leads exhausted, etc.</p>



<i>Line of Business – Community Outreach</i>	
Purpose Statement	The purpose of the <b>Community Outreach</b> line of business is to provide outreach, involvement, education and informational services to the Las Cruces community and law enforcement partners so they can access timely, accurate information and experience positive interaction to gain mutual trust.
Key Results	<ul style="list-style-type: none"> <li>• 90% of case reports that are accurately classified</li> <li>• 75% of case reports are available for release with 7 days</li> <li>• 25% of stray animals secured that are returned to their owners in the field</li> </ul>
<i>Line of Business – Law Enforcement Academy</i>	
Purpose Statement	The purpose of the <b>Law Enforcement Academy</b> line of business is to provide training education, information, and career services to potential and current department employees so they can be highly qualified and well-trained professionals.
Key Results	<ul style="list-style-type: none"> <li>• 70% of Academy cadets who graduate</li> <li>• 80% of Academy cadet graduates that successfully complete the field training program</li> </ul>
<i>Line of Business – Internal Affairs</i>	
Purpose Statement	The purpose of the <b>Internal Affairs</b> line of business is to provide investigation, audit, inspection, training and documentation services to the community, the department and its personnel so they can understand, maintain and improve the professional standards of the Las Cruces Police Department.
Key Results	<ul style="list-style-type: none"> <li>• 80% of Internal Affairs investigations closed (*) within 180 days</li> <li>• 100% of sustained Internal Affairs investigations that result in performance improvement actions (e.g. Training Referrals, Performance Improvement Plans or Discipline) or separation from city service</li> </ul> <p>*See Pg. 39 for explanation of how Internal Affairs investigations are closed.</p>

<i>Programs</i>	
<i>Line of Business – Office of the Chief</i>	
Purpose Statement	The purpose of <b>Office of the Chief</b> line of business is to provide leadership, administration, financial, communication and strategic planning services to department employees and community members so they can effectively contribute to the goals of the Police Department and have a better understanding of public safety issues.
<i>Program: Administration</i>	
Program Purpose Statement	The purpose of the <b>Administration</b> program is to provide leadership, administrative, financial, communication and strategic planning services to department employees and community members so they can effectively contribute to the goals of the Police Department and have a better understanding of public safety issues.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 2019, police personnel will be trained in a modern, professional Police Academy and training facility in Las Cruces that produces community-specific training that aligns with the local culture. (Strategic Result #1)</li> <li>• By 2020, the Department will share an ITT specialist with the Fire Department solely dedicated to the procurement, maintenance and upgrade of the ever-increasing public safety technology needs. (Strategic Result #2)</li> <li>• By 2020, 75% of residents will say they feel safe from becoming victims of crime in Las Cruces as measured by the National Citizen Survey. (Strategic Result #3)</li> <li>• By 2020, persons experiencing narcotic addiction will have access to a fully functional pre-arrest diversion Program. (Strategic Result #5)</li> <li>• By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions. (Strategic Result #6)</li> <li>• By 2021, intelligence gathering, analysis and the dissemination of information will be centralized in a technology supported investigative unit. (Strategic Result #2)</li> <li>• 75% of Department Strategic Results achieved</li> <li>• 85% of Department key results achieved</li> <li>• 10% increase in social media users/followers (Facebook and Twitter)</li> </ul>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Reported Violent and Property Crimes</li> </ul>

	<ul style="list-style-type: none"> <li>• # Strategic Planning Sessions Conducted</li> <li>• # Crime Strategy Sessions Conducted</li> <li>• # Intelligence briefings held and reports produced</li> <li>• # Social media users/followers</li> <li>• # Referrals to diversion program</li> <li>• # Telephone inquiry responses provided</li> </ul>	
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Violent &amp; property crimes expected to be reduced</li> <li>• # Mental illness calls expected to be handled without incident</li> <li>• # Social media followers/users expected to be added</li> <li>• # Telephone inquiry responses expected to be requested</li> </ul>	
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per intelligence unit product completed</li> <li>• \$ Program expenditure per crime strategy session conducted</li> <li>• \$ Program expenditure per client referred to diversion program</li> <li>• \$ Program expenditure per telephone inquiry response provided</li> </ul>	
Program Services	Asset/Inquiry Responses Budget Adjustment/Journal Entry Approvals Budget Sessions Building Facility Management Sessions Capital Improvement Plan Reviews Citizen Complaint Responses City Manager Inquiry/Complaint Responses City/Department Joint Collaborations Conflict Resolutions (Internal) Consultation Survey Responses Contract Awards Council Meeting Representations Court Inquiry Responses Crime Stopper Requests Crime Strategy Meetings Crime Strategy Plans Customer Mediations Department Bills Payments Discipline Adjudications Driving While Intoxicated (DWI) Grant Applications Due Process Procedures Employee Commendations	New Program Review Sessions News Releases Paychecks Payroll Report Reviews Performance Review Appraisal Reports Performance Reviews Permit Approvals Personnel Action Notices Policy Recommendations Position Advertisement Placements Position Control Roster Reports Quality Assurance Reviews Reimbursement Requests Requests for Proposals Research Recommendations Safety Meeting Representations Scheduling Appointments Security License Background Checks Social Media Responses Subpoena Notices Technology Inquiry Responses Technology Review Sessions Telephone Inquiry Responses Tip 4-1-1 Reporting Applications Traffic Safety Grant Applications

	Grant Reports Inspection of Public Record Responses Internal Inspection of Public Record Responses Interviews Inventory Inquiry Responses Juvenile Justice Continuum Sessions Liquor License Background Checks Liquor License Investigations	Unfunded Mandates Website Responses Website Updates
Manager	Patrick Gallagher	
Program Budget		

<i>Programs</i>	
<i>Line of Business – Public Safety</i>	
Purpose Statement	The purpose of the <b>Public Safety</b> line of business is to provide education, enforcement, proactive and emergency policing services to the greater Las Cruces area so they can experience a safe community.
<i>Program: Patrol</i>	
Program Purpose Statement	The purpose of the <b>Patrol</b> program is to provide responses to calls for service, investigations and proactive policing services to the Las Cruces community, so they can feel safe, and resolve community problems together.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• By 2022, the annual violent crime rate will be at or below the 3 year average of 440 reported incidents. (Strategic Result #3)</li> <li>• By 2022, the community will experience a fully staffed Crisis Intervention Team with (1) dedicated Crisis Intervention Officer available 12 hours/day. (Strategic Result #5)</li> </ul> <p>By 2020, a memorandum of understanding will be established with local mental health partners where agreed upon standards will be set for calls for service for mentally ill patients and individuals in crisis. (Strategic Result #5)</p> <ul style="list-style-type: none"> <li>• Average response times for crimes in progress (Priority 1) are 5 minutes or less</li> <li>• Average response times for crimes committed in the past (Priority 2) are 8 minutes or less</li> <li>• <i>20% of patrol officer time available for proactive policing *</i></li> </ul> <p><i>* Baseline measurement</i></p>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Investigations completed</li> <li>• # Patrol responses provided</li> <li>• # Proactive patrols completed</li> <li>• # Officer training hours completed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Investigations expected to be required</li> <li>• # Patrol responses expected to be required</li> <li>• # Proactive patrols expected to be completed</li> <li>• # Officers training hours expected to be required</li> </ul>

	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per patrol response provided</li> </ul>	
Program Services	Agency Assists Alarm Responses Arrests Bicycle Repairs Bike Patrols Building/Home Checks City Council Inquiry/Complaint Responses Civil Dispute Mediations Community Caretaker Checks Community Caretaker Investigations Community Meeting Attendances Conflict Resolutions Consensual Contacts Court Attendance Sessions Court Testimonies Court Warrants Served Court/Admin Runs Crash Investigations Crime Scene Security Sessions Crime Victim Transportations Criminal Citations Critical Mental Health Responses Equipment Inspections Equipment Repairs Equipment Replacements Erroneous Call Responses Fitness Training Sessions Fleet Vehicle Inspections Frequent Patrols (Upon Request) High Risk Traffic Stops Holding Cell Inspections Impact Project Plans	Intra-Departmental Training Sessions K-9 Searches/Apprehensions Medical Transports Mobile Operation Command Operations Municipal Court Transports Natural Disaster Plans NCIC Entries Officer Involved Shooting Reponses Officer Training Assessments Officer Training Hours Other Agency Transports Patrol Plans Patrol Responses Persons in Crisis Responses Police Reports Preliminary Investigations Proactive Patrols Report Approvals Restraining Order Enforcements Ride-Alongs Runaway Recoveries School Resource Officer Juvenile Crime Investigations School Security Monitoring Sessions Shop Lifting Responses Spanish Translations Specialty Unit Responses Stolen Property Recoveries Suspicious Activity Investigations Targeted Traffic Enforcement Projects Traffic Citations Written Correspondence
Manager	Paul Brock	
Program Budget		

<i>Programs</i>	
<i>Line of Business – Public Safety</i>	
Purpose Statement	The purpose of the <b>Public Safety</b> line of business is to provide education, enforcement, proactive and emergency policing services to the greater Las Cruces area so they can experience a safe community.
<i>Program: Traffic</i>	
Program Purpose Statement	The purpose of the <b>Traffic</b> program is to provide traffic enforcement, education, analysis, special event and investigation services to residents, businesses, visitors and government agencies so they can operate and commute safely within the City of Las Cruces.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 2019, police officer presence will be increased in the neighborhoods through the implementation of the Police Service Aide program. (Strategic Result #3)</li> <li>• By 2022, the annual number of traffic fatalities will be at or below the 5 year average of 6. (Strategic Result #3)</li> <li>• 10% reduction in injury crashes</li> <li>• 90% of traffic related citizen concerns addressed by traffic study and/or enforcement project within 30 days of the request being made</li> <li>• 90% of enforcement projects generated by traffic studies resulting in a reduction of the percentage above tolerance</li> <li>• <i>10% increase in officer time available for proactive enforcement *</i></li> </ul> <p><i>*Baseline measurement</i></p>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Traffic contacts made</li> <li>• # Crash investigations conducted</li> <li>• # Traffic crash analysis reports completed</li> <li>• # Targeted traffic enforcement projects conducted</li> <li>• # Driving While Intoxicated (DWI) fatal crash investigations</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Targeted traffic enforcement projects expected to be required</li> <li>• # Traffic crash investigations expected to be conducted</li> </ul>
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per crash investigation conducted</li> <li>• \$ Program expenditure per traffic contact made</li> </ul>

<p>Program Services</p>	<p>Arrests  Basic Police Motorcycle Operation Trainings  Basic Traffic Enforcement Techniques  Basic/Remedial Crash Investigations  Cross Data Analysis Reports  Child Restraint Educations Classes and Installations  Citizen Training Courses  Citizen Traffic Complaint Analysis  Community Event Presentations  Crash Investigations  Crime Scene Diagrams  Dignitary/Funeral Escorts  Drivers Education Sessions  Driving While Intoxicated Grant Programs  Driving While Intoxicated Vehicle Seizures  Driving While Intoxicated Checkpoints  Driving While Intoxicated Education Sessions  Driving While Intoxicated Investigations  Driving While Intoxicated Victim Impact Panel Representations  Emergency Vehicle Operations Courses  Expert Testimony Court Appearances  Fleet Crash Investigations</p>	<p>Hit and Run Investigation Reports  Incident Command Trainings  Pursuit Intervention Technique Trainings  Police Reports  Radar Certifications  Radar/Lidar Sessions  Safer Route to School Escorts  Saturation Patrols  School Crossing Guard Services  Secondary Employment Postings  Self-reported Non-Injury Crash Reports  Special Enforcement Responses  Special Event Plans  Targeted Traffic Enforcement Projects  Traffic Citations  Traffic Contacts  Traffic Crash Analysis Reports  Traffic Enforcement Education Sessions  Traffic Safety Education Sessions  Traffic Safety Grants  Vehicles Identification Number (VIN) Inspections</p>
<p>Manager</p>	<p>Jeremy Story</p>	
<p>Program Budget</p>		



<i>Programs</i>		
<i>Line of Business – Public Safety</i>		
Purpose Statement	The purpose of the <b>Public Safety</b> line of business is to provide education, enforcement, proactive and emergency policing services to the greater Las Cruces area so they can experience a safe community.	
<i>Program: Critical Incident Response</i>		
Program Purpose Statement	The purpose of the <b>Critical Incident Response</b> Program is to provide specialty trained and equipped personnel and tactical services to the residents of Las Cruces and the State of New Mexico so they can experience the efficient and safe resolution of critical incidents.	
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• 80% of Las Cruces Police Department SWAT (Special Weapons &amp; Tactics)/HNT (Hostage Negotiation Team) responses that result in apprehension</li> <li>• <i>80% of Critical Incidents that are resolved without the use of physical force*</i></li> <li>• 35% of SWAT deployments outside of City of Las Cruces</li> <li>• A minimum of four joint tactical trainings during a calendar year with other agencies or organizations</li> </ul> <p><i>*Baseline measurement</i></p>	
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # SWAT/HNT Activations (ALL Types)</li> <li>• # SWAT/HNT community events/engagements</li> <li>• # Specialty skills training hours completed</li> <li>• # Specialty skills training sessions provided</li> </ul>	
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # SWAT/HNT Activations expected to be required</li> <li>• # Specialty Skills Training Hours expected to be requested</li> <li>• # Tactical Armored Vehicle Deployments expected to be required</li> </ul>	
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditures per SWAT/HNT activation</li> </ul>	
Program Services	Agency Assist Responses and Coordination Armed Suicidal Subject Responses Barricaded Subject Responses	Pre-Critical Incident Management Evaluations Protest Plans Responses Regional Interoperability

	<p>Bearcat (Tactical Armored Vehicle) Deployments  Civil Disorder Controls  Dignitary Responses  Equipment Maintenance  High Risk Arrests  High Risk K-9 Deployments  High Risk Search Warrant Executions  Hostage Rescue Responses  Inter-Agency Training Sessions  Intra-Departmental Training Sessions  Legal Update Training Sessions  Major Event Plans  National Incident Management System/Incident Command System (ICS) Coordination  Office of Emergency Management  Event Planning Sessions  Physical Training Sessions  Post Critical Incident Management Evaluations</p>	<p>Communication Sessions  Special Event Plans  Special Events Sessions  Special Skills Certification Training Sessions  Specialty Skills Training Sessions  Special Weapons and Tactics/Hostage Negotiation Team Activations  SWAT/HNT Active Shooter Responses  SWAT/HNT Community Events  SWAT/HNT Equipment Upgrades  SWAT/HNT Training Facilities  SWAT/HNT Basic Training Sessions  SWAT/HNT Instructors Training Sessions  SWAT/HNT Marksman Training Sessions  Terrorism Responses  Vehicle Pursuits</p>
Manager	Jeremy Story	
Program Budget		

<i>Programs</i>		
<i>Line of Business – Investigations and Intelligence</i>		
Purpose Statement	The purpose of the <b>Investigations and Intelligence</b> line of business is to provide timely accurate intelligence services to law enforcement and justice partners so they can investigate, solve and prosecute crimes.	
<i>Program: Intel</i>		
Program Purpose Statement	The purpose of the <b>Intel</b> Program is to provide information gathering and sharing services to local law enforcement agencies so they can utilize timely, accurate and actionable intelligence to solve and deter crimes.	
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• 70% of Crime analysis reports (re. localized crime trends) completed and dispersed to all officers weekly *</li> <li>• 80% of Bi-weekly multi-agency intel meetings conducted</li> <li>• 70% of Multi-agency intel meetings with 20 or more members attending</li> </ul> <p><i>*Baseline measurement</i></p>	
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Crime analysis reports completed</li> <li>• # Intelligence products disseminated</li> <li>• # Bi-weekly meetings held</li> <li>• # Multi-agency members who attended meeting</li> <li>• # Crime-related postings</li> </ul>	
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Crime analysis reports expected to be completed</li> <li>• # Intelligence products expected to be disseminated</li> <li>• # Bi-weekly meetings expected to be held</li> <li>• # Multi-agency members expected to attend meeting</li> </ul>	
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• Program expenditure per crime analysis report completed</li> <li>• Program expenditure per Intelligence products disseminated</li> </ul>	
Program Services	Bolo Board Information (Be On the Lookout) Sharing Sessions Bolo Board Updates Citizen Online Self Reports Community/ Citizen Mobile APP Reports	Multi-Agency Intelligence Information Sharing Sessions Neighborhood Watch Meetings News Media Interviews and Press Releases Nixle Alerts

	Crime Analysis Reports Crime-Related Postings Crime Stopper Tips Confidential Informant Relationships Field Interviews Intelligence Reports "Most Wanted" Lists	Problem Location Identifications Problem Oriented Policing Projects (POP) Repeat Offender Identifications Social Media Alerts Surveys of Intelligence Information Sources
Manager	Miranda Baker	
Program Budget		

<i>Programs</i>	
<i>Line of Business – Investigations and Intelligence</i>	
Purpose Statement	The purpose of the <b>Investigations and Intelligence</b> line of business is to provide timely accurate intelligence services to law enforcement and justice partners so they can investigate, solve and prosecute crimes.
<i>Program: Criminal Investigation</i>	
Program Purpose Statement	The purpose of the <b>Criminal Investigation</b> Program is to provide comprehensive criminal investigation and multi-disciplinary law enforcement services to the Department and Legal Prosecutors so they can investigate, solve and prosecute felony crimes.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 2019, the number of narcotic drug sale cases brought forth for prosecution will be increased from 146 to 160. (Strategic Result #3)</li> <li>• By 2020, the case closure rate will be 85% or above (Strategic Result #3)</li> <li>• By 2020, the recidivism/arrest rate for identified felony offenders will be at or below the 2019 baseline. (Strategic Result #3)</li> <li>• By 2022, the annual property crime rate will be at or below the 5 year average of 4600 reported incidents. (Strategic Result #3)</li> <li>• 63% of Crimes Against Persons closed*</li> <li>• 76% of Crimes Against Children closed*</li> <li>• 88% of Property Crimes cases closed*</li> <li>• 85% of Financial Crime cases closed*</li> <li>• 70% of Domestic Violence Crime cases closed*</li> <li>• 95% of Narcotic Crime cases closed*</li> </ul> <p>*Cases are considered closed by arrest, warrant issued, indictment obtained, prosecution declined, investigative leads exhausted, etc.)</p>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Crimes Against Persons investigations conducted</li> <li>• # Crimes Against Children investigations conducted</li> <li>• # Property Crimes investigations conducted</li> <li>• # Financial Crimes investigations conducted</li> <li>• # Domestic Violence crimes investigations conducted</li> <li>• # Narcotic Crimes investigations conducted</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Crimes Against Persons investigations expected to be required</li> <li>• # Crimes Against Children investigations expected to be required</li> <li>• # Property Crime investigations expected to be required</li> </ul>

	<ul style="list-style-type: none"> <li>• # Financial Crimes investigations expected to be required</li> <li>• # Domestic Violence Crimes investigations expected to be required</li> <li>• # Narcotic Crimes investigations expected to be required</li> </ul>	
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program cost per investigation conducted</li> </ul>	
Program Services	<p>After Hour Felony Criminal Investigation Responses</p> <p>Case Management Reviews</p> <p>Case Review Screenings</p> <p>Child Inquiry Investigation Responses (Children Youth and Families Department)</p> <p>Crimes Against Persons Investigations</p> <p>Community Caretaker Investigations</p> <p>Computer forensic Investigations</p> <p>Confidential Informant Developments</p> <p>Court Appearances</p> <p>Court Preparations</p> <p>Crime Scene Processing</p> <p>Crime Scene Responses</p> <p>Crime Stopper Representations</p> <p>Criminal Investigations (Felony)</p> <p>Criminal Prosecutions</p> <p>Depositions</p> <p>Detective Domestic Violence Investigations</p> <p>Detective Trainings</p> <p>Evidence Seizures</p> <p>Evidence Transportations</p> <p>Expert (Subject Matter) Consultations</p> <p>Felony Animal Cruelty Investigations</p> <p>Felony Narcotic Investigations (In City/County, Metro Taskforce)</p> <p>Financial Crimes Investigations</p> <p>Firearm Investigations (E-Tracings)</p> <p>Gang Unit Arrests</p>	<p>Gang Unit Investigations</p> <p>Human Trafficking Representations</p> <p>Interagency Law Enforcement Collaborations</p> <p>Investigation Updates</p> <p>Miscellaneous Arrests</p> <p>Missing/Endangered Investigations</p> <p>Multi-Disciplinary Participations</p> <p>Narcotic Crimes Investigations</p> <p>Narcotics Plea Deal Consultations</p> <p>National Integrated Ballistic Information Network (IBIN) Inquiries</p> <p>Ballistic Identification System (IBIS) Investigations</p> <p>Officer Felony Investigations</p> <p>Officer Involved Incident Investigations</p> <p>Pawn Shop Compliance Inspections</p> <p>Polygraph Administrations</p> <p>Pretrial Interviews</p> <p>Property Crimes Investigations</p> <p>Property Returns/Disposals</p> <p>Restraining Order Services</p> <p>Retailer Collaborations</p> <p>School-initiated Felony Investigations</p> <p>Search Warrants</p> <p>Shoplifting Investigations</p> <p>Video Evidence Recoveries</p> <p>VIN Inspections</p> <p>Warrant Services</p>
Manager	Edgar Rosa	
Program Budget		

<i>Programs</i>	
<i>Line of Business – Community Outreach</i>	
Purpose Statement	The purpose of the <b>Community Outreach</b> line of business is to provide outreach, involvement, education and informational services to the Las Cruces community and law enforcement partners so they can access timely, accurate information and experience positive interaction to gain mutual trust.
<i>Program: Community Partnership</i>	
Program Purpose Statement	The purpose of the <b>Community Partnership</b> program is to provide community outreach, involvement, and educational services to the greater Las Cruces Community so they can experience mutual trust, positive interactions with law enforcement and be empowered to make a difference.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 2019, the Las Cruces Police Department Citizen’s Academy will be re-established. (Strategic Result #4)</li> <li>• By 2019, 75% of City of Las Cruces department and agency partners will say they have a positive collaborative relationship with the Police Department that assists them in furthering their mission. (Strategic Result #6)</li> <li>• By 2020, the Las Cruces Police Department will double the number of Neighborhood Watch Programs. (Strategic Result #4)</li> <li>• <i>90% of proactive Community Outreach impact projects that involve the community *</i></li> </ul> <p><i>*Baseline measurement</i></p>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Yard Clean-ups (for Seniors/Disabled) provided</li> <li>• # Community Events conducted</li> <li>• # Community Presentations delivered</li> <li>• # Sustainable Community Partnerships established/maintained</li> <li>• # Calls for service made from Sustainable Community Partnerships</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Yard cleanups (for Seniors/Disabled) expected to be requested</li> <li>• # Community Events expected to be conducted</li> <li>• # Community Presentations expected to be delivered</li> <li>• # Sustainable community partnerships expected to be requested</li> </ul>

	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per Community event conducted</li> <li>• \$ Program expenditure per Community presentation delivered</li> </ul>	
Program Services	<p>Animal Bite Prevention Classes (at Las Cruces Public Schools)</p> <p>Bicycle Safety Awareness Rodeos</p> <p>Car Seat Clinics/Installations</p> <p>City Council Constituent Complaint Responses</p> <p>Coffee with a Cop Events</p> <p>Community Presentations</p> <p>Community Event Representations (Parades, etc.)</p> <p>Community Meeting Representations</p> <p>Criminal Justice Stakeholder Sessions</p> <p>Crisis Intervention Outreach Sessions</p> <p>DARE (Drug Abuse Resistance Education) Graduations</p> <p>DARE Lessons</p> <p>Drug Court Sessions</p> <p>Ident-a- Child Events</p> <p>Justice Partners Court Liaison Sessions</p> <p>K9 Demos</p>	<p>Mobile Operation Command Operations</p> <p>Neighborhood Watch Meeting Representations</p> <p>Poison Prevention and Awareness Presentations</p> <p>Police Facility Tours</p> <p>Press/Media Releases</p> <p>School Crossing Monitoring Sessions</p> <p>Safe Routes to School Events</p> <p>Shop with a Cop Events</p> <p>Social Media Updates</p> <p>Special Olympic Fund-Raising Events</p> <p>Sustainable Community Partnerships</p> <p>Traffic Safety Education Sessions</p> <p>Veteran Court Diversionary Program Sessions</p> <p>Yard Clean-Ups (for Seniors/Disabled)</p> <p>Youth Academies</p>
Manager	Kiri Daines	
Program Budget		



<i>Programs</i>		
<i>Line of Business – Community Outreach</i>		
Purpose Statement	The purpose of the <b>Community Outreach</b> line of business is to provide outreach, involvement, education and informational services to the Las Cruces community and law enforcement partners so they can access timely accurate information and experience positive interaction to gain mutual trust.	
<i>Program: Law Enforcement Support Services</i>		
Program Purpose Statement	The Purpose of the <b>Law Enforcement Support Services</b> Program is to provide request responses, research and report services to the Las Cruces Police Department, residents, visitors and government entities so they can have access to accurate and timely reports through on-line reporting.	
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 2020, residents will have easier digital access to the following: police reports, case status information, ordinances, performance reports, animal control information, codes enforcement information and Department employment information. (Strategic Result #2)</li> <li>• 40% of Crash reports requested will be delivered on-line</li> <li>• <i>15% of case reports requested will be delivered on-line *</i></li> <li>• 10% Increase in case reports filed online</li> <li>• 90% of case reports that are accurately classified</li> <li>• 75% of case reports that are available for release with 7 days</li> </ul> <p><i>*Baseline measurement</i></p>	
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Report request responses provided</li> <li>• # Crash reports delivered on-line</li> <li>• # Incident reports filed online</li> </ul>	
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Report request responses expected to be provided</li> </ul>	
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per incident report filed online</li> </ul>	
Program Services	Annual Reports Arrest Inquiry Responses Asset Management Inquiry	NCIC Certification and Training Sessions NCIC Entry and Inquiry Responses

	<p>Responses</p> <p>Audit Inquiry Responses</p> <p>Audits</p> <p>Background Inquiry Responses</p> <p>Crash Reports</p> <p>Crime Research Analysis</p> <p>Crime Scene</p> <p>Collection/Processing/Preservation Responses</p> <p>Crime Scene Photography Responses</p> <p>Certification Analysis Responses</p> <p>Crime Research Reports</p> <p>Data Entry/Edit/Retrieval Sessions</p> <p>Database Inquiry Responses</p> <p>Database Maintenance Sessions</p> <p>Domestic Violence Protection</p> <p>Order Filings</p> <p>Employee Request Responses</p> <p>Equipment Inquiry Responses &amp; Maintenance Sessions</p> <p>Equipment/Supplies Entry &amp; Responses</p> <p>Evidence/Property Inquiry Responses and Destructions</p> <p>Evidence/Property Inventory Responses</p> <p>Evidence/Property Management Inquiry Responses</p> <p>Fees for services collections &amp; accountings</p> <p>Missing Person Inquiries</p>	<p>NCIC Validation Sessions</p> <p>On-line Crash Reports</p> <p>Police Reports</p> <p>Public Records Request Responses</p> <p>Quality Control Responses</p> <p>Recordkeeping Analysis Responses</p> <p>Records Management Inquiry Responses</p> <p>Records Retention &amp; Destruction Responses</p> <p>Report Approvals</p> <p>Report Request Responses</p> <p>Runaway inquires</p> <p>Statistics Request Responses</p> <p>Surveys</p> <p>Technology Inquiry Responses</p> <p>Telephone Inquiry Responses</p> <p>Transcribed Reports</p> <p>Updated Forms</p> <p>Vehicle Impound Data Entry Sessions</p> <p>Victim Assistance Inquiry Responses</p> <p>Victim Assistance Referrals</p>
Manager	Melinda Gamboa	
Program Budget		

<i>Programs</i>		
<i>Line of Business – Community Outreach</i>		
Purpose Statement	The purpose of the <b>Community Outreach</b> line of business is to provide outreach, involvement, education and informational services to the Las Cruces community and law enforcement partners so they can access timely accurate information and experience positive interaction to gain mutual trust.	
<i>Program: Code Enforcement</i>		
Program Purpose Statement	The purpose of the <b>Code Enforcement</b> Program is to provide ordinance enforcement services to residents, businesses and visitors so they can experience a safe, clean and aesthetically pleasing community.	
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• 75% of reported Level 1 &amp; 2 vacant properties will be in compliance and/or abated (either by owner or City of Las Cruces)</li> <li>• 5% Reduction in violent &amp; property crime within city police district 4.1 (Pilot Project) *</li> <li>• 70% Officer initiated contacts within targeted areas</li> </ul> <p><i>*Baseline measurement</i></p>	
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Nuisance violation notices/citations issued</li> <li>• # Education events provided</li> <li>• # Public information contacts established</li> </ul>	
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Nuisance violation notices/citations expected to be required</li> <li>• # Education events expected to be requested</li> <li>• # Public information contacts expected to be established</li> </ul>	
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per Nuisance Violation Notice/Citation issued</li> </ul>	
Program Services	ADA Citations Address Identification Citations Building Permit Citation Burn Permit Citations Business License Citations City Ordinance Review and Research Reports	Noise Citations Non-operable vehicle Notices/Citations Noxious Odor Citations Nuisance Violation Notices/Citations Open Container Citations

	<p>Clear Sight Triangle Citations  Code-Nuisance Violation Notices  Community Service Projects  Dilapidated Wall and Structure Citations  Display of Motor Vehicle for Sale Sign Citations  Education Events  Fireworks Citations  Fugitive Dust Citations  Graffiti Abatement Notices  Illegal Dumping Citations  Illegal Dumping Investigations  Incident Exposure Citations  Light Pollution Citations  Municipal Storm Drain Citations  Neighborhood Pride Zones</p>	<p>Pan-Handling Citations  Parking Impact Projects  Property Cleanups  Public Information Contacts  RV Zoning/Parking Citations  Sign Citations  Smoking Citations  Telephone Inquiry Responses  Traffic and Sidewalk Obstruction Citations  Traffic Control  Utility Theft Citations  Vacant Home/Property Investigations  Water Restriction Citations  Weed and Trash Notices/Citations  Zoning Violation Investigations</p>
Manager	James Chavez	
Program Budget		

<i>Programs</i>	
<i>Line of Business – Community Outreach</i>	
Purpose Statement	The purpose of the <b>Community Outreach</b> line of business is to provide outreach, involvement, education and informational services to the Las Cruces community and law enforcement partners so they can access timely accurate information and experience positive interaction to gain mutual trust
<i>Program: Animal Control</i>	
Program Purpose Statement	The purpose of the <b>Animal Control</b> Program is to provide ordinance education and enforcement services to residents of the City of Las Cruces so that they can benefit from a safer environment for themselves and their companion animals.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• 65 % of Reported stray animals secured</li> <li>• 25% of Stray animals secured that are returned to their owners in the field</li> <li>• 10% Reduction in stray animal bite responses</li> <li>• 10% Reduction in owner/victim bite responses</li> </ul>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Stray dog responses provided</li> <li>• # Stray dogs contacts</li> <li>• # Stray dogs secured in the field that are directly returned</li> <li>• # Cats trapped</li> <li>• # Trapped cats returned to their owners</li> <li>• # Animal bite responses provided</li> <li>• # Home quarantine checks provided</li> <li>• # Facility quarantine checks provided</li> <li>• # Rabies specimen shipments provided</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Stray dog responses expected to be requested</li> <li>• # Cat traps expected to be deployed</li> <li>• # Animal bite responses expected to be requested</li> </ul>
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>• \$ Program expenditure per stray dog return provided</li> <li>• \$ Program expenditure per cat trapped</li> <li>• \$ Program expenditure per animal bite response provided</li> </ul>

Program Services	After-Hour Responses Agency Assistant Responses Animal Bite Responses Animal Relinquishment Transports Animal Welfare Checks Barking Complaint Responses Community Patrols Court Prosecutions Dangerous Dog Investigations Dangerous Dog Registrations Dead Animal Removals Dogs Left in Vehicles Checks (Hot Dogs) Domestic Pet Licensing Enforcement Facility Quarantine Checks Feral Cat Colony Permits Field Stray Animal Returns Field Stray Dog Returns Guard Dog Permits Hen Permits Hoarding Investigations	Home Quarantine Checks Live Animal Traps Livestock Responses Microchip Enforcements Multi Animal Permits Non-Permitted Animal Responses Officer Calls for Service Responses Preliminary Animal Cruelty Investigations Potential Dangerous Dog Registration Rabies Specimen Shipments Special Animal Permits Stray Animal Apprehensions Stray Animal Responses Stray Dog Apprehensions Stray Dog Responses Telephone Inquires Vaccination Enforcements Venomous Snake Responses Wildlife Call Responses
Manager	James Chavez	
Program Budget		

<i>Programs</i>	
<i>Line of Business – Law Enforcement Academy</i>	
Purpose Statement	The purpose of the <b>Law Enforcement Academy</b> line of business is to provide training education, information, and career services to potential and current department employees so they can be highly qualified and well-trained professionals.
<i>Program: Law Enforcement Training</i>	
Program Purpose Statement	The purpose of the <b>Law Enforcement Training</b> program is to provide recruitment, instruction, and career services to potential police department officers so they can serve the Las Cruces community as certified law enforcement professionals.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• By 2020, the Las Cruces Police Department staff will more closely reflect the cultural and ethnic diversity of the community. (Strategic Result #1)</li> <li>• By 2022, the Las Cruces Police Department turnover rate will be at or less than the generally acceptable national average of 7% (Strategic Result #1)</li> <li>• By 2022, 50% of recruits entering the Las Cruces Police Academy will graduate and successfully complete the standard 1-year probationary period (Strategic Result #1))</li> <li>• By 2022, 5% of Police Academy applicants will be qualified to enter the Las Cruces Police Academy. (Strategic Result #1)</li> <li>• By 2022, the percentage of female officers will be at or above the national average of 13.5%. (Strategic Result #1)</li> <li>• 70% of Academy cadets who graduate</li> <li>• <i>70% of Qualified Lateral applicants who are hired *</i></li> <li>• 80% of Academy graduates that successfully complete the field training program</li> </ul> <p><i>*Baseline measurement</i></p>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Recruitment Job Fair representations</li> <li>• # Advertisement placements</li> <li>• # Cadet Applicants (New/Lateral)</li> <li>• # Cadets who do not finish academy</li> <li>• # Academy Graduates</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Applicants expected to be required</li> <li>• # Academy graduates expected to be required</li> </ul>

	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Program Expenditure per Academy Graduate</li> </ul>	
Program Services	<p>Academy Telephone Inquiry Responses</p> <p>Advertising Placements</p> <p>Applicant Interviews</p> <p>Applicant Written Exams</p> <p>Background Investigations</p> <p>Cadet Applications</p> <p>Cadet Application Reviews</p> <p>Cadet Examinations</p> <p>Cadet Training Sessions:</p> <ul style="list-style-type: none"> <li>• Active Shooter</li> <li>• Administrative</li> <li>• Basic Firearms</li> <li>• Case Presentations</li> <li>• Crisis Intervention</li> <li>• Cultural Diversity</li> <li>• Defensive Tactics</li> <li>• Domestic Issues</li> <li>• Driving Under the Influence (DUI)</li> <li>• Introduction to Academy</li> <li>• Introduction to Law Enforcement in New Mexico</li> <li>• Law and Procedures</li> <li>• Motor Vehicle Collision Investigations</li> <li>• Motor Vehicle Operations</li> <li>• Operation of a Patrol Vehicle</li> <li>• Patrol Procedures and Operations</li> </ul>	<ul style="list-style-type: none"> <li>• Physical and Emotional Readiness</li> <li>• Physical Training</li> <li>• Principals of Criminal Investigation</li> <li>• Report Writing</li> </ul> <p>Chief Interviews</p> <p>DPS Process Reports</p> <p>DPS Law Enforcement Certifications</p> <p>Drug Screening Results</p> <p>Fingerprint Checks</p> <p>Graduation Ceremonies</p> <p>Job Fair Representations</p> <p>Lateral Application Processing</p> <p>Medical Exam Results</p> <p>Mentorship Sessions</p> <p>Physical Fitness Assessments</p> <p>Physical Training Pre-Sessions</p> <p>Polygraph Examinations</p> <p>Psychological Evaluation Results</p> <p>Recruitment Event Attendances</p> <p>Recruitment Presentations</p> <p>Recruitment Merchandise Distributions</p> <p>Ride-Alongs</p> <p>Social Media Advertisements</p>
Manager	Joy Wiitala	
Program Budget		



<i>Programs</i>	
<i>Line of Business – Law Enforcement Academy</i>	
Purpose Statement	The purpose of the <b>Law Enforcement Academy</b> line of business is to provide training education, information, and career services to potential and current department employees so they can be highly qualified and well-trained professionals.
<i>Program: Professional Development</i>	
Program Purpose Statement	The purpose of the <b>Professional Development</b> program is to provide training, education and information services to department employees so they can maintain the knowledge and skills needed to be highly-qualified and well-trained.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>Beginning in 2019, all department employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations being aligned with the Department Strategic Business Plan. (Strategic Result #6)</li> <li>By 2020, 70% of department personnel will successfully complete Advanced Crisis Intervention Training. (Strategic Result #5)</li> <li>50% of Officers that exceed state mandated training hours</li> <li>50% of Instructors who receive 8 hours or more of continuing education bi-annually *</li> <li>20% of Patrol officers participating in specialty training *</li> <li>50% of Patrol officers who receive 80 hours or more of professional maintenance and advanced training every two years *</li> </ul> <p><i>*Baseline measurement</i></p>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li># Training sessions provided (LCPD Instructors)</li> <li># Training sessions attended (In-house, Travel out of Agency)</li> <li># Database system records created/maintained</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li># Training sessions expected to be provided</li> <li># Database system records expected to be created/maintained</li> </ul>
	<p><b>Efficiencies</b></p> <ul style="list-style-type: none"> <li>\$ Program expenditure per training session provided</li> </ul>

<p>Program Services</p>	<p><b><u>Civilian Training Sessions</u></b></p> <ul style="list-style-type: none"> <li>• Academy Inquiry Responses</li> <li>• Certification Inquiry Responses</li> <li>• Firearm Qualification Retiree Reports</li> <li>• Payroll Training Sessions</li> </ul> <p><b><u>State Mandated Training Sessions</u></b></p> <ul style="list-style-type: none"> <li>• Accreditation Certification</li> <li>• Certifications (Law Enforcement)</li> <li>• Child Abuse Training Sessions</li> <li>• DNA and Sexual Assault Training Sessions</li> <li>• Domestic Violence Training Sessions</li> <li>• Driving While Intoxicated Training Sessions</li> <li>• Ensuring child Safety Training Sessions</li> <li>• Firearm In-service Training Sessions</li> <li>• Firearm Qualification Certifications</li> <li>• Hate Crime Training Sessions</li> <li>• Safe Pursuit Act Training Sessions</li> <li>• State Mandated Biennium Training Sessions</li> </ul> <p><b><u>Officer Training Sessions</u></b></p> <ul style="list-style-type: none"> <li>• Active Shooter Training Sessions</li> <li>• Background Investigations</li> <li>• Briefing Sessions</li> <li>• Case Law Updates</li> <li>• Certified Officer Training Sessions</li> <li>• Civilian/Officer Wellness Training Sessions</li> <li>• Computer Training Responses</li> <li>• Crisis Intervention Team Training Sessions</li> <li>• De-Escalation (Verbal Judo) Training Sessions</li> <li>• Defensive Tactics Training Sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Hostage Negotiation Training Sessions</li> <li>• K-9 Training Sessions</li> <li>• Lesson Plans</li> <li>• Mentoring Sessions</li> <li>• Narcan (Opioid Overdose) Training Sessions</li> <li>• Office of Emergency Management Exercises</li> <li>• Officer Certifications, Trainings, Qualifications inquiry Responses</li> <li>• Officer Instructor Maintenance Sessions</li> <li>• Other Agency Training Services</li> <li>• Policy Review Training Sessions</li> <li>• Police Bicycle Certification Sessions</li> <li>• Police Motorcycle Qualifications</li> <li>• Police Motorcycle Training Sessions</li> <li>• Policy Training Sessions</li> <li>• Policy Updates</li> <li>• Radar (Traffic Enforcement) Training Sessions</li> <li>• Subordinates Coaching Sessions</li> <li>• Succession Planning Meetings</li> <li>• Tactical Medic Emergency First Aid Training Sessions</li> <li>• Technology Training Sessions</li> <li>• Training Bulletins</li> <li>• Training Referrals</li> <li>• Training Reports</li> <li>• Training Room Inquiry Responses</li> <li>• Vista Skills Database Records</li> </ul> <p>Credit Card Reconciliations Database System Records Training arrangements Travel arrangements</p>
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	<ul style="list-style-type: none"><li>• Emergency Vehicles Operations Training Sessions</li></ul>	
Manager	Joy Wiitala	
Program Budget		

<i>Programs</i>	
<i>Line of Business – Internal Affairs</i>	
Purpose Statement	The purpose of the <b>Internal Affairs</b> line of business is to provide investigation, audit, inspection, training and documentation services to the community, the department and its personnel so they can understand, maintain and improve the professional standards of the Las Cruces Police Department.
<i>Program: Internal Affairs</i>	
Program Purpose Statement	The purpose of the <b>Internal Affairs</b> program is to provide investigation, audit, inspection, training and documentation services to the community, the department and its personnel so they can understand, maintain and improve the professional standards of the Las Cruces Police Department.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• 80% of Internal Affairs investigations closed within 180 days</li> <li>• 90% of Officers receiving policy re-training on trends identified by an Internal Affairs review *</li> <li>• 90% Lieutenants, sergeants and civilian supervisors receiving Internal Affairs training *</li> <li>• 100% of Sustained Internal Affairs investigations that result in performance improvement actions (e.g. Training referrals, Performance Improvement Plans or discipline) or separation from city service</li> </ul> <p><i>*Baseline measurement</i></p>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Internal investigations completed</li> <li>• # Complaint dispositions</li> <li>• # Training sessions provided</li> <li>• # Unfounded (act complained of did not occur) violation of standards allegations</li> <li>• # Exonerated (act complained of was lawful and proper) violation of standards allegations</li> <li>• # Not Sustained (insufficient evidence to prove or disprove act complained of) violation of standards allegations</li> <li>• # Sustained (act complained of did occur) violation of standards allegations</li> </ul>
	<p><b>Demands</b></p> <ul style="list-style-type: none"> <li>• # Internal investigation expected to be investigated</li> <li>• # Complaint dispositions expected to be processed</li> </ul>

	<ul style="list-style-type: none"> <li># Training sessions requested/expected to be conducted</li> </ul>	
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>\$ Program expenditure per Internal Investigation completed</li> <li>\$ Program expenditure per % investigations that result in performance improvement actions</li> </ul>	
Program Services	Administrative Leave Processing Auditor Reviews Audits and Inspections Blue Team Reports Blue Teams Tracker System Reviews Citizen Complaint Investigations Citizen Complaint Resolutions City Council Presentations Complaint Findings Complaint Inquiry Responses Complaint Intake Responses Discipline Recommendations Document Shredding Driving While Intoxicated Investigations Early Intervention System External Investigations Failure to Appear Investigations Fleet Crash Investigations	General Orders Internal Investigations Internal Investigation Case Reviews Internal Property Audits Investigation Documentations Investigation Notices Personnel Data Reports Personnel Records Professional Standards Unit Annual Reports Research Responses Sergeant Training IA Sessions Supervisor Notifications Use of Force Reports Use of Force Reviews Vehicle Pursuit Reports Video/Photograph Reviews Complaint Dispositions Training Sessions
Manager	Rebecca Kinney	
Program Budget		