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REPORT ON THE
NEW MEXICO STATE POLICE LONG-RANGE PLANNING CONFERENCE
MAY 10-14, 1976
AND
FIVE YEAR PLAN
1976-1977 to 1980-1981

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I.

ADDRESS TO LONG-RANGE PLANNING CONFERENCE

BY CHIEF MARTIN E. VIGIL

MAY 10, 1976

The New Mexico State Police Department has grown in size, level of training, and overall sophistication during the last several years; until it is now a top-rate law enforcement agency by national standards, even though it serves a State with a relatively small population, spread over a large, mostly rural area. It is time, therefore, that we sit down and plan together exactly what type of police department the State of New Mexico needs in the next few years; what areas we should designate as top priorities as far as use of scarce resources; what our long-range goals should be; and, what short-term steps are necessary in order to reach those goals.

After we have had a discussion on overall department long-range goals, this assembly will be sub-divided into four task groups to consider the short-range objectives or strategies necessary to reach those long-range goals. These task groups will be: 1) Administration; 2) Operations; 3) Personnel and Training; and 4) Equipment, Facilities, Information and Communications Systems.

Each task group will decide, within the goals set, what steps should be taken during 1977, 1978, 1979, 1980 and 1981, in order to reach the long-range goals within each area of consideration. Each of these task groups is to consider the practical steps necessary, and weigh the probable fiscal and political constraints against the ideal. First, we should decide on what would be "best," then what is the most likely, and what measures need to be taken to get as close to the ideal as possible. After all, no progress is made without struggle. The economic, social, and political situation of 1976 will not be the same in 1978 or 1980.

We ourselves can have some impact on our own situation by demonstrating good planning, good faith, ability, and competence; by engaging in public education of state law enforcement responsibilities, challenges, capabilities, needs; and, by asking for public support and understanding.

It is not anticipated that the five-year plan developed by this conference will be a rigid document, but rather one that will be amended according to fiscal realities and updated and improved--as new developments in law enforcement emerge. In other words, the idea of a five-year plan is to help the Planning and Research Division assist the entire Department in more rational planning. Five-year plans will be updated every year and remain a living document for guidance, decision-making, development and continuous modernization.

We want this to be a serious, objective, intelligent, good-faith effort at setting reasonable, but high standards and goals, specifying incremental steps to reach those goals. All efforts should be constructive and for the good of the Department and its employees, as well as for the citizens of our State. Obviously, certain difficult issues will be raised and these should be threshed out honestly, openly, and intelligently. But at the end of discussions on each topic, we want positive recommendations made in order to help us resolve issues and meet the challenges of the future.

A trust is being placed on everyone attending this conference. The trust is to make a positive, long-range contribution to the development and improvement of the New Mexico State Police Department. I, therefore, hope that you will give us the best of the talent that you have to share in this effort.

The results of this conference will be written up in a final report of recommendations to the department administration and for the consideration of the State Police Advisory Board. Other people will also be looking at the results of this conference, including the Governor, the Department of

Finance and Administration, the Legislative Finance Committee, and the Governor's Council on Criminal Justice Planning, just to name a few.

Therefore, I wish you the best in getting underway with this difficult and serious assignment. We will look forward to the results and hope that they will be fruitful and positive contributions.

Thank you.

A. CONCLUDING STATEMENT ADOPTED BY THE CONFEREES

MAY 14, 1976

This conference was begun with a statement that the New Mexico State Police Department has grown in overall sophistication during the last several years until it is now a top-rate law enforcement agency by national standards. We came to this conference to plan for continued improvements and to establish areas of priority so that we can develop an integrated, rational plan for the next few years.

Therefore, during this week we have broken into four task groups to consider major areas in depth: 1) Administration; 2) Operations; 3) Personnel and Training; and 4) Equipment and Communications. Each task group has brought up the issues they felt were the most important areas of concern for the Department today and for the next few years.

As in the growth and development of any large organization, decisions are made on a daily, weekly, and monthly basis. When these decisions are made outside the context of a general plan, inconsistency develops. That is why it is necessary, for the good of the Department, to sit down with a representative body to analyze where we are today, to work out the inconsistencies, and to question past assumptions and traditions, in order to understand present rules, regulations, procedures and policies. On the basis of this study and analysis we are making recommendations for changes and modifications that will build on, and improve upon what has gone on before. We are looking at the long-range development of the Department so that we can maintain its place as a top-rate State law enforcement agency. It is imperative that we continue to move with the times, to be in tune with social, technical, and economic developments.

Everyone at this conference is proud to be a member of this Department and was honored to be chosen to participate in this conference and to take part in the planning for the future and continued improvement of the Department. The pride in being a member of the New Mexico State Police will continue and increase as the changes are made that are recommended at this conference.

People have worked hard and seriously here. The welfare of the Department, the improvement of services to the citizens of the State in criminal law and traffic law enforcement have been thoroughly considered. Priorities have been established by the whole body, and details of improvement and implementation of specific responsibilities and tasks have been hammered out in committee.

Therefore, we submit the findings resulting from the deliberations of this conference in due respect to the Chief. We commend Chief Vigil for the vast improvements he has been responsible for in this Department during his tenure. We commend him for being responsible for the first Long-Range Planning Conference the New Mexico State Police has ever held. This in itself was a progressive step. The mere fact this conference was held was a step forward in morale and building pride through participation. We recommend that there will be follow-up meetings of task groups to work out details and continued planning and that annual review and update of long-range planning occur.

B. SPECIAL RECOMMENDATION ON INTERNAL COMMUNICATIONS

MAY 11, 1976

The Long-Range Planning Conference is concerned about past dissension within the New Mexico State Police Department and the less severe, but continuing, misunderstandings that occur between members of the various units of the Department. Minor differences are blown out of proportion, resulting in inefficient operations, divided loyalties and outright mistrust.

This conference feels that a primary contributor to the continuing misunderstandings is a definite lack of adequate internal communications, with the various units attempting to operate independently of each other. While the conference recognizes that certain information must be protected to insure successful police operations, less sensitive information that leads to better coordination, understanding and cooperation between units should be routinely shared.

To overcome this problem and aid in the promotion of Departmental unity, this conference strongly recommends that more comprehensive internal communications systems be established. At a minimum, the presently-required, quarterly District meetings should be continued, with representation from other Departmental units being scheduled to insure cross-feeding of information. Furthermore, either formal or informal meetings at the command level should be sanctioned, with a minimum of monthly Commander meetings being implemented through Headquarters.

In keeping with the inter-relatedness of unit functions, such as between units of the Services Bureau, the Criminal Investigation Bureau, and the distant Subdistricts within a District, staff meetings should be scheduled as needed, but not less than bi-weekly.

GENERAL PLENARY SESSION

II. GENERAL PLENARY SESSION

A. DISCUSSION OF GOALS AND OBJECTIVES

1. The motto of the New Mexico State Police Department is "PRO BONO PUBLICO" which means: "For the Public Good." One of the basic precepts of the Department within this motto is: COURTESY, SERVICE and PROTECTION. It was a concensus of the conference that the "General Orders" should be reinstituted.

SECTION 1

GENERAL ORDERS

1. To familiarize myself with the Laws of the State of New Mexico and to enforce these laws to the best of my ability and in an entirely impartial manner.
2. To remember at all times the motto of this organization: courtesy, service, protection; courtesy alike to all, and to the point of human endurance when the person addressed does not exhibit courtesy; service to the traveling public when seeking information or in dire trouble; protection to persons using the State Highways and to state and public investments and property.
3. To refrain from the use of intoxicating liquors while on duty, or narcotics, as defined by State and Federal Laws.
4. To refrain from smoking when in direct contact with anyone in my official capacity.
5. To keep myself in good physical condition, my body clean, my uniform neatly pressed and in order, fully buttoned and otherwise as ordered by regulations.
6. To keep my car and other State equipment entrusted to me in good repair, cleaned and polished and fully accounted for.

7. To vote my convictions as a citizen on all public questions and political races, but to take no other part in any public questions or campaigns; to make no statements for publication or give interviews for the same purpose.
8. To remember that my employers expect me to conduct my business in a quiet voiced manner; to warn, but never threaten; to be firm but courteous; to remember that arguments are seldom effective but explanations in a courteous manner are.
9. To follow and obey orders and instructions and to be familiar with them at all times; to take up matters affecting me and my position with only my immediate supervisor or through the proper channels and to remember that the State Police Board of the New Mexico State Police will always be glad to receive through the proper channels any suggestions for the betterment of the service.
10. At all times, both on and off duty, conduct myself in such a gentlemanly manner that I may merit the voluntary commendation of all law-abiding citizens and visitors with whom I meet in carrying out my duties, and those I shall live among as a citizen, in order that credit may be reflected on the New Mexico State Police and the State Police Board of that organization.

NOTE: The above ten orders must be memorized by
each and every officer of this Department.

Failure to comply with any of these orders will be sufficient cause for disciplinary action.

2. The basic unique function of the New Mexico State Police Department is enforcement of the laws of the State, with all other benefits to the Citizens of the State emanating from that basic function. The function of enforcement of laws cannot be easily separated from the overall operations of the Department. Instead, it must be viewed as a significant part of the whole in which the enforcement of laws, protection of lives and property, maintenance of public order and provision of services are all interrelated. The final indirect benefit of this combination is the prevention and suppression of crime, and the general safety and well-being of the public.

3. Present Responsibilities of the New Mexico State Police Department

a. Enforcement of the Laws of the State

1) Functions that are performed

(a) Detection

(b) Investigation

(c) Apprehension

(d) Case Preparation

(e) Assisting Prosecution

Presentation of evidence

Testimony in court

Assistance with witnesses

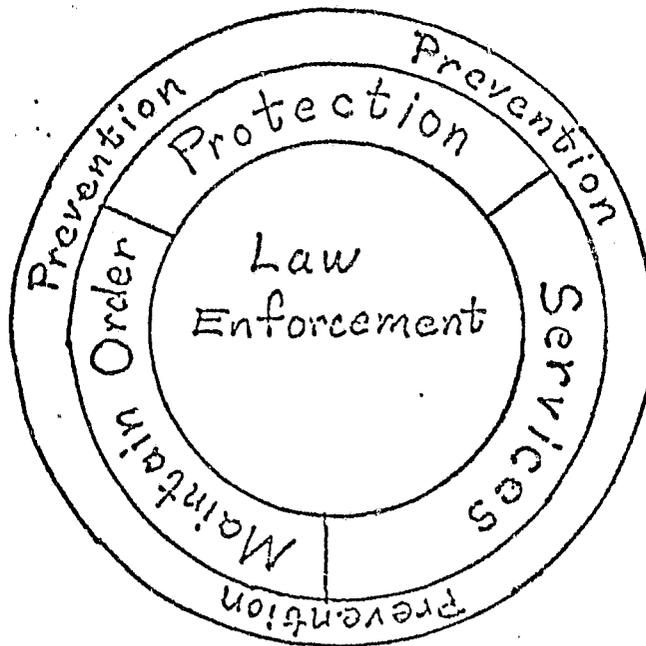
b. Prevention

Prevention is integrally related to all responsibilities contained in the law enforcement function. It is one of the basic derivative benefits of enforcement of the laws in that law enforcement provides a deterrent to criminal acts.

1) Enforcement of the laws

2) Information

3) Participation in/with the community



c. Protection of Life and Property

- 1) Enforcement
- 2) Patrol (observation, detection)
- 3) Information
- 4) Natural disasters
- 5) Civil disorders
- 6) Emergency assistance
 - (a) Search and rescue
 - (b) Water recovery
- 7) Traffic control (prevention of accidents)
- 8) Security services

d. Provision of Services

- 1) Emergency services
 - (a) Medical relays
 - (b) Search and rescue
 - (c) Emergency first aid
 - (d) Emergency escort for disasters
- 2) Mandated Services

39-2-17. Powers and duties of chief and other members.--The



chief and others members of the State Police, who when duly commissioned and sworn under the provisions of this act [39-2-1 to 39-2-25], shall have the following powers and shall perform the following duties:

(a) They shall be conservators of the peace within the State of New Mexico, with full power to apprehend, arrest and bring before the proper court all law violators within the State of New Mexico.

(b) They shall be ex officio deputies and agents of all the officers and departments within the State of New Mexico charged with the registration of motor vehicles, the issuance of licenses to operators of motor vehicles, and of the officers and departments of the State of New Mexico charged with the regulation and control of motor vehicles operated upon the public highways for hire in the transportation of either passengers or property.

(c) They shall be charged with the enforcement of all laws of the State of New Mexico regulating the use of highways.

(d) Upon request of any officer or agency of the State of New Mexico, charged with the duty of enforcing any law of the state, made to the state police board, one [1] or more members of the State Police may be temporarily designated specifically to enforce the provisions of such law.

39-2-20. Details ordered by governor.--The governor of the state of New Mexico may from time to time detail all or any part of the New Mexico State Police to such part of the state as in his judgment may be necessary to bring about proper law enforcement in the state to handle disturbances, or to investigate specific law violations.

39-2-23. Transfer of powers and duties from bureau of identification to State Police.--The powers and duties vested in the bureau of identification of the department of justice of the state of New Mexico, by the provisions of chapter 149 of the New Mexico Session Laws of 1935 [39-3-1 to 39-3-9], are hereby transferred to and vested in the New Mexico State Police.

39-2-28. Security for the governor and the legislature.--A. The State Police shall provide security and protection for the governor, and security and protection for the governor's family. The extent and manner in which the security is provided shall be determined by the governor and the chief. B. The State Police shall provide security and protection for the legislature while it is in session.

39-2-28.1. Provide concurrent jurisdiction of state property and grounds.--The State Police shall have concurrent jurisdiction for the protection of all public buildings, grounds and property of the state government, its agencies, instrumentalities and institutions, including but not limited to the state capitol and the state capitol complex. Such concurrent jurisdiction shall include the exercise of supervisory authority over any other security forces employed on such property by the agency, instrumentality or institution, at the option or election of the chief of the New Mexico State Police.

39-3-1. Systems to be installed and maintained.--Duty of State Police--Persons concerning whom information is to be kept--Record and index.--It shall be the duty of [the superintendent and] the bureau of criminal identification to

install and maintain [a] complete systems for the identification of criminals, including the fingerprint system and the modus operandi system. The bureau shall obtain from whatever source procurable, and shall file and preserve for record, such plates, photographs, outline pictures, fingerprints, measurements, descriptions, modus operandi statements and such other information about, concerning and relating to any and all persons who have been or who shall hereafter be convicted of a felony or who shall attempt to commit a felony within this state, or who are well-known and habitual criminals, or who have been convicted of any of the following felonies or misdemeanors: illegally carrying, concealing or possessing a pistol or any other dangerous weapon; buying or receiving stolen property; unlawful entry of a building; escaping or aiding an escape from prison; making or possessing a fraudulent or forged check or draft; petit larceny [;] and unlawfully possessing or distributing habit-forming narcotic drugs.

The bureau may also obtain like information concerning persons who have been convicted of violating any of the military, naval or criminal laws of the United States, or who have been convicted of a crime in any other state, county [country], district or province, which, if committed within this state, would be a felony.

The bureau shall make a complete and systematic record and index all information obtained for the purpose of providing a convenient and expeditious method of consultation and comparison.

39-3-2. Co-operation with local peace officers--Assistance to prosecuting attorneys--Reimbursement for expenses.--The bureau shall cooperate with the respective sheriffs, constables, marshals, police and other peace officers of this state in the detection of crime and the apprehension of criminals throughout the state and shall on the direction of the governor or attorney general, conduct such investigations as may be deemed necessary to obtain and secure evidence which may be considered necessary or essential for the conviction of alleged violators of the criminal laws of this state, and the superintendent or his assistant is hereby authorized to assist any prosecuting attorney in the prosecution of any criminal case which may in his judgment require such cooperation. All expenses such as travel, meals and lodging involved in such assistance shall be paid from the court fund of the county in which the trial is held or to be held.

39-3-3. Co-operation with federal agencies and agencies of other states--Furnishing information.--It shall be the duty of the bureau and it is hereby granted the power to co-operate with agencies of other states and of the United States, having similar powers, to develop and carry on a complete interstate, national and international system of criminal identification and investigation, and also to furnish upon request, any information in its possession concerning any person charged with crime to any court, district attorney or police officer or any peace officer of this state, or of any other state, or the United States.

Services provided to (or for) the Motor Vehicle Department
(see 39-2-17[b]):

- (a) Driver's License Examinations
 - (b) Pickup Orders
 - (c) VIN Verification
 - (d) Trailer Inspection
 - (e) Brake & Light Stations
 - (f) Dealer's Inspection
 - (g) Dismantlers
- 3) Voluntary Services - Maintenance of Order and Security
- (a) Funeral escorts
 - (b) Relays
 - (c) V.I.P. Escorts
 - (d) Film-making Security
 - (e) Honor Guards
 - (f) Assist private enterprise
 - (g) Assist civic enterprise
 - (h) Security at rodeos, fiestas, racetracks, pueblo dances, etc.
 - (i) First Aid Classes
 - (j) Driver's Education Classes

B. RECOMMENDATION:

The goal of this conference is to reestablish the image of the New Mexico State Police Department as a professional State Police organization instead of a Highway Patrol organization.

A motion was made and carried unanimously to eliminate all MVD services with an admonition to consider constructive change by providing alternatives to State Police involvement.

COMMITTEE REPORTS

Administration Committee Report

Chairman: Major Richard C de Baca
Recorder: Sergeant Neil Curran
Staff: Ms. Bettie Rouch

Committee Members:
Captain Melvin West
Lieutenant J. W. Swoboda
Officer Dean Jones
Officer Ronald Shriver

Material covered during the morning General Session of May 11, 1976

Topic I. Continuation of discussion from General Session regarding services provided to the New Mexico Department of Motor Vehicles. The General Session voted to delete many or most of the services which are provided to D.M.V. by the New Mexico State Police Department. This committee feels that the Department should discontinue as many of these services as possible.

Recommendations:

- A. Delete some of the services provided by the N.M.S.P. Department which could be accomplished by the D.M.V., or
- B. Develop a Special Services Division within the N.M.S.P. Department to provide these services, thereby allowing the Uniformed State Police Officer to devote more time to law enforcement.
 1. The special services division should be under the direct control of the District Commanders.
 2. The personnel to be involved in the special services division will be personnel from the uniform district personnel, at the request of that individual with the district commanders approval.
- C. The Planning and Research Division should look into the possibility of recommending enactment of legislation during the next five years to have some of the services provided to the D.M.V. transferred back to the D.M.V. or other State Departments.

Topic II. Voluntary Services

The General Session discussed the following voluntary services:

- A. Funeral escort
- B. Film making security
- C. Honor guards
- D. Assist private enterprise
- E. Assist civil enterprise
- F. Relays

Recommendations:

- A. The N.M.S.P. Department should not volunteer for many of the services which it provides.
- B. The N.M.S.P. Department should limit its voluntary services as much as possible, due to scarcity of resources, at the discretion of the Chief's and District Commanders' offices.

Topic III. Relays: Santa Fe to Albuquerque - Albuquerque to Santa Fe

This committee is making a suggestion to the Chief's office that the N.M.S.P. Department establish a daily location point and/or a box within the Albuquerque and Santa Fe offices, where relays could be placed for pickup. The officers or State employees, who would be traveling between these two district offices while conducting their routine business, could and would be required to stop by the district offices for the purpose of relaying these materials.

Topic IV. There is an apparent lack of unity in some areas of the State between the N.M.S.P. Uniformed Bureau and the N.M.S.P. Criminal Investigation Bureau. This committee recognizes that there is some disunity between the two Bureaus of the Department due to the communications gap which apparently is in existence between the two Bureaus. This committee feels that there should be more cooperation and coordination of activities between the two Bureaus. The disunity between the two Bureaus should be discussed in the next staff meeting by the Chief, in detail.

Recommendations:

- A. The personnel of the two Bureaus should be active in the different Bureau's district meetings.
 1. Criminal Investigation Bureau personnel should participate in all uniform District meetings throughout the State.
 2. District uniform personnel should participate in C.I.B. meetings throughout the State.
- B. The personnel of the C.I.B. should take an active part in the in-service training of the uniform personnel in criminal investigation, covering such topics as:
 1. Narcotics arrest
 2. Vehicle seizures
 3. Crime scene investigations
 4. Marking and handling of evidence

Topic V. Policy on Accident Investigation

This committee feels that there is no policy concerning accident investigation. The requirements of the New Mexico State Police Officer to investigate an accident within and throughout the State of New Mexico is set forth by legislation.

Recommendations:

This committee recommends that the Planning and Research Division of the N.M.S.P. conduct a survey to determine if legislation could be and should be enacted, whereas, a N.M.S.P. Officer would not be required to investigate an accident which occurred on private property and minor property damage accidents on public highways throughout the State of New Mexico.

Topic VI. Policy concerning the energy crisis which may develop into a problem within the next five years.

Recommendations:

This committee feels that the N.M.S.P. should establish a contingency plan to determine the priorities in law enforcement for the maintenance of order and providing services to the State of New Mexico in the event of an energy crisis.

Topic VII. What will be the role of the New Mexico State Police Uniformed Bureau and the Criminal Investigation Bureau? Where should the priorities be established within and between the two Bureaus? This committee recognizes that the population trends in the State of New Mexico are changing from the rural to the urban areas of the State and that equal consideration should be given to additional manpower for the two Bureaus when needed.

Recommendations:

The Chief's Office should analyze the need for manpower throughout the State and should request this needed manpower, and then shift the available manpower into the areas of the State and into the Bureaus as required.

Topic VIII. Affirmative Action Program

The Affirmative Action Program is mandated by the Federal Government which requires the New Mexico State Police Department to comply with the guidelines of the Affirmative Action Program obtained from the Human Rights Commission, thereby making up for past discriminatory hiring practices.

A. Protected Classes:

1. Minorities - discriminatory hiring practices of the Indians and the Blacks within the Department.
2. Women

3. Elderly Persons

4. Handicapped persons within the Special Services

B. Goals:

To comply with the State and Federal guidelines.

C. Objective:

To develop a plan to comply with the Affirmative Action Program for the purpose of hiring the protected classes, taking into consideration the ratio of the protected classes on the Department compared to the ratio of the protected classes' population within the State of New Mexico by 1982.

1. It will be the responsibility of the "Equal Employment Opportunity Commission" to enforce the program.
2. All protected classes must have the opportunity to develop within the Department and to increase their education.

Recommendations:

A. Recruiting Program

1. Recruitment program throughout the State by New Mexico State Police Department personnel.
2. Recruitment program at high schools, colleges and universities.
3. Recruit from Black communities.
4. Recruitment program upon Indian Reservations and in Pueblos by New Mexico State Police District personnel.
5. Recruit from the Military, National Guard and Reserve Units.
6. Valid qualifications to be ascertained by testing and interviews.
 - a. Skills
 - b. Training and education
 - c. Leadership ability
7. Recording information of recruitment contacts and efforts.
8. Special teams of New Mexico State Police personnel to travel to the District Offices to aid in recruiting information and efforts.
9. Special teams of New Mexico State Police personnel to test individuals.

10. Public advertisement

- a. News media
- b. At District offices

B. Recruiting Standards

This committee's recommendations are that the New Mexico State Police Department keep a close observation of the entrance examination being formed and tested by the University of Chicago. The committee recommends the following standards be met for entrance into the Department:

1. Age - A commissioned officer, 21 years to 40 years. To be commissioned not before their 21st birthday or after their 40th birthday.
2. Minorities - The methods which are listed previously.
3. Women - All officers will be governed by the policies, rules and regulations of the Department, serving the needs of the Department.
4. Handicapped - These individuals should be utilized by the Services Bureau of the Department.
5. Eyesight - Before this committee can make a recommendation, the Planning and Research Division of the Department should conduct an investigation to develop a vision standard before being accepted by the Department. The University of Chicago conducted research which involved 5 state police departments and 5 city police departments and found that vision was the least important standard of their departments.
6. Education - See Standard 13.4 "State Mandated Minimum Standards for the Selection of Police Officers," Police¹ Education, with consideration given to the mental skills and knowledge necessary to perform the police function properly. This committee defers to the recommendations of the Personnel Committee.

Topic IX. Fair Labor Standards Act

- A. Requirements of the Fair Labor Standards Act, hours worked within a 28 day period.

1975 - 240 hours, a 60 hour workweek
1976 - 232 hours, a 58 hour workweek
1977 - 216 hours, a 54 hour workweek
1978 - There could be a Federal mandate to work a 40 hour workweek

Average hours worked per day throughout the year by the New Mexico State Police during 1975:

Uniformed Bureau 9.6 hours during a workday
C.I.B. 10.8 hours during a workday

¹All references will refer to Police, National Advisory Commission on Criminal Justice Standards and Goals, 1973.

The New Mexico State Police Department policy during 1975 was a 45 hour workweek, 8 hours worked and 1 hour mealtime.

B. Special Assignments

Problems:

1. State Fair, etc.
2. Narcotics Investigations
3. Overtime Payment
4. Collective Bargaining
5. Forty-five hour workweek
6. Compensatory time off

This committee had a lengthy discussion on the Fair Labor Standards Act concerning the requirements of the Department and how it would affect the operations and personnel of the Department to include on-duty, off-duty, and standby time. This committee will need more time to discuss overtime and the requirements before it can make any recommendations to the Planning Conference.

a. Overtime

The committee recognized that the subject of overtime is an issue among the patrolmen and the agents. The committee also recognized that there is no uniform application in the districts or the C.I.B. as to the method of compensating ("Comp Time") the patrolmen or the agents for working overtime. To illustrate some of the inconsistencies, one district commander requires the patrolman who has worked overtime today to take compensatory time the following day. Another district commander allows the overtime to accumulate until the officer has banked 9 hours; then allows the officer to take one day off for compensatory time. The C.I.B. also has inequities in the manner in which the Supervisors allow their agents to take comp time off.

b. Standby Status

The committee also recognizes the problem that exists in a one-man station where the officer is on call 24 hours a day. Another situation exists where an officer is on 'standby' status where he has to be available for call even though he is off duty.

Recommendations:

- A. The committee recommends that the New Mexico State Police Department establish a policy whereby all districts and C.I.B. give compensatory time off on a uniform basis.

- B. The committee recommends that the New Mexico State Police Department budget for overtime pay for the 1977-1978 Fiscal Year be based on a 45 hour workweek among sworn personnel.
- C. Contingent on the F.L.S.A. ruling by the Supreme Court and the Public Employees Collective Bargaining Legislation, the committee recommends that the New Mexico State Police Department make plans to implement a 40 hour workweek, inclusive of mealtime.
- D. The committee further recommends that the New Mexico State Police Department undertake a study to determine to what extent the F.L.S.A. applies for standby time and for 24 hour duty status.

Topic X. Pay Scale

- A. Comparison of present and proposed officers' pay plan on a monthly salary.

	Present 1975 - 1976	Proposed 1976 - 1977
Patrolman -	750-1035	825-1133
Sergeant -	1105-1210	1219-1295
Lieutenant -	1250-1355	1375-1450
Captain -	1400-1420	1541-1626
Major -	1550-1700	1712-1819

B. Pay Scale Differentials

- 1. This committee recognized that the Department is locked into a pay scale which offers no incentive because of the compaction between the ranks. Also, due to the Federal Fair Labor Standards Act requirements and the mandate recommending that the Department pay overtime during the sixty-sixth (1977-78) Fiscal Year, payment of overtime beyond a 45 hour workweek, patrolmen and agents may earn more than a sergeant or lieutenant in some cases.
- 2. The recommendations of the Long-Range Planning Conference Personnel Committee were that the educational requirements to be met for entrance into the Department for the Fiscal Year 1980-81 be two years of college training and a Bachelor's Degree by the Fiscal Year 1985-86. The recommendation of this committee concerning education is that education be considered along with skills and special knowledge or experience necessary to perform the police function properly.

Recommendations:

- A. That the Planning and Research Division conduct an in-depth study into the Department pay scale allowing the following considerations:
 - 1. The pay scales and starting salaries of nearby state patrols and New Mexico Law Enforcement Agencies, as this committee recognizes that the starting salary for the New Mexico State Police Department for the Fiscal Year 1975-76 was one of the lowest.

2. Consideration of a 10% gap between the patrolman's and the sergeant's pay range.

Reasons:

- a. To provide incentive pay for promotions from patrolman to sergeant
 - (1) Firstline supervisors will have more responsibilities
 - (2) A promotion may require a transfer for only a small increase in salary
 - b. Overtime payment in the Fiscal Year 1977-78 for patrolmen and agents
 - (1) Overtime payment for work beyond a 45 hour workweek does not apply to sergeants
 - (2) A sergeant's requirement to be on call 24 hours during a workday
 - c. The recommendation of a 45 hour workweek for the Department
3. Consideration of a five percent gap between the ranks of sergeants, lieutenants, captains and majors.
 4. The pay scale of the Department should be kept abreast of the economic condition of the country.
 5. The pay scale of the Department should always consider the required education standards of the Department.
 6. The ability of the Department to retain qualified personnel.

Topic XI. Promotional System

Recommendations:

- A. That the promotional process be changed, because of vacation schedules, to the 3rd week in March.
- B. That the written examination consist of questions that are job related, that the eligible officer be tested for job related knowledge and supervisory ability.
- C. That a correspondence career development program be developed by one of the State's institutions of higher learning by 1978. This correspondence career development program serves a two-fold purpose:
 1. To prepare a police officer for advancement and job knowledge; and,
 2. To comply with the one year college requirement as recommended by the Personnel Committee to be effective for the FY 1978-79.

- D. This committee recommends that once an officer makes the promotional roster and is passed over as the result of Rule of Three, that this officer will remain on the list and be eligible for promotion regardless of whether or not this list is depleted as of June 30. Said officer would therefore be placed on top of the new promotional roster.

Topic XII. Civilianization

- A. The committee feels that there are a number of positions within the New Mexico State Police Department (Headquarters) which could be efficiently performed by the civilian personnel of the Department.

Positions To Be Considered:

1. Radio Communications - two positions
 2. Fingerprint Section - one position
 3. Personnel and Training Division - the possibility that several positions could be eliminated and these positions could be replaced by civilian personnel. Also, this Division is "rank heavy" (captain, lieutenant, two sergeants).
 4. Central Records Section - one position
 5. Uniform Crime Reporting Program - four positions (Federally funded, possibly the program will be deleted within the near future after the program has been initiated and performing effectively throughout the State of New Mexico).
 6. Criminal Investigation, Zone A - one position (Sergeant) whereas the individual is devoting the majority of his time to clerical duties which could be performed effectively by a civilian employee.
 7. Planning and Research Division - one position
- B. Most progressive police departments in recent years have made an effort to convert positions formerly occupied by Uniformed personnel to civilian positions in order to increase, in the most economical way, the number of personnel available for work that requires full-time police officers.
- C. Problems:
1. The committee recognizes that there are problems in New Mexico State Police Department concerning Civilian personnel. Civilians have very little representation in N.M.S.P. Department.
 2. There are no civilian supervisors in the Communications Section.
 3. There are inequities in compensation for like job classifications.
 4. There is inadequate pay for CEOs.
 5. There are officer positions within the N.M.S.P. Department which could be replaced by Civilians without affecting the overall operations of the Department.

Recommendations:

A. This committee feels that the New Mexico State Police Department should:

1. Reconsider the positions which are being held by sworn personnel at Headquarters which are utilizing supervisory rank, who are not performing supervision, and convert such personnel to police functions.
2. This committee feels that the Personnel and Training Division should be separated into two different units:
 - a. The Training Unit should contain some sworn personnel
 - b. The Personnel Unit could be, and should be, composed of civilian personnel.
3. This committee feels that many of the above mentioned positions, which are presently being held by sworn personnel, could be civilianized and therefore free many sworn personnel to return to the field of law enforcement.

B. Exempt Ranks:

This committee only considered the exempt rank of sergeants and did not take into consideration the exempt ranks which are presently assigned to some of the majors, captains and lieutenants, due to the fact that most of the personnel affected by these exempt ranks hold a permanent rank of sergeant. Therefore, they are included in a 25% of supervisors allotted to the Department by legislation.

Rules & Regulations, Article 5 Promotions
Section 1 Commissioned Officers
Item 12 Exempt Ranks
Topic 1 "In addition to a permanent rank, a commissioned officer may hold an exempt rank."
Topic 2 "An exempt rank is a temporary rank granted to an officer who holds an administrative staff position."
Topic 3 "There shall be no limit to the time an officer may hold an exempt position."

1. Problems:

- a. The exempt rank in operations (sergeant) does not comply with Rules and Regulations.
- b. Low morale and dissension are caused among commissioned officers of the Department and this has a direct bearing on productivity of the officers involved.

- c. One individual is required to successfully qualify for promotion while another individual is not required to do so, due to the Exempt Rank provided at the discretion of the Chief and the New Mexico State Police Board.

2. Alternatives:

- a. If the Department feels that the Exempt Rank (Sergeants) cannot be eliminated within the Department, this committee feels that if a member of the Department is provided with an Exempt Rank (Sergeant), this member should be required to compete in the next succeeding Sergeants' examination and must qualify and be within the top three (3) upon the Sergeant's roster; whereas he may be promoted to the rank of Sergeant, or, if not, the Exempt Rank privileges would be removed from this individual and he would be returned to a Commissioned Officer status.



Operations Committee Report

Chairman: Lieutenant Con Brown
Recorder: Agent Pascal Wickard
Staff: Captain David Kingsbury

Committee Members:
Major M. S. Chavez
Captain J. D. Maes
Lieutenant Guy Dunivan
Sergeant Jack Eldridge
Officer David Bibiano
Agent Robert Gonzales

Topic I. What percentage of importance should be placed on traffic law enforcement vs. criminal law enforcement?

A. Issues to Consider

1. Recruit training orientation
2. Lack of initiative by the uniform personnel
3. Lack of motivation of supervisory personnel
4. Supervision burdened with clerical and administrative duties
5. Lack of direction from top key echelon personnel
6. Numerical value placed on number of citations by District Commanders and not on criminal case time for the purpose of evaluating uniformed personnel

B. Desired Manpower Priorities

1. First Preference

- a. Increase of manpower by an additional 150 people within the next five years
- b. Changes in recruiting and training procedures
- c. Deleting existing services the Department is currently rendering to non-police agencies
- d. Based on the projected figure of an additional 150 people, 25-30% should be designated for the Uniformed Bureau, and 70-75% for the Criminal Investigation Bureau

2. Second Preference

- a. Increase of manpower by an additional 50 people
- b. Changes in recruiting and training procedures
- c. Deleting existing services the Department is rendering to non-police agencies
- d. Based on the projected figure of an additional 50 people, 60% should be designated for the Uniformed Bureau, and 40% for the Criminal Investigation Bureau

3. Third Preference

- a. No additional manpower projected for the next five years
- b. Retraining of uniformed personnel for activities concerning criminal investigations
- c. Deletion of all non-police services should be mandatory

- d. Greater utilization of sworn personnel in field activities by having office jobs filled by civilian personnel as much as possible

Recommendations:

- A. Retraining of uniformed personnel to increase capability in criminal investigation
- B. Supervisory orientation toward increased emphasis on criminal investigation
- C. District reevaluation of uniform personnel on basis of both criminal and traffic work

Topic II. What percentage of importance should be placed on criminal law enforcement?

- A. More emphasis should be placed on criminal law enforcement due to the demand by the public
 1. Lack of personnel within the department
 2. Lack of adequate training regarding criminal investigations

Recommendations: (same as above)

- A. Retraining of uniform personnel
- B. Supervisory orientation
- C. District reevaluation

Topic III. How will sheriffs, local police departments, and other law enforcement agencies affect the role of the New Mexico State Police?

- A. Problems
 1. Lack of sufficient training of peace officers throughout the state
 2. Lack of communication between our department and other police agencies
 3. Lack of law enforcement manpower in some counties
 4. Lack of funds in some counties for law enforcement purposes
- B. Assumptions
 1. The committee is assuming that the situation in isolated areas will remain the same

Recommendations:

- A. Develop better cooperation between our department and other police agencies
- B. Establish better public relations and improve public assistance given to all police agencies

Topic IV. Should the existing laws be rewritten, changed or updated?

- A. The present existing laws should be updated and possibly changed where contradictory laws exist either in the traffic or criminal code. Non-police duties should be deleted from the enabling statutes.

Recommendations:

A study committee be organized, with legal representation, to study legislative recommendations.

Topic V. Utilization of personnel and resources

A. Assignment of Personnel

1. Considerations:

- a. Budgetary - no funds for transfers
- b. Demands of the people for services, assignments
- c. Attitude of officers and citizens
- d. Quality, knowledge, qualifications
- e. Demands of Department
- f. Lack of immediate supervision in some areas

2. Recommendations:

- a. Reduction of disciplinary transfers
- b. Requested transfers paid by officers
- c. Further study made of other departments' transfer procedures

B. Need for Specialization

1. Considerations:

- a. Increase of complex crimes
- b. Resources needed for special training, equipment
- c. Personnel - lack of available manpower for special assignments
- d. Funding - grants needed for some projects
- e. Training facilities - often have to send officers out-of-state for necessary training

2. Recommendations:

- a. Consider experience of personnel and develop and train in modern techniques
- b. More intensive training in area of complex crime
- c. Encourage and support interest of personnel interested in a specialized unit
- d. Demands of general public for specialized capability of investigators
- e. Utilize specialized units on a full-time basis
- f. Trend of technical and complex duties of the police in regard to crime situations.

C. Has public information and education deterred violations?

1. Information may act as a deterrent

2. Recommendation:

Department should improve its communications to the public to encourage reporting of crime

D. Do Special Assignment Teams adequately serve our needs?

1. Tac Team

a. Method of transporting equipment too slow

b. Better logistics needed

c. Central location for southern and northern areas proposed

d. Annual evaluation of physical fitness

2. Diving Team

No known problems

3. Search and Rescue

A study is being conducted. Recommendations are not available at this time.

4. Recommendations:

a. Future expansion as needed

b. Incentive pay should be instituted for services rendered

c. Additional training as Commanders deem necessary

E. Should Field Personnel be utilized as instructors for in-service or recruit schools?

Recommendation:

Total utilization of all qualified Department personnel

F. Should State Police Department receive compensation for working civil disorders during strikes, fiestas, and State Fair, etc.?

Recommendations:

a. A study should be conducted by Department as to fees charged a municipality for police and security services rendered

b. Emergency civil disorders should not be compensable to our Department

G. Should New Mexico State Police Department provide law enforcement for small municipalities on a contract basis?

1. Considerations:

- a. Manpower shortages exist in some small communities
- b. A supervision problem could arise; would State Police Officer answer to a District Commander or mayor of the community?
- c. Municipal government may try to dictate police services that would be rendered by our Department
- d. Termination of contracts may cause fiscal problems due to excessive manpower that originally was contracted for rendering of services

2. Recommendation:

Study of feasibility of contract services to small communities

Topic VI. Prosecutor and Courts

A. Can State Police expect better interactions with prosecutors and courts?

1. Problem

- a. A definite lack of communication between Officers of the court and State Police officers exists in some courts
- b. Lack of understanding of our Department police problems by the courts
- c. Time consumed by our officers in the courts as witnesses

2. Recommendation:

Establish Liaison Officer for purpose of communicating with Court Officers.

Topic VII. Non-Police Services

A. Should non-police services be eliminated on a priority basis?

1. Relays

- (a) Blood Relays
- (b) Medical Relays
- (c) Eye Bank Relays

Problems:

- a. These services are time-consuming and take Uniformed personnel away from assigned patrols
- b. No authority is obtained regarding the relays as a certified emergency

Recommendation:

Officers should obtain certification from doctors and hospitals that a bona fide emergency exists.

2. V.I.P. Relays

Problems:

- a. These are time-consuming services which take Uniformed personnel from assigned patrols
- b. No authority is needed for setting up relays
- c. Court orders should always be obtained before transporting mental patients
- d. When relays are used for frivolous purposes it creates poor morale for the men who must run them

Recommendations:

Recommend to the Governor and the Chief of State Police that an Executive Order be issued regarding VIP relays. The Executive Order should establish detailed procedures for authorizing VIP relays.

3. Document Relays

Problems:

- a. A time-consuming service by taking Uniformed personnel from patrol
- b. No procedure exists for authorizing relays
- c. Creates a morale problem among officers when it is abused
- d. Expense involved in the duties and procedures for relaying documents

Recommendations:

Authorization should be initiated by the Chief's Office, or his designees, for the relaying of documents. It should be noted that centralized points throughout the State should be established and that other State agencies should also be utilized for relaying of documents.

4. Escorts

Problems:

- a. Time-consuming
- b. Lack of personnel to conduct regular duties
- c. Competition with free enterprise
- d. Expense to the Department for escort procedures

Recommendations:

Recommend that a study be made of the statutes that mandate State Police escort service. The study should investigate all possible amendments in the statutes. Relieve the Department from escort responsibilities and allow private operators to provide these services.

5. Bus Inspections

Problems:

- a. Time-consuming
- b. Qualifications of officer personnel are not sufficient for inspections of buses

Recommendation:

That this duty be transferred to the Department of Transportation

6. Drivers' License Testing & Suspension Orders

Problems:

- a. Time-consuming
- b. Expensive for the Department

Recommendation:

Delete this service from our Department functions and recommend that Department of Motor Vehicles take over all duties in the area of Drivers' Licenses within the next five (5) years.

Topic VIII. Communicating with the Public

- A. Is there a need for the New Mexico State Police Department to hire a full-time Public Relations Officer?

1. Considerations:

- a. Lack of resources
- b. Lack of knowledge of what the Department's image is

2. Recommendation:

An intensive study should be conducted by Planning & Research Division to determine what image the public has of the State Police.

- B. Is the New Mexico State Police dealing effectively with minority groups?

Recommendation:

The Department does not have a common identifiable problem due to the vast differences of demographic factors in the various State Police Districts. No definition of a problem or recommendation can be established by this committee at this time.

C. Should more time be spent in all levels of the school system relating to the youth problem?

1. Current Situation:

- a. Police programs in all school levels have decreased
- b. Lack of initiative by State Police District personnel

2. Recommendations:

- a. More emphasis should be placed on police programs at all levels of schools by District personnel
- b. We recommend that the Department of Education incorporate in the schools a class in law and its relationship to society

D. Could the relationship between the Department and the news media be strengthened so as to promote better community relations and understanding?

1. Current Situation:

- a. Lack of communications between officers on Department-wide problems, policies
- b. Lack of understanding of problems by both media and police
- c. Need for proper channeling of newsworthy information
- d. Lack of knowledge of the importance of the news media by officers

2. Recommendations:

- a. In case of civil disorder, one officer should be appointed for the release of information
- b. Recommend that all personnel be trained in proper release of information

E. Has the New Mexico State Police done all it could to develop community resources to assist local officers with crime prevention and safety programs?

1. Considerations:

- a. Reimbursement of expenses to voluntary organizations, such as voluntary search and rescue organizations
- b. Failure to establish a rapport with the communities
- c. Failure to orient communities and organizations by the development of information

2. Recommendations:

- a. Make a special exerted effort to make our resources available to the community
- b. Promote County-wide law enforcement meetings for the purpose of promoting better rapport and understanding of each other's problems

Topic IX. Juvenile Operations

- A. Are New Mexico State Police officers sufficiently trained for dealing with juveniles?
1. Problems:
 - a. Lack of in-depth knowledge of the present juvenile procedures required by courts
 - b. Police officers need a better and consistent interpretation of the Children's Code by juvenile authorities
 - c. Children's Code is too complicated
 2. Recommendation:

Review of Children's Code, with recommendation to simplify

Topic X. Relations Between the Criminal Investigation Bureau and the Uniformed Bureau

- A. What can be done to establish a better rapport between patrolmen and agents?
1. Issues:
 - a. Lack of proper supervision and disciplinary action against CIB personnel violating rules & regulations
 - b. Some personnel have breached rules & regulations and it is felt that punitive action has not been imposed
 2. Recommendations:
 - a. It is recommended that equal supervision should be imposed on all personnel of all Divisions of the Department, as well as equal punitive action
 - b. Communications with uniformed personnel should be initiated by CIB personnel when they meet in order not to disturb a case
 - c. Requests for assistance from a District Commander should be acknowledged by the CIB Agency, a follow-up of all cases should be mandatory, and originating district should be apprised of disposition of cases
 - d. It should be taken under consideration whether supervising authority should be delegated to the District supervisors over the conduct of CIB personnel assigned to their areas when CIB supervisors are not stationed in the area
 - e. Recommend that personnel selected for CIB should be of the highest quality and skill that the Department can produce

- B. How can duplication of records and activity reports, arrests, and seized contraband claimed be eliminated?

Recommendation:

Outlines and guidelines furnished by the Department should be closely followed. Reports should be closely scrutinized by supervisors to stop duplicating reports.

- C. Should there be a limit to number of years a man is stationed in the CIB?

Recommendation

1. No time limit on years with CIB
2. No rotation of men in the CIB and Uniformed personnel necessary

Personnel Committee Report

Chairman: Officer Larry Allen
Recorder: Agent Dean Smith
Staff: Ms. Jane Foraker-Thompson

Committee Members:
Captain Floyd Miles
Lieutenant C. E. Tow
Sergeant Joe Ortega
Sergeant Bob Trippeer
Officer Brent Bateman
Officer Larry Hines

Topic I. Affirmative Action Plan

A. Problem

1. The present system of obtaining new Officer personnel does not conform to the U. S. Affirmative Action Plan.
2. The Department does not have an acceptable recruiting program.
3. Does not have validated entrance criteria.

Topic II. Proposed Entrance Criteria

A. Age

1. According to the Criminal Justice Standards, the minimum age for law enforcement should be eighteen years. New Mexico Statutes state that the minimum entrance age is twenty-one years of age.
2. The New Mexico Statute sets the maximum age for State Police applicants at 35 years.

Recommendations:

We recommend the minimum age for entry into this Department be 21 years. Because of the area covered, by the patrols, and the necessity for officers to work alone, we believe that they must be more self-reliant and more mature than is possibly required in other agencies. We also believe that the public image of our officers will be portrayed better by officers of at least 21 years and that situations facing these officers warrant more mature judgment than possibly might be necessary in other departments or other more populated areas. State Police are commissioned and charged with the responsibility of enforcing all the laws in the State of New Mexico. Certain laws involving liquor control and preservation of the peace in liquor sales establishments require our Officers to frequent these businesses. In New Mexico, a person must be 21 years of age to legally be present in a liquor sales establishment.

The maximum age is now 35, set by State law. P.E.R.A. is scheduled to consider this age. The maximum age limits for entrance into the Department should be set at 40, if all

other requirements are met. This age will allow for retirement in the Department and possibly draw from mature applicants who can well serve the Department. However, factors to be considered before application of this standard are:

- a. Change of State law; and
- b. Possible conflicts in P.E.R.A.

B. Education

Recommendations:

This Committee recommends that the following educational requirements be met for entrance to the Department in order to gradually upgrade the Department. The recommendation is based on statistics available nationwide, regarding performance of college-educated personnel in police work. (Ref: Standard 15.1, Pages 369-371, Police, National Advisory Commission on Criminal Justice Standards and Goals.)

1. Fiscal Year 1976-1977 High School Education or Equivalent
2. Fiscal Year 1977-1978 High School Education or Equivalent
3. Fiscal Year 1978-1979 One (1) year of College
4. Fiscal Year 1979-1980 One (1) year of College
5. Fiscal Year 1980-1981 Two (2) years of College

This Committee recommends that the Department plan for requiring a Bachelor's Degree as an entrance requirement by Fiscal Year 1985-1986.

This Committee also recommends that formal educational requirements may be waived or adjusted to allow for applicants who are otherwise qualified such as accepted prior police experience, providing they meet educational standards within a specified length of time.

C. Physical Requirements

1. Eyesight

- a. Minimum standards must be set. The New Mexico State Police officers must be capable of functioning in emergency situations such as accidents or criminal apprehension to a workable degree without the aid of eyeglasses. The possibility exists that inclement weather, accidental breakage or loss of glasses could deprive an officer of the effective use of glasses. In these situations, the officer must be able to continue to perform to some degree for the welfare and safety of others and possibly himself.

Recommendations:

- A. Standard be kept at 20-40, correctable to 20-20.
- B. Exam by an ophthalmologist required.
- C. Exceptions allowable in cases of exceptional expertise or abilities the Department has need of (see Standard 13.4, "Compensating Factors," p. 335, Police).

The Committee consulted Dr. I. D. Worrell at Clovis, N.M., for information concerning visual acuity and other eye disease.

One important factor to be considered is that a person's eyesight deteriorates as that person grows older. The Committee feels that good eyesight is necessary in the performance of State Police duties. We recognize that vision and eye disease cannot always be avoided as the individual ages; therefore, we recommend that the standard presently used by the Department remain at 20-40 visual acuity and that color deficiency be examined as to its relationship to job duties in each case.

2. Agility

The Committee recommends that the present system be continued in selecting applicants.

3. Physical Examination

The Committee recommends that the current physical examination procedure be continued.

4. Written Examination

The present written examination for entry into the New Mexico State Police Recruit School has been used for several years. The examination has never been validated.

The Department is now participating in a program with four other State Police Departments and five city departments in which the University of Chicago is developing a police-oriented entrance examination for the U.S. Government. The program began in 1974 and is scheduled for completion to a workable degree in 1977.

Pilot testing will begin during the summer of this year. New Mexico will participate in testing selected people and assisting the University in determining if the test is valid. The test will then be returned to the University and be modified or corrected as needed. The final test will be ready for implementation during 1977. The testing system is being designed with a feedback mechanism which will enable training and personnel to accurately learn if it is an effective working instrument for our Department.

This Committee recommends that the Department continue to participate in this program and utilize the testing system developed. This Committee also recommends that the Personnel and Training Division maintain validating records for future planning conference information.

Topic III. Recruiting

Problem:

Past practices are not acceptable under the Affirmative Action Plan. New Mexico's population is 40% Spanish, 7% Indian, 2% Black, and 50% Anglo. Adult population is 48.3% male and 51.7% female (1970 Census).

Presently this Department has an authorized strength of 325 commissioned personnel. There are 5 Indians and 3 Blacks commissioned on the Department and no women. Spanish surnamed personnel comprise 30% of commissioned officers in the Department and Anglos comprises 67%. In order to comply with Federal guidelines, it appears necessary to actively recruit from minority groups, not sufficiently represented, i.e., Indians and Blacks, and women.

Recommendation:

This Committee is concerned that only fully-qualified individuals be accepted into the Department. We recommend that Personnel and Training Division organize a recruiting program and make information available to all District Commanders concerning an active recruiting plan to draw qualified applicants from groups not sufficiently represented. The recruiting plan should emphasize higher education and individual initiative toward further education within the Department.

Topic IV. Recruit School?

A. Instructor Qualifications

Problem:

Past instructors in the New Mexico Law Enforcement Academy have been selected randomly on the basis of need rather than qualifications. This practice has resulted in less than acceptable results.

Recommendation:

1. Recruit School Instructors must be certified.
 - a. Must have desire to instruct
 - b. Attend at least one 80-hour instructor course
 - c. Must have expertise in subject to be instructed
 - 1) Special training
 - 2) Work experience
 - d. Must be recertified annually

2. Instructors in the Academy must be validated.
 - a. Critique by other instructors
 - b. Feedback mechanisms to ensure that students learn
 - 1) In school
 - 2) Performance in field
 - 3) Student critique

Recommendation:

This Committee recommends that the New Mexico State Police Recruit School place more emphasis on basic, police-related subjects to prepare new officers for the field.

B. Recruit School Operations

1. Barracks Duty Officer

a. Duties:

- 1) Be in dorm at night
- 2) Move troops to class
- 3) Controls class
- 4) Drills troops
- 5) Disciplines recruits

b. Advantages of present program:

- 1) Exposes recruits to field personnel
- 2) Allows evaluation of recruits by outside supervisor during school
- 3) Relieves staff time

c. Disadvantages:

- 1) Draws supervisor out of District, causing loss and, in some cases, hardship in the field

Recommendation:

The duties of the barracks duty officer are important to grading, evaluating and training of new recruits. Supervisory personnel who are certified instructors should be utilized. However, when possible and feasible, a classroom instructor who also has barracks officer qualifications should be used in a double role to alleviate the loss of manpower in the field as much as possible.

Topic V. Coach Officers

A. Selection of Coach Officer

Problem:

Time spent with a Coach Officer is important and sometimes critical to the development of a new officer. Past selection of Coach Officers

has sometimes been made on a basis other than placing primary emphasis on the best training of new officer.

Recommendation:

- A. The Department should adopt a uniform Coach Officer program
- B. Recommend the following standards for Coach Officers:
 - 1. Must have desire to coach new officer
 - 2. Should be carefully selected by District Supervisors
 - 3. Coach Officers will attend a training session set up in the Personnel and Training Division to familiarize them with desired goals and grading standards
 - 4. Must know procedures and techniques accepted by the Department
 - 5. Must be certified after each recruit school

Topic VI. Allocation and Deployment of Personnel

A. Deployment System

- 1. The New Mexico State Police Department has not developed a deployment system that is responsive to the demands for police services and consistent with the effective use of the Agency's personnel. The deployment system should include collecting and analyzing required data, conducting a workload study and allocating personnel to assignments accordingly within the Agency.

The system of allocating personnel has been adequate in the past. However, will it be sufficient to fulfill our future needs?

2. Facts:

Personnel (Uniformed-type) are presently stationed as follows:

<u>District</u>	<u># S.P. Officers</u>	<u>Ttl. Pop. 1974</u>	<u>% Chge. 1970-74</u>	<u>Square Miles</u>	<u>Mi. Hiwy to Patrol</u>	<u># Other Local LE Prsnl. in Dist.</u>	<u>Ratio of Total LE Prsnl. to Pop.</u>
1-Santa Fe	21	83,000	11%	5,600	3,719	143	1/509
2-Las Vegas	29	50,500	1	19,436	8,139	84	1/447
3-Roswell	26	138,200	3	14,531	8,927	239	1/522
4-Las Cruces	24	120,800	11	11,675	5,934	222	1/491
5-Albuquerque	28	383,600	15	3,600	2,194	597	1/614
6-Gallup	19	93,500	11	9,060	6,579	98	1/799
7-Espanola	19	46,200	8	6,300	1,962	93	1/413
8-Alamogordo	23	51,000	4	11,500	4,848	80	1/495
9-Clovis	20	74,400	7	9,100	3,200	97	1/636
10-Farmington	19	61,700	17	8,000	4,320	141	1/386
11-Socorro	20	63,100	6	13,600	7,261	66	1/734

3. Factors that should be considered before and during deployment and allocation of personnel.
 - a. Population
 - b. Percent of growth
 - 1) Increase
 - 2) Decrease
 - c. Crime Rate
 - d. Traffic
 - 1) Permanent
 - 2) Seasonal
 - e. Criminal Bureau needs
 - f. Special attributes of officers matched to needs of District
 - 1) Spanish-speaking officers
 - 2) Assignment of women
 - g. When supervisors ask for help, their needs must be evaluated against the total statewide factors
 - h. Satisfying the needs and requests of the public as much as possible
 - i. Workload study
 - 1) Shifts
 - 2) Days off
 - 3) Vacation, etc.
 - j. Area to cover in each District and other law enforcement manpower in the area

Recommendation:

- A. We recommend that a new officer be stationed in a location where there are older officers for at least several months before assignment to a remote one-man station. Each break-in station should be selected considering work assignment, local need and availability of coach officers.

We realize that the Department uses some of these factors in allocating and deploying personnel. We suggest that the Chief completely use all resources at his disposal in deploying personnel, including Planning and Research, Personnel and Training, District Commanders and CIB commanders. New Mexico's problems in deploying personnel to the best advantage are compounded by an extreme shortage of manpower (according to Federal standards), many types of terrain and climate variations, and widely varied populations and cultural groups.

- B. The Criminal Justice Advisory Commission recommends that factors to be considered in deploying personnel are to:
 - a. Reduce crime
 - b. Increase criminal apprehension
 - c. Minimize response time
 - d. Equalize patrol personnel workload

C. Plain Clothes Personnel

We recommend that no personnel be transferred into the CIB until they have completed the probationary period. We realize that there is a desperate need at this time for criminal investigators in the narcotics field and that emergency measures are now being implemented to relieve the problem temporarily. However, the nature of the work, the far reaching latitude of operation, and often the far distance from direct supervision causes unfair pressures on unsettled, unprepared agents resulting in less than acceptable performance in the field.

We also recommend that in the event an officer has certain special talents or previous job experience, exceptions be allowed to this rule.

B. Problem:

Trained, commissioned officers and supervisors are performing clerical and statistical duties which could be performed by civilians.

Recommendation:

Of areas where civilians could be better utilized:

- A. Personnel Division could be entirely civilian
- B. Sergeants are recording statistical information in Districts
- C. U.C.R. could be all civilian
- D. Property and Supply
- E. Communications Division
- F. Secretaries in Districts are not always being utilized to the Department's best advantage

Explanation:

- A. Civilians should be trained to perform duties in the Personnel Division, thereby freeing the commissioned personnel to perform police functions in training and in the field operations.
- B. District Commanders should direct Lieutenants and Sergeants to utilize the civilian employees in the District and Sub-District offices to the best advantage of everyone so as to free the commissioned personnel, including Sergeants, from nonenforcement, time consuming activities. Examples are:
 - a. Recording statistical information and typing of reports from rough drafts. We feel that the freeing of the Sergeants and Officers will result in more actual time spent on direct supervision and greater productivity in the field.

- C. The UCR system now uses five commissioned personnel. The system is working well. At the beginning of the program it was necessary to use these men to organize and implement the program. Now that the program is working, this committee recommends that these officers be returned to other police duties in the field and that a civilian maintain statistical data at Headquarters. We recognize that problems may arise at times in reporting by cities. However, we feel that the District Commanders could handle these problems upon request from UCR operations at Headquarters. The committee recognizes that some officers now performing UCR functions are older line patrolmen. We feel that the time and experience of these men may be used in the Districts to better advantage by the District Commander and thereby relieve younger officers of time consuming activities, such as assists to D.M.V. and public information services within the District. We feel this concept of best utilization of officers can well be applied to all other situations where the work performed by commissioned officers is not actually necessary or to the best advantage of the Department.
- D. We recommend that the Department plan to replace the Property and Procurement Officer, when he retires, with a qualified civilian as part of the long-range planning program. The Director of Property and Procurement of the New Mexico State Police can be compared to the business manager of a large complex business organization. Qualifications of applicants for this position should include formal education and previous management experience.
- E. The committee is of the opinion that the duties of the Communications Section systems Sergeant requires specialized expertise and supervisory skills and that the best interest of the Department is being served under the present system.

Topic VII. Educational Incentives for Police Officers

- A. The committee will ask and recommend that the Department seriously consider following the guidelines of Standard 15.2 in the Police Book. At this time we feel that the plans to implement the program should be delayed until the Department's educational standards for entry into the Department are approved. The committee is in total agreement with the above mentioned standard. We, as a committee, do recommend the following:
1. That the opportunity to obtain a higher education be available to all.
 2. That we look into the possibility of developing a college correspondence course. If this is accomplished it will solve many problems.
 3. That the Planning and Research Division be designated to assist in the mechanics of getting this program off the ground.
 4. That the personnel be given equal advantages irregardless of duty station.
 5. That in 1978-1979 the college incentive program be put into effect.
 6. That a committee be formed to work out the specific guidelines of the incentive program.
 7. An officer would not be eligible until he has completed his probationary period.

Topic VIII. In-Service Training

A. Problem:

Past in-service training programs have not been acceptably effective in insuring that personnel continue to learn new procedures and techniques, and keep abreast of Department regulations and standards.

B. Recommendation:

Mental and physical fitness are important to Department personnel for their own health and wellbeing and for the Department, to insure that officers and supervisors can adequately perform in routine and emergency situations. New law, new investigative techniques and departmental information, as well as constant retraining in basic police practices will increase productivity, raise morale, and protect our officers.

The Committee therefore recommends that the Department take the following steps to upgrade the in-service training program:

1. Establish an In-Service Training School once each year to cover at least 3 days of instruction. Topics covered in in-service schools should include, but not be restricted to the following:
 - a. Basic Police Courses
 - b. Police Survival
 - c. First Aid
 - d. Fugitive Apprehension
 - e. Service of Warrants
 - f. Use of Handcuffs
 - g. Drug I.D.
 - h. Investigative Techniques
 - i. Pursuit Driving
2. Refresher courses on new techniques conducted in Districts to acquaint C.E.O.'s and Commissioned personnel on new procedures and techniques.
3. Utilization of visual aids for training.
4. The Committee recommends that a physical fitness program for all Commissioned personnel be implemented as soon as possible, including:
 - a. Physical fitness information from Personnel & Training to all members;
 - b. Personnel & Training should set up a physical fitness standard for the Department;
 - c. All personnel should be required to pass a physical fitness examination at each In-Service School, such as the current agility test;
 - d. The Department should require periodic medical examinations for all Commissioned personnel.

5. Firearm training should be included in In-Service Training:

- a. All personnel should be equipped and be required to carry sidearms of the same caliber so as to be able to interchange ammunition;
- b. Firearms qualifications can better be accomplished in the Districts with District supervision. Special instruction and periodic assistance can be obtained from Headquarters if necessary.

Topic IX. Civilian Personnel

Recommendations:

- A. An orientation and training program for Civilian personnel should be organized and implemented as soon as possible. Headquarters personnel should assist Commanders to accomplish this objective in the Districts.
- B. The Committee recommends that the Department investigate the advantages of placing civilian personnel under the State Personnel Act. The investigation should include a survey of civilian personnel as to their interest along with dissemination of information to employees concerning comparative benefits.
- C. Bring the civilian personnel into the State Police Family as there is a morale problem which is: The Civilian personnel feel they are left out of the overall picture.

Topic X. Morale

- A. This Committee strongly recommends that this Department return to teaching the Ten General Orders for New Mexico State Police. Training and Personnel should distribute copies of the Ten General Orders to all personnel and teach these principles in Recruit School.
- B. Exempt Rank
 1. Problem:

Field Personnel resent Exempt Rank because they believe:

 - a. Exempt promotions are taking up rank slots that qualified personnel could have
 - b. Exempt rank is awarded for political reasons
 - c. Exempt Sergeants have been promoted to higher Exempt Rank
 - d. No person promoted under the Exempt System has ever returned to original Rank

Recommendations:

- A. A special payscale for reasons of special expertise in a needed field, such as a Pilot, without the Rank.
- B. Promote qualified persons and reassign in needed Rank positions.

- C. Exempt rank should be eliminated.
- D. Completely inform all personnel of special reasons for Exempt promotions.
- E. Set standards and time conditions for Exempt Rank and return promoted personnel to original position if they do not comply.
- F. Return Exempted Rank to original positions if special skill or position is no longer needed, or promoted person is not serving in that capacity.
- G. Written examinations should be a part of promotional criteria through the rank of Lieutenant.

SUMMARY

This Committee appreciates the opportunity to serve the Department in this way. The suggestions and recommendations in this report are meant to be constructive and in the Committee's opinion, represent an honest cross-section of feeling of the Department on the issues discussed. This Committee unanimously appreciates the leadership and efforts of Chief Martin E. Vigil. We realize that great progress has been made because of his sincere interest and personal efforts.

It is the hope of this Committee that the information contained in this report be used as an aid to the Chief in future leadership of the Department.

Equipment and Facilities Committee Report

Chairman: Officer Lawrence Montoya
Recorder: Sergeant Dudley O'Dell
Staff: Bill Sanchez

Committee Members:
Captain Charlie Anaya
Lieutenant James Syling
Sergeant Joe Marrufo
Officer James Jennings
Agent Leroy Urioste

Topic I. Automotive Requirements: Is the present day squad car adequate for the future? Do changes need to be made?

A. Discussion

This topic was discussed at length and the Committee decided the present patrol vehicle will be adequate for the future with the following changes made. It was also recommended that the present equipment and specifications should not be changed except as noted.

1. Manual sirens cannot be heard.

Recommendation:

All patrol vehicles should be equipped with electronic sirens with public address system.

2. Poor visibility of present red lights. Many states use blue lights for police vehicles because blue lights are easier to see.

Recommendation:

The New Mexico State Police Department should adopt one red light and one blue light for safety and identification.

3. Many times an Officer is required to push a vehicle.

Recommendation:

All patrol vehicles should be equipped with push bumpers.

4. Present shotgun racks do not permit Officer to remove the shotgun without opening the door.

Recommendation:

The present shotgun case be equipped with a full-length zipper across the top to enable the Officer to remove the shotgun.

5. Do not have an adequate number of cameras and fingerprint kits in the Districts for accident investigation or criminal investigation.

Recommendation:

All patrol units should be equipped with a camera and fingerprint kit. Criminal Investigators should be issued binoculars, polaroid camera, and tape recorders.

6. Due to the poor performance of the Low Compression 400 cu. in. engine, officers are required to chase vehicles farther, imposing a greater danger to himself, the violator, and the public.

Recommendation:

It is the opinion of this Committee that other type vehicles and drive trains should be tested and evaluated to improve the present patrol unit. It is not recommended that a smaller or lighter vehicle be considered.

Topic II. Need for Designed Squad Car?

Recommendation:

It is the Committee's understanding that at the present time a specially designed police vehicle is under development. It would behoove this Department to take advantage of any improvements in safety or operation in any future design or developments.

Topic III. Is there a need for motorcycles or other types of special equipment, etc.?

- A. A motorcycle is not recommended. Interstate Patrol within Albuquerque was considered. The motorcycle was discontinued by A.P.D. on the Interstate Patrol after three motorcycles were demolished and injuries were sustained. Patrol cars replaced the motorcycles.
- B. There is a need for 4-wheel drive vehicles in some areas of the State for snow, search and rescue, to cover rugged or mountainous terrain. These vehicles should be in addition to regular patrol units.
- C. There is unnecessary use by Departmental personnel of high-performance vehicles. Some staff at Headquarters do not need such vehicles; sometimes CIB Agents are identified by use of standard police-type vehicles. A different type of vehicle can be assigned to Supervisory personnel Crime Lab Technicians, and CIB Agents to eliminate unnecessary use of high-performance vehicles.

Recommendations:

Smaller, more economical vehicles should be used whenever possible by Captains, Lieutenants, and CIB Agents. CIB units should be 2-door vehicles, other than standard Dodgcs or Plymouths for less distinguishability. Captains and Lieutenants should be issued 4-door, medium sized vehicles. The Crime Lab should have vans with low-performance engines to replace their present station-wagon and high-performance police-type vehicles.

Topic IV. The high maintenance cost and high risk factor of police vehicles because of high mileage or unsafe condition of patrol units.

Recommendations:

Units should be retired at no more than 65,000 miles to reduce excessive maintenance cost and possibility of Officer-injury. When major repairs will cost in excess of cash value of vehicle, the unit should be used for parts, or retired.

Topic V. Spare Patrol Units:

Officers are required to ride with another officer or borrow someone else's unit whenever there are mechanical problems, radio failure, or accidents involving his unit.

Recommendations:

Each District should be assigned a spare patrol unit to be used at the discretion of the District Commander.

Topic VI. Is there a need for expansion of the Aircraft Section?

1. The response time to southern part of the State is too long.

Recommendation:

Train two additional uniformed pilots for the Southern Zone to answer to the Zone Commander for mission assignment. One Officer should be assigned full-time, with the second pilot as a backup. A traffic control schedule should be established to fully utilize this additional aircraft.

2. Civilian pilot in law enforcement activities provides a limitation on activities and is a legal liability to the Department.

Recommendation:

All pilots should be Commissioned Officers, due to the legal limitation of civilian use in law enforcement activities. An adequate number of trained pilots should be available to provide adequate coverage.

Topic VII. Uniform - Grooming

A. Is the present uniform allowance adequate?

1. The new \$40 per month allowance is adequate for the present time. However, this allowance should be reviewed annually and adjusted as per the inflation in the cost of uniforms.

B. Officers are limited to only one uniform supplier. Plain clothes officers are also limited to a few selected clothing stores. All officers must also purchase boots or shoes from a very limited number of suppliers. Competitive prices are almost non-existent because of the limited number of suppliers.

Recommendation:

It was recommended that more suppliers be allowed to furnish uniforms, hats and leather goods. Plain clothes officers should also be allowed to purchase from a greater number of clothing suppliers. This should reduce the cost of not only uniforms, but plain clothes officers would be able to take advantage of sales. Officers should be allowed to purchase special equipment from the clothing allowance, such as metal flashlights, stop watches, off duty holsters and other duty items.

C. What are the uniform needs for the future?

The Committee discussed this subject at great length and it was recommended that the uniform requirements should be reviewed yearly, with proposed changes put to a vote by the whole Department. Proposed changes should include, but not be limited to, headdress, long tie vs. bow ties, short sleeves vs. long sleeves, Sam Brown, the dress uniform coats and jackets and types of materials available. It was recommended that if the bow tie was changed to a string type tie, then the shoulder strap of the Sam Brown be eliminated. It was the consensus of the Committee that State Police women should be required to wear the same type of uniform as their male counterpart. Summer shirts, without bow ties, should be allowed April 1 through November 15.

D. What should be the status of grooming regulations in the future?

It was felt that the present grooming regulations were adequate and should be continued. Grooming requirements should be regulated by the Chief and Board of Supervisors for both males and females. Safety of the officer should be a major consideration of grooming requirements. The practices of other departments that employ female officers should be reviewed and implemented where applicable.

Topic VIII. Ordinance

Is the present N.M.S.P. weaponry adequate for the present and future?

A. Special weapons are not readily available in respective districts.

Recommendation:

Special weapons should be placed in each district to avoid relaying out of Santa Fe Headquarters in emergencies. This should include automatic weapons, tear gas guns, and rifles with spare ammunition.

B. At the present time many officers carry personal sidearms which are of a different caliber than the standard issue .357. For example, Staff officers, Captains and Lieutenants carry .38's, CIB Agents carry .38's, .357's, 9mm's, some field officers carry 41 or 44 magnums. In an emergency, officers may not be able to interchange ammunition which could be a life and death situation.

Recommendations:

1. All weapons carried on duty by State Police officers should be of the same caliber. Field officers should carry 4 inch weapons, staff and agents should carry weapons with a barrel length of at least 2 inches. All weapons should be inspected annually for condition by armorer.
2. All officer personnel should, without exception, be required to qualify on the pistol and shotgun range, a minimum of once every 3 months. All qualification with firearms should be conducted by a member of the pistol team for uniformity.
3. A policy should be developed to regulate the carrying of firearms by off duty State Police officers. This policy should allow the carrying of a weapon by an off duty officer, except into liquor establishments, but should not require the carrying of a weapon.
4. Only factory ammunition should be carried by officer personnel.
5. Present shotguns are adequate, but should be inspected annually and replaced as needed.

Topic IX. Officers are experiencing problems with plastic handcuffs when transporting prisoners, and are also having trouble removing plastic bands.

Recommendation:

Each officer should be issued 2 pair of handcuffs in addition to the plastic bands. Wire cutters should also be issued to each officer for removal of plastic cuffs.

Topic X. Communications Systems

- A. What type of communications equipment will be needed in patrol vehicles? District State Police units are missing radio calls from the station because there is too much traffic on Channel 2 (Law Enforcement Network) from other departments.

Recommendation:

All State Police units should be equipped with four channel, priority scan control heads to enable the S.P. office to communicate car-to-car on the district frequency with a priority on the channel they choose to monitor.

- B. Radio operators do not handle the State Police officer's requests as quickly as they should because they are handling so much radio and teletype traffic for other departments.

Recommendation:

This Department may have to cut back on communication services to other departments, or charge them a fee for communication services. The revenue received from other departments could be used to hire additional operators to handle the additional work load created by these agencies, and to purchase additional radio equipment.

- C. Portable radios are sometimes kept at the District offices and are not available to the officer in the subdistrict areas.

Recommendation:

Portable radios should be distributed throughout the district and available to all officers as needed.

- D. Officers are required to travel great distances to get routine radio maintenance.

Recommendation:

That the Chief's Office require the District Commander to notify the radio technicians of district meetings to enable all District units to be checked at the same time.

- E. Portable radios are not adequate for State Police needs. The large type (PT-200) are too heavy and bulky and the small type (HT-220) do not have a very good range. Only two channel capability on existing portables.

Recommendation:

Present portable radios should be replaced with four channel, higher power units with rechargeable batteries and chargers.

- F. Numerous problems relating to radio operators were discussed.

Recommendation:

It is recommended that a civilian operator supervisory position be created to improve the supervision and control of the District operators and relieve this workload from the uniform supervisor. A civilian supervisor could also be used for training of the district operators through in-service school type training. These supervisors should be promoted from the ranks and would not involve hiring of additional personnel.

- G. A means to investigate complaints on officers and radio operators on the telephone and a method to reproduce the actual radio conversation of officers during emergencies is non-existent in 9 of the 11 State Police Districts.

Recommendation:

All State Police District offices should be equipped with ten channel tape recorders equipped with instant replay to record all radio transmissions and incoming telephone calls. Each recorder should be equipped with a 30 day supply of 24-hour tapes.

- H. Should CB radios be installed in all patrol cars?

Recommendation:

It is felt by the Committee that the present CB program should be continued with the officer purchasing the radio, responsible for the maintenance and the F.C.C. license. Given the choice between the Department buying CB radios or the priority four frequency scan head, the Committee voted to improve the S.P. radio system with the priority scan.

Recommendation:

The Committee recommended that the Department continue to study and evaluate the present communication systems and continue to keep abreast of new developments in this field which would improve our systems. It was further recommended that a study be conducted on the communication services to other departments which could be discontinued.

- I. Does N.M.S.P. need the present type of Headquarters facility?

It was felt by the Committee that the present facility was adequate.

Recommendation:

It was recommended that the following items be considered for future budget request for Santa Fe Headquarters:

- a. A swim training tank, for use in recruit training schools and in-service schools in both lifesaving and water safety classes for all officers. This

tank would also be utilized by the search and recovery divers in training of "ditch and recovery" and other aspects in conjunction with their diving schools, prior to lake training.

- b. Museum for the New Mexico State Police.
- c. Incinerator for destroying narcotics and etc.

J. Where should N.M.S.P. facilities be located and what criteria should be used to establish location?

Recommendation:

It was recommended that the District Office at Las Cruces be used as a model for future S.P. District Offices, with the exception of the window in the radio room which provides poor security for the night radio operator. Outside evidence lockers should also be equipped with an alarm system when they cannot be seen by the radio operator. Major considerations for any future District or Sub-District offices should also include:

1. Easy access to and from major highways.
2. Easy access for the traveling public.
3. Communication equipment room.
4. Two-stall garage for automobile and radio maintenance.
5. Security fence around property.
6. Adequate outdoor lighting.
7. Auxillary power supply (electric generator).
8. Radio room and receptionist area should not be exposed to the outside by glass door or windows.
9. Night security.
10. Electronic sensing devices.

A major concern of the Committee was the lack of security against physical attack at most of the State Police offices. Consideration should be given to security fences, alarm systems on building and evidence lockers, night security officers and the personal protection of office personnel, especially the night radio operator.

FIVE YEAR PLAN, FY 76-77 to FY 80-81

Time PlanTopics

Begin FY
76-77,
Make
recommendations,
Take action
in conjunction
with Legislature
and State
Agencies

1. Drop as many non-police services as soon as possible. Study mandated and voluntary services. Recommend statutory changes, transferral of some services to other agencies, some to private enterprise.
 - a. Eventually eliminate all services provided to the Motor Vehicle Department, such as driver's license testing, serving of suspension orders, etc., or,
 - b. Establish a Special Services Division, with additional personnel, within the NMSP to provide such services.
 - c. Eliminate school bus inspections, transfer this service to qualified mechanics within the School Transportation Department.
 - d. Medical relays - Require certification from a doctor or hospital that a bona fide emergency exists when they request a relay by the State Police. Otherwise, hospitals can arrange transportation of blood, eyes, etc., via some other means at their own expense.
 - e. VIP Relays - Recommend that the Governor and the Chief of the State Police develop an agreement, and that an Executive Order be issued regarding policy and procedure for authorization of VIP relays.
 - f. Document Relays - To be authorized by the Chief's Office, or his designee.
 - 1) Recommend that central points throughout the State be designated as document relay points.
 - 2) That other State agencies travelling between cities assist in the relaying of documents.
 - 3) Specifically, the Santa Fe and Albuquerque District offices could be designated as relay points for all State agencies. Any State vehicles travelling between the two points should check with these offices when travelling to the other city to see if there are items to be relayed and assist with relays.
 - g. Escorts - Relieve the Department from all but the most important State business in escorts; allow local agencies or private enterprise to handle less crucial occasions.

Recommend
policy to
1977 Legislature

2. Develop a uniform accident investigation policy to be used statewide. Delete necessity of NMSP investigating accidents on private property and minor property damage accidents on public highways.

Refer to
1977 Legislature
for initial
action; SP policies
to follow legisla-
tive decisions and
development of Court
policies

3. State Police handling juvenile cases, Children's Code
 - a. Recommend that the Courts and Prosecutors develop a Statewide, uniform policy in handling juveniles to be followed in each Judicial District.
 - b. Following that, develop a uniform policy within the State Police in handling juvenile cases in conjunction with judicial policies.
 - c. Recommend that the Children's Code be simplified.
 - d. Train State Police officers in judicial policy and interpretation of Children's Code.

Time PlanTopics

Refer to 1977
Legislature,
request immediate
action

4. Request mandate to retire all police vehicles no later than 65,000 miles, and earlier if repairs run higher than value of the vehicle. Reasons are cost-effectiveness and safety of officers and the public.

Submit request
to Legislature,
may take several
years for
implementation

5. Explore possibility of charging other law enforcement agencies a fee for communications services since present systems are overloaded and State Police calls are being delayed.
(see Item 3.a.&b., Equipment & Communications, Five Year Plan)

Ask for
legislative
change in 1977

6. Recruit Entrance Criteria
a. Entrance age of recruits
1) Change from 21-35 to 21-40 (in conjunction with Affirmative Action Plan)
2) Arrange an accompanying change in years to retirement.
3) Necessary PERA changes.

Request to become
effective FY 78-79
FY 80-81
FY 85-86

- b. Educational requirements
1) FY 78-79 - one year of college
2) FY 80-81 - two years of college
3) FY 85-86 - bachelor's degree

Request Five
Year Plan
during 1977
legislature

7. Increase officer strength by an additional 150 in Five Years
a. FY 76-77, thirty officers
b. FY 77-78, thirty officers
c. FY 78-79, thirty officers
d. FY 79-80, thirty officers
e. FY 80-81, thirty officers
(See Item #1, Internal Policy)

Make
recommendations
to legislature
for consideration

8. Investigate feasibility and recommend that fees may be charged for State Police working certain special assignments, such as State Fair, fiestas, rodeos, racetrack security, providing backup during municipal strikes, etc.

FY 76-77-78-79

9. Expansion of Aircraft Section
a. Train two additional uniformed pilots and assign them to the Southern Zone to provide quicker response time, thorough coverage. Pilots would answer to the Zone Commander for mission assignment. One pilot would be assigned full-time, with the second pilot for backup.
b. All pilots should be commissioned officers due to the legal limitation of a civilian pilot's involvement in law enforcement activities.

Time PlanTopics

Begin implementation in 1977, gradual increase in assignments to CIB, training of all officers, full implementation by FY 80-81

1. Place equal emphasis on criminal investigation and traffic law enforcement.
 - a. Assign officers throughout the State on this basis.
 - 1) If additional 150 officers are added within the next five years, 25-30% should be designated for the Uniformed Bureau and 70-75% for the Criminal Investigation Bureau.
 - 2) If additional manpower should increase by only 50 officers, then 60% should be designated for the Uniformed Bureau, 40% for the Criminal Investigation Bureau.
 - b. Retrain uniform personnel to increase capacity in criminal investigation.
 - c. Increase supervisory orientation toward emphasis on criminal investigation in Districts.
 - d. District Commanders should evaluate uniform personnel on basis of both criminal and traffic work.
 - e. Recruit training should place greater emphasis on criminal investigation.
 - f. Delete non-police services currently rendered to other agencies and the public in order to concentrate totally on criminal and traffic law enforcement.
 - g. Increase in crime rate and complexity of crimes demands greater specialization, increased training and equipment to provide public protection against crimes.

Begin steps FY 76-77
Complete compliance by FY 80-81

2. Affirmative Action Program - Develop program to comply with guidelines set down by the New Mexico Human Rights Commission, the Federal Equal Employment Act of 1972, and accompanying Executive Orders. Reach goal by 1981.
 - a. Recruit from the "protected classes," i.e., minorities, women, people over forty, and the handicapped for both commissioned and civilian positions.
 - 1) Personnel and Training Division should organize a recruiting program and make information available to all District Commanders concerning an active recruiting plan to enlist qualified applicants from classes not sufficiently represented in the Department. The goal will be to develop a ratio of personnel within the Department similar to that of the general population within the State.
 - 2) A specially trained team of State Police will travel to the District offices to train Districts in goals and methods of recruitment and assist local officers in the effort. Each District will be primarily responsible for local recruiting efforts.
 - 3) In an effort to recruit qualified personnel, and in conjunction with the recommendation to raise entrance requirements beginning FY 78-79 to require one year of college, emphasis will be placed on recruiting at college campuses, especially among the protected classes.
 - 4) Emphasis on recruiting minorities will also necessitate increased contact and communication with Black communities, Indian Pueblos and Reservations.

Time PlanTopics

2. Affirmative Action Program (continued)
 a. Recruiting Program (continued)

- 5) In order to attract experienced, mature individuals, and in conjunction with the recommendation to increase the entrance age of commissioned officers to forty, emphasis will also be placed on recruiting from the Military services.
- 6) News media will be used for public information and recruitment efforts.
- 7) All personnel contacts in recruiting efforts will be logged for documentation purposes, especially in dealing with protected classes.

b. Recruit Entrance Criteria (See Topic #6, Administrative & Legislative Changes)

- 1) Age - Change entrance age from 21-35, to 21-40 in order to draw on a more mature, experienced age group, take advantage of retiring military personnel looking for a second career, and allow a slightly older age group an opportunity for a full career in the State Police.
- 2) Education - In order to gradually upgrade the Department and keep police officers on an educational par with the general population, require that entrance requirements be changed as follows: (Standard 15.1, Police, pp. 369-371)
 - a) FY 78-79, one year of college
 - b) FY 80-81, two years of college
 - c) FY 85-86, bachelor's degree

Recommend that some flexibility be allowed to waive formal education requirements or adjust on occasion to allow admission of applicants with special expertise or experience, providing they meet the educational standards within a specified length of time.

3) Physical Requirements

- a) Eyesight - Keep the present requirement of 20-40, correctable to 20-20 and have Planning & Research investigate generally acceptable national standards on eyesight requirements for law enforcement personnel. Each applicant should have an eye exam by an ophthalmologist. Exceptions would be allowable in special cases where other training and abilities compensate for this deficiency. (Standard 13.4, Police, p. 325)
- b) Agility - Keep the present standard, which is:
 - 15 push-ups
 - 25 sit-ups
 - 25 second shuttle run
 - 15 second 100 yard
 - 1 mile in 8:30 minutes
- c) Current physical examination procedure to be continued

Request
 Legislative
 Change FY 76-77

Conduct Study
 FY 76-77,
 make recommendation
 for action
 FY 77-78

Time PlanTopics

- Begin Use of
Test FY 77-78,
Participate in
Follow-up Studies
2. Affirmative Action (continued)
- b. Recruit Entrance Criteria (continued)
- 4) Validated written examination
The present written examination has not been validated, since a validated entrance examination for law enforcement has not been developed yet in the nation. However, the NMSP is a participant in the development of a validated examination being developed by the University of Chicago. Pilot testing of the test will begin in 1976. Completion of the project is expected in 1977 or 1978, subject to follow-up validation testing. The NMSP will incorporate the use of this test as soon as it becomes available.
- Begin FY 76-77
Continue
permanently
- c. Civilian personnel
- 1) Upgrade and promote current personnel when possible among the protected classes (career development).
- 2) Increase in-service training and opportunities for college or technical training to widen opportunities for advancement among protected classes.
- 3) Recruit new employees from among protected classes.
- Develop
Standards of
Program
FY 76-77
3. Educational Incentives Program - Correspondence Career Development Program (Standard 15.2, Police, pp. 372-375)
- a. Provide opportunity for advancement in higher education to all personnel.
- b. Since State Police personnel are stationed around the State in eleven District Offices and additional sub-district offices, it is necessary that a feature of the Educational Incentive Program be a college correspondence curriculum offered by one or more of the State's Universities as part of a Criminal Justice degree program.
- c. The Planning and Research Division should assist in developing the program and working out the mechanics with one or more of the universities.
- d. A committee of State Police personnel, including officer and civilian personnel, should be appointed to work out the specific criteria of the Educational Incentive Program.
- e. Grant money, such as LEEP funds, should be obtained to assist personnel in furthering their college education.
- f. An officer would not be eligible for this program until he has completed his probationary period.
- Begin
Implementation
FY 77-78
- g. The implementation of this program should precede the effective date of raised educational standards for recruits in order to allow present officers to be in a competitive position.
- Implement
FY 76-77,
have continuous
review
4. Uniforms and Grooming
- a. Uniform requirements should be reviewed annually, with proposed changes put to a vote by the whole Department. Items to consider could include, but not be restricted to, head-dress, ties, long vs. short sleeves, dress coats and pants, type of material used, etc.

Time PlanTopics

4. Uniforms and Grooming (continued)

- b. State Police women officers should be required to wear the same style of uniform as the men.
- c. Uniform allowance should be reviewed annually to make sure that it keeps up with the rate of inflation.
- d. Grooming requirements should be regulated by the Chief and the Board.
- e. More suppliers should be allowed to furnish uniforms, hats and leather goods in order to get a better price and quicker delivery. Plain clothes officers should be allowed to purchase from a greater number of suppliers to reduce costs and take advantage of sales.
- f. Officers should be allowed to purchase special equipment from their clothing allowance, such as flashlights, stop watches, and other items needed for performance of duties.

Conduct
Study, Review
& Recommendations
FY 76-77

5. Women State Police Officers

- a. Uniforms, grooming, and other requirements and practices by other departments that have women officers should be reviewed, and followed when applicable.
- b. Assignments, specialization, should be studied.

Begin
Implementation
FY 76-77,
Replacement of
weapons and
purchase of
weapons for
Districts to
be completed
by FY 80-81

6. Weapons Regulations

- a. Establish a uniform policy regarding carrying of weapons by off-duty officers.
- b. On-duty officers should carry weapons of the same caliber:
 - 1) Uniformed officers should carry four inch weapons.
 - 2) Staff and Agents should carry weapons of at least 2 inches.
 - 3) All weapons should be inspected annually for safe condition.
 - 4) All officer personnel, without exception, should be required to qualify on the pistol and shotgun range at least once every three months.
 - 5) Only factory ammunition should be carried by officers.
 - 6) All shot guns should be inspected annually and be replaced as needed.
 - 7) Special weapons, including automatic weapons, tear gas guns, and rifles with spare ammunition, should be placed in each District to avoid the time delay in relaying out of Santa Fe during emergencies.

Begin
Implementation
FY 76-77,
Continue
Development in
following
years

7. Assignment of Personnel - Equal consideration of criminal and traffic law enforcement (See Topic #1, Internal Policy)

- a. Factors to consider in allocation of personnel:
 - 1) Size of population in District and rate of growth.
 - 2) Economic development, rate of unemployment, etc.
 - 3) Crime rate and crime rate trends.
 - 4) Special characteristics of each District and its needs matched with special skills of officers.
 - 5) Total area and miles of highway to cover.
 - 6) Other local law enforcement agencies within the District.
 - 7) Specific workload within each District, including traffic vs. crime, response time, need for CIB agents in area.
 - 8) Balance local District needs against Statewide needs to equalize patrol personnel and workload.

Time PlanTopics

7. Assignment of Personnel (continued)

b. Transfer Policy:

- 1) Transfers requested by an officer should be paid for by that officer.
- 2) Cost of other transfers should be partially allayed by Department.
- 3) Transfers should not be used for disciplinary purposes.

c. Specialization:

- 1) There is a need for more full-time specialization due to increased technology, specialized training, complexity of present day police work.
- 2) Those who indicate interest and capability in specialized duties should be encouraged to do so.
- 3) Special duty pay should be allowed when the special teams are called out for emergencies, or for personnel with highly specialized skills. Higher rank should not accompany special duty pay until earned by regular procedure.

8. Civilian Personnel

FY 76-77

- a. Institute as soon as possible an orientation program for all civilian personnel, including on-board personnel. Thereafter, have periodic orientation programs for all new personnel to familiarize them with the entire organization, specific duties of each Division, the Districts, and how each job fits into the whole picture.

- Accomplish
over Five
Year Period,
Begin FY 76-77

- b. Civilianization of staff positions - Place civilians in positions listed below where officers are currently assigned and return officers to law enforcement duties, or replace officers with civilians as the officers retire.
 - 1) Radio Communications - two positions
 - 2) Personnel and Training Division
 - a) Personnel should be a separate section, headed by a civilian with civilian staff
 - b) Training should be mainly staffed with officers. Currently it is "rank heavy."
 - 3) Fingerprint Section - one position
 - 4) Property and Supply Division - one position
 - 5) Central Records - one position
 - 6) Uniform Crime Report program - four positions
 - 7) Criminal Investigation, Zone A - one position
 - 8) Planning and Research Division - one position
 - 9) District Commanders should distribute workload of civilian personnel to relieve officers from clerical duties and get them out in the field.
 - 10) Promote from the ranks a civilian supervisor in order to improve supervision, control and training of District communications operators and relieve workload of uniform supervisors

Time Plan

Topics

8. Civilian Personnel (continued)

c. Morale

Five Year Plan,
Begin FY 76-77

- 1) Civilians should be promoted to supervisory positions as officers holding those positions vacate their jobs.
- 2) Civilians should have a more direct line of communication to their supervisors and the Chiefs, perhaps through a civilian representative or ombudsman, to help work out their problems, relay information, suggestions and requests to the proper authority.

Take poll
FY 76-77,
Act on recommendation
FY 77-78, make any
necessary requests
to Legislature

- 3) Investigate advantages to civilians of placing them on the State Personnel System. Have Planning and Research prepare information on comparative benefits of both systems, disseminate the information to all civilian personnel, and take a poll of their preferences.
- 4) There should be more recognition of the contribution of civilian personnel in the Department.
- 5) Inequities in compensation for like job classifications, educational background, etc., should be rectified.
- 6) Communications Equipment Operators receive inadequate pay and should be upgraded to receive higher pay.

Implement
FY 76-77

9. Promotional System

- a. Change the timing of sergeant's exam to the third week of March to avoid conflicts with vacation schedules.
- b. Questions on the sergeant's exam should be job related and designed to ascertain supervisory ability.
- c. Once an officer makes the promotional roster and is passed over as a result of the Rule of Three, he should remain at the top of the list on the new promotional roster and continue to be eligible for promotion.
- d. Written examinations should be required for promotion through the rank of lieutenant.

Implement
FY 76-77

10. Exempt Rank

- a. Use of exempt rank for promotion creates low morale and dissension among the ranks, negatively affecting productivity.
- b. Recommend eliminate use of exempt rank altogether, or
- c. If exempt rank is used, an officer who is promoted to exempt rank must qualify on the next sergeant's exam and place within the top three on the roster and receive permanent promotion. If an exempt sergeant does not place in the top three, he should be returned to commissioned officer status.
- d. If exempt rank is used, it should be used as stated in the Rules & Regulations, i.e., for "an administrative staff position" only.
- e. If exempt rank is used, all personnel should be informed as to the special reasons for it in order to defer misunderstandings and resentment.

Set Up
Program
FY 76-77

11. Recruit School

- a. Instructors should be certified
 - 1) They must have the desire to be an instructor
 - 2) Attend at least one 80 hour instructor course
 - 3) Have expertise in the subject to be taught.
 - 4) Be recertified annually.

Time PlanTopics

Set up
Program
FY 76-77

11. Recruit School (continued)

- b. Instruction to be validated
 - 1) Have courses critiqued by other instructors.
 - 2) Develop feed-back mechanism to ensure that students are implementing in the field what they are taught in recruit school.

12. Coach Officer Program - Develop uniform program with the following standards:

- a. Coach officers must be willing instructors.
- b. Coach officers should attend a training session set up by Personnel and Training to familiarize them with the desired goals, procedures and grading standards.
- c. Coach officers must know and use the proper procedures and techniques designated by the Department.
- d. Coach officers will be selected and trained immediately following each recruit school, after recruits have been assigned duty stations, for a one or two days of instruction.
- e. New officers should be stationed in a location where there are experienced officers, and under the instruction of a trained coach officer, for at least several months before assignment to a remote, one-man station. Break-in stations should be selected to give a new officer a wide variety of experience in both traffic and criminal law enforcement. The break-in station does not have to be the same as the recruit's permanent station.

Expand and
improve on
present
program

13. In-Service Training

- a. An annual In-service Training School should be held for at least three days to emphasize basic police courses, new techniques and technology.
- b. It should include a physical fitness program and firearms instruction.

Implement
FY 76-77

14. Youth Program

- a. More emphasis should be placed on police programs at all levels of schools.

Forward
recommendation
to Department
of Education

- b. Recommend that the Department of Education incorporate in the schools a class on "Law and Its Relationship to Society."

Develop a
long-term
program
FY 76-77 to
FY 80-81

15. Communications, Cooperation with the Public and Other Agencies

- a. New Mexico State Police should develop better cooperation and communications with local law enforcement agencies and improve assistance to them. Monthly local meetings with law enforcement agencies could be held in each District.
- b. State Police should improve its communications with the general public and solicit cooperation with crime prevention programs, safety programs, etc.
 - 1) There is a possible need for a Public Information Officer in the Department.
 - 2) A proper channel of information should be established in cases of civil disorder, disasters, etc.

Time PlanTopics

15. Communications/Cooperation (continued)
 - b. State Police communications (continued)
 - 3) The State Police Department needs to develop better relations with the news media.
 - 4) Planning and Research should determine the nature of the public image of the State Police and make recommendations.
 - c. Working relations with the Courts and Prosecutors - Recommend that each District have a liaison officer with the local court system, as is done in the Albuquerque District, to improve communications, cooperation, scheduling, etc.

16. Retired Officers
 - a. Provide retiring officers with a badge on a plaque in recognition and appreciation of their service.
 - b. Keep in touch with retired officers, including them on the Road Runner mailings, designate a secretary within Headquarters as a clearinghouse for information and current addresses on retired officers as a service to the Department and the retired officers.
 - c. Have articles in the Road Runner on retired officers.

Begin
Program
FY 76-77

Time PlanTopics

Request in
FY 76-77
Budget

1. Police Vehicles
 - a. All vehicles should be equipped with electronic sirens with public address systems.
 - b. Adopt one red light and one blue light for safety and identification.
 - c. All patrol vehicles should be equipped with push bumpers.
 - d. Need for four-wheel drive vehicles in some areas of the State for driving in snow, search and rescue, and the drip gas detail in Farmington. These vehicles should be in addition to regular patrol units.
 - e. Smaller, more economical vehicles should be used whenever possible by Captains, Lieutenants, and CIB Agents. They do not need high performance vehicles.
 - 1) CIB units could be two-door vehicles, other than standard Dodges and Plymouths for less distinguishability.
 - 2) Captains and Lieutenants should be issued four-door, medium sized vehicles.
 - 3) Crime Lab should have vans with low-performance engines to replace their present stationwagons and high-performance police-type vehicles.
 - f. Each District should be assigned a spare patrol unit to be used at the discretion of the District Commander, to prevent down time when an officer's unit is in for maintenance or repair.
 - g. Other type vehicles and drive trains should be tested and evaluated to improve the present patrol unit.
 - h. A specially designed police vehicle is currently under development. The Department should take advantage of any improvements in safety or operation in any future design or developments.
 - i. Retire all vehicles no later than 65,000

Study FY
76-77 Request
in FY 77-78
Budget

Request FY
76-77
Budget

Internal
Study

Request FY
76-77
Budget

Internal

Request FY
76-77
Budget

Internal
Budget Item

2. Special Equipment

- a. Present shotgun case should be equipped with a full-length zipper across the top to enable officers to remove the shotgun more easily.
- b. All patrol units should be equipped with a camera and fingerprint kit.
- c. Criminal investigators should be issued binoculars, cameras and tape recorders.
- d. Handcuffs - each officer should be issued two pair of handcuffs in addition to the plastic bands. Wire cutters should be issued to each officer for removal of plastic cuffs.

Time Plan

Topics

Request for
FY 77-78-79
Budget

- e. A swim training tank, for use in recruit training schools and in-service schools in both life saving and water safety classes for all services. Also to be utilized for search and recovery divers training.
- f. Establish a museum for the New Mexico State Police at Headquarters.
- g. Build an incinerator for destroying narcotics, etc.

3. Communications Systems

Present Problem
to 1977 Legisla-
ture
Request FY
76-77
Budget

- a. Because State Police units are presently missing radio calls from the station because there is too much traffic on the Law Enforcement Network from other departments, all State Police units should be equipped with four channel, priority scan control heads to enable State Police officers to communicate car-to-car on the district frequency with a priority on the channel they choose to monitor.

Study and
make
recommendation
1978

- b. The Department may have to cut back on communication services to other departments, or charge them a fee for providing communication services. The revenue received from other departments could be used to hire additional operators to handle the additional workload created by these agencies, and to purchase needed additional radio equipment.

Internal
Policy

- c. Portable radios should be distributed throughout the Districts and made available to all officers as needed.
- d. Due to time lost when officers have to travel great distances to get routine radio maintenance, the Chief's Office should require that District Commanders notify the radio technicians of quarterly district meetings to enable all District units to be checked at the same time.

Request
FY 77-78

- e. Present portable radios should be replaced with four channel, higher power units with rechargeable batteries and chargers.

Budget
FY 77-78-79

- f. All State Police District offices should be equipped with ten channel tape recorders equipped with instant replay to record all radio transmissions and incoming phone calls to provide a means to investigate complaints on officers and radio operators, record conversations during emergencies and reports for verification purposes. Each recorder should be equipped with a thirty day supply of 24-hour tapes.

Internal
Policy

- g. Continue to study and evaluate the present communication systems and to keep abreast of new developments in the field which would help improve delivery of law enforcement services to the public.

Immediate
Study &
Recommendation

- 4. Security - lack of security against physical attack at most of the State Police offices. Consideration should be given to security fences around buildings, alarm systems on building and evidence lockers, night security officers, and personal protection of personnel, especially the night radio operators who are often alone in the offices at night.

Time Plan

Study and
Plan with
State Property
Control, DFA

Topics

5. Model District Office

It was recommended that the District Office at Las Cruces be used as a model for future S.P. District Offices, with the exception of the window in the radio room which provides poor security for the night radio operator. Outside evidence lockers should also be equipped with an alarm system when they cannot be seen by the radio operator. Major considerations for any future District or Sub-District offices should also include:

- a. Easy access to and from major highways.
- b. Easy access for the traveling public.
- c. Communication equipment room.
- d. Two-stall garage for automobile and radio maintenance.
- e. Security fence around property.
- f. Adequate outdoor lighting.
- g. Auxilliary power supply (electric generator).
- h. Radio room and receptionist area should not be exposed to the outside by glass door or windows.
- i. Night security.
- j. Electronic sensing devices.

Five Year PlanTopics

FY 76-77

1. Eyesight Standard - needs to be developed by professionals. Planning and Research will investigate national studies and Standards developed. (See Topic #2.b.3]a] Internal Policy)

FY 76-77

2. Fair Labor Standards Act
 - a. Overtime pay - need to develop a uniform policy of payment of comp time in all Districts and Divisions.
 - b. Budget - overtime pay must be budgeted in FY 77-78 based on a 45 hour work week.

FY 77-78

FY 78-79

FY 76-77

- c. Recommend the Department plan for a forty hour work week to be implemented by 1978-79.
 - d. Research application of overtime standards to stand-by and 24 hour call status.

Research
FY 76-77

3. Payscale Study
 - a. Present payscale is too low, not competitive in attracting and retaining qualified personnel.
 - b. Recommend a 10% gap between patrolmen and sergeant's pay to provide incentive for advancement. (See Topic X.B.1., Administration Committee Report, p. 7)
 - c. Recommend a 5% gap between the ranks of sergeant, lieutenant, captain and major.
 - d. Payscale should automatically keep up with cost-of-living increases.
 - e. Future educational requirements should be taken into consideration in developing a new payscale, including educational incentive payments.
 - f. Few proposed payscale should be disseminated to sworn personnel for consideration and comments before implementation.

Implement
FY 77-78FY 76-77 Study,
Make
recommendations

4. Investigate possibility of charging fees for special duty assignments such as security for fiestas, rodeos, racetracks, municipalities during strikes, etc.

Refer question
to 1977
Legislature

5. Study feasibility of contract services to rural municipalities that have no local law enforcement. Legislature may develop another alternative.

FY 76-77-78

6. Conduct survey to determine NMSF image with the public, make recommendations on action.

FY 76-77

7. Explore putting State Police Civilian personnel on the State Personnel system.
 - a. Compare relative benefits to the employees and Department
 - b. Distribute information to civilian employees and take a vote on their preference.

FY 76-77

8. Prepare a contingency plan to determine Department priorities in law enforcement in the event of a future severe energy crisis.

Time PlanTopics

Implement
Policy
FY 76-77
and see that
it is
maintained

1. Internal Communications
Due to past misunderstandings between the Uniformed and Criminal Investigation Bureaus, and occasional lack of adequate internal communications, cooperation and control, it is recommended that a more comprehensive and frequent internal communications system be established and rigorously maintained.
 - a. District meetings should include representatives from other Departmental units, especially the Criminal Investigation Bureau and Services Bureau to ensure constant up-date on information and cooperation in criminal investigations.
 - b. District uniform officers should participate in meetings with the Criminal Investigation Bureau that are held among agents in their areas of the State.
 - c. There should be formal or informal meetings at the command level on a monthly basis, implemented through Headquarters.
 - d. Staff meetings within Districts should be scheduled as needed, but not less than bi-weekly for up-dates on information, discussions of problems that arise, local conditions affecting law enforcement, etc.
 - e. Criminal Investigation Bureau personnel should participate in in-service training of uniform personnel on criminal investigation techniques, preservation of evidence, etc.
 - f. The disunity between the Uniformed Bureau and the Criminal Investigation Bureau should be discussed by the Chief in his staff meetings.

FY 76-77

2. The "General Orders" should be reinstated and taught during each Recruit Class.

Begin
FY 76-77

3. The image of the New Mexico State Police should be reestablished as a State Police organization, instead of merely a highway patrol organization.

Request
Legislative
and Gubernatorial
support FY 76-77

4. All non-police services should be eliminated from the duties from State Police as soon as possible, but not to the neglect of service and cooperation with and to the public. Voluntary services such as escorts should be at the discretion of the Chief and the District Commanders. Some services such as security for film-making could be provided by private enterprise, others by local law enforcement agencies.

FY 76-77 to
FY 80-81

5. There should be annual up-dates of the Five Year Plan, with interim meetings of the Task Force Committees to work out details of some of the recommendations. Consensus of the participants at the Planning Conference was that it was extremely worthwhile and productive, created better understanding, harmony, provided a learning process as well as a planning process.

The fact that all ranks were represented and ideas and opinions were expressed honestly, openly and without fear of repercussion created an atmosphere of cross-information that alleviated many old misunderstandings. The suggestion was made that civilian personnel be represented at future planning conferences.

END