



New Mexico State Police

**Strategic Plan
2021 – 2025**



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Introduction



Chief Tim Johnson

The New Mexico State Police Strategic Plan gives the Department direction and sets goals for how we can best meet our mission of providing public safety for our community. At a high level it lets us monitor how our activities affect the community and holds us accountable to the citizens of New Mexico. The New Mexico State Police is dedicated to increasing efficiency and accountability at every level of its operations. My approach to accountability requires the highest level of transparency within the agency as well as with the public. Our goal is for every bureau and district to regularly measure the effectiveness and efficiency of their operations.

The State Police are striving to increase our level of technology available to our employees and to improve our usage of data. Breaking down informational silos and getting access to data for analysis so it could be turned into actionable intelligence will allow us to more efficiently deploy our resources. This improved efficiency will help us meet the many challenges facing our agency, from combating violent crime to accomplishing our mission with limited manpower.

We are also working at better engaging with our communities, outside of just the traditional law enforcement interactions. It is important the public is aware of the successes of the agency, which we can better convey with newer communication methods such as social media. In addition,

As part of our vision to move the State Police forward we have created a series of Working Groups made up of various department personnel and run by command level officers. These groups are tasked with various subject areas and focus on carrying out projects and studies on their areas to help evaluate what is working and where improvements can be made and ensure that agency decisions are timely and based on accurate data.

The following report summarizes our agency structure, provides information about the essential contribution of each bureau, and presents the strategic plans for each district.

Sincerely,

Chief Tim Q. Johnson



Mission Statement

To provide comprehensive law enforcement services for a safer New Mexico.

Core Values

R-Respect-We will respect diverse ideas, cultures and ethnicity, rendering service in a fair, courteous and dignified manner.

E-Excellence-We will be distinguished as a world class organization, providing superior service, exceeding customer expectations.

S-Service-We will be responsive to the citizens of New Mexico and provide the highest quality law enforcement service available.

P-Pride-We will display our pride by demonstrating dignity and self-respect through personal attitudes, actions and appearance.

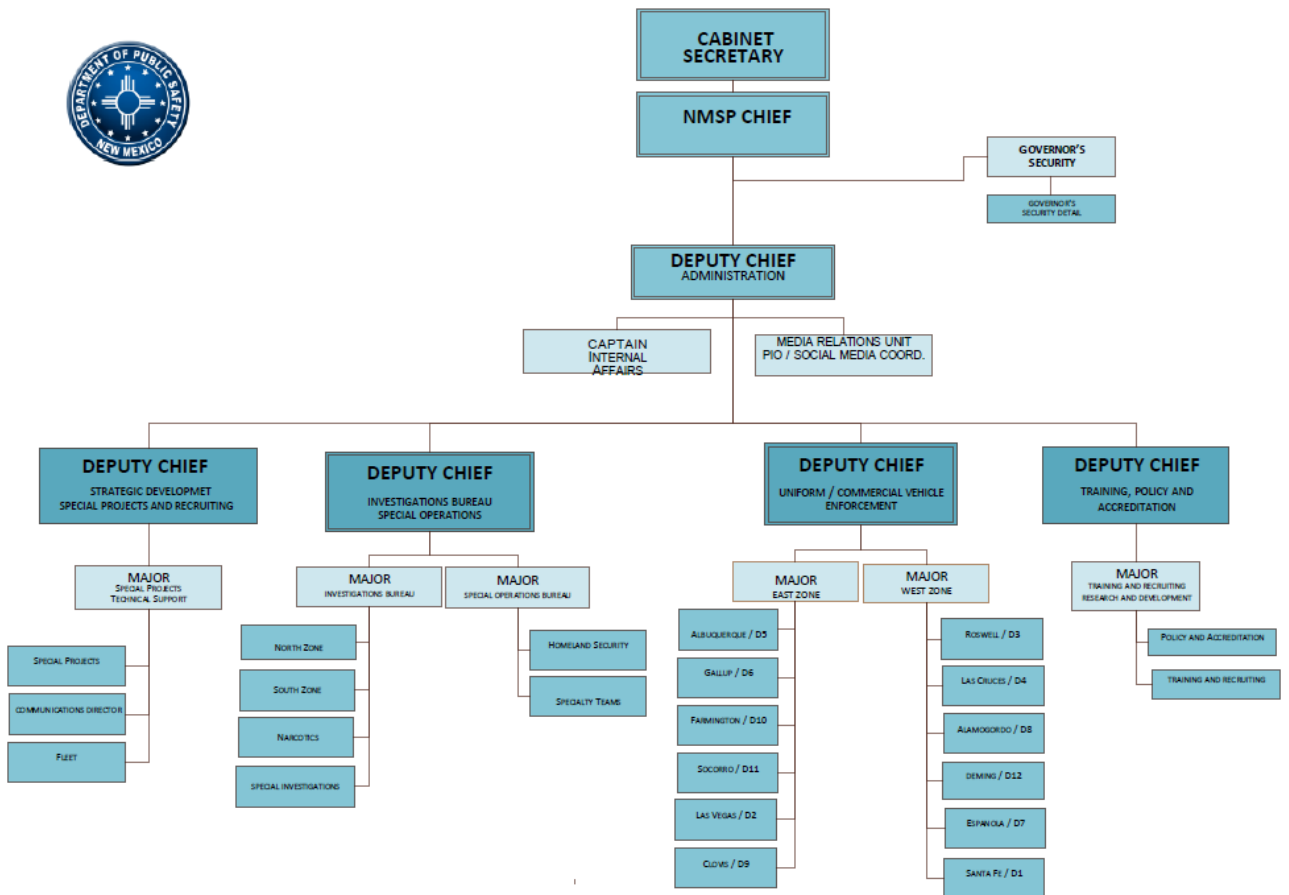
E-Ethics-We will strive to maintain the highest level of ethical behavior possible.

C-Courtesy-We will be courteous at all times, without exception.

T-Teamwork-We will work together to improve the quality of life for all of the citizens we serve.



Organizational Chart





Agency Overview

The New Mexico State Police consists of 722 commissioned officers and 279 civilian employees who work in a variety of specialty areas and programs. Each of the bureaus provides an essential contribution to the strategic direction of the department. The department is comprised of the following bureaus:

Uniform Bureau

The uniform bureau is the largest bureau within the department. It consists of a total of 596 employees, 484 commissioned personnel and 112 civilian support personnel. Uniform Bureau personnel provide the full spectrum of law enforcement services to the citizens of the state. These services include traffic accident investigation, criminal investigation, traffic enforcement, hazardous materials response, search and rescue operations and narcotics interdiction.

The Uniform Bureau is divided into 12 districts, each commanded by a captain. Each district is unique due to the diversity of the state. However, each district is a vital part of the community where it is located and officers work with other agencies in their respective areas to improve on the quality of life of its citizens.

Investigations Bureau

The Investigations Bureau consists of five highly specialized sections – Criminal Investigations, Crime Suppression, Special Investigations, Intelligence and the Technical Unit.

The Criminal Investigations unit is responsible for conducting complex, in-depth investigations into many different types of criminal allegations ranging from white collar and property crimes to violent crimes such as assault, battery and murder. Agents regularly respond to crimes as a result of a request from the Uniform Bureau or another police agency.

The Crime Suppression Unit is responsible for multiple areas of proactive investigation, including enforcement of the Controlled Substance Act. Crime Suppression agents utilize many approaches in addressing criminal activity, including everything from undercover operations to more complex and resource demanding operations, which are usually worked in conjunction with various task forces. Agents are active in state and federal regional task forces, as well as having agents assigned to work with various federal agencies. In addition, the Criminal Enforcement Unit (K-9) is an integral part of crime suppression efforts by interdicting criminal activity on the state's highways.

The Special Investigations Unit is made up of agents assigned to ensure compliance with the state's laws related to alcohol and tobacco sales. Agents assigned to the unit work to reduce DWI and other alcohol related crime by carrying out premise inspections, compliance operations and source investigations following DWI or Minor in Possession cases.

The Intelligence Unit contains the Investigative Analysts Unit. This unit provides valuable



data analysis and criminal investigatory analysis to ongoing investigations. The Technical Unit is comprised of agents who specialize in a variety of areas to include crime scene processing, computer forensics and crash reconstruction.

Special Operations Bureau

The Special Operations Bureau is responsible for overseeing many important programs. These programs provide specialty functions and support the entire department as well as other law enforcement agencies around the state. These services allow smaller departments to have access to highly trained and specialized personnel and equipment they would not be able to maintain on their own.

The Special Operations Bureau consists of the following sections or teams: Aircraft sections, Search and Rescue, Tactical Team, Search and Recovery (Dive Team), Explosive Ordinance Disposal, Motorcycle Team, Emergency Response Team, Honor Guard, Homeland Security and Hazardous Materials. Several of these functions are staffed by district field officers but administered by the Special Operations Commander.

Training and Recruiting Bureau

The Training and Recruiting Bureau is responsible for the training of New Mexico State Police officers. This is accomplished through new recruit schools, which are usually run in the spring and fall each year and through occasional lateral academies geared towards current officers from other agencies. The Training Bureau also conducts in-service training for commissioned officers within the department. The Training and Recruiting Bureau is also responsible for supplying and equipping officers within the department with the most current and up to date equipment available to law enforcement.

The Training Bureau also houses the Research and Development Unit, which is responsible for developing new policies and procedures, revising existing policies, and coordinating the development and revision process. It is also responsible for drafting and tracking agency forms, researching agency issues, maintaining several databases including the PowerDMS system and managing long term projects such as the accreditation process by the Commission on Accreditation for Law Enforcement Agencies (CALEA). The accreditation process includes many components that include policy development and collecting proof of compliance.

Standards Bureau

The Standards Bureau consists of the Internal Affairs investigations unit. The Standards Bureau is primarily responsible for the screening, coordination, tracking, and investigation of internal and external complaints of alleged misconduct by commissioned and non-commissioned personnel.

The Bureau also analyzes and archives all departmental uses of force, vehicular pursuits, maintains a Pursuit Database, analyzes all departmental grievances annually, administers the Early Intervention Personnel System (EIPS), and assists in the training



of state police recruits and state police in-service training in many in topics. All matters referred to the Standards Bureau are filed and maintained in the Blue Team system.

Special Projects Bureau

The Special Projects Bureau was created to oversee and manage the implementation of large-scale department-wide projects. Their primary focus is advancing the role of the agency by ensuring our personnel have the newest technologies and equipment.

In addition, the Bureau houses the Fleet Management unit, which oversees all of the department's vehicles. This includes everything from standard marked patrol units and motorcycles to specialty vehicles such as armored tactical vehicles and various command posts.

Governor Security Bureau

The Governor Security Bureau is commanded by a Captain and numerous agents. The unit provides around the clock protection for the Governor and his family at the Capital, the Governors Mansion, and while traveling both in and out of state. Security is also provided to the Lieutenant Governor while she is acting as the Governor, or during other special situations or circumstances. Additional protection may be provided by this unit for visiting dignitaries as situations dictate.



Departmental Overarching Goals

1. Reduce violent crime, domestic violence, and crimes against children
2. Ensure traffic and highway safety
3. Reduce illegal drug abuse and narcotics-related crime
4. Reduce DWI, alcohol abuse and underage alcohol consumption
5. Increase emergency preparedness to prevent terrorist attacks and improve emergency response to disasters.



2021 Performance Measures

New Mexico State Police Performance Measures

1 - Recruitment and Retention

- Graduation rate of the New Mexico State Police recruit school
- Turnover rate of commissioned state police officers
- Vacancy rate of commissioned state police officers
- New Mexico State Police dispatcher vacancy rate
- New Mexico State Police transportation inspector vacancy rate

2 - Violent Crime Reduction

- Number of New Mexico state police misdemeanor and felony arrests
- Number of criminal investigations conducted by criminal investigation bureau agents
- Number of New Mexico State Police crime scenes investigated or processed
- Number of crime scenes investigated or processed statewide for other police agencies
- Percent of total crime scenes processed for other law enforcement agencies
- Number of drug-related investigations conducted by narcotics agents
- Number of proactive criminal suppression operations
- Number of illegally possessed firearms seized as part of criminal investigations
- Number of violent repeat offender arrests by the Fugitive Apprehension Unit

3 - Increased Training and Accountability

- Number of community engagement projects in counties with populations less than 100,000



Individual Bureau Goals/Needs

Uniform Bureau

2021 – 2022 Goals

Reduce Impaired Driving Crashes (all types) by 10%

- Continue to leverage grant funding for aggressive enforcement operations along New Mexico roadways during peak impairment periods.
- Routinely participate in nationwide enforcement operations (i.e. CARE Operations).
- Work with NMDOT to increase the overall number of PSA announcements related to impaired driving.
- *Reduce the number of Non-Impaired Crashes (all types) by 10%*
- Routinely conduct enforcement operation strictly focused on aggressive driving behaviors during commuting periods.
- Perform seatbelt compliance operations to maintain our high statewide usage of safety restraints.
- Utilize of our TRACS program to identify problematic roadways with the Uniform Districts.
- *Provide advanced training and equipment to all Uniform Personnel to enforce and educate public about Impaired driving behaviors*
- Train and/or refresh all uniform officers in ARIDE Training.
- Conduct training at the local schools, victim impact panels, and DWI councils.
- Purchase of multiple pedal carts and impairment goggles for Uniform District to use during educational events.

LONG TERM GOALS:

- Full deployment of the new CAD / RMS to better identify high crime / crash areas throughout the State of New Mexico
- Hiring of three (3) or more data analyst to provide “true” real time analytical reports for the Uniform Commanders.
- Expansion of our CVE Compliance Section throughout the state.
- Expansion of our in-district uniform crimes against children investigator positions to all uniform districts.
- Purchase of compatible signature pads for TRACS citations.



Investigations Bureau

CRIMINAL SECTION

2021 – 2022 Goals

- Fill multiple first-line supervisor vacancies
- Maintain high level of clearance rates on homicides
- Expand reporting done by the newly created Data Analyst position
- Get Crime Scene Team back up to full staffing
- Increase role and capabilities of the Computer Crimes Unit
- Increase usage of new Cellebrite devices located around the state
- Complete transition of management for the NIBIN program

LONG TERM GOALS:

- Expansion of Computer Crimes Unit
 - Add a full-time sergeant
 - Get fully trained liaisons established in each Zone
 - Advanced training in Computer Crime/Forensics
- Expansion of Crime Scene Team (CST)
 - Add non-commissioned positions
 - Replace the older Crime Scene Unit
- Expansion of Cold Case Unit
 - One additional agent
 - Complete categorization and prioritization of cold cases
 - Add a Cold Case civilian analyst
- Improvement upon 'Case Clearance' rates
 - Advanced and specialized training for agents
 - Create consistent and automatic tracking of clearance rates
- Improved technological resources
 - Better access in the field to phone "dumping" technology
 - Improved crime data analytics capabilities
 - Update remaining older model "total stations"
- Expansion of Analytical Unit
 - Add at least five (5) more analysts
 - Break unit into Case Support and Strategic components
 - Add additional resources Data Analyst unit
 - Increase intelligence reporting
- Develop, implement and support of Intelligence Led Policing
 - Dependent on expansion of Analytical Unit
 - Obtain real-time data analytics package
 - Increase size and scope of NIBIN unit



CRIME SUPPRESSION UNIT

2021 – 2022 Goals

- Conduct (2) major narcotics investigations
- Utilize information gained from intelligence sources to determine operational locations and operational goals.
- Utilize undercover investigative techniques to conduct operations.
- Fill existing vacancies and expand positions in the Unit to better combat violent crime throughout the State
- Add additional resources to the Violent Crime Task Force (VCTF) to focus on repeat violent offenders
- Replace all canines trained to detect marijuana

LONG TERM GOALS:

- Continue to increase focus on repeat offenders (drivers of crime)
 - Focus lower-level narcotics investigations on violent repeat offenders
 - Work with Task Forces to target higher level traffickers
 - Increase focus on gun crimes
- Expand Violent Crime Task Force
 - Add agents in the southern portion of the state
 - Increase personnel funding from FBI for this program
- Increase number of social media investigations
 - Train all agents on online narcotics trafficking
 - Diversify online investigative capabilities
- Expand field testing capabilities
 - Purchase at least three (3) additional TruNarc handheld drug detectors
 - Purchase at least one (1) additional 908 Detection Device
- Expand capabilities for long-term organized crime investigations
 - Purchase pole cameras
 - Increase phone and messaging analysis
- Upgrade Surveillance Equipment/Purchase i.e. Audio, Visual Recording Devices, Cameras, Night Vision Equipment
- Upgrade handheld radio capabilities

Training and Recruiting Bureau

TRAINING

2021 – 2022 Goals

- Increase Recruit School Graduation Rate
 - Update NMSP Recruit Mentorship Program and increase program interaction hours
 - Continuous focus on physical fitness prior to academy
 - Continuous update of the Training curriculum
 - Educate new recruits on NMSP Recruit School expectations and culture



- Continuous review of Law Enforcement Academy curriculum and lesson plans
- Review of National training programs
- Review and potentially implement National training trends
- Increase Retention of Recruit School Skills
 - Continuous improvement of instructor development
 - Implementation of variations in repetitive skills practice
 - Strong implementation of Reality Based Training

ARMORY/FIREARMS UNIT

- Improve Weapons Inspection Program
- Develop Advanced Weapon Training Program for Field Personnel
- Reduce Inventory of Old Weapon Systems
- Continue to Implement and Issue New Short Barrel Rifles to Replace Remington Rifles
- Continuous Research of Less-Lethal Weapon Systems

QUARTERMASTER PROGRAM

- Increase Quartermaster Budget
- Improve Inventory Tracking Program Through New Inventory Management Software
- Fully Implement Quartermaster Program
- Purchase All Current Equipment Issued to DPS Officers
- Issue All Equipment Through Quartermaster
- Maintain Updated Inventory for all issued equipment

ADVANCED TRAINING

2021 – 2022 Goals

- Provide Officers Opportunities to Attend Other Law Enforcement Trainings to Further Develop Career Paths
- Continue to Provide Maintenance Training
- Provide Advance Training to Officers As Required by the New Mexico Law Enforcement Academy for Officer Certifications
- Improve and Expand Web-Based Training
- Provide Updated Training Policies and Best Practices Training Periodically.

LONG TERM GOALS:

- Further Develop Officer Career Program
- Obtain State of The Art Police Simulator and Other Technologies to Provide Safe Training for Officer Survival, Based on Real-Life Scenarios
- Provide Officers Opportunities to Attend Other Law Enforcement Training



RECRUITMENT

2021 – 2022 Goals

- Increase Recruitment Advertising Through Paid Campaigns:
 - Social Media Platform campaigns (Facebook, Instagram and TikTok)
 - Google AdWords
 - Geo-targeting
 - Geo-Fencing
 - Streaming Service campaigns (Netflix, Hulu, Apple Tv, YouTube Tv, Sling Tv, etc.)
 - In-state and out-of-state billboards
 - Radio commercials
 - Increase Out-of-State Recruiting Through:
- Recruiter travel to out-of-state hiring events – targeting areas of country where cost of living is higher than New Mexico
- Update Current Recruiting Database Capabilities:
 - Automatic text replies
 - Automatic reminders
 - User friendly platform for applicants
- Increase Number of Applicants for the New Mexico State Police Recruit School
- Increase Quality of Candidates Applying for the New Mexico State Police Recruit School

LONG TERM GOALS:

- Increase Popularity of the New Mexico State Police In and Out-of-State:
- Better promote the history, honor, and tradition of the New Mexico State Police
- Better promote the opportunities for growth and advancement within the New Mexico State Police
- Better promote New Mexico as an excellent state in which to start a career
- Become an applicant's first and preferred option over other Law Enforcement agencies

COMMUNITY ENGAGEMENT

2021 – 2022 Goals

- Build Stronger Relationships Between New Mexico Communities and the New Mexico State Police
- Positively Influence the Image of the New Mexico State Police and the Public's Perception of the Agency
- Build Connections Between the New Mexico State Police and Younger Generations



- Collaborate and Coordinate with New Mexico State Police Districts to Better Engage With Their Local Communities
- Utilize New Mexico State Police District Recruiters For Both Recruitment and Community Engagement In Their Local Communities
- Update Existing Programs Including the New Mexico State Police Youth Academy and Create New Outreach Programs
- Update Mentorship Programs for Applicants

LONG TERM GOALS:

- Increase Public Trust From Citizens Through Exposure to Positive Efforts of the New Mexico State Police
- Increased Visibility on Social Media Platforms
- Attract More Diverse Candidates to the New Mexico State Police

MEDIA RELATIONS UNIT

2021 – 2022 Goals

- Increase Transparency to Highlight the Operations of the New Mexico State Police
 - Increase information for Recruitment on social media platforms about New Mexico State Police Recruit classes, Dispatch, and Transportation Inspectors
 - Implement New Critical Incident Briefing Video System to Provide Information on Incidents Like Officer Involved Shootings, to Provide Factual Information to Media Outlets and the Public
 - Highlight Tact Missions Which Are Resolved with a Peaceful Surrender
 - Produce News Quality Content For Social Media To Be Distributed to Local News Outlets
 - Update Social Media Policy and Procedure
 - Analyze Current PIO and Social Media Trends for Potential Use for the New Mexico State Police

LONG TERM GOALS

- Increase Manpower Within Media Relations Unit (Responsible for all 12 NMSP districts, AMBER Alerts, and other Missing Endangered Alerts for the entire state of New Mexico)
- Add additional personnel
 - One (1) Sergeant
 - One (1) Officer
 - One (1) Administrative Assistant
 - One (1) Videographer
- Develop Content for Public Website to Improve and Provide Easy Access to Information for Officer Involved Shootings, Narcotics, Other Criminal Activity, and Safety Tips for the Public



- Implement Phase II of JOINNMSP.com By Building Each Specialty Unit Their Own Dedicated Pages

RESEARCH AND DEVELOPMENT

- Obtain accreditation from the Commission on Accreditation for Law Enforcement Agencies.
- Conduct at least one staff inspection for each of the 12 districts.
- Increase the amount of training on new policies and policy revisions provided to the districts.
- Increase the amount of relevant information disseminated to field personnel.

LONG TERM GOALS

- Maintain CALEA accreditation.
- Increase the number of ROD personnel.
- Create a training program within the ROD Section.
- Implement an online training program.
- Implement an online survey program.

SPECIAL OPERATIONS BUREAU

2021 – 2022 Goals

DIVE TEAM

- Send additional members to dive instructor school.
- Conduct annual training with Albuquerque Police Department Dive Team and Bernalillo County Water Resource Unit.
- Conduct water safety briefings to New Mexico communities near bodies of water.

LONG TERM GOALS:

- Purchase a more capable boat for fast-moving water rescues.
- Send team members to fast water rescue training certification.
- Maintain all dive team related equipment and replace as necessary.

EMERGENCY RESPONSE TEAM

- Conduct annual team training with Albuquerque Police Department ERT, Bernalillo County Sheriff's Office ERT and Rio Rancho Police Department ERT.
- Conduct annual team training with the Department of Corrections.
- Ensure all team members are certified in FEMA riot control courses.

LONG TERM GOALS:

- Maintain team of 70 team members.
- Maintain quick responses to call -outs.



- Ensure all team members are current in use of force policies, tactics and constitutional law.
- Maintain all necessary gear and less lethal munitions current and in working condition.

HONOR GUARD

- Send all members to the Border Patrol Honor Guard School.
- Fill current vacancies on the team.
- Represent the department at funerals throughout the country of line of duty death of State level agencies.
- Conduct annual revolver qualifications for honor guard members.

LONG TERM GOALS:

- Replace current revolvers so they all match.
- Replace ceremony rifles to newer models.

UNMANNED AERIAL VEHICLE TEAM

- All members certified through Federal Aviation Administration remote pilot certification.
- Monthly trainings to maintain proficiency in operating a UAV.
- Maintaining current fleet of UAV's for the utmost performance and reliability.

LONG TERM GOALS:

- Create a full time UAV position assigned to the Special Operations Bureau.
- Purchase additional Matrice UAV with FLIR capabilities.
- Add more UAV operations to the team.

TACTICAL TEAM

- Conduct at least twelve training sessions throughout the year with all Tactical Team Members.
- Obtain basic SWAT Certifications for all newly appointed Tactical Team Members.
- Continue to support fugitive apprehension operations throughout the State.
- Conduct joint training sessions with County and City PD SWAT teams.
- Ensure a high level of training in accordance with constitutional law.
- Replacement of bolt guns.

LONG TERM GOALS:

- Maintain a full roster of 26 tactical team members.
- Maintain and adequate level of de-escalation training.

EXPLOSIVE ORDNANCE DISPOSAL TEAM



- Conduct monthly training sessions with all members of the EOD Team.
- Purchase additional digital X-Ray systems.
- Upgrade command post with newer DVR and smart board.
- Train with the new robot so all members are proficient with it.
- Add one more dual K-9 to the team.

LONG TERM GOALS:

- Replacement of outdoor explosive magazines at APD range.

CNT/CIT/POST

- Add new members to the CNT team.
- Train all CNT member in instructor development.
- Train new members with the basic hostage negotiator classes.
- Hold additional CIT classes for our officers to attend.
- Maintain an adequate level of POST members throughout the State.
- Conduct joint trainings with Tactical Team.

LONG TERM GOALS:

- All members attend advanced hostage negotiator courses.
- Train all NMSP officers in CIT.
- Bring current CIT members to an enhanced CIT level.
- Incorporate the use of Cordico app to all DPS employees.
- Develop Mental Health Unit

MOTORCYCLE TEAM

- Send three members to motor school instructor course.
- Provide traffic enforcement support to NMSP districts.
- Work operations thought the State in conjunction with other law enforcement agencies motor team.
- Participate in joint motor escort training with surrounding law enforcement agencies.
- Purchase of three additional motorcycles.

LONG TERM GOALS:

- Create one full time motor position within Special Operations.
- Maintain replacement of motorcycles at 40K miles.
- Advocate motorcycle safety within our team and New Mexico drivers.

AIRCRAFT

- Perform phase II and III of hoist training with outside training agency.



- Incorporate the use of flight medics to the hoist program.
- Hire additional pilot.
- Hire new A&P mechanic.

LONG TERM GOALS:

- Purchase of a second law enforcement capable helicopter to assist in covering the large geographical area.

STANDARDS BUREAU

2021 – 2022 Goals

- Decrease the turn around time for administrative investigation
- Increase the number of field personnel trained in conducting administrative investigations
- Increase the amount of training afforded to Standards Bureau personnel
- Increase the amount of training to commissioned personnel with Blue Team database

LONG TERM GOALS

- Increase Manpower Within Standards Bureau for the additional duties now required by Standards Bureau Personnel
- Explore options based on industry standards for optimum operation procedures for administrative investigations
- Merge duplicate incidents into one incident to alleviate backlog of incidents under review

Special Projects Bureau

2021 – 2022 Goals

FLEET

- Achieve a general fund budget of \$8,000,000 annually for vehicle replacement.
- Continue to use and improve on use of Chevin (Fleet Wave) data base.
- Continue the replacement schedule of units at 125,000 miles.
- Continue to evolve the fleet review committee and the way fleet grades and discipline are given.
- Work on auto technicians pay plans and provide each tech with continued education in their area of expertise.
- Continue to identify cost saving measures by not outsourcing general maintenance.
- Fill vacancies at the auto shops around the state.
- Continue to submit invoices and other procurement documents in a timely manner.



CAD and RMS

- Combine data silos.
- Reduce duplicate data entry.
- Easier access to data.
- Easier data analysis.
- Make entering reports easier and compliant with NIBRS.
- RMS and CAD will be integrated with TrACS.

TECHNICAL UNIT

- Continue to work on solutions for data storage.
- Continue to monitor and upgrade current body cameras and in-car camera solutions.
- Ensure TrACS and other programs stay up to date.
- Identify procurement methods to purchase and maintain LPR's and LPR trailers.
- Replacement schedule of older laptops and accessories.
- Continue work with IT to upgrade all circuits around the state.
- Stay progressive and continue to identify solutions that will increase officer safety and awareness.

COMMUNICATIONS

- Continue support of rollout of the state digital trunking radio system.
- Continue to work with all LE agencies on interoperability.
- Implement and finalize EMD (emergency medical dispatch) contract for all centers and operators.
- Work with AOC on paperless warrants.
- Issue APX 8000 portable radios to all officers.
- Fill vacancies and continue to work on recruiting and better pay plan.
- Maintain accreditations and continue to support dispatchers in continued education



Capital Needs

The New Mexico Department of Public Safety strives to maintain the highest quality, mission driven departmental facilities across the state. To accomplish this, the department conducts annual assessments of our facilities to identify our most critical infrastructure needs over a five-year period. The department considers implementation planning, policy direction, funding duration, estimated costs, justifications, and detail-specific projects. Once the needs are prioritized, the department submits our Infrastructure Capital Improvement Plan to the Department of Finance and Administration for consideration. The Capital Improvement Plan is also disseminated to the Legislative Finance Committee who in turn works with the Department of Finance and Administration to reinforce a criteria-based strategic approach to future capital investments.

The current ***Infrastructure Capital Improvement Plan*** priorities for the Department of Public Safety are as follows:

Fiscal Year 2021-2026

- State Police District 1 New Facility
- Firing Range Facility Upgrades
- DPS Statewide Facility Upgrades
- State Police D5 New Sub-stations
- State Police Albuquerque Metro Project

Fiscal Year 2022-2027

- Construction of New Forensic Laboratory
- DPS Statewide Facility Upgrades
- Firing Range Upgrades
- State Police Albuquerque Metro Project
- DPS Vehicle Training Track planning and replacement

Fiscal Year 2023-2028

DPS Statewide Facility Upgrades
DPS Headquarters Renovation
Reality Based Training Facility
Sub-District 6 New Facility
State Police Albuquerque Metro Project

As indicated earlier, these priorities will be evaluated each year; therefore, the priorities may or may not change from year to year.



General Equipment Needs

Fiscal Year 2023

- Completion of RMS and CAD Project
- Replacement and upgrade of laptops for commissioned and civilian personnel
- Replace and upgrade TRACS equipment
- Purchase License Plate Readers for all K9 units and designated districts
- Purchase License Plate Trailer Readers for ports of entry and other locations
- Purchase body cameras and associated equipment
- Purchase in-car cameras and associated equipment
- Update and replace axes, pry bars and shovels for each officer (assigned to each unit)
- Purchase ballistic shields
- Purchase breaching equipment
- Purchase rifle rated plates and carriers
- Purchase more stop sticks
- Purchase 40mm launchers and sponge rounds (another option besides less lethal shotguns)
- Purchase Bolowrap (another less lethal option)
- Purchase and update MILO (scenario-based training equipment)
- Purchase and update force on force equipment (FX-Sims training)
- Update current PIT training vehicles
- Replace 120 pieces of body for commissioned officers
- Replace approximately 220-230 vehicles
- Purchase handheld lasers for traffic operations



Trends/Personnel Levels

According to the 2020 census the State of New Mexico has a total population of 2.1 million and a vast geographical land area consisting of approximately 121,598 square miles.

The New Mexico State Police currently has 722 total commissioned personnel positions to provide law enforcement services to the needs of this population. This number includes all the supervisory personnel, investigations bureau personnel, and other non-patrol related activities that are demanded on our organization.

The New Mexico State Police have been an important partner in the ongoing struggle against crime and the fear of crime since 1935. The agency has a long-standing tradition of providing quality service to the people of New Mexico.

In many rural areas of the state that lack sufficient local enforcement personnel, the New Mexico State Police provides the primary law enforcement services including criminal investigations, narcotics investigations, traffic enforcement, and mitigating hazardous materials incidents.

These services comprise both reactive as well as proactive activities. Proactive law enforcement is one of the most important functions of a law enforcement agency, as it is the activity that is utilized to prevent crime from occurring thus preventing citizens from becoming victims. It is essential that law enforcement remain proactive in order to keep pace with the criminal element that adapts and changes tactics constantly. As the demand for service increases, the need for additional officers must keep pace. The department is also working to meet these demands with more efficient use of resources. The primary ways being used to accomplish this are improving intelligence to better direct limited resources and by hiring civilian personnel to do jobs a commissioned officer is not required for. This will allow our highly trained commissioned personnel to focus on the duties that actually require an armed and certified officer. Being able to readily identify the root cause of a public safety issue and having the right tools to address the issue are keys to improving public safety.



Much of an officer's work time is dedicated to responding to calls for service, known as obligated time, which is an inescapable factor that grows with the number of calls for service. Obligated time impacts the amount of time that remains to proactively pursue criminals before they commit crimes and to engage in community engagement activities, which can help build positive relationships with the communities we serve. To increase the safety and services to citizens it requires that a balance between reactive and proactive times be reached through effective and efficient staffing levels.

New Mexico saw a small increase in population over the last decade. This steady increase to the population and the high levels of both violent and property crime in the state show a need for the department to expand its workforce. Given the current employment environment around the country and some of the sentiment around law enforcement more generally have made recruiting and growing the size of the Department difficult to do. Below is a description of the current State Police uniform districts and the department's primary duties in each area.

District 1 – Santa Fe

This district is currently providing primary police services to the community of Pecos and has entered into a Joint Powers Agreement with the village leadership. The district provides security and law enforcement services to the numerous state buildings and the Capitol. Additionally, the district handles criminal investigations for the New Mexico Corrections Department as they have four separate facilities within the immediate area of Santa Fe.

These services are on top of the regular patrol services including the apprehension of impaired drivers, handling domestic violence crimes, property crimes, and traffic enforcement. To impact these problems, the district has initiated projects such as saturation patrols, sobriety checkpoints and roadblocks within designated problem areas. For example, the district makes determinations based on available data where the majority of burglaries are occurring and assigns dedicated patrols to those areas to deter the criminal element. They are also attempting to ensure that at least two officers



respond to every domestic violence incident that is reported to provide effective and meaningful help to each victim.

This district has Interstate 25 traveling through it and is a main source of commuter traffic between the major metropolitan populations of Albuquerque and Santa Fe. This roadway has had numerous calls for service including stranded motorists, automobile crashes, reckless driving complaints and impaired drivers.

Currently the district is staffed with twenty-four Patrolmen, five Sergeants, one Lieutenant, and one Captain. To reasonably accomplish the tasks and demands on the district, it is recommended that an additional twelve officers and one sergeant be assigned to the district to bring the district into recommended staffing levels.

District 2 – Las Vegas/Raton

This district has seen a steady increase in criminal investigations over recent years particularly in property crimes, narcotics, gang activity, and domestic violence. The district also has significant problems with impaired drivers and traffic crashes, and the district provides primary law enforcement services for the community of Wagon Mound, and many other rural communities within the district.

The district has developed projects to impact the problems identified. These include saturation patrol projects in areas with the highest accident rate and DWI activity. There are also a Law Enforcement Assisted Diversion (LEAD) program in the county. There are also plans to establish a fourth shift in the evening hours that would be dedicated to criminal investigations, which would allow the standard shifts to focus on accident and DWI proactive patrols without interruption. These plans however, require additional staffing levels to accomplish.

Currently the district is staffed with thirty-six Patrolmen, six Sergeants, two Lieutenants, and one Captain. In addition, the District oversees a Port of Entry on I-25 southbound, which is staffed by a total of one supervisor and eight Transportation Inspectors.



District 3 – Roswell

This district covers a large area of differing demographics, from farming and ranching communities to large communities. In particular, Roswell has experienced a serious problem with street gangs and drive-by shootings. There is one gang for example that boasts a membership of approximately 300 and has contacts within the state prison system. There are also problems associated with fluctuating socioeconomic issues as seen with the instability of oil revenues that historically have contributed to rising crime rates and the movement of people from urban settings to rural areas.

The district has continuing problems with traffic crashes, impaired driving, narcotics trafficking, and domestic violence. The district also has a significant amount of tourist traffic as many Texas vacationers travel the highways that lead to the Ruidoso area, which is a large vacation resort. With the exponential growth in the Permian Basin oilfields in the southeast portion of this District there has been a significant rise in crashes related to oilfield traffic. To impact these problems the district attempts to focus on this high-volume traffic crash prone areas, but it can be difficult due to limited manpower and the large amounts of oilfield traffic.

Currently the district is staffed with twenty-nine Patrolmen, three Transportation Inspectors, six Sergeants, two Lieutenants, and one Captain. This staffing is not adequate due the vast geographical land area to be covered and the desired patrol intervals.

District 4 – Las Cruces

The Las Cruces district contains two interstate highways that intersect in a densely populated metropolitan center. Additionally, the district borders El Paso, TX and Juarez Mexico and the combined population of these communities is approximately 3 million. These large population centers affect the amount of transient traffic that utilizes the highways within the district. The highways in the areas south of Las Cruces are extremely busy with commuter traffic and a high volume of impaired drivers and traffic crashes.



The close proximity to the Mexican border provides ideal conditions for drug smuggling and undocumented smuggling operations and the associated criminal activity that is commonly linked to these activities. The district handles the criminal investigations for the two penitentiaries and juvenile justice center located within the district boundaries. The district also handles special events at White Sands Missile Range and the testing facility, and New Mexico State University.

Currently the district is staffed with thirty-four Patrolmen, seven Sergeants, two Lieutenants and one Captain. In addition there are a pair of Ports of Entry in the district, which are handled by one supervisor and fifteen transportation inspectors.

District 5 – Albuquerque

This district is located in the metropolitan center of Albuquerque which has an estimated population of over 700,000 living in or close to the city limits. The district also has two intersecting Interstate highways, as well as surrounding rural areas. It is made up of three primary areas; Albuquerque, Los Lunas/Belen area and the Moriarty area. The District now includes Cuba, which has a small amount of local law enforcement resources other than the State Police therefore the responsibility is placed upon the district personnel to handle primary law enforcement services for many of the communities within this portion of the district.

This district is somewhat unique in that it provides services for several events that are found only in Albuquerque. These include the New Mexico State Fairgrounds which has the fair, horseracing, casino and other year-round events, as well as the International Balloon Fiesta and other special events located around the city.

The highways in and around the city of Albuquerque are extremely congested and are a source of frustration for motorists. This frustration leads to aggressive driving tactics and sometimes violence which is a great concern for law enforcement. The district is also attempting to impact the amount of impaired drivers that take to the highways and cause harm to the motoring public. Unfortunately, the violence is not limited to the roadways in Albuquerque and the district has dealt with violent crime, gang activity, and narcotics related activity in and around the city.



In an effort to provide necessary services and impact problems the district attempts to assign personnel to projects such as saturation patrols and roadblocks to reduce criminal activity and traffic problems. The district also attempts to provide effective assistance and education to citizens threatened by violence and abuse in all three areas.

The violence that has become common place in the city of Albuquerque has spilled over into communities like Edgewood, Los Lunas, and Belen. The district commonly responds to domestic violence calls, gang activity, and narcotics related crimes in these areas.

District staffing has been a significant concern for our organization in the Albuquerque area and currently the district has forty-six Patrolmen, nine Sergeants, four Lieutenants, and one Captain.

District 6 – Gallup

This is a predominately rural district with a single Interstate highway traversing through the entire district boundary. The area the district encompasses has had a long history of socioeconomic issues and alcohol abuse associated problems. As a result, the district is well known for the high number of impaired drivers and domestic violence incidents that occur in this area.

The main focus in reducing domestic violence is the vigorous investigation and pursuit of offenders; however, the district also plans to introduce a mediation program in conjunction with the Navajo Nation to curtail repeat offenses of domestic violence. Domestic violence has been the source of many violent crimes that have occurred in the district and reducing the negative impacts is crucial for all law enforcement organizations as well as the public.

The district has also been aggressive in working projects that impact accidents and particularly DWI related accidents on those roadways designated as problem segments. The district has implemented a DWI patrol that works during peak impaired driving hours and conducts traffic safety talk shows with local media outlets that address traffic safety concerns. The district has been working closely diligently at the Port of Entry and with



the commercial vehicle enforcement officers to deter commercial vehicle accidents and conduct criminal interdiction operations.

Currently the district is staffed with twenty-nine Patrolmen, six Sergeants, two Lieutenants and one Captain. In addition, the eastbound Port of Entry on I-40 has a very high volume of traffic and there is one supervisor and twelve transportation inspectors stationed there.

District 7 – Espanola

This district includes large areas of mainly rural communities, which includes Espanola, Taos, and Chama. The district has long experienced a significantly large criminal caseload as the officers handle the majority of the rural law enforcement throughout the numerous communities. The district has entered into a Joint Powers Agreement with the community leadership in Chama to provide primary law enforcement for that community.

The district has experience significant problems associated with narcotics abuse and the commonly associated crimes. Over the past few years, Rio Arriba County has been ranked number one in the nation in overdose deaths (per capita) many times over the years and this is primarily due to the availability of heroin which has long plagued this community. The associated crimes commonly linked to heroin abuse are burglaries, robberies, and assaults, not to mention the extensive problems associated with overdose deaths.

The district has developed numerous strategies to deal with the substance abuse problems and the associated crimes. Additionally, the district has partnered with the local burglary and DWI task forces to work in cooperation with local law enforcement at reducing the negative impacts associated with these crimes. The task forces also share intelligence and case information in an effort to combine resources and collectively attack the problems that plague the district.

Currently the district is staffed with forty-three officers, eight Sergeants, three Lieutenants, and one Captain.



District 8 – Alamogordo

This district is a large, primarily rural area in southern New Mexico with two main urban centers. The demographics of the district range from a military air force base to ranchlands in the mountains and plains, and tourism throughout the entire district.

The district has experienced problems associated with impaired drivers, traffic crashes, domestic violence, child abuse and drug trafficking. To compound the traffic problems, many of the roadways that travel through the district are congested with tourist traffic and these roads are inadequately designed to handle the volume of traffic and extreme driving conditions caused by the mountainous terrain.

The district has instituted several programs in an effort to impact these problems. Dedicated patrols, saturation patrols and roadblocks have been established on all of the roadways designated as problem segments for accidents and DWI. In addition, special attention is given to vehicles traveling on established drug smuggling routes.

The district has also become involved in a Domestic Violence Task Force and has trained an officer to be an instructor in Domestic Violence Intervention. Another officer has been trained as a Child Abuse Investigator and is an investigator for the local Kids Inc. which provides expert interviewers to conduct investigations.

Currently the district is staffed with twenty-three officers, five transportation inspectors, four Sergeants, two Lieutenants, and one Captain. To reasonably accomplish the tasks and demands on the district, it is recommended that an additional five officers be assigned to the district, and subtracting one sergeant through attrition to bring the district into recommended staffing levels. The recommended staffing level according to the PAM is twenty-two officers, three Sergeants, one Lieutenant, and one Captain

District 9 – Clovis/Tucumcari



This district represents a large section along the eastern side of New Mexico with large rural areas containing two urban centers. Interstate 40 travels through the district and this roadway has seen its share of multi-vehicle crashes, weather related traffic problems, narcotics seizures, and other criminal activity.

The district has two main urban centers and these communities have problems with impaired drivers, traffic related problems, domestic violence, and narcotics associated crimes. In addition, to the problems identified in the two main areas of the district, there are four smaller communities which are having difficulties providing their own police services that are requesting the district to take over providing those services. Those added responsibilities have and will continue to impact staffing requirements in the district.

In an effort to provide necessary services and impact problems the district attempts to assign personnel to projects such as saturation patrols and roadblocks to reduce traffic problems. The district also attempts to provide effective assistance and education to citizens threatened by violence and abuse in both areas.

District personnel in cooperation with local agencies have also established the first Citizen's Academy hosted by the State Police. The Citizen's Academy is designed to provide citizens with a basic understanding of law enforcement and information that could prevent them from becoming the victim of crime.

Currently the district is staffed with twenty-nine officers, six Sergeants, two Lieutenants, and one Captain. In addition, there is the westbound Port of Entry on I-40 that has a supervisor and fifteen transportation inspectors.

District 10 – Farmington

The district is mainly rural in nature with some urban centers clumped together in a relatively small area. The district has a lengthy history of alcohol associated problems including DWI, alcohol related crashes, domestic violence, and assaults. The district is also responsible a small portion of Rio Arriba County.



San Juan County is designated as a High Intensity Drug Trafficking Area (HIDTA) the huge methamphetamine problem that plagues the area. This also contributes to the increase in associated crimes such as violent crimes, property crimes, and environmental concerns. In addition, much of the District includes the Navajo Nation and the various cross-jurisdictional challenges that come along with that.

In response to the identified problems, district personnel have designed projects such as saturation patrols and roadblocks, as well as other traffic control techniques to reduce traffic accidents and DWI. There are also programs that inform and educate citizens concerning the abuse of alcohol or other substances and the ramifications that they produce.

Currently the district is staffed with fifteen officers, four Sergeants, one Lieutenant, and one Captain.

District 11 – Socorro

This district encompasses an extremely large rural segment of west central New Mexico with small rural communities scattered throughout. It also contains one of the most popular recreational lakes in New Mexico at Elephant Butte, near Truth or Consequences. This results in a large transient tourist population at the lake during the summer months.

The district has experienced problems associated with impaired drivers, violent crime, domestic violence, narcotics interdiction, and traffic crashes. The rural nature of this district, the large geographical land area to be covered, and the lack of sufficient law enforcement resources all contribute to the problems mentioned above. To counter these problems, district personnel have organized projects, often in conjunction with other agencies, which involve saturation patrols or roadblocks in prime smuggling areas and routes, or in areas with high accident or DWI rates.

Currently the district is staffed with twenty-one officers, four Sergeants, one Lieutenant, and one Captain.



District 12 – Deming

This district resides in the southwestern corner of the state bordering Arizona and Mexico. The vast geographical land area, the close proximity to Mexico, and the lack of sufficient federal, state, and local law enforcement resources makes the district a prime area for drug smuggling and the migration of illegal aliens into the state.

The U.S./Mexico border lacks sufficient communication technology, surveillance and monitoring technologies, and law enforcement personnel to effectively impact the narcotic and alien trafficking that has become common place in this region of the state. The district also has an Interstate highway traveling through it that creates traffic crash problems, which are compounded by impaired drivers. This region of the state has long been plagued with large dust storms that cause extreme driving hazards and have resulted in numerous fatality accidents and prolonged road closures. The district must also respond to violent crimes and domestic violence along with gang activity and juvenile crimes.

District personnel have been involved with saturation patrols and DWI checkpoints coordinated with other agencies in an effort to reduce crashes and DWI. District personnel are also involved in programs such as Teen Court and Healthy Start, which provide information and instruction concerning alcohol abuse, DWI, drug abuse, and occupant restraints. Additionally, the district works in the schools providing education and awareness in DWI and drug education.

Currently the district is staffed with thirty-six officers, nine Sergeants, two Lieutenants and one Captain. In addition, there is a eastbound Port of Entry on I-10 with one supervisor and eleven transportation inspectors.

Non-Patrol Function

Crime Suppression Unit

The New Mexico State Police, Crime Suppression Unit has developed a statewide initiative to conduct overt and covert narcotics investigations designed at improving the quality of life for the citizens of our state. The unit is also increasingly focusing on repeat



offenders with violent criminal records. Agents routinely travel to different areas within the state to assist the local regional task forces with undercover operations by providing undercover personnel, surveillance technology and funding for operating expenses. This requires our agents and supervisors to be knowledgeable of other regional task force operations, new narcotic trends/methods, and to be trained in new approaches to combat the use, distribution, and trafficking of controlled substances in order to meet our goals and objectives.

The Crime Suppression Unit has developed goals and objectives designed at reducing the negative impacts that narcotics have on our community. These goals include the dismantling/disruption of major drug trafficking organizations and local narcotics traffickers, supporting the New Mexico State Police Uniform Bureau with highway interdiction operations. Additionally, the Crime Suppression will target repeat offenders and work closely with the prosecuting authority to ensure that these offenders are removed for our streets improving the quality of life for everyone who resides in or visits our state. The unit is especially focused on individuals who utilize a firearm in the commission of their crimes.

To achieve the goals and objectives of the Crime Suppression Unit, commissioned personnel work closely with the regional task forces, federal law enforcement, and the prosecuting authority. The K-9 Unit within Crime Suppression works in conjunction with the Homeland Security Investigations Task Force and our agents focused on repeat offenders are part of the Federal Bureau of Investigations Violent Crime Task Force. Agents are also collocated with several of the regional task forces in an effort to share intelligence and work in cooperation and coordination with these multi-agency organizations.

The Crime Suppression Unit has a clandestine laboratory response team that handles laboratory cleanups statewide for task forces that do not have qualified personnel to mitigate these incidents. The unit was originally created for methamphetamine labs, but has now transitioned to able to work THC extraction labs as well.



Currently the section is staffed with thirty-one agents, eight Sergeants, four Lieutenants, and one Captain.

Criminal Investigations / Technical / Intel Units

The New Mexico State Police, Criminal Investigations Unit conducts statewide major criminal investigations that include homicide, public official corruption, sexual assaults, and significant felony crimes. Criminal Investigation Unit works closely with the Uniform Bureau of the New Mexico State Police and provides case support and follow-up investigation for cases that will require an extensive amount of follow-up or that require the expertise of specially trained investigators.

The Technical Unit has a crime scene team that is routinely called upon to assist local law enforcement agencies with properly collecting and processing evidence for major criminal cases. The Criminal Investigations and Technical Units will either assist local law enforcement with aspects of the investigation or handle the entire investigation for these agencies that do not have the resources to handle major criminal investigations.

The crime scene team is typically called upon to testify in court regarding the collection methods and evidentiary value of the items collected at the scene and this can be a burdensome task as many court cases require multiple appearances. The number of requests for crime scene team assistance has tremendously increased since its inception in 1998 and this team has become a valuable resource for all law enforcement in New Mexico.

The Intel Unit is works to provide case support resources to agents as they carry out the investigations. In addition, they provide resources to monitor social media for any type of incidents, like protests, which might impact public safety. The unit has two analysts assigned specifically to work on follow up from CODIS hits on old sexual assault cases. In the past year the unit has added a data analyst as they strive to be able to start providing real time intelligence to troops in the field.

Currently the section is staffed with fifty-seven agents, six analysts, eighteen Sergeants, six Lieutenants and two Captains.



Training & Recruiting Bureau

The Training & Recruiting Bureau is responsible for recruiting, selection, and providing basic law enforcement training to all New Mexico State Police Recruits, as well as much of the advanced training and in-service training required of current officers. Personnel from the Training & Recruiting Bureau develop course curriculum and schedules for each academy class and provide many of the instructors required to teach the courses. The Training & Recruiting Bureau is also involved in providing curriculum and instructors for in-service training that is designed to keep officers updated with training regarding current trends and legal issues.

The Training & Recruiting Bureau performs these duties by drawing additional staff from field operations during each academy and many in-service schools. This places additional stress on district staffing needs and inhibits the Training & Recruiting Bureau's ability to conduct yearly in-service schools and advance training that update officers in critical law enforcement information and education.

The Training & Recruiting Bureau is responsible for the development and implementation of the promotional processes for the rank of Sergeant. This includes drafting a written exam and conducting assessment centers that are fair and equitable, taking into account the tasks and responsibilities related to the position being tested for by the candidates.

The Training & Recruiting Bureau must also be responsible to maintain a weapons armory and a stores supply of ammunition and equipment needed by officers to perform their duties. The department is researching the viability of a quartermaster system of which the duties and responsibilities would fall on the Training & Recruiting Bureau; this will impact their staffing needs.

Currently the bureau is staffed with 12 officers, two Sergeants, two Lieutenants, and one Captain.



Standards Bureau

The Standards Bureau conducts administrative investigations concerning allegations of misconduct by Department of Public Safety commissioned and non-commissioned personnel. The Standards Bureau is responsible for handling administrative investigations for all divisions of the Department of Public Safety, including the New Mexico State Police Division, the Motor Transportation Division, and the Special Investigations Division. The Standards Bureau includes the Research and Operational Development Section.

The Standards Bureau conducts both investigations and inquiries. Administrative investigations require strict adherence to statutory laws and agency rules and guidelines, thereby ensuring due process. In addition to conducting investigations, the Standards Bureau is responsible for maintaining and tracking all disciplinary records and reports generated from administrative investigations.

In addition to administrative investigations, the standards bureau also reviews all tort claims filed against the department and coordinates with the Office of Legal Affairs for proper disposition. Additionally, the Standards Bureau is also tasked with conducting annual audits of evidence vaults statewide and ensuring the department is in compliance with policies and procedures regarding evidence collection, storage, and retention.

The Standards Bureau also administers a computerized Early Intervention Personnel System (EIPS), which aides in identifying employees in need of intervention based on behavioral clues entered into the system. The focus of the system is to help employees correct behavior before it becomes detrimental to them and the department. Once an employee is identified, the employee's supervisors are notified and they are provided with information regarding events that led to the alert of the system by the Standards Bureau commander. The goal of this project is to intervene through counseling and mentorship before the behavior results in allegations of misconduct or wrongdoing.

The Research and Development Section (R&D) is tasked with maintaining policies and procedures for the Department of Public Safety (DPS), researching agency issues as needed and disseminating relevant information accordingly, managing the CALEA



accreditation process, administering most of the databases in use by the Standards Bureau, maintaining all forms for the DPS, developing curriculum and training field personnel on agency polices and procedures, and other duties as assigned by the Office of the Chief.

Maintaining polices and procedures includes researching policy issues, crafting new policies and revising existing ones accordingly, and coordinating the development/revision process. The policy development process many times requires extensive research, which is very time consuming. The process also mandates allowing employees input and coordinating that effort and evaluating the feedback can also be very time-consuming. Final versions of draft policies are sent to the chief for his review and approval and ultimately sent to the cabinet secretary for signature.

The R&D Section is constantly evaluating new trends and keeps field personnel informed of best practices in law enforcement. This is accomplished by continuous research. The term research in this document is used as a substitute for conducting literary reviews and is not used to mean true scientific research. The R&D Section is also periodically assigned research projects from the Office of the Chief.

The Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation process is also managed by the R&D Section, through the accreditation manager. The accreditation manager is responsible for ensuring that departmental policies and procedures comply with CALEA standards. Additionally, the accreditation manager is responsible for collecting and coordinating the collection of proofs, which demonstrate compliance with CALEA standards. This project is a huge undertaking by the department since accreditation is difficult to receive and maintain, but the benefits of accreditation are tremendous.

Currently the Standards Bureau is staffed with one Agent, four Lieutenants and two Captains.



Review and Revision

This strategic plan is a working document that will be reviewed yearly and updated accordingly to ensure that it remains current and consistent with the operational direction of the department.