

NEW MEXICO LAW ENFORCEMENT ACADEMY
BOARD MEETING

August 11, 2015

1:00 p.m.

McKinley County Board of Commissioners
207 West Hill Avenue
Gallup, New Mexico 87301

REPORTED BY: Jan A. Williams, RPR, NM CCR 14

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

BOARD MEMBERS

New Mexico Attorney General Hector Balderas, Chairman
Chief Pete Kassetas, Vice Chairman
Sergeant Jaime Quezada
Chief Chris McCall
Sheriff Wesley Waller
Chief Darren Soland
Scot Key

ALSO PRESENT

Jack F. Jones, II, Director
Rick Word, Esq.
Monique Lopez
Monica Medrano

AGENDA ITEM INDEX

ITEM	PAGE
1 Call to Order	4
2 Roll Call	4
3 Approval of Agenda	5
4 Approval of Meeting Minutes (June 9-10, 2015)	7
5 Director's Report	8
6 Status Update on 16-week curriculum	20
7 Discussion of Proposed Changes to 10.29.9 NMAC	23
8 Public Comment	80
9 Ratifications of Certifications for Law Enforcement Officers	83
10 Ratifications of Certifications for Telecommunicators	89
11 Certification by Waiver Requirements	91
12 Handling of Disciplinary Matters, Committee Report	98
13 Compliance in Governance, Committee Report	119
14 Lesson Plan and Curriculum, Committee Report	122
15 Reentry into Academy after Drop on Request	36
16 Recess	123
Attached:	
Exhibits 1 through 4 - Certifications of Law Enforcement Officers	
Exhibit 1 - Certifications of Public Service Telecommunicators	

1 ITEM NO. 1: CALL TO ORDER

2 A.G. BALDERAS: Good afternoon, everyone. I
3 hereby call this meeting to order and would like to
4 welcome all members of the public and thank you all
5 for attending.

6 I do want to actually thank Chief Soland for
7 being a gracious host in this beautiful area of the
8 state. We arrived early this morning. And we're
9 actually visiting some wonderful facilities that
10 strengthen the criminal justice system and, more
11 importantly, the social justice system as an entry
12 point, really giving the young people a choice.

13 And so I want to thank the Chief for taking
14 me out to some of these great facilities that you have
15 as a means to try to really protect our youth and give
16 them an alternative to the criminal justice system.

17 ITEM NO. 2: ROLL CALL

18 A.G. BALDERAS: The first order of business,
19 I would like to call for the roll. Monique, would you
20 please check and call for the roll, please.

21 MS. LOPEZ: Attorney General Hector Balderas.

22 A.G. BALDERAS: Present.

23 MS. LOPEZ: Scott Key.

24 MR. KEY: Present.

25 MS. LOPEZ: Chief Pete Kassetas.

1 CHIEF KASSETAS: Present.

2 MS. LOPEZ: Sheriff Wesley Waller.

3 SHERIFF WALLER: Here.

4 MS. LOPEZ: Chief Darren Soland.

5 CHIEF SOLAND: Present.

6 MS. LOPEZ: Chief Chris McCall.

7 CHIEF McCALL: Here.

8 MS. LOPEZ: Sergeant Jaime Quezada.

9 SERGEANT QUEZADA: Here.

10 ITEM NO. 3: APPROVAL OF AGENDA

11 A.G. BALDERAS: Great. I would like to
12 direct the Board's attention to item three, the
13 approval of the agenda. We need a motion to approve
14 the agenda if there are no changes.

15 SHERIFF WALLER: Mr. Chairman, I would like
16 to make a motion to move item 15 up above item eight
17 somewhere. It's a presentation. They have pretty
18 lengthy travel back home after their presentation.

19 A.G. BALDERAS: There is a motion to move
20 item 15 -- did you say after item eight?

21 SHERIFF WALLER: Somewhere in the area of
22 item eight, if we could.

23 A.G. BALDERAS: I think we can definitely
24 accommodate that. Is there a second to move item 15
25 to -- I would say between discussion of NMAC changes

1 and right before public comment. Who is the group
2 that you're referencing?

3 SHERIFF WALLER: The acting chief from
4 Clovis. And he has to travel home.

5 A.G. BALDERAS: Is he in attendance?

6 SHERIFF WALLER: Yes, sir, he is.

7 A.G. BALDERAS: We'll gladly make that
8 accommodation. I'm from Wagon Mound so I know how
9 those commutes can be. Is there a second?

10 MR. KEY: I'll second.

11 A.G. BALDERAS: Thank you. Any further
12 discussion on amending that agenda point? All in
13 favor for moving item 15 to what would become item
14 eight now on the agenda, all in favor say aye.

15 (Those in favor so indicate.)

16 A.G. BALDERAS: Any opposed? The motion
17 passes to amend the agenda. Are there any other
18 amendments to this agenda? I'll take a motion to
19 approve the final agenda as amended.

20 CHIEF McCALL: I'll make the motion.

21 SHERIFF WALLER: I'll second.

22 A.G. BALDERAS: All in favor to finalize the
23 agenda and close this item.

24 (Those in favor so indicate.)

25 A.G. BALDERAS: Anyone opposed? No one

1 opposed.

2 ITEM NO. 4: APPROVAL OF MEETING MINUTES

3 A.G. BALDERAS: So we can now move to item
4 four, approval of the meeting minutes for our last
5 meeting on June 9th and 10th. Copies of those minutes
6 have been distributed to the Board Members. If you'll
7 take a few seconds or minutes to look at those last
8 minutes to see if there are any errors or concerns or
9 corrections.

10 And while we're looking over those minutes
11 briefly, I do want to note for the record, Jan, you do
12 the court reporting?

13 THE REPORTER: Yes.

14 A.G. BALDERAS: Okay. Great. Extremely
15 detailed. I want to compliment you. I know we don't
16 give out enough compliments. But thank you for
17 preserving the record as you do.

18 To the Members of the Board, are you
19 identifying any corrections or are we getting close to
20 our review time? I'll actually entertain a motion to
21 approve the minutes.

22 CHIEF KASSETAS: I would like to make a
23 motion to approve the minutes.

24 A.G. BALDERAS: There's a motion to approve
25 the minutes.

1 SERGEANT QUEZADA: I'll second.

2 A.G. BALDERAS: There is a second to approve
3 the minutes. All in favor say aye.

4 (Those in favor so indicate.)

5 A.G. BALDERAS: Any opposed? The motion
6 passes to approve the minutes. The minutes are
7 approved.

8 ITEM NO. 5: DIRECTOR'S REPORT

9 A.G. BALDERAS: The next item, No. 5, one of
10 my favorite parts actually, our Director's report.
11 Director Jack Jones, you have the floor.

12 MR. JONES: Mr. Attorney General, Members of
13 the Board, it's my honor to humbly present to you the
14 New Mexico Law Enforcement Academy and the nine
15 satellite academies Director's report.

16 The following information which you have in
17 front of you is a description of the activities that
18 have taken place at the New Mexico Law Enforcement
19 Academy since the last New Mexico Law Enforcement
20 Academy Board meeting in Espanola.

21 As you read through that, you'll see that the
22 New Mexico Law Enforcement Academy was fortunate
23 enough to do a physical assessment of 78 participants
24 on July 20th, 2015, to start the 191st New Mexico Law
25 Enforcement Academy class.

1 We were able to start that class with 65
2 participants on Sunday, which was August 2nd. So
3 we're very full at the Law Enforcement Academy. The
4 New Mexico State Police has their academy going on.
5 We've done a cert by waiver class.

6 We've also done a public service
7 telecommunicator's class which graduated last Friday.
8 So it's been very, very busy with the things that
9 we're doing at the Law Enforcement Academy and around
10 the state at the other academies.

11 We were fortunate to go down to the Western
12 New Mexico University Police Academy in Silver City,
13 New Mexico, and do an audit. During this audit we
14 found several things that were safety violations.

15 And the Director of the Western New Mexico
16 University Police Academy is here. And he's working
17 diligently to get those safety violations fixed. And
18 we're working with him to ensure that he can start a
19 school in September, when it comes time for enrollment
20 for their class.

21 The New Mexico Law Enforcement Academy has
22 two vacant instructor positions. And we'll be
23 recruiting for those throughout this next couple of
24 months for fiscal year '16 budget cycles.

25 We would like to recognize several agencies

1 that have assisted us with training at the New Mexico
2 Law Enforcement Academy. It must be acknowledged and
3 documented that the New Mexico Law Enforcement Academy
4 could not do and produce the dynamic reality-based
5 training that is being provided without the assistance
6 of several of these agencies and other academies.

7 The New Mexico State Police, the New Mexico
8 State Police Academy, Santa Fe Police Department,
9 Santa Fe County Sheriff's Department, Espanola Police
10 Department, Bosque Farms Police Department, McKinley
11 County Sheriff's Office, New Mexico Department of Game
12 and Fish, Albuquerque Public Schools Police
13 Department, New Mexico Department of Corrections, and
14 training staff.

15 In recognition and appreciation of their
16 exceptional leadership; knowledge of tactics,
17 techniques, and firearms; communications; and devotion
18 to supporting New Mexico Law Enforcement Academy
19 training programs, the staff of the New Mexico Law
20 Enforcement Academy would like to express their most
21 sincere thanks to these agencies, their
22 administration, and their instructors.

23 A couple of things I would like to ask the
24 Board. In August of 2014, the New Mexico Law
25 Enforcement Academy Board went and changed how we do

1 informal hearings. And we added an informal hearing
2 officer, which we call the Administrative Judge.

3 And what we would like to do is we would like
4 to have the Board look at this and move this and put
5 it back the way it was prior to August. So all the
6 informals come into the Director of the New Mexico Law
7 Enforcement Academy.

8 We look at it to see whether it is a policy
9 issue or whether it is a violation of what this Board
10 would look at. So that we can hopefully move some of
11 this stuff back, because a lot of the agencies are
12 sending us policy issues for us to make decisions on.
13 And we would like to have that discretion to be able
14 to send that back to the agencies themselves.

15 I don't know necessarily that the Board needs
16 to make a decision on that at this Board meeting. But
17 I would like them to consider it for the next Board
18 meeting, since we're going to do this in September
19 again. I'd like to put this out there.

20 And once it comes to the Director, the
21 Director would make a decision. We would like to keep
22 the informal hearing officer side because it helps to
23 alleviate a lot of work that would come into our
24 office. We're also running our New Mexico Law
25 Enforcement Academy with other things besides just

1 disciplinary actions.

2 We would like to keep the informal hearing
3 officer. Once it goes to an informal, the individual
4 comes in. He has his opportunity to have an informal
5 hearing with the informal hearing officer after the
6 LEA-90 has been filed by the agency.

7 And then we take that and we come to an
8 agreement on what the disciplinary actions would be.
9 And we sign a stipulated order. With that comes a
10 waiver of time limits just in case they decide they
11 want to appeal this to a formal hearing.

12 Where we're stacking up in the back side is
13 that people are taking these things to formal hearing.
14 And we, the Law Enforcement Academy and the Attorney
15 General's Office, are mandated that we have to have
16 this completed within 45 days.

17 And it's stacking up on us. And we're
18 running up against that timetable pretty quickly. And
19 it creates some issues for us if we don't have that
20 waiver of time limits.

21 So I would like the Board to look at
22 considering this. Mr. Word, if you can help me out
23 there, did I explain that right?

24 MR. WORD: Mr. Chair, Members of the Board,
25 Director Jones, yes. And I am the person who works

1 with your hearing officers in formal hearings, where
2 all these things sort of come to a head.

3 And there have been quite a few formal
4 hearings that we've been conducting in the past
5 several months, more than usual. And a lot of those
6 cases did not have waivers in place. And it's not so
7 much a problem for me personally. But the
8 administrative prosecutors have to get the cases ready
9 really quickly.

10 In the past it was the practice where waivers
11 of the time limits in the administrative codes were
12 signed off on by the respondent. And one of the big
13 time constraints that wasn't alluded to is the
14 requirement in the rule that a formal hearing must be
15 held within 90 days of the Board receiving a request
16 for hearing.

17 So we're working on making sure those cases
18 get assigned to your hearing officers very promptly.
19 So then they can issue subpoenas to the counsel for
20 both sides and they can prepare.

21 MR. JONES: This was a proposal that was made
22 August of last year. And we've been working on it.
23 And as we move forward with it, we now see some of the
24 issues that we're having where we're backing up
25 against some of those time limits that we have.

1 I would just like the Board to consider that.
2 And as part of the Director's report, it's something
3 we're doing. Right now we only have 26 informals that
4 we're looking at. At the last Board meeting, the
5 Board was magnificent. It handled 67 hearings for
6 disciplinary actions. And we're magnificent at it.

7 So because of some of these issues, we
8 believe that we can maintain this and keep this from
9 building and creating a lot of issues for us and
10 stacking up in the queue.

11 So with that, sir, the Law Enforcement
12 Academy is inundated with IPRA's still. It doesn't
13 seem to go away. It's something that I think we have
14 to live with, and we're running forward.

15 We have a great team on the DPS side in the
16 LERB, Law Enforcement Records Bureau, who are doing a
17 great job for us. They've got some super people over
18 there helping us keep it intact and straight. We're
19 running with that.

20 CHIEF KASSETAS: Mr. Chair, before we go on,
21 I don't know if it's appropriate to ask questions. I
22 have a question about the IPRA issue. Should we wait
23 until he's completed or do we ask during the process?

24 A.G. BALDERAS: No. We can ask questions
25 either during this presentation or I'll leave it to

1 the Director.

2 MR. JONES: Absolutely, sir. If you have a
3 question, please.

4 CHIEF KASSETAS: Not a hard one. Director
5 Jones, what type of IPRA's are you getting, what are
6 they related to, are they officer misconduct files or
7 is it their training history or what is it?

8 MR. JONES: Both, sir. Officer misconducts
9 filed, they want to see what their skill records are,
10 and they want to see what their training history is.

11 The latest one that we're working on right
12 now is there is an IPRA where they want to see all
13 master defense tactic instructors for the last ten
14 years and every class they've taught for the last ten
15 years.

16 So we're trying to go through and compile all
17 that information now. But they're everything, Chief.
18 They come in in droves. And it's not that they're
19 unmanageable, it's just it's time-consuming to answer
20 them.

21 CHIEF KASSETAS: I understand. So the
22 question I have is, for instance, in my 23-year
23 career, is my file or my history an LEA public record?

24 MR. JONES: Your record in Skills is, yes,
25 sir.

1 CHIEF KASSETAS: Skills. What does that tell
2 a person?

3 MR. JONES: That tells a person when you went
4 to the New Mexico State Police Academy, when you
5 graduated, what your LEOCE score was, and then all the
6 schooling that you've had since then.

7 And then they come back and they say, oh, we
8 see that Chief Pete Kassetas was an EVOC instructor.
9 Then they come back and want to know when you went to
10 EVOC school and what school was that and was it, you
11 know, out of state, was it in state. They ask those
12 kind of questions. So it just compounds itself.

13 CHIEF KASSETAS: So where I'm going with it
14 is, at some point -- and I see the Deputy Secretary in
15 here. And we can talk internally at DPS. But a lot
16 of that stuff could be automated. If it's public
17 record, theoretically anybody could go in and pull up
18 that stuff if it's not somehow protected.

19 So I think, as we move forward as a Board, we
20 can work within the constraints or confines of DPS to
21 see how we can possibly -- and I think some work is
22 already being done on it to automate this stuff. So
23 if the public wants to look, have at it. There's
24 nothing to hide.

25 MR. JONES: Deputy Secretary Scott Weaver is

1 here. And he is working diligently to try to figure
2 out a way to automate our system. So not only is it
3 for IPRA requests that are coming in that could be
4 automated, but for the registry, the state registry we
5 have to do every quarter. We'd like to have that
6 automated.

7 Every quarter, sir, we're responsible for
8 sending out to 235 agencies in the State of New Mexico
9 minus the New Mexico State Police the registry. And
10 when we get that back, we get that back by hard copy.

11 And there are 4,800 certified officers in the
12 State of New Mexico. So when we get that back, some
13 of them have coffee spilled on it, some of it is, you
14 know, legal sheet, some of it is typed, some of it is
15 not, some of it's handwritten.

16 So we would like to really get through the
17 point where we can see if we can't automate a lot of
18 this stuff at the Law Enforcement Academy. So it's
19 easier for the public. Transparency is what we're all
20 about. And that's where we want to try to move that,
21 sir.

22 A.G. BALDERAS: Great.

23 MR. JONES: Any more questions, sir?

24 CHIEF KASSETAS: No. Thank you.

25 MR. JONES: Sir, with that, that concludes

1 the Director's report. We're extremely honored to do
2 some of the things we've been able to do. I got to
3 travel to Hobbs, New Mexico, this last month and help
4 them with their Day One, which is a 24-hour period
5 where they take the cadets out.

6 It's 24 hours and it's all law enforcement
7 related. And it's action packed, it's fun filled, and
8 the cadets learn a lot on team building and about
9 themselves at the end of that 24-hour period.

10 So I was able to take my staff, some new
11 members of my staff down there, and help Hobbs with
12 their Day One. And we're sharing a lot of
13 information.

14 Last Friday I was able to have a meeting with
15 all of the directors from all of the nine law
16 enforcement academies. We try to get together at
17 least once a quarter to talk about those requirements
18 that are high risk; i.e., defense tactics, firearms,
19 EVOC, officer survival, and see what is happening
20 across the state and if they've been to any
21 conferences and if anything is going on that we need
22 to understand or know about.

23 So we've been quite productive since this
24 last Board meeting. With that we really appreciate
25 the opportunity, sir.

1 A.G. BALDERAS: Great.

2 MR. JONES: I stand for any other questions.

3 CHIEF KASSETAS: One more question,
4 Mr. Chair. Mr. Director, is there a way to get a list
5 of how many formal hearings we've had in the last
6 year, like 2014 versus '15?

7 MR. JONES: Yes, sir.

8 CHIEF KASSETAS: And what those times are
9 taking. I'm just going back to that first issue. I
10 get it, not an attorney. For me three months seems
11 pretty reasonable. How do I know, I've never tried a
12 case.

13 But I think, if we saw some concrete
14 information that you could send out to the Board on
15 this is how it stacks up, it would help us better
16 determine that. And the nonlawyers on the Board would
17 lean towards the A.G. and his staff to really come up
18 with what a waiver means and how long are we waiving
19 it.

20 And some of you have been here longer than I
21 have. We do not want to go back to the days where we
22 had cases that were two or three years out with a very
23 heavy backlog. I think it's important we stay on top
24 of that. But there's no reason why we can't better
25 the system if it's impacting the A.G.'s Office

1 essentially.

2 MR. JONES: Sir, we don't want to go back to
3 where we're backlogged on disciplinary actions.
4 Absolutely not. We just finalized some of those
5 backlogged cases that we had a year ago. And it's not
6 fair to the officers, not fair to the agencies, and
7 it's not fair to anybody who wants to hire one of
8 those officers.

9 CHIEF KASSETAS: Thank you.

10 MR. JONES: Thank you, sir.

11 A.G. BALDERAS: Thank you.

12 ITEM NO. 6: STATUS UPDATE ON 16-WEEK CURRICULUM

13 A.G. BALDERAS: Director Jones, did you
14 combine your curriculum report with your Director's
15 report?

16 MR. JONES: No, sir, I did not.

17 A.G. BALDERAS: I hate to have you play
18 musical chairs, but you're up for item six.

19 MR. JONES: That's okay, sir. Sir, we've had
20 several meetings. And one of the meetings that we had
21 since the last Board meeting was myself, Chief McCall,
22 and Sheriff Waller were asked to see whether or not
23 the New Mexico Law Enforcement Academy Board wanted to
24 look at lesson plans or curriculum.

25 And it came back that we all believed that we

1 want to look at the curriculum, because curriculum
2 really doesn't change over the course of time. And
3 what we would like to do is that instead of lesson
4 plans.

5 So speaking of that, what we handed out was
6 the old New Mexico Law Enforcement NMAC which was
7 10.29.9.8, Police Officer Minimum Standards of
8 Training. And I have the 16-week current core
9 curriculum that we're teaching at the New Mexico Law
10 Enforcement Academy.

11 The change was made after we had several
12 hearings on it, which started in August of 2013 and
13 finalized in December of 2013, when the Board voted to
14 suspend this so that we could move forward and make
15 the changes in the lesson plans and in the 16-week
16 core curriculum so that we could improve the academy
17 and do away with redundancy.

18 This was not done in a vacuum. It was done
19 with 33 sheriffs' departments, it was done with the
20 municipal league which is probably 60 chiefs of police
21 and their proponents, and the other law enforcement
22 academies of the State of New Mexico. We also talked
23 to law enforcement agencies across the United States
24 about what the 16-week core curriculum needed to look
25 like.

1 With the 16-week core curriculum, where we
2 are now, we're right in the middle of where the 50
3 states have their core curriculum. Some states have
4 22 weeks, 26 weeks, other states have as little as
5 12 weeks. And we have 16 weeks. So we're right in
6 the middle. And we fall within the majority of where
7 basic law enforcement academies are.

8 So far we've done 19 16-week academies.
9 We've talked to many of the agencies and the sheriffs
10 out there. And they are all in favor of the 16-week
11 core curriculum.

12 The only thing that we would like to look at
13 is that 16-week core curriculum really won't change
14 unless it's changed by the Board or there's something
15 out there that happens that we need to move and we
16 need to take EVOC out or something like that because
17 we're all going to go, you know, to driving air cars
18 or something, whatever happens in the future, or the
19 cars are driving themselves. However we have to
20 change it.

21 But that core curriculum is going to change.
22 But it gives the opportunity for the people who are
23 writing the lesson plans to write the lesson plans
24 that fall underneath that.

25 We believe in constitutional policing.

1 That's what the nine academies have gone to. When we
2 talk about the academies themselves and what we want
3 to do for the day they enter the academy until the day
4 they leave a basic law enforcement academy, it's all
5 based on constitutional policing and where we need to
6 head that way. It is accepted across the nation.

7 ITEM NO. 7: DISCUSSION OF PROPOSED CHANGES TO
8 10.29.9 NMAC

9 MR. JONES: I would like now for us to move
10 back and put 10.29.9.8 back into the NMAC with the
11 current core 16-week curriculum that we have. The one
12 you have in front of you is the 22-week core
13 curriculum, this one with the NMAC change. So I would
14 like to be able to move and put that in there.

15 We'll have to do a rule change. And I would
16 like to be able to start that rule change at this
17 Board meeting so that we can move forward at the next
18 Board meeting and put it out for public comment.

19 As we put it out for public comment, then
20 they can look at it, see what the 16-week core
21 curriculum looks like, and then we'll move forward
22 with it from there.

23 And within 90 days after we do public
24 comment, then the Board can come in and vote and have
25 discussions on it, listen to those individuals that

1 disagree with the 16-week core curriculum, listen to
2 those who like the 16-week core curriculum.

3 And whatever the lesson plans are and what
4 the core curriculum brings, we can do that discussion
5 sometime after this next Board meeting, when we put it
6 out for public comment.

7 MR. WORD: Mr. Chair, Members of the Board,
8 if I can just clarify for the record. I think,
9 Director Jones, you went ahead and started item seven
10 on the agenda?

11 MR. JONES: Yes, sir.

12 MR. WORD: Okay. I just want to make sure
13 the record is clear. So you included both item six
14 and seven in that discussion.

15 MR. JONES: They are equal and connected.

16 CHIEF KASSETAS: Mr. Chair, Director, you're
17 saying that the 16-week academy, since we changed it,
18 there have been 19 academies that have went through?

19 MR. JONES: Yes, sir.

20 CHIEF KASSETAS: And they're well received
21 and the chiefs and sheriffs like it and we're meeting
22 the minimum basic requirements outlined by NMAC in the
23 16 weeks?

24 MR. JONES: Yes, sir.

25 CHIEF KASSETAS: And all you're doing is

1 taking the 16-week program and putting it back into
2 NMAC for Board oversight for curriculum only, not
3 lesson plans, correct?

4 MR. JONES: Yes, sir.

5 CHIEF KASSETAS: And in doing that, does that
6 change any of the standards -- because we went through
7 this exercise and I really don't want to go through it
8 again. Does that change any of the standards for
9 qualifications or physical fitness entry and exit, do
10 those still stay the same?

11 MR. JONES: They stay the same sir.

12 CHIEF KASSETAS: Okay.

13 MR. JONES: So all the standards stay the
14 same as to what they've been for the last 19-week
15 academy. All nine law enforcement academies, the Law
16 Enforcement Academy and the eight satellite academies,
17 are maintaining the same standards, the physical
18 entrance standards, the physical exit standards.

19 And I think it was on a curriculum, Chief.
20 Was that listed on the curriculum we just handed out
21 for 16 weeks?

22 CHIEF KASSETAS: Yes. I just wanted to make
23 sure.

24 MR. JONES: That will stay unless the Board
25 would like to readdress that. All those standards for

1 entrance and exit will stay the same. And so will the
2 physical agility tests, the last two physical agility
3 tests that you have to do to exit the Law Enforcement
4 Academy in the last week of the academy. They remain
5 the same.

6 MR. KEY: Mr. Chairman and Mr. Director, so
7 you're saying the current administrative code that was
8 adopted in 2001 or thereabouts, this has been out of
9 date for about 13, 14 years?

10 MR. JONES: No, sir.

11 MR. KEY: As published and approved?

12 MR. JONES: This was published and approved.
13 And what the Board did was, in August of 2013, we had
14 a special Board meeting to change and take out the
15 redundancy that was in the 22-week program and to
16 reduce it to the 16 weeks after all the academy
17 directors looked at it and the law enforcement
18 agencies looked at it.

19 Once they came in, we looked at what the
20 16-week core curriculum was going to be. And we
21 presented it to the Board. The Board looked at it.
22 Then we put it out for public comment. It went out
23 for public comment and it came back.

24 And we had a Board meeting in November after
25 the public comment for September, October, November,

1 for the 90 days. There was nobody that disagreed with
2 it. All the agencies came in and talked about it.
3 The Board voted on it. And then we waited for the
4 final Board meeting in December to ratify it to bring
5 it into line in January of 2014.

6 CHIEF KASSETAS: Mr. Chair, if I may. A
7 point of clarification. When we did this in 2013, the
8 Board inadvertently -- and if I remember this
9 correctly, because Chris was here and Jaime, this
10 curriculum was controlled by NMAC.

11 So the directors change from time to time at
12 the LEA academy. So if Jack decides he wants to teach
13 a block of underwater basket weaving, he can just do
14 it now. He doesn't have to get Board approval.

15 With this move, what we did, when we made
16 this move to the 16-week academy, the Board gave all
17 of the power and decision-making to the Director,
18 which has turned out well. The 16-week academy is
19 very well vetted, we like the curriculum.

20 However, this move, if I'm right, I'm
21 tracking this right, puts it back in NMAC. So the
22 Board would have oversight, right? You cannot as a
23 Director come in here and take week 15 out, which
24 happens to be --

25 MR. JONES: Administrative. That is the

1 physical fitness and the administrative.

2 CHIEF KASSETAS: Yes. Week 15, basic
3 firearms. You can't take that out without Board
4 approval.

5 MR. JONES: Right.

6 CHIEF KASSETAS: And I think that's a good
7 balance and control for the Director and the academy.
8 And, Rick, if that's the way I kind of remember back
9 in '13 how it rolled out, we're just going back to
10 that oversight, not going lesson plan by lesson plan
11 because we don't have time. That's the Director's job
12 and his staff. It's the overall core classes the way
13 I remember it.

14 A.G. BALDERAS: Director Jones, I'm going to
15 take a little discretion here because I think Board
16 Member Key has raised a good question. And Board
17 Member Kassetas is probably assisting you in what I
18 should have probably clarified at the beginning of
19 this agenda point.

20 And I'll direct this question to you. And
21 maybe some questions can flow from that I guess.
22 You're asking us to consider for just proposal
23 condition to consider going out to a rulemaking
24 process to add what could be an old curriculum point
25 that was already in the administrative code and got

1 inadvertently taken out at some point?

2 I guess what I'm asking you to do now is
3 could you quickly give us a quick procedural history
4 of how this got taken out. And that will give me some
5 context or counsel.

6 And then secondly, I would like to know
7 before our Board engages in questions, and I think
8 they're already eloquently getting to some of those
9 concerns, what the benefits are legally or necessarily
10 that this curriculum needs to be in the administrative
11 code for public not only awareness, but that they can
12 also weigh in in the rulemaking process.

13 So I think those two pieces are important
14 before your request of considering proposed rule
15 changes. If you or counsel would clarify those.

16 MR. JONES: I would like to ask Mr. Word if
17 he would help me with this.

18 MR. WORD: Attorney General Balderas, Members
19 of the Board, I'll try to summarize the history. For
20 years and years, the curriculum, which is the minimum
21 standards of training for all the state's law
22 enforcement academies, were contained in the New
23 Mexico Administrative Code.

24 And in 2013, as part of the discussion of
25 updating the curriculum to take out redundancies which

1 resulted in the current shortened curriculum, there
2 was a rule hearing to take out the old curriculum,
3 which was the 22-week curriculum which is being
4 replaced. But instead of putting the new shorter
5 curriculum back in NMAC, a new 10.29.9.8 was put in
6 its place there.

7 And that's the current rule, Board Member
8 Key. It's just a short couple paragraphs that say the
9 Director will produce a curriculum and lesson plans,
10 and the Board will approve them.

11 But it took away the rulemaking process with
12 all its more formal requirements for public comment,
13 for example. Rulemaking is definitely more
14 deliberative. It takes, you know, a couple meetings.

15 And so what I'm understanding the Director is
16 proposing is to go back to the status quo ante, the
17 way it used to be. But instead of having the old
18 curriculum, putting the current curriculum back in
19 NMAC at 10.29.9.8. So replacing what's there now
20 which was adopted by this Board in late 2013 at a rule
21 hearing.

22 Now, all this would have to go through the
23 requirements for formal rulemaking, which would be
24 proper notice, opportunity for comment. The Board
25 could receive written comment from interested parties,

1 you know, departments, as well as the public.

2 And then it would hold a formal rulemaking
3 hearing, where people could testify or provide oral
4 comments to the Board at that time. Following that
5 the Board would make a formal decision to amend its
6 rules or not in accordance with the proposal. And I
7 stand for further questions if further elaboration is
8 needed.

9 A.G. BALDERAS: That's helpful.

10 MR. JONES: There was an issue that the rule
11 needed to be changed, because the last time it was
12 adopted was in 2001. And it really hampered the Law
13 Enforcement Academy and the satellite academies for
14 trying to make any changes and adapting to what new
15 current case law was, what was happening around the
16 United States.

17 This way we've all gone through it, we've
18 vetted it, we've looked at it, it's been used, the
19 Board has accepted it. The agencies like it. And the
20 academies, this is their basic core curriculum.

21 A.G. BALDERAS: So if I'm understanding,
22 you're asking the Board for direction or approval to
23 add in minimum standards of training and formalizing
24 the minimum standards of training in the rulemaking
25 process?

1 MR. JONES: And the Board approves the
2 curriculum, not the lesson plans.

3 A.G. BALDERAS: Right. And would seek public
4 comment on any amending or changing or adoption of
5 minimum standards of training?

6 MR. JONES: Yes, sir.

7 A.G. BALDERAS: Just so I'm clear. That's a
8 real easy one to misunderstand generally speaking.
9 Okay. I understand. Are there questions from the
10 Board?

11 MR. WORD: Attorney General Balderas, Members
12 of the Board, just because it is easy to
13 misunderstand, I think what we're talking about is
14 having the Board vote on whether or not to go forward
15 with a formal rulemaking process; i.e., a rulemaking
16 hearing, to change NMAC, to take out what is currently
17 10.29.9.8, and undo what it did in the December
18 meeting and put the current curriculum back in the
19 administrative code.

20 And that would be a formal rule hearing. The
21 Board would receive public comment. There would be a
22 minimum of 30 days notice of the rule hearing. And
23 thereafter, if the Board did approve such a rule, the
24 curriculum would be found in the administrative code,
25 would have the force of law, and couldn't be changed

1 without going through the rulemaking hearing process
2 again.

3 But it's my understanding that the curriculum
4 doesn't really need to be amended that regularly. And
5 it's not that arduous a process to conduct a rule
6 hearing. And it does provide for added opportunity
7 for public comment.

8 CHIEF KASSETAS: Mr. Chair, did that differ
9 from -- did I get it wrong on my end when I opened up
10 with that explanation? This just gets us to the same
11 place, right?

12 MR. JONES: Yes.

13 CHIEF KASSETAS: So what's the next step? Do
14 we need a motion?

15 A.G. BALDERAS: I would entertain a motion to
16 allow Director Jones to move forward on consideration
17 of changing 10.29.9.8 and also adding in elements of
18 the old curriculum. But, of course, that's going to
19 be impacted slightly by public comment and the
20 rulemaking process.

21 MR. JONES: Sir, if I may, adding in elements
22 of the new curriculum. The old curriculum was
23 redundant and we took it out. So we did the 16-week
24 core curriculum versus the 22 weeks. And now we've
25 got the 16-week core curriculum.

1 What we would like to have is have the police
2 officer minimum standards of training put back into
3 the NMAC. And that minimum standards is a 16-week
4 core academy.

5 A.G. BALDERAS: If there's an interest in a
6 formal motion, and then I can have counsel clarify the
7 formalizing of a motion.

8 SHERIFF WALLER: So moved.

9 CHIEF McCALL: Second.

10 MR. WORD: Attorney General, Members of the
11 Board, as I understand it, the motion would be to
12 proceed with a formal rulemaking hearing on a proposed
13 rule repealing the 10.29.9.8 NMAC and replace it with
14 a new 10.29.9.9 comprised of the current 16-week
15 curriculum, which the Board had previously approved.

16 Director Jones, I also believe there was
17 another section that was repealed when the Board took
18 this action. And it was the firearms training piece.

19 MR. JONES: It was 10.29.9.14, which is
20 firearms. And all we're going to do is replace that
21 with the requirements for the firearms, the safety,
22 the mental condition. It has not changed. So we're
23 just going to put that back in.

24 MR. WORD: So just like with 10.29.9.8,
25 10.29.9.14 would be put back in the administrative

1 code.

2 MR. JONES: With the current one that is
3 current and up-to-date.

4 A.G. BALDERAS: So there's a motion and a
5 second. Is there any discussion before I take a vote?
6 I also believe that there are legal advantages to
7 formalizing and transparently placing your curriculum
8 in the administrative code. It increases public
9 comment, it formalizes the rulemaking, and it clearly
10 is a step in the right direction for transparency and
11 improvement.

12 All in favor of that motion say aye.

13 (Those in favor so indicate.)

14 A.G. BALDERAS: Are there any nays? The
15 motion passes. You have your guidance to move forward
16 on this. And I'll look forward to some progress.

17 MR. JONES: Mr. Chair, thank you very, very
18 much, Members of the Board. We appreciate it. And we
19 are here for transparency, we do believe in what we're
20 doing, sir. Thank you very much.

21 A.G. BALDERAS: Great. Director Jones, I
22 assume that you have no other administrative code
23 changes?

24 MR. JONES: No, sir, we do not. That
25 concludes No. 7.

1 ITEM NO. 15: REENTRY INTO ACADEMY AFTER DROP
2 ON REQUEST

3 A.G. BALDERAS: We are now moving to amended
4 item No. 15. It's a pleasure to recognize acting
5 Chief Ford. And we're looking forward to a
6 presentation from you, sir.

7 CHIEF FORD: Honorable Attorney General,
8 Members of the Board, I appreciate you taking the time
9 to allow me to speak to you. I also appreciate you
10 moving that item up. As Mr. Balderas did say, it is a
11 very long trip back to Clovis. And unfortunately I do
12 have to make it back. We all have busy schedules.

13 I'm Douglas Ford. I'm currently the interim
14 police chief at the City of Clovis Police Department.
15 I'm replacing Chief Sanders until they make a
16 selection for a new chief.

17 I come to you with a situation with one of my
18 personnel that I think needs to be addressed under
19 several issues, because we've had some instances on
20 medical type things. And that's kind of where this
21 falls into.

22 Ms. Micole Moore, now Billingsley, whenever
23 she started the academy back that August of last year,
24 was going through the academy. Approximately
25 three-quarters of the way through, about week 12,

1 after week 12, she found out she was pregnant. Now,
2 an unfortunate situation. It can happen to anybody.

3 Now, she came back, spoke with Ms. Byrd.
4 Now, Ms. Moore did the honorable thing when she came
5 in because of the rules and came and reported this to
6 Ms. Byrd to let her be aware of this situation,
7 because it was a medical condition. By the rules they
8 had to report that. She did the ethical thing and did
9 that.

10 Ms. Byrd then became concerned because of
11 that and told her she didn't know if their legal would
12 accept the liability. Ms. Moore told them, well, I
13 will sign whatever waivers you want, whatever you
14 need.

15 We all know by federal law, under maternity,
16 I can't even take officers off the street until they
17 come and tell me they're uncomfortable. This has
18 happened to me on more than one occasion. There's
19 more than enough case law on that. I've had two of
20 those instances here in the last couple of years. And
21 usually they're very good about that needless to say.

22 The question came up. She told her I'll do
23 anything, I don't want to leave the academy, I'm
24 almost done. Concern came up about the legality of it
25 and about the liability.

1 A phone call was made while she was in the
2 office to Mr. Jones to see if they could find a
3 solution to this situation. An agreement was made
4 that she could step out and return once the baby was
5 delivered and she could return back into the academy
6 and complete her four weeks once everything was
7 finished.

8 The agreement was made. So she stepped out
9 voluntarily because of the concerns Ms. Byrd had.

10 Now, I think one of the issues I looked at
11 here is I guarantee you one of my officers on the
12 street that's pregnant is in a lot more harm's way
13 than I think someone in a structured controlled
14 academy would be. That's been some of the questions
15 that have come up in this entire incident.

16 None of us send our officers to go get hurt
17 at the academy. Yes, it can happen. It has happened.
18 I've had several officers who have been hurt; knees,
19 arms, legs, have stepped away and been allowed to
20 return and finish the academy. At least three.

21 One of them was out for some time because she
22 tore her knee up pretty good and was allowed to step
23 back inside the academy and finish. One was allowed
24 to walk with his class and then come back and finish
25 those sections he had missed.

1 So I think that what we're getting to here is
2 that we've had some issue on basically where does this
3 fall into this. The other half of this was, once she
4 got back, Chief Sanders had contacted Chief Jones
5 about some issues and talked about this and was
6 assured that yes, we would be allowed to stick
7 Ms. Moore back in the academy and let her finish the
8 four weeks.

9 Now, we've made some phone calls. They just
10 had an academy start down there. The baby was born
11 June 9th. She just came back to work for me two weeks
12 ago. In that time frame, knowing when she needed to
13 be plugged back into this, I had my training and
14 recruiting lieutenant contact to see where we're at.

15 I hadn't heard anything so then I called.
16 And I asked. And she said she hadn't heard anything.
17 And so I contacted Mr. Jones. There was some
18 misunderstanding there, because he felt like she would
19 have had to come back in at the last academy that just
20 finished.

21 Of course, we all know it's a nine-month
22 process before a baby is born. So that wasn't going
23 to happen. So it would have to be this current
24 academy that it's in right now.

25 Now, some other concern came about of, well,

1 the curriculum may have changed or the class schedule
2 may have changed. I said that's fine. I told
3 Ms. Byrd I would be more than happy to make sure
4 Ms. Moore is plugged into where she needs to be to get
5 those classes done so we can get her completed.

6 Now, Ms. Moore did not want to leave. She
7 was more than willing to take any steps necessary to
8 finish. She could have said nothing and finished and
9 nobody would have known until she would have walked
10 into my office after the academy and said, hey, boss,
11 I'm pregnant, just letting you know.

12 But she followed the rules, was ethical and
13 honorable, which is what we all live by in this
14 business, and went there and said, you know what, I
15 just want you to be aware.

16 The question has come up on some doctor
17 concern. What she's telling me, and she would be more
18 than happy to talk to you, there's no doctor concern.
19 She spoke with a nurse. They said we can't give you
20 any guidance on that obviously because of maternity
21 laws, you'll have to make that decision whether you
22 stay or not or what you want to do.

23 So part of I guess some of the
24 miscommunication with this is that she left -- wanted
25 to leave. She did not want to leave. Ms. Moore

1 wanted to stay. Ms. Moore is one of my bright
2 officers. She is one of the few we see coming up
3 these days that for many of us in this room, including
4 myself, this is a calling.

5 And you all know as well as I do, those of us
6 still working in overseeing these departments, we
7 don't see that a lot anymore. It's a job. To her
8 it's a calling. She wants to do this. She finished
9 her Bachelor's from Ohio State in criminal justice.
10 She came to us because her mother was an active duty
11 military member wanting a career in the business. You
12 know, we're all adults here.

13 I find it interesting, you know, cautions
14 were in place. We're all adults here. We all have
15 children. I've got two accidents. Hey, it happens to
16 all of us. It wasn't intentional. We all have life
17 outside of the police department, outside of the
18 academy, when it's on the weekends.

19 I just feel like really on this note we've
20 got to look at all of the factors involved. I looked
21 it up in the NMAC. It has a little segment in
22 reference to pregnancy. Basically it's a
23 discretionary item.

24 It can be talked about, it can be looked at.
25 It also falls into the medical part of that, where

1 there can be a medical board put together by the Board
2 itself to decide whether we can make these concessions
3 or we can move forward and do that kind of stuff.

4 I also have a letter here from Chief Sanders
5 on the conversations that were had that reference this
6 entire situation, to make sure that it was going to be
7 okay for her to come back so she wouldn't have to
8 repeat the whole academy. And we would be more than
9 happy to give that to your crew and your group, if you
10 would so like to see that.

11 And that's pretty much what I've got to give.
12 Any questions of me, gentlemen?

13 A.G. BALDERAS: Thank you, Chief. Are there
14 any questions?

15 SERGEANT QUEZADA: Where is Ms. Billingsley?

16 CHIEF FORD: She's right here.

17 SERGEANT QUEZADA: I would like to hear from
18 her.

19 MR. JONES: Sir, I have a couple of reports
20 here I would like to hand out that are from Hobbs
21 itself. And the second letter that is in this report
22 is a letter of resignation from Ms. Billingsley, then
23 Ms. Moore.

24 CHIEF KASSETAS: Mr. Chair, can I recommend
25 that Ms. Billingsley speak, and then we can go ahead

1 and have Director Jones step up to better clarify for
2 the Board.

3 A.G. BALDERAS: Good afternoon.

4 MS. BILLINGSLEY: Good afternoon.

5 A.G. BALDERAS: How are you?

6 MS. BILLINGSLEY: Nervous.

7 A.G. BALDERAS: Please don't be nervous. We
8 are simply going to at this point stick to the agenda
9 item. And we would love to give you an opportunity to
10 talk a little bit about the reentry and drop out
11 elements.

12 Please feel free to speak freely but also
13 don't be nervous and say things you don't need to say.
14 We also respect your privacy greatly. And by no means
15 is this some formal clearing process. We just want to
16 gain a little better understanding so that we can
17 provide some guidance.

18 MS. BILLINGSLEY: As acting Chief Ford said,
19 I did not want to leave the academy. I told Director
20 Byrd that I was pregnant to let her know. Not wanting
21 to leave.

22 She did have me write a memo after we came to
23 this agreement, had me write a memo saying that I was
24 pregnant and that I was leaving just she told me to
25 put in the file as to why I was leaving. She did

1 mention the liability that the academy would be taking
2 on.

3 I asked her if she could write up a waiver
4 that I could sign to say that I will take on all
5 liability; if something would happen to me, I would be
6 responsible for it. She said we're not going to
7 entertain that.

8 A phone call was made to Director Jones when
9 I was in her office, with Director Byrd and I in the
10 office. She made the phone call to Director Jones.
11 And they came up with the agreement that I could step
12 out now and step back into the next academy that I
13 would be able to attend. With that I wrote the memo
14 and voluntarily left.

15 When I got back to the Clovis Police
16 Department, Chief Sanders said he spoke to Director
17 Jones and basically confirmed what I told him about me
18 leaving the academy and stepping back in when I could.

19 There was some concern that I was a
20 disciplinary problem and that I lacked focus in the
21 academy. I was fighting for the top academic spot in
22 the whole academy so I didn't lack focus. I helped
23 other people study for tests.

24 There were two incidents where I did get
25 talked to by Dr. Fonz and Director Byrd. One was

1 taking defensive tactics more seriously. That was an
2 issue the second week in the academy. It wasn't just
3 me. It was never an issue again after it was
4 addressed.

5 And there was another time where I had a
6 negative attitude during PT. They addressed that with
7 me and it was never an issue again. It was the only
8 two times I got in trouble during the academy, during
9 the three months that I was there. I think that's all
10 I have to say. Questions?

11 MR. KEY: Mr. Director, I have a question.

12 A.G. BALDERAS: Sure.

13 MR. KEY: Ms. Billingsley, if I'm
14 understanding your statement correctly, the memo of
15 voluntarily withdrawing, that was a culmination of
16 some discussions with the academy folks?

17 MS. BILLINGSLEY: Yes, sir. The agreement
18 that I would step out now and come back in when I
19 could had already been made.

20 MR. KEY: And so the letter that you drafted
21 was in your mind a culmination that included the
22 agreements?

23 MS. BILLINGSLEY: Yes, sir.

24 MR. KEY: Thank you.

25 SERGEANT QUEZADA: Mr. Chair, can I ask a

1 couple questions.

2 A.G. BALDERAS: Sure. Please do.

3 SERGEANT QUEZADA: Ms. Billingsley, I'm not
4 so worried about the legal part of how you left and
5 all that. My concerns are how do you feel you are
6 right now? Because it's been how long since you've
7 been gone from the training?

8 MS. BILLINGSLEY: It would have been the
9 beginning of November that I left.

10 SERGEANT QUEZADA: So we're looking at nine
11 months almost or ten months. How do you feel you are
12 academically right now if you were to be allowed to
13 jump back where you were? I mean I guess what's your
14 feeling, could you jump right back in and still be
15 able to score as high as you were trying to before?

16 MS. BILLINGSLEY: Yes, sir.

17 SERGEANT QUEZADA: Have you been doing
18 anything to keep up with -- I understand you graduated
19 with was it Bachelor's in criminal justice?

20 MS. BILLINGSLEY: Yes, sir.

21 SERGEANT QUEZADA: Have you done anything
22 during the time of your pregnancy, believing that you
23 were going to be able to come back, to keep in mind
24 the curriculum that you had already gone through?

25 MS. BILLINGSLEY: Not formally. I have tried

1 to be around the officers, be around detectives, ask
2 questions, listen to what they're doing, what kind of
3 decisions they're making on different calls, that kind
4 of thing. Nothing formal.

5 SERGEANT QUEZADA: As far as the physical
6 exit part of it, how do you feel about meeting the
7 requirements at the end?

8 MS. BILLINGSLEY: I feel I can do it. I've
9 been training since I had the baby, getting back in
10 shape.

11 CHIEF KASSETAS: Mr. Chair, may I.

12 A.G. BALDERAS: Please.

13 CHIEF KASSETAS: Ms. Billingsley, you left in
14 week 14. So you have three weeks, the last three
15 weeks of the academy. What you're asking for and what
16 your chief is asking for is for you to come back in
17 this current academy in week 14 and finish this
18 academy, correct?

19 MS. BILLINGSLEY: Yes, sir.

20 CHIEF KASSETAS: Speaking to why you left, I
21 can understand why it places the Department of Public
22 Safety in a precarious situation in that, if your baby
23 was hurt or injured, God forbid, we would be in a
24 different hearing where you may be suing us. I say us
25 in the capacity of the State Police Chief, part of

1 DPS.

2 So there is give-and-take here. But we
3 should afford you the opportunity to become a
4 certified police officer. And the two options you're
5 facing now are starting all over from day one forward
6 or finishing the last three weeks. So that's the crux
7 of what you're saying, you want to come back and
8 finish your last three weeks?

9 MS. BILLINGSLEY: Yes.

10 CHIEF KASSETAS: And I'll ask the Director,
11 when he gets up here, some pointed questions about
12 that. What does that do, does that set a precedence?
13 If you twist a knee in week three, do we have to let
14 everybody else back in at week three, is there a
15 certain cutoff?

16 I know, with the State Police Academy, we've
17 had people drop out in the last week and they've had
18 to start all over because a lot of time has passed and
19 there are certain benchmarks that a class meets that
20 you want to see in a training environment that may be
21 missed.

22 But it's a basic law enforcement academy. So
23 there may be some room here to work with it. I
24 commend you for coming back and wanting to be an
25 officer, that's great. We do need more officers that

1 are eager to get back out on the streets. I just have
2 some technical questions of the Director that, if we
3 did this, what would it do.

4 SHERIFF WALLER: Mr. Chairman, Chief Ford, I
5 understand that retired Chief Sanders was the sitting
6 chief at the time that this happened. And he was the
7 official in direct communication with the academy in
8 Hobbs and with Mr. Jones.

9 And I also understand that Chief Sanders, who
10 has relocated from New Mexico since his retirement,
11 has submitted an affidavit concerning his knowledge of
12 what took place.

13 CHIEF FORD: Yes, sir. He sent me a
14 memorandum of what happened when he dealt with this at
15 the time, yes, sir.

16 SHERIFF WALLER: Could you just give us a
17 summary of what his understanding in the agency was as
18 far as when she left and if she would be allowed to
19 return to the academy or if she would have to
20 completely attend a new academy.

21 CHIEF FORD: Again it's pretty much,
22 gentlemen, Mr. Attorney General, the same thing I've
23 already said. His understanding was and the agreement
24 was that, once the baby was born, she would be able to
25 return and finish those four weeks of that academy to

1 become certified.

2 I'm going to reiterate that this isn't the
3 first time I've had an officer come out of my
4 department with some kind of an injury and have been
5 plugged back in.

6 Now, I understand the State Police's look
7 upon it. But like I said, everybody kind of does it
8 differently. So it has happened. So there is a
9 precedence I feel there. It's happened on more than
10 one occasion. I know of at least three officers from
11 my department it's happened to. One was a knee, one
12 was a broken leg, and one was an injured arm.

13 CHIEF KASSETAS: Chief, how long ago was
14 that, what class?

15 CHIEF FORD: One was '07. The other one,
16 Chief, let me think a minute. It's been about -- it
17 should have been about I want to say '11; '11, '12
18 would have been that one, if I recall properly.

19 CHIEF KASSETAS: All with Clovis PD?

20 CHIEF FORD: Yes, sir. I want to address one
21 more thing, because this did come up on some phone
22 calls. The whole thing about focus and the
23 disciplinary.

24 You know, most of the time, when we have a
25 disciplinary issue, we get phone calls. And

1 especially when it's a major instance like firearms,
2 defensive tactics, driving. I get phone calls and we
3 get a letter.

4 And normally we have to -- once they come
5 back after that, we -- all of us have been there.
6 I've got to send instructors to do remedial training
7 with them on DT, if they're having issues with it, and
8 show that the DT was done or the training documented
9 by one of the certified instructors within that
10 specific area.

11 I've dealt with firearms because I'm one of
12 those instructors. We normally have to go back with
13 them when they qualify to make sure that everything
14 has been completed along with all the paperwork that
15 goes with that. I don't recall any phone calls like
16 that on this minor stuff.

17 We all know that they're going to have
18 milestones somewhere in the academy. I understand
19 they're trying to motivate them. Maybe they're having
20 a bad day. Ms. Billingsley told me that the one with
21 the PT was after she found out about the baby thing.

22 So she was upset. You know, this is her
23 dream. Now that's going to be kind of set aside for a
24 little bit, you know, until she finished that process
25 and she can return.

1 CHIEF KASSETAS: Chief Ford, I have one
2 follow-up question. I was reading the memo that was
3 supplied to me. It says that she struggled with a
4 number of subjects. This may be a question for
5 Ms. Billingsley. Was everything passed up until week
6 14, were you passing every block of instruction?

7 MS. BILLINGSLEY: Yes. I had the top
8 academic spot in the academy. Me and another cadet,
9 we fought by tenths of a point for the top academic
10 spot in the entire academy.

11 CHIEF KASSETAS: Okay. Thank you.

12 CHIEF SOLAND: Just a point of information
13 that interim Chief Ford brought up. He had reference
14 to an NMAC discretionary statement. I don't have a
15 copy of that. I would like to see if we can get a
16 copy to review that real quick.

17 CHIEF FORD: I had put it in what I had
18 written, 10.29.9.17G(8)(a), "Pregnancy - Qualification
19 of the candidate is dependent upon the stage of the
20 pregnancy." That is in the NMAC.

21 When I reviewed this, if we go on down to E,
22 it talks about the medical review board, which is
23 subcommittee of your Board that is appointed by the
24 chairperson and will have certain individuals in it
25 including -- it shows an advocate of the disabled

1 community, two physicians, the Director of the
2 academy, sheriff, police chief, and a chair or a
3 member of the Law Enforcement Academy Board that the
4 chair designates to be a member of that committee to
5 address these kinds of issues.

6 CHIEF KASSETAS: Chief Ford, the last two
7 blocks that were missed were EVOC, which is, for those
8 present who are not police officers, pursuit driving,
9 right?

10 CHIEF FORD: Yes.

11 CHIEF KASSETAS: And then firearms. Just in
12 your opinion, do you think as a fellow chief that
13 might pose a risk to someone that has a child?

14 CHIEF FORD: Chief, you know, I'm a firearms
15 instructor. I'm also an EVOC instructor. I think,
16 with the proper precautions, no. And I'm going to
17 give you a personal one.

18 My wife grew up -- my brother-in-law is
19 retired APD. She grew up in a firearms family. We're
20 a firearms family. And unfortunately that means she
21 shot up until I'm not sure when before my son was
22 born.

23 As long as you take the proper precautions, I
24 don't see that as an issue. She was very early in
25 this pregnancy, gentlemen. I don't think it would

1 have been an issue at all.

2 Maybe just recognizing it's there, maybe
3 taking a few small steps to keep it from being a
4 problem, getting her through. Up to that point, she's
5 completed everything, she's met the criteria.

6 You know, the other side of that, my in-house
7 academy that we run -- I'm sure many of you do --
8 because unfortunately, like a lot of municipalities, I
9 have people on the streets before they go to the
10 academy because of the time frames.

11 I have a six-week in-house academy. Part of
12 that is an entire week driving, another entire week is
13 firearms, and another entire week is defensive
14 tactics. I have a six-week in-house before they ever
15 reach to the FTO program, which is another three to
16 four months.

17 So she's already been through all of that,
18 completed it properly, and is now back in the academy
19 basically getting some remedial and, on top of that,
20 additional training to make sure she's good with it.

21 MS. BILLINGSLEY: Chief, are you saying that
22 you understand that I missed EVOC and firearms?

23 CHIEF KASSETAS: I was looking at the
24 curriculum that was in front of me. It may have
25 changed since that time frame.

1 MS. BILLINGSLEY: I had already qualified in
2 those two.

3 CHIEF KASSETAS: What were the blocks that
4 you missed out of curiosity?

5 MS. BILLINGSLEY: It would have been SFSTs,
6 officer survival. Domestic violence was another one.
7 I don't remember the rest.

8 CHIEF KASSETAS: Okay. Thank you. I was
9 going off of a handout. So I maybe made an assumption
10 I shouldn't have.

11 I would like to hear from the Director when
12 you're ready, Chairman.

13 A.G. BALDERAS: Sure. Chief, do you have
14 anything else before we conclude this portion?

15 CHIEF FORD: No, gentlemen. I appreciate
16 your time and consideration of this very much.

17 A.G. BALDERAS: We appreciate it. Thank you,
18 Ms. Billingsley, for presenting. I would stick around
19 for a few minutes in case there's follow-up.

20 And I also have some questions before you
21 start, Director, just to get some quick information.
22 The first is that I know there's been some references
23 to medical conditions. And then I know there have
24 been some references to performance and maybe
25 discipline issues throughout the academy.

1 Am I understanding correctly as you do that
2 both of those areas have been referenced in the
3 discussions?

4 MR. JONES: Yes, sir.

5 A.G. BALDERAS: Okay. My first question is
6 just is there a particular area in the rule, however,
7 because I haven't found it, that addresses elements
8 for reentry, so to speak, regardless of what the
9 medical condition is?

10 MR. JONES: Sir, there is nothing in the NMAC
11 or statute that gives the Director of the Law
12 Enforcement Academy the authority to allow anybody
13 back into the academy. And I guess I'll hand these
14 out to you.

15 It says, in NMSA 29-7-6, Qualifications for
16 Certification, B, "A person employed as police officer
17 by any law enforcement agency in this state shall
18 forfeit his position unless, no later than 12 months
19 after beginning his employment as a police officer,
20 the person satisfies the qualifications for
21 certification set forth in Subsection A," which talks
22 about going through the academy. You have to complete
23 an academy.

24 And then the other one is 10.29.9.15,
25 Temporary And/Or Emergency Certification. It says,

1 "The director may, in his discretion, grant a
2 temporary certification in order to avoid hardships or
3 prevent conflicts within a department arising solely
4 from technical noncompliance with academy Board
5 rules." I don't know that that really applies here.
6 But there is nothing in the NMAC that allows me to do
7 this.

8 Now, there have been -- and I've never done
9 this under my two years here. I do understand that
10 there is somebody that walks up there and, at the end
11 of the academy, they jump off the six-foot platform,
12 they wrench a knee.

13 But they've already taken their defensive
14 tactics, they've already passed everything to include
15 the LEOCE; and they have allowed them to come back and
16 take that last portion into the next academy of that
17 thing that they missed, the thing that they got
18 injured on, and allowed them to do that.

19 I've never done this since I have been the
20 Law Enforcement Director. It has not happened on my
21 watch, because there's nothing in here that gives me
22 the ability to do that for whatever reason.

23 Now, I will tell everybody on this Board that
24 I go out of my way to work with the 235 agencies, the
25 tribes, and the pueblos to do all I can for the

1 officers and the agencies to make sure that we get
2 their officers certified. I'll walk the extra mile to
3 make any of this happen first of all.

4 When Director Byrd called me and said that
5 this young lady had come in and said that she was
6 pregnant and wanted to know what we would do, I said I
7 don't know. Never did I agree that I would allow her
8 to come back into the academy.

9 I said I will do all I can to work with you
10 to do whatever we need to do. I do that with every
11 officer. I don't remember the specific requirement
12 that I had with Chief Sanders.

13 A.G. BALDERAS: And the reason I'm asking
14 specifically for a reference to the rule is because --
15 and just not applying her facts to any specific case,
16 what would happen if a cadet is pregnant and chooses
17 not to leave and chooses to go through the rest of the
18 academy.

19 What would this Board and you rely on to
20 manage that situation as well? Especially if there's
21 a liability issue that Chief Kassetas raises. What
22 will we turn to then for guidance?

23 MR. JONES: Sir, there's nothing in the NMAC.
24 She did not finish the defense tactics. And the
25 schedule changes, especially at the satellite

1 academies. The New Mexico State Police Academy,
2 Albuquerque Police Department, Bernalillo County, Las
3 Cruces, I call those agency-specific academies.

4 But the regional academies, their schedules
5 change within the 16-week core curriculum because of
6 the availability of instructors. So they may not be
7 able to teach all of defense tactics today.

8 When you come to the New Mexico Law
9 Enforcement Academy in Santa Fe, we teach two weeks
10 defense tactics and then it's done and we test them
11 out. And when they go to Hobbs, they teach defense
12 tactics every day and then they do a test out at the
13 end.

14 So it's been a year since she's been through
15 this. And Dr. Fonz, who is the dean of the college,
16 and Director Byrd have both said that they don't
17 believe that she would be able to pass these and go
18 through this.

19 She has an individual in her academy right
20 now that wrenched his knee in the last week of the
21 academy and is going through the whole academy. I've
22 had people come through my academy that have gone
23 through more than half the academy, and I've made them
24 go back through the whole academy.

25 When I look at what they've done down there,

1 Ms. Moore, her law enforcement commission began
2 10/25/13. One year and three days later, 11/03/14,
3 she was taken out of the academy, which was a year she
4 was commissioned by the agency.

5 Then they went back and recommissioned her
6 again, which is clearly against the NMAC and clearly
7 against what the availability of the Law Enforcement
8 Academy Director can do. They want us to do things
9 and they want to do things that are clearly not inside
10 the NMAC or within statute.

11 Dr. Fonz, the dean of the academy, there's a
12 letter in there from him. There's her letter that
13 says that she leaves the academy. "I'm seven weeks
14 pregnant. And upon recommendation of my physician,
15 will be withdrawing from the academy effective
16 immediately."

17 I never had any conversation with this young
18 lady. I never told her she could come back to the
19 academy. I told them that I would do all I can to
20 work with them to make sure that that happened.

21 The other thing that has not happened is that
22 her psychological has expired and her physical has
23 expired. Now, can we do a psychological and physical
24 within the next eight weeks? Absolutely, we can.

25 But this agency has done nothing to lean

1 forward in the saddle to help us fix this. They just
2 come in and start mandating.

3 And quite frankly there have been several
4 insinuations made by acting Chief Ford about Director
5 Byrd and about Dr. Fonz, insinuating that, if she does
6 come to the academy, they're going to target her,
7 setting us up for failure, saying what if she fails
8 DT, because she hasn't passed DT. What if she fails
9 the LEOCE. So it's setting all of us up.

10 Dr. Fonz and Director Byrd are in a position
11 now that they don't want this young lady to come back
12 to the academy.

13 Plus I'm having to now go and get Director
14 Byrd to go look at two academies ago and come in and
15 identify all of those requirements that she had in her
16 academy to make sure that she now meets all those
17 widgets and checks all those boxes before, which puts
18 her in a particularly precarious position because of
19 instructors that are coming in and how they do their
20 academy by not being able to get instructors that can
21 come in and teach certain blocks of instruction.

22 So as I look at this and I move forward,
23 there's nothing in the NMAC and there's nothing in
24 state statute that says we can do this. If the Board
25 wishes to do this, you're now putting Director Byrd

1 and the Southeastern New Mexico Law Enforcement
2 Academy in a precarious situation.

3 And I will tell you, I have never done this
4 on my watch because I cannot find anything in NMAC
5 that says I can. And I am the first one to walk
6 outside the box to take care of officers and agencies.

7 A.G. BALDERAS: Any other questions?

8 SHERIFF WALLER: Mr. Chairman, Director
9 Jones, I can't remember the exact case. And correct
10 me if I'm wrong. I believe that there is a Court of
11 Appeals decision -- there was an Attorney General's
12 opinion that touched on this issue.

13 And then there was a Court of Appeals
14 decision that overrode that that says, if an officer
15 attends the academies and cannot finish or does not
16 actually make it to the academy during that time, that
17 one-year period that they have to attend the academy,
18 and their employment is -- I believe in this case it
19 was terminated with the agency that that officer was
20 employed by because they could not meet the physical
21 requirements, and I believe that was the entry
22 requirements into the academy, the officer then I
23 believe it was a few years later was employed again by
24 another law enforcement agency.

25 And the question at that time was do they

1 still have another 12 months to send that officer to
2 the academy or does the previous time count against
3 that as well. And it was ruled that, as long as it
4 can be shown that that officer did not do anything
5 intentionally to circumvent attending the academy,
6 that they would be given another 12-month period to
7 attend the academy.

8 MR. JONES: Sir, I have no idea what you're
9 referencing. But I do know that the statute is very
10 clear that you have 12 months only. There is not
11 another 12 months. You can go to an academy if you
12 want to, but you can't go as a commissioned officer.

13 Now, you can go to the academy from an
14 agency, an agency can send you. But you don't have
15 the authority to carry a badge and a gun while you're
16 going through the academy like you do if you're
17 commissioned. I don't know what case you're talking
18 about.

19 SHERIFF WALLER: It's a Court of Appeals
20 ruling. And I'm familiar with this because I actually
21 went through this with a deputy that we had hired that
22 had been employed by a previous agency. And because
23 of the physical standards, he was unable to complete
24 it with the previous agency.

25 MR. JONES: Sir, that may be. I don't know

1 about it. All I know is what I'm going by now. She
2 can go back to the academy. Nobody says she can't. I
3 quoted this other stuff to say she's been
4 commissioned.

5 And I bring this out to show that Clovis has
6 done these things. And under my watch nobody has ever
7 done this. And I told acting Chief Ford that I would
8 give her an extension of her law enforcement
9 certification or law enforcement commission past that
10 12 months, which now is way past that 12 months, so
11 that she could attend the next academy.

12 She can attend any academy she wants to and
13 the agency can send her. I don't know. All I know is
14 what's in the NMAC. I have not seen what you've
15 referenced.

16 SHERIFF WALLER: And all I'm pointing out is,
17 whatever we decide here today, according to that
18 ruling, the time limitations are not an issue. If she
19 had to leave the academy because of a medical
20 condition, that wasn't an intentional circumventing of
21 attending the academy.

22 MR. JONES: Sheriff Waller, if this Board
23 wants me to extend her commission to the next academy,
24 I would be glad to do that. The question is whether
25 or not she goes the last four weeks of the current

1 academy in Hobbs. And they're not wanting her to
2 attend because of Acting Chief Ford's accusations and
3 insinuations.

4 And plus we're going to put Director Byrd in
5 a precarious situation on how she's going to have to
6 ensure that the schedule is the same. And she can't
7 do that. It's going to be very difficult for her to
8 do that.

9 SERGEANT QUEZADA: Mr. Chairman, if I could
10 ask a question of Ms. Billingsley.

11 My understanding from the acting Chief Ford
12 right now is it's your calling; is that correct?

13 MS. BILLINGSLEY: Yes.

14 SERGEANT QUEZADA: So regardless of what the
15 Board decides here, whether we allow you to try to
16 finish the last four weeks or not, what are you going
17 to do?

18 MS. BILLINGSLEY: I will go back to the
19 academy, probably not right away, if I have to do the
20 whole thing.

21 SERGEANT QUEZADA: And why not?

22 MS. BILLINGSLEY: I have a newborn baby.

23 SERGEANT QUEZADA: From me to you, if it's
24 your calling, it's your calling. Okay. No matter
25 what the Board says.

1 CHIEF KASSETAS: Ms. Billingsley, are you
2 working now as a patrol officer?

3 MS. BILLINGSLEY: No.

4 SHERIFF WALLER: Are you still employed by
5 the police department?

6 MS. BILLINGSLEY: Yes.

7 SHERIFF WALLER: What's your position?

8 MS. BILLINGSLEY: I have been doing odd jobs.
9 Right now I'm working on accreditation files.

10 CHIEF McCALL: I have one question in regards
11 to your conversation with Ms. Byrd and your memo
12 leaving the academy. I'm a little foggy. It says in
13 your letter that it was upon the recommendation of
14 your physician that you left the academy. But I think
15 I heard you say that it was due to the conversation
16 you had with Ms. Byrd and Director Jones?

17 MS. BILLINGSLEY: Right. I was suggesting
18 wording is all it was. The nurse said no, we can't
19 recommend that you lift over 25 pounds is what it was.
20 But she said we can't tell you whether to stay in the
21 academy or leave. It wasn't a doctor, it was a nurse.

22 CHIEF McCALL: Whose recommendation was it to
23 word it this way?

24 MS. BILLINGSLEY: My conversation with
25 Director Byrd and her secretary.

1 CHIEF McCALL: Okay. Thank you.

2 CHIEF FORD: Gentlemen, I would like to
3 clarify something real quick. From the time she left
4 the academy, she has not held a commission. That has
5 not happened. We're not going to violate those rules.

6 She was immediately placed on a modified
7 assignment, she was assisting evidence, she's been
8 assisting in the accreditation process, she's been
9 assisting in the areas she can assist to keep up with
10 her information, her training, and so on and so forth.

11 I'm going to address the issue about the
12 insinuations. The conversations I had came about from
13 several things. One was some conversations made by
14 the other officers and recruits that were with her in
15 the academy that made me concerned because of some
16 conversations made by Ms. Byrd.

17 So I had an honest reason to ask Dr. Fonz
18 about that, because we all know we take pride in our
19 officers and protect our officers. And my question
20 was just to make sure, if this did happen, I didn't
21 want any issues with her being down there, any unfair
22 treatment or any problems, because all we're trying to
23 do is get her through the process, get her certified,
24 and move forward. That's all we're trying to do.

25 CHIEF KASSETAS: Mr. Chair, is this

1 considered a personnel matter that's best handled in
2 executive closed session or is it best left open to
3 discussion now in open session? How does that play
4 in?

5 MR. JONES: If I can add a little bit more to
6 this. For the final physical assessment, she has to
7 drag a 190-pound dummy 20 yards and push a full sized
8 police car ten yards. She's got to leave a police
9 vehicle, climb two flights of stairs twice, come back
10 down, climb a five-foot wall, jump over it, climb a
11 six-foot wall, go over it, and do an arrest simulator.

12 And she was seven weeks pregnant when she
13 left under the direction of somebody else besides
14 Director Byrd. Director Byrd told me she did not --
15 and we can call her and ask her. But she did not tell
16 her that she had to write that.

17 So where we're at right now is that she came
18 forward and said she was pregnant. And we have
19 doctors when they do the physical and recommend
20 whether or not they can do the requirements of the Law
21 Enforcement Academy all the way to the end.

22 And the recommendation was that she pull out
23 at the recommendation of somebody else. If Director
24 Byrd would have had her do that memo, it would have
25 been on Southeastern New Mexico Law Enforcement

1 Academy stationery and not a Clovis memo.

2 A.G. BALDERAS: Director, I just have one
3 follow-up on that. So when a cadet sustains an injury
4 during the academy and can't proceed with some of the
5 physical requirements and/or other requirements in the
6 curriculum, are they afforded an opportunity to opt
7 out and then come back into the academy at a later
8 date at the same space?

9 MR. JONES: What we have done in my academies
10 and what I have seen the other academies do except for
11 those that are agency-specific, what they do is they
12 allow that individual a place in the next academy.
13 They don't allow them to opt out and come back halfway
14 through the academy. They allow them a place.

15 Director Byrd has an individual that's her
16 class leader in this class right now that got hurt in
17 the eighth week. She's making him take the whole
18 thing.

19 I've had four come through my academy,
20 they've had to go through the whole thing. And they
21 all got hurt towards the end in DTs or some other
22 place. And we gave them a position in the next
23 academy that they didn't have to fight for.

24 When they come to the academies, what we try
25 to do is take the best. We take the ones that score

1 the highest in the physical fitness, in the runs, and
2 all that.

3 A.G. BALDERAS: But not at the reentry point
4 where they depart on any medical condition?

5 MR. JONES: No, sir. We have never allowed
6 that under my watch. And I only know of a couple of
7 instances that happened prior to me. And that was in
8 Hobbs. And it may have been a Clovis officer who hurt
9 his knee on the physical agility test.

10 After they've taken everything and tested out
11 of everything, he was able to come back to the next
12 academy, at the last of that academy, and test out.

13 A.G. BALDERAS: Okay. Are there any other
14 questions? So on the agenda point, it was for
15 discussion of reentry into the academy after drop on
16 request is how the agenda item reads in the approved
17 agenda. I will entertain a motion, if necessary. I
18 can also take this under advisement.

19 Before we get into that question, I will
20 raise I guess some concern, or at least at the
21 discretion of the Chair, where I would like the
22 Director to focus for the next meeting. And this may
23 be in consideration of a subcommittee.

24 I do believe there is some concern to
25 formalizing the rule, certain elements required for

1 departure and maybe reentry due to medical conditions,
2 even in the scenario that you just described, where
3 upon injury they're given a slot at the next academy.

4 I do believe that, so we don't get into this
5 case-by-case situation, that it would protect both the
6 cadets and the academies to have these type of certain
7 requirements, whether it's documentation, a committee,
8 a medical committee; and also some due process for the
9 cadet that that be laid out in a regulation in the
10 NMAC.

11 So I think that's where I would like to go in
12 the future, although this was more of an item for
13 discussion.

14 Are there any motions or any other further
15 questions?

16 CHIEF KASSETAS: Mr. Chair, before we move
17 forward, I would just like to point out for the Board
18 that I can only foresee a logistical nightmare placed
19 upon a law enforcement academy where, if we decided
20 that as a Board anybody that drops out for a
21 particular reason, whether it's academic or personal
22 reasons or physical issues, can come back at the
23 precise time they left an academy, logistically you
24 would have to think about how that impacts the
25 academy.

1 And we have a case in point where I look at
2 the curriculum and think, wow, two weeks these two
3 blocks need to be established. But no. She's already
4 taken them because the schedules aren't constant,
5 they're a bit fluid it seems.

6 So I just don't know by design if this can
7 even be done and would recommend that she start the
8 academy over from day one.

9 A.G. BALDERAS: Well, I guess what I'm
10 hearing is that we would take this topic under
11 advisement at this time with some of the direction
12 that we begin to research a more formal process
13 related to actually even documenting proper reasons
14 why a cadet would depart. It could quickly become a
15 mess of different versions as we've heard even here
16 today. And I would hate for that to reoccur.

17 The second thing I'd say, and I think I would
18 take some feedback, is I am sympathetic. And while I
19 take Board Member Kassetas' concerns very strongly in
20 terms of the problems to let someone reenter back into
21 their curriculum, I do believe we need to clarify more
22 importantly in the rule the area of pregnancy related
23 to females and proper notification upon reentry at the
24 beginning of the academy.

25 I've become concerned that there's

1 discussions of discipline problems in the same
2 discussion as pregnancy I guess so to speak. And that
3 puts the academies and the cadets in a very difficult
4 situation, trying to distinguish between the
5 limitations that a pregnancy places versus the regular
6 demands of the curriculum and the academy.

7 So I think this is clearly an area where we
8 can tighten up the rule and probably provide a much
9 more deliberate notice on the front end so that some
10 of these issues aren't raised. At this point I think
11 it's more taken under advisement at this time than
12 anything else at this point.

13 MR. JONES: Sir, I will state that a couple
14 other directors and I have talked about this. And
15 Director Byrd is very concerned about it. Angie Byrd
16 has made statements that we need to come in and look
17 at rewriting the NMAC and maybe putting something in
18 there for this, because she's concerned about it.

19 And she's also concerned about other things
20 that affect other officers as they're going through
21 the academy. And the NMAC is several years old. And
22 it does need to be updated. And that's one of the
23 things that we wanted to do when we first came here,
24 was to update the NMAC.

25 So we'll look at this and report back to you.

1 But Director Byrd has already started her academy.
2 This is her third week. And she's already got her
3 schedule lined out. And I don't know what that
4 schedule looks like from what two academies ago were.

5 And my academy changes also frequently
6 because of people that have a need to come in and use
7 the driving track and we might have to move our
8 schedule around. So my schedule changes also, it's
9 fluid. So it would be difficult for us to do this,
10 sir.

11 A.G. BALDERAS: The only other concern I have
12 as the Chair is just that we adequately provide you
13 support, Ms. Billingsley, in terms of moving forward
14 on a potential resolution, what potential conceivable
15 options there are.

16 It seems that there's a little bit of
17 hostility among parties. And anything that we can do
18 on our staff level to mitigate that and to kind of
19 focus on what remaining options there are for you. We
20 want to be supportive of all parties here.

21 MR. JONES: Sir, she can go to our academy.
22 We have a large staff. She can go back to the Hobbs
23 academy. There are opportunities. I'm sure that we
24 could work to get her into the Bernalillo County
25 Academy or the Albuquerque Academy. They take other

1 outside agencies. The only problem there is APD's
2 academy just went to 28 weeks.

3 CHIEF KASSETAS: Mr. Chair, the question I
4 have is what is the decision before the Board that we
5 need to make now. The question is is this Board going
6 to allow Ms. Billingsley to start in week 14 or finish
7 an academy, wherever it is in the state.

8 You had mentioned you were going to take it
9 under advisement. I'm not sure, you might have to
10 define for me what that means. If we proceed with an
11 NMAC change and rule change and research to clarify
12 that, we're talking a year, six months. It's a very
13 long process, we all know.

14 Are we prepared as a Board to right now make
15 a decision either way, is that the question at hand
16 here?

17 A.G. BALDERAS: That's why I, Board Member
18 Kassetas, raised the potential option of taking it at
19 least under advisement, because I'm not prepared to
20 make an affirmative motion to rule on something.

21 I would be willing to entertain a motion to
22 make a decision on this. But as presented I'm hearing
23 that problems have been put forth, an update has been
24 put forth, and I've heard some discomfort that we
25 could be getting into other areas of either personnel

1 or other issues.

2 And I have not asked the Board necessarily to
3 try to craft a motion to decide on anything that
4 you've heard here today. It seems like you're
5 concerned that we may need to rule on or vote on some
6 of the aspects that have been presented.

7 CHIEF KASSETAS: Mr. Chair, to clarify,
8 because of the memo I've read and listening to some of
9 the discussion, it seems like the issue is intertwined
10 not only with personnel matters during the academy,
11 but also medical issues and the academy's ability to
12 function or provide what the chief is asking for.

13 So that's why I said earlier, is this better
14 suited for move into a closed session to discuss
15 personnel matters or possibly put on the agenda. And
16 I think that Mr. Word can maybe speak to that. I
17 don't know if this is the proper forum to go into
18 detail.

19 A.G. BALDERAS: Before he speaks, I think
20 that's why I offered advisement, because you're
21 exactly right. We would put it on the next agenda
22 either for an update, follow-up, or some type of
23 conclusion or process that we would then be voting on.

24 In addition to the advisement aspect, I did
25 direct Director Jones to follow up on any potential

1 resolution or solution with the parties. And also,
2 thirdly, to start to look at some potential amendments
3 to the rule to address this particular issue. So
4 those are kind of three things. But it was all under
5 the advisement.

6 CHIEF KASSETAS: Part of me would like to
7 make a motion to have her start from the beginning of
8 the academy. But you're saying as the Chair that some
9 of the Board Members may be uncomfortable with that,
10 not having all the knowledge.

11 But worst-case scenario she starts from the
12 beginning and has 14 weeks under her belt of prior
13 academy time that the state pays for. It's not coming
14 out of her pocket. So I don't see a downside to that
15 other than time invested in ensuring that she gets
16 through another academy and comes out the best officer
17 she can be.

18 A.G. BALDERAS: Is that a motion, Chief
19 Kassetas?

20 CHIEF KASSETAS: I would like to make a
21 motion that Ms. Billingsley not be allowed to start in
22 week 14 and be given the opportunity to enter an
23 academy at week one, the beginning, and afford her the
24 opportunity to go through the entire academy process.

25 A.G. BALDERAS: There's a motion. Is there a

1 second?

2 MR. KEY: A discussion on the motion.

3 A.G. BALDERAS: Yes.

4 MR. KEY: Just in terms of parliamentary
5 procedure, the action requested on the agenda seems to
6 entail only discussion. Is that problematic in any
7 motion and decision?

8 A.G. BALDERAS: Go ahead, Mr. Word.

9 MR. WORD: Attorney General, Members of the
10 Board, Board Member Key, I do not believe it is. I
11 think it's properly noticed, when you list it for
12 discussion, that the Board may take action following
13 that discussion.

14 MR. KEY: Okay. Thank you. With that in
15 mind, I'll second the motion.

16 A.G. BALDERAS: There's a second of the
17 motion to not allow reentry as I understand it.

18 CHIEF KASSETAS: At week 14, Mr. Chairman.

19 A.G. BALDERAS: At week 14 and to allow her
20 to begin a new academy.

21 CHIEF KASSETAS: Yes.

22 A.G. BALDERAS: There's a second. All in
23 favor of that motion say aye.

24 (Those in favor so indicate.)

25 A.G. BALDERAS: All opposed? And I'll nay

1 that.

2 SHERIFF WALLER: Nay.

3 A.G. BALDERAS: Two nays. Can we have a
4 voice vote I guess, a roll call vote.

5 MS. LOPEZ: Attorney General Hector Balderas.

6 A.G. BALDERAS: Nay.

7 MS. LOPEZ: Scot Key.

8 MR. KEY: Aye or approve.

9 MS. LOPEZ: Chief Pete Kassetas.

10 CHIEF KASSETAS: Yes.

11 MS. LOPEZ: Sheriff Wesley Waller.

12 SHERIFF WALLER: No.

13 MS. LOPEZ: Chief Darren Soland.

14 CHIEF SOLAND: Yes.

15 MS. LOPEZ: Chief Chris McCall.

16 CHIEF McCALL: Yes.

17 MS. LOPEZ: Sergeant Jaime Quezada.

18 SERGEANT QUEZADA: Yes.

19 A.G. BALDERAS: The vote is five to two. So
20 the motion passes to not allow reentry at the previous
21 departure date and to allow her to start a new
22 academy.

23 MR. JONES: Yes, sir. And we will hold a
24 slot for her, if she wants to come to Santa Fe, so it
25 doesn't cost her agency any money because it's all

1 paid for at our academy.

2 A.G. BALDERAS: Thank you, Director Jones.
3 Thank you, Chief, for coming in.

4 ITEM NO. 8: PUBLIC COMMENT

5 A.G. BALDERAS: We are at item eight, public
6 comment. Actually I understand we only have one
7 person signed up for public comment.

8 MR. NAJAR: Good afternoon, Board Members,
9 Mr. Chairman. I'm Gilbert Najar. I am the Director
10 of the Western New Mexico University Police Academy.

11 I hadn't planned on speaking until I heard
12 not the last item, but the previous item in which you
13 were going to move forward with a public hearing on
14 changing the New Mexico Administrative Code.

15 And so to me it's a technical issue. And
16 counsel may advise you that it's not an issue for you.
17 But I did want to bring it to your attention.

18 When in 2013 Title 10, Chapter 29, Part 9,
19 was modified, the 824-hour curriculum was deleted in
20 its entirety, as well as the firearms standards and
21 courses of fire for day and night, as well as the
22 standards and requirements for entrance and exit at
23 what we call the fitness standards. All that was
24 deleted in the action taken by this Board in 2013.

25 And so the technical issue I want to present

1 to you has to do with, at the meeting in 2014 in
2 Ruidoso, by a motion by Board Member Nate Korn, the
3 fitness standards were reestablished and adopted by
4 this Board, the entrance fitness standards in the area
5 of a mile and a half, 300 meter, pushups, and situps.

6 So those were standards established by this
7 Board in Ruidoso with new times and new repetitions
8 established for entrance and exit at the Ruidoso
9 meeting.

10 In addition, because the firearms issue had
11 surfaced as an issue, there was nothing in the NMAC
12 any longer requiring annual requalification for all
13 officers New Mexico. The Board also acted in
14 reinstating the two courses of fire, the day and night
15 fire, the 80 percent passing score that had previously
16 existed in 2013.

17 What did not make it into the motion which is
18 my technical issue are Agility Course 1 and Agility
19 Course 2, which were in the 2013 NMAC, Title 10,
20 Chapter 29, Part 9.

21 So in the New Mexico Administrative Code,
22 Part 9, there is no reference to Agility 1 and Agility
23 2 as being exit standard requirements. There was no
24 reference made by Board Member Nate Korn to adopting
25 Agility 1 and Agility 2 in his motion.

1 So there's no record of that being a
2 requirement that was acted upon by this Board, there's
3 no record of Agility 1 or Agility 2 any longer in the
4 New Mexico Administrative Code.

5 So if we want to keep those as Agility 1 and
6 Agility 2 exit requirements, then as we move forward
7 with this new rule that's going to put back the Part 9
8 curriculum, then we ought to as well consider, if this
9 is a valid technical issue, putting into that rule
10 change as well reinstating Agility 1 and Agility 2.
11 That's the only point I wanted to make. Thank you.

12 A.G. BALDERAS: Thank you. Appreciate your
13 public comment.

14 I think this is a good time to take a seven,
15 eight-minute break. I know many of our Board Members
16 are traveling with their families and so on. So I
17 want to get you back to your families as quick as
18 possible or other business.

19 But I think this would be a good time to give
20 Jan a break for seven to ten minutes and then we'll
21 reconvene.

22 (Recess.)

23 A.G. BALDERAS: I think we're going to call
24 this back to order. I think we got a well-needed
25 break.

1 at each one of the individuals.

2 And as we look at item No. 9, the
3 attachments, they're all in order. And what we do is
4 we talk about this and we look at it. We ask that the
5 Board ratify these certifications, knowing that they
6 have met all of the requirements that are set aside
7 for the minimum standards for the basic law
8 enforcement academy.

9 And as we look at this, that 16-week core
10 curriculum that we handed out, they've met all those
11 requirements, they've passed all the block tests,
12 they've passed all the firearms qualifications,
13 they've met the minimum requirements for AMBER Alert,
14 for defensive driving, dealing with mentally ill.

15 And so we've gone through and looked at their
16 schedules at all nine academies to ensure that they've
17 met the minimum standards of that 16-week core
18 curriculum. And that's what we're certifying now.

19 For example -- and I use the New Mexico State
20 Police all the time because he's here. And if I say
21 something wrong, I know that he will correct me.

22 But the New Mexico State Police have a much
23 longer academy, I believe it's still 22 weeks. And we
24 only teach basic pistol in our Law Enforcement Academy
25 in the basic core curriculum. But they teach rifle

1 and shotgun. So that's an additional two weeks they
2 have to add their curriculum.

3 And then, where we talk about dealing with
4 personnel issues, we just touch on personnel issues,
5 where they have a whole, you know, eight, 12-hour
6 block on dealing with personnel issues because it's an
7 agency-specific academy. That's why their academies
8 are longer than the 16-week core basic academy.

9 And once they have met those requirements, we
10 put all those together, we issue them a certification
11 number. And this certification number will follow
12 them the rest of their life in the State of New
13 Mexico. And that's dispatchers, public safety
14 telecommunicators, and law enforcement officers in the
15 state.

16 And that certification number will follow
17 them for the rest of their life. What makes that
18 important is, if they have a disciplinary action that
19 is something that the Board wants to look at and they
20 file an LEA-90 on them, which is a Law Enforcement
21 Academy 90, just a number 90 form.

22 It's a disciplinary action. It comes into
23 the Director's office. It comes in under that
24 certification number. And then we go look at their
25 background and their certification.

1 And if there is a disciplinary action taken
2 against them, then what we can do now, with the
3 assistance of this Board which we haven't done before,
4 is we go in and we put whatever that disciplinary
5 action is on their what we call a Skills document,
6 which is a POST, their history of what they've done
7 throughout their training academy.

8 We call it Skills. I don't know that it
9 necessarily has an acronym. But it's a Skills
10 document that has a list of all their training and any
11 disciplinary action that's taken against them. So
12 that's why we ratify their certification numbers.

13 MR. KEY: I appreciate the explanation.
14 Thank you.

15 MR. JONES: Yes, sir. Thank you, Attorney
16 General.

17 A.G. BALDERAS: Sir.

18 MR. JONES: Sir, the first one we have is
19 agenda item No. 9, which is basic police officer
20 training class 190. And what we've tried to do is
21 we've tried to put it together in a class that starts
22 Exhibit No. 1.

23 And it starts with 15-0111-P to 15-0149-P,
24 which is the Law Enforcement Academy Basic Police
25 Officer Training Class 190. And I would like to

1 humbly ask the Board to ratify these certifications.

2 CHIEF KASSETAS: Mr. Chair, I would like to
3 make a motion to ratify Exhibit 1.

4 A.G. BALDERAS: There is a motion to ratify
5 Exhibit 1. Is there a second?

6 SHERIFF WALLER: Second.

7 A.G. BALDERAS: There's a second. All in
8 favor of ratifying Exhibit 1.

9 (Those in favor so indicate.)

10 A.G. BALDERAS: Any nays? The motion passes
11 to ratify Exhibit 1.

12 MR. JONES: Mr. Attorney General, next is the
13 Southeastern New Mexico Law Enforcement Academy Class
14 No. 34. It is Exhibit No. 2. They met all the
15 qualifications for certification. And it starts with
16 15-0150-P and ends with 15-0171-P.

17 A.G. BALDERAS: Is there a motion?

18 SHERIFF WALLER: Mr. Chair, I move to ratify
19 Exhibit 2.

20 A.G. BALDERAS: There's a motion to ratify
21 Exhibit 2. Second.

22 CHIEF McCALL: Second.

23 A.G. BALDERAS: And a second. All in favor
24 of ratifying Exhibit 2 say aye.

25 (Those in favor so indicate.)

1 A.G. BALDERAS: Are there any nays? The
2 motion passes to ratify Exhibit 2.

3 MR. JONES: Sir, I am honored and humbled to
4 present to you APD Academy Class No. 112, Exhibit
5 No. 3. They have met all the requirements for
6 certification for police officers in the State of New
7 Mexico. Exhibit No. 3 starts with 15-0172-P and goes
8 through 15-0190-P.

9 A.G. BALDERAS: I'll entertain a motion.

10 SERGEANT QUEZADA: Mr. Chairman, I would like
11 to make a motion to ratify Exhibit 3.

12 A.G. BALDERAS: There's a motion to ratify
13 Exhibit No. 3. Is there a second?

14 MR. KEY: Second.

15 A.G. BALDERAS: There is a second. All in
16 favor of ratifying Exhibit 3 say aye.

17 (Those in favor so indicate.)

18 A.G. BALDERAS: Are there any nays? The
19 motion passes to ratify Exhibit 3.

20 MR. JONES: Sir, I move and ask the Board to
21 humbly accept San Juan Community College No. 35,
22 Exhibit No. 4, for certification for police officers
23 in the State of New Mexico. Their certification
24 numbers start with 15-0191-P through 15-0198-P.

25 A.G. BALDERAS: I'll entertain a motion.

1 CHIEF KASSETAS: Mr. Chair, I would like to
2 make a motion to ratify Exhibit 4.

3 A.G. BALDERAS: There is a motion to ratify
4 Exhibit 4. Is there a second?

5 SHERIFF WALLER: Second.

6 A.G. BALDERAS: All in favor to ratify
7 Exhibit 4 say aye.

8 (Those in favor so indicate.)

9 A.G. BALDERAS: Any nays in opposition? The
10 motion passes to ratify Exhibit 4.

11 MR. JONES: Sir, this concludes the
12 ratification for police officers in the State of New
13 Mexico. Thank you very, very much.

14 A.G. BALDERAS: Thank you.

15 MR. JONES: Thank you very much.

16 ITEM NO. 9: RATIFICATIONS OF CERTIFICATIONS FOR
17 TELECOMMUNICATORS

18 A.G. BALDERAS: I'd like to proceed to item
19 No. 10, ratification for certifications for
20 telecommunicators.

21 MR. JONES: Sir, as Director of the New
22 Mexico Law Enforcement Academy, we've only had one
23 public safety telecommunicator safety class since the
24 last Board meeting. And it is Public Safety
25 Telecommunicator Class 129, Exhibit 1.

1 I would like to humbly ask this Board to
2 ratify these certifications of dispatchers in the
3 State of New Mexico. And it starts with Exhibit 1 for
4 public safety telecommunicators, 15-0047-PST and goes
5 through 15-0076-PST.

6 A.G. BALDERAS: I'll entertain a motion.

7 CHIEF McCALL: I'll make a motion to approve
8 Exhibit 1.

9 A.G. BALDERAS: There is a motion to approve
10 Exhibit 1 for telecommunicators. Is there a second?

11 SERGEANT QUEZADA: Second.

12 A.G. BALDERAS: There is a second. All in
13 favor of the motion to ratify Exhibit 1 say aye.

14 (Those in favor so indicate.)

15 A.G. BALDERAS: Are there any nays in
16 opposition? The motion passes to ratify Exhibit 1.

17 MR. JONES: Attorney General Balderas, this
18 concludes the ratifications for certifications for
19 telecommunicators. I would like to thank the Board
20 very much. We're 180 telecommunicators down in the
21 state. And doing one telecommunicator class, you
22 know, every three months is not going to get us there.

23 So we need to have all the ones we can get.
24 It's a trying time, trying to get them all there.
25 They're all very well capable and certified when they

1 leave the academies. Thank you very much, sir.

2 A.G. BALDERAS: Thank you.

3 ITEM NO. 11: CERTIFICATION BY WAIVER REQUIREMENTS

4 A.G. BALDERAS: I'd like to move on to agenda
5 item 11, certification by waiver requirements. And,
6 Chief McCall, you have the floor.

7 CHIEF McCALL: Yes. Mr. Chair, Board, the
8 reason I wanted to put this item on the agenda is we
9 currently, in our cert by waiver courses, cover
10 biennium training only.

11 And I only have personal knowledge of
12 Southeastern New Mexico Law Enforcement Academy. I
13 know they worked to put in a law block as well, which
14 is a short period of time during the week they cover
15 that.

16 I would like to ask the Director to look at
17 the cert by waiver requirements and pick out more
18 appropriate topics for that short period of time in
19 training that will more aptly apply to an officer who
20 is coming in as a certified officer from another state
21 or the military and transitioning into New Mexico law
22 enforcement.

23 Biennium training, those topics are
24 important. But they don't do a whole lot to prepare
25 an officer coming in from another state or another

1 jurisdiction such as the military to be police
2 officers in New Mexico.

3 I would suggest a longer law block, something
4 with response to resistance, use of force, some of the
5 more higher-liability sections be considered for that
6 training. And if the Director has any thoughts on
7 that, I would like him to also weigh in.

8 A.G. BALDERAS: Sure.

9 MR. JONES: Attorney General Balderas and
10 Board, yes, sir. When we talk about the NMAC and the
11 age of it and where it's at, there are a lot of things
12 that need to be changed in the NMAC that should be
13 changed.

14 And a cert by waiver is one of those items
15 that we need to look at, because right now all
16 agencies, all 235 agencies with those 4,000 certified
17 officers in the State of New Mexico, have to take what
18 we call biennium training, which is 40 hours every two
19 years of required training.

20 And all the cert by waiver classes are having
21 officers come in from outside the State of New Mexico
22 that are certified or are officers that have been out
23 of law enforcement officer for two years. If they're
24 certified law enforcement officers that have been out
25 of work for two years but less than eight, they can go

1 to a cert by waiver and meet those requirements and
2 get their certification back.

3 Or we'll give an out-of-state officer from
4 Texas, Michigan, or Colorado that has been to an
5 academy that has at least the minimum number of hours
6 that our academy has for the core curriculum, basic
7 curriculum, the certification in New Mexico.

8 The cert by waiver was at one time a
9 three-week course. And it was reduced to a 40-hour
10 course in 2009. And they had to have physical fitness
11 requirements in it, you had to meet the minimum
12 requirements for physical fitness requirements, you
13 had a firearms portion of it. And a lot of that was
14 taken out. And that was the additional two weeks.

15 But what we would like to see is the ability
16 for us to have at least a two-week cert by waiver
17 course, where now we talk about New Mexico case law.
18 Everybody that comes in here from Colorado understands
19 the Fourth Amendment, they understand Graham versus
20 Connor, they understand those things. But they don't
21 understand case law, they don't understand New Mexico
22 law.

23 So what we would like to see is an additional
24 week. And we'll have to go in and do an NMAC rule
25 change and add an additional week to the cert by

1 waiver, which covers New Mexico case law and New
2 Mexico law in the law block, and then add some other
3 things to it.

4 We would like to take out the four hours for
5 AMBER Alert. Everybody does AMBER Alert within the
6 biennium requirements, every two years they have to do
7 it. So we would like to teach something that is new
8 within the cert by waiver that they won't take and do
9 within the next biennium training.

10 We've got some ideas that we would like to
11 see to make some changes. And one of the changes that
12 we would like to see in the State of New Mexico is
13 that we're moving from use of force to force response
14 to resistance or response to resistance.

15 The Feds have gone to a forced response to
16 resistance versus use of force. And it's the same
17 class, it's the same class taught. It's just taught
18 from the officer's perspective on the things that you
19 need to do to document the totality of the
20 circumstances, what I document for the totality of the
21 circumstances; for example, when I walked in the room,
22 how many people were there, not just I walked into the
23 room and I arrested this guy.

24 So there's more reality-based training and
25 simulation that would go in in that additional week

1 that we would add.

2 A.G. BALDERAS: Okay. Any other questions?

3 CHIEF KASSETAS: Mr. Chair, I have some
4 questions for clarification, because I'm not very
5 up-to-date with the cert by waiver. But you're
6 telling me that officers come from different states
7 and are lapsed in their certification and they have to
8 do the 40-hour biennium right now?

9 MR. JONES: That's basically what a cert by
10 waiver is, yes, sir.

11 CHIEF KASSETAS: Who came up with that?

12 MR. JONES: It was done in 2009, 2010.
13 Before my time, sir. Those are some of the things
14 that we're looking at that we need to try to change
15 that are in the NMAC. Since we're headed that way, we
16 have a Board that wants to look at these.

17 CHIEF KASSETAS: Director Jones, I understand
18 that. It doesn't make any sense to just put them
19 through the 40-hour biennium training. And I think,
20 for the edification for the Board, you should let us
21 know what is in that training; because not everybody
22 here is a police officer.

23 So my suggestion would be, in order to
24 facilitate this, Mr. Chair, the Director could go back
25 and give us at the next Board meeting a possible

1 breakdown of what it looks like now and what he's
2 proposing it goes to so that we don't have any
3 missteps in that.

4 And then the Board could ratify or approve
5 that training curriculum that is geared just towards
6 cert by waiver people coming in. I don't think we're
7 in a position to make a decision now on the particular
8 classes.

9 I say we give the Director an opportunity to
10 go back, give us an outline, give us the two-week
11 course, let's see what the hours equal up to, let's
12 see the topics. And then from there I think we can
13 make a great educated decision.

14 CHIEF McCALL: If I wasn't clear, that's
15 where I was headed with Director Jones and the other
16 academies really coming together and putting together
17 a curriculum that's appropriate for that course.

18 A.G. BALDERAS: Director, how long would that
19 take you?

20 MR. JONES: How long would it take to do it
21 or how long would it take to present it?

22 A.G. BALDERAS: Well, to put together a
23 proposal as they're both asking for.

24 MR. JONES: An hour, sir, a couple hours.

25 A.G. BALDERAS: Okay.

1 MR. JONES: It would be very easy to do. The
2 biennium requirements are already there, the cert by
3 waiver requirements are already there. And all we
4 need to do is just come up here and give a copy to
5 everybody and then let you know.

6 Actually the cert by waiver course is
7 20 hours of AMBER Alert, Silver Alert, dealing with
8 mentally ill, things like that. And then it's
9 19 hours of law block. So it needs to be revamped.
10 And I would be glad at the next Board meeting to put
11 together a presentation.

12 A.G. BALDERAS: I think Board Member McCall's
13 advice is well-taken. And it sounds like you have
14 this under control for the next Board meeting.

15 MR. JONES: Yes, sir.

16 A.G. BALDERAS: Any other questions? Chief.

17 CHIEF SOLAND: Just basically a point of
18 information. I know, Director, you and some
19 instructors from law enforcement came to Zuni and
20 taught this course to the Zuni tribe law enforcement
21 organization. And it was very well received down
22 there. It was a two-week course that you provided to
23 that organization or am I mistaken?

24 MR. JONES: No, sir. It was a two-week
25 course only because the chief asked for additional

1 training within that.

2 CHIEF SOLAND: Okay. That was my question
3 after my point, was is there already a hybrid course
4 that you were coming together with.

5 MR. JONES: It was just additional training
6 that the chief requested.

7 CHIEF SOLAND: Thank you.

8 MR. JONES: Yes, sir.

9 A.G. BALDERAS: I think you have enough
10 guidance to move forward. And I appreciate the
11 comments from our Board.

12 ITEM NO. 12: HANDLING OF DISCIPLINARY MATTERS
13 COMMITTEE REPORTS

14 A.G. BALDERAS: We are now moving into the
15 sections of our subcommittee process. Item No. 13,
16 handling of disciplinary matters, committee reports.
17 And I'll now direct the floor to Chief Pete Kassetas.

18 CHIEF KASSETAS: Mr. Chair, Members of the
19 Board, on August 4th, 2015, at three p.m., I convened
20 a conference call with LEA Board Subcommittee Members
21 Chief Chris McCall and Sheriff Wesley Waller.

22 The topics that were discussed were only
23 those two topics directed by Chairman Balderas of me
24 to have presented to the different subcommittee
25 members to report back to you all.

1 So the first issue that we discussed was the
2 LEA-90 form and the process. And you heard Director
3 Jones speaking earlier about what he would like to do
4 as far as the issue with the adjutant judge and how
5 the LEA-90s come in.

6 And I don't want to go over that again other
7 than to have the Board come to an agreement that, one,
8 the LEA-90 should be revised. That's the form that
9 the chiefs and sheriffs and department agencies use to
10 submit the misconduct to the Board.

11 And if we could possibly have the Director
12 present us a draft at some point, maybe in the next
13 meeting, so we can look at it. And we would like on
14 the form for the information to be included as it
15 relates to punishment given by the agency head. So
16 the Board knows exactly what measures the department
17 took before it comes before us as we look at their
18 certification.

19 For the newer Board Members, keep in mind
20 that, when we suspend an officer's certification for,
21 say, three months, it's with pay. And I've always
22 been an advocate that that's not much of a punishment.
23 It really hurts the public and it hurts the agency to
24 take the officer off the street and put him at a desk.

25 There's probably some internal embarrassment

1 behind that I suppose. But at the end of the day,
2 we're giving someone a paycheck and they're not out on
3 the streets. So I would like that information on
4 there.

5 And the only other thing I would like to add
6 before I go on to the next topic and the discussion
7 with Director Jones is that the LEA-90, when it goes
8 through the process and the Board makes a decision,
9 the result of our decision is sent to the original
10 agency that had submitted the LEA-90. But the officer
11 may have moved on to another agency.

12 So the two questions I would like to pose
13 would be a draft of a new LEA-90 to include the
14 punishment that the agency took, and to instruct the
15 Director to send the results to not only the agency
16 that filed the LEA-90; but if the officer has rehired
17 with another agency, that agency gets that also.

18 That's point one of one of our topics.
19 Should we talk about that now, Mr. Chair, or move
20 forward?

21 A.G. BALDERAS: I'll entertain any questions,
22 if there is any discussion at this point.

23 CHIEF KASSETAS: I don't think we need a
24 motion. I think if the Board would just give
25 instruction to Director Jones to make sure that we had

1 a draft at the next meeting.

2 We can make that an agenda item, to review
3 the new LEA-90 as a draft. And also to send those
4 notices to both the submitting and possibly the new
5 hire chief or sheriff. Director Jones.

6 MR. JONES: Yes, sir. That will be easily
7 done. We've already discussed with some of the Board
8 Members and other agencies about what we would like to
9 change the LEA-90 form to.

10 It is a Law Enforcement Academy form. And so
11 we don't really need to do a lot of discussion on how
12 we would change it, it's just what we would like to
13 see on the Board itself. And then the suggestions
14 that Chief Kassetas would like to put in there are
15 something that we all need to know, which really helps
16 us when we're making determinations on a disciplinary
17 matter.

18 We've had a couple of instances where
19 officers have moved on to other agencies. And so we
20 send back the LEA-90 and the disciplinary requirements
21 that came out of that LEA-90 to that original agency,
22 and the agency just sits on it.

23 That officer no longer works here and they
24 don't do anything about it. And then that officer has
25 moved on and has been hired by another agency as Chief

1 Kassetas is talking. And then nobody knows about it
2 until after the fact.

3 A.G. BALDERAS: Okay.

4 MR. JONES: It's easy to do, sir.

5 A.G. BALDERAS: Thank you. Chief.

6 CHIEF KASSETAS: Okay. That will be done
7 then I assume. Okay.

8 The second topic we discussed was the penalty
9 guideline matrix and for us to have as a Board a
10 discussion about how we use that penalty matrix. I've
11 seen two versions of it. And I don't know if it's
12 changed. But it has a schedule of offenses. And
13 there's aggravating and mitigating circumstances.

14 The subcommittee discussed the use of that
15 matrix. And it did dovetail right into the second
16 topic, which is being able to take prior punishment
17 into consideration when we make a determination as a
18 Board. As a policy we haven't done that. I haven't
19 been involved on a board that has done that since I've
20 been on this Board, since 2013.

21 But what it allows for is us to look at a
22 possible suspension of -- let's just say for conduct
23 unbecoming an officer. On this penalty guideline,
24 there's two months to a revocation.

25 So if the Director on a particular individual

1 determines that the elements were there, the officer
2 did break the conduct unbecoming policy or action, and
3 levied a two-month suspension, then that officer would
4 sit out paid for two months.

5 I think as a Board we should be able to --
6 and the committee discussed this and agreed -- take
7 that prior punishment under advisement. And if it's,
8 say, a two-week suspension, the Board could adopt
9 that.

10 That way the punishment or the infraction
11 would be on their history, which is important to
12 police officers. When you go from agency to agency to
13 agency, that needs to follow them, good and bad.
14 There's a technical lawyer word for it. I'm trying to
15 think there.

16 Not take under advisement but suspend the
17 latter part or the rest of that suspension. Does that
18 make any sense? Two weeks time served so to speak.
19 And that goes on their record instead of finishing out
20 the two months.

21 And then we would have to go back to the
22 penalty guidelines to determine what latitude we give
23 the adjutant judge or the formal hearing officer and
24 Director. And what should really be on here, you
25 know.

1 I know I've covered a lot of different
2 issues. But I think, at the end of the day, the Board
3 needs to consider taking into account decisions made
4 by sheriffs and chiefs and agency heads as far as
5 suspensions and ensuring that gets on the officer's
6 record; and then moving forward during the informal to
7 not further take them off the streets.

8 We also deal with revocations, which is
9 another important issue we deal with. That wouldn't
10 be affected by it. I'm not saying we go back and redo
11 everything.

12 All of what we do goes right back to the
13 NMAC. And I think that through our interpretation
14 we've kind of gotten away from center. And I look at
15 some of these issues, aggravating and mitigating
16 circumstances.

17 They really don't mean much to me. An
18 officer that accepts responsibility for the act. He
19 shouldn't have done it in the first place. Why would
20 we take off points so to speak for that.

21 If you look at aggravating circumstances for
22 DWI, a new officer less than two years who has a DWI,
23 they get added one to four months. Why?

24 You would think an officer -- the minute they
25 take their commission or get their commission

1 certification and know DWI is wrong, it should be a
2 flat out -- I'm a little extreme here -- three years
3 he should sit out of police work.

4 By rule and by statute, you can't even apply
5 to the academy if you've had a DWI within the last
6 three years. I know some opinions differ on that.
7 But I think those are some of the things we should
8 look at.

9 The subcommittee didn't get into the weeds so
10 to speak with the penalty guidelines. But my
11 suggestion moving forward is we possibly yet again
12 create another committee within the Board to dissect
13 this and/or give possibly the Director the latitude to
14 make a presentation to us on how we should move
15 forward with these penalties. Does that make sense?

16 That was our two subcommittees joined to one.
17 That was a lot I know.

18 A.G. BALDERAS: Thank you. That was my first
19 meeting and I gave you a lot of work.

20 CHIEF KASSETAS: Your staff was great.

21 A.G. BALDERAS: Thank you. And I think the
22 second item seems to be an issue. And I know that our
23 staff is going to continually legally research and
24 advise this Board on what is the best framework to
25 take into account some of the considerations that you

1 have been talking about, whether it's duplication of
2 punishment, undo harm, where we're creating
3 absurdities; but also where we could be consistent and
4 transparent in how we provide discipline and how we
5 dole out suspensions and/or revocations.

6 So I want to thank you for getting us going
7 in the right direction. And then I think we'll
8 continue this dialogue on a consistent matrix or
9 holding ourselves out to be very consistent in what's
10 going to be an ongoing topic for us.

11 I think that that's the history as I
12 understand it, is that everything we've done we've
13 tried to react toward the demands and the high volume.

14 So I've got a few legal questions that I
15 think, if I can continue to work with you in some kind
16 of subcommittee form, we can try to get something on
17 the next meeting.

18 CHIEF KASSETAS: Mr. Chair, that makes sense.
19 As long as we're agreeing as a Board that it's
20 something that we should look at as far as how the
21 penalty guidelines are structured and how we should
22 move forward as a Board.

23 I've heard the talk about consistency. And
24 that is important. But my standard for State Police
25 is different than maybe another chief's or sheriff's.

1 And I don't know if there is an overall, you know,
2 guiding kind of litmus test that says, if an officer
3 does this, that means you as an agency head should do
4 this.

5 If an LEA-90 was sent up and we've determined
6 that it's not a policy issue, which sometimes we get
7 into, and it is a violation of the true structure of
8 NMAC, which breaks it down very clearly into different
9 issues as to what affects an officer's certification,
10 we should figure out how to kind of mold that right
11 back into what we do and deal with those heavy
12 hitting, hard issues.

13 You know, officers spitting in trash cans I
14 don't have time for as a Board member. None of us do.
15 It's overall conduct that affects the public and our
16 profession. And that's what I think this Board should
17 concentrate on.

18 Let the chiefs and sheriffs be chiefs. And
19 the Board can move forward, ensuring that we are
20 taking action on the most serious cases. But also
21 allowing the LEA, administratively possibly somehow,
22 to record these different actions so it follows the
23 officer's career.

24 A.G. BALDERAS: And I wholeheartedly agree
25 with you, Chief Kassetas. I think a starting point,

1 as I'm hearing all of you weigh in on the type of
2 officers and conduct that you expect to manage in your
3 own offices, is that there's elements of the
4 Governmental Conduct Act that I was just citing.

5 And I could hear all the deliberation. And I
6 think you were using the code of conduct or a
7 description of unbecoming. And I quickly, just as a
8 former auditor, said, well, what about when an officer
9 misuses public resources.

10 For me that's a very high standard, because
11 that gets into vehicles, that gets into equipment that
12 the state purchases. So there was some overlap.

13 So I think that my staff can bring
14 potentially other elements that are already well
15 vested in law, like the Governmental Conduct Act for
16 certain public officials, and certain areas of law
17 that we can maybe help provide as a framework to get
18 exactly what you're talking about, which is where are
19 the most significant violations that this Board wants
20 to focus on when it comes to discipline.

21 So I'm with you on that 100 percent. So I
22 guess I'm a little unclear. I think there's a little
23 work that I need to do and research, if you don't
24 mind. And then we can report back to you in
25 subcommittee and then decide if there's something more

1 formal for the Board at the next meeting.

2 CHIEF KASSETAS: Reconvene the subcommittee
3 to discuss the penalty matrix and how we as a Board
4 apply that?

5 A.G. BALDERAS: Yes.

6 CHIEF KASSETAS: And then possibly in the
7 future to take into account what an agency head had
8 levied against that particular officer.

9 A.G. BALDERAS: Exactly. And maybe
10 definitions, process. And then I do welcome our new
11 Board member and any other Board member that wants to
12 weigh in informally, as Chief Kassetas develops this
13 framework, to speak definitely to their own personal
14 experience and weigh in on that.

15 I do want to say something real quickly. You
16 know, we decided to kind of hit the road and take this
17 honorable Board to different beautiful parts of the
18 state.

19 And we have a county commissioner, Tony
20 Tanner, in the back of the room. Will you give him a
21 round of applause for being a gracious host.

22 (Applause.)

23 MR. TANNER: Mr. Chair, Members of the Board,
24 I just want to welcome you. I hope you enjoy your
25 stay. Thank you.

1 A.G. BALDERAS: We appreciate it. Thank you
2 for hosting us and being here.

3 Board Member Kassetas, is there anything else
4 on your reports?

5 CHIEF KASSETAS: I have one more, compliance
6 in governance, item No. 13.

7 And I want to make sure that we closed out.
8 Did any other Board Members have any input or
9 subcommittee members on No. 12 before we move on?

10 MR. KEY: Just a couple of comments, if I
11 could, Mr. Chair and Chief Kassetas. I support both
12 of your ideas in one and two.

13 To let everyone know, you emailed me the
14 matrix along with some past emails, which were really
15 helpful. And I took those to mean that, on an
16 informal basis, the matrix is traditionally used by
17 the Board; is that correct?

18 CHIEF KASSETAS: Mr. Chair, Mr. Key, the
19 matrix is used by the Director -- and Director Jones
20 can attest to this -- and the informal judge. And the
21 Board then also looks at that and then would ratify it
22 in closed session. So yes, it's used by both.

23 MR. KEY: Okay. I think a matrix in this
24 type of context is generally helpful. But I also
25 think that aggravating circumstances, mitigating

1 circumstances should always be considered in the
2 presentation.

3 And not having been here before, I would
4 imagine, in these disciplinary hearings, that's
5 primarily what is being presented to the Board anyway.
6 And so the considerations are given different weights
7 for different cases, et cetera. So I think it's
8 important.

9 I did not know prior to hearing you state it
10 here today that traditionally it is suspension with
11 pay. So that's a little shocking hearing that. It
12 certainly doesn't have too much bite to it. So I
13 would support a change in that.

14 In addition, I think the historical following
15 of discipline from one agency to another is of extreme
16 importance. And I think it probably goes without
17 saying that we have a problem in New Mexico of
18 officers going to different agencies after hiccups and
19 offenses and arrests.

20 And obviously I take it to heart that the
21 Board certainly doesn't want to get into the
22 day-to-day policy-type infractions. Neither should
23 you and neither the statutes nor the rules suggest
24 that the Board should.

25 But certainly in our state DWI, domestic

1 violence, honesty issues, governmental accountability
2 acts are of extreme importance. And I would support
3 kind of a framework of a matrix on those major things
4 that could assist the Board.

5 A.G. BALDERAS: It sounds like you have a new
6 member on your subcommittee.

7 CHIEF KASSETAS: I do. Thank you. Welcome.
8 I agree. And again I wasn't here for the creation of
9 this. I know it was some years back. But you
10 mentioned some of the key factors, DWI and domestic
11 violence.

12 When you look at this matrix, domestic
13 violence is two to six months suspension as a penalty.
14 What kind of message does that send?

15 So I think as a Board we need to revamp it,
16 look at it, look at the serious nature of what we're
17 doing and what our officers are doing, and take
18 appropriate action so it's not a holiday and really
19 make it meaningful.

20 A.G. BALDERAS: Board Member Quezada and then
21 the chief after.

22 SERGEANT QUEZADA: Chief Kassetas, I was kind
23 of concerned. I know we're doing this to revamp the
24 matrix for at least how we will discipline officers.
25 Is there a concern, once we do this, about agencies

1 not filing the LEA-90 and then trying to take care of
2 it in-house and not sending it to the Board.

3 And I've heard of certain agencies possibly
4 having their own guidelines of, well, we're only going
5 to send it if -- within my agency I'm going to suspend
6 him for so many hours or something. Then they'll
7 write it up and send it to the Board as an LEA-90.

8 CHIEF KASSETAS: Well, we missed the boat on
9 some of this conduct, because the Board doesn't get
10 every single Internal Affairs -- we would not leave
11 this room for three days unfortunately. The Board
12 gets what I assume are the most serious claims against
13 officers that lead to either termination or a
14 substantial amount of suspension.

15 You look at the NMAC 10.29.1.11C(4) and it
16 says, "The Board should only consider matters that are
17 confined in the NMAC," that statute, "and which
18 affects an officer's ability to exercise the duties of
19 a certified law enforcement officer."

20 So when I suspend someone in my capacity as
21 State Police Chief for a week, I'm not firing them.
22 So I'm saying this person can come back and continue
23 to be a certified officer. I'm not terminating them.

24 Now, if I'm terminating them or they resign
25 in lieu of termination, I made that decision as the

1 chief that this person can no longer function as an
2 officer. That's when I send it up to an LEA.

3 There should be an avenue where all of the
4 discipline that I give as the State Police Chief gets
5 in the file, somehow an administrative submission.
6 We're not there yet because it doesn't allow for it in
7 NMAC.

8 But I think we're only getting the tip of the
9 iceberg, the 20 percent out there that deals with
10 serious conduct. And the rest of the agencies don't
11 submit because the chiefs and sheriffs have made the
12 decision that I can punish, levy sanctions, but this
13 person can still stay employed and move forward. So
14 there is a disconnect there in how that's interpreted.

15 SERGEANT QUEZADA: And my agency, the Las
16 Cruces Police Department, actually brought it up one
17 time. When do we actually send something up? And
18 they looked it up. But I guess I don't know if it
19 needs to be defined a little bit better.

20 CHIEF KASSETAS: I think the Chairman really
21 hit it on the head. We need to engage in a process
22 with his office to really better define what is
23 expected out of NMAC. It's pretty clear as far as the
24 different designations of what misconduct is defined
25 as. But there are gray areas.

1 You know, I don't believe there's an
2 overriding mandate to send up every level of
3 discipline. And I don't think we could handle it as a
4 Board.

5 MR. WORD: Mr. Chair, Members of the Board, I
6 sense there might be a little confusion about the
7 different sanctions. And to remind the Board, it has
8 power over the law enforcement certification.

9 So if there is a suspension of an officer's
10 certification, that does not affect his employment
11 status with his agency. And they make the choice
12 about whether to keep them or to assign them
13 noncertified officer duties.

14 So they are separate. One is sort of an
15 employment decision beyond the scope of this Board's
16 authority and the other is just the law enforcement
17 certification, the licensure of the officer, if you
18 will.

19 So when you suspend that officer, it's really
20 sort of between them and their employer; if they have
21 an employment contract, what it specifies as to
22 whether or not they get to work at their same rate of
23 pay or if they get fired. I don't know.

24 So it's not the same thing. That distinction
25 needs to be made. But I understand trying to find a

1 way to recognize when an officer has been suspended by
2 his employing agency and factoring that in through the
3 matrix.

4 CHIEF KASSETAS: Ultimately that misconduct
5 gets on their record, and that's where it should be.
6 If I suspend someone for two weeks without pay and
7 they do that suspension and then six months later they
8 come before the Board and the Board says, yeah, we
9 agree, you're going to get two months of suspension,
10 what have we done?

11 We've said, hey, we've just given you two
12 months of inside work with pay and you don't have to
13 answer calls for service. Most agencies aren't going
14 to fire an individual for two months or three months
15 of noncertified time.

16 It's when it gets up into, you know, a year
17 or six months. Then they need to make a decision to
18 say, look, I have to cut bait here if you're out for
19 six months. But it's when we're into days or six
20 months where the agencies are frustrated and say, hey,
21 you know what, I have suspended this person for two
22 weeks, that's their punishment.

23 I think the Board should be in a position to
24 accept that punishment, document that punishment, and
25 let's all move forward. It doesn't sting when you

1 tell an officer, well, you've lost your certification
2 for two months. Maybe I'm wrong. I'm just one
3 person.

4 SERGEANT QUEZADA: Maybe I'm
5 misunderstanding. And I understand the part about,
6 you know, if the agency disciplines them. Are you
7 wanting to be able to look -- let's say it is two
8 weeks. And it gets brought to the Board.

9 If we're going to decide, you know, the
10 outcome of that certification, can we use those two
11 weeks and say, okay, well, you're going to lose your
12 certification technically for 90 days; but out of
13 those 90 days, we're going to give you time served of
14 those two weeks.

15 CHIEF KASSETAS: The Board could do that.
16 The Board could look at that 90 days and give time
17 served. Or the Board could say we agree with the
18 chief's punishment, we accept that 40 hours of unpaid
19 time.

20 The person is probably going to accept it in
21 the informal I would say, not having to be off the
22 road. But then it still gets documented on their
23 Skills, right? It follows them around, their
24 misconducts. So there are two different ways to do
25 that I think.

1 SERGEANT QUEZADA: Any concern that, say, the
2 chief would discipline differently from agency to
3 agency mostly because he's saying I don't have the
4 staff to let you go for two weeks, I'm only going to
5 suspend you for three days?

6 CHIEF KASSETAS: Could be. I think that
7 that's something the Board would want to consider.
8 Does everybody want to adopt the State Police
9 standards? I seriously doubt it.

10 But Chief McCall and I could talk all day.
11 And what I may fire for he may keep. What he may fire
12 for I may keep. So that's the beauty and the
13 diversity between different agencies and how they
14 serve the public.

15 But I agree with Mr. Key. We have to have
16 some standardization. I think we can work our way
17 through this.

18 I think, getting back to the Chairman's
19 proposal of possibly working with his staff, a
20 subcommittee, or any Board member, I don't know how
21 you would structure it, Mr. Chairman, to really get
22 the best product.

23 But we should be talking about this, we
24 should be looking at it. And as Director Jones said,
25 NMAC needs to be looked at while we're looking at

1 that. And there are ways to do that, to help us open
2 up NMAC. We should look at how this is structured.
3 So a lot of questions to be answered I suppose.

4 A.G. BALDERAS: I appreciate the effort.

5 ITEM NO. 13: COMPLIANCE IN GOVERNANCE

6 COMMITTEE REPORT

7 CHIEF KASSETAS: I can be real brief on
8 No. 13, compliance in governance committee report.
9 That was an issue and item that came up regarding the
10 NMAC change on what can or cannot be placed on an
11 agenda item.

12 Currently pretty much anybody can place
13 anything on the agenda. So we are suggesting as a
14 subcommittee, we being Sheriff Waller and Chief
15 McCall, that we would look at changing 10.29.1D(7) to
16 say, "The Director shall prepare an agenda for each
17 meeting, and shall be guided in his preparation of his
18 agenda by consultation with members of the Board and
19 his staff." That stays the same.

20 The new verbiage that would be added would
21 be, "And shall place any item requested by a Board
22 member on the agenda." So that funnels anything that
23 needs to get on the agenda through a Board member.

24 The public constituents can come to any Board
25 member in your communities and say, look, Chief

1 McCall, I really want this item on the agenda; and it
2 can be discussed between you and them.

3 It possibly could be even mitigated right
4 then and there, if you're talking to someone, to say
5 that's really not an agenda item, we already do that.
6 Or maybe you take it up and it's a concern to you and
7 you approach the Director and tell him you want it on
8 the agenda. That would be one change.

9 And the second change to really put this back
10 in the wheelhouse of the Director I think is under
11 Section E. Under 1D, it says, "The Director shall
12 place any item of business requested by a timely
13 petition on the agenda of the next regular meeting and
14 notify by mail the petitioner of the time, date, and
15 place of the meeting."

16 I think we should replace shall with may.
17 It's the discretion of either the Director or the
18 Board member to place agenda items to be heard during
19 the meetings.

20 And then we have the counterargument of what
21 about the public, when do they get to discuss those
22 issues. I think we allow ample time for public
23 comment. We already do that. And also too that the
24 public can weigh in on any number of those agenda
25 items I suppose. That was the proposal the

1 subcommittee came up with.

2 A.G. BALDERAS: Any questions?

3 CHIEF KASSETAS: So would we be premature in
4 making a motion to make those changes? The
5 subcommittee has reported to the Board.

6 Hearing no objection to moving forward, we
7 would then again meet with your office to finalize our
8 position and then put it on the agenda as an item for
9 the next meeting possibly. Is that the process?

10 MR. WORD: Mr. Attorney General, Members of
11 the Board, yes. It's not properly noticed on the
12 agenda for the Board to take action to go forward to a
13 rule hearing on this proposal. But we can do that in
14 short order.

15 I am hearing several possible rule changes.
16 And, of course, the Board can choose how it wishes to
17 proceed. But some boards consolidate several changes
18 and do them in one rule hearing.

19 We're already looking at one rule hearing on
20 the curriculum. I would recommend we sort of stick to
21 that and then maybe we consider having a subsequent
22 rule hearing that rolls together several of these
23 proposals, if properly voted on and noticed, before
24 the Board proceeds.

25 But I'm happy to work with you before the

1 next meeting. And I want to make sure I have your
2 proposed language down.

3 CHIEF KASSETAS: You would be happy to work
4 with us, the subcommittee.

5 MR. WORD: Yes. Excuse me. With the
6 subcommittee. Thank you.

7 CHIEF KASSETAS: Thank you. That's my two
8 reports on the subcommittee, Mr. Chairman, that you
9 assigned me to.

10 A.G. BALDERAS: Thank you. I want to
11 compliment you and the other members. You know, when
12 I was given this gavel, the subcommittee tool was also
13 an opportunity to kind of get everyone focused on real
14 issues. And I'm really actually very pleased with the
15 progress you guys have made.

16 I believe that concludes all your
17 subcommittee reports.

18 CHIEF KASSETAS: Mr. Chairman, I believe so.

19 ITEM NO. 14: LESSON PLAN & CURRICULUM

20 COMMITTEE REPORT

21 A.G. BALDERAS: I believe we're on item 14.

22 MR. JONES: Sir, we've already covered 14. I
23 rolled into that when we talked about the lesson plans
24 and curriculum as we move forward with changes. We've
25 already discussed it. And we got direction from the

1 Board on where we need to go.

2 A.G. BALDERAS: Great. I do want to welcome
3 our new Board member. And I also want to open it up
4 for any final comments from the Board. But on behalf
5 of the Chairman, thank you for sitting through this
6 meeting. We'll reconvene for tomorrow's meeting. Any
7 other comments? Thank you all.

8 ITEM NO. 16: RECESS

9 A.G. BALDERAS: I'll entertain a motion to
10 recess.

11 SERGEANT QUEZADA: I'll make that motion.

12 CHIEF SOLAND: Second.

13 A.G. BALDERAS: All in favor of recessing
14 this meeting and adjourning until tomorrow say aye.

15 (Those in favor so indicate.)

16 A.G. BALDERAS: I assume there are no nays.
17 Thank you all for being here, I appreciate it.

18 (At 4:05 p.m. the meeting was in recess.)
19
20
21
22
23
24
25

REPORTER'S CERTIFICATE

1
2
3 I, JAN A. WILLIAMS, New Mexico CCR #14, DO
4 HEREBY CERTIFY that on August 11, 2015, the
5 proceedings in the above matter were taken before me,
6 that I did report in stenographic shorthand the
7 proceedings set forth herein, and the foregoing pages
8 are a true and correct transcription to the best of my
9 ability.

10 I FURTHER CERTIFY that I am neither employed
11 by nor related to nor contracted with (unless excepted
12 by the rules) any of the parties or attorneys in this
13 case, and that I have no interest whatsoever in the
14 final disposition of these proceedings in any court.
15
16
17
18
19
20

21 JAN A. WILLIAMS, RPR
22 New Mexico CCR #14
23 License Expires: 12/31/15
24
25

A

- ability** 57:22 76:11 93:15 113:18 124:9
- able** 9:1 11:13 18:2,10,14 23:14 23:16 44:13 46:15,23 49:24 59:7 59:17 61:20 70:11 102:16 103:5 117:7
- absolutely** 15:2 20:4 60:24
- absurdities** 106:3
- academic** 44:21 52:8,9 71:21
- academically** 46:12
- academies** 8:15 9:10 10:6 18:16 21:22 22:7,8 23:1,2 24:18 25:15 25:16 29:22 31:13,20 59:1,3,4 61:14 62:15 69:9,10,24 71:6 73:3 74:4 84:16 85:7 91:1 96:16
- academy** 1:6 3:20 8:14,19,20,22 8:25 9:3,4,9,12,16,21 10:2,3,8 10:18,20,25 11:7,25 12:14 14:12 16:4 17:18 20:23 21:10,16 23:3 23:4 24:17 25:15,16 26:4,4,16 27:12,16,18 28:7 31:13 34:4 36:1,23,24 37:23 38:5,14,17,20 38:23 39:7,10,19,24 40:10 41:18 42:8 43:19 44:1,12,18,21,22 45:2,8,16 47:15,17,18 48:16,22 49:7,19,20,25 51:18 52:8,10 53:2,3 54:7,10,11,18 55:25 56:12,13,22,23 57:4,11,16 58:8 58:18 59:1,9,19,21,21,22,23,24 60:3,8,11,13,15,19 61:6,12,16,20 62:2,16,17,22 63:2,5,7,11,13,16 64:2,11,12,19,21,23 65:1,19 66:12,14,21 67:4,15 68:21 69:1 69:4,7,12,14,19,23 70:12,12,15 71:3,19,23,25 72:8,24 73:6,21 74:1,5,21,23,25,25 75:2,7 76:10 77:8,13,16,23,24 78:20 79:22 80:1,10 83:17,22,23,24 84:8,23 84:24 85:7,8,21 86:7,24 87:13 88:4 89:22 91:12 93:5,6 101:10 105:5
- academys** 76:11
- accept** 37:12 88:21 116:24 117:18 117:20
- accepted** 23:6 31:19
- accepts** 104:18
- accidents** 41:15
- accommodate** 5:24
- accommodation** 6:8
- account** 104:3 105:25 109:7
- accountability** 112:1
- accreditation** 66:9 67:8
- accusations** 65:2
- acknowledged** 10:2
- acronym** 86:9
- act** 104:18 108:4,15
- acted** 81:13 82:2
- acting** 6:3 36:4 43:18 61:4 64:7 65:2,11
- action** 18:7 34:18 78:5,12 80:24 85:18,22 86:1,5,11 103:2 107:20 112:18 121:12
- actions** 12:1,8 14:6 20:3 107:22
- active** 41:10
- activities** 8:17
- acts** 112:2
- adapting** 31:14
- add** 28:24 31:23 68:5 85:2 93:25 94:2 95:1 100:5
- added** 11:1 33:6 104:23 119:20
- adding** 33:17,21
- addition** 76:24 81:10 111:14
- additional** 54:20 85:1 93:14,23,25 94:25 97:25 98:5
- address** 50:20 53:5 67:11 77:3
- addressed** 36:18 45:4,6
- addresses** 56:7
- adequately** 74:12
- adjourning** 123:14
- adjutant** 99:4 103:23
- administration** 10:22
- administrative** 11:2 13:8,11 26:7 27:25 28:1,25 29:10,23 32:19,24 34:25 35:8,22 80:14 81:21 82:4 114:5
- administratively** 107:21
- adopt** 103:8 118:8
- adopted** 26:8 30:20 31:12 81:3
- adopting** 81:24
- adoption** 32:4
- adults** 41:12,14
- advantages** 35:6
- advice** 97:13
- advise** 80:16 105:24
- advisement** 70:18 72:11 73:11 75:9,19 76:20,24 77:5 103:7,16
- advocate** 52:25 99:22
- affairs** 113:10
- affect** 73:20 115:10
- affidavit** 49:11
- affirmative** 75:20
- afford** 48:3 77:23
- afforded** 69:6
- afternoon** 4:2 43:3,4 80:8
- age** 92:11
- agencies** 9:25 10:6,21 11:11,14 17:8 20:6 21:23 22:9 26:18 27:2 31:19 57:24 58:1 62:6 75:1 83:16 92:16,16 99:9 101:8,19 111:18 112:25 113:3 114:10 116:13,20 118:13
- agency** 12:6 49:17 56:17 60:4,25 62:19,24 63:14,14,22,24 64:13 79:25 83:21 99:15,23 100:10,11 100:14,15,17,17 101:21,22,25 103:12,12,13 104:4 107:3 109:7 111:15 113:5 114:15 115:11 116:2 117:6 118:2,3
- agencyspecific** 59:3 69:11 85:7
- agenda** 3:1,5 5:10,13,14 6:12,14 6:17,18,19,23 24:10 28:19 43:8 70:14,16,17 76:15,21 78:5 83:25 86:19 91:4,8 101:2 119:11,13,16 119:18,22,23 120:1,5,8,13,18,24 121:8,12
- aggravating** 102:13 104:15,21 110:25
- agility** 26:2,2 70:9 81:18,18,22,22 81:25,25 82:3,3,5,6,10,10
- ago** 20:5 39:12 50:13 61:14 74:4
- agree** 58:7 107:24 112:8 116:9 117:17 118:15
- agreed** 103:6
- agreeing** 106:19
- agreement** 12:8 38:3,8 43:23 44:11 45:17 49:23 99:7
- agreements** 45:22
- ahead** 24:9 42:25 78:8
- air** 22:17
- albuquerque** 10:12 59:2 74:25
- alert** 84:13 94:5,5 97:7,7
- alleviate** 11:23
- allow** 33:16 36:9 56:12 58:7 65:15 69:12,13,14 75:6 78:17,19 79:20 79:21 114:6 120:22
- allowed** 38:19,22,23 39:6 46:12 49:18 57:15,18 70:5 77:21
- allowing** 107:21
- allows** 57:6 102:21

alluded 13:13
alternative 4:16
amber 84:13 94:5,5 97:7
amend 6:17 31:5
amended 6:19 33:4 36:3
amending 6:12 32:4
amendment 93:19
amendments 6:18 77:2
amount 113:14
ample 120:22
angie 73:15
annual 81:12
answer 15:19 116:13
answered 119:3
ante 30:16
anybody 16:17 20:7 37:2 56:12
 71:20 119:12
anymore 41:7
anyway 111:5
apd 53:19 88:4
apds 75:1
appeal 12:11
appeals 62:11,13 63:19
applause 109:21,22
applies 57:5
apply 91:19 105:4 109:4
applying 58:15
appointed 52:23
appreciate 18:24 35:18 36:8,9
 55:15,17 82:12 83:10,13 86:13
 98:10 110:1 119:4 123:17
appreciation 10:15
approach 120:7
appropriate 14:21 91:18 96:17
 112:18
approval 3:5,6 5:10,13 7:2,4
 27:14 28:4 31:22
approve 5:13 6:19 7:21,23,24 8:2
 8:6 30:10 32:23 79:8 90:7,9 96:4
approved 8:7 26:11,12 34:15
 70:16
approves 32:1
approximately 36:24
aptly 91:19
arduous 33:5
area 4:7 5:21 51:10 56:6 72:22
 73:7 81:4
areas 56:2 67:9 75:25 108:16
 114:25
arent 72:4 73:10 116:13

arising 57:3
arm 50:12
arms 38:19
arrest 68:11
arrested 94:23
arrests 111:19
arrived 4:8
aside 51:23 84:6
asked 20:22 39:16 44:3 76:2 97:25
asking 28:22 29:2 31:22 47:15,16
 58:13 76:12 96:23
aspect 76:24
aspects 76:6
assessment 8:23 68:6
assign 115:12
assigned 13:18 122:9
assignment 67:7
assist 67:9 112:4
assistance 10:5 86:3
assisted 10:1
assisting 28:17 67:7,8,9
assume 35:22 102:7 113:12
 123:16
assumption 55:9
assured 39:6
attached 3:22
attachments 84:3
attend 44:13 49:20 62:17 63:7
 64:11,12 65:2
attendance 6:5
attending 4:5 63:5 64:21
attends 62:15
attention 5:12 80:17
attest 110:20
attitude 45:6
attorney 2:2 4:21 8:12 12:14
 19:10 29:18 32:11 34:10 36:7
 49:22 62:11 78:9 79:5 86:15
 87:12 90:17 92:9 121:10
attorneys 124:12
audit 9:13,13
auditor 108:8
august 1:8 9:2 10:24 11:5 13:22
 21:12 26:13 36:23 98:19 124:4
authority 56:12 63:15 115:16
automate 16:22 17:2,17
automated 16:16 17:4,6
availability 59:6 60:7
avenue 1:9 114:3
avoid 57:2

aware 37:6 40:15
awareness 29:11
aye 6:14 8:3 35:12 78:23 79:8
 87:24 88:16 89:7 90:13 123:14

B

b 56:16
baby 38:4 39:10,22 47:9,22 49:24
 51:21 65:22
bachelors 41:9 46:19
back 5:18 11:5,11,14 12:12 16:7,9
 17:10,10,12 19:9,21 20:2,25
 23:10,10 25:1 26:23 27:21 28:8
 28:9 30:5,16,18 32:18 34:2,23
 34:25 36:11,12,23 37:3 38:5,23
 38:24 39:4,7,11,13,19 42:7
 44:12,15,18 45:18 46:13,14,23
 47:9,16 48:7,14,24 49:1 50:5
 51:5,12 54:18 56:13 57:15 58:8
 59:24 60:5,18 61:11 64:2 65:18
 68:9 69:7,13 70:11 71:22 72:20
 73:25 74:22 82:7,17,24 93:2
 95:24 96:10 98:25 101:20
 103:21 104:10,12 107:11 108:24
 109:20 112:9 113:22 118:18
 120:9
background 85:25
backing 13:24
backlog 19:23
backlogged 20:3,5
bad 51:20 103:13
badge 63:15
bait 116:18
balance 28:7
balderas 2:2 4:2,18,21,22 5:11,19
 5:23 6:5,7,11,16,22,25 7:3,14,24
 8:2,5,9 14:24 17:22 19:1 20:11
 20:13,17 28:14 29:18 31:9,21
 32:3,7,11 33:15 34:5 35:4,14,21
 36:3,10 42:13 43:3,5,7 45:12
 46:2 47:12 55:13,17 56:5 58:13
 62:7 69:2 70:3,13 72:9 74:11
 75:17 76:19 77:18,25 78:3,8,16
 78:19,22,25 79:3,5,6,19 80:2,5
 82:12,23 83:3 86:17 87:4,7,10
 87:17,20,23 88:1,9,12,15,18,25
 89:3,6,9,14,18 90:6,9,12,15,17
 91:2,4 92:8,9 95:2 96:18,22,25
 97:12,16 98:9,14,23 100:21
 102:3,5 105:18,21 107:24 109:5

109:9 110:1 112:5,20 119:4
 121:2 122:10,21 123:2,9,13,16
based 23:5
basic 22:7 23:4 24:22 28:2 31:20
 48:22 84:7,24,25 85:8 86:19,24
 93:6
basically 39:2 41:22 44:17 54:19
 95:9 97:17
basis 110:16
basket 27:13
beautiful 4:7 109:17
beauty 118:12
began 60:1
beginning 28:18 46:9 56:19 72:24
 77:7,12,23
behalf 123:4
believe 14:8 22:25 34:16 35:6,19
 59:17 62:10,18,21,23 70:24 71:4
 72:21 78:10 84:23 115:1 122:16
 122:18,21
believed 20:25
believing 46:22
belt 77:12
benchmarks 48:19
benefits 29:9
bernalillo 59:2 74:24
best 68:1,2 69:25 77:16 105:24
 118:22 124:8
better 19:15,24 43:1,16 76:13
 114:19,22
beyond 115:15
biennium 91:10,23 92:18 94:6,9
 95:8,19 97:2
big 13:12
billingsley 36:22 42:15,22,25 43:4
 43:6,18 45:13,17,23 46:3,8,16
 46:20,25 47:8,13,19 48:9 51:20
 52:5,7 54:21 55:1,5,18 65:10,13
 65:18,22 66:1,3,6,8,17,24 74:13
 75:6 77:21
bit 43:10 51:24 68:5 72:5 74:16
 83:6 114:19
bite 111:12
block 27:13 52:6 84:11 85:6 91:13
 92:3 94:2 97:9
blocks 53:7 55:3 61:21 72:3
board 1:7,9 2:2 7:6,18 8:13,20
 10:24,25 11:4,9,15,16,17 12:21
 12:24 13:15 14:1,4,5 16:19
 18:24 19:14,16 20:21,23 21:13

22:14 23:17,18,24 24:5,7 25:2
 25:24 26:13,14,21,21,24 27:3,4
 27:8,14,16,22 28:3,15,16 29:7
 29:19 30:7,10,20,24 31:4,5,19
 31:22 32:1,10,12,14,21,23 34:11
 34:15,17 35:18 36:8 42:1,1 43:2
 52:22,23 53:3 57:4,23 58:19
 61:24 64:22 65:15,25 71:17,20
 72:19 75:4,5,14,17 76:2 77:9
 78:10,10,12 80:8,24 81:2,4,7,13
 81:24 82:2,15 83:3,7,12,18 84:5
 85:19 86:3 87:1 88:20 89:24
 90:1,19 91:7 92:10 95:16,20,25
 96:4 97:10,12,14 98:11,19,20
 99:7,10,16,19 100:8,24 101:7,13
 102:9,18,19,20 103:5,8 104:2
 105:12,24 106:19,22 107:14,16
 107:19 108:19 109:1,3,11,11,17
 109:23 110:3,8,17,21 111:5,21
 111:24 112:4,15,20 113:2,7,9,11
 113:16 115:4,5,7 116:8,8,23
 117:8,15,16,17 118:7,20 119:18
 119:21,23,24 120:18 121:5,11
 121:12,16,24 123:1,3,4
boards 5:12 115:15 121:17
boat 113:8
born 39:10,22 49:24 53:22
bosque 10:10
boss 40:10
bought 52:13
box 62:6
boxes 61:17
break 82:15,20,25 103:2
breakdown 96:1
breaks 107:8
brief 119:7
briefly 7:11 83:8
bright 41:1
bring 27:4 64:5 80:17 108:13
brings 24:4
broken 50:12
brotherinlaw 53:18
brought 114:16 117:8
budget 9:24
building 14:9 18:8
bureau 14:16
business 4:18 40:14 41:11 82:18
 120:12
busy 9:8 36:12
byrd 37:3,6,10 38:9 40:3 43:20

44:9,25 58:4 59:16 61:5,10,14
 61:25 65:4 66:11,16,25 67:16
 68:14,14,24 69:15 73:15,15 74:1

C

cadet 52:8 58:16 69:3 71:9 72:14
cadets 18:5,8 71:6 73:3
call 3:3,4 4:1,3,17,19,20 11:2 38:1
 44:8,10 59:3 68:15 79:4 80:23
 82:23 86:5,8 92:18 98:20
called 39:15 58:4
calling 41:4,8 65:12,24,24
calls 39:9 47:3 50:22,25 51:2,15
 116:13
candidate 52:19
cans 107:13
cant 17:17 19:24 28:3 37:16 40:19
 62:9 63:12 64:2 65:6 66:18,20
 69:4 83:12 105:4
capable 90:25
capacity 47:25 113:20
car 68:8
care 62:6 113:1
career 15:23 41:11 107:23
carry 63:15
cars 22:17,19
case 12:10 19:12 31:15 37:19
 55:19 58:15 62:9,18 63:17 72:1
 93:17,21 94:1 124:13
casebycase 71:5
cases 13:6,8,17 19:22 20:5 107:20
 111:7
cautions 41:13
ccr 1:23 124:3,21
center 104:14
cert 9:5 91:9,17 92:14,20 93:1,8
 93:16,25 94:8 95:5,9 96:6 97:2,6
certain 48:15,19 52:24 61:21
 70:25 71:6 108:16,16 113:3
certainly 111:12,21,25
certificate 124:1
certification 3:15 56:16,21,25
 57:2 64:9 85:10,11,16,24,25
 86:12 87:15 88:6,22,23 91:3,5
 93:2,7 95:7 99:18,20 105:1
 107:9 115:8,10,17 117:1,10,12
certifications 3:12,13,23,24 83:1
 83:4,19 84:5 87:1 89:16,19 90:2
 90:18
certified 17:11 48:4 50:1 51:9

<p>58:2 67:23 90:25 91:20 92:16,22 92:24 113:19,23 certify 124:4,10 certifying 84:18 cetera 111:7 chair 12:24 14:20 19:4 24:7,16 27:6 33:8 35:17 42:24 45:25 47:11 53:2,4 67:25 70:21 71:16 74:12 75:3 76:7 77:8 87:2,18 89:1 91:7 95:3,24 98:18 100:19 106:18 109:23 110:11,18 115:5 chairman 2:2,3 5:15 26:6 49:4 55:12 62:8 65:9 78:18 80:9 88:10 98:23 114:20 118:21 122:8,18 123:5 chairmans 118:18 chairperson 52:24 chairs 20:18 change 21:2,11 22:13,20,21 23:13 23:15,16 25:6,8 26:14 27:11 32:16 59:5 75:11,11 82:10 93:25 95:14 101:9,12 111:13 119:10 120:8,9 changed 10:25 22:14 24:17 31:11 32:25 34:22 40:1,2 54:25 92:12 92:13 102:12 changes 3:9 5:14,25 21:15 23:7 29:15 31:14 35:23 58:25 74:5,8 94:11,11 121:4,15,17 122:24 changing 32:4 33:17 80:14 119:15 chapter 80:18 81:20 check 4:20 checks 61:17 chief 2:3,4,5 4:6,13,25 5:1,4,5,6,7 6:3,20 7:22 14:20 15:4,17,21 16:1,8,13 17:24 19:3,8 20:9,21 24:16,20,25 25:5,12,19,22 27:6 28:2,6 33:8,13 34:9 36:5,7,14,15 36:16 39:4,4 42:4,13,16,24 43:18 44:16 47:11,13,16,20,25 48:10 49:4,5,6,9,13,21 50:13,13 50:15,16,19,20 52:1,1,11,12,13 52:17 53:2,6,6,10,11,12,14,14 54:21,23 55:3,8,13,15 58:12,21 61:4 64:7 65:2,11 66:1,10,22 67:1,2,25 71:16 75:3 76:7,12 77:6,18,20 78:18,21 79:9,10,13 79:14,15,16 80:3 87:2,22 89:1 90:7 91:6,7 95:3,11,17 96:14 97:16,17,25 98:2,6,7,17,18,21</p>	<p>100:23 101:5,14,25 102:5,6 105:20 106:18 107:25 109:2,6 109:12 110:5,11,18 112:7,21,22 113:8,21 114:1,4,20 116:4 117:15 118:2,6,10 119:7,14,25 121:3 122:3,7,18 123:12 chiefs 21:20 24:21 99:9 104:4 106:25 107:18,18 114:11 117:18 child 53:13 children 41:15 choice 4:12 115:11 choose 121:16 chooses 58:16,17 chris 2:4 5:6 27:9 79:15 98:21 circumstances 94:20,21 102:13 104:16,21 110:25 111:1 circumvent 63:5 circumventing 64:20 citing 108:4 city 9:12 36:14 claims 113:12 clarification 27:7 95:4 clarified 28:18 clarify 24:8 29:15 34:6 43:1 67:3 72:21 75:11 76:7 class 8:25 9:1,5,7,20 15:14 38:24 40:1 48:19 50:14 69:16,16 86:20 86:21,25 87:13 88:4 89:23,25 90:21 94:17,17 classes 28:12 40:5 92:20 96:8 clear 24:13 32:7 63:10 96:14 114:23 clearing 43:15 clearly 35:9 60:6,6,9 73:7 107:8 climb 68:9,10,10 close 6:23 7:19 closed 68:2 76:14 110:7,22 clovis 6:4 36:11,14 44:15 50:19 64:5 69:1 70:8 code 26:7 28:25 29:11,23 32:19,24 35:1,8,22 80:14 81:21 82:4 108:6 codes 13:11 coffee 17:13 college 59:15 88:21 colorado 93:4,18 combine 20:14 come 11:6,23 12:7 13:2 15:18 16:7 16:9 19:17 23:24 27:23 36:17 37:17 38:15,24 39:19 40:16 42:7</p>	<p>45:18 46:23 47:16 48:7 50:3,21 51:4 57:15 58:5,8 59:8,22 60:18 61:2,6,11,14,21 68:9 69:7,13,19 69:24 70:11 71:22 73:16 74:6 79:24 83:14,20,23 92:21 95:6 97:4 99:5,7 113:22 116:8 119:24 comes 9:19 11:20 12:4,9 77:16 85:22,23 93:18 99:17 108:20 coming 17:3 41:2 48:24 61:19 77:13 80:3 91:20,25 96:6,16 98:4 commend 48:24 comment 3:11 6:1 23:18,19,24 24:6 26:22,23,25 30:12,24,25 32:4,21 33:7,19 35:9 80:4,6,7 82:13 120:23 comments 31:4 98:11 110:10 123:4,7 commission 60:1 64:9,23 67:4 104:25,25 commissioned 60:4 63:12,17 64:4 83:20 commissioner 109:19 commissioners 1:9 committee 3:16,18,19 53:4 71:7,8 98:13,16 103:6 105:12 119:6,8 122:20 communication 49:7 communications 10:17 communities 119:25 community 53:1 88:21 commutes 6:9 compile 15:16 complete 38:6 56:22 63:23 completed 12:16 14:23 40:5 51:14 54:5,18 completely 49:20 compliance 3:17 110:5 119:5,8 compliment 7:15 122:11 compliments 7:16 compounds 16:12 comprised 34:14 conceivable 74:14 concentrate 107:17 concern 37:24 39:25 40:17,18 44:19 70:20,24 74:11 112:25 118:1 120:6 concerned 37:10 67:15 72:25 73:15,18,19 76:5 112:23 concerning 49:11</p>
---	--	---

concerns 7:8 29:9 38:9 46:5 72:19
concessions 42:2
conclude 55:14
concludes 17:25 35:25 89:11
 90:18 122:16
conclusion 76:23
concrete 19:13
condition 28:23 34:22 37:7 56:9
 64:20 70:4
conditions 55:23 71:1
conduct 33:5 102:22 103:2 107:15
 108:2,4,6,15 113:9 114:10
conducting 13:4
conference 98:20
conferences 18:21
confined 113:17
confines 16:20
confirmed 44:17
conflicts 57:3
confusion 115:6
connected 24:15
connor 93:20
consider 11:17 14:1 28:22,23 82:8
 104:3 113:16 118:7 121:21
consideration 33:16 55:16 70:23
 102:17
considerations 105:25 111:6
considered 68:1 92:5 111:1
considering 12:22 29:14
consistency 106:23
consistent 106:3,8,9
consolidate 121:17
constant 72:4
constituents 119:24
constitutional 22:25 23:5
constraints 13:13 16:20
consultation 119:18
contact 39:14
contacted 39:4,17
contained 29:22
context 29:5 110:24
continually 105:23
continue 106:8,15 113:22
contract 115:21
contracted 124:11
control 28:7 97:14
controlled 27:10 38:13
convened 98:19
conversation 60:17 66:11,15,24
conversations 42:5 67:12,13,16

copies 7:5
copy 17:10 52:15,16 97:4
core 21:8,16,24 22:1,3,11,13,21
 23:11,12,20 24:1,2,4 26:20
 28:12 31:20 33:24,25 34:4 59:5
 84:9,17,25 85:8 93:6
correct 25:3 47:18 62:9 65:12
 84:21 110:17 124:8
corrections 7:9,19 10:13
correctly 27:9 45:14 56:1
cost 79:25
couldnt 32:25
counsel 13:19 29:5,15 34:6 80:16
count 63:2
counterargument 120:20
county 1:9 10:9,11 59:2 74:24
 109:19
couple 9:23 10:23 30:8,14 37:20
 42:19 46:1 70:6 73:13 96:24
 101:18 110:10
course 21:2 33:18 39:21 81:18,19
 93:9,10,17 96:11,17 97:6,20,22
 97:25 98:3 121:16
courses 80:21 81:14 91:9
court 7:12 62:10,13 63:19 124:14
cover 91:9,14
covered 104:1 122:22
covers 94:1
craft 76:3
create 105:12
creates 12:19
creating 14:9 106:2
creation 112:8
crew 42:9
criminal 4:10,16 41:9 46:19
criteria 54:5
cruces 59:3 114:16
crux 48:6
culmination 45:15,21
curiosity 55:4
current 21:8 23:11 26:7 30:1,7,18
 31:15 32:18 34:14 35:2,3 39:23
 47:17 64:25
currently 32:16 36:13 91:9 119:12
curriculum 3:8,19 20:12,14,24
 21:1,1,9,16,24 22:1,3,11,13,21
 23:11,13,21 24:1,2,4 25:2,19,20
 26:20 27:10,19 28:24 29:10,20
 29:25 30:1,2,3,5,9,18,18 31:20
 32:2,18,24 33:3,18,22,22,24,25

34:15 35:7 40:1 46:24 54:24
 59:5 69:6 72:2,21 73:6 80:19
 82:8 84:10,18,25 85:2 93:6,7
 96:5,17 121:20 122:19,24

cut 116:18
cutoff 48:15
cycles 9:24

D

darren 2:5 5:4 79:13
date 26:9 69:8 79:21 120:14
day 18:4,12 23:3,3 48:5 51:20
 59:12 72:8 80:21 81:14 100:1
 104:2 118:10
days 12:16 13:15 19:21 23:23 27:1
 32:22 41:3 60:2 113:11 116:19
 117:12,13,16 118:5
daytoday 111:22
deal 104:8,9 107:11
dealing 84:14 85:3,6 97:7
deals 114:9
dealt 49:14 51:11
dean 59:15 60:11
december 21:13 27:4 32:17
decide 12:10 42:2 64:17 76:3
 108:25 117:9
decided 71:19 109:16
decides 27:12 65:15
decision 11:16,21 31:5 40:21
 62:11,14 75:4,15,22 78:7 96:7
 96:13 100:8,9 113:25 114:12
 115:15 116:17
decisionmaking 27:17
decisions 11:12 47:3 104:3
defense 15:13 18:18 58:24 59:7,10
 59:11
defensive 45:1 51:2 54:13 57:13
 84:14
define 75:10 114:22
defined 114:19,24
definitely 5:23 30:13 109:13
definitions 109:10
deleted 80:19,24
deliberate 73:9
deliberation 108:5
deliberative 30:14
delivered 38:5
demands 73:6 106:13
depart 70:4 72:14
department 10:8,9,10,10,11,13,13

36:14 41:17 44:16 47:21 50:4,11
57:3 59:2 66:5 99:9,16 114:16
departments 21:19 31:1 41:6
departure 71:1 79:21
dependent 52:19
deputy 16:14,25 63:21
described 71:2
description 8:17 108:7
design 72:6
designates 53:4
designations 114:24
desk 99:24
detail 76:18
detailed 7:15
detectives 47:1
determination 102:17
determinations 101:16
determine 19:16 103:22
determined 107:5
determines 103:1
develops 109:12
devotion 10:17
dialogue 106:8
didnt 37:11 44:22 67:20 69:23
105:9
differ 33:8 105:6
different 47:3,24 72:15 95:6 98:24
104:1 106:25 107:8,22 109:17
111:6,7,18 114:24 115:7 117:24
118:13
differently 50:8 118:2
difficult 65:7 73:3 74:9
diligently 9:17 17:1
direct 5:12 28:20 49:7 76:25 83:3
98:17
directed 98:23
direction 31:22 35:10 68:13 72:11
106:7 122:25
director 2:8 8:11 9:15 11:6,20,21
12:25 15:1,4 19:4 20:13 24:9,16
26:6 27:17,23 28:7,14 30:9,15
33:16 34:16 35:21 43:1,19 44:8
44:9,10,16,25 45:11 48:10 49:2
53:1 55:11,21 56:11 57:1,20
58:4 59:16 60:8 61:4,10,13,25
62:8 65:4 66:16,25 68:14,14,23
69:2,15 70:22 73:15 74:1 76:25
80:2,9 83:6 89:21 91:16 92:6
95:17,24 96:9,15,18 97:18 99:2
99:11 100:7,15,25 101:5 102:25

103:24 105:13 110:19,19 118:24
119:16 120:7,10,11,17
directors 3:7 8:8,10,15 14:2 18:1
18:15 20:14 26:17 27:11 28:11
73:14 85:23
disabled 52:25
disagree 24:1
disagreed 27:1
disciplinary 3:16 12:1,8 14:6 20:3
44:20 50:23,25 85:18,22 86:1,4
86:11 98:12,16 101:16,20 111:4
discipline 55:25 73:1 106:4
108:20 111:15 112:24 114:4
115:3 118:2
disciplines 117:6
discomfort 75:24
disconnect 114:14
discretion 11:13 28:15 57:1 70:21
120:17
discretionary 41:23 52:14
discuss 76:14 109:3 120:21
discussed 98:22 99:1 101:7 102:8
102:14 103:6 120:2 122:25
discussion 3:9 5:25 6:12 23:7 24:4
24:14 29:24 35:5 68:3 70:15
71:13 73:2 76:9 78:2,6,12,13
100:6,22 101:11 102:10
discussions 23:25 45:16 56:3 73:1
dispatchers 85:13 90:2
disposition 124:14
dissect 105:12
distinction 115:24
distinguish 73:4
distributed 7:6
diversity 118:13
doctor 40:16,18 66:21
doctors 68:19
document 86:5,10 94:19,20
116:24
documentation 71:7
documented 10:3 51:8 117:22
documenting 72:13
doesnt 14:12 21:2 27:14 33:4
79:25 95:18 111:12,21 113:9
114:6 116:25
doing 9:9 14:3,16 24:25 25:5
35:20 46:17 47:2 66:8 90:21
112:17,17,23
dole 106:5
domestic 55:6 111:25 112:10,12

dont 7:15 11:15 12:19 14:21 20:2
25:7 28:11 37:23 41:7 43:7,13
43:13 51:15 52:14 53:24,25 55:7
57:5 58:7,11 59:16 61:11 63:14
63:17,25 64:13 69:13 71:4 72:6
74:3 76:17 77:14 86:8 91:24
93:20,21 96:2,6 99:6 100:23
101:11,24 102:11 104:17 107:1
107:14 108:23 114:10,18 115:1
115:3,23 116:12 118:3,20
doubt 118:9
douglas 36:13
dovetail 102:15
downside 77:14
dps 14:15 16:15,20 48:1
dr 44:25 59:15 60:11 61:5,10
67:17
draft 99:12 100:13 101:1,3
drafted 45:20
drag 68:7
dream 51:23
driving 22:17,19 51:2 53:8 54:12
74:7 84:14
drop 3:20 36:1 43:10 48:17 70:15
drops 71:20
droves 15:18
dt 51:7,8 61:8,8
dts 69:21
due 66:15 71:1,8
dummy 68:7
duplication 106:1
duties 113:18 115:13
duty 41:10
dwi 104:22,22 105:1,5 111:25
112:10
dynamic 10:4

E

e 18:18 32:15 52:21 120:11
eager 49:1
earlier 76:13 83:7 99:3
early 4:8 53:24
easier 17:19
easily 101:6
easy 32:8,12 97:1 102:4
edification 95:20
educated 96:13
effective 60:15
effort 119:4
eight 5:16,20,22 6:14 25:16 60:24

80:5 85:5 92:25
eighth 69:17
eightminute 82:15
either 14:25 75:15,25 76:22
 113:13 120:17
elaboration 31:7
elements 33:17,21 43:11 56:7
 70:25 103:1 108:3,14
eloquently 29:8
emailed 110:13
emails 110:14
embarrassment 99:25
emergency 56:25
employed 56:16 62:20,23 63:22
 66:4 114:13 124:10
employer 115:20
employing 116:2
employment 56:19 62:18 115:10
 115:15,21
ends 87:16
enforcement 1:6 3:12,23 8:14,18
 8:19,22,25 9:3,9,21 10:2,3,18,20
 10:25 11:7,25 12:14 14:11,16
 17:18 18:6,16 20:23 21:6,10,21
 21:23 22:7 23:4 25:15,16 26:3
 26:17 29:22 31:13 48:22 53:3
 56:12,17 57:20 59:9 60:1,7 62:1
 62:24 64:8,9 68:21,25 71:19
 83:2,5,15,17,19,19 84:8,24
 85:14,20 86:24 87:13 89:22
 91:12,22 92:23,24 97:19,20
 101:10 113:19 115:8,16
engage 114:21
engages 29:7
enjoy 109:24
enrollment 9:19
ensure 9:18 65:6 84:16
ensuring 77:15 104:5 107:19
entail 78:6
enter 23:3 77:22
entertain 7:20 33:15 44:7 70:17
 75:21 88:9,25 90:6 100:21 123:9
entire 38:15 42:6 52:10 54:12,12
 54:13 77:24
entirety 80:20
entrance 25:18 26:1 80:22 81:4,8
entry 4:11 25:9 62:21
environment 48:20
equal 24:15 96:11
equipment 108:11

errors 7:8
espanola 8:20 10:9
especially 51:1 58:20,25
esq 2:9
essentially 20:1
established 72:3 81:6,8
et 111:7
ethical 37:8 40:12
everybody 48:14 50:7 57:23 93:18
 94:5 95:21 97:5 118:8
evidence 67:7
evoc 16:8,10 18:19 22:16 53:7,15
 54:22
exact 62:9
exactly 76:21 99:16 108:18 109:9
example 30:13 84:19 94:21
excepted 124:11
exceptional 10:16
excuse 122:5
executive 68:2
exercise 25:7 113:18
exhibit 3:24 86:22 87:3,5,8,11,14
 87:19,21,24 88:2,4,7,11,13,16,19
 88:22 89:2,4,7,10,25 90:3,8,10
 90:13,16
exhibits 3:23
existed 81:16
exit 25:9,18 26:1,3 47:6 80:22
 81:8,23 82:6
expect 108:2
expected 114:23
experience 109:14
expired 60:22,23
expires 124:22
explain 12:23
explanation 33:10 86:13
express 10:20
extend 64:23
extension 64:8
extra 58:2
extreme 105:2 111:15 112:2
extremely 7:14 18:1

F

f 2:8
facilitate 95:24
facilities 4:9,14
facing 48:5
fact 102:2
factoring 116:2
factors 41:20 112:10
facts 58:15
fails 61:7,8
failure 61:7
fair 20:6,6,7
fall 22:6,24 39:3
falls 36:21 41:25
familiar 63:20
families 82:16,17
family 53:19,20
far 22:8 47:5 49:18 99:4 104:4
 106:20 114:23
farms 10:10
favor 6:13,14,15,22,24 8:3,4 22:10
 35:12,13 78:23,24 87:8,9,23,25
 88:16,17 89:6,8 90:13,14 123:13
 123:15
favorite 8:10
fe 10:8,9 59:9 79:24
federal 37:15
feds 94:15
feedback 72:18
feel 41:19 43:12 46:5,11 47:6,8
 50:9
feeling 46:14
fellow 53:12
felt 39:18
females 72:23
fight 69:23
fighting 44:21
figure 17:1 107:10
file 15:23 43:25 85:20 114:5
filed 12:6 15:9 100:16
files 15:6 66:9
filing 113:1
filled 18:7
final 6:19 27:4 68:6 123:4 124:14
finalize 6:22 121:7
finalized 20:4 21:13
find 38:2 41:13 62:4 115:25
fine 40:2
finish 38:20,23,24 39:7 40:8 47:17
 48:8 49:25 58:24 62:15 65:16
 75:6
finished 38:7 39:20 40:8 41:8
 51:24
finishing 48:6 103:19
fire 80:21 81:14,15 116:14 118:11
 118:11
firearms 10:17 18:18 28:3 34:18

34:20,21 51:1,11 53:11,14,19,20
54:13,22 80:20 81:10 84:12
93:13
fired 115:23
firing 113:21
first 4:18 19:9 50:3 55:22 56:5
58:3 62:5 73:23 86:18 99:1
104:19 105:18
fiscal 9:24
fish 10:12
fitness 25:9 28:1 70:1 80:23 81:3
81:4 93:10,12
five 79:19
fivefoot 68:10
fix 61:1
fixed 9:17
flat 105:2
flights 68:9
floor 8:11 91:6 98:17
flow 28:21
fluid 72:5 74:9
focus 44:20,22 50:22 70:22 74:19
108:20
focused 122:13
foggy 66:12
folks 45:16
follow 76:25 85:11,16 103:13
followed 40:12
following 8:16 31:4 78:12 111:14
follows 107:22 117:23
followup 52:2 55:19 69:3 76:22
fonz 44:25 59:15 60:11 61:5,10
67:17
forbid 47:23
force 32:25 92:4 94:13,13,16
forced 94:15
ford 36:5,7,13 42:16 43:18 49:4
49:13,21 50:15,20 52:1,13,17
53:6,10,14 55:15 61:4 64:7
65:11 67:2
fords 65:2
foregoing 124:7
foresee 71:18
forfeit 56:18
form 85:21 99:2,8,14 101:9,10
106:16
formal 12:11,13 13:1,3,14 19:5
30:12,23 31:2,5 32:15,20 34:6
34:12 43:15 47:4 72:12 103:23
109:1

formalizes 35:9
formalizing 31:23 34:7 35:7 70:25
formally 46:25
former 108:8
forth 56:21 67:10 75:23,24 124:7
fortunate 8:22 9:11
forum 76:17
forward 13:23 14:14 16:19 21:14
23:17,21 32:14 33:16 35:15,16
36:5 42:3 48:5 61:1,22 67:24
68:18 71:17 74:13 80:13 82:6
98:10 100:20 104:6 105:11,15
106:22 107:19 114:13 116:25
121:6,12 122:24
fought 52:9
found 9:14 32:24 37:1 51:21 56:7
four 7:4 38:6 39:8 49:25 54:16
64:25 65:16 69:19 94:4 104:23
fourth 93:19
frame 39:12 54:25
frames 54:10
framework 105:24 108:17 109:13
112:3
frankly 61:3
free 43:12
freely 43:12
frequently 74:5
friday 9:7 18:14
front 8:17 23:12 54:24 73:9
frustrated 116:20
fto 54:15
full 9:3 68:7
fun 18:7
function 76:12 114:1
funnels 119:22
further 6:11 31:7,7 71:14 104:7
124:10
future 22:18 71:12 109:7

G

g 4:2,18,22 5:11,19,23 6:5,7,11,16
6:22,25 7:3,14,24 8:2,5,9 14:24
17:22 19:1,17,25 20:11,13,17
28:14 31:9,21 32:3,7 33:15 34:5
35:4,14,21 36:3 42:13 43:3,5,7
45:12 46:2 47:12 55:13,17 56:5
58:13 62:7 69:2 70:3,13 72:9
74:11 75:17 76:19 77:18,25 78:3
78:8,16,19,22,25 79:3,6,19 80:2
80:5 82:12,23 83:3 86:17 87:4,7

87:10,17,20,23 88:1,9,12,15,18
88:25 89:3,6,9,14,18 90:6,9,12
90:15 91:2,4 92:8 95:2 96:18,22
96:25 97:12,16 98:9,14 100:21
102:3,5 105:18,21 107:24 109:5
109:9 110:1 112:5,20 119:4
121:2 122:10,21 123:2,9,13,16
gain 43:16
gallup 1:10
game 10:11
gauntlet 83:13
gavel 122:12
geared 96:5
general 2:2 4:21 8:12 29:18 32:11
34:10 36:7 49:22 78:9 79:5
86:16 87:12 90:17 92:9 121:10
generally 32:8 110:24
generals 12:15 62:11
gentlemen 42:12 49:22 53:25
55:15 67:2
getting 7:19 15:5 29:8 39:1 47:9
54:4,19 75:25 106:6 114:8
118:18
gilbert 80:9
give 4:15 7:16 29:3,4 40:19 42:9
42:11 43:9 49:16 53:17 64:8
82:19 93:3 95:25 96:9,10,10
97:4 100:24 103:22 105:13
109:20 114:4 117:13,16
giveandtake 48:2
given 63:6 71:3 77:22 99:15 111:6
116:11 122:12
gives 22:22 56:11 57:21
giving 4:12 100:2
glad 64:24 97:10
gladly 6:7
go 9:11 14:13,20 15:16 16:17
19:21 20:2 22:17 25:7 30:16,22
32:14 38:16 42:25 51:12 52:21
54:9 57:24 58:17 59:11,17,24
61:13,14 63:11,12,13 64:2 65:18
68:11 69:20 71:11 74:21,22
76:17 77:24 78:8 83:21,25 85:24
86:4 92:25 93:24 94:25 95:24
96:10 99:6 100:6 103:12,21
104:10 118:4 121:12 123:1
god 47:23
goes 12:3 51:15 64:25 88:7 90:4
96:2 100:7 103:19 104:12
111:16

going 9:4 11:18 16:13 18:21 19:9
22:17,21 26:20 28:9,10,14,23
33:1,18 34:20,23 36:24 39:22
42:6 43:8 44:6 46:23 50:2 51:17
51:23 53:16 55:9 56:22 59:21
61:6 63:16 64:1 65:4,5,7,16 67:5
67:11 73:20 75:5,8 80:13 82:7
82:23 83:3 90:22 105:23 106:6
106:10 111:18 113:4,5 116:9,13
117:9,11,13,20 118:4
good 4:2 28:6,16 37:21 38:22 43:3
43:4 54:20 80:8 82:14,19 103:13
gotten 104:14
governance 3:17 110:6 119:5,8
governmental 108:4,15 112:1
gracious 4:7 109:21
graduated 9:7 16:5 46:18
graham 93:19
grant 57:1
gray 114:25
great 4:14 5:11 7:14 14:15,17
17:22 19:1 35:21 48:25 96:13
105:20 123:2
greatly 43:14
grew 53:18,19
group 6:1 42:9
guarantee 38:11
guess 28:21 29:2 40:23 46:13
56:13 70:20 72:9 73:2 79:4
108:22 114:18
guidance 35:15 40:20 43:17 58:22
98:10
guided 119:17
guideline 102:9,23
guidelines 103:22 105:10 106:21
113:4
guiding 107:2
gun 63:15
guy 94:23
guys 122:15

H

hadnt 39:15,16 80:11
half 39:3 59:23 81:5
halfway 69:13
hampered 31:12
hand 42:20 56:13 75:15
handed 21:5 25:20 84:10
handle 115:3
handled 14:5 68:1

handling 3:16 98:12,16
handout 55:9
handwritten 17:15
happen 37:2 38:17 39:23 44:5
58:3,16 67:20
happened 37:18 38:17 49:6,14
50:8,9,11 57:20 60:20,21 67:5
70:7
happening 18:19 31:15
happens 22:15,18 27:24 41:15
happy 40:3,18 42:9 121:25 122:3
hard 15:4 17:10 107:12
hardships 57:2
harm 106:2
harms 38:12
hasnt 61:8
hate 20:17 72:16
havent 56:7 86:3 102:18,18
head 13:2 23:6 99:15 107:3 109:7
114:21
headed 95:15 96:15
heads 104:4
hear 42:17 55:11 108:5
heard 39:15,16 66:15 72:15 75:24
76:4 80:11 99:2 106:23 113:3
120:18
hearing 11:1,22 12:2,5,5,11,13
13:1,14,16,18 30:2,21 31:3
32:16,20,22 33:1,6 34:12 47:24
72:10 75:22 80:13 103:23 108:1
111:9,11 121:6,13,15,18,19,22
hearings 11:1 13:1,4 14:5 19:5
21:12 111:4
heart 111:20
heavy 19:23 107:11
hector 2:2 4:21 79:5
held 13:15 67:4
help 12:22 18:3,11 19:15 29:17
61:1 108:17 119:1
helped 44:22
helpful 31:9 110:15,24
helping 14:18
helps 11:22 101:15
hes 9:16 14:23 84:20 96:1 118:3
hey 40:10 41:15 116:11,20
hiccups 111:18
hide 16:24
high 18:18 46:15 106:13 108:10
higherliability 92:5
highest 70:1

hill 1:9
hire 20:7 101:5
hired 63:21 101:25
historical 111:14
history 15:7,10,23 29:3,19 86:6
103:11 106:11
hit 109:16 114:21
hitting 107:12
hobbs 18:3,11 42:20 49:8 59:11
65:1 70:8 74:22
hold 31:2 79:23
holding 106:9
holiday 112:18
home 5:18 6:4
honest 67:17
honesty 112:1
honor 8:13
honorable 36:7 37:4 40:13 109:17
honored 18:1 88:3
hope 109:24
hopefully 11:10
host 4:7 109:21
hostility 74:17
hosting 110:2
hour 96:24
hours 18:6 92:18 93:5 94:4 96:11
96:24 97:7,9 113:6 117:18
humbled 88:3
humbly 8:13 87:1 88:21 90:1
hurt 38:16,18 47:23 69:16,21 70:8
hurts 99:23,23
hybrid 98:3

I

iceberg 114:9
id 11:19 72:17 89:18 91:4
idea 63:8
ideas 94:10 110:12
identify 61:15
identifying 7:19
ii 2:8
ill 6:10,18,20,21 7:20 8:1 14:25
28:20 29:19 35:16 37:22 48:10
56:13 58:2 78:15,25 84:14 88:9
88:25 90:6,7 97:8 98:17 100:21
123:9,11
im 6:8 16:13 19:9 27:20,20 28:14
29:2 30:15 31:21 32:7 36:13,13
36:15 37:23 40:11 45:13 46:3
50:2 51:11 53:14,15,16,21 54:7

58:13 60:13 61:13 62:10 63:20
 64:1,16 66:9,12 67:11 72:9
 74:23 75:9,19,22 80:9 83:3 95:4
 103:14 104:10 105:2 108:1,21
 108:22 113:5,21,22,23,24 117:2
 117:2,4 118:4 121:25 122:14
imagine 111:4
immediately 60:16 67:6
impacted 33:19
impacting 19:25
impacts 71:24
importance 111:16 112:2
important 19:23 29:13 83:14
 85:18 91:24 103:11 104:9
 106:24 111:8
importantly 4:11 72:22
improve 21:16
improvement 35:11
inadvertently 27:8 29:1
incident 38:15
incidents 44:24
include 57:14 100:13
included 24:13 45:21 99:14
including 41:3 52:25
increases 35:8
index 3:1
indicate 6:15,24 8:4 35:13 78:24
 87:9,25 88:17 89:8 90:14 123:15
individual 12:3 59:19 69:12,15
 102:25 116:14
individuals 23:25 52:24 84:1
informal 11:1,1,22 12:2,3,4,5
 104:6 110:16,20 117:21
informally 109:12
informals 11:6 14:3
information 8:16 15:17 18:13
 19:14 52:12 55:21 67:10 97:18
 99:14 100:3
infraction 103:10
infractions 111:22
inhouse 54:6,11,14 113:2
injured 47:23 50:12 57:18
injury 50:4 69:3 71:3
input 110:8
inside 38:23 60:9 116:12
insinuating 61:5
insinuations 61:4 65:3 67:12
instance 15:22 51:1
instances 36:19 37:20 70:7 101:18
instruct 100:14

instruction 52:6 61:21 100:25
instructor 9:22 16:8 53:15,15
instructors 10:22 15:13 51:6,9,12
 59:6 61:19,20 97:19
intact 14:18
intentional 41:16 64:20
intentionally 63:5
interest 34:5 124:13
interested 30:25
interesting 41:13
interim 36:13 52:13
internal 99:25 113:10
internally 16:15
interpretation 104:13
interpreted 114:14
intertwined 76:9
inundated 14:12
invested 77:15
involved 41:20 102:19
ipra 14:22 15:12 17:3
ipras 14:12 15:5
isnt 50:2
issue 11:9 13:19 14:22 19:9 31:10
 39:2 45:2,3,7 50:25 53:24 54:1
 58:21 62:12 64:18 67:11 76:9
 77:3 80:15,16,25 81:10,11,18
 82:9 85:10 99:1,4 104:9 105:22
 107:6 119:9
issues 11:12 12:19 13:24 14:7,9
 36:19 38:10 39:5 51:7 53:5
 55:25 67:21 71:22 73:10 76:1,11
 85:4,4,6 104:2,15 107:9,12
 112:1 120:22 122:14
item 3:1,2 4:1,17 5:10,12,16,16,20
 5:20,22,24 6:13,13,23 7:2,3 8:8
 8:9 20:12,18 23:7 24:9,13 36:1,4
 36:10 41:23 43:9 70:16 71:12
 80:4,5,12,12 83:1,4,25 84:2
 86:19 89:16,18 91:3,5,8 98:12
 98:15 101:2 105:22 110:6 119:5
 119:9,11,21 120:1,5,12 121:8
 122:19,21 123:8
items 92:14 120:18,25
ive 19:11 37:19 38:18 41:15 42:11
 47:8 49:22 50:3 51:6,11 57:8,19
 59:21,23 69:19 72:25 75:24 76:8
 99:21 102:10,19 104:1 106:14
 106:23 113:3

J

jack 2:8 8:11 27:12
jaime 2:3 5:8 27:9 79:17
jan 1:23 7:11 82:20 124:3,21
january 27:5
job 14:17 28:11 41:7
jobs 66:8
joined 105:16
jones 2:8 8:11,12 12:25 13:21 15:2
 15:5,8,24 16:3,25 17:23,25 19:2
 19:7 20:2,10,13,16,19 23:9 24:9
 24:11,15,19,24 25:4,11,13,24
 26:10,12 27:25 28:5,14 29:16
 31:10 32:1,6 33:12,16,21 34:16
 34:19 35:2,17,21,24 38:2 39:4
 39:17 42:19 43:1 44:8,10,17
 49:8 56:4,10 58:23 62:9 63:8,25
 64:22 66:16 68:5 69:9 70:5
 73:13 74:21 76:25 79:23 80:2
 83:6,12 86:15,18 87:12 88:3,20
 89:11,15,21 90:17 92:9 95:9,12
 95:17 96:15,20,24 97:1,15,24
 98:5,8 99:3 100:7,25 101:5,6
 102:4 110:19 118:24 122:22
juan 88:21
judge 11:2 99:4 103:23 110:20
july 8:24
jump 46:13,14 57:11 68:10
june 3:6 7:5 39:11
jurisdiction 92:1
justice 4:10,11,16 41:9 46:19

K

kassetas 2:3 4:25 5:1 7:22 14:20
 15:4,21 16:1,8,13 17:24 19:3,8
 20:9 24:16,20,25 25:5,12,22
 27:6 28:2,6,17 33:8,13 42:24
 47:11,13,20 48:10 50:13,19 52:1
 52:11 53:6,11 54:23 55:3,8
 58:21 66:1 67:25 71:16 72:19
 75:3,18 76:7 77:6,19,20 78:18
 78:21 79:9,10 87:2 89:1 95:3,11
 95:17 98:17,18 100:23 101:14
 102:1,6 105:20 106:18 107:25
 109:2,6,12 110:3,5,11,18 112:7
 112:22 113:8 114:20 116:4
 117:15 118:6 119:7 121:3 122:3
 122:7,18
keep 11:21 12:2 14:8,18 46:18,23
 54:3 67:9 82:5 99:19 115:12
 118:11,12

key 2:5 4:23,24 6:10 26:6,11
28:16 30:8 45:11,13,20,24 78:2
78:4,10,14 79:7,8 83:10,12
86:13 88:14 110:10,18,23
112:10 118:15
kind 16:12 28:8 36:20 42:3 47:2,3
50:4,7 51:23 74:18 77:4 104:14
106:15 107:2,10 109:16 112:3
112:14,22 122:13
kinds 53:5
knee 38:22 48:13 50:11 57:12
59:20 70:9
knees 38:18
know 6:8 7:15 11:15 14:21 16:9
16:11 17:14 18:22 19:11 22:17
29:6 30:14 31:1 37:11,15 39:21
40:11,14 41:5,12,13 43:20 48:16
50:10,24 51:17,22,24 53:14 54:6
55:22,23 57:5 58:6,7 63:9,17,25
64:1,13,13 67:18 70:6 72:6 74:3
75:13 76:17 82:15 84:21 85:5
86:8 90:22 91:13 95:21 97:5,18
101:15 102:11 103:25 104:1
105:1,6,17,22 107:1,1,13 109:16
110:13 111:9 112:9,23 114:18
115:1,23 116:16,21 117:6,9
118:20 122:11
knowing 39:12 84:5
knowledge 10:16 49:11 77:10
91:11
known 40:9
knows 99:16 102:1
korn 81:2,24

L

lack 44:22
lacked 44:20
lady 58:5 60:18 61:11
laid 71:9
language 122:2
lapsed 95:7
large 74:22
las 59:2 114:15
late 30:20
latest 15:11
latitude 103:22 105:13
law 1:6 3:12,23 8:14,18,19,22,24
9:3,9,21 10:2,3,18,19,24 11:6,24
12:14 14:11,16 17:18 18:6,15
20:23 21:6,9,21,23 22:7 23:4

25:15,15 26:3,17 29:21 31:12,15
32:25 37:15,19 48:22 53:3 56:11
56:17 57:20 59:8 60:1,7 62:1,24
64:8,9 68:20,25 71:19 83:1,4,15
83:17,19,19 84:7,24 85:14,20
86:24 87:13 89:22 91:12,13,21
92:3,23,24 93:17,21,22 94:1,2,2
97:9,19,20 101:10 108:15,16
113:19 115:8,16
laws 40:21
lawyer 103:14
lea 15:23 27:12 98:20 107:21
114:2
lea90 12:6 85:20 99:2,8 100:7,10
100:13,16 101:3,9,20,21 107:5
113:1,7
lea90s 99:5
lead 113:13
leader 69:16
leadership 10:16
league 21:20
lean 19:17 60:25
learn 18:8
leave 14:25 23:4 37:23 40:6,25,25
43:19,21 58:17 64:19 66:21 68:8
91:1 113:10
leaves 60:13
leaving 43:24,25 44:18 66:12
left 40:24 44:14 46:4,9 47:13,20
49:18 66:14 67:3 68:2,13 71:23
leg 50:12
legal 17:14 35:6 37:11 46:4
106:14
legality 37:24
legally 29:9 105:23
legs 38:19
lengthy 5:18
leoce 16:5 57:15 61:9
lerb 14:16
lesson 3:19 20:24 21:3,15 22:23
22:23 24:3 25:3 28:10,10 30:9
32:2 122:19,23
letter 42:4,21,22 45:20 51:3 60:12
60:12 66:13
letting 40:11
level 74:18 115:2
levied 103:3 109:8
levy 114:12
liability 37:12,25 44:1,5 58:21
license 124:22

licensure 115:17
lieu 113:25
lieutenant 39:14
life 41:16 85:12,17
lift 66:19
limitations 64:18 73:5
limits 12:10,20 13:11,25
line 27:5
lined 74:3
list 19:4 78:11 86:10
listed 25:20
listen 23:25 24:1 47:2
listening 76:8
litmus 107:2
little 22:4 28:15 41:21 43:10,16
51:24 66:12 68:5 74:16 83:6
105:2 108:22,22 111:11 114:19
115:6
live 14:14 40:13
logistical 71:18
logistically 71:23
long 19:18 36:11 46:6 50:13 53:23
63:3 75:13 96:18,20,21 106:19
longer 19:20 81:12 82:3 84:23
85:8 92:3 101:23 114:1
look 7:7 11:4,8,10 12:21 16:23
20:24 21:1,24 22:12 23:20 35:16
41:20 50:6 59:25 61:14,22 72:1
73:16,25 77:2 83:25 84:2,4,9
85:19,24 91:16 92:15 95:16
99:13,17 102:21 104:14,21
105:8 106:20 112:12,16,16
113:15 116:18 117:7,16 119:2
119:15,25
looked 26:17,18,19,21 31:18
38:10 41:20,24 84:15 114:18
118:25
looking 7:10 14:4 36:5 46:10
54:23 95:14 118:24,25 121:19
looks 23:21 74:4 96:1 110:21
lopez 2:9 4:21,23,25 5:2,4,6,8 79:5
79:7,9,11,13,15,17
lose 117:11
lost 117:1
lot 11:11,23 13:5 14:9 16:15 17:17
18:8,12 38:12 41:7 48:18 54:8
91:24 92:11 93:13 101:11 104:1
105:17,19 119:3
love 43:9

M

m 1:8 98:19 123:18	83:7,12 97:12 107:14 109:11,11 110:3 112:6,20 118:20 119:22 119:23,25 120:18 123:3	misconducts 15:8 117:24
magnificent 14:5,6	members 2:2 4:4 7:6,18 8:12 12:24 18:11 24:7 29:18 32:11 34:10 35:18 36:8 77:9 78:9 80:8 82:15 98:18,20,25 99:19 101:8 109:23 110:8,9 115:5 119:18 121:10 122:11	missed 38:25 48:21 53:7 54:22 55:4 57:17 113:8
mail 120:14	memo 43:22,23 44:13 45:14 52:2 66:11 68:24 69:1 76:8	missteps 96:3
maintain 14:8	memorandum 49:14	mistaken 97:23
maintaining 25:17	mental 34:22	misunderstand 32:8,13
major 51:1 112:3	mentally 84:14 97:8	misunderstanding 39:18 117:5
majority 22:6	mention 44:1	misuses 108:9
making 13:17 47:3 69:17 101:16 121:4	mentioned 75:8 112:10	mitigate 74:18
manage 58:20 108:2	mess 72:15	mitigated 120:3
mandate 115:2	message 112:14	mitigating 102:13 104:15 110:25
mandated 12:15	met 54:5 84:6,10,13,17 85:9 87:14 88:5	modified 67:6 80:19
mandating 61:2	meter 81:5	mold 107:10
master 15:13	mexico 1:6,10 2:2 8:14,18,19,22 8:24 9:4,12,13,15,21 10:1,3,7,7 10:11,13,18,19,24 11:6,24 16:4 17:8,9,12 18:3 20:23 21:6,9,22 29:23 49:10 59:1,8 62:1 68:25 80:10,14 81:13,21 82:4 83:16,17 84:19,22 85:13 87:13 88:7,23 89:13,22 90:3 91:12,21 92:2,17 92:21 93:7,17,21 94:1,2,12 111:17 124:3,21	money 79:25
maternity 37:15 40:20	michigan 93:4	monica 2:10
matrix 102:9,10,15 106:8 109:3 110:14,16,19,23 112:3,12,24 116:3	micole 36:22	monique 2:9 4:19
matter 65:24 68:1 101:17 124:5	middle 22:2,6	month 18:3
matters 3:16 76:10,15 98:12,16 113:16	mile 58:2 81:5	months 9:24 13:5 19:10 45:9 46:11,11 54:16 56:18 63:1,10,11 64:10,10 75:12 90:22 99:21 102:24 103:4,20 104:23 112:13 116:7,9,12,14,14,17,19,20 117:2
mccall 2:4 5:6,7 6:20 20:21 34:9 66:10,22 67:1 79:15,16 87:22 90:7 91:6,7 96:14 98:21 118:10 119:15 120:1	milestones 51:18	moore 36:22 37:4,12 39:7 40:4,6 40:25 41:1 42:23 60:1
mccalls 97:12	military 41:11 91:21 92:1	morning 4:8
mckinley 1:9 10:10	mind 45:21 46:23 78:15 99:19 108:24	mother 41:10
mean 46:13 104:17 110:15	minimum 21:7 24:22 29:20 31:23 31:24 32:5,22 34:2,3 84:7,13,17 93:5,11	motion 5:13,16,19 6:16,18,20 7:20 7:23,24 8:5 33:14,15 34:6,7,11 35:4,12,15 70:17 75:20,21 76:3 77:7,18,21,25 78:2,7,15,17,23 79:20 81:2,17,25 87:3,4,10,17 87:20 88:2,9,11,12,19,25 89:2,3 89:10 90:6,7,9,13,16 100:24 121:4 123:9,11
meaningful 112:19	minor 51:16	motions 71:14
means 4:15 19:18 43:14 53:20 75:10 107:3	minus 17:9	motivate 51:19
measures 99:16	minute 50:16 104:24	mound 6:8
medical 36:20 37:7 41:25 42:1 52:22 55:23 56:9 64:19 70:4 71:1,8 76:11	minutes 3:6 7:2,4,5,7,8,10,21,23 7:25 8:3,6,6 55:19 82:20	move 5:16,19,24 7:3 11:4,10 13:23 16:19 17:20 21:14 22:15 23:9,14,17,21 27:15,16,20 33:16 35:15 42:3 61:22 67:24 71:16 74:7 76:14 80:13 82:6 87:18 88:20 91:4 98:10 100:19 105:14 106:22 107:19 110:9 114:13 116:25 122:24
medrano 2:10	miscommunication 40:24	moved 34:8 100:11 101:19,25
meet 62:20 93:1,11 121:7	misconduct 15:6 99:10 114:24 116:4	moving 6:13 36:3,10 74:13 94:13 98:14 104:6 105:11 121:6
meeting 1:7 3:6 4:3 7:2,4,5 8:20 11:16,18 14:4 18:14,24 20:21 23:17,18 24:5,21 26:14,24 27:4 32:18 47:6 70:22 81:1,9 89:24 95:25 97:10,14 99:13 101:1 105:19 106:17 109:1 119:17 120:13,15 121:9 122:1 123:6,6 123:14,18		municipal 21:20
meetings 20:20,20 30:14 120:19		municipalities 54:8
meets 48:19 61:16		
member 28:16,17 30:7 41:11 53:3 53:4 72:19 75:17 78:10 81:2,24		

musical 20:18

N

najar 80:8,9

nate 81:2,24

nation 23:6

nature 112:16

nay 78:25 79:2,6

nays 35:14 79:3 87:10 88:1,18
89:9 90:15 123:16

necessarily 11:15 29:9 76:2 86:9

necessary 40:7 70:17

need 5:13 18:21 22:15,16 23:5
33:4,14 37:14 43:13 48:25 58:10
72:3,21 73:16,22 74:6 75:5 76:5
90:23 92:12,15 94:19 95:14 97:4
100:23 101:11,15 108:23 112:15
114:21 116:17 123:1

needed 21:24 31:8,11 39:12

needless 37:21

needs 11:15 29:10 36:18 40:4 97:9
103:13 104:3 114:19 115:25
118:25 119:23

negative 45:6

negligent 83:7

neither 111:22,23 124:10

nervous 43:6,7,13

never 19:11 45:3,7 57:8,19 58:7
60:17,18 62:3 70:5

new 1:6,10 2:2 8:14,18,19,22,24
9:4,12,13,15,21 10:1,3,7,7,11,13
10:18,19,24 11:6,24 16:4 17:8,9
17:12 18:3,10 20:23 21:6,9,22
29:22 30:4,5 31:14 33:22 34:14
36:16 49:10,20 59:1,8 62:1
68:25 78:20 79:21 80:10,14 81:7
81:7,13,21 82:4,7 83:7,16,17
84:19,22 85:12 87:13 88:6,23
89:12,21 90:3 91:12,21 92:2,17
92:21 93:7,17,21 94:1,1,7,12
100:13 101:3,4 104:22 109:10
111:17 112:5 119:20 123:3
124:3,21

newborn 65:22

newer 99:19

night 80:21 81:14

nightmare 71:18

nine 8:14 18:15 23:1 25:15 46:10
83:4 84:16

ninemonth 39:21

nm 1:23

nmac 3:10 5:25 21:6 23:8,10,13
24:22 25:2 27:10,21 30:5,19
32:16 34:3,13 41:21 52:14,20
56:10 57:6 58:23 60:6,10 61:23
62:4 64:14 71:10 73:17,21,24
75:11 81:11,19 92:10,12 93:24
95:15 104:13 107:8 113:15,17
114:7,23 118:25 119:2,10

nmsa 56:15

noncertified 115:13 116:15

noncompliance 57:4

nonlawyers 19:16

normally 51:4,12

note 7:11 41:19

notice 30:24 32:22 73:9

noticed 78:11 121:11,23

notices 101:4

notification 72:23

notify 120:14

november 26:24,25 46:9

number 52:4 85:11,11,16,21,24
93:5 120:24

numbers 86:12 88:24

nurse 40:19 66:18,21

O

objection 121:6

obviously 40:20 111:20

occasion 37:18 50:10

october 26:25

odd 66:8

offenses 102:12 111:19

offered 76:20

office 10:11 11:24 12:15 19:25
38:2 40:10 44:9,10 85:23 114:22
121:7

officer 11:2,22 12:3,5 15:6,8
18:19 21:7 34:2 48:4,25 50:3
55:6 56:16,19 58:11 62:14,19,22
63:1,4,12 66:2 70:8 77:16 83:20
86:19,25 91:19,20,25 92:23 93:3
95:22 99:24 100:10,16 101:23
101:24 102:23 103:1,3,23
104:18,22,24 107:2 108:8 109:8
113:19,23 114:2 115:13,17,19
116:1 117:1

officers 3:12,23 13:1,18 17:11
20:6,8 37:16 38:11,16,18 41:2
47:1 48:25 50:10 53:8 58:1,2

62:6 67:14,19,19 73:20 81:13
83:2,5 85:14 88:6,22 89:12 92:2
92:17,21,22,24 94:18 95:6 99:20
101:19 103:12 104:5 107:9,13
107:23 108:2 111:18 112:17,24
113:13,18 115:9

offices 108:3

official 49:7

officials 108:16

oh 16:7

ohio 41:9

okay 7:14 20:19 24:12 25:12 32:9
42:7 52:11 55:8 56:5 65:24 67:1
70:13 78:14 95:2 96:25 98:2
102:3,6,7 110:23 117:11

old 21:6 28:24 30:2,17 33:18,22
73:21

once 11:20 12:3 18:17 26:19 38:4
38:6 39:3 49:24 51:4 83:23 85:9
112:25

ones 69:25 90:23

oneyear 62:17

ongoing 106:10

open 68:2,3 119:1 123:3

opened 33:9

opinion 53:12 62:12

opinions 105:6

opportunities 74:23

opportunity 12:4 18:25 22:22
30:24 33:6 43:9 48:3 69:6 77:22
77:24 96:9 122:13

opposed 6:16,25 7:1 8:5 78:25

opposition 89:9 90:16

opt 69:6,13

option 75:18

options 48:4 74:15,19

oral 31:3

order 3:3 4:1,3,18 12:9 57:2 82:24
84:3 95:23 121:14

organization 97:21,23

organized 83:8

original 100:9 101:21

ought 82:8

outcome 117:10

outline 96:10

outlined 24:22

outofstate 93:3

outside 41:17,17 62:6 75:1 92:21

overall 28:12 107:1,15

overlap 108:12

overriding 115:2
overrode 62:14
overseeing 41:6
oversight 25:2 27:22 28:10

P

p 1:8 98:19 123:18
packed 18:7
page 3:2
pages 124:7
paid 80:1 103:4
paperwork 51:14
paragraphs 30:8
parliamentary 78:4
part 14:2 29:24 40:23 41:25 46:4
 47:6,25 54:11 77:6 80:18 81:20
 81:22 82:7 103:17 117:5
participants 8:23 9:2
particular 56:6 71:21 77:3 96:7
 102:25 109:8
particularly 61:18
parties 30:25 74:17,20 77:1
 124:12
parts 8:10 109:17
pass 59:17
passed 48:18 52:5 57:14 61:8
 84:11,12
passes 6:17 8:6 35:15 79:20 87:10
 88:2,19 89:10 90:16
passing 52:6 81:15
patrol 66:2
pay 99:21 111:11 115:23 116:6,12
paycheck 100:2
pays 77:13
pd 50:19
penalties 105:15
penalty 102:8,10,23 103:22
 105:10 106:21 109:3 112:13
people 4:12 12:13 14:17 22:22
 31:3 44:23 48:17 54:9 59:22
 74:6 94:22 96:6
percent 81:15 108:21 114:9
performance 55:24
period 18:4,9 62:17 63:6 91:14,18
person 12:25 16:2,3 56:16,20 80:7
 113:22 114:1,13 116:21 117:3
 117:20
personal 53:17 71:21 91:11
 109:13
personally 13:7

personnel 36:18 68:1 75:25 76:10
 76:15 85:4,4,6
perspective 94:18
pete 2:3 4:25 16:8 79:9 98:17
petition 120:13
petitioner 120:14
phone 38:1 39:9 44:8,10 50:21,25
 51:2,15
physical 8:23 25:9,17,18 26:2,2
 28:1 47:5 60:22,23 62:20 63:23
 68:6,19 69:5 70:1,9 71:22 93:10
 93:12
physician 60:14 66:14
physicians 53:1
pick 91:17
picking 83:13
piece 34:18
pieces 29:13
pistol 84:24
place 8:18 13:6 30:6 33:11 41:14
 49:12 69:12,14,22 104:19
 119:12,21 120:12,15,18
placed 67:6 71:18 119:10
places 47:21 73:5
placing 35:7
plan 3:19 28:10,10 122:19
planned 80:11
plans 20:24 21:4,15 22:23,23 24:3
 25:3 30:9 32:2 122:23
platform 57:11
play 20:17 68:3
please 4:20,20 15:3 43:7,12 46:2
 47:12
pleased 122:14
pleasure 36:4
plugged 39:13 40:4 50:5
plus 61:13 65:4
pocket 77:14
point 4:12 6:12 16:14 17:17 27:7
 28:19,24 29:1 43:8 52:9,12 54:4
 70:3,14 71:17 72:1 73:10,12
 82:11 97:17 98:3 99:12 100:18
 100:22 107:25
pointed 48:11
pointing 64:16
points 104:20
police 9:4,12,16 10:7,8,8,9,10,12
 16:4 17:9 21:7,20 34:1 36:14,14
 41:17 44:15 47:25 48:4,16 53:2
 53:8 56:16,19 59:1,2 66:5 68:8,8

80:10 84:20,22 86:19,24 88:6,22
 89:12 92:1 95:22 103:12 105:3
 106:24 113:21 114:4,16 118:8
policies 50:6
policing 22:25 23:5
policy 11:8,12 102:18 103:2 107:6
policytype 111:22
portion 55:14 57:16 93:13
pose 53:13 100:12
position 56:18 61:10,18 66:7
 69:22 96:7 116:23 121:8
positions 9:22
possible 82:18 95:25 102:22
 121:15
possibly 16:21 76:15 99:11 101:4
 105:11,13 107:21 109:6 113:3
 118:19 120:3 121:9
post 86:6
potential 74:14,14 75:18 76:25
 77:2
potentially 108:14
pounds 66:19
power 27:17 115:8
practice 13:10
precarious 47:22 61:18 62:2 65:5
precautions 53:16,23
precedence 48:12 50:9
precise 71:23
pregnancy 41:22 46:22 52:18,20
 53:25 72:22 73:2,5
pregnant 37:1 38:12 40:11 43:20
 43:24 58:6,16 60:14 68:12,18
premature 121:3
preparation 119:17
prepare 13:20 91:24 119:16
prepared 75:14,19
present 2:8 4:22,24 5:1,5 8:13
 53:8 80:25 88:4 96:21 99:12
presentation 5:17,18 14:25 36:6
 97:11 105:14 111:2
presented 26:21 75:22 76:6 98:24
 111:5
presenting 55:18
preserving 7:17
pretty 5:17 12:18 19:11 38:22
 42:11 49:21 114:23 119:12
prevent 57:3
previous 63:2,22,24 79:20 80:12
previously 34:15 81:15
pride 67:18

primarily 111:5
prior 11:5 70:7 77:12 102:16
 103:7 111:9
privacy 43:14
probably 21:20 28:17,18 65:19
 73:8 99:25 111:16 117:20
problem 13:7 44:20 54:4 75:1
 111:17
problematic 78:6
problems 67:22 72:20 73:1 75:23
procedural 29:3
procedure 78:5
proceed 34:12 69:4 75:10 89:18
 121:17
proceedings 124:5,7,14
proceeds 121:24
process 14:23 28:24 29:12 30:11
 31:25 32:15 33:1,5,20 39:22
 43:15 51:24 67:8,23 71:8 72:12
 75:13 76:23 77:24 98:15 99:2
 100:8 109:10 114:21 121:9
produce 10:4 30:9
product 118:22
productive 18:23
profession 107:16
program 25:1 26:15 54:15
programs 10:19
progress 35:16 122:15
promptly 13:18
proper 30:24 53:16,23 72:13,23
 76:17
properly 50:18 54:18 78:11
 121:11,23
proponents 21:21
proposal 13:21 28:22 31:6 96:23
 118:19 120:25 121:13
proposals 121:23
proposed 3:9 23:7 29:14 34:12
 122:2
proposing 30:16 96:2
prosecutors 13:8
protect 4:15 67:19 71:5
protected 16:18
provide 31:3 33:6 43:17 73:8
 74:12 76:12 106:4 108:17
provided 10:5 97:22
psychological 60:22,23
pt 45:6 51:21
public 3:11,24 4:4 6:1 9:6 10:12
 15:23 16:16,23 17:19 23:18,19

23:23 24:6 26:22,23,25 29:11
 30:12 31:1 32:3,21 33:7,19 35:8
 47:21 80:4,5,7,13 82:13 85:13
 89:23,24 90:4 99:23 107:15
 108:9,16 118:14 119:24 120:21
 120:22,24
published 26:11,12
pueblos 57:25
pull 16:17 68:22
punish 114:12
punishment 99:15,22 100:14
 102:16 103:7,10 106:2 116:22
 116:24,24 117:18
purchases 108:12
pursuit 53:8
push 68:7
pushups 81:5
put 11:4,19 23:10,14,18,19 24:5
 26:22 30:5 32:18 34:2,23,25
 42:1 43:25 52:17 65:4 75:23,24
 76:15,21 82:7 83:24 85:10 86:4
 86:21 91:8,13 95:18 96:22 97:10
 99:24 101:14 120:9 121:8
puts 27:21 61:17 73:3
putting 25:1 30:4,18 61:25 73:17
 82:9 96:16

Q

qualification 52:18
qualifications 25:9 56:15,20
 84:12 87:15
qualified 55:1
qualify 51:13
quarter 17:5,7 18:17
question 14:22 15:3,22 19:3 28:16
 28:20 37:22 40:16 45:11 52:2,4
 56:5 62:25 64:24 65:10 66:10
 67:19 70:19 75:3,5,15 98:2
questions 14:21,24 16:12 17:23
 19:2 28:21 29:7 31:7 32:9 38:14
 42:12,14 45:10 46:1 47:2 48:11
 49:2 55:20 62:7 70:14 71:15
 95:2,4 97:16 100:12,21 106:14
 119:3 121:2
queue 14:10
quezada 2:3 5:8,9 8:1 42:15,17
 45:25 46:3,10,17,21 47:5 65:9
 65:14,21,23 79:17,18 88:10
 90:11 112:20,22 114:15 117:4
 118:1 123:11

quick 29:3 52:16 55:21 67:3 82:17
quickly 12:18 13:9 29:3 72:14
 108:7 109:15
quite 13:3 18:23 61:3
quo 30:16
quoted 64:3

R

raise 70:20
raised 28:16 73:10 75:18
raises 58:21
rate 115:22
ratification 89:12,19
ratifications 3:12,13 83:1,4 89:16
 90:18
ratify 27:4 83:9 84:5 86:12 87:1,3
 87:4,11,18,20 88:2,11,12,19
 89:2,3,6,10 90:2,13,16 96:4
 110:21
ratifying 83:18 87:8,24 88:16
reach 54:15
react 106:13
read 8:21 76:8
readdress 25:25
reading 52:2
reads 70:16
ready 13:8 55:12
real 32:8 52:16 67:3 109:15 119:7
 122:13
realitybased 10:4 94:24
really 4:12,15 13:9 17:16 18:24
 19:17 21:2 22:13 25:7 31:12
 33:4 41:19 57:5 96:16 99:23
 101:11,15 103:24 104:17 110:14
 112:18 114:20,22 115:19 118:21
 120:1,5,9 122:14
reason 19:24 57:22 58:13 67:17
 71:21 91:8
reasonable 19:11
reasons 71:22 72:13
recall 50:18 51:15
receive 30:25 32:21
received 24:20 97:21
receiving 13:15
recess 3:21 82:22 123:8,10,18
recessing 123:13
recognition 10:15
recognize 9:25 36:4 116:1
recognizing 54:2
recommend 42:24 66:19 68:19

72:7 121:20
recommendation 60:14 66:13,22
 68:22,23
recommissioned 60:5
reconvene 82:21 109:2 123:6
record 7:11,17 15:23,24 16:17
 24:8,13 82:1,3 103:19 104:6
 107:22 116:5
records 14:16 15:9
recruiting 9:23 39:14
recruits 67:14
redo 104:10
reduce 26:16
reduced 93:9
redundancies 29:25
redundancy 21:17 26:15
redundant 33:23
reenter 72:20
reentry 3:20 36:1 43:10 56:8 70:3
 70:15 71:1 72:23 78:17 79:20
reestablished 81:3
reference 41:22 42:5 52:13 58:14
 81:22,24
referenced 56:2 64:15
references 55:22,24
referencing 6:2 63:9
regarding 119:9
regardless 56:8 65:14
regards 66:10
regional 59:4
registry 17:4,4,9
regular 73:5 120:13
regularly 33:4
regulation 71:9
rehired 100:16
reinstating 81:14
reinstating 82:10
reiterate 50:2
related 15:6 18:7 72:13,22 124:11
relates 99:15
relocated 49:10
rely 58:19
remain 26:4
remaining 74:19
remedial 51:6 54:19
remember 27:8 28:8,13 55:7
 58:11 62:9
remind 115:7
reoccur 72:16
repealed 34:17

repealing 34:13
repeat 42:8
repetitions 81:7
replace 34:13,20 120:16
replaced 30:4
replacing 30:19 36:15
report 3:7,16,18,19 8:8,10,15 14:2
 18:1 20:14,15 37:8 42:21 73:25
 98:25 108:24 119:6,8 122:20
 124:6
reported 1:23 37:5 121:5
reporter 7:13
reporters 124:1
reporting 7:12
reports 42:19 98:13,16 110:4
 122:8,17
requaification 81:12
request 3:20 13:15 29:14 36:2
 70:16
requested 78:5 98:6 119:21
 120:12
requests 17:3
required 70:25 92:19
requirement 13:14 58:11 82:2
 83:15
requirements 3:15 18:17 24:22
 30:12,23 34:21 47:7 61:15 62:21
 62:22 68:20 69:5,5 71:7 80:22
 81:23 82:6 83:24 84:6,11,13
 85:9 88:5 91:3,5,17 93:1,11,12
 93:12 94:6 97:2,3 101:20
requiring 81:12
research 72:12 75:11 105:23
 108:23
resign 113:24
resignation 42:22
resistance 92:4 94:14,14,16
resolution 74:14 77:1
resources 108:9
respect 43:14
respondent 13:12
response 92:4 94:13,14,15
responsibility 104:18
responsible 17:7 44:6 83:18
rest 55:7 58:17 85:12,17 103:17
 114:10
result 100:9
resulted 30:1
results 100:15
retired 49:5 53:19

retirement 49:10
return 38:4,5,20 49:19,25 51:25
revamp 112:15,23
revamped 97:9
review 7:20 52:16,22 101:2
reviewed 52:21
revised 99:8
revocation 102:24
revocations 104:8 106:5
rewriting 73:17
rick 2:9 28:8
rifle 84:25
right 6:1 12:23 14:3 15:11 22:2,5
 27:20,21,22 28:5 32:3 33:11
 35:10 39:24 42:16 46:6,12,14
 53:9 59:19 65:12,19 66:9,17
 68:17 69:16 75:14 76:21 92:15
 95:8 102:15 104:12 106:7
 107:10 117:23 120:3
risk 18:18 53:13
road 109:16 117:22
roll 3:4 4:17,19,20 79:4
rolled 28:9 122:23
rolls 121:22
room 41:3 48:23 94:21,23 109:20
 113:11
round 109:21
rpr 1:23 124:21
ruidoso 81:2,7,8
rule 13:14 23:15,16 29:14 30:2,7
 30:20 31:10 32:20,22,23 33:5
 34:13 56:6 58:14 70:25 72:22
 73:8 75:11,20 76:5 77:3 82:7,9
 93:24 105:4 121:13,15,18,19,22
ruled 63:3
rulemaking 28:23 29:12 30:11,13
 30:23 31:2,24 32:15,15 33:1,20
 34:12 35:9
rules 31:6 37:5,7 40:12 57:5 67:5
 111:23 124:12
ruling 63:20 64:18
run 54:7
running 11:24 12:18 14:14,19
runs 70:1

S

s 19:25
saddle 61:1
safety 9:14,17 34:21 47:22 85:13
 89:23,23,24 90:4

san 88:21
sanctions 114:12 115:7
sanders 36:15 39:4 42:4 44:16
 49:5,9 58:12
santa 10:8,9 59:9 79:24
satellite 8:15 25:16 31:13 58:25
satisfies 56:20
satisfy 83:24
saw 19:13
saying 24:17 26:7 43:23 48:7
 54:21 61:7 77:8 104:10 111:17
 113:22 118:3
says 52:3 56:15,25 60:13 61:24
 62:5,14 64:2 65:25 66:12 107:2
 113:16 116:8 120:11
scenario 71:2 77:11
schedule 40:1 58:25 65:6 74:3,4,8
 74:8 102:12
schedules 36:12 59:4 72:4 84:16
school 9:19 16:10,10
schooling 16:6
schools 10:12
scope 115:15
score 16:5 46:15 69:25 81:15
scot 2:5 79:7
scott 4:23 16:25
second 5:24 6:9,10,21 8:1,2 34:9
 35:5 42:21 45:2 72:17 78:1,15
 78:16,22 87:5,6,7,21,22,23
 88:13,14,15 89:4,5 90:10,11,12
 102:8,15 105:22 120:9 123:12
secondly 29:6
seconds 7:7
secretary 16:14,25 66:25
section 34:17 120:11
sections 38:25 92:5 98:15
see 7:8 8:21 11:8 13:23 15:9,10,12
 16:8,14,21 17:17 18:19 20:22
 23:20 38:2 39:14 41:2,7 42:10
 48:20 52:15 53:24 77:14 93:15
 93:23 94:11,12 96:11,12 101:13
seek 32:3
seen 64:14 69:10 102:11
segment 41:21
selection 36:16
send 11:14 19:14 38:16 51:6 63:1
 63:14 64:13 100:15 101:3,20
 112:14 113:5,7 114:2,17 115:2
sending 11:12 17:8 113:2
sense 95:18 103:18 105:15 106:18

115:6
sent 49:13 100:9 107:5
separate 115:14
september 9:19 11:18 26:25
sergeant 2:3 5:8,9 8:1 42:15,17
 45:25 46:3,10,17,21 47:5 65:9
 65:14,21,23 79:17,18 88:10
 90:11 112:22 114:15 117:4
 118:1 123:11
serious 107:20 112:16 113:12
 114:10
seriously 45:1 118:9
serve 118:14
served 103:18 117:13,17
service 3:24 9:6 116:13
session 68:2,3 76:14 110:22
set 48:12 51:23 56:21 84:6 124:7
setting 61:7,9
seven 24:9,14 60:13 68:12 82:14
 82:20
sfsts 55:5
shape 47:10
sharing 18:12
sheet 17:14
sheriff 2:4 5:2,3,15,21 6:3,6,21
 20:22 34:8 49:4,16 53:2 62:8
 63:19 64:16,22 66:4,7 79:2,11
 79:12 87:6,18 89:5 98:21 101:5
 119:14
sheriffs 10:9,11 21:19 22:9 24:21
 99:9 104:4 106:25 107:18
 114:11
shes 40:17 42:16 54:4,5,17,20
 59:14 64:3 65:5 67:7,8 68:8
 69:17 72:3 73:18,19 74:2
shocking 111:11
short 30:8 91:14,18 121:14
shortened 30:1
shorter 30:4
shorthand 124:6
shot 53:21
shotgun 85:1
shouldnt 55:10 104:19
show 51:8 64:5
shown 63:4
shows 52:25
side 11:22 12:12 14:15 54:6
sides 13:20
sign 12:9 37:13 44:4
signed 13:12 80:7

significant 108:19
silver 9:12 97:7
simply 43:8
simulation 94:25
simulator 68:11
sincere 10:21
single 113:10
sir 6:6 14:11 15:2,8,25 17:7,21,23
 17:25 18:25 19:7 20:2,10,16,19
 20:19 24:11,19,24 25:4,11 26:10
 32:6 33:21 35:20,24 36:6 42:19
 45:17,23 46:16,20 47:19 49:13
 49:15 50:20 56:4,10 58:23 63:8
 63:25 70:5 73:13 74:10,21 79:23
 86:15,17,18 88:3,20 89:11,21
 91:1 92:10 95:10,13 96:24 97:15
 97:24 98:8 101:6 102:4 122:22
sit 103:4 105:3
sits 101:22
sitting 49:5 123:5
situation 36:17 37:2,6 38:3 42:6
 47:22 58:20 62:2 65:5 71:5 73:4
situps 81:5
six 20:18 24:13 75:12 112:13
 116:7,17,19,19
sixfoot 57:11 68:11
sixweek 54:11,14
sized 68:7
skill 15:9
skills 15:24 16:1 86:5,8,9 117:23
slightly 33:19
slot 71:3 79:24
small 54:3
social 4:11
soland 2:5 4:6 5:4,5 52:12 79:13
 79:14 97:17 98:2,7 123:12
solely 57:3
solution 38:3 77:1
somebody 57:10 68:13,23
somewheres 51:18
son 53:21
sort 13:2 115:14,20 121:20
sounds 97:13 112:5
southeastern 62:1 68:25 87:13
 91:12
space 69:8
speak 36:9 42:25 43:12 56:8 73:2
 76:16 103:18 104:20 105:10
 109:13
speaking 21:5 32:8 47:20 80:11

99:3
speaks 76:19
special 26:14
specific 51:10 58:11,15
specifically 58:14
specifies 115:21
spilled 17:13
spitting 107:13
spoke 37:3 40:19 44:16
spot 44:21 52:8,10
stacking 12:12,17 14:10
stacks 19:15
staff 10:14,19 18:10,11 19:17
 28:12 74:18,22 105:20,23
 108:13 118:4,19 119:19
stage 52:19
stairs 68:9
stand 19:2 31:7
standard 81:23 106:24 108:10
standardization 118:16
standards 21:7 25:6,8,13,17,18,18
 25:25 29:21 31:23,24 32:5 34:2
 34:3 63:23 80:20,22,23 81:3,4,6
 84:7,17 118:9
start 8:24 9:1,18 23:16 39:10
 48:18 55:21 61:2 72:7 75:6 77:2
 77:7,21 79:21 88:24
started 21:12 24:9 36:23 74:1
starting 48:5 107:25
starts 77:11 86:21,23 87:15 88:7
 90:3
state 4:8 9:4,10 10:7,8 16:4,11,11
 17:4,8,9,12 18:20 21:22 41:9
 47:25 48:16 50:6 56:17 59:1
 61:24 73:13 75:7 77:13 83:15,16
 84:19,22 85:12,15 88:6,23 89:12
 90:3,21 91:20,25 92:17,21 94:12
 106:24 108:12 109:18 111:9,25
 113:21 114:4 118:8
statement 45:14 52:14
statements 73:16
states 21:23 22:3,3,4 29:21 31:16
 95:6
stationery 69:1
status 3:8 20:12 30:16 115:11
statute 56:11 60:10 61:24 63:9
 105:4 113:17
statutes 111:23
stay 19:23 25:10,11,13,24 26:1
 40:22 41:1 66:20 109:25 114:13

stays 119:19
stenographic 124:6
step 33:13 35:10 38:4,22 43:1
 44:11,12 45:18
stepped 38:8,19
stepping 44:18
steps 40:7 54:3
stick 39:6 43:8 55:18 121:20
sting 116:25
stipulated 12:9
straight 14:18
street 37:16 38:12 99:24
streets 49:1 54:9 100:3 104:7
strengthen 4:10
strongly 72:19
structure 107:7 118:21
structured 38:13 106:21 119:2
struggled 52:3
study 44:23
stuff 11:11 16:16,18,22 17:18 42:3
 51:16 64:3
subcommittee 52:23 70:23 98:15
 98:20,24 102:14 105:9 106:16
 108:25 109:2 110:9 112:6
 118:20 119:14 121:1,5 122:4,6,8
 122:12,17
subcommittees 105:16
subjects 52:4
submission 114:5
submit 99:10 114:11
submitted 49:11 100:10
submitting 101:4
subpoenas 13:19
subsection 56:21
subsequent 121:21
substantial 113:14
suggest 92:3 111:23
suggesting 66:17 119:13
suggestion 95:23 105:11
suggestions 101:13
suing 47:24
suited 76:14
summarize 29:19
summary 49:17
sunday 9:2
super 14:17
supplied 52:3
support 74:13 110:11 111:13
 112:2
supporting 10:18

supportive 74:20
suppose 100:1 119:3 120:25
sure 13:17 24:12 25:23 40:3 42:6
 45:12 46:2 51:13 53:21 54:7,20
 55:13 58:1 60:20 61:16 67:20
 74:23 75:9 92:8 100:25 110:7
 122:1
surfaced 81:11
survival 18:19 55:6
suspend 21:14 99:20 103:16 113:5
 113:20 115:19 116:6 118:5
suspended 116:1,21
suspension 102:22 103:3,8,17
 111:10 112:13 113:14 115:9
 116:7,9
suspensions 104:5 106:5
sustains 69:3
sympathetic 72:18
system 4:10,11,16 17:2 19:25

T

tactic 15:13
tactics 10:16 18:18 45:1 51:2
 54:14 57:14 58:24 59:7,10,12
take 6:18 7:7 12:7 18:5,10 22:16
 26:14 27:23 28:3,15 29:25 30:2
 32:16 35:5 37:16 40:7 44:4
 53:23 57:16 62:6 67:18 69:17,25
 69:25 70:18 72:10,18,19 74:25
 75:8 78:12 82:14 83:9 92:17
 94:4,8 96:19,20,21 99:24 102:16
 103:6,16 104:7,20,25 105:25
 109:7,16 111:20 112:17 113:1
 120:6 121:12
taken 8:18 29:1,4 57:13 60:3
 70:10 72:4 73:11 80:24 86:1,11
 93:14 124:5
takes 30:14
talk 16:15 18:17 23:2 40:18 43:10
 84:4 85:3 92:10 93:17 100:19
 106:23 118:10
talked 21:22 22:9 27:2 39:5 41:24
 44:25 73:14 122:23
talking 32:13 63:17 75:12 102:1
 106:1 108:18 118:23 120:4
talks 52:22 56:21
tanner 109:20,23
target 61:6
taught 15:14 94:17,17 97:20
teach 27:12 59:7,9,11 61:21 84:24

84:25 94:7
teaching 21:9
team 14:15 18:8
technical 49:2 57:4 80:15,25
 81:18 82:9 103:14
technically 117:12
techniques 10:17
telecommunicator 89:23,25 90:21
telecommunicators 3:14,25 9:7
 85:14 89:17,20 90:4,10,19,20
tell 16:1 37:17 57:23 62:3 66:20
 68:15 83:12 117:1 120:7
telling 40:17 95:6
tells 16:3
temporary 56:25 57:2
ten 15:13,14 46:11 68:8 82:20
tenths 52:9
terminated 62:19
terminating 113:23,24
termination 113:13,25
terms 72:20 74:13 78:4
test 59:10,12 70:9,12 107:2
tested 70:10
testify 31:3
tests 26:2,3 44:23 84:11
texas 93:4
thank 4:4,6,13 6:11 7:16 17:24
 20:9,10,11 35:17,20 42:13 45:24
 52:11 55:8,17 67:1 78:14 80:2,3
 82:11,12 83:10 86:14,15 89:13
 89:14,15 90:19 91:1,2 98:7
 102:5 105:18,21 106:6 109:25
 110:1 112:7 122:6,7,10 123:5,7
 123:17
thanks 10:21
thats 17:20 20:19 23:1 28:6,8,11
 30:7 31:9 32:7 33:18 36:20
 38:12,14 40:2 42:11 45:9 48:6
 48:25 51:23 67:24 68:1 69:15
 71:11 73:22 75:17 76:13,20 82:7
 82:11 84:18 85:1,7,13 86:11,12
 95:9 96:14,17 99:8,22 100:18
 106:11 107:16 108:10 111:4,11
 114:2,14 116:5,22 118:7,12
 120:5 122:7
theoretically 16:17
thereabouts 26:8
theres 7:24 16:23 19:24 22:14
 34:5 35:4 37:18 40:18 55:19,22
 57:21 58:20,23 60:11,12 61:23

61:23 72:25 74:16 77:25 78:16
 78:22 82:1,2 87:7,20 88:12
 94:24 99:25 102:13,24 103:14
 108:3,22,25 115:1
theyll 113:6
theyre 15:17,18 24:20 29:8 37:17
 37:21 47:2,3 51:7,17,19,19 61:6
 65:1 71:3 72:5 73:20 84:3 90:25
 92:23 96:23 100:2
theyve 14:17 15:14 18:20 25:14
 48:17 57:13,14 59:25 69:20
 70:10 84:10,11,12,13,16 86:6
thing 22:12 37:4,8 47:4 49:22
 50:21,22 51:21 57:17,17 60:21
 65:20 69:18,20 72:17 100:5
 115:24
things 9:8,14 10:23 11:25 12:13
 13:2 18:2 36:20 43:13 60:8,9
 64:6 67:13 73:19,23 77:4 92:11
 93:20 94:3,18 95:13 97:8 105:7
 112:3
think 5:23 14:13 16:19,21 19:13
 19:23 24:8 25:19 28:6,15 29:7
 29:13 32:13 36:18 38:10,13 39:1
 45:9 50:16 53:12,15,25 66:14
 71:11,24 72:2,17 73:7,10 76:16
 76:19 78:11 82:14,19,23,24
 95:19 96:6,12 97:12 98:9 100:23
 100:24 103:5,15 104:2,13,24
 105:7,21 106:7,11,15 107:16,25
 108:6,13,22 110:23,25 111:7,14
 111:16 112:15 114:8,20 115:3
 116:23 117:25 118:6,16,18
 120:10,16,22
third 74:2
thirdly 77:2
thoughts 92:6
three 5:12 19:10,22 38:20 45:9
 47:14,14 48:6,8,13,14 50:10
 54:15 60:2 77:4 90:22 98:19
 99:21 105:2,6 113:11 116:14
 118:5
threequarters 36:25
threeweek 93:9
tighten 73:8
time 7:20 9:19 12:10,20 13:11,13
 13:25 21:2 27:11,11 28:11 31:4
 31:11 36:8 38:21 39:12 45:5
 46:22 48:18 49:6,15 50:3,24
 54:10,25 55:16 62:16,25 63:2

64:18 67:3 71:23 72:11 73:11
 77:13,15 82:14,19 84:20 90:24
 91:14,18 93:8 95:13 103:18
 107:14 114:17 116:15 117:13,16
 117:19 120:14,22
timeconsuming 15:19
timely 120:12
times 19:8 45:8 81:7
timetable 12:18
tip 114:8
title 80:18 81:19
today 59:7 64:17 72:16 76:4
 111:10
told 37:11,12,22 40:2 43:19,24
 44:17 51:20 60:18,19 64:7 68:14
tomorrow 123:14
tomorrows 123:6
tony 109:19
tool 122:12
top 19:23 44:21 52:7,9 54:19
topic 72:10 100:6 102:8,16 106:10
topics 91:18,23 96:12 98:22,23
 100:18
tore 38:22
totality 94:19,20
touch 85:4
touched 62:12
track 74:7
tracking 27:21
traditionally 110:16 111:10
training 10:1,5,14,19 15:7,10 21:8
 29:21 31:23,24 32:5 34:2,18
 39:13 46:7 47:9 48:20 51:6,8
 54:20 67:10 86:7,10,20,25 91:10
 91:19,23 92:6,18,19 94:9,24
 95:19,21 96:5 98:1,5
transcription 124:8
transitioning 91:21
transparency 17:19 35:10,19
transparent 106:4
transparently 35:7
trash 107:13
travel 5:18 6:4 18:3
traveling 82:16
treatment 67:22
tribe 97:20
tribes 57:25
tried 19:11 46:25 86:20,21 106:13
trip 36:11
trouble 45:8

true 107:7 124:8
try 4:15 17:1,20 18:16 29:19
 65:15 69:24 76:3 95:14 106:16
trying 15:16 31:14 46:15 51:19
 67:22,24 73:4 90:24,24 103:14
 113:1 115:25
turn 58:22
turned 27:18
twice 68:9
twist 48:13
two 9:22 19:22 26:2 29:13 37:19
 39:11 41:15 44:24 45:8 48:4
 53:1,6 55:2 57:9 59:9 61:14 68:9
 72:2,2 74:4 79:3,19 81:14 85:1
 92:18,23,25 93:14 94:6 98:23
 100:12 102:11,24 103:4,18,20
 104:22 105:16 110:12 112:13
 116:6,9,11,14,21 117:2,7,10,14
 117:24 118:4 122:7
twomonth 103:3
twoweek 93:16 96:10 97:22,24
 103:8
type 15:5 36:20 71:6 76:22 108:1
 110:24
typed 17:14

 U

ultimately 116:4
unable 63:23
unbecoming 102:23 103:2 108:7
unclear 108:22
uncomfortable 37:17 77:9
underneath 22:24
understand 15:21 18:22 32:9
 34:11 46:18 47:21 49:5,9 50:6
 51:18 54:22 57:9 78:17 80:6
 93:19,20,21,21 95:17 106:12
 115:25 117:5
understanding 30:15 31:21 33:3
 43:16 45:14 49:17,23 56:1 65:11
understands 93:18
underwater 27:13
undo 32:17 106:2
unfair 67:21
unfortunate 37:2
unfortunately 36:11 53:20 54:8
 113:11
united 21:23 31:16
university 9:12,16 80:10
unmanageable 15:19

unpaid 117:18
update 3:8 20:12 73:24 75:23
 76:22
updated 73:22
updating 29:25
upset 51:22
uptodate 35:3 95:5
use 74:6 84:19 92:4 94:13,16 99:9
 102:10,14 117:10
usual 13:5
usually 37:21

 V

vacant 9:22
vacuum 21:18
valid 82:9
vehicle 68:9
vehicles 108:11
verbiage 119:20
versions 72:15 102:11
versus 19:6 33:24 73:5 93:19
 94:16
vested 108:15
vetted 27:19 31:18
vice 2:3
violate 67:5
violation 11:9 107:7
violations 9:14,17 108:19
violence 55:6 112:1,11,13
visiting 4:9
voice 79:4
volume 106:13
voluntarily 38:9 44:14 45:15
vote 23:24 32:14 35:5 76:5 79:4,4
 79:19 83:9
voted 21:13 27:3 121:23
voting 76:23

 W

wagon 6:8
wait 14:22
waited 27:3
waiver 3:15 9:5 12:10,20 19:18
 44:3 91:3,5,9,17 92:14,20 93:1,8
 93:16 94:1,8 95:5,10 96:6 97:3,6
waivers 13:6,10 37:13
waiving 19:18
walk 38:24 58:2 62:5
walked 40:9 94:21,22
walks 57:10

wall 68:10,11
waller 2:4 5:2,3,15,21 6:3,6,21
 20:22 34:8 49:4,16 62:8 63:19
 64:16,22 66:4,7 79:2,11,12 87:6
 87:18 89:5 98:21 119:14
want 4:6,13 7:11,15 12:11 15:9,10
 15:12 16:9 17:20 19:21 20:2
 21:1 23:2 24:12 25:7 37:13,23
 40:6,15,22,25 43:15,19 48:7,20
 50:17,20 60:8,9 61:11 63:12
 67:21 74:20 80:17,25 82:5,17
 99:6 106:6 109:15,24 110:7
 111:21 118:7,8 120:1,7 122:1,10
 123:2,3
wanted 20:23 25:22 40:24 41:1
 58:6 73:23 82:11 91:8
wanting 41:11 43:20 48:24 65:1
 117:7
wants 16:23 20:7 27:12 41:8
 64:12,23 79:24 85:19 95:16
 108:19 109:11
wasnt 13:13 39:22 41:16 45:2
 64:20 66:21 96:14 112:8
watch 57:21 62:4 64:6 70:6
way 11:5 17:2 19:4 23:6 28:8,12
 30:17 31:17 36:25 38:12 57:24
 64:10 66:23 68:21 75:15 83:9
 95:15 103:10 116:1 118:16
ways 117:24 119:1
weaver 16:25
weaving 27:13
wed 17:5
weeds 105:9
week 26:4 27:23 28:2 36:25 37:1
 45:2 47:14,17 48:13,14,17 52:5
 54:12,12,13 59:20 69:17 74:2
 75:6 77:22,23 78:18,19 91:14
 93:24,25 94:25 113:21
weekends 41:18
weeks 22:4,4,5,5 24:23 25:21
 26:16 33:24 38:6 39:8,11 47:14
 47:15 48:6,8 49:25 59:9 60:13
 60:24 64:25 65:16 68:12 72:2
 75:2 77:12 84:23 85:1 93:14
 103:18 116:6,22 117:8,11,14
 118:4
weigh 29:12 83:8 92:7 108:1
 109:12,14 120:24
weights 111:6
welcome 4:4 83:9 109:10,24 112:7

123:2
wellneeded 82:24
welltaken 97:13
went 10:25 16:3,9 24:9,18 25:6
 26:22 40:14 60:5 63:21 75:2
wesley 2:4 5:2 79:11 98:21
west 1:9
western 9:11,15 80:10
weve 9:5,6 13:4,22 18:2,23 19:5
 20:19 22:8,9 31:17,17,18 33:24
 36:19 39:2,9 41:19 48:16 72:15
 84:15 86:20,21 89:22 94:10
 101:7,18 104:14 106:12,12
 107:5 116:11,11 122:22,24
whats 30:19 33:13 46:13 64:14
 66:7 106:9
whatsoever 124:13
wheelhouse 120:10
wholeheartedly 107:24
widgets 61:17
wife 53:18
williams 1:23 124:3,21
willing 40:7 75:21
wishes 61:25 121:16
withdrawing 45:15 60:15
wonderful 4:9
wont 22:13 94:8
word 2:9 12:22,24 24:7,12 29:16
 29:18 32:11 34:10,24 66:23
 76:16 78:8,9 103:14 115:5
 121:10 122:5
wording 66:18
work 11:23 16:20,21 39:11 48:23
 57:24 58:9 60:20 74:24 83:20
 92:25 105:3,19 106:15 108:23
 115:22 116:12 118:16 121:25
 122:3
worked 91:13
working 9:16,18 13:17,22 15:11
 17:1 41:6 66:2,9 118:19
works 12:25 101:23
worried 46:4
worstcase 77:11
wouldnt 42:7 104:9
wow 72:2
wrench 57:12
wrenched 59:20
write 22:23 43:22,23 44:3 68:16
 113:7
writing 22:23

written 30:25 52:18
wrong 33:9 62:10 84:21 105:1
 117:2
wrote 44:13

X

Y

yards 68:7,8
yeah 116:8
year 9:24 13:22 19:6 20:5 36:23
 59:14 60:2,3 75:12 83:21 116:16
years 15:14,15 19:22 26:9 29:20
 29:20 37:20 57:9 62:23 73:21
 92:19,23,25 94:6 104:22 105:2,6
 112:9
youll 7:6 8:21 40:21
young 4:12 58:5 60:17 61:11
youre 6:2 20:18 24:16,25 26:7
 28:22 31:22 47:15 48:4,7 55:12
 61:25 63:8,15,16,17 76:4,20
 77:8 95:5 108:18 116:9,18
 117:11 120:4
youth 4:15
youve 16:6 46:6 64:14 76:4 105:5
 117:1

Z

zuni 97:19,20

0

00 1:8
000 92:16
03 60:2
05 123:18
07 50:15

1

1 1:8 3:3,23,24 4:1 81:18,22,25
 82:3,5,10 86:22 87:3,5,8,11
 89:25 90:3,8,10,13,16 113:15
10 3:10,13 21:7 23:8,10 30:5,19
 32:17 33:17 34:13,14,19,24,25
 52:18 56:24 60:2 80:18 81:19
 89:19 113:15 119:15
100 108:21
10th 7:5
11 1:8 3:15 50:17,17 60:2 91:3,5
 124:4
112 88:4
119 3:18

11c 113:15
12 3:16 22:5 36:25 37:1 50:17
 56:18 63:1,10,11 64:10,10 98:12
 110:9 124:22
122 3:19
123 3:21
129 89:25
12hour 85:5
12month 63:6
13 3:17 26:9 28:9 60:2 98:15
 110:6 119:5,8
14 1:23 3:19 26:9 34:19,25 47:14
 47:17 52:6 60:2 75:6 77:12,22
 78:18,19 122:19,21,22 124:3,21
15 3:20 5:16,20,24 6:13 19:6
 27:23 28:2 36:1,4 56:24 124:22
150047pst 90:4
150076pst 90:5
150111p 86:23
150149p 86:23
150150p 87:16
150171p 87:16
150172p 88:7
150190p 88:8
150191p 88:24
150198p 88:24
16 3:21 9:24 22:5 24:23 25:21
 26:16 123:8
16week 3:8 20:12 21:8,15,24 22:1
 22:8,10,13 23:11,20 24:1,2,17
 25:1 26:20 27:16,18 33:23,25
 34:3,14 59:5 84:9,17 85:8
17g 52:18
180 90:20
19 22:8 24:18 97:9
190 86:20,25
190pound 68:7
191st 8:24
19week 25:14
1d 119:15 120:11

2

2 3:4 4:17 81:19,23,25 82:3,6,10
 87:14,19,21,24 88:2
20 3:8 68:7 97:7 114:9
2001 26:8 31:12
2009 93:10 95:12
2010 95:12
2013 21:12,13 26:13 27:7 29:24
 30:20 80:18,24 81:16,19 102:20

2014 10:24 19:6 27:5 81:1
2015 1:8 3:6 8:24 98:19 124:4
207 1:9
20th 8:24
22 22:4 33:24 84:23
22week 23:12 26:15 30:3
23 3:10
235 17:8 57:24 83:16 92:16
23year 15:22
24 18:6
24hour 18:4,9
25 60:2 66:19
26 14:3 22:4
28 75:2
29 3:10 21:7 23:8,10 30:5,19
 32:17 33:17 34:13,14,19,24,25
 52:18 56:24 80:18 81:20 113:15
 119:15
2976 56:15
2nd 9:2

3

3 3:5 5:10 88:5,7,11,13,16,19
30 32:22
300 81:5
31 124:22
33 21:19
34 87:14
35 88:21
36 3:20

4

4 3:3,4,6,23 7:2 17:11 88:22 89:2
 89:4,7,10 92:16 113:15 123:18
40 92:18 117:18
40hour 93:9 95:8,19
45 12:16
4th 98:19

5

5 3:5,7 8:8,9
50 22:2

6

6 3:8 20:12
60 21:20
65 9:1
67 14:5

7

7 3:6,9 23:7 35:25 119:15

78 8:23

8

8 3:7,11 21:7 23:10 30:5,19 32:17
 33:17 34:13,24 52:18 80:4
80 3:11 81:15
800 17:11
824hour 80:19
83 3:12
87301 1:10
89 3:14

9

9 3:10,12 21:7 23:8,10 30:5,19
 32:17 33:17 34:13,14,14,19,24
 34:25 52:18 56:24 80:18 81:20
 81:22 82:7 83:1 84:2 86:19
 89:16
90 13:15 23:23 27:1 85:21,21
 117:12,13,16
91 3:15
910 3:6
98 3:16
9th 7:5 39:11