



Agenda

CITY CLERK'S OFFICE

DATE 10/9/13 TIME 4:07pm

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PUBLIC SAFETY COMMITTEE

Tuesday, October 15, 2013

4:00 PM

City Council Chambers

200 Lincoln Avenue, Santa Fe, NM 87501

1. Roll Call
2. Approval of agenda
3. Approval of Tuesday, August 20, 2013 minutes
4. Old business:
 - A. Update on the Fire Department Apprenticeship (Fire Chief Litzenberg)
5. New business:
 - A. Approval of the 2014 Public Safety Committee Meeting Dates
 - B. Public Hearing:
 1. Proposed resolution relating to the health safety and welfare of the residents of the City of Santa Fe encouraging the Santa Fe Police Department and the residents of our community to come together in a collaborative effort and for a common cause-take illegal drugs off the streets of Santa Fe (Councilors Dimas, Dominguez, Rivera, Trujillo and Bushee) (Police Chief Raymond Rael)
 - C. 2013 Post Fiesta Report (Police Captain George Ortiz, Police Lieutenant Marvin Paulk)
 - D. Recruiting/Retention Proposal (Police Chief Raymond Rael)
 - E. Santa Fe Police Department Shift/Scheduling (Police Chief Raymond Rael)
6. Matters from Municipal Court
7. Matters from Police Chief Raymond Rael
8. Matters from Fire Chief Erik Litzenberg
9. Matters from Committee Members
10. Communications from the Floor
11. Adjournment

For information regarding the agenda, you can call Shannon Cantu at 955-5074. Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6520, five (5) working days prior to meeting date.

PUBLIC SAFETY COMMITTEE MEETING

INDEX – OCTOBER 15, 2013

Roll Call	A Quorum was declared and reflected in roll call	Page 1
Approval of Agenda	<i>Mr. Mizrahi moved to approve the agenda as presented, second by Councilor Rivera, motion carried by unanimous voice vote.</i>	Page 2
Approval of Mintues	<i>Councilor Rivera moved to approve the minutes of August 20, 2013 as presented, second by Mr. Harris, motion carried by unanimous voice vote.</i>	Page 2
Old Business a. Update on Fire Department Apprenticeship	Informational, no formal action taken.	Page 2
New Business a. Approval of the 2014 Public Safety Committee Meeting Dates. b. Public Hearing: Proposed resolution relating to the health, safety and welfare of the residents of the City of Santa Fe encouraging the Santa Fe Police Department and the residents of our community to come together in a collaborative effort and for common cause-take illegal drugs off the streets of Santa Fe (Councilors Dimas, Dominguez, Rivera, Trujillo and Bushee). (Police Chief Raymond	<i>Dr. Mier moved to approve the 2014 Public Safety Committee Meeting Calendar, second by Councilor Rivera, motion carried by unanimous voice vote.</i> <i>Dr. Mier moved to approve the proposed resolution as documented above with a start date of January 1, 2014, second by Dr. Lewis, motion carried by unanimous voice vote.</i> <i>Mr. Harris moved to approve the Recruiting and Retention Proposal. Died for lack of a second.</i> <i>Councilor Rivera moved to table action on the Recruiting/Retention Proposal to the next scheduled meeting of the Public Safety Committee to hear the interpretation from the</i>	Page 3-9

Rael c. 2013 Post Fiesta Report d. Recruiting/Retention Proposal e. Santa Fe Police Department Shift/Scheduling	<i>City Attorney, second by Dr. Mier, motion carried by unanimous voice vote. One vote in the negative.</i> No formal action on Item E.	
Matters from Municipal Court	None	9
Matters from Police Chief Ray Rael	None	9
Matters from Fire Chief Litzenberg	Informational	9
Matters from Committee Members	None	9
Communications from the Floor	None	9
Adjournment	Chair called for adjournment at 5:45 pm	9

1. Roll Call**Present:****Councilor Ron Trujillo, Chair****Dr. Nancy Owen Lewis****Herbert Harris****Peter Mizrahi****Councilor Chris Rivera****Dr. Mike Mier****Not Present:****Mike Bowen****Staff in Attendance:****Chief of Police, Ray Rael****Fire Chief, Erik Litzenberg****Lt. Marvin Paulk****Others Present:****Anna Serrano for Fran Lucero, Stenographer****2. Approval of Agenda**

Mr. Mizrahi moved to approve the agenda as presented, second by Councilor Rivera, motion carried by unanimous voice vote.

3. Approval of Minutes

No changes from staff.

Councilor Rivera moved to approve the minutes of August 20, 2013 as presented, second by Mr. Harris, motion carried by unanimous voice vote.

4. Old Business**a. Update on the Fire Department Apprenticeship (Fire Chief Litzenberg)**

Abel Perez unable to attend meeting today. Chief Litzenberg said Mr. Perez has one week left under the program and that he will give a final report at the next Public Safety Committee meeting. This has been a great program for the Department.

5. New Business**a. Approval of the 2014 Public Safety Committee Meeting Dates.**

January 21, 2014	February 18, 2014	March 18, 2014	April 15, 2014
May 20, 2014	June 17, 2014	July 15, 2014	August 19, 2014
September 16, 2014	October 21, 2014	November 18, 2014	December 16, 2014

Dr. Mier moved to approve the 2014 Public Safety Committee Meeting Calendar, second by Councilor Rivera, motion carried by unanimous voice vote.

b. Public Hearing

- i. Proposed resolution relating to the health, safety and welfare of the residents of the City of Santa Fe encouraging the Santa Fe Police Department and the residents of our community to come together in a collaborative effort and for common cause-take illegal drugs off the streets of Santa Fe (Councilors Dimas, Dominguez, Rivera, Trujillo and Bushee). (Police Chief Raymond Rael**

Chief Rael provided an overview: **(Exhibit A)**

The Santa Fe Police Department will explore by January, 2014 an effective 234-hour hotline to report illegal drug activity or any suspicious activity. Secondly, the intent is to continue to coordinate and work with neighborhood watch groups, to lobby our legislators and continue steadfast work in the city. The resolution also requires the Santa Fe City Police Department to coordinate with the 1st Judicial District Attorney's office to assure prosecution of all drug trafficking cases. We can demonstrate that we are working with the District Attorney's office and other Federal Agencies. The resolution also details the commitment to work with the NM State Legislature and with the Schools.

Councilor Dimas, as a sponsor of this resolution, reiterated the importance of taking immediate action and getting drug dealers and illegal drugs off our streets. Too many of our young people are dying from drug abuse. It is important to continue working with our schools. This resolution has many well thought out points of action. This Resolution has the support of the Santa Fe Police Officers Association and my fellow co-sponsor Councilors. It was noted that we do have a City Police Officer at the schools, Officer Purdy and Councilor Dimas is pleased to hear this. (Councilor Dimas reiterated the components of the Resolution) – Exhibit A. Councilor made reference to an article released from the Federal Center for Disease Control Prevention where it indicates that New Mexico led the nation in prescription drug overdose deaths. Teen drug use is way above the National average and there are an estimated 25,000 people addicted to drugs that use needles in the state. More than 50% of individuals in jails and state prisons are incarcerated for drug related crimes. Councilor Dimas has lost a loved one to drug abuse and is committed to work in a dedicated

manner to control this drug trafficking. "I have been fighting for this in the last 2 years and I won't give up." We need to eliminate this problem.

Public Hearing Open:

No comments from the Public.

Committee Comments:

Mr. Mizrahi made reference to page 2 on the Impact Report (**Exhibit B**); it mentions a figure of \$50,000 for personnel. Chief of Police Rael clarified that this amount was related to an estimate for overtime to have individuals work on this as quickly as we can along with monitoring costs.

Dr. Mier directed a question to the Chief regarding the manpower, how would this affect calls that come in and need immediate attention.

Chief Rael stated that this was difficult to answer; realistically we can provide close patrols and those who work on narcotic cases knows they are time consuming. Unless you witness a hand-in-hand exchange, the case takes time, informants and diligence. All we can provide together under the auspices of this Resolution is basically close patrol and initiate intelligence that may or may not lead to arrest.

Dr. Mier stated, with that said the nature of the hotline and the intent is simply information. Chief Rael said they would review to see if the components are helpful for intelligence. Dr. Mier said that it is easier to get drugs than alcohol these days. Dr. Mier suggested that we look at the high trafficking areas and possibly use high technology videos to capture exchanges. The Plaza and Public Parks are good target areas.

Dr. Lewis affirmed her support of the resolution and wanted to know what discussion has been held with the District Attorney's office and what commitment have they made to assist and participate.

Councilor Dimas said that they are also stretched with staffing but the District Attorney's office has expressed their commitment. This resolution is to bring our community together and we need to get our community involved. Councilor Dimas has received many constituent calls that say that they have called the Police Department and that in some cases it takes our Police Department over three hours to reach the point in question to investigate. Councilor Dimas said it is important for us to all act together.

Dr. Mier moved to approve the proposed resolution as documented above with a start date of January 1, 2014, second by Dr. Lewis, motion carried by unanimous voice vote.

ii. 2013 Post Fiesta Report (Police Captain George Ortiz, Lt. Marvin Paulk) – (Exhibit C)

Lt. Paulk reported the receipt of 164 calls (Zozobra and Area 9) and they were all handled very quickly. Dr. Lewis stated that she did not see any stats on DWI. Lt. Paulk said that there were a couple of suspicious individuals that may have been drunk driving, we did tow some vehicles and we had 1 arrest. We had a lot of our bike officers at the Bars for protection. The City Police Department received many compliments on how Fiesta was handled.

iii. Recruiting/Retention Proposal (Police Chief Raymond Rael)

(Attached – Exhibit D) – It was requested that the Chief put together a comprehensive recruiting plan which he has worked together with staff to create a positive recruiting/retention plan. The plan presented today is the cohesive plan that the Department is in agreement with. The options that need to be adopted or rejected in its entirety or pieced together for review by the governing body. The incentives and the problems are; the difficulty of coming up with qualified candidates, not meeting weight and health requirements and the competition with other municipalities who are paying more along with sign on bonus.

Some of the offers include; repayment of student loan program (page 12-13) which describe the fiscal impacts; Lateral Leave Program — authorization to grant them 1 year leave of annual and sick leave. We currently have 16 vacancies. Relocation Assistance which assists when recruiting certified officers from other city/states; Housing Assistance – to assist police officers to obtain permanent housing as their current salaries do not meet approval and/or to assist with down payment options. We are currently working the Office of Affordable Housing and have included a supplemental document with further information. Physical fitness training to assist and prepare the candidate to qualify for the testing process. Apprenticeship Program – working with the Educational Facilities in the Criminal Justice Program and reactivating the Explorer Program. Another consideration is for salary adjustments to make the plan competitive. Chief Rael made reference to the Retention Strategies (Deferred Compensation Retention Bonus – page 19). An addition proposal is the PERA Retirement Contribution — right now the Santa Fe Police Officers Association pays 50% of their PERA and the remainder City Employees pay 25% and the City pays the remaining 25%. If the governing body would authorize the city would pay 75% and the city police officer would pay 25% which would

increase their take home salary. All of the suggested recommendations would go to the Governing Body for consideration. *(Fiscal Impacts are detailed in this report).*

Other documents included for committee review (not included as Exhibits):

- Police Department Estimated Salary Increases and Costs Based on ALB – Attachment 1
- Deferred Compensation Retention Plan Summary of Years 1–6 (2013–2018) – Attachment 2
- Student Loan Repayment Assistance FY13/14, FY 14/15
- Current PERA contributions for Police POA
- Housing Benefit for Police Recruitment and Retention
- FY 12/13 Overtime Costs

Councilor Rivera asked which community colleges have been contacted. The response from Lt. Strahon - the local community colleges, Santa Fe, Albuquerque and Las Cruces, the major universities from California, Oregon, Washington, Nevada, Colorado all the way to Texas. There was no cost associated with that.

Councilor Rivera discussed the take home policy and feels that if this can be changed it could also be a benefit to the police officer.

Mr. Harris asked about the legal responsibility between the officer and the city should many of the items that have a fiscal responsibility not be met. Chief Rael said that there may be problematic issues but the contract would be reviewed by the Legal Department before entered in to.

Adam Gallegos, President of the Santa Fe Police Officers Association

In reference to the Recruiting and Retention Proposal he is pleased to see that Santa Fe is no longer at the edge of being competitive with others in the area. The main competitor will be the Corrections Department, Sheriff's Department and Albuquerque PD. Very recently the contract approved by the County Commission for the Sheriff's Department passed the City Police Department. There are two things that the City Police Department Chief could do today administratively that would have an immediate impact on recruitment and retention. The Santa Fe Police Officers Association is not going to argue the points offered in the proposed Proposal; but they also know that the process is lengthy and requires Mayor and Council approval which is a timely process and long term solution. There are two things that could be done today; the take home issue, when it was taken down to 50 mile radius created a brick wall. The other issue is the recruitment, if the cops on the street aren't recruiting because they are unhappy, they are tired; they are the ones that need to do the

recruiting. The officers in the street have the relationship with other officers. Item E, Shift/Scheduling; that is one item that can be dealt with now and would be a big help.

Chair Trujillo asked Chief Rael for his feedback. Chief Rael said that before he can negotiate he needs to have funding approved. He stated that if he had that approval these would be options he would look at negotiating. It is appropriate to discuss what direction we are going in should the funding be received and he would discuss with the Santa Fe Police Officers Association. Discussion cannot take place until funding is in place and he has approval from the governing body.

Mr. Harris agrees that there is no negotiating tool in place until funding is approved.

Mr. Harris moved to approve the Recruiting and Retention Proposal. Died for lack of a second.

Councilor Rivera moved to table action on the Recruiting/Retention Proposal to the next scheduled meeting of the Public Safety Committee to hear the interpretation from the City Attorney, second by Dr. Mier, motion carried by unanimous voice vote. One vote in the negative.

iv. Santa Fe Police Department Shift/Scheduling (Police Chief Raymond Rael)

Chief Rael introduced (Exhibit E-1 and E-2) Analysis of the 5/8 hour shifts for FY 12–13, much of the information remains the same and shows the effectiveness of 5/8 for staffing. The Finance Department has verified all of the listed statistics and amounts. Included is the Finance Committee Report, October 2013. All slides were explained in detail in E-2. Efficiency is 8 hours vs. 10 hours. Overtime lead comparison will show that they are using less overtime than they did on the 4/10 plans. It shows a slight increase due to the use of patrol on property crimes. Property crimes have decreased through the year, approximately 20% by allocating patrols and adding manpower to the streets. In terms of efficiency it is clear that 5/8 provide more manpower; in this case he was tasked the property crime issue which has been successful. To go back to a 4/10 would destroy the ability to address the property crime issue; we would be going back to increasing the cost of overtime. Open to questions.

Dr. Mier asked why this is on the agenda, is it informational as it is not asking the Committee for any action.

Chief Rael is providing this information in follow up to a request from the Finance Committee to assure the Public Safety Committee is kept informed.

Councilor Rivera stated that he would like to see the City Police Department go back to the 4–10 plan. Councilor Rivera has spoken to several people on the Sheriff's Department who are inquiring about the shifts. Many of the law enforcement agencies in the area, i.e., Sheriff's Department and Los Alamos would consider coming to Santa Fe if the 4–10 plan was available. It is important to listen to the officers and to provide them with support which leads to retention. When you look at the overtime analysis sheet it shows that it has gone down \$88,649.80 but leave has gone up to \$125,808, is this a direct result of 8 hour or 4-10 shift.

Chief Rael said that this is reflecting multiple loss of the admin leave that was addressed in prior contract negotiations. Officers are using more annual leave and use of sick leave is being used more frequently; in lieu of that the use of sick leave and annual leave does not leave the city with a huge liability of unused leave upon retirement.

Councilor Rivera said it is still an increase to the entire budget, and are all of the officers informed of the administrative leave. Chief Rael said that all officers and the Police Officers Association were informed of this. Councilor Rivera would like a closer review and look of the 4–10 Plan. Chief Rael stated that he has taken as close a look as he can and the conclusion is the 5/8 is more effective. Chief Rivera said again that he is looking at morale, health and work issues for the officers.

Dr. Lewis asked the Chief if he could describe the acceptance or rejection to this plan from the Officers. Chief Rael said that it seems the only complaints are from people who have been there long term; new recruits that come in are expecting the 5/8, the biggest complaints are the take home of vehicles but that was a unanimous decision made by the governing body. People who are coming in and hired under this plan are not complaining. Dr. Lewis asked if this would affect recruitment. Chief Rael said that he did not think this would affect recruitment.

Adam Gallegos, Santa Fe Police Officers Association

Information was distributed by a board member. Officer Gallegos referred to comments made by Chief Rael regarding use of sick leave and adequate staffing in the streets. He made reference to the lack of staffing – 4 people who called in today — he is having a difficult time getting people to come in to work. The police officers are tired. When you look at the requirements and demands on the officers on their days off, they don't have time with their families. For Chief Rael to say that 5/8 schedule is successful, is not true, the personnel costs

haven't been presented and the reasons why they have to call in sick are to get one day off. The Chief should review the pay now or the pay later.


Dr. Mier commented that the committee was not tasked to make a decision and this topic is becoming political. We are trying to force an issue that is either on or off the table. Mr. Chair, we need to redirect the focus of this item.

The Chair honored this comment and went on to the next order of business.

6. Matters from Municipal Court —None
7. Matters from Police Chief Raymond Rael — None
8. Matters from fire Chief Erik Litzenberg
Reported that there will be 18 cadets beginning training on 10/15/2013.
9. Matters from Committee Members — None
10. Communications from the Floor —None
11. Adjournment

There being no further business to come before the Public Safety Committee, the Chair called for adjournment at 5:45 pm.

SIGNATURE SHEET:



Councilor Ron Trujillo, Chair



Fran Lucero, Stenographer

City of Santa Fe, New Mexico

LEGISLATIVE SUMMARY

RESOLUTION NO. 2013-__

Take Illegal Drugs off the Streets of Santa Fe

SPONSOR(S): Dimas, Dominguez, Rivera, Trujillo and Bushee

SUMMARY: The proposed resolution encourages the Santa Fe Police Department and the community of Santa Fe to come together in a collaborative effort and for a common cause – take illegal drugs off the streets of Santa Fe.

The proposed resolution would direct the SFPD to:

A. By January 1, 2014, provide:

1. Explore the options for establishing a 24/7 hotline at the Regional Emergency Communications Center so that residents of our community may report any suspicious activity that may be related to illegal drug activity.
2. Coordinate with neighborhood watch groups to be the eyes and ears of their neighborhood and play an integral part in reporting any suspicious activity related to illegal drug activity.

B. Additionally, the SFPD will be directed to:

1. Coordinate with the First Judicial District Attorney's Office to aggressively prosecute all drug trafficking cases.
2. Lobby the New Mexico State Legislature, during the 2014 legislative session, to mandate mandatory minimum sentencing for illegal narcotic drug trafficking cases.
3. Coordinate with Santa Fe Public Schools, private schools and other youth organizations to present drug and alcohol abuse prevention programs.

PREPARED BY: Melissa D. Byers, Legislative Liaison

DATE: October 9, 2013

ATTACHMENTS: Resolution
FIR

Exhibit A

CITY OF SANTA FE, NEW MEXICO

RESOLUTION NO. 2013-__

INTRODUCED BY:

Councilor Bill Dimas

Councilor Carmichael Dominguez

Councilor Chris Rivera

Councilor Ronald Trujillo

Councilor Patti Bushee

A RESOLUTION

RELATING TO THE HEALTH SAFETY AND WELFARE OF THE RESIDENTS OF THE CITY OF SANTA FE; ENCOURAGING THE SANTA FE POLICE DEPARTMENT AND THE RESIDENTS OF OUR COMMUNITY TO COME TOGETHER IN A COLLOBORATIVE EFFORT AND FOR A COMMON CAUSE – TAKE ILLEGAL DRUGS OFF THE STREETS OF SANTA FE.

WHEREAS, up until 2006, the Santa Fe Police Department ("SFPD") had an established narcotics unit within the department, and thereafter, the SFPD transferred all City of Santa Fe narcotics enforcement to the New Mexico State Police, Region III Drug Enforcement Task Force ("Region III Task Force"); and

WHEREAS, the Region III Task Force does not solely focus on narcotics enforcement within the city of Santa Fe, it is a regional task force that focuses on the prevention, investigation, control and prosecution of unlawful drugs, narcotics and controlled substances and related crimes within the Region III area which includes the Northern New Mexico counties of Santa Fe, Los Alamos, Rio Arriba and Taos and is supervised by the New Mexico State Police; and

1 **WHEREAS**, the Governing Body acknowledges that drug abuse is prevalent in Northern
2 New Mexico and encourages the continuation of the SFPD's relationship with the Region III Task
3 Force, however, the Governing Body also acknowledges that drug abuse is prevalent in the city of
4 Santa Fe and there is a need to focus on combating local drug trafficking; and

5 **WHEREAS**, an educational component should consist of the SFPD providing educational
6 awareness to students at area schools and attending neighborhood watch meetings to inform citizens
7 of drug trends and create and maintain avenues of communication with neighborhood groups; and

8 **WHEREAS**, there is a need for an enforcement component that should consist of
9 investigating all tips received from the "Drug Hotline" as quickly as possible; and

10 **WHEREAS**, drug addiction leads to criminal activity which includes, but is not limited to
11 shoplifting, forgery, burglary, credit card fraud, purse snatching and violent crimes; and

12 **WHEREAS**, the Governing Body desires to call upon the residents of our community to
13 come together to be involved with the SFPD to get drug traffickers off the streets of Santa Fe.

14 **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**
15 **CITY OF SANTA FE** that in the interest of the health safety and welfare of the residents of the City
16 of Santa Fe, the Governing Body encourages the SFPD and the community of Santa Fe to come
17 together in a collaborative effort and for a common cause – take illegal drugs off the streets of Santa
18 Fe.

19 **BE IT FURTHER RESOLVED** that the SFPD shall by January 1, 2014:

- 20 1. Explore the options for establishing a 24/7 hotline at the Regional Emergency
21 Communications Center so that residents of our community may report any suspicious
22 activity that may be related to illegal drug activity.
- 23 2. Coordinate with neighborhood watch groups to be the eyes and ears of their
24 neighborhood and play an integral part in reporting any suspicious activity related to
25 illegal drug activity.

3. Establish close patrols in the areas reported for suspicious drug activity.

BE IT FURTHER RESOLVED that the SFPD shall:

1. Coordinate with the First Judicial District Attorney's Office to aggressively prosecute all drug trafficking cases.

2. Lobby the New Mexico State Legislature, during the 2014 legislative session, to mandate mandatory minimum sentencing for illegal narcotic drug trafficking cases.

4. Coordinate with Santa Fe Public Schools, private schools and other youth organizations to present drug and alcohol abuse prevention programs.

BE IT FURTHER RESOLVED that all residents of Santa Fe, from the young to the elderly, and businesses such as utility companies, plumbers, landscapers, roofers, delivery persons and any others that are out in the streets of Santa Fe during their work day, are encouraged to partner with the SFPD and report any suspicious activity that may be related to illegal drug activity.

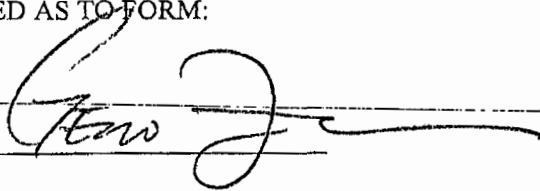
PASSED, APPROVED and ADOPTED this ____ day of _____, 2013.

ATTEST:

DAVID COSS, MAYOR

YOLANDA Y. VIGIL, CITY CLERK

APPROVED AS TO FORM:



GENO ZAMORA, CITY ATTORNEY

City of Santa Fe Fiscal Impact Report (FIR)

This Fiscal Impact Report (FIR) shall be completed for each proposed bill or resolution as to its direct impact upon the City's operating budget and is intended for use by any of the standing committees of and the Governing Body of the City of Santa Fe. Bills or resolutions with no fiscal impact still require a completed FIR. Bills or resolutions with a fiscal impact must be reviewed by the Finance Committee. Bills or resolutions without a fiscal impact generally do not require review by the Finance Committee unless the subject of the bill or resolution is financial in nature.

Section A. General Information

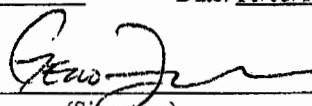
(Check) Bill: _____ Resolution: X
(A single FIR may be used for related bills and/or resolutions)

Short Title(s): Take Illegal Drugs off the Streets of Santa Fe

Sponsor(s): Councilor Dimas, Councilor Dominguez, Councilor Rivera, Councilor Trujillo, Councilor Bushee

Reviewing Department(s): Police Department

Person Completing FIR: Chief Rael Date: 10/03/13 Phone: 505-955-5010

Reviewed by City Attorney:  Date: 10/9/13
(Signature)

Reviewed by Finance Director: _____ Date: _____
(Signature)

Section B. Summary

Briefly explain the purpose and major provisions of the bill/resolution.

Encourage the SF Police Department and the residents of our community to come together in a collaborative effort and for a common cause to take illegal drugs off the streets of Santa Fe. The resolution also calls for the creation of a "Hotline", work with neighborhood watch groups, close patrol in areas that might have suspicious drug activity.

Section C. Fiscal Impact

Note: Financial information on this FIR does not directly translate into a City of Santa Fe budget increase. For a budget increase, the following are required:

- a. The item must be on the agenda at the Finance Committee and City Council as a "Request for Approval of a City of Santa Fe Budget Increase" with a definitive funding source (could be same item and same time as bill/resolution)
- b. Detailed budget information must be attached as to fund, business units, and line item, amounts, and explanations (similar to annual requests for budget).
- c. Detailed personnel forms must be attached as to range, salary, and benefit allocation and signed by Human Resource Department for each new position(s) requested (prorated for period to be employed by fiscal year)*

1. Projected Expenditures:

- a. Indicate Fiscal Year(s) affected – usually current fiscal year and following fiscal year (i.e., FY 03/04 and FY 04/05)
- b. Indicate: "A" if current budget and level of staffing will absorb the costs
 "N" if new, additional, or increased budget or staffing will be required
- c. Indicate: "R" – if recurring annual costs
 "NR" if one-time, non-recurring costs, such as start-up, contract or equipment costs
- d. Attach additional projection schedules if two years does not adequately project revenue and cost patterns
- e. Costs may be netted or shown as an offset if some cost savings are projected (explain in Section 3 Narrative)

_____ Check here if no fiscal impact

Column #:	1	2	3	4	5	6	7	8
	Expenditure Classification	FY TBD	"A" Costs Absorbed or "N" New Budget Required	"R" Costs Recurring or "NR" Non-recurring	FY TBD	"A" Costs Absorbed or "N" New Budget Required	"R" Costs – Recurring or "NR" Non-recurring	Fund Affected

Personnel*	<u>\$50,000</u>	_____	_____	_____	_____	_____	_____	_____
Fringe**	_____	_____	_____	_____	_____	_____	_____	_____
Capital Outlay	_____	_____	_____	_____	_____	_____	_____	_____
Land/ Building	_____	_____	_____	_____	_____	_____	_____	_____
Professional Services	<u>\$TBD</u>	<u>N</u>	<u>R</u>	<u>\$TBD</u>	<u>N</u>	<u>R</u>	<u>TBD</u>	
All Other Operating Costs	_____	_____	_____	_____	_____	_____	_____	_____
Total:	<u>\$50,000</u>	_____	_____	_____	_____	_____	_____	_____

* Any indication that additional staffing would be required must be reviewed and approved in advance by the City Manager by attached memo before release of FIR to committees. **For fringe benefits contact the Finance Dept.

2. Revenue Sources:

- To indicate new revenues and/or
- Required for costs for which new expenditure budget is proposed above in item 1.

Column #:	1	2	3	4	5	6
	Type of Revenue	FY TBD	"R" Costs Recurring or "NR" Non-recurring	FY TBD	"R" Costs – Recurring or "NR" Non-recurring	Fund Affected

<u>TBD</u>	<u>\$</u>	_____	<u>\$</u>	_____	_____	_____
<u>TBD</u>	<u>\$</u>	_____	<u>\$</u>	_____	_____	_____
<u>TBD</u>	<u>\$</u>	_____	<u>\$</u>	_____	_____	_____
Total:	<u>\$</u>	_____	<u>\$</u>	_____	_____	_____

3. Expenditure/Revenue Narrative:

Explain revenue source(s). Include revenue calculations, grant(s) available, anticipated date of receipt of revenues/grants, etc. Explain expenditures, grant match(s), justify personnel increase(s), detail capital and operating uses, etc. (Attach supplemental page, if necessary.)

Revenues: TBD To be Determined, unable to self-fund. Funding sources will need to be determined by City Council authorization

Expenditures: TBD phone line costs for dedicated "Drug Hotline" at RECC Region Dispatch Center, or phone line within the City of Santa Fe that could be monitored and responded to by the SFPD.

Section D. General Narrative

1. Conflicts: Does this proposed bill/resolution duplicate/conflict with/companion to/relate to any City code, approved ordinance or resolution, other adopted policies or proposed legislation? Include details of city adopted laws/ordinance/resolutions and dates. Summarize the relationships, conflicts or overlaps.

This is duplication of current efforts within the RECC Regional Dispatch Center and within the City of Santa Fe Police Department

2. Consequences of Not Enacting This Bill/Resolution:

Are there consequences of not enacting this bill/resolution? If so, describe.

No

3. Technical Issues:

Are there incorrect citations of law, drafting errors or other problems? Are there any amendments that should be considered? Are there any other alternatives which should be considered? If so, describe.

No

4. Community Impact:

Briefly describe the major positive or negative effects the Bill/Resolution might have on the community including, but not limited to, businesses, neighborhoods, families, children and youth, social service providers and other institutions such as schools, churches, etc.

Neither positive or negative effects for this resolution, as these requirements under this resolution are duplication of activities, efforts, and duties assigned to all law enforcement personnel and are already being performed within the department and with the assistance from RECC.

Form adopted: 01/12/05; revised 8/24/05; 4/17/08



SANTA FE POLICE DEPARTMENT

FIESTA STATS

ZOZOBRA - AREA 9



Thursday
9/5/2013
Zozobra

Friday
9/6/2013
Area 9

Saturday
9/7/2013
Area 9

Sunday
9/8/2013
Area 9

Total Police All Calls

1 Narcotics Viol	1 MV Crash (NonInjury)	1 MV Crash(hit&run)	1 MV Crash (NonInjury)
3 Disorderly Conduct	1 Burglary	2 Traffic direction	3 Intoxicated person
1 Missing Person	1 Criminal Damage	1 Criminal Damage	1 Agg. Assault
2 Suspicious Person	1 Fireworks	1 Larceny	1 Larceny
1 Assist. Ambulance	1 Minor Sex Offense	2 Domestic	1 Minor Sex Offense
1 Liquor Law Viol	2 Narcotics Violation	1 Narcotics Violation	1 Robbery
1 Welfare Check	5 Disorderly Conduct	11 Disorderly Conduct	4 Disorderly Conduct
1 Located Missing Per	1 Wanted Person	6 Fight	2 Domestic
11 Total Calls/Service	2 Ambulance Assist	4 Ambulance Assist	3 Ambulance Assist
	8 Suspicious Person	3 Suspicious Person	1 Suspicious Person
	1 Suspicious Vehicle	2 Missing Person	2 Missing Person
	4 Bus. Alarm Check	3 Bus. Alarm Check	2 Bus. Alarm Check
	3 Close Patrol	9 Close Patrol	1 Close Patrol
	1 Intoxicated Person	1 Stolen MV	1 Traffic Arrest
	1 MV Crash (Injury)	4 MV Crash (Injury)	1 MV Crash (Injury)
	1 MV Burglary	1 Assist other dept.	1 Traffic Direction
	1 Warrant	2 Assistance	1 Documented Info
	1 Reckless Driver Ck	1 Assist. w/juvenile	1 Reckless Driver Ck
	2 Traffic Stops	9 Traffic Stops	5 Traffic Stops
	1 Welfare Check	2 Welfare Check	2 Welfare Check
	1 Illegally Park Veh.	4 Illegally Park Veh.	3 Illegally Park Veh.
	1 911 Hang Up	70 Total Calls/Service	1 Escort
	1 Private Prop. Crash		1 Follow up Invest.
	1 Liquor Law Viol		40 Total Calls/Service
	43 Total Calls/Service		

City Wide Calls 361 Times Dispatched
484 Self Initiated Calls
845 Total Calls

Minus 164 Calls (Zozobra and Area 9)

Total City Wide Calls - 681

PLAZA

1 Minor Sex Offense
1 Narcotic Violation
1 Missing Person
1 Suspicious Person
1 Intoxicated Person
1 Documented Info
6 Total Calls in Plaza during Fiestas

Whitc



SANTA FE POLICE DEPARTMENT RECRUITING AND RETENTION PLAN

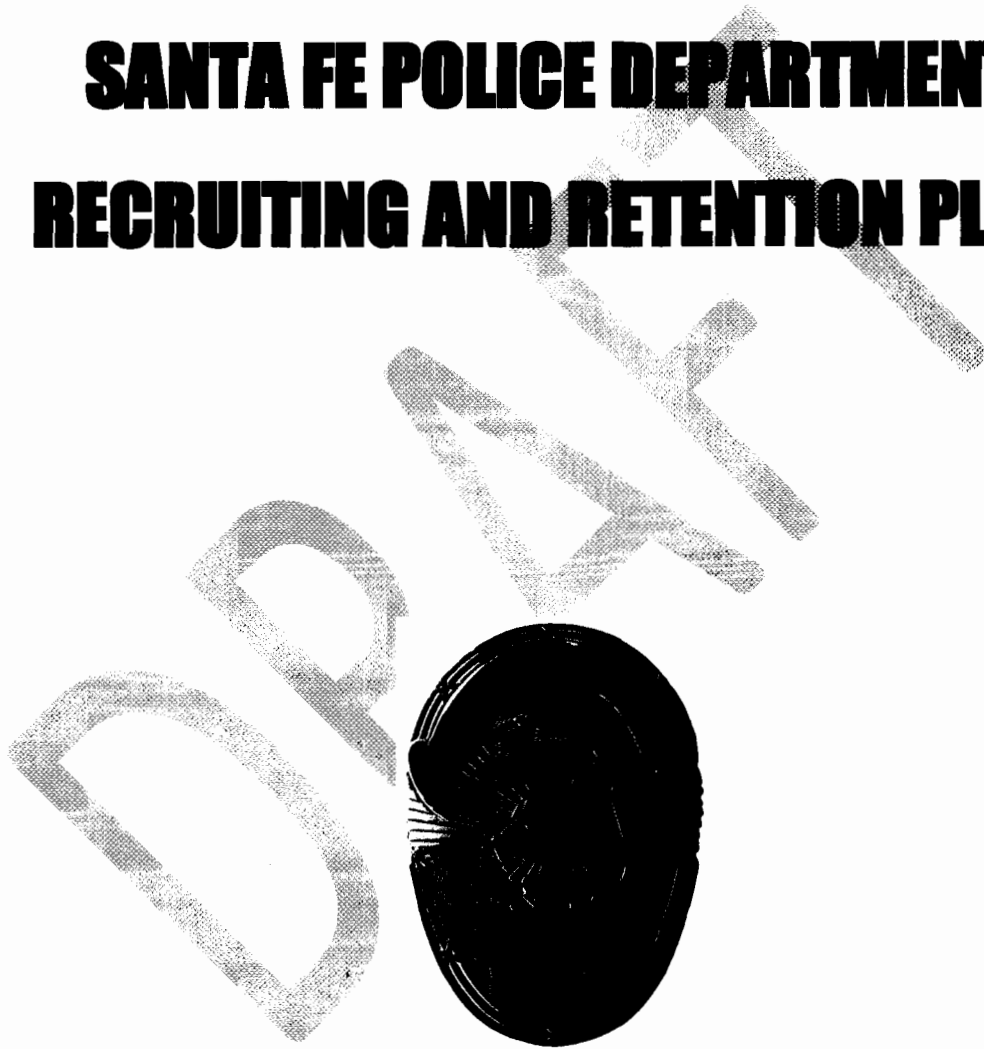


Exhibit D

PROPOSED RECRUITING AND RETENTION PLAN

Recruiting sufficient numbers of qualified applicants to meet the staffing needs of a law enforcement agency is the most vital human resource process in a police department. The success of the department's recruitment efforts impact not only every function within the agency but also the communities served by law enforcement.

The Santa Fe Police Department recognizes the paramount importance of recruiting, hiring, training, and retaining qualified, motivated, and dedicated police officers. However, since the early part of the decade and continuing up to today, police agencies nationwide report having difficulty attracting and retaining sufficient numbers of employees. There are a number of factors both inside and outside law enforcement organizations that contribute to this condition.

Over the last 15 years the Santa Fe Police Department has spent considerable time and effort on its recruitment strategies. Over the years some of those strategies were very successful and some were implemented and proved ineffective. Because community attitudes and needs change and because of external conditions such as shifts in national and local economies, recruiting police officers will always be a fluid and never-ending process and, as such, our department's hiring methodologies and strategies must change and evolve.

This proposal describes in detail the strategies the Santa Fe Police Department will employ in recruiting, hiring, and retaining qualified officers over the next several months. It will also outline a long range plan that will positively affect recruiting over the next decade such that the challenges we are addressing today will not be the challenges 10 years hence.

FISCAL IMPACT YES.

EXECUTIVE SUMMARY

Never before has the recruitment and retention of police personnel been as critical or as challenging for police organizations as it is today. Up until the first part of this decade, law enforcement agencies offered good, stable employment. There was rarely a lack of qualified applicants and police departments were routinely well-staffed. An officer's career lasted 20 years and often much longer. Retention was not a common problem. This resulted in having an experienced well trained police force with senior leadership often maintaining their positions for numerous years. This in turn created an environment in which programs were able to fully develop and enforce sound policy and procedure. Having a readily available workforce allowed many police organizations the luxury of placing recruitment on the back burner of importance. However, societies change, economic stability is often more like a roller coaster than a train and new technologies emerge. Police officer recruitment has become more challenging and the resultant hurdles are only increasing over time. To address these challenges successfully, law enforcement and community leaders must examine the recruitment and retention process in an innovative manner that is reflective of changing societal and community needs.

The re-evaluated and updated process proposed by the Santa Fe Police Department will include strategies such as: creating retention incentives; identifying and tailoring our recruiting strategies to attract viable police candidates, such as relocation assistance, school loan assistance, and housing down payment assistance for both new recruits and seasoned officers ; establish partnerships with organizations such as our community colleges, the Genoveva Chavez Community Center, and the Santa Fe Public Schools. We are also studying the Department's recruiting and retention statistics so that we can identify patterns and deficiencies.

Our long-range goals include developing a career-oriented, officer development program in which newly hired officers are interviewed about their long-term career goals and then are assisted in reaching their career goals with tailored training programs, on-the-job experience – such as patrol officers regularly training in divisions they are interested in advancing into such as investigations or administration – and redesigned career advancement requirements. Assisting, encouraging, and mentoring our officers with their career goals will create dedicated and invested officers which will, in turn, engender a more productive and efficient law enforcement operation.

So that the projects' probability of success is increased, many of the proposed strategies will require increased funding for the Recruiting Division and other City Departments who would join us in partnership to recruit and retain highly qualified police personnel.

INTRODUCTION

PROBLEM STATEMENT

The recruitment of qualified candidates into the position of certified law enforcement officers has become a critical issue for the Santa Fe Police Department (SFPD). While the SFPD has traditionally faced challenges with recruiting qualified personnel for these positions, retirement decisions due to recent changes to the Public Employee Retirement Association (PERA) and the need to increase staffing due to the upcoming annexation of the Airport Road area have elevated the need to focus on retention and recruitment of staff.

Additionally, the Department has identified the need for 24 expansion positions in order to service the annexed area over the next three years. Research derived from the Bureau of Business and Economic Research report and SFPD internal studies indicate that the SFPD will absorb an estimated 10,591 calls for service per year when the annexation is completed.

Currently, the Santa Fe Police Department has sixteen (16) vacant positions out of a total authorized strength of 166 funded positions, resulting in a 16% vacancy rate. Projections of possible future retirements has revealed that up to ten (10) Officers will be eligible to retire within the next year, further elevating the need for aggressive retention/recruiting efforts to fill existing and anticipated vacancies. When the anticipated expansion positions are included, the total estimated number of qualified candidates that will need to be hired is estimated at 48 over the next three years.

While the numbers seem dire, there are currently 18 cadet candidates and two (2) lateral Officers in the background stage of the hiring process. Assuming none of the current applicants are

eliminated during the background phase, and that they satisfactorily complete the polygraph, psychological, medical examinations, and Chiefs interview, staffing will rise to a full complement of certified officers and a standby list of four (4) within the next few months. The full complement of staffing, however, does not take into account attrition for other reasons or annexation driven expansion.

RECRUITMENT/RETENTION CHALLENGES

The issue of recruiting and hiring qualified personnel for certified Police Officer positions has traditionally been difficult given the stringent requirements for certification and the all-important need to ensure that all Officers hired have the moral and ethical standards demanded by our community. Compounding the traditional obstacles to recruitment is the recent changes to PERA that has prompted mass retirements in the State Law Enforcement Community. The changes to PERA and the increase in unanticipated retirements has resulted in severe shortages of certified law enforcement officers in nearly all law enforcement agencies participating in PERA, which in turn has prompted agencies to step up their recruiting efforts by offering large hiring bonuses, housing assistance, student loan payments, and increased salaries.

The following section details the challenges the Santa Fe Police Department faces regarding Recruitment and Retention:

RECRUITMENT

We completed an analysis of recruitment issues specific to the Santa Fe Police Department, based on candidates who had either shown interest in becoming a Santa Fe Police Officer but never followed through, or applicants who failed to satisfactorily pass all elements of

testing/background. The most common issues appeared to fit into one of the following four categories:

1. Lack of qualified applicants. (These statistics reflect a one year period beginning August 2012 and continue to the present):

- Of all those who submitted an application indicating their interest in becoming a Santa Fe Police Officer, two hundred forty two (242) failed to show up on their assigned testing date;
- One hundred and two (102) applicants who tested fail the physical fitness portion of the testing process that is established as a minimum qualification by the New Mexico Law Enforcement Academy Board;
- Of those who pass the physical fitness exam, twenty (20) failed a nationally validated written examination;
- Of those who satisfactorily pass the written examination, fourteen (14) failed the oral interview conducted by rank and file police officers;
- Ultimately, 73 applicants progressed to the background portion of the selection process. Of those who entered background, sixteen (16) were selected for hire. Disqualifiers were primarily due to drug use, commitment problems, insubordination, and integrity issues.

2. While the starting pay was raised to \$19.11 per hour or \$36,691 per year for a cadet this fiscal year, the SFPD remains disadvantaged given that we have the 3rd highest starting salary in the state and offer no other hiring incentives;
3. Santa Fe has the highest cost of living in the State (findthedata.org);

4. We face increased competition from other Law Enforcement Agencies who are targeting the same limited pool of qualified applicants.

RETENTION

Another consideration is the potential loss of current employees, some of who have expressed concerns that the City of Santa Fe offers no incentives to encourage senior officers to remain past their minimum retirement eligibility date, or have indicated they are considering moving to benefit from the large hiring bonuses offered by other agencies. The PERA changes seem to have had the most impact to date in this area. The SFPD has had ten (10) Officers retire during this year, ten (10) Officers who have expressed an interest in retiring during the next six months, and five officers who are or will be eligible to retire in the next year that have given no indication of their plans. The most common reasons cited as considerations for leaving are:

1. Changes to PERA that encourage Officers eligible for retirement to leave to avoid loss of benefits.
2. Expectations of no pay raises due to fiscal/economic conditions;
3. The Department is now facing efforts by other New Mexico Cities, including Albuquerque, Farmington and Hobbs, to fill their law enforcement vacancies by aggressively recruiting certified officers using large sign on/retention bonuses;
4. Concerns that annexation will occur without adequate staffing to address the increase in service requirements;

Other considerations that make recruiting of primary concern are the length of time required for a cadet applicant to become "street ready." A cadet is required, by New Mexico State Law Enforcement Academy, to complete a minimum of eight hundred twenty four (824) hours of

basic instruction before being certified as a Law Enforcement Officer in the State of New Mexico (New Mexico Administrative Code 10.29.9.8). The cadet is then required to satisfactorily complete a fourteen (14) week Field Training Officer (FTO) program, adopted from national standards, by the Department. The purpose is to familiarize the cadet with the Department's policies and procedures, methods of operations, report writing and other internal/procedural requirements. In essence, a new cadet may not be available for law enforcement duties for up to one year after their date of hire.

Lateral Officer hires have also proven problematic. The number of certified officers interested in applying with the SFPD has declined over the last year, primarily due to competition from agencies offering lucrative hiring bonuses and other incentives. Of those that have applied, several have been disqualified due to background issues and/or disciplinary histories which render them ineligible for hire.

COMPARISON OF BENEFITS/INCENTIVES TO OTHER AGENCIES

A comparison of the hiring incentives and benefits offered by the City of Santa Fe for police positions to those offered by other agencies and governmental bodies has identified both areas where the City of Santa Fe leads and areas where we lag behind. The City of Santa Fe clearly leads in the quality and cost of health insurance, employee wellness programs, and in the percentage of retirement contributions picked up by the City. We unfortunately lag behind on hiring bonuses and other monetary incentives; as indicated below.

INCENTIVES COMPARISION

		Albuquerque Police Department	Santa Fe County Sherriff's Office	Farmington Police Department	Hobbs Police Department
Sign On Bonus		\$5000	None	\$3000 for Cadet \$5000 for Out of State Lateral \$15,000 for In State Lateral	Bonus of \$15,000 to be paid out in \$3000 increments for the first 5 years of employment
Retention Bonus		None	(One Time July 1, 2013) \$600 for 1-5 years \$1,100 5-10 years \$1,300 10-15 years	None	None
Educational Incentive		Bachelors: \$135 monthly Masters: \$160 monthly	None	Associates: \$1500 annually Bachelors: \$2000 annually Masters: \$2500 annually	Unknown

While the City's compensation package in total is generally competitive, we lead in areas that are traditionally unimportant to the target demographic generally interested in law enforcement positions, 21 to 35 year old men and women. Generally speaking, these young men and women

are more interested in take-home pay than in retirement and health benefits. Another often cited factor is that the City of Santa Fe has the highest cost of living in the State, thus discouraging candidates who feel they can make more money and buy bigger homes if they work and reside elsewhere. According to comparisons by findthedata.org, Santa Fe has an overall cost of living index of 107; which is 7% higher than the national average and 14-15% higher than Farmington and Las Cruces, whose agencies are among our top competitors.

State-wide research into the recruiting deficit has revealed that our major competitors for qualified recruits are the Albuquerque Police Department, the Rio Rancho Police Department, the Hobbs Police Department, the Santa Fe County Sheriff's Department, the Farmington Police Department, and the NM State Police. While some agencies listed above have increased recruitment incentives others have elected to forgo financial incentives (either intentionally or due to financial constraints) and instead elect to compete by capitalizing on other strengths to attract recruits. An example of this approach is the NM State Police who emphasizes tradition and exclusiveness, organizational traits that effectively attract a segment of the candidate pool. This approach to recruitment, while having limited effect, does not appear effective in the long term given that the NM State Police still has over 100 vacancies (according to State Police sources).

Below we will introduce several proposed ideas, but first we will outline what our current recruitment efforts are.

RECRUITING EFFORTS CURRENTLY UTILIZED BY THE SANTA FE POLICE DEPARTMENT

As stated earlier, the recruitment of qualified candidates into the position of certified law enforcement officers has become a critical issue for the SFPD. In addition to standard recruitment procedures we have also begun to aggressively recruit applicants in a variety of ways. Starting with an evaluation of our current practice, we have identified ways in which we can better increase our success rate with our current applicants simply by enhancing our communication with applicants to express our interest in their success. We have begun to contact applicants prior to their scheduled test date to encourage and provide any information the applicant might be seeking. In the event that we have individuals who do not successfully pass our testing standards, we again are expressing our interest in them as candidates and are providing remedial tips to better assist them in future testing.

Our ability to mentor and aid current applicants requires additional manpower. As such we have recently created a formal Recruitment Team to better aid SFPD's two Recruitment Officers. This team consists of volunteer patrol and investigation officers, who assist with testing and recruiting efforts. This team is better able to support the Recruitment Division as they are familiar with the criteria and standards needed for employment with the SFPD, and they are trained in recruitment procedures. Not only does the establishment of a formal Recruitment Team increase our efficiency during testing, they also provide applicants with a point of contact at the SFPD to provide any assistance needed. Currently we have also certified additional in-house background investigators to speed up the hiring process once an applicant successfully completes all entry level testing.

In addition to the establishment of a Recruitment Team, we have also focused our marketing techniques to avenues that will better grab the attention of our target audience. As social media is becoming ever prevalent in our society we have developed a Facebook page for recruitment purposes. We are also in the process of setting up YouTube videos that will not only directly address the preparation needed to successfully pass the physical agility portion of our testing process, but also give applicants a realistic view on what it takes to be in law enforcement.

Alongside with social media, we have developed, and are now distributing, recruiting pamphlets and we are in the process of updating the SFPD's recruitment website to better provide employment information to applicants. We are also attending local and regional job fairs to recruit at more community-based events. In an effort to ensure that our marketing techniques are successful, we have entered into a working relationship with UNM's Anderson School of Management to evaluate our entire recruiting effort to include process and marketing. We have also reached out to local and national media outlets to assist us with our advertising campaigns and recruitment efforts. In addition to our marketing campaign, we are also posting our positions at a large number of university and college career centers to reach our target demographic.

In conjunction with entry level recruitment, we are also focused on the recruitment of individuals with current and/or prior law enforcement experience. Currently we are pursuing recruitment efforts on out-of-state areas with large certified officer applicant pools and low job vacancy rates by conducting recruitment trips where we conduct our skills testing in their region. In addition we have started a veteran's outreach program with the assistance of the NM Department of Workforce Solutions and the US Department of Defense Transition Office. We are reaching out to current and former military police that meet the state requirements for certification by waiver

through the state academy, as well as other members of the United States Armed Forces who are interested in working for the SFPD.

Evaluation of our recruiting practices will need to be ongoing to ensure that we achieve a return on investment. Identifying and addressing gaps in our process is paramount to the success of the SFPD. In addition to self-evaluation, we are working with a PhD. in Education and with the University of New Mexico's Anderson School of Business to evaluate our testing and recruiting procedures in order to better assist us in identifying and addressing any deficiencies. In addition to ongoing evaluation of our current practices, the following will outline additional proposals which we believe will make the Santa Fe Police Department the most attractive department in the region for new candidates.

PROPOSALS

Recruitment

Student Loan Repayment Assistance – With the cost of a college education rising yearly, more than ever recent graduates are finding themselves surrounded by student loan debt. The national average of school loan debt is \$26,600 (report by the Institute for College Access & Success). In an attempt to recruit highly educated candidates for the Santa Fe Police Department, we are proposing a \$8,000 student loan repayment benefit to new employees with a Bachelor's degree or higher and who are currently facing student loan debt. Currently, the City of Santa Fe offers tuition assistance for employees who are off of probation in the amount of \$1,600 per fiscal year. Employees on the City's Tuition Program are eligible to receive \$1,600 yearly; however, most take more than 6 years to obtain their degree, with some never finishing. In addition, the City also incurs an additional cost with current employees pursuing their educational goals in the form

of Educational Leave. While this is a valuable investment on the part of the City with current employees, results are not often achieved in a timely manner. The benefit that we are proposing leads to the same result, better educated employees, with a higher return on investment as these individuals would already have their degrees.

Fiscal impact costs; assuming ½ will take advantage \$80,000 FY 13/14

Fiscal impact costs; assuming ½ will take advantage \$48,000 FY 14/15

Fiscal impact costs; assuming ½ will take advantage \$48,000 FY 15/16

Lateral Leave Program – One reason officers do not want to leave their current place of employment to join the Santa Fe Police Department is the fear of losing their accrued benefits with their current agency. Laterally hired officers are of tremendous benefit to our department. They not only have the certifications required to be a police officer, they cut our training time significantly, meaning that these hires can be put out on the street much sooner than applicants with no experience. As a sign of good faith and as an added bonus to laterally hired officers, we are proposing a year's worth of leave benefits be awarded to each lateral new hire. This would compute to 100 hours of annual leave and 72 hours of sick leave to be added to the new employee's accruals on the day they start. The estimated cost for this proposal, using the average lateral starting salary, is approximately \$3,600 per each new lateral hire.

Fiscal impact costs; assuming ½ will take advantage \$36,000 FY 13/14

Fiscal impact costs; assuming ½ will take advantage \$21,600 FY 14/15

Fiscal impact costs; assuming ½ will take advantage \$21,600 FY 15/16

Relocation Assistance – Numerous sources cite Santa Fe as being among the most expensive places to live in New Mexico. Taking that into consideration, we are proposing relocation assistance for new employees who live outside of City limits. In an effort to entice out-of-town applicants, we are proposing a \$2,500 relocation assistance package for in-state candidates and a

\$5,000 relocation package for anyone relocating from out of state. This benefit would allow out-of-town applicants a much easier transition to employment with the Santa Fe Police Department.

Fiscal impact costs; assuming ½ new recruit ¼ current employees will take advantage \$92,500 FY13/14

Fiscal impact costs; assuming ½ new recruit ¼ current employees will take advantage \$62,500 FY14/15

Fiscal impact costs; assuming ½ new recruit ¼ current employees will take advantage \$55,000 FY15/16

Housing Assistance – Alongside with relocation assistance, in an effort to make Santa Fe not only a place for employment, but also a place to call home, we are proposing a \$20,000 housing down payment assistance package for new as well as current employees (this figure would be comparable to the down payment of a median priced house in Santa Fe). At present we have reached out to the City's Office of Affordable Housing to see if this is an endeavor that can be assisted by their office, even potentially funded by some of their grant awards, and guided by their expertise in the housing market. We believe that a housing down payment assistance package would not only bring new and current employees to reside in City limits, by default it would also increase police presence in our residential areas assisting with the deterrence of residential crime.

Fiscal impact costs; assuming ½ new recruit ¼ current employees will take advantage \$540,000 FY13/14

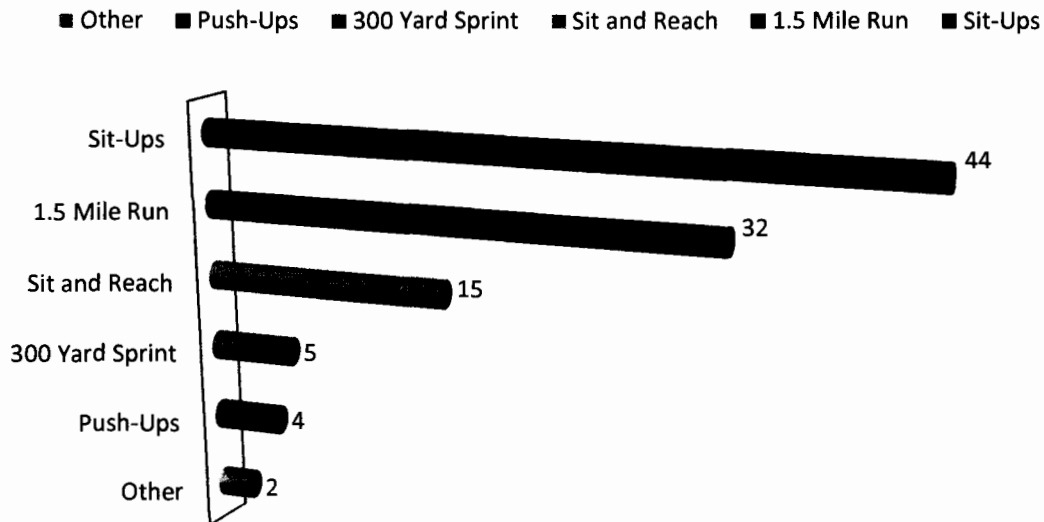
Fiscal impact costs; assuming ½ new recruit ¼ current employees will take advantage \$380,000 FY14/15

Fiscal impact costs; assuming ½ new recruit ¼ current employees will take advantage \$320,000 FY15/16

(We are currently working with the Office of Affordable Housing and have included a supplemental document with further information by Alexandra Ladd.)

Buff Enough! (for a badge) – As indicated previously, lack of physical fitness plays a major role in disqualifying potential candidates, as indicated below:

Physical Agility Failures August 2012 - August 2013



Routinely we see candidates who arrive for testing who have not prepared adequately for the level of exertion required to pass at the entry level. This is usually attributed to two main reasons: lack of motivation resulting in inconsistent training or lack of knowledge on proper training methods specific to the areas in which the candidate will be tested. Too often candidates misjudge the length of time it will take to condition their body to the level required; not just for entry level testing but also for the demands put on them in pre-academy and academy training. To remedy this consistent problem, we have begun to coordinate with the City's Recreation Director and the Genoveva Chavez Community Center (GCCC) Section Manager to develop and offer a physical fitness program to potential candidates. The program, offered through the GCCC, would include approximately eight weeks of progressive strength and conditioning training, specifically targeting those areas in which we see the most failures, and a two month membership to the gym, encouraging individual workout beyond the program sessions. In

addition to the physical fitness aspect, candidates will be introduced to fundamental concepts such as discipline, motivation, respect, and accountability, which will be enforced by the assistance of SFPD officers and trainers. The cost of this program will be somewhat offset by the participant paying for the 8 week program. This will also motivate the candidate to continue participation due to the financial investment required. The intention behind this program is not only to assist the applicant in passing the physical entry test but also give the applicant a sense of pride as they move one step closer to becoming a SFPD officer.

(We are currently working with GCCC and will bring back further information when it has been gathered.)

Apprenticeship Program – Another large problem we face arises during the background investigation. In the last year, 57 applicants were disqualified during this stage. As mentioned before, the major reasons for disqualification were recent drug use, honesty, failure to disclose, and failure to follow directions. Because candidates are not eligible to become police officers until they are 21 years old, many succumb to the temptations and influences present during that post high school existence. Our proposal is to work with our local community college and local high schools and create a Santa Fe Police Officer Apprenticeship Program in which potential applicants will have the opportunity to gain college credit while they are exposed to real police work within the Santa Fe Police Department. Participants will be able to take ride-alongs, see how criminal investigations are conducted, understand crime scene processing, and develop their character as they learn military bearing, self-discipline, accountability, chain of command, and much more. Participants will have active police officers and detectives who will become mentors; who will motivate, encourage, and keep them accountable until they are eligible to test to become police officers themselves. Not only will this program assist in keeping young men

and women on track towards their career goals but it will also produce a more qualified applicant when the time arrives, thus strengthening Santa Fe's Police Force.

(Fiscal impact should be minimal department will absorb and look into reviving the Explorer Program.)

Wage Comparison Throughout New Mexico

	City of Santa Fe	Albuquerque	Bernalillo County SO	Santa Fe County SO	NM State Police	Las Cruces	Farmington	Rio Rancho	Hobbs
Cadet	19.11	18.24	17.75	19.00	14.80	15.50	20.90	16.03	22.28
After academy		20.04				17.83	21.51		
PO I	19.11	23.95			18.21	21.20		18.85	22.28
After academy		25.18							23.05
PO II	20.53	26.15				22.20	22.24	19.67	
PO III	22.78					23.79	23.05	20.65	
PO IV	27.14					24.33	23.85	31.67	
FTO									24.21
Detective I	23.95							21.67	24.27
Detective II	27.14					27.96	24.26	23.44	
Deputy 2nd class			20.34	20.50					
Deputy 1st class			24.54	23.00					
Corporal				25.30			29.61	24.78	
Sergeant	29.65	30.16	29.37	28.39	26.83	30.67	32.42	26.62	
Lieutenant	38.63	34.74	35.11	34.49	31.71	38.50	36.34	33.52	
Commander		42.93				43.27	32.38		
Captain	42.49		47.07	36.73	35.32			35.5	
Major				42.11	40.01				
Chief Deputy Sheriff			51.97						
Under Sheriff			52.88	49.47					
Sheriff			elected 32.84	elected 32.84					
Deputy Chief	47.59	50.55			44.82	45.18	39.21	42.11	
Chief	50.01	65.94			49.14	53.03	54.36	54.93	

Hourly Wage Increase – While the City of Santa Fe is currently third highest in starting pay for a Police Cadet; behind Hobbs and Farmington, Santa Fe falls to seventh in pay after an officer receives a certification from the Law Enforcement Academy; behind Hobbs, Farmington, Las Cruces, Santa Fe County, Bernalillo County, and Albuquerque.

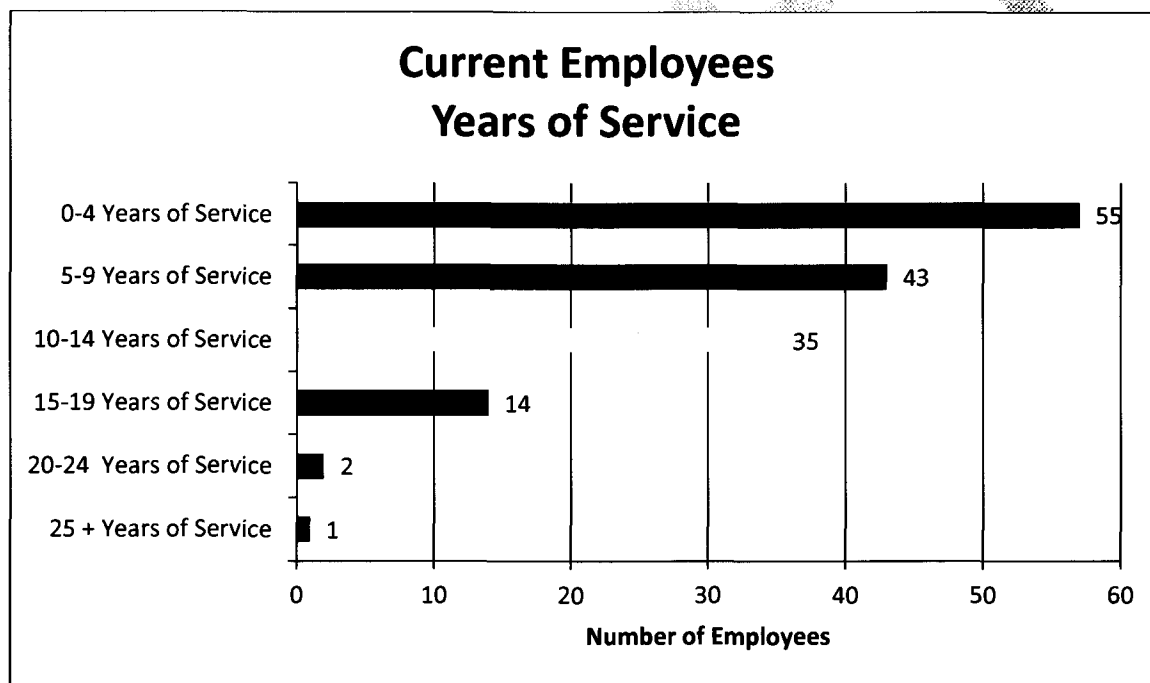
Although it is difficult to compare each agency to another, as titles, ranks, agency size, call volume, and square miles covered is so different, Santa Fe does have the highest cost of living in the State of New Mexico, as mentioned above, therefore this needs to be taken into account when evaluating starting wages. We were asked to calculate the costs for a \$0.50, \$1.00, and \$1.50 increase to the starting wage for a Cadet, over the agency with the highest starting wage in New Mexico. Hobbs has a starting wage of \$22.28; so we added \$0.50, \$1.00, and \$1.50 which increased our starting wage to \$22.78, \$23.28, and \$23.78 respectively. We also took Albuquerque's current rate of \$20.04 after academy graduation and prepared the same calculations for a cost comparison. Our assumed rates would be \$20.54, \$21.04, and \$21.54 (please note that Albuquerque was given approximately 2.4 million dollars to help with their efforts in recruitment, so their current rate of \$20.04 may change, which could change our cost comparison figures). An additional consideration when calculating pay rates is the Santa Fe Police Department's overall salary schedule. An entry level pay raise must be accompanied by a raise on every level of the scale to negate compaction. Based on the salary schedule we calculated the costs for the assumed \$0.50, \$1.00, and \$1.50 increase and created a new salary schedule. Using Hobbs's as the comparison, a \$0.50 increase would equate to 2.7 million dollars, a \$1.00 increase could equate to 3.1 million dollars and a \$1.50 increase would equate to 3.4 million dollars, including benefits at 55%. The same calculations using Albuquerque as a comparison would equate to a 1.1 million, 1.4 million, and 1.8 million dollar cost respectively,

including benefits at 55% (see attachment 1 for a comprehensive breakdown). Please note, these costs are estimated and would be for one year and are reoccurring.

Fiscal impact costs; assuming all positions receive increase \$1,068,957 FY13/14

Retention Strategies

Deferred Compensation Retention Bonus – Retention bonuses not only serve as a thank you for continued service, they also enhance morale and assist in building an appreciative workforce. As our employment numbers show, there is a drop in employee retention after the 5 year employment mark.



We have come up with a retention bonus to award long-standing employees in the form of a deferred compensation allotment bonus. After each successful year of employment with the Santa Fe Police Department, we are proposing a lump sum deposit into an employees deferred

compensation account. Based on years of service with the Santa Fe Police Department, each year employees would receive:

- 5-9 years of service – \$500,
- 10-14 years of service – \$1,000,
- 15-19 years of service – \$1,500,
- 20-24 years of service – \$2,000,
- 25 or more years of service – \$3,000

We have compiled and estimated costs for this program for the next six (6) calendar years based on our number of sworn officers as of August 19, 2013. Approximate yearly costs are as follows:

Fiscal impact costs; qualified current employees \$84,000 FY 13/14

Fiscal impact costs; qualified current employees \$98,000 FY 14/15

Fiscal impact costs; qualified current employees \$114,000 FY 15/16

(See attachment 2 for a more comprehensive breakdown)

PERA Retirement Contributions – Currently the Police Officers Association Members pay 50% of their share for retirement. The City contributes 50% of the employee's share along with the employer's portion that is required under the State of New Mexico PERA Rules and Regulations. All other employees with the City of Santa Fe contribute 25% of their share for retirement while the City picks up 75% of the employee's share along with the employer's portion that is required under the State of New Mexico PERA Rules and Regulations. When comparing to Albuquerque, Albuquerque also picks up 75% of the employee's share along with the City of Albuquerque's requirements to PERA. With the pickup of the additional 25% from the City for the employees the City of Santa Fe will incur additional costs, the employees will see an increase in their net check of approximately 4% depending on their selections with regard to required and elected deductions.

Fiscal impact costs; all positions will receive increase \$512,455 FY13/14

CONCLUSION

As we continue in our pursuit of providing the citizens of Santa Fe with the highest level of service, and carry out the day-to-day tasks, we must also prepare for the days ahead. The decisions made today concerning recruitment and retention are vital when considering what type of police officer we want patrolling our streets in the future, and when envisioning the state of the community our children will grow up in. We must ensure that the Santa Fe Police Department never fails to embody the highest standard of professionalism in its officers. We can do this by providing incentive to keep our experienced, veteran officers, and by attracting the most dedicated and motivated young men and women into the profession. As other agencies also actively pursue this type of individual, it is clear that we must stand above them. With respect we submit this proposal for your consideration.

Respectfully Prepared By:

Officer Jason Patty
Officer Angelo Santillanes
L. Janelle Martinez
Nancy Jimenez

City of Santa Fe, New Mexico

memo

DATE: October 8, 2013

TO: Public Safety Committee

VIA: _____

Brian Snyder, City Manager

FROM: _____

Raymond J. Rael, Chief of Police

RE: Benefits of 5/8 hour shifts as opposed to 4/10 hour shifts

In late 2010 it became evident that the Santa Fe Police Department was unable to maintain minimum staffing levels on patrol shifts, and that the overtime budget was being heavily impacted by the need to call in off-duty personnel at time and one half pay, just to meet minimum staffing levels. It also became apparent that due to manpower shortages, the Department was unable to focus resources on addressing dramatic increases in property crimes. In fact, the number of property crimes had risen so dramatically that the City of Santa Fe was rated as having the second highest property crime rate in the nation according to Federal Bureau of Investigation (FBI) statistics.

Given the situation, then Chief Aric Wheeler, conducted an analysis of the department's work schedules in an effort to identify the most efficient scheduling and reduce overtime. The evaluation determined that while four (4) ten hour shifts were popular with staff because it allows three (3) days off, that the two (2) most efficient work schedules for police operations are:

1. The five (5) eight hour shift schedule traditionally used by law enforcement
2. Or, twelve (12) hour shift schedules with rotating days off

On identifying the most efficient work schedule, Chief Wheeler began implementation of a change in work schedules and notified the Santa Fe Police Officers Association (SFPOA) of his intent to change the work schedule in accordance with the City of Santa Fe/SFPOA collective bargaining agreement. The collective bargaining agreement sets the department's work schedule as being either five (5) eight hour days or four (4) ten hour shifts, to be determined by the Chief of Police. In any case, the SFPOA objected to considering the twelve hour shifts citing concerns of exhaustion on the part of officers working a 12-hour schedule. Chief Wheeler then began moving toward implementing the five (5) eight (8) hour work schedule but stepped down prior to full implementation in late March 2011.

Following my appointment as Interim Chief of Police on March 23, 2011 I directed a second analysis of the shift schedules to verify the accuracy of the previous analysis and came to the same conclusions. As such, notification was given to the SFPOA that the five (8) hour schedule was to be implemented. In

Exhibit E-1

response, the SFPOA filed a grievance objecting to a change in work schedules which went to arbitration. The arbitration ruling sustained the Chief's ability to implement changes in shift schedules and concluded that the language contained in the contract recognized the five (5) eight hour work schedule as legitimate and within the parameters of the agreement. The SFPOA responded by appealing the arbitrators decision to State District Court where the results of the arbitrator's findings were upheld. The change in shift schedule was subsequently implemented in June 2011.

Since the implementation of the five (5) eight (8) work schedule, the department has succeeded in achieving the following results:

- Field 29.63% more officers in a twenty four (24) hour period (based on minimum staffing levels).
- Establish overlap periods during high call volume periods to better service calls.
- Increase the total number of hours worked by Officers in the Patrol division from 147,427.63 under the four (4) ten (10) shift to 149,079.29 for an increase of 1,651.66 hours (the equivalent of 1.02 extra officers).
- Reduce overtime expenditures by 11% for the year after being implemented for a savings of approximately 106,000.00.
- And, most importantly the shift schedule change has allowed the department to focus on property crimes with on-duty personnel and personnel on overtime to conduct targeted patrols that have reduced the numbers of property crimes by 38% from previous years.

In summary, the data compiled since the implementation of the five (5) eight (8) hour work schedule clearly shows that the department has become more efficient and effective in the use of available manpower, the expenditure of fiscal resources, and in our ability to focus on burglary prevention and the apprehension of the perpetrators of property crimes.

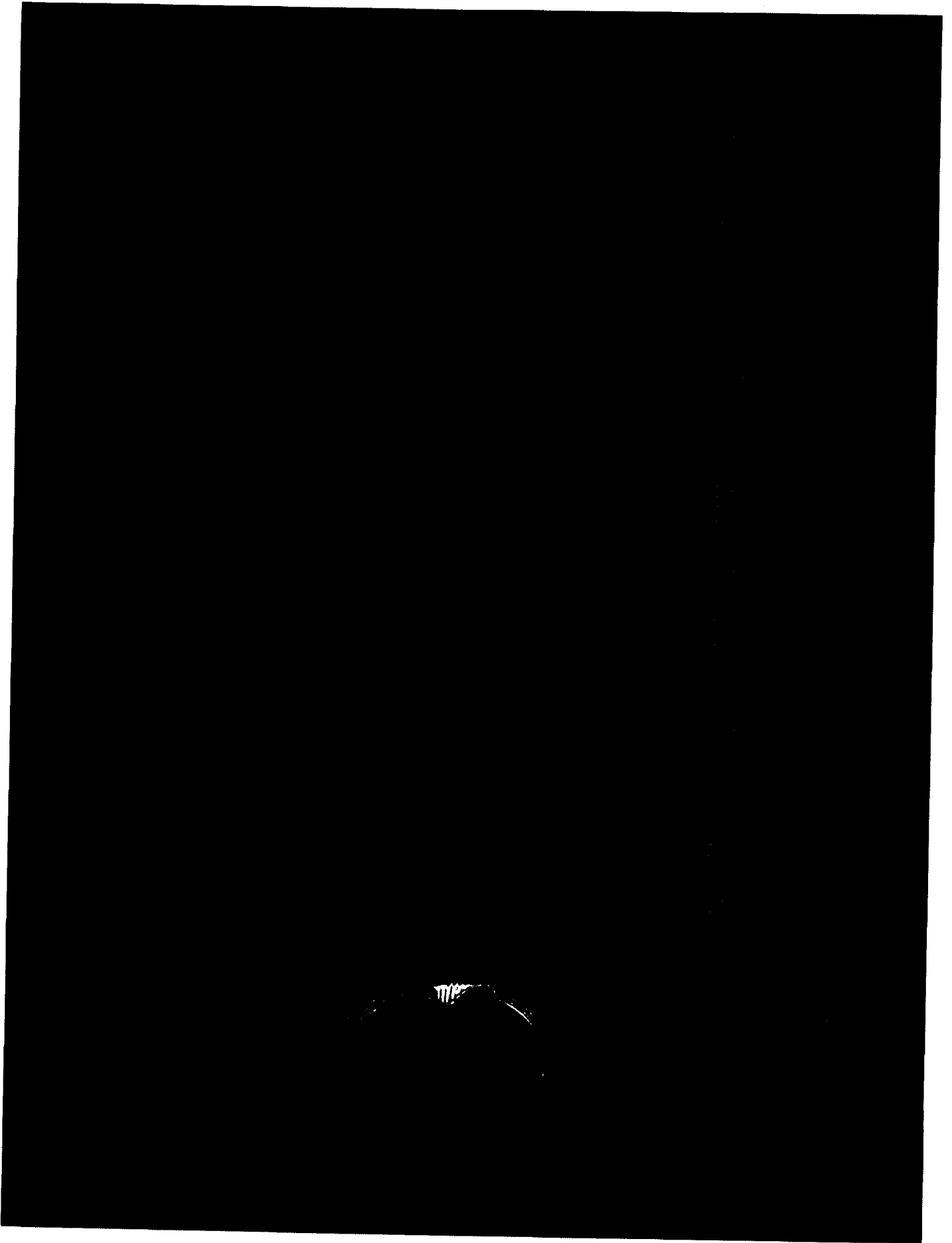
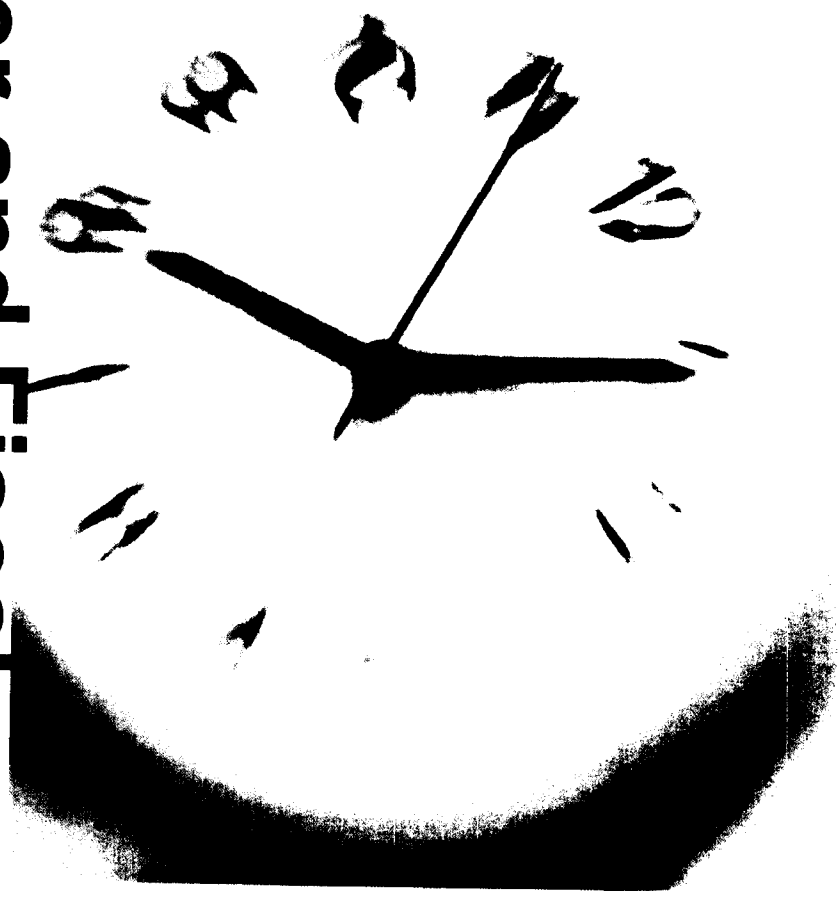


Exhibit E-2



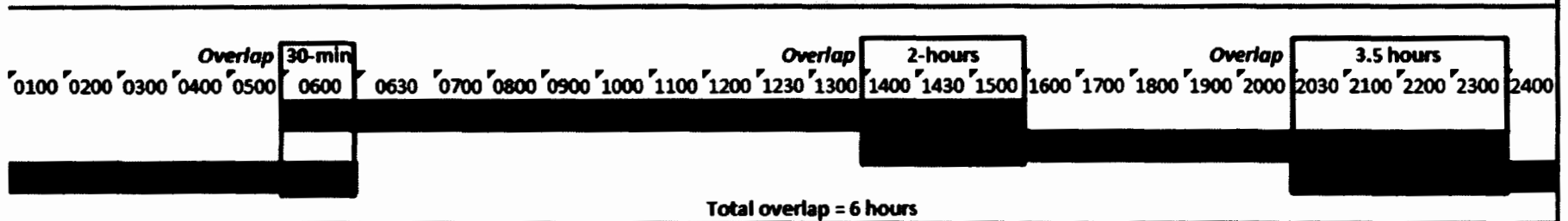
Use of Manpower and Fiscal Resources

Data obtained from police department work schedule

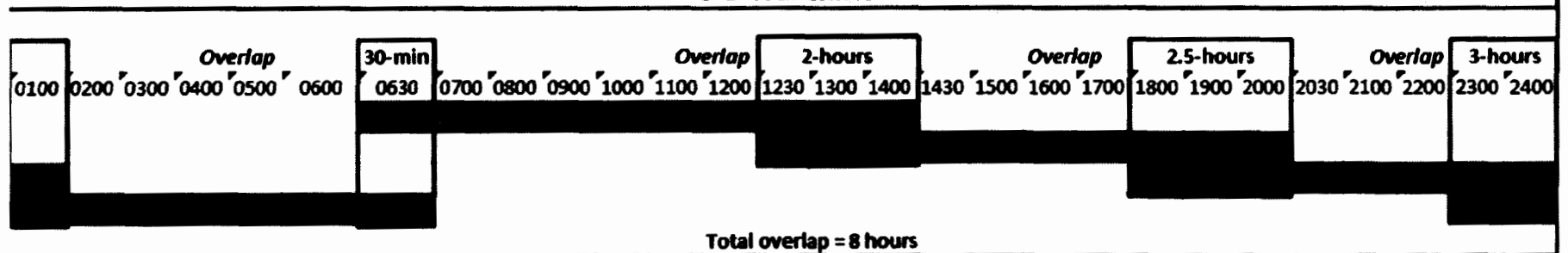
Overlap Comparison

***Based on Minimum Staffing**

4-10 hour shifts



5-8 hour shifts



29.63% more officers on duty in a 24-hour period – Formula = (35-27)/27

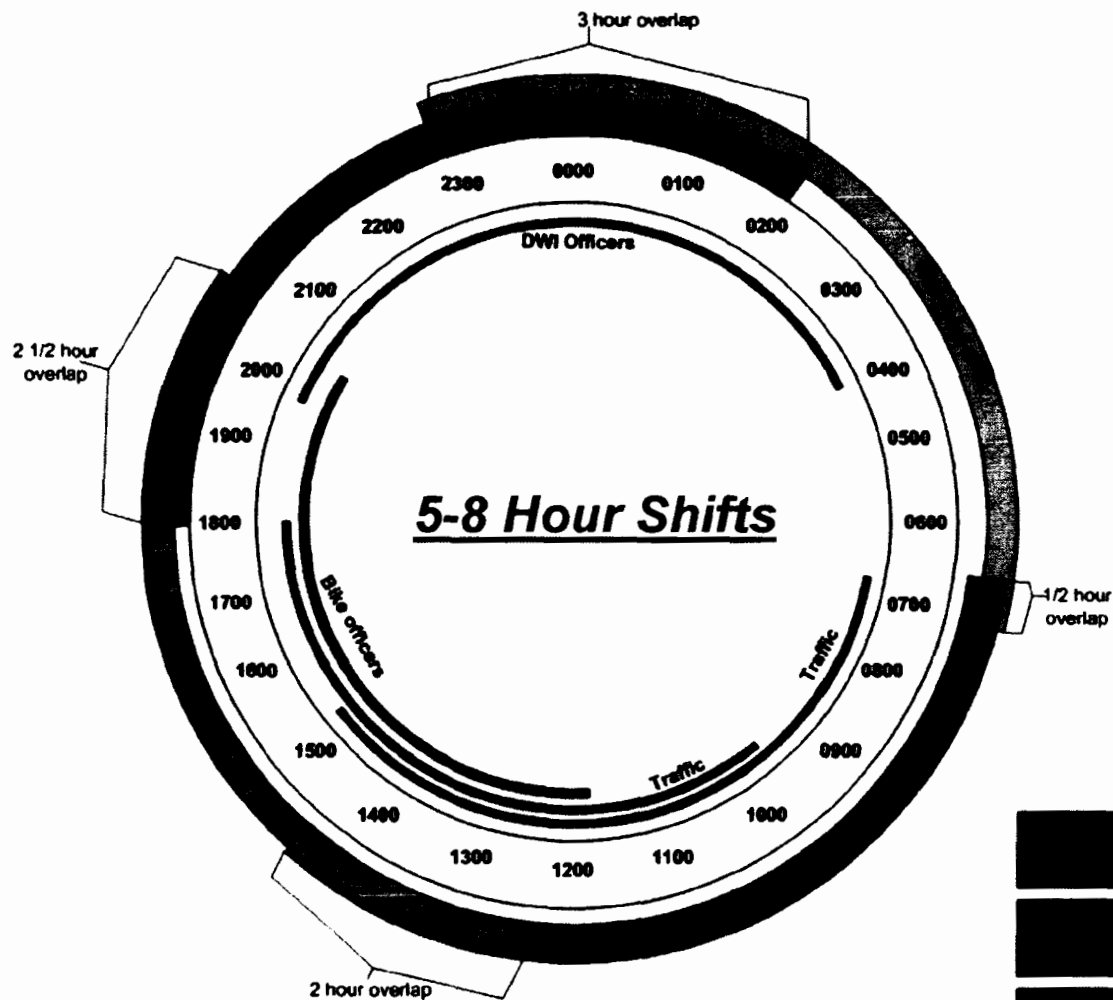
- 4-10's = 6 Hours of police overlap
= 27 Officers on duty within a 24-hour period
- 5-8's = 8 Hours of police overlap
= 35 Officers on duty within a 24-hour period

***Minimum staffing 8's: 9 officers for day, swing, and mid; 8 officers for grave**

***Minimum staffing 10's: 9 officers for day, swing, and grave**



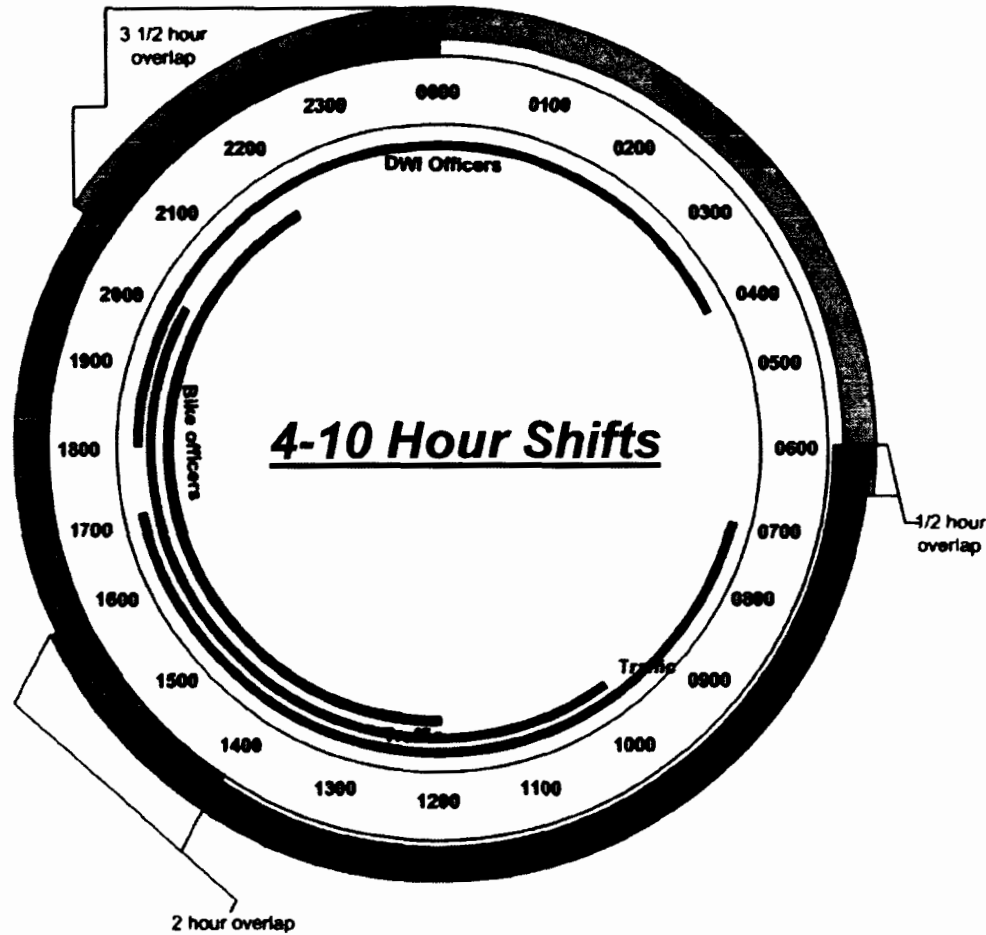
SANTA FE POLICE DEPARTMENT SHIFT SCHEDULES



SHIFTS / TIMES



SANTA FE POLICE DEPARTMENT SHIFT SCHEDULES



SHIFTS / TIMES

Hours Comparison

5-8's

Hrs. of overlap	=	8
Min. on duty per shift:		
Day	=	9
Swing	=	9
Mid	=	9
Grave	=	8
Min. officers on duty/24hr period	=	35
Max. on duty per shift:		
Day	=	17
Swing	=	20
Mid	=	20
Grave	=	16
Max. officers on duty/24hr period	=	73

4-10's

Hrs. of overlap	=	6
Min. on duty per shift:		
Day	=	9
Swing	=	9
Grave	=	9
Min. officers on duty/24hr period	=	27
Max. on duty per shift:		
	*Non Common days (5)	*Common days (2)
Day	= 16	= 23
Swing	= 16	= 23
Grave	= 16	= 23
Max. officers on duty/24 hr period		
	* Non-common days	= 48
	* Common days	= 69

*Common days are days in which work day rotations overlap and three out of four squads are working the same day
Numbers do not reflect sergeants and lieutenants

Shift Efficiency

5-8 Hour Shifts

Work Hrs. per officer/per year = 2080 hrs.

Non Patrol duties = 23 days (Avg. time spent training etc.)
x 8 hrs. (SL)
= 184 hrs.

Benefit Time off = 34.45 days (FY 12/13 leave use from finance dept.)
x 8 hrs. (SL)
= 275.57 non work hrs.

Total Non-work Hrs. = 184 + 275.57 = 459.57 hrs.

2080 work hrs. per officer/per year
- 459.57 non-work hrs. year
= 1620.43 work hrs. per officer

1620.43 work hrs. per officer
x 92 patrol officers
= **149,079.29 total work hrs. (patrol)**

4-10 Hour Shifts

Work Hrs. per officer/per year = 2080 hrs.

Non Patrol Time = 23 days (Avg. time spent training etc.)
x 10 hrs. (SL)
= 230 hrs.

Benefit Time off = 24.75 days (FY 10/11 leave use from finance dept.)
x 10 hrs. (SL)
= 247.53 non work hrs.

Total Non-work Hrs. = 230 + 247.53 = 477.53 hrs.

2080 work hrs. year
- 477.53 non work hrs. year
= 1602.47 work hrs. per officer

1602.47 work hrs. per officer
x 92 patrol officers
= **147,427.63 total work hrs. (patrol)**

Equivalence to Officer Time

Total work hours on 8's - Total work hours on 10's = difference in work hours

149,079.29 hrs. – 147,427.63 hrs. = 1651.66 hrs.

Difference in work hours / work hours per officer per year = Time equivalence
to officer increase

1651.66 hrs. (difference in total work hrs.) / 1620.43 hrs. (8-hr shift schedule) =
1.02 officers

Time equivalence to officer increase = 1.02 officers per year

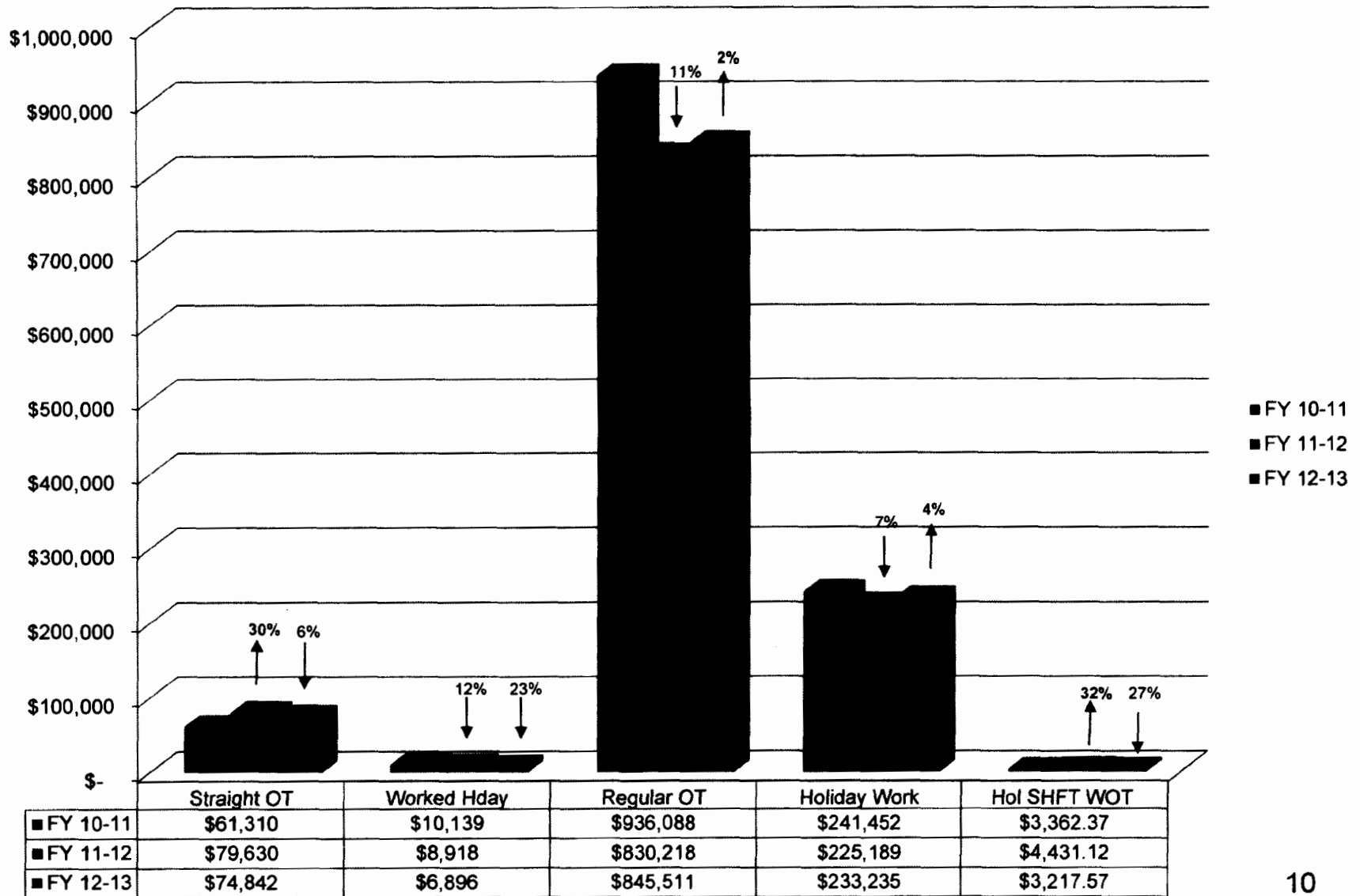
Overtime & Leave

Fiscal Year Comparison

2010/2011 vs. 2011/2012 vs. 2012/2013

Data obtained from city finance department

Overtime



Leave

