



Agenda

FINANCE COMMITTEE MEETING
CITY COUNCIL CHAMBERS
OCTOBER 21, 2013 – 5:00 P.M.

CITY CLERK'S OFFICE

DATE 10/18/13 TIME 11:20a
SERVED BY Yolanda Greer
RECEIVED BY [Signature]

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF CONSENT AGENDA
5. APPROVAL OF MINUTES

Regular Finance Committee Meeting – September 30, 2013

CONSENT AGENDA

6. Bid No. 14/09/B – City of Santa Fe Safe Routes to School Project and Construction Agreement; Century Club Construction. (James Martinez)
7. Bid No. 14/10/B – On Call Roadway & Trails Construction Services and Construction Agreements. (James Martinez)
 - A. H.O. Construction, Inc.
 - B. TLC Plumbing & Utility
 - C. GM Emulsion, LLC
8. Bid No. 14/11/B – Santa Fe Rail Trail Retaining Wall & Slope Stabilization Project; H.O. Construction, Inc. (James Martinez)
9. Bid No. 14/13/B – Taxiway F Extension for Santa Fe Municipal Airport and Contract; Albuquerque Asphalt, Inc. (Francey Jesson)
 - A. Request for Approval of Grant Agreement – Taxiway F Extension Construction; Department of Transportation Aviation Division Grant. (Francey Jesson)
10. Request for Approval of Procurement under State Price Agreement – Base Course Material; EMCO of Santa Fe LLC. (David Catanach)
11. Request for Approval of Procurement under State Price Agreement – Pavement Resurfacing Services for Walking Trails along Arroyo Chamisa Trail; EMCO of Santa Fe LLC. (David Catanach)



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12. Request for Approval of Sale of Real Estate – Approximately 3166 Square Feet with Lot 3, Section 1, Township 16 North, Range 8 East, NMPM, Adjoining 3020 South Meadows Road; Carol Ortega. (Edward Vigil)
13. Request for Approval of Professional Services Agreement – Impact Fees Update in Accordance with New Mexico Development Fees Act (RFP #14/06/P); Duncan Associates. (Reed Liming)
 - A. Request for Approval of Budget Transfer – Long Range Planning Fund
14. Request for Approval of Amended Mortgage Document and Amended and Restated promissory Note – Secure Remaining Acreage Owned by Tierra Contenta Corporation; Tierra Contenta Corporation. (Alexandra Ladd)
15. Request for Approval of Procurement – Service, Repairs and Equipment for Wastewater Management Division; James, Cooke and Hobson (JCH). (Luis Orozco)
16. Request for Approval of Professional Services Agreement – Pilot Program for Food Waste Separation, Collection and Composting for Environmental Services Division (RFP #14/02/P); Reunity Resources. (Cindy Padilla)
17. Request for Approval of Disposal and Recycling of Unusable Metal Dumpsters at Environmental Services Division and Provide Revenues from Sale of Scrap Metal to Keep Santa Fe Beautiful for City Wide Clean-up Projects; Mr. G's Santa Fe Recycles. (Lawrence Garcia)
18. Request for Approval of Grant Application and Award – Health Equipment and Services; U.S. Department of Homeland Security. (Sheila Beuler)
 - A. Request for Approval of Procurement under Federal Price Agreement – Health Related Equipment and Services for Fire Department; Federal Emergency Management Agency (FEMA); BIOSPACE, Inc. and Parvomedics.
 - B. Request for Approval of Professional Services Agreement – MaxV02 Advanced Cardiorespiratory Testing Project for Fire Department; Sierra Pulmonary and Sleep Institute.
 1. Request for Approval of Budget Increase – Grant Fund



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19. Request for Approval of Professional Services Agreement – Fiscal Agent Services for City of Santa Fe (RFP #13/25/P); Wells Fargo Bank, N.A. (Helene Hausman)
20. Request for Approval of Project Agreement – Hire Attorney, Engage other Legal Resources and DWI Forfeiture Program; New Mexico Department of Transportation, Traffic Safety Division, Highway Safety Project. (Alfred Walker and Geno Zamora)
21. Request for Approval of Grant Award and Budget Increase – State Fire Expenditure Fund for Fire Department; State of New Mexico Department of Finance and Administration. (Jan Snyder)
22. Request for Approval of a Resolution Supporting the Santa Fe Public School Transitional Education Program ("TEP"); Authorizing the Reallocation of Designated Funding in the Amount of \$23,000 from Children and Youth Providers that have Dissolved their Programs to the TEP Program to Pay for Space Rental and Coordination of Wrap Around Services for the Months of January to May 2014, During the Implementation of the TEP Pilot Program. (Councilors Dominguez, Bushee, Dimas and Rivera) (Chris Sanchez)

Committee Review:

City Council (scheduled)

10/30/13

Fiscal Impact – Yes

23. Request for Approval of a Resolution Supporting Initiation of a Needs Assessment by the North Central Regional Transit District to Identify Alternative Service and Financing Options to Begin Provision of Scheduled Regional Transit Service to the Santa Fe Ski Basin. (Councilors Bushee and Wurzbarger) (Jon Bulthuis)

Committee Review:

Public Works (approved)

10/07/13

City Council (scheduled)

10/30/13

Fiscal Impact – No

24. Request for Approval of a Resolution Relating to the Development of a Veterans Art Therapy Program in Santa Fe; Directing Staff to Convene a Meeting of the Department of Veterans Services, Veterans Affairs, Health and Human Services Agencies, Service Providers, Art Therapy Organizations,



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Nonprofit Organizations, Funders and Relevant Agencies and Organizations to Discuss the Establishment of a Veterans Art Therapy Program in Santa Fe. (Councilor Wurzbarger, Ives, Calvert and Dominguez) (Terrie Rodriguez)

Committee Review:

City Council (Scheduled)

10/30/13

Fiscal Impact – No

25. Fraud, Waste and Abuse Hotline (Councilors Rivera and Dimas) (Liza Kerr and Judith Amer)

A. Request for Approval of an Ordinance Creating a New Section 19-2 SFCC 1987 to Establish a Fraud, Waste and Abuse Hotline for City Employees to Report Alleged Fraud, Waste and Abuse Being Committed by Employees and Officers of the City.

B. Request for Approval of a Resolution Authorizing Staff to Budget and Acquire an Independent Contractor to Design, Implement and Administer a Fraud, Waste and Abuse Hotline for City Employees to Report Alleged Fraud, Waste and Abuse Being Committed by Employees and/or Officers of the City.

Committee Review:

Audit Committee (approved)

10/02/13

City Council (request to publish)

10/30/13

City Council (public hearing)

12/11/13

Fiscal Impact – Yes

Note: These Titles May be Amended in Accordance with the Amendment Sheets Provided in the Packet.

26. Request for Approval of a Resolution Relating to the Enhancement of City of Santa Fe Environmental Services and the Use of Recycled Materials; Directing Staff to establish Ordinance Provisions Related to: Commercial Businesses Providing Equal Space for Trash Receptacles and Recycling Containers; Mandated Green Waste Collection Days and the Mandated use of Recycled Asphalt, within the City Limits, that Contains A Minimum of 10% Recycled Glass to be Used Within the City Limits of Santa Fe. (Councilors Bushee and Ives) (Nick Schiavo)



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Committee Review:

City Council (scheduled)

10/30/13

Fiscal Impact – No

END OF CONSENT AGENDA

DISCUSSION

27. (PUBLIC HEARING)

Request for Approval of 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 Collaborative Effort and for a Common Cause – Take Illegal Drugs off the Streets of Santa Fe. (Councilors Dimas, Dominguez, Trujillo, Rivera and Bushee) (Chief Raymond Rael)

Committee Review:

Finance Committee (postponed)

09/30/13

Public Safety (scheduled)

10/15/13

City Council (scheduled)

10/30/13

Fiscal Impact – Yes

28. Update on Santa Fe Police Department Shifts and Scheduling. (Police Chief Raymond Rael)

29. Request for Approval of Proposed Changes to Procurement Manual Section 29, Contract Modifications/Amendments/Change Orders. (Robert Rodarte and Judith Amer)

30. Update on Employee Raises (3 year history). (Sandi Perez)

31. Update on Evergreen Compaction Study. (Sandi Perez)

32. OTHER FINANCIAL INFORMATION:

A. Update of Gross Receipts Tax Report received in October 2013 (for August 2013 activity) and Lodgers' Tax Report received in October (for September 2013 activity). (Marcos Tapia)



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33. MATTERS FROM THE COMMITTEE
 34. ADJOURN

Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6520 five (5) working days prior to meeting date.

**SUMMARY OF ACTION
FINANCE COMMITTEE MEETING
Monday, October 21, 2013**

<u>ITEM</u>	<u>ACTION</u>	<u>PAGE</u>
CALL TO ORDER AND ROLL CALL	Quorum	1
APPROVAL OF AGENDA	Approved [amended]	2
APPROVAL OF CONSENT AGENDA	Approved [amended]	2
CONSENT AGENDA LISTING		2-4
APPROVAL OF MINUTES: REGULAR FINANCE COMMITTEE MEETING – SEPTEMBER 30, 2013	Approved	4-5
<u>CONSENT CALENDAR DISCUSSION</u>		
BID NO. 14/10/B – ON-CALL ROADWAY & TRAILS CONSTRUCTION SERVICES AND CONSTRUCTION AGREEMENTS H.O. CONSTRUCTION, INC. TLC PLUMBING & UTILITY GM EMULSION, LLC	Approved	5-6
REQUEST FOR APPROVAL OF PROCUREMENT UNDER STATE PRICE AGREEMENT – PAVEMENT RESURFACING SERVICES FOR WALKING TRAILS ALONG ARROYO CHAMISA TRAIL; EMCO OF SANTA FE, LLC.	Approved	6-7
REQUEST FOR APPROVAL OF AMENDED MORTGAGE DOCUMENT AND AMENDED AND RESTATED PROMISSORY NOTE – SECURE REMAINING ACREAGE OWNED BY TIERRA CONTENTA CORPORATION; TIERRA CONTENTA CORPORATION	Approved	7-8
REQUEST FOR APPROVAL OF PROFESSIONAL SERVICES AGREEMENT – PILOT PROGRAM FOR FOOD WASTE SEPARATION, COLLECTION AND COMPOSTING FOR ENVIRONMENTAL SERVICES DIVISION (RFP #14/02/P); REUNITY RESOURCES	Approved [amended]	9-10

ITEM**ACTION****PAGE**

REQUEST FOR APPROVAL OF DISPOSAL AND RECYCLING OF UNUSABLE METAL DUMPSTERS AT ENVIRONMENTAL SERVICES DIVISION AND PROVIDE REVENUES FROM SALE OF SCRAP METAL TO KEEP SANTA FE BEAUTIFUL FOR CITY WIDE CLEAN-UP PROJECTS; MR. G'S SANTA FE RECYCLES

Approved

10-11

REQUEST FOR APPROVAL OF PROJECT AGREEMENT – HIRE ATTORNEY, ENGAGE OTHER LEGAL RESOURCES AND DWI FORFEITURE PROGRAM; NEW MEXICO DEPARTMENT OF TRANSPORTATION, TRAFFIC SAFETY DIVISION, HIGHWAY SAFETY PROJECT

Approved

11

FRAUD, WASTE AND ABUSE HOTLINE

REQUEST FOR APPROVAL OF AN ORDINANCE CREATING A NEW SECTION 19-2 SFCC 1987, TO ESTABLISH A FRAUD, WASTE AND ABUSE HOTLINE FOR CITY EMPLOYEES TO REPORT ALLEGED FRAUD, WASTE AND ABUSE BEING COMMITTED BY EMPLOYEES AND OFFICERS OF THE CITY

Approved [amended]

12-15

REQUEST FOR APPROVAL OF A RESOLUTION AUTHORIZING STAFF TO BUDGET AND ACQUIRE AN INDEPENDENT CONTRACTOR TO DESIGN, IMPLEMENT AND ADMINISTER A FRAUD, WASTE AND ABUSE HOTLINE FOR CITY EMPLOYEES TO REPORT ALLEGED FRAUD, WASTE AND ABUSE BEING COMMITTED BY EMPLOYEES AND/OR OFFICERS OF THE CITY

Approved [amended]

12-15

REQUEST FOR APPROVAL OF A RESOLUTION RELATING TO THE ENHANCEMENT OF CITY OF SANTA FE ENVIRONMENTAL SERVICES AND THE USE OF RECYCLED MATERIALS; DIRECTING STAFF TO ESTABLISH ORDINANCE PROVISIONS RELATED TO: COMMERCIAL BUSINESSES PROVIDING EQUAL SPACE FOR TRASH RECEPTACLES AND RECYCLING CONTAINERS; MANDATED GREEN WASTE COLLECTION DAYS AND THE MANDATED USE OF RECYCLED ASPHALT, WITHIN THE CITY LIMITS, THAT CONTAINS A MINIMUM OF 10% RECYCLED GLASS TO BE USED WITHIN THE CITY LIMITS OF SANTA FE

Approved

16-18

ITEM**ACTION****PAGE**

END OF CONSENT CALENDAR DISCUSSION

DISCUSSION**PUBLIC HEARING**

**REQUEST FOR APPROVAL OF 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
COLLABORATIVE EFFORT AND FOR A COMMON
CAUSE – TAKE ILLEGAL DRUGS OFF THE
STREETS OF SANTA FE**

Approved**18-23**

**UPDATE ON SANTA FE POLICE DEPARTMENT
SHIFTS AND SCHEDULING**

Information/discussion**23-34**

**REQUEST FOR APPROVAL OF PROPOSED
CHANGES TO PROCUREMENT MANUAL
SECTION 29, CONTRACT MODIFICATIONS/
AMENDMENTS/ CHANGE ORDERS**

Approved**34-35**

UPDATE ON EMPLOYEE RAISES (3-YEAR HISTORY)

Information/discussion**35-46**

UPDATE ON EVERGREEN COMPACTION STUDY

Information/discussion**46-47****OTHER FINANCIAL INFORMATION**

**UPDATE OF GROSS RECEIPTS TAX REPORT
RECEIVED IN OCTOBER 2013 (FOR AUGUST
2013 ACTIVITY) AND LODGERS' TAX REPORT
RECEIVED IN OCTOBER 2013 (FOR SEPTEMBER
2013 ACTIVITY)**

Information/discussion**47-48**

MATTERS FROM THE COMMITTEE

Information/discussion**48**

ADJOURN

49

**MINUTES OF THE
CITY OF SANTA FE
FINANCE COMMITTEE
Monday, October 21, 2013**

1. CALL TO ORDER

A meeting of the City of Santa Fe Finance Committee was called to order by Acting Chair Patti J. Bushee, at approximately 5:00 p.m., on Monday, October 21, 2013, in the Council Chambers, City Hall, 200 Lincoln Avenue, Santa Fe, New Mexico. [Chair Carmichael A. Dominguez arrived later in the meeting and assumed the duties of the Chair.]

2. ROLL CALL

MEMBERS PRESENT:

Carmichael A. Dominguez, Chair
Councilor Patti J. Bushee
Councilor Christopher Calvert
Councilor Bill Dimas

MEMBERS EXCUSED:

Councilor Peter N. Ives

OTHER COUNCILORS ATTENDING:

Councilor Christopher M. Rivera
Councilor Rebecca Wurzbarger

OTHERS ATTENDING:

Marcos A. Tapia, Finance Department
Yolanda Green, Finance Division
Melessia Helberg, Stenographer.

There was a quorum of the membership in attendance for the conducting of official business.

NOTE: All items in the Committee packets for all agenda items are incorporated herewith to these minutes by reference. The original Committee packet is on file in the Finance Department.

3. APPROVAL OF AGENDA

Mr. Tapia said Item #6 to has been postponed to the Finance Committee meeting of November 4, 2013.

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve the agenda, as amended.

VOTE: The motion was approved on a voice vote, with Councilors Bushee, Calvert and Dimas voting in favor of the motion, no one voting against, and Chair Dominguez absent for the vote.

4. APPROVAL OF CONSENT AGENDA

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve the following Consent Agenda as amended.

VOTE: The motion was approved on a voice vote, with Councilors Bushee, Calvert and Dimas voting in favor of the motion, no one voting against, and Chair Dominguez absent for the vote.

CONSENT AGENDA

A Budget Adjustment Request for Item #18, submitted for the record by staff, is incorporated herewith to these minutes as Exhibit "1."

6. **BID NO. 14/03/B – CITY OF SANTA FE SAFE ROUTES TO SCHOOL PROJECT AND CONSTRUCTION AGREEMENT; CENTURY CLUB CONSTRUCTION. (JAMES MARTINEZ)**
7. ***[Removed for discussion by Councilor Dimas]***
8. **BID NO. 14/11/B – SANTA FE RAIL TRAIL RETAINING WALL & SLOPE STABILIZATION PROJECT; H.O. CONSTRUCTION, INC. (JAMES MARTINEZ)**
9. **BID NO. 14/11/B – TAXIWAY F EXTENSION FOR SANTA FE MUNICIPAL AIRPORT AND CONTRACT; ALBUQUERQUE ASPHALT, INC. (FRANCEY JESSON)**
 - A. **REQUEST FOR APPROVAL OF GRANT AGREEMENT – TAXIWAY F EXTENSION CONSTRUCTION; DEPARTMENT OF TRANSPORTATION AVIATION DIVISION GRANT. (FRANCEY JESSON)**
10. **REQUEST FOR APPROVAL OF PROCUREMENT UNDER STATE PRICE AGREEMENT – BASE COURSE MATERIAL; EMCO OF SANTA FE LLC. (DAVID CATANACH)**

11. *[Removed for discussion by Councilor Bushee]*
12. REQUEST FOR APPROVAL OF SALE OF REAL ESTATE – APPROXIMATELY 3166 SQUARE FEET WITH LOT 3, SECTION 1, TOWNSHIP 16 NORTH, RANGE 8 EAST, NMPM, ADJOINING 3020 SOUTH MEADOWS ROAD; CAROL ORTEGA. (EDWARD VIGIL)
13. REQUEST FOR APPROVAL OF APPROVAL OF PROFESSIONAL SERVICES AGREEMENT – IMPACT FEES UPDATE IN ACCORDANCE WITH NEW MEXICO DEVELOPMENT FEES ACT (RFP #14/06/P); DUNCAN ASSOCIATES. (REED LIMING)
 - A. REQUEST FOR APPROVAL OF BUDGET TRANSFER – LONG RANGE PLANNING FUND.
14. *[Removed for discussion by Councilor Dimas]*
15. REQUEST FOR APPROVAL OF PROCUREMENT – SERVICE, REPAIRS AND EQUIPMENT FOR WASTEWATER MANAGEMENT DIVISION; JAMES COOKE AND HOBSON (JCH). (LUIS ORIZCO)
16. *[Removed for discussion by Councilor Dimas]*
17. *[Removed for discussion by Councilor Bushee]*
18. REQUEST FOR APPROVAL OF GRANT APPLICATION AND AWARD – HEALTH EQUIPMENT AND SERVICES; U.S. DEPARTMENT OF HOMELAND SECURITY. (SHEILA BEULER)
 - A. REQUEST FOR APPROVAL OF PROCUREMENT UNDER FEDERAL PRICE AGREEMENT – HEALTH RELATED EQUIPMENT AND SERVICES FOR FIRE DEPARTMENT; FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA); BIOSPACE, INC. AND PARVOMEDICS.
 - B. REQUEST FOR APPROVAL OF PROFESSIONAL SERVICES AGREEMENT – MAXV02 ADVANCED CARDIORESPIRATORY TESTING PROJECT FOR FIRE DEPARTMENT; SIERRA PULMONARY AND SLEEP INSTITUTE.
 1. REQUEST FOR APPROVAL OF BUDGET INCREASE – GRANT FUND.
19. REQUEST FOR APPROVAL OF PROFESSIONAL SERVICES AGREEMENT – FISCAL AGENT SERVICES FOR CITY OF SANTA FE (RFP #13/25/P); WELLS FARGO BANK, N.A. (HELENE HAUSMAN)
20. *[Removed for discussion by Councilor Bushee]*
21. REQUEST FOR APPROVAL OF GRANT AWARD AND BUDGET INCREASE – STATE FIRE EXPENDITURE FUND FOR FIRE DEPARTMENT; STATE OF NEW MEXICO DEPARTMENT OF FINANCE AND ADMINISTRATION. (JAN SNYDER)

22. REQUEST FOR APPROVAL OF A RESOLUTION SUPPORTING THE SANTA FE PUBLIC SCHOOL TRANSITIONAL EDUCATION PROGRAM ("TEP"); AUTHORIZING THE REALLOCATION OF DESIGNATED FUNDING IN THE AMOUNT OF \$23,000 FROM CHILDREN AND YOUTH PROVIDERS THAT HAVE DISSOLVED THEIR PROGRAMS TO THE TEP PROGRAM TO PAY FOR SPACE RENTAL AND COORDINATION OF WRAP AROUND SERVICES FOR THE MONTHS OF JANUARY TO MAY 2014, DURING THE IMPLEMENTATION OF THE TEP PILOT PROGRAM (COUNCILORS DOMINGUEZ, BUSHEE, DIMAS AND RIVERA). (CHRIS SANCHEZ) Committee Review: City Council (scheduled) 10/30/13. Fiscal Impact – Yes.
23. REQUEST FOR APPROVAL OF A RESOLUTION SUPPORTING INITIATION OF A NEEDS ASSESSMENT BY THE NORTH CENTRAL REGIONAL TRANSIT DISTRICT TO IDENTIFY ALTERNATIVE SERVICE AND FINANCING OPTIONS TO BEGIN PROVISION OF SCHEDULED REGIONAL TRANSIT SERVICE TO THE SANTA FE SKI BASIN (COUNCILORS BUSHEE AND WURZBURGER). (JON BULTHUIS) Committee Review: Public Works (approved) 10/07/13; and City Council (scheduled) 10/30/13. Fiscal Impact – No.
24. REQUEST FOR APPROVAL OF A RESOLUTION RELATING TO THE DEVELOPMENT OF A VETERANS ART THERAPY PROGRAM IN SANTA FE; DIRECTING STAFF TO CONVENE A MEETING OF THE DEPARTMENT OF VETERANS SERVICES, VETERANS AFFAIRS, HEALTH AND HUMAN SERVICES AGENCIES, SERVICE PROVIDERS, ART THERAPY ORGANIZATIONS , NONPROFIT ORGANIZATIONS, FUNDERS AND RELEVANT AGENCIES AND ORGANIZATIONS TO DISCUSS THE ESTABLISHMENT OF A VETERANS ART THERAPY PROGRAM IN SANTA FE (COUNCILOR WURZBURGER, IVES, CALVERT AND DOMINGUEZ). (TERRIE RODRIGUEZ) Committee Review: City Council (scheduled) 10/30/13. Fiscal Impact – No.
25. *[Removed for discussion by Councilor Calvert]*
26. *[Removed for discussion by Councilor Calvert]*

END OF CONSENT AGENDA

5. APPROVAL OF MINUTES: REGULAR FINANCE COMMITTEE MEETING – SEPTEMBER 30, 2013.

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve the minutes of the Regular Finance Committee Meeting of September 30, 2013, as presented.

VOTE: The motion was approved on a voice vote, with Councilors Bushee, Calvert and Dimas voting in favor of the motion, no one voting against, and Chair Dominguez absent for the vote.

CONSENT CALENDAR DISCUSSION

7. **BID NO. 14/10/B – ON-CALL ROADWAY & TRAILS CONSTRUCTION SERVICES AND CONSTRUCTION AGREEMENTS. (JAMES MARTINEZ)**
- A. H.O. CONSTRUCTION, INC.**
 - B. TLC PLUMBING & UTILITY**
 - C. GM EMULSION, LLC**

Councilor Dimas asked if these projects are being funded with CIP bond money.

Erik Martinez said the projects for which they utilize these contracts can be from wide variety of sources – CIP, General Obligation, federal funding, “you name it.”.

Councilor Dimas asked if the money is available for the project, or what funds will be used once the projects start, if they get into play.

Mr. Martinez said no, the funding isn't yet identified, and will be identified as the projects go through the funding process.

Councilor Dimas said he understands \$200 million was set aside for this.

Mr. Martinez said the contract is capped at \$2 million, so they can't exceed that amount for the total of the projects. One the cap is reached, the contract stops and we have go out to bid again.

Councilor Dimas asked if there are current on-going projects.

Mr. Martinez said he can't think of any at the moment. He said typically they use these contracts, for example, to make City-wide ADA improvements after we overlay roadways, as well as small sidewalk projects like the Hillside/Cross of the Martyr sidewalk project they did this year, installation of bicycle lanes such as on Camino de las Crucitas. He said these are the types of projects for which they typically use these contracts. He said these projects are funded and built, and some are in the process of being built but those are under a separate contract.

Councilor Dimas asked if we have the funds to finish the existing projects.

Mr. Martinez said typically, the money already is identified for use. For example, with regard to CIP funding for street overlays, a portion is set aside to do all of the ADA improvements, so those funds are already budgeted and available, and they would move forward with design and utilize a contract of this type for construction.

Acting Chair Bushee asked if the City has previously used GM Emulsion, LLC.

Mr. Martinez said yes, they have been utilized on several street maintenance projects. He said they typically award to the top two bidders, but since we've had good experience with that bidder and they have experience in street maintenance, staff thought it would be a good idea to award it to the top 3. He said GM Emulsion is a local company and capable of doing that sort of work.

Acting Chair Bushee said it seems like a new company, and the reason for her question.

Mr. Rodarte said it is fairly new to Santa Fe, and in the last 2 years they've had small projects with us. He said they currently have a fairly large one they won through the competitive process, and currently they are filling the cracks on Camino Carlos Rey. He said the company meets all the requirements and they do employ almost everyone locally.

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve this request.

VOTE: The motion was approved on a voice vote, with Councilors Bushee, Calvert and Dimas voting in favor of the motion, no one voting against, and Chair Dominguez absent for the vote.

11. REQUEST FOR APPROVAL OF PROCUREMENT UNDER STATE PRICE AGREEMENT – PAVEMENT RESURFACING SERVICES FOR WALKING TRAILS ALONG ARROYO CHAMISA TRAIL; EMCO OF SANTA FE, LLC. (DAVID CATANACH)

Acting Chair Bushee said she walks and rides these trails frequently. She said she is concerned about the tree roots along the way, and asked if anything will be done about that.

David Catanach said the proposal is to break-down the existing surface, and during the process it will break down the roots. He said they walked the trails with Parks and Engineering, noting the majority of the trees are *Chinese elms*, so they have no concern that if we pulverize the roots it will kill the trees. He said they will break down the existing surface to a base material to make it wider, and then come back and put in a 10 foot surface throughout the whole length. In some locations it is already 10 feet, but the majority of the trails are 8 feet.

Acting Chair Bushee asked how they keep the edges from cracking/eroding.

Mr. Catanach said that's always a challenge, because it's thin to begin with. The best thing to do is keep it as thick as possible, but there is a lip at the edge, so it's a trade-off. He said they will do their best.

Acting Chair Bushee asked if they take care of drainage during construction, and Mr. Catanach said yes.

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve this request.

VOTE: The motion was approved on a voice vote, with Councilors Bushee, Calvert and Dimas voting in favor of the motion, no one voting against, and Chair Dominguez absent for the vote.

14. REQUEST FOR APPROVAL OF AMENDED MORTGAGE DOCUMENT AND AMENDED AND RESTATED PROMISSORY NOTE – SECURE REMAINING ACREAGE OWNED BY TIERRA CONTENTA CORPORATION; TIERRA CONTENTA CORPORATION. (ALEXANDRA LADD)

Robert Siqueiros said he is in attendance on behalf of Alexandra Ladd, noting in attendance are Executive Director James Hicks and Project/Chief Engineer Dave Thomas of Tierra Contenta Corporation.

Councilor Dimas asked how much land and lots are still available.

Dave Thomas, Project Engineer for Tierra Contenta, said they have to complete Phase 3 which represents about 1/3. He said about 50% of the land in Phase 3 is owned by the New Mexico School for the Deaf and 50% is owned by Tierra Contenta Corporation, so this is kind of a loaded question. He said we estimate that Tierra Contenta has approximately 1,000 to 1,200 units yet to be built and the School for the Deaf has approximately 800 units left to be built in Tierra Contenta, "so we are looking in the range of 2,000 units yet to be built." He said as far as area is concerned, the buildable area is approximately 350 acres.

Councilor Dimas asked Mr. Thomas if he is connected with the School for the Deaf.

Mr. Thomas said, "There's about 8 landowners originally in Tierra Contenta. The Tierra Contenta Corporation, which was created by the City, started out with 860 acres. In addition, 270 acres was and still is owned by the New Mexico School for the Deaf. They're all in the same master planned area. There was another private owner who held 150 acres of property in the original master planned area, which Tierra Contenta ended up buying in 1999. In addition, the Santa Fe School District had some thirty odd acres in the master planned area. The School for the Deaf isn't under the same affordable housing agreements, but they have signed onto the master plan to develop it in accordance with the master plan."

Councilor Dimas said he has no further questions.

Acting Chair Bushee asked if this went back to Public Works.

Mr. Siqueiros said it went back to Public Works twice.

Acting Chair Bushee asked what was the additional information needed by Public Works.

Councilor Calvert said they wanted clarification on some of the numbers, figures and agreements. He said it was heard first at the September 9th meeting, and then asked for it to come back with the questions answered, with the action on October 7th.

Acting Chair Bushee said Mr. Snyder has brought concerns to us that by extending debt service on our own bonds and borrowing, that we are going to hamper ourselves from being able to continue to bond for further public works projects. She asked if this adds to the mix in any way, commenting this is a pretty early note, and she wants to be sure there will no deleterious affect on our ability to borrow or issue bonds.

Mr. Snyder said he would defer to the Finance Director to answer the question about the impact on the bonding. He said it is an old note, and the request is to extent the note another 10 years. He is unsure of the overall impact on the City's bonding capability for upcoming projects.

Mr. Tapia said this also is being amended to take off a percentage of 37 acres which was deemed unbuildable, so we're giving them a break on that part and taking it off the total note. He said, "As far as this having an impact on the bonding issue, I think since we do have that promissory note, however it's amended, even extended it isn't going to have a detrimental impact on how we bond. It will show as an asset even if we extend that."

Acting Chair Bushee asked how it is an asset when we are still owed \$2 million. She asked the people from Tierra Contenta their hopes in being able to pay off that debt, and asked if they have a timeline.

James Hicks, Executive Director, Tierra Contenta, 6005 Jaguar Drive, said, "Of course, the original note is set to expire next year. And the reason we need the extension, everybody understands the market for real estate has slowed to zero for us. We firmly believe that we can get the land developed and sold within that time period."

Acting Chair Bushee said, "If the City said no, what was the plan."

Mr. Hicks said, "At this point, I don't know what the plan is."

Acting Chair Bushee said, "The City never says no, so nobody has a backup plan."

Mr. Hicks said the Board would have to decide what the alternatives are at that point.

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve this request.

VOTE: The motion was approved on a voice vote, with Councilors Bushee, Calvert and Dimas voting in favor of the motion, no one voting against, and Chair Dominguez absent for the vote.

Chair Dominguez arrived at the meeting

16. REQUEST FOR APPROVAL OF PROFESSIONAL SERVICES AGREEMENT – PILOT PROGRAM FOR FOOD WASTE SEPARATION, COLLECTION AND COMPOSTING FOR ENVIRONMENTAL SERVICES DIVISION (RFP #14/02/P); REUNITY RESOURCES. (CINDY PADILLA)

A Memorandum dated October 18, 2013, to the Finance Committee and Public Utilities Committee, from Cindy Padilla, Director, Environmental Services Division, regarding the recommended amendments to the proposed agreement, is incorporated herewith to these minutes as Exhibit "2."

Councilor Dimas said he removed this so Cindy can add an amendment.

At the request of Acting Chair Bushee, Ms. Padilla presented information regarding the proposal to do a pilot program, from her Memorandum of October 9, 2013, which is in the Committee packet. Please see this Memorandum for specifics of this presentation.

Acting Chair Bushee asked if Reunity makes the machines, and asked if they are similar to the ones at the school.

Ms. Padilla said it will have nothing to do with the Eco-Vend machine, and they will be collecting the food waste separated, taking it to Payne's organic soil yard, and Payne's will be responsible for composting. She said this is one of the reasons for the amendment which is to clarify who will be making the compost.

Acting Chair Bushee asked the incentive for the business to utilize this service.

Ms. Padilla said it potentially could be a savings on the refuse bill if they are able to reduce their amount of waste, by 50% or by 30%, noting restaurant food waste is a large percentage. She said these questions will be answered through this pilot program.

Acting Chair Bushee said then it's just for commercial accounts and food related industries, and doesn't mean meats, but just vegetable matter.

Councilor Calvert asked if there is a cost to the City for the pilot program and Ms. Padilla said no.

Ms. Padilla said the containers to be used are ones which were purchased previously, and are containers in our inventory.

Ms. Padilla presented information regarding the proposed amendments from her Memorandum of October 18, 2013. Please see Exhibit "2" for specifics of this presentation.

Responding to Acting Chair Bushee, Ms. Padilla said the current City Code, Chapter 21 for Solid Waste, requires and gives the City exclusive right to collect all solid waste within the City limits, and food waste is defined as garbage which is defined as solid waste. They have to come through the City because we need to give them the authority to collect within the City.

Acting Chair Bushee said, "It sounds like they're just going through the bureaucratic hoops to get this done through the City."

Ms. Padilla said the City has its own composting program with Wastewater, but it's a different operation and this will give us good information to proceed in the future.

Councilor Calvert said on page 2 of the Memo, in the amendment for page 4, line 2 should include "conflict," as follows: "... would materially conflict with the..."

Ms. Padilla said she will ensure that correction will be made.

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve this request, with his proposed amendment.

VOTE: The motion was approved unanimously on a voice vote.

Chair Dominguez assumed the duties of the Chair

17. REQUEST FOR APPROVAL OF DISPOSAL AND RECYCLING OF UNUSABLE METAL DUMPSTERS AT ENVIRONMENTAL SERVICES DIVISION AND PROVIDE REVENUES FROM SALE OF SCRAP METAL TO KEEP SANTA FE BEAUTIFUL FOR CITY WIDE CLEAN-UP PROJECTS; MR. G'S SANTA FE RECYCLES. (LAWRENCE GARCIA)

Councilor Bushee said asked if the City has given the proceeds to Santa Fe Beautiful, and if the City has no other use for the dumpsters.

Ms. Padilla said Keep Santa Fe Beautiful works with the City on all of its projects.

Councilor Bushee said she knows that, but her question is if this is the first time it will receive the proceeds from the sale.

Ms. Padilla said yes, but Keep Santa Fe Beautiful has received proceeds from the sale of other recyclable materials from the yards or from other places in the City.

Councilor Bushee asked Ms. Padilla if there is no other use for the dumpsters.

Ms. Padilla said no, the dumpsters are beyond their usable life, noting they did an inventory of all of them.

MOTION: Councilor Calvert moved, seconded by Councilor Calvert, to approve this request.

VOTE: The motion was approved unanimously on a voice vote.

20. REQUEST FOR APPROVAL OF PROJECT AGREEMENT – HIRE ATTORNEY, ENGAGE OTHER LEGAL RESOURCES AND DWI FORFEITURE PROGRAM; NEW MEXICO DEPARTMENT OF TRANSPORTATION, TRAFFIC SAFETY DIVISION, HIGHWAY SAFETY PROJECT. (ALFRED WALKER AND GENO ZAMORA)

Councilor Bushee asked how many more years the City will keep getting this grant, and asked if we will hire a different attorney, or if this is to fund Mr. Walker to continue doing this.

Mr. Walker said this is the third year of a New Mexico Department of Transportation grant which has been decreasing each year. He said the DOT has been telling us they will, at some point, and probably after the current contract, terminate the grant. He said no additional people will be hired. He said, "It will partially fund my salary as well as any contract work we may need within the next year. We anticipate that there will be no problem paying for the position after this year."

Councilor Bushee said then it will be self-sustaining through the proceeds of the sales of vehicles which are forfeited.

Mr. Walker said, "That is the hope."

Councilor Bushee said so you expect the grant to stop after year three.

Mr. Walker said we actually expected it to stop after this part year, but we asked for more, and they gave it to us, and we actually did budget expecting we wouldn't get the money this year.

Councilor Bushee asked the status of this program being self-sustaining.

Mr. Walker said he can't say because he hasn't looked at the revenue and expenses. He said, "I would generally think that we are not fully self-sufficient, but we certainly bring in quite a bit of money."

Councilor Bushee asked Mr. Walker to provide a memorandum to her when he has the opportunity.

MOTION: Councilor Calvert moved, seconded by Councilor Dominguez, to approve this request.

VOTE: The motion was approved unanimously on a voice vote.

25. **FRAUD, WASTE AND ABUSE HOTLINE (COUNCILORS RIVERA AND DIMAS). (LIZA KERR AND JUDITH AMER)**
- A. **REQUEST FOR APPROVAL OF AN ORDINANCE CREATING A NEW SECTION 19-2 SFCC 1987, TO ESTABLISH A FRAUD, WASTE AND ABUSE HOTLINE FOR CITY EMPLOYEES TO REPORT ALLEGED FRAUD, WASTE AND ABUSE BEING COMMITTED BY EMPLOYEES AND OFFICERS OF THE CITY.**
- B. **REQUEST FOR APPROVAL OF A RESOLUTION AUTHORIZING STAFF TO BUDGET AND ACQUIRE AN INDEPENDENT CONTRACTOR TO DESIGN, IMPLEMENT AND ADMINISTER A FRAUD, WASTE AND ABUSE HOTLINE FOR CITY EMPLOYEES TO REPORT ALLEGED FRAUD, WASTE AND ABUSE BEING COMMITTED BY EMPLOYEES AND/OR OFFICERS OF THE CITY. Committee Review: Audit Committee (approved) 10/02/13; City Council (request to publish) 10/30/13; and City Council (public hearing) 12/11/13. Fiscal Impact – Yes.**
- NOTE: THESE TITLES MAY BE AMENDED IN ACCORDANCE WITH THE AMENDMENT SHEETS PROVIDED IN THE PACKET.**

Councilor Calvert said he is fully in favor of this proposal. However, his concern is dictating staffing in an Ordinance which he doesn't think is the appropriate way to do staffing, because if you decide that you don't want to do this, then you have to amend the Ordinance. Additionally, he is concerned as to how we know we will need a full time person to do this, when we haven't done this yet.

The Committee commented and asked questions as follows:

- Councilor Bushee asked if it has to be done by ordinance.
- Councilor Rivera said he and Lisa Kerr met with the Audit Committee, and as he understands from them, Ms. Kerr is pretty much already over-worked. Ms. Kerr is the only person in her Division in her area. He said even with her current job, she already is in need of additional help. He asked Ms. Kerr to expand on this.

Ms. Kerr said their thoughts were that we would need at least a part time person to proceed with investigations that came up with the Fraud, Waste and Abuse Hotline, and when that person is not working on hot line issues, they could assist with additional audit work.

- Councilor Calvert said that needs to be discussed in a separate matter and not necessarily as part of this Ordinance, reiterating this isn't the normal way of doing staffing. He understands the need for the Ordinance for the Fraud, Waste and Abuse Hotline and an FIR. However, he doesn't think it is good to dictate or request additional staffing in an Ordinance. He said he is having a little problem with that concept and the process.

Judith Amer, Assistant City Attorney, said part of the amendment was to add the requirement regarding a staff person. She said, "In the original bill, if you look at page 2, 19-2.4(B), there already was a requirement to provide sufficient budget to hire an independent contractor."

- Councilor Calvert said an independent contractor will set this up.

Ms. Amer said they will design, implement and administer, which is more than just setting it up.

- Councilor Calver asked, "If we have a contractor for part of this... when we're dealing with confidentiality and stuff like that, is that something you want a contractor to be doing. Maybe it's more appropriate, or not appropriate, I don't know, depending on your outlook."

Ms. Amer said, "I think the Internal Auditor wanted to do the administration part for those reasons that you mentioned, confidentiality."

- Councilor Calvert reiterated this isn't the normal way we get additions to staff. He suggested perhaps a Resolution accompanying the Ordinance would be more appropriate.

Geno Zamora, City Attorney, said, "The difficulty that staff is running into, and why you're seeing a new format here is because you are starting a program possibly mid-budget year that isn't currently funded, isn't currently in the budget. So what staff has been working with is some type of mechanism where, if it's a new program, it's a new position, it all has fiscal impact, but isn't already budgeted, and we're trying to find a mechanism to pull money into that position mid-year."

- Councilor Calvert said he understands, and asked, "Do you really want staffing in the Ordinance itself." He would think a better course is a Resolution with the Ordinance setting up the hot line, with the Resolution setting aside or designating resources to make it happen. He said we can also discuss whether it will be by a contract or full time staff. He said, "I understand the auditor's point of view, and the Audit Committee, but you're sort of like creeping into staffing arrangements by saying, well this will require some more staff and our auditor already needs more staff. It's sort of using this as the excuse to get that FTE, and I think we would rather have the justification. I don't have a problem expending the money needed to administer this program, but I don't think, again to beat a dead horse, that should necessarily be language in the Ordinance."

Mr. Zamora said, "And I'll defer to Judy as far as the mechanism goes. What I'm used to is a Resolution setting aside the funding, creating the role and directing the Finance Committee to include that in a future budget, getting a Resolution to get it into, for example, next fiscal year's budget. So again, I'll defer to Judy as to process, how to do it in an existing year where it wasn't budgeted."

- Councilor Calvert reiterated his concern with doing this by Ordinance.

Mr. Zamora said, "We'll look into alternatives."

- Chair Dominguez said he wants this to be part of the Code, but he does understand the concerns regarding getting the position funded. He asked Councilor Rivera if he would like to amend it so we direct staff to get the funding before the actual program is in place.
- Councilor Rivera said after hearing Councilor Calvert he agrees 100% with him that it should not be in the Ordinance. He said, "If we want to strike that language that's fine, and then I can propose a Resolution at mid-year to fund the position, or however long it will be once the program is established."
- Councilor Calvert said we can introduce a Resolution now, and by the time the Ordinance gets to Council the Resolution can catch up with it.

Melissa Byers said, "There is a Resolution in the packet that refers to the Ordinance, but we could amend the current Resolution in the packet so that for fiscal year 13/14, we would budget the position and the third party contractor. So I could amend that Resolution to say that."

- Councilor Calvert said then we can ignore all of the stuff on the amendment page, and Mr. Zamora nodded yes.
- Councilor Bushee asked what Ordinance are we amending to create this, or what Code Section, commenting that she agrees with Councilor Calvert's concerns.

Ms. Byers said, "We are amending Chapter 19 of the City Code which is the Personnel Chapter, and because this relates to fraud, waste and abuse by City employees, we thought that would be the best place in the Ordinance to put this."

- Councilor Bushee asked if the general public would be using this new service, or is it just to be used internally.

Ms. Byers said, "This would just be internally for City employees to report fraud, waste and abuse by other City employees. Councilor Rivera felt we already have our constituent services where the public actually can file complaints, so this would be just an internal process."

- Councilor Bushee said, "Since this is such a limited pool, I do question whether this is something that would require a full time, additional person to conduct, without even trying to put it together to know the capacity of the existing internal auditor. And we have the Audit Committee. So how will we know. Why are we putting the cart before the horse. Are we going to proceed like we did with the Landlord/Tenant Hotline for the general public, that was like \$10,000, or \$15,000, when we first started it, and it didn't require a whole heck of a lot."

Mr. Amer said, "The only thing I have to add is that there is also a mechanism to report fraud, waste and abuse to the State Auditor's Office. They have a hot line. This program was for City employees to report fraud, waste and abuse."

- Councilor Bushee asked how Councilor Rivera wants to proceed.
- Councilor Rivera said, "I think we need an ordinance change is what Judith told me. I initially proposed a Resolution, but was told it had to be and Ordinance change. And again, we are establishing the program for employees to call in and make reports which would then go to Lisa's department."
- Councilor Bushee said then we are going to try this without a full time person initially.
- Councilor Rivera said, "Initially. We're trying figure out how much work it will add to Lisa's plate, and we're anticipating that it's probably going to be significant for her."
- Councilor Bushee said, "Again, if this were the way for any of us to backdoor new positions without going through a budget process, we'd all be filling in new Ordinances and saying I need this position. I agree with the idea."
- Councilor Rivera said he also agrees and he is okay with the change.
- Councilor Bushee said she would like to be a cosponsor of the legislation.
- Councilor Calvert asked how we need to proceed.

Ms. Amer said, "We are going to delete reference to creating a budget and position in the Ordinance, and have the accompanying Resolution mention that, and when it comes through then you can have that discussion."

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve the Ordinance in Item 25(A), minus the suggested amendments.

VOTE: The motion was approved unanimously on a voice vote.

Responding to Councilor Calvert, Ms. Amer said we can revise the current Resolution.

MOTION: Councilor Calvert moved, seconded by Councilor Dimas, to approve the Resolution in Item 25(B) with direction to staff to amend the Resolution as necessary to conform with the Ordinance we are passing.

VOTE: The motion was approved unanimously on a voice vote.

26. **REQUEST FOR APPROVAL OF A RESOLUTION RELATING TO THE ENHANCEMENT OF CITY OF SANTA FE ENVIRONMENTAL SERVICES AND THE USE OF RECYCLED MATERIALS; DIRECTING STAFF TO ESTABLISH ORDINANCE PROVISIONS RELATED TO: COMMERCIAL BUSINESSES PROVIDING EQUAL SPACE FOR TRASH RECEPTACLES AND RECYCLING CONTAINERS; MANDATED GREEN WASTE COLLECTION DAYS AND THE MANDATED USE OF RECYCLED ASPHALT, WITHIN THE CITY LIMITS, THAT CONTAINS A MINIMUM OF 10% RECYCLED GLASS TO BE USED WITHIN THE CITY LIMITS OF SANTA FE (COUNCILORS BUSHEE AND IVES). (NICK SCHIAVO) Committee Review: City Council (scheduled) 10/30/13. Fiscal Impact – No.**

Councilor Calvert asked if the green waste collection days will be free to the public.

Ms. Padilla said yes.

Councilor Calvert said it would be helpful to state that specifically in the Resolution so that is clear.

Councilor Calvert said on page 2, line 7, it provides, "All asphalt that is used in the city limits contains a minimum of 10% recycled glass..." He said this Resolution asks staff to study some of these things, noting the Resolution directs staff to establish an ordinance. He said his preferred wording would be to ask staff to study and analyze a possible ordinance, because until we get some of this analysis done, we don't know what and how we want to do this.

Councilor Calvert asked how this will work with current contractors, for example, in Albuquerque, how will we get the materials together.

Ms. Padilla said the yard-waste collection will be free to residential customers, but not to the general public. She said, with regard to any of the 3 conditions, when an Ordinance is brought forward, the FIR will include a cost/benefit analysis.

Councilor Calvert said if we're saying there will be an ordinance, then he needs answers now as opposed to that it is being studied for a possible ordinance. He asked if the Environmental Services Division has the equipment to support #1 given limitations on existing space.

Ms. Padilla said it would be that commercial businesses within City would have to provide equal space, and staff could look at developing standards for enclosure space requirements for both dumpsters. She said currently there are staff that reviews for dumpster space.

Councilor Calvert said the requirement would be that commercial businesses must provide equal space for trash receptacles and recycling containers. He is concerned that it should say "equal," and it should just say space for both, but whether it is equal space is yet to be determined. He said he worked with Councilor Dominguez on some of the changes on Airport Road development, and we did ask that they provide space for recycling, but that was for new projects. These are existing projects that have confined space right now that they can use. And so if we say equal, or even if we don't say equal, we say you have

to provide for both, and most will have to provide for both within a confined space that exists now. And right now, they might have a dumpster that fills up the whole space. He asked who has to provide the different size equipment that will fit within the space constraints.

Ms. Padilla said space for businesses, especially within the downtown area, is limited and they have to provide both within the existing space, noting we have to work within the confinement of the existing equipment.

Councilor Bushee said she didn't come in with 3 separate ordinances with specifics for you to debate, she came with a Resolution. She met with people from the Sustainable Santa Fe Commission, Mr. Schiavo and others, asking for some low hanging fruit, and things which were easy to do. She said she didn't expect to debate the details with the ordinances forthcoming. These are approaches to try and get us to do things we probably already should have been doing a long time ago. She said one simple one was they should be able to have a space for recycling and trash, and the other was to mandate the use of recycled asphalt as a way to make sure we use up the glass instead of having it go to the landfill. She said there is a market to do this.

Councilor Bushee would also like to look at diverting cardboard from the landfill, and believes we should provide more than a stick to mandate. She said these are "no brainers."

Councilor Calvert said what he is used to seeing as the norm, is a Resolution asking staff to look into something, and once you get the results then you can bring the ordinance forward. He said this assures that we're going to have an Ordinance on each one of these things before we even study them.

Councilor Calvert suggested a language revision on page 1, line 12, as follows: "...DIRECTING STAFF TO STUDY AND ANALYZE POSSIBLE ORDINANCE PROVISIONS RELATED TO..." He said this way we will get the analysis and then we will bring forward the Ordinance.

Responding to Councilor Bushee, Councilor Calvert said we do need to go through this step, because when we are asking for staff resources, we need to have the consent of the Governing Body to do so.

Chair Dominguez asked if the City is prepared to be able to measure and quantify the 10% in terms of recycled glass as it pertains to asphalt.

Ms. Padilla said, potentially yes. She said they can tell you the quantity of glass collected at BuRRT, but she needs to do some research with the Streets and Traffic Division in terms of the utilization of glassphalt and the amount of glass required to pave one mile of road, and if we have the quantity to support that. She said a lot of analysis and research needs to be done to quantify that. She said, however, they have a lot of information that "can get us started."

Chair Dominguez said that speaks to some of Councilor Calvert's concerns, but the question is if you are prepared to fulfill what is asked for in the Resolution without significant cost implications.

Ms. Padilla said they can do the analysis on the information and do the research requested in the Resolution.

Mr. Schiavo said currently he is researching other cities with this requirement to make sure that the 10% is a reasonable amount in the asphalt.

Councilor Bushee said this is just saying bring forward a concept, and if the analysis shows that something that can be pursued and/or it is costly, that will be the analysis. She said it is her way of wording, and these are the easiest things we can achieve right now. She said it may or may not result in an Ordinance, so she is hesitant to just try and change the language, because it really is about pursuing these concepts, do an analysis, and come to us and tell us what is or isn't workable.

Councilor Calvert said he fully supports the concept, and he isn't implying otherwise. However, he said he is speaking to the language which directs staff to establish ordinance provisions related to these things and we won't know that until we actually do the analysis and the reason for the language he suggested.

Councilor Bushee suggested adding "where possible."

Councilor Calvert said that would be fine.

Ms. Padilla said she believes it is important that the City look at creating our own local markets for the recyclables that are collected within the City which is a key to sustainability.

MOTION: Councilor Bushee moved, seconded by Councilor Calvert, to approve this request with amendments: On page 1, line 13, as follows: "... ESTABLISH ORDINANCE PROVISIONS WHERE POSSIBLE, RELATED...." and on page 2, line 2, as follows: "....ordinance provisions where possible, in..."

VOTE: The motion was approved unanimously on a voice vote.

END OF CONSENT CALENDAR DISCUSSION

DISCUSSION

27. PUBLIC HEARING

REQUEST FOR APPROVAL OF 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 COLLABORATIVE EFFORT AND FOR A COMMON CAUSE – TAKE ILLEGAL DRUGS OFF THE STREETS OF SANTA FE (COUNCILORS DIMAS, DOMINGUEZ, TRUJILLO, RIVERA AND BUSHEE). (CHIEF RAYMOND RAE) Committee Review: Finance Committee (postponed) 09/30/13; Public Safety (scheduled) 10/15/13; and City Council (scheduled) 10/30/13. Fiscal Impact – yes

Councilor Dimas said he asked for a public hearing because there are people who wanted to speak on the Resolution. He said the reason he brought the Resolution forward is because he thinks it's time to aggressively take action to get drug traffickers and illegal drugs off our streets. He said he has been talking about this over the past two years, and it isn't a political move on his part.

Councilor Dimas said too many of our young people are dying as the result of drug abuse. He lost his own 32-year-old daughter 2½ years ago as the result of drug abuse. He said there is nothing harder than losing a child and he wouldn't wish it on anyone. He said the Resolution has several well thought out components which will bring the community together, commenting this has to be a community effort to get this going and to resolve this issue to some degree. He said he isn't foolish enough to think we'll get every drug trafficker, but we can work together and make it a community project we can do.

Councilor Dimas said Gloria Mendoza has worked hard to get a town hall together with Councilor Bushee and himself. He said the Town Hall will be on October 29, 2013, from 5:30 p.m. to 7:30 p.m., at the Southside Library and he encourages everyone to attend the meeting. He said it is important for our community to discuss what to do with drug addicts. Councilor Dimas shared his experiences with his daughter, who was a drug addict from age 13.

Councilor Dimas said, "The drug use of New Mexico exceeds cities like Chicago and Detroit. And this is nothing to be proud of I guarantee you, New Mexico leads the nation in drug-related deaths. It's something we've got to do something about. I see a number of policemen here today and they know exactly what I'm talking about, because they deal with it every day. When I was a police officer, I dealt with it, but I never thought I was going to have to deal with it as a father. When you have to do that as a father, it's the most difficult thing that you will ever have to do in your life. There's nothing worse than waiting for that dreaded phone call that your child has died, and I got that call from one of the officers who's sitting in this room today and nothing is harder than that."

Councilor Dimas said, "I'm asking for a 24/7 drug hotline where people in our community can report suspicious, illegal drug activity, and I'm asking that our Police Department respond to those calls. I have people tell me in our community that they've called asked for assistance and reported people who are suspicious, dealing drugs from their car or their residence, and it's taken our Police Department 2-3 hours to get to that place before it's even investigated. That's not acceptable. I think we need to place a close patrol and do whatever we can to get these people off the streets in jail or into a program where they're getting help. We have drug addicts that are selling drugs to support their habit. Fortunately, with the LEAD program we have in place now, there's an opportunity if they're not consistent drug traffickers or doing it to support their habit, we have the LEAD program they can get into and into a drug treatment program."

Councilor Dimas continued, "In Santa Fe, unfortunately we don't have that opportunity. I know my daughter went to several different drug programs, treatment programs. Unfortunately those programs are only 6-weeks long. After 6 weeks she got out, and they would contact her for about two weeks after she got out. But after that, they're back with their peers and doing the same thing again. We need a lot of different programs in Santa Fe to help to bring our children and those addicts into a place where they are long term. We don't have any long term commitments here in Santa Fe or anything available."

Councilor Dimas continued, "We need a strong follow-up program on all these programs here in Santa Fe. This is just a small deal that we can do right now, the 24/7 Hotline. I think getting our neighborhood watch groups involved in this, actively involved, is important. The 24/7 Hotline should be publicized anywhere and everywhere we can get it published – on our buses our transit systems – where people know what the number is to call and report any suspicious activity at any time. It's going to really help our community in the long run all the way around."

Councilor Dimas continued, "I've asked also in this Resolution to establish close patrols in the areas reported for suspicious drug activity. I know our Police Department can't spend 24/7 watching for drug traffickers, and the Regional Task Force will still be in existence doing a lot of the stuff that we require for drug enforcement in Santa Fe. We just need to work more closely with them and our Police Department needs to get a little more involved. I would like to see us coordinate with the First Judicial District Attorney's Office to more aggressively prosecute all the drug trafficking cases. We need to get more aggressive at that level."

Councilor Dimas continued, "I would like to see us lobby the New Mexico Legislature during the 2014 Legislative Session to mandate mandatory sentencing for illegal drug narcotic drug trafficking cases. And the reason I say that, just as we did with DWI when it was running rampant in the State, Judges were allowed, myself included, until we had mandatory sentencing, we didn't know how to sentence. It was something where we could do whatever basically what we wanted to do until we had the mandatory minimum sentencing. And once that was passed by the Legislature, we had to sentence them to jail and they were required to do certain things before they could get out of jail, and if they violated probation then we stuck them right back in jail. So it got a lot stricter, and that's what we need to do with these cases."

Councilor Dimas continued, "We need to coordinate with the Santa Fe Public Schools, private schools and other youth organizations to present drug and alcohol abuse prevention programs. That is already in place. The Chief has placed an officer to do that and to get that going. I'm glad to see it's finally in place, and something I think will help in our community. We need businesses, such as utility companies, plumbers, landscapers, roofers, delivery persons and others that are on the streets of Santa Fe during the work day, the courage to partner with the Santa Fe P.D. and to report any suspicious activity that may be related to illegal drug activity and to use the drug hotline."

Councilor Dimas continued, "One of the questions that came up was being able to establish a drug hotline. And I've talked to Ken Martinez, the Director of the RECC, about the implementation of the Drug Hotline at the RECC. And he indicates, and I quote him, 'I have looked into what is needed to have that ready, and I've found at the rape tip hotline we set up a few years back during a surge in sexual assault calls in the City is still effectively operational within the dispatch consoles. This includes the dedicated

telephone number which has been tested and is working. This means there is nothing more that needs to be done, other than informing the public of the number and deciding on a specific process by which the calls received on this line can be relayed for follow-up or response to the Police Department. We are ready, if and when we are called upon to do this.' I'm asking this Committee to approve this Resolution and send it forward to the City Council for approval."

Public Hearing

Gloria Mendoza was sworn. Ms. Mendoza thanked Councilors Dimas, Bushee and Dominguez for their support for the Town Hall meeting. She said the Superintendent of Schools approved her getting the information to the high schools and mid-high schools. She said they will be putting out flyers all week and over the weekend. She will be on KSVF on Monday morning at 7:30 a.m. to let the community know about the meeting. She said there are a lot of people in Santa Fe who have families and friends with drug addiction. She said we are giving them this opportunity to come and educate themselves on the resources available for their family member who is addicted as well as what we can do as a community to help Chief Rael come down on the dealers in Santa Fe, commenting there are a lot of them. She thanked Chief Rael for attending and speaking to this issue.

Ms. Mendoza spoke of her own efforts to get dealers out of her neighborhood, including following one drug dealer to his house and speaking to the owner of the house about the issue of drugs. She said he no longer comes to her neighborhood, noting his parents threw him out of the house. She talked about the people begging for money for drugs, and said we as a community need to tell them there is help and what we can do to help them. She said these are people who have someone who love them. Ms. Mendoza said neighborhood involvement will cut down on crime, domestic violence, shootings. She said there is so much to do. She said Albuquerque is having a meeting similar to our meeting regarding drug use and abuse. She is in support of Councilor Dimas' Resolution.

Raymond Herrera, 379 Hillside Avenue, was sworn. Mr. Herrera said he agrees with Councilors Dimas and Gloria Mendoza, and there is really nothing more he can add, except is to thank Gloria Mendoza for spearheading this project. He said he attended rally downtown, and he was amazed at numbers of people that showed up for that rally. He thanked Chief Rael and Sheriff Garcia for showing up at that rally. He said he thinks people will cooperate. He said he believes we can get rid of the drug dealers.

The Public Hearing was closed

Councilor Bushee said there is a \$50,000 fiscal impact for the hotline. However, she understands there is no fiscal impact and we will use the existing hot line.

Chief Rael said they can absorb part of this into their burglary patrols, such as the overtime for close patrols, if we get a specific all we can use those personnel. He said if the line already exists at the

RECC as indicated by Councilor Dimas, they can use the existing line and there shouldn't be much in terms of additional costs to get it operational. He said as mentioned earlier, he already has an office assigned to the Schools to address the drug and alcohol prevention program, so that is already incorporated into our budget. He said, "So the cost will be minimal, if anything at all."

Councilor Bushee said then this was just an earlier FIR.

Chair Dominguez said, "It says here that some of it is to be determined."

Councilor Bushee said she just saw the \$50,000, and wondered about the source of those funds.

Chief Rael said the FIR had included other calculations initially considered.

Councilor Bushee thanked Councilor Dimas, as well as Gloria Mendoza. She said we have addressed problems previously – domestic violence and rape – and we've come together as a community to address those. She said some of the sources for the problems in our community are the drugs and drug addiction. She appreciates all of the efforts made to date and looks forward to the Town Hall.

Councilor Calvert said he is fully supportive of this, and asked to be included as a sponsor of this legislation.

FRIENDLY AMENDMENT: Councilor Calvert would like to amend the Resolution on page 3, at the end of line 12, to add language to the effect that we also need to educate the City's partners on what to look for, such as constant traffic to someone's home, to be able help us most effectively. **THE AMENDMENT WAS FRIENDLY TO THE SPONSOR OF THE RESOLUTION, AND THERE WERE NO OBJECTIONS BY THE OTHER MEMBERS OF THE COMMITTEE.**

Councilor Dimas said we could also use the Public Information Office, once the hotline is established, to relay information to people in the company on how to use it, what to be looking for, commenting the Police Department can help us greatly in explaining to people what to look for. He said we will need an abundance of publicity on this. He reiterated he would like the Drug Hot Line put on the buses with a small explanation of what to look for. He thinks this can be a real community effort to accomplish what we want to accomplish.

Councilor Dimas thanked Gloria Mendoza and Raymond Herrera for attending this meeting this evening, especially since Ms. Mendoza has been ill.

Chair Dominguez said we do a lot of saving, if you will, in Santa Fe, and this certainly is an endeavor that is worthwhile, and thanked Councilor Dimas for bringing this forward and to the public for taking an interest in this.

MOTION: Councilor Dimas moved, seconded by Councilor Bushee, to approve this request with Councilor Calvert's amendment.

VOTE: The motion was approved unanimously on a voice vote.

28. UPDATE ON SANTA FE POLICE DEPARTMENT SHIFTS AND SCHEDULING. (POLICE CHIEF RAYMOND RAE)

A Memorandum dated October 8, 2013, with attached slide presentation *Finance Committee Report October 2013, Raymond J. Rael, Chief of Police*, is incorporated herewith to these minutes as Exhibit "3."

A copy of a press release dated January 26, 2012, from the Department of Justice Office of Justice Programs, regarding *USDOJ Studies Officer Wellness and Work Shifts*, entered for the record by Matthew Martinez, Police Officers Association, Police Patrol Representative, is incorporated herewith to these minutes as Exhibit "4."

Chief Rael reviewed the slide presentation. Please see Exhibit "3" for specifics of this presentation.

Councilor Bushee asked Chief Rael if he had considered preparing a slide with regard to how these shifts have affected recruiting and the costs related to that.

Chief Rael said he didn't, but right now, the Recruiting Team reports that there are 22 people in background investing, another testing is coming up with approximately 34 who have expressed interest, and a class from Wisconsin which has invited us back to graduation who are interested in testing for our department, we have hired 8 people and have 11 vacancies. He said the 8 people are cadets and will go to the Academy in January. There are 8 more to be scheduled for Chief's interview and a large list pending, so "we are not hurting for recruits at the moment and we conceivably will have a pending list by the end of November."

Responding to Councilor Bushee, Chief Rael said currently there are 11 vacancies that haven't been hired.

Adam Gallegos, President, Police Officers Association, said, "Do not let the wool be pulled over your eyes, because this is a sham." He said the 5/8 listed here are being described on a 4-shift model, compared to a 4/10 shift that was on a 3-shift model. He said when you add the 4th shift you will skew the numbers to the positive, because you're adding another shift. If you took the same model on the 5/8 and put 4 shifts of 4/10 hours you could conceivably increase your overlap by 16 hours a day that you could put people on the street, so "don't be fooled by the presentation that is here." We first went to 5/8 from the 4/10, we went to the 3 shift model he said anyone who was here when that happened can tell you it was a disaster, because people were staying late, overtime was through the roof and administration's answer was to create a 4th shift, add overlap and we won't have this problems. The only reason these

numbers are close is because of the 4th shift. He said, "They're touting all this money that they saved – \$180,000 in overtime, but by adding the 4th shift, they tacked on \$61,000 in shift differential, so that brings down their \$180,000.

Officer Gallegos said the department also cut down on officers covering special events, with 5 officers working Indian Market instead of 15, which is also true of Spanish Market. He said Sergeants on patrol no longer are allowed to work overtime if a Sergeant is needed on the next shift. They're having the police officer force cover as acting Sergeants, which is the overtime savings. "So don't be fooled by the \$180,000, or even the \$106,000." He said two weeks ago they went into contract negotiations to bring what they thought was a common sense plan to immediately address recruiting, which was negotiating the schedules. He said the City came back and said, no, it's not negotiable you lost in arbitration. He said there are three principles subject to negotiation – hours, wages and working conditions. He said they didn't address wages because they know the City's budget situation. He said, regarding working conditions, they gave up leave 3 years ago to help the City meet its budget shortfall. They were only requesting the negotiation of hours, and they were told no. He said they are still waiting for a meeting to resolve the impasse.

Officer Gallegos said if the \$106,000 figure is true, their plan to go back to 4/10 would automatically increase recruitment. He said, as he has said previously, the best recruiters are the cops on the street, and how they got most of the recruiting in the past. He said, "They're not recruiting any more, I know, I've asked, I've talked to them." He said it's a no-brainer. He said they'll tell you that 4/10 isn't an issue for recruiting, but he believes it is. He said they should look at the take home vehicle program and modifying it, moving it back to 45 miles will have an immediate impact on recruiting as well. He said, "I stand by my statement that this is a sham because of the comparison of the shift models."

Matthew Martinez, Police Patrol Representative, POA, said he handed out a document he prepared on his off-time, and reviewed the information in Exhibit "4," saying the 4/10 schedule is the best schedule for officers to work for well being, quality of life and to prevent sleep deprivation. Please see Exhibit "4" for specifics of this presentation.

Officers Martinez said the hours calculated on the Police Department Report show a savings of up to an officer, noting he knows officers that work 2,080 hours not 1600 hours a year, so they saved enough for 3/4 of an officer, noting "we don't know who this officer is, and as far as the savings, it's a hypothetical officer." He said when the change was made to 4/10, they never saw studies. He was told that municipalities were figuring ways to stop the retirement and have the officers use their time, and their numbers show that has worked. He said the SWAT Team used to train on Fridays, and the majority of the Team had Fridays off, so they would work 10 hours a week overtime, or 40 hours a month, which is \$16,000 per month or \$192,000 per year. He said we're still bleeding money on the 5/8 shift when you think about it and do the math.

Officer Gallegos said he heard Chief Rael say interesting things about normal sick leave pattern, and our sick leave is in line with normal patterns. He said sometimes 2 days off isn't enough, and when you have court one day and training one day, you didn't get a day off. He said the police officers sometimes work 2 weeks straight without a day off. He said they don't have time to decompress, noting injuries and complaints are up. He said he has a struggle getting people to work overtime. He said the Chief said the 5/8 shift is the reason property crimes are down, but when we hit the peak for property crimes, we had been on 5/8 for almost 14 months. He said the reason property crimes are down is because of the "hard work of these boys and girls back here, because they all care about their jobs, and everyday are out there arresting burglars, doing follow-up, collecting evidence."

The Committee commented and asked questions as follows:

- Councilor Dimas asked Officer Gallegos if he has any other hard numbers that would be of particular interest to this Committee, in terms of money and City budget, in overtime and such. He said Officer Gallegos spoke about some numbers, but he is looking for the hard numbers.

Officer Gallegos said they are in the process of putting together a packet, based on information just received from the City. They are doing their own analysis right now, and should have something pretty quick.

- Councilor Dimas said he and the members of the Committee would like to have that. He would like Chief Rael also to "roll out your numbers."
- Chief Rael said he believes all of the numbers are contained in the report. He asked the Finance Director to do an analysis and verify that all numbers received were accurate, and he believes Mr. Tapia can confirm that the numbers we acquired were directly out of the system as well as the accuracy of the numbers as checked by him."
- Councilor Dimas asked when he can get those numbers.

Officer Gallegos said in two weeks, by the next Finance Committee.

- Councilor Wurzbarger asked for clarification "that both the Chief and the union are getting the same data from the Finance Director, and that's what you're going to be presenting back to us at the Council with your own interpretations of the data. Is that what we're getting, because numbers are numbers, correct. And I'm just trying to see, and I apologize to members of this Committee for not knowing what direction you've given in terms of comparable data, etc., but, to me, numbers are numbers, so we must see more than numbers. It's got to move to the interpretative level, or you're adding some other kind of information."

Mr. Martinez said it's just numbers. He said, "We were afraid to start asking people for specific numbers on the City, but we were able to receive some of those numbers. It would be the same numbers that were given to the Chief and to the administration. There would be no skewing at all, so it would be the same numbers that you have before you, but I will add we kept being told there was a number, I believe it was \$178,000, over and over and over. And I couldn't figure it out, and finally that's when it dawned on me that the lump sum of the majority of the overtime was going, when we were originally on the 4/10, to the SWAT Team. And when they got rid of the 4/10 and went to the 5/8, that took care of, pretty much, the majority of that lump sum of overtime. So that's where that number keeps popping up."

- Councilor Wurzbarger said there will be different perspectives on the interpretation of the data and the underlying assumptions. She said, "The information I think will be useful from my perspective, is to say, not just the gross numbers of this is the difference, but the underlying causes or assumptions that have to do with the changes or the non-changes, that's what you're trying to get."

Mr. Martinez said yes, and unless we calculate and analyze each specific employee and each specific amount of overtime for the last 3 years, and that would give us our specific amount.

- Councilor Bushee said numbers can be manipulated. She said the 4th shift is curious to her. She said she needs to know that "I'm having apples to apples, oranges to oranges," not the reverse.

Chief Rael said the numbers are the same, whether it's four shifts, three shifts, two shifts. You can only work with the numbers of personnel that you have available to fill in the shifts. He said when you look at that, what comes into play is where you can place these people and what the best scheduling is to get the most efficient amount of hours out of the schedule. He said if you compare the same number of people and plug into the same number of shifts, no matter what it is, it will always show that the 5/8 provides more people to put on the streets and more overlap coverage, regardless of how you arrange the shift coverage. He said 12 hours may be as efficient, but the 4/10 always comes out last.

- Councilor Bushee said the problems continue no matter what we try.

Chief Rael said the PERA rules were changed by the Legislature which prompted a mass exodus, but prior to that, our vacancies were minimal.

- Councilor Bushee said she can't remember when we weren't always on this treadmill of trying to fill positions, and she hasn't seen that the shift change has made a difference. She said she continues to hear that it's a national problem, and then later the PERA changes and then it was the buyout practice. She is beginning to believe that nobody wants these jobs, because it's a tough career. She said she just wants to fill these positions with happy, healthy people doing the job they want to do, which would reflect in the kind of job they can do in the community. She has given up with community policing. That was a promised land we never took a second look at, and then we ran into this "rat race of how do we fill these positions."

Councilor Bushee continued, saying she is back to the basics of how to fill these positions, how do you keep them, and so forth. She is hearing different things about how to do this – you are getting her in the weeds of something she shouldn't have to be involved with. She wants to deal with this at a policy level. She said she can't say the shift change made the difference in people wanting to stay in these jobs.

Chief Rael said, "There is no absolute answer. There is no panacea. The truth is that it is a dynamic department and we are going to be facing one problem or another as they develop."

- Councilor Bushee asked why hold onto these shifts as if it is the answer.

Chief Rael said, "Councilor, with respect, because they allow me to be efficient, and they allow me to address the deficiencies and vacancies, which without, I would not be able to move against property crimes. I would not be able to be pro-active and I would not be fiscally responsible as directed by this Governing Body. To direct otherwise, will destroy my ability to focus on property crimes and bring those numbers down, which as you can tell from the reports, have been coming down. Complaints from our citizens have reduced. The majority of the people I talked to out there, the issue was property crime, property crime when I got here. That is no longer the case."

- Councilor Bushee said then he is saying that these 5/8 shifts are the reason property crimes are down.

Chief Rael said these contribute immensely to his ability to be able to focus the resources he needs to address that problem.

- Councilor Bushee asked if there were no additional budgetary efforts at trying to reduce property crimes, no other additional funds were spent other than what he perceives as savings from these shifts.

Chief Rael said he has requested no additional funding, and has stayed with the existing budget, and believes the numbers speak for themselves.

- Councilor Bushee asked, regarding Full Court Press, if the Chief was able to do it because of the 5/8 shifts.

Chief Rael said Full Court Press contained a component where he was able to use patrol officers to go out and proactively patrol areas where we identified burglaries were occurring and criminal activity was taking place. He said some of that was overtime, and some was the result of the additional staffing that was freed up because he had 35 officers on the street in a 24 hour period, as opposed to a lesser number.

- Councilor Bushee asked when we shifted our focus to property crimes, did any other area of crime go up.

Chief Rael said crimes rates fluctuate continually, but over all, I have not seen an increase in any one particular area, although there may be a spike one month and a reduction the next in certain areas. However, he is seeing no long term trends of crime rate increase at this time.

- Councilor Bushee asked the Chief if he is happy with the level of crime reduction overall in the City. She said we started from "the worst place possible, second highest rate of property in the nation."

Chief Rael said he is not happy, and he won't be happy until it is at zero, although he doubts that is possible.

- Councilor Bushee said she is attempting to get at things from a policymaker perspective, but "doesn't know if we're getting answers."
- Councilor Wurzbarger said, "'From a policy perspective, my inference from the discussion on recruitment, was I did not hear the Chief say that the shift difference was a variable in recruitment. I heard, loud and clearly, that the POA thinks that is a variable in recruitment. I would like, as policymaker, some further information on that perception of numbers. And part of that is qualitative data. The other piece I would like that is not covered earlier in Councilor Bushee's comments, is that again, I don't think we can locally reject out of hand demographic and other changes that occur nationally, particularly age shifts."
- Councilor Wurzbarger continued, "And I would like some sort of interpretation in this discussion, from both POA and the Chief, in terms of how changing demography has affected the ability to have a better effect on our recruitment. I would also like to have some discussion of the impact of returning veterans and those who cannot come back to work, which is a population we had for a long while in New Mexico that were able to fill those. And now they come back and are yet ready to do that. So I think there are both demographic, economic, national and other kinds of trends that need to be taken into perspective as we closely look at the recruitment problem. And it just can't be done in the geography of our 25-45 miles."
- Councilor Rivera said one thing we forgot to ask also includes retention of officers with the two types of schedules we are talking about tonight. He said at a YAFL game a week ago, he spoke with an officer who had just resigned, and asked him the reason. He said, "He specifically said it was the change in shift and the fact that he lives in Rio Rancho, so the take home policy as well. But he said, even if the take home policy stayed the same, if the shift went back to the way it used to be, he would have stayed. I can't help but, like Councilor Bushee mentioned, listen to the officers, the ones that are actually doing the job, the ones that are out there every day, 7 days a week, 365 days a year doing the work and ignoring the things that they're saying. I've asked for, not even a change of schedule, but a comparison of the advantages and disadvantages of both schedules side by side, and have not received that. So this has been a little bit frustrating, but knowing where the officers and what's best for them, as a quality employer in this City, we have to deal with quality of life issues as well as simple employment and benefits. And I'm hearing overwhelmingly from the officers that this is a quality of life issue."

- Councilor Rivera continued, "But back to what the officer was saying is that with the change in shift, he's now forced to come in with his own privately owned vehicle 5 days a week, versus the 4 he had to. He's now having to pay for his own fuel, and there is an additional day of fuel he's having to pay for, so it's little things like that. And to us, it may not mean a lot, but I believe to the officers it means a lot. I ask that we also look at retention issues as well."
 - Councilor Dimas said he agrees that morale has more to do with this than anything else. He said when he was a police officer, he the 4/10 and 5/8, and being a police officer, it was a lot easier to work the 4/10. He said if you have a day of court and training it is easier because at least you have a family life. He understands it's difficult to work 5 days and have to go to court and then have something to do the next day and not having a day off.
 - Councilor Dimas continued, saying, "I think morale is a big issue when it comes to the 4/10 and the 5/8, and I think we need to include that in the analogy we do in comparing the two side by side – where is the morale and what do officers get out of this, and what do the officers want in addition. And I think, as an administration you can work something out and at least negotiate this so everyone is satisfied and the City is begging the biggest bang for its buck. A happy employee is a better employee all the way around, and if they're unhappy, they're looking for jobs in other departments that are offering more. But if they're happy here, they're not going to be looking for another job, and the retention level will come way up."
 - Councilor Bushee said these issues will be compounded as we are facing annexation. She read from one of the handouts, "The 8-hour shifts may be more costly than departments realize. Those on 10-hour shifts work the least amount of overtime, and they also talk to... yes, so it's conflicting. But the other is, what are the trends nationally and even locally for shifts."
- Chief Rael said the trend is to go back to the 5/8. He said only one department in the State is working full 4/10, and that is Las Cruces. He said Albuquerque is working a modified 4/10 on graveyard. Otherwise, all of our regional competitors are all working 5/8. He said the Santa Fe Sheriff's Department is 5/8. Sandoval County is 5/8. Rio Rancho is 5/8. New Mexico State Police is 5/8, and Motor Transportation is 5/8. He said it is 5/8 nationally and regionally, and the majority of the departments by eighty-something percent are working 5/8 shifts.
- Responding to Councilor Bushee, Chief Rael said in Albuquerque the hybrid is: 4/10 on graveyard, 5/8 day shift, swing shift and mid-shift.
 - Councilor Bushee asked if graveyard is a consideration, and asked why he didn't consider that.
- Chief Rael said, "Because I don't have the manpower. I would need 30% more people to be able to field the number of officers I have now in order to address calls for service, pro-active requirements this Governing Body has place on him and address all of the other issue. Councilor, I have worked both 4/10 and 5/8 and I fully understand and appreciate how nice it is to have an extra day off."

Chief Rael Continued, "But I've been tasked with providing the citizens of Santa Fe with the most efficient service that I can get out of this Police Department in a financial crisis. And I have been doing that to the best of my ability. And this is one of the areas that I can directly impact."

- Councilor Bushee said she is staying with recruitment and she doesn't think the City has cut the Police Department budget, but we have been maintaining and filling positions. She wants to know how we can recruit and retain.

Chief Rael's reiterated the status of recruiting efforts. He said we will have a list of eligibles and should have enough for annexation if the City approves his request to add 10 police officers.

- Responding to Councilor Bushee, Chief Rael said there was a full complement for two days right before the Legislature changed the PERA Rules, and then we started bleeding people again due to retirement. He said when he first took on the issue of shifts, he was tasked with reducing property crimes and making the most efficient of his budget and manpower, and this was the only thing he saw at the time that ensured we started dropping numbers on property times, commenting he believes they have been successful
- Councilor Bushee said then you are sure you don't want to continue effort at negotiating some kind of a hybrid.

Chief Rael said, "As I was reminded during Public Safety, I can't be discussing negotiations in a public body in a public forum."

- Councilor Bushee said she is just talking about his policy and if he intends to stick with the 5/8 shifts.

Chief Rael said he fully intends to stick with his 5/8 until such time as he receive the additional resources I need in order to be as efficient as I am now.

- Chair Dominguez asked if he has an analysis of response time.

Chief Rael said he doesn't have it with him.

- Chair Dominguez asked if the response time has increased or decreased, or if he just doesn't know.

Chief Rael said he hasn't looked at that in some time.

- Chair Dominguez said if response times have increased, what does that mean.

Chief Rael said it could mean a lot of things. One, that the City has gotten bigger, the traffic has gotten thicker if it increased. If it decreased, it potentially could mean we have more manpower available, or that we just got lucky and the officers were closer when that sequence of calls came in.

- Chair Dominguez asked if the shifting could contribute to an increase in response time.

Chief Rael said it may, or may not, noting there are a number of vacancies that would make it difficult to provide a straight up or down comparison, so it could and it could not.

- Chair Dimas asked Officer Gallegos if he has those response times.

Officer Gallegos said he does, but not with him. He will provide that as part of the packet for the next Finance Committee. He said, "The response times in all different 3 priorities of our calls have increased tremendously from 2010 to now."

- Councilor Dimas asked what he means by tremendously.

Officer Gallegos said, "I'm talking in each category by minutes."

- Chair Dominguez said, "But can you say that that's contributed to the shifting."

Officer Gallegos said, "I can say that, and I'm sure the other first line supervisors that are here can say that, because some days you don't have the bodies and you can't find the over-timers to come in, so you're working with 7 people as opposed to 9. And on that point, minimum staffing was 10 before we went up to 5/8 and then it was reduced to 9."

- Chair Dominguez asked the Chief to provide the information regarding response time.

- Chair Dominguez asked if the reduction of burglaries is a City-wide statistic.

Chief Rael said yes.

- Chair Dominguez asked if he has it by area.

Chief Rael said he has it in the computer.

- Chair Dominguez said he is going door-to-door and talking with constituents on a more intimate level, and it is frustrating that property crime is the thing they bring up the most. He wants to get some of the data broken out into areas. He said, "Ultimately, we are the ones that have to answer to the constituency. We're the ones that have to go to meetings in peoples' living rooms and answer these questions. Data can sometimes be the difference between judgment and reality and we need some of that data. I think that what's going on here is the difference between judgment and reality."

- Chair Dominguez thanked Councilor Rivera for asking for that side-by-side comparison, which is one of the things that has been missing in discussions.
 - Chair Dominguez said in the graph, it appears there is an increase in sick time of 30%, and asked if that is in 2013.
- Chief Rael said he accounted for the leave, and he suspects some of the usage is intentional to subvert the system to say that the 8 hour shifts aren't working.
- Chair Dominguez said then you think that officers are taking leave intentionally.
- Chief Rail said, "I believe it's possible. I'm working on it."
- Chair Dominguez said that's a pretty serious claim.
- Chief Rael reiterated he is looking at it, and if he can verify it, he will bring it forward.
- Chair Dominguez noted there is not the same kind of increase in annual leave use.
- Chief Rael said he is looking into it and will bring it forward as soon as he has an analysis.
- Responding to the Chair, Chief Rael said he believes that was the number of days off that were erased in the contract negotiations, and furthermore a lot more is being placed on sick leave such as bereavement leave which is now being counted either sick or annual leave.
 - Chair Dominguez said in the past, we've been able to look at the overtime cost for people taking sick leave.
- Chief Rael said the system is old and he can't break it down as far as he would like, and they can use only the data that's available.
- Chair Dominguez asked if we have had that data previously, and Chief Rael said he will check.
 - Councilor Bushee said the numbers keep changing, noting she has been getting information from news articles. She said Officer Gallegos said a simple cheap way to do this would be to go back to the 4/10 and tweak the take home policy a bit so it is 45 miles rather than 30. She asked his opinion of these things which don't have a big price tag. She said, "I'm trying to stay out of the weeds and stay on the idea of how you can recruit and retain." She asked if Lt. Strahan is here this evening and the Chief said no. She said we have anecdotal reports from Councilors, and the Chief's thoughts on recruitment and retention, but "what we really need to hear is how we are going to keep officers in this job and find the new ones we need for annexation."

Chief Rael said Lt. Strahan has prepared a list of available candidates and what we're doing to get them, and he will ask him to forward that to the Committee via email and to be prepared to discuss it at the next forum whatever it may be. He said, "In any case, I decided to withdraw that proposal and make some adjustments after it was tabled at the Public Safety Committee. And then learning that we have 23 potential hires in background, we had 16 at that time. Since then, we're interviewed, we're down to 11. We have 9 cadets set to start December 9, 2013. 11 of the 23 are certified cadets. We also have 3 more laterals that are in background process. So again, there is the potential that we could fill these, and I don't believe all of that is necessary since our recruiting is doing well."

- Councilor Bushee said you don't think we have to use any of these incentives for retention.

Chief Rael said, "I do not believe that the cost at this point would benefit us as much as focusing on some of the other areas, such as hiring the people for annexation."

- Councilor Bushee said then you think out of these cadets you will be able to fill all the positions we need for annexation down the road.

Chief Rael said, "As I indicated earlier, I think we have a darned good chance of having a list that we can actually select from."

- Councilor Bushee said we have thrown money and any policy we could at the problem, and it doesn't go away.

Chief Rael said, "I don't have a crystal ball. All I can tell you is we're working as hard as we can to fill these positions, and it appears as though we're getting to the point where we are going to have a list of eligibles that we can actually hire from."

- Councilor Wurzbarger said it would be helpful for the Council, if it can be done without a lot of work, to get some perspective on what has actually happened in the 3-5 years with recruitment. She said, "The issue I've heard from officers and management is that we get X number of people and then they don't make through the academy. It would be helpful to know what is actually done, in terms of recruitment, to get the perspective on the numbers. She does see a difference, and she would like to get these numbers. The question is where it's going to go in the future, and again, the big question for me is how we exponentially increase the numbers, because of the annexation burden we're going to face very quickly. I think that kind of perspective would be useful for me to better understand what our options are for proceeding if you could do that."

Chief Rael said he will do his best to get that for her.

- Councilor Wurzbarger said she remembers time when we weren't talking about going out of state to find people, and we were very focused on who we could get in New Mexico, and we were told we are competing with the same people and they're "moving from here to there to here to there"

back and forth within New Mexico. She said she is encouraged, although she may be misremembering to what degree we've implemented an out-of-state recruitment process, and the Chief to comment.

Chief Rael said we were fortunate to get a grant and the assistant of graduate students and a professor from the Anderson School of Management at UNM, and they currently are assisting to put together a market analysis to identify the individuals we can go to, both in and out of state to make it more attractive, identify our most lucrative recruiting areas, identify trends.

- Councilor Wurzbarger said this will be helpful for us to better understand that context, to see what specific things are in place that are new and different that have resulted in the numbers we're seeing right now. She said, "I do agree with Councilor Bushee that, and I'm sure others as well, that the impact of annexation is another variable that we'll be back-treading again, and maybe that's another policy issue we should be looking at or should have looked at."
- Councilor Wurzbarger continued, "The other concern I want to express is, at a recent domestic violence forum where three of us were in attendance, again, we started talking about making choices. And several of the candidates expressed the willingness to go ahead with that position. But again, how are we going to balance all of this together. And I think the main issue for me is tying a strategic recruitment plan that goes beyond six months a year, and looking at the kind of variables that could affect that, including the need for additional resources."
- Councilor Rivera said, "I wasn't going to say anything, but I'm a little taken aback that you would accuse the people that you are supposed to be representing of calling in sick on purpose. You've worked public safety, Bill Dimas has worked public safety, I've worked public safety, and I'm sure it is different in police than it is in fire, but I'm sure it's moreso in police. I venture to say that none of these people would call in sick on purpose, because then they leave one of their fellow brothers or sisters hanging, and if something happened to them, they wouldn't want to live with that. I can't believe that type of statement would be made here. I don't know if you meant to say it, if it was out of frustration, but there are ways to deal with sick leave abuse. I'm sure you've taken those. How many people have been written up for calling in sick."

Chief Rael said, "Again, as I indicate, I'm beginning to suspect that is the case, and I am taking a look at it and will address, if, in fact, I can verify that that is accurate."

- Councilor Rivera said, "I'm not sure it was a fair comment to make. Again, I wasn't going to say anything, but I was taken a little aback by that."

Chair Dominguez's remarks here are inaudible

29. REQUEST FOR APPROVAL OF PROPOSED CHANGES TO PROCUREMENT MANUAL SECTION 29, CONTRACT MODIFICATIONS/ AMENDMENTS/ CHANGE ORDERS. (ROBERT RODARTE AND JUDITH AMER)

Robert Rodarte presented information from his Memorandum which is in the Committee packet. Please see this Memo for specifics of this presentation, noting there was an extensive discussion at Public Works Committee on this issue. He said this gives the City Manager the authority to approve change orders under \$50,000, noting anything above that will be brought to the Governing Body for approval.

MOTION: Councilor Bushee moved, seconded by Councilor Dimas, to approve this request.

VOTE: The motion was approved unanimously on a voice vote.

30. UPDATE ON EMPLOYEE RAISES (3-YEAR HISTORY). (SANDI PEREZ)

A copy of *Non-Union Pay Increases January 1, 2012 to September 13, 2013*, dated October 21, 2013, is incorporated herewith to these minutes as Exhibit "5."

A copy of a 46 page report which includes all salary increases 01/15/2010 through 10/4/2013, is incorporated herewith to these minutes as Exhibit "6."

A copy of *budget savings due to interim appointments/temporary upgrades*, dated October 21, 2013, which is a sampling of the available data, is incorporated herewith to these minutes as Exhibit "7."

Sandra Perez, Interim Director, Human Resources Department, reviewed the contents of the reports and how they were compiled, for this agenda item. Please see Exhibits "5" and "6," for specifics of this presentation.

Ms. Perez talked about the level of difficulty they had in extracting this data from the system, which is the reason these exhibits didn't make it into the Committee packet, and apologized. Ms. Perez said the data was retrieved from the pay stubs, and it is person side pay only, and they were unable to pull in position titles because that is in a data base. When they tried to merge that data, it never merged without errors and it threw off the person side of the data, so they pulled the positions and have provided the raw data just by person only at this point.

Ms. Perez said Exhibit "5" is a similar report that was produced based on a media request several weeks ago, for non-union employees for the indicated time frame, and spoke about the difficulty in compiling that report. She noted it took a good month to gather the information for this report. She said Exhibit "5" contains 9 individuals that are in an interim position or have taken on double duty of positions, to help you to understand the benefit/impact to our budget. She reiterated this is not the complete list and is a sampling only.

The Committee commented and asked questions as follows:

- Chair Dominguez would like the numbers of union versus non-union, how many people got raises and those amounts. He said Ms. Perez talked about the savings/benefit of "the interim concept." He asked what criteria is used to give everybody else a raise.

Ms. Perez asked if he is speaking in the same concept of using an interim position.

- Chair Dominguez said these days everyone is doing more with less. He said it is obvious that Brian Snyder gets a raise because he is moving from a Department/Director to the City Manager, and said there are others. He said, "But what about everybody else. What criteria was used for that. So if I can get that information, that would be helpful as well."

Mr. Snyder said he can answer from his perspective, but doesn't know he will ever be able to answer from Robert's perspective as to what the past City Manager did, and what his analysis was. He said, for example, Nick Schiavo is Interim Public Utilities Department and Water Division Director. He said, "My analysis was what I was making when I served in that role, and basically, what does it cost to hire somebody at this range, and how does it fit into the overall structure. So Nick was an easy one. And some of these are easy because people have vacated the position recently and I use that as a guide, what's reasonable, how does it fit in, what are the levels of duty. Nick is the easy one because that's the salary I was making."

- Chair Dominguez said some of it is pretty obvious. However, generally speaking, there are a lot of people who are doing more with less, even through reorganization, people have taken on extra duties. He just wants to find out if these raises are equitable, and there is no favoritism "or any of that stuff." He wants to know what criteria were used in that analysis for all of those people.

Mr. Snyder said, "One of the challenges with that is that there are non-union and there are 3 different union contracts. For example with AFSCME, if someone is asked to take a temporary promotion to fill another position, it is governed by the AFSCME contract, which talks about 5-20% range. If you ask them to do more, a step up, you have to give them a bump between 5 and 20%, or if that doesn't get them to the bottom of the range, then you have to take them to the bottom of the range. So it could be 33% to get them to the bottom of the range. So different things are looked at. He said if it is temporary, covering for a supervisor when they're out of the office for 2-3 weeks for whatever reason, typically it is a 10% bump. That's the way the contracts are written."

- Chair Dominguez asked, in the analysis between union and non-union, which employees' job descriptions have changed. He hasn't had time to look through all of this data. He said times are tight and money has been tight over the last few years, and every year we are "literally counting pennies." He said if any money is left over it seems that money should be prioritized by the Governing Body and not the administration. He said we could have used some of those funds, for example, to fix the police department, commenting he doubts that would be enough.

- Chair Dominguez said a statement he wants to make is, "In my opinion if there are any monies left over after we set a budget, and salaries are established based on the budget, the Governing Body should have the option, at least, to prioritize some of that money."

Mr. Snyder said through vacancies throughout the year, any funds not expended from the personnel line item rolls back into the City budget every year, and those funds are used for the next year's budget. He said he doesn't have the opportunity to take any salary savings and move it to a different line item. He said the unexpended portion of the personnel line item every year rolls back in for the next year's budget cycle.

- Chair Dominguez asked how we are paying for raises.
- Mr. Snyder said, for example using Nick Schiavo, if there are salary savings, if he gets a 10-15% bump but the position was budgeted at \$90,000, and he's getting \$10,000 more to do that position, then there is a salary savings of \$88,000. That \$88,000 in salary savings is \$900,500 on the third handout that Sandy handed out. Assuming we don't fill any of those positions within this fiscal year, we'll roll back into the budget for the next year.
- Chair Dominguez said it is his opinion, it is a play on words and it really is coming from salary savings. He doesn't want to get into the details right now, because he hasn't looked closely at these handouts, but he just wanted to make the statement that, "I think the Governing Body, as representatives of the people of the City of Santa Fe, of the taxpayers, should at least have an option to be able to prioritize any salary savings, any savings, any extra cash, whatever the case may be, and I just wanted to make that statement for now, because I suppose there could be more to come."

Ms. Perez said, "So when a position vacates and then we advertise that, and then we fill that and a person from within City government gets that position and it turns into a promotion, they'll get a raise. And so that raise is then paid for because that's what the position was budgeted at. So what you're saying is then anything that is left, or that might have been a difference of where they were and what they promoted into, if it was below the other person..."

- Chair Dominguez said he is making a general statement. Things are tight, and it's hard to go to constituents and tell them money is tight we can't do whatever they want done. However, they see in the newspaper that people are getting raises and so on and so forth. He reiterated that it is his general statement that, in his opinion, the Governing Body should have the option to establish some of those priorities, and he will leave it at that.
- Councilor Calvert said perhaps some raises were given, but he wants to know the net effect on the budget. He said as you point out here, all these people got raises because they were promoted, but there was a net savings of \$905,000 to the budget. So it wasn't as if we were spending money we didn't have, or were "robbing Peter to pay Paul." This was coming from within the system and therefore wasn't taking away from other priorities. It was partly making people do more with less,

because we had people doing 1-2 jobs, and even if we were paying them more, but it actually saved us money overall.

- Chair Dominguez said he understands that, and there are some things which are pretty obvious. However, it is hard to answer to the public for certain things when we're not as transparent as we could be, "and I'll just leave it at that."
- Councilor Bushee said wanting to deal with this from a policymaker's perspective, she is frustrated the information wasn't in the packet, commenting she doesn't see the Evergreen Study.
- Councilor Calvert said that's the next item.
- Councilor Bushee said she wants to know if we will get it to read in advance, and asked why the executive summary of the Evergreen Study couldn't have been in the packet.

Ms. Perez said, "I apologize. I got notice of the change to the agenda late. I had to find the information. It wasn't in my office. I did recover it from 1-2 of staff members. I was not involved in the Evergreen Study. I had to read through it and study it. I put together the summary based on what I thought the request. I hope it meets your needs. If it doesn't, I assure you, I'll do everything I can to make sure that happens. I have it, if you would like the handout now, I'm happy to give it to you."

- Councilor Bushee said no, she wanted it in the packet. She said, "Brian, we've had many conversations since I asked for this information and asked this to be an agenda item at the last Council meeting which was October 9, 2013. All I'm suggesting, is it would have been fair for this Committee to say, well we just got this information, we can't study [discuss?], but I'd asked for it. Because I'm reacting to articles I'm reading in the newspaper, rather than having the information given to me. And so, then explanations are then given to me after the fact, where I'm saying, okay, so I get it. And in the Police Department Lieutenants there's compaction, but does that mean that everybody above the Lieutenants get a raise, and some of these positions aren't sticking around necessarily, the people in them. In their temporary status, why would a raise be recommended."
- Councilor Bushee continued, "And I understand Brian that a lot of what we are dealing with today are decisions that were not yours, and you've used Nick for an example. He's an easy one to use because he is literally taking on two very large and important departments in the City and there is precedence for what that salary would pay. So for us to really understand, so let's take Sandy for instance. How do we start with \$29 an hour and end up with \$47 almost \$48 an hour, why does it start, and I get where the \$47 almost \$48 almost comes from when I look at Vicki Gage, but then how do you start. And so this was done on 1-11-2013. So, we've got a 62% raise, so why if it's... you're bringing it up and it's a temporary position, again and you're going back to what Vicki was making and you're now calling it a cost savings, why would it start at \$29 an hour."

- Chair Dominguez asked if Geno Zamora would like to speak to that.

Mr. Zamora said, "Just before the City Manager started answering on individuals, I'm in the room and I just want to help the Governing Body maintain clear lines here. And I know the City Manager just spoke a moment ago using an individual employee as an example. I'm just starting to get concerned by comments by staff as well as well as comments by the Governing Body about individual employees and salaries. I know that they are public record. However, per the Charter, the Governing Body only has the authority to set personnel systems. And so I'm concerned, and this is just advice just sort of preventive medicine, that we'll get into an instance of this person should be making this, this person should be making that."

- Councilor Bushee said, "That wasn't the line of questioning Geno, just to be clear, I'm asking how we get to the percentage raises we have. Is it a policy that you started too low, and so I wanted to use the example that made more sense to me than Nick Schiavo. Because it makes all the sense in the world to me why Nick Schiavo, who's taking on two very significant departments in the City, and you know where the salary level started for that department head. So I understand and I'm not in here trying to get into personnel matters."

Mr. Zamora said, "And it's a broader comment, not only to the Governing Body members, the Committee, but also to staff, in that yes, the last question that I heard that made me stand up was, let's use Sandy as an example, and let's go over her original salary and her next salary."

- Councilor Bushee said, "That's right here. That's the public record everybody's got."

Mr. Zamora said, "I realize that's public record, but again, I'm just reminding the Council that their role in the personnel process is setting the Personnel System, also dealing with the budget."

- Councilor Bushee said, "And that's directly what this question relates to."

[Mr. Zamora's remarks here were inaudible because the Chair, Councilor Bushee and Mr. Zamora were all talking at the same time.]

- Chair Dominguez said, "This is all in the context of transparency, right Geno."

- Councilor Bushee said, "Yeah. And in fact maybe what we need to do as a Governing Body is have these salaries on the sunshine portal."

Mr. Zamora said many governing bodies do that, and we may already have done that.

[Too many people talking at the same time to transcribe here]

- Mr. Zamora said, "It is a very fine line. All I'm doing is presenting as an informational matter, that the Governing Body does not hire and fire City employees, does not set salaries...."

- Councilor Bushee said, "Absolutely. Nobody's even attempting that."
- Chair Dominguez said, "That's what led to my question about the criteria, and just to be clear, as the Chair, I'm saying just be careful."
- Councilor Bushee said, "Absolutely. My questioning I guess was for Brian. And since we don't have the guy here that did the hiring, I presume you were not the guy that did the hiring, when you actually start again Brian, remind me."

Mr. Snyder said, "I believe in July of this year."

- Councilor Bushee said, "This hiring took place the first of the year, so I presume that was the former City manager. So I guess my questioning, and you know, the Councilor really came from the idea of if there are cost savings we should be able to dictate that. I'm not so sure I'm coming from that place. What I'm coming from is really trying to understand, and I know there's some discretion on the part of the City Manager to do the hiring, but I'm trying to understand the criteria on some of these things."
- Councilor Bushee continued, "So for instance this is really about how do you determine a starting salary so I as a policymaker are not alarmed when I read in the newspaper for instance, and don't have this information given to me as a member of the Finance Committee, that there's a 62% increase from January 2013 to October 2013. So perhaps the starting salary was too low, who dictates those things. Where does that come in, and let me back up and ask another question so I understand this, in setting policy only from my perspective, so all these cost savings, are these all exempt positions that you listed on that one page. And I am interested in the Evergreen Study if you could hand that out too Sandra, that would be great. There we go."

Ms. Perez handed out copies of Exhibit "8" to these minutes regarding the Evergreen Study

- Mr. Snyder said, "Councilor Bushee, on the third handout you're referencing, they're not all exempt. The majority are exempt and several are non-exempt."
- Councilor Bushee asked which ones are non-exempt.

Mr. Snyder said, "The Interim BDD Facility Manager is not exempt. The Transit Operations Manager is not exempt. The Business Analyst is not exempt, and the Technical Review Division Director is not exempt."

- Councilor Bushee asked what, for instance, determines the starting salary, in the one I just quoted of \$29.50 per hour.

Mr. Snyder said, for each position, there is a salary range for a low, mid and high point.

- Councilor Bushee asked if it wouldn't be based on experience, of which she believes Ms. Perez has a lot.

Mr. Snyder said he can't speak to why her starting salary was set where it was. He said it has to be within the range and presumably based on their skill sets and experience they brought to the job. He said in all cases they are hired for the position they are doing. He said she is referencing Ms. Perez who was not hired as Interim Director, and was hired for a different position. He said the salary she was paid was within the range of the position she was hired to do.

- Councilor Bushee asked what was the other position.

Mr. Snyder said she was hired as the EEO/HR Compliance Officer.

- Councilor Bushee asked if it was Robert Romero that gave her the promotion.

Mr. Snyder said he promoted her to the Interim HR Resources Director.

- Councilor Bushee said then that salary was set on what Vicki Gage was making previous to that.

Mr. Snyder said it was within the range of that position and he used the previous person in that position as a guide for setting that salary.

- Councilor Bushee said, "I'm just really going back to what we are allowed to do in terms of addressing compaction, things we really look at and that's why when we studied it. But when you do see, for instance the higher percentage increases, would you say as a general rule they were made to people being promoted. So I'm going back to this little bit thicker, but not quite as thick, so let's just start alphabetically. We have a Mark Allen, he had a promotion. From what position to what position."

Mr. Snyder said he doesn't have what position he was in previously, but he can get more detail on that position.

- Councilor Bushee said, "I see where folks went from, maybe a Captain's position up to a Deputy Fire Chief's position, and I see that would have a considerable increase. I also see it in the Lieutenant's in addressing their compaction. And again, I was alarmed to see some of these positions... who actually promoted Amber Marchi.

Mr. Snyder said he understands a position was advertised, and a list of eligibles was created by H.R. based on applications submitted. And based on that, interviews were hired with a four-person hiring committee at the City and a recommendation for her hire was made.

- Councilor Bushee said, "Yeah, I understand, but so, you're telling me, with all these promotions, who really do we hold accountable for giving out promotions, committees, or is it usually the City Manager.

Mr. Snyder said when a position is advertised, it goes through a process, and it's recommendation of the division director/department director to the City Manager to advertise the position, and through HR and Finance to make sure that the budget and the position exist. Then the position is advertised. The same process, a committee is set up for interviews and a recommendation is made through the same process, through the division, the department, HR, Finance to make sure everything is lined up, that we followed the hiring process, that the budget is available, and it is all a recommendation to the City Manager. So everybody in the chain of command makes a recommendation."

- Councilor Bushee said then the City Manager is the "final guy" [inaudible]."
- Councilor Bushee said, "Then back to the issue of how decisions are made. It's just up to the City Manager to decide who gets promoted."

Mr. Snyder said, "No."

- Councilor Bushee said, "Well I know you delineate a process."

Mr. Snyder said, "We do follow the Personnel Policy Rules and Regulations as well as, depending on the union, each of the 3 union contracts. To touch on what you talked about previously, I don't specifically look at percentages. I look at the position that person has applied for, or are filling in an interim capacity, or whatever that position is, the range and I look at what the value is of that position."

- Councilor Bushee said, "So back to your one pager with a lot of savings outlined. So tell me, in the case of someone filling the Acting Housing & Economic Development Director position and previously also filling the Economic Development Communications Administrator position, do you ever just exact cost savings by having them promote up and not necessarily take two jobs on. Do you have the opportunity at some point when you're promoting somebody to then just leave the other position vacant and exact some vacancy savings."

Mr. Snyder said, "That's exactly what all these cost savings stand for. The total of \$905,892 for these 9 samples, these are all vacant positions."

- Councilor Bushee said then the Economic Development Communications Administrator position is not filled.

Mr. Snyder that is correct, and each of these people fill not only their interim capacity, but the previous position that they held. So they're doing two jobs, or 3 or more jobs.

- Councilor Bushee said, "I understand they're making more money. So does that mean that \$71,400 is going to be in next year's budget cycle for us to go ahead and figure out how to spend."

Mr. Snyder said if that position remains vacant for one year, meaning the person in the interim capacity is filling that position for one year, there would be an additional \$71,400 in savings for that position. If all these positions remain vacant for one year, as they're budgeted now, there would be an additional \$905,892 in the personnel line item for the next year.

- Councilor Bushee said, "Give me an example of a Constituent Services Division Director. Nobody's filling that position right now. No one's doing that job."

Mr. Snyder said that is double filled. The person that is doing that is the Acting Parking Division Director. When someone is filling an interim or an acting role, not only are they doing that role, but they are doing the position they previously came from.

- Councilor Bushee said, "I understand, but for instance, let's do Constituent Services Division Director. Has that been a year that they're been double billed doing two positions."

Mr. Snyder said he can't speak to the exact length of time that position has been.... He said, "It's actually more complex than that as well. It's not just the number of years in this case. I'm not sure what the question... I don't know that would look into and I can look into is, where was this person being paid out of. Were they being paid from parking in this case, or out of Constituent Service. How were they being funded . So it could be a year."

- Councilor Bushee said, "From my perspective, it wouldn't matter. I'm just looking at is there savings and how can I spent it."

Mr. Snyder said, "In this case, I believe it would matter in that Parking Division is an enterprise fund. So the money in the enterprise fund would revert back to the enterprise fund, rather than the General Fund."

- Councilor Bushee said, then those are the only two positions paid from an enterprise fund. "You're saying it somehow can't be reallocated for some other effort or position."

Mr. Snyder said there are several on the list which are enterprise funds. The Public Utilities Department Water Division Director is paid from an enterprise fund, the Wastewater Division Director is paid from an enterprise fund, the Parking Division Director is paid from an enterprise fund, the BDD Facility Director is paid from an enterprise fund. He said there are limitations on how these funds can be transferred out of those enterprise funds into either another enterprise fund or into the General Fund.

- Councilor Bushee said, "I guess what I'm asking is. Let's just keep using the issue of the Constituent Services Division Director. So it's been more than 2 years and it is an enterprise... well, I don't think Constituent Services is paid out of parking. I don't think it ever was. I think it's a General Fund position."

Mr. Snyder said that is correct.

- Councilor Bushee said, "So in that case, if I've got \$75,000 in savings, it's been past 2 years or over 1 year, what do you intend to consider it. Do you see that as a vacancy savings and where does that go in that column, that money."

Mr. Snyder said the costs savings are all, in his opinion, vacancy savings, which go toward balancing the current fiscal year's budget.

- Councilor Bushee said, "Then from this nine hundred almost a million dollars, how much of this is going to be used to balance the budget, because you've told us that we've had operational deficiencies. And I'm looking at things like Parks where we're really struggling out there to try to keep up with all the new growth."

Mr. Snyder said the \$900,500 is currently balancing the FY 13/14 budget. He said, "If I filled each of these positions that people are double/triple filling, I would have \$900,500 additionally on the budget. This is worked into the current fiscal year's budget."

- Councilor Bushee said, "We get concerns brought to us from all kinds of employees, and overall, I do appreciate Councilor Dominguez's questions trying to distinguish this between union and non-union. We're just here to make sure that... first of all I really don't appreciate reading things in the paper, and it is astounding to see some of the percentages of raises, but when you back it up and you look at what that means from an hourly perspective, or where they started, or what positions they're covering, a lot of them make sense to me, particularly, like I said the Lieutenant promotion and the compaction, but I'm looking overall."
- Councilor Bushee continued, "We've got 1,800 employees, and we've got a few negotiations that are just stalled out, it's my understanding, with some of the unions. And in the meantime, I think it's fairly disheartening..... well it's disheartening for me to read in the newspaper that there are these raises and try to understand the basis of them. It's also disheartening to the employees that are being told there is no money for raises and many of them are double-filling positions. It's really just trying to make sense of it all. For me, the things that stood out, and finally being able to look at this in one place, because I was getting smatterings of information from one direction or another. There are some that I don't quite understand. There are some that are even losing money, some of the employees, they went back down into a position, but some that were... I think the highest was 121%. And obviously they must have... or a hundred and something percent. I've been going through this.... and I went back as far as 2010, because there were just different raises that people have complained about. So there's a 104% increase back in 2011. There's... again, they may have started too low."
- Councilor Bushee continued, "I'm trying to understand if we've been able to address compaction in any way, aside from the Lieutenant's positions. And I know we're going to get into the Evergreen study here in a minute, but can anybody speak to compaction throughout the 1,800 employees, aside from what we just heard or read in the papers with regard to our Lieutenants positions."

Mr. Snyder said, "There was some police compaction that was addressed with some adjustments in pay, this was prior to my taking over as City Manager. I'm not aware of any current salary compactions. That being said, just today, I got a request to evaluate someone to look at were they brought in at the correct salary. Those are a day by day question that's asked. We do the analysis, and if the analysis shows that something was misread in the union contract when the person was hired, whether it was this year, last year, 10 years ago, we look at that, and make an educated decision on how we handle that situation. As far as I'm aware, currently, today there are no known compaction issues."

- Councilor Bushee said she wanted to deal with compaction in relation to the Evergreen Study because we did the study in 2008, even longer than I thought ago, and there were issues. Again, I don't know if you want to move on to that.
- Councilor Bushee said, "Just back to the cost savings, since we've already spent this cost savings, so it's not new cost savings, do you anticipate more cost savings due to some of these raises that perhaps we haven't spoken of, or is this all you would consider as cost savings."

Mr. Snyder said this is just a sample of 9 people that we pulled out of this analysis that was done. I anticipate there to be more cost savings than this worked into the current fiscal year budget, but this is just an example, and why it's labeled as a sample of 9 positions.

- Councilor Bushee would like, at some point, to have an agenda item dealing with cost savings due to vacancy savings or double billing of positions.

Mr. Snyder said yes, we can do this.

- Councilor Bushee said, "I think it's important, given that we've been told we're going to be in a big operational hole, to begin to see how we're going to fill that hole, so if this part of the effort to do that, I'd like to know. For a while when we were going through the budget, at least with Robert, any new filling of any positions were contemplated by the Governing Body. I raised that issue. And then I raised that issue in relationship to criteria with regard to raises, to some extent, unless there is a very clear personnel policy decision, I think it's something that we should possibly contemplate."
- Councilor Rivera said, "In looking at the budget savings page, the 9 persons, there was \$905,892 in potential savings if those positions stay open for a year. You said that money was not available to us, it was being used to balance the current budget."

Mr. Snyder said that is worked into the vacancy savings for the current fiscal year budget, so in essence it is used. It is assumed we're going to have that vacancy savings, and I believe the vacancy savings is 4% is what was worked into the last fiscal year budget. These are 9 positions, and the \$900,500 is not 4%, so there is leeway, so if a position would need to be filled, somebody retires and we need to fill two positions rather than 1, for example, then we have that flexibility, but our goal is to try to stay within that vacancy savings."

- Councilor Rivera said in March there will be a new Mayor, and either he or she is going to want to fill these positions, and I assume all these people are acting or interim because of that. His assumption is that all these people would go back to their previous position.

Mr. Snyder said, "That is correct. The last held position, and in some cases, some of those last held positions were doing multiple jobs as well, 2 or 3 jobs as well."

- Councilor Rivera said that means the directors would be filled by full time or exempt employees appointed by the City Manager and the Mayor.

Mr. Snyder said that is correct.

- Councilor Rivera said then we could potentially be several hundred thousands in the hole to start out, because the savings is no longer there.

Mr. Snyder said the \$900,500 could go down in cost savings, yes.

- Councilor Rivera said in looking ahead to the next fiscal year, we could be in the hole to start out.

Mr. Snyder said, "It would create more of a challenge. The other side is, each of these people could go back into the same roles and then we still would have the \$900,500 in savings, or somebody somewhere else in the City could be doing multiple roles. This is only an example of 9 positions, so I would hate to say, based on this small.... out of 1,580 positions in the City I would have to use these 9 positions as an example of the whole City. I understand what you're saying, and the likelihood is that \$900,500 could be \$700,000 or \$600,000, something less, but as you look at the whole City it may all balance out based on the fifteen hundred or so other positions."

- Chair Dominguez asked Ms. Perez if she has all the requests for information, noting one of them is what the promotion was for Mark Allen. He asked Geno if we crossed any lines. All in the spirit of transparency. Are you okay with some of the direction we've given.

Ms. Perez said she believes so, but if she has questions she won't hesitate to call and ask for clarification. She said Councilors for questions can call either her or Chairman Dominguez.

31. UPDATE ON EVERGREEN COMPACTION STUDY. (SANDI PEREZ)

A Memorandum dated October 21, 2013, to the Finance Committee, from Sandra K. Perez, Interim HR Director, regarding Update – Evergreen Classification/Compensation Study, prepared by Ms. Perez, is incorporated herewith to these minutes as Exhibit "8."

Chair Dominguez asked if there is anything glaring we need to know.

Ms. Perez reviewed the information in Exhibit "8." Please see Exhibit "8" for specifics of this presentation.

Councilor Bushee asked about the cost.

Ms. Perez said, "I don't know. I could take a hand at trying to roll those numbers forward, but I'll be honest, I've looked at this packet of the study that was here and I have real questions about how some of those costs were derived, particularly in the consolidation of two different pay structures with completely different pay rules, inequities and equity issues, across the board on how those come together. I think it's a low-balled cost, from my cheap seat, but I wasn't here at the time, so I don't know how it was derived. I'm surprised it wasn't a lot higher, considering the detail they wanted to accomplish with it."

Councilor Bushee asked why they felt it was important to do.

Ms. Perez said one of the things they mentioned was "trying to return to and establish a true merit based pay system, which is more pay for performance." She said to do this you have to start with a consolidated structure, commenting it is difficult to do it in two different structures.

Councilor Bushee said she is interested in a gender based equity study, which she thinks is costly. She said we don't want to get into the level of how to decide what a pay grade, but we do want to know that it is fair, relieves compaction, has a policy basis, and a rational nexus as to why things are being done, or if it is cronyism. She said she isn't trying to micromanage, or meddle, but she wants to know how policy is being decided. She reiterated she wants the City to be fair, even-handed by gender, job description and such.

[The Chair's remarks here are inaudible]

32. OTHER FINANCIAL INFORMATION

A copy of the *Proposed Gross Receipts (Hold Harmless Revenue Replacement)* HB-461 Cash 2014 All, provided by Marcos Tapia, is incorporated herewith to these minutes as Exhibit "9."

A Memorandum dated October 10, 2013, with attachments, to the Finance Committee, from Marcos A. Tapia, Finance Director, regarding Gross Receipts and Lodgers' Tax Reports, is incorporated herewith to these minutes as Exhibit "10."

A. UPDATE OF GROSS RECEIPTS TAX REPORT RECEIVED IN OCTOBER 2013 (FOR AUGUST 2013 ACTIVITY) AND LODGERS' TAX REPORT RECEIVED IN OCTOBER 2013 (FOR SEPTEMBER 2013 ACTIVITY). (MARCOS A. TAPIA)

Mr. Tapia said this is a huge increase over the last year at this time. He said because of the federal shut-down the next two months will definitely show those trends. He said the receipts are up more than \$2 million over last year at this time.

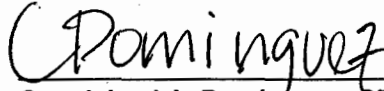
33. MATTERS FROM THE COMMITTEE

Councilor Calvert said we talked about the status of collections at the last meeting, and asked that to be put on the agenda. He said he believes we need to have that discussion and to restart that process.

Chair Dominguez noted that Councilor Ives is to be listed as excused for this meeting

34. ADJOURN

There was no further business to come before the Committee, and the meeting was adjourned at 8:45 p.m.


Carmichael A. Dominguez, Chair

Reviewed by:


Marcos A. Tapia, Director
Department of Finance


Melessia Helberg, Stenographer

City of Santa Fe, New Mexico

BUDGET ADJUSTMENT REQUEST (BAR)

DEPARTMENT / DIVISION / SECTION / UNIT NAME FIRE				DATE 10/16/2013	
ITEM DESCRIPTION	BU / LINE ITEM	<--(Finance Dept Use Only)-->		INCREASE	DECREASE
		SUBLEDDER / SUBSIDIARY	DR / (CR)		
FEMA Grant	21235.491300		CR	84,649	
Professional Contracts	22236.510300		DR	38,500	
Equipment & Machinery	22236.570500		DR	46,149	
JUSTIFICATION: (use additional page if needed) --Attach supporting documentation/memo				TOTAL	\$ 169,298 \$ -

Homeland Security (FEMA) Grant # EMW-2012-FO-06199

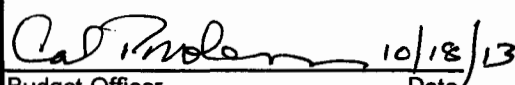
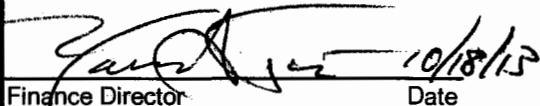
Karyn. G. Romero	10/17/13	CITY COUNCIL APPROVAL		
Prepared By	Date	City Council Approval Required	<input type="checkbox"/>	Budget Officer
Division Director	Date	City Council Approval Date	<input type="text"/>	
Department Director	Date	Agenda Item #:	<input type="text"/>	Finance Director
				City Manager

Exhibit "1"

City of Santa Fe, New Mexico

memo

DATE: October 18, 2013

TO: Finance Committee and Public Utilities Committee

FROM: Cindy Padilla, Director
Environmental Services Division

VIA: Nick Schiavo, Public Utilities and Water Division Director NSA

Item & Issue:

Recommended amendments to the Professional Services Agreement with Reunity Resources for services for a pilot program for food waste separation, collection and composting.

Background & Summary:

The Environmental Services Division has recommended that the Governing Body of the City of Santa Fe approve a professional services agreement between the City of Santa Fe and Reunity Resources. This agreement is before the Finance Committee October 21, 2013. We are requesting the following amendments be considered for approval (underlined information to be inserted, strikethrough to be deleted):

Page 1:

Scope of Work: Objectives:

Create nutrient rich compost to help replenish depleted soils – to be done at the compost facility

Provide compost to local growers – to be completed by the compost facility

Item # 6. Provide ~~weekly~~ monthly reports; ~~/compost created~~

Page 2:

3. COMPENSATION

Exhibit "2"

- C. The City will provide 64 gallon containers for use in his pilot program at a cost of \$1.00 per year (not to exceed ~~150~~ 180 containers). This quantity will be reviewed by both parties at midterm to determine adequacy and possible increase in quantity. The City will maintain ownership of the containers upon completion of the pilot program. Containers must be returned in adequate condition for reuse, with reasonable consideration for normal wear and tear and broken carts.

Page 3

This Agreement shall be effective when signed by the City and terminate on November 30, 2014, with the option to renew upon mutual consent of both parties, up to three additional years, or unless terminated sooner pursuant to Article 6 below.

6. TERMINATION

- A. This Agreement may be terminated by the City upon ~~60~~ 30 days written notice to the contractor with 30 day opportunity for the Contractor to clear any deficit.

Page 4

The Contractor warrants that it presently has not interest and shall not acquire any interest, direct or indirect, which would ~~materially in any manner or degree~~ with the performance of services required under this Agreement. Contractor further agrees that in the performance of this Agreement no persons having any such interests shall be employed.

Action Requested

Approval of the Professional Services Agreement with Reunity Resources for services for a pilot program for food waste separation, collection and composting, with the above suggested amendments. Thank you.

City of Santa Fe, New Mexico

memo

DATE: October 8, 2013

TO: Finance 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 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.

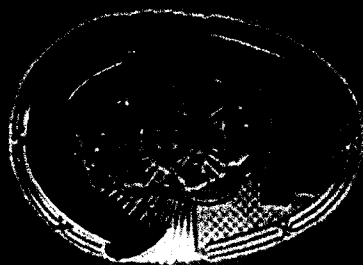
Since the implementation of the five (5) eight (8) work schedule, the department has succeeded in achieving the following results:

- 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.

POLICE

FINANCE COMMITTEE
REPORT
OCTOBER 2013







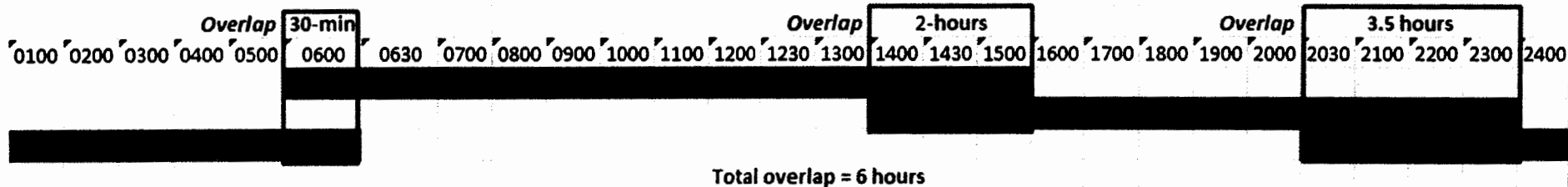
Use of Manpower and Fiscal Resources

Data obtained from police department work schedule

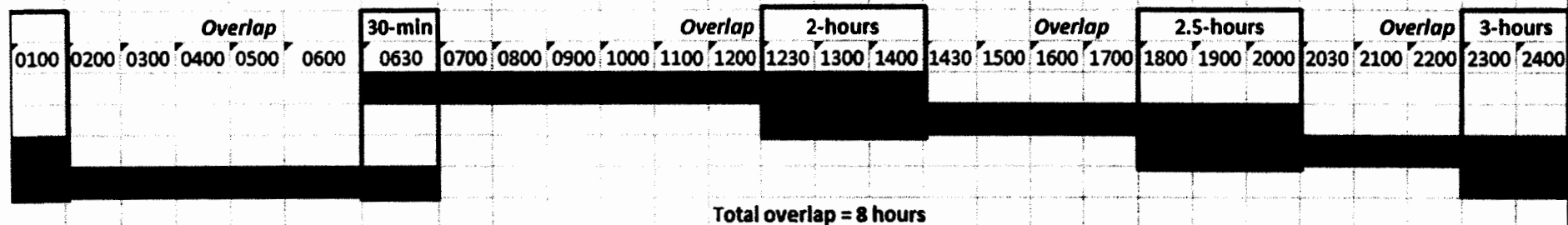
Overlap Comparison

***Based on Minimum Staffing**

4-10 hour shifts



5-8 hour shifts



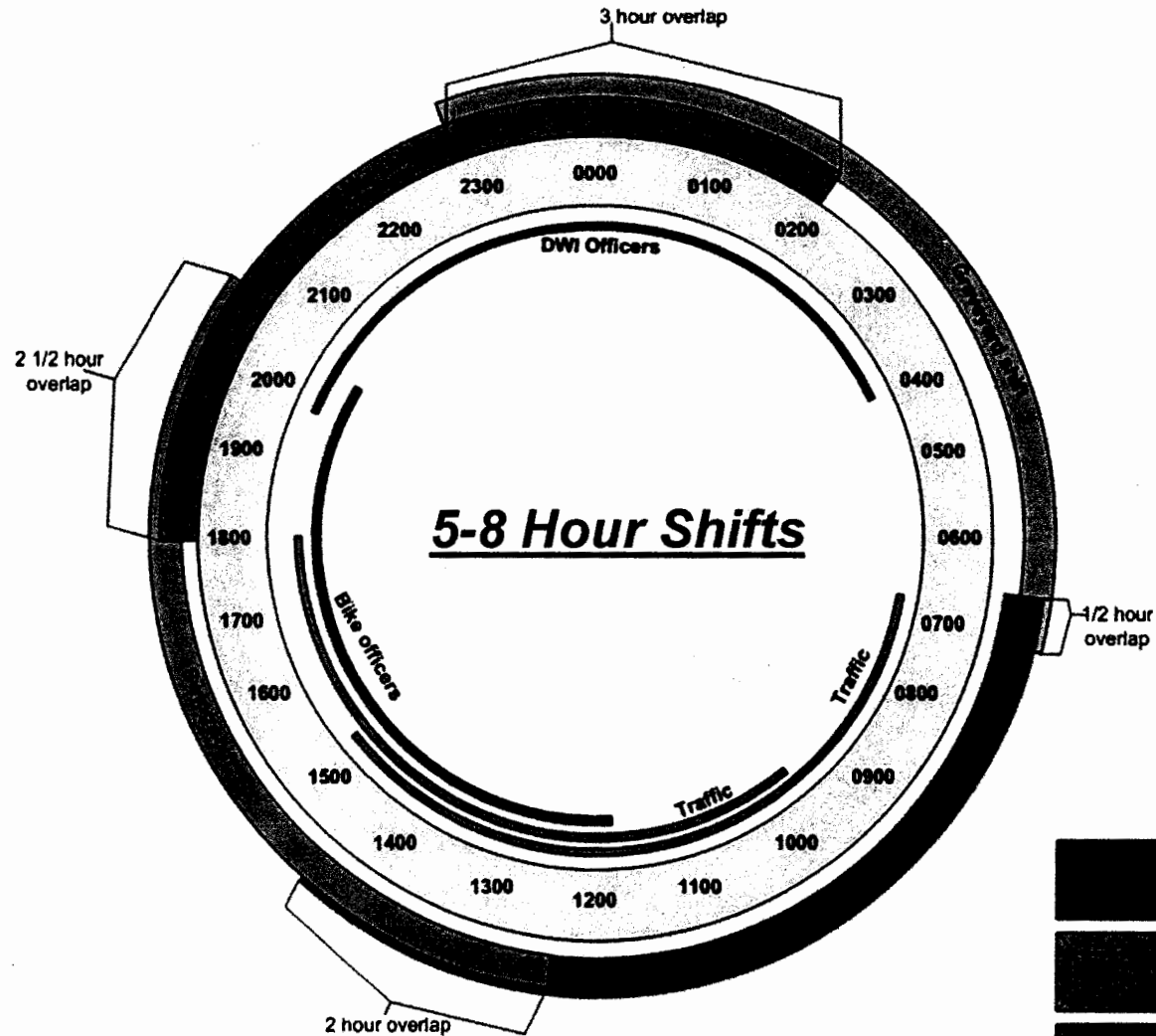
29.63% more officers on duty in a 24-hour period – Formula = (35-27)/27

- 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



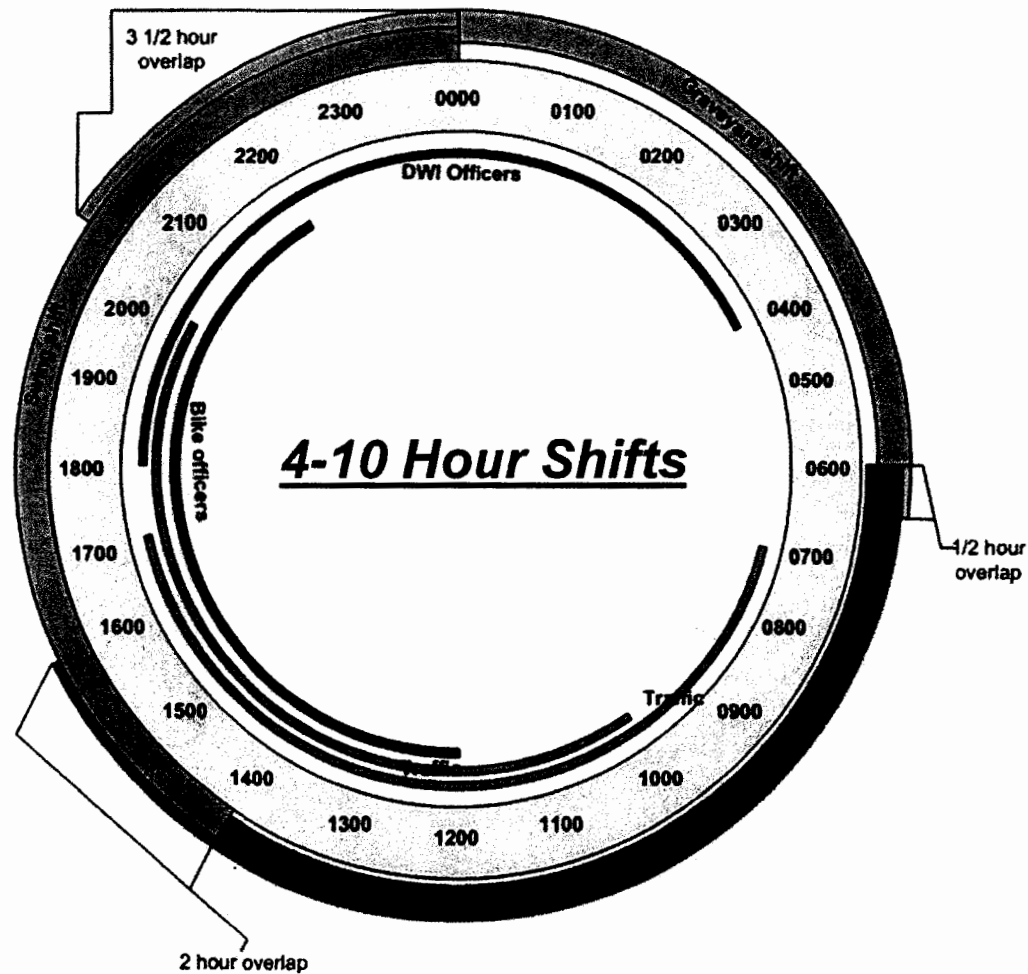
SANTA FE POLICE DEPARTMENT SHIFT SCHEDULES



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

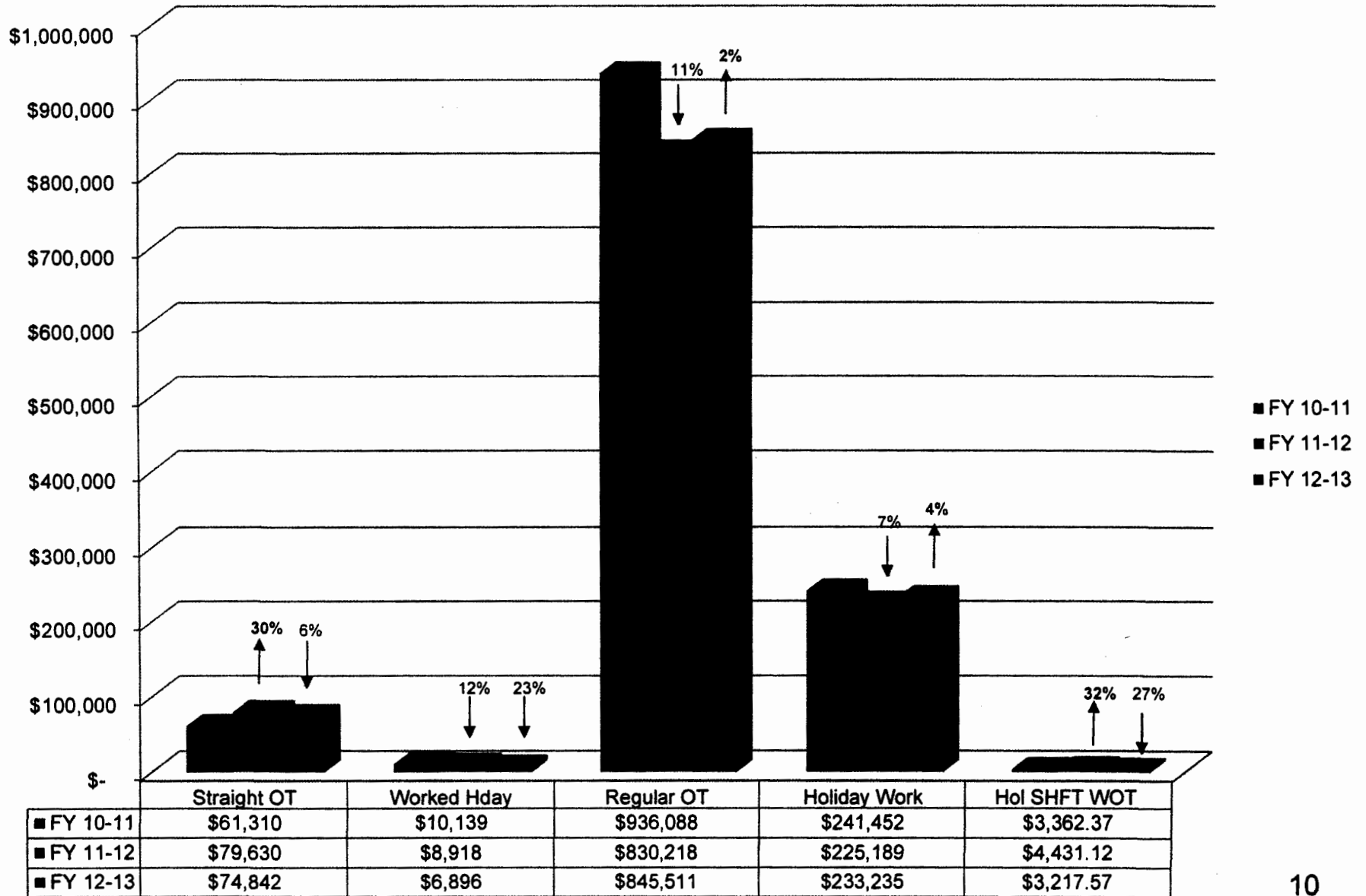
Overtime & Leave

Fiscal Year Comparison

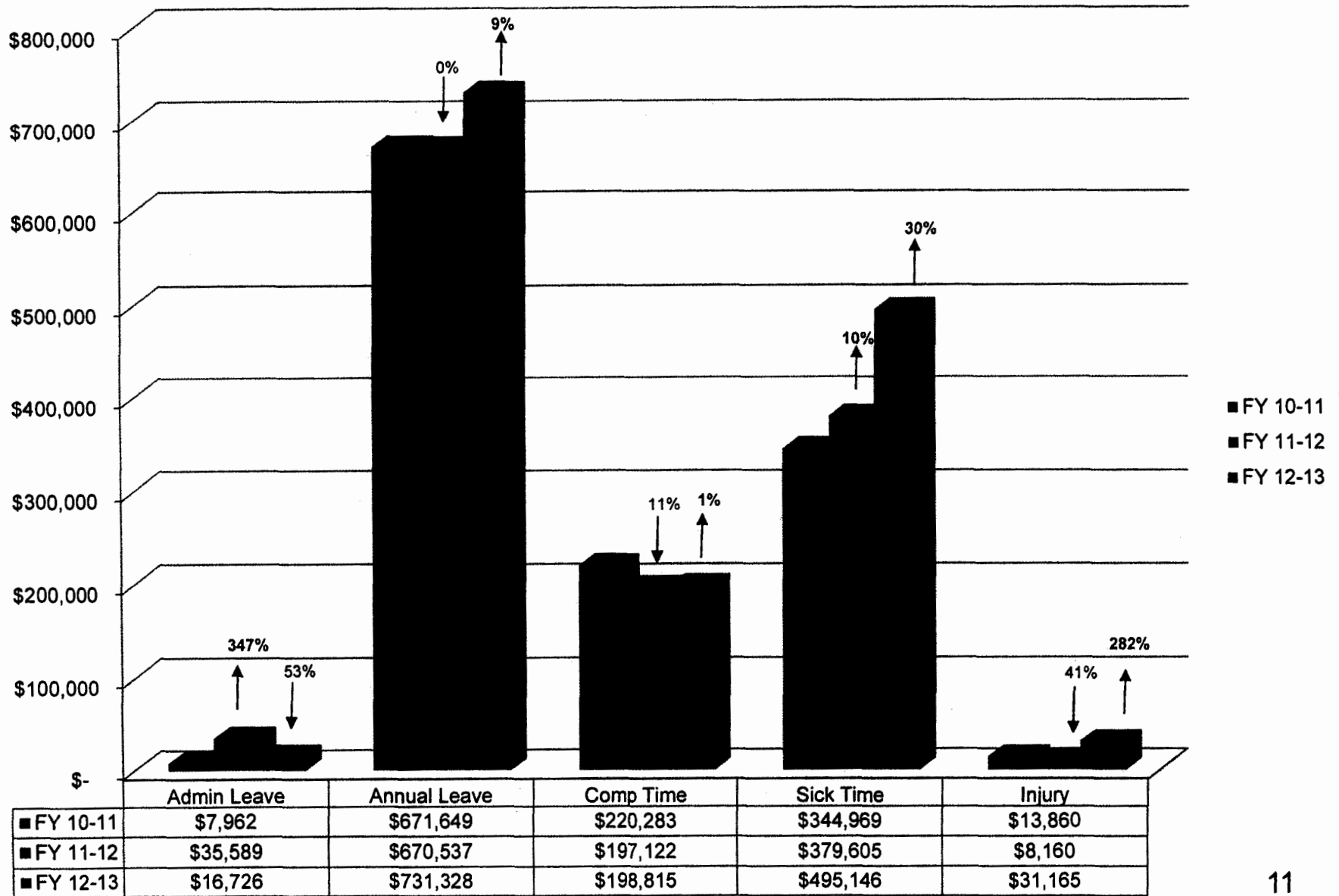
2010/2011 vs. 2011/2012 vs. 2012/2013

Data obtained from city finance department

Overtime



Leave



City of Santa Fe, New Mexico

memo

DATE: October 8, 2013

TO: The Finance Committees

FROM: Robert Rodarte, Purchasing Director *RR*
Judith Amer, Assistant City Attorney

SUBJECT: Amendments to Section 29 of the Purchasing Manual to delete requirement for City Council approval for increases in compensation that are more than 10% of the original contract amount and other non-substantive changes to Section 29.9

ISSUE & BACKGROUND

On October 7, 2013, the Public Works Committee approved, with some clarification points recommended and made, the above referenced Amendment to Section 29 of the Purchasing Manual.

Currently the Purchasing Manual, Section 29 requires City Council approval of contract modifications that increase the compensation over 10% of the original contract even if the contract modification is an amount less than \$50,000. For example, an \$11,000 amendment of a \$100,000 contract, under the current Purchasing Manual, would need to go to City Council for approval because it exceeds 10% of the original contract amount even though the City Manager can approve contracts under \$50,000. These Amendments would correct that situation and only require City Council approval when the cumulative amendments exceed \$50,000 and allow the City Manager to approve cumulative increases in compensation under \$50,000 in all cases even if it exceeds 10% of the original contract.

RECOMMENDED ACTION:

Approve the Amendment to avoid situations where cumulative increases in compensation of all prior amendments which total under \$50,000 would only be required to have City Manager approval and avoid situations where the 10% rule caused an under \$50,000 amendment to go to committees and Council for approval.

29. Contract Modification/Amendment.

Modification/Amendment of terms and conditions and contract renewal may be allowed with a written the agreement of both parties.

The following is a list of what is included in the term "contract modification/amendment" and is covered by this Section 29.

- a. A change order in a construction contract.
- b. A term extension or decrease in length of the term.
- c. A scope of work and compensation modification, including, an increase or decrease of compensation or any type of change in the scope of work. Note that amendments to contracts procured by the competitive sealed proposals process must not substantially deviate from the specifications of the original competitive sealed bid or request for proposal upon which the contract was awarded. An amendment to the original contract inconsistent with the intent of the original RFP is not appropriate. See 29.9.1.
- d. An update a "name change" of the same vendor (not a "new vendor"); or

All contract modifications must be accomplished by amendment of the contract in writing, signed by all the parties.

All contract amendments/modifications and contract renewals require City Attorney, City Clerk and City Finance Director approval plus, depending on the rules set forth below, appropriate committee(s) and City Council approval or City Manager, if either the scope of work or the compensation is amended.

The contract amendment must include references to the provisions to be modified, and must contain the entire provision as modified.

29.9.1 Modification/Amendment of Scope of Work.

29.9.1 As stated above, A change in the scope of the work may require a new competitive sealed bid or proposal, if it substantially deviates from the original competitive sealed bid or request for proposal, based on the determination of the Purchasing Director. It is realized that what constitutes a change in the scope of the work is a judgement call. There is no maximum contract amendment level however, the intent of the City to encourage competitive procurement should always be a significant factor. In some instances, a contract amendment may be considered sole source or emergency procurement at the written determination of the Purchasing Director. Bids, requests for proposals and contracts should be carefully planned, reviewed and executed to cover the

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anticipated scope of the project. If the amendment is verging on a change in the scope of the work, the Purchasing Director should be contacted by the using department.

29.9.2 Approval Procedure for Modifications/Amendments/Change Orders

During the term of the contract, Any modification/amendment/change order in the scope of work that results in additional compensation up to an additional cumulative total of all prior amendments of \$50,000, or 10% of the contract price, whichever is less, shall require review and only approval by the using department director, the Finance Department Director, the City Attorney's Office, the City Clerk and the City Manager.

During the term of the contract, Any modification/amendment/change order in the scope of work that results in additional compensation over a cumulative total of all prior amendments of \$50,000, shall require appropriate committee(s) and City Council, the Finance Department Director, the City Attorney's Office and the City Clerk's approval.

The only exception to the above is that at any time during the term of the contract, if the cumulative total of all prior modifications reach or exceed the \$50,000 threshold and the City Manager determines that a change order/modification/amendment is immediately necessary and in the best interest of the City, the City Manager can approve a change order/modification/amendment, and then seek City Council ratification within three months.

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29.9.2 Modification of Compensation:

a. Modification of the compensation up to \$50,000 or 10% of the total contract price, whichever is less, requires review and approval by the using department director, the Finance Department Director, and the City Manager.

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~~b. Modification of the compensation over \$50,000 requires Committee(s) and City Council review and approval. Contract modifications of the compensation over 10% of the total contract requires appropriate committee(s) and City Council review and approval, unless the total amount~~

~~of the contract and amendment remain under \$50,000 excluding applicable~~

~~gross receipts tax.~~

~~c.~~

The FIR for the contract amendment shall include the original amount of the contract, the amount of the previous amendments, the amount of the proposed amendment and the new total contract amount.

~~d. If a contract for under \$50,000 is approved by the City Manager and subsequently amended bringing the contract amount to over \$50,000, the amendment requires appropriate committee(s) and City Council review and approval.~~

~~e.~~

If a contract was executed for under \$50,000 without formal requests for proposals, the contract cannot be amended to bring the amount over \$50,000 unless it is either an exempt procurement, an emergency procurement or there is significant justification for a sole source procurement can be provided in accordance with this Purchasing Manual. The Purchasing Director should be contacted by the using department for determination.

29.10 Modification of Term. Unless the contract provides otherwise, or if in accordance,

with a Joint Powers Agreement, any contract may be amended to extend the term. However, the City Attorney's Office shall not approve any contract modification/amendment/change orders that would renew or extend the term of a professional service contract beyond four (4) years including all term extensions and term renewals as provided in Section 13-1-158 NMSA1978 and shall not approve contract modification/amendment/change orders that would renew or extend construction and design build contracts beyond eight (8) years including all term extensions and term renewals. Subject to the four (4) year limit on professional services contracts and eight (8) year limit on construction and design build contracts, as long as if the scope of work and/or compensation do not change, the a term extension or renewal amendment requires only the approval of the City Attorney, Finance Director, City Clerk and the City Manager.

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**ACTION SHEET
ITEM FROM THE
PUBLIC WORKS/CIP AND LAND USE COMMITTEE MEETING
OF
MONDAY, OCTOBER 7, 2013**

ITEM 15

REQUEST FOR APPROVAL OF PROPOSED CHANGES TO PROCUREMENT MANUAL SECTION 29,
CONTRACT MODIFICATIONS/AMENDMENTS/CHANGE ORDERS (**ROBERT RODARTE/JUDIE AMER**)

PUBLIC WORKS COMMITTEE ACTION: Approved with changes

SPECIAL CONDITIONS OR AMENDMENTS:

STAFF FOLLOW UP:

VOTE	FOR	AGAINST	ABSTAIN
CHAIRPERSON WURZBURGER			
COUNCILOR CALVERT	X		
COUNCILOR IVES	X		
COUNCILOR RIVERA	Not present at this time		
COUNCILOR TRUJILLO	X		

City of Santa Fe, New Mexico

memo

DATE: October 1, 2013

TO: The Public Works and Finance Committees

FROM: Robert Rodarte, Purchasing Director
Judith Amer, Assistant City Attorney

SUBJECT: Amendments to Section 29 of the Purchasing Manual to delete requirement for City Council approval for increases in compensation that are more than 10% of the original contract amount and other non-substantive changes to Section 29.9

ISSUE & BACKGROUND

Currently the Purchasing Manual, Section 29 requires City Council approval of contract modifications that increase the compensation over 10% of the original contract even if the contract modification is an amount less than \$50,000. For example, an \$11,000 amendment of a \$100,000 contract, under the current Purchasing Manual, would need to go to City Council for approval because it exceeds 10% of the original contract amount even though the City Manager can approve contracts under \$50,000. These Amendments would correct that situation and only require City Council approval when the cumulative amendments exceed \$50,000 and allow the City Manager to approve cumulative increases in compensation under \$50,000 in all cases even if it exceeds 10% of the original contract.

RECOMMENDED ACTION:

Approve the Amendment to avoid situations where cumulative increases in compensation under \$50,000 require City Council approval and allow the City Manager to approve cumulative increases in compensation under \$50,000.

29. Contract Modification/Amendment.

Modification/Amendment of terms and conditions and contract renewal may be allowed with a written the agreement of both parties.

The following is a list of what is included in the term "contract modification/amendment" and is covered by this Section 29.

- a. A change order in a construction contract.
- b. A term extension or decrease in length of the term
- c. A scope of work modification, including an increase or decrease or change in the scope of work. Note that amendments to contracts procured by the competitive sealed proposals process must not substantially deviate from the specifications of the original competitive sealed bid or request for proposal upon which the contract was awarded. An amendment to the original contract inconsistent with the intent of the original RFP is not appropriate. See 29.9.1
- d. An update a name change of the same vendor (not a "new vendor"), or

All Contract modifications must be accomplished by amendment of the contract in writing, signed by all the parties.

Contract amendments/modifications and contract renewals require appropriate committee(s) and City Council approval or City Manager approval as detailed below, if either the scope of work or the compensation is amended.

The contract amendment must include references to the provisions to be modified, and must contain the entire provision as modified.

29.9.1 Modification/Amendment of Scope of Work.

29.9.1 As stated above, Aa change in the scope of the work may require a new competitive sealed bid or proposal, if it substantially deviates from the original competitive sealed bid or request for proposal, based on the determination of the Purchasing Director. It is realized that what constitutes a change in the scope of the work is a judgement call. There is no maximum contract amendment level however, the intent of the City to encourage competitive procurement should always be a significant factor. In some instances, a contract amendment may be considered sole source or emergency procurement at the written determination of the Purchasing Director. Bids, requests for proposals and contracts should be carefully planned, reviewed and executed to cover the

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anticipated scope of the project. If the amendment is verging on a change in the scope of the work, the Purchasing Director should be contacted by the using department.

29.9.2 Approval Procedure for Modifications/Amendments/Change Orders

During the term of the contract, Any modification/amendment/ change order in the scope of work that results in additional compensation up to an additional cumulative amount of \$50,000, or 10% of the contract price, whichever is less, shall requires review and only approval by the using department director, the Finance Department Director, the City Attorney's Office and the City Manager.

During the term of the contract, Any modification/amendment/change order in the scope of work that results in additional compensation over a cumulative amount of \$50,000, shall requires appropriate committee(s) and City Council approval.

The only exception to the above is that at any time during the term of the contract, if the cumulative modification \$50,000 threshold has been reached and the City Manager determines that a change order/modification/amendment is immediately necessary and in the best interest of the City, the City Manager can approve a change order/modification/amendment and then seek City Council ratification within three months.

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29.9.2 Modification of Compensation:

a. Modification of the compensation up to \$50,000 or 10% of the total contract price, whichever is less, requires review and approval by the using department director, the Finance Department Director, and the City Manager.

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b. Modification of the compensation over \$50,000 requires Committee(s) and City Council review and approval. Contract modifications of the compensation over 10% of the total contract requires appropriate committee(s) and City Council review and approval, unless the total amount

of the contract and amendment remain under \$50,000 excluding applicable

gross receipts tax.

c.

The FIR for the contract amendment shall include the original amount of the contract, the amount of the previous amendments, the amount of the proposed amendment and the new total contract amount.

d. If a contract for under \$50,000 is approved by the City Manager and subsequently amended bringing the contract amount to over \$50,000, the amendment requires appropriate committee(s) and City Council review and approval.

e.

If a contract was executed for under \$50,000 without formal requests for proposals, the contract cannot be amended to bring the amount over \$50,000 unless significant justification for a sole source can be provided in accordance with this Purchasing Manual. The Purchasing Director should be contacted by the using department for determination.

29.10 Modification of Term. Unless the contract provides otherwise, or if in accordance,

with a Joint Powers Agreement, any contract may be amended to extend the term. However, the City Attorney's Office shall not approve any contract modification/amendment/change orders that would renew or extend the term of a professional service contract beyond four years including all TERM extensions and TERM renewals as provided in Section 13-1-158 NMSA1978 and shall not approve contract modification/amendment/change orders that would renew or extend construction and design build contracts beyond 8 years including all TERM extensions and TERM renewals. As long as the scope of work and compensation does not change, the an TERM extension or renewal amendment requires only the approval of the City Attorney, Finance Director, City Clerk and the City Manager.

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Department of Justice

Office of Justice Programs



FOR IMMEDIATE RELEASE
January 26, 2012

Office of Justice Programs (OJP)
(202) 307-0703
www.ojp.gov

USDOJ STUDIES OFFICER WELLNESS AND WORK SHIFTS

Shift length most beneficial to officers may also offer cost savings

WASHINGTON - The Department of Justice's Office of Justice Programs (OJP) today announced findings from two studies examining law enforcement officer wellness. Funded through OJP's National Institute of Justice, the studies look at sleep disorders among law enforcement officers and the impact of shift length on officer wellness.

The Shift Length Experiment: What We Know About 8-, 10-, and 12- Hour Shifts in Policing found that 10-hour shifts offered numerous benefits over the traditionally used 8-hour shifts: officers get more sleep, work less overtime, and report a significantly higher quality of work life. This report is released concurrently with a related study, *Sleep Disorders, Health, and Safety in Police Officers*, which shows that sleep disorders, typically associated with poor health, performance, and safety outcomes, are prevalent among police officers.

Summary of Findings:

In *The Shift Length Experiment: What We Know About 8-, 10-, and 12- Hour Shifts in Policing*, researchers at the Police Foundation studied officers from two departments from different regions of the country and with different demographic composition: Detroit, Michigan and Arlington, Texas. The researchers found that officers working 10-hour shifts got more sleep than officers who worked the traditionally used 8-hour shifts. The 10-hour shift offered several benefits not associated with 8-hour shifts, while 12-hour shifts had some disadvantages.

Notably, officers working the 10-hour shift worked the least overtime of the three shift schedules. These reduced levels of overtime suggest the possibility of cost savings for agencies that use compressed schedules.

Additional study findings supporting 10-hour shifts include:

- Officers working 12-hour shifts reported greater levels of sleepiness and lower levels of alertness than those assigned to 8-hour shifts.
- Officers working 10-hour shifts reported significantly higher quality of work life than those on 8-hour shifts. No quality of work benefits came from the 12-hour shifts.
- There is no significant difference on actual work performance among the three shift lengths.

The full report is available at www.policefoundation.org/shiftexperiment/.

Exhibit "4"

In *Sleep Disorders, Health, and Safety in Police Officers*, researchers at the Brigham and Women's Hospital gathered data on sleep disorders, health, and performance from nearly 5000 police officers in North America over a period of two years. The study showed that about 40 percent of police officers screened positive for sleep disorders – at least double the estimated 15 to 20 percent rate of sleep disorders seen in the general population. If untreated, sleep disorders can have adverse health and safety affects, which could ultimately pose a risk to the public.

The most common sleep disorder – likely to affect 33 percent of officers screened - was obstructive sleep apnea (OSA), a condition where the airway becomes narrowed or blocked during sleep. Excessive sleepiness affected 28.5 percent and moderate to severe insomnia affected 6.5 percent of officers surveyed. Overall, police officers who were identified as having a sleep disorder were also more likely to have physical and mental health conditions.

During a two-year follow-up, officers with sleep disorders had a higher risk of falling asleep while driving, committing an error or safety violation attributable to fatigue, and experiencing uncontrolled anger towards a suspect. These officers were also more likely to report a serious administrative error and had a higher rate of absenteeism.

An article on these findings published in the Journal of the American Medical Association is available at <http://jama.ama-assn.org/content/306/23/2567.full.pdf>.

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The Office of Justice Programs, headed by Assistant Attorney General Laurie O. Robinson, provides federal leadership in developing the nation's capacity to prevent and control crime, administer justice and assist victims. OJP has six components: the Bureau of Justice Assistance, the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering and Tracking. More information about OJP can be found at www.ojp.gov.

10-hour shift may be best for police

Published: Jan. 29, 2012 at 12:02 AM

WASHINGTON, Jan. 28 (UPI) --

WASHINGTON, Jan. 28 (UPI) -- Two U.S. studies found 10-hour shifts may result in fewer police officers suffering from sleep disorders than those working 8-hour shifts, researchers said.

The U.S. Justice Department's Office of Justice Programs said the two studies looked at sleep disorders among law enforcement officers and the impact of shift length on officer wellness.

In one study, researchers at the Police Foundation studied officers with different demographic composition in Detroit and Arlington, Texas.

The researchers found that officers working 10-hour shifts got more sleep and had more benefits than those who worked the traditional 8-hour shifts. Twelve-hour shifts had some disadvantages, they found.

Officers working the 10-hour shift worked the least overtime of the three schedules, suggesting the 10-hour shifts might have cost savings.

Police officers who worked 12-hour shifts reported greater levels of sleepiness and lower levels of alertness than those assigned to 8-hour shifts, while officers working 10-hour shifts reported significantly higher quality of work life than those on 8-hour shifts. No quality of work benefits came from the 12-hour shifts.

There is no significant difference on actual work performance among the three shift lengths, the researchers said.

In a second study, researchers at the Brigham and Women's Hospital in Boston tracked nearly 5,000 police officers in North America for two years. The study found 40 percent screened positive for sleep disorders -- at least double the estimated 15 percent to 20 percent seen in the general population.

The findings were published in the Journal of the American Medical Association.

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An Experimental Study of Compressed Work Schedules in Policing: Advantages and Disadvantages of Various Shift Lengths

K. L. Amendola, D. Weisburd, E. Hamilton, G. Jones & M. Slipka
Journal of Experimental Criminology, Volume 7, Issue 4, pp 407-422
www.policefoundation.org/shiftexperiment/

BACKGROUND

Compressed work week (CWW) schedules are defined as shifts where the work day is extended longer than the normal 8 hour shift; however the numbers of days in the work week are reduced. Research in other professions has resulted in mixed findings related to the extent to which CWWs impact performance and other outcomes. Past research has shown that when relying on objective measures, performance may not be impacted by shift length. However, subjective evaluations for employees regarding CWWs tend to be more positive. While studies in policing have generally shown that officers are more pleased with CWWs, there are some indications of increases in fatigue and stress for longer (12-hour, but not 10-hour) shifts. Since policing is a "high risk" work environment that directly affects the lives of those in their community it is important to evaluate the effects of CWWs on officers. This study examines the impact of three shifts (8-hr, 10-hr, and 12-hr) on performance, health, safety, quality of life, sleep, fatigue, alertness, off-duty employment and overtime.

METHODS

This study, conducted between 2007 and 2009 is the first known, comprehensive randomized experiment on CWWs in police organizations. Only agencies who had not adopted compressed schedules were asked to participate to avoid any confounding factors with agencies in the process of change and those that already implemented compressed shift schedules. The researchers studied two U.S. police departments for a period of 6 months. In order to adjust for site and shift variability, they used a randomized block design in which they blocked for two controls: the site of police department and the time of day the shifts were scheduled. Researchers went around to all precincts and recruited officers to volunteer and then randomly assigned officers to different shifts (preference and seniority were not factors here). Scientists used the "assessment center approach" for administering performance measures. Data collected for the study included agency provided information (e.g. self-initiated activity data), various work simulations to assess performance: in fitness, driving, shooting and reaction times; behavioral assessment instruments as well as self report instruments. The measures were then organized in our five constructs: work performance and safety, health and stress, quality of life, sleep/fatigue/alertness and sleep disorders, and finally overtime and off duty employment.

FINDINGS

The analysis revealed no significant differences across shifts for work performance and safety, health, quality of personal life, sleep quality, sleep disorders, and fatigue when comparing 8-, 10- and 12-hour shifts. However there were significant findings with regard to quality of work life, alertness, sleepiness, and overtime. Quality of work life was lowest in 8 hour shift workers and highest with those working 10 hour shifts. Also in terms of sleep, the officers on the 10 hour shift obtained the most sleep as compared to officers on both 8 hour and 12 hour shifts. With regard to

sleepiness, officers on 12 hour shifts reported higher levels than those on 8 hour shifts. Finally there was a significant finding that the alertness of 12 hour shift officers was lower than that of 8 hour shift officers but did not significantly differ from officers working a 10 hour shift. For overtime, officers on 8-hour shifts worked at least three times as many overtime hours as those on 12 hour shifts, and five times as many as those on 10 hour shifts.

POLICY IMPLICATIONS

This study indicates that compressed work week schedules do not negatively affect routine performance or health of police practitioners. However, the study also indicates disadvantages of standardized 8 hour days/5 days a week schedules in comparison to CWW shifts. The findings suggest that a 10 hour shift is optimal for police officers' quality of life, sleep and overtime. Ten hour shifts allow the officer to have a higher quality of work life, greater amounts of sleep and finally less overtime. Perhaps the last finding is the most significant in terms of police departments implementing compressed work week schedules. In a time of budget cuts and cost analysis of each department, the potential savings for agencies by cutting overtime could be substantial by converting to CWW schedule. As organizations strive to become more effective and efficient, this experiment provides scientific data supporting the movement towards 10 hour shift schedules; therefore allowing them to maximize quality of work life among their personnel, as well as that of the public they serve.

Police Officer Stress and Sleep Deprivation

Subject Matter Expert Interview with Dr. John Violanti

By

Jason Shea, M.S., MPTC Statewide Health and Wellness Coordinator

As one of the leading researchers in the field of Law Enforcement Health, Dr. John Violanti's name can be found in the author section of some of the most important studies conducted in this field. Topics ranging from endothelial function and sleep deprivation to post traumatic stress and mortality rates, Dr. Violanti is a true pioneer in study of officer health and wellness. Currently serving as a research professor in the Department of Social and Preventive Medicine at the State University of New York Buffalo, he draws upon his 23 years of experience as a New York State Police trooper to provide a practical approach to his prospective research projects. A national lecturer, he has been asked to speak at esteemed venues including the FBI Academy at Quantico, Virginia and various symposiums on Law Enforcement health.

Along with his significant research, Dr. Violanti has also written and edited several books on stress and trauma in the police profession, including *Police Trauma: Psychological Aftermath of Civilian Combat*, *Posttraumatic Stress Intervention: Challenge, Issues, and Perspectives*, and *Copicide: Concepts, Cases and Controversies of Suicide by Cop*. Dr. Violanti's body of work speaks for itself. The MPTC is proud to have the opportunity to share his expert insight with the Law Enforcement community around globe.

Dr. Violanti, your research on mortality rates in police officers back in 1996 found that the average lifespan of a police officer is 66 years. Have you seen any changes in this as of 2012?

Previous research has suggested that police officers are dying sooner than their same age civilian counterparts. For example, police officers at the age of 50 are dying sooner than their 50 year old civilian counterparts.

What do you feel are the top 5 factors associated with the declining health of law enforcement professionals?

- Stress
- Lack of physical fitness

- Diet
- Shift work
- Difficulty transitioning from work to personal life

You have done quite a bit of research on how stress affects the overall health of police officers. Can you provide us with some of your findings?

Stress can lead to a disruption in the HPA axis. The HPA axis is the hypothalamic-pituitary-adrenal axis, is one of the major bodily systems generally responsible for responding to stress. We are also presently looking into whether or not PTSD (post-traumatic stress disorder) alters heart rate variability, with a decrease in the ability to vary heart rate. Here, the parasympathetic nervous system is not allowed to counteract the effects of the sympathetic nervous system. With stress, we have also seen a dysregulation in daily cortisol patterns. This may leave the police officer more vulnerable to disease. Excessive cortisol secretion which does not return to a normal level can also lead to a state of hypervigilance.

In your research, have you seen other health problems associated or caused by chronically elevated or altered cortisol patterns?

We have found a decrease in the flexibility of the brachial artery in police officers with elevated stress levels. In fact there is a 2X greater risk of impaired brachial artery flow in police officers with higher PTSD symptoms. We have also found a thickening of the Carotid artery. These are both major risk factors of plaque build-up, cardiovascular disease and stroke.

Have you found any other physiological symptoms associated with PTSD?

Stress that originated from police organizational pressure and lack of support at work are two of the major risk factors associated with the symptoms of PTSD.

PTSD is both a physiological and psychological disorder. PTSD can cause destruction of the cells in the hippocampus area of the brain. There is a decreased blood flow to parts of the brain leading to the inability to extinguish bad memories of the traumatic event.

There have been numerous studies on shift work, sleep deprivation, and related health decline. Can you share what you have found in your research?

Shift work and sleep deprivation individuals have been associated with 4X greater risk of metabolic syndrome. This combined with elevated stress levels associated with police work can lead to inflammation in arteries, which in turn can lead to cardiovascular disease.

There is a negative hormonal cascade associated with shift work and sleep deprivation. Individuals who work night shifts have a diminished cortisol response. The disruption in eating patterns associated with shift work can also be a lifestyle risk factor which increases the risk of metabolic syndrome. We also found a 4-fold increase in injury rate for night shift workers. Not only is the risk for cardiovascular disease greater in night shift workers, but the risk of getting seriously injured is also magnified.

Do you have any recommendations on how a police officer working the night shift may curb the potential for these serious health risks?

- National Institute of Justice recommends 10 hour fixed shifts are best
- Limit second jobs and allow time for physical and mental recovery
- Controlled napping during shifts
- Eat a high protein meal just prior to shift. This energizes hormonal systems.
- Exercise prior to shift. This also energizes hormonal systems.
- Get quality sleep prior to shift.
- Departments need to change the culture and educate on proper sleeping habits.

What do you feel are some of causes of the declining health over a police officer's career?

When a police cadet graduates an academy they are typically idealistic young officers who are also fit. They are then exposed to police culture and the associated stresses. As one's career progresses there is a general drop in physical and mental fitness. At older age categories there may be complete or near complete cessation of physical fitness, leading to the prevalence of obesity and metabolic risk factors among officers.

If you were a Wellness coordinator, what would you do to increase the overall health of the Law Enforcement community?

Many departments have adopted wellness programs. Some have succeeded, while others have not. Education of both the individual and department as a whole is critical. Creating a healthy culture can have profoundly positive effects across a department. Educating officers on the importance of sleep, diet, stress management, physical fitness, and social network/relationships should be a priority in any wellness program. Let officers know that it is OK to be human.

You mentioned physical fitness. Do you have any recommendations regarding training?

The best training advice I can give is to make sure the training is age appropriate and tailored toward the individual. This will help to ensure that officers will stay with a program. Physical fitness is a lifetime habit.

Do you have any clinical pearls from your research that you could share with us?

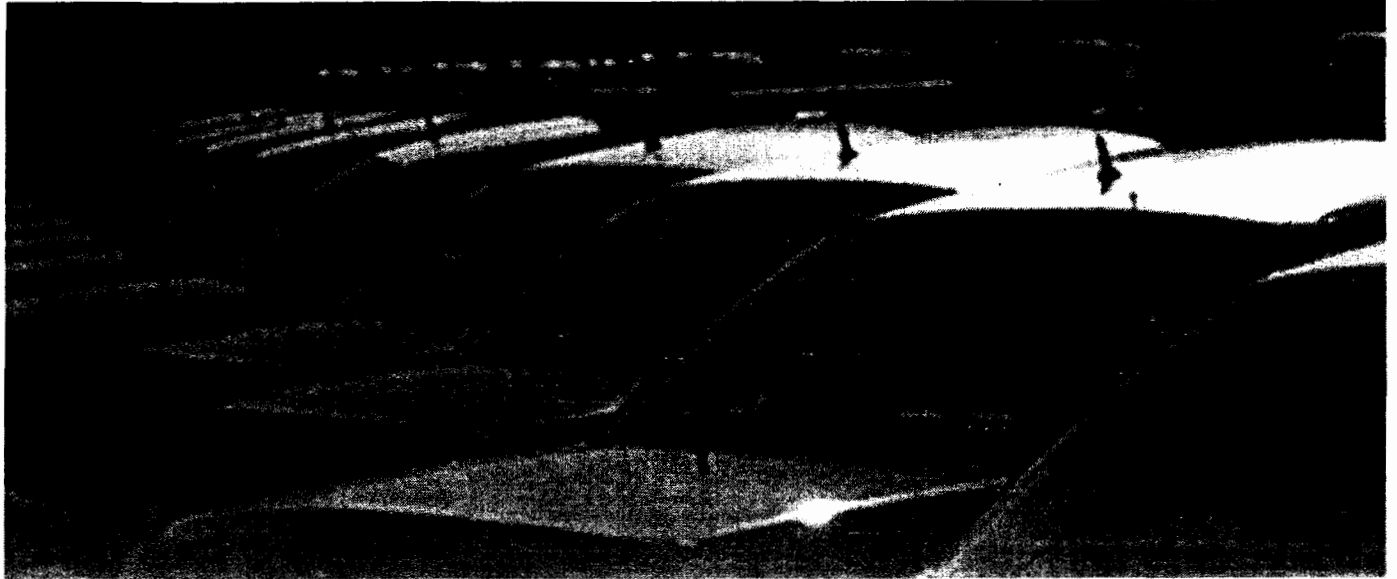
We are currently researching if vitamin D deficiency can lead to increased risk of cardiovascular risk factors. Other research has suggested that natural vitamin D from sunlight is superior to synthetic form. We are also going to conduct imaging of the eye to assess plaque build-up in the very thin vessels in the human eye. This can be a sign of future cardiovascular disease.

Dr. Violanti, thank you for both your time and insight. It has been an honor.

It has been my pleasure.

Corona Comments

Operations Analysis and Resource Allocation for
Law Enforcement



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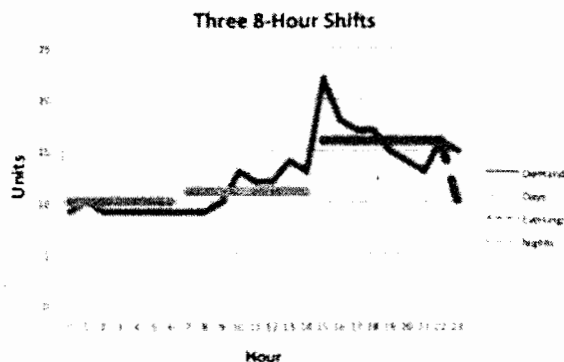
10-Hour Shifts: Expensive Luxury, or Effective Deployment?

Posted on May 10, 2012 by Corona Solutions

Download the full article here: <http://coronasolutions.com/resources/whitepapers.shtml>

Long a favorite of shift workers, the 10-hour shift has also frequently been the subject of management complaints about the difficulty of matching on-duty staffing to workload over the 24-hour day and seven-day week. A recent report from the Police Foundation titled The Shift Length Experiment (<http://policefoundation.org/indexShiftExperiment.html>) has added new empirical evidence to support the staff preferences, but the challenge remains to justify the schedule. We will answer that challenge here.

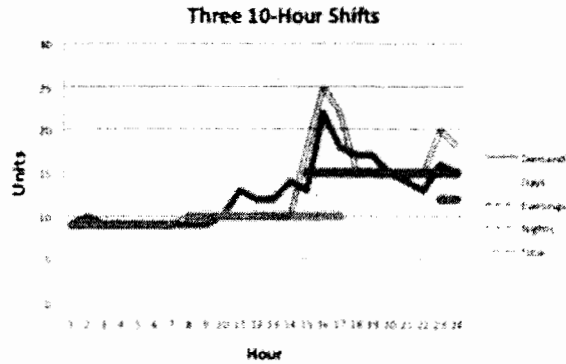
In order to cover the 24-hour day with 8-hour shifts there must be at least three shifts per day starting eight hours apart. Given that workload varies continuously during the day, and given that with this plan the on-duty staffing can change no more than three times per day, then there must be periods of time when the staffing level is either above or below the demand.



This is a simplified chart of a 24-hour period with three standard 8-hour shifts. Even though the staffing for each shift is optimized to match the demand, there are very few times when the staffing matches the demand. The day shift (0700-1500) is overstaffed at the beginning then significantly understaffed by the end. The evening shift (1500-2300) is seriously understaffed at the beginning, but then overstaffed later. The night shift (2300-0700), like the evening shift, is understaffed at the beginning, and then slightly overstaffed later on.

For this demand profile the obvious resolution would be to add an overlapping, or “cover” shift during the busy periods. However, doing so would not only place more staff than necessary on duty during several hours of that overlap, it would take staff away from other hours when they are needed more.

The 10-hour shift offers one resolution to this problem. Because there are at least 30 shift-hours scheduled per day (3 shifts * 10 hours) there are six hours per day that can be used for overlap(s) during busy times. The six hours of overlap do not have to be consecutive. For example, in the below chart the Day shift works from 0700-1700, the Evening shift



works from 1400-2400, and the Night shift works from 2200-0800. This yields overlaps between 1400-1700 and 2200-2400 which are peak demand periods for this agency. On this chart, note how the total on-duty units closely follows the demand profile. This not only improves efficiency, it also improves officer safety.

A further benefit of the 10-hour plan is that one shift does not end just as the next one begins. Followed strictly on an 8-hour plan there is the strong possibility that no units would be on the street, in their beats, and available to respond to calls that come in at shift change. Most 10-hour plans have at least a one-hour overlap as one shift ends and the next begins. This gives the officers time to fuel their cars, return to the station and complete paperwork without incurring overtime and without leaving the beats unstaffed. For the oncoming shift, there is time for a briefing, preparing the vehicle, and driving to the beat, available for calls.

The Hidden 7% Bonus

Officers on a 10-hour plan work four shifts per week; those on an 8-hour plan work five. Typically, a police shift begins with a briefing or roll call consuming about 30 minutes before the officer is on the street and ready for calls. There is one hour of breaks during the shift, then the last 30 minutes are consumed by paperwork and other end-of-shift activities. All together two hours out of each shift is lost to active patrol work. For a four-day week, that is eight hours; for a five-day week it is ten. The net gain in patrol time is nearly seven percent. That may not sound like much, but consider if you have 100 patrol officers this is the equivalent of adding seven more at no cost.

Happier and Healthier Cops

According to the Shift Length Experiment* staff working four 10-hour shifts "averaged significantly more sleep and reported experiencing a better quality of work life than did their peers working 8-hour shifts. And officers working 12-hour shifts experienced greater levels of sleepiness (subjective measure of fatigue) and lower levels of alertness than those assigned to 8-hour shifts. Importantly, those on 8-hour shifts averaged significantly less sleep per 24-hour period and worked significantly more overtime hours than those on 10- or 12-hour shifts" (abstract p. iv).

Having at least a portion of the weekend off is one of the chief interests we find when we work with agencies across North America. For most agencies, Friday and Saturday nights

are busy times for police work, so there is a built-in conflict. 10-hour, 4-day schedules tend to make it more likely that each officer will regularly have at least part of the weekend off.

Most officers commute to work, and driving four times per week is naturally 20% less costly not only in travel expenses, but also in time.

Overall, it appears that 10-hour shifts are beneficial to the officers, management and the community. The essential step in implementing and managing a 10-hour plan is the analysis and optimization. Corona Solutions' Ops Force Deploy provides schedule optimization to any agency that chooses to participate.

*The Shift Length Experiment, Amendola, Karen L, Police Foundation, 2011.
(www.policefoundation.org/shiftexperiment)

About the author, Dale Harris:

Prior to co-founding Corona Solutions, Dale worked in law enforcement for 22 years as a sworn officer then as a crime analyst. For most of his career he was responsible for operations analysis and scheduling for his department.

This entry was posted in Industry news and tagged law enforcement software, operations analysis, operations management, Ops Force Deploy, patrol, resource allocation by Corona Solutions. Bookmark the permalink.

Brownsville police start 10-hour, 4-day work week

By **MADELINE BUCKLEY/The Brownsville Herald** | **Posted: Monday, February 20, 2012 12:00 am**

The Brownsville police department has shifted its patrol division to a new work schedule that increases the hours in the workday but then gives the officers a three-day weekend – a move officials say cuts down on overtime costs and increases police presence on the street.

In mid-January, the department switched from scheduling patrol officers to work eight hours a day, five days a week to 10 hours a day for four days of the week.

Brownsville Police Commander James Paschall said the "four-ten" plan alters the schedule so that the shifts now overlap, allowing officers to usually leave for the day after their scheduled 10-hour shift. Before, when working in non-overlapping shifts, officers often put in overtime to tie up reports related to calls late in the shift.

"This seems to work," Paschall said.

In the first two weeks it was implemented, the schedule cut costs by 60 percent, he said.

The change now schedules patrol officers in four shifts that overlap, rather than three shifts stacked back to back, which Paschall said increases the number of officers on the streets during the busiest hours for policing, much needed for the force which he said is stretched thin with budget constraints due to the struggling economy.

"We just have to learn to manage the personnel we have," he said. "There is no way we can afford to hire more officers."

With financial and health concerns in mind, a committee within the department began researching different schedules last year, visiting the police departments of Waco, Killeen, Victoria and other similarly-sized cities that implemented alternative schedules.

Paschall said the department considered two alternatives: the four-ten plan that it eventually used and a schedule in which officers worked 12-hour days three to four days a week.

Concerned with fatigue, Paschall said the committee ruled out the 12-hour day.

"But officers were already putting in 10 hours with holdover calls so it's not much of a change," Paschall said.

Experts said while sleep and a lack of fatigue is crucial to officers' performance on the job, a switch from an eight-hour shift to a 10-hour shift likely wouldn't impact officers' health. Most officers interviewed said the extra weekend day allowed them to catch up on sleep and spend more time with family.

Ben Brown, a criminal justice professor at the University of Texas at Brownsville, referenced a federally-funded study completed in January that indicates police forces are increasingly moving away from the traditional 8-hour shift in favor of 10 to 12-hour shifts.

In 2009, 29 percent of departments sampled scheduled officers in 8-hour shifts, down from 40 percent in 2005.

The study, funded by the National Institute of Justice, examined the effect of shift length on police performance and health and found that different shifts did not significantly affect officers' health, safety and performance.

However, the study did conclude that officers working the 10-hour shifts reported higher quality of life than those working eight or 12-hour shifts.

Dr. Lorenzo Pelly, a local doctor of internal medicine who studies sleep disorders, said professionals who work jobs that require periodically alternating day and night shifts are at high risk for sleep disorders, but said a change between an eight, 10 or 12-hour shift likely wouldn't make a difference in someone's sleep cycle.

"It might be an adaptation," Pelly said. "While they adapt it is recommended that they take a 20-minute nap before working a night shift."

In the beginning, Paschall said the department met resistance from officers about the change, most citing a concern about the longer workday. He said some also grew accustomed to receiving overtime pay, which has lessened.

The change was made in the patrol division, which is comprised of 120 officers and supervisors, though Paschall said the department is looking into implementing the new schedule in other divisions.

Brownsville police Sgt. Orlando Chavez said his new schedule allows him to spend an extra day off each week with his family, though he said it took time for the officers to adjust to the longer day.

"My wife stays at home," Chavez said. "So for me personally a whole day off is good."

Officer Cecilia Casanova said once she adjusted to the longer day, she grew to love the three-day weekends as they allowed her to come back to work for the week refreshed.

"Actually, the three days are awesome," she said.

Officer Raul Cazares said the most difficult part of transition to the new schedule was getting used to the possibility of working an extra graveyard shift. Under the previous schedule, he said, officers could be scheduled every six weeks for one of three shifts, and two were mostly during daylight hours. Now with four potential shifts, two span throughout the night, he said.

Yet he said the longer weekend helps him stay alert.

Lt. Juan Hernandez said the new schedule offers added officers during busy hours, though sometimes leaves the patrol division stretched thin at certain hours.

"I like it. It's giving us added manpower during peak hours," he said.

Do Police Departments Save Money By Making Officers Work Longer?

BY: Caroline Cournoyer | February 7, 2012

Not eight, not 12, but ten-hour shifts are the best if police departments want to reduce their overtime expenses and improve their officers' quality of life, according to a recent study from the Police Foundation.

The Shift Length Experiment: What We Know About 8-, 10-, and 12-Hour Shifts in Policing examines the impact of working hours on officers' performance, health, safety, quality of life and overtime. Researchers used the Detroit and Arlington, Texas, police departments as case studies.

Since the recession hit, a growing number of police departments have moved to longer shifts (or compressed workweeks) to make up for smaller budgets and in some cases, smaller workforces.

But the Police Foundation's study found that 12-hour shifts are actually the worst for officer's job performance and not the best for reining in overtime costs. According to the study, officers who work for half a day, three days a week are sleepier and less alert on the job than those who work eight or ten hours at a time. The report also shows that police officers with ten-hour shifts work the least amount of overtime -- five times less than those who work eight-hours.

Cash-strapped law enforcement agencies have targeted overtime as a way to reduce overall costs in recent years - some with success, others not so much.

Just last week, the Minneapolis Police Department, which has its patrols working ten-hour shifts, announced that it paid out its lowest amount of overtime in a decade. According to the *Star Tribune*, the MPD spent \$2.8 million on overtime in 2011 when it had set aside \$5.3 million. The department may use some of the extra \$2.5 million to rehire a dozen officers, Deputy Police Chief Scott Gerlicher told KSAX-TV. MPD investigations and support staff work eight-hour shifts but are given the option to work ten, the department's public information officer, William Palmer, told *Governing*.

But the 10-hour workday isn't a perfect solution for all departments. In Glendale, Ariz., officers work 10-hour days, yet the agency is already worried about exceeding its overtime budget just seven months into the fiscal year, reports the *Arizona Republic*. That's because some cases -- like the disappearance of a local toddler and the shooting of an officer -- required extra manpower and showcase the unpredictable nature of policing.

This article was printed from: <http://www.governing.com/blogs/view/do-police-departments-save-money-by-making-officers-work-longer.html>

The Answer: 10-hour Shifts

> By Ed Sanow | Editorial Director



esanow@hendonspub.com

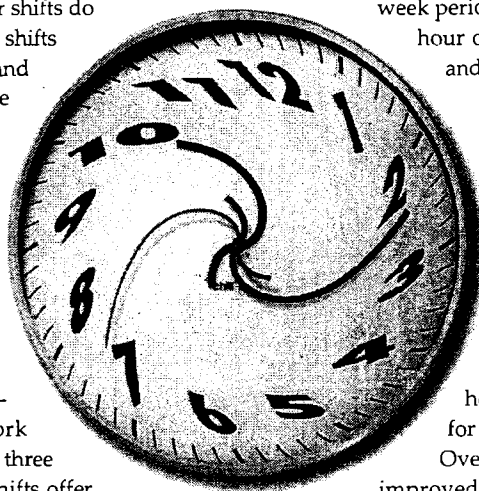
Some of us went to it many years ago. A few of us tried it decades ago. It worked almost everywhere it was tried. That was that. Asked and answered. Well, we now have statistical proof that we were right all along. If you have been reluctant to try 10-hour shifts, the scientific evidence from a couple of rigorous case studies may persuade you to run a pilot program.

According to some exhaustive research by Police Foundation, 10-hour shifts have many documented advantages over 8-hour shifts. The benefits of 10-hour shifts do not extend to 12-hour shifts. The 12-hour shifts may impose safety risks to the officers and the public. The 8-hour shifts may be more costly than departments realize.

The 2.5-year study involved members of the police departments in Detroit, Mich. and Arlington, Texas. The entire 52-page report entitled, "The Shift Length Experiment...what we know about 8-, 10- and 12-hour shifts in policing," is available from Police Foundation. (www.policefoundation.org.)

The case studies were a direct comparison between five 8-hour-day work weeks; four 10-hour-day work weeks and three 12-hour-day work weeks. The 10-hour shifts offer advantages – both to the officer and to the department – without noted disadvantages. Those on 10-hour shifts worked the least amount of overtime of the three groups, a potential cost savings for budget plagued departments.

While it may seem some of the advantages of the 10-hour shift would carry over to the 12-hour shift, that was not the case. For example, those on the 10-hour shifts had a higher reported quality of life than those on 8-hour shifts, but those on 12-hour shifts did not.



Those officers on 12-hour shifts had "significantly" lower levels of alertness at work. They were simply sleepier and more fatigued than those on 8-hour shifts. This was not the case for those on 10-hour shifts. This alertness-sleepy issue raises very serious officer safety issues. It also raises serious liability issues for the department for problems resulting from poor judgment or actions on the part of the fatigued officer.

As for the cost to the department for overtime, those on 8-hour shifts worked an average of six hours overtime per two-week period. This compares to an average of one hour of overtime for those on 10-hour shifts and two hours for those on 12-hour shifts.

Clearly, officer safety and department liability issues should push the work week away from 12-hour shifts, period. Reduced costs for departments (overtime), and for officers (commute) are factors that push the work week toward 10-hour shifts. The 10-hour shift allows overlapping coverage to training and peak calls-for-service periods. Of course, the 10-hour shifts also result in more days off for personal interests and family activities. Overall, the 10-hour shifts result in both improved officer job satisfaction and morale.

And that goes for officers of all ranks. Try it. If, after six months, for some reason it doesn't work for your department or division, change it back.

LaO

Post your comments on this story by visiting www.lawandordermag.com

"Surround yourself with the best people you can find, delegate authority, and don't interfere as long as the policy you've decided upon is being carried out." — Ronald Reagan

Attorney General Holder Speaks at the National Officer Safety and Wellness Group Meeting

Washington, D.C. ~ Thursday, January 26, 2012

As prepared for delivery

Thank you, Barney [Melekian], for your kind words – and, of course, for all that you and your colleagues have done – in the COPS Office, and in conjunction with the Bureau of Justice Assistance – to help lead this Working Group, and to bring us together this morning.

I'd also like to thank Pew for hosting today's important session, and providing a forum for discussion on some of the most critical – and most urgent – challenges facing America's law enforcement community. This marks the third time that this extraordinary group of leaders, researchers, front-line practitioners, and federal partners has come together to exchange insights, to share expertise, and to strengthen the essential work that has become not just our shared priority – but our common cause.

I am honored to be included in this conversation once again, and privileged to join so many friends and colleagues in addressing – and advancing – the 16 priorities that have been identified for this Working Group – particularly reducing the rise in gunfire-related injuries and deaths, and countering premeditated and unprovoked ambush situations.

I know you have a busy afternoon ahead of you, so I'll keep my comments brief. But I would be remiss if I didn't acknowledge – and thank you for – the contributions that you have already made. Know that your time, energy, and efforts are appreciated – and that I'm counting on all of you to keep up the great work.

Especially in this time of economic challenges – when jurisdictions across the country have been called upon to confront growing demands with increasingly limited budgets – this group has an indispensable role to play. By bringing key leaders and innovators together, you help to shine a light on the most pressing threats our law enforcement officers face. By exploring innovative new strategies for combating these threats, you help agencies and departments across the country make the most of precious resources. And – by advocating for new training opportunities, pushing for improved information-sharing capabilities, and highlighting best practices, you help extend the reach of these efforts – so that every police officer, every sheriff's deputy, and every federal agent can do their job more safely and more effectively.

As we gather this morning – thanks to the committed work of public safety professionals across the country – national violent crime trends are heading in the right direction. Countless lives have been improved and saved. And so many jurisdictions – from inner cities, to rural areas and tribal communities – have begun to make important, and long overdue, strides.

We can all take pride in this. But none of us can afford to be satisfied – and this is no time to become complacent.

The unfortunate reality is that – despite measured improvements in the overall crime rate – as you’ve already discussed today, incidents of violence against law enforcement officers are approaching the highest levels we’ve seen in nearly two decades. Last year, according to statistics maintained by the National Law Enforcement Officers Memorial Fund, a total of 177 federal, state, and local law enforcement officers lost their lives in the line of duty – a 16 percent increase over 2010. Since the first of January, an additional twelve officers have been killed.

As you know better than anyone, this represents a devastating and unacceptable trend – and a cause that demands our best and most innovative efforts.

That’s what this Working Group is all about. Together you have, not only tremendous expertise, but also remarkable potential. And you are strengthening current efforts to turn back the rising tide of violence we’ve seen. You’re also helping the Justice Department do everything in our power – and use every tool at our disposal – to protect those who are on the front lines keeping our nation safe. The Department’s latest efforts are guided by your leadership, bolstered by cutting-edge research – by the National Institute of Justice – and backed up by critical new programs and partnerships like those administered by Director [Denise] O’Donnell and her colleagues in the Bureau of Justice Assistance. These range from the Officer Safety and Smart Policing Initiatives, to our Bulletproof Vest Partnership – which we estimate helped save the lives of at least 16 public safety officers last year, and one since the beginning of 2012.

But all of this is only the beginning.

The Department is also building on current efforts to provide the communications tools and platforms that allow public safety professionals to share information more quickly – and to more effectively identify and combat threats. And, as we move forward, we’ll continue working to reinforce the core partnerships upon which these, and so many other, important platforms and programs depend.

This means collaborating with state, local, and tribal authorities – not to mention key federal partners, private sector stakeholders, and Cabinet-level agencies – to ensure that this vital work remains a top priority. It means strengthening relationships between front-line practitioners and the U.S. Attorney community – which is why, last fall, I instructed all 94 U.S. Attorneys’ offices

to meet with local law enforcement officials and work together in identifying key concerns, assessing available resources, and implementing effective solutions. To date, nearly all of these meetings have taken place, allowing us to compile critical information that has given us a clearer look at each community's most pressing needs. With this knowledge base, we're working to allocate resources more effectively – and identify the solutions necessary – to keep our law enforcement partners safe.

And it means working with key Congressional leaders to secure financial support for flagship programs like Byrne-JAG, and to maintain critical funding streams available through COPS grants – which help agencies and departments across the country close budgetary gaps and gain access to the valuable resources they need.

Of course – in the face of once-in-a-generation economic challenges, including the sharp cuts that Congress has imposed on these and other programs at the federal level – we also recognize that our ability to expand on the progress we've made will depend on more than just moving money out the door.

That's why the Department has also led the development of innovative training initiatives – such as VALOR, which I know you'll be discussing this afternoon – to help provide law enforcement leaders with the information, analysis, and cutting-edge tools they need to respond to a range of threats – including ambush-style assaults.

I am proud to report that, to date, more than 1,700 law enforcement professionals have received VALOR training, in ten regional sessions across the country. We've heard from sheriffs and police chiefs that this curriculum has been successfully put to use in the field. And some officers have described it as a “wake-up call,” both “professional and relevant,” and even “the best training [they] have ever . . . had the opportunity to experience.” That's why – along with VALOR's Officer Safety Toolkit, 8,000 of which have been given out to the field – and its website, which has registered more than 1.7 million hits – we plan to keep promoting it, refining it, and expanding its availability.

At the same time, we're also taking significant steps to enhance our understanding of key factors that contribute to officer wellness – and I am proud to note that the National Institute of Justice has just released two new studies which take a closer look at a few of these factors.

One study, conducted in partnership with the Police Foundation, examined shift lengths in Detroit, Michigan and Arlington, Texas. It found that 10-hour shifts offer several benefits over 8- or 12-hour shifts – including less overtime, higher quality of work life, improved morale, and

potential cost savings – without adversely affecting performance. The second study, conducted by Brigham and Women's Hospital, gathered data on sleep disorders and officer performance and found that some 40 percent of police officers screened positive for some form of sleep disorder – at least double the rate that's been observed in the general population. It turns out that these sleep-deprived officers had a higher risk of falling asleep while driving, committing errors or safety violations, and experiencing uncontrolled anger at a suspect.

As we move forward, I'm confident that these and other important findings will enhance our ability to target areas of concern, evaluate officer wellness issues as they arise, and explore strategies for taking action. But the tragic reality is that no degree of understanding or amount of training – no matter how effective – can prevent some violent encounters from turning deadly. Because of this, the Department also has made significant investments to provide support for the families of law enforcement officers in times of tragedy.

Not including those that resulted from 9/11, last year marked the second highest number of death and disability claims received by the Public Safety Officers' Benefits Program since 1979. And I believe we can all be proud of the assistance that the PSOB has provided to so many families in moments of need.

This morning, as we reflect on these achievements – and renew our focus on the 16 core priorities that define the mission entrusted to this Working Group – it is already clear that what you've helped to accomplish – in the face of unprecedented threats and economic challenges – represents an historic step forward. As our nation's Attorney General, as a prosecutor and former judge, and as the brother of a retired police officer, I am extremely grateful for the contributions that you have made – and the recommendations you will be developing, helping to implement, and building upon in the days ahead.

As we think about and plan for the future, it's clear that a great deal of work remains before us – along with many more obstacles than we would like to see. Yet, as I look around this room today, I can't help but feel optimistic about where your efforts will help to lead us from here.

Thank you, once again, for your time, energy, and excellent work. In this work, I am proud to count each of you as a colleague and partner. Together we can – we must – create a world in which we keep safe those who do so much to protect our Nation. I am confident that we will.



NATIONAL INSTITUTE OF JUSTICE FIVE THINGS

LAW ENFORCEMENT EXECUTIVES CAN DO TO MAKE A DIFFERENCE



1. Crime is rarely random; patrols shouldn't be either.

Focusing on small geographic locations and times when crimes occur and targeting specific, high-impact repeat offenders can decrease crime.

2. Quality is more important than speed.

In most cases, thorough investigations, problem solving and careful forensic evidence collection contribute more to arresting suspects than shaving a few seconds off of initial response times.

3. DNA works for property crimes, too.

Collecting and using DNA evidence substantially increases the likelihood of solving property crimes — leading to twice as many arrests and twice as many cases being accepted for prosecution than in non-DNA “traditional” investigations.

4. In police work, perceptions matter.

When people see the police as fair, lawful and respectful, officers are safer and citizens are more likely to obey the law and comply with police orders. For example, the way an officer treats a stopped motorist influences the motorist's opinion about law enforcement more than whether the officer issues a citation.

5. Make officer safety and wellness a priority.

Safety training, certain shift lengths and using body armor can prevent injuries and save lives. For example, the “Shift Length Experiment” study showed that officers who worked 10-hour shifts (compared to 8- and 12-hour shifts) made fewer errors and worked less overtime, saving money for the jurisdiction.

Use the Five Things to make your community and officers safer and your leadership more dynamic. Following the guidance in the Five Things will heighten your impact and lower your costs overall.

The Five Things in this flyer come from years of research, analysis, testing and evaluation.

To learn more, visit NIJ.gov, keyword “Five Things.”

NIJ is the research, development and evaluation agency of the U.S. Department of Justice. NIJ provides objective, independent, evidence-based knowledge and tools to enhance the administration of justice and public safety.

The Police Foundation advances policing through innovation and science.

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Research in Brief: Which Shift Is Best?

By Karen Amendola, PhD, Chief Operating Officer, Division of Research, Evaluation, and Professional Service, Police Foundation, Washington, D.C.

The IACP Research Advisory Committee is proud to offer the monthly “Research in Brief” column. This column features evidence-based research summaries that highlight actionable recommendations for *Police Chief* magazine readers to consider within their own agencies. The goal of the column is to feature research that is innovative, credible, and relevant to a diverse law enforcement audience.

New findings hold promise for agencies concerned about budgets and officer wellness. Data from a study conducted by the Police Foundation show that 10-hour shifts offer cost savings and other benefits over traditional 8-hour shifts. Officers who work traditional 8-hour shifts worked significantly more overtime—on average five times more—than officers working alternative 10-hour shifts.

In addition to saving overtime expenses, 10-hour shifts also offer other advantages, including more sleep per night and higher job satisfaction. The data come from *The Shift Length Experiment: What We Know About 8-, 10-, and 12-Hour Shift Schedules in Policing*, a publication stemming from a study funded by the National Institute of Justice. This study was the first comprehensive, randomized experiment of compressed workweeks in law enforcement. For more information, visit <http://www.policefoundation.org/content/shift-length-experiment> (accessed February 11, 2013).

The study was designed to test the impacts of three shift lengths (8-, 10-, and 12-hour) on performance, health, safety, quality of life, sleep, fatigue, alertness, off-duty employment, and overtime among police.

In addition to the scientifically rigorous research design and methodology, the number of measures the team used to analyze the impact of shift length makes this study one of the most comprehensive ever undertaken. The outcome measure data included departmental data, laboratory simulations and exercises, and previously validated self-report instruments. The experiment was conducted in the Detroit, Michigan; and Arlington, Texas, police departments between January 2007 and June 2009.

The Findings

Ten-hour shifts have advantages over 8-hour shifts. Ten-hour shifts appear to offer some advantages over 8-hour shifts, both individually and organizationally, with no noted disadvantages. For example, those officers working 10-hour shifts got significantly more sleep per night (more than half an hour more) than those on 8-hour shifts and had a significantly higher quality of work life. Also, those on 10-hour shifts worked the least amount of overtime of the three groups, potentially resulting in cost savings.

The benefits of 10-hour shifts do not extend to 12-hour shifts. Although it may be expected that some advantages associated with 10-hour shifts would inure to those on 12-hour shifts, researchers did not find that in this study. For example, while those on 10-hour shifts got significantly more sleep than those on 8-hour shifts, the same was not true for those on 12-hour shifts. Also, those on 10-hour shifts had a higher reported quality of work life than those on 8-hour shifts, but those on 12-hour shifts did not. While officers on 12-hour shifts worked less overtime than those on 8-hour shifts, they still worked more than those on 10-hour shifts.

Twelve-hour shifts may pose safety risks to officers and the public. While shift length did not impact safety (for example, driving and reaction time), those assigned to 12-hour shifts had significantly lower average levels of alertness at work and were more sleepy than those on 8-hour shifts—something that was not true for those on 10-hour shifts. Because some sleep scientists assert that people underestimate their fatigue levels, the latter two findings should be concerning.

Eight-hour shifts may be more costly than organizations realize. Officers assigned to 8-hour shifts worked significantly more overtime than those on 10- or 12-hour shifts. In our study, officers assigned to 8-hour shifts worked more than five times as much overtime per two-week period (5.75 hours) as those on 10-hour shifts (0.97 hours), and more than three times as much as those on 12-hour shifts (1.89 hours).

Shift length did not have a significant impact on any of our measures of performance, safety, work-family conflict, or health. Performance and safety measures such as interpersonal interactions, shooting skills, risky driving behaviors, reaction time, fatigue, and self-initiated departmental activity were not impacted by shift length.

The groups did not differ with regard to work-family conflict. During the six-month period in which officers were assigned to the experimental conditions, researchers did not detect differences across groups in terms of sick leave taken, stress experienced, increased cardiovascular problems, or gastrointestinal problems.

Conclusion

There do not appear to be any significant health, safety, or performance problems associated with compressed workweek schedules in policing. Indeed, the implementation of 10-hour shifts may be a viable alternative to traditional 8-hour shifts considering the findings of this study. The benefit of additional sleep on the 10-hour shift could potentially improve health, increase safety, and reduce sleep disorders.

It is important to note, however, that the benefits associated with 10-hour shifts did not inure to the 12-hour shifts. Although the study did not reveal any significant effects associated with objective measures of fatigue across shifts, the implementation of 12-hour shifts should be done only after careful consideration of some of the potential concerns.

Limitations of this study include lack of information regarding the methods and costs associated with implementation of compressed schedules, and the low level of reliability for driving and shooting simulation exercises. Future research should examine the impact of overtime hours on fatigue, safety, and performance and on ways to more effectively regulate hours of work in policing. ♦

Action Items

1. Reference the full study to learn more about shift schedules in policing: <https://www.ncjrs.gov/pdffiles1/nij/grants/237330.pdf> (accessed February 11, 2013).
2. Assess your agency's shift schedule and determine if 10-hour shifts should be implemented in your department.

Interested in submitting a research summary for Research in Brief? Email researchinbrief@theiacp.org.


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Protecting our protectors

Posted on August 9, 2012 by VML Insurance Programs

The National Institute of Justice (NIJ) has released a pamphlet summarizing the science behind actions law enforcement agencies can take to improve officer safety and wellness.

The pamphlet, entitled “*Protecting Our Protectors: Using Science to Improve Officer Safety and Wellness*,” focuses on ways officers can be safer on the streets; in use-of-force incidents; on the road; and on how they may improve their quality of life.

The image shows the front cover of a pamphlet titled "BE SAFER ON THE ROAD" and "PROTECTING OUR PROTECTORS". The cover features a black and white photograph of a police officer in uniform, looking towards the camera. The text on the cover includes:

- BE SAFER ON THE ROAD**
- A Message From the Director**
Hon. John H. Laub, Ph.D.
- Working Safely**
 - Use proper techniques when dealing with the driver in the vehicle.
 - Use proper techniques when dealing with the suspect in the vehicle.
 - Use proper techniques when dealing with the suspect in the vehicle.
- Emergency Vehicle Safety**
 - Use proper techniques when dealing with the driver in the vehicle.
 - Use proper techniques when dealing with the suspect in the vehicle.
 - Use proper techniques when dealing with the suspect in the vehicle.
- Learn more about roadside safety studies at ni.gov**
- NIJ**

The right side of the image shows the back cover of the pamphlet, which features the title "PROTECTING OUR PROTECTORS" and a photograph of a police officer in uniform.

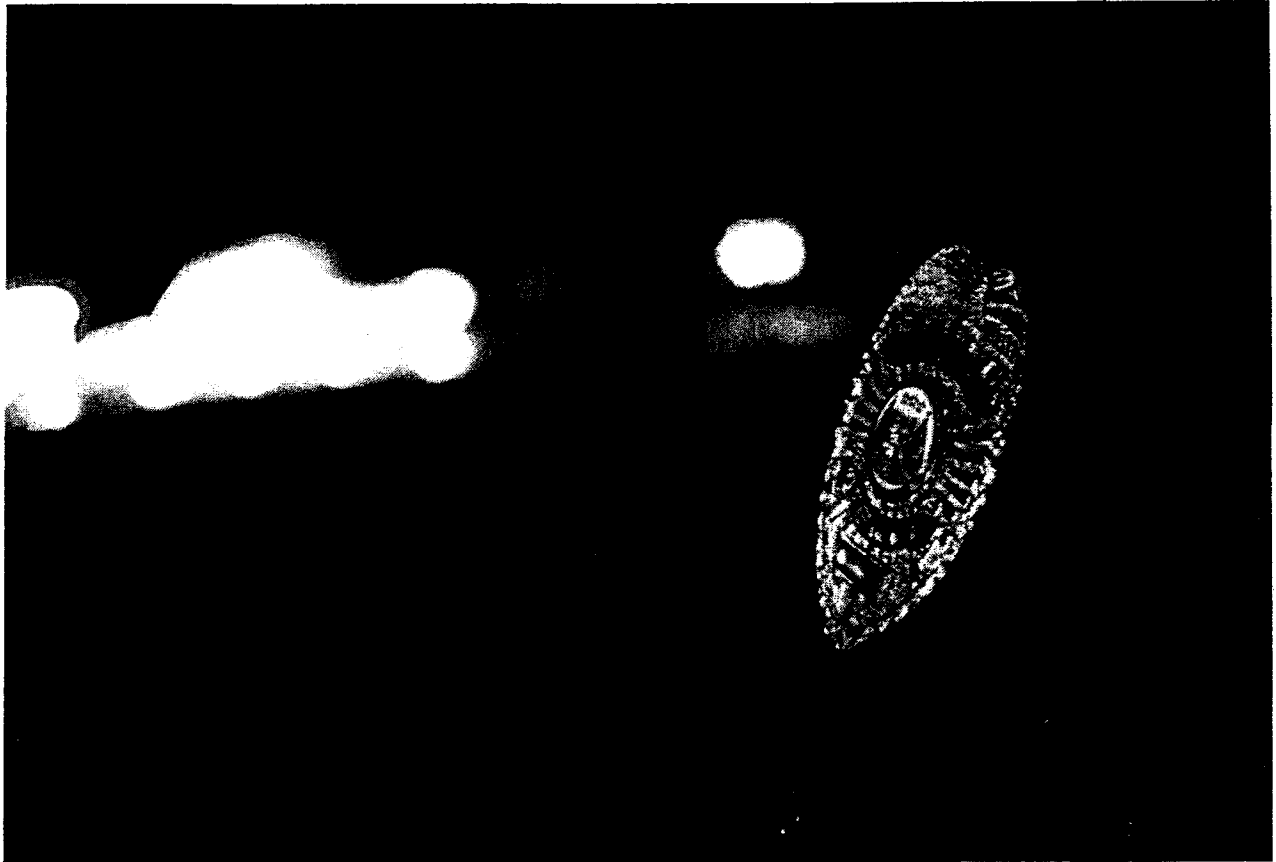
“The pamphlet focuses on how a police officer can better be physically, emotionally and mentally prepared to do the job, both on and off duty,” says VML Insurance Programs (VMLIP) Law Enforcement Specialist Thomas Bullock.

It also provides statistics and panel data which points to the use of body armor, conducted energy devices, such as TASERS; and high-intensity blue lights on patrol cars and retroreflective materials on emergency vehicles as contributing to overall officer safety.

Another important recommendation in the pamphlet comes directly from results of *The Shift Length Experiment*, which found that 10-hour shifts have advantages over eight and 12 hour shifts, including:

- Less cost to police departments on overtime;
- Higher quality of work life;
- Fewer errors made by officers;
- No decrease in performance; and
- Most importantly – more sleep for officers.

As *Sleep Disorders, Health and Safety in Police Officers* has found that police officers are twice as likely to suffer from sleep disorders, this last recommendation may be vital toward preventing accidents and injuries on the job.



“Fatigue increases the probability that officers will be involved in incidents that put themselves and their community at risk,” says Bullock. “Decreased alertness can have a dramatic impact on impairing officer performance.”

The NIJ is the research, development and evaluation agency of the United States Department of Justice, and is dedicated to improving knowledge and understanding of crime and justice issues through science.

For more information or to access the brochure visit the [NIJ Web site](#).

Litigation against law enforcement continues to increase. As a result the monetary costs associated with litigation also increases. An effective risk management program can aid in identifying potential risk and liability exposures, and with identifying policy areas that could lead to litigation, citizen complaints, and liability claims.

VML Insurance Programs members with public officials liability coverage benefit from our Law Enforcement Services at no additional charge. Services include consultative

services to assist in mitigation of law enforcement liability exposure, including technical assistance; liability training; in-class driver training; loss and injury analysis; policy review and assistance; off-duty identification wrist band program; and assistance with developing fitness and wellness programs.

Work Schedule Template With Snitts and Labor Costs

[Company Name]

Period Start Date : Friday, December 12, 2008

Team B Swing Shift 1-LT 4-SCATS

[illegible]

NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
ALLEN, MARK L	05/25/2013	47.448	50.480	3.032	Promotion	Senior Assistant City Attorney		CLSFT
ALLEN, MARK L	05/25/2013	50.480	50.772	0.292	Correction	Senior Assistant City Attorney		CLSFT
ALMANZAR, STEVEN M	06/09/2012	16.895	19.400	2.505	Promotion	Parks Supervisor		CLSFT
ANAYA, ABRAM	03/02/2013	33.904	38.630	4.726	Base Rate Adjustment	Police Lieutenant		CLSFT
ARCHULETA, DAVID S	06/09/2012	18.618	19.618	1.000	Base Rate Adjustment	Parks Supervisor		CLSFT
ARMJO, ANTOINETTE M	05/25/2013	28.481	29.181	0.700	Base Rate Adjustment	Accountant		EXMPT
BABCOCK, PAUL	04/27/2013	40.926	47.095	6.169	Promotion	Assistant Fire Chief		CLSFT
BAER, TAMARA	05/25/2013	32.569	36.477	3.908	Base Rate Adjustment	Land Use Planner Manager		CLSFT
BARTLETT, GARY R	03/31/2012	29.593	34.000	4.407	Promotion	Human Resources Administrator Senior		CLSFT
BEAR, CHARLES	05/11/2013	27.337	34.000	6.663	Promotion	ITT Business Analyst		CLSFT
BENAVIDEZ, LISA	07/07/2012	14.110	15.390	1.280	Promotion	Court Records Clerk		EXMPT
BENAVIDEZ, LISA	05/25/2013	15.698	16.398	0.700	Base Rate Adjustment	Court Records Clerk		EXMPT
BORGSTROM, DEAN P	05/25/2013	20.860	21.560	0.700	Base Rate Adjustment	Court Clerk II		EXMPT
BRENNAN, KELLEY	05/25/2013	40.702	44.770	4.068	Promotion	Senior Assistant City Attorney		EXMPT
BULTHUIS, JON R	01/19/2013	41.627	49.714	8.087	Promotion	Transportation Department Director		EXMPT
CARDENAS, GERALYN F	02/01/2012	15.600	17.160	1.560	Temporary Increase	Records Management Specialist		CLSFT
CARDENAS, GERALYN F	07/07/2012	17.160	15.600	-1.560	End of Temporary Increase	Pay Routine No change in Title		CLSFT
CARDENAS, GERALYN F	07/07/2012	15.912	17.503	1.591	Temporary Increase	Pay Routine No change in Title		CLSFT
CARDENAS, ROSALIE M	02/01/2012	22.833	25.116	2.283	Temporary Increase	Office Manager		EXMPT
CARDENAS, ROSALIE M	07/07/2012	25.116	22.833	-2.283	End of Temporary Increase	Pay Routine No Title Change		EXMPT
CARDENAS, ROSALIE M	07/07/2012	23.289	25.618	2.329	Temporary Increase	Pay Routine No Title Change		EXMPT

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* Employee performing more than one job

EXHIBIT "5"

NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
CARLOS, LOUIS A	03/02/2013	36.028	38.630	2.602	Base Rate Adjustment	Police Lieutenant		CLSFT
CHAPMAN, DAVID A	01/19/2013	30.025	31.763	1.738	Base Rate Adjustment	Grant Writer		TERMFT
CHAVEZ, DIANA T	05/25/2013	19.522	20.222	0.700	Base Rate Adjustment	Court Clerk II		EXMPT
CROSS, VICTORIA	03/01/2012	9.850	10.290	0.440	Minimum Salary Change	Swim Pool Lifeguard		CLSFT
CROSS, VICTORIA	05/12/2012	10.290	14.000	3.710	Promotion	Recreation Coordinator		CLSFT
CROSS, VICTORIA	09/15/2012	14.280	15.250	0.970	Promotion	Recreation Supervisor		CLSFT
CROWE, HALONA	06/09/2012	24.940	31.508	6.568	Promotion	Water Operations Accounting Supervisor		CLSFT
DAILEY, MELISA L	03/03/2012	26.362	30.900	4.538	Promotion	Housing Special Projects Manager	08/10/2012	CLSFT
DOBYNS, ANDREA	07/07/2012	29.947	30.246	0.299	Longevity	Police Sergeant		CLSFT
DOBYNS, ANDREA	08/03/2013	30.246	38.630	8.384	Temporary Promotion	Police Lieutenant		CLSFT
ENCINIAS, JOE A	07/01/2013	26.925	29.618	2.693	Temporary Promotion	Interim Fleet Manager		CLSFT
FELIX, MARKANTHONY	06/08/2013	22.645	24.145	1.500	Base Rate Adjustment	Digital Duplicating Supervisor		CLSFT
GABALDON, ARMANDO E	04/13/2013	15.182	19.433	4.251	Promotion	Environmental Services Supervisor		CLSFT
GAGE, VICTORIA L	07/07/2012	46.838	40.128	-6.710	End of Temporary Promotion	Pay Routine No Title Change		CLSFT
GAGE, VICTORIA L	07/07/2012	40.931	47.775	6.844	Temporary Promotion	Interim Human Resources Director		CLSFT
GAGE, VICTORIA L	08/17/2013	47.775	40.931	-6.844	End of Temporary Promotion	HR Operations Manager		CLSFT
GALLAGHER, PATRICK	03/02/2013	39.629	42.490	2.861	Base Rate Adjustment	Police Captain		EXMPT
GALLEGOS, JIM D	07/07/2012	31.533	36.074	4.541	Promotion	GIS Manager		TERMFT
GARCIA Y GRIEGO, DEBRA E	03/16/2013	33.770	38.160	4.390	Promotion	Arts Commission Director		EXMPT

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* Employee performing more than one job

NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
GARCIA, LAWRENCE	03/12/2012	36.538	33.217	-3.321	End of Temporary Promotion	Pay Routine No Title Change		CLSFT
GARCIA, LAWRENCE	09/17/2012	33.881	37.260	3.379	Temporary Promotion	SWM Special Projects Administrator		CLSFT
GONZALES, MICHAEL L	09/01/2012	38.871	37.020	-1.851	End of Temporary Promotion	Source of Supply Operations Manager		CLSFT
* GRANILLO, ANNETTE	05/25/2013	30.373	34.018	3.645	Temporary Promotion	Transit Operations Manager		TERMFT
GRANILLO, ANNIE	05/25/2013	21.998	22.698	0.700	Base Rate Adjustment	Court Clerk III		EXMPT
GRUNDLER, THOMAS J	07/07/2012	29.650	29.947	0.297	Longevity	Police Sergeant		CLSFT
GRUNDLER, THOMAS J	08/03/2013	29.947	38.630	8.683	Promotion	Police Lieutenant		CLSFT
GULOTTA, LISA F	01/07/2012	25.370	21.140	-4.230	End of Temporary Promotion	Program Supervisor		CLSFT
GULOTTA, LISA F	01/07/2012	21.140	25.370	4.230	Promotion	Recreation Section Manager		CLSFT
GURULE, BEN J	06/09/2012	33.000	40.000	7.000	Temporary Promotion	Interim Parks/Trails/Watershed Division Director		CLSFT
GURULE, BEN J	07/07/2012	40.000	33.000	-7.000	End of Temporary Promotion	Pay Routine No Title Change		CLSFT
GURULE, BEN J	07/07/2012	33.660	40.800	7.140	Temporary Promotion	Pay Routine No Title Change		CLSFT
GURULE, BEN J	01/26/2013	40.800	42.500	1.700	Promotion	Parks/Trails/Watershed Division Director		CLSFT
GURULE, SEVASTIAN E	07/07/2012	40.163	35.475	-4.688	End of Temporary Promotion	Pay Routine No Title Change		CLSFT
GURULE, SEVASTIAN E	07/07/2012	36.185	40.966	4.781	Temporary Promotion	Interim Parking Division Director		CLSFT
HAGMAN, CYNTHIA	05/25/2013	12.000	12.250	0.250	Base Rate Adjustment	Bailiff		EXMPT
HENDERSON, CAROLE	05/25/2013	13.372	14.072	0.700	Base Rate Adjustment	Court Clerk I		EXMPT
HOLLIDAY, DAVID	03/02/2013	36.389	38.630	2.241	Base Rate Adjustment	Police Lieutenant	07/31/2013	CLSFT
HUTT, VALERIE	05/25/2013	20.400	21.100	0.700	Base Rate Adjustment	Probation Officer / DWI Drug Court Program		EXMPT
JIMENEZ, NANCY L	03/02/2013	28.852	33.843	4.991	Reclassification	Fiscal Administrator		CLSFT
JOHNSON, WILLIAM R	03/02/2013	44.125	47.590	3.465	Base Rate Adjustment	Deputy Police Chief		EXMPT

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* Employee performing more than one job

NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
* JONES, SHANNON W	06/22/2013	34.483	41.380	6.897	Temporary Promotion	Interim BDD Facility Manager		CLSFT
LETTENBERGER, DALE G	03/02/2013	35.315	38.630	3.315	Base Rate Adjustment	Police Lieutenant		CLSFT
LETTENBERGER, DALE G	08/03/2013	38.630	42.490	3.860	Promotion	Police Captain		CLSFT
LITZENBERG, ERIK J	04/27/2013	47.095	50.017	2.922	Promotion	Fire Chief		EXMPT
LUCERO, APRIL V	05/25/2013	12.000	12.250	0.250	Base Rate Adjustment	Court Clerk I		EXMPT
LUJAN, MARTIN G	07/07/2012	40.000	36.057	-3.943	End of Temporary Promotion	Pay Routine No Title Change	08/14/2012	CLSFT
LUJAN, MARTIN G	07/07/2012	36.778	40.800	4.022	Temporary Promotion	Administrative Manager / Interim Recreation Division Director	08/14/2012	CLSFT
MAES, DAVID F	03/12/2012	22.354	24.589	2.235	Temporary Promotion	Director of Operations and Maintenance		TERMFT
MAES, DAVID F	07/07/2012	24.589	22.354	-2.235	End of Temporary Promotion	Transit Operations Line Supervisor		TERMFT
MAES, DAVID F	07/07/2012	22.801	25.081	2.280	Temporary Promotion	Transit Operations Manager		TERMFT
MAES, DAVID F	11/10/2012	25.081	22.801	-2.280	End of Temporary Promotion	Transit Operations Line Supervisor		TERMFT
MAES, DAVID F	07/15/2013	22.801	24.289	1.488	Temporary Promotion	Transit Operations Manager		TERMFT
MAES, DAVID F	08/18/2013	24.289	22.801	-1.488	End of Temporary Promotion	Transit Operations Dispatch Supervisor		TERMFT
MANDLER, CAMILLA	03/30/2013	24.500	31.250	6.750	Promotion	Sales Manager		EXMPT
MARCHI, AMBER T	04/13/2013	17.735	23.937	6.202	Promotion	Recreation Section Manager Assistant		CLSFT
MARCHI, GELI	03/01/2012	9.850	10.290	0.440	Minimum Salary Change	Swim Instructor		CLSFT
MARCHI, GELI	09/01/2012	12.240	15.250	3.010	Promotion	Recreation Supervisor		CLSFT
MARTINEZ, JOHNNY M	07/07/2012	18.242	18.424	0.182	Longevity	Animal Control Officer II		CLSFT
MARTINEZ, JOHNNY M	03/02/2013	18.424	23.030	4.606	Promotion	Animal Control Supervisor		CLSFT
MARTINEZ, LILLIAN	03/31/2012	14.935	16.428	1.493	Temporary Increase	Human Resources Assistant		CLSFT
MARTINEZ, LILLIAN	07/07/2012	16.428	14.935	-1.493	End of Temporary Increase	Pay Routine No change in Title		CLSFT

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NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
MARTINEZ, LILLIAN	07/07/2012	15.234	16.757	1.523	Temporary Increase	Pay Routine No change in Title		CLSFT
MARTINEZ, LISA D	08/18/2012	32.640	40.800	8.160	Temporary Promotion	Interim Recreation Division Director		CLSFT
MARTINEZ, LISA D	06/08/2013	40.800	35.000	-5.800	End of Temporary Promotion	Public Works Project Administrator		CLSFT
MASCARENAS, ALAN	03/02/2013	36.389	38.630	2.241	Base Rate Adjustment	Police Lieutenant		CLSFT
MILLER, THOMAS	07/07/2012	17.344	25.500	8.156	Promotion	Ice Arena Manager		CLSFT
MONTOYA, SHAUN	02/18/2012	18.000	22.560	4.560	Promotion	Mechanical Structural Supervisor		CLSFT
* MONTOYA, VINCENT S	05/11/2013	31.949	35.144	3.195	Base Rate Adjustment	Business Analyst		CLSFT
MOSSMAN, BOBBI	04/13/2013	32.726	36.660	3.934	Promotion	Fiscal Administrator		CLSFT
MOSSMAN, BOBBI	05/11/2013	36.660	38.493	1.833	Base Rate Adjustment	Fiscal Administrator		CLSFT
MOYA, MICHAEL R	09/01/2012	27.386	34.843	7.457	Promotion	Transmission and Distribution Manager		CLSFT
MURRAY, CALUM	07/21/2012	11.950	13.140	1.190	Base Rate Adjustment	Forestry Technician Lead Worker		TERMFT
NOBLE, KATE	04/28/2012	28.558	33.654	5.096	Reclassification	Economic Development Communications Administrator		CLSFT
* NOBLE, KATE	05/25/2013	34.327	43.270	8.943	Temporary Promotion	Acting Housing & Economic Development Director		CLSFT
O'HARA, GREGORY	03/02/2013	13.465	20.000	6.535	Promotion	Transit Operations Dispatch Operator		TERMFT
ORNELAS, VANESSA	05/25/2013	13.372	14.072	0.700	Base Rate Adjustment	Court Clerk I		EXMPT
ORTIZ, CHRISTOPHER R	01/07/2012	23.185	27.822	4.637	Promotion	Parks Superintendent		CLSFT
ORTIZ, CHRISTOPHER R	05/25/2013	28.378	30.000	1.622	Base Rate Adjustment	Parks Superintendent		CLSFT
ORTIZ, GEORGE L	03/02/2013	39.629	42.490	2.861	Base Rate Adjustment	Police Captain		EXMPT
ORTIZ, MELISSA D	05/25/2013	32.138	38.570	6.432	Promotion	Payroll Manager		CLSFT

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* Employee performing more than one job

NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
ORTIZ, PATRICK W	06/08/2013	11.220	15.000	3.780	Promotion	Records/Election Specialist		CLSFT
PACHECO, MARK	03/02/2013	24.950	31.180	6.230	Promotion	Streets & Drainage Superintendent		CLSFT
PADILLA, ANDREW A	07/07/2012	30.274	30.549	0.275	Longevity	Police Sergeant		CLSFT
PADILLA, ANDREW A	10/13/2012	30.549	33.904	3.355	Promotion	Police Lieutenant		CLSFT
PADILLA, ANDREW A	03/02/2013	33.904	38.630	4.726	Base Rate Adjustment	Police Lieutenant		CLSFT
PEREZ, SANDRA K	04/27/2013	29.427	34.680	5.253	Promotion	Human Resources Administrator Senior		CLSFT
* PEREZ, SANDRA K	08/17/2013	34.680	47.775	13.095	Temporary Promotion	Interim Human Resources Director		CLSFT
PETRY, ANDREA L	03/02/2013	13.667	20.000	6.333	Promotion	Transit Operations Dispatch Supervisor		TERMFT
PINA, DANIA L	05/25/2013	22.828	23.528	0.700	Base Rate Adjustment	Court Clerk III		EXMPT
RODRIGUEZ, ADELE T	01/19/2013	35.942	37.942	2.000	Base Rate	Youth & Families Division Director		CLSFT
ROMERO, BERNADETTE	07/07/2012	18.029	22.675	4.646	Promotion	Public Records Custodian / Paralegal		CLSFT
ROMERO, BRYAN J	07/07/2012	45.429	41.299	-4.130	End of Temporary Promotion	Pay Routine No Title Change		CLSFT
* ROMERO, BRYAN J	07/07/2012	42.125	46.337	4.212	Temporary Promotion	Interim Wastewater Management Division		CLSFT
ROMERO, JENNIFER C	05/25/2013	25.041	31.677	6.636	Promotion	Administrative Manager		CLSFT
ROMERO, JOHN P	06/09/2012	15.841	19.750	3.909	Promotion	Parks Supervisor		CLSFT
ROMERO, KARYN G	03/03/2012	24.700	29.887	5.187	Promotion	Office Manager		EXMPT
RUTE, TAMI	05/25/2013	16.252	17.102	0.850	Base Rate Adjustment	Administrative Assistant Confidential		EXMPT
SAIZ, MICHAEL G	05/26/2012	11.950	12.547	0.597	Base Rate Adjustment	Forestry Technician Lead Worker		TERMFT
SAIZ, MICHAEL G	07/21/2012	12.547	13.140	0.593	Base Rate Adjustment	Forestry Technician Lead Worker		TERMFT

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* Employee performing more than one job

NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
SALAZAR, GERALDINE D	10/13/2012	12.228	15.480	3.252	Promotion	Call Center Supervisor		TERMFT
SALAZAR, MARY L	05/25/2013	23.856	24.556	0.700	Base Rate Adjustment	Court Administrative Assistant		EXMPT
SALBIDREZ, MARIO G	07/07/2012	30.247	30.549	0.302	Longevity	Police Sergeant		CLSFT
SALBIDREZ, MARIO G	06/22/2013	30.549	38.630	8.081	Promotion	Police Lieutenant		
SANCHEZ, AUGUSTINE T	03/02/2013	23.603	29.500	5.897	Promotion	Streets & Drainage Superintendent		CLSFT
SANCHEZ, MANUEL N.	03/16/2013	22.670	31.050	8.380	Promotion	Administrative Manager		CLSFT
SANDOVAL, DAMIAN	02/16/2013	16.033	20.041	4.008	Promotion	Parking Section Supervisor		CLSFT
SCHAEFL, JOHN W	02/25/2012	38.151	43.260	5.109	Temporary Promotion	Deputy Police Chief		EXMPT
SCHAEFL, JOHN W	07/07/2012	43.260	38.151	-5.109	End of Temporary Promotion	Pay Routine No Title Change		EXMPT
SCHAEFL, JOHN W	07/23/2012	38.151	44.125	5.974	Temporary Promotion	Pay Routine No Title Change		EXMPT
SCHAEFL, JOHN W	08/04/2012	44.125	38.914	-5.211	End of Temporary Promotion	Pay Routine No Title Change		EXMPT
SCHAEFL, JOHN W	08/04/2012	38.914	44.125	5.211	Promotion	Deputy Police Chief		EXMPT
SCHAEFL, JOHN W	03/02/2013	44.125	47.590	3.465	Base Rate Adjustment	Deputy Police Chief		EXMPT
SCHIAVO, NICHOLAS	07/07/2012	45.000	34.700	-10.300	End of Temporary Promotion	Acting Housing & Economic Development Director		CLSFT
SCHIAVO, NICHOLAS	07/07/2012	35.394	45.900	10.506	Temporary Promotion	Pay Routine No change in Title		CLSFT
* SCHIAVO, NICHOLAS	05/25/2013	45.900	53.040	7.140	Temporary Promotion	Interim Public Utilities Director and Water Div Dir		CLSFT
SINGH, JON D	05/25/2013	25.052	25.752	0.700	Base Rate Adjustment	Deputy Court Administrator		EXMPT
SISNEROS, ARLENE	02/16/2013	29.653	32.653	3.000	Reclassification	Court Administrator		EXMPT
SMITH, BAE S	01/05/2013	22.663	24.929	2.266	Temporary Increase	Library Section Manager		CLSFT
SNYDER, BRIAN K	05/29/2013	53.040	62.500	9.460	Promotion	City Manager		EXMPT

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NONUNION PAY INCREASES
JANUARY 1, 2012 TO SEPTEMBER 13, 2013

Name	Effective Date	Salary Before ¹	Salary After ²	Increase Amount	Pay Change Reason	Job Title	Termination Date (If Applicable)	Status Description
STRAHON, SEAN F	07/07/2012	29.947	30.246	0.299	Longevity	Police Sergeant		CLSFT
STRAHON, SEAN F	05/25/2013	30.246	38.630	8.384	Promotion	Police Lieutenant		CLSFT
TJERINA JR, DANIEL	04/13/2013	15.807	19.440	3.633	Promotion	Environmental Services Supervisor		CLSFT
TREVIZO, LAURIE	08/18/2012	26.520	30.500	3.980	Promotion	Water Conservation Manager		CLSFT
VARELA, GARY	05/25/2013	20.367	30.000	9.633	Promotion	Parks Superintendent		CLSFT
VIGIL, VICTOR	02/18/2012	16.000	20.000	4.000	Promotion	Recreation Supervisor		CLSFT
WAGNER, JASON R	07/07/2012	31.163	31.475	0.312	Longevity	Police Sergeant		CLSFT
WAGNER, JASON R	12/08/2012	31.475	34.623	3.148	Promotion	Police Lieutenant		CLSFT
WAGNER, JASON R	03/02/2013	34.623	38.630	4.007	Base Rate Adjustment	Police Lieutenant		CLSFT
WHEELER, ARIC M	03/02/2013	39.780	42.490	2.710	Base Rate Adjustment	Police Captain		EXMPT
YALMAN, ANN	03/12/2012	40.865	48.302	7.437	Base Rate Adjustment	Municipal Court Judge		ELEC
ZAXUS, RISANA B	01/07/2012	39.809	43.709	3.900	Temporary Promotion	Acting Technical Review Division Director		CLSFT
ZAXUS, RISANA B	03/29/2012	43.709	43.789	0.080	Correction to Salary	Acting Technical Review Division Director		CLSFT
ZAXUS, RISANA B	07/07/2012	43.789	39.809	-3.980	End of Temporary Increase	Pay Routine No Title Change		CLSFT
* ZAXUS, RISANA B	07/07/2012	40.605	44.666	4.061	Temporary Increase	Acting Technical Review Division Director		CLSFT

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Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
ABBEY, ANGELIQUE	NONE		9.850											
ABBOTT, REBECCA K	AFSME	19.617	19.617	0.000	0.00%	19.617	0.000	0.00%	20.009	0.392	2.00%	20.009	0.000	0.00%
ABEYTA, JERRY	AFSME	26.837	26.837	0.000	0.00%	26.837	0.000	0.00%	27.374	0.537	2.00%	27.374	0.000	0.00%
ABEYTA, JOSEPH M	AFSME	33.190	33.190	0.000	0.00%	33.190	0.000	0.00%	33.854	0.664	2.00%	33.854	0.000	0.00%
ABEYTA, KATHERINE	AFSME	10.904	11.340	0.436	4.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ABEYTA, RUBEN	AFSME		10.904											
ABEYTA, SHELLY M	AFSME	11.340	14.521	3.181	28.05%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
ABEYTA, THERESE A	NONE	10.182	10.182	0.000	0.00%	10.182	0.000	0.00%						
ACTON, DOUGLAS N	NONE	46.172												
ADAMS, MARY P	AFSME	29.426	29.426	0.000	0.00%	29.426	0.000	0.00%						
AGRUSA, GREGORY D	FIRE	20.628	20.628	0.000	0.00%	20.228	-0.400	-1.93%	20.826	0.598	2.96%	21.031	0.205	0.98%
AGUILAR, LAWRENCE	AFSME	22.340	22.340	0.000	0.00%	22.340	0.000	0.00%	22.787	0.447	2.00%	22.787	0.000	0.00%
AGUILAR, LEVI	AFSME								10.496			13.465	2.969	28.29%
AGUIRRE, JOAQUIN S	AFSME	28.203	28.203	0.000	0.00%	28.203	0.000	0.00%	28.767	0.564	2.00%	28.767	0.000	0.00%
AINSLIE, STEVE	NONE								31.730					
ALANO, PATRICK S	NONE	28.095	28.095	0.000	0.00%	28.095	0.000	0.00%	28.657	0.562	2.00%			
ALARCON, JAVIER	NONE	19.991	19.991	0.000	0.00%	19.991	0.000	0.00%	20.391	0.4	2.00%	20.391	0.000	0.00%
ALARID, ANYA N	AFSME	12.181	12.181	0.000	0.00%	12.181	0.000	0.00%	12.425	0.244	2.00%	12.425	0.000	0.00%
ALDERETE, GERMAN F	NONE	9.920												
ALDERETE, LUPE	NONE	9.920												
ALDERETE, PHILIP J	AFSME	25.351	25.351	0.000	0.00%		0.000	0.00%	25.858	0.507	2.00%	25.858	0.000	0.00%
ALIRE, DAVID N	NONE	23.151												
ALIRE, STEVE C	AFSME	12.979	16.694	3.715	28.62%	12.979	-3.715	-22.25%						
ALIRE-MAEZ, RYAN	POLICE					17.147			21.236	4.089	23.85%	22.803	1.567	7.38%
ALLEN, GARY L	NONE		11.539			11.539	0.000	0.00%	11.770	0.231	2.00%			
ALLEN, JOHN	NONE	29.099	29.099	0.000	0.00%	29.099	0.000	0.00%	29.681	0.582	2.00%	26.189	-3.492	-11.77%
ALLEN, MARK L	NONE	46.518	46.518	0.000	0.00%	46.518	0.000	0.00%	47.448	0.93	2.00%	50.772	3.324	7.01%
ALLRED, JUSTIN R	FIRE	11.085	12.260	1.175	10.59%	13.486	1.226	10.00%	13.756	0.27	2.00%	15.283	1.527	11.10%
ALMANZAR, STEVEN M	NONE	17.570	17.570	0.000	0.00%	17.570	0.000	0.00%	19.788	2.218	12.62%	19.788	0.000	0.00%
ALVARADO, ANGEL	NONE					24.500	0.000	0.00%	24.990	0.49	2.00%	24.990	0.000	0.00%
ALVARADO, BERNARDINO V	AFSME	12.168	12.168	0.000	0.00%	12.168	0.000	0.00%	12.411	0.243	2.00%	12.411	0.000	0.00%
ALVAREZ, GREGORY L	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ALVAREZ, JOE M	AFSME	15.419	15.419	0.000	0.00%	15.419	0.000	0.00%	15.727	0.308	2.00%	15.727	0.000	0.00%
AMADOR, LOIS	NONE	31.808	31.808	0.000	0.00%	31.808	0.000	0.00%	29.429	-2.379	-7.48%	29.429	0.000	0.00%
AMER, JUDITH E	NONE		37.500			37.500	0.000	0.00%	38.250	0.75	2.00%	38.250	0.000	0.00%
ANAYA, ABRAM	NONE	43.260	43.260	0.000	0.00%	33.239	-10.021	-23.16%	33.904	0.665	2.00%	38.630	4.726	13.94%
ANAYA, APRIL	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	14.811	1.61	12.20%	14.811	0.000	0.00%
ANAYA, JASON P	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	14.811	2.81	23.41%	14.811	0.000	0.00%
ANAYA, JOHN	NONE	0.000												
ANAYA, JUSTIN	POLICE	25.062	23.923	-1.139	-4.54%	25.062	1.139	4.76%	27.415	2.353	9.39%	27.415	0.000	0.00%
ANAYA, MELISSA	NONE					16.000								
ANAYA, NATHANIEL	NONE					16.000			16.000	0	0.00%			
ANAYA, PETE C	AFSME	19.211	19.211	0.000	0.00%	19.211	0.000	0.00%	19.595	0.384	2.00%	19.595	0.000	0.00%
ANAYA, PRISCILLA A	AFSME	13.566	13.566	0.000	0.00%									

EXHIBIT "6"

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
ANAYA, RICK C	AFSME	36.232												
ANAYA, ROBERTO J	AFSME	12.871	12.871	0.000	0.00%	12.871	0.000	0.00%	13.128	0.257	2.00%	13.128	0.000	0.00%
ANCHONDO, FRANCES P	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%						
ANDERLE, TYSON	AFSME		11.340			11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ANDERSON, ANTHONY	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ANDERSON, BEAU J	FIRE	17.046	17.212	0.166	0.97%	17.232	0.020	0.12%	18.500	1.268	7.36%	18.500	0.000	0.00%
ANDERSON, RONALD N	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ANDERSON, TAMMY	AFSME		11.340			11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ANDERSON, WILLIAM T	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%			
ANSTINE, CRAIG M	FIRE	19.450	19.636	0.186	0.96%	19.236	-0.200	-1.04%	19.614	0.378	1.97%	19.806	0.192	0.98%
ANTHONY, MARK	AFSME		18.584											
APODACA, ERIC B	AFSME					11.539			12.241	0.702	6.08%	12.241	0.000	0.00%
APODACA, FRED L	AFSME	21.215	21.215	0.000	0.00%	21.215	0.000	0.00%	21.639	0.424	2.00%	21.639	0.000	0.00%
APODACA, JASON L	POLICE	12.866				12.866			12.739	0.373	3.02%	12.739	0.000	0.00%
APODACA, JUSTIN	POLICE								22.578			25.310	2.732	12.10%
APODACA, LEROY P	NONE	29.770	29.770	0.000	0.00%	29.770	0.000	0.00%						
APODACA, VINCE J	AFSME	18.564	18.564	0.000	0.00%	18.564	0.000	0.00%	18.935	0.371	2.00%	18.935	0.000	0.00%
APPLEWHITE, FAITH	FIRE	15.234	16.318	1.084	7.12%	16.318	0.000	0.00%	16.644	0.326	2.00%	17.231	0.587	3.53%
ARAGON, ANDREW J	AFSME					10.900			11.567	0.667	6.12%	11.567	0.000	0.00%
ARAGON, CHRISTINA A	AFSME	17.488	17.488	0.000	0.00%	19.237	1.749	10.00%	19.622	0.385	2.00%	19.622	0.000	0.00%
ARAGON, GREGORY L	AFSME	20.896	20.896	0.000	0.00%		0.000	0.00%	21.314	0.418	2.00%	21.314	0.000	0.00%
ARAGON, JOSHUA	FIRE		11.085			12.138	1.053	9.50%	13.620	1.482	12.21%	13.756	0.136	1.00%
ARAGON, JULIUS	FIRE	23.250	23.587	0.337	1.45%	23.187	-0.400	-1.70%	23.299	0.112	0.48%	23.528	0.229	0.98%
ARAGON, LEROY E	AFSME	18.245	18.245	0.000	0.00%									
ARAGON, LINDA M	AFSME	11.613	11.613	0.000	0.00%	11.613	0.000	0.00%	11.845	0.232	2.00%	11.845	0.000	0.00%
ARAGON, MARK A	NONE	26.473	26.473	0.000	0.00%	26.473	0.000	0.00%	27.002	0.529	2.00%	27.002	0.000	0.00%
ARAGON, MARK J	NONE	46.172	46.172	0.000	0.00%	46.172	0.000	0.00%						
ARAGON, TRACY A	AFSME	15.049												
ARAGON, WILLIAM P	FIRE	13.621	14.158	0.537	3.94%	14.158	0.000	0.00%	16.978	2.82	19.92%	17.148	0.170	1.00%
ARAN, ALISON J	AFSME	19.617		0.000	0.00%	19.617	0.000	0.00%	20.009	0.392	2.00%	20.009	0.000	0.00%
ARANDA, HENRY D	NONE	36.114												
ARCHULETA, ANTONIO	NONE		13.500			13.500	0.000	0.00%						
ARCHULETA, CHRIS	AFSME	23.269	23.269	0.000	0.00%	23.269	0.000	0.00%	23.734	0.465	2.00%	23.734	0.000	0.00%
ARCHULETA, CONRAD L	AFSME	15.741	15.741	0.000	0.00%	15.741	0.000	0.00%	16.056	0.315	2.00%	16.056	0.000	0.00%
ARCHULETA, DANIEL JR	NONE								10.496					
ARCHULETA, DAVID S	NONE	18.618	18.618	0.000	0.00%	18.618	0.000	0.00%	20.010	1.392	7.48%	20.010	0.000	0.00%
ARCHULETA, DUSTIN	FIRE					12.539	1.454	13.12%	14.020	1.481	11.81%	16.644	2.624	18.72%
ARCHULETA, EDDIE A	AFSME	18.365	18.365	0.000	0.00%	18.365	0.000	0.00%						
ARCHULETA, FRANK M	NONE	33.280	33.280	0.000	0.00%	33.280	0.000	0.00%	37.340	4.06	12.20%	37.340	0.000	0.00%
ARCHULETA, GABRIEL	NONE	0.000												
ARCHULETA, JASON	AFSME	18.800	18.800	0.000	0.00%	22.560	3.760	20.00%	23.011	0.451	2.00%	27.610	4.599	19.99%
ARCHULETA, JEROME R	FIRE								11.307			12.382	1.075	9.51%
ARCHULETA, JOAQUIN C	AFSME	12.114												
ARCHULETA, JOHNNY E	AFSME								17.921			17.921	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ Increase	% Increase	as of 1/13/2012	\$ Increase	% Increase	as of 1/11/2013	\$ Increase	% Increase	as of 10/4/2013	\$ Increase	% Increase
ARCHULETA, JOSEPH J	AFSME	26,646	26,646	0.000	0.00%	26,646	0.000	0.00%	27,179	0.533	2.00%	27,179	0.000	0.00%
ARCHULETA, PATRICK J	AFSME	13,274	13,274	0.000	0.00%	13,274	0.000	0.00%	13,539	0.265	2.00%	13,539	0.000	0.00%
ARCHULETA, PETE S	AFSME		9,850			11,350	1,500	15.23%	13,465	2,115	18.63%	13,465	0.000	0.00%
ARCHULETA, PHYLLIS E	AFSME	18,683	18,683	0.000	0.00%	18,683	0.000	0.00%	19,057	0.374	2.00%	19,057	0.000	0.00%
ARCHULETA, SUSANO	AFSME	12,693	13,201	0.508	4.00%	13,201	0.000	0.00%	16,292	3,091	23.41%	16,292	0.000	0.00%
ARCHULETA, VICTOR M	NONE	29,788	29,788	0.000	0.00%	29,788	0.000	0.00%	30,384	0.596	2.00%	30,384	0.000	0.00%
ARELLANO, RITA S	AFSME	11,510	11,510	0.000	0.00%	11,510	0.000	0.00%	11,740	0.230	2.00%	11,740	0.000	0.00%
ARGUELLO-SHAMY, MATILDA M	AFSME	14,313	14,313	0.000	0.00%	14,313	0.000	0.00%	14,599	0.286	2.00%	14,599	0.000	0.00%
ARMUJO, ANTOINETTE M	NONE	27,173	27,173	0.000	0.00%	27,923	0.750	2.76%	28,481	0.558	2.00%	29,181	0.700	2.46%
ARMUJO, CHERELLE J	AFSME	22,838	22,838	0.000	0.00%	22,838	0.000	0.00%	23,295	0.457	2.00%	23,295	0.000	0.00%
ARMUJO, CLEOFES	AFSME	17,249	17,249	0.000	0.00%	17,249	0.000	0.00%	17,594	0.345	2.00%			
ARMUJO, GREG M	AFSME	11,340												
ARMUJO, JANET E	AFSME	12,048												
ARMUJO, JOSEPH G	AFSME	18,077												
ARMUJO, PAT	AFSME	13,080	13,080	0.000	0.00%				13,342	0.262	2.00%	13,342	0.000	0.00%
ARMUJO, ROBERT J	AFSME	23,529	23,529	0.000	0.00%	23,529	0.000	0.00%						
ARMUJO, TERRANCE A	NONE													
ARMUJO, TIEDRA	NONE	9,850	9,850	0.000	0.00%	10,000	150	1.52%	10,496	0.496	4.96%	10,510	0.014	0.13%
ARMUJO, ROBERT M.	AFSME	12,693	13,201	0.508	4.00%	13,201	0.000	0.00%	10,496	0.646	6.56%	10,510	0.014	0.13%
ARMSTRONG, BRYAN F	AFSME	25,546	25,546	0.000	0.00%	30,660	5,114	20.02%	13,465	0.264	2.00%	13,465	0.000	0.00%
ARMSTRONG, ERIC W	AFSME	32,188	35,200	3,012	9.36%	35,200	0.000	0.00%	31,273	0.613	2.00%	31,273	0.000	0.00%
ARQUERO, JUDE A	AFSME								35,904	0.704	2.00%	35,904	0.000	0.00%
ARREDONDO, FRANCISCO	AFSME	15,020	15,020	0.000	0.00%	11,200	-3,820	-25.43%	13,465	0.264	2.00%	13,465	0.000	0.00%
ARRIETA, ALONSO R	AFSME	25,891	25,891	0.000	0.00%	26,641	0.750	2.90%	13,464	2.264	20.21%	13,464	0.000	0.00%
ARWOOD, JASON C	FIRE	18,902	19,082	0.180	0.95%	29,468	10,386	54.43%	26,394	-0.247	-0.93%	26,394	0.000	0.00%
ATENCIO, BERNARD R	NONE	9,850							20,029	-9,439	-32.03%	20,226	0.197	0.98%
ATENCIO, BERNARD	NONE	23,800	23,800	0.000	0.00%	23,800	0.000	0.00%	24,276	0.476	2.00%	24,276	0.000	0.00%
ATENCIO, CARL M	AFSME	12,552	12,552	0.000	0.00%	12,552	0.000	0.00%	12,803	0.251	2.00%	12,803	0.000	0.00%
ATENCIO, DANETTE P	AFSME	14,521	14,521	0.000	0.00%	14,521	0.000	0.00%	14,811	0.29	2.00%	14,811	0.000	0.00%
ATENCIO, JEFFREY D	AFSME	26,801	26,801	0.000	0.00%	26,801	0.000	0.00%	27,337	0.536	2.00%	27,337	0.000	0.00%
ATILANO, JOSIE	AFSME	12,067	12,067	0.000	0.00%									
AVILA, BELINDA	NONE	20,283	20,283	0.000	0.00%	20,283	0.000	0.00%						
BABCOCK, MICHELLE J	AFSME	18,683	18,683	0.000	0.00%	18,683	0.000	0.00%	19,057	0.374	2.00%	19,057	0.000	0.00%
BABCOCK, PAUL	NONE	18,502	18,682	180	0.97%	26,749	8,067	43.18%	27,284	0.535	2.00%	47,095	19,811	72.61%
BACA, BERNADETTE C	NONE		9,850											
BACA, CHRISTINA	NONE		9,850											
BACA, CHRISTOPHER G	AFSME	14,286												
BACA, DANNY R	NONE	30,029	30,029	0.000	0.00%	30,029	0.000	0.00%	30,630	0.601	2.00%	30,630	0.000	0.00%
BACA, GILBERT N	AFSME	25,633	25,633	0.000	0.00%	25,633	0.000	0.00%	26,146	0.513	2.00%	26,146	0.000	0.00%
BACA, JACOB	NONE								10,500					
BACA, JEREMY	NONE								10,290					
BACA, JOELLYN	NONE								26,971					
BACA, JOSEPH G	POLICE		22,335			23,452	1,117	5.00%	24,161	0.709	3.02%	24,161	0.000	0.00%
BACA, MARGRET G	NONE	27,706	27,706	0.000	0.00%	27,706	0.000	0.00%	28,260	0.554	2.00%	28,260	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
BACA, MARK	AFSME	22.101	22.101	0.000	0.00%	22.101	0.000	0.00%	22.543	0.442	2.00%	22.543	0.000	0.00%
BACA, MONA A	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
BACA, PAT M	AFSME	19.546	19.546	0.000	0.00%	19.546	0.000	0.00%	19.937	0.391	2.00%	19.937	0.000	0.00%
BACA, ROBERTA C	AFSME	19.268	19.268	0.000	0.00%	19.268	0.000	0.00%	19.653	0.385	2.00%	19.653	0.000	0.00%
BACA, STEVEN M	FIRE	16.237	18.722	2.485	15.30%	19.265	0.543	2.90%	19.643	0.378	1.96%	19.835	0.192	0.98%
BACA, VANESSA	AFSME	11.200												
BACA-SAAVEDRA, JOHN	AFSME								13.465			13.465	0.000	0.00%
BACHICHA, DOLORES	NONE	10.182												
BACON, OLIVIA V	NONE	27.333												
BAER, TAMARA	NONE	31.930	31.930	0.000	0.00%	31.930	0.000	0.00%	32.569	0.639	2.00%	36.477	3.908	12.00%
BAIN, AARON	AFSME		22.550			28.036	5.486	24.3%	28.582	0.546	1.95%			
BAKER, JOEL	FIRE	12.660	16.481	3.821	30.18%	16.481	0.000	0.00%	16.810	0.329	2.00%			
BAKER, TROY	POLICE	32.432	34.054	1.622	5.00%	36.75	2.699	7.93%	36.753	0	0.00%	36.753	0.000	0.00%
BALCORTA FRESCAS, ALBERTO	AFSME	12.438										10.510		
BALLESTEROS, JAIR G	FIRE	13.621	13.758	0.137	1.01%		0	2.91%	16.978	2.82	19.92%	17.148	0.170	1.00%
BALLEW, DUSTIN	FIRE		11.085			12.13	1.053	9.50%	14.020	1.882	15.51%	14.156	0.136	0.97%
BARBER, CONSUELO	NONE					9.850								
BARCLAY, PATRICIA	AFSME								14.080			13.460	-0.620	-4.40%
BARFOOT, DAVIN D	AFSME	21.777	21.777	0.000	0.00%	23.955	2.178	10.00%	22.213	-1.742	-7.27%	24.430	2.217	9.98%
BARELA, MARK F	AFSME	20.779	20.779	0.000	0.00%	20.779	0.000	0.00%	21.195	0.416	2.00%	21.195	0.000	0.00%
BARELA, MICHAEL P	FIRE		13.500				0.000	0.00%	11.307	-2.193	-16.24%	12.382	1.075	9.51%
BARKLEY, JAMISON	NONE								33.157					
BARNETT, MARK Q	POLICE	28.817	31.699	2.882	10.00%	34.869	3.170	10.00%	35.922	1.053	3.02%	32.656	-3.266	-9.09%
BAROS, GABRIEL J	AFSME	21.632	21.632	0.000	0.00%	21.632	0.000	0.00%	22.065	0.433	2.00%			
BAROS, ONESIMO F	NONE	12.048												
BAROS, PATRICIA A	AFSME	12.382	12.382	0.000	0.00%	12.382	0.000	0.00%	12.630	0.248	2.00%	12.630	0.000	0.00%
BARR, AMY	AFSME					19.327			19.714	0.387	2.00%	19.714	0.000	0.00%
BARRETT, MARISSA C	AFSME	27.407												
BARRY, IVAN J	AFSME	15.320	15.320	0.000	0.00%	15.320	0.000	0.00%	15.626	0.306	2.00%	15.626	0.000	0.00%
BARSANTI, DAVID	AFSME	20.117	20.117	0.000	0.00%	20.117	0.000	0.00%	20.519	0.402	2.00%	20.519	0.000	0.00%
BARTLETT, GARY R	NONE	29.593	29.593	0.000	0.00%	29.593	0.000	0.00%	34.680	5.087	17.19%	34.680	0.000	0.00%
BEAR, CHARLES	NONE	26.801	26.801	0.000	0.00%	26.801	0.000	0.00%	27.337	0.536	2.00%	34.000	6.663	24.37%
BEARE, JUDITH L	NONE	9.920	9.920	0.000	0.00%							10.510		
BECK, DONNA M	POLICE	31.385	31.385	0.000	0.00%	31.385	0.000	0.00%	32.333	0.948	3.02%	32.333	0.000	0.00%
BEINGESSNER, DARLENE	AFSME								30.540			30.540	0.000	0.00%
BELL, DONALD	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	11.567	-1.634	-12.38%	11.567	0.000	0.00%
BEMIS, RICHARD G	POLICE	23.402	23.402	0.000	0.00%	23.402	0.000	0.00%	24.109	0.707	3.02%	24.109	0.000	0.00%
BENAVIDEZ, CARLOS P	NONE	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	10.496	0.646	6.56%			
BENAVIDEZ, DAVID	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	14.810	1.609	12.19%			
BENAVIDEZ, JOE A	NONE	12.535	12.535	0.000	0.00%	12.535	0.000	0.00%						
BENAVIDEZ, JOSEPH R	AFSME	19.635												
BENAVIDEZ, LISA	NONE	13.360	13.360	0.000	0.00%	14.110	0.750	5.61%	15.698	1.588	11.25%	16.398	0.700	4.46%
BENAVIDEZ, MICHELLE D	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
BENAVIDEZ, ROBERT J	NONE								10.290			10.510	0.220	2.14%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
BENAVIDEZ, RONALD	NONE	24.382												
BENCOMO, JESUS M	POLICE	12.252	15.588	3.336	27.23%	19.676	4.088	26.23%	22.297	2.621	13.32%	24.645	2.348	10.53%
BERGER, ROLAND	AFSME	13.201												
BERKE, NOAH L	AFSME	15.973	18.369	2.396	15.00%	18.369	0.000	0.00%	18.736	0.367	2.00%	18.736	0.000	0.00%
BERMUDEZ, ERNEST	AFSME		14.521			14.521	0.000	0.00%	13.465	-1.056	-7.27%	13.465	0.000	0.00%
BERNAL, MELODY S	AFSME	17.224	17.224	0.000	0.00%	17.224	0.000	0.00%	17.568	0.344	2.00%	17.568	0.000	0.00%
BETANCOURT, GORDON J	NONE	21.344	21.344	0.000	0.00%	21.344	0.000	0.00%						
BEULER, SHEILA A	NONE	26.749	26.749	0.000	0.00%	40.124	13.375	50.00%	40.926	0.802	2.00%	40.926	0.000	0.00%
BIBB III, DAVID T	POLICE		22.335						24.161			23.010	-1.151	-4.76%
BILBO, SHERMAN	NONE	31.329	31.329	0.000	0.00%	31.329	0.000	0.00%	31.956	0.627	2.00%	31.956	0.000	0.00%
BIRD, BRIAN	FIRE					16.985			17.753	0.768	4.52%	19.643	1.890	10.65%
BISAGNA, JEREMIE	POLICE	22.581	23.452	0.871	3.86%	23.452	0.000	0.00%	24.188	0.736	3.14%	24.188	0.000	0.00%
BLACKMER, VALERIE L	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%						
BLACKWELL, WENDY M	NONE	36.805	36.805	0.000	0.00%	36.805	0.000	0.00%						
BLAKE, JAMES R	AFSME	18.347	18.347	0.000	0.00%	18.347	0.000	0.00%	18.714	0.367	2.00%	18.714	0.000	0.00%
BLAKE, JUSTIN	AFSME					11.531			12.241	0.702	6.08%	12.241	0.000	0.00%
BLAKE, LISA C	POLICE					12.366			12.739	0.373	3.02%	12.739	0.000	0.00%
BLAKE, RANDY L	NONE	27.447	27.447	0.000	0.00%	27.447	0.000	0.00%	27.996	0.549	2.00%	27.996	0.000	0.00%
BLAY, JAOME R	FIRE	16.481	25.649	9.168	55.63%	25.649	0.000	0.00%	26.150	0.501	1.95%	28.895	2.745	10.50%
BLAYLOCK, COLTON D	FIRE	12.660	14.021	1.361	10.75%	14.021	0.000	0.00%	14.294	0.273	1.95%	14.433	0.139	0.97%
BLEA, CHRIS	AFSME	15.000	18.500	3.500	23.33%		0.000	0.00%	22.760	4.26	23.03%	22.760	0.000	0.00%
BLEA, CHRISTOPHER R	POLICE		15.588											
BLEA, PAUL L	POLICE	27.692	27.692	0.000	0.00%	27.692	0.000	0.00%	28.528	0.836	3.02%	28.528	0.000	0.00%
BLEICHER, GEORGE R	FIRE	11.085	12.260	1.175	10.60%				13.756			13.894	0.138	1.00%
BLOCK, KIMBERLY	AFSME		13.963			14.450	0.487	3.49%	14.739	0.289	2.00%	14.811	0.072	0.49%
BOERTH, JOHN D	POLICE	27.418	27.418	0.000	0.00%	27.418	0.000	0.00%	28.246	0.828	3.02%	28.246	0.000	0.00%
BOJORQUEZ, CAROL	AFSME	10.904	10.904	0.000	0.00%									
BOLLETER, ERNST J	NONE								10.496			10.510	0.014	0.13%
BOLLETER, JAMES T	NONE	46.172												
BOLLETER, SARAH N	AFSME	11.340		0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	12.241	0.674	5.83%
BOLTREK, BARBARA C	NONE	31.669	31.669	0.000	0.00%	31.669	0.000	0.00%	32.302	0.633	2.00%	32.302	0.000	0.00%
BOND, JOYCE E	AFSME	34.155	34.155	0.000	0.00%	34.155	0.000	0.00%	34.838	0.683	2.00%			
BORCHERT, CLAUDIA I	NONE	36.038	36.038	0.000	0.00%	36.038	0.000	0.00%	36.759	0.721	2.00%	36.759	0.000	0.00%
BORGELT, MARK	AFSME					26.750								
BORGSTROM, DEAN P	NONE	19.701	19.701	0.000	0.00%	20.451	0.750	3.81%	20.860	0.409	2.00%	21.560	0.700	3.36%
BORNET, VERITY	NONE								10.496			10.510	0.014	0.13%
BORNMAN, FRED A	POLICE	27.147	27.147	0.000	0.00%	27.147	0.000	0.00%	27.967	0.82	3.02%	27.967	0.000	0.00%
BORREGO, ANGELO E	AFSME	23.113	23.113	0.000	0.00%	23.113	0.000	0.00%	23.575	0.462	2.00%	23.575	0.000	0.00%
BORREGO, ROBERT	NONE		10.850									10.850		
BOURASSA, ROBERT E	NONE		14.080											
BOWEN, ANNA MARIE	NONE	24.581	24.581	0.000	0.00%	24.581	0.000	0.00%	25.073	0.492	2.00%	25.073	0.000	0.00%
BOWEN, GERALDINE	NONE	24.581	24.581	0.000	0.00%	24.581	0.000	0.00%	25.073	0.492	2.00%	25.073	0.000	0.00%
BOWLES, JOSEPH F	AFSME	12.222	12.222	0.000	0.00%	12.222	0.000	0.00%	12.466	0.244	2.00%	12.466	0.000	0.00%
BOYDSTON, TOM	AFSME	33.001	33.001	0.000	0.00%	33.001	0.000	0.00%	33.661	0.66	2.00%	33.661	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
BRADBURY, JAMES	NONE					54.808								
BRADY KMATZ, SHANNON L	POLICE	24.648	23.474	-1.174	-4.76%	23.714	0.240	1.02%						
BRANSFORD, JESSE M	POLICE	29.690	29.690	0.000	0.00%	29.690	0.000	0.00%	30.587	0.897	3.02%	30.587	0.000	0.00%
BRAVO, JESSICA E	AFSME	18.327	18.327	0.000	0.00%	18.327	0.000	0.00%	18.694	0.367	2.00%	18.694	0.000	0.00%
BRENNAN, KELLEY	NONE	38.130	38.130	0.000	0.00%	39.904	1.774	4.65%	40.702	0.798	2.00%	44.770	4.068	9.99%
BREWER, ELIZABETH	POLICE	15.588	20.613	5.025	32.24%	22.135	1.522	7.88%	22.803	0.668	3.02%	23.943	1.140	5.00%
BRIGGS, JOHN D	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
BRIGGS, JOSHUA T	FIRE	19.644	19.837	0.193	0.98%	19.837	0.000	0.00%	20.226	0.389	1.96%	20.424	0.198	0.98%
BRITT, AMANDA P	AFSME	17.095	17.095	0.000	0.00%	17.095	0.000	0.00%	17.437	0.342	2.00%	17.437	0.000	0.00%
BRODY, SHAYNE M	POLICE	12.865	12.252	-0.613	-4.76%									
BROSHIOUS, DAVID S	FIRE	11.085	12.260	1.175	10.60%	13.486	1.226	10.88%	13.756	0.27	2.00%	15.283	1.527	11.10%
BRUNK, SUZANNE M	POLICE	26.878	28.222	1.344	5.00%	29.566	1.344	4.76%	29.075	-0.491	-1.66%	29.075	0.000	0.00%
BRUNSON, WILLIAM D	FIRE	17.670	17.846	0.176	1.00%	18.291	0.447	2.50%	18.658	0.365	2.00%	18.658	0.000	0.00%
BUENAFE, KEVIN	NONE	9.850												
BUENO, MARK	AFSME	31.834	31.834	0.000	0.00%		0	0.00%	32.471	0.637	2.00%	32.471	0.000	0.00%
BULLER, GALEN M	NONE	61.800												
BULTHUIS, JON R	NONE	40.811	40.811	0.000	0.00%	40.811	0.000	0.00%	41.627	0.816	2.00%	49.714	8.087	19.43%
BURNS, LAWRENCE	AFSME								12.241					
BURROLA, FRANCISCO A	AFSME	13.201	13.201	0.000	0.00%	13.201	0	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
BUSHEE, PATTI	NONE	14.161	14.161	0.000	0.00%	14.161	0.000	0.00%	14.161	0	0.00%	14.161	0.000	0.00%
BUSTOS, CARLOS	NONE	30.075	30.075	0.000	0.00%		0.000	0.00%	30.677	0.602	2.00%	30.677	0.000	0.00%
BUSTOS, HORACE	NONE								10.496			10.510	0.014	0.13%
BUSTOS, MELISSA A	AFSME	14.481	14.481	0.000	0.00%	14.481	0.000	0.00%	14.771	0.29	2.00%	14.771	0.000	0.00%
BUTLER, NICOLA K	POLICE	23.474	26.612	3.138	13.37%	26.612	0.000	0.00%	41.123	14.511	54.53%	27.415	-13.708	-33.33%
BYERS, MELISSA D	NONE	29.027	29.027	0.000	0.00%	34.713	5.686	19.59%	35.407	0.694	2.00%	35.407	0.000	0.00%
BYSTROM, JULIE M	AFSME	23.517	23.517	0.000	0.00%	23.517	0.000	0.00%	23.987	0.47	2.00%	23.987	0.000	0.00%
C DE BACA, DION	NONE								10.496					
C DE BACA, GILBERT	NONE	42.901												
C DE BACA, LEO A	NONE	24.376	24.376	0.000	0.00%									
C DE BACA, LESLEY D	NONE	27.447		0.000	0.00%									
C DE BACA, ROBERT	NONE								10.290			10.510	0.220	2.14%
C DE VACA, DELIJAH	AFSME		10.904						11.560			11.560	0.000	0.00%
CACHORA, RAYFIELD A	POLICE	14.161												
CALDWELL, BRIAN S	NONE	40.124	40.124	0.000	0.00%	40.124	0.000	0.00%	40.926	0.802	2.00%	40.926	0.000	0.00%
CALVERT, CHRISTOPHER N	NONE	12.362	14.161	1.799	14.55%	14.161	0.000	0.00%	14.161	0	0.00%	14.161	0.000	0.00%
CALVERT, MARIE R	AFSME	15.308	15.308	0.000	0.00%	15.308	0.000	0.00%	15.614	0.306	2.00%			
CAMPBELL HIME, LESLIE E	AFSME								19.714			19.714	0.000	0.00%
CAMPBELL, ASHLEY	NONE	12.500	12.500	0.000	0.00%	12.500	0.000	0.00%	12.750	0.25	2.00%	12.750	0.000	0.00%
CAMPBELL, BYRON	POLICE	19.116	21.581	2.465	18.13%	25.062	2.481	10.99%	23.472	-1.59	-6.34%	23.472	0.000	0.00%
CAMPION, KATHLEEN M	NONE	22.219	22.219	0.000	0.00%	22.219	0.000	0.00%						
CAMPOS, LAWRENCE A	NONE	9.850												
CAMPOS, PAUL E	AFSME	33.199	33.199	0.000	0.00%	33.199	0.000	0.00%	33.863	0.664	2.00%	33.863	0.000	0.00%
CANDELARIA, ANTONIO B	FIRE		11.085			12.539	1.454	13.12%	14.020	1.481	11.81%	14.156	0.136	0.97%
CANNON, JOSEPH P	POLICE								21.025			21.025	0.000	0.00%

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CANO, JOE A	AFSME	18.199	18.199	0.000	0.00%	18.199	0.000	0.00%	18.563	0.364	2.00%			
CANTU, SHANNON A	NONE	26.780	26.780	0.000	0.00%	26.780	0.000	0.00%	27.316	0.536	2.00%	27.316	0.000	0.00%
CARBAJAL, JAVIER	AFSME	19.695	19.695	0.000	0.00%	19.695	0.000	0.00%	20.089	0.394	2.00%	20.089	0.000	0.00%
CARDENAS, GERALYN F	NONE	12.001	12.001	0.000	0.00%	15.600	3.599	29.99%	17.503	1.903	12.20%	17.503	0.000	0.00%
CARDENAS, ROSALIE M	NONE	22.833	22.833	0.000	0.00%	22.833	0.000	0.00%	25.618	2.785	12.20%	25.618	0.000	0.00%
CARDIEL-GRIEG, DEBBIE L	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	12.308	0.241	2.00%	12.308	0.000	0.00%
CARDONA, ELENA	NONE								35.096			35.096	0.000	0.00%
CAREY, TIMOTHY J	AFSME	20.948	20.948	0.000	0.00%	20.948	0.000	0.00%	21.367	0.419	2.00%	21.367	0.000	0.00%
CARLOS, LOUIS A	NONE	32.111	32.111	0.000	0.00%	35.322	3.211	9.00%	36.028	0.706	2.00%	38.630	2.602	7.22%
CARLSON, PHILLIP	FIRE		11.085			12.138	1.053	9.49%	13.620	1.482	12.21%	13.756	0.136	1.00%
CARPENTER, RICK R	NONE	39.265	44.173	4.908	12.50%	44.173	0.000	0.00%	45.056	0.883	2.00%	45.056	0.000	0.00%
CARR, DEVON H	FIRE	25.754	28.270	2.516	9.77%	28.270	0.000	0.00%						
CARRILLO, CHRISTOPHER	AFSME	11.539	15.020	3.481	30.17%	15.020	0.000	0.00%	15.630	0.61	4.06%	16.280	0.650	4.16%
CARRILLO, DANIEL M	NONE		9.850											
CARRILLO, RICHARD L	NONE	30.113	30.113	0.000	0.00%	30.113	0.000	0.00%	30.715	0.602	2.00%	30.715	0.000	0.00%
CARTA, SAUL	NONE		13.200											
CARTER, DANNY	AFSME					26.686			27.220	0.534	2.00%	27.220	0.000	0.00%
CASIAS, CARLOS R	AFSME	16.800	16.800	0.000	0.00%	16.800	0.000	0.00%	17.136	0.336	2.00%	17.136	0.000	0.00%
CASSEL, WILLIAM S	NONE	40.854												
CASSIDY, MARY K	NONE	26.749	26.749	0.000	0.00%	26.749	0.000	0.00%	27.284	0.535	2.00%	27.284	0.000	0.00%
CASTELLANO, PAUL F	AFSME	13.399	13.399	0.000	0.00%	13.399	0.000	0.00%	13.667	0.268	2.00%			
CASTELLANO, SEAN	AFSME		10.904											
CASTELLANOS, MARISOL	AFSME								11.567			11.567	0.000	0.00%
CASTILLO JR, PAUL	POLICE		12.366											
CASTILLO, HERIBERTO	AFSME								11.567			11.567	0.000	0.00%
CASTILLO, LUIS A	AFSME								10.496			12.240	1.744	16.62%
CASTILLO, PAUL J	POLICE	31.385	31.385	0.000	0.00%	28.532	-2.853	-9.09%						
CASTILLO, SERGIO A	AFSME	11.200												
CATANACH, BRIAN	AFSME	9.850	12.090	2.240	22.74%	11.340	-0.750	-6.20%	11.567	0.227	2.00%			
CATANACH, CYNTHIA M	NONE	23.050		0.000	0.00%	23.050	0.000	0.00%	23.511	0.461	2.00%	23.511	0.000	0.00%
CATANACH, DAVID R	NONE	38.550	38.550	0.000	0.00%	38.550	0.000	0.00%	39.321	0.771	2.00%	39.321	0.000	0.00%
CATANACH, EDUARDO III	AFSME	30.427	30.427	0.000	0.00%	30.427	0.000	0.00%	31.036	0.609	2.00%	31.036	0.000	0.00%
CATANACH, JIMMY JR	AFSME	19.484	19.484	0.000	0.00%	19.484	0.000	0.00%	19.874	0.39	2.00%	19.874	0.000	0.00%
CATANACH, LAWRENCE R	NONE	28.274	28.274	0.000	0.00%	28.274	0.000	0.00%	28.839	0.565	2.00%			
CATANACH, ROBERTA	AFSME	21.260	21.260	0.000	0.00%	21.260	0.000	0.00%	21.685	0.425	2.00%	21.685	0.000	0.00%
CATANACH, YODEL M	AFSME	24.874	24.874	0.000	0.00%	24.874	0.000	0.00%	25.371	0.497	2.00%	25.371	0.000	0.00%
CATANACH, YOLETTE M	NONE	29.558		0.000	0.00%	29.558	0.000	0.00%	30.149	0.591	2.00%	30.149	0.000	0.00%
CEJA, SUSANA	AFSME	11.344	11.344	0.000	0.00%	11.344	0.000	0.00%	11.571	0.227	2.00%	12.241	0.670	5.79%
CHACON, GABRIEL	AFSME	17.000	17.000	0.000	0.00%	17.000	0.000	0.00%	17.340	0.34	2.00%	17.340	0.000	0.00%
CHACON, JOSE	NONE		9.850			9.850	0.000	0.00%						
CHACON, KAREN	NONE	9.850												
CHAMPLIN, LISA A	POLICE	21.770	24.163	2.393	10.99%	25.313	1.150	4.76%	23.707	-1.606	-6.34%	23.707	0.000	0.00%
CHAMPLIN, MATTHEW	POLICE	20.123	22.558	2.435	12.10%	24.814	2.256	10.00%	25.563	0.749	3.02%	26.344	0.781	3.06%
CHANEY, ROSS	NONE		23.000											

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CHAPMAN, DAVID A	NONE	26.760	29.436	2.676	10.00%	29.436	0.000	0.00%	30.025	0.589	2.00%	31.763	1.738	5.79%
CHAPMAN, CAPRI M	NONE		9.850											
CHAVARRIA, BENJAMIN C	POLICE	27.692	27.692	0.000	0.00%	27.692	0.000	0.00%	28.528	0.836	3.02%			
CHAVARRIA, PORFIRIO N	AFSME	27.439	27.439	0.000	0.00%	27.439	0.000	0.00%	27.988	0.549	2.00%	27.988	0.000	0.00%
CHAVERRI, JOE	NONE	11.580	11.580	0.000	0.00%	11.580	0.000	0.00%						
CHAVEZ III, FABIAN	NONE	37.423	40.417	2.994	8.00%	40.417	0.000	0.00%						
CHAVEZ, MIGUEL M	NONE	14.161	14.161	0.000	0.00%	14.161	0.000	0.00%						
CHAVEZ, ABILEEN G	POLICE					11.776			12.132	0.356	3.02%	12.132	0.000	0.00%
CHAVEZ, ALBERTA J	AFSME	14.842	14.842	0.000	0.00%	14.842	0.000	0.00%	15.139	0.297	2.00%	15.139	0.000	0.00%
CHAVEZ, ANDREW	AFSME	16.600												
CHAVEZ, ANTOINETTE L	AFSME	18.683	18.683	0.000	0.00%	18.683	0.000	0.00%	19.057	0.374	2.00%	19.057	0.000	0.00%
CHAVEZ, ARMARANTE M	NONE	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%				10.850		
CHAVEZ, CHRISTOPHER M	AFSME	13.399	13.399	0.000	0.00%	13.399	0.000	0.00%	13.667	0.268	2.00%	14.811	1.144	8.37%
CHAVEZ, DIANA T	NONE	18.389	18.389	0.000	0.00%	19.339	0.950	4.08%	19.522	0.383	2.00%	20.222	0.700	3.59%
CHAVEZ, ELIZA	NONE	7.500	7.500	0.000	0.00%									
CHAVEZ, HENRY G	AFSME	11.510	11.510	0.000	0.00%	11.510	0.000	0.00%	11.740	0.23	2.00%	11.740	0.000	0.00%
CHAVEZ, HUGO	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
CHAVEZ, LOELLA L	AFSME	11.510	11.510	0.000	0.00%	11.510	0.000	0.00%	12.914	1.404	12.20%	12.914	0.000	0.00%
CHAVEZ, LOUIE T	AFSME	15.348	15.348	0.000	0.00%	15.348	0.000	0.00%	15.655	0.307	2.00%	15.655	0.000	0.00%
CHAVEZ, MELVIN	AFSME	21.626	21.626	0.000	0.00%	21.626	0.000	0.00%	22.059	0.433	2.00%			
CHAVEZ, MICHAEL G	AFSME	13.201	13.201	0.000	0.00%		0.000	0.00%						
CHAVEZ, MICHAEL P	FIRE	18.279												
CHAVEZ, NICHOLAS D	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%			
CHAVEZ, PHILLIP	NONE	19.500												
CHAVEZ, RICHARD A	NONE	25.936	25.936	0.000	0.00%	25.936	0.000	0.00%	26.455	0.519	2.00%	26.455	0.000	0.00%
CHAVEZ, RICHARD D	AFSME		14.521			14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
CHAVEZ, RICKY N	POLICE					15.588			21.025	5.437	34.88%	21.236	0.211	1.00%
CHAVEZ, ROBERT L	AFSME	26.985	26.985	0.000	0.00%	26.985	0.000	0.00%	27.525	0.54	2.00%	27.525	0.000	0.00%
CHAVEZ, SERFERINO	NONE	10.283	10.283	0.000	0.00%	10.283	0.000	0.00%						
CHAVEZ, SHEILA A	NONE	19.167		0.000	0.00%	21.112	1.945	10.15%	21.534	0.422	2.00%	21.534	0.000	0.00%
CHELONIS, VALERIE A	AFSME	23.495												
CLAYTON, MICHELLE N	NONE	12.360	12.360	0.000	0.00%	13.110	0.750	6.07%						
CLIBURN, GREGORY B	NONE	40.124	40.124	0.000	0.00%	40.124	0.000	0.00%	40.926	0.802	2.00%	40.926	0.000	0.00%
CLOKEY, MARIA E	AFSME	31.598	31.598	0.000	0.00%	31.598	0.000	0.00%	32.230	0.632	2.00%	32.230	0.000	0.00%
COCA-BARELA, SHIRLEY I	AFSME	12.001	24.500	12.499	104.15%	24.500	0.000	0.00%	26.240	1.74	7.10%	26.240	0.000	0.00%
CONNER, KAYLA M	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
CONTRERAS, ROBIN R	NONE	43.260		0.000	0.00%									
COOK, WALTER N	AFSME					18.584			19.714	1.13	6.08%	19.714	0.000	0.00%
CORDOVA, ANNA M	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%			
CORDOVA, FIDEL D	POLICE	26.878												
CORDOVA, FIDEL J	AFSME	13.745	13.745	0.000	0.00%	13.745	0.000	0.00%	14.020	0.275	2.00%	14.020	0.000	0.00%
CORDOVA, LAWRENCE G	AFSME	13.274	13.274	0.000	0.00%	13.274	0.000	0.00%	13.539	0.265	2.00%	13.539	0.000	0.00%
CORDOVA, LOUIE O	AFSME	26.863	26.863	0.000	0.00%	26.863	0.000	0.00%	27.400	0.537	2.00%			
CORDOVA, MARK D	NONE	27.855	27.855	0.000	0.00%	27.855	0.000	0.00%	28.412	0.557	2.00%	28.412	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
CORDOVA, WILLIAM W	POLICE	27.147	27.147	0.000	0.00%	27.147	0.000	0.00%	27.967	0.82	3.02%	27.967	0.000	0.00%
CORIZ, RAMON J	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	12.308	0.241	2.00%	12.308	0.000	0.00%
CORTEZ, BERNADETTE L	AFSME	21.829	21.829	0.000	0.00%	21.829	0.000	0.00%	22.266	0.437	2.00%	22.266	0.000	0.00%
CORTEZ, YOLANDA J	NONE	36.805	36.805	0.000	0.00%	36.805	0.000	0.00%	37.541	0.736	2.00%	37.541	0.000	0.00%
COSBAN, STEPHEN	POLICE	22.356	22.335	-0.021	-0.09%	25.311	2.976	13.32%	25.311	0	0.00%	25.563	0.252	1.00%
COSS, DAVID R	NONE	12.362	14.161	1.799	14.55%	14.161	0.000	0.00%	14.161	0	0.00%	14.161	0.000	0.00%
COSTELLO, NANCY	AFSME	11.340	12.090	0.750	6.61%	12.090	0.000	0.00%	11.567	-0.523	-4.33%	11.567	0.000	0.00%
COTTLE, DENNIS M	NONE	22.756	22.756	0.000	0.00%	26.169	3.413	15.00%	26.692	0.523	2.00%	26.692	0.000	0.00%
COWAN, ROBERT	POLICE	22.335	23.686	1.351	6.05%									
COX, EVA R	AFSME	14.853	14.853	0.000	0.00%	14.853	0.000	0.00%						
CRABTREE, RODGER	AFSME	24.159	24.159	0.000	0.00%	24.159	0.000	0.00%	24.642	0.483	2.00%	24.642	0.000	0.00%
CRESPIN, BEVERLY	AFSME					9.850			11.567	1.717	17.43%			
CRESPIN, MICHAEL	NONE	9.850	9.850	0.000	0.00%									
CROOK, CARL J	NONE	20.044	20.237	0.193	0.96%	26.439	6.412	32.18%	27.284	0.535	2.00%	27.284	0.000	0.00%
CROPP, PETE D	FIRE		11.085			12.121	1	13.12%	14.020	1.481	11.81%	14.156	0.136	0.97%
CROSS, VICTORIA	NONE					9.850			15.250	5.4	54.82%	15.250	0.000	0.00%
CROWE, HALONA	NONE	25.938	25.938	0.000	0.00%	25.938	0.000	0.00%	32.138	6.2	23.90%	32.138	0.000	0.00%
CROWE, KENDALL D	AFSME		17.350			17.350	0.000	0.00%	28.581	11.231	64.73%	28.581	0.000	0.00%
CUTE, BLAKE S	FIRE								11.307			12.382	1.075	9.51%
DAIGLE, JOSHUA	NONE	9.850												
DAILEY, MELISA L	NONE	27.416	27.416	0.000	0.00%		0.000	0.00%						
DALTON, ADRIAN W	AFSME	14.758	14.758	0.000	0.00%	14.758	0.000	0.00%	15.053	0.295	2.00%	15.053	0.000	0.00%
DALTON, WALTER W	AFSME	14.739	14.739	0.000	0.00%	14.739	0.000	0.00%	15.034	0.295	2.00%	15.034	0.000	0.00%
DANIELS, VINCE	AFSME	22.572	22.572	0.000	0.00%	22.572	0.000	0.00%	23.023	0.451	2.00%	23.023	0.000	0.00%
DAVIS, CRIAG M	POLICE					23.452			25.311	1.859	7.93%	25.311	0.000	0.00%
DAVITT, CLARE	AFSME		11.340											
DE LA ROSA, JUAN	POLICE								19.114			20.070	0.956	5.00%
DE LORA, MATTHEW	AFSME	21.580	21.580	0.000	0.00%	21.580	0.000	0.00%	22.012	0.432	2.00%			
DE LOVATO, ANGELA A	AFSME	17.103	17.103	0.000	0.00%	17.103	0.000	0.00%	17.445	0.342	2.00%	17.445	0.000	0.00%
DE WAART, MARCO	AFSME	25.407		0.000	0.00%	25.407	0.000	0.00%	25.915	0.508	2.00%	25.915	0.000	0.00%
DEAN, DIANNE G	AFSME	11.510	11.510	0.000	0.00%	11.510	0.000	0.00%	11.740	0.23	2.00%	11.740	0.000	0.00%
DEAN, MARY B	NONE	18.488	18.488	0.000	0.00%									
DEAN, PAUL	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%			
DEBACA, JOHN M	POLICE					16.367			20.270	3.903	23.85%	22.803	2.533	12.50%
DEGRANDE, WILLIAM	NONE	39.140												
DEHERRERA, LAURIE A	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%			
DELBECQ, MICHAEL L	AFSME					33.275	5.775	21.00%	33.941	0.666	2.00%			
DELGADO, ANDREA M	NONE					9.850								
DELGADO, CYNTHIA	NONE								33.346			33.346	0.000	0.00%
DELGADO, ROBERT	NONE	12.000	12.000	0.000	0.00%									
DELORA, ENRIQUE S	AFSME	15.919	15.919	0.000	0.00%	15.919	0.000	0.00%	16.237	0.318	2.00%	16.237	0.000	0.00%
DELUCA, HEINZ A	POLICE		15.588			20.613	5.025	32.24%	23.359	2.746	13.32%	25.818	2.459	10.53%
DEMELLA, LOUIS R	AFSME								11.567			11.567	0.000	0.00%
DEMELLA, RICHARD	AFSME	26.007	26.007	0.000	0.00%	26.007	0.000	0.00%	26.527	0.52	2.00%	26.527	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
DENKO, MARK	AFSME	13.643	13.643	0.000	0.00%	13.643	0.000	0.00%	15.994	2.351	17.23%	15.994	0.000	0.00%
DEPIETRO, LEE	NONE	31.197	31.197	0.000	0.00%									
DESATOFF, ROBERT	FIRE								15.539			15.539	0.000	0.00%
DEVINE, RICHARD J	NONE	41.965	41.965	0.000	0.00%	41.965	0.000	0.00%	42.804	0.839	2.00%	42.804	0.000	0.00%
DIAZ JR, FRANCISCO	AFSME								22.750					
DIAZ, LUCRECIA	AFSME	11.340	14.521	3.181	28.05%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
DIAZ, NICHOLAS W	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
DICKEY, JENNIFER L	FIRE	16.786	16.786	0.000	0.00%	16.786	0.000	0.00%	17.282	0.496	2.95%	17.451	0.169	0.98%
DICOME, KYM E	AFSME		26.343			26.343	0.000	0.00%	26.870	0.527	2.00%	26.870	0.000	0.00%
DILLINGHAM, JAMES L	NONE	28.302	28.302	0.000	0.00%	28.302	0.000	0.00%	28.868	0.566	2.00%	28.868	0.000	0.00%
DIMAS, MICHAEL A	POLICE	24.163	24.163	0.000	0.00%	24.653	0.490	2.00%	24.188	-0.465	-1.89%	27.144	2.956	12.22%
DIMAS, WILLIAM P	NONE								14.164			14.164	0.000	0.00%
DIXSON, DENISE	NONE					16.19			16.515	0.324	2.00%			
DOBYNS, ANDREA	NONE	23.714	23.714	0.000	0.00%	30.28	7.514	30.00%	30.246	-0.582	-1.89%	42.493	12.247	40.49%
DOLEN, MICHAEL E THE ESTATE OF	AFSME	23.150	23.150	0.000	0.00%									
DOMINGUEZ, CARMICHAEL A	NONE	12.362	14.161	1.799	14.55%	14.161	0.000	0.00%	14.161	0	0.00%	14.161	0.000	0.00%
DOMINGUEZ, DENISE A	AFSME	15.251	15.251	0.000	0.00%	15.251	0.000	0.00%	16.300	1.049	6.88%	16.300	0.000	0.00%
DOMINGUEZ, ERNESTINA Y	NONE	29.025	29.025	0.000	0.00%									
DOMINGUEZ, NICHOLAS A TO THE ESTATE OF	AFSME	12.181	12.181	0.000	0.00%	12.181	0.000	0.00%	12.425	0.244	2.00%	12.425	0.000	0.00%
DOMINICK, THERESA M	AFSME	11.510	12.260	0.750	6.52%	11.510	-0.75	-6.12%	11.740	0.23	2.00%	11.740	0.000	0.00%
DOOLITTLE, JULIE A	AFSME	14.313	14.313	0.000	0.00%		0.000	0.00%	16.789	2.476	17.30%	16.789	0.000	0.00%
DOZIER, MICHAEL L	AFSME		27.500			24.025	6.525	23.73%	33.941	-0.084	-0.25%	33.941	0.000	0.00%
DRURY, CYLE J	POLICE					17.147			21.236	4.089	23.85%	22.803	1.567	7.38%
DRYPOLCHER, BRIAN	NONE	32.500	32.500	0.000	0.00%	32.500	0.000	0.00%	33.150	0.65	2.00%	33.150	0.000	0.00%
DUNAWAY, JOSEPH	NONE					10.000								
DUNKIN, CHRISTINA	AFSME	25.430	25.430	0.000	0.00%	25.430	0.000	0.00%						
DUNNE, EUGENE	NONE		9.850			9.850	0.000	0.00%	10.496	0.646	6.56%	10.510	0.014	0.13%
DUPREE, BENI-LEIGH V	NONE	12.001	12.001	0.000	0.00%							15.250		
DURAN, CECILIA	NONE		9.850											
DURAN, DONALD J	POLICE	24.648		0.000	0.00%	30.522	5.874	23.83%	29.947	-0.575	-1.88%	29.947	0.000	0.00%
DURAN, EDWARD J	AFSME	27.561	27.561	0.000	0.00%	27.561	0.000	0.00%	28.112	0.551	2.00%	28.112	0.000	0.00%
DURAN, GERALDINE R	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	12.308	0.241	2.00%	12.308	0.000	0.00%
DURAN, JAMES	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
DURAN, MARIO M	AFSME					15.020			15.780	0.76	5.06%	16.760	0.980	6.21%
DURAN, MONICA	NONE	21.630												
DURAN, PHILLIP T ESTATE OF	NONE	23.136	23.136	0.000	0.00%									
DURAN, ROBERT J	NONE	12.067		0.000	0.00%	12.067	0.000	0.00%				11.567		
DURAN, RUSSELL P	AFSME	17.445	17.445	0.000	0.00%	17.445	0.000	0.00%	17.794	0.349	2.00%	17.794	0.000	0.00%
DURAN, VICTORIA L	NONE	26.448	26.448	0.000	0.00%	26.448	0.000	0.00%	26.977	0.529	2.00%	26.977	0.000	0.00%
DURRANT, GARY C	NONE		30.990			35.170	4.180	13.49%	35.873	0.703	2.00%	35.873	0.000	0.00%
DYKE, MICHAEL	NONE	9.980	9.980	0.000	0.00%									
DYKE, SUSAN	AFSME	16.440	16.440	0.000	0.00%	16.440	0.000	0.00%	16.769	0.329	2.00%	16.769	0.000	0.00%
EANNARINO, ZACHARY I	FIRE	14.021	16.646	2.625	18.72%	16.646	0.000	0.00%	16.978	0.332	1.99%	17.577	0.599	3.53%
EARLE, IAN S	NONE								10.500					

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
EARNSHAW, TANA M	AFSME								11.567			11.567	0.000	0.00%
EDWARDS, KATHY	NONE		31.508											
EDWARDS, MANDY L	NONE					12.000			12.240	0.24	2.00%	12.240	0.000	0.00%
EGER, BEATE M	AFSME	14.590	14.590	0.000	0.00%	14.590	0.000	0.00%	15.480	0.89	6.10%	15.970	0.490	3.17%
EISKANT, MICHAEL G	POLICE	33.607	30.552	-3.055	-9.09%	30.552	0.000	0.00%						
ENCINIAS, ALEXANDER T	POLICE		15.588											
ENCINIAS, ANDREW P	AFSME	13.000	13.000	0.000	0.00%	13.000	0.000	0.00%	11.567	-1.433	-11.02%	11.567	0.000	0.00%
ENCINIAS, DOROTHY R	AFSME	17.466	17.466	0.000	0.00%	17.466	0.000	0.00%	17.815	0.349	2.00%	17.815	0.000	0.00%
ENCINIAS, JOE A	NONE	26.397	26.397	0.000	0.00%	26.397	0.000	0.00%	26.925	0.528	2.00%	29.618	2.693	10.00%
ENGLAND, DAVID	FIRE	19.615	19.615	0.000	0.00%	25.754	6.139	23.92%	29.390	3.636	14.12%	29.678	0.288	0.98%
ERNST, CRAIG	POLICE	22.784	23.923	1.139	5.00%	23.479	0.556	2.38%	24.188	0.709	3.02%	27.144	2.956	12.22%
ERNST, LISA A	POLICE	27.418	27.418	0.000	0.00%	27.418	0.000	0.00%	28.246	0.828	3.02%	28.246	0.000	0.00%
ESCAMILLA, ANTONY M	AFSME	16.988	16.988	0.000	0.00%	16.988	0.000	0.00%	17.328	0.34	2.00%	17.328	0.000	0.00%
ESPARZA, BEN S	FIRE	16.318	16.481	0.163	1.00%	16.481	0.163	1.00%	17.231	0.75	4.55%	17.403	0.172	1.00%
ESPARZA, JESSIE B	AFSME	15.973	15.973	0.000	0.00%				16.292	0.319	2.00%	16.292	0.000	0.00%
ESPINOSA, RICARDO E	AFSME								13.465			13.465	0.000	0.00%
ESPINOZA, KENNETH R	NONE	27.901	27.901	0.000	0.00%	27.901	0.000	0.00%	28.459	0.558	2.00%	28.459	0.000	0.00%
ESQUIBEL, AMANDA L	POLICE	15.588	19.872	4.284	27.48%	21.129	5.541	26.23%	24.401	3.272	15.49%	24.401	0.000	0.00%
ESQUIBEL, DANIEL A	AFSME	27.405	27.405	0.000	0.00%	27.405	0.000	0.00%	27.953	0.548	2.00%	27.953	0.000	0.00%
ESQUIBEL, GEORGE R	AFSME	17.724	17.724	0.000	0.00%	17.724	0.000	0.00%						
ESQUIBEL, ROBERT R	AFSME	13.399	13.399	0.000	0.00%				13.667	0.268	2.00%	13.667	0.000	0.00%
EVANS, CYNTHIA	NONE								27.952			27.952	0.000	0.00%
EXPOSITO, RACHEL D	NONE								22.654			22.654	0.000	0.00%
FAGAN, THOMAS	NONE	28.840												
FEASTER, JILL M	POLICE	19.116	22.581	3.465	18.13%	25.062	2.481	10.99%	24.646	-0.416	-1.66%	24.646	0.000	0.00%
FEIND, MICHAEL	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
FELIX, MARKANTHONY	NONE	22.201	22.201	0.000	0.00%	22.201	0.000	0.00%	22.645	0.444	2.00%	24.145	1.500	6.62%
FERGUSON, JAMES M	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
FERNANDEZ, A. PHILIP	POLICE	23.923	22.784	-1.139	-4.76%	23.923	1.139	5.00%	23.472	-0.451	-1.89%	27.144	3.672	15.64%
FERNANDEZ, GREGORY R	NONE	18.540		0.000	0.00%	18.540	0.000	0.00%	18.911	0.371	2.00%	18.911	0.000	0.00%
FERNANDEZ, JOEY G	POLICE	23.656	23.656	0.000	0.00%									
FERN, BRIAN P	AFSME	20.016	20.016	0.000	0.00%	20.016	0.000	0.00%	20.416	0.4	2.00%	20.416	0.000	0.00%
FINLEY, MARIA P	AFSME	22.419	22.419	0.000	0.00%	22.419	0.000	0.00%	22.867	0.448	2.00%	22.867	0.000	0.00%
FINNEY, GARDNER J	POLICE	27.147	27.147	0.000	0.00%	32.945	5.798	21.36%	33.939	0.994	3.02%	30.854	-3.085	-9.09%
FIORINO, RITA I	NONE	32.320	32.320	0.000	0.00%									
FIORINA, CARYN Y	NONE	40.392	40.392	0.000	0.00%	40.392	0.000	0.00%	41.200	0.808	2.00%	41.200	0.000	0.00%
FLEMING, BOBBIE L	NONE	12.500	12.500	0.000	0.00%									
FLETCHER, ALFRED A	AFSME	27.527	27.527	0.000	0.00%	27.527	0.000	0.00%	28.063	0.536	1.95%	28.063	0.000	0.00%
FLORES, DOUGLAS K	AFSME	22.521	22.521	0.000	0.00%	22.521	0.000	0.00%	22.971	0.45	2.00%	22.971	0.000	0.00%
FLORES, JESSE A	FIRE	16.646	16.812	0.166	1.00%	16.812	0.166	1.00%	17.577	0.765	4.55%	17.753	0.176	1.00%
FLORES, MICHAEL A	POLICE	16.367	20.819	4.452	27.20%	22.356	1.537	7.38%	24.161			24.161		
FLORES, MICHAEL J	FIRE	17.895	18.070	0.175	0.98%	17.670	-0.400	-2.21%	18.474	0.804	4.55%	18.658	0.184	1.00%
FOGLE, RANDY D	AFSME					32.070			32.711	0.641	2.00%			
FOLEY, JOHN	FIRE	18.070	18.070	0.000	0.00%	18.111	0.041	0.23%	18.658	0.547	3.02%	18.658	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
FOLLINGSTAD, GRETLE	AFSME					25.660			29.000	3.34	13.02%			
FOLMAR-ALESSIO, GILLIAN L	NONE	30.552	33.612	3.060	10.02%	43.260	9.648	28.70%						
FRONTE, STEPHEN A	POLICE								25.059			25.310	0.251	1.00%
FRANCISCO, CHRIS A	NONE	15.020	15.020	0.000	0.00%	19.160	4.140	27.56%	20.330	1.17	6.11%	21.380	1.050	5.16%
FRANCISCO, VERONICA A	NONE		9.850			9.850	0.000	0.00%	10.496	0.646	6.56%	10.850	0.354	3.37%
FRANCO, LAURA	AFSME	18.164												
FRANCO, MANUEL J	NONE	11.000	11.000	0.000	0.00%	11.000	0.000	0.00%	11.220	0.22	2.00%	11.220	0.000	0.00%
FRANCO, MICHAEL A	AFSME	13.399	13.399	0.000	0.00%	13.399	0.000	0.00%	13.667	0.268	2.00%	13.667	0.000	0.00%
FRANKNECHT, JOHN M	FIRE	18.466	18.466	0.000	0.00%	18.466	0.000	0.00%	19.023	0.557	3.02%	19.023	0.000	0.00%
FREITAS, CYNDI	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
FRESQUEZ, FRANCES C	AFSME	18.760	18.760	0.000	0.00%	18.760	0.000	0.00%	21.049	2.289	12.20%	19.135	-1.914	-9.09%
FRICK, ELIAS K	FIRE	16.980	17.150	0.170	1.00%	19.265	2.115	12.33%	19.843	0.578	3.00%	19.835	-0.008	-0.04%
GABALDON, ADRIANNE	NONE								10.496			10.510	0.014	0.13%
GABALDON, ARMANDO E	NONE	14.884	14.884	0.000	0.00%	14.884	0.000	0.00%	16.700	1.816	12.20%	19.433	2.733	16.37%
GABALDON, DIEGO R	NONE								10.496	0.646	6.56%	10.510	0.014	0.13%
GABALDON, SECUNDINO	NONE	10.283	10.283	0.000	0.00%	10.283	0.000	0.00%						
GAGE, VICTORIA L	NONE	40.128	46.838	6.710	16.72%	46.838	0.000	0.00%	47.775	0.937	2.00%	40.931	-6.844	-14.33%
GAUNDO, JOSE P	AFSME	14.520	14.520	0.000	0.00%	14.520	0.000	0.00%						
GALLAGHER, PATRICK	NONE								39.629			42.490	2.861	7.22%
GALLEGOS JR, RUBEL G	AFSME	13.812	13.812	0.000	0.00%	13.812	0.000	0.00%	14.088	0.276	2.00%	15.206	1.118	7.94%
GALLEGOS, ADAM B	POLICE	27.943	27.943	0.000	0.00%		4.257	15.23%	31.665	-0.535	-1.66%	31.665	0.000	0.00%
GALLEGOS, CLARENCE	NONE	13.201												
GALLEGOS, DOMINIC	FIRE	17.846	18.025	0.179	1.00%	18.475	0.450	2.50%	18.845	0.37	2.00%	28.549	9.704	51.49%
GALLEGOS, ERIK	AFSME	17.570	17.570	0.000	0.00%	17.570	0.000	0.00%	17.921	0.351	2.00%	17.921	0.000	0.00%
GALLEGOS, GREG	NONE								34.323			34.323	0.000	0.00%
GALLEGOS, JAMES	NONE	11.500				11.500			13.770	2.27	19.74%	13.770	0.000	0.00%
GALLEGOS, JAVIER	NONE	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	10.496	0.646	6.56%	10.510	0.014	0.13%
GALLEGOS, JIM D	NONE	32.794	32.794	0.000	0.00%	32.794	0.000	0.00%	36.795	4.001	12.20%	36.795	0.000	0.00%
GALLEGOS, JOE M	AFSME	24.789	24.789	0.000	0.00%	24.789	0.000	0.00%	25.285	0.496	2.00%	25.285	0.000	0.00%
GALLEGOS, MICHAEL C	AFSME	14.712		0.000	0.00%	14.712	0.000	0.00%	15.006	0.294	2.00%	15.006	0.000	0.00%
GALLEGOS, ROBERT M	AFSME	37.071												
GALLEGOS, RUBEL G	AFSME	16.258	16.258	0.000	0.00%	16.258	0.000	0.00%	16.583	0.325	2.00%	16.583	0.000	0.00%
GALLEGOS, RUDOLPH S	POLICE	27.418	27.418	0.000	0.00%	27.418	0.000	0.00%	28.246	0.828	3.02%	28.246	0.000	0.00%
GALLEGOS, VICTORIA	NONE					9.850								
GALLEGOS, WILL	NONE								10.496			10.510	0.014	0.13%
GAMINO, ELEUTERIO A	AFSME					27.970			28.529	0.559	2.00%	28.529	0.000	0.00%
GARCIA Y GRIEGO, DEBRA E	NONE	33.108		0.000	0.00%	33.108	0.000	0.00%	33.770	0.662	2.00%	38.160	4.390	13.00%
GARCIA, ANDREW C	NONE	16.830	16.830	1.500	10.00%	16.830	0.000	0.00%	16.830	0.33	2.00%	16.830	0.000	0.00%
GARCIA, ANGELINA M	AFSME	18.683	18.683	0.000	0.00%	18.683	0.000	0.00%	19.057	0.374	2.00%	19.057	0.000	0.00%
GARCIA, ANTHONY B	NONE								10.290			10.510	0.220	2.14%
GARCIA, ANTONIO	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
GARCIA, APOLLONIO F	AFSME	14.300	14.300	0.000	0.00%	14.300	0.000	0.00%	15.180	0.88	6.15%	15.810	0.630	4.15%
GARCIA, ASHEL	AFSME	11.200	11.200	0.000	0.00%	11.200	0.000	0.00%	11.890	0.69	6.16%	12.500	0.610	5.13%
GARCIA, BERNADETTE M	AFSME	14.739	14.739	0.000	0.00%	14.739	0.000	0.00%	15.034	0.295	2.00%	15.034	0.000	0.00%

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GARCIA, BERNIE	AFSME	17.422	17.422	0.000	0.00%	17.422	0.000	0.00%	17.770	0.348	2.00%	17.770	0.000	0.00%
GARCIA, CHRISTINA A	AFSME	15.326	15.326	0.000	0.00%	15.326	0.000	0.00%	15.633	0.307	2.00%	15.633	0.000	0.00%
GARCIA, CLARENCE M	AFSME	16.100	16.100	0.000	0.00%	16.100	0.000	0.00%	16.422	0.322	2.00%	16.422	0.000	0.00%
GARCIA, DENISE V	AFSME	20.027	20.027	0.000	0.00%	20.027	0.000	0.00%	20.428	0.401	2.00%	20.428	0.000	0.00%
GARCIA, DWAYNE A	AFSME	16.213	16.213	0.000	0.00%	16.213	0.000	0.00%	16.537	0.324	2.00%	16.537	0.000	0.00%
GARCIA, EDDIE E	AFSME	25.495												
GARCIA, EDWARD	NONE	9.850												
GARCIA, FRANK	AFSME	13.811	13.811	0.000	0.00%	13.811	0.000	0.00%	15.074	1.263	9.14%	15.074	0.000	0.00%
GARCIA, FRANK J	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
GARCIA, GERARD A	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	14.810	2.569	20.99%
GARCIA, JAMEE L	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%			
GARCIA, JAMES D	NONE	9.850												
GARCIA, JAY S	NONE		9.850			9.850	0.000	0.00%	10.496	0.646	6.56%			
GARCIA, JENNIFER R	AFSME	16.583	17.180	0.597	3.60%	17.180	0.000	0.00%						
GARCIA, JOEDY R	AFSME	20.081	20.081	0.000	0.00%	20.081	0.000	0.00%	20.483	0.402	2.00%	20.483	0.000	0.00%
GARCIA, JOSE R	AFSME	14.758	14.758	0.000	0.00%	14.758	0.000	0.00%	15.053	0.295	2.00%	15.053	0.000	0.00%
GARCIA, JOSE R	NONE	10.488												
GARCIA, KATHLEEN	AFSME	35.048	35.048	0.000	0.00%	35.048	0.000	0.00%	35.749	0.701	2.00%	35.749	0.000	0.00%
GARCIA, LAWRENCE	NONE	33.217	33.217	0.000	0.00%	36.538	3.321	10.00%	37.260	0.722	1.98%	37.260	0.000	0.00%
GARCIA, LOUIS R	NONE	10.489	10.489	0.000	0.00%									
GARCIA, MARK A	AFSME	15.348	16.058	0.710	4.63%		0.000	0.00%	22.236	6.178	38.47%	22.236	0.000	0.00%
GARCIA, MELISSA A	NONE	15.532	15.532	0.000	0.00%	18.635	3.103	20.00%	19.012	0.373	2.00%	19.012	0.000	0.00%
GARCIA, NATHAN R	FIRE	14.021	15.533	1.512	10.78%	15.533	0.000	0.00%	15.836	0.303	1.95%	23.985	8.149	51.46%
GARCIA, RAYMOND	FIRE		11.085			12.138	1.053	9.50%	13.620	1.482	12.21%	13.756	0.136	1.00%
GARCIA, ROBERT	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	16.292	3.091	23.41%	16.292	0.000	0.00%
GARCIA, ROBERT A	POLICE	27.692	27.692	0.000	0.00%	27.692	0.000	0.00%	28.528	0.836	3.02%	28.528	0.000	0.00%
GARCIA, RONALD G	POLICE	23.012	26.642	3.630	15.64%									
GARCIA, SANDRA E	AFSME	15.877	15.877	0.000	0.00%	15.877	0.000	0.00%	16.195	0.318	2.00%	16.195	0.000	0.00%
GARCIA, STEPHEN	AFSME	12.001												
GARCIA, STEVEN	NONE	9.920		0.000	0.00%	9.920	0.000	0.00%						
GARCIA, TERESITA	NONE	46.701	46.701	0.000	0.00%	46.701	0.000	0.00%	47.635	0.934	2.00%	47.635	0.000	0.00%
GARCIA, VALERIE	NONE	25.597	25.597	0.000	0.00%	23.267	-2.330	-9.10%	23.732	0.465	2.00%	23.732	0.000	0.00%
GARCIA, VERONICA M	AFSME	11.340	11.340	0.000	0.00%									
GARCIA, VIDAL J	AFSME	12.714	12.714	0.000	0.00%	13.985	1.271	10.00%	14.265	0.28	2.00%	15.561	1.296	9.09%
GARCIA, VINCENT R	AFSME	9.850										14.811		
GARDNER, JAMES W	NONE	40.124	40.124	0.000	0.00%	40.124	0.000	0.00%						
GARDUNO, JAMES O	AFSME	12.284	12.284	0.000	0.00%	12.284	0.000	0.00%	12.530	0.246	2.00%	12.530	0.000	0.00%
GEBHART, KRISTIAN	AFSME	12.001	12.001	0.000	0.00%									
GEBHART, MARC	NONE	15.200	15.200	0.000	0.00%	15.200	0.000	0.00%						
GEORGE, ANDREW	FIRE		11.085			12.138	1.053	9.50%	14.020	1.882	15.51%			
GEORGE, GERALD J	AFSME	28.203	28.203	0.000	0.00%	28.203	0.000	0.00%	28.767	0.564	2.00%	28.767	0.000	0.00%
GILMAN, NATHAN	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
GIRDNER, LAURA	NONE					9.850								
GOMEZ, DAVID J	AFSME	11.340	11.340	0.000	0.00%									

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
GOMEZ, FRANK B	AFSME	17.096	17.096	0.000	0.00%	17.096	0.000	0.00%	17.438	0.342	2.00%	17.438	0.000	0.00%
GOMEZ, GERMAINE P	NONE		9.850			9.850	0.000	0.00%						
GOMEZ, JOSE	NONE					11.000								
GOMEZ, PETE F	NONE	9.920												
GONZALES JR, REYNALDO D	NONE	27.996	27.996	0.000	0.00%	40.124	12.128	43.32%	40.926	0.802	2.00%	40.926	0.000	0.00%
GONZALES, ANDREW	POLICE	18.739	20.613	1.874	10.00%	22.135	1.522	7.28%	25.311	3.176	14.35%	24.161	-1.150	-4.54%
GONZALES, ANDREW N	AFSME	16.060	16.060	0.000	0.00%	16.060	0.000	0.00%	12.424	-3.636	-22.64%	14.811	2.387	19.21%
GONZALES, ANGIE G	AFSME	25.799	25.799	0.000	0.00%	25.799	0.000	0.00%						
GONZALES, BALDAMAR	NONE	11.500	11.500	0.000	0.00%	11.500	0.000	0.00%	11.730	0.23	2.00%	11.730	0.000	0.00%
GONZALES, BRYAN I	POLICE	33.749	33.749	0.000	0.00%									
GONZALES, CHARLIE D	NONE	30.900												
GONZALES, DANIEL	POLICE					11.776			12.132	0.356	3.02%	12.739	0.607	5.00%
GONZALES, DAVID	AFSME	25.191	25.191	0.000	0.00%	25.191	0.000	0.00%	25.695	0.504	2.00%	25.695	0.000	0.00%
GONZALES, DERIL	AFSME		12.007			12.007	0.000	0.00%	12.247	0.24	2.00%	12.247	0.000	0.00%
GONZALES, DOMINIC T	AFSME	21.260	21.260	0.000	0.00%	21.260	0.000	0.00%	21.685	0.425	2.00%	21.685	0.000	0.00%
GONZALES, EMMA J	NONE	31.220	31.220	0.000	0.00%	31.220	0.000	0.00%						
GONZALES, ERIC M	FIRE	19.644	19.837	0.193	0.98%	19.837	0.000	0.00%	20.424	0.587	2.96%	20.424	0.000	0.00%
GONZALES, HIPOLITO	AFSME	16.018	16.018	0.000	0.00%	16.018	0.000	0.00%	16.338	0.32	2.00%			
GONZALES, JACKIE L	AFSME	28.119	28.119	0.000	0.00%									
GONZALES, JACOB J	AFSME	11.510	11.510	0.000	0.00%	11.510	0.000	0.00%						
GONZALES, JEFF G	NONE	19.630	19.630	0.000	0.00%		0.000	0.00%	20.023	0.393	2.00%	20.023	0.000	0.00%
GONZALES, JERRY	AFSME	18.357	18.357	0.000	0.00%	18.357	0.000	0.00%	18.724	0.367	2.00%	18.724	0.000	0.00%
GONZALES, JON	POLICE	23.012	23.012	0.000	0.00%									
GONZALES, JONATHAN V	AFSME	16.058	16.058	0.000	0.00%	16.058	0.000	0.00%	16.379	0.321	2.00%	19.654	3.275	20.00%
GONZALES, JOSE A	NONE	12.535												
GONZALES, JOSE C	POLICE	23.012	25.313	2.301	10.00%	25.313	0.000	0.00%	29.650	4.337	17.13%	29.650	0.000	0.00%
GONZALES, JOYCE E	AFSME	25.084	25.084	0.000	0.00%	25.084	0.000	0.00%	25.586	0.502	2.00%			
GONZALES, JULIAN R	AFSME	16.203	19.444	3.241	20.00%	19.444	0.000	0.00%	19.833	0.389	2.00%	19.833	0.000	0.00%
GONZALES, JUSTIN	AFSME					21.500			21.930	0.43	2.00%	21.930	0.000	0.00%
GONZALES, LANEIA MARIE	AFSME	22.180		0.000	0.00%	22.180	0.000	0.00%	22.624	0.444	2.00%	22.624	0.000	0.00%
GONZALES, LUGARDITA	NONE	24.541	24.541	0.000	0.00%	24.541	0.000	0.00%	25.032	0.491	2.00%	25.032	0.000	0.00%
GONZALES, MARCIA A	AFSME	26.817	26.817	0.000	0.00%	26.817	0.000	0.00%	27.353	0.536	2.00%	27.353	0.000	0.00%
GONZALES, MARCUS	NONE		9.850											
GONZALES, MARGARET A	NONE	22.354	22.354	0.000	0.00%	22.354	0.000	0.00%	22.801	0.447	2.00%	22.801	0.000	0.00%
GONZALES, MICHAEL L	NONE	36.294	38.109	1.815	5.00%	38.109	0.000	0.00%	37.020	-1.089	-2.86%	37.020	0.000	0.00%
GONZALES, MIQUELA M	POLICE	25.920	25.920	0.000	0.00%	25.920	0.000	0.00%	26.702	0.782	3.02%	26.702	0.000	0.00%
GONZALES, NICHOLAS A	FIRE	14.157		1.527	10.79%	15.684	0.000	0.00%	15.990	0.306	1.95%	16.146	0.156	0.98%
GONZALES, RAYMOND A	AFSME	13.502	13.502	0.000	0.00%	13.502	0.000	0.00%	13.772	0.27	2.00%	13.772	0.000	0.00%
GONZALES, STEPHANIE L	AFSME	11.510	11.510	0.000	0.00%	11.510	0.000	0.00%	11.740	0.23	2.00%	11.740	0.000	0.00%
GORMAN, JOSEPH A	AFSME	14.193	14.193	0.000	0.00%	14.193	0.000	0.00%	14.477	0.284	2.00%	14.477	0.000	0.00%
GRACE, ROSALINA	NONE	23.859	23.859	0.000	0.00%	23.859	0.000	0.00%	24.336	0.477	2.00%	24.336	0.000	0.00%
GRAHAM, MICHAEL R	NONE								11.000					
GRANILLO, ANNETTE	NONE	29.777	29.777	0.000	0.00%	29.777	0.000	0.00%	30.373	0.596	2.00%	34.018	3.645	12.00%
GRANILLO, ANNIE	NONE	20.817	20.817	0.000	0.00%	21.567	0.750	3.60%	21.998	0.431	2.00%	22.698	0.700	3.18%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ Increase	% Increase	as of 1/13/2012	\$ Increase	% Increase	as of 1/11/2013	\$ Increase	% Increase	as of 10/4/2013	\$ Increase	% Increase
GRANILLO, GILBERT A	NONE		9,850											
GRANILLO, JOEY	AFSME	9,850	9,850	0.000	0.00%	9,850	0.000	0.00%	10,496	0.646	6.56%	11,567	1.071	10.20%
GRANITO, JOSEPH	NONE	9,920	9,920	0.000	0.00%	9,920	0.000	0.00%						
GRAUMLICH, RAYMOND J	NONE	26,547	26,547	0.000	0.00%	26,547	0.000	0.00%	27,078	0.531	2.00%	27,078	0.000	0.00%
GREEN, JAMES S	NONE	23,000	23,000											
GREEN, YOLANDA	NONE	27,760	27,760	0.000	0.00%	27,760	0.000	0.00%	28,315	0.555	2.00%	28,315	0.000	0.00%
GREENE, PETER K	NONE	28,080												
GREENWOOD, JAMES	FIRE		11,085			12,538	1,453	13.11%						
GREER, TIMOTHY W	NONE	28,931	28,931	0.000	0.00%	28,931	0.000	0.00%						
GRIEGO, BRIAN E	AFSME	12,168	12,168	0.000	0.00%	12,168	0.000	0.00%	12,411	0.243	2.00%			
GRIEGO, CHRISTOPHER J	FIRE	12,260	13,621	1,361	11.10%	14,021	0.400	2.93%	14,294	0.273	1.95%	15,836	1,542	10.79%
GRIEGO, DANIEL	AFSME	13,201	13,201	0.000	0.00%	13,201	0.000	0.00%	13,465	0.264	2.00%	13,465	0.000	0.00%
GRIEGO, DANNY J	NONE		9,920			9,920			10,496	0.576	5.81%	10,510	0.014	0.13%
GRIEGO, DARLENE M	NONE	33,606	33,606	0.000	0.00%	33,606	0.000	0.00%						
GRIEGO, DESIRAE D	AFSME	12,067	12,067	0.000	0.00%				12,308	-0.509	-3.97%	12,308	0.000	0.00%
GRIEGO, FRANCES	AFSME	11,510												
GRIEGO, GERONIMO G	FIRE	12,260	24,801	12,541	102.29%	24,801	0.000	0.00%	15,683	-9.118	-36.76%	15,836	0.153	0.98%
GRIEGO, ISAAC D	AFSME	17,570	17,570	0.000	0.00%	17,570	0.000	0.00%	17,921	0.351	2.00%	17,921	0.000	0.00%
GRIEGO, JESSE	NONE	9,850												
GRIEGO, JOHN C	NONE	32,000	32,000	0.000	0.00%	32,000	0.000	0.00%						
GRIEGO, ION L	AFSME	30,285	30,285	0.000	0.00%	30,285	0.000	0.00%	30,891	0.606	2.00%	30,891	0.000	0.00%
GRIEGO, LEROY O	AFSME	16,763	16,763	0.000	0.00%	16,763	0.000	0.00%	17,098	0.335	2.00%	18,808	1,710	10.00%
GRIEGO, MARGARET A	NONE					31,508			32,138	0.63	2.00%	32,138	0.000	0.00%
GRIEGO, PATRICK J	AFSME	20,500	20,500	0.000	0.00%	20,500	0.000	0.00%	23,001	2,501	12.20%	20,910	-2,091	-9.09%
GRIEGO, SUSAN R	AFSME								11,567			11,567	0.000	0.00%
GROSSE, CARYN	NONE		9,850											
GROSSMAN, JONATHAN P	NONE		23,000						10,290			23,000	12,710	123.52%
GRUNDLER, THOMAS J	NONE	31,976	30,522	-1,454	-4.55%	29,069	-1,453	-4.76%	29,947	0.878	3.02%	38,630	8,683	28.99%
GUERRERO, ANTHONY O	POLICE	26,612				26,612			27,415	0.803	3.02%	27,415	0.000	0.00%
GUERRERO, MARCOS A	NONE								10,290					
GUERRERO-GARCIA, GUADALUPE	NONE								10,496	0.576	5.81%	10,510	0.014	0.13%
GULFAN, ROLAND	NONE	9,920	9,920	0.000	0.00%	9,920	0.000	0.00%						
GULOTTA, USA F	NONE	21,140	21,140	0.000	0.00%	21,140	0.000	0.00%	25,877	0.507	2.00%	25,877	0.000	0.00%
GUNN, RUSSELL E	POLICE	34,086	34,086	0.000	0.00%	34,086	0.000	0.00%	35,116	1.03	3.02%	35,116	0.000	0.00%
GUPTA, KAMI	NONE					32,000			32,640	0.64	2.00%			
GURULE, ALEJANDRO R	AFSME		13,001			13,001								
GURULE, BEN J	NONE	28,036	33,000	4,964	17.71%	33,000	0.000	0.00%	40,800	7.8	23.64%	42,500	1,700	4.17%
GURULE, GERALDINE A	AFSME	21,484	21,484	0.000	0.00%	21,484	0.000	0.00%	21,914	0.43	2.00%	21,914	0.000	0.00%
GURULE, JOSEPH J	NONE	24,529												
GURULE, LEVI B	AFSME								11,567			11,567	0.000	0.00%
GURULE, MATTHEW M	POLICE		15,588			19,676	4,088	26.23%	23,360	3,684	18.72%			
GURULE, MICHELLE A	AFSME	16,299	16,299	0.000	0.00%	16,299	0.000	0.00%	16,625	0.326	2.00%	16,625	0.000	0.00%
GURULE, SEVASTIAN E	NONE	35,475	40,163	4,688	13.21%	40,163	0.000	0.00%	40,966	0.803	2.00%	40,966	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
GUTHRIE, JOE	AFSME					11,530			12,240	0.71	6.16%	12,240	0.000	0.00%
GUTIERREZ, ANDREA M	POLICE	23.012	24.163	1.151	5.00%	23.012	-1.151	-4.76%	27.415	4.403	19.13%			
GUTIERREZ, CHRISTOPHER M	AFSME	11.510	11.510	0.000	0.00%									
GUTIERREZ, DANIEL	FIRE	12.660	14.021	1.361	10.75%	14.021	0.000	0.00%	15.683	1.662	11.85%	15.835	0.152	0.97%
GUTIERREZ, DANIEL J	NONE		9.850			9.850	0.000	0.00%						
GUTIERREZ, ESTEVAN	AFSME					9.850			12.241	2.391	24.27%	12.241	0.000	0.00%
GUTIERREZ, JESUS C	AFSME	26.859	26.859	0.000	0.00%	26.859	0.000	0.00%	27.396	0.537	2.00%	27.396	0.000	0.00%
GUTIERREZ, P MICHELLE M	AFSME	22.129	22.129	0.000	0.00%	22.129	0.000	0.00%	22.572	0.443	2.00%	22.572	0.000	0.00%
GUTIERREZ, RAY A	AFSME	14.842	14.842	0.000	0.00%	14.842	0.000	0.00%	15.139	0.297	2.00%	15.139	0.000	0.00%
HABISH, TERRANCE L	FIRE	11.085												
HAGMAN, CYNTHIA	NONE								11,000			12,250	0.250	2.08%
HALL, ANDREW F	AFSME					15,020			15,470	0.45	3.00%			
HALL, ERIC L	AFSME		27.500			31.000	3.500	12.73%	31.605	0.605	1.95%	34,691	3.086	9.76%
HALL, JOHN R	AFSME	17.235	17.235	0.000	0.00%	17.355	0.000	0.00%	17.580	0.345	2.00%	17.580	0.000	0.00%
HAMILTON, OFELIA	AFSME	10.904	11.340	0.436	4.00%	11.340	0.000	0.00%						
HANEY, ROSS S	FIRE	11.085	12.260	1.175	10.60%	13.480	2.226	10.00%	14.156	0.67	4.97%	17.044	2.888	20.40%
HANIFL, BRENT	NONE	15.000												
HARCHARIK, MICHAEL-JOHN	FIRE	11.085	12.260	1.175	10.60%	13.886	1.626	13.26%	16.644	2.758	19.86%	16.810	0.166	1.00%
HARDMAN, LINDA H	AFSME	19.720	19.720	0.000	0.00%	19.720	0.000	0.00%						
HARNISH, NIKKI C	AFSME					12,693								
HARRELSON, WILLIAM JR	NONE	27.810	29.896	2.086	7.50%		0.000	0.00%	30.493	0.597	2.00%	30.493	0.000	0.00%
HARRIS, QUENTIN	AFSME	13.566	13.566	0.000	0.00%	13.566	0.000	0.00%						
HARVEY, RICHARD	NONE	10.500												
HATHAWAY, LYNN	AFSME	34.425	34.425	0.000	0.00%	34.425	0.000	0.00%						
HAUSMAN, HELENE R	NONE	35.262	35.262	0.000	0.00%	35.262	0.000	0.00%	35.967	0.705	2.00%	35.967	0.000	0.00%
HAWKINS, FREDDIE	FIRE	21.228	21.228	0.000	0.00%	20.828	-0.400	-1.88%	21.445	0.617	2.96%	21.656	0.211	0.98%
HAWKINS, KENNETH A	AFSME								13,465			13,465	0.000	0.00%
HEIDEL, LOUIS R	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
HENDERSON, CAROLE	NONE	12.360	12.360	0.000	0.00%	13.110	0.750	6.07%	13.372	0.262	2.00%	14.072	0.700	5.23%
HERBURGER, NICHOLAS C	NONE	9.920		0.990	9.98%	10.910	0.000	0.00%						
HERING, MICHAEL J	AFSME	21.372	21.372	0.000	0.00%	21.372	0.000	0.00%	21.799	0.427	2.00%	21.799	0.000	0.00%
HERNANDEZ, APOLLO J	AFSME	15.952	15.952	0.000	0.00%	15.952	0.000	0.00%	16.271	0.319	2.00%	16.271	0.000	0.00%
HERNANDEZ, CARLOS	NONE					9,850								
HERNANDEZ, CARLOS	AFSME								11,567			11,567	0.000	0.00%
HERNANDEZ, CLAUDIA O	AFSME	12.278	12.278	0.000	0.00%	12.278	0.000	0.00%	12,524	0.246	2.00%	12,524	0.000	0.00%
HERNANDEZ, FELIPE J	AFSME	11.613	11.613	0.000	0.00%	11.613	0.000	0.00%	11,845	0.232	2.00%	11,845	0.000	0.00%
HERNANDEZ, FERNANDO B	AFSME	19.475		0.000	0.00%	19.475	0.000	0.00%	19,865	0.39	2.00%	19,865	0.000	0.00%
HERNANDEZ, JOSEPH G	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	12,308	0.241	2.00%	12,308	0.000	0.00%
HERNANDEZ, RENEE	NONE		12,000			11,000	0.000	0.00%						
HERRERA, BERNADETTE	NONE	25.584	25.584	0.000	0.00%	25.584	0.000	0.00%	26,096	0.512	2.00%	26,096	0.000	0.00%
HERRERA, EDDIE R	AFSME	13.148	13.148	0.000	0.00%	13.148	0.000	0.00%	13,411	0.263	2.00%	13,411	0.000	0.00%
HERRERA, ELIAS	NONE		9,850			9,850	0.000	0.00%						
HERRERA, FELIX C	AFSME	29.136	29.136	0.000	0.00%	29.136	0.000	0.00%	29,719	0.583	2.00%	29,719	0.000	0.00%
HERRERA, JASON A	FIRE	15.905	16.064	0.159	1.00%	18.466	2.402	14.95%	18.835	0.369	2.00%	19.023	0.188	1.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
HERRERA, LUCAS	NONE	9.920	9.920	0.000	0.00%									
HERRERA, MORRIS P	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
HERRERA, THEODORE	NONE								10.496			10.510	0.014	0.13%
HERRERA, THEODORE M	AFSME	19.678	19.678	0.000	0.00%	15.800	-3.878	-19.71%	16.116	0.316	2.00%	16.116	0.000	0.00%
HERRERA, TOMAS L	AFSME	17.570	17.570	0.000	0.00%	17.570	0.000	0.00%	17.921	0.351	2.00%	17.921	0.000	0.00%
HERZENBERG, DAVID R	FIRE	20.031	20.228	0.197	0.98%	20.228	0.000	0.00%	20.624	0.396	1.96%	20.826	0.202	0.98%
HIDALGO, BRYAN A	POLICE	27.147	29.862	2.715	10.00%	28.504	-1.358	-4.55%	30.764	2.26	7.93%	33.840	3.076	10.00%
HIGGINS-VIGIL, COLLEEN	NONE	29.798	29.798	0.000	0.00%	29.798	0.000	0.00%	30.394	0.596	2.00%	30.394	0.000	0.00%
HIGGS, LEVI	NONE					26.442			26.971	0.529	2.00%			
HILL, JAMES A	AFSME	36.716	36.716	0.000	0.00%	36.716	0.000	0.00%	37.450	0.734	2.00%	37.450	0.000	0.00%
HILL, JASON ESTATE OF	POLICE	0.000												
HILL, NATHAN M	FIRE	11.085	12.260	1.175	10.60%	13.486	1.226	10.00%	13.756	0.27	2.00%	15.283	1.527	11.10%
HOAG, BARBARA J	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%						
HOAK, ERIC J	AFSME					15.620			15.630	0.61	4.06%			
HODAPP, PATRICIA C	NONE	37.465	37.465	0.000	0.00%	37.465	0.000	0.00%	38.214	0.749	2.00%	38.214	0.000	0.00%
HOGUE, DONALD	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
HOLCOMB, SETH A	FIRE	16.237	16.391	0.154	0.95%	19.265	2.874	17.53%	19.643	0.378	1.96%	19.835	0.192	0.98%
HOLLAND III, TOWNSEND S	AFSME	37.071	37.071	0.000	0.00%	37.071	0.000	0.00%	37.812	0.741	2.00%	37.812	0.000	0.00%
HOLLIDAY, DAVID	NONE	34.054	37.459	3.405	10.00%	37.459	0.000	0.00%	40.028	2.569	6.86%			
HOLLIS, KANCIE L	NONE	30.250												
HOLMES, ERNEST	FIRE	21.469												
HOLMES, RANDAL L	NONE								10.290			10.510	0.220	2.14%
HOLMES, RANDALL D	FIRE	29.536	29.970	0.434	1.47%									
HON, WILLIAM P	NONE	40.163	40.163	0.000	0.00%									
HOOK, ALAN G	AFSME	21.632	21.632	0.000	0.00%	21.632	0.000	0.00%	22.065	0.433	2.00%	22.065	0.000	0.00%
HOPKINS, ANDREW J	NONE	26.597	26.597	0.000	0.00%	26.597	0.000	0.00%	27.129	0.532	2.00%	27.129	0.000	0.00%
HORWITZ, CAROL A	AFSME	32.448	32.448	0.000	0.00%	32.448	0.000	0.00%	33.097	0.649	2.00%			
HOUSTON, BRUCE	AFSME	23.566	23.566	0.000	0.00%									
HOWLEY, CLAUDINE N	AFSME					24.149			24.632	0.483	2.00%	24.632	0.000	0.00%
HUBBARD, WILLIAM	AFSME	12.693		0.500	4.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
HUCKABEE, DAVID	NONE	40.124												
HUEY, BILL	AFSME	35.152	35.152	0.000	0.00%	35.152	0.000	0.00%	35.855	0.703	2.00%	35.855	0.000	0.00%
HUGHES, JAMIE L	NONE								10.496					
HUIZAR, TIMOTHY	AFSME	13.201												
HURTADO, CATHY	NONE	22.456	20.414	-2.042	-9.09%	20.414	0.000	0.00%	20.822	0.408	2.00%	20.822	0.000	0.00%
HUTT, VALERIE	NONE					20.100			20.400	0.4	2.00%	21.100	0.700	3.43%
HUTTON, DAVID PELY M	FIRE	20.031		0.000	0.00%	20.031	0.000	0.00%	20.624	0.593	2.96%	20.826	0.202	0.98%
IVES, PETER N	NONE								14.164			14.164	0.000	0.00%
JACQUEZ, DANIEL D	NONE	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	10.496	0.646	6.56%			
JAGLES-MOQUINO, MELINDA	NONE	31.508							22.000			22.000	0.000	0.00%
JARAMILLO, ANTHONY A	AFSME	15.713	15.713	0.000	0.00%	17.284	1.571	10.00%	17.630	0.346	2.00%	17.630	0.000	0.00%
JARAMILLO, DANIEL	NONE	26.102	26.102	0.000	0.00%									
JARAMILLO, JASON R	AFSME					11.539			12.241	0.702	6.08%	12.241	0.000	0.00%
JARAMILLO, RON S	AFSME	19.800	19.800	0.000	0.00%	19.800	0.000	0.00%	20.196	0.396	2.00%	20.196	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
JARAMILLO, VINCENT M	AFSME	11.340	12.001	0.661	5.83%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
JAUREGUIBERRY, LOUISE C	AFSME					18.584			19.714	1.13	6.08%	19.714	0.000	0.00%
JENKINS, DAVID	FIRE	16.237	16.391	0.154	0.95%	15.991	-0.400	-2.44%	16.303	0.312	1.95%	16.462	0.159	0.98%
JIMENEZ, ANDREAS B	NONE	21.020	21.020	0.000	0.00%	21.020	0.000	0.00%	21.440	0.42	2.00%	21.440	0.000	0.00%
JIMENEZ, ANTHONY J	NONE	10.040	10.040	0.000	0.00%	10.040	0.000	0.00%						
JIMENEZ, CORDELIA M	AFSME	17.444	17.444	0.000	0.00%	17.444	0.000	0.00%	17.793	0.349	2.00%	17.793	0.000	0.00%
JIMENEZ, DOLORES D	AFSME	12.601	12.601	0.000	0.00%	12.601	0.000	0.00%	12.853	0.252	2.00%	12.853	0.000	0.00%
JIMENEZ, GERALD R	NONE		9.850											
JIMENEZ, LONNIE G	AFSME	15.480	15.480	0.000	0.00%	15.480	0.000	0.00%	16.270	0.79	5.10%	16.940	0.670	4.12%
JIMENEZ, LUCIA	NONE		9.850											
JIMENEZ, MICHAEL J	AFSME	12.493	12.493	0.000	0.00%	12.493	0.000	0.00%						
JIMENEZ, NANCY L	NONE	28.852	28.852	0.000	0.00%	28.852	0.000	0.00%	29.429	0.577	2.00%	33.843	4.414	15.00%
JIMENEZ, ROBERT M	AFSME	18.771	18.771	0.000	0.00%	18.771	0.000	0.00%	19.146	0.375	2.00%	19.146	0.000	0.00%
JIMENEZ, ROGER P	POLICE	20.528	25.062	4.534	22.09%	23.923	-1.139	-4.54%	23.472	-0.451	-1.89%	23.472	0.000	0.00%
JIMENEZ, RONALD M	AFSME	11.510	12.001	0.491	4.27%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
JIMENEZ, URBANO D	AFSME	9.920	12.001	2.081	20.98%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
JIRON ANASTACIO E	NONE	0.000												
JIRON, ISAAC L	AFSME								11.567			11.567	0.000	0.00%
JOHNSON, ANDREW R	AFSME								19.714			19.714	0.000	0.00%
JOHNSON, GARY	NONE	43.417	43.417	0.000	0.00%									
JOHNSON, LOIS M	NONE	9.920	9.920	0.000	0.00%									
JOHNSON, RICHARD	POLICE	25.062	25.062	0.000	0.00%	23.923	-1.139	-4.54%	28.786	4.863	20.33%	28.786	0.000	0.00%
JOHNSON, SANDRA	NONE	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%						
JOHNSON, STEN A	FIRE	15.234	16.318	1.084	7.12%	16.318	0.000	0.00%	16.644	0.326	2.00%	17.231	0.587	3.53%
JOHNSON, THERESA M	NONE	11.131												
JOHNSON, WILLIAM R	NONE	34.629	34.629	0.000	0.00%	43.260	8.631	24.92%	44.125	0.865	2.00%	47.590	3.465	7.85%
JONES, CORRINE D	POLICE	27.147	27.147	0.000	0.00%	27.147	0.000	0.00%	27.967	0.82	3.02%	27.967	0.000	0.00%
JONES, CYNNAMON	POLICE	24.896	24.896	0.000	0.00%									
JONES, ROLLIN T	FIRE	11.085	12.260	1.175	10.60%	13.486	1.226	10.00%	13.756	0.27	2.00%	13.894	0.138	1.00%
JONES, SHANNON W	NONE	33.807				33.807	0.000	0.00%	34.483	0.676	2.00%	41.380	6.897	20.00%
JORGENSEN, ROBERT N	AFSME	38.299	38.299	0.000	0.00%	38.299	0.000	0.00%	39.065	0.766	2.00%	39.065	0.000	0.00%
JOY, LENORE	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%						
JOYE, PAUL M	POLICE	23.479	24.163	0.684	5.00%	23.479	-0.684	-2.83%	24.188	0.709	3.02%	32.844	8.656	35.79%
KAROLICK, JUDITH	AFSME	21.856	21.856	0.000	0.00%	22.606	0.750	3.43%	22.293	-0.313	-1.38%	22.293	0.000	0.00%
KASPER, MATTHEW S	FIRE	16.548	16.305	-0.243	-1.47%	15.905	-0.400	-2.45%	16.223	0.318	2.00%	16.785	0.562	3.46%
KASSENS, SANDRA M	AFSME	22.714	22.714	0.000	0.00%	22.714	0.000	0.00%	23.168	0.454	2.00%	23.168	0.000	0.00%
KATZ, AMANDA R	AFSME	17.675				19.000	1.325	7.50%	19.380	0.38	2.00%	19.380	0.000	0.00%
KATZ, FRANK D	NONE	55.728												
KAVANAUGH, BILLY	AFSME	13.500	13.500	0.000	0.00%	13.500	0.000	0.00%	14.025	0.525	3.89%	14.025	0.000	0.00%
KAVANAUGH, TIMOTHY M	AFSME	15.020	15.020	0.000	0.00%				12.750			12.750	0.000	0.00%
KEEL, C SEAN	FIRE		11.085			12.539	1.454	13.12%	14.020	1.481	11.81%			
KEERAN, MATTHEW R	FIRE	11.085	12.660	1.575	14.21%	13.886	1.226	9.68%	14.156	0.27	1.94%			
KELLY, MICHAEL	NONE	35.319	35.319	0.000	0.00%	35.319	0.000	0.00%						
KENNEDY, BRIAN K	FIRE	11.085	12.138	1.053	9.50%	13.352	1.214	10.00%	13.620	0.268	2.01%	13.756	0.136	1.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
KENNEDY, DAVID M	AFSME	13.566	13.566	0.000	0.00%	13.566	0.000	0.00%	13.837	0.271	2.00%	13.837	0.000	0.00%
KERR, LIZA A.	NONE								39.420			39.420	0.000	0.00%
KERR, STEPHEN R	NONE	16.191	16.191	0.000	0.00%	16.191	0.000	0.00%	16.515	0.324	2.00%	16.515	0.000	0.00%
KHALSA, AWTAR S	AFSME								13.465					
KHALSA, GURUDHAM	FIRE		15.234			16.156	0.922	6.05%	16.479	0.323	2.00%	16.644	0.165	1.00%
KHALSA, SATWANT S	NONE	16.160	16.160	0.000	0.00%	16.160	0.000	0.00%	16.483	0.323	2.00%	16.483	0.000	0.00%
KING, ANGELA R	AFSME	12.067	12.067	0.000	0.00%									
KING-STOTTMAYER, DEBRA	NONE					31.150			31.773	0.623	2.00%			
KIPPENBROCK, RANDALL L	NONE	51.540	51.540	0.000	0.00%	51.540	0.000	0.00%	53.090	1.55	3.01%	54.200	1.110	2.09%
KIPPERT, LOUISE V	AFSME	18.803	18.803	0.000	0.00%	18.803	0.000	0.00%	19.179	0.376	2.00%	19.179	0.000	0.00%
KLINGER, JUDITH	AFSME	28.246	28.246	0.000	0.00%	28.246	0.000	0.00%						
KLOENNE, MARY PAT	NONE	37.139	37.139	0.000	0.00%									
KLUCK, JASON	AFSME	30.000	30.000	0.000	0.00%	30.000	0.000	0.00%	32.640	2.64	8.80%	32.640	0.000	0.00%
KNOCKEL, PERRY	NONE	37.036	37.036	0.000	0.00%	37.036	0.000	0.00%	37.777	0.741	2.00%	37.777	0.000	0.00%
KONWIN, CAMILLE	NONE								10.496	0	0.00%	10.510	0.014	0.13%
KORONEOS, CHRISTOPHER A	POLICE	14.827	14.827	0.000	0.00%	14.827	0.000	0.00%	15.275	0.448	3.02%	15.275	0.000	0.00%
KOVACH, LAURIE A	POLICE	26.878	26.878	0.000	0.00%	26.878	0.000	0.00%	27.690	0.812	3.02%	27.690	0.000	0.00%
KRAMER, ANDREA H	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
KRILL, LAURIE S	POLICE					17.147			21.236	4.089	23.85%	22.803	1.567	7.38%
LABRADO, JERRY	NONE	12.000	12.000	0.000	0.00%	12.750	0.750	6.25%						
LADD, ALEXANDRA	NONE								31.000			31.000	0.000	0.00%
LAFORGE, TIMOTHY J	POLICE	28.249	28.249	0.000	0.00%									
LAMB, JAMES D	POLICE	28.222	26.878	-1.344	-4.76%	29.654	2.776	10.33%	33.604	3.95	13.32%	30.549	-3.055	-9.09%
LAMBERT, ROBERT D	AFSME	27.040	27.040	0.000	0.00%	27.040	0.000	0.00%	27.581	0.541	2.00%	27.581	0.000	0.00%
LAMBOY, HEATHER L	AFSME		25.725			25.725	0.000	0.00%	26.240	0.515	2.00%	26.240	0.000	0.00%
LAMBOY, WILLIAM A	AFSME		25.725			25.725	0.000	0.00%	26.240	0.515	2.00%	26.240	0.000	0.00%
LAMONDA, ERICK B	AFSME	24.006	24.006	0.000	0.00%	29.797	5.791	24.12%	29.628	-0.169	-0.57%	29.628	0.000	0.00%
LAMONDA, MATTHEW F	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
LAMOREUX, CHRIS	AFSME	9.920	9.920	0.000	0.00%	9.920	0.000	0.00%	12.470	2.55	25.71%	14.811	2.341	18.77%
LANCE, PAUL K	FIRE								11.307			12.382	1.075	9.51%
LANDAVAZO, GRACIELA	NONE	9.850	9.850	0.000	0.00%									
LANDAVAZO, MICHAEL L	AFSME	28.673	28.673	0.000	0.00%	28.673	0.000	0.00%	29.246	0.573	2.00%	29.246	0.000	0.00%
LANDAVAZO, RICO	NONE					9.850								
LANDEROS, JUAN M	AFSME	12.547	12.547	0.000	0.00%	12.547	0.000	0.00%						
LARAMIE, CHARLES	POLICE								21.025			21.767	0.742	3.53%
LARKINS, DAVID A	AFSME					10.904			11.567	0.663	6.08%	21.685	10.118	87.47%
LARRANAGA, DANIEL A	FIRE	15.837	15.837	0.154	0.97%	15.991	0.000	0.00%	16.303	0.312	1.95%	18.681	2.378	14.59%
LARRANAGA, DANIEL I	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.814	0.29	2.00%	16.292	1.481	10.00%
LARRANAGA, DENNIS H	AFSME	21.935	21.935	0.000	0.00%	21.935	0.000	0.00%						
LARRANAGA, JOHN H	AFSME	24.689	24.689	0.000	0.00%	24.689	0.000	0.00%	25.183	0.494	2.00%	25.183	0.000	0.00%
LARRANAGA, LISA M	AFSME	16.213	16.213	0.000	0.00%	16.213	0.000	0.00%	16.537	0.324	2.00%	16.537	0.000	0.00%
LARRANAGA, LORETTA	AFSME	23.252	23.252	0.000	0.00%	23.252	0.000	0.00%	23.717	0.465	2.00%	23.717	0.000	0.00%
LARSON, SHELLEY A	AFSME		29.250			29.250	0.000	0.00%						
LATHROP, REBEL R	FIRE	0.000	12.260											

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
LE BLANC, MICHAEL J	POLICE	30.552												
LE SCOUARNEC, JEAN-MICHAEL	AFSME	16.734	17.484	0.750	4.48%	16.734	-0.750	-4.29%						
LEBEAU, JOSEPH	AFSME	14.080	13.201	-0.879	-6.24%	13.201	0.000	0.00%						
LEBLANC, JOSEPH R	POLICE	23.474	23.474	0.000	0.00%	26.612	3.138	13.37%	27.415	0.803	3.02%	27.415	0.000	0.00%
LEDoux, JOSEPH	AFSME	10.000	14.521	4.521	45.21%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
LEE, ANGELA M	AFSME	25.054	25.054	0.000	0.00%	25.054	0.000	0.00%	25.555	0.501	2.00%			
LEE, MARIE S	AFSME		32.690											
LEFFLER, JUDI	AFSME	23.166	23.166	0.000	0.00%	23.166	0.000	0.00%						
LENGUEL, MATTHEW W	AFSME	16.102	16.102	0.000	0.00%	18.510	2.408	13.95%	18.880	0.37	2.00%	18.880	0.000	0.00%
LENNON, DALE	NONE		9.850			9.850	0.000	0.00%						
LERMA, JOE	AFSME	26.619	26.619	0.000	0.00%	26.619	0.000	0.00%						
LERMA, JOSE N	AFSME	20.305	20.305	0.000	0.00%	20.305	0.000	0.00%	20.711	0.406	2.00%	20.711	0.000	0.00%
L'ESPERANCE, TIMOTEO P	AFSME	28.584	28.584	0.000	0.00%	28.584	0.000	0.00%	29.156	0.572	2.00%	29.156	0.000	0.00%
LETTENBERGER, DALE G	NONE	34.623	34.623	0.000	0.00%	34.623	0.000	0.00%	35.315	0.692	2.00%	42.490	7.175	20.32%
LEVASSEUR, MARK L	AFSME	14.739	14.739	0.000	0.00%	14.739	0.000	0.00%	15.034	0.295	2.00%	15.034	0.000	0.00%
LEWANDOWSKI, MARK R	POLICE	25.566	26.612	1.046	4.09%	29.277	2.661	10.00%	33.173	3.9	13.32%	33.173	0.000	0.00%
LEWIS, DARREN S	AFSME	13.260	13.260	0.000	0.00%	13.260	0.000	0.00%						
LEWIS, JAMES M	FIRE	20.237	20.237	0.000	0.00%	19.837	-0.400	-1.98%	20.424	0.587	2.96%	20.424	0.000	0.00%
LEYBA, DAVID	AFSME	21.260	21.260	0.000	0.00%	21.260	0.000	0.00%	21.685	0.425	2.00%	21.685	0.000	0.00%
LEYBA, FRANK B	AFSME	25.633	25.633	0.000	0.00%	25.633	0.000	0.00%	26.146	0.513	2.00%	26.146	0.000	0.00%
LEYBA, ISABEL	AFSME	14.916	14.916	0.000	0.00%	14.916	0.000	0.00%	15.214	0.298	2.00%	15.214	0.000	0.00%
LEYBA, LEROY J	AFSME	11.464	11.464	0.000	0.00%	11.464	0.000	0.00%	12.311	0.847	7.39%	12.311	0.000	0.00%
LEYBA, MICHELLE	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
LICON, ELOY	NONE	0.000	10.500											
LICON, ERIK	NONE	0.000	9.850											
LIEN, STEVE	FIRE		11.085			12.138	1.053	9.50%	13.620	1.482	12.21%	20.634	7.014	51.50%
LILIENTHAL, JAMES H	AFSME	33.151	33.151	0.000	0.00%	33.151	0.000	0.00%	33.814	0.663	2.00%	33.814	0.000	0.00%
LIMING, REED	NONE	38.705	38.705	0.000	0.00%	38.705	0.000	0.00%	39.479	0.774	2.00%	39.479	0.000	0.00%
LIOCE, LYDIA M	NONE	32.768												
LITZENBERG, ERIK J	NONE	46.172		0.000	0.00%	46.172	0.000	0.00%	47.095	0.923	2.00%	50.017	2.922	6.20%
LOKEN-KUEBLI, KRISTINE	NONE	46.838												
LOLEIT, LINDA A	FIRE	21.869	21.791	-0.078	-0.36%									
LONGACRE, CHARMAINE	NONE	20.730	20.730	0.000	0.00%	20.730	0.000	0.00%						
LONGACRE, IAN M	AFSME	21.260	21.260	0.000	0.00%	21.260	0.000	0.00%	21.685	0.425	2.00%	21.685	0.000	0.00%
LOPEZ, ADAN	FIRE	11.085	12.660	1.575	14.21%	13.886	1.226	9.68%	16.644	2.758	19.86%	16.810	0.166	1.00%
LOPEZ, ALLAN R	POLICE	33.749	33.749	0.000	0.00%									
LOPEZ, ANDRES	NONE	9.850		5.150	52.28%	15.000	0.000	0.00%						
LOPEZ, ANITA C	AFSME	15.347	15.347	0.000	0.00%	15.347	0.000	0.00%	15.654	0.307	2.00%	15.654	0.000	0.00%
LOPEZ, ANTONIO M	AFSME	11.200	11.200	0.000	0.00%	12.970	1.770	15.80%	13.630	0.66	5.09%	14.200	0.570	4.18%
LOPEZ, BARBARA V	AFSME	22.957	22.957	0.000	0.00%	25.752	2.295	10.00%	25.757	0.505	2.00%	25.757	0.000	0.00%
LOPEZ, CARLA B	NONE	29.870	29.870	0.000	0.00%	29.870	0.000	0.00%				40.000		
LOPEZ, CELESTINO M	POLICE		20.613			21.129	0.516	2.50%	25.083	3.954	18.71%	25.083	0.000	0.00%
LOPEZ, DOMINIC A	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	14.810	2.569	20.99%
LOPEZ, ERIC A	AFSME	23.000	23.000	0.000	0.00%	23.000	0.000	0.00%	23.460	0.46	2.00%			

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
LOPEZ, FELIPE	AFSME	13.279	13.279	0.000	0.00%	13.279	0.000	0.00%	13.545	0.266	2.00%	13.545	0.000	0.00%
LOPEZ, ISIDRO JR	NONE								10.500					
LOPEZ, JOHN P	AFSME	28.203	28.203	0.000	0.00%	28.203	0.000	0.00%	28.767	0.564	2.00%	28.767	0.000	0.00%
LOPEZ, JON O	POLICE	16.367	18.926	2.559	15.64%	21.340	2.414	12.75%						
LOPEZ, KRIS V	AFSME	22.430	22.430	0.000	0.00%	22.430	0.000	0.00%	22.879	0.449	2.00%	22.879	0.000	0.00%
LOPEZ, LEEANN	AFSME	13.530	13.530	0.000	0.00%	13.530	0.000	0.00%	14.811	1.281	9.47%	14.811	0.000	0.00%
LOPEZ, LILLIAN	AFSME	12.630	12.630	0.000	0.00%									
LOPEZ, MARTIN R	POLICE	30.590	30.590	0.000	0.00%									
LOPEZ, PATRICIO	AFSME	20.397	20.397	0.000	0.00%	20.397	0.000	0.00%	20.805	0.408	2.00%	20.805	0.000	0.00%
LOPEZ, RALPH	AFSME	23.374	23.374	0.000	0.00%	23.374	0.000	0.00%	23.841	0.467	2.00%	23.841	0.000	0.00%
LOPEZ, RANDY J	AFSME	24.202	24.202	0.000	0.00%	24.202	0.000	0.00%	24.686	0.484	2.00%	24.686	0.000	0.00%
LOPEZ, RANDY K	AFSME	13.704	13.704	0.000	0.00%	13.704	0.000	0.00%	13.978	0.274	2.00%	13.978	0.000	0.00%
LOPEZ, RAY	AFSME	11.539	12.001	0.462	4.00%	12.000	0.000	0.00%						
LOPEZ, RICHARD A	NONE	25.000	28.000	3.000	12.00%	28.000	0.000	0.00%	31.416	3.416	12.20%	31.416	0.000	0.00%
LOPEZ, RICHARD L	FIRE	15.905	16.064	0.159	1.00%	16.064	0.159	1.00%	16.385	0.321	2.00%	16.549	0.164	1.00%
LOPEZ, ROSE M	NONE					11.000								
LOPEZ, SONYA M	NONE	20.000	20.000	0.000	0.00%	20.000	0.000	0.00%						
LOPEZ, STEPHANIE A	NONE	26.338	26.338	0.000	0.00%	26.338	0.000	0.00%	26.865	0.527	2.00%	26.865	0.000	0.00%
LOPEZ, TERRY C	NONE					28.000								
LOPEZ, TIMOTHY N	POLICE		12.366			12.366	0.000	0.00%	12.739	0.373	3.02%	13.376	0.637	5.00%
LOPEZ, VINCENT J	AFSME	12.630	12.630	0.000	0.00%		0.000	0.00%	12.883	0.253	2.00%	12.883	0.000	0.00%
LOVATO, ADRIAN K	AFSME	26.716	26.716	0.000	0.00%									
LOVATO, ALFRED J	AFSME	20.126												
LOVATO, CARLOS C	NONE	20.451	20.451	0.000	0.00%	20.451	0.000	0.00%	20.860	0.409	2.00%	20.860	0.000	0.00%
LOVATO, CORRINA	NONE		11.000			11.000	0.000	0.00%	11.000	0	0.00%	11.000	0.000	0.00%
LOVATO, EDWARD D	NONE	21.500	21.500	0.000	0.00%	23.290	1.790	8.33%	24.470	1.18	5.07%	25.480	1.010	4.13%
LOVATO, ELOY M	NONE	9.920	9.920	0.000	0.00%	9.920	0.000	0.00%	10.496	0.576	5.81%	10.510	0.014	0.13%
LOVATO, EVERETT D	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
LOVATO, JOSEPH L	AFSME	17.388	17.388	0.000	0.00%	17.388	0.000	0.00%	17.736	0.348	2.00%	17.736	0.000	0.00%
LOVATO, JOSEPH M	AFSME	15.060		0.000	0.00%	15.060	0.000	0.00%	15.361	0.301	2.00%	15.361	0.000	0.00%
LOVATO, LARRY	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
LOVATO, LAWRENCE F	NONE	18.683	18.683	0.000	0.00%	21.112	2.429	13.00%	21.534	0.422	2.00%	21.534	0.000	0.00%
LOVATO, LEONARD E	AFSME	23.870	23.870	0.000	0.00%									
LOVATO, LORRAINE M	AFSME	16.958	16.958	0.000	0.00%	16.958	0.000	0.00%	17.297	0.339	2.00%	17.297	0.000	0.00%
LOVATO, MELANIE Y	NONE	17.940	17.940	0.000	0.00%	17.940	0.000	0.00%	18.299	0.359	2.00%	18.299	0.000	0.00%
LOVATO, MICHAEL A	NONE	9.920												
LOVATO, NECASIO	AFSME	22.795	22.795	0.000	0.00%	22.795	0.000	0.00%	23.251	0.456	2.00%	23.251	0.000	0.00%
LOVATO, NORMAN	NONE					19.850								
LOVATO, PATRICK R	AFSME	15.020	15.020	0.000	0.00%									
LOVATO, PORFIRIO D	AFSME								22.760			22.760	0.000	0.00%
LOVATO, RUBEN J	NONE	31.773												
LOWE, MIKE A	POLICE	28.249	28.249	0.000	0.00%	28.249	0.000	0.00%	30.557	2.308	8.17%	29.102	-1.455	-4.76%
LOZANO, RALPH A	AFSME		11.200			11.200	0.000	0.00%	11.770	0.57	5.09%	12.380	0.610	5.18%
LUCERO, ANDREW M	AFSME	15.340	15.340	0.000	0.00%	15.340	0.000	0.00%	15.647	0.307	2.00%	15.647	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ Increase	% Increase	as of 1/13/2012	\$ Increase	% Increase	as of 1/11/2013	\$ Increase	% Increase	as of 10/4/2013	\$ Increase	% Increase
LUCERO, ANGELA O	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	12.308	0.241	2.00%	12.308	0.000	0.00%
LUCERO, APRIL V	NONE								12.000			12.250	0.250	2.08%
LUCERO, CHRIS L	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	12.308	0.241	2.00%	12.308	0.000	0.00%
LUCERO, DAVID L	NONE	9.920												
LUCERO, ERIC J	NONE	28.500	28.500	0.000	0.00%	28.500	0.000	0.00%	29.070	0.57	2.00%	29.070	0.000	0.00%
LUCERO, ERNEST	AFSME	17.834	17.834	0.000	0.00%	17.834	0.000	0.00%	18.191	0.357	2.00%	18.191	0.000	0.00%
LUCERO, ISABEL S	AFSME	24.440	24.440	0.000	0.00%	26.884	2.444	9.09%	27.422	0.538	2.00%	27.422	0.000	0.00%
LUCERO, JACQUELINE Y	NONE	31.095	31.095	0.000	0.00%	31.095	0.000	0.00%	31.717	0.622	2.00%	31.717	0.000	0.00%
LUCERO, MICHAEL	AFSME	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	11.567	1.717	17.43%			
LUCERO, MIGUEL N	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
LUCERO, MIKE E	AFSME	15.847	15.847	0.000	0.00%	15.847	0.000	0.00%	16.164	0.317	2.00%	16.164	0.000	0.00%
LUCERO, PATRICK A	AFSME	16.794	16.794	0.000	0.00%	16.794	0.000	0.00%	17.130	0.336	2.00%	17.130	0.000	0.00%
LUCERO, PHIL V	NONE	25.200	25.200	0.000	0.00%	25.200	0.000	0.00%	26.740	1.54	6.11%	28.120	1.380	5.16%
LUCERO, TADEO D	NONE	9.850												
LUJAN, CHARLES P	POLICE	23.714	26.612	2.898	12.22%	26.612	0.000	0.00%	27.415	0.803	3.02%	27.415	0.000	0.00%
LUJAN, DAVID	AFSME	10.904	11.340	0.436	4.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
LUJAN, DESIRAE L	AFSME	29.960	29.960	0.000	0.00%	29.960	0.000	0.00%	30.559	0.599	2.00%	30.559	0.000	0.00%
LUJAN, EDWARD G	AFSME	22.562	22.562	0.000	0.00%	22.562	0.000	0.00%	23.013	0.451	2.00%	23.013	0.000	0.00%
LUJAN, ELIZABETH A	NONE	19.832	19.832	0.000	0.00%	19.832	0.000	0.00%	20.229	0.397	2.00%	20.229	0.000	0.00%
LUJAN, ERNESTINA K	AFSME	14.030	14.030	0.000	0.00%	14.030	0.000	0.00%	14.890	0.86	6.13%	15.660	0.770	5.17%
LUJAN, FERNANDO S	NONE	12.048	12.048	0.000	0.00%		-0.008	-0.07%						
LUJAN, JOE A	AFSME	17.249	17.249	0.000	0.00%	17.249	0.000	0.00%	17.594	0.345	2.00%	17.594	0.000	0.00%
LUJAN, JOHN A	AFSME	28.203	28.203	0.000	0.00%	28.203	0.000	0.00%	28.767	0.564	2.00%	28.767	0.000	0.00%
LUJAN, JOHN C	AFSME	19.044	19.044	0.000	0.00%	19.044	0.000	0.00%	19.425	0.381	2.00%	19.425	0.000	0.00%
LUJAN, JONATHAN	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
LUJAN, JOSEPH L	AFSME	28.636	28.636	0.000	0.00%	28.636	0.000	0.00%	29.209	0.573	2.00%	29.209	0.000	0.00%
LUJAN, JOY	NONE					9.850			10.496	0.646	6.56%	10.510	0.014	0.13%
LUJAN, KATHY M	AFSME								11.567			11.567	0.000	0.00%
LUJAN, LARRY	NONE	32.768												
LUJAN, MARA D	NONE					24.080	0.000	0.00%						
LUJAN, MARIE E	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
LUJAN, MARTIN G	NONE	36.057	40.000	3.943	10.94%	40.000	0.000	0.00%						
LUJAN, MATTHEW F	AFSME	12.383	12.383	0.000	0.00%	12.383	0.000	0.00%	12.631	0.248	2.00%	12.631	0.000	0.00%
LUJAN, MIGUEL A	NONE	9.850												
LUJAN, PATRICK F	AFSME	16.213	16.213	0.000	0.00%	16.213	0.000	0.00%	16.537	0.324	2.00%	16.537	0.000	0.00%
LUJAN, PHILLIP	AFSME	10.904	11.340	0.436	4.00%	11.910	0.570	5.03%	14.811	2.901	24.36%	14.811	0.000	0.00%
LUJAN, SHIELA L	NONE	16.160	16.160	0.000	0.00%	16.160	0.000	0.00%	16.483	0.323	2.00%			
LURY, DANIEL R	FIRE	18.679	18.679	0.274	1.47%	18.953	0.000	0.00%	19.325	0.372	1.96%	19.514	0.189	0.98%
LURY, MICHAEL R	FIRE	17.622	17.881	0.259	1.47%	17.481	-0.400	-2.24%	17.831	0.35	2.00%	18.098	0.267	1.50%
LUTTJOHANN, JIM	NONE								17.596			17.596	0.000	0.00%
LYONS, DALE W	NONE	32.563	32.563	0.000	0.00%	32.563	0.000	0.00%	33.214	0.651	2.00%			
MACDONALD, MARY E	AFSME	35.963	35.963	0.000	0.00%	35.963	0.000	0.00%	36.682	0.719	2.00%	36.682	0.000	0.00%
MACPHERSON, RICHARD J	AFSME	29.901	29.901	0.000	0.00%	29.901	0.000	0.00%	30.499	0.598	2.00%	30.499	0.000	0.00%
MADDEN, CHRISTINE M	NONE					38.462			39.231	0.769	2.00%	39.231	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
MADISON, JIMMY R	POLICE	26.878	29.566	2.688	10.00%	26.878	-2.688	-9.09%	27.690	0.812	3.02%	27.690	0.000	0.00%
MADRID, JASON F	AFSME								17.921			17.921	0.000	0.00%
MAES, ABE F	POLICE	26.878	26.878	0.000	0.00%	26.878	0.000	0.00%	27.690	0.812	3.02%	27.690	0.000	0.00%
MAES, ARTHUR M	POLICE	12.252	12.252	0.000	0.00%	12.252	0.000	0.00%	12.622	0.37	3.02%	14.251	1.629	12.91%
MAES, DAVID F	NONE	22.354	22.354	0.000	0.00%	22.354	0.000	0.00%	22.801	0.447	2.00%	22.801	0.000	0.00%
MAES, STEVE A	AFSME	15.596	15.596	0.000	0.00%	15.596	0.000	0.00%	15.908	0.312	2.00%	15.908	0.000	0.00%
MAES-DOYLE, MONIQUE M	AFSME	15.316	17.095	1.779	11.62%	17.095	0.000	0.00%	17.437	0.342	2.00%	17.437	0.000	0.00%
MAESE, RICHARD P	AFSME	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	11.567	1.717	17.43%	11.567	0.000	0.00%
MAESTAS, GEORGE S	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
MAESTAS, IRENE	NONE		9.920											
MAESTAS, JEFF G	AFSME	23.304	23.304	0.000	0.00%	23.304	0.000	0.00%	23.770	0.466	2.00%	23.770	0.000	0.00%
MAESTAS, LARRY	NONE	32.040	32.040	0.000	0.00%									
MAESTAS, LAVINA M	AFSME					12.000			12.241	0.24	2.00%	12.241	0.000	0.00%
MAESTAS, LUIS	NONE	9.920												
MAESTAS, SAMUEL	NONE	25.300	25.300	0.000	0.00%		0.000	0.00%	27.110	1.81	7.15%			
MALCZEWSKI, MATTHEW A	AFSME	13.201	14.521	1.320	10.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
MALDONADO, JEFFERY R	FIRE								11.307			12.382	1.075	9.51%
MALINOWSKI, JOSEPH A	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	12.241	0.901	7.95%	12.241	0.000	0.00%
MANGES, MARY R	AFSME	14.739	14.739	0.000	0.00%	14.739	0.000	0.00%	15.034	0.295	2.00%	15.034	0.000	0.00%
MANNING, DAVID	NONE		9.850											
MANZANARES, ADRIAN	AFSME	17.570	17.570	0.000	0.00%		0.000	0.00%	17.921	0.351	2.00%	17.921	0.000	0.00%
MANZANARES, PETER L	AFSME	32.989	32.989	0.000	0.00%	32.989	0.000	0.00%	33.649	0.66	2.00%	33.649	0.000	0.00%
MARCHI, AMBER T	NONE	17.387	17.387	0.000	0.00%	17.387	0.000	0.00%	17.735	0.348	2.00%	23.937	6.202	34.97%
MARCHI, GELI	NONE					9.850			15.250	5.4	54.82%	15.250	0.000	0.00%
MARCO, RANDALL V	AFSME	24.418	24.418	0.000	0.00%	24.418	0.000	0.00%	24.906	0.488	2.00%	24.906	0.000	0.00%
MARES, ANGELO M	AFSME	16.420	16.420	0.000	0.00%	16.420	0.000	0.00%	18.290	1.87	11.39%	19.230	0.940	5.14%
MARES, CHARLES	FIRE		11.055			12.539	1.454	13.12%	14.020	1.481	11.81%	16.644	2.624	18.72%
MARES, JEFFREY A	AFSME	19.429	19.429	0.000	0.00%	19.429	0.000	0.00%	19.818	0.389	2.00%	19.818	0.000	0.00%
MARES, RICHARD R	NONE	33.888	33.888	0.000	0.00%	33.888	0.000	0.00%						
MARIANI, LUCINDA C	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	13.539	1.472	12.20%	13.539	0.000	0.00%
MARQUEZ, CHARLES S	NONE	14.642	14.642	0.000	0.00%	14.642	0.000	0.00%	14.935	0.293	2.00%	14.935	0.000	0.00%
MARQUEZ, DONALD J	NONE	23.739	23.739	0.000	0.00%	23.739	0.000	0.00%	24.214	0.475	2.00%	24.214	0.000	0.00%
MARQUEZ, DORA A	AFSME	25.100	25.100	0.000	0.00%	25.100	0.000	0.00%	25.602	0.502	2.00%	25.602	0.000	0.00%
MARQUEZ, ELIZABETH	AFSME	13.859	13.859	0.000	0.00%	13.859	0.000	0.00%	14.811	0.952	6.87%	14.811	0.000	0.00%
MARQUEZ, ESTEVAN J	AFSME	23.842	23.842	0.000	0.00%									
MARQUEZ, KATHLEEN M	AFSME	17.984	17.984	0.000	0.00%	17.984	0.000	0.00%	18.344	0.36	2.00%	18.344	0.000	0.00%
MARQUEZ, MARIA S	NONE	9.920	9.920	0.000	0.00%	9.920	0.000	0.00%	10.290	0.37	3.73%	10.510	0.220	2.14%
MARQUEZ, VINCENT C	NONE	25.058	25.058	0.000	0.00%	25.058	0.000	0.00%	25.559	0.501	2.00%	25.559	0.000	0.00%
MARTIN, CHARLE-ANN	POLICE	29.105	29.105	0.000	0.00%	29.105	0.000	0.00%	29.984	0.879	3.02%	29.984	0.000	0.00%
MARTIN, JOAQUIN C	NONE					9.850								
MARTIN, TYRONE	AFSME	12.276	12.276	0.000	0.00%	12.276	0.000	0.00%	12.522	0.246	2.00%			
MARTINEZ, AARON M	AFSME	12.001	12.001	0.000	0.00%									
MARTINEZ, ALBERT A	NONE	30.580	30.580	0.000	0.00%	30.580	0.000	0.00%	31.192	0.612	2.00%	31.192	0.000	0.00%
MARTINEZ, AMANDA J	AFSME	24.656	22.415	-2.241	-9.09%	22.415	0.000	0.00%	22.863	0.448	2.00%	25.149	2.286	10.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ Increase	% Increase	as of 1/13/2012	\$ Increase	% Increase	as of 1/11/2013	\$ Increase	% Increase	as of 10/4/2013	\$ Increase	% Increase
MARTINEZ, BENJAMIN L	AFSME	12,384	12,384	0.000	0.00%	12,384	0.000	0.00%	12,632	0.248	2.00%	12,632	0.000	0.00%
MARTINEZ, BONIFACIA	NONE	9,920												
MARTINEZ, BRYAN L	POLICE											25,310	0.250	1.00%
MARTINEZ, CHRISTOPHER	AFSME	22,415	22,415	0.000	0.00%	22,415	0.000	0.00%	22,863	0.448	2.00%	22,863	0.000	0.00%
MARTINEZ, DANIEL M	AFSME								10,510	-2,850	-21.33%			
MARTINEZ, DANNY M	AFSME	28,423	28,423	0.000	0.00%	27,673	-750	-2.64%	28,226	0.553	2.00%			
MARTINEZ, DARLENE C	AFSME	28,947	28,947	0.000	0.00%	28,947	0.000	0.00%						
MARTINEZ, DARLENE R	AFSME	14,521	14,521	0.000	0.00%	14,521	0.000	0.00%	14,811	0.29	2.00%	14,811	0.000	0.00%
MARTINEZ, DAVID N	AFSME	18,470	18,470	0.000	0.00%	18,470	0.000	0.00%						
MARTINEZ, DAYLENE S	AFSME	14,818	14,818	0.000	0.00%	15,160	342	2.31%	15,565	0.305	2.00%	15,565	0.000	0.00%
MARTINEZ, DOMINIC J	AFSME	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%						
MARTINEZ, EDITH A	NONE	29,751	29,751	0.000	0.00%	29,751	0.000	0.00%	30,346	0.595	2.00%	30,346	0.000	0.00%
MARTINEZ, ELIAS	NONE	9,850												
MARTINEZ, ELIZA A	AFSME	11,340												
MARTINEZ, ERIC B	NONE	40,240	44,264	4,024	10.00%									
MARTINEZ, ERICA J	NONE	34,401	34,401	0.000	0.00%	39,516	5,115	15.03%	45,149	0.885	2.00%	45,149	0.000	0.00%
MARTINEZ, FLORA L	AFSME	21,411	21,411	0.000	0.00%	21,411	0.000	0.00%	40,361	0.791	2.00%	40,361	0.000	0.00%
MARTINEZ, FREDDIE J	FIRE	16,237	16,391	0.154	0.95%	18,323	2,086	11.79%	21,839	0.428	2.00%	21,839	0.000	0.00%
MARTINEZ, GARY A	NONE	10,000	10,000	0.000	0.00%	10,000	0.000	0.00%	18,681	0.358	1.95%	19,835	1.154	6.18%
MARTINEZ, GARY F	AFSME	23,093	23,093	0.000	0.00%	23,093	0.000	0.00%	10,496	0.496	4.96%			
MARTINEZ, GERALD M	NONE	23,946	23,946	0.000	0.00%	23,946	0.000	0.00%	23,555	0.462	2.00%	23,555	0.000	0.00%
MARTINEZ, GILBERT	NONE	33,000							24,425	0.479	2.00%	24,425	0.000	0.00%
MARTINEZ, GREGORY B	AFSME	24,995	24,995	0.000	0.00%	24,995	0.000	0.00%						
MARTINEZ, ISAAC	NONE	11,000	11,000	0.000	0.00%				25,495	0.5	2.00%	25,495	0.000	0.00%
MARTINEZ, ISAAC D	POLICE	12,497	12,497	0.000	0.00%				11,220					
MARTINEZ, JAMES A JR	NONE													
MARTINEZ, JAMES G	AFSME	25,816	25,816	0.000	0.00%	25,816	0.000	0.00%	27,795			27,795	0.000	0.00%
MARTINEZ, JASON	AFSME	13,500	13,500	0.000	0.00%	15,000	1,500	11.11%	28,965	3.149	12.20%	26,332	-2,633	-9.09%
MARTINEZ, JASON F	AFSME	12,001	12,001	0.000	0.00%	14,521	2,520	21.00%	15,300	0.3	2.00%	15,300	0.000	0.00%
MARTINEZ, JEFFREY M	AFSME	18,253	18,253	0.000	0.00%	18,253	0.000	0.00%	14,811	0.29	2.00%	14,811	0.000	0.00%
MARTINEZ, JENNIFER E	NONE	13,905	13,905	0.000	0.00%	13,905	0.000	0.00%	18,618	0.365	2.00%	18,618	0.000	0.00%
MARTINEZ, JEREMY L	AFSME	11,539	11,539	0.000	0.00%	11,539	0.000	0.00%	14,183	0.278	2.00%	14,183	0.000	0.00%
MARTINEZ, JEROME	FIRE	20,626	20,626	0.000	0.00%	20,626	0.000	0.00%	11,770	0.231	2.00%	11,770	0.000	0.00%
MARTINEZ, JERRY L	AFSME	18,310	18,310	0.000	0.00%	18,310	0.000	0.00%	21,237	0.611	2.96%	21,445	0.208	0.98%
MARTINEZ, JESSICA L	AFSME	13,596	13,596	0.000	0.00%	13,596	0.000	0.00%						
MARTINEZ, JOHN A	AFSME	15,605	15,605	0.000	0.00%	15,605	0.000	0.00%	13,868	0.272	2.00%	13,868	0.000	0.00%
MARTINEZ, JOHNNY M	NONE	17,884				17,884	0.000	0.00%	15,917	0.312	2.00%	15,917	0.000	0.00%
MARTINEZ, JUAN A	AFSME								18,424	0.54	3.02%	23,930	4,606	25.00%
MARTINEZ, JUDY L	AFSME	11,510	11,510	0.000	0.00%	11,510	0.000	0.00%	25,180			25,180	0.000	0.00%
MARTINEZ, JULIAN S	POLICE	27,147	27,147	0.000	0.00%	27,147	0.000	0.00%	11,740	0.23	2.00%			
MARTINEZ, KEVIN J	AFSME	15,499	15,499	0.000	0.00%	15,499	0.000	0.00%	27,967	0.82	3.02%	27,967	0.000	0.00%
MARTINEZ, LEANDRO J	NONE	10,913							15,809	0.31	2.00%	15,809	0.000	0.00%
MARTINEZ, LETITIA J	POLICE	19,442	19,442	0.000	0.00%	19,442	0.000	0.00%						
MARTINEZ, LILLIAN	NONE	14,935	14,935	0.000	0.00%	14,935	0.000	0.00%	25,429	9.987	51.37%	25,730	-3,699	-12.57%
									16,757	1.822	12.20%	16,757	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
MARTINEZ, USA D	NONE								40.800			35.000	-5.800	-14.22%
MARTINEZ, LONI	NONE	27.722	27.722	0.000	0.00%	27.722	0.000	0.00%	28.276	0.554	2.00%	28.276	0.000	0.00%
MARTINEZ, LOREN D	AFSME	14.739	14.739	0.000	0.00%	14.739	0.000	0.00%	15.034	0.295	2.00%	15.034	0.000	0.00%
MARTINEZ, MARCOS D	NONE	33.426	33.426	0.000	0.00%	35.097	1.671	5.00%	35.799	0.702	2.00%	35.799	0.000	0.00%
MARTINEZ, MARIE L	NONE								15.000			15.000	0.000	0.00%
MARTINEZ, MARSHALL E	POLICE								12.739			13.376	0.637	5.00%
MARTINEZ, MATIAS S	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
MARTINEZ, MATTHEW A	FIRE	12.260	13.621	1.361	11.10%	14.021	0.400	2.94%	14.294	0.273	1.95%	14.433	0.139	0.97%
MARTINEZ, MATTHEW ESTATE OF	NONE	0.000												
MARTINEZ, MATTHEW R	POLICE	28.789	27.418	-1.371	-4.76%	27.418	0.000	0.00%	28.246	0.828	3.02%	31.071	2.825	10.00%
MARTINEZ, MAYA F	NONE	36.297	36.297	0.000	0.00%	36.297	0.000	0.00%	37.023	0.726	2.00%	37.023	0.000	0.00%
MARTINEZ, MICHAEL G	FIRE	18.025	18.025	0.000	0.00%	18.475	0.450	2.50%	19.033	0.558	3.02%	19.224	0.191	1.00%
MARTINEZ, NESTOR S	NONE	23.736												
MARTINEZ, PAUL B	NONE	36.516	36.516	0.000	0.00%	36.516	0.000	0.00%	37.246	0.73	2.00%	37.246	0.000	0.00%
MARTINEZ, PETER A	AFSME	24.336	24.336	0.000	0.00%	24.336	0.000	14.97%	28.540	0.56	2.00%	28.540	0.000	0.00%
MARTINEZ, PHILLIP A	FIRE	15.905	16.064	0.159	1.00%	16.064	0.000	0.00%	16.385	0.321	2.00%	16.549	0.164	1.00%
MARTINEZ, PHILLIP A	AFSME	10.904	11.340	0.436	4.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
MARTINEZ, RAUL	AFSME	22.318	22.318	0.000	0.00%	22.318	0.000	0.00%	22.764	0.446	2.00%	22.764	0.000	0.00%
MARTINEZ, ROBERT S	POLICE	25.062	22.784	-2.278	-9.09%									
MARTINEZ, STEVE A	AFSME								11.567			11.567	0.000	0.00%
MARTINEZ, THERESE	AFSME	11.340	11.340	0.000	0.00%		0.000	0.00%	14.811	3.471	30.61%	14.811	0.000	0.00%
MARTINEZ, TONY S	AFSME	28.985	28.985	0.000	0.00%	28.985	0.000	0.00%	29.565	0.58	2.00%	29.565	0.000	0.00%
MARTINEZ, VIVIAN J TO THE ESTATE OF	NONE	36.164	36.164	0.000	0.00%	36.164	0.000	0.00%						
MARTINEZ, YOLANDA L	AFSME	21.962	21.962	0.000	0.00%	21.962	0.000	0.00%	22.401	0.439	2.00%	22.401	0.000	0.00%
MARTINEZ-DENKO, YVONNE	NONE					18.523			18.893	0.37	2.00%	18.893	0.000	0.00%
MARTINEZ-DURAN, AMY L	NONE	31.508	31.508	0.000	0.00%	31.508	0.000	0.00%	32.138	0.63	2.00%	32.138	0.000	0.00%
MASCARENAS, ALAN	NONE	35.675	35.675	0.000	0.00%	39.243	3.568	10.00%	40.028	0.785	2.00%	38.630	-1.398	-3.49%
MASCARENAS, BRIAN E	AFSME	20.782	24.753	3.971	19.11%	24.753	0.000	0.00%	25.233	0.48	1.94%	25.233	0.000	0.00%
MASCARENAS, DAVID J	AFSME	16.695	16.695	0.000	0.00%	16.695	0.000	0.00%	17.029	0.334	2.00%	17.029	0.000	0.00%
MASCARENAS, KAREN D	POLICE	26.420		0.000	0.00%	26.420	0.000	0.00%	27.213	0.793	3.00%	27.213	0.000	0.00%
MASHBURN, FRED	AFSME					30.000			30.600	0.6	2.00%	30.600	0.000	0.00%
MASSARO, FRED	FIRE	17.186	17.186	0.000	0.00%	16.786	-0.400	-2.33%	17.282	0.496	2.95%	17.450	0.168	0.97%
MASSE, MOLLY M	AFSME								19.714			19.714	0.000	0.00%
MAXWELL, EDWARD E	NONE	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	10.496	0.646	6.56%	10.850	0.354	3.37%
MAYNES, BENJAMIN	AFSME	25.480	25.480	0.000	0.00%									
MCCLUSKEY, MICHAEL	POLICE	20.528	21.923	1.395	6.80%	23.923	0.000	0.00%	25.819	1.896	7.93%	25.146	-0.673	-2.61%
MCCORD, CHRISTOPHER E	POLICE	20.528		4.534	22.09%	25.062	0.000	0.00%	25.819	0.757	3.02%	32.615	6.796	26.32%
MCCORMICK, KATHRYN A	NONE	48.002												
MCCOY, MICHAEL B	AFSME	13.201	13.201	0.000	0.00%									
MCCULLEY, LANI JO	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
MCDONALD, DARRELL	NONE	9.920	9.920	0.000	0.00%	9.920	0.000	0.00%	10.496	0.576	5.81%			
MCFALL, MELISSA A	AFSME	11.510	12.260	0.750	6.52%	11.510	-0.750	-6.12%	11.740	0.23	2.00%	11.740	0.000	0.00%
MEADOWS, DEANN	NONE								12.000					
MEDINA, ANITA C	AFSME	15.327	17.095	1.768	11.54%	20.551	3.456	20.22%	20.962	0.411	2.00%	19.056	-1.906	-9.09%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ Increase	% Increase	as of 1/13/2012	\$ Increase	% Increase	as of 1/11/2013	\$ Increase	% Increase	as of 10/4/2013	\$ Increase	% Increase
MEDINA, CYNTHIA	AFSME	11,340	11,340	0.000	0.00%	16,793	0.000	0.00%	17,879	1,086	6.47%	17,129	-750	-4.19%
MEDINA, DONALD K	AFSME	16,793	16,793	0.000	0.00%	17,333	0.000	0.00%	17,680	0.347	2.00%	17,680	0.000	0.00%
MEDINA, ISAIAH	NONE	9,970				18,322	1,931	11.78%	18,681	0.359	1.96%	18,864	0.183	0.98%
MEDINA, RICHARD	AFSME	17,333	17,333	0.000	0.00%	17,333	0.000	0.00%	17,333	0.000	0.00%	17,333	0.000	0.00%
MENDEZ, GERALD	FIRE	16,237	16,391	0.154	0.95%	16,391	0.000	0.00%	16,391	0.000	0.00%	16,391	0.000	0.00%
MENDIOLA, LEE	NONE													
MENDONCA, CARLOS M	AFSME													
MENDONCA, ORLANDO S	AFSME	25,098	25,098	0.000	0.00%	25,098	0.000	0.00%	25,600	0.502	2.00%	25,600	0.000	0.00%
MENDONCA, ORLANDO S	AFSME	12,480	12,480	0.000	0.00%	12,480	0.000	0.00%	12,730	0.25	2.00%	12,730	0.000	0.00%
MENDONCA, ROSEMARY	NONE	16,995	16,995	0.000	0.00%	16,995	0.000	0.00%	17,335	0.34	2.00%	17,335	0.000	0.00%
MENKEN, JOHN D	NONE	12,500	12,500	0.000	0.00%	12,500	0.000	0.00%	12,500	0.000	0.00%	12,500	0.000	0.00%
MERCADO, ANDRES J	FIRE					15,234	15,234		16,479	1,245	8.17%	16,479	0.000	0.00%
MERRILL, LISA S	AFSME					18,000	18,000		18,910	0.91	5.06%	19,890	0.980	5.18%
MESERVE, RACHEL A	POLICE	22,784	23,923	1,139	5.00%				19,714			19,714	0.000	0.00%
MESSER, BARBARA	AFSME								16,644	0.326	2.00%	16,810	0.166	1.00%
MICHEL, CHRISTOPHER	FIRE	11,085	12,260	1,175	10.60%	16,311	4,058	33.10%						
MIERA, EDWARD B	NONE													
MIETZNER, JAMES H	POLICE	22,558												
MIHELIC, JOSH R	FIRE	16,237	16,391	0.154	0.95%	15,991	-400	-2.44%	16,303	0.312	1.95%	16,462	0.159	0.98%
MILES, JOHN C	POLICE					15,588			21,236	5,648	36.23%	22,803	1,567	7.38%
MILLEA, JUSTIN T	FIRE	14,021												
MILLER, AARON A	FIRE	16,305	16,464	0.159	0.98%	16,464	0.000	0.00%	18,474	0.804	4.55%	18,658	0.184	1.00%
MILLER, ANGELA C	AFSME	13,161	13,161	0.000	0.00%	13,161	0.000	0.00%	13,424	0.263	2.00%	13,424	0.000	0.00%
MILLER, DANETTE M	AFSME	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
MILLER, GEORGE	NONE	15,000	15,000	0.000	0.00%	15,000	0.000	0.00%	15,300	0.3	2.00%	15,300	0.000	0.00%
MILLER, GEORGE	AFSME					22,550								
MILLER, GRAHAM R	FIRE	15,837	15,991	0.154	0.97%	15,991	0.000	0.00%	16,303	0.312	1.95%	16,462	0.159	0.98%
MILLER, THOMAS	NONE	17,004	17,004	0.000	0.00%	18,704	1,700	10.00%	25,500	6,796	36.33%	25,500	0.000	0.00%
MILLIANO, JORDAN A	NONE								10,290			10,510	0.220	2.14%
MILLICAN, DAVID	NONE	55,677												
MIRAMONTES, LUIS A	AFSME	11,340	11,340	0.000	0.00%									
MIRAMONTES, MANUEL	AFSME	11,340	11,340	0.000	0.00%									
MONDRAGON, BRUCE ESTATE OF	AFSME	11,340	11,340	0.000	0.00%									
MONDRAGON, GLORIA E	AFSME	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
MONDRAGON, JEROME M	AFSME	12,181	12,181	0.000	0.00%	12,181	0.000	0.00%	12,425	0.244	2.00%	12,425	0.000	0.00%
MONDRAGON, JEROME T	AFSME	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
MONDRAGON, TOM L	AFSME	25,070	25,070	0.000	0.00%	25,070	0.000	0.00%	25,571	0.501	2.00%			
MONGET, JOHN P	POLICE	29,105	29,105	0.000	0.00%	29,105	0.000	0.00%						
MONTANO, AMANDA	POLICE													
MONTANO, FREDDY A	AFSME	11,510	11,510	0.000	0.00%	11,510	0.000	0.00%	11,740	0.23	2.00%	11,740	0.000	0.00%
MONTANO, GARY E	AFSME	22,915				20,245								
MONTANO, GILDA J	AFSME	20,245	20,245	0.000	0.00%	20,245	0.000	0.00%	20,650	0.405	2.00%	20,650	0.000	0.00%
MONTANO, JUDAH BEN A	POLICE	22,784	23,479	0.695	3.05%	23,479	0.000	0.00%	27,415	3,936	16.76%	30,157	2,742	10.00%
MONTANO, KATHLEEN	NONE								10,290			10,510	0.220	2.14%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
MONTANO, MARIA LOUISE	NONE	9.980	9.980	0.000	0.00%	9.980	0.000	0.00%						
MONTANO, MIKE A	AFSME	22.967	22.967	0.000	0.00%									
MONTANO, THOMAS J	NONE	30.160	30.160	0.000	0.00%	30.160	0.000	0.00%	30.763	0.603	2.00%	30.763	0.000	0.00%
MONTMAN, JAMES H	NONE	48.739	48.739	0.000	0.00%	48.739	0.000	0.00%	49.714	0.975	2.00%			
MONTOYA, AMADEO P	NONE	30.029	30.029	0.000	0.00%	30.029	0.000	0.00%	30.630	0.601	2.00%	30.630	0.000	0.00%
MONTOYA, ANDREW J	FIRE	12.260	13.621	1.361	11.10%	14.021	0.400	2.84%	15.683	1.662	11.85%	15.836	0.153	0.98%
MONTOYA, BRYAN R	AFSME	22.340	22.340	0.000	0.00%	22.340	0.000	0.00%	22.787	0.447	2.00%	22.787	0.000	0.00%
MONTOYA, CARLOS	NONE	9.980	9.980	0.000	0.00%									
MONTOYA, CHRIS	NONE	9.850												
MONTOYA, CRISTY J	AFSME	13.793	13.793	0.000	0.00%	13.793	0.000	0.00%	14.069	0.276	2.00%	14.069	0.000	0.00%
MONTOYA, DANNY R	AFSME	19.924	19.924	0.000	0.00%	19.924	0.000	0.00%	20.322	0.398	2.00%	20.322	0.000	0.00%
MONTOYA, DIANA C	AFSME	14.392	14.392	0.000	0.00%									
MONTOYA, EDWARD E	NONE								10.290			10.510	0.220	2.14%
MONTOYA, EDWARD J	AFSME	14.843	14.843	0.000	0.00%	14.843	0.000	0.00%	15.140	0.297	2.00%	15.140	0.000	0.00%
MONTOYA, EDWARD J	AFSME	12.693	12.693	0.000	0.00%				13.465	0.264	2.00%	13.465	0.000	0.00%
MONTOYA, ERICA	POLICE	15.588	19.676	4.088	26.23%	22.137	2.459	12.50%	25.083	2.948	13.32%	25.083	0.000	0.00%
MONTOYA, EVALINA G	NONE	9.920												
MONTOYA, FLORA S	NONE	15.176	15.176	0.000	0.00%	15.176	0.000	0.00%	15.480	0.304	2.00%	15.480	0.000	0.00%
MONTOYA, FRANK R	AFSME	25.633	25.633	0.000	0.00%	25.633	0.000	0.00%	26.146	0.513	2.00%	26.146	0.000	0.00%
MONTOYA, GENE A	AFSME	21.851	21.851	0.000	0.00%	21.851	0.000	0.00%	22.288	0.437	2.00%	22.288	0.000	0.00%
MONTOYA, ISAAC R	FIRE	11.085	12.260	1.175	10.60%		1.176	10.00%	13.756	0.27	2.00%	13.894	0.138	1.00%
MONTOYA, JAMES	NONE								10.496			10.510	0.014	0.13%
MONTOYA, JIMMIE E	POLICE	23.923	23.923	0.000	0.00%	25.062	1.139	4.76%	25.819	0.757	3.02%	25.146	-0.673	-2.61%
MONTOYA, JOE	AFSME	15.020												
MONTOYA, JOHN P	NONE		9.850											
MONTOYA, JONATHAN	AFSME								25.229			23.550	-1.679	-6.66%
MONTOYA, JOSHUA	NONE	9.850				11.000								
MONTOYA, LARRY J	FIRE	22.850												
MONTOYA, LEN P	AFSME	24.241	24.241	0.000	0.00%	24.241	0.000	0.00%	24.726	0.485	2.00%	24.726	0.000	0.00%
MONTOYA, LEONARD L	AFSME	11.340		0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%			
MONTOYA, LEOPOLDO	NONE	27.825	27.825	0.000	0.00%	27.825	0.000	0.00%	28.382	0.557	2.00%	28.382	0.000	0.00%
MONTOYA, LONGINO R	AFSME	15.851	15.851	0.000	0.00%	15.851	0.000	0.00%	16.168	0.317	2.00%	16.668	0.500	3.09%
MONTOYA, LOUIS A	POLICE	27.147	27.147	0.000	0.00%	27.147	0.000	0.00%	27.967	0.82	3.02%	27.967	0.000	0.00%
MONTOYA, MARGARET	AFSME	25.753	25.753	0.000	0.00%									
MONTOYA, MARK	AFSME	16.316	16.316	0.000	0.00%	16.316	0.000	0.00%	16.642	0.326	2.00%	16.642	0.000	0.00%
MONTOYA, MELANIE	NONE	24.336	24.336	0.000	0.00%	24.336	0.000	0.00%	24.823	0.487	2.00%	24.823	0.000	0.00%
MONTOYA, MICHELLE	AFSME	25.938		0.000	0.00%	25.938	0.000	0.00%	26.457	0.519	2.00%	26.457	0.000	0.00%
MONTOYA, PABLO	NONE								12.000			12.000	0.000	0.00%
MONTOYA, PAUL A	AFSME	15.658	15.658	0.000	0.00%	15.658	0.000	0.00%	15.971	0.313	2.00%	15.971	0.000	0.00%
MONTOYA, PHILLIP	NONE	9.850												
MONTOYA, RANDALL K	AFSME					11.340			11.567	0.227	2.00%	11.567	0.000	0.00%
MONTOYA, RICK D	AFSME	27.935	27.935	0.000	0.00%	27.935	0.000	0.00%	28.494	0.559	2.00%			
MONTOYA, ROBERT B	AFSME	13.000	13.000	0.000	0.00%	21.900	8.900	68.46%	22.338	0.438	2.00%	22.338	0.000	0.00%
MONTOYA, RUDOLFO	AFSME	14.623	14.623	0.000	0.00%	14.623	0.000	0.00%	14.915	0.292	2.00%	14.915	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
MONTOYA, RYAN T	NONE	9.920	9.920	0.000	0.00%									
MONTOYA, SAMUEL F	AFSME	16.038	16.038	0.000	0.00%	16.038	0.000	0.00%	16.359	0.321	2.00%	16.359	0.000	0.00%
MONTOYA, SANDRA	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%			
MONTOYA, SHAUN	NONE					18.000			23.011	5.011	27.84%	23.011	0.000	0.00%
MONTOYA, THOMAS D	AFSME	19.539	19.539	0.000	0.00%	19.539	0.000	0.00%	19.930	0.391	2.00%	19.930	0.000	0.00%
MONTOYA, VANESSA	AFSME	11.340	11.340	0.000	0.00%									
MONTOYA, VINCENT S	NONE	31.323	31.323	0.000	0.00%	31.323	0.000	0.00%	31.949	0.626	2.00%	35.144	3.195	10.00%
MONTOYA-VALENTINE, CELESTE	NONE	32.703	32.703	0.000	0.00%	32.703	0.000	0.00%	33.357	0.654	2.00%	33.357	0.000	0.00%
MOODY, SEAN	NONE					40.000			40.800	0.8	2.00%	40.000	-0.800	-1.96%
MOONEY, CHRISTOPHER	POLICE								19.114			21.025	1.911	10.00%
MOORE, JASON	FIRE	16.980	18.322	1.342	7.90%	19.265	0.283	5.1%	19.643	0.378	1.96%			
MOORE, MELANIE K	NONE	24.760	24.760	0.000	0.00%	24.760	0.000	0.00%	25.255	0.495	2.00%	25.255	0.000	0.00%
MOORE, WILLIAM A	AFSME	20.000	20.000	0.000	0.00%	20.000	0.000	0.00%	20.400	0.4	2.00%	20.400	0.000	0.00%
MOQUINO, GARY S	AFSME	25.775	25.775	0.000	0.00%	25.775	0.000	0.00%	26.291	0.516	2.00%	26.291	0.000	0.00%
MORA, SUSAN	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	14.811	1.61	12.20%	14.811	0.000	0.00%
MORALES, EFREN M	AFSME	20.614	23.837	3.223	15.64%	24.580	0.750	3.15%	25.064	0.477	1.94%	25.064	0.000	0.00%
MORALES, ELOY	AFSME	13.201	13.201	0.000	0.00%									
MORALES, INES A	NONE	27.951	27.951	0.000	0.00%	27.951	0.000	0.00%	28.510	0.559	2.00%	28.510	0.000	0.00%
MORALES, MANNY P	NONE	17.470	17.470	0.000	0.00%	17.470	0.000	0.00%	17.819	0.349	2.00%	17.819	0.000	0.00%
MORALES, STEPHEN A	AFSME	20.072	20.528	0.456	2.27%	25.948	5.42	26.40%	26.467	0.519	2.00%	26.467	0.000	0.00%
MORENO, DANIELLE J	NONE								12.500			12.500	0.000	0.00%
MORENO, EDWARD M	AFSME	11.510	11.510	0.000	0.00%									
MORENO, JUAQUIN	NONE								10.496			10.510	0.014	0.13%
MORGAN, MARTIN D	FIRE	16.547	15.259	-1.288	-7.78%									
MORGAN, MELVILLE L	NONE					52.885			53.943	1.058	2.00%			
MORTIMER, KATHERINE	AFSME	32.752	32.752	0.000	0.00%	32.752	0.000	0.00%	33.407	0.655	2.00%	33.407	0.000	0.00%
MOSSMAN, BOBBI	NONE	32.726	32.726	0.000	0.00%	32.726	0.000	0.00%	32.726	0	0.00%	38.493	5.767	17.62%
MOULTON, JOSEPH	NONE	11.083												
MOYA, BRIAN J	FIRE	16.147	16.147	0.000	0.00%	15.747	-0.400	-2.48%	16.223	0.476	3.02%	16.223	0.000	0.00%
MOYA, CRUZ E	NONE													
MOYA, IGNACIO T	AFSME	12.114	12.114	0.000	0.00%	12.114	0.000	0.00%	12.356	0.242	2.00%	12.356	0.000	0.00%
MOYA, MICHAEL R	NONE	26.849	26.849	0.000	0.00%	26.849	0.000	0.00%	34.843	7.994	29.77%	34.843	0.000	0.00%
MOYA, TANDA M	AFSME	21.781	21.781	0.000	0.00%	21.781	0.000	0.00%						
MUELLER, WAYNE A	FIRE	20.044	20.237	0.193	0.96%	19.837	-0.400	-1.98%	20.226	0.389	1.96%	20.424	0.198	0.98%
MULLER, NICHOLAS J	NONE		9.850											
MULLIN, AMY	AFSME	19.327	19.327	0.000	0.00%									
MULVEY, ROBERT J	NONE					39.920	0.000	0.00%						
MUNIZ, JOE	AFSME								10.900			13.200	2.900	28.16%
MUNOZ, CARLOS R	AFSME	14.830	14.830	0.000	0.00%	14.830	0.000	0.00%	15.127	0.297	2.00%	15.127	0.000	0.00%
MUNOZ, JENNIFER M	POLICE	13.621	16.345	2.724	20.00%	16.345	0.000	0.00%	16.672	0.327	2.00%	21.030	4.358	26.14%
MUNOZ, SANDRA M	AFSME	18.683	18.683	0.000	0.00%	18.683	0.000	0.00%	19.057	0.374	2.00%	19.057	0.000	0.00%
MURPHEY, JOHN	AFSME					25.725			26.240	0.515	2.00%	26.240	0.000	0.00%
MURRAY, NATHANIEL C	FIRE		11.085			12.538	1.453	13.11%	16.479	3.941	31.43%	16.644	0.165	1.00%
NARANJO, REYES	NONE	22.191	22.518	0.327	1.47%	26.749	4.231	18.79%	27.284	0.535	2.00%	27.284	0.000	0.00%

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NARANJO, RICHARD	AFSME	12.970	12.970	0.000	0.00%									
NARVAIZ, BRANDON A	AFSME					11.200								
NATCHER, ELISA	NONE	9.920	9.920	0.000	0.00%									
NAVA, CARLOS	FIRE	16.980	18.322	1.342	7.90%	19.265	0.943	5.15%	19.643	0.378	1.96%	19.835	0.192	0.98%
NAVA, DEANNA	POLICE	29.105	29.105	0.000	0.00%	29.105	0.000	0.00%	29.984	0.879	3.02%			
NEAL, PETER J	POLICE	32.111	32.111	0.000	0.00%	32.111	0.000	0.00%	33.081	0.97	3.02%	33.081	0.000	0.00%
NELSON, DEBORAH R	AFSME	11.510	11.510	0.000	0.00%	11.510	0.000	0.00%						
NEUMANN, RANDY L	NONE	46.172												
NIELSEN, HARVEY C	AFSME	17.249	17.249	0.000	0.00%	17.249	0.000	0.00%	17.594	0.345	2.00%	17.594	0.000	0.00%
NIETO, JOSEPH A	FIRE	12.260	12.260	0.000	0.00%	13.486	1.226	9.99%	15.132	1.646	12.21%	15.283	0.151	1.00%
NIETO, JOSEPH C	POLICE	27.147	28.504	1.357	5.00%	27.147	-1.357	-4.99%	27.967	0.82	3.02%	27.967	0.000	0.00%
NIETO, MATHEW M	FIRE								12.382			13.620	1.238	10.00%
NOBLE, KATE	NONE	28.558	28.558	0.000	0.00%	28.558	0.000	0.00%	34.327	5.769	20.20%	43.270	8.943	26.05%
NOCELLA, ALEXANDER W	POLICE		15.588			20.413	5.825	32.24%	0.000					
NOONAN, NYLES O	FIRE	13.621	15.133	1.512	11.10%	15.133	0.000	0.00%	15.436	0.303	2.00%	15.436	0.000	0.00%
NORIEGA, JOEY	NONE	9.850												
NORIEGA, VIRGINIA B	AFSME	17.670	17.670	0.000	0.00%	17.670	0.000	0.00%	18.023	0.353	2.00%	18.023	0.000	0.00%
NORRIS, WILLIAM D	NONE	34.629	38.092	3.463	10.00%				35.322					
NORTHNESS, SHAUN E	FIRE	30.647	30.941	0.294	0.96%	29.741	-1.106	-3.88%						
NUNEZ, BENJAMIN D	NONE	36.396												
NUTTER, HARVEY	NONE								10.496	0.646	6.56%			
O'BRYAN, MAMIE J	AFSME	16.543	16.543	0.000	0.00%	15.795	-0.750	-4.53%	16.109	0.316	2.00%	16.109	0.000	0.00%
OCANAS, MARCOS G	AFSME		16.100			16.100	0.000	0.00%	16.422	0.322	2.00%	16.422	0.000	0.00%
O'DONOGHUE, CASEY S	POLICE		15.588											
O'HARA, GREGORY	NONE					12.693			13.465	0.772	6.08%	20.000	6.535	48.53%
OLAGUE, DANIEL	AFSME	12.330	12.330	0.000	0.00%	12.330	0.000	0.00%	12.577	0.247	2.00%	12.577	0.000	0.00%
O'LEARY, RICHARD F	POLICE	28.249	28.249	0.000	0.00%	28.249	0.000	0.00%	29.102	0.853	3.02%	29.102	0.000	0.00%
OLGUIN, EVA M	NONE	15.687	15.687	0.000	0.00%									
OLGUIN, MICHAEL J	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	13.260	1.92	16.93%	13.260	0.000	0.00%
OLIVAS, DIEGO	AFSME	25.161	25.161	0.000	0.00%	30.448	2.768	10.00%						
O'REILLY, MATTHEW	NONE	50.500	50.500	0.000	0.00%	50.500	0.000	0.00%	51.510	1.01	2.00%	51.510	0.000	0.00%
ORNELAS, VANESSA	NONE	12.360	12.360	0.000	0.00%	13.110	0.750	6.07%	13.372	0.262	2.00%	14.072	0.700	5.23%
OROZCO, LUIS G	NONE	32.350	32.350	0.000	0.00%	32.350	0.000	0.00%	32.997	0.647	2.00%	32.997	0.000	0.00%
ORTEGA, ADRIANA M	AFSME	24.000	24.000	0.000	0.00%	24.000	0.000	0.00%						
ORTEGA, ANGELO	NONE	40.124	40.124	0.000	0.00%	40.124	0.000	0.00%						
ORTEGA, CHARLES B	AFSME	22.879	22.879	0.000	0.00%	22.879	0.000	0.00%	23.337	0.458	2.00%	23.337	0.000	0.00%
ORTEGA, CHRIS	NONE	44.290												
ORTEGA, CHRIS S	NONE													
ORTEGA, DANIEL L	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ORTEGA, DARLENE	NONE	29.222	29.222	0.000	0.00%	29.222	0.000	0.00%	29.806	0.584	2.00%	29.806	0.000	0.00%
ORTEGA, FLORENCIA F	AFSME	13.939	13.939	0.000	0.00%	13.939	0.000	0.00%	15.639	1.7	12.20%	15.639	0.000	0.00%
ORTEGA, JEROME ESTATE OF	AFSME	22.100	22.100	0.000	0.00%									
ORTEGA, JOHN V	AFSME	17.326	17.326	0.000	0.00%	17.326	0.000	0.00%	17.673	0.347	2.00%	17.673	0.000	0.00%
ORTEGA, JUAN	AFSME	10.904	11.340	0.436	4.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	12.967	1.400	12.10%

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ORTEGA, MANUEL C	AFSME	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	11.567	1.717	17.43%	11.567	0.000	0.00%
ORTEGA, MICHAEL D	AFSME	12.480	12.480	0.000	0.00%	12.480	0.000	0.00%	12.730	0.25	2.00%	12.730	0.000	0.00%
ORTEGA, PETER	NONE	35.275	35.275	0.000	0.00%	35.275	0.000	0.00%	35.981	0.706	2.00%	35.981	0.000	0.00%
ORTEGA, PETER A	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ORTEGA, ROSINA M	NONE	7.500	7.500	0.000	0.00%	7.500	0.000	0.00%	7.500	0	0.00%	7.500	0.000	0.00%
ORTEGA, STEVE E	AFSME	28.203	28.203	0.000	0.00%	28.203	0.000	0.00%	28.767	0.564	2.00%	28.767	0.000	0.00%
ORTIZ, AARON J	POLICE	23.012	24.163	1.151	5.00%	25.313	1.150	4.76%	26.078	0.765	3.02%	32.844	6.766	25.95%
ORTIZ, ALEANDRO	NONE	10.699	10.699	0.000	0.00%	10.699	0.000	0.00%						
ORTIZ, BRENDA M	AFSME	17.265	17.265	0.000	0.00%	17.265	0.000	0.00%	17.610	0.345	2.00%	17.610	0.000	0.00%
ORTIZ, CATALINA M	NONE	9.920	9.920	0.000	0.00%	9.920	0.000	0.00%	10.290	0.37	3.73%	10.510	0.220	2.14%
ORTIZ, CHRISTOPHER R	NONE	23.185	23.185	0.000	0.00%	23.185	0.000	0.00%	28.378	5.193	22.40%	30.000	1.622	5.72%
ORTIZ, DAVID	NONE	13.201												
ORTIZ, ELISEO D	AFSME	13.399	13.399	0.000	0.00%	13.399	0.000	0.00%	12.291	-1.108	-8.27%	12.291	0.000	0.00%
ORTIZ, ERNEST L	AFSME	14.620	16.082	1.462	10.00%	16.082	0.000	0.00%	16.404	0.322	2.00%	18.044	1.640	10.00%
ORTIZ, ESTEVAN N	NONE		9.850				0	0.00%	10.496	0.646	6.56%	13.500	3.004	28.62%
ORTIZ, GEORGE L	NONE	38.854	35.322	-3.532	-9.09%	38.854	-2.530	-9.99%	39.629	0.777	2.00%	42.490	2.861	7.22%
ORTIZ, JOE L	NONE					9.850								
ORTIZ, JOHN	NONE		13.200											
ORTIZ, JONATHAN	FIRE		11.085			12.138	1.053	9.50%	13.620	1.482	12.21%			
ORTIZ, JOSHUA A	NONE								10.496					
ORTIZ, LEONARD A	AFSME	20.207	20.207	0.000	0.00%		0.000	0.00%	22.532	2.325	11.51%	22.532	0.000	0.00%
ORTIZ, MARCIA L	AFSME					12.001			12.241	0.24	2.00%	12.241	0.000	0.00%
ORTIZ, MATHEW E	NONE	14.161	14.161	0.000	0.00%	14.161	0.000	0.00%						
ORTIZ, MELISSA D	NONE	31.508	31.508	0.000	0.00%	31.508	0.000	0.00%	32.138	0.63	2.00%	38.570	6.432	20.01%
ORTIZ, MERLYNE	AFSME	23.817	23.817	0.000	0.00%	23.817	0.000	0.00%	24.293	0.476	2.00%	24.293	0.000	0.00%
ORTIZ, PATRICK W	NONE								11.220			15.000	3.780	33.69%
ORTIZ, RICARDO	NONE	10.000												
ORTIZ, TONY	AFSME	16.100	16.100	0.000	0.00%	16.100	0.000	0.00%	16.422	0.322	2.00%	16.422	0.000	0.00%
OTERO, CHARLES	POLICE	27.147	27.147	0.000	0.00%	27.147	0.000	0.00%	27.967	0.82	3.02%			
OTERO, NIDIA	NONE	11.000												
OUDEKIRK, SCOTT	FIRE	12.260	14.021	1.761	14.36%	14.021	0.000	0.00%	15.683	1.662	11.85%	15.836	0.153	0.98%
OVERMAN, PETER	FIRE	12.260	13.621	1.361	11.10%	14.021	0.400	2.94%	14.294	0.273	1.95%	14.433	0.139	0.97%
OVERMAN, PHILIP J	FIRE	13.533	15.133	1.600	11.82%	15.533	0.400	2.64%	15.836	0.303	1.95%	16.303	0.467	2.95%
OWENS, ASHLEY	FIRE	12.260	14.021	1.761	14.36%	14.021	0.000	0.00%	14.294	0.273	1.95%	14.433	0.139	0.97%
PACHECO, MANUEL	NONE	9.850												
PACHECO, JOHN	NONE	15.359	19.800	4.441	28.91%	19.800	0.000	0.00%	20.196	0.396	2.00%	20.196	0.000	0.00%
PACHECO, KENNETH	NONE	9.850												
PACHECO, LEROY N	NONE	41.934	41.934	0.000	0.00%	41.934	0.000	0.00%	42.773	0.839	2.00%	42.773	0.000	0.00%
PACHECO, LOUELLA M	NONE	17.510	17.510	0.000	0.00%	17.510	0.000	0.00%	17.860	0.35	2.00%	17.860	0.000	0.00%
PACHECO, LOUIE	NONE	30.000	30.000	0.000	0.00%	30.000	0.000	0.00%	30.600	0.6	2.00%			
PACHECO, MARK	NONE	24.461	24.461	0.000	0.00%	24.461	0.000	0.00%	24.950	0.489	2.00%	31.180	6.230	24.97%
PACHECO, TONI T	NONE	7.500	7.500	0.000	0.00%	7.500	0.000	0.00%	7.500	0	0.00%	7.500	0.000	0.00%
PADILLA, ANDREW A	NONE	29.654	29.654	0.000	0.00%	29.654	0.000	0.00%	33.904	4.25	14.33%	38.630	4.726	13.94%
PADILLA, ANTOINETTE R	AFSME	19.615	19.615	0.000	0.00%	19.615	0.000	0.00%	20.007	0.392	2.00%	20.007	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
PADILLA, ARCELIA N	NONE	22.450	22.450	0.000	0.00%	22.450	0.000	0.00%	23.820	1.37	6.10%	25.050	1.230	5.16%
PADILLA, BOBBY L	NONE	28.087	28.087	0.000	0.00%	28.087	0.000	0.00%	28.649	0.562	2.00%	28.649	0.000	0.00%
PADILLA, CHARLEE N	AFSME	13.274	13.274	0.000	0.00%	13.274	0.000	0.00%	13.539	0.265	2.00%	13.539	0.000	0.00%
PADILLA, CHRISTOPHER L	POLICE	27.147	27.147	0.000	0.00%	27.147	0.000	0.00%	27.967	0.82	3.02%	27.967	0.000	0.00%
PADILLA, CINDY R	NONE								48.960			48.960	0.000	0.00%
PADILLA, E CASEY	AFSME	20.284	20.284	0.000	0.00%	20.284	0.000	0.00%	20.690	0.406	2.00%	22.760	2.070	10.00%
PADILLA, JARED P	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
PADILLA, LEONARD	AFSME	20.431	20.431	0.000	0.00%	20.431	0.000	0.00%	25.008	4.577	22.40%	25.008	0.000	0.00%
PADILLA, MATTHEW D	AFSME	24.213	24.213	0.000	0.00%	23.463	-0.750	-3.10%	24.682	1.219	5.20%	24.682	0.000	0.00%
PADILLA, RANDY L	NONE					10.500								
PADILLA, REMY W	AFSME		10.900			11.340	0.440	4.04%	11.567	0.227	2.00%	11.567	0.000	0.00%
PADILLA, SERAFIN Q	NONE	11.812												
PANOSH, DAVID L	AFSME	15.533	15.533	0.000	0.00%	15.533	0.000	0.00%	15.844	0.311	2.00%	15.844	0.000	0.00%
PARRISH, JACOB E	POLICE								19.114			21.236	2.122	11.10%
PARSONS, DANIEL	POLICE	22.581	25.062	2.481	10.99%	25.062	0.000	0.00%	25.819	0.757	3.02%			
PATTY, JASON	POLICE	23.012	23.012	0.000	0.00%	26.612	3.600	15.64%	27.415	0.803	3.02%	27.415	0.000	0.00%
PAUL, MARTY	AFSME	17.834	17.834	0.000	0.00%	17.834	0.000	0.00%	18.191	0.357	2.00%	18.191	0.000	0.00%
PAULK, MARVIN L	NONE	30.552	30.552	0.000	0.00%	33.607	3.055	10.00%	34.279	0.672	2.00%	38.630	4.351	12.69%
PAYNE, JOEY B	AFSME	13.490	13.490	0.000	0.00%	13.490	0.000	0.00%	14.460	0.97	7.19%	15.210	0.750	5.19%
PEABODY, JENNIFER S	AFSME		25.700			25.700	0.000	0.00%	26.214	0.514	2.00%	26.214	0.000	0.00%
PECORELLI, RANDY	POLICE	29.987	29.987	0.000	0.00%		0.000	0.00%	30.893	0.906	3.02%			
PENA, CONSUELO A	AFSME	25.948	25.948	0.000	0.00%	25.948	0.000	0.00%						
PENA, JOE	AFSME	18.093	18.093	0.000	0.00%	18.093	0.000	0.00%	18.455	0.362	2.00%			
PENA, LAURIE A	AFSME	20.962	20.962	0.000	0.00%	20.962	0.000	0.00%	21.381	0.419	2.00%	21.381	0.000	0.00%
PERDUE, WILLIAM B	POLICE					11.776			12.132	0.356	3.02%	12.739	0.607	5.00%
PEREA, ISAAC A	AFSME	12.775	12.775	0.000	0.00%	12.775	0.000	0.00%	13.031	0.256	2.00%	13.031	0.000	0.00%
PEREA, PETER C	NONE	0.000										10.850		
PEREA, STEPHANIE J	AFSME	18.199	18.199	0.000	0.00%	18.199	0.000	0.00%	18.563	0.364	2.00%	18.563	0.000	0.00%
PEREA, ZEKE	AFSME	25.420	25.420	0.000	0.00%	25.420	0.000	0.00%	25.928	0.508	2.00%	25.928	0.000	0.00%
PEREZ, MARY RUTH	NONE					9.850								
PEREZ, MIRAMANE M	POLICE	23.474	23.474	0.000	0.00%	26.612	3.138	13.37%	0.000					
PEREZ, SANDRA K	NONE								29.427			47.775	18.348	62.35%
PERRY, SUSAN	NONE	32.960	32.960	0.000	0.00%	32.960	0.000	0.00%	33.619	0.659	2.00%	33.619	0.000	0.00%
PETERSEN, SVEND A	FIRE								11.307			12.382	1.075	9.51%
PETERSON, MARSHALL	NONE					9.850			10.496	0.646	6.56%	10.510	0.014	0.13%
PETRIE, HOPE	AFSME	10.904	12.090	1.186	10.88%									
PETRIN, JEFFREY	AFSME					22.230								
PETRY, ANDREA L	NONE	13.399	13.399	0.000	0.00%	13.399	1.340	10.00%	13.667	-1.072	-7.27%	20.000	6.333	46.34%
PFEIFER, DAVID	NONE					43.263			45.148	0.885	2.00%	45.148	0.000	0.00%
PHELPS, ANDREW	NONE								37.740			37.740	0.000	0.00%
PHELPS, NICOLE	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
PHILLIPOVICH, LILLIAN O	AFSME	14.222	14.222	0.000	0.00%	14.222	0.000	0.00%	14.506	0.284	2.00%	14.506	0.000	0.00%
PHILLIPS, JONATHAN	AFSME					20.000			20.400	0.4	2.00%			
PICARD, KRISHNA H	NONE					33.654			34.327	0.673	2.00%	34.327	0.000	0.00%

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PIKE, DAVID N	AFSME	34.850	34.850	0.000	0.00%	34.850	0.000	0.00%	35.547	0.697	2.00%	35.547	0.000	0.00%
PINA, DANIA L	NONE	21.630	21.630	0.000	0.00%	22.380	0.750	3.47%	22.828	0.448	2.00%	23.528	0.700	3.07%
PINA, DANIEL	NONE	9.920	10.910	0.990	9.98%	10.910	0.000	0.00%						
PINA, FERNANDO	NONE								11.220			11.220	0.000	0.00%
PINEDA, HERBERTH A	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
PINKSTON, JOHN	AFSME	19.327	19.327	0.000	0.00%	19.327	0.000	0.00%	19.714	0.387	2.00%	19.714	0.000	0.00%
PINNELL, VESTA P	AFSME	14.356	14.356	0.000	0.00%	14.356	0.000	0.00%						
PINO, ISAAC J	NONE		52.000			52.000	0.000	0.00%	53.040	1.04	2.00%	53.040	0.000	0.00%
PLUMMER, JAMES J	POLICE	26.612	26.612	0.000	0.00%	26.612	0.000	0.00%	27.415	0.803	3.02%	27.415	0.000	0.00%
PONCE, ERIC A	POLICE								21.025					
POPULUS, KARLA	AFSME	14.948	14.948	0.000	0.00%	14.948	0.000	0.00%	15.247	0.299	2.00%	15.247	0.000	0.00%
PORTILLO, AMANDA	AFSME					10.500			10.500	0	0.00%	12.240	1.740	16.57%
PORTILLO, JUAN J	AFSME	17.570	17.570	0.000	0.00%	18.44	0.879	5.00%	22.769	4.32	23.42%	28.301	5.532	24.30%
PORTILLO, LORENZO A	AFSME	17.248	20.000	2.752	15.96%	20.000	0.000	0.00%	20.400	0.4	2.00%	20.400	0.000	0.00%
PRADA, BRADLEY	AFSME								29.330	11.23	62.04%	28.580	-0.750	-2.56%
PRADA, MARK	AFSME	11.340	13.201	1.861	16.41%									
PRADA, THERESE M	NONE	27.547	27.547	0.000	0.00%	27.547	0.000	0.00%	28.098	0.551	2.00%	28.098	0.000	0.00%
PRATT, SABRINA V	NONE	39.530	39.530	0.000	0.00%	39.530	0.000	0.00%						
PRATZ, BRUCE A	POLICE	27.969	32.401	4.432	15.85%	30.858	-1.000	-4.76%	31.790	0.932	3.02%	31.790	0.000	0.00%
PRICE, JEANNE E	NONE	34.713	34.713	0.000	0.00%									
PROBASCO, CALVIN H	NONE	36.497	36.497	0.000	0.00%				37.227	0.73	2.00%	37.227	0.000	0.00%
PUGLISI, ALEX A	NONE		37.000			37.000	0.000	0.00%	37.740	0.74	2.00%	41.514	3.774	10.00%
PURDY, MICHAEL D	NONE	36.805	36.805	0.000	0.00%	36.805	0.000	0.00%	37.541	0.736	2.00%	37.541	0.000	0.00%
PURLEY, JOYCE	NONE	21.836	21.836	0.000	0.00%									
QUESADA-ORTIZ, LINDA M	AFSME	13.621	13.621	0.000	0.00%	13.621	0.000	0.00%	13.893	0.272	2.00%	13.893	0.000	0.00%
QUINONES, RUBEN A	AFSME	12.970	12.970	0.000	0.00%									
QUINTANA, CARLOS	NONE	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%						
QUINTANA, DANIEL G	POLICE	22.891	21.801	-0.990	-4.33%									
QUINTANA, DUANE E	AFSME	17.144	17.144	0.000	0.00%	17.144	0.000	0.00%	17.487	0.343	2.00%	17.487	0.000	0.00%
QUINTANA, RENEE A	NONE					9.850	0.000	0.00%						
QUINTANA, RICHARD E	AFSME	18.699	18.699	0.000	0.00%	18.699	0.000	0.00%	19.073	0.374	2.00%	19.073	0.000	0.00%
QUINTANA, ROBERT N	AFSME	13.360	13.360	0.000	0.00%	13.360	0.000	0.00%	14.310	0.95	7.11%	15.050	0.740	5.17%
QUINTANA, SANDRA R	AFSME	16.760	16.760	0.000	0.00%	16.760	0.000	0.00%	17.780	1.02	6.09%	18.690	0.910	5.12%
QUIROZ, KATELYN	NONE		9.850											
RAEL, DAVID E	POLICE	27.692	27.692	0.000	0.00%	27.692	0.000	0.00%	28.528	0.836	3.02%	28.528	0.000	0.00%
RAEL, EDWIN J	NONE	26.749												
RAEL, EVA R	AFSME	12.001		0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
RAEL, JAVIER F	FIRE	20.237	20.237	0.000	0.00%	19.837	-0.400	-1.98%	20.424	0.587	2.96%	20.424	0.000	0.00%
RAEL, RAYMOND J	NONE	33.832	33.832	0.000	0.00%	39.036	15.204	44.94%	50.017	0.981	2.00%	50.017	0.000	0.00%
RAMIREZ JR, CARLOS	NONE		9.920			9.920	0.000	0.00%	10.496	0.576	5.81%	10.510	0.014	0.13%
RAMIREZ, CARLOS E	NONE	27.214	27.214	0.000	0.00%	27.214	0.000	0.00%	27.758	0.544	2.00%	27.758	0.000	0.00%
RAMIREZ, DANIEL P	AFSME	13.608	13.608	0.000	0.00%	13.608	0.000	0.00%	14.811	1.203	8.84%			
RAMIREZ, ERIK	POLICE	11.340	15.588	4.248	37.46%	20.613	5.025	32.24%	22.297	1.684	8.17%	24.645	2.348	10.53%
RAMIREZ, JEREMY C	FIRE	14.157	16.812	2.655	18.75%	16.812	0.000	0.00%	17.148	0.336	2.00%	17.753	0.605	3.53%

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RAMIREZ, JOSHUA	POLICE	20,120	20,120	0.000	0.00%	24,569	4,449	22.11%	25,311	742	3.02%	24,161	-1,150	-4.54%
RAMIREZ, MANUELA E	AFSME	05000												
RAMONE, GERALD F	AFSME	22,100	22,100	0.000	0.00%	22,100	0.000	0.00%	22,542	0.442	2.00%	22,542	0.000	0.00%
RAMSEY, JAMES S	AFSME	10,300	10,300			13,201	2,901	28.17%	13,465	0.264	2.00%	13,465	0.000	0.00%
RAND, AARON	AFSME	17,950	17,950			25,554	8,204	47.29%	27,830	2,276	8.91%	27,830	0.000	0.00%
RANSOM, DANIEL S	NONE	27,593	27,593	0.000	0.00%	27,593	0.000	0.00%						
RASCH, DAVID A	AFSME	33,884	33,884	0.000	0.00%	33,884	0.000	0.00%	34,562	0.678	2.00%	34,562	0.000	0.00%
RASCON, JAVIER	AFSME	10,904	11,340	0.436	4.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
RAVELING, KATHRYN L	NONE	55,677												
REAP, PETER	POLICE	15,588	17,147											
REED, CASSANDRA	POLICE	37,329	24,037	0.000	0.00%	24,037	0.000	0.00%	24,518	0.481	2.00%	24,518	0.000	0.00%
REED, MAUREEN S	NONE	23,524	23,524	0.000	0.00%	23,524	0.000	0.00%	23,994	0.47	2.00%	23,994	0.000	0.00%
REGENSBURG, KAREN D	AFSME								19,714			19,714	0.000	0.00%
REILLY, ADAM J	AFSME	28,798	28,798	0.000	0.00%									
REYNOLDS, STEPHANIE A	AFSME	11,510	11,510	0.000	0.00%	11,510	0.000	0.00%	15,096	3,586	31.16%	15,096	0.000	0.00%
REYNOLDS, SUSAN L	AFSME	23,923	23,923	0.000	0.00%	23,923	0.000	0.00%	28,786	4,863	20.33%	27,415	-1,371	-4.76%
REYNOSA, CHRISTOPHER	POLICE	12,001	12,001	0.000	0.00%	12,001	0.000	0.00%	12,241	0.24	2.00%	12,241	0.000	0.00%
RIDGEWAY, SHANNON M	AFSME	11,510	11,510	0.000	0.00%	11,510	0.000	0.00%	11,740	0.23	2.00%			
RIDGWAY, RONAN	AFSME	11,388	11,388	0.000	0.00%				11,616	0.228	2.00%	11,616	0.000	0.00%
RIOS, PETER C	AFSME	14,421	17,046	2,625	18.20%	17,046	0.000	0.00%	16,978	0.332	1.99%	17,577	0.599	3.53%
RISSO, MARIO D	FIRE								21,236	5,648	36.23%			
RIVER, LUCY A	POLICE	9,920	10,920	1,000	10.08%	10,920	0.000	0.00%						
RIVERA, ANEL	NONE	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
RIVERA, ANTHONY	AFSME	33,717	35,322	1,605	4.76%	35,322	-3,211	-9.09%						
RIVERA, ANTHONY A	POLICE	48,752	37,805	-10,947	-22.45%				14,164			14,164	0.000	0.00%
RIVERA, CHRISTOPHER M	NONE	37,805	37,805	0.000	0.00%									
RIVERA, GERALD C	NONE	23,000	23,000	0.000	0.00%	26,623	3,623	15.75%	27,155	0.532	2.00%	27,155	0.000	0.00%
RIVERA, JAMES	NONE													
RIVERA, JOSEPH S	NONE	10,913												
RIVERA, KIMBERLY A	AFSME	12,474	12,474	0.000	0.00%	12,474	0.000	0.00%	12,723	0.249	2.00%	12,723	0.000	0.00%
RIVERA, LULA F	AFSME	20,626	20,626	0.000	0.00%	20,626	0.000	0.00%						
RIVERA, MATTHEW R	NONE	13,757	22,916	9,159	66.65%	15,284	-7,642	-33.33%	10,290					
RIVERA, MICHEALL	FIRE	21,660	21,660	0.000	0.00%	21,660	0.000	0.00%	15,590	0.306	2.00%	15,746	0.156	1.00%
RIVERA, MIKE J	AFSME	13,201	13,201	0.000	0.00%	13,201	0.000	0.00%	21,685	0.425	2.00%	21,685	0.000	0.00%
RIVERA, PETER	AFSME	27,147	27,147	0.000	0.00%	27,147	0.000	0.00%						
RIVERA, STEPHANIE M	POLICE	21,047	21,047	0.000	0.00%	21,047	0.000	0.00%	21,268	0.421	2.00%	21,268	0.000	0.00%
RIVERA, STEVE	AFSME	39,730	39,730	0.000	0.00%	39,730	0.000	0.00%						
ROBBIN, ANTHONY	NONE													
ROBERTS, MICHAEL	POLICE													
ROBERTS, NENA S	AFSME	29,043	29,043	0.000	0.00%	29,043	0.000	0.00%	25,310	0.741	3.02%	25,310	0.000	0.00%
ROBINSON, RONALD	NONE								11,567			11,567	0.000	0.00%
ROCHA, LARISSA	POLICE	36,306	36,306	0.000	0.00%	36,306	0.000	0.00%	29,624	0.581	2.00%	29,624	0.000	0.00%
RODARTE, ROBERT	NONE								19,114			19,114	0.000	0.00%
									37,032	0.726	2.00%	37,032	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
RODRIGUEZ SR, FARON	POLICE	22,784	25,062	2,278	10.00%	22,784	-2,278	-9.09%	29,858	7,074	31.05%	28,501	-1,357	-4.54%
RODRIGUEZ, ADELE T	NONE	44,052	35,237	-8,815	-20.01%	35,237	0,000	0.00%	35,942	0,705	2.00%	37,942	2,000	5.56%
RODRIGUEZ, BRIAN J	POLICE	15,588	20,819	5,231	33.56%	22,356	1,537	7.38%	24,161	1,805	8.07%	23,949	-0,212	-0.88%
RODRIGUEZ, CESAR M	AFSME	15,973	15,973	0,000	0.00%	15,973	0,000	0.00%	16,292	0,319	2.00%	16,292	0,000	0.00%
RODRIGUEZ, DOMENIC A	AFSME	15,181	15,181	0,000	0.00%	15,181	0,000	0.00%	15,485	0,304	2.00%	15,485	0,000	0.00%
RODRIGUEZ, FELIPE	NONE	9,850	9,850	0,000	0.00%							10,510		
RODRIGUEZ, FRANCES A	AFSME	20,199	20,199	0,000	0.00%	17,188	-3,011	-17.91%	21,685	4,497	26.16%	21,685	0,000	0.00%
RODRIGUEZ, GILBERT P	AFSME	20,003	20,003	0,000	0.00%	20,003	0,000	0.00%	20,403	0,4	2.00%	20,403	0,000	0.00%
RODRIGUEZ, J JESUS	POLICE								21,025			22,803	1,778	8.46%
RODRIGUEZ, JAMES A	AFSME	21,410	21,410	0,000	0.00%	21,410	0,000	0.00%	21,838	0,428	2.00%	21,838	0,000	0.00%
RODRIGUEZ, JANE F	AFSME	16,213	16,213	0,000	0.00%	16,213	0,000	0.00%	16,537	0,324	2.00%	16,537	0,000	0.00%
RODRIGUEZ, JESSICA D	AFSME	14,843	14,843	0,000	0.00%	14,843	0,000	0.00%	15,140	0,297	2.00%	15,140	0,000	0.00%
RODRIGUEZ, MARY E	AFSME	11,340	11,340	0,000	0.00%	11,340	0,000	0.00%	11,567	0,227	2.00%	11,567	0,000	0.00%
RODRIGUEZ, MONIQUE C	AFSME	12,001	12,001	0,000	0.00%	12,001	0,000	0.00%	12,241	0,24	2.00%	12,241	0,000	0.00%
RODRIGUEZ, NATHAN	FIRE		11,085											
RODRIGUEZ, PATRICIA	NONE	39,784	39,784	0,000	0.00%			9.50%	14,020	1,882	15.51%	17,044	3,024	21.57%
RODRIGUEZ, ROBERT	AFSME	13,201	13,201	0,000	0.00%	13,201	0,000	0.00%	13,465	0,264	2.00%	13,465	0,000	0.00%
RODRIGUEZ, ROBERTO	POLICE	20,819	22,356	1,537	7.38%	22,335	-21	-0.09%	24,161	1,826	8.18%	24,161	0,000	0.00%
RODRIGUEZ, SHIRLEY A	AFSME	27,559	27,559	0,000	0.00%	27,559	0,000	0.00%	28,110	0,551	2.00%	28,110	0,000	0.00%
RODRIGUEZ, ZION E	AFSME	11,357	11,357	0,000	0.00%	11,357	0,000	0.00%	11,584	0,227	2.00%	15,480	3,896	33.63%
ROGERS, HAEMI L	NONE	11,000	11,000	0,000	0.00%			0.00%	11,220	0,22	2.00%	11,220	0,000	0.00%
ROIBAL, FELIPE J	AFSME	11,510	11,510	0,000	0.00%	11,510	0,000	0.00%	11,740	0,23	2.00%			
ROLON, ANTHONY C	AFSME	19,731	19,731	0,000	0.00%	19,731	0,000	0.00%	22,480	2,749	13.93%	22,480	0,000	0.00%
ROMERO, ALFRED J	AFSME	24,635	24,635	0,000	0.00%	24,635	0,000	0.00%	27,640	3,005	12.20%	27,640	0,000	0.00%
ROMERO, ALICIA M	AFSME	14,521												
ROMERO, AMANDA R	AFSME	11,340	11,340	0,000	0.00%	11,340	0,000	0.00%	11,567	0,227	2.00%	11,567	0,000	0.00%
ROMERO, ANDRES R	AFSME	10,000	10,000	0,000	0.00%	10,000	0,000	0.00%	12,241	2,241	22.41%	12,241	0,000	0.00%
ROMERO, ANDY G	AFSME	18,412	18,412	0,000	0.00%	18,412	0,000	0.00%	18,780	0,368	2.00%	18,780	0,000	0.00%
ROMERO, BERNADETTE	NONE	14,135	14,135	0,000	0.00%	17,675	3,540	25.04%	23,129	5,454	30.86%	23,129	0,000	0.00%
ROMERO, BRYAN J	NONE	45,429		0,000	0.00%	45,429	0,000	0.00%	46,337	0,908	2.00%	46,337	0,000	0.00%
ROMERO, CLARENCE	NONE	27,402	31,508	4,106	19.8%	31,508	0,000	0.00%	32,138	0,63	2.00%	32,138	0,000	0.00%
ROMERO, DANIEL A	NONE	9,850	9,850	0,000	0.00%				10,496					
ROMERO, DANIEL J	AFSME	15,698	15,698	0,000	0.00%	15,698	0,000	0.00%						
ROMERO, DANIEL P	AFSME								20,100			20,100	0,000	0.00%
ROMERO, DEAN	AFSME								11,540			15,950	4,410	38.21%
ROMERO, DERICK J	NONE		9,850			9,850	0,000	0.00%						
ROMERO, DOMINIC A	AFSME					11,200			11,660	0,46	4.11%			
ROMERO, EDWARD	POLICE	25,606	25,606	0,000	0.00%	25,606	0,000	0.00%	25,606	0	0.00%	25,606	0,000	0.00%
ROMERO, EDWARD H	AFSME	28,383	28,383	0,000	0.00%	28,383	0,000	0.00%	28,951	0,568	2.00%	28,951	0,000	0.00%
ROMERO, ERIC M	AFSME	15,496	15,496	0,000	0.00%	15,496	0,000	0.00%	15,806	0,31	2.00%	15,806	0,000	0.00%
ROMERO, ERNEST A	AFSME	18,048	18,048	0,000	0.00%	18,048	0,000	0.00%	18,409	0,361	2.00%	18,409	0,000	0.00%
ROMERO, FRED A	NONE		9,850			9,850	0,000	0.00%						
ROMERO, GENE M	AFSME		15,020			19,160	4,140	27.56%	19,930	0,77	4.02%	20,960	1,030	5.17%
ROMERO, GILBERT J	AFSME	17,289	17,289	0,000	0.00%	17,289	0,000	0.00%	17,635	0,346	2.00%	17,635	0,000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ Increase	% Increase	as of 1/13/2012	\$ Increase	% Increase	as of 1/11/2013	\$ Increase	% Increase	as of 10/4/2013	\$ Increase	% Increase
ROMERO, GILBERT J	NONE		11.340			11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
ROMERO, GUADALUPE	NONE	9.920												
ROMERO, HENRY	AFSME	33.110	33.110	0.000	0.00%	33.110	0.000	0.00%	33.772	0.662	2.00%	33.772	0.000	0.00%
ROMERO, IRENE K	NONE	25.130	25.130	0.000	0.00%	25.130	0.000	0.00%	25.633	0.503	2.00%	25.633	0.000	0.00%
ROMERO, JACOB D	AFSME	13.274	13.274	0.000	0.00%	13.274	0.000	0.00%	13.539	0.265	2.00%	13.539	0.000	0.00%
ROMERO, JARROD J	NONE	9.850												
ROMERO, JENNIFER C	NONE	18.898	24.550	5.652	29.91%	24.550	0.000	0.00%	27.545	2.995	12.20%	31.677	4.132	15.00%
ROMERO, JOHN J	NONE	39.816	44.264	4.448	11.17%	44.264	0.000	0.00%	45.149	0.885	2.00%	45.149	0.000	0.00%
ROMERO, JOHN P	NONE	16.475	16.475	0.000	0.00%	16.475	0.000	0.00%	20.145	3.67	22.28%	20.145	0.000	0.00%
ROMERO, JOHNNY L	AFSME	14.894	14.894	0.000	0.00%	14.894	0.000	0.00%	15.192	0.298	2.00%	15.192	0.000	0.00%
ROMERO, JOSEPHINE	NONE	9.920	9.920	0.000	0.00%							10.510		
ROMERO, KARYN G	NONE	27.170	27.170	0.000	0.00%	27.170	0.000	0.00%	30.485	3.315	12.20%	30.485	0.000	0.00%
ROMERO, KATHY	NONE	12.360	12.360	0.000	0.00%									
ROMERO, KEVIN L	AFSME	24.794	26.851	2.057	8.30%	26.851	0.000	0.00%	27.388	0.537	2.00%	27.388	0.000	0.00%
ROMERO, LANDIE	AFSME	23.387	23.387	0.000	0.00%									
ROMERO, LARRI	AFSME	14.829	14.829	0.000	0.00%	14.829	0.000	0.00%						
ROMERO, LEONARD	NONE	14.463	18.000	3.537	24.46%	18.000	0.000	0.00%	18.360	0.36	2.00%	18.360	0.000	0.00%
ROMERO, LEONARD	NONE		13.500											
ROMERO, LEVI	AFSME	18.676	18.676	0.000	0.00%	18.676	0.000	0.00%	19.050	0.374	2.00%	19.050	0.000	0.00%
ROMERO, LISA G	POLICE		23.452			23.452	1.11	4.76%						
ROMERO, MANUEL	NONE	14.018	14.018	0.000	0.00%		0.000	0.00%						
ROMERO, MANUEL C	NONE								10.496			10.510	0.014	0.13%
ROMERO, MARISA V	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
ROMERO, MARY L	AFSME	14.356												
ROMERO, MATTHEW J	NONE	9.850												
ROMERO, MAX E	NONE	10.699	10.699	0.000	0.00%									
ROMERO, MICHAEL K	AFSME	25.192	25.192	0.000	0.00%	25.192	0.000	0.00%	25.696	0.504	2.00%	25.696	0.000	0.00%
ROMERO, MONICA M	NONE								10.290			11.319	1.029	10.00%
ROMERO, PATRICK L	AFSME	15.973	15.973	0.000	0.00%	15.973	0.000	0.00%	17.106	1.133	7.09%	17.106	0.000	0.00%
ROMERO, PAUL	AFSME	19.865	19.865	0.000	0.00%	19.865	0.000	0.00%	20.262	0.397	2.00%	22.280	2.018	9.96%
ROMERO, RAYMOND	AFSME	16.403	16.403	0.000	0.00%									
ROMERO, RICHARD	AFSME	12.693	13.201	0.508	4.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
ROMERO, ROBERT H	NONE	0.000												
ROMERO, ROBERT P	NONE	52.994	61.542	8.548	16.13%	61.542	0.000	0.00%	62.773	1.231	2.00%	62.773	0.000	0.00%
ROMERO, RONALD J	AFSME	23.101	23.101	0.000	0.00%	23.101	0.000	0.00%	23.563	0.462	2.00%	23.563	0.000	0.00%
ROMERO, ROSEMARY	NONE	14.161	14.161	0.000	0.00%	14.161	0.000	0.00%						
ROMERO, RUDY L	NONE								10.290					
ROMERO, RYAN S.	POLICE								19.114			20.070	0.956	5.00%
ROMERO, SANDRA	NONE	27.935	27.935	0.000	0.00%	27.935	0.000	0.00%						
ROMERO, SANTIAGO M	NONE	9.850												
ROMERO, SHARON	NONE	23.586	23.586	0.000	0.00%	23.586	0.750	3.18%	24.336	0	0.00%			
ROMERO, STEVEN R	AFSME	16.120	16.120	0.000	0.00%	16.120	0.000	0.00%	16.442	0.322	2.00%	16.442	0.000	0.00%
ROMERO, TEODORO	NONE	9.980												
ROQUE JR, JOSE R	AFSME	24.877	24.877	0.000	0.00%	27.552	2.675	10.75%	42.155	14.603	53.00%	28.103	-14.052	-33.33%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ Increase	% Increase	as of 1/13/2012	\$ Increase	% Increase	as of 1/11/2013	\$ Increase	% Increase	as of 10/4/2013	\$ Increase	% Increase
ROSACKER, CHRIS O	AFSME	29,218	29,218	0.000	0.00%	21,490	0.000	0.00%	21,920	0.43	2.00%	21,920	0.000	0.00%
ROSACKER, PATRICIA A	NONE	33,415	33,415	0.000	0.00%	29,218	0.000	0.00%	29,802	0.584	2.00%	29,802	0.000	0.00%
ROTUNNO, DAVID M	POLICE	9,850	9,850	0.000	0.00%	33,415	0.000	0.00%						
ROTUNNO, JAMES	NONE	33,802	33,802	0.000	0.00%	9,850	0.000	0.00%						
ROUSE, DEBBIE A	NONE	16,126	16,126	0.000	0.00%	33,802	0.000	0.00%	10,496	0.646	6.56%	10,510	0.014	0.13%
ROYBAL, ALBERT A	AFSME	22,660	22,660	0.000	0.00%	16,126	0.000	0.00%	34,478	0.676	2.00%	34,478	0.000	0.00%
ROYBAL, ALICIA A	NONE	24,275	24,275	0.000	0.00%	22,660	0.000	0.00%	16,449	0.323	2.00%	16,449	0.000	0.00%
ROYBAL, CRISTELLA	AFSME	16,764	16,764	0.000	0.00%	24,275	0.000	0.00%	24,761	0.486	2.00%	24,761	0.000	0.00%
ROYBAL, DANIEL	AFSME	11,510	11,510	0.000	0.00%	16,764	0.000	0.00%	13,200			13,200	0.000	0.00%
ROYBAL, DANNY M	AFSME	36,727	36,727	0.000	0.00%	11,510	0.000	0.00%	17,099	0.335	2.00%	17,099	0.000	0.00%
ROYBAL, DAX D	AFSME	12,181	12,181	0.000	0.00%	13,240	1.730	15.03%	13,505	0.265	2.00%	13,505	0.000	0.00%
ROYBAL, ELIZABETH J	NONE	12,001	12,001	0.000	0.00%	36,727	0.000	0.00%	37,462	0.735	2.00%	37,462	0.000	0.00%
ROYBAL, JAMES A	AFSME	12,001	12,001	0.000	0.00%	12,181	0.000	0.00%	12,425	0.244	2.00%	12,425	0.000	0.00%
ROYBAL, JASON D	AFSME	12,001	12,001	0.000	0.00%	12,001	0.000	0.00%	12,241	0.24	2.00%	12,241	0.000	0.00%
ROYBAL, JOSIE	AFSME	12,001	12,001	0.000	0.00%	12,001	0.000	0.00%						
ROYBAL, KENNETH A	NONE	12,288	12,288	0.000	0.00%				10,496			10,510	0.014	0.13%
ROYBAL, LEROY N	AFSME	18,235	18,235	0.000	0.00%	12,288	0.000	0.00%	12,534	0.246	2.00%	12,534	0.000	0.00%
ROYBAL, LINDA M	AFSME	11,340	11,340	0.000	0.00%	18,235	0.000	0.00%	18,600	0.365	2.00%	18,600	0.000	0.00%
ROYBAL, MERJILDO	AFSME	13,893	13,893	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
ROYBAL, MICHAEL	POLICE	27,403	27,403	0.000	0.00%				13,114					
ROYBAL, ORLANDO	NONE	7,500	7,500	0.000	0.00%				10,496	0.646	6.56%	10,510	0.014	0.13%
ROYBAL, PAUL E	AFSME	25,057	25,057	0.000	0.00%	13,893	0.000	0.00%	14,171	0.278	2.00%	14,171	0.000	0.00%
ROYBAL, WALDO R	NONE	27,403	27,403	0.000	0.00%	9,850	0.000	0.00%						
ROYBAL, WALTER R	AFSME	7,500	7,500	0.000	0.00%	27,403	0.000	0.00%						
ROZEMA, ANTHONY J	POLICE	25,057	25,057	0.000	0.00%				21,025			21,236	0.211	1.00%
RUBIO, LOUISE M	NONE	12,001	12,001	0.000	0.00%				7,500	0	0.00%	7,500	0.000	0.00%
RUIZ, AUGUSTIN F	AFSME	21,632	21,632	0.000	0.00%	7,500	0.000	0.00%	25,558	0.501	2.00%	25,558	0.000	0.00%
RUIZ, ENRICO R	AFSME	17,697	17,697	0.000	0.00%	25,057	0.000	0.00%	12,241	0.24	2.00%	12,241	0.000	0.00%
RUIZ, MARCIAL E	AFSME	25,821	25,821	0.000	0.00%	12,001	0.000	0.00%	22,065	0.433	2.00%	22,065	0.000	0.00%
RUIZ, RICHARD J	AFSME	15,183	15,183	0.000	0.00%	21,632	0.000	0.00%	18,051	0.354	2.00%	18,051	0.000	0.00%
RUTE, MIKE W	POLICE	9,970	9,970	0.000	0.00%	17,697	0.000	0.00%	30,157	3.545	13.32%	30,157	0.000	0.00%
RUTE, TAMI	NONE	34,372	34,372	0.000	0.00%	26,612	0.000	0.00%	16,252	0.319	2.00%	17,102	0.850	5.23%
RUTLEDGE, IVENA F	NONE	11,340	11,340	0.000	0.00%	15,933	0.750	4.94%						
RYERSON, SASHA D	NONE	11,340	11,340	0.000	0.00%	34,372	0.000	0.00%	35,059	0.687	2.00%			
SAENZ, LIDIA C	AFSME	31,498	31,498	0.000	0.00%	9,850	0.000	0.00%						
SAGER, KYLE D	AFSME	15,933	15,933	0.000	0.00%	11,340	0.000	0.00%						
SAHAGUN, OCTAVIO	AFSME	11,938	11,938	0.000	0.00%	31,498	0.000	0.00%	32,128	0.63	2.00%	32,128	0.000	0.00%
SAIZ, JOE M	AFSME	11,340	11,340	0.000	0.00%	12,278	-0.750	-5.76%	12,524	0.246	2.00%	12,524	0.000	0.00%
SAIZ, NATHAN R	AFSME	22,487	22,487	0.000	0.00%	15,183	1.199	10.00%	13,451	0.264	2.00%	13,451	0.000	0.00%
SAIZ, PATRICK M	AFSME	20,360	20,360	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
SAIZ, ROSIE J	AFSME	48,752	48,752	0.000	0.00%	22,487	0.000	0.00%	22,937	0.45	2.00%	22,937	0.000	0.00%
SALAS, BARBARA A	NONE	22,550	22,550	0.000	0.00%	48,752	0.000	0.00%	49,727	0.975	2.00%			
SALAS, CARLOS	AFSME													

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
SALAS, ORLANDO H	AFSME	12,181	12,181	0.000	0.00%	12,181	0.000	0.00%	12,425	0.244	2.00%	12,425	0.000	0.00%
SALAYANDIA, JESUS E	AFSME	15,348	17,518	2,170	14.14%	21,197	3,679	21.00%	21,621	0.424	2.00%	21,621	0.000	0.00%
SALAZAR VIGIL, DENISE	NONE	33,222	33,222	0.000	0.00%	33,222	0.000	0.00%						
SALAZAR, MATTHEW	AFSME	23,578												
SALAZAR, ANDREW	AFSME	12,979	12,979	0.000	0.00%	12,979	0.000	0.00%	13,239	0.26	2.00%	13,239	0.000	0.00%
SALAZAR, ANGELICA G	NONE	35,187	35,187	0.000	0.00%	35,250	0.063	0.18%	37,760	2.51	7.12%	40,090	2,330	6.17%
SALAZAR, BEN C	NONE	12,535	12,535	0.000	0.00%	12,535	0.000	0.00%						
SALAZAR, CARLOS	POLICE								25,060					
SALAZAR, CASEY J	POLICE	21,554	23,923	2,369	10.99%	25,062	1,138	4.76%	23,949	-1,113	-4.44%	25,146	1,197	5.00%
SALAZAR, DONNIE	NONE	29,471	29,471	0.000	0.00%	29,471	0.000	0.00%	30,060	0.589	2.00%	30,060	0.000	0.00%
SALAZAR, FREDERICK	AFSME	17,117												
SALAZAR, GERALDINE D	NONE	11,988	11,988	0.000	0.00%	11,988	0.000	0.00%	15,480	3,492	29.13%	15,480	0.000	0.00%
SALAZAR, JENNIE R	NONE	24,594	24,594	0.000	0.00%	24,594	0.000	0.00%	25,086	0.492	2.00%	25,086	0.000	0.00%
SALAZAR, JIM L	NONE	40,666	40,666	0.000	0.00%									
SALAZAR, JONATHAN	AFSME	14,661	15,250	0.589	4.02%				15,555	0.305	2.00%	15,555	0.000	0.00%
SALAZAR, JUSTIN	NONE								10,290					
SALAZAR, LOREN L	AFSME								15,470					
SALAZAR, MARY L	NONE	22,638	22,638	0.000	0.00%	23,388	750	3.31%	23,856	0.468	2.00%	24,556	0.700	2.93%
SALAZAR, MATTHEW	NONE								10,496					
SALAZAR, MICHAEL	AFSME	15,877	15,877	0.000	0.00%	15,877	0.000	0.00%	16,195	0.318	2.00%	16,195	0.000	0.00%
SALAZAR, PAULINE A	AFSME	12,067	12,067	0.000	0.00%		0.000	0.00%	12,308	0.241	2.00%	12,308	0.000	0.00%
SALAZAR, RICHARD A	AFSME	21,262	21,262	0.000	0.00%	21,262	0.000	0.00%						
SALAZAR, VINCENT P	AFSME	13,240												
SALBIDREZ, MARIO G	NONE	26,878	32,619	5,741	21.36%	29,654	-2,965	-9.09%	32,076	2,422	8.17%	42,493	10,417	32.48%
SALGADO, VICTORIA	AFSME	15,194	12,260	-2,934	-19.31%	11,510	-0.750	-6.12%	11,740	0.23	2.00%	11,740	0.000	0.00%
SALIDO, GABRIEL	AFSME	10,904												
SALINAS, NICHOLAS A	FIRE	16,980	17,400	0.170	1.00%	17,579	0.429	2.50%	17,930	0.351	2.00%	18,110	0.180	1.00%
SALISBURY, JOEL	NONE	9,850	9,850	0.000	0.00%									
SAMANIEGO, MELISSA	AFSME		11,340			11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
SANCHEZ, ABRAN J	AFSME	12,181		0.000	0.00%	12,181	0.000	0.00%	12,425	0.244	2.00%	12,425	0.000	0.00%
SANCHEZ, ANTHONY L	NONE					10,600								
SANCHEZ, APRIL S	AFSME	14,634	14,634	0.000	0.00%	14,634	0.000	0.00%	14,927	0.293	2.00%	14,927	0.000	0.00%
SANCHEZ, AUGUSTINE T	NONE	23,140	23,140	0.000	0.00%	23,140	0.000	0.00%	23,603	0.463	2.00%	29,500	5,897	24.98%
SANCHEZ, ERIC	POLICE	15,973	15,973	0.000	0.00%	15,973	0.000	0.00%	19,746	3,773	23.62%	19,746	0.000	0.00%
SANCHEZ, HENRY	AFSME	19,970	19,970	0.000	0.00%	19,970	0.000	0.00%	20,369	0.399	2.00%	20,369	0.000	0.00%
SANCHEZ, HENRY T	AFSME	11,510	11,510	0.000	0.00%	11,510	0.000	0.00%	11,740	0.23	2.00%			
SANCHEZ, JAMES S	NONE	12,500		0.000	0.00%				12,500			12,500	0.000	0.00%
SANCHEZ, JEROME M	POLICE	28,249	34,283	6,034	21.36%	34,283	0.000	0.00%	32,107	-2,176	-6.35%	32,107	0.000	0.00%
SANCHEZ, JERRY N	FIRE	16,481	16,481	1.361	10.75%	16,481	2,460	17.55%	16,810	0.329	2.00%	16,978	0.168	1.00%
SANCHEZ, JESSICA M	POLICE	12,001	15,588	3,587	29.89%	20,613	5,025	32.24%	21,235	0.622	3.02%	23,471	2,236	10.53%
SANCHEZ, JOE P	AFSME	19,484	19,484	0.000	0.00%	19,484	0.000	0.00%	19,874	0.39	2.00%	19,874	0.000	0.00%
SANCHEZ, JOSE A	AFSME	12,480	12,480	0.000	0.00%	12,480	0.000	0.00%	12,730	0.25	2.00%	12,730	0.000	0.00%
SANCHEZ, MANUEL A	NONE	12,000	12,000	0.000	0.00%	12,000	0.000	0.00%						
SANCHEZ, MARK A	AFSME		11,340			11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
SANCHEZ, MIKE P	NONE	9,920	9,920	0.000	0.00%									
SANCHEZ, PATRICK J	POLICE	22,581	23,923	1,342	5.94%	23,923	0.000	0.00%	23,472	-0.451	-1.89%	24,646	1,174	5.00%
SANCHEZ, PAUL A	AFSME	11,510	11,510	0.000	0.00%	11,510	0.000	0.00%	11,740	0.23	2.00%			
SANCHEZ, PEGGY L	AFSME	23,478	22,200	-1,278	-5.44%	22,200	0.000	0.00%	22,644	0.444	2.00%	22,644	0.000	0.00%
SANCHEZ, SANDRA M	AFSME	22,143	22,143	0.000	0.00%	22,143	0.000	0.00%	22,586	0.443	2.00%	22,586	0.000	0.00%
SANCHEZ, STEPHEN	AFSME	15,020												
SANCHEZ, TONY C	AFSME	28,000	28,000	0.000	0.00%	28,000	0.000	0.00%	24,888	-3,112	-11.11%	29,860	4,972	19.98%
SANCHEZ-GILMORE, NOLA M	NONE	0.000												
SANCHEZ-WARREN, CHRISTINE	AFSME	19,085	19,085	0.000	0.00%	19,085	0.000	0.00%	19,467	0.382	2.00%			
SANDOVAL, BENJAMIN A	AFSME	14,292	15,722	1,430	10.01%	15,722	0.000	0.00%	17,640	1,918	12.20%	17,640	0.000	0.00%
SANDOVAL, CARLOS	NONE	16,694	16,694	0.000	0.00%	16,694	0.000	0.00%	17,028	0.334	2.00%	17,028	0.000	0.00%
SANDOVAL, CARLOS I	FIRE								11,307			12,382	1,075	9.51%
SANDOVAL, CHRISTOPHER L	POLICE	15,588	20,819	5,231	33.56%	22,351	1,537	7.38%	24,401	2,045	9.15%	24,401	0.000	0.00%
SANDOVAL, DAMIAN	NONE	15,719	15,719	0.000	0.00%	15,719	1,572	10.00%	17,636	0.345	2.00%	20,041	2,405	13.64%
SANDOVAL, DAVID A	NONE	26,749	26,749	0.000	0.00%	26,749	0.000	0.00%	27,284	0.535	2.00%	27,284	0.000	0.00%
SANDOVAL, DAYNA	NONE	9,920												
SANDOVAL, FREDDY	NONE	12,535	12,535	0.000	0.00%	12,535	0.000	0.00%						
SANDOVAL, JESSICA	AFSME	21,000	21,000	0.000	0.00%	21,000	0.000	0.00%	21,420	0.42	2.00%	21,420	0.000	0.00%
SANDOVAL, JOHNNY S	AFSME	22,487	22,487	0.000	0.00%	22,487	0.000	0.00%						
SANDOVAL, KRISTOFFER	AFSME					10,904			11,567	0.663	6.08%	11,567	0.000	0.00%
SANDOVAL, LAWRENCE M	NONE		24,080				0.000	0.00%						
SANDOVAL, LLOYD	AFSME	12,001	12,001	0.000	0.00%	12,001	0.000	0.00%	12,241	0.24	2.00%	12,241	0.000	0.00%
SANDOVAL, MARGE D	NONE	33,030	33,030	0.000	0.00%	33,030	0.000	0.00%	33,691	0.661	2.00%	33,691	0.000	0.00%
SANDOVAL, MATTHEW G	AFSME	25,720	24,970	-750	-2.92%	30,214	5,244	21.00%	30,818	0.604	2.00%	30,818	0.000	0.00%
SANDOVAL, MAXINE J	AFSME	16,966	16,966	0.000	0.00%	16,966	0.000	0.00%	17,305	0.339	2.00%	17,305	0.000	0.00%
SANDOVAL, MICHAEL L	AFSME	23,268	23,268	0.000	0.00%	23,268	0.000	0.00%	23,733	0.465	2.00%	23,733	0.000	0.00%
SANDOVAL, THEODORO	AFSME	12,001	12,001	0.000	0.00%	12,001	0.000	0.00%	14,688	2,687	22.39%	16,600	1,912	13.02%
SANDOVAL, VANESSA D	AFSME	14,313	14,313	0.000	0.00%									
SANTILLANES, ANGELO D	POLICE	26,878	26,878	0.000	0.00%	26,878	0.000	0.00%	27,690	0.812	3.02%	27,690	0.000	0.00%
SANTOS CARMONA, ASHLEE	NONE					9,850								
SARGENT, ANTHONY M	NONE		10,000			10,000	0.000	0.00%						
SARGENT, MARISA L	AFSME	19,488	19,488	0.000	0.00%	19,488	0.000	0.00%	19,878	0.39	2.00%	19,878	0.000	0.00%
SAUBERS, MARA	NONE	27,233	27,233	0.000	0.00%									
SCHAEFL, JOHN W	NONE	31,793	31,793	0.000	0.00%	38,151	6,358	20.00%	44,125	5,974	15.66%	47,590	3,465	7.85%
SCHAUM, CHRISTOPHER	FIRE	31,243	31,243	0.000	0.00%	20,828	-10,415	-33.34%	21,445	0.617	2.96%	32,568	11,123	51.87%
SCHAUMBERG, MARCOS C	FIRE								11,307			18,573	7,266	64.26%
SCHAUMBURG, JONATHAN M	FIRE	14,421		1,512	10.48%	15,533	-0.400	-2.51%	15,836	0.303	1.95%	15,990	0.154	0.97%
SCHIARO, NICHOLAS	NONE	36,088	45,000	8,912	24.70%	45,000	0.000	0.00%	45,900	0.9	2.00%	53,040	7,140	15.56%
SCHMITT, CARL J	FIRE	19,837	19,837	0.000	0.00%	19,837	0.000	0.00%	20,424	0.587	2.96%	20,424	0.000	0.00%
SCHMITT, MICHAEL A	AFSME	13,201	13,201	0.000	0.00%	13,201	0.000	0.00%						
SCHNEIDER, RHONDA E	AFSME	14,739												
SCHULER, GAIL S	NONE	24,330												
SCHWARCZ, JOEL W	FIRE								11,307			12,382	1,075	9.51%
SCHWENDER, ERIKA B	AFSME		37,500			37,500	0.000	0.00%	42,075	4,575	12.20%			

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SEAVEY, PATRICIA A	NONE	22.219	22.219	0.000	0.00%	24.441	2.222	10.00%	24.930	0.489	2.00%	24.930	0.000	0.00%
SEDLAR, WILLIAM	AFSME	11.539												
SEGURA, BARBARA J	AFSME	11.988	11.988	0.000	0.00%	11.988	0.000	0.00%	12.228	0.24	2.00%	12.228	0.000	0.00%
SEGURA, CLYDE J	POLICE	13.123	13.123	0.000	0.00%	14.671	1.548	11.80%	15.114	0.443	3.02%	15.114	0.000	0.00%
SEGURA, ELVIRA	AFSME	26.237	26.237	0.000	0.00%	26.237	0.000	0.00%						
SEGURA, MARLENE M	AFSME	13.987	13.987	0.000	0.00%	13.987	0.000	0.00%	14.267	0.28	2.00%	14.267	0.000	0.00%
SEIDERER, MARYANNE	AFSME	25.769	25.769	0.000	0.00%	25.769	0.000	0.00%	26.284	0.515	2.00%	26.284	0.000	0.00%
SENA, CHRIS M	AFSME	13.399	13.399	0.000	0.00%	13.399	0.000	0.00%	13.667	0.268	2.00%	13.667	0.000	0.00%
SENA, CYNTHIA E	AFSME	19.074	19.074	0.000	0.00%	19.074	0.000	0.00%	19.455	0.381	2.00%	19.455	0.000	0.00%
SENA, DOMINIC A	AFSME	14.739	14.739	0.000	0.00%	14.739	0.000	0.00%	15.034	0.295	2.00%	15.034	0.000	0.00%
SENA, GERARD M	FIRE	20.428	20.428	0.000	0.00%	20.428	0.000	0.00%	21.045	0.617	3.02%	21.256	0.211	1.00%
SENA, ISIDRO N	AFSME								10.500			13.780	3.280	31.24%
SENA, JAMES	AFSME	11.539	12.001	0.462	4.00%	12.000	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
SENA, JASON D	AFSME	17.570	17.570	0.000	0.00%	17.570	0.000	0.00%	17.921	0.351	2.00%	17.921	0.000	0.00%
SENA, MANUEL I	AFSME	23.903	23.903	0.000	0.00%	23.903	0.000	0.00%						
SENA, MARIA T	AFSME	12.422	12.422	0.000	0.00%	12.422	0.000	0.00%	12.670	0.248	2.00%	12.670	0.000	0.00%
SENA, MARTIN	NONE	26.749	26.749	0.000	0.00%	26.749	0.000	0.00%	27.284	0.535	2.00%	27.284	0.000	0.00%
SENA, REBECCA R	AFSME	12.181	12.181	0.000	0.00%	12.181	0.000	0.00%	12.425	0.244	2.00%	12.425	0.000	0.00%
SERNA, ANTHONY D	AFSME	12.001												
SERNA, JOHNNY J	NONE	10.040	10.040	0.000	0.00%	10.040	0.000	0.00%						
SERRANO, CAROLYN	AFSME								10.496			11.569	1.073	10.22%
SERRANO, FRANK J	AFSME	17.314	17.314	0.000	0.00%	17.314	0.000	0.00%	17.660	0.346	2.00%	17.660	0.000	0.00%
SERRANO, MARCOS	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
SERRANO, PAUL M	FIRE	14.021	15.533	1.512	10.78%	15.533	0.000	0.00%	15.836	0.303	1.95%			
SERRANO, PETE M	AFSME	14.758	14.758	0.000	0.00%	14.758	0.000	0.00%	15.053	0.295	2.00%			
SHARIF-PETTY, MIA R	AFSME	13.905	13.905	0.000	0.00%	13.905	0.000	0.00%	14.183	0.278	2.00%	16.310	2.127	15.00%
SHAW, LEONA R	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
SHEA, RYAN T	AFSME		10.904			11.340	0.436	4.00%	11.567	0.227	2.00%			
SHELLEY, RANDY T	FIRE	18.543	18.809	0.266	1.43%	18.009	-0.800	-4.25%						
SHELTON, BRIAN T	AFSME					38.460			39.229	0.769	2.00%			
SHERR, STEPHEN M	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
SIBLEY, JERRY	AFSME					25.000			25.500	0.5	2.00%	25.500	0.000	0.00%
SIETERS-MARTINEZ, JESSICA	NONE								10.496			10.510	0.014	0.13%
SILVERSTEIN, ALLEN	NONE	9.920	9.920	0.000	0.00%	9.920	0.000	0.00%						
SINGH, JON D	NONE	23.811	23.811	0.000	0.00%	24.561	0.750	3.15%	25.052	0.491	2.00%	25.752	0.700	2.79%
SIQUEIROS, ROBERT M	AFSME	37.248	37.248	0.000	0.00%	37.248	0.000	0.00%	37.993	0.745	2.00%	37.993	0.000	0.00%
SISNEROS, ARLENE	NONE	28.322	28.322	0.000	0.00%	29.072	0.750	2.65%	29.653	0.581	2.00%	32.653	3.000	10.12%
SISNEROS, ARLENE H	NONE	25.723	25.723	0.000	0.00%									
SISNEROS, MICHAEL	NONE		14.176			15.176	0.000	0.00%						
SLATER-HUFF, KRISTIN W	AFSME	17.333	17.333	0.000	0.00%	17.333	0.000	0.00%	17.680	0.347	2.00%	17.680	0.000	0.00%
SMITH, BAE S	NONE	22.219	22.219	0.000	0.00%	22.219	0.000	0.00%	22.663	0.444	2.00%	24.929	2.266	10.00%
SMITH, CHRISTINE	AFSME	13.620	13.620	0.000	0.00%	13.620	0.000	0.00%	14.450	0.83	6.09%	15.200	0.750	5.19%
SMITH, GREGORY T	NONE	37.177	37.177	0.000	0.00%	37.177	0.000	0.00%	37.921	0.744	2.00%	37.921	0.000	0.00%
SMITH, JOHN L	AFSME	28.203	28.203	0.000	0.00%	28.203	0.000	0.00%	28.767	0.564	2.00%			

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
SMITH, JOSEPH T	AFSME	15.350	15.350	0.000	0.00%	15.350	0.000	0.00%	16.280	0.93	6.06%	16.950	0.670	4.12%
SMITH, MARGARET M	NONE	12.500	12.500	0.000	0.00%									
SMITH, MICHAEL L	NONE		20.000			28.000	8.000	40.00%	29.130	1.13	4.04%			
SMITH, SANDRA K	NONE	26.665	26.665	0.000	0.00%									
SMITH, SARA J	AFSME	13.963	14.500	0.537	3.85%	14.500	0.000	0.00%	14.811	0.311	2.14%	19.714	4.903	33.10%
SMITH, TERRANCE	NONE								10.290					
SMITH, WILLIAM F	NONE	36.912	36.912	0.000	0.00%	36.912	0.000	0.00%	37.650	0.738	2.00%	37.650	0.000	0.00%
SNYDER, BRIAN K	NONE	48.000	52.000	4.000	8.33%	52.000	0.000	0.00%	53.040	1.04	2.00%	62.500	9.460	17.84%
SNYDER, BRITTANY R	FIRE	16.980	17.150	0.170	1.00%	17.579	0.429	2.50%	17.930	0.351	2.00%	18.110	0.180	1.00%
SNYDER, JAN M	NONE	26.749	26.749	0.000	0.00%	46.172	19.423	42.1%	47.095	0.923	2.00%	47.095	0.000	0.00%
SOLANO, DANIEL R	AFSME		14.080			13.201	-0.879	-6.2%	13.465	0.264	2.00%	13.465	0.000	0.00%
SOLANO, GERALD	NONE	36.028	36.028	0.000	0.00%	36.028	0.000	0.00%						
SOLANO, ROSE G	AFSME	12.763	12.763	0.000	0.00%	12.763	0.000	0.00%	13.018	0.255	2.00%			
SOLIS, SERGIO	AFSME		12.000			12.000	0.000	0.00%	13.460	1.46	12.17%	13.460	0.000	0.00%
SOLIZ, LORIE K	AFSME	11.613	11.613	0.000	0.00%	11.613	0.000	0.00%	11.845	0.232	2.00%	11.845	0.000	0.00%
SONFLIETH, SUSAN A	NONE	29.799	29.799	0.000	0.00%									
SOSA, ROXANNE O	AFSME	28.825	28.825	0.000	0.00%	28.825	0.000	0.00%						
SOSAYA, EUGENE M	NONE	18.500	18.500	0.000	0.00%	18.500	0.000	0.00%	18.870	0.37	2.00%	18.870	0.000	0.00%
SOVERANEZ, PAT D	NONE	9.920	9.920	0.000	0.00%									
SPANGLE, KATHRYN M	NONE	22.553	22.553	0.000	0.00%	24.808	2.255	10.00%	25.304	0.496	2.00%	25.304	0.000	0.00%
SPEARS, CARMELINA A	NONE	19.570	19.570	0.000	0.00%		0.000	0.00%	19.961	0.391	2.00%	19.961	0.000	0.00%
SPEARS, MILTON T	AFSME	17.640	17.640	0.000	0.00%									
SPENCER, BRADLEY C	AFSME	26.878	26.878	0.000	0.00%									
SPENCER, SHIRLEY J	AFSME	19.743	19.740	-0.003	-0.02%	19.740	0.000	0.00%	20.135	0.395	2.00%	20.135	0.000	0.00%
SPENCER, STEVEN	AFSME								13.200					
SQUIBB, WILLIAM M	FIRE	11.085	12.260	1.175	10.60%	13.886	1.626	13.26%	14.156	0.27	1.94%	15.683	1.527	10.79%
STANLAND, HUNTER S	AFSME		27.500			30.250	2.750	10.00%	30.855	0.605	2.00%	30.855	0.000	0.00%
STASZEWSKI, DANNY J	AFSME	30.975	30.975	0.000	0.00%	30.975	0.000	0.00%	31.595	0.62	2.00%	31.595	0.000	0.00%
STEPHENSON, STUART	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	13.067	1.500	12.97%
STEVENSON, JAMES	AFSME	11.340		1.800	16.41%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
STRAHON, SEAN F	NONE	32.296	29.366	-2.936	-9.09%	32.296	2.936	10.00%	33.271	0.975	3.02%	38.630	5.359	16.11%
STRAUCH, COLIN	NONE	10.500	10.500	0.000	0.00%									
SUBER, MICHAEL J	FIRE	17.000	30.047	13.047	68.37%	20.031	-10.016	-33.33%	20.424	0.393	1.96%	20.624	0.200	0.98%
SUGRUE, RANDY C	AFSME	23.221	24.980	1.759	7.58%	30.226	5.246	21.00%	33.121	2.895	9.58%	33.121	0.000	0.00%
SUZANNE, LIZA	NONE	24.315	33.000	8.685	35.72%	33.000	0.000	0.00%	33.660	0.66	2.00%	33.660	0.000	0.00%
SWANSON, KEVIN	POLICE	15.588												
SWEANY, TRICIA L	AFSME								19.714					
SWEENEY, ANTONIO D	NONE								10.290			10.850	0.560	5.44%
SWEENEY, CLARA B	AFSME	12.655	12.655	0.000	0.00%	12.655	0.000	0.00%	12.908	0.253	2.00%	12.908	0.000	0.00%
SWEENEY, MARTIN	AFSME					10.904								
SWEENEY, YVETTE A	AFSME	18.683	18.683	0.000	0.00%	18.683	0.000	0.00%	19.057	0.374	2.00%	19.057	0.000	0.00%
SWISHER, TED J	AFSME	26.343												
SZABO, LADISLAS	POLICE					15.588			20.525	4.937	31.67%	23.943	3.418	16.65%
TAFOYA, BETTY JO	NONE	25.006	25.006	0.000	0.00%	25.006	0.000	0.00%	25.506	0.5	2.00%	25.506	0.000	0.00%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
TAFOYA, CARLA D	AFSME	14.984	14.984	0.000	0.00%	14.984	0.000	0.00%	15.284	0.3	2.00%	15.284	0.000	0.00%
TAFOYA, DIANE M	NONE					9.850								
TAFOYA, GENE C	AFSME	15.847	15.847	0.000	0.00%	15.847	0.000	0.00%	16.164	0.317	2.00%	16.164	0.000	0.00%
TALAMANTE, SAMANTHA	POLICE		16.367			20.613	4.246	25.94%	22.803	2.19	10.62%	25.083	2.280	10.00%
TALavera, JAVIER T	AFSME	16.475	16.475	0.000	0.00%	16.475	0.000	0.00%	16.805	0.33	2.00%			
TANUZ, VICTOR J	AFSME	13.399												
TAPIA, ANTHONY M	POLICE	23.012	23.012	0.000	0.00%	26.612	3.600	13.64%	27.415	0.803	3.02%	28.786	1.371	5.00%
TAPIA, BRENDA L	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
TAPIA, DANIEL T	AFSME	15.937												
TAPIA, DAVID C	AFSME	18.734	18.734	0.000	0.00%	18.734	0.000	0.00%	19.109	0.375	2.00%	19.109	0.000	0.00%
TAPIA, ELOY	NONE	9.920	9.920	0.000	0.00%									
TAPIA, JASON A	FIRE								11.307			12.382	1.075	9.51%
TAPIA, JERRY F	NONE	24.423	24.423	0.000	0.00%	24.423	0.000	0.00%	24.911	0.488	2.00%	24.911	0.000	0.00%
TAPIA, JUAN F III	AFSME		11.539			14.221	2.682	25.84%	14.811	0.29	2.00%	14.811	0.000	0.00%
TAPIA, LEONARD	AFSME	13.201	14.521	1.320	10.00%		0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
TAPIA, MARY	NONE	29.464	29.464	0.000	0.00%	29.464	0.000	0.00%	30.053	0.589	2.00%	30.053	0.000	0.00%
TAPIA, MITZIE M	AFSME	15.126												
TAPIA, PAUL	AFSME	15.145	15.145	0.000	0.00%	15.145	0.000	0.00%	15.448	0.303	2.00%	15.448	0.000	0.00%
TAPIA, RANDY	NONE					9.850								
TAPIA, RICKY D	AFSME					16.500			17.170	0.67	4.06%	18.060	0.890	5.18%
TARANGO, COSME	AFSME	11.430	11.430	0.000	0.00%		0.000	0.00%	11.890	0.46	4.02%	12.260	0.370	3.11%
TARANGO, MOISES T	AFSME	11.200	11.200	0.000	0.00%									
TELLES, ADELA	AFSME	14.526	14.526	0.000	0.00%	14.526	0.000	0.00%	14.817	0.291	2.00%	14.817	0.000	0.00%
TELLES, ROBERT F	POLICE								25.060			25.310	0.250	1.00%
TENA, MARIA ISABEL	POLICE		15.588			19.676	4.088	26.23%	21.236	1.56	7.93%	25.818	4.582	21.58%
TENORIO, ROBERT D	AFSME	13.201	13.201	0.000	0.00%									
TERRY, J ADRIAN	NONE		32.587											
THEODORE, KATERI	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
THOMASON, LYNDON	AFSME					22.550								
TIBBETTS, MARK S	NONE	30.774		0.000	0.00%	30.774	0.000	0.00%	31.389	0.615	2.00%	31.389	0.000	0.00%
TIERINA JR, DANIEL	NONE	15.497	15.497	0.000	0.00%	15.497	0.000	0.00%	15.807	0.31	2.00%	19.440	3.633	22.98%
TIERINA, MARIA E	AFSME	15.158	15.159	0.000	0.00%	15.159	0.000	0.00%	15.462	0.303	2.00%	15.462	0.000	0.00%
TIMARI, RICHARD D	AFSME	16.831	16.831	0.000	0.00%	16.831	0.000	0.00%	17.168	0.337	2.00%	17.168	0.000	0.00%
TIPTON, DENISE T	AFSME	18.541	18.541	0.000	0.00%	18.541	0.000	0.00%	18.912	0.371	2.00%	18.912	0.000	0.00%
TOLER, KEITH W	NONE	59.057	59.057	0.000	0.00%									
TORRES, BENNY E	AFSME	11.340	11.340	0.000	0.00%									
TORRES, JUAN E	AFSME	25.962		0.000	0.00%	25.962	0.000	0.00%						
TORRES, JUDE R.	NONE								21.000			21.000	0.000	0.00%
TORRES, ROBERTO	NONE	0.000												
TORRES, SAMUEL H	FIRE	16.814												
TORTORICI, TRISTAN D	AFSME	24.877	24.877	0.000	0.00%	24.877	0.000	0.00%	25.375	0.498	2.00%	25.375	0.000	0.00%
TOW, TINA	AFSME	14.521	14.521	0.000	0.00%									
TOWNSEND, MURIAH J	AFSME	13.201												
TOYA, JOHNATHAN A	AFSME	12.067	12.067	0.000	0.00%	12.067	0.000	0.00%	12.308	0.241	2.00%	12.308	0.000	0.00%

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TREVIZO, LAURIE	NONE					26.000			30.500	4.5	17.31%	30.500	0.000	0.00%
TROELSEN, DONOVAN	AFSME	9.920	11.340	1.420	14.31%									
TROTT, HEATHER	NONE	13.000												
TRUJILLO, ALFREDO J	AFSME	22.850	22.850	0.000	0.00%	22.850	0.000	0.00%	24.480	1.63	7.13%	25.740	1.260	5.15%
TRUJILLO, ANTHONY C	NONE	25.113	25.113	0.000	0.00%	25.113	0.000	0.00%	25.615	0.502	2.00%	25.615	0.000	0.00%
TRUJILLO, DAVID E	NONE	26.749	26.749	0.000	0.00%	26.749	0.000	0.00%						
TRUJILLO, DEBBIE A	AFSME	20.819	20.819	0.000	0.00%	20.819	0.000	0.00%	21.235	0.416	2.00%	21.235	0.000	0.00%
TRUJILLO, ELLIA	NONE								10.290			10.510	0.220	2.14%
TRUJILLO, FABIAN	NONE	37.142	37.142	0.000	0.00%	37.142	0.000	0.00%	37.885	0.743	2.00%	37.885	0.000	0.00%
TRUJILLO, FELIPE C	AFSME	14.842	14.842	0.000	0.00%	14.842	0.000	0.00%	15.139	0.297	2.00%	18.160	3.021	19.96%
TRUJILLO, J ANTONIO	AFSME	37.228	37.228	0.000	0.00%	37.228	0.000	0.00%	37.973	0.745	2.00%	37.973	0.000	0.00%
TRUJILLO, JERRY J	NONE	42.125	40.119	-2.006	-4.76%									
TRUJILLO, LEROY	AFSME	23.929												
TRUJILLO, LORENZO M	NONE	0.000												
TRUJILLO, MARIETTA	AFSME	11.340	11.340	0.000	0.00%									
TRUJILLO, MARK L	AFSME	16.927	16.927	0.000	0.00%	16.927	0.000	0.00%	17.266	0.339	2.00%	16.400	-0.866	-5.02%
TRUJILLO, MATTHEW B	POLICE	30.287	30.287	0.000	0.00%	30.287	0.000	0.00%	31.202	0.915	3.02%	31.202	0.000	0.00%
TRUJILLO, PATRICK	POLICE	20.613	21.340	0.727	3.53%	23.686	3.073	10.99%	24.401	0.715	3.02%	24.401	0.000	0.00%
TRUJILLO, RICHARD A	AFSME	18.387	18.387	0.000	0.00%	18.387	0.000	0.00%	18.755	0.368	2.00%	18.755	0.000	0.00%
TRUJILLO, RICHARD D	AFSME	16.213	16.213	0.000	0.00%	16.213	0.000	0.00%	16.537	0.324	2.00%	16.537	0.000	0.00%
TRUJILLO, ROBERT M	FIRE	14.021	15.533	1.512	10.78%		0.000	0.00%	15.836	0.303	1.95%	15.990	0.154	0.97%
TRUJILLO, RONALD S	NONE	12.362	14.161	1.799	14.55%	14.161	0.000	0.00%	14.161	0	0.00%	14.161	0.000	0.00%
TRUJILLO, STEVAN J	NONE					10.000			10.496	0.496	4.96%			
TRUJILLO, THERESA P	NONE	19.722	19.722	0.000	0.00%	19.722	0.000	0.00%	20.116	0.394	2.00%	20.116	0.000	0.00%
TRUJILLO, THOMAS P	NONE	40.000												
TRUJILLO, TONY F	POLICE	30.896	30.896	0.000	0.00%	30.896	0.000	0.00%	31.514	0.618	2.00%	31.514	0.000	0.00%
TRUJILLO, VALERIE J	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
TRUJILLO, VIOMA A	AFSME	21.777	21.777	0.000	0.00%	21.777	0.000	0.00%	22.213	0.436	2.00%	22.213	0.000	0.00%
TRUJILLO, WILLIAM D	NONE	25.692	25.692	0.000	0.00%									
TUCKER, PHILLIP	AFSME					12.970						13.460		
ULIBARRI, ADRIAN A	AFSME	14.056	15.462	1.406	10.00%	15.462	0.000	0.00%	15.771	0.309	2.00%	15.771	0.000	0.00%
ULIBARRI, BRANDON D	NONE	11.340	11.340	0.000	0.00%	12.001	0.661	5.83%	12.241	0.24	2.00%	19.329	7.088	57.90%
ULIBARRI, JOLENE	NONE	10.000												
ULIBARRI, SAMUEL J	NONE		15.000			15.000	0.000	0.00%	16.830	1.83	12.20%	16.830	0.000	0.00%
ULIBARRI, SOLOMON J	AFSME	11.340												
URANGA, JOSEPH	AFSME	17.570	17.570	0.000	0.00%	17.570	0.000	0.00%	17.921	0.351	2.00%	17.921	0.000	0.00%
URBAN, ELVIRA M	NONE					7.500								
URBAN, ROBERT	AFSME	20.611	20.611	0.000	0.00%	22.622	2.061	10.00%	23.125	0.453	2.00%	23.125	0.000	0.00%
URBAN, SALLIE	NONE		7.920											
URBAN, TED L	AFSME	17.248	17.248	0.000	0.00%	17.248	0.000	0.00%	17.593	0.345	2.00%	17.593	0.000	0.00%
URIOSTE, GEORGIA C	AFSME	29.976	29.976	0.000	0.00%	29.976	0.000	0.00%	30.576	0.6	2.00%	30.576	0.000	0.00%
VALDEZ MARTIN A	NONE	39.655	39.655	0.000	0.00%									
VALDEZ, ANDREW L	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
VALDEZ, BENJAMIN P	POLICE	25.566	23.479	-2.087	-8.16%	23.479	0.000	0.00%	27.144	3.665	15.61%	31.133	3.989	14.70%

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VALDEZ, BERNARD F	AFSME	17,595	17,595	0.000	0.00%	17,595	0.000	0.00%	17,947	0.352	2.00%			
VALDEZ, DOMINIC	AFSME		11,539			12,001	0.462	4.00%	12,241	0.24	2.00%	12,241	0.000	0.00%
VALDEZ, FLORA P	AFSME	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%			
VALDEZ, GRACE G	NONE	9,920												
VALDEZ, HELEN L	AFSME	13,502	13,502	0.000	0.00%	13,502	0.000	0.00%	13,772	0.27	2.00%	13,772	0.000	0.00%
VALDEZ, HELEN T	NONE								10,290			10,510	0.220	2.14%
VALDEZ, HENRIETTA J	AFSME	18,931	18,931	0.000	0.00%	18,931	0.000	0.00%	19,310	0.379	2.00%	19,310	0.000	0.00%
VALDEZ, JEFFREY J	FIRE	12,260	13,621	1.361	11.10%	13,621	0.000	0.00%	15,283	1.662	12.20%	15,436	0.153	1.00%
VALDEZ, JOANNE M	NONE	12,500	12,500	0.000	0.00%	12,500	0.000	0.00%	12,500	0	0.00%	12,500	0.000	0.00%
VALDEZ, JODDIE J	NONE	31,200												
VALDEZ, KAREN	NONE	28,063												
VALDEZ, KATHY T	NONE	29,208	29,208	0.000	0.00%	29,208	0.000	0.00%	29,792	0.584	2.00%	29,792	0.000	0.00%
VALDEZ, LEANN S	AFSME	23,460	23,460	0.000	0.00%	23,460	0.000	0.00%	23,929	0.469	2.00%	23,929	0.000	0.00%
VALDEZ, MARK F	AFSME	23,561	26,742	3.181	13.50%	26,742	0.000	0.00%	27,277	0.535	2.00%	27,277	0.000	0.00%
VALDEZ, MARTIN J	AFSME		16,895				0	4.00%	17,921	0.351	2.00%	17,921	0.000	0.00%
VALDEZ, OLIVER	AFSME	27,549	27,549	0.000	0.00%	27,549	0.000	0.00%	28,100	0.551	2.00%			
VALDEZ, ORLANDO J	AFSME	14,593	14,593	0.000	0.00%	14,593	0.000	0.00%	14,885	0.292	2.00%	14,885	0.000	0.00%
VALDEZ, RICHARD H	AFSME	25,407	25,407	0.000	0.00%									
VALDEZ-STEHLER, MARGARITA	AFSME	15,797	15,797	0.000	0.00%	15,797	0.000	0.00%	16,113	0.316	2.00%	16,113	0.000	0.00%
VALDIVIEZO, JOHNNY E	NONE	25,061	25,061	0.000	0.00%	25,061	0.000	0.00%	25,562	0.501	2.00%	25,562	0.000	0.00%
VALENCIA, ANDREW P	AFSME	11,340	11,340	0.000	0.00%		0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
VALENCIA, ANTHONY L	NONE					9,850								
VALENCIA, CARLA	AFSME	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
VALENCIA, CONNIE S	NONE	9,920	9,920	0.000	0.00%									
VALENCIA, JASON	AFSME					25,000			25,500	0.5	2.00%	25,500	0.000	0.00%
VALENCIA, JOSE F	POLICE	27,147												
VALENCIA, KENNY A	AFSME	14,848												
VALENCIA, MELISSA	NONE					9,850			10,496	0.646	6.56%			
VALENCIA, RAMOS R	NONE		9,850			9,850	0.000	0.00%						
VALENCIA, REYNALDO	AFSME	24,553		2.455	10.00%	24,553	-2.455	-9.09%	25,044	0.491	2.00%	25,044	0.000	0.00%
VALENCIA, RONNIE P	AFSME	12,661	12,661	0.000	0.00%	12,661	0.000	0.00%	14,205	1.544	12.19%	12,914	-1.291	-9.09%
VALENTINE, RICHARD A	AFSME	24,747	24,747	0.000	0.00%	24,747	0.000	0.00%	25,242	0.495	2.00%	25,242	0.000	0.00%
VALENTINE, RIKKI	NONE								12,240			10,510	-1.730	-14.13%
VALENZUELA, GILBERTO	FIRE	16,980	25,725	8,745	51.50%	17,579	-8,146	-31.67%	17,930	0.351	2.00%	18,110	0.180	1.00%
VALERO, EDWARD O	POLICE					15,588			21,025	5.437	34.88%	21,236	0.211	1.00%
VALVERDE, ELOISA S	AFSME	20,559												
VAN ETEN, JOHN S	POLICE	26,878		0.000	0.00%	26,878	0.000	0.00%	27,690	0.812	3.02%	27,690	0.000	0.00%
VARELA JR, GARY	AFSME	11,340	11,340	0.000	0.00%	11,340	0.000	0.00%	11,567	0.227	2.00%	11,567	0.000	0.00%
VARELA, ANTHONY G	AFSME	15,879	15,879	0.000	0.00%	15,879	0.000	0.00%	16,197	0.318	2.00%	16,197	0.000	0.00%
VARELA, CIPRIANO T	POLICE	23,923	22,784	-1,139	-4.76%	25,062	2,278	10.00%	29,858	4.796	19.14%	29,858	0.000	0.00%
VARELA, DAVID J	AFSME	17,886	17,886	0.000	0.00%	17,886	0.000	0.00%	18,244	0.358	2.00%	18,244	0.000	0.00%
VARELA, DAVID JR	AFSME	12,539	12,001	-0.462	-4.00%	12,001	0.000	0.00%	12,241	0.24	2.00%	12,241	0.000	0.00%
VARELA, EUVERIO	AFSME	11,539	12,000	0.461	4.00%	12,000	0.000	0.00%	12,240	0.24	2.00%	14,810	2,570	21.00%
VARELA, GARY	NONE	19,968	19,968	0.000	0.00%	19,968	0.000	0.00%	20,367	0.399	2.00%	30,000	9,633	47.30%

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VARELA, JAMES T	NONE	31.925	31.925	0.000	0.00%	31.925	0.000	0.00%	32.564	0.639	2.00%	32.564	0.000	0.00%
VARELA, MATTHEW P	AFSME	28.203	28.203	0.000	0.00%	28.203	0.000	0.00%	28.767	0.564	2.00%	28.767	0.000	0.00%
VARELA, PAUL T	NONE		27.760			27.760	0.000	0.00%	28.315	0.555	2.00%			
VARELA, ROBERT W	AFSME	17.459	17.459	0.000	0.00%	17.459	0.000	0.00%	17.808	0.349	2.00%	17.808	0.000	0.00%
VARELA, TOBY	AFSME	22.580	22.580	0.000	0.00%	22.580	0.000	0.00%	24.190	1.61	7.13%	25.690	1.500	6.20%
VARELA, WILL R	AFSME	16.102	16.102	0.000	0.00%	16.102	0.000	0.00%	16.424	0.322	2.00%	16.424	0.000	0.00%
VARGAS, ANDY	AFSME								15.470			16.110	0.640	4.14%
VARGAS, JERRY P	AFSME	19.555	19.555	0.000	0.00%	19.555	0.000	0.00%	19.946	0.391	2.00%	19.946	0.000	0.00%
VARGAS, KATHLEEN D	AFSME	16.760	16.760	0.000	0.00%	16.760	0.000	0.00%	17.095	0.335	2.00%	17.095	0.000	0.00%
VARGAS, MICHAEL	NONE	32.763	32.763	0.000	0.00%	32.763	0.000	0.00%	33.418	0.655	2.00%			
VASQUEZ, LAWRENCE J	POLICE	27.969	27.969	0.000	0.00%	27.969	0.000	0.00%	34.969	7	25.03%	31.790	-3.179	-9.09%
VASQUEZ, ROBERT F	POLICE	27.418	27.418	0.000	0.00%	30.160	2.742	10.00%	31.071	0.911	3.02%	31.071	0.000	0.00%
VELARDE, CHARLES B	NONE	46.172												
VELARDE, MANUEL C	AFSME	18.720	18.720	0.000	0.00%	18.720	0.000	0.00%	19.094	0.374	2.00%	19.094	0.000	0.00%
VELARDE, PETE L	AFSME	14.193	14.193	0.000	0.00%	14.193	0.000	0.00%	14.477	0.284	2.00%	14.477	0.000	0.00%
VELASQUEZ, MARK	AFSME	11.539	12.001	0.462	4.00%	12.001	0.000	0.00%	13.465	1.464	12.20%	13.465	0.000	0.00%
VELEZ-HERNANDEZ, PABLO	FIRE	13.621	15.533	1.912	14.04%	15.533	0.000	0.00%	15.836	0.303	1.95%	15.990	0.154	0.97%
VIALPANDO, ANGEL	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.723	0.722	6.02%	12.723	0.000	0.00%
VIALPANDO, DAVID	AFSME	16.664	16.664	0.000	0.00%	16.664	0.000	0.00%	16.997	0.333	2.00%	16.997	0.000	0.00%
VIALPANDO, DAVID	AFSME	11.320	11.320	0.000	0.00%									
VIALPANDO, LISA	POLICE								21.025			20.270	-0.755	-3.59%
VIALPANDO, RON J	NONE	33.210	33.210	0.000	0.00%	33.210	3.321	10.00%	37.262	0.731	2.00%	37.262	0.000	0.00%
VICKREY, ANDREW E	AFSME	13.502	13.502	0.000	0.00%	13.502	0.000	0.00%						
VIGIL, AMANDA M	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	14.811	1.61	12.20%	14.811	0.000	0.00%
VIGIL, ANNA M	AFSME	17.712	17.712	0.000	0.00%	17.712	0.000	0.00%	18.066	0.354	2.00%	18.066	0.000	0.00%
VIGIL, ARCY D	AFSME	18.665	18.665	0.000	0.00%	18.665	0.000	0.00%	19.038	0.373	2.00%	19.038	0.000	0.00%
VIGIL, CAMILLE R	AFSME	20.812	20.812	0.000	0.00%	20.812	0.000	0.00%	21.228	0.416	2.00%	21.228	0.000	0.00%
VIGIL, CARL M	POLICE	22.581												
VIGIL, CHRIS G	AFSME	14.617	14.617	0.000	0.00%	14.617	0.000	0.00%	14.909	0.292	2.00%	14.909	0.000	0.00%
VIGIL, CRAIG	AFSME	12.001	12.001	0.000	0.00%	12.001	0.000	0.00%	12.241	0.24	2.00%	12.241	0.000	0.00%
VIGIL, DANIEL E	NONE								12.730			12.730	0.000	0.00%
VIGIL, DANIEL T	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%						
VIGIL, EDWARD J	AFSME	28.080	28.080	0.000	0.00%	28.080	0.000	0.00%	28.642	0.562	2.00%	28.642	0.000	0.00%
VIGIL, ERNEST	AFSME	14.521	14.521	0.000	0.00%	14.521	0.000	0.00%	14.811	0.29	2.00%	14.811	0.000	0.00%
VIGIL, FRANCINE B	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%	11.567	0.227	2.00%	11.567	0.000	0.00%
VIGIL, FRANCISCO A	AFSME	11.340	11.340	0.000	0.00%									
VIGIL, GABRIEL A	AFSME	17.095	17.095	0.000	0.00%	17.095	0.000	0.00%	17.437	0.342	2.00%	17.437	0.000	0.00%
VIGIL, GAIL L	AFSME	16.641	17.100	0.539	3.24%	17.100	0.000	0.00%	17.524	0.344	2.00%	17.524	0.000	0.00%
VIGIL, GENE P	AFSME	15.893	15.893	0.000	0.00%	15.893	0.000	0.00%	16.211	0.318	2.00%	16.211	0.000	0.00%
VIGIL, IRENE G	AFSME	20.857	20.857	0.000	0.00%	20.857	0.000	0.00%						
VIGIL, IVIE	NONE	27.295	31.000	3.705	13.57%	31.000	0.000	0.00%	31.620	0.62	2.00%	31.620	0.000	0.00%
VIGIL, JAMES D	POLICE	28.222	28.222	0.000	0.00%									
VIGIL, JOEY A	AFSME		16.100			16.100	0.000	0.00%	16.422	0.322	2.00%	16.422	0.000	0.00%
VIGIL, JOHN E	AFSME	20.644	20.644	0.000	0.00%	20.644	0.000	0.00%						

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
VIGIL, JOHN G	AFSME	15.375	15.375	0.000	0.00%	15.375	0.000	0.00%	15.683	0.308	2.00%	15.683	0.000	0.00%
VIGIL, JOSEPH M	AFSME	11.510	11.510	0.000	0.00%									
VIGIL, LARRY J	FIRE	12.260	13.621	1.361	11.10%	13.621	0.000	0.00%	15.683	2.062	15.14%	15.836	0.153	0.98%
VIGIL, LAURA A	NONE	31.508	31.508	0.000	0.00%	31.508	0.000	0.00%	32.138	0.63	2.00%	32.138	0.000	0.00%
VIGIL, LAURA C	AFSME	25.387	25.387	0.000	0.00%	25.387	0.000	0.00%	25.895	0.508	2.00%	25.895	0.000	0.00%
VIGIL, LAWRENCE J	AFSME	15.860	15.860	0.000	0.00%									
VIGIL, LEROY J	NONE	10.040	10.040	0.000	0.00%	10.040	0.000	0.00%						
VIGIL, LOREN P	AFSME	20.144	20.144	0.000	0.00%	20.144	0.000	0.00%	20.547	0.403	2.00%	20.547	0.000	0.00%
VIGIL, MANUEL R	AFSME	16.478	16.478	0.000	0.00%	16.478	0.000	0.00%	16.808	0.33	2.00%	16.808	0.000	0.00%
VIGIL, MARIA R	AFSME	23.983	23.983	0.000	0.00%	23.983	0.000	0.00%	24.463	0.48	2.00%	24.463	0.000	0.00%
VIGIL, MARIE B	AFSME	15.419	15.419	0.000	0.00%	15.419	0.000	0.00%	15.727	0.308	2.00%	15.727	0.000	0.00%
VIGIL, MARK E	AFSME	21.030	21.030	0.000	0.00%	21.030	0.000	0.00%	21.451	0.421	2.00%	21.451	0.000	0.00%
VIGIL, PETER	AFSME	23.396	23.396	0.000	0.00%	23.396	0.000	0.00%	23.864	0.468	2.00%	23.864	0.000	0.00%
VIGIL, RAMONA	NONE	0.000												
VIGIL, RAY A	AFSME		15.020				0	0.00%	15.630	0.61	4.06%	16.440	0.810	5.18%
VIGIL, RICKY J	AFSME	11.340	11.340	0.000	0.00%	11.340	0.000	0.00%						
VIGIL, ROSE A	NONE	12.500	12.500	0.000	0.00%									
VIGIL, SENON	NONE	29.120	29.120	0.000	0.00%	29.120	0.000	0.00%	29.702	0.582	2.00%	29.702	0.000	0.00%
VIGIL, STEVEN O	POLICE								10.290			12.613	2.323	22.58%
VIGIL, THOMAS X	NONE	18.363	18.363	0.000	0.00%	18.363	0.000	0.00%	18.730	0.367	2.00%	18.730	0.000	0.00%
VIGIL, TIM D	AFSME	14.744	14.744	0.000	0.00%		0.000	0.00%	15.039	0.295	2.00%	15.039	0.000	0.00%
VIGIL, VICTOR	NONE					16.000			20.400	4.4	27.50%	20.400	0.000	0.00%
VIGIL, YOLANDA Y	NONE	42.027	42.027	0.000	0.00%	42.027	0.000	0.00%	42.868	0.841	2.00%	42.868	0.000	0.00%
VIGIL-JARAMILLO, CLARA M	NONE	26.876	26.876	0.000	0.00%	26.876	0.000	0.00%	27.414	0.538	2.00%	27.414	0.000	0.00%
VILLA, CRISTINA A	AFSME	16.213	16.213	0.000	0.00%	16.213	0.000	0.00%	16.537	0.324	2.00%	16.537	0.000	0.00%
VILLARREAL, WILLIAM D	FIRE								11.307			12.382	1.075	9.51%
WAGANAAR, MICHAEL D	AFSME					15.020			15.630	0.61	4.06%	16.280	0.650	4.16%
WAGNER, JASON R	NONE	30.552	30.552	0.000	0.00%	30.552	0.000	0.00%	34.623	4.071	13.32%	40.562	5.939	17.15%
WAGNER, MICHAEL	FIRE		11.085			12.138	1.053	9.50%	14.020	1.882	15.51%	17.044	3.024	21.57%
WAITE, SCOTT	POLICE	30.560		0.000	0.00%	32.016	1.456	4.76%	31.483	-0.533	-1.66%	31.483	0.000	0.00%
WALKER, ROGER A	NONE	35.458	35.458	0.000	0.00%	37.019	1.561	4.40%	37.759	0.74	2.00%	37.759	0.000	0.00%
WARREN, CONNIE	NONE	22.548	25.550	3.001	13.31%	25.550	0.000	0.00%						
WATKINS, BRIAN K	FIRE	11.450	12.660	1.210	10.57%	13.886	1.226	9.68%	14.156	0.27	1.94%	23.400	9.244	65.30%
WATKINS, RANDAL S	NONE	32.630	32.630	0.000	0.00%	32.630	0.000	0.00%	33.950	1.32	4.05%	35.010	1.060	3.12%
WEAVER, JASON C	AFSME	9.850	9.850	0.000	0.00%	9.850	0.000	0.00%	11.567	1.717	17.43%	12.240	0.673	5.82%
WEAVER, MARCUS	FIRE		11.085			12.138	1.053	9.50%	13.620	1.482	12.21%	13.756	0.136	1.00%
WEBB, DAVID J	POLICE	23.923		0.000	0.00%	25.062	1.139	4.76%	25.819	0.757	3.02%	28.501	2.682	10.39%
WEBB, MARK A	POLICE	12.866	12.866	0.000	0.00%									
WEINER, CARY	AFSME	25.962												
WEINRICK, LAWRENCE E	POLICE	24.163	24.163	0.000	0.00%	24.163	0.000	0.00%	24.892	0.729	3.02%	26.078	1.186	4.76%
WENDT, HEATHER N	AFSME					12.001			12.241	0.24	2.00%	12.241	0.000	0.00%
WEST, ELIZABETH	NONE	16.191												
WEXLER, RACHEL F	AFSME	21.260	21.260	0.000	0.00%	21.260	0.000	0.00%	21.685	0.425	2.00%	21.685	0.000	0.00%
WHEELER, ARIC M	NONE	49.036	49.036	0.000	0.00%	39.000	-10.036	-20.47%	39.780	0.78	2.00%	42.490	2.710	6.81%

Name	Union	as of 1/15/2010	as of 1/14/2011	\$ increase	% increase	as of 1/13/2012	\$ increase	% increase	as of 1/11/2013	\$ increase	% increase	as of 10/4/2013	\$ increase	% increase
WHEELER, DAVID M	AFSME	13.201	13.201	0.000	0.00%	13.201	0.000	0.00%	13.465	0.264	2.00%	13.465	0.000	0.00%
WHEELER, REGINA	NONE		48.000											
WHITE, SANDRA J	AFSME	19.327	19.327	0.000	0.00%	19.327	0.000	0.00%	19.714	0.387	2.00%	19.714	0.000	0.00%
WHITEHILL, STEPHEN M	AFSME	23.977	23.977	0.000	0.00%	23.977	0.000	0.00%						
WHITFILL, JESSICA J	NONE	14.613	14.613	0.000	0.00%	15.363	0.750	5.13%	15.670	0.307	2.00%			
WIETING, JOE D	POLICE	22.135				24.814								
WIGGINS, ALFRED T	NONE	33.900	37.290	3.390	10.00%	37.290	0.000	0.00%						
WILFON, TYVYN D	FIRE	14.021	14.158	0.137	0.98%	25.649	11.491	81.16%	16.146	-9.503	-37.05%	16.146	0.000	0.00%
WILLIAMS, MANZELL	NONE	20.000	20.000	0.000	0.00%	20.000	0.000	0.00%	20.400	0.4	2.00%	20.400	0.000	0.00%
WILLIAMS, MICHELE L	POLICE	32.945	31.448	-1.497	-4.54%	29.950	-1.098	-3.6%	30.854	0.904	3.02%	30.854	0.000	0.00%
WILLIAMS, SETH R	FIRE	15.196	15.196	0.000	0.00%	15.196	0.000	0.00%	15.656	0.46	3.03%	15.971	0.315	2.01%
WILLIAMS, THOMAS J	NONE	42.204	42.204	0.000	0.00%	42.204	0.000	0.00%	43.048	0.844	2.00%	43.048	0.000	0.00%
WILSON, KEITH P	AFSME	27.201	27.201	0.000	0.00%	27.201	0.000	0.00%	27.745	0.544	2.00%	27.745	0.000	0.00%
WISNIEWSKI, THOMAS A	FIRE	15.533	15.684	0.151	0.97%	23.399	7.815	50.47%	26.405	2.806	11.89%	26.405	0.000	0.00%
WOOD, NICK P	POLICE	25.566	23.242	-2.324	-9.09%	23.399	0.000	0.00%	28.501	5.259	22.63%	28.501	0.000	0.00%
WOOD, ROBERT W	AFSME	21.260	21.260	0.000	0.00%	23.399	2.130	10.02%	21.685	-1.705	-7.29%	21.685	0.000	0.00%
WOODMAN, DANIELLE R	AFSME	17.855	17.855	0.000	0.00%	17.855	0.000	0.00%	18.212	0.357	2.00%	18.212	0.000	0.00%
WORLEY, GARRETT	NONE					9.850			10.496	0.646	6.56%	10.510	0.014	0.13%
WORTH, JEFFREY W	POLICE	29.367	27.969	-1.398	-4.76%	29.367	0.000	0.00%	28.813	-0.554	-1.89%	28.813	0.000	0.00%
WREN, LYDIA J	AFSME	19.327												
WRIGHT, ANNA S	NONE	15.200	15.200	0.000	0.00%		0.000	0.00%	15.504	0.304	2.00%	15.504	0.000	0.00%
WROLSTAD, ERIK	FIRE		11.085			12.539	1.454	13.12%	14.020	1.481	11.81%	14.156	0.136	0.97%
WROLSTAD, MARK C	FIRE		15.533			15.533	0.000	0.00%	15.836	0.303	1.95%	15.990	0.154	0.97%
WURZBURGER, REBECCA D	NONE	12.362	14.161	1.799	14.55%	14.161	0.000	0.00%	14.161	0	0.00%	14.161	0.000	0.00%
WYNANT, DONNA J	AFSME	25.961	25.961	0.000	0.00%	25.961	0.000	0.00%	26.480	0.519	2.00%	26.480	0.000	0.00%
WZOREK, HENRY J	NONE	11.353	11.353	0.000	0.00%	11.353	0.000	0.00%						
YALMAN, ANN	NONE	40.865	40.865	0.000	0.00%	40.865	0.000	0.00%	48.302	7.437	18.20%	48.302	0.000	0.00%
YNIGUEZ, TONY	AFSME	12.057	12.057	0.000	0.00%	13.201	1.144	9.49%	13.465	0.264	2.00%	13.465	0.000	0.00%
YTUARTE, DAVID	NONE	36.061												
YTUARTE, PAUL A	POLICE	26.612		2.661	10.00%	26.612	-2.661	-9.09%	41.123	14.511	54.53%	30.157	-10.966	-26.67%
YUMA, SARAH A	NONE	20.658	20.658	0.000	0.00%	20.658	0.000	0.00%	21.071	0.413	2.00%	21.071	0.000	0.00%
YZQUIERDO, RICARDO	POLICE	25.062	25.062	0.000	0.00%	25.062	0.000	0.00%	25.819	0.757	3.02%	29.858	4.039	15.64%
ZAMORA, EUGENE	NONE		55.770			55.770	0.000	0.00%	56.885	1.115	2.00%	56.885	0.000	0.00%
ZAMORA, JOAQUIN	NONE	14.052	14.052	0.000	0.00%	18.000	3.948	28.10%	18.360	0.36	2.00%	18.360	0.000	0.00%
ZAMORA, NATHAN R	NONE	9.850												
ZAXUS, RISANA B	NONE	39.809	39.809	0.000	0.00%	39.809	0.000	0.00%	44.666	4.857	12.20%	44.666	0.000	0.00%
ZIMPLEMAN, DANNY J	AFSME	12.067		0.000	0.00%	13.274	1.207	10.00%	13.539	0.265	2.00%	13.539	0.000	0.00%
ZUMENTS, KYLE J	POLICE	34.054	34.054	0.000	0.00%	34.054	0.000	0.00%	35.083	1.029	3.02%	35.083	0.000	0.00%
ZUNIGA, GLORIA	NONE								15.550					

Budget Savings Due to Interim Appointments / Temporary Upgrades

	Position Title	Hrly Rate	Annual	Cost Savings
Nicholas Schiavo	Interim Public Utilities Director & Water Division Director	53.04	110,323	
	Water Division Director			99,840.00
	Engineer Supervisor			88,968
	Engineer			74,578
Kate Noble	Acting Housing & Economic Development Director	43.27	90,002	
	Economic Development Communications Administrator			71,400
Bryan Romero	Interim Wastewater Division Director	46.34	96,381	
	Engineer Supervisor			85,901
Sandra Perez	Interim Human Resources Department Director	47.78	99,372	
	Hr Administrator Senior			72,134
	EEO / HR Compliance Administrator			61,208
Sevastian Gurule	Acting Parking Division Director	40.97	85,209	
	Constituent Services Division Director			75,264
Shannon Jones	Interim BDD Facility Manager	41.38	86,070	
	BDD Facility Equipment Maintenance Superintendent			71,725
Annette Granillo	Transit Operations Manager Temporary Increase	34.018	70,757	
	Transit Operations Manager Fixed-Route Operations			63,176
Vince Montoya	Business Analyst	35.144	73,100	
	Personnel Services Budget Analyst			58,895
Risana (RB) Zaxus	Technical Review Division Director Temporary Promotion	43.789	91,081	
	Engineer Supervisor			82,803
	Total			905,892

Exhibit "7"

City of Santa Fe, New Mexico

memo

DATE: October 21, 2013

TO: Finance Committee

FROM: 
Sandra K. Perez, Interim HR Director

SUBJECT: UPDATE – EVERGREEN CLASSIFICATION/COMPENSATION STUDY

The following will outline the details, actions and current status of the Classification and Compensation Study conducted by Evergreen Solutions, LLC :

Date Initiated	June 6, 2008
Scope:	Conduct a comprehensive classification and compensation study for all Police, Fire, AFSCME and nonunion positions.
Cost of Contract	\$43,800.00
Results of Study Presented to Finance Committee	March 1, 2010
Recommendation – Police and Fire Pay Structure:	NO COST
<ul style="list-style-type: none"> Pay structures remain on stand-alone basis and not merged with any other pay structure. 	Given the negotiated step structure(s) Evergreen did not create specific pay schedules for Police/Fire
Recommendations AFSCME/nonunion: 1. Consolidate AFSCME & nonunion employees Pay Structure; OR 2. Consolidate Exempt/Non-exempt into 1 pay structure; OR 3. Remain Status Quo	COST: 1. \$51,336.00 2. \$51,335.00; 3. \$136,596
Recommendation – Job titles & Consolidation: 1. AFSCME & nonunion positions 2. Police and Fire classifications	1. 92 classifications – simple job title change; 76 AFSCME and nonunion titles be consolidated into 24 2. Police or Fire Titles was recommended
Other Recommendations	1. Transition to full merit-based pay system. 2. Annual mini-survey of market changes with appropriate adjustments to pay plans. 3. Conduct a comprehensive class & comp study every 5 years.

Exhibit "8"

Next Steps	<ul style="list-style-type: none">• Communication & discussion with Bargaining Units, Supervisors, Employees• Determine Pay Structure• Review & finalization of job descriptions• Develop implementation strategy & materials• Finalize pay plans & implement
Finance Committee Direction:	Start negotiations/discussions with the unions on the common structure, unified option and build into the next budget.
Current Status	Compensation Piece not implemented due to Costs Classification work – continues to be done as positions change, jobs are advertised, and reorganizations take place.

Proposed Gross Receipts (Hold Harmless Revenue Replacement)

3/8 GRT Increase With Reduction Debt Service Using Revenue Based on GRT Revenue Beginning FY14

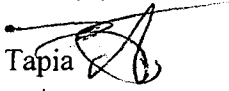
	Potential Rate Increase Schedule (HB 461)	Beginning Cash Balance	Revenue	State Loss	State Hold Harmless	GRT Net Revenue	Net Revenue + Hold Harmless	Cash Balance (Net Rev + PY Net Cash Balance)
2015	GRT Issue: 3/8	\$0	\$10,500,000		\$10,500,000	\$10,500,000	\$21,000,000	\$21,000,000
2016		\$21,000,000	\$10,500,000	(\$630,000)	\$9,870,000	\$10,500,000	\$20,370,000	\$41,370,000
2017		\$41,370,000	\$10,500,000	(\$1,260,000)	\$9,240,000	\$10,500,000	\$19,740,000	\$51,870,000
2018		\$51,870,000	\$10,500,000	(\$1,890,000)	\$8,610,000	\$10,500,000	\$19,110,000	\$62,370,000
2019		\$62,370,000	\$10,500,000	(\$2,520,000)	\$7,980,000	\$10,500,000	\$18,480,000	\$72,870,000
2020		\$72,870,000	\$10,500,000	(\$3,150,000)	\$7,350,000	\$10,500,000	\$17,850,000	\$83,370,000
2021		\$83,370,000	\$10,500,000	(\$3,885,000)	\$6,615,000	\$10,500,000	\$17,115,000	\$93,870,000
2022		\$93,870,000	\$10,500,000	(\$4,620,000)	\$5,880,000	\$10,500,000	\$16,380,000	\$104,370,000
2023		\$104,370,000	\$10,500,000	(\$5,355,000)	\$5,145,000	\$10,500,000	\$15,645,000	\$114,870,000
2024		\$114,870,000	\$10,500,000	(\$6,090,000)	\$4,410,000	\$10,500,000	\$14,910,000	\$125,370,000
2025		\$125,370,000	\$10,500,000	(\$6,825,000)	\$3,675,000	\$10,500,000	\$14,175,000	\$135,870,000
2026		\$135,870,000	\$10,500,000	(\$7,560,000)	\$2,940,000	\$10,500,000	\$13,440,000	\$146,370,000
2027		\$146,370,000	\$10,500,000	(\$8,295,000)	\$2,205,000	\$10,500,000	\$12,705,000	\$156,870,000
2028		\$156,870,000	\$10,500,000	(\$9,030,000)	\$1,470,000	\$10,500,000	\$11,970,000	\$167,370,000
2029		\$167,370,000	\$10,500,000	(\$9,765,000)	\$735,000	\$10,500,000	\$11,235,000	\$177,870,000
2030		\$177,870,000	\$10,500,000	(\$10,500,000)	\$0	\$10,500,000	\$10,500,000	\$188,370,000
Total		\$0	\$10,500,000		\$0	\$86,625,000		\$0

Exhibit "9"

Proposed Gross Receipts (Hold Harmless Revenue Replacement)								
1/8 GRT Increase With Reduction Debt Service Using Revenue Based on GRT Revenue Beginning FY14								
	Potential Rate Increase Schedule (HB 461)	Beginning Cash Balance	Revenue	State Loss	State Hold Harmless	GRT Net Revenue	Net Revenue + Hold Harmless	Cash Balance (Net Rev + PY Net Cash Balance)
2015	GRT Issue 1/8	\$0	\$3,500,000		\$10,500,000	\$3,500,000	\$14,000,000	\$14,000,000
2016		\$14,000,000	\$3,500,000	(\$630,000)	\$9,870,000	\$3,500,000	\$13,370,000	\$27,370,000
2017		\$27,370,000	\$3,500,000	(\$1,260,000)	\$9,240,000	\$3,500,000	\$12,740,000	\$30,870,000
2018		\$30,870,000	\$3,500,000	(\$1,890,000)	\$8,610,000	\$3,500,000	\$12,110,000	\$34,370,000
2019		\$34,370,000	\$3,500,000	(\$2,520,000)	\$7,980,000	\$3,500,000	\$11,480,000	\$37,870,000
2020	GRT Issue 1/8	\$37,870,000	\$7,000,000	(\$3,150,000)	\$7,350,000	\$7,000,000	\$14,350,000	\$44,870,000
2021		\$44,870,000	\$7,000,000	(\$3,885,000)	\$6,615,000	\$7,000,000	\$13,615,000	\$51,870,000
2022		\$51,870,000	\$7,000,000	(\$4,620,000)	\$5,880,000	\$7,000,000	\$12,880,000	\$58,870,000
2023		\$58,870,000	\$7,000,000	(\$5,355,000)	\$5,145,000	\$7,000,000	\$12,145,000	\$65,870,000
2024		\$65,870,000	\$7,000,000	(\$6,090,000)	\$4,410,000	\$7,000,000	\$11,410,000	\$72,870,000
2025	GRT Issue 1/8	\$72,870,000	\$10,500,000	(\$6,825,000)	\$3,675,000	\$10,500,000	\$14,175,000	\$83,370,000
2026		\$83,370,000	\$10,500,000	(\$7,560,000)	\$2,940,000	\$10,500,000	\$13,440,000	\$93,870,000
2027		\$93,870,000	\$10,500,000	(\$8,295,000)	\$2,205,000	\$10,500,000	\$12,705,000	\$104,370,000
2028		\$104,370,000	\$10,500,000	(\$9,030,000)	\$1,470,000	\$10,500,000	\$11,970,000	\$114,870,000
2029		\$114,870,000	\$10,500,000	(\$9,765,000)	\$735,000	\$10,500,000	\$11,235,000	\$125,370,000
2030		\$125,370,000	\$10,500,000	(\$10,500,000)	\$0	\$0	\$0	\$125,370,000
Totals		\$0				\$34,125,000		\$0

City of Santa Fe, New Mexico

memo

DATE: October 10, 2013
TO: Finance Committee
FROM: Marcos A. Tapia 
Finance Director
SUBJECT: Gross Receipts and Lodgers' Tax Reports

BACKGROUND AND SUMMARY:

Update of Gross Receipts Tax Report received in October 2013 (for August 2013 activity) and Lodgers' Tax Report received in October 2013 (for September 2013 activity).

ACTION:

For your information.

Exhibit "10"

City of Santa Fe
Gross Receipts Taxes Collected (less Water 1/4%)

BENCHMARK YEAR

MONTH	FY Actual 2007/08	% Inc/Dec	FY Actual 2010/11	% Inc/Dec	FY Actual 2011/12	% Inc/Dec	FY Actual 2012/13	% Inc/Dec	FY Actual 2013/14	% Inc/Dec	\$ Diff to PY	FY Budget 2013-14	% Actual to Budget	Over/Under Budget
JUL	7,375,729	15.39%	6,253,785	-8.06%	6,868,168	9.82%	6,839,744	-0.41%	7,330,377	7.17%	490,633	6,828,071	7.36%	502,306
AUG	8,237,747	-2.16%	7,692,859	4.32%	7,651,436	-0.54%	7,557,228	-1.23%	7,638,713	1.08%	81,486	7,544,330	1.25%	94,383
SEPT	7,534,469	9.30%	6,865,871	-4.91%	7,162,003	4.31%	7,251,040	1.24%	7,703,661	7.56%	452,621	7,238,665	6.42%	464,996
OCT	7,792,052	4.44%	7,300,775	2.35%	7,456,520	2.13%	7,541,435	1.14%	8,517,763	14.23%	976,328	7,528,565	13.14%	989,198
NOV	7,767,989	2.05%	6,788,772	-1.43%	7,169,747	5.61%	7,047,078	-1.71%				7,035,052		
DEC	7,385,740	-2.52%	6,492,101	-2.60%	6,576,396	1.30%	7,114,531	8.18%				7,102,389		
JAN	6,986,767	4.62%	6,284,002	2.70%	6,653,844	5.89%	6,672,604	0.28%				6,661,216		
FEB	8,725,121	8.61%	7,786,459	2.88%	8,240,913	5.84%	7,731,934	-6.18%				7,718,739		
MAR	6,680,180	-4.15%	5,705,183	-1.20%	6,242,865	9.42%	6,728,219	7.77%				6,716,737		
APR	5,957,049	-4.68%	5,775,585	1.59%	6,318,974	9.41%	5,828,888	-7.76%				5,818,941		
MAY	6,903,178	-34.00%	6,821,323	3.67%	7,132,860	4.57%	7,364,997	3.25%				7,352,428		
JUN	7,201,012	-4.48%	6,687,665	7.65%	6,249,687	-6.55%	6,584,103	5.35%				6,572,867		

TOTALS \$88,547,033 2.07% \$ 80,454,380 0.54% \$ 83,723,413 4.06% \$ 84,261,803 0.64% \$ 31,190,515 \$ 2,001,067 \$ 84,118,000 \$ 2,050,884

Prior Years' Comparison:

July-Oct \$30,939,997 6.08% \$28,113,290 -1.46% \$29,138,127 3.65% 29,189,448 0.18% \$ 31,190,515 6.86% \$ 2,001,067 \$ 29,139,631 6.58% \$ 2,050,884
 Budget vs Actual year-to-date comparison 6.58% \$ 2,050,884
 Current Actual year-to-date vs. prior year-to-date: 6.86% \$ 2,001,067
 Current Actual year-to-date vs. FY 07-08 year-to-date: 0.81% \$ 250,518

July 2005 1/4% GRT Increase: WATER

MONTH	FY Actual 2007/08	% Inc/Dec	FY Actual 2010/11	% Inc/Dec	FISCAL YR 2011/12	% Incr/Decr	FISCAL YR 2012/13	% Incr/Decr	FISCAL YR 2013/14	% Incr/Decr	\$ Diff to PY	FY Budget 2013-14	% Actual to Budget	Over/Under Budget
JUL	633,957	14.35%	545,951	-7.89%	598,654	9.65%	600,324	0.28%	642,087	7.26%	41,763	594,589	7.99%	47,498
AUG	714,599	-95.00%	671,821	4.65%	667,629	-0.62%	659,002	-1.29%	669,004	0.21%	10,002	652,706	2.50%	16,298
SEPT	653,432	9.04%	597,858	-4.98%	625,006	4.54%	634,132	1.46%	674,853	7.98%	49,847	628,073	7.45%	46,780
OCT	676,530	3.87%	636,744	2.29%	648,133	1.79%	659,894	1.81%	742,357	14.54%	94,224	653,589	13.58%	88,768
NOV	679,250	4.49%	590,905	-0.92%	625,532	5.86%	616,187	-1.49%				610,300		
DEC	647,257	2.30%	566,931	-2.31%	573,490	1.16%	622,564	8.56%				616,616		
JAN	612,303	2.59%	549,104	2.66%	580,657	5.75%	583,650	0.52%				578,074		
FEB	765,368	9.23%	680,339	2.79%	722,984	6.27%	676,802	-6.39%				670,335		
MAR	585,468	-0.35%	499,794	-0.75%	543,902	8.83%	589,701	8.42%				584,067		
APR	546,057	4.90%	499,776	0.71%	551,043	10.26%	509,852	-7.51%				504,783		
MAY	951,790	57.65%	594,603	3.83%	622,468	4.69%	643,878	3.44%				637,726		
JUN	631,448	4.36%	580,691	7.17%	543,012	-6.49%	574,631	5.82%				569,142		

TOTALS \$8,097,459 8.74% \$7,014,517 -1.37% 7,302,510 3.55% \$ 7,370,419 0.55% \$ 2,728,302 \$ 195,836 \$7,300,000 \$ 199,345

Prior Years' Comparison:

July-Oct \$2,878,519 6.02% \$2,452,374 -1.37% \$2,539,422 3.55% \$2,553,352 \$2,728,302 6.85% \$195,836 \$2,528,957 7.31% \$199,345
 Budget vs Actual year-to-date comparison 7.31% 199,345
 Current year-to-date vs. prior year-to-date: 6.85% 195,836
 Current year-to-date vs. FY 07-08 year-to-date: 1.86% 49,783

**City of Santa Fe
Gross Receipts by Category
Fiscal Years 2013-14 vs. 2012-13**

**October
(August Activity)**

Category	October 2013-2014	October 2012-2013	Dollar Difference	Percent Difference
Agriculture, forestry, hunting	9,110	17,256	(8,146)	-47.21%
Mining	150	0	150	0.00%
Utilities	196,750	203,080	(6,331)	-3.12%
Construction	1,027,738	918,562	109,176	11.89%
Manufacturing	130,566	139,644	(9,078)	-6.50%
Wholesale	141,010	134,405	6,605	4.91%
Retail	2,628,793	2,322,616	306,177	13.18%
Transportation & warehousing	23,900	15,215	8,685	57.09%
Information & Cultural Indust.	450,645	293,107	157,537	53.75%
Finance & insurance	93,628	115,396	(21,768)	-18.86%
Real estate, rental & leasing	243,805	173,626	70,179	40.42%
Prof, Scientific, Technical	684,054	564,413	119,641	21.20%
Management of companies	17,024	33,600	(16,576)	-49.33%
Admin & Support, Waste Mgt	60,600	72,487	(11,887)	-16.40%
Educational Services	40,032	30,804	9,228	29.96%
Health Care & Social Assist	387,519	385,084	2,435	0.63%
Arts, Entertainment & Recr	39,218	35,014	4,205	12.01%
Accommodation & Food	1,223,628	1,048,916	174,713	16.66%
Other Services	821,226	797,640	23,587	2.96%
Public Administration	0	0	0	0.00%
Unclassified	39,148	16,261	22,887	140.75%
State reimb-food/med tax	979,740	858,567	121,172	14.11%
Munl. Equivalent Distribution	21,836	25,637	(3,801)	-14.83%
Total Distribution	9,260,120	8,201,329	1,058,791	12.91%

**City of Santa Fe
GRT Analysis By Category
Fiscal Years 2013-14 vs. 2012-13**

**Cumulative YTD
(May - August Activity)**

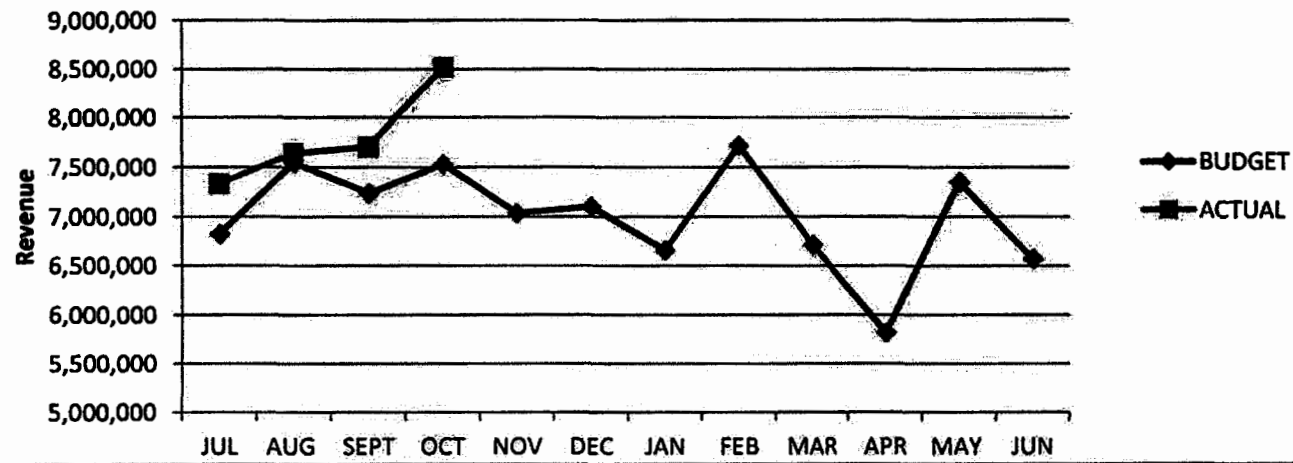
Category	July - Oct. 2013-2014	July - Oct. 2012-2013	Dollar Difference	Percent Difference
Agriculture, forestry, hunting, fishing	67,707	119,698	(51,992)	-43.44%
Mining	947	1,200	(254)	0.00%
Utilities	754,352	732,292	22,059	3.01%
Construction	3,422,617	2,993,190	429,427	14.35%
Manufacturing	494,094	522,918	(28,824)	-5.51%
Wholesale	465,549	540,968	(75,418)	-13.94%
Retail	9,424,646	9,151,301	273,344	2.99%
Transportation & warehousing	70,193	68,088	4,105	6.21%
Information and Cultural Indust	1,320,645	1,155,937	164,708	14.25%
Finance & Insurance	404,103	392,504	11,600	2.96%
Real estate, rental & leasing	833,253	650,205	183,048	28.15%
Professional, Scientific, Tech	2,717,864	2,367,720	350,144	14.79%
Management of companies	67,565	87,627	(20,062)	-22.89%
Admin & Support, Waste Mgt	243,605	330,577	(86,971)	-26.31%
Educational Services	160,835	116,959	43,876	37.51%
Health care and social assist	1,530,533	1,531,321	(788)	-0.05%
Arts, Entertainment & Recr	172,633	168,529	4,104	2.44%
Accommodation & Food	4,322,945	3,892,477	430,469	11.06%
Other Services	3,457,147	3,255,583	201,564	6.19%
Public Administration	0	0	0	0.00%
Unclassified	176,924	89,185	87,739	98.38%
State reimb-food/med tax	3,730,920	3,477,861	253,059	7.28%
Munl. Equivalent Distribution	79,740	98,861	(18,921)	100.00%
Total Distribution	33,918,817	31,742,800	2,176,017	6.86%

City of Santa Fe
GRT Analysis By Category
Fiscal Years 2013-14 vs. 2012-2013 and 2007-2008

Cumulative YTD
(May-August Activity)

Category	July-Oct. 2013-2014	July-Oct. 2012-2013	July-Oct. 2007-2008	Dollar Dif FY 13-14 vs FY 12-13	Percent Dif FY 13-14 vs FY 12-13	Dollar Dif FY 13-14 vs FY 07-08	Percent Dif FY 13-14 vs FY 07-08
Agriculture, forestry, hunting, fishing	67,707	119,698	203,759	(51,992)	-43.44%	(136,052)	-66.77%
Mining	947	1,200	60	(254)	0.00%	887	0.00%
Utilities	754,352	732,292	589,183	22,059	3.01%	165,169	28.03%
Construction	3,422,617	2,993,190	4,804,817	429,427	14.35%	(1,382,200)	-28.77%
Manufacturing	494,094	522,918	726,951	(28,824)	-5.51%	(232,857)	-32.03%
Wholesale	465,549	540,968	714,690	(75,418)	-13.94%	(249,141)	-34.86%
Retail	9,424,646	9,151,301	10,021,228	273,344	2.99%	(596,582)	-5.95%
Transportation & warehousing	70,193	66,088	236,652	4,105	6.21%	(166,459)	-70.34%
Information and Cultural Indust	1,320,645	1,155,937	516,336	164,708	14.25%	804,309	155.77%
Finance & Insurance	404,103	392,504	391,892	11,600	2.96%	12,211	3.12%
Real estate, rental & leasing	833,253	650,205	813,941	183,048	28.15%	19,313	2.37%
Professional, Scientific, Tech	2,717,864	2,367,720	2,006,686	350,144	14.79%	711,177	35.44%
Management of companies	67,565	87,627	140,848	(20,062)	-22.89%	(73,283)	-52.03%
Admin & Support, Waste Mgt	243,605	330,577	147,471	(86,971)	-26.31%	96,134	65.19%
Educational Services	160,835	116,959	81,761	43,876	37.51%	79,074	96.71%
Health care and social assist	1,530,533	1,531,321	1,235,275	(788)	-0.05%	295,258	23.90%
Arts, Entertainment & Recr	172,633	168,529	140,463	4,104	2.44%	32,170	22.90%
Accommodation & Food	4,322,945	3,892,477	3,841,511	430,469	11.06%	481,435	12.53%
Other Services	3,457,147	3,255,583	3,507,808	201,564	6.19%	(50,660)	-1.44%
Public Administration	0	0	68	0	0.00%	(68)	0.00%
Unclassified	176,924	89,185	768,901	87,739	98.38%	(591,977)	-76.99%
State reimb-food/med tax**	3,730,920	3,477,861	2,728,217	253,059	7.28%	1,002,702	36.75%
Muni. Equivalent Distribution	79,740	98,661	0	(18,921)	100.00%	79,740	100.00%
Total Distribution	33,918,817	31,742,800	33,618,516	2,176,017	6.86%	300,300	0.89%

Comparison of Budget vs Actual FY 12-13



Comparison of 3 YRS to Benchmark

