

**ANDREW RODRIGUEZ**

Category	Above Average	Average	Below Average
<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	10		
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	7	3	
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.	7	1	1
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community.	7	3	
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.	7	2	1
<b>Overall Impression:</b> Final overall impression of the candidate.	7	3	
<b>TOTALS FOR EACH COLUMN</b>	<b>45</b>	<b>12</b>	<b>2</b>

Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.

- “DC Rodriguez gave an excellent interview. He is informed and knowledgeable about policing and the challenges that SFPD faces. His qualifications and education and impeccable. He would be a great chief for SFPD. He is the top choice for Chief, most qualified and best credentials. Coming from Rio Rancho provides both an outside SFPD perspective but a deeper

understanding of New Mexico. Further, RRPD is a well-run and well-respected department. SFPD would be lucky to have him.”

- “Mr. Rodriguez gave an excellent interview, thorough answers. Has a vision for the department, and I feel had the best interview of all the candidates.”
- “Leader/Leader philosophy”
- “Mr. Rodriguez has an extensive background in law enforcement in Rio Rancho and prior in Los Angeles. He led the efforts to stabilize staffing of the Rio Rancho Police Department through restructuring and career development programming. His approach is to create a positive working environment, a place where officers “want to come to work.” He has held positions at multiple levels of the department including serving as the Domestic Violence Coordinator. He is able to describe the issue of domestic violence and an approach to law enforcement response. In researching the SFPD Chief position, he visited the Interfaith Shelter and spoke with guests and staff. He states that homelessness is a social problem not a law enforcement issue stating that “we cannot arrest our way out of social problems.” His experience demonstrates that he collaborates with community partners. He also understands behavioral health needs and believes in the importance of knowing community resources. He led the response of the LAPD to end a consent decree. He articulates a leadership philosophy as a Leader/Leader. He demonstrates outstanding communication skills and holds an advanced degree.”
- “Candidate is extremely qualified. Appeared to know about ARU and problems on Harrison Road.”
- “Seemed uncomfortable speaking to us. Spoke well about treating people with dignity. Would not live in Santa Fe; not required, but it would surely help him understand our community as compared to Rio Rancho. So, just a job but not completely ready to integrate his life into Santa Fe. Didn’t like that he had to be reminded of the second part of a two-part question on his first 90 days. Liked that he would work with officers to see them through challenges related to their own traumas.”
- “Candidate responded adequately to most questions. His educational background felt more well rounded than other candidates, which makes me feel like a further interview is warranted.”
- “His letter of interest gives a sense of how well-rounded as a professional this candidate is. He brings a special combination of skills based on his previous work experience both in rural and larger city settings. He displayed a very warm and kind demeanor while elaborating about public safety, including his opinion of what constitutes people in need of services versus people who need to be responded to by policing. He used the word dignity, which I like a Chief to use when speaking about members of our community. He indicated that it is important to have areas of specialization among police units. And that law enforcement needs to respond differently to violent crimes than other types of crimes. He shared his view on the importance of treating people with dignity while policing our neighborhoods. He spoke about his family experience. He highlighted how much not revictimizing people matters. He spoke very well about the experience victims go through from police stations to

the courts. He seems to have a lot of awareness on how intimidating those are for people who need to navigate them after crimes were committed against them. He provided a good response to the question of what his first priorities on the job would be: first he would take the time to listen and learn from community entities and stake holders, and to understand our priorities on public safety. And later he would work on identifying what is working well. I would have wanted to hear more about something he spoke about: the correspondence between how police officers are supported with how their support can in turn become supporters of the communities they serve. He has an interesting personal background that seems to have informed his approach to policing and how people deserved to be treated. This to me may be the greatest asset he offers, comparing him with other candidates. He seems very authentic when he speaks about social determinants of public safety and how, in his opinion, it needs to be taken under consideration for the future of policing. Another strength I heard of his was his opinion of how to search for the right people while hiring police officers. It was very interesting to listen to him talking about how he would ask prospects about ethical dilemmas they may have encounter in life and how they may have resolved them. I also appreciated listening to his life experiences with matters that impact members of the immigrant community. His experience in LA and also from his own seemed to have contributed well to his cultural competency.”

**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- “Please inquire more into his plans to live in Santa Fe.”
- “Mr. Rodriguez currently lives in Rio Rancho and has children in school making a move to Santa Fe difficult at this time in his life. Whether it is advisable for the Chief of Police to live out of town should be explored and discussed further.”
- Career chief, wanting to be chief anywhere?
- “Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands.”
- “Recommend further interview. Should be asked if he is willing to live in Santa Fe. If not, that should be cause for concern.”
- “I would not recommend him for a second interview based on the way he compares with my three first choices of candidates and also based on the fact that it seems he would not reside in Santa Fe, if he was hired for the job.”

“The candidate’s disclosure that he would not be moving to Santa Fe if selected as chief is concerning.”

**Please provide any additional comments related to this candidate.**

- “Earned his Undergraduate Degree and Master’s Degree while working as police officer; graduated Summa Cum Laude! ☺☺☺”; Moved to NM after Police Academy in Los Angeles; Additional Certification and Instructor – Use of Force ☺; On

homeless – ‘People shouldn’t be deemed as ‘throw-aways’’ ☺; On addiction – ‘Can’t arrest our way to community safety’ ☺  
☺; On recruitment – ‘We create an environment in which offers can thrive.’ ☺; ‘Need mandatory constitutional police training, otherwise, you lose public trust’ ☺”

- “The Rio Rancho Police Department is a leader in New Mexico law enforcement. Mr. Rodriguez’s track record in law enforcement leadership could benefit Santa Fe.”
- “I appreciated very much his interest and wish him well.”

**PAUL JOYE**

Category	Above Average	Average	Below Average
<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	2	8	
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	8	2	
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.	4	5	1
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community.	8	1	1
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.	8	2	
<b>Overall Impression:</b> Final overall impression of the candidate.	6	4	
<b>TOTALS FOR EACH COLUMN</b>	<b>36</b>	<b>22</b>	<b>2</b>

Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.

- “Chief Joye is a good candidate for SFPD chief. His interview was not as strong as some of the other interviews. He did not seem to have a thought-out plan for how he will bring change and innovation to the job. However, the morale at SFPD seems to be up; he is well-liked and respected. He does understand the inner workings of the department and could improve the overall direction of SFPD.”

- “Mr. Joye knows the department well, gave very good answers, wants to think outside the box to move the department forward for Santa Fe. I was impressed with his approach as Interim and has a vision.”
- “Disliked that applicant did not submit resume or cover letter; made me wonder whether he thinks he is a shoe-in for the position.”
- “Interim Chief Joye is knowledgeable about the current issues facing SFPD. He has worked at many levels of the police department since 2019. He knows the force and is articulate about changes needed to address recruiting, retention and training issues within the force. He lives in Santa Fe County, which is a strength. He is loyal and cares deeply about the department. He also knows and understands Santa Fe. Interim Chief Joye has been serving in the position as the Interim Chief and has maintained stability of the department. He feels that he has good insight into changes needed but cannot make them as the Interim Chief. He looks forward to the opportunity to move forward early in his tenure in the position in the areas of recruiting, retention and training. His vision includes engaging youth in becoming interested in a law enforcement career. He has a strong interest in the health and well-being of the workforce. He has a calm demeanor and has strong communication skills.”
- “Wants to be chief in the community where he lives, works, and has served for 15+ years. Is not the career chief of wanting to be chief anywhere that will hire him.”
- “Liked that he worked up in the ranks here and was selected to serve in the interim; so he has earned the trust of whoever selected him. Liked his interest in technology. I didn’t like that he submitted only the application form; didn’t go above and beyond the minimum requirement with a resume and cover letter; I expect someone applying for the top job to go above and beyond. He talked too much and too fast and seemed more focused on projecting his personality on us than about really being still and listening. The answer about coverage of newer areas in SF was OK, but not very convincing.”
- “I was disappointed in this candidate’s lack of cover letter and resume. It felt presumptuous and slightly disrespectful. I am concerned that this attitude of providing the “bare minimum” may be indicative of a larger approach to the work. I also hoped for more vision for community dialogue and engagement from someone that holds the current interim position but did not get a sense that real though had been put into it.”
- “I would have appreciated a Letter of Interest from this candidate. I also would have liked him to share more about why he wants the job. Still, his decision to apply speaks into his intentionality. In reality, no other candidate we met with knows the job like him. So, in turn he is the one with the most realistic outlook of what the job entails and he seems to be committed to it for the long run. I also trust that he was the commander chosen to become our Interim Chief, so he must possess what it takes for our police department to move forward. There is a certain predictability about him for the current police officers, which has both a positive and a negative side to it. That, in my opinion, is something to be taken under consideration if continuity is an objective, after the dramatic turnover we have had with our Chief of Police tenures.

He has shared with us that he knows what is not working right now, and that he knows how to approach it as a leader that the department will follow. He expressed being confident on what he knows and the fact that he would come from that knowledge as the long-term leader. I also appreciated him sharing that by nature he is a professional that likes to be surrounded by people with new ideas. He said that it is like “Christmas to him”. He communicates well, and in my firsthand experience as a commander with our police department, he is very capable to staying calm and listens well. He spoke about one way he would approach current challenges: reintroducing programs/ideas that have worked well in the past. That historical knowledge he has can be very useful to meet the needs of the department and would not need to be totally reinvented. He is known by many professionals in the community and has worked well with various entities that our Chief would have to have strong collaborations with. His learning curve would be drastically different (less) than the rest of the candidates we met with. He likes to think and work with technology which is very relevant for the time we live in. He spoke about how important it is that everyone, no matter where they come from, should feel safe in our city. This is a ‘must have’ principal, in my opinion, for the role of Chief. And I believe he is authentic when we speak about diversion approaches to crimes that are intertwined with mental health, recovery and social justice issues. That is fundamental for the time we live in as well.”

- “I thought it demonstrated a slight lack of interest that the candidate did not submit a cover letter and only the generic application. The candidates response to best helping Santa Fe's Youth was very general being that they have been interim.”

**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- “How will your tenure differ from previous Chief of Police? What did Former Chief Andrew Padilla do well? What did he do poorly?”
- “Given that Chief Joye has been serving on an Interim basis, he is known to the force and to those who interact and work with the Department. If Mr. Joye is not selected for the position, would he remain with the department and how would he manage that.”
- “Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands.”
- “Recommend further interview on the basis of his current position.”
- “I would recommend he is scheduled for a second interview to elaborate more on:
- “His leadership style now and how he would apply it to the role of Chief, if he was offered the job. What innovative approaches he would implement, if he was offered the job.”

**Please provide any additional comments related to this candidate.**

- “Vague on vision, plans for future; seems unprepared ☹️”
- Interim Chief Joye demonstrates a good understanding of the importance of working with community partners.
- “I found him very likeable, but he seems to have moved up without this leadership position as a goal. Often good officers are not always good as the CEO/top leader in any organization. I’m concerned about the internal strength and sustainable value of this candidate. He is in my top 3 because of the confidence placed in him by those who know him better to serve as Interim Chief, but not on his own merit based on our discussion with him.”
- “He is one of my three choices for our next Chief of Police.”
- “I believe that when asked about the obelisk the candidate's response was very candid and provided an alternate lens to the situation I had not seen. The candidate showed qualities of innovation when describing the potential of a police officer substitute teacher program which would potentially build trust between the department and our community.”



**FRANK RODRIGUEZ**

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<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	10		
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	8	2	
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.	6	3	1
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community. [ONE PERSON CHECKED BOTH "ABOVE" AND "AVERAGE" SO THAT RESPONSE IS OMITTED FOR THIS CATEGORY]	4	5	
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.	2	7	1
<b>Overall Impression:</b> Final overall impression of the candidate. [ONE PERSON CHECKED BOTH "ABOVE" AND "AVERAGE" SO THAT RESPONSE IS OMITTED FOR THIS CATEGORY]	5	3	1
<b>TOTALS FOR EACH COLUMN</b>	<b>35</b>	<b>20</b>	<b>3</b>

Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.

- “F. Rodriguez is clearly well-qualified. However, his interview indicated a “my way or the highway” attitude which would not work well in SFPD.”
- “Mr. Rodriguez is a very well educated, has the experience. I just felt he was not giving the answers fully. Almost like what he thought we wanted to hear. Also the impression of it would be my way or the highway.”
- “Concerned that rigid demeanor and communication might undermine success with officers and within community. On the other hand, candidate’s military background lends itself to integrity and, as he stated in the interview, accountability (something that a lot of police officers have serious issues with!)”
- Mr. Rodriguez grew up in Oakland, California. Mr. Rodriguez currently lives in North Carolina but is familiar with New Mexico having been stationed at Kirtland AFB in Albuquerque while serving in the US Army and having spent time in Santa Fe. He has extensive experience in law enforcement having served in a range of positions giving him a broad base of experience and expertise. Mr. Rodriguez holds a Master’s degree. Mr. Rodriguez is knowledgeable and articulate about behavioral health issues and homelessness. He has strong communication skills. He also demonstrates community involvement having worked with youth in a mentoring, serving on various boards and coaching.
- “Career chief, wanting to be chief anywhere?”
- “He is a very strong candidate; rock solid. Excellent listening and speaking skills. Well prepared for our meeting; looked us up. Took notes during the discussion. Supports community engagement, input from stakeholders. “Get out of the vehicle” and meet business owners and community members. Supports use of technology. Spoke of clear standard of conduct and equal handling of infractions; order and discipline with consistency; sensitive to morale erosion if leadership is inconsistent. Came across as strong and kind and a very competent leader who can be depended upon to do the right thing.”
- “I appreciated that candidate indicated that he had researched Santa Fe and organizations represented on the interview. His work background as a teacher and EMT and his educational background in science and international relations make me feel like will have more of a well rounded approach to the position than any other candidate interviewed. Whereas he does not have direct connections with Santa Fe or our unique culture, I got the impression that he would be willing to learn and adapt.”
- “This candidate provided a very robust and overall qualified application, particularly his Letter of Interest, which touched on professional and also personal goals. His professional trajectory is very comprehensive, both from the standpoint of law enforcement and also the comprehensive education he has received. He made a point to let us know that his previous military experience has not molded him into a professional that can’t think out of the military training mindset, and that he knows the difference between military and police work quite well. His multicultural background, being bilingual and raised by an immigrant family, has given him his own life experiences that are palpable while listening to his approaches and arguments to safety and social justice. His cultural competency, at that level, is higher than most of the candidates we met

with. He is very good at developing rapport. He was very articulate when he was presenting the various professional qualifications he possesses. I felt I was in the presence of a professional I would want to hear more from. He seems like a professional with whom I would be very interested to work with because of the diverse set of skills he brings to the job and what he related as the bases of his leadership style. I am not sure if he would make Santa Fe his home in the long run. That is something he can only imagine from his visits, which is very different than having the experience of living in Santa Fe. There are some question marks there I do not know how they may play out. He would bring a very comprehensive set of approaches to our police department. I also believe he would have a collaborative approach with the entities he would have to work with in our communities. I think he would be a good listener to them. He prepared himself by reading about those of us who he met with, and about the work we do. He did his "homework".

- "A lot of the candidates approach to serving the youth community was largely based in being a role model for possible recruitment. Although our youth are our future they not just our future police officers and I believe that heavy police presence based in recruitment at schools can be overwhelming for some especially in recent times."

**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- "Mr. Rodriguez would begin in the position by listening and getting to know people. He identifies a range of strategies for engaging the workforce such as the need for face-to-face (vs. email) interactions, bringing food treats to the team, and the need for collective strategies, it would be helpful to know more about the specific strategies for bringing stability to the police force, addressing recruitment and retention and creating a positive work environment. It would be helpful to better understand his philosophy and approach to policing. He said that policing should be built on 'trust and authenticity.' Having a more in-depth discussion with him on his philosophy and approach would be helpful."
- "Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands."
- "I appreciated that candidate indicated that he had researched Santa Fe and organizations represented on the interview. His work background as a teacher and EMT and his educational background in science and international relations make me feel like will have more of a well rounded approach to the position than any other candidate interviewed. Whereas he does not have direct connections with Santa Fe or our unique culture, I got the impression that he would be willing to learn and adapt."
- "I would recommend he is scheduled for a second interview to elaborate more on:
  - His leadership style now and how he would apply it to the role of Chief if he was offered the job.
  - What innovative approaches he would implement if he was offered the job.

**Please provide any additional comments related to this candidate.**

- “Military background; 1<sup>st</sup> Generation Mexican America, fluent in Spanish 😊; ‘Police are ambassadors. Trust is built on integrity and accountability’ 😊 😊 😊; Quoted Maya Angelou! – ‘People remember how you make them feel.’ Officers must be trained on that. 😊”
- “Mr. Rodriguez likes Santa Fe very much and it seems he would live in Santa Fe if he were chosen for the position. This should be clarified.”
- “I really liked and respected this man. I felt he would easily settle into Santa Fe and serve us well. He demonstrated sincere interest in our community and the ability to relate to each of us on the panel and really listen to our questions and concerns. He is in my #1 candidate to advance for further interviews.”
- “Recommend further interview.”
- “He is one of my three choices for our next Chief of Police.”
- “This candidate was definitely the best out of state candidate and I believe they would have the easiest time transitioning into the role of police chief.”

**SCOTT EBNER**

Category	Above Average	Average	Below Average
<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	8	2	
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	8	2	
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.	7	2	1
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community.	3	1	6
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.	3	7	
<b>Overall Impression:</b> Final overall impression of the candidate.	5	5	
<b>TOTALS FOR EACH COLUMN</b>	<b>34</b>	<b>19</b>	<b>7</b>

Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.

- Mr. Ebner gave an excellent interview. His qualifications and education were very impressive. He would be a great chief for SFPD.
- Mr. Ebner did a very good interview, has everything to be a Police Chief, I liked his approach and gave thorough answers. My only concern is if his long range plan of moving to Santa Fe.

- Oversaw training of all sworn & civilian officers in ethics, de-escalation and use of Force ☺
- Mr. Ebner has an extensive background in law enforcement primarily at the state police level having held numerous leadership positions providing a range of experiences and expertise. He has strong educational credentials including a Master's degree in Human Resources, directly relevant to the skills needed for the position. He also has extensive related advanced training beyond his education. He articulates a strong vision for recruiting, retaining and supporting the police force with demonstrated expertise in doing so. He has a professional development focus incentivizing advanced training and further education. He believes in "building people up." He seems approachable, engaging and demonstrates excellent communication skills.
- Candidate is extremely qualified. Appeared to want to work with the people in the community and take input from others.
- Big concern that he knows very little about our community and culture; one day spent in SF. Liked that he has personally experienced homelessness and seems to have humility and concern for those in most need. Liked his interest in technology and data and information sharing. Liked his concept of community policing; people knowing "their officer".
- Candidate's responses felt boiler plate and uninspired. His answers to a couple questions even felt a bit condescending.
- I rated this candidate average on three categories based on the way he compares with my first three choices of candidates, however his verbal communication skills were above average. And also his resume is impressive. He was consistent with the intent of his Letter of Interest when he elaborated on innovative approaches, he is professionally experienced with, that he would contribute to our PD. He did not share in my opinion enough about why Santa Fe and the job are ideal for him. Only that a Chief's position is what he wants. So, I was left with questions about if Santa Fe and our PD will be a good fit with him. He did not answer the questions we asked him about how being here may be something that would contribute to his personal life. I wanted to see what he may need personally aside from being a chief of police so I could understand if this is a good fit for him. His communications skills are very good. He is attentive and polite. He thanked us for our work and service. That is a good quality that also shows how he can be present and connected with his audience. He is organized and he elaborates his arguments well. His cultural background and demographic make up will be less representative of the community he would be serving as our Chief in addition to not have lived here before, which makes him by comparison not as good a fit as other candidates we met with. At one point he said that for him to learn about our community, he would meet with community members, and he would let them know that he would be "receptive" to what they have to say. I think that the word he used was to me less competent culturally speaking than I would hope for our next Chief to be. Being receptive is a lower standard that it may be needed to build trust with those who would know a lot more than him about our community needs. He gave a few examples of what he could bring to our PD that may be innovative. I think he is the one candidate that offered more about that particular question. I am just not sure that precisely those innovative approaches he

spoke about would be a good fit to our police department. Basically, I go back to the same question: his lesser fitness to our PD and our community than other candidates we met with.

- The candidate disclosed that they had only really spent a day in Santa Fe. I believe that someone that is ill-informed on the uniqueness and complexity of a community will likely find it difficult to transition in. Additionally the candidate did not do the sufficient research into our community they are planning to join and serve. Overall I think these factors could be potentially damaging to the stability our city and police department seeks.
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**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- Please inquire more into his plans to live in and/or retire in Santa Fe. There is a concern that he is interested in the position to move here for retirement.
- Need to ask about lawsuits in NJ for alleged civil rights violations; also, how do we know if he is hired if he will like SF and stay here?
- He currently lives in New Jersey and has an interest in moving to Santa Fe. He states that he likes Santa Fe very much but does not know very much about it. Further exploring how Mr. Ebner would integrate himself into a new community should be explored.
- Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands.
- I would not recommend him for a second interview.
- If this candidate is selected as a finalist an additional question could be “How do you plan to translate your out of state experience in New Jersey to best serve our community?”

**Please provide any additional comments related to this candidate.**

- “I got my Masters Degree in Human Resources – the greatest resource a police department has” 😊; On homeless – “As a boy, my family was homeless for a year. We needed help, not prison.” 😊 😊; Director of multi-agency taskforce to address opioid crisis; Director NJ Gun Crime Initiative to assist in investigation of gun crimes
- Career chief, wanting to be chief anywhere?

- Most answers were based on past experience; very little sharing of his “vision” of leadership. I think this is the wrong guy for Santa Fe.
- Do not recommend further interview.
- I appreciated very much his interest for such an important position to us and wish him well.
- This candidate gave very generalized answers to the questions we asked, and when asked about how to best serve Santa Fe's Youth he responded something along the lines of sports and mentorship. While I think sports and mentorship is a vital aspect of Santa Fe's Youth community and culture this very general answer showed the candidates lack of research.



**MIZEL GARCIA**

<b>Category</b>	<b>Above Average</b>	<b>Average</b>	<b>Below Average</b>
<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	8	2	
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	4	6	
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.	7	3	
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community.	3	7	
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.	3	7	
<b>Overall Impression:</b> Final overall impression of the candidate. [ONE PERSON CHECKED "ABOVE" AND "AVERAGE FOR THIS CATEGORY SO THEIR ANSWER WAS OMITTED]	1	8	
<b>TOTALS FOR EACH COLUMN</b>	<b>26</b>	<b>33</b>	

Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.

- Mr. Garcia was very impressive. His qualifications and education were very impressive. He would be a great chief for SFPD. I did have concerns about his tenure at APD while it has been under the consent decree.
- Mr. Garcia is a well-educated man, well spoken, seemed to know Santa Fe. Just seem to have little enthusiasm for the position.
- Concerned on issues relating to Abq Police Department's use of force, and its failure to comply with minimum standards in this regard
- Mr. Garcia has an extensive background in law enforcement in Albuquerque. He is currently retired. Mr. Garcia demonstrates a passion for law enforcement. He has an interest in life-long learning with strong educational credentials including currently working on his PhD. He has held positions at various levels of law enforcement providing a range of related experience and expertise including in direct supervision and management. In terms of strategies for strengthening the police force, he believes that money is not the main motivator and was able to articulate strategies to help. He has expertise in behavioral health having served as an instructor and evaluator for crisis incidents.
- Bringing Albuquerque innovations to Santa Fe may not be an asset. Didn't like that he had more focus on violent crimes; less on minor offenses. Seemed weak on the nuances of sexual crimes and drug and mental health issues as contributing factors. Liked his interest in innovation related to homelessness. Liked his view of the relationships between public safety and public health. He has older kids and thinks he is in touch with youth; I doubted that.
- Candidate's experience from Albuquerque PD can be a plus or a minus given the issues facing that department, however during the interview he seemed open to learning and improving.
- The Letter of Interest submitted by this candidate addressed mostly his resume. It did not address his beliefs and his approaches on what he may think matters for the role of a Chief of Police, in general, and also particularly in our community. The candidate's educational background and prior experience are sufficient (so in my view average with the choices given to us for rating). I was more impressed at our meeting with him than what I extrapolated from his application on paper. In particular with his attention to how important it is to not revictimize victims and his belief on how a lack of awareness and training can lead a police officer to revictimize the victims. He seems to believe in the importance of education and training for police officers when it comes to interpersonal violence, some of the most devastating crimes in our community. He is bilingual and that is a good element for a Chief of Police in our community. I appreciate his approach on what he stated as "not quality arrests" like: not registering your dog or any other minor offenses... for instance. It contributes to my perception of him as a law enforcement officer that would make the right priorities on policing in our community. What impressed me most about his responses were his addressing homelessness and police response to it. He seems to recognize that public health and public safety are intertwined. That is a good principle to have as a Police Chief, in my opinion. I believed him when he spoke at times about wanting to learn from us or talk with us pertaining to community issues. That is an important quality

to me in the new Chief. I appreciated his notion on Collaborative Leadership: coming together to address and work on some of our social issues that intersect with police work. I liked that he seems to be very proud of his north New Mexico heritage and very respectful and appreciative of the historical meaning of our City of Santa Fe. I appreciated his words about the richness of our community in culture and arts. He seems to have a well-rounded character. It was refreshing to listen to him talking about those things in addition to strict police work.

- When asked about how to best serve the Youth community of Santa Fe the candidate responded with the solution of a student crime stopper program. I believe this mentality towards policing the youth would sew division amongst peers and further ignite the distrust the youth population has for the police.

**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- Please inquire further into his role at APD under the consent decree.
- Applicant was targeted in a federal civil rights case in which he allegedly omitted information in court records that led to the plaintiff spending weeks in jail after an illegal arrest.
- His law enforcement background is with the Albuquerque Police Department. He was in a leadership role during the consent decree. A better understanding of Mr. Garcia's assessment of the issues from an insider perspective and the role he performed in helping to address aspects of the consent decree would be helpful.
- Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands.
- Recommend further interview. Should be asked if he is willing to live in Santa Fe. If not that should be cause for concern.
- I would not recommend him to a second interview or to be considered in the long run, unless he would commit to reside in our city.
- If this candidate is a finalist I believe it would be important to ask if they would be willing to move to Santa Fe being that they are ABQ based.

**Please provide any additional comments related to this candidate.**

- "Public are the police and the police are the public. Procedural Justice promoted legitimacy." ☺ "More money is not the best or only way to recruit; men and women do not join the force cuz of \$" ☺

- Did not come across as an inspiring and competent leader. Did not seem able or willing to really integrate himself and family into SF.
- It was a pleasure meeting him and getting to know a little bit about him.
- I enjoyed this candidate's philosophy of community policing but still answers regarding that were very generalized.

**BEN VALDEZ**

Category	Above Average	Average	Below Average
<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	1	5	4
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	4	6	
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.	3	7	
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community.	4	4	2
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.	4	5	1
<b>Overall Impression:</b> Final overall impression of the candidate. [ONE PERSON DID NOT CHECK A BOX FOR THIS QUESTION]	2	6	1
<b>TOTALS FOR EACH COLUMN</b>	<b>18</b>	<b>33</b>	<b>8</b>

Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.

- I did not get the feeling that DC Valdez had spent time planning what he would do for SFPD if he got the job. He seemed to be a “more of the same” candidate. Further while a college degree is not a requirement for the job, he is the only candidate without at least a BA.

- Applicant does not have an undergraduate degree concern is that he lacks educational experience to lead a large department, eg. a master's degree in Administration or HR; Deputy Chief of Police in charge of Evidence Room has seen little or any improvement in that area
- Mr.Valdez did a good interview, expected much more. Gave status quo answers.
- Mr. Valdez has extensive experience on the Santa Fe Police force. He has served in different positions at most levels of law enforcement and has direct experience in a range of critical areas. He understands the department and has served under 7 chiefs. He was born in Santa Fe and grew up in Pojoaque so knows the community well. Mr. Valdez articulates support for colleagues on the force. He also has good insights into the underlying trauma and victimization of persons who abuse drugs as opposed to criminalizing them.
- Excellent interpersonal skills; worked his way up the ranks in SF. Liked his family and community focused service/work ethic. Compassionate understanding of abusive relationship and drug/mental health dynamics. Liked his focus on trust and the development of relationships with neighborhoods and different demographics. Outstanding answers related to engaging youth and policing gun violence. Our Youth Council panel members were well engaged and nodding their heads during his interview. He is all about “protect and serve”. Liked his answers about restoring people to their community after offending the laws, and also about using mental health and treatment options.
- Candidate's responses to questions felt uninspired and lacking vision. His background working undercover may lead to distrust with community members and tensions in certain neighborhoods. Unwilling to live in Santa Fe is also a concern.
- I appreciated the Letter of Interest submitted by this candidate. It included not only his prior assignments and work experience, but also some of his beliefs and his approaches on what he thinks matters for the role of a Chief of Police. His letter also addressed some of the current needs of the department and some of the current assets. The candidate's education, background and prior experience are above average. Those qualify him for the job of Police Chief. Additionally, he has intimate knowledge of our SFPD. He will encounter few surprises on the job of Chief due to that knowledge. He is well aware of the current challenges he would have to address. His prior experience with our former Chief Padilla exposed this candidate to the particular needs of our SFPD. His exposure to that high command role is the longest period of time any second in charge commander has served. He has historical knowledge of the ups and downs of the department. He has firsthand experience with what worked and didn't work in the past. His upbringing and multicultural personal background are important to the job of Chief when it pertains to having legitimacy in our community. He was brought up by a family who served in law enforcement. His authenticity when he talks about his journey and the goals, he always had for himself in law enforcement are very palpable. It seemed to matter a lot to him to share everything that ties him to our community during his interview with us. He has a solid approach to the violent crimes and gender violent crimes in particular. He comes from the approach of always starting by believing a victim, which is paramount or the police work on those cases.

**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- While Mr. Valdez was born in Santa Fe and grew up in Pojoaque, he does not live in Santa Fe.
- Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands. Find out if he has any plans for advanced academic education. He has plenty of law enforcement training.
- Do not recommend further interview.
- I would recommend he is scheduled for a second interview to elaborate more on:
  - His leadership style now and how he would apply it to the role of Chief if he was offered the job.
  - What innovative approaches he would implement if he was offered the job.

**Please provide any additional comments related to this candidate.**

- Supportive of Law Enforcement Diversion with good plan to expand the program in SF 😊; Improvements in technology to assist police 😊; Extremely vague on plan to improve evidence collection and storage and vision for future 😞
- Interesting to note that he supervised Paul Joye, another applicant, in the past. He is completely immersed in SF culture and aware of the community's diverse population. Ready to go on day one.
- He is among my top 3 choices, and should advance to further interviews.
- He is one of my three choices for our next Chief of Police.
- I believed this candidates responses were very substantive. Their experience in Santa Fe's police department showed as they understood the cultural intricacies and the complex and diverse nature of our community. Unfortunately although that main message the candidate highlighted in some of the more specific questions regarding police accountability and long term solutions the candidates answers were very generalized

**THOMAS GRUNDLER**

Category	Above Average	Average	Below Average
<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	1	6	3
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	4	3	3
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.		7	3
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community.	3	6	1
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.	1	7	2
<b>Overall Impression:</b> Final overall impression of the candidate.		8	2
<b>TOTALS FOR EACH COLUMN</b>	<b>9</b>	<b>37</b>	<b>14</b>

Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.

- Lt. Grundler did not seem to have a plan for how he would change or manage SFPD. He clearly has a wealth of experience, but did not translate that well during the interview.



- Mr. Grundler gave short answers, and on a few questions did not answer the question asked fully. Again was expecting more from a candidate for Police Chief.
- Concerned with lack of education – no undergraduate degree; Chief of Police needs a better understanding of HR and Public Administration, not just critical incident pov
- Mr. Grundler lives in Santa Fe and is a 3<sup>rd</sup> generation police/sargeant officer. He was worked within the department in a variety of positions and his range of experiences and expertise is a strength. Because of his experience and knowledge of the department, he has a strong sense of the issues. He is a proponent of training and has pursued additional training. He describes himself as someone who attends to details. Starting out in the position he would focus on issues that he feels have been overlooked including property crime, youth violence and domestic violence. He believes that a balance between constitutional and community policing is needed. He understands the need for and the importance of community partnerships.
- Liked that he lives in SF. Seems to be an uncomfortable communicator; swings and fidgets and says um/uh a lot. Supports stability in the force and hiring from inside rather than outside the community. Liked that he would be more accommodating of facial hair and tattoos, but I didn't like that his views of "appropriate" were subjective. Used "above my pay grade" a few times; if selected he won't have many folks above to make decisions for him.
- Candidate seemed underqualified and unprepared for this position
- He seemed less enthusiastic than the other candidates we met with, as he was elaborating on the reasons for his application. He seemed either nervous or less engaged than most applicants. His answers and his presentation seemed also to me to be less comprehensive than what I expected, given that he has served for so long with our police department. He left me with the impression that he may be one of those professionals that has a lot more to offer but who does not necessarily "interview well." His rapport building, both by his verbal skills and body language, were not at the level of the majority of the candidates we met with. I would imagine he could do much better on a one-on-one dialogue. His approach to police response on violent crimes was very solid. He would lead the police response on those crimes really well, based on what he shared and the understanding I believe he possesses. He must have a lot of knowledge of what is working and what is not. I think we only heard a very little portion of what he may know considering his trajectory and time served. He would know what the job entails and what he would be facing in our police department. He seems to have a very truthful and authentic interest to help our officers stay, do better and contribute to our PD. I was clear on the fact that he believes the turnover of our top commanders for over the past 8 years has been detrimental to our police department. It seems to be very important to him that continuity is provided. It is honorable that he is offering himself and his service to create that continuity.
- The candidates answers were very generalized which made it difficult to derive any substance about the candidates beliefs and vision.

**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands.
- Do not recommend further interview.
- I would not recommend him for a second interview, based on the meeting we had with him and also by comparison with the meetings we had with the other candidates.

**Please provide any additional comments related to this candidate.**

- Lacked a plan to improve evidence collection ☹ Applicant's plan for retention of officers based on longevity rather than performance ☹ 30-day plan as chief – focused on SWAT assessment (may be too limited in focus for job as Chief of Police)
- Mr. Grunder's Higher Education Degree is in an unrelated field.
- Thinks and speaks like a mid-manager. Not ready for the top job.
- I appreciate very much his interest and also his continuous service to our PD.

**MARSHALL KATZ**

<b>Category</b>	<b>Above Average</b>	<b>Average</b>	<b>Below Average</b>
<b>Educational Background:</b> Candidate has the appropriate educational qualifications and training for the position of Police Chief.	4	5	1
<b>Prior Work Experience and Technical Qualifications:</b> Candidate acquired skills and qualifications through past work experiences and has the technical skills necessary for the position.	1	8	1
<b>Verbal Communication:</b> Candidate demonstrates effective communication skills during the dialogue session.		5	5
<b>Research, Understanding and Initiative:</b> Candidate demonstrates they have taken initiative to research and understand the demands and complexities of the position, the department, the city and our community.	1	5	4
<b>Teambuilding/Interpersonal Skills:</b> Candidate demonstrated, through his or her responses, good teambuilding/interpersonal skills.		5	5
<b>Overall Impression:</b> Final overall impression of the candidate.		5	5
<b>TOTALS FOR EACH COLUMN</b>	<b>6</b>	<b>33</b>	<b>21</b>

**Please share any thoughts, comments, concerns, and things you liked and disliked about the candidate and anything you believe is helpful in selecting the next Police Chief.**

- Mr. Katz's interview was below the average of the other candidates. He seems to have a more militaristic view of policing than what Santa Fe needs.
- Mr. Katz was my last ranked candidate, short answers and showed me no real interest in the position. Very disappointed.

- Concern with problems applicant had while with Abq Police Department, eg, misusing aviation department resources for personal gain and his position on immigration
- Mr. Katz has an extensive background in law enforcement most recently as the Chief of Aviation Police in Albuquerque. His educational credentials include a Master’s degree in Criminal Justice. He does not live in Santa Fe currently but owns property and plans to build a home in Santa Fe. He voices an interest in good preparation with detail in case reports. He believes that working with staff requires knowing them and helping them with problem solving. Mr. Katz has an understanding of the MIHO program and sees adding a police officer to the team as a strategy for helping to respond to behavioral health and homelessness issues that law enforcement encounters.
- Poor communication skills/Zoom (technology) challenged. Left his phone on “ring” during the interview. Gave very short answers. Does not seem culturally competent for SF. In the question about HOA relations he said he would attend monthly meetings; however given the number of HOAs in SF, that seems impractical if not impossible.
- Candidate seemed disconnected and out of touch.
- His introduction and answers were noticeably shorter than the rest of the candidates. We ran out of time at all of our meetings and we were left with much time not used by the applicant. I was left with lots of questions regarding his potential skills as a Chief. He seemed to be a very kind person and someone easy to have dialogue with. I got the impression that he is probably very compassionate and empathetic human being. His response to the question of police response for violent crimes and gender violence was well centered, however it lacked the in-depth elaboration I would expect a Chief to provide. This lack of an in-depth presentation and argumentation applied to most of his answers. Some of his conceptualizing of police work is of a standard below the average that I believe is needed for the position of Chief of Police of any police department. At a point during the meeting, when he was talking about immigration, his language reflected a lower level of cultural competency when compared with the other candidates. He had a complicated moment when he wanted to use language around the issues of undocumented versus illegal. I was not clear on his approach to immigration based upon that part of his meeting however I felt a lacking of competency.
- The candidate’s methods of communication were a bit confusing and difficult to understand what exactly they stood for.

**Please share anything about this candidate that you believe requires additional scrutiny, that we should inquire more about or that we should ask.**

- Please inquire further into his role at APD and his abrupt retirement.

- It would be helpful to have a better understanding of his plans for entering the position and how he would approach the position. When asked this question, he stated that he would spend time learning and listening. He has done research on the issues facing the SFPD so knowing the strategies that he has found effective in stabilizing and supporting the police force would be helpful to know.
- Didn't interview well. Answers were extremely short and did not completely address the questions.
- Any disciplinary actions in his employment and outcome of any hearings; nature of complaints or reprimands. The resume shows 30+ years active in law enforcement; however, under Professional Experience only his last position 2002-2017 is documented. No information on prior experience.
- Do not recommend further interview.
- I think he offered all he could. I am not sure he has the necessary skill set level and I would not recommend him for a second interview.

**Please provide any additional comments related to this candidate.**

- Mr. Katz had a stormy career at APD which resulted in a sexual harassment claim, using on duty officers to protect jewelry for private businesses, and calling ICE during traffic stops.
- Candidate's answers to our questions were very short, not very instructive. "Chief of Police is a Social Worker and a salesman as well as a cop." 😊 Success Chief will have the support of the community, but failed to address how he will get it 😞
- May be a good manager, but did not seem to be ready to be the public face of our PD. Thinks he would give out his personal cell phone number; really? What could go wrong. Not this guy, please.
- I appreciated very much his interest and wish him well.