



CITY OF SANTA MONICA

REGULAR MEETING AGENDA OF THE BUDGET TASK FORCE

SANTA MONICA INSTITUTE TRAINING ROOM
330 OLYMPIC DRIVE, 2ND FLOOR (PLAZA LEVEL)
SANTA MONICA, CA 90401

**MONDAY, NOVEMBER 18, 2019
6:00 PM**

Call to Order

Roll Call

(Please note that Agenda Items may be reordered during the meeting at the discretion of the body.)

1. **Approval of Minutes:** Approval of November 4, 2019 Minutes
2. **Discussion/Action Items**
 - a. Proposal to Eliminate City Wi-Fi Along Transit Corridors (Information Systems Department)
 - b. Proposal to Eliminate overtime usage for the Explorer Program (Police Department)
3. **Public Input:** Public input is permitted only on items not on the agenda that are within the subject matter jurisdiction of the Budget Task Force. State law prohibits the body from taking any action on items not listed on the agenda, including issues raised under this agenda item.
4. **Written Communication:** Review of any written communications received from the public
5. **Future Agenda Items:** Eliminate Waived Application Fees, Reduce Downtown Parking Grace Period
6. **Adjournment**

STANDARDS OF BEHAVIOR THAT PROMOTE CIVILITY AT ALL PUBLIC MEETINGS:

- Treat everyone courteously
- Listen to others respectfully
- Exercise self-control
- Give open-minded consideration to all viewpoints
- Focus on the issues and avoid personalizing debate
- Embrace respectful disagreement and dissent as democratic rights, inherent components of an inclusive public process, and tools for forging sound decisions

This agenda is available in alternate format upon request. The SMI Training Room is wheelchair accessible. If you require any special disability related accommodations (i.e. sign language interpreting, access to an amplified sound system, etc.), please contact the Budget Task Force at 310-458-8281 or finance.mailbox@smgov.net at least three business days prior to the scheduled meeting.

This agenda is subject to change up to 72 hours prior to a regular meeting and 24 hours prior to a special meeting. Please check the agenda prior to the meeting for changes.

City of Santa Monica
Finance Department
1717 4th Street, Santa Monica, CA. 90401
Phone: 310-458-8281 E-mail: Finance.Mailbox@smgov.net
Website: finance.smgov.net

PUBLIC INPUT GUIDELINES: Public attendance and comment at Advisory Council meetings are welcomed and encouraged. Members of the public will have 3 minutes to speak and should submit a chit to City staff before the presentation begins. If more than, 15 members of the public wish to speak on one item, speaking time will be limited to 2 minutes each. If a member of the public submits a late chit, his/her speaking time will be limited to 1 minute. Members of the public wishing to speak will be called upon in the order in which their chit was received. Applause or any other disruptive behavior is not allowed. Any member of the public unable to attend a meeting but wishing to comment on an item(s) listed on the agenda may submit written comments prior to the meeting by mailing them to Finance Department, Attn: Budget Task Force, 1717 4th Street, Suite 250, Santa Monica, CA 90401. Or comments may be emailed to Finance.Mailbox@smgov.net.



**SANTA MONICA BUDGET TASK FORCE
REGULAR MEETING MINUTES**

SANTA MONICA INSTITUTE TRAINING ROOM
330 OLYMPIC DRIVE, 2ND FLOOR (PLAZA LEVEL)
SANTA MONICA, CA 90401

MONDAY, NOVEMBER 4, 2019

6:00PM

santamonica.gov/BudgetTaskForce

- I. Call to Order at 6:03pm
- II. Roll Call and Introductions

Present

Judy Abdo, former Mayor
George Brown, retired attorney
Janine Bush, business and human resources consultant
Laurence Eubank, neighborhood leader and retired business owner
Ina Godoy, Assoc. Dir. of Finance & Business at UCLA
Dominic Gomez, retired telecommunications CEO
K. John Lee, former CPA, now green building contractor
Kimberly Ong, managing engineer for Purple Line at Metro
Brandi Lockhart, Staff Assistant, Housing & Economic Development
Dominick Bei, Firefighter, Fire
David Nanjo, Administrative Analyst, Big Blue Bus
Jeremy Peterson, Communications and Marketing Coordinator, City Manager's Office
Matt Rice, Sargent, Police
Phillip Ticun, Capital Projects Manager, Public Works
Concepcion Rechtszajd, Principal Community Services Supervisor, Community & Cultural Services

Absent

All Task Force members were present.

In addition, the following City staff were also in attendance:

Rick Cole, City Manager
Katie Lichtig, Assistant City Manager
Lane Dilg, City Attorney
Brandon Ward, Deputy City Attorney
Lori Gentles, Chief People Officer
Gigi Decavalles-Hughes, Director of Finance
Susan Lai, Budget Manager, Finance
Stephanie Lazicki-Meyer, Principal Analyst, Finance
Jennifer Young, Senior Budget Analyst, Finance
Jonathan Tang, Senior Budget Analyst, Finance
Landry Doyle Wiese, Management Fellow

III. Overview of the Task Force and its Purpose

City Manager Rick Cole opened the meeting and discussed various topics including but not limited to: Santa Monica's fiscal condition, the City's strong credit rating, the recent Pension Advisory Committee, and the City's commitment to paying down its unfunded pension liability. The Task Force was instructed to develop consensus recommendations on a variety of staff proposals—with the goal of reaching \$1.5 million in savings. For each proposal, the Task Force was asked to consider a range of options: to eliminate a program, to reduce a program, to restructure a program, or to keep a program running as is, without significant change.

IV. Selection of Interim Chair

The City Manager selected Judy Abdo as the Interim Chair and Dominic Gomez as the Interim Vice-Chair.

V. Swearing-In of All Budget Task Force Members

Deputy City Attorney Brandon Ward swore in the Task Force members, who each signed an oath of affirmation.

VI. Brown Act Training

Deputy City Attorney Brandon Ward presented a Brown Act training, including but not limited to, application of Brown Act to the voting members only, prohibition of serial meetings and group discussions outside of the meeting, and public right of participation (see Attachment A). City Attorney Lane Dilg reiterated key Brown Act implications for Task Force activities.

VII. Citywide Budget Overview

Finance Director Gigi Decavalles-Hughes presented the City's budget overview (see Attachment B). Topics included, but were not limited to the City's values, the biennial budget process, the Framework for a Sustainable City of Wellbeing, highlights from the FY 2019-21 biennial budget, the ten-year forecast, flattening revenue growth, increases in the unfunded pension liability, steps the City has already taken to mitigate financial challenges, and the role of Budget Task Force to recommend further reductions.

VIII. Public Input

There was no public comment.

IX. Future Meetings and Agenda Items

The next meeting is Monday, November 18, 2019 at 6pm.

Meeting adjourned at 8:05pm.

ATTEST:

APPROVED:

Landry Doyle Wiese
Secretary

Judy Abdo
Interim Chair

The Santa Monica Institute is accessible. To request a disability-related accommodation (e.g. sign language interpreter), please contact Brian Mondragon at 310/458-8281 at least 72 hours prior to the meeting. This document is available in alternate format upon request from the Finance Department.

Mid-Term Program Changes for FY 2020-21

Program Name: City Wi-Fi

Recommended Action: Eliminate City Wi-Fi Along Transit Corridors

Annual Financial Impact: \$721,167 over seven years or approximately \$103,000 annually

Program Description

The City first launched City Wi-Fi service in 2005 at Virginia Avenue Park, 3rd St Promenade and the Main Library. This service was created to provide free Wi-Fi service to Santa Monica visitors and tourists needing internet access. Now there are over 480 wireless access points that provide free Wi-Fi service at 39 parks, open spaces, facilities, entertainment venues and 19 transit corridors (including Wilshire Blvd, Santa Monica Blvd, Broadway Blvd, Colorado Blvd, Olympic Blvd, Pico Blvd, Ocean Park Blvd, Cloverfield, Blvd, and Lincoln Blvd).

The equipment that delivers City Wi-Fi service is over 10 years old, does not meet current industry standards, and is beginning to fail. In FY 2016-17, City Council approved \$218,000 annually, to establish an ongoing Wi-Fi equipment replacement program to replace obsolete equipment and upgrade the infrastructure that supports it. The total approved amount would replace equipment in all City Wi-Fi service locations. This proposal under consideration would reduce coverage of City Wi-Fi and decrease the cost of replacing Wi-Fi equipment by \$721,167 over a seven-year period, to more effectively use City resources while retaining Wi-Fi service in areas where it is most used.

While the number of users and devices connecting to City Wi-Fi has shown slight growth, staff is uncertain as to the value of continuing to invest in equipment to connect the transit corridors (See Wi-Fi Corridors on Map 1). The primary target audience for City Wi-Fi is Santa Monica visitors and tourists; delivering this service to the transit corridors only marginally benefits them. This proposal seeks to align the service to areas that bring the greatest benefit to the target audience and move away from areas of marginal benefit. This alignment would reduce the overall costs of replacing and maintaining Wi-Fi equipment citywide. This re-envisioned deployment strategy would eliminate Wi-Fi coverage in the transit corridors to focus the coverage specifically on City parks and facilities, the Promenade, and the Pier (see Map 2).

Please note: the City also offers CityNet services, which provide fee-based business broadband services to the City's businesses and several affordable housing units, as well as free Wi-Fi service at the Library. This proposal does not address CityNet, or Library Wi-Fi services.

Quantitative

- During the last six months, 665,897 user devices (reflects duplicated counts) have authenticated to City Wi-Fi, with only 10% authenticating in the transit corridors. The majority of use occurs at City Parks and facilities, the Pier, and the Promenade.
- City Wi-Fi is supported by a pool of three permanent FTEs, as part of their critical network support functions. Reducing the level of Wi-Fi coverage would not have any significant impact on staff's workload.
- The City uses contractual services for the purchase of City Wi-Fi equipment and installation services. The estimated annual cost to replace all Wi-Fi equipment and supporting infrastructure is \$218,000.
- The new equipment has a seven-year life cycle.

Benchmarking

Free citywide Wi-Fi service is not something that other cities commonly provide. Some examples of the Wi-Fi services other cities more generally provide include:

Culver City - provides free Wi-Fi access in the downtown area, including the outdoor dining areas along Culver and Washington Boulevards.

Beverly Hills – free Wi-Fi access is spread out and primarily available at City parks and facilities.

El Segundo – free Wi-Fi access is available at the El Segundo Library.

City of Los Angeles - implemented Los Angeles Computer Access Network (LA-CAN) computer centers at 188 facilities citywide with free Wi-Fi and public access computers. These computer centers are located at libraries and workforce training centers, youth and family centers and recreation and parks community centers.

City of Burbank – free Wi-Fi access using the existing wireless technology powering Burbank Water and Power's wireless metering for water and electricity. There are approximately 400 Wi-Fi transmitters throughout Burbank.

City of Palo Alto – free Wi-Fi access limited to City facilities.

The impact of scaling back City Wi-Fi service is mitigated by the proliferation of smart phones and mobile devices since 2005. When City Wi-Fi was originally envisioned, internet service was not common or cost effective on mobile devices. Currently, there are alternatives for connecting to internet through mobile devices including:

- Affordable mobile device data plans, which include internet access
- Business-provided free Wi-Fi services for customers, for example Starbucks

Additionally, traditional Wi-Fi services may soon be overtaken by technology changes. Within the next three years, cellular mobile providers will transition to the latest generation of 5G cellular, which will have superior connection speeds and data handling capability. 5G will have connection speeds and capacity that will exceed our current City Wi-Fi network, and unlike City Wi-Fi, will not need to be supported or maintained by the City.

Community & Other Stakeholders

Eliminating City Wi-Fi coverage in the transit corridors would impact individuals currently connecting in the immediate surrounding area along the street, including patrons who would be using free Wi-Fi while waiting for buses at bus stops. The transit corridors include Wilshire Blvd, Santa Monica Blvd, Broadway Blvd, Colorado Blvd, Olympic Blvd, Pico Blvd, Ocean Park Blvd, Cloverfield, Blvd, and Lincoln Blvd.

One of the original objectives of installing Wi-Fi in the transit corridors was to support services for the Big Blue Bus (BBB). One example was to enable bus riders to connect to Wi-Fi while riding through Santa Monica. In subsequent years, however, BBB has chosen to focus on utilizing cellular networks instead of City-provisioned Wi-Fi to support their vehicles.

Service in the parks, Pier, and Promenade will not be impacted.

Implementation Plan

Free City Wi-Fi service would be discontinued in transit corridor areas by the end of the fiscal year. The City has already earmarked funds and executed the services agreement to replace equipment at City parks and other high usage public areas, such as the Promenade, and Pier (see Map 2). Therefore, no additional funds or procurement effort would be required to implement this re-envisioned deployment strategy.

Risks

By eliminating City Wi-Fi coverage along the transit corridors, the City may receive complaints from residents that are currently using City Wi-Fi in those areas. As calls are received, staff will inform these stakeholders that fast reliable Wi-Fi coverage continues to be available to residents, visitors, and tourists at all City parks, the Promenade, Pier, and Santa Monica Libraries.

Financial Analysis

Current Costs for revised deployment

The table below outlines the current costs of City Wi-Fi as funded through the Capital Improvement Program. The current total budget over seven years is \$1,526,000 (see table below).

	Total over 7 Years	
Budget	\$ 1,526,000	To replace all equipment
Expenditures	\$ (804,833)	Actual cost, not including transit corridors
Savings each replacement cycle	\$ 721,167	

The City would save approximately \$721,167 over a seven-year period by eliminating Wi-Fi coverage in the transit corridors and instead focusing the coverage on City parks and other high usage public areas, such as the Promenade, and Pier. The savings would come from reducing the amount of equipment and services needed by not replacing equipment at the transit corridors.

Future Costs

The remaining areas with service will continue to require equipment replacement during the seven-year period. This replacement would begin in fiscal year 2023-24. Prior to replacing the equipment, staff would evaluate usage statistics in the revised coverage areas to confirm that the service is utilized and the extent of its utilization.

Revenues

The City collects approximately \$4,000 in revenue from advertising posted on the City Wi-Fi landing page. Staff projects a minor decrease in revenue due to the reduction of City Wi-Fi coverage in the transit corridors.

Decision Points

- Eliminate Wi-Fi coverage in all transit corridors - this would save the City \$721,167 over seven years.
- Eliminate City Wi-Fi altogether - this would save the City \$1,526,000 over seven years.
- Do nothing

Map 1



MAP2 REVISED CITY WI-FI COVERAGE



Mid-Term Program Changes for FY 2020-21

Program Name: Law Enforcement Exploring (Explorer Program)

Recommended Action: Elimination of overtime usage for the Explorer Program

Annual Financial Impact: \$75,000 estimated ☐ one-time \$ ☒ ongoing

Background

Law Enforcement Exploring, commonly referred to as the Explorer Program, is a national youth program that provides young men and women the opportunity to learn about the various careers in law enforcement by offering them actual experience and training for a future career in the profession. The program promotes personal growth through character development, respect for the rule of law, physical fitness, good citizenship, and patriotism. Explorers take part in crime prevention activities, community policing, traffic control, ride-alongs, patrol procedures, disaster assistance, civic events, and administrative duties within the Police Department. Some program highlights include Leadership Academies, Career Achievement awards, and scholarship opportunities.

Youth, ages 14 through 21, of good moral character, a grade average of “C” or higher, able to meet specific physical requirements (running, push-ups, sit ups, et cetera), and with no criminal record can apply to be an Explorer. After acceptance, Explorers attend training at the South Bay Regional Law Enforcement Explorer Academy and attend weekly Explorer meetings for 12 consecutive Saturdays, totaling over 120 hours of instruction. Explorers also meet every Wednesday evening from 5:00 PM to 7:00 PM at the Public Safety Facility. During the weekly meetings, police officers cover a variety of topics with these youth, many pertaining to law enforcement activities, but also topics geared towards helping them become the best adults they can be (for example, “financial literacy” is a lecture topic during Explorer meetings. Our Explorers also volunteer a great amount of time to community events. These range from participating in the City-run Coast event to helping the PAL Program set up for “Spooktacular” and other holiday events. Explorers also participate in regional competitions against other agency Explorer teams. It is during these competitions that teamwork is tested and strong relationships are built among and between our youth.

Currently for 2019-20, there are 13 active Explorers, and three Explorers in the Academy.

City staff involved with the Explorer Program includes 1 Explorer Advisor Supervisor (Police Sergeant), 5 Explorer Advisors (Police Officers), and 1 Explorer Administrator (Crime Prevention Coordinator). The ratio of Explorer Advisor to Explorer that we follow are the standards and recommendations of both Learning for Life and, most recently, through review by Presidium. The Explorer Program is a collateral duty in addition to Advisor’s primary assignments. A collateral duty is a task(s) carried out by an employee that lies outside of his/her main role or primary assignment. Advisors’ primary assignments are in the Patrol, Detectives, Downtown Services, Youth Services, and the Narcotics /Vice Units. In addition, these officers are paid overtime for hours that are beyond their regular work hours. An officer typically spends overtime hours on travel to competitions with other local or state Explorers and to conferences. The Explorer Advisors provide career search advice to the explorers, though it does not necessarily have to be a career in law enforcement. Explorer Advisors are also actively training and teaching the Explorers through direct lecture at Explorer meetings and through supervision at Explorer competitions.

To mitigate overtime usage, some cost saving ideas will be implemented. Weekly meetings lasting two hours will be reduced to bi-weekly meetings lasting three hours. This will result in a net savings of 196 hours of overtime per year.

Second, the Explorer Advisor Supervisor now will only attend the weekly meetings on an as-needed basis. Previously, the Explorer Advisor Sergeant attended the weekly meetings on a regular basis. When the Explorer Sergeant is not present, a Patrol Sergeant or Lieutenant is always on-duty to assist.

Alternative funding sources are also being explored to supplement Overtime expenses. The use of asset forfeiture funds can be potentially used in the next fiscal year. This however would be a short lived option and come with several state law limitations. Only 15% of the total sum of the forfeiture account can be utilized for programs such as the Explorer program. The forfeiture funds are finite and could be exhausted within one fiscal year.

Benchmarking

Police Explorer is a very strong program in California, with most agencies in the state offering this opportunity for their youth. Neighboring cities, such as Beverly Hills, Culver City, and Manhattan Beach have Explorers Programs. It is truly the measurement of not just community engagement, but of police agencies that work to strengthen relationships with the most vulnerable population they serve: their youth.

Proposed Change

The first alternative is to make no changes to the program (Option A)

The second alternative (Option B) is to eliminate all overtime hours and expenses spent on the Explorer Program. Most of the time used (approximately 60-70%) by an Advisor to work an Explorer-related assignment is done on overtime. This amounts to a savings of approximately \$75,000. The reduction in overtime means the elimination of travel to competitions with other local or state Explorers and to conferences. This will also have some negative repercussions to the trainings, education and programs given to the youth during their bi-weekly Explorer meetings. Without the ability to use overtime, those Advisors who work primary duties within the Police Department will be at the mercy of finding time away from their scheduled shifts in order to attend Explorer meetings. If staffing in their primary unit does not allow for that flexibility, then they will not be able to attend Explorer meetings.

The third alternative (Option C) is to attempt find alternative funding sources to supplement and mitigate overtime usage. These funding sources required identification and research. Grants have been used in the past for other programs and may be able to be used in this case. The grants will come with stipulations and requirements. The use of asset forfeiture funds may also be a potential option. State law only allows 15% of the total forfeiture account to be used towards youth programs. The forfeiture account is a limited fund that could be exhausted within a fiscal year. It would only act as a stopgap.

In FY 2018-19, \$74,967 was spent on 925.75 overtime hours. When the changes in meeting staffing discussed above are implemented in January, the PD will use 196 hours less of overtime from the total of 925.75 spent the FY previously. Overall the Department would expect to see a savings of at least \$75,000, including the interim changes and the proposed overtime reduction.

Impact and Risk

Community & Other Stakeholders

The Explorer Program is a valuable and unique program that gives the Police Department's staff the opportunity to mentor young men and women in a positive and dynamic environment. This experience not only builds and improves relationships between the youth in our community and our police officers,

but also allows them an opportunity to truly enjoy themselves while learning respect for themselves and others. Explorers learn what it means to make a commitment to something and follow through on that commitment. Any drastic change to this program primarily affects youth in the community. It is possible that the elimination of overtime hours, which are primarily for travel to competitions with other local or state Explorers and to conferences, will adversely impact the program.

While some of the youth could be encouraged to participate in the Santa Monica Police Activities League (PAL), the Explorer Program offers a different experience for youth interested in a career in law enforcement or related field in the criminal justice program, and it also serves older youth. PAL is an afterschool program that provides educational, cultural, fitness, and recreational programs for youth ages 6-17 years. The Santa Monica Police Department and the Santa Monica Community and Cultural Services Department provide staff for PAL.

The young men and women in our city that decide to join the Explorers have to give up a full semester of Saturdays to study and train all day. The Explorer Academy is physically and mentally demanding. One of the primary motivation factors to join this program and endure those demands is the opportunity to attend competitions, conferences and excursions. If there are dramatic changes to the program that may affect the chances of the youth to participate in any of these activities, this may cause the current Explorers to leave the program. This will also unfavorably affect the motivation for others to want to join the program.

The positive impacts of the Explorer Program are measurable in the number who have gone on to law enforcement careers both here in Santa Monica as well as in other agencies. In just the past three years, 7 graduates are currently working in our field. But the positive impacts of the program are even more measurable in how the Explorer Program informs, creates, and cements the future of these youth as they grow into adulthood. There is no better way to describe it than in their own words. Attached are just a couple of reflections written by some involved in our Explorer Program in the past several years.

Outcomes & Values

This proposal affects youth involvement in the community. It supports the framework outcomes of “Keeping Neighborhoods Safe,” “Connected Community,” “School-Age Learning,” and “Community Learning.”

Implementation Plan

If the proposal were approved, the department would recommend its implementation beginning with the next fiscal year, so that the current class of the Explorer Program would not be affected. The department would have to evaluate how the Explorer Program would be affected without the use of overtime.

Risks

The department is concerned that the elimination of overtime hours and expenses has the practical effect of eliminating the Explorer Program. This is a unique program targeted towards youth who are interested in law enforcement, criminal justice, or other public-safety related fields.

Financial Analysis

In FY 2018-19, 925.75 hours were spent on overtime and cost \$74,967. Eliminating all overtime associated with the Explorer Program would result in a savings of \$74,967 to the City's General Fund. No FTEs would be reduced or eliminated as police officers who currently participate in the program would continue to perform their regularly assigned duties, such as patrol.

Decision Points

There are three options that the Police Department can consider.

Option A: No changes.

- Do not implement proposal to eliminate overtime. This would allow the Explorer Program to continue offering all the opportunities for our youth that we currently do, most importantly the accessibility of certain training topics and the ability to compete in regional competitions. This would result in no savings to the City's General Fund.

Option B: Implement proposal to eliminate overtime hours.

- At the minimum, there will be savings from overtime.
- This option will require the Advisors to adjust their schedules so that they are able to participate in Explorer related activity. This may create a shortage in their primary assignment, causing that unit to hire someone on overtime to backfill for the advisor who is absent from his/her primary assignment.

Option C: Locate alternative funding sources to supplement overtime usage.

- Requires researching and identifying other sources
- Attempt to identify possible Grants
- Grants always come with stipulations
- Sources may not be permanent or may be one-time use
- Overtime may still be required

Presentation

- Overview of Explorer Program
- Costs Associated with Explorer Program
- Effects of Eliminating Overtime

Police Explorer Testimonials

Hello my name is Bryan Hernandez, I am 15 years old and I have been an explorer for about 2 years. I am a hard-working, determined, resilient and assiduous person. Apart from the explorer program I also partake in some outside activities that contribute to my leadership skills. I volunteer in a program, la scores. In the program I cooperate with teachers to help students. La scores has allowed me to work well with others no matter their age. The sports that I have played are soccer and running. Soccer has helped develop my teamwork skills meanwhile running has taught me to never give up no matter how difficult the situation is and to keep going. I was part of a mock trial team which always contributed to my teamwork skills. The mock trial program helped me acquire a working knowledge of the judicial system, develop analytical abilities and communication skills.

The reason I want to be promoted is because I have worked hard for this position and I have been determined to achieving my goal. I've treating post 709 as part of my family. I have worked with honesty, dedication and will continue to do so with integrity. I'm open to learning new skills and have learned so many things in the process and I will continue to do so. I know that a promotion will show who I am, with the ability to lead post 709 to its fullest potential. I want to be able to bring post 709 closer as a family, creating a stronger sense of unity, trust, and respect. Helping people break out of there shell and putting them on a successfully strong path. I know with this promotion I will be able to excel your set expectations.

Ignacio Bautista

733 Hill St Apt 4
Santa Monica, CA 90405
(310) 752 3969
Ignaciobautista124@gmail.com

June 20, 2019

To whom it may concern,
333 Olympic Drive P.O Box 2200
Santa Monica, CA 90401

To whom it may concern,

98

I am currently a Santa Monica Explore wishing to expand my leadership experience within this prestigious program. I graduated from South Bay Regional Explorer Academy in 2018. A rigorous program which I attended for three months every Saturday from 0630 to 01700 hours. As an Individual who constantly seeks self-improvement I realized the benefits this program would offer. I knew It would teach me self discipline, Integrity, honor, and most importantly leadership skills that would help me influence my community. As I had predicted I have already seen the results from this program. It has provided structure and support to my transition into this great country. For the first 13 years of my life, I lived in El Salvador with my family until we took the difficult decision to have me moved to my aunt's house- here in Santa Monica. This decision was based on the belief that here I would have the opportunity to expand my horizons. A creed I carry with me every day. With the help of God, my family, and the explores I've managed to earn a 4.0gpa at Santa Monica High school meanwhile juggling my commitment to my colleagues here at Santa Monica explores, my commitment to my soccer team, and most importantly my commitment to my family. I wish to obtain this promotion because I believe I am ready to influence others in there self-growth and be one of the leaders of post #709. I am hardworking, self-motivated, a team player, and ready to take on this new challenge. I want to thank you and all whom it may concern for your time and consideration.

My name is **Isabella Sandoval** and my **biggest goals out of this program** are to expand my knowledge about how to work with people and how to adapt to unexpected circumstances. I'm 17 years old and will soon start at Loyola Marymount University as a full time student. I joined the post when I was 14, during my freshman year of high school. When I started, I was very shy and quiet. I wasn't sure I even wanted to stay in the program.

When I started the academy, I quickly learned what it was like to really push yourself to your own limits. I was ready to quit, but my mother convinced me not to because I wanted to make her proud. I also figured that if I couldn't stick this out for 12 weeks, how was I going to complete anything worthwhile in life? I struggled, but I finished. Once I was a real member of the post, I still didn't really feel welcomed. Later I found out that those explorers never thought I'd make it in.

It got easier after one of the explorers took me in under her wing; she convinced me to try out for drill instructor at the academy. I knew I wasn't ready, but I applied not thinking much of it. I made it in, and quickly realized that I wasn't as good as everyone else. I learned to trust myself and I developed the confidence to teach our new recruits. I also discovered that I have a passion for helping people, and finding new ways to solve my problems. When you're dealing with an issue, it can get very frustrating but it's so rewarding when you find a solution. **The reason I want to promote** is to improve my own character, and to show the other explorers and recruits that we want them in our post. I want to give our members the benefit of the doubt because it wasn't given to me when I was new. I want them to learn that it's good to ask questions, it's not against the rules to speak up just because you're the little guy.

Explorer Salgado, Jason
Santa Monica Police Department
22 June 2019

Interview Panel
Santa Monica Police Department
333 Olympic Dr Santa Monica, CA 90401

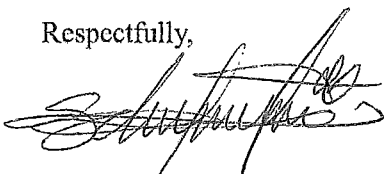
Dear Interview Panel considering my promotion,

I thank you for giving me the opportunity to come here today, and express to you why I would like to have rank in the Santa Monica Police Department Explorers. My name is Jason Salgado and I am 18 years old, but I started the explorers when I was 17. I have had my fair share of life experiences that have taught me valuable lessons that I have implemented day to day in the exploring program and in my personal life. I started the exploring program to further prepare myself for my future role as a citizen and as a law enforcement professional. I have grown a lot in the last year that I have been here, from being the mob sergeant the first day to later than becoming the class captain nominee of class 77 of the South Bay Regional Law Enforcement Explorer Academy.

I am here today hoping to be given the chance of promoting as the Santa Monica Police Department's Explorer Lieutenant. The reason in which I would like to promote as Explorer Lieutenant is because I feel this position will give me the full ability, to lead our post into a successful one in collaboration with my superiors and leadership. Where the post will be carried on by successful young adults, who will thrive to achieve above and beyond the fundamental structures of the department, regardless of any circumstances. As an Explorer Lieutenant I would be able to direct each and everyone of the explorers and recruits in our post making them feel supported, welcomed, and listened to under my leadership. I believe in the first step; the start to every mission and the needs of it, I check my ego and I have an open mind to the opinions of others, and I like to keep things simple to ensure that what is said is clear and the team understands it without any misunderstandings. As the Explorer Lieutenant of Post 709 I will make it my mission to lead this post, and being able to utilize my leadership traits and experiences to enhance the next generation of future law enforcement professionals and as exemplary citizens.

In conclusion, I look forward to serving the rest of my time with the Santa Monica Police Department Law Enforcement Exploring Program, and I hope you consider me as a strong candidate for this position. Again, I appreciate the time you and the rest of the Interview Panel took to talk to me at length and I look forward to hearing from you soon.

Respectfully,



Explorer Salgado

95

Joely Carrera Arenas

June 19, 2019

Reflection

My name is joely, I am 17 years old. I have been in the explorer program for about three years now. I truly believe I am capable of advancing forward in the ranks because I have put in work and effort into these past three years. This program has help me by boosting my confidence. It taught me how to act and think fast under pressure. I am able to communicate with others easily, and I can now teach people without stuttering.

80