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## **Mission: "Develop a unified growth management plan and strengthen internal support services." (2006)**

### **Executive Summary:**

We are in 2009, the third year of the 2006 Strategic Plan and many of the initiatives identified in 2006 have been accomplished or nearing completion. However, the biggest hurdle affecting the County in 2009 has been the global economic recession. The recession resulted in decisions forcing the County to "do more with less." To address the effect of the recession, we launched the SAVE (Santa Fe County Accountability Value and Efficiency) initiative. The SAVE initiative includes staff from every part of the County, analyzing organizational costs and revenue streams and recommending innovative ways for the county to save money and increase revenue.

Updating the 2006 Strategic Plan will require staff to review and evaluate goals, priorities and projects initially identified and then develop work plans that can be accomplished in two-year increments. All this will be a challenge given the current economic recession facing the County. Currently, the lack of permanent funding for health programs, the RECC, Correctional operations and the Fire Department leaves Santa Fe County in a vulnerable position. The County will also need to address reduced capital funding for projects, a possible reduction in property taxes and the fiscal impact of the food and medical GRT.

### **Background:**

In 2006, we began laying the groundwork for the County to create a culture of excellence and as we turn our attention forward, we will continue to build on that foundation. We will invest a significant amount of time over the next two years on succession planning. Internally, succession planning will help us identify and develop future county leaders. Specific areas of focus will be Fire, Corrections, Land Use, Community Services, and Information Technology. We will also continue mandatory countywide attendance at trainings to improve both customer service and enhance internal support services.

Transparency was a core operating value in 2006 and today we view it as being a necessary component to everything Santa Fe County does. Providing public information has always been a critical County Government function, but transparency takes public information to the next level. We created three core policies to embody what transparency means at Santa Fe County: County government should be transparent, information maintained by Santa Fe County belongs to its residents, and County government should be participatory.

Re-organization was key in 2007, the objective being, to maximize how we operate and perform as an organization. Greater emphasis was placed on creating a management

structure that provided more opportunity for interdepartmental cooperation and collaboration. We also elevated the value of staff development by funding a full-time employee to create and implement an Employee Development Program.

In 2008, the County began updating the 1999 Growth Management Plan to address new issues such as affordable housing, economic development, alternative energy, and the need for new and updated public facilities and services. The County began extensive research to become 'green' and to implement 'green' into every facet of Santa Fe County and assessing the new needs of Santa Fe County. On October 1, 2009, the County unveiled the Sustainable Land Development Plan (SLDP). The SLDP is essentially the County's vision for the future through the year 2025 and acts as the primary guide for attaining sustainability. Within the SLDP is the Capital Improvements Plan (CIP) that helps identify monumental projects and project funding within the next five years.

# Strategic Initiatives

Funding Santa Fe County Health Programs	Senior Service Program Operation	New Judicial Complex	Sustaining Operations Funding for Correctional Facilities	Centralized Purchasing and Warehouse
Citizen Survey	Boards and Committee Project	Succession Planning	Automate Human Resources	County Sponsored Daycare
Job Description Analysis	College Intern Program	PERA Corrections Plan	Enhance Supervisory Training Opportunities	Develop Human Resources Staff Process Manual
Timekeeping Software System	In House Finance Statement	Recession Planning (SAVE Initiative)	Sustainable Land Development Plan (SLDP)	Capital Improvements Plan (CIP)
Affordable Housing	Fire Funding	County Re-Organization	Conjunctive Water Plan	Renewable Energy Financing Program
County Building Permit Program	Santa Fe Canyon Ranch Property	Santa Fe Studios	Public Information / transparency Program	County Code Rewrite

## Seven Core Operating Values

Infrastructure –



Going Green –



Community Enhancement –



Transparency -



Savings/Efficiency –



Employee Development -

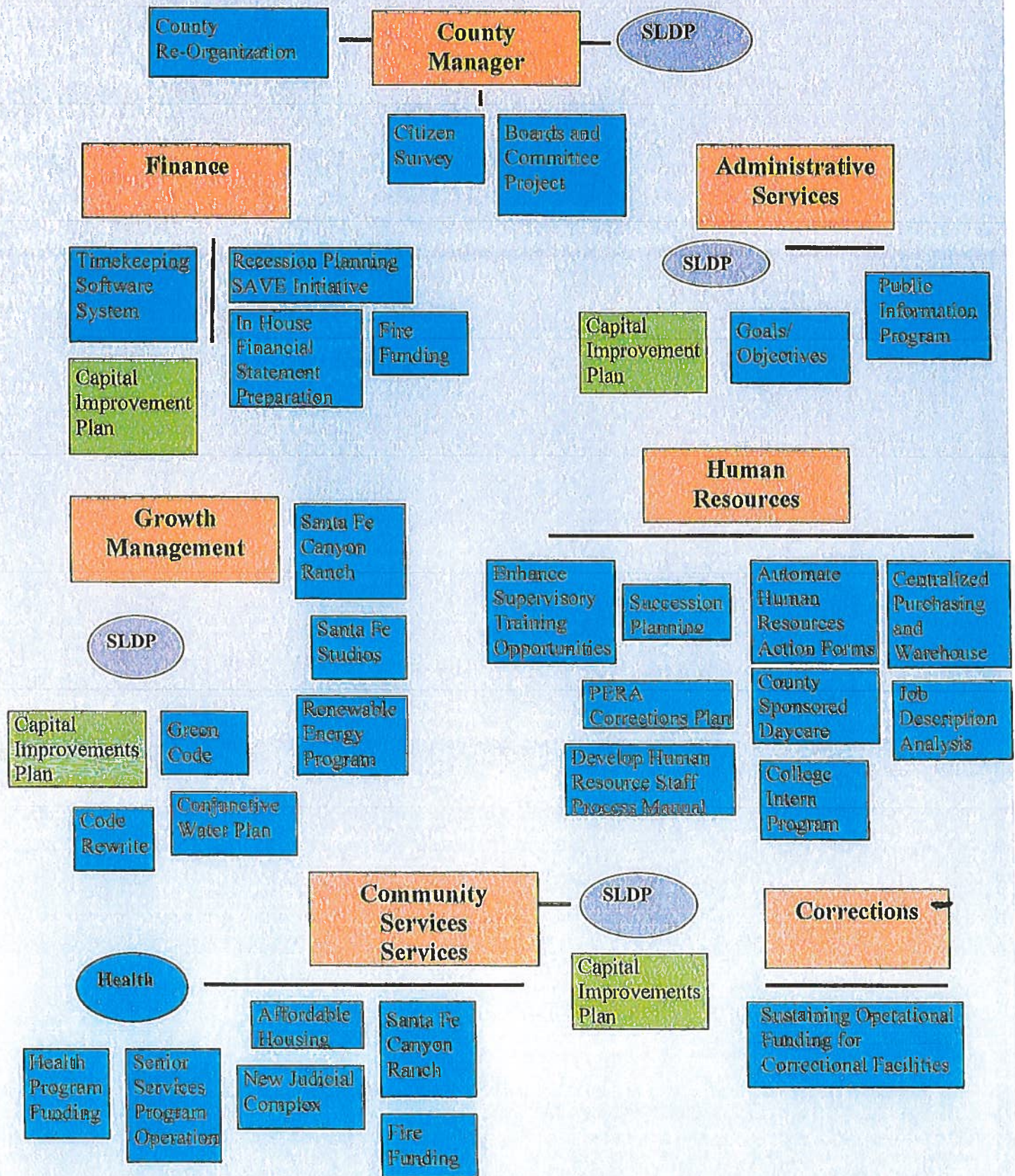


Growth Management-





# Strategic Initiatives by Department





## Key Accomplishments

- Sole Community Provider Funding
- Health Division Funding
- Solid Waste Fee Increase
- Created Energy Position
- Created Renewable Energy Financing Program/District
- Affordable Developer/ Infrastructure Ordinance Amendment
- Department of Justice out of Adult Facility
- Santa Fe Canyon Ranch Purchase
- Completed Phase I of the preparation of the County's financial statements
- Received Distinguished Budget Presentation Award from the Government Finance Officers Association for Fiscal Year 2009
- Accounts Payable Workgroup successfully formed and sessions completed to ensure the timely payment of invoices to County vendors
- Continued financial training specific to the Accounting Manual (policies and procedures), accounts payable, fringe benefits and fixed assets
- Successful transition and takeover of the PW Fuel System specific to user set-up and fiscal accountability reports
- Provides monthly and quarterly fiscal reports to the BCC
- Assisted with the cost saving initiatives countywide that resulted in savings specific to cell phones, travel, contractual services and supplies
- Balanced FY 2010 budget with minimal impact to County staff and programs and recession
- Complied with IRS Examination/Audit of calendar year 2007
- Completed Online Training Center
- Completed Employee Survey
- Administered Summer Student Intern Program
- Completed Open/Switch Enrollment
- Recruited and selected for two Fire Cadet Academies
- Implemented SharePoint intranet website
- Completed Employee Self-Serve (trainings ongoing) allowing employees to review their pay history; leave accrual amounts; and their benefit designations online
- Completed Performance Evaluations
- Employee Development training series including: Harassment Prevention, Organization skills, Customer Service, New Employee Orientation, Teambuilding, Workplace Environment, Professionalism at Work, Communication with the Boss, CRP/First Aid, HR Handbook Training, Avoiding Job Burn Out, Telephone Etiquette, Organizational Skills and Customer Service
- College for Working Adults currently has two groups
- Hosted first annual Staff retreats for Growth Management, Community Services, and Administrative Services Departments
- Implementation of the Human Resources Information System (HRIS) allowing automated Human Resource functions
- Developed and facilitated Supervisory/Management Training Series including: leadership/management, conducting performance evaluations, new hire process, understanding the discipline process, and labor relations/employment law
- Implementation of the Healthy Lifestyles Program
- Adoption of Human Resources Handbook
- Adopted Oil & Gas Ordinance
- S.A.V.E Initiative- SFC Recession Plan
- Growth Management Plan Kick-Off
- Code Re-write Phase I
- Ongoing modification of the Project Database software and putting the internal structure in place for project managers to be able to update their projects monthly.
- Federal Economic Stimulus Readiness Info



# Strategic Plan – Budget Threats

	<u>FY2010</u>	<u>FY2011</u>
• Funding of Health Programs – Lack of permanent funding source	<b>GRT</b> <b>\$1.5M</b>	<b>\$ 3.9M</b>
• Corrections Operations – Funding of all functions	Property Tax	\$ 8.4M
• Fire – Funding of capital & facilities	<b>Fire</b>	<b>\$ 1.3M</b>
• Capital Projects – Reduced funding equates to staff reductions	<b>Capital Proj.</b>	<b>\$10.7M</b>
• Hold Harmless GRT – Food and Medical Component	<b>Health</b>	<b>\$ 5.0M</b>
• Property Tax Lightning – Major impact to General Fund	<b>Corrections</b>	<b>\$ 9.7M</b>
• RECC – No permanent funding source	<b>TOTAL</b>	<b>\$1.5M</b>
		<b>\$39.0M</b>
	<b>Next Steps:</b>	
	<b>Define core services and eliminate non core services</b>	
	<b>Implement Phase II of the SAVE Initiative</b>	
	• Hard freezes	
	• Eliminate all take-home vehicles	
	• Reduce cell phones to critical need	
	• Cut all travel (including elected officials)	