

**SANTA FE COUNTY**  
**BOARD OF COUNTY COMMISSIONERS**  
**SPECIAL MEETING**  
**May 16, 2018**

Anna Hansen, Chair - District 2  
Anna Hamilton, Vice Chair - District 4  
Ed Moreno - District 5  
Henry Roybal - District 1  
Robert A. Anaya - District 3

SFC CLERK RECORDED 06/14/2018

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**I. A.** This FY 2019 budget study session of the Santa Fe Board of County Commissioners was called to order at approximately 2:10 p.m. by Chair Anna Hansen in the Santa Fe County Commission Chambers, Santa Fe, New Mexico.

**B. Roll Call**

Roll was called by County Clerk Geraldine Salazar and indicated the presence of a quorum as follows:

**Members Present:**

Commissioner Anna Hansen, Chair  
Commissioner Anna Hamilton, Vice Chair  
Commissioner Robert A. Anaya [telephonically]  
Commissioner Ed Moreno  
Commissioner Henry Roybal

**Members Excused:**

None

**C. Approval of Agenda**

KATHERINE MILLER (County Manager): Madam Chair, since we posted the agenda we did amend it and item III. H. the original III. H, which was capital projects recommendations, we're removed that and we will bring some forward. We didn't have very many but we'll bring them forward before we do the final budget, but we're not ready to make those recommendations and so removed that item, and added other FY 19 budgeted initiatives, and also added public comment, since we had posted the original agenda. So we made those changes on May 9<sup>th</sup> at 3:52 pm.

And then also I would like to note that we actually need to have the executive session before we go into certain recommendations and we will probably do that after item F, if we could go into executive session after item F.

CHAIR HANSEN: Before F or after F?

MS. MILLER: After F, but before we make budget recommendations and budget initiatives. Before we actually get direction.

CHAIR HANSEN: Okay. Any other changes from anyone on the agenda?

COMMISSIONER ROYBAL: Madam Chair, I'd like move to approve with the amendments that have been stated.

CHAIR HANSEN: Chair Hansen, I have a second?

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COMMISSIONER MORENO: Second.

**The motion passed by unanimous [5-0] voice vote.**

**II. Overview of Strategic Planning Meetings**

**A. Presentation and Discussion on Draft Strategic Plan [Exhibit 1: Draft Strategic Plan]**

MS. MILLER: Madam Chair, as you know, we have had three full-day strategic planning sessions and we had quite a few initiatives that were discussed. At the time we were doing it we had a lot of things up on the board with stickies and a variety of other mechanisms to get ideas out. Stephanie has taken all of the items that were discussed during the strategic plans as well as items that were already in the budget that had been – either were kind of ongoing items that departments had already submitted in their goals and those items that had been submitted in their budget documents for our results-based accountability initiatives.

And Stephanie has taken that and put it into an Excel spreadsheet to make it a little more dynamic so that we can make changes easier than in a power point presentation. So I'm going to turn it over to Stephanie to walk you through the document in front of you, which is the large Excel spreadsheet.

CHAIR HANSEN: Thank you. Welcome, Stephanie.

STEPHANIE SCHARDIN CLARKE: Thank you, members of the Commission. Good afternoon. So I'm here to present, as County Manager Miller mentioned, the draft strategic plan for your review and comment. I believe that we planned to bring this back to you as a potential action item if we're ready and if you're ready, at one of the June meetings. So this again is the culmination of about three days of strategic planning work that the Board held in April of 2018, and then subsequent work that the staff has done to refine and clarify the plan. Specifically at the April 20<sup>th</sup> meeting which was our last day of strategic planning when we met out at the Eldorado Community Center, we worked in four small groups to identify objectives, strategies, and action steps that were necessary to achieve the County's four population goals, and as a reminder, those four population goals are to provide a safe community in which we identify specific objectives; promote a sustainable community; we have four objectives. Support a healthy community. Under that we have seven objectives, and then for us to be a proficient, transparent and accessible government and we've identified three objectives.

So through the strategic planning sessions and then the subsequent work that staff has been doing, we've boiled all these ideas and priorities down into these 19 big picture objectives, and then under each objectives we have specific strategies. Below the strategies there are action steps and ultimately those are the very specific things we think we need to do to achieve our population goals.

Staff over the last couple weeks has been closely reviewing the objectives and the action steps and trying to transform the actions into what are called SMART goals, SMART standing for "specific measurable achievable relevant and time-limited." So we might have edited something down to if we started off with engage management on a specific issue, that's kind of squishy. And so we've tried to make it more specific. Who

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are you going to meet with and when? That sort of thing. And the staff has been doing a really excellent job of that. They've made a lot of progress and provided a lot of really thoughtful edits and clarifications to the document.

Also, what you'll see that's new in the document today, we have a column for the responsible party or parties and that's just to make sure that we know which position within the County – not a person but a position that's chiefly responsible for achieving that action. We've also taken a first step at identifying suggested performance measures that can be tracked and reported quarterly to the County to monitor progress in achieving our goals and objectives.

So not every strategy currently has performance measures but on some of them you'll see a proposed performance measure, like on the first one on Strategy 1.1.1, Create year-round sustained wildland program. We've identified three. I'll get a little bit more into what those are later.

But what we're trying there to do is make sure we track outcomes. We want to see that we're moving the needle in the right direction towards meeting our goals and objectives. We're not trying to measure outputs like I attended six meetings. We want to see that we actually had an outcome in achieving something for the community.

So the next steps are going to be to spend more time internally to discuss performance measures. We need to make sure that the performance measures we agree upon are relevant, measurable, and clearly defined. And we want to ensure that tracking the performance measures is administratively efficient. In other words, we don't want a department to add an FTE just to track these measures. Hopefully we can find meaningful, relevant measures that they're already tracking.

And then additionally, another next step is to design a quarterly reporting performance template, and we hope to begin tracking that in July. So we're not sure quite yet if it's going to be kind of on this type of spreadsheet format or something like a separate kind of report card but we'll be working on that in the coming months.

So with that, I think I'll turn to the plan itself. A lot of this should be familiar, especially to the County Commissioners who attended the spring session on the 20<sup>th</sup>. The format of it is going to look similar to those slides we had taped up to the wall and we went and wordsmithed. I've tried to, I guess, make this user friendly and easy on your eyes but I know it's a lot to take in. There's indenting on the left side, so the biggest picture things are the shaded in gray population goals. Under that you'll see the different objectives, further indented, the strategies, and then the action steps, and finally the performance measures. And then you have the responsible party just to the right of that. We have a column for what's been completed and so we'll start checking the boxes there as things get done. And then we've got quarterly – it's sort of like a Gantt chart, following for the next five years. We've got when we think these things are going to happen.

Everything on the plan right now is green because as far as we know it's all on track to happen in those quarters. But if we start to see progress slipping, or we experience delays, regardless of the cause – you might see things turning yellow or turning red. Because we want to give you – I know it's a lot of information so we want you to be able to kind of eye-ball what's going well, what's not going well, so that you can focus your attention on those.



The notes right now are basically just working together internally with staff to keep finishing the plan. But those should go away.

So I don't know if you want me to go through any of this in greater detail at this time. Would you like me to walk you through the objectives of the performance measures? Any of that?

CHAIR HANSEN: I think that – why don't we go through at least the top, main objectives and each strategy. That's kind of a little bit of an overview. That way everyone –

MS. CLARKE: All right. So I think what I'll do is give you a few examples of kind of how to read the chart and we can walk through. So starting on page 1 is as good as anywhere. Under population goal one, which again is to provide a safe community, the first objective that was identified through the strategic planning was objective 1.1, enhance fire programs. And within that we have – it looks like two strategies – three strategies. So the first one of course is to create a year-round sustain wildland program, and on that one, I should have mentioned, the action item being highlighted in green means that that's something that's included in the budget recommendation that's before you today. And so if you were to scan through all the pages of the plan, any time you see something where the action item is in green that indicates that it's in the budget rec. And so you would be accomplishing that if you approved the recommended budget or some other version of the budget perhaps.

And so in creating the year-round sustained wildland program, what came out of the strategic planning and then staff's subsequent kind of clarifications to it, we have four distinct action steps. First would be what's included in the budget recommendation, which would be to obtain funding for the next fiscal year for a six-person year-round wildland team. After that, the next action step would be an internal re-class of temporary positions into permanent positions, and you can see that that would involve not just the Fire Chief but the HR Director. Next step, around this time next year would be to identify and request further funding for the 2020 budget to add a second year-round wildland team. During the strategic planning we talked about starting with six and then maybe moving up to ten or twelve, and then last, implementing the second wildland team.

Performance measures that are proposed at this time for basically to try to measure how is creating these wildland teams going to enhance fire protection programs? Well, we would look at measuring how many acres of hazardous fuels were mitigated by these teams, maybe the number of private properties that were assessed by the teams, and the number of local, regional and national fire suppression deployments that the teams were sent on. So those were suggested between myself and the Fire Chief and others who've had an opportunity to edit this.

So that's kind of how it reads. So under safety, we've got goals related to fire protection, not just wildland but also creating hazard mitigation strategies, improving commercial property, fire prevention inspections, objectives – another large objective related to first responder services has to do with RECC, the CAD system that they're in the process of implementing, transitioning a little later out to the next generation 911 system. Strategy 1.2.3 has to do with emergency management planning. Also under public safety and first responder services we've got items related to DWI checkpoints, the radio systems for public safety that are a planned capital project. Strategy 1.2.6 has to do

with responding to service calls, so that of course involves RECC as well as Fire and Sheriff's Office, and so on.

We get into more of our Corrections agency – accreditation for the correctional facilities, Medicaid enrollment and working with insurers through the correction agencies and so on.

I don't want to get into, I guess, too much detail in all of them but I wanted to give you a sense of just how the report reads and make sure that it's accessible to you.

MS. MILLER: I want to make one point. Stephanie said if the action item on the left side is in green, it's in the budget. That means it's an expansion in the budget. Many of these are in the base budget already, but it means in our budget recommendations we're recommending an expansion to the existing program, meaning it will take more money out of our recurring budget to actually accomplish this and we are recommending that – what we call our new money, or our available revenues, would be budgeted to do those things. So it's not a matter of it's not in green we're not doing it, because that's not necessarily the case, it's just that you will see that the green action items will tie back to the recommendations that we bring up later in the session.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: It's a small point, but there are two reasons for doing measurable attributes and they all relate to how you track outcomes of what you're doing. And so a lot of the ones you have here are related to the overarching objective. But you also need to track accomplishment of some of the specifics, and some of that seems trivial but if you've managed to hire three out of the six people, if you have people, but we don't have equipment for them –

So tracking the actual implementation of those is another thing we want to do. There's nothing wrong with these measurable attribute performance measures. That's a good thing. That will feed into what you're doing or your quarterly report. That was all. It was kind of obvious. You've probably thought about that I'm sure when you were thinking about drafting the quarterly report. I think that would have been in there automatically.

CHAIR HANSEN: Any questions from Commissioners?

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair, I just want to comment on the discussion relative to the full-time wildland team and the goals therein. I think it's been awesome the work that's happened with our seasonal wildland crew. The whole Commission has been very supportive of that seasonal crew. For just over seven years now I've been advocating for a full-time wildland team. So patience and persistence and collective discussions paid off over time. So I'm ecstatic that we're moving in that direction on this particular item. I don't want to get into detail on all of them but I wanted to just comment that I'm appreciative of the discussions that we've been having at the Commission level, the staff level and the department level with the volunteer fire department, chiefs association and all those members included. So it's a necessity moving forward, especially in these times, but it's been a progression and it's great to see we're getting to this point in the discussion of that particular item. So thanks to all who provided input associated with that issue. Thanks.

CHAIR HANSEN: Thank you, Commissioner Anaya. I have a question under climate change. I was kind of just scanning – address threats associated with climate change. I don't see our new administration building on here, how we're going to bring that into sustainability and have it be a LEED platinum building or have it be a model for what the Commission has mentioned. I do see improve facilities, but I don't see specifically – it says install solar generation on County facilities including Nancy Rodriguez, Eldorado, but it doesn't say the new County building. So I want to know where that is because that is a big issue to me, that that building be as sustainable as possible, that it meets LEED, either platinum standards or that it's a net-zero energy building, and that it sets an example for the rest of the county. Can you help me with that?

MS. CLARKE: Yes. Thank you, Madam Chair. Strategy 2.2.2 is where we should address that, and I think that a previous version of it talked more specifically about – had language about all future County buildings. Right now we have kind of general stuff about solarizing existing buildings and doing the investment grade audit of major facilities, but we can certainly add something in. We have something here too about conducting cost/benefit analysis but I can make sure that we address that in a future draft, and that's where it should go.

CHAIR HANSEN: I believe myself and the Commission really want to see that as an example of sustainability in the county. Commissioner Hamilton.

COMMISSIONER HAMILTON: Just to expand and extend that a little bit. When we look at the action about installing solar. Strategic plans are traditionally like five-year plans and I think there's a little bit of a tendency when you give a specific to focus in on that specific. So there are two buildings listed. There's nothing mentioned about every year, based on the outcomes of some of the other studies, adding – solarizing the building would be a rolling project. We would expect to add buildings every year. And so that's really an add-on and I think that's part of the reason, since we mentioned some buildings specifically, to add both that and the timeframe for the new County building because that timeframe is pretty well defined, how we commit capital to that. Whatever Finance says.

MS. CLARKE: Madam Chair, there's one action step under 2.2.2 that currently reads: establish healthy building guidelines for all new County buildings. We might put establish healthy building and energy efficiency guidelines for all new County buildings.

CHAIR HANSEN: That would be good. And possibly performance measures. Because we need something to be able to judge how we are improving our performance. So if we have performance measures then when we do hire contractors we have a way for them to measure how they're improving our buildings or how we are building a building that is sustainable and meets – like let's say if we use LEED platinum as a standard that we have a performance measure on how those are met.

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Roybal.

COMMISSIONER ROYBAL: I also wanted to ditto the comments that were made by Commissioner Anaya and just thank everybody for the efforts and the time they dedicated to working on the strategic plan and thank staff once again. I did also have

a comment on strategy, the 1.1.2, Create hazard mitigation on the first action. We adopted a hazard mitigation plan in our last BCC meeting. I wonder if we should consider re-evaluating this plan at least yearly to see if there's any new strategies or any other improvements that we could make to it so it's sort of a living document as far as that mitigation plan. I know it just shows it for 2018 but I don't know if maybe yearly we would want to re-evaluate that.

COMMISSIONER HAMILTON: Madam Chair.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: I just want to add I think that's a good idea. Making that a living document is a very smart idea.

CHAIR HANSEN: Making it a living document is something I think all of us want to see this as something to participate in.

MS. MILLER: Madam Chair.

CHAIR HANSEN: Yes.

MS. MILLER: So I just want to make sure, one, I think that Commissioner Roybal was saying, for instance, on the adopt hazard mitigation plan, it was adopt and evaluate annually the hazard mitigation plan. So you were speaking specifically to that action item, Commissioner?

COMMISSIONER ROYBAL: That's correct. If there's any opportunities for other areas, I think it's something we can always visit yearly.

MS. MILLER: Yes. So we can change that action plan, that that be evaluated annually. Then also I wanted to make a point that what our intention with this document is is that we will report to you on a quarterly basis. We anticipate that you will see every time we come forward with progress or lack of progress or whatever it is that we're reporting that that's also an opportunity for you to make recommendations to update this overall strategic plan. And the thought is that it will be a really dynamic document that changes throughout the year, not in its overall goals or objectives but where we might have to modify a strategy or an action in order to better target what we're trying to change, the benchmark we're trying to achieve.

Also, we hope to do that so that when we get to next year it's pretty easy to add the fifth year. So we'll be completing FY 2019 and adding on 2024. So it won't be, hopefully, a three-day process. It will be something we can do as part of the budget process and you'll be pretty versed in what you'd like to see us do on a rolling basis over a five-year period.

Then I had one other item and I wanted to bring this to Commissioner Roybal's attention because I know he asked about this yesterday. If you do look back on page 7, Strategy 2.2.2, there was a question about – and this has been brought up I think to a few of the Commissioners about looking at some kind of energy service contract, those ESCOs, about doing an energy audit on our buildings and we have been – Claudia's been working on that energy analysis as well as Claudia and Erik Aaboe to look at what we could do relative to contracting for an investment grade audit of the major County facilities. So we're developing the scope of work that we'd like to see and go out at the beginning of fiscal year 19 to try to contract with someone too to do an energy audit on all of our major facilities.

COMMISSIONER ROYBAL: Great. Thank you.

CHAIR HANSEN: Over on – I don't know exactly where to put this but it says amend the Sustainable Land Development Code. I think that it might be – I'm on page 8, but maybe this is under some other use. We have a Planning Commission and I know that sometimes they actually see a lot of things with the code that we at the BCC don't ever even see because they find the issues and then they approve it and move it forward. But maybe we can use them to start to make changes to the code that need to be updated.

COMMISSIONER HAMILTON: Are you talking about the SLDC?

CHAIR HANSEN: Yes. And the only place I've seen that is on page 8, under 2.3.1, but it's a slash lodgers tax. I don't know where else, if there's any talk about the sustainable land code.

MS. MILLER: Madam Chair, it probably didn't get in here because I actually believe it's in the code itself that it's reviewed and updated or – I can't remember if it's annually or every six months to bring recommendations forward. So it probably didn't make it to here because it's actually in the code, but it doesn't mean we can't add it to this so that we can actually watch –

CHAIR HANSEN: I just haven't seen it happen since I've been elected, but we did make some –

MS. MILLER: We did. We did.

CHAIR HANSEN: We did make a number of changes to the code which was really helpful on the driveways and I do remember that, but there might be some other places to update the code now that we're into the next year.

Other comments that you want to mention?

COMMISSIONER MORENO: Madam Chair.

CHAIR HANSEN: Commissioner Moreno.

COMMISSIONER MORENO: I like the format. It's going to be easier to know what is happening at any one particular time. That's what my vision is. This is a lot to kind of absorb so I'm not sure that I'm totally up to speed in a hurry, but just the effort of going through that process – I've been through some of these in a past life. With the benchmarks, it should be the bible for the County from here on out. It can be tweaked in some ways. There are probably going to be areas there that there are no answers for but as a living document I'm really impressed with how this is getting better based on those meetings we had around the county. So I'm grateful for it. It's a really good step.

CHAIR HANSEN: Yes, I do agree with Commissioner Moreno. This is a lot to take in, and Commissioner Hamilton just pointed out to me that there is a Revise SLDC use matrix for some appropriate updating so that is good to see. I do think the whole section about where I was before, about short-term rentals and getting that done because I feel like that's money we're leaving on the table and we could actually be bringing in and generating money for the County with the short-term rentals and I do think it's important that we regulate that throughout the county as well. Commissioner Hamilton, you had a comment.

COMMISSIONER HAMILTON: Knowing we both want to be specific in this, and then also it doesn't preclude other ideas, for instance as funding sources. So I'm not sure if this is appropriate, but the idea has been floated of whether we can use – apply for state capital money for some of the things, specifically for projects having to do with

sustainability for putting solar panels on County buildings and that sort of thing, as another potential source. So I'm floating that as an idea that might be included partly because if it's there we can track it, if it's appropriate to put in something that specific as a component of an existing – because I think that would be consistent with the existing actions that we agreed on in our planning.

MS. MILLER: Madam Chair, Commissioner Hamilton, to that point, the idea of this is also for it to be a good working document for you. Clearly, each department has a lot of their own internal goals relative to recruitment and retention, to reporting requirements that they have to other agencies, and we didn't put all those in here. And so this is a lot to digest but it in no way reflects all the departments and elected officials work on, but we wanted it to be those things that you'd really like to see where we stand on some of our initiatives, where we stand on moving the ball forward in some of these areas.

So I think if there's areas that even if it's specific like that, if you want to be able to see it because it's something that's important to you as a Board member, to be able to see are we progressing on this? Is this something – an area as my capacity as an elected official I want to see the County be a leader in this or move forward in this, and this, I think, is the best document and the best place to track that and see that we're doing those initiatives that as a Board member you want to see the County be progressive and a leader in.

And so I think that's an appropriate thing and the type of thing that we'd say, Okay. Yes. We can put that on here to show you we did. We put in these requests. It's not just something – things that we do as a matter of course in a regular day. We may do it but are you seeing that we're doing it? And I think that's where this document can be most useful for you as a Board and policymakers.

CHAIR HANSEN: Commissioner Moreno.

COMMISSIONER MORENO: Thank you, Madam Chair. the other side of the coin is that we have talked in our meetings about a project just comes out of the blue without any brakes on it, it happens whether it's good or bad. And mostly they're not fleshed out enough or some problems come along. I think this is a good tool to use to make sure that potential projects can be vetted through this process and does this project meet criteria? And that will really help put some restraint in the process, and that's a good thing. We don't want to get overextended with projects that go awry and based on the meeting that we had with the Utility folks yesterday, we do need to really focus on how we manage the money and making sure that we have enough money to do what we need to do.

MS. MILLER: Madam Chair, Commissioner Moreno, I think that's a really good point. You could just take a hypothetical example of if we wanted to expand a section of our water utility, for instance. And we said, oh, we should have a water line go down road XYZ. And it's because there's been some requests from constituents. Well, how does that fit into our overall plan and financing of what we currently have on the books? To have that discussion and say, yes, this is where we want the next dollar to go is to put that line down road XYZ. I think it's a really good point because it's a good place to have those kind of discussions versus we tend to have them as a one-off without the big picture.

And so I think that's a really good point and hopefully this document can help us do that in a way that says, yes, it would go in a sustainable community, and how does that affect the resources we have and the priorities we already have?

CHAIR HANSEN: Thank you. Thank you, Commissioner Moreno. I did see that on the last page, on page 22 we do have mention of the courthouse and a list for it but it says Complete capital projects on time and on budget, but there's nothing about sustainability and I just feel like I want to see the sustainability be as important a part of the project as on budget and on time.

And then also I haven't seen anywhere in here where we could possibly track moving our fleet to electric cars and electric chargers. If we're going to use this document as a tracking mechanism then that is something that we could use to track how many cars and how many charging stations we have installed over the course of time, and how many charging stations are we going to put in the new administration building and how many electric cars will we have in the fleet by then? So that is one thing, as we quickly look through this document. Commissioner Hamilton, did you have –

COMMISSIONER HAMILTON: It got covered.

CHAIR HANSEN: Stephanie.

MS. CLARKE: Madam Chair, I'll make sure that we add sustainability where appropriate on objective 4.3. On 2.2.2, which is reducing greenhouse gas emissions of County operations. We do talk about adopting a fleet management policy determining Countywide fuel efficiency standards and a policy for use on alternative fuels. On page 8 you can see that there's three performance measures under there and I've made some notes through today's feedback. We've got average County car fuel efficiency, percentage of County vehicles that are electric, but we don't have anything about charging stations, and so I can add something it. We don't have anything in here about charging stations. And then I had added a note earlier in your comments to make sure we're somehow measuring building performance, not just vehicle performance.

CHAIR HANSEN: Yes, okay. Great. I'm sorry I missed it. It's a lot of pages to take in a short moment of time since we haven't seen this before.

MS. CLARKE: And to all the members of the Commission, I'd like to invite you to provide comments on this, however you like, at your leisure over the next several weeks. You can hand-write comments and give them to me. I can send it to you in Excel and you can edits and just highlight wherever you made changes – whatever is easiest for you. But I'd love to have your feedback in that way.

CHAIR HANSEN: Undertaking the strategic planning was a big undertaking and I am grateful to the staff and to everyone in the County for making this work and the commitment of time. Because we met on Saturdays and that was taking time away from your families and so I am grateful for all the work, and this is a big document. It's not like a page or two. It's 22 pages, so we made a lot of headway in our progress towards strategic planning and I'm grateful to everyone and I just want to recognize staff for all your hard work and thank you. And thank you, Stephanie. Commissioner Hamilton.

COMMISSIONER HAMILTON: I'd certainly like to add my voice to that. Even if we have lots of specifics and edits I actually find this method you dreamt up incredibly useful and informative. I just want to commend you for that and the way you

have – just the colored bars for looking at timing because it's a great visual way to try to figure out, do things fall in together? Or are they things that need to happen before something else? So I find it generally incredibly useful.

CHAIR HANSEN: Okay, Commissioners, any other comments?

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: Thank you, Madam Chair. I appreciate your comments about having an opportunity to absorb it and provide some additional feedback and just food for thought, there is major comprehensive items contained in the document so Ms. Miller, are you planning on breaking some of those out as we move to provide some recommendations? There might be some areas where there's not a unanimous perspective. So are we planning on breaking it out when we're going to vote?

MS. MILLER: Madam Chair, Commissioner Anaya, what we've done as far as the strategic plan we've tried to capture priorities of the Board collectively as well as some that were not necessarily unanimous or majority during the strategic planning. So for instance where we had things that maybe we had two Commissioners wanting and three Commissioners – or two Commissioners maybe not wanting and one Commissioner on the fence, or something like that, what we did is we put in the strategic planning to provide an opportunity to go back and evaluate and make recommendations.

And then when you get to the actual budget later on, we know that there were requests for funding opportunities, I think regardless of whether it was unanimous or individual, I believe that we have made some opportunities to address those items as either expansions or opportunities for revision, and when we get to those recommendations I'll point those out, and at that point you could vote on them individually on each item or you could say you're good with what is there as a whole. But I think you'll see throughout here even if it didn't come out as a funding priority there is room in the budget recommendation to have further dialogue and determine what you would like to do and have some changes to, for instance, the Solid Waste Ordinance, and that there's room in the budget to make some changes.

COMMISSIONER ANAYA: The other – the last comment I would make is that strategic planning processes, especially with measurable goals and objectives are always good, but the reality that comes along with policymaking and even administration is that things come up and things change and I just – you're going to have at least one new Commissioner that's going to need an opportunity to get acclimated with what's been discussed, but also there are individual things that happen, respectively throughout the County, and I think a credit to the County, prior Commissions and the Manager, I think the County's been good at evaluating those issues that arise and trying to figure out solutions to make things work and in any respective district, just given the change in circumstances. So that would probably my only other comment that I'd put on the record. Thanks.

CHAIR HANSEN: So all the division directors and department directors had input into this also, correct?

MS. CLARKE: Madam Chair, that's correct, with the exception that this hasn't yet gone out to elected officials, such as the Clerk's Office, the Treasurer's Office, Sheriff.



CHAIR HANSEN: Right.

MS. CLARKE: The Assessor. And we can do that as well.

CHAIR HANSEN: But it did go to all the departments. So they made sure that – I'm kind of thinking about Community Services and making sure that you got all the things that you are working on in there. Okay. I see Rachel nodding yes, so I'm happy about that.

MS. CLARKE: Madam Chair, they all had a lot of stress between Thursday and today to get me a lot of edits, so I thank them all for doing that and being good sports.

CHAIR HANSEN: Yes. Thank you all for the hard work. I am very impressed. There's a lot of intense work that was done. So any other comments from anyone?

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Roybal.

COMMISSIONER ROYBAL: I just want to – I said this earlier in my earlier comments but I just want to reiterate that I do appreciate all the hard work that staff put in on getting this document complete. It's is quite a bit and I have to review and digest a little bit more and I'll have probably questions at that point. But thank you. I really appreciate it.

CHAIR HANSEN: Thank you. Job well done. Are we ready to move on to item III?

MS. MILLER: Madam Chair, yes. If there's no other questions or comments at the moment on the draft strategic plan, as Stephanie said, we'll be bringing this back to you and it may take a few iterations before you feel comfortable approving it as the document we start working from, but we are working from it as we go because it's simultaneous with their budget preparation. So we're ready to go to item III and I'll just say that Erika is going to present and then about half-way through I'll take over but we're not going to go A, B, C, D. She's just going to go through the presentation, and it covers all of those items.

CHAIR HANSEN: That's great. Thank you, Erika.

**III. Presentation and Discussion on FY 2019 Budget Development [Exhibit 2: Power Point Presentation]**

**A. Review of Budget Calendar**

ERIKA LOVATO (Budget Director): Thank you. Good afternoon, Madam Chair, Commissioners. What you have before you is the interim budget presentation, and we'll just go ahead and go on through the presentation where it follows the agenda. So on page 2 it's just a reiteration of the population goals that Stephanie just went through and just a reminder, it does tie to budget because everything costs money and so we tie those into dollars. And so we have being proficient, transparent and accessible government; provide a safe community; provide a sustainable community; and provide a healthy community. These were passed by several resolutions in 2011 and 2015.

The next item on page 3 is our budget calendar. Our budget season started a little

early this year; we started in September of 2017 where we opened up the budget for entry, our fixed asset and capital database opened for entry, and our budget forms were available for entry of the 2019 budget. In January we conducted mid-year hearings and at the same time we did our budget kickoff, just kind of explaining to the departments what our parameters were for that year.

Our fixed asset and capital database requests were continued to be entered into the database and FTE requests were submitted during that time. In February, the department budgets were due to Finance and Finance staff entered the department requests into the system and evaluated them at that time. In March we conducted budget hearings with each department. Our fixed asset and capital requests were evaluated and FTE requests were also evaluated at that time.

In April the interim budgets were finalized after budget hearings, if there was any additions or subtractions during those budget hearings those were finalized. If we had any additional questions from the departments, sometimes those come up during that time. Fixed asset and capital recommendations were given. FTE recommendations were given, which are presented in here, and we began, as you all remember, our strategic planning sessions.

So we're in May, so we're conducting our budget study session today for our interim budget and our interim budget is due to DFA on June 1<sup>st</sup>. And then our strategic planning recommendations are ongoing, so our living document is going through that.

Our final evaluation of our budgets are conducted in June, so after we approve the interim budgets we go through capital and any small changes that may go through. We also, once all salary changes are made, we make sure those are in line because those are submitted to DFA also. I'm sorry – that should be June 29<sup>th</sup>, not May 29<sup>th</sup> for final approval. Small typo. And I have put finalize strategic plan, I know that's over-zealous but I had originally put that in our original budget document but that document does tie into our budget.

A reminder of our fiscal year 2018 key highlights. We had youth programs, our YERP program, our public housing site programs, I believe which are after-school programs, and our interim program here at the County. Our senior programs, our operating budget is \$2.18 million. There was a case management pilot that included Fire, Senior Services, and our local hospital.

Concerning employees, we have education and career development opportunities. We funded \$55,000 for employee-related certifications and \$35,000 for tuition reimbursement.

2018 was our second year of our three-year health navigation plan. We had operational funding for our new facility in Stanley. Last year we approved an additional 1/8 GRT, which funded 56, and our behavioral health center, our operational funding is going into that.

We also had an equivalent of a three percent COLA and partial year funding for our crisis triage center.

### **III. B. Revenue Estimates**

MS. MILLER: So we're going to move on to 2019 estimated revenue. The

chart before you shows you three years. The dark blue is 2017 actual, so what we actually brought in. Our FY or current year budget, our 2018 budget, and our estimated 2019 budget. So if you notice, gross receipts did go up because we added our new GRT last year, so we'll have a full year of funding this year, which I believe will equate to about \$4.3 million. Property tax improved slightly. Everything else had a slight – we had a one to four percent increase across all funds, just depending on the fund. We did have a little dip in grants this year. DWI, Housing, a couple of those our funding has been cut. Not completely but minimally, but there is some loss in there.

Property valuation, investment income, ambulance charges grew a little. JPAs and other revenue stayed pretty flat. And I did put a little note on the bottom just for reference. RTD does come in at – I budget it higher than the other ones because if we receive more revenue I have to bring it back to you to increase the budget because that comes in and goes straight out to the RTD service. Okay.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: So it's interesting that investment income also is decreasing.

MS. LOVATO: So investment income I budget conservatively, just based on – because I never know if the interest rates are going to increase or decrease. So once we get a final number for this year it may be the \$1.5, \$1.6 million. It's just I'd rather budget conservatively than over-budget.

COMMISSIONER HAMILTON: I was assuming this year's was closer to, relatively close to reality because we have some real numbers.

MS. LOVATO: Right.

COMMISSIONER HAMILTON: I know it can still be revised.

MS. LOVATO: What we can do after June, come July, once they start doing the analysis we can get you that number.

COMMISSIONER HAMILTON: Great.

MS. LOVATO: Do you guys have any questions on the revenue?

CHAIR HANSEN: Go ahead, Commissioner Hamilton.

COMMISSIONER HAMILTON: Okay. Well, just about the grants. My first thought was that that certainly reflects the federal actions. There's a lot of reduction in grants and it's out of our control. But in strategic planning we actually talked about the potential benefit of focusing, increasing – maybe we couldn't afford a full-time person but we could have someone focus on an effort on getting more grants. So that might still be a good idea.

CHAIR HANSEN: I wanted to mention I met with Representative Ben Ray Lujan's office and they offered grant services also, so maybe that's something we should investigate with them and look into seeing how they can help us get some more federal money, because if we're going down, I'd like to see us go back up. Continue.

MS. LOVATO: Page 7 is just some footnotes to the revenue estimates. So as I mentioned earlier, across all funds there's one to four, so just depending on the funds some had more growth, some had less. Something different this year is we're budgeting the payment in lieu of taxes or the PILT and I do have a slide for that. Basically, it was a very uncertain fund. The federal government did not always fund that so it wasn't a recurring source or something we could count on so we had noticed and scoped the

Department of Interior this year and they did guarantee funding for the following year. And Manager Miller will speak to that in one of the later slides.

CHAIR HANSEN: I think it was funded in the omnibus package, the PILT money. So it will continue for hopefully a few more years.

MS. LOVATO: I have faith. So the rate increases, I don't include the RTD or the new hold harmless. Because it's new I can't – it would show artificial growth in the GRT because we didn't have a full year last year. And just a reminder –

CHAIR HANSEN: Commissioner Hamilton,

COMMISSIONER HAMILTON: Could you explain that a little further. I get what you said from a literal point of view but does that mean when we're budgeting it we're being conservative and not planning for utilization of that 1/8?

MS. LOVATO: No. All I mean is if we had \$50 million and this year we're going to have \$54 million, I'm showing the growth from the sources that we've received in prior years, and this is new this year, so if I added it to that \$54 million it would show artificially, say, it would bump it up to eight percent growth, versus the four percent growth that is in there.

CHAIR HANSEN: Did that help, Commissioner Hamilton?

COMMISSIONER HAMILTON: No, but I think it will later.

MS. MILLER: Madam Chair, Commissioner Hamilton, what Erika is talking about right here is what's our GRT growth rate? Well, our GRT from base to base is anywhere from one to four percent, depending on whether it's county or countrywide, and in calculating that percentage growth, she didn't include the new revenue, because it's brand new so it would artificially – it's a new source and so it would artificially inflate growth. So she's saying I'm measuring a growth rate based on a stable source.

COMMISSIONER HAMILTON: Right. So we're just separating the estimate growth, which gives us an idea of how much more work we can do, and this new source, which also will contribute to more things we can do on an ongoing basis. But it's not growth in the same sense.

MS. MILLER: Yes. Madam Chair, Commissioner Hamilton, exactly, and we separate out as we go through this presentation what we attribute in budget growth and new budgeted expenditures to that increment of GRT specifically, versus growth of the base rather than new sources and where that new revenue is coming from and what it's going to.

COMMISSIONER HAMILTON: Thank you.

CHAIR HANSEN: Thank you, Manager Miller. Continue.

### **III. C. Budget Priorities and Expenditure Requests**

MS. LOVATO: Thanks. If we could move on to page 8. So these are our FY 18 recurring operating budget priorities in programming and operational funding for new facilities. So in the current year we have the crisis triage center which is in the beginning stages, the Stanley Cyclone Center, the Cerrillos Senior Center and senior program. In facilities maintenance, we have the community centers, public housing, fire stations and senior centers, open space and trails master planning and maintenance, water planning and the utility expansion, public safety, career staffing and retention, volunteer

firefighter retention, detention facility planning, senior services, the sustainability program, modification to health programming within behavioral health, community based prevention and welfare and our navigation system, and youth programs which include summer internships and other summer youth programs. And a lot of these are tied into the strategic plan which is ongoing as Stephanie presented earlier.

So on page 10 is our fiscal year 2019 budget request and our fiscal year 2018 adjusted budget, just for comparison. Our FY 18 adjusted operating budget – so this doesn't include capital expenses; this is just day-to-day business. Our FY 18 budget was \$112 million and our FY 19 department requests totaled \$114 million. So we have an increase of \$2.2 million, which makes sense because we had a quarter of a year from our new GRT from last year. So if I take that – I just remove that just to see what the base increases are, and overall, we had a minimal increase of \$332,319, overall.

If you look at Community Services you will see a big dip in there and the reason for that is next year is going to be our third year of our three-year navigation plan, and so what we did is it phases out over three years. We got a larger amount in FY 17, FY 18 it reduced, and then FY 19 – I think this year they only get \$750,000. Did you have any questions on the budget requests or the FY 18 adjusted budget?

CHAIR HANSEN: Commissioners?

MS. LOVATO: So page 11 gives you a comparison of fiscal years 2017, fiscal year 2018, your current budget, and our 2019 budget request by department, our recommendation at this point. So in Corrections you can see they stayed relatively flat. The County Manager's Office, the reason 17 shows a little higher is that we had another department that is no longer and so I stuck it in there because it's not part of our current budget. Community Services, you can see in FY 17 it was a lot higher because of the three-year navigation plan. The Fire Department continues to show growth year over year. Growth Management is relatively flat. There's some growth. Housing has decreased, which we spoke about earlier, the federal funding has decreased. The Legal Department has increased because now they've assumed the Risk Management Department.

Public Works has remained relatively flat. RECC, Santa Fe County Assessor, Santa Fe County Clerk, the County Probate and Santa Fe County Sheriff has shown growth over the three years. Santa Fe County Treasurer has stayed relatively flat and Utilities – this one, just depending on the year, sometimes we have large, one-time purchases because water is ever evolving. I guess that's a good way to say it. But what was clear to me when I was talking to Katherine is that our Public Safety sector has shown continuous growth.

COMMISSIONER HAMILTON: Question.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: So with the Housing Department, some of the things we talked about in the strategic planning, this is a soft question. This is like a can you guess the answer question. Not a dollars question. It seems to me like the things we came up with would potentially increase the revenue there and increase that and I'm wondering if you expect that to be the case.

MS. MILLER: Madam Chair, Commissioner Hamilton, you won't see it in this. This, in particular the Housing Department is our public housing, which is funded

by federal HUD funds. And so that's what you're seeing there as a decrease is that has declined at the national level. Where you'll see a recommendation is in the affordable housing area and housing development, which is outside the federal funding.

COMMISSIONER HAMILTON: That's not incorporated here.

MS. MILLER: No. It does not mean that you could not direct using County funds to assist with public housing, but it's not reflected in the Housing Department here. Currently affordable housing programs sit in Growth Management. So you have Joseph in public housing and that is HUD funded, and that is what is classified as Housing Department, but we do have affordable housing programs, like our Happy Roofs, down payment assistance, our affordable housing specialist or planner, and that's in Growth Management so that's where you'll see that reflected.

CHAIR HANSEN: Wouldn't you also say that here's where we've lost some of the federal grant money also in this reduction?

MS. MILLER: Correct. That's what I was saying. Additionally what you see in there is we also have had housing – what you might see in the adjusted budget of 2017 could be bringing in some of our housing funds from cash balances that weren't budgeted. So we'd have to do a little further analysis on whether actual public housing revenues have decreased that much, versus we've had a year where we've had some cash balances that we brought in and budgeted in FY 17 in the adjusted budget, and then it looks like it's dropped that much. It had to get more specific as to that difference because I don't know that the actual administrative fees or the Section 8 or the different programs within the capital program have dropped to that level. But what you're looking at in these charts is those are FY 17 and 18 adjusted budgets which can show a budget of cash as well. And so it could give you more specifics as to what's happened to actual program revenues in housing and we could do that at the Housing Board meeting if you'd like.

CHAIR HANSEN: Okay. Thank you. Erika.

MS. LOVATO: Thank you. On page 12, these are base budget recurring expenditures. We had an increase to our general liability umbrella medical malpractice and any ancillary insurance policies of about \$385,000. They're an estimate at this time. We're working with a broker now to get those numbers. Our full year cost for our additional 56 FTEs last year cost us \$1.8 million – well, we only funded half a year, so inclusive of benefits it was \$1.8 million. So we funded half a year last year so this year we need to fund the whole year, so the cost of that is an additional \$907,000. Our growth in base budget as I showed you earlier was \$332,000. We had some slight reduction in various grant funded areas.

Our health insurance premium increased – we're estimating \$100,000 on our benefit side. And within our self-insurance plan we had a plan administrative increase of \$215,000. And for 2018 we had a three percent COLA which totaled \$1.5 million. We funded it January 1<sup>st</sup>, so half a year, so going forward we'd need an additional \$791,000.

So I summarized it on the next page for you. So we have operating revenue available of \$119 million. If I deduct the base budget requests, the health insurance increase of \$100,000, the new FTE costs from 2018 \$907,000, our insurance increase, our general liability, \$385,000, and our three percent COLA from last year, \$791,000, we have an amount available for expansion of \$2,564,558.

At this point in time I'm going to hand it over to Manager Miller.

CHAIR HANSEN: Thank you, Erika.

MS. MILLER: Madam Chair, Commissioners, so Erika has given you a real good overview of what our estimated revenues are, what new revenues we had and then what commitments we made in last year's budget with those new revenues and what it costs us to fund those for a full year. Because much of the initiatives that were added last year with the new GRT, if you recall, that GRT didn't come into play until January 1<sup>st</sup>. We didn't start collecting revenues till March, and so all the new Fire FTE, Sheriff's FTEs Corrections, RECC, and then the administrative support FTE were funded at a half a year.

Additionally, the COLA, as she said, was funded at a half a year. So we take that revenue estimate of \$4.3 million a year with that new GRT increment. We had budgeted about \$2 million of it in FY 18. We're budgeting all \$4 million, or \$4.3 million in FY 19, but that additional amount was already taken up when you look at having those employees and those pay increases and all of those administrative costs over a full year. Additionally, if you recall, the other component that we funded in there was the behavioral health crisis triage center which has not opened, so we did not, in that first half-year, put anything in fiscal year 2018, we didn't have any of the operating costs attributed to the budget in FY 18, and you'll see that we're bringing in now \$1.5 million in fiscal year 19 that will be held for getting that center complete and operational, and bringing that contractor on board, New Mexico Health Solutions.

So those are already built into the figures that Erika gave you. In addition, for all other revenue sources that have growth, she outlined the things that we have obligations to meet. She mentioned the insurance, our Worker's Comp insurance comes up for renewal on July 1. We're in the process of getting estimates for what that will cost. We anticipate bringing to you on May 29<sup>th</sup> what those costs will be and a recommendation for what that policy should look like. Right now, we do not have a deductible. That is the most expensive way to do Worker's Comp so what's currently coming back from the Association of Counties is a relatively large increase in premiums. What I told them is I would like estimates of the premium if we had a \$10,000, \$25,000 or \$50,000 deductible on our Worker's Comp claim. So when we get that – which I hope to have in the next week or two – we could probably refine our actual Worker's Comp insurance down to a much better estimate of what a full fiscal year would be with the deductible. Additionally, we don't get our multi-line and our law enforcement insurance. It renews in January. Last year our multi-line stayed flat but our law enforcement went up 15 percent.

So we're estimating in Erika's budget estimates, she's accounted for potential increases in both of those items as well as a medical malpractice and some of the smaller insurance policies. In light of those, just to note, it's not as though we're just letting increases go willy-nilly either. We're actually working a lot. This is not just Santa Fe County that is experiencing this. All law enforcement insurance is going up, whether it's through the Association of Counties or purchased privately, due to the type of awards that are made to plaintiffs on law enforcement cases. So we do work a lot on our risk reduction and risk prevention and we have some initiatives going forward to try to keep our increases as low as possible.

Going into, as Erika said, so after you go through base budgets, and I'd like to compliment the departments and elected officials' offices for their budget submissions

and the way that they manage their budgets. As you can see by the chart that Erika provided that showed the last three years average, departments have done a good job and the elected officials have done a good job at keeping their budgets as flat as possible. And that's the operating budgets. The Board is the one who determines how much for cost of living increases and things like that. And so those increases come as the basis of what the Board decides to provide for benefits for employees. But the elected officials and the department directors manage the rest of their operating budgets based on really asking for things that they need, keeping out things they don't need, and working through the year to stay as level as possible.

So to have only a few hundred thousand across the whole County in a \$118 million budget is really compliments to the directors and the elected officials for managing their budgets and their departments.

### **III. E. Elected Official Salaries (HB 69, 2018 Regular Legislative Session)**

MS. MILLER: So now I wanted to get into what requests we have and the first one isn't necessarily a request. I can't say that any elected official came to me and asked for this, it's just a note that we're well aware of a piece of legislation that passed this year and that's House Bill 69. Elected officials' salaries are based on what the statutes allow for counties. Municipalities can set their own elected officials' salaries but the counties are restricted by what is statutorily allowed as a ceiling. This past year the legislature passed a bill, House Bill 69, the Governor signed it into law, and that is that elected officials' salaries, and that's the County Commissioners and the other electeds have an opportunity to get a salary increase.

Just to explain how this works, because constitutionally you can't change a salary within a term, any change that the Board might vote to have here would be effective at the beginning of the next term of all the elected officials. So when you see this, if it reads a little funny, we did it this way because it actually takes four fiscal years to fully implement an increase. So currently, you can see the current annual salaries of the County Commissioners and the elected officials. And these are currently at their statutory maximum and the County Commission has supported in the past when there is an opportunity to raise the elected officials' salaries, they have supported doing so. And what that requires is a resolution by the Board selecting the amount that you would like to set the elected officials' salaries at, and then subsequently we build that into the budget over the next several years.

What I offered were two options but truthfully, these aren't massive increases, considering it takes a minimum of four years before you fully get an increase. And it's actually been – I believe 12 or 16 years since the legislature bumped the salaries up. I want to say it's been 16 years. I could be wrong. It might even be eight years. But it's been a while and because elected officials do not receive a cost of living or any other kind of increases. So these are the current salaries. The maximum that House Bill 69 allows is that column on the right. That's 100 percent of the maximum salary adjustment, which would take a County Commissioner's salary from \$34,000 per year to \$39,106. It would take a County Treasurer's maximum salary from \$75,327 to \$86,626 maximum. County Assessor would be \$78,827 to \$86,626. County Sheriff from \$78,555 to \$90,338,



and for County Clerk from \$75,327 to \$86,626, and Probate from \$33,143 to \$38,114.

As I said, you can only receive these increases as you come into a new term, so if you look at the ones in yellow, those are the offices that are currently, or the positions that are currently up for re-election and the ones in green are the next election cycle. And so what you'll see if that if you voted to go to the 100 percent maximum salary you would have District 1 Commissioner, District 3 Commissioner, County Assessor, County Sheriff and Probate Judge eligible for receiving that increase. But as I said, it takes four years to fully implement because it's only half a fiscal year.

So we wouldn't see – so in the first year, fiscal year 19, the one that we're looking at the budget, that would have a \$17,000 increase. When you get to the next year, fiscal year 20, you'd see that implemented for a full year for those five elected officials and that's \$34,755. And then you hit the next election cycle which I believe all three of the Commissioners in front of me would be running for potential re-election where your seat would be eligible for that increase, as would the County Clerk's position and the Treasurer. And then that's a half a fiscal year, so that would be another \$17,000 or \$53,700. And then when you get to the fourth fiscal year, in total, the maximum that this increase would cost the County is \$72,656.

So what we would like, and you don't have to give it to me right now, I would recommend listening to all of the recommendations, but we gave an option of if you wanted to do a 50 percent of the adjustment, what that would cost. It's obviously half of what is here in a full salary adjustment, or 100 percent. What I could say to this, I think the elected officials who run an office, you are looking at somebody who's doing a full-time job. Regardless of what the statutes say, the required hours, they don't even say, you are looking at full-time professionals working in an office and managing an office. So consider what those salaries are compared to other people who are directing an office and managing a staff.

Relative to County Commissioners, you know how much time it takes. So it's also considered a part-time job but it's a lot of part time. So I don't think that any of the ceilings are excessive by any means, and as I said, I don't think that – it takes four years to phase it; it's not a major budget impact. Additionally, one of the things that always comes up on this item is I don't want to vote for my own pay increase. There's only one Commissioner that that could potentially be and I would recommend that if that Commissioner doesn't feel comfortable voting that they could abstain from the vote because the other four, you're not voting for your own increase you're voting for the next election cycle.

So I just put all that on the table for you to consider in the budget recommendations. I will let you know we are recommending and have built into our estimate 100 percent of the maximum salary adjustment.

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair, I don't need to wait. I think we can wait on the vote for later but I just want to say on the record, all the elected officials are well worth the investment given the time and what they put into each of the offices. That's my take. Thank you.

CHAIR HANSEN: Thank you, Commissioner Anaya.

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MS. MILLER: And Madam Chair, to that point, we will bring, based on the direction you give us today, we'll bring a resolution forward at the 29<sup>th</sup> meeting to put in effect whatever it is you give us direction to do.

### **III. F. New FTE Requests/FTE Reclassification Requests**

On the next page, on page 16, these are the fiscal year 2019 FTE requests by the departments. These are requests for either additional FTE or a change in FTE based on what we currently have and what I mean by that is when you get down to that wildland technician, this is taking our temporary six-month group and turning it into six permanent year-round positions. So as we talked about in the strategic planning, we showed that this item was in our recommendations so we had obtained funding for a six-person year-round team and that's what you – I kind of jumped to the bottom but there's a reason for that. And that is you see the wildland technician lead and the five other positions and what was requested and then what was recommended. Each one of those positions, the technician with benefits is \$40,400 per year and then the wildland technician lead is \$43,680.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: You've already gone down to wildland technician, but the Assessor's Office, are these all full-time positions?

MS. MILLER: I'll go back to them. I jumped to the wildland technicians on person because that was a number one item on your strategic plan. So I'm going up the sheet.

In Senior Services, as you know, that's one of our other fastest growing service areas in the demands, besides our Public Safety is our seniors. I think Commissioner Moreno calls it our silver tsunami effect. And what Community Services and Senior Services has requested is a seniors transportation dispatcher, and a senior center supervisor. And these would be positions that the dispatcher would be dispatching an entire group of drivers throughout the county to pick up seniors. That position would cost \$37,856 per year, and then the senior center supervisor, we recognize we need to start building in full-time directors at some of our major senior centers that have the most programs and the most seniors using that center, and so we want to start working towards getting some full-time employees at the centers, not just cooks and some activities individuals, but actual directors at those centers that have the most volume of individuals.

So this one, Eldorado is the one that has the highest need, but we anticipate coming back looking at Santa Cruz and Edgewood in our next round. I think those are our two next highest use facilities and we're trying to work in a supervisor at each one of those facilities as we move forward.

Now the next three – a cook, a driver-cook assistant and activity coordinator – that is for the Cerrillos senior center. And note that we had said that that's been on our radar screen for the operating budget this year as well as next year. The problem is getting the facility constructed and up and running. We don't anticipate that that will happen before the end of the fiscal year. We do have a design. We put it out for bid. It came back way over budget, so we're having to redesign and go back out to bid. So these were put in with the idea that just if we got done, but we don't anticipate – if by chance

we're completed before the end of the fiscal year we would come back to you and ask to build them into the budget.

I just want to note that that is an up and coming operational cost and have been planning for that and part of the reason we don't budget too tightly is we know we need to work that into our future operations.

And then Sheriff's Office, they have one accountant for all of their grants and purchases and budgeting and they requested an additional person. We work with the Sheriff's Office to see if having their senior accountant position that they currently have plus an accounting tech would be sufficient. So while they requested an accountant at \$72,000 we are recommending an accounting technician that would be \$49,000 with benefits. And they indicated that would work for them.

In Housing, the resident opportunity self-sufficiency specialist. Housing received a grant so we are recommending that position but it does not require additional funding because we're using a grant to pay for that position.

The same with the Assessor's Office, these are two clerical assistant positions and this won't require general funds. These are term positions. They're part time. That's why they're \$12,000, and the Assessor is working actually with the high school to find students that are in the particular program in the high school and he has brought them into the office during the summer and I believe he's already had success with two of them staying on and moving into some of the permanent positions. So he wants to continue that. So we are recommending that but that it would come from the valuation fund and that he would do it as temp positions that are eligible to apply when there is a regular position open.

Then there are two other positions that are not being recommended at this time and that was a request for a sustainability specialist and I believe that that was talked about early on in one of our budget items, and that was that we have a code that has a lot of requirements for water conservation and energy efficiency out in individual residences and this request was one where maybe the person would be more of a code enforcement individual going out to enforce that portion of the code. I think we really need to – and we had kind of a lot of discussion around this – really flesh out what we would want to set up as enforcement in our code, and then there's also been some request for changes to some of the items in the code relative to sustainability and energy efficiency and HERS rating and what not. So we thought that this might be one worthy of holding off on, as well as the construction inspector. Currently as it stands the Projects Division, the project managers do their construction inspection and we're recommending that they continue that practice at this time.

So from all of those requests, we had requests of \$560,587 and are recommending approvals of those positions as recommended at \$391,300.

Additional personnel requests that came through, from the Fire Department we had a request of 15 positions. Well, actually we had a request and we did one of them in this year's budget and that was that two of our EMTs would be reclassified to lieutenant positions and we went ahead and moved forward with that with salary savings that the department had and this is based upon bringing on 18 new firefighters and them needing to move to crews that had lieutenants as leaders or supervisors of the additional crews.

So that was something that actually as this last academy graduated we saw a need

for that immediately, and to do that actually ate up current budget of about \$50,000. Then two additional requests made by the Fire Department were to take the three captain positions, and that's in training and volunteers and wildland, take them to three battalion chief positions. Then we also had to take the 13 lieutenants plus the two new lieutenants and reclassify them to 15 captain positions. As you can see, to do that is \$80,000 and the captain to battalion chief positions is \$40,000. We are not recommending that at this time and it's mainly because we just have competing priorities. I'm not saying this isn't something to be considered by the Board but I think it needs to be looked at in an overall review of the Fire Department and whether we're set up structurally the way that we need to be for shifting from predominantly volunteer to as many career positions as we have and having more of a career-volunteer department. And to see how bringing on these 18 new positions, what's the best way to structure the department to handle 100 positions in the career staffing versus the 48 that have been targeted.

And so I think this is something that the Board and the Fire Chief and the department really need to flesh out is just the organizational structure that the Board would like to see, and if so, then that become a priority in funding that moving forward.

In Public Works we had requests to increase salaries for various positions at \$260,000. This was looking at certain classifications and requesting about a ten percent increase. Also we had that in Community Services Department, and we had that in the IT Department. I put those on here but we are not recommending those items at this time and when we get to employee compensation, we'll explain further why we're not recommending those individual group increases at this time.

Also, if you think back to our discussion during the strategic planning a lot of things came out about looking at our classification/compensation plan, about how we do merit increases and things like that, so what I'd really like to do is take the first six months of the fiscal year and do some overall evaluation of where are we not paying certain classifications of people comparable to other similar entities at Santa Fe County or to the City of Santa Fe, the State and maybe other Class A counties. And then also consider that we have a higher cost of living in Santa Fe than some of the other Class A counties.

But I think that we need to do a more comprehensive review of that rather than just funding ones that come out of an individual department request. Additionally, whenever we're having trouble retaining employees or recruiting employees in a particular classification, HR works closely with the department and the union to try to make sure that we address any inconsistencies or disparity in our salary ranges and starting salaries compared to other entities, and we have often made adjustments throughout the year. So we didn't want to request these as separate budget funding items.

### **III. D. Employee Compensation Options**

MS. MILLER: The next slide is looking at – just kind of summarizing all of the options for expansion and requests for employee and salary and benefits. First of all, the elected official salary increase, we had \$8,000 if you did 50 percent of it, or \$17,000 in the next fiscal year if you did the full increase. As I said, you have the FTE requests and we were recommending a total annual increase of those recommended

positions of \$392,000.

Now the next item is something a little bit different and it's been brought up by employees that get an increase through a cost of living or possibly a merit and they're making, say, \$49,000 a year and they get an increase that bumps them to \$50,000.01. They are thrown into a different insurance tier. So to explain, we currently have three insurance tiers, and if you look at the little chart there if you are earning \$30,000 or less the County pays 80 percent of your health insurance benefits. If you make \$30,000.01 to \$50,000 the County pays 75 percent of your insurance premiums.

And here's the jump that causes some people to wish we didn't give them a pay increase. If you make \$50,000.01 to \$70,000 your insurance premiums that the County pays for drop from 75 percent to 63 percent. The County pays 12 percent less of your premium. Just to give you a sense of what that might be, for a family, an employee on the family plan, that's over \$2000 a year in increased insurance premiums that are on the employee. And the problem is, like I said, if you were making \$49,000 and you got a 50 cent an hour pay increase, all of a sudden you take home \$1,000 less.

And then from \$50,000 to \$70,000, it's not that big of – it's not that different than when you go from \$70,000 to \$70,00.01, it's still 63 percent. So what we'd like to do is try to close that gap. We looked at the \$50,000 to \$70,000 salary to move that to 75 percent, and that was a pretty costly proposition to do Countywide. It was close to \$400,000, and actually, depending on what plans people select it could be as high as \$560,000. So what we looked at is we took all employees who are currently in the \$50,000 range, \$50,000 to \$70,000 and we said if we took that to 70 percent instead of 63 percent, so take that 12 percent jump and drop it down to a five percent jump in the cost of their premiums, and then for those people \$70,000 and over, going from 63 to 65 so that the jump when you're at \$70,000 is also five percent instead of 12 percent.

So what would that cost us to do? And that would cost \$181,000, based upon what current employees select as their insurance plan, whether they're employee alone, employee plus spouse or partner, or employee with children or employee with spouse and children. So that is something that would be really beneficial to those employees who stay at the County and move up our ranks. I can tell you this is one that the unions have pointed out to us frequently over the last few years. And the idea, if the Board were to elect to do this, while administratively it's a lot more difficult to have four tiers, the idea is that we would eventually get back down to three tiers and that would be having an 80 percent, a 75 percent, and a 70 percent tier. Over time we would move to going back to three tiers.

And then potentially if the Board wanted to do so, you might choose to move into two tiers, it just depends on how you would view that, but what we're trying to do is close the gap between the tiers.

Additionally, some of the – one of the items that we want to request is a cost of living increase for non-union and AFSCME. We had – I don't have it on this slide but we had presented at the previous budget study session of one percent, two percent, three percent COLA, what that would cost us. What we would like to recommend is for non-union and AFSCME, that everybody who is \$50,000 or less would receive a 2 ½ percent COLA on January 1<sup>st</sup>, or the first full pay period after January 1<sup>st</sup>, and a two percent COLA for those earning \$50,000 or more. And you can see that a half a year, if we did

that, would be \$280,000 for the individuals at \$50,000 and less, and \$200,000 for those at \$50,000 and more.

Then the collective bargaining, we need to go into executive session. We did talk to the unions that are out for negotiating, either having financial reopeners or a new contract and we need to discuss with the Board those requests, and then the other salary requests. As we said there were \$479,000 of those and we're not recommending bringing those into the budget but rather spend the first six months of the fiscal year looking at our merits – of how we've approached doing merits, how we've approached doing classification changes, and bring back some recommendations at mid-year and looking at what we have in the way of budget capacity to address some of those issues.

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: First I'm going to go to Commissioner Moreno.

COMMISSIONER MORENO: Thank you. This is kind of a screwy thing, and I'm not following the machinations very well, but can you give us an estimate of how many people would be affected in either of the scenarios?

MS. MILLER: Madam Chair, Commissioner Moreno, so we have roughly 900 employees, but 632 of those employees choose to have health insurance with Santa Fe County. Some of them have spouses that work elsewhere and they have those plans, but in that proposal of the 70-30 split and the 63-65 percent, in the 63-65 percent range that would be 83 employees that would receive that two percent change in insurance premiums, and 182, or 29 percent in the 50-70 range. And because this was also the rationale behind the 2 ½ percent for people under \$50,000 because we're not recommending a change to insurance premiums for those who make less than \$50,000 so we're recommending a slightly higher COL for them.

So in reality the proposal as we're putting it forward, we're looking at something equitable for all employees, but attacking it from two different angles.

COMMISSIONER MORENO: Okay. Thank you.

CHAIR HANSEN: Commissioner Anaya.

COMMISSIONER ANAYA: Thank you, Madam Chair. Two questions, Ms. Miller, and maybe a comment, but during our discussion when the increment – we had put in the increment and in the discussions, two percent increases. Is that the two part of what you're talking about now or is that separate from that discussion?

MS. MILLER: Madam Chair, Commissioner Anaya, so last year when we approved the new increment we approved, in addition to that a three percent COLA Countywide. And so in January of this fiscal year employees, either through their bargaining units received an equivalent of three percent that was put to their negotiations, and they were able to negotiate where they wanted that to go, and then the ones who are not in bargaining units and AFSCME blue-collar, received a three percent COLA in January of 2018. This two percent and 2 ½ percent that we're recommending for non-union and AFSCME blue-collar, which by the way is about 600 and some odd employees in the County would be effective January 2019.

COMMISSIONER ANAYA: Okay. Thank you. Thank you for that clarification. I'm supportive of that. Relative to the health discussion, I appreciate the process you're going through to tighten the gap and create more equity, so I like the concept and where you're headed in that direction. And I just wanted to say that as well.

Thanks.

CHAIR HANSEN: Thank you, Commissioner Anaya.

MS. MILLER: So if there's no other questions, and we'll come back to recommendations relative to employee compensation because as I said we do need to talk about those bargaining units that have negotiations coming up, either we're entering into or coming up in the next fiscal year, so I wanted to discuss those additional bargaining units which is Corrections, and in Corrections that's the Corrections Detention Officers at the ADF and the YDP, and the medical at Corrections. At the RECC, because their contract is up December 31<sup>st</sup> and it is the fire union because they have a reopener available to them now for next fiscal year. Sheriffs already negotiated theirs and have built in step increases in their pay scale already built into next year and included in the budget, based upon their negotiations last year.

So then just one other slide before I request that we go into executive session and that is what Erika mentioned earlier about our PILT, payment in lieu of taxes. So as you know, where the federal government provides payments to local governments that have offset losses in property taxes due to the fact that we have a bunch of non-taxable federal land within our boundaries. So the federal government recognizes that these lands aren't subject to property tax but they do require fire suppression and roads, so the federal government compensates us through a payment in lieu of taxes which is based on population and acreage.

The problem has been over the last, probably five or six years. It's not consistently built into the federal budget so we've had a little bit of difficulty relying on it as a recurring revenue source. It does seem though that there's been a little bit of a turn and it is in the federal budget and at 100 percent for next year. And we anticipate that it may not take such heavy lobbying efforts on the National Association of Counties and the 5,000, 6,000 counties across the country to try to keep it in there since the law actually recognizes that we need to be compensated for that.

But that said, we didn't want to count on it as 100 percent recurring, and so what we came up with is we've received over the last few years anywhere from \$650,000 to \$750,000, and in the last couple of budget cycles we haven't used it to fund salaries but we've used it to fund our capital purchases and also to build up our reserve for insurance for uninsured losses or uninsured claims, which was one of the items that we have discussed relative to dealing with potential land use lawsuits or road agreements.

So we've used it for that type of issue in the last couple of years, but we feel that we have a pretty solid budget and we'll be able to actually recommend budgeting about \$700,000 of this, and hopefully keep it kind of directed in these areas for several years, if not recurring in the future, based on what came out of the strategic planning session. And in the strategic planning it was pretty clear that we had a real desire to create some kind of housing trust fund or recurring revenue stream to affordable housing and also to address economic development.

And then another one, and I mentioned this briefly earlier was a concern with an increase in our solid waste permit fees. So what we wanted to recommend, and this is completely up to the Board how you want to parse this out, but what we're looking at is these are recurring but they're not recurring in a way you'd have to let go of staff if all of a sudden when the federal government did not provide PILT. So what we're

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recommending here is that out of that \$700,000 we put \$300,000 to the affordable housing fund. We put \$300,000 to the economic development fund, and I want a little caveat here.

Currently, out of economic development fund we have been using cash balances to fund our economic development director position as well as our film office. And we have a fairly good cash balance in there but the concern is if you continually fund a recurring expense like salaries you should be putting something back into it to try to match the recurring expenditure with a recurring revenue. So if you were to just look at those two things of the economic development director and the film office, that's probably around \$250,000. So if we had \$300,000 going into that that would help sustain the cash balances in the fund.

Additionally, there has been interest by the Board to look at acquiring some land for economic and housing development so I'd like to make sure that we have the opportunity to do that and that we're replenishing that fund in order to be able to be responsive to opportunities like that.

And then the last one was that there was discussion about our solid waste fees, in particular the Solid Waste Ordinance currently has our permits at \$110, but come January 1, they go up to \$140. And we do about 4,000 permits a year, maybe a little bit more. That \$30 increase in a full year would be about \$120,000. So I wanted to recommend that we supplement the solid waste fees with this \$100,000 so you could put a moratorium on that increase and discuss what you would like to do relative to restructuring the solid waste fees, if that's the Board's desire. I have heard concerns, for sure from Commissioner Anaya and Commissioner Roybal that residents have said that the \$110 is already high but really thinking that the \$140 is too high. So I wanted to make sure that the Board had an opportunity to revisit that, and there were also discussions about looking at reconsideration of our low income property tax rebate and maybe focus that on affordable housing.

If the Board, over the next six months to 12 months decided that they wanted to do that, then you'd have this opportunity for both of these things to look, okay, maybe we put more into affordable housing from the low income tax rebate and free up some of the PILT money for solid waste if you revamp the solid waste.

So I guess what I'm saying is this gives you an opportunity to look at all of those things. We're clearly not changing any ordinances in the budget process, but this gives you flexibility to look out our Solid Waste Ordinance and what you might like to do with that, putting an moratorium on the increase come January 1 at a minimum, and then also looking at other funding sources for affordable housing, still having something going in there so that we can keep funding the programs like down payment assistance and Happy Roofs, and look at opportunities for housing development.

The other thing that I would like to request and it's not shown as a chart in here – at least I don't think it is. I don't think we did an actual organizational chart. But relative to these things of affordable housing and economic development coming out of the strategic planning, such an area of focus, if we did fund these two areas, one of the things that I thought would also be something to consider and I'll put it into a chart for the May 29<sup>th</sup> meeting, and again, if you want to chew on it. But combining our Public Housing Department I guess you would call it, or the Public Housing Authority, the Housing



Authority, with economic development and affordable housing and make that a division in Growth Management that would be Housing and Community Development, so that we could actually leverage these different funds – our affordable housing fund, our home sales fund, our public housing and our economic development fund and economic development initiatives into one Community Development and Housing Development Division.

And that was really to try to get some emphasis and some focus on those areas in our strategic plan and have some funding to be able to move forward with some of the initiatives that the Board has indicated that they have interest in.

So Madam Chair, I stand for questions on this slide, or if you'd like to chew on that for a while and go to executive session where we could have discussions preliminary to collective bargaining.

CHAIR HANSEN: Commissioner Roybal.

COMMISSIONER ROYBAL: Thank you, Madam Chair. I did have one request before we go into executive session. We do have public comment on the agenda and I did have some constituents that wanted to speak to address the Commission. I did have someone leave already. I think I still have one that would like to speak to the Commission. So if we could have public comment before.

CHAIR HANSEN: Yes, I was planning to move public comment up already. Thank you, Commissioner Roybal. So I would like to go to public comment before we go into executive session because I think that is important. There are people – I know at least one person here who is interested in speaking from the public. Is there any other comments about what Katherine presented before we go into executive session?

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: I liked the last part about what she said about letting us chew on it. It's a lot of information and I appreciate the information but I guess we want to chew on it before I comment further.

CHAIR HANSEN: Okay, I appreciate that very much. I too think we can all digest this and think of ways to make it work for our constituents.

#### **IV. Public Comment** *[Exhibit 3: Speaker's Supplemental Material]*

CHAIR HANSEN: I'm going to open up public comment. Please state your name and address. I don't believe you need to be sworn in.

SHARONO DOGRUEL: Good afternoon, Madam Chair and members of the Commission. It's a pleasure to be with you this afternoon. My name is Sharon Dogruel. [inaudible] I'm a resident of the Pojoaque Valley and Nambe – teacher and school board member of the Pojoaque School Board.

I'm here as a resident of my community and I think Ms. Miller set the perfect stage for the context of my comments. I'm here on behalf of many of our community members to share with you their perspective on the solid waste permit fees and the escalation. There is tremendous concern in our community about this and I'd like to take a couple of different perspectives. First let me, as an individual, share with you my direct perspective. Recently I went into your satellite office in Pojoaque to obtain a new permit.

The previous dump permit – I'm using that for solid waste – was about \$65. I was told it was now \$110 and I was certainly shocked.

Nonetheless, I had an opportunity to talk to a County employee, Pearl Ortiz, she was here earlier. She left a few words for me so she could leave. But I said certainly would buy a permit card. She said that a great number of community residents were coming in, would see the new fees that were taped on her desk and then would leave. And they would make comments to her: I'm not going to pay this. I'm going to throw my trash in the river. Or other comments that were not particularly positive.

So I think you are all hearing what is beginning to happen. I actually have – Ms. Ortiz was here earlier and she asked me if I could read this, her concerns for herself and her husband George. On the cost of the permit fees, they're unaffordable for many, especially elderly and fixed incomes. Trash is now being dumped in riverbeds and arroyos. Witnessed first-hand as our property borders an arroyo and a river. I would like to see permit fee reduced or double the number of punches on pass/permit.

Supporting her comment, I have for you copies of a photo that was taken quite recently near a recognized Black Mesa in the background. These are mattresses simply dumped on the side of the road. This occurs now regularly. And I would add to that, in addition to the trash being dumped, and not only in very visible places such as that, but in the arroyos and of course just thrown in the river, the Rio Grande. We do not have pictures of this because obviously, it occurs at night, but [inaudible] anywhere in the Pojoaque Valley [inaudible].

People are consistently bringing piles of trash. They do not want to be identified by a piece of paper. This is now a regular occurrence. My next-door neighbor in my own community, right next to my home, burns his trash several times a week at night when no one can see the smoke.

So I've also brought a comment from two other individuals. Here's more pictures. This is from Karen and David Kraig. They state: Regarding the dump permit fees, my opinion is that the cost of using the transfer station should be incorporated into our property taxes. As you know, you've heard of this suggestion [inaudible] considerable obstacles to that. Nonetheless, this is their comment. She states: We have one neighbor who used to dump her trash along the river until I had a confrontation with her. Now she uses the trailer park dumpster or the supermarket's dumpster. Spreading the cost among all taxpayers may lead to lower costs overall and hopefully less trash being dumped along the roads.

I do think everyone is opposed to the cost of a permit card [inaudible]. We understand that it is the rapid escalation that is causing some of the problems. I do believe if you can indulge me for a minute on a comment on behalf of a lot of members in our community who will participate in a number of our County planning sessions in the past. And I have also individual copies – these are satellite photos and they're of course [inaudible] so if you might just pass those around. They are different; they're not identical.

There are two large illegal dump sites on BLM land in the vicinity of New Mexico Highway 503 and Santa Fe County Road 98, which is Juan Medina Road and those are shown in screen shots. What is amazing is that these can be seen by satellite. Those are Google satellite maps. This is not just a BLM problem; it's a Santa Fe County

problem. What is pictured in these photos is less than one mile from the Santa Fe County transfer station.

For your background, this area was one of those highlighted as a problem during 2009/2010 Santa Fe County Solid Waste Task Force to review proposed increases in solid waste permit fees and other solid waste issues in Santa Fe County.

A grant application was submitted in 2012 via the USDA Rural Community Assistance Corporation whereby a partnership with Nambe Pueblo and Santa Fe County with cooperation from BLM proposed a major cleanup in the area. Unfortunately, it was never awarded. Illegal dumping has increase in relation to the ongoing increases in solid waste permit fees, and this is particularly important and I want to underscore this. Illegal dump sites foster additional dumping and other criminal activity.

If we were to look at the [inaudible] in our area such as medical services and law enforcement [inaudible]

Two tragic incidents [inaudible]. The Pojoaque Fire Department responded to a vehicle fire at Site A in the photos. A burned human body was found in a car, the result of a homicide and arson. The Santa Fe County Sheriff's Office, assisted by several additional agencies, recovered the remains of Jeremiah Valencia at Site B several months ago. Jeremiah's body was burned at one of the sites. [inaudible]

If Santa Fe County continues on the path of dramatic increases in solid waste permit fees illegal dumping will greatly increase, more so in remote areas of county where lower and fixed household incomes predominate.

Here are several general statements. I will conclude with my last comment: When a group of people decide to form a local government and empower that government to impose taxes and fees, that populace has a reasonable expectation of certain services, as you well know. One of course is protection in the form of law enforcement and fire suppression. Second is the installation and maintenance of basic infrastructure including roads. And third, the management of the waste created by the day-to-day existing of the people, including solid and sometimes liquid waste.

And I won't go into detail, but nobody expects that these services are automatically free to everyone. Nobody expects that the Sheriff's Office will generate sufficient revenues from citations and fines to fund the replacement of patrol cars, uniforms and bullet-proof vests, etc. Nobody expects the Fire Department to charge by the gallon of water used to extinguish a house fire or pay for fire hoses, pumper trucks or self-contained breathing apparatus. And simultaneously, nobody expects for fees to properly and safely manage solid waste to pay for all of the operations, maintenance and capital infrastructure. None of those things make sense and I understand that. However, we do have the right to understand that as citizens and residents of our county people do need to contribute to that.

However, the rapid escalation is producing some exceedingly negative consequences, Madam Chair, members of the Commission. I would strongly recommend that the Commission consider another Solid Waste Task Force so that you could look at these issues and come to some resolution. When those initial recommendations came to you it is my understanding that we were in a recession and people have much less money available to them than previously.

So I will close with my final comments and I will put on my hat as a veteran

school board member of the Pojoaque School Board. We now have almost 70 percent of all the students who attend the Pojoaque Valley schools living in poverty, receiving free lunch. Many of these are children of families who do not have work or family members could not find work elsewhere. They have come back and are living in exceedingly crowded conditions. As part of our role as the school board we have instituted a food pantry where we send students home every night and the on weekends with backpacks filled with food. Their families don't have food.

We are beginning a clothes closet and a supply of clothing – not only to students but to entire families that are in such dire need. We've expanded our health clinic and we now serve members of our community with dental exams. We serve adults. We serve elderly people, and we just opened a brand new early childhood development center for young parents – often they're students, but not all, that have no resources for childcare.

I've painted a picture of Pojoaque Valley that's a grim picture. And I think in retrospect I understand the need for funding; there's no question. But sometimes in that course of action there are some unintended consequences. And my last comment is as certified high school teacher, science teacher – I teach chemistry and physics – we try to teach our students to take care of the beautiful land that we have. That's part of our instruction in our classes. We have clubs that go out and clean up trash and try to take care of our community. And when we see the amount of dumping and the burning, and I'm sorry to say criminal activity, [inaudible], that's a hard lesson for our students. So I would urge you, Madam Chair and members of the Commission, to consider the plea of very many people in the Pojoaque Valley and [inaudible] Española, Nambe, Jacona, all the way out to El Rancho, right to the border of the Rio Grande, and all the communities that live in our area. Our land is so precious and [inaudible] students to take care of it, so I'm here today on their behalf and ask you for that consideration and I appreciate your time. Thank you.

CHAIR HANSEN: Thank you, Sharon, very much. Thank you. Is there anyone else who would like to make a public comment at this time?

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER ROYBAL: If there's not anybody else from the public I wanted to make a brief comment as well and thank Ms. Dogrue for coming today and addressing the Board, and also thank you for sharing the awesome services that you're providing to the community besides just to the students. I do want to say that I've already brought my concerns in regards to this issue to the Board so I'm not going to go into detail, and all the different issues and the phone calls that I have had, but I am pleased to hear that we are going to look at these fees and see what we can do to reduce them. But it is a concern that I think we need to address because I feel like if we continue in this manner we are endangering our environment as it is and I don't know that we're making the amount of money extra from the increased fees that will really pay for the remediation of the environmental damage. So thank you.

CHAIR HANSEN: Thank you, Commissioner Roybal. Seeing no other public comments I'm going to close public comments and go on and ask for a motion to go into executive session.

**V. Matters from the County Attorney**  
**A. Executive Session Pursuant to Section 10-15-1 (H)(5) for the Discussion of Bargaining Strategy Preliminary to Collective Bargaining Negotiations**

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Commissioner Anaya.

COMMISSIONER ANAYA: I just wanted to ditto and echo the sentiments of the speaker that was there today. I appreciate those remarks and I echo the sentiment that Commissioner Roybal put forward and appreciate also that we're going to have some more dialogue on the matter. And with that, Madam Chair, I move that we go into executive session to discuss those items listed on the agenda posted.

COMMISSIONER HAMILTON: Second.

CHAIR HANSEN: County Attorney Frederick, do you have any comments before we go in? Okay, then I will have a roll call from Clerk Salazar.

**The motion to go into executive session pursuant to NMSA Section 10-15-1-H (5) to discuss the matters delineated above passed by unanimous roll call vote as follows:**

Commissioner Anaya	Aye
Commissioner Hamilton	Aye
Commissioner Hansen	Aye
Commissioner Moreno	Aye
Commissioner Roybal	Aye

CHAIR HANSEN: How long do you believe we will be in executive session so I can let the staff know how long we will be?

MS. MILLER: Madam Chair, I can't see where it would be longer than 20, 30 minutes at the most.

CHAIR HANSEN: Okay, so we'll be back in here by around 5:00.

[The Commission met in executive session from 4:25 to 5:35.]

COMMISSIONER HAMILTON: I'd like to make a motion to come out of executive session, saying that the only think we discussed in executive session was the discussion of bargaining strategy preliminary to collective bargaining negotiations.

CHAIR HANSEN: Do we have a second?

COMMISSIONER MORENO: Second.

**The motion passed by unanimous [5-0] voice vote.**

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**III. D. Employee Compensation Options**  
**E. Elected Official Salaries (HB 69, 2018 Regular Legislative Session)**  
**F. New FTE Requests/FTE Reclassification Requests**

MS. MILLER: Actually, we're just finishing up on FTE requests and FTE compensation recommendations, which is kind of a conglomerate of D, E, and F. And then I'll move into item G.

So on slide 21, as Erika stated before, we had budget available for expansion of \$2,564,558, and we've gone through a good number of the recommendations based upon on our strategic planning sessions and budget discussions prior to this meeting. Hopefully we have built into this budget recommendations that meet the priorities of the Board. One of them that isn't reflected here but I want to make sure that I do point out is our youth funding, because it was on our strategic plan. The Board has always looked to provide opportunities for youth – after-school programs as well as summer programs, and what is built into this budget and is an expansion from last year's recurring budget is that we had in 2018 or this fiscal year, we had \$275,000 budgeted for youth summer programs. We've built that up to \$300,000.

In addition, we have added a teen center or youth program at Arroyo Seco, the Marcos Trujillo Teen Center in Arroyo Seco. That facility had been left empty and working this year with the Santa Fe Boys and Girls Club we were able to get the Santa Fe Boys and Girls Club to run a program there and it's a really popular program. They kind of took over where the Pojoaque Pueblo had refocused their Boys and Girls Club efforts to just the pueblo youth, and the non-pueblo youth kind of had nowhere to go, so we worked with Santa Fe Boys and Girls Club and utilized that facility. And they were – we worked with them to bring that facility on board.

We used some of the youth funding from last year to get that started, but we have now built that into the budget so we went from \$130,000 a year in our after-school programs through public housing to \$170,000. And we just worked that out with Boys and Girls Club, because we did an RFP. They were the respondents and you should be seeing a contract come forward for that. But they will continue to do our after-school programs at the three housing sites as well as operate that facility. And so that's been added to the budget as well as a recurring program.

CHAIR HANSEN: Great. Thank you.

MS. MILLER: So on this page 21 for recommendations for expansion, out of that \$2,564,000 we have recommended the elected official increase per House Bill 69 at 100 percent, and for the first fiscal year that's \$17,000. The FTE recommendations that I went over, which includes the wildland fire six-person team on a permanent annual basis. The senior center staffing, the Sheriff's accountant technician as well as the Assessor's Office, two term or temp employees in the summer for a total of \$392,000 that would hit our general tax dollars.

And then also the additional tier for insurance benefits for 70 percent employer and 30 percent employee, for those employees who earn \$50,000 to \$70,000. And 63 percent up to 65 percent employer paid for those employees who earn above \$70,000. That's \$181,000 annually.

Then under employee cost of living adjustments I had discussed the non-union

and AFSCME unions for a 2 ½ percent salary increase for those employees who are less than \$50,000 per year, and that would be starting January – first full pay period in January 2019, and for non-union and AFSCME blue-collar above \$50,000 a year, a two percent salary increase in the first full pay period of January 2019. Those two combined are \$408,000. And keep in mind, that would then need to be funded on a full year so that's something that gets built into the base in the following – in FY 2020 so you already have an automatic \$408,000 additional compensation package in the next full year.

Then what we are asking for in a dollar amount for our union bargaining units, negotiations that are coming up over the next few months and into next fiscal year would be AFSCME Corrections negotiations to determine where that funding goes through negotiation process, but for a dollar amount of \$530,176, and that is for adults and youth detention program. And then AFSCME medical bargaining unit, the equivalent of \$22,898 for their financial reopener. And Fire negotiations, for their financial reopener, \$283,361. And RECC negotiations to determine their \$30,123, which is for a new contract starting in January.

Mind you, all of those categories we are recommending for the additional tier of insurance benefits. So any employee that falls into any one of those categories, whether their union, non-union, AFSCME blue-collar, AFSCME Corrections, AFSCME medical, fire or RECC would also, if they are in the \$50,000 to \$70,000 salary range, they would benefit from the 70 percent/30 percent tier added to benefits.

The other item that as I kind of heard earlier, if at the end of this slide if we could just kind of get some direction, and that is that on the programming initiatives of the solid waste supplement, the affordable housing fund and the economic development fund, we have \$700,000 to work with but I did hear earlier in our discussions that you'd like to kind of mull that over, how you might like to apportion that or what this means and we can easily hold off on this. We would just reserve in our budget planning that \$700,000 for some programming in these areas or another area of your choice.

So if I could, at the end of this, I have a total recommended recommendations for expansion of \$2,564,558, which – gosh – is exactly what we have available for expansions. So if I could get some direction from the Board, if you are okay with the salaries and benefits recommendations and the bargaining unit dollar amounts, if I could request that the Board give us direction that that is acceptable to them, that's what we would build in for our interim recommendation. And then we will leave the programming side to be discussed further at the next BCC meeting.

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair and Manager Miller, I appreciate the work and the efforts and I'm okay. You don't need a motion, right? Just direction? I'm okay with those recommendations.

COMMISSIONER ROYBAL: Madam Chair, I'd also like to concur and say that I'm okay with that recommendation.

CHAIR HANSEN: Okay. Commissioner Moreno.

COMMISSIONER MORENO: Yes, I can go for this.

CHAIR HANSEN: Okay. Commissioner Hamilton.

COMMISSIONER HAMILTON: Yes, I think these are good

recommendations. I'm very good with them.

CHAIR HANSEN: Yes. I want to say what a difference a year makes.

MS. MILLER: You can make some sense now, right?

CHAIR HANSEN: Yes. I agree with this. I couldn't help but to say this.

COMMISSIONER HAMILTON: Not to mention three days of strategic planning.

CHAIR HANSEN: So I think we're going in the right direction. I feel good about everything that you have brought forward, and it's a lot of numbers to cover in a four-hour period. So thank you. Anything else that we need to discuss?

**III. G. Fixed Asset Renewal and Replacement Recommendations**  
**H. Other FY 19 Budget Initiatives**

MS. MILLER: Yes, Madam Chair and Commissioners. On page 23, as you know we also have a fixed asset renewal and replacement. What we do is we work with all of the departments and elected officials to make sure that they have kind of a regular vehicle replacement plan, that they have a regular computer replacement plan, and all of the fixed assets that they – and heavy equipment, IT, vehicles and those type of purchases, that they're thinking in a five-year planning process so that we know and we don't get behind on making sure that we keep our vehicles up to date, we keep our IT equipment up to date.

So on page 23 what we have is a summary of the individual department requests. We have them by departments and then we have them by recommended types of fixed assets for replacement, and if you look to the attachment, behind slide 24, that is the breakdown of what the requests were and a what has been recommended. And there was a committee that worked on the recommendations and went through – and how we can do is, as we get closer to the end of the fiscal year we look at how much do we have in capital based upon what we believe will fall out of the budget.

As I've said in previous budget sessions, we budget salaries and benefits at 100 percent of what we think they will be. We do not budget a vacancy savings. And the reason we do that is so that we have money. We know we'll have vacancies, but we also want to fund departments and elected officials that if you had every one of your employees that you had in June, if you had them the following July, all the way through the next June, you have enough money to keep every single one of them all year long. And even though we know that may not happen, or that's likely not to happen. Very, very small offices might have that, but most of the time you're going to have some kind of turnover, particularly in Public Safety. Although I think that we have on average lower vacancy rates than most, and turnover rates than most other entities but we do know that we will have vacancies and we will have unexpended budget.

As we get closer to the end of a fiscal year, Finance – Erika works really hard to try to figure out what that dollar amount will be, we use that dollar amount then to fund our fixed asset requests and so we take, in this case, an estimate of about \$4.8 million available, and then go through with the departments and get their priorities of their requests, the things they feel are highest priority on down and then we fund as best we



can their complete request. And you can see, we got through, if you look at each one of these – Community Services, Corrections, Assessor – we either got through all of them or probably 80 percent of everybody's request, if not 100 percent. The smaller offices, like the Assessor's, the Treasurer's, they have to complement some. They're never extravagant in their requests, but you can see that we're able to fund 80, 90 percent of the other requests of the larger departments and 100 percent of the smaller departments.

And so our estimate of approximately \$4.8 to \$5 million that will be available, this is the recommendation to appropriate \$4.8 million for these fixed assets, vehicles, IT and what not. And Erika stands for any questions.

MS. LOVATO: So Madam Chair, Commissioners, all we would look for is that you're okay with this as well.

COMMISSIONER HAMILTON: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Hamilton.

COMMISSIONER HAMILTON: I've been looking through this and it looks pretty good. It looks like some recent – it looks well thought out.

COMMISSIONER ROYBAL: Madam Chair, I'm okay with it also.

COMMISSIONER ANAYA: Ditto.

MS. MILLER: Okay, Madam Chair, Commissioners, what we'll bring back on May 29<sup>th</sup> will be an interim budget proposal that includes these recommendations with some items to still be discussed, and I'm just going to turn it over to Erika to wrap it up and tell you anything else that we might need.

MS. LOVATO: Madam Chair, Commissioners, thanks for your patience today. So the next steps are the Finance Department is going to work feverishly to put all of this together. What we also do at this point, because we have capital projects, we work with Public Works to continue to budget those capital projects because anything that rolls over, like if they're half-way through the project, we have to roll those over, so we work really closely with Public Works, and that's actually a really big undertaking.

We finish the salary analysis for the end of the year, so our next deadline is May 29<sup>th</sup> so I'll be bringing the interim budget to you. I'll probably give you a lot of the same information again with the additions that we have today. It is an interim budget and also I'd just like to mention that DFA changed their submission rules so I'm very anxious to see how that's going to work. In the past –

COMMISSIONER HAMILTON: Is that the PC way of putting it?

MS. LOVATO: Yes. They're looking at individual lines now versus fund-based reporting, so we would just report on the fund and now we literally have to do a crosswalk from our account structure to theirs. So with the help of IT they've really helped us move in that direction. So that's been great.

So we'll submit it to DFA. We get back from Memorial Day, we have a BCC meeting. You give me your blessing and then we move forward. I submit it on or before the 1<sup>st</sup> and then we'll do some intermediate work and we'll have – if we have to have any short presentations between now and then, maybe about the PILT or any of those things, but I will bring you a final budget on June 26<sup>th</sup> because I do have to roll my budget for July 1<sup>st</sup>, which is a Saturday, so it would be like the 3<sup>rd</sup>. The 2<sup>nd</sup> or 3<sup>rd</sup>.

I stand for any questions. Thank you so much and thank you to all the departments. I know most of them are gone, but they did a really good job.

CHAIR HANSEN: There's still a lot of them here.

MS. LOVATO: Oh, okay.

CHAIR HANSEN: Thank you. Thank you for all of you staying here with us also. Is there any comments from Commissioners? Questions?

COMMISSIONER HAMILTON: I feel we gave a lot of input on priorities when we were discussing them at the beginning.

MS. MILLER: Madam Chair, Commissioners, just to note, so you will see on the agenda on the 29<sup>th</sup> two resolutions. One will be for the elected officials' salaries and the second one will be approving the interim budget. So when you see that on the agenda that's what those two items are. And we also will bring back the maintenance projects/capital projects for your approval as we build them into the final budget.


**VIII. CONCLUDING BUSINESS**

**A. Announcements**

**B. Adjournment**

Upon motion from Commissioner Roybal and second from Commissioner Hamilton, and with no further business to come before this body, Chair Hansen declared this meeting adjourned at 5:55 p.m.

Approved by:

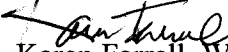
  
Board of County Commissioners  
Anna Hansen, Chair

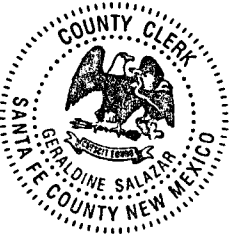
ATTEST TO:

  
GERALDINE SALAZAR  
SANTA FE COUNTY CLERK



Respectfully submitted:

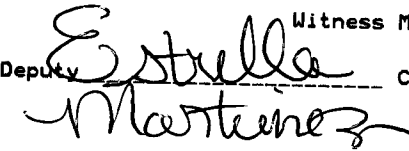
  
Karen Farrell, Wordswork  
453 Cerrillos Road  
Santa Fe, NM 87501



COUNTY OF SANTA FE )  
STATE OF NEW MEXICO ) ss

BCC MINUTES  
PAGES: 103

I Hereby Certify That This Instrument Was Filed for  
Record On The 14TH Day Of June, 2018 at 11:33:02 AM  
And Was Duly Recorded as Instrument # 1860162  
Of The Records Of Santa Fe County

  
Deputy \_\_\_\_\_ County Clerk, Santa Fe, NM  
Witness My Hand And Seal Of Office  
Geraldine Salazar

SFC CLERK RECORDED 06/14/2018

Santa Fe County Draft Strategic Plan

Responsible Parties	Completed	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

POPULATION GOAL 1: PROVIDE A SAFE COMMUNITY

Objective 1.1: Enhance Fire Protection Programs																											
Strategy 1.1.1: Create year-round sustained wildland program																											
Action: Obtain FY2019 funding for six person year round team													Fire Chief/ Budget Administrator									Included in FY 2019 Budget Recommendation					
Action: Reclassify temporary positions to permanent for six person team													Fire Chief/HR Director														
Action: Identify and request FY2020 funding to support second year round wildland team													Fire Chief/ Budget Administrator														
Action: Implement the second wildland team													Fire Chief/HR Director														
Performance Measure: Hazardous fuel acreage mitigated																											
Performance Measure: Number of private properties assessed																											
Performance Measure: Number of local, regional, and national fire suppression deployments																											
Strategy 1.1.2: Create hazard mitigation strategy and program																											
Action: Adopt hazard mitigation plan													Fire Chief			X									Approved at 5/8/2017 BCC meeting, Resolution 2018-046		
Action: Update and improve vegetation analysis, including land cover mapping and canopy analysis													GIS Manager														
Action: Identify Wildland Urban Interface areas in need of hazardous fuels mitigation													Fire Chief/GIS Manager														
Action: Enter contract for GIS data set updates with deliverables due Fall 2020													GIS Manager														
Action: Conduct wildland fire prevention community outreach in Urban Interface areas													Fire Chief														
Action: Collaborate with State Forestry Division, US Forest Service, Bureau of Land Management, County Open Space, and City of Santa Fe													Fire Chief														
Action: Collaborate with State Forestry Division and US Forest Service to derive fuel loads from canopy analysis													Fire Chief/GIS Manager														
Action: Apply for Youth Conservation Corps funding through State Forestry Division													Fire Chief														
Action: Implement and administer Youth Conservation Corps grant funded team													Fire Chief														
Action: Identify internal or external grant funding													Fire Chief														
Performance Measure: Number of Wildland Urban Interface projects identified and prioritized																											
Performance Measure: Number of community contacts made																											
Performance Measure: Number of homeowners taking mitigation actions on their property after community outreach contact made																											
Performance Measure: Average ISO rating of County fire districts																											

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	Responsible Parties	Completed	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 1.1.3: Improve commercial property fire prevention inspection program																								
Action: Conduct life safety inspections in accordance with adopted fire code requirements	Fire Chief																							
Action: Map, catalog, and maintain perimeters and dates of inspections	Fire Chief/GIS Manager																							
Action: Adopt International Fire Code	Fire Chief																							
Performance Measure: Average number of business days to complete inspections																								
Performance Measure: Number of life safety problems rectified through inspection process																								
Performance Measure: Number of inspections conducted																								
Objective 1.2: Provide High Quality First Responder Services																								
Strategy 1.2.1: Install new RECC computer-aided dispatch (CAD) system																								
Action: Obtain matching funds due from Cities of Santa Fe and Edgewood	RECC Director																							
Action: Install and configure CAD hardware and software	RECC Director/ IT Director/GIS Manager																							
Action: Extract, transform and load GIS data into CAD system	GIS Manager																							
Action: Train RECC staff on use of new CAD	RECC Director																							
Action: Maintain and update GIS/E911 data for periodic loading to CAD system	GIS Manager																							
Strategy 1.2.2: Transition to Next Generation 911 (NG911) system																								
Action: Propose and support NMAC 2019 legislative efforts to preserve/ increase/ recover E911 Funding	RECC Director/GIS Manager																							
Action: Use CAD workgroup to plan NG911 transition (public safety, IT, GIS)	RECC Director/IT Director/GIS Manager																							
Action: Conduct public awareness education campaign, including press releases, media day, text message alert system pamphlets with utility bills, and radio print and television advertisements	RECC Director																							
Action: Engage stakeholders through regular attendance of meetings of RECC Board, City Public Safety Committee, County Public Safety standing meetings, NMAC affiliate, and legislative interim and standing committees	RECC Director																							
Action: Identify and obtain funding sources for software, hardware, and equipment	RECC Director																							
Action: Install and configure NG911 hardware and software	RECC Director/ IT Director/GIS Manager																							
Action: Extract, transform and load GIS data into NG911 CAD	GIS Manager																							

Santa Fe County Draft Strategic Plan

		Completed		FY18		FY2019		FY2020		FY2021		FY2022		FY2023		Notes						
				Q4		Q1		Q2		Q3		Q4		Q1			Q2		Q3		Q4	
Responsible Parties																						
Strategy 1.2.3: Sustain emergency management plans																						
Action: Collaborate with governmental and private partners to identify opportunities and threats		Fire Chief/Emergency Management Assistant Chief																				
Action: Amend emergency management plans to align with best practices		Fire Chief/Emergency Management Assistant Chief																				
Action: Provide GIS data to support emergency management plans		GIS Manager																				
Strategy 1.2.4: Conduct regular DWI saturation patrols																						
Action: Provide quarterly DWI heat maps from CAD to Sheriff's office		County Sheriff																				
Performance Measure: Number of alcohol-related traffic fatalities		GIS Manager																				
Strategy 1.2.5: Update countywide interoperable public safety land mobile radio system																						
Action: Identify possible funding sources for hardware, software, infrastructure and equipment (possible bonds, GRT, loans, etc.)		RECC Director/Finance Director																				
Action: Obtain funding for hardware, software, infrastructure and equipment		RECC Director/Finance Director																				
Action: Establish City/County joint working group with elected official and management		RECC Director																				
Action: Work with City officials to discuss renegotiation of RECC JPA		RECC Director																		When?		
See also Strategy 1.2.2: Transition to NG911 system																						
Strategy 1.2.6: Respond promptly to service calls																						
Action: Revise RECC operating procedures to improve dispatch time, including consideration of dispatching units prior to ascertaining the Clawson Code		County Sheriff/Fire Chief/RECC Director																				
Action: Train RECC staff on revised operating procedures		RECC Director																				
Action: Revise Fire Department operational procedures with Fire Service Standards and enforce as appropriate		RECC Director																				
Action: Train fire staff on revised operational procedures		Fire Chief																				
Performance Measure: Average response times measured in accordance with industry standards		Fire Chief																				
Performance Measure: Percentage of 911 calls answered within 5 seconds (target 90%)																						
Performance Measure: Average dispatch time																						
Strategy 1.2.7: Study Fire Department organizational structure																				How to measure?		
Action: Evaluate structure and number of fire districts		RECC Director																				
Action: Evaluate organization of career fire staff and management		Fire Chief																				
		Fire Chief/HR Director																				
Objective 1.3: Operate Adult and Youth Detention Centers to Ensure Safety of Detainees, Employees, and the Public																						
Strategy 1.3.1: Enhance Adult and Youth Detention Center internal safety																						



Santa Fe County Draft Strategic Plan

	Responsible Parties	Completed	FY18				FY2019				FY2020				FY2021				FY2022				FY2023				Notes
			FY18				FY2019				FY2020				FY2021				FY2022				FY2023				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Action: Develop process to individually assess incidents of assault in ADF and YDC for corrective action	Public Safety Director																						When?				
Action: Train staff on process to individually assess incidents of assault for corrective action	Public Safety Director																						When?				
Action: Implement assault corrective action process	Public Safety Director																						When?				
Action: Train staff on inmate mode assessments and de-escalation techniques	Public Safety Director																						When?				
Action: Enhance inmate programming associated with crimes and addictions related to their incarceration	Public Safety Director																						When?				
Action: Improve recidivism tracking tools to better target re-entry programming	Public Safety Director																						When?				
Action: Continually monitor vacancies to fill positions	Public Safety Director																										
Action: Schedule regular communication between senior management and new hires to provide mentorship and assessments	Public Safety Director																										
Performance Measure: Inmate on inmate assaults with serious injury																											
Performance Measure: Inmate on staff assaults																											
Performance Measure: Number of physical assaults in adult detention facility																											
Performance Measure: Detainees reincarcerated within 36 months																											
Performance Measure: Vacancy rate of detention officers																											
Strategy 1.3.2: Maintain accreditation/certification for detention facilities																											
Action: Seek NMAC reaccreditation of adult detention facility biannually	Public Safety Director																						When? Biannual?				
Action: Participate in CYFD annual inspection/certification of youth detention program annually	Public Safety Director																						When?				
Action: Plan for adult detention facility accreditation through American Correctional Association	Public Safety Director																										
Action: Obtain adult detention facility accreditation through American Correctional Association	Public Safety Director																										
Performance Measure: Continued NMAC accreditation of adult detention facility																											
Performance Measure: Continued CYFD certification of youth detention program																											
Strategy 1.3.3: Ensure Medicaid enrollment and coordination with private insurers to provide inmate health care																											
Action: Continue Medicaid enrollment efforts through booking process and weekly verification	Public Safety Director																										
Action: Navigate inmates with private insurance to respective providers	Public Safety Director																										
Performance Measure: Verified Continuous Quality Improvement (CQI) reports																											
What is a CQI report?																											

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		Completed		FY18		FY2019		FY2020		FY2021		FY2022		FY2023		Notes	
Responsible Parties				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4
<b>Objective 1.4: Provide Public Safety Prevention, Education and Intervention Services</b>																	
<b>Strategy 1.4.1: Create a Youth Services Division within Community Services Division</b>																	
Action: Establish working group to evaluate current youth programs and recommend FY2020 restructuring		Teen Court Manager															
Action: Identify and request funding for enhancement of youth programs		Teen Court Manager														Included in FY2019 Budget Recommendation	
<b>Strategy 1.4.2: Conduct neighborhood watch meetings</b>																	
		County Sheriff														When? Who is responsible? What action steps?	
Action: Provide quarterly maps of neighborhood watch group activity to Sheriff's Office		GIS Manager															
<b>Strategy 1.4.3: Provide neighborhood bicycle patrols</b>		County Sheriff														When? Who is responsible? What action steps? Is this relevant in the County enough to be on this list?	
<b>Strategy 1.4.4: Conduct Safety Training Enforcement Program (STEP)</b>		County Sheriff														When? Who is responsible? What action steps?	
Action: Provide quarterly traffic fatality and pedestrian heat maps to Sheriff's Office from CAD		GIS Manager															
Performance Measure: Number of traffic fatalities																	
Performance Measure: Number of pedestrian fatalities																	
<b>Objective 1.5: Improve Adult Detention Facility Re-Entry Program</b>																	
<b>Strategy 1.5.1: Assess re-entry program and wrap around service needs and gaps</b>																	
Action: Meet with all re-entry staff to identify concerns, issues, gaps in service upon release, possible expansion areas, and tracking methods																	
Action: Develop tracking of individuals receiving substance abuse services/Medicaid assistance treatment program (MAT), naltrexone, vivitrol while incarcerated																	
Action: Identify and request additional funding sources, including potential opioid litigation funds, state and federal grants, and legislative authorization		Public Safety Director/Warden															
Action: Consider requesting additional re-entry positions as efforts prove success																	
Action: Educate community providers and the public on measures adult detention facility is taking to combat opioid use dependency in inmates																	
Action: Develop program for former inmates who have been successful in recovery for a certain length of time to tell their stories through public schools		Public Safety Director/Warden															
Performance Measure: Percent of eligible incarcerated adults participating in Medicaid Assistance Treatment Program (MAT)																SFC CLERK RECORDED 06/14/2018	
Performance Measure: Percent success rate for eligible incarcerated adults participating in MAT																	

SFC CLERK RECORDED 05/14/2018 8102/71/90

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		Responsible Parties	POPULATION GOAL 2: PROMOTE A SUSTAINABLE COMMUNITY																Notes						
			Completed	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2		Q3	Q4				
Objective 2.1: Provide Affordable Housing																									
Strategy 2.1.1: Bolster Housing Fund																									
Action: Identify revenue sources and annual amounts; consider P.L.T. transfer tax, repealing low income property tax rebate and allocating additional property tax, recording fee, general fund		Housing Director																	Included in FY2019 Budget Recommendation						
Action: Expand and clarify the scope of fund eligible activities: rental and ownership		Housing Director																							
Strategy 2.1.2: Provide additional County affordable housing units																									
Action: Develop land opportunity matrix with pros and cons of sites to assist in identifying land for development		Housing Director																							
Action: Provide mapping analysis based on parameters specified		GIS Manager																							
Action: Identify land for development		Housing Director																							
Action: Apply for tax credits and other resources to New Mexico Mortgage Finance Authority		Housing Director																							
Action: Create financial packages		Housing Director																							
Action: Enter partnership agreements for each new housing development		Housing Director																							
Performance Measure: Number of affordable housing units owned by the County																									
Performance Measure: Percent occupancy of affordable housing units owned by the County																									
Performance Measure: Percent of available vouchers used by County residents																									
Performance Measure: Dollars leveraged from Mortgage Finance Authority																									
Strategy 2.1.3: Increase awareness and flexibility of Happy Roofs and down payment assistance programs																									
Action: Review and update policies and procedures		Planning Manager																							
Action: Coordinate with existing programs for recruitment		Planning Manager																	Can action be more specific?						
Strategy 2.1.4: Maintain and enhance existing affordable housing stock																									
Action: Apply for external funding for rehabilitation of existing units from CDBG, energy efficiency funds, etc.		Housing Director																							
Action: Request County funds for street, curb, gutter, sidewalk, and ADA requirements		Housing Director																							
Action: Develop five-year housing capital and maintenance plans for current assets		Housing Director																							
Action: Seek State capital grants for County housing improvements		Housing Director																							
Action: Apply for HUD Rental Housing Demonstration (RAD) funding for all County-owned housing sites		Housing Director																							
Performance Measure: Average REAC and HURS ratings of housing units owned by the County																									
Performance Measure: Obtain passing REAC scores for all County-owned developments																									



Santa Fe County Draft Strategic Plan

	Responsible Parties	Completed	FY18				FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	FY18				FY2019				FY2020				FY2021				FY2022				FY2023				
Objective 2.2: Address Threats Associated with Climate Change																											
Strategy 2.2.1: Develop additional backup water supply																											
Action: Compile official documents addressing backup water supply, including current plans, previous studies, ordinances, contracts, etc.																											
Action: County Manager and BCC meet with Mayor and City Council to review current state of backup water supply to collective utilities and options to expand																											
Action: Build internal team of SFC experts to create and analyze list of options for additional backup water supply (utilities, GIS, sustainability, finance, planning, legal, etc.)																											
Action: Meet with regional partners to discuss options for additional backup water supply (City, mutual domestics, BDD, PBRWS, EAWSD, large well water users)																											
Action: Determine and locate resources needed																											
Action: Create plan																											
Action: Secure water supply with water rights, infrastructure and wet water with regional partners																									When?		
Action: Implement domestic well metering use program including pilot program, allocation verification for utility customers, and updated meter installation requirement																											
See also Objective 1.1, Enhance Fire Protection Programs																											
Performance Measure: Acre feet of backup water supply available per year when BDD is inoperable																											
Strategy 2.2.2: Reduce greenhouse gas emissions from county operations																											
Action: Adopt fleet management policy determining countywide fuel efficiency standard and policy for use of alternative fuels																											
Action: Improve facilities and fixed asset database catalog and mapping																											
Action: Contract for investment grade audit of major County facilities																											
Action: Work with energy service companies to implement improvements recommended in investment grade audit																											
Action: Install solar generation on County facilities, including Nancy Rodriguez Eldorado Community Center using statewide price agreement																											
Action: Conduct cost-benefit analysis of solarizing County facilities to determine requests for ongoing investment of funds and to prioritize																											
Action: Develop County employee ride-sharing and alternative transportation program																											
Action: Establish healthy building guidelines for all new county buildings																											
Action: Calculate return on sustainability-related capital investment through life cycle cost of buildings and facilities																											

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	Responsible Parties	Completed	FY18				FY2019				FY2020				FY2021				FY2022				FY2023				Notes
			FY18				FY2019				FY2020				FY2021				FY2022				FY2023				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Action: Support legislation to increase New Mexico renewable energy portfolio standards through NMAC and other stakeholders	Sustainability Manager																										
Performance Measure: Average County car fuel efficiency																											
Performance Measure: Percentage of County vehicles that are electric																											
Performance Measure: Number of riders using Regional Transit District blue bus																											
Objective 2.3: Ensure County's Long-Term Financial Stability																											
Strategy 2.3.1: Amend Sustainable Land Development Code/lodger's tax ordinance to regulate short-term rentals																											
Action: Consider commercial valuation of short-term rental properties to increase revenue collections and flexibility of funds	Growth Management Director																										
Action: Form working Group of Lodger's Tax Advisory Board, Fire, Legal, Sustainability, Finance and Assessor	Growth Management Director/County Manager																										
Action: Develop SLDC regulations for short-term rentals for public review and adoption	Growth Management Director/County Attorney																										
Action: Outreach and inform public of importance	Growth Management Director/County Manager																										
Action: Identify location and number of short-term rentals in unincorporated area	Growth Management Director																										
Action: Collect rules from other jurisdictions	Growth Management Director																										
Action: Create and adopt appropriately-targeted changes for lodger's tax	County Manager																										
See also Strategy 2.1.4: Maintain and enhance existing affordable housing stock																											
Strategy 2.3.2: Consider changes to solid waste fee structure																											
Action: Hold workshops with partners to review 2014 Solid Waste Assessment and Management Study (SWMA, City, County)	Public Works Director																										
Action: Consider fee structure options (expand city collection, pay as you throw, etc.)	Public Works Director																										
Action: Cost-benefit analysis of options	Public Works Director																										
Action: Propose revised fee structure and/or franchise fee	Public Works Director																										
Action: Adopt any necessary ordinances	Public Works Director																										
Performance Measure: Percentage of solid waste costs recovered through permit fees and/or franchise fees																											

Included in FY 2019 Budget Recommendation

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	Responsible Parties	Completed	FY18				FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 2.3.3: Consider additional gross receipts tax increments																											
Action: Analyze increments available, revenue generation, allowable uses, boundaries, approval process	Finance Director																										
Action: Compare County rate to statewide rates	Finance Director																										
Action: Obtain feedback from the public on any proposed increments/uses	County Manager/Finance Director																										
Action: Adopt necessary resolutions	County Manager/Finance Director																										
Strategy 2.3.4: Implement County's reserve policy																											
Action: Monitor reserve levels on a quarterly basis against reserve policy requirements	Budget Administrator																										
Performance Measure: Cumulative reserves as a percentage of annual operating budget																											
Strategy 2.3.5: Revise water and sewer rate structure																											
Action: Seek approval of updated water and sewer rate ordinances	Utilities Director																										
Performance Measure: Percentage of utility expenses and depreciation covered by utility revenues																							Target action at 6/12/18 BCC meeting				
Strategy 2.3.6: Collect receivables owed to the County																											
Action: Collect delinquent property taxes	County Treasurer																										
Action: Analyze collection rate for ambulance compared to similar jurisdictions	Fire Chief/ Finance Director																										
Action: Based on analysis of collection rate for ambulance, develop action plan to improve collections	Fire Chief/ Finance Director																										
Action: Analyze collection rate for utilities compared to similar jurisdictions	Utilities Director																										
Action: Based on analysis of collection rate for utilities, develop action plan to improve collections	Utilities Director/ Finance Director																										
See also Strategy 4.2.2: Increase County Acceptance of Payment Cards																											
Performance Measure: Percent of billed property taxes collected as of each fiscal year end																											
Performance Measure: Percent of ambulance billings collected as of each fiscal year end																											
Performance Measure: Percent of utility fees billed collected as of each fiscal year end																											

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	Responsible Parties	Completed																Notes								
		FY18				FY2019				FY2020				FY2021					FY2022				FY2023			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4	Q1	Q2	Q3	Q4			
Strategy 2.3.7: Maintain County roads, facilities, vehicles and equipment to maximize service life																										
Action: Develop annually updated maintenance plan for all road districts	Road Maintenance Manager																									
Action: Develop weekly pre-trip vehicle inspection form	Fleet Manager																									
Action: Develop County heavy equipment operator training program to increase life of heavy equipment	Road Maintenance Manager																									
Action: Update facility assessment every five years using contractor, including incorporation of ADA transition plan	Property and Facilities Manager																									
Performance Measure: PASER rating for all paved County road facilities (target 6 or higher)																										
Performance Measure: Countywide pavement miles repaired, resurfaced, chip sealed, and fog sealed																										
Strategy 2.3.8: Maintain or improve County bond rating to ensure affordable access to credit markets																										
Action: Communicate with rating agencies and ensure adequate disclosure	Finance Director																									
See also Strategy 2.3.4: Implement County's reserve policy																										
Performance Measure: Rating on County general obligation bonds																										
Performance Measure: Rating on County gross receipts tax bonds																										
Strategy 2.3.9: Improve County risk management efforts																										
Action: Train employees on slips, trips, falls and other workplace hazards	Risk Management Director																									
Action: Create process to ensure timely follow up on workers' compensation claims	Risk Management Director/ HR Director																									
Action: Review claim data quarterly with County Manager and County Attorney	Risk Management Director																									
Action: Appoint staff safety monitors in each County building	Risk Management Director																									
Action: Commence quarterly safety inspections through safety monitors in each County building	Risk Management Director																									
Performance Measure: Average workers' compensation claims per employee per fiscal year																										



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		Responsible Parties		Completed		FY18		FY2019				FY2020				FY2021				FY2022				FY2023				Notes	
				Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
<b>Objective 2.4: Incentivize Sustainable Economic Development</b>																													
<b>Strategy 2.4.1: Utilize special districts when appropriate</b>																													
Action: Create checklist and implementation workflow materials for public improvement districts, tax increment development districts, local economic development act projects, and county improvement districts		Economic Development Manager																											
Action: Track establishment and designation of opportunity zones		Economic Development Manager																											
Action: Advertise opportunity zones to encourage use		Economic Development Manager																											
Action: Create developer toolkit to guide through approvals and buildout		Economic Development Manager/ Planning Manager																											
<b>Strategy 2.4.2: Improve county-targeted economic development clusters</b>																													
Action: Update economic development plan to prioritize economic development strategies		Economic Development Manager																											
Action: Leverage affordable housing efforts		Economic Development Manager/ Housing Director/ Planning Manager																											Need more specific action steps
Action: Leverage existing county economic development projects including broadband, ecotourism, film, recreation, agriculture, open space and trails		Economic Development Manager/Film Director																											Need more specific action steps
Action: Support appropriate public/private partnerships through county policies and regulations		Economic Development Manager																											Need more specific action steps
Performance Measure: Film production days within the County																													
More performance measures?																													
<b>Strategy 2.4.3: Maintain or expand nonresidential, mixed use and institutional zones</b>																													
Action: Facilitate implementation of community plans through SLDC and zoning map and identify nonresidential areas through community, area, and district planning		Growth Management Director																											
Action: Facilitate commercial development in appropriate areas		Growth Management Director																											
Action: Identify other potential locations for nonresidential development		Growth Management Director																											
Action: Revise SLDC Use Matrixes for appropriate scale nonresidential uses in all zoning districts		Growth Management Director																											SEC CLERK RECORDED 06/14/2018
Performance Measure: Change in acreage within County nonresidential, mixed use and institutional areas																													

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	Responsible Parties	Completed																Notes					
		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4				
Strategy 2.4.4: Implement AgriGate web-based tool highlighting food producers, buyers, resources																							
Action: Launch AgriGate tool	Planning Manager																						
Action: Increase user participation of AgriGate through outreach to local food producers, buyers, and agricultural resource providers	Planning Manager																						
Strategy 2.4.5: Improve workforce training and education programs																							
Action: Identify needs of local employers through survey	Economic Development Manager																						
Action: Target local certificate and associate programs to local small business needs through higher education programs	Economic Development Manager																	Is this within County's control?					
Action: Continue to fund Protec job preparatory program at Santa Fe Community College	Economic Development Manager																						
Performance Measure: Number of individuals trained through Protec program																							
Strategy 2.4.6: Meet adequate public facilities requirements of SLDC																							
Action: Complete 20-year Capital Improvement Plan (CIP)	Planning Manager																	Performance measures?					
Action: Identify capital improvements and associated costs needed for new development	Planning Manager																						
Action: Develop phased schedule to complete CIP	Planning Manager																						
Action: Complete Impact Fee study	Planning Manager																						
Action: Consider County Impact Fees	County Manager																						
Action: Consider all funding sources (impact fees, bonds, grants, loans, rates)	County Manager																						
Action: Adopt necessary resolutions/ordinances	Growth Management Director																						
POPULATION GOAL 3: SUPPORT A HEALTHY COMMUNITY																							
Objective 3.1: Connect Residents With Services Needed for Health and Well Being																							
Strategy 3.1.1: Implement Accountable Health Community																							
Action: Procure IT system for Accountable Health Community	Health Services Director/IT Director																						
Action: Install and configure IT system for Accountable Health Community	IT Director																						
Action: Contract with FOHC's for navigation services	Health Services Director																						
Action: Complete storyteller project	Health Services Director																						
Action: Contract to develop evaluation plan for the Accountable Health Community	Health Services Director																						
Action: Implement evaluation plan	Health Services Director																						
Action: Implement priorities identified in the County Health Action Plan	Health Services Director																						



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		Responsible Parties	Completed																Notes					
			FY18	FY2019				FY2020				FY2021				FY2022				FY2023				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Strategy 3.3.2: Construct and operate Cerrillos Senior Center																								
Action: Issue RFP for construction services		Public Works Director/ Senior Service Program Manager																						
Action: Secure FY2020 operational funding		Senior Services Program Manager/ Budget Administrator																						
Strategy 3.3.3: Serve healthy delivered and congregate meals through senior centers																								
Action: Procure local produce for senior services		Senior Services Program Manager																						
Performance Measure: Number of congregate meals provided																								
Performance Measure: Number of home delivered meals provided																								
Strategy 3.3.4: Analyze costs and benefits of new senior center in Santa Cruz																								
Action: Establish work group to identify any unmet service needs and priorities		Senior Services Program Manager																						
Action: Identify funding beyond the \$1.3 million currently funded if appropriate		Senior Services Program Manager/ Budget Administrator																						
Action: Design and construct new facility if appropriate		Public Works Director																						
See also Strategy 4.3.1: Create staff steering committee to monitor and prioritize staff work																								
Strategy 3.3.5: Develop standard staffing level for senior centers																								
Action: Review existing staff levels at senior centers and propose revisions if appropriate		Senior Services Program Manager																						



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		Completed	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Responsible Parties		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Objective 3.4: Provide Behavioral Health Services																								
Strategy 3.4.1: Complete Behavioral Health Crisis Center																								
Action: Form Design-Build workgroup to define building parameters and establish bridging documents	Community Services Director																							
Action: Issue Design-Build RFP to Remodel 2052 Galisteo	Community Services Director																							
Action: Remodel 2052 Galisteo	Community Services Director/Public Works Director																							
Action: Identify temporary location for CSD	Community Services Director																							
Action: Negotiate contract for Crisis Center operations	Community Services Director																							
Action: Open Crisis Center	Community Services Director																							
Action: Operate mobile crisis response team	Community Services Director																							
Strategy 3.4.2: Reduce suicides in County																								
Action: Enhance partnerships with schools, state, and other programs	Behavioral Health Program Manager																							Need specific actions?
Action: Participate in prevention alliance activities	Behavioral Health Program Manager																							
Action: Coordinate youth program funds with Santa Fe Public Schools	Teen Court Program Manager																							
Action: Contract for mobile crisis services	Community Services Director																							
Action: Request funding for Zero Suicide program	Behavioral Health Program Manager																							
Action: Provide annual suicide heat maps from CAD	GIS Manager																							
See also Strategy 1.4.1, Create a Youth Services Division within Community Services Division																								
Performance Measure: Suicide rate per 100,000 population																								

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	Responsible Parties	Completed																Notes					
		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4				
Objective 3.5: Increase Consumption of Healthy Food																							
Strategy 3.5.1: Provide healthy home delivered and congregate meals at senior centers		Senior Services Program Manager																					
Strategy 3.5.2: Coordinate County food and agricultural priorities with City/County Food Policy Council																							
Action: Serve on Food Policy Council		Health Services Director																					
Action: Contract by coordination of Food Policy Council		Health Services Director																					
Action: Implement goals identified in Food Policy Council Food Plan		Health Services Director/ Planning Manager																					
Strategy 3.5.3: Provide community nutrition education																							
Action: Provide education at senior centers		Senior Services Program Manager																					
Strategy 3.5.4: Collaborate with local farmers to provide fresh, locally-grown produce		Senior Services Program Manager																	When? What specific actions?				
See also Strategy 2.4.4: Implement AgriGate web-based tool																							
See also Strategy 3.5.1: Provide healthy home delivered and congregate meals at senior centers																							
Strategy 3.5.5: Promote healthy food for youth, including Lunch Box Express, Farmers Market, and Cooking With Kids programs																							
Action: Prioritize youth funding to meet Health Action Plan goals, including healthy food		Teen Court Program Manager																					
Action: Implement Edgewood Senior Center demonstration garden		Senior Services Program Manager/ Planning Manager																	When?				
See also Strategy 1.4.1: Create a Youth Services Division within Community Services Division																							
Performance Measure: Percent of adults who are considered obese																							
Performance Measure: Percent of third grade children who are considered obese																							
Performance Measure: Number of individuals receiving nutritional education from County																							

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		Completed		FY18		FY2019				FY2020				FY2021				FY2022				FY2023				Notes	
				Q4	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4		Q1	Q2	Q3	Q4			
Objective 3.6: Provide Recreational Amenities																											
Strategy 3.6.1: Maintain existing open space trails and parks		Planning Manager/ Public Works Director/ Community Services Director																									
Action: Adopt Open Space Trails and Parks (OSTP) strategic plan		Planning Manager																									
Action: Implement OSTP strategic plan		Planning Manager/ Public Works Director/ Community Services Director																									
Action: Develop and implement OSTP management plans		Planning Manager/ Public Works Director/ Community Services Director																									
Performance Measure: Miles of trail open and maintained by County																											
Strategy 3.6.2: Maintain and operate parks and recreational facilities																											
Action: Coordinate rentals of community centers, Stanley Cyclone center, and Pojoaque ball fields																											
Action: Maintain level of service for approximately 6,600 acres of OSTP		Public Works Director																									
Performance Measure: Percent year-over-year change in acres open space maintained by County (target greater than or equal to 0%)																											
Strategy 3.6.3: Improve opportunities for recreation with social opportunities																											
Action: Develop and coordinate social opportunities at Stanley Cyclone Center and Pojoaque ball fields		Community Operations Program Manager																									
Action: Provide social, educational and recreational activities for seniors		Senior Services Program Manager																									
See also Strategy 1.4.1, Create a Youth Services Division within Community Services Division																											

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		Responsible Parties	Completed																Notes	
			FY18	FY2019				FY2020				FY2021				FY2022				FY2023
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Objective 3.7: Provide a Comprehensive Wellness Program Benefitting County Employees and Their Families																				
Strategy 3.7.1: Provide education and training for healthy lifestyles																				
Action: Support Bike-To-Work week via annual Commission resolution		HR Director	X																	
Action: Offer gym membership in employee health plan		HR Director																		
Action: Continue annual step tracking activities		HR Director	X																	
Action: Offer financial wellness training and activities																				
Action: Offer mental health resources to County Employees																				
See also Objective 4.1, Recruit and Retain Highly Qualified Employees																				
Performance Measure: Percent of County employees utilizing gym membership through health plan																				
Performance Measure: Percent of County employees participating in County wellness activities																				
POPULATION GOAL 4: BE A PROSPERITOUS, TRANSPARENT, AND ACCESSIBLE GOVERNMENT																				
Objective 4.1: Recruit and Retain Highly Qualified Employees																				
Strategy 4.1.1: Provide well-rounded, consistent, market-relevant employee compensation																				
Action: Consider annual COLA, merit-pool, benefit changes, and collective bargaining agreement changes		HR Director/Finance Director																	Included in FY2019 Budget Recommendation	
Action: Obtain employee feedback on insurance benefits		HR Director																		
Action: Analyze positions that are difficult to fill, have high vacancy rates, or high turnover rates		HR Director																		
Action: Conduct compensation classification studies		HR Director																		
Performance Measure: Percent change in health insurance premium																				
Performance Measure: Countywide turnover rate in first year of employment																				
Performance Measure: Countywide turnover rate																				
Performance Measure: Countywide vacancy rate																				
Strategy 4.1.2: Enhance employee evaluation and performance management process																				
Action: Evaluate employee review process (electronic processing, more frequent feedback, etc.)		HR Director																		
Action: Implement process improvements		HR Director																		



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	Responsible Parties	Completed	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Strategy 4.1.3: Document and review business processes and procedures																								
Action: Emphasize importance of employee desk manuals to all staff	County Manager																							
Action: Create system to receive and compile documented business processes and procedures	HR Director/Department Directors																							
Action: Create schedule for employees to document business processes and procedures	HR Director/Department Directors																							
Action: Populate list of business processes and procedures to be documented	HR Director/Department Directors																							
Action: Compile set of business processes and procedures for employee reference	HR Director/Department Directors																							
Action: Update Accounting Manual	Accounting & Finance Reporting Manager																							
Strategy 4.1.4: Enhance employee morale to increase retention																								
Action: Develop career ladders within compensation classes	HR Director																							
Action: Educate employees on value of retirement benefits	HR Director																							
See also Objective 3.7, Provide a Comprehensive Employee Wellness Program Benefitting County Employees and their Families																								
Performance Measure: Percent of County employees satisfied with internal services as measured through annual survey																								
Objective 4.2: Use Technology and Business Processes Wisely																								
Strategy 4.2.1: Improve internal purchasing processes																								
Action: Schedule monthly procurement meetings with senior management of each department	Procurement Manager																							
Action: Schedule and complete quarterly trainings of procurement user group	Procurement Manager																							
Action: Initiate implementation of eProcurement after studying costs, security issues, and confidentiality requirements	Procurement Manager/IT Director																							
Action: Research unused capabilities of Superior procurement module	Procurement Director/IT Director																							
Performance Measure: Number of Countywide emergency procurements																								
Performance Measure: Average number of business days to create a small purchase Purchase Order (target two business days from receiving complete packet)																								
Performance Measure: Average number of business days from advertisement to contract award using RFP and IFB process																								

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	Responsible Parties	Completed	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 4.2.2: Increase county acceptance of payment cards																								
Action: Issue RFP for countywide payment card acceptance services	Treasurer/IT Director																							
Action: Review County IT infrastructure compliance with Payment Card Industry-Data Security Standards	IT Director																							
Action: Develop payment card acceptance policy	Finance Director																							
Action: Train employees on handling of payment card information	Finance Director																							
Action: Begin widespread acceptance of payment cards at County offices	Finance Director																							
Performance Measure: Percentage of Countywide accounts receivable received by credit card																								
Performance Measure: Percentage of County payroll paid by direct deposit																								
Strategy 4.2.3: Streamline land development review process for customers																								
Action: Review business process and customer experience	Growth Management Director																							
Action: Increase access to information for staff and public	Growth Management Director																							
Action: Identify permits that can be accepted through on-line applications	Building & Development Services Manager																							
Action: Analyze success of on-line film permit applications	Building & Development Services Manager																							
Action: Develop online application process	Growth Management Director																							
Action: Implement IT/GIS architecture	Growth Management Director/IT Director																							
See also Strategy 4.2.2: Increase County Acceptance of Payment Cards																								
Performance Measure: Percent of permit applications processed within X business days																								
Strategy 4.2.4: Aid constituents in accessing public information																								
Action: Fully comply with the Inspection of Public Records Act																								
Action: Maintain a user-friendly and updated County website	Communications Coordinator																							
Action: Provide interactive mapping tools for ease in identifying zooming, floodplains, terrain, and permit tracking	GIS Manager																							
Performance Measure: Percent of IPRA requests responded to timely																								
Strategy 4.2.5: Maintain current and correct property values																								
Performance Measure: Percentage of real properties reassessed within the last three years	County Assessor																							

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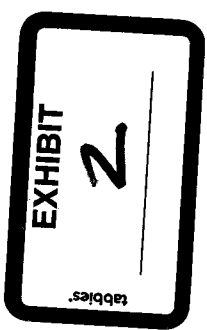
		Completed		FY18				FY2019				FY2020				FY2021				FY2022				FY2023				Notes
Responsible Parties		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
Strategy 4.2.6: Maintain public records in a secure and accessible manner																												
Action: Revise County records retention policy																								When? Any specific actions, like reviewing samples? Bringing to BCC?  Want to make this annually in a certain quarter?				
Action: Routinely encourage all departments to review documents eligible for destruction																												
Performance Measure: Countywide paper document contract storage costs																												
Strategy 4.2.7: Ensure County cash balances and investments are safe, liquid, and generating return																												
Action: Procure new Custody Banking Services contract																												
Action: Implement Investment Policy																												
Action: Enhance reporting to Investment Committee																												
Action: Analyze liquidity needs to increase County core portfolio if appropriate																												
Performance Measure: Portfolio yield exceeding federal fund rates in basis points																												
Strategy 4.2.8: Enhance performance-based budgeting																												
Action: Develop template for performance measure reporting																												
Action: Determine performance measures for programs, divisions, and departments																												
Action: Implement departmental quarterly performance-based budgeting reporting																												
Performance Measure: Average number of days to fill position from date advertised																												
Performance Measure: Percentage of County vendor payments paid by ACH																												
Strategy 4.2.9: Provide exceptional Human Resource services																												
Action: Obtain annual employee feedback on human resources services																												
Action: Streamline Human Resource processes by increasing use of electronic processes																												
Performance Measure: Average human resource service satisfaction rating																												

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	Responsible Parties	Completed	FY2018 - FY2023																Notes								
			FY18				FY2019				FY2020				FY2021					FY2022				FY2023			
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4	Q1	Q2	Q3	Q4			
Objective 4.3: Prioritize Work to Focus on Essential Functions																											
Strategy 4.3.1: Create staff steering committee to monitor and prioritize staff work on contracts, plans, projects, capital, and IT																											
Action: Establish membership	County Manager																										
Action: Schedule standing meetings	County Manager																										
Action: Communicate results of standing meetings throughout County staff	County Manager																										
Strategy 4.3.2: Complete capital projects on time and on budget																											
Action: Prioritize capital requests to target health and safety	County Manager																										
Action: Tailor Capital planning initiatives to meet long-term infrastructure needs in accordance with Sustainable Land Development Code, Sustainable Development Areas, and Adequate Public Facilities Assessments	Growth Management Director																										
Action: Evaluate utilization of existing facilities for relocation or closure based on geographic, demographic, and other data	Public Works Director																										
Address accessibility and code compliance issues throughout County facilities	Public Works Director																										
Action: Procure design-build team for County Administrative Office construction and remodel	Deputy County Manager																										
Action: Empty Catron Street Courthouse of all stored materials	Deputy County Manager																										
Action: Demolish Catron Street Courthouse	Deputy County Manager																										
Action: Construct County Administrative Office and remodel Grant Street Building	Deputy County Manager																										
See also Strategy 4.3.1: Create staff steering committee																											
Performance Measure: Percent of capital projects on schedule																											
Performance Measure: Percent of capital projects on budget																											
Performance Measure: Square footage leased space for County operations																											





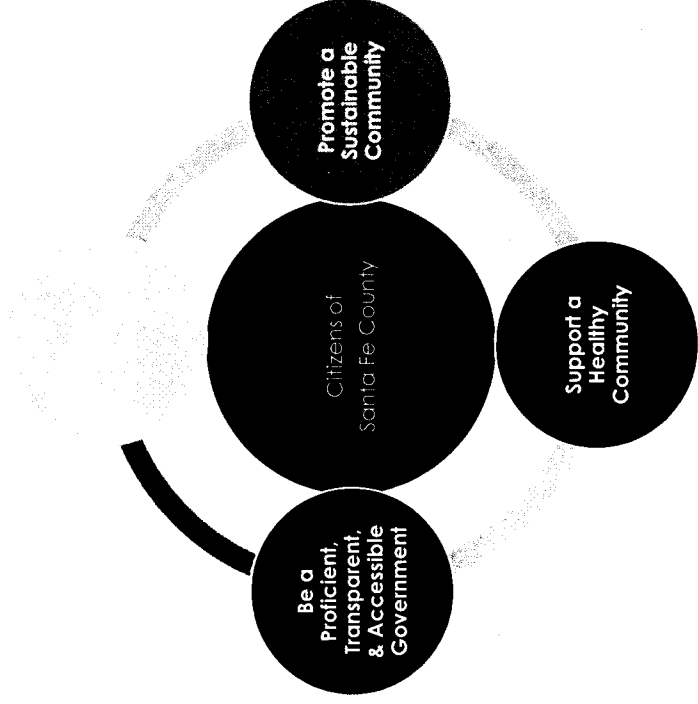
# Santa Fe County FY 2019 Budget Study Session

May 16, 2018

Santa Fe County Commission Chambers

2:00 PM

# Santa Fe County Population Goals



- Resolution 2011-024**  
Results Based Accountability or Another form of Objective Based Budgeting
- Resolution 2015-127**  
Included the resolution 2011-02 and added the population goals for the current and future budget processes

BUDGET CALENDAR

DECEMBER 2017	JANUARY 2018	FEBRUARY 2018	MARCH 2018	APRIL 2018	MAY 2018	JUNE 2018
DEPARTMENTS BEGIN CONSTRUCTING FY 2019 BUDGET FOR SUBMISSION TO THE FINANCE DIVISION	2019 BUDGET KICK OFF CONDUCTED WITH MIDYEAR HEARINGS	DEPARTMENT BUDGETS ARE DUE TO FINANCE	BUDGET HEARINGS WITH DEPARTMENTS ARE CONDUCTED	BUDGETS ARE FINALIZED AFTER BUDGET HEARINGS	BUDGET STUDY SESSION 05/16/18 RECOMMENDATIONS FROM COMMISSION	FINAL EVALUATION OF BUDGETS TO ENSURE PROPER BALANCING
FIXED ASSET AND CAPITAL DATA BASE OPEN FOR ENTRY	FIXED ASSET AND CAPITAL REQUESTS CONTINUE TO BE ENTERED INTO DATABASE	FINANCE STAFF ENTERS DEPARTMENT REQUESTS AND EVALUATE	FIXED ASSET AND CAPITAL REQUESTS ARE EVALUATED	FIXED ASSET AND CAPITAL RECOMMENDATIONS	ITERIM BUDGET DUE TO DFA 06/01/18	FINAL 2019 BUDGET BROUGHT TO BCC 05/29/2018 FOR APPROVAL
BUDGET FORMS AVAILABLE FOR ENTRY OF FY 2019 BUDGET	FTE REQUESTS ARE SUBMITTED		FTE REQUESTS ARE EVALUATED	FTE RECOMMENDATIONS	STRATEGIC PLANNING RECOMMENDATIONS	FINALIZE STRATEGIC PLAN FOR APPROVAL
				STRATEGIC PLANNING SESSIONS		



## Fiscal Year 2018 Key Highlights

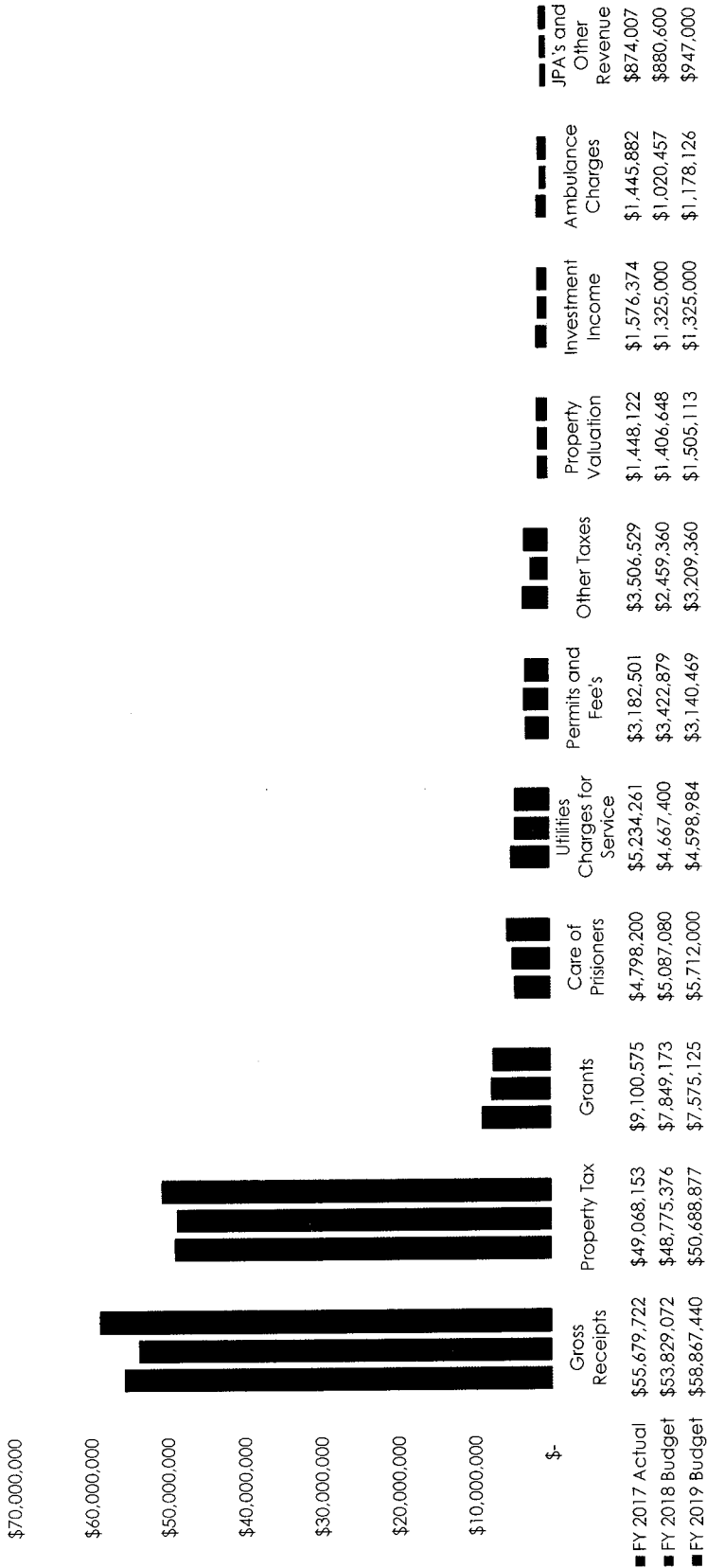
- Youth Programs-
  - \$275K for (YERP) Youth Programs
  - \$150K at Public Housing Sites
  - \$54K Intern Program
- Senior Programs –
  - Senior Services operating budget-\$2.18 Million
  - Safety and Case Management Pilot (with Fire, Senior Services, and Hospital)
- Educational & Career Development Opportunities-
  - \$55 K Employment Related Certifications
  - \$35K Tuition Reimbursements
- 3 year Health Navigation Plan -
  - \$3.3 Million allocated per resolution 2016-140
- Operational Funding for New Facilities-
  - Stanley Cyclone-\$155K in Operating Costs
- Additional 1/8<sup>th</sup> GRT Approved to Fund Public Safety and Behavior Health Programs
  - New FTE's = 56
  - Behavioral Health Center
- Equivalent of 3% COLA
- Crisis Triage Center= Partial Year Funding (2018) Full Year Funding (2019 +)



Fiscal Year 2019 Estimated Revenue

5  
////////////////////

Comparison of FY 2017 Actual Revenue, FY 2018 Budgeted Revenue, and  
FY 2019 Budget Projection

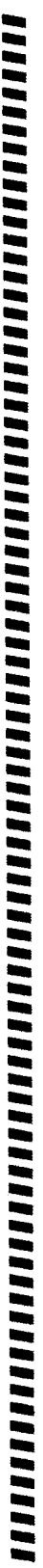


\*\* RTD \$5.3 Million \*\* 2nd 1/8th \$4.3 Million



## Fiscal Year 2019 Revenue Estimate

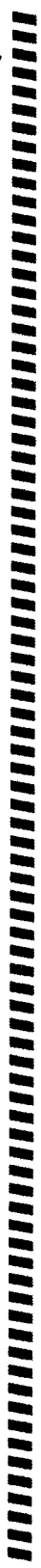
- Revenue Increase Rate equal to 1%-4% across funds
- Budgeting of Payment in Lieu of Taxes (PILT)
- Revenue Increase Rate does not include
  - RTD Pass Through
  - New Hold Harmless 1/8<sup>th</sup>
- New 1/8<sup>th</sup> Hold Harmless GRT – \$4.3 Million
  - Public Safety and Community Service FTE
  - Crisis Triage Center
  - 3% COLA expense from FY 2018
  - Administrative Staff



Fiscal Year 2019 Estimated  
Operating Expenditures







## FY 2018 Recurring Operating Budget Priorities

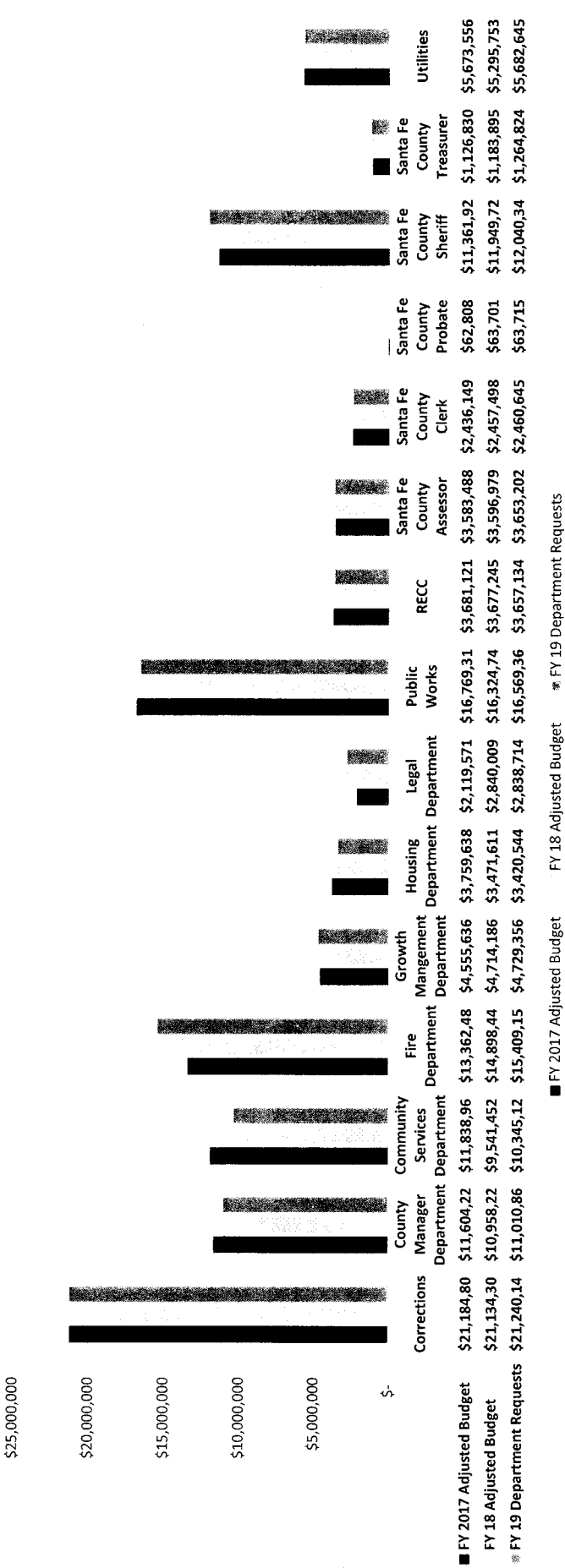
- Programming and operational funding for new facilities
  - Crisis Triage Center
  - Stanley Cyclone Center
  - Cerrillos Senior Center
  - Senior Programming
- Facilities Maintenance
  - Community centers
  - Public housing sites
  - Fire Stations
  - Senior Centers
- Open space and trails master planning and maintenance
- Water Planning/ Utility Expansion
- Public Safety
  - Career staffing and Retention
  - Volunteer Firefighter Retention
  - Detention Facility Programming
  - Senior Services
  - Sustainability Program
  - Modification to Health Programming
  - Behavioral Health
  - Community Based Prevention and Welfare
  - Navigation System
- Youth programs
  - Summer Internships
  - Other Summer Youth Programs



Fiscal Year 2019 Budget Requests and  
Fiscal Year 2018 Adjusted Budget (Non Capital)

Department	FY 18 Adjusted Budget	FY 19 Department Requests	Increase/ (Decrease)	FY 2019 ADDITIONAL GRT BASE INCREASE	Increase/ (Decrease)W/O Additional GRT
Corrections	\$ 21,134,308	\$ 21,249,415	\$ 105,837	\$ 69,680	\$ 36,157
County Manager Department	\$ 10,958,220	\$ 11,010,365	\$ 52,645		\$ 52,645
Community Services Department	\$ 9,541,452	\$ 10,345,124	\$ 803,672	\$ 1,409,000	\$ (596,328)
Fire Department	\$ 14,898,447	\$ 15,409,153	\$ 510,706	\$ 353,000	\$ 140,706
Growth Management Department	\$ 4,714,186	\$ 4,729,356	\$ 15,170		\$ 15,170
Housing Department	\$ 3,471,611	\$ 3,490,544	\$ (18,933)		\$ (18,933)
Legal Department	\$ 2,840,009	\$ 2,838,718	\$ (1,291)		\$ (1,291)
Public Works	\$ 16,324,748	\$ 16,569,364	\$ 244,616		\$ 244,616
REGC	\$ 3,677,245	\$ 3,657,134	\$ (20,111)		\$ (20,111)
Santa Fe County Assessor	\$ 3,596,979	\$ 3,653,202	\$ 56,223		\$ 56,223
Santa Fe County Clerk	\$ 2,457,498	\$ 2,460,645	\$ 3,147		\$ 3,147
Santa Fe County Probate	\$ 63,701	\$ 63,715	\$ 14		\$ 14
Santa Fe County Sheriff	\$ 11,949,725	\$ 12,040,346	\$ 90,621	\$ 106,000	\$ (15,379)
Santa Fe County Treasurer	\$ 1,183,895	\$ 1,264,824	\$ 80,929		\$ 80,929
Utilities	\$ 5,295,753	\$ 5,682,645	\$ 386,892		\$ 386,892
Totals	\$ 112,107,777	\$ 114,385,776	\$ 2,277,999	\$ 1,305,400	\$ 332,319

Fiscal Years 2017 Adjusted Budget, 2018 Adjusted Budget, and 2019 Budget Requests by Department

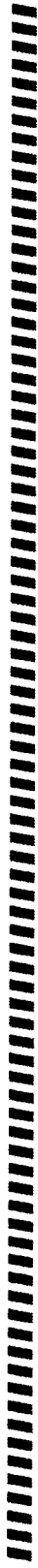




## Fiscal Year 2019 Recurring Expenditures Base Budget Increases

- Increases to General Liability, Umbrella, Medical Malpractice and Ancillary Insurance Policies \$385K
- Full Year Cost of Additional 56 FTE's- \$1.8 Million (Half Year \$907K)
- Growth in Base Budget - \$332K
- Reduction in Various Grant Funded Areas (Senior Services, DWI)
- Health Insurance Premium Increase 1% - \$100K
  - Self Insurance Plan Administration Increase - \$215K
- 2018 COLA - \$1.5 Million (Half Year \$791K)





# Available Funds for Expansion in FY 2019

Operational Revenue Available	\$	119,133,334
Recurring Expenditures		
Base Budget Requests	\$	(114,385,776)
Health Insurance Increase %	\$	(100,000)
Total FY 2018 FTE Cost (Half Year)	\$	(907,000)
General Liability, Workers Comp. ETC. Insurance Increase	\$	(385,000)
Equivalent of 3% COLA (2018)	\$	(791,000)
Amount Available for Expansion	\$	2,564,558





Department Requests (FTE) and  
Recommendations for Expansion



House Bill 69

Elected Official Salary Adjustment Options

	CURRENT ANNUAL SALARY	50% of Maximum Salary ADJ	100% of Maximum Salary Adj
COUNTY COMMISSIONER	\$34,005	\$36,556	\$39,106
COUNTY COMMISSIONER	\$34,005	\$36,556	\$39,106
COUNTY COMMISSIONER	\$34,005	\$36,556	\$39,106
COUNTY COMMISSIONER	\$34,005	\$36,556	\$39,106
COUNTY COMMISSIONER	\$34,005	\$36,556	\$39,106
COUNTY TREASURER	\$75,327	\$80,977	\$86,626
COUNTY ASSESSOR	\$78,827	\$82,727	\$86,626
COUNTY SHERIFF	\$78,555	\$84,447	\$90,338
COUNTY CLERK	\$75,327	\$80,977	\$86,626
PROBATE JUDGE	\$33,143	\$35,629	\$38,114
	\$511,204	\$547,532	\$583,860

\*Elected Officials As of January 2019

\*Elected Officials As of January 2021

Fiscal Year	Phased Amount		Phased Amount	
	50% Salary Adjustment	100 % Salary Adjustment	50% Salary Adjustment	100 % Salary Adjustment
FY 2019	\$	8,689	\$	17,378
FY 2020	\$	17,378	\$	34,755
FY 2021	\$	26,853	\$	53,706
FY 2022	\$	36,328	\$	72,656

FY 2019 FTE Requests

Department/ Elected Office	Position Requested	Hourly Salary	Annual Salary	Requested Annual Cost plus Benefits	Recommended Annual Cost plus Benefits	Comments
CSD/Senior Services	Senior Transportation Dispatcher	\$13.0000	\$27,040.00	\$37,856.00	\$37,856.00	for entire division
CSD/Senior Services	Senior Center Supervisor	\$20.0000	\$41,600.00	\$58,240.00	\$58,240.00	for El Dorado
CSD/Senior Services	Cook	\$14.0000	\$29,120.00	\$40,768.00	\$0.00	for Hwy 14, not this FY
CSD/Senior Services	Driver/Cook's Assistant	\$13.0000	\$27,040.00	\$37,856.00	\$0.00	for Hwy 14, not this FY
CSD/Senior Services	Driver/Cook's Assistant	\$13.0000	\$27,040.00	\$37,856.00	\$0.00	for Hwy 14, not this FY
CSD/Senior Services	Activity Coordinator	\$16.0000	\$33,280.00	\$46,592.00	\$0.00	for Hwy 14, not this FY
Sheriff's Office	Accountant	\$25.0000	\$52,000.00	\$72,800.00	\$49,504.00	Reduce to Accounting Tech. at \$17/hr
Housing	Resident Opportunity Self-Sufficiency Specialist	\$18.0000	\$37,440.00	\$52,416.00	\$0.00	paid for by housing grant
Assessor's Office	Clerical Assistant	\$11.4000	\$11,263.20	\$12,389.52	\$0.00	will come from valuation fund 203
Assessor's Office	Clerical Assistant	\$11.4000	\$11,263.20	\$12,389.52	\$0.00	will come from valuation fund 203
Public Works	Sustainability Specialist	\$26.0000	\$54,080.00	\$75,712.00	\$0.00	not at this time
Public Works	Construction Inspector	\$26.0000	\$54,080.00	\$75,712.00	\$0.00	not at this time
PSD/Fire	Wildland Technician	\$14.4000	\$29,952.00	\$44,928.00	\$40,404.00	recommended at \$12.95/hr
PSD/Fire	Wildland Technician	\$14.4000	\$29,952.00	\$44,928.00	\$40,404.00	recommended at \$12.95/hr
PSD/Fire	Wildland Technician	\$14.4000	\$29,952.00	\$44,928.00	\$40,404.00	recommended at \$12.95/hr
PSD/Fire	Wildland Technician	\$14.4000	\$29,952.00	\$44,928.00	\$40,404.00	recommended at \$12.95/hr
PSD/Fire	Wildland Technician	\$14.4000	\$29,952.00	\$44,928.00	\$40,404.00	recommended at \$12.95/hr
PSD/Fire	Wildland Technician Lead	\$15.5000	\$32,240.00	\$48,360.00	\$43,680.00	recommended at \$14.00/hr
Total Annual Cost Including Benefits				\$560,587	\$391,300	





## Department Personnel Requests

Lieutenant to Captain Position- 15 Positions	\$ 80,000.00
Captain to Battalion Chief- 3 Positions	\$ 40,000.00
EMT to Lieutenant's ( Completed in FY 2018)- 2 Positions	\$ 50,000.00
<b>Total Fire Reclassification Requests</b>	<b>\$ 170,000.00</b>
Public Works Department Request to increase Salaries (Various Positions)	\$ 260,000.00
Community Services Department Requests to Increase Salaries (Various Positions)	\$ 27,000.00
CMO/ IT Department Requests to Increase Salaries (Various Positions)	\$ 22,000.00
<b>Total Of Classification and Other Salary Requests</b>	<b>\$ 479,000.00</b>



## Options for Expansion- Employee Salary and Benefits

- Elected Official Salary Increase -\$8K - \$17K
- FTE Requests – Total Annual Increase \$392K
- Proposed Insurance Cost for New 70/30 Split Tier (\$50K-\$75K Wage Earners) \$181K

Salary	\$30,000 or Less	\$30,000.01-\$50,000	\$50,000.01-\$70,000	\$70,000.01 +
Current County Share	80%	75%	63%	63%
Proposed County Share	80%	75%	70%	65%

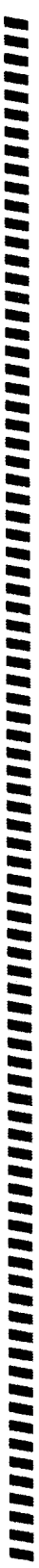
- COLA for Non-Union and AFSCME
  - 2.5% COLA for Annual Salary less than \$50K (Non Union and AFSCME) Full Year \$417K ( Half Year \$208K)
  - 2.0% COLA for Annual Salary more than \$50K (Non Union and AFSCME) Full Year \$399K ( Half Year \$200K)
- Collective Bargaining Union Negotiations TBD
- Other Salary Requests -\$479K



## Payment In Lieu of Taxes (PILT)

- Payments in Lieu of Taxes" (PILT) are Federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within their boundaries. The law recognizes that federal lands are not subject to property tax, but do require local government services such as fire suppression and roads.
- Due to being excluded from federal budget, SFC has not budget as a recurring revenue in past fiscal years
- Recommending the funds for the following programs:
  - Affordable Housing fund - \$300,000
  - Economic Development - \$300,000
  - Supplement Solid Waste Fees- \$100,000

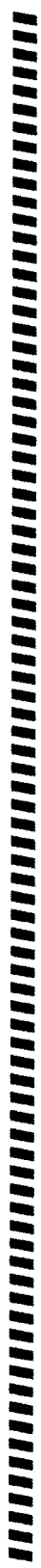




## Executive Session

Executive Session Pursuant to Section 10-15-1 (H)(5) for the Discussion of  
Bargaining Strategy Preliminary to Collective Bargaining Negotiations





# Recommendations For Expansion

Budget Available for Expansion	\$	2,564,558
Elected Official Increase HB 69 @ 100%	\$	17,000
FTE Recommendations	\$	392,000
Additional Tier for Insurance Benefit	\$	181,000
Employee Cost of Living Adjustment		
Non Union and ASFCME Equivalent COLA 2.5% Salary < 50K ( Half Year)	\$	208,000
Non Union and ASFCME Equivalent COLA 2% Salary > 50K ( Half Year)	\$	200,000
AFSCME Corrections Negotiations to Be Determined	\$	530,176
AFSCME Medical Equivalent of Negotiations to Be Determined	\$	22,898
Fire-Negotiations to Be Determined	\$	283,361
RECC - Negotiations To Be Determined	\$	30,123
Programming		
Solid Waste Fee Supplement	\$	100,000
Affordable Housing Fund	\$	300,000
Economic Development	\$	300,000
Total Recommended	\$	2,564,558





## Fixed Assets, Heavy Equipment, IT and Other Equipment Requests Recommendations





Fixed Asset Requests  
(Fixed Assets, Heavy Equipment, IT, VURB, and Other)  
Total Recommended \$ 4,865,509

• Community Services \$ 203,720	• Computer's, Hardware, Software and Peripherals
• Corrections \$ 105,607	• \$ 933,930
• County Assessor \$ 295,500	• Furniture and Fixtures
• CMO ( IT, Finance, HR, CMO) \$209,874	• \$47,878
• County Treasurer \$ 20,358	• Heavy Equipment
• Fire Department \$ 1,568,204	• \$ 1,435,921
• Growth Management\$ 172,308	• Other Fixed Assets
• Housing \$ 1,500	• \$ 266,448
• Public Works \$ 956,034	• Other Machinery and Equipment
• RECC \$ 92,300	• \$ 553,860
• Sheriff \$ 1,240,104	• Vehicles
	• \$ 1,627,472



## FY 2019 Budget - Next Steps

- Budget compilation begins in preparation for interim budget submission to DFA once recommendations are made by the BCC
- Finance and Public Works will work together to budget capital projects that have been previously approved
- Salary analysis is completed
- Deadlines
  - BCC Approval of Interim Budget May 29<sup>th</sup>
  - Submission to DFA of Interim Budget June 1<sup>st</sup>
  - BCC Approval of Final Budget June 26<sup>th</sup>
  - Submission of Final Budget to DFA July 31<sup>st</sup>





SANTA FE COUNTY

Fixed Asset Requests and Recommendations for Fiscal Year 2019

Community Services

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Pojoaque Satellite Office - Equipment	Computer, Hardware, Peripherals	1	640	640	640 New equipment at the Pojoaque Satellite Office.
Eldorado Satellite Office - IT Equipment	Computer, Hardware, Peripherals	1	640	640	640 The purchase of a receipt printer for the Eldorado
Edgewood Satellite Office - IT Equipment	Computer, Hardware, Peripherals	1	640	640	640 The purchase of a receipt printer for the Edgewood
El Rancho Community Center - Replacement stove	Other Equipment or Machinery	1	600	600	600 El Rancho Community Center requires
Edgewood Senior Center - Replace Aging Kitchen Sink	Other	1	1,700	1,700	1,700 Edgewood Senior Center - Replace Aging Kitchen
Edgewood Senior Center - Multi-Burner/Range	Other	1	7,000	7,000	7,000 Edgewood Senior Center - Multi-Burner/Range
Edgewood Senior Center - Replace Aging Dishwasher	Other	1	3,500	3,500	3,500 Edgewood Senior Center - Replace Aging
Edgewood Senior Center - Replace aging hot	Other	1	6,000	6,000	6,000 Edgewood Senior Center - Replace aging hot
Santa Cruz Senior Center - Replace Aging Range	Other Equipment or Machinery	1	7,000	7,000	7,000 Santa Cruz Senior Center - Replace Aging Range
Water Softener	Other Equipment or Machinery	1	40,000	40,000	40,000 Water Softener
Vehicle Acquisition - 14 Passenger Van	Vehicle	1	54,000	54,000	54,000 Vehicle Acquisition - 14 Passenger Van
Vehicle Acquisition - Ford Escape	Vehicle	4	82,000	82,000	82,000 Vehicle Acquisition - Ford Escape
Senior Services Vehicles	Vehicle	7	247,000		0 Proposal calls for the replacement of seven (7)
Computer replacement	Computer, Hardware, Peripherals	1	0	0	0 Computer to replace one that is five years old
Computer Replacement	Computer, Hardware, Peripherals	5	4,000		0 Replacement computers for staff
Total Community Services			454,720	203,720	

Corrections

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Bullet Proof Vests	Other	10	11,000	11,000	Replace 10 Bullet Proof Vests
Shotgun Replacement	Other	9	4,950	4,950	Replace Remington Shotguns used in
Large Griddle	Other Equipment or Machinery	1	12,000	12,000	Large Griddle
Gas Range w/ Oven	Other Equipment or Machinery	1	2,300	2,300	ADF Kitchen Range
Dishwasher	Other Equipment or Machinery	1	33,007	33,007	ADF Kitchen Tray/Conveyer
Pepperball Launchers	Other Equipment or Machinery	5	3,400	3,400	Replace Pepperball Launchers
Replace ADF Kitchen Food Warmers	Other Equipment or Machinery	3	16,800	16,800	Replace ADF Kitchen Food Warmers
Brush Cutters	Other Equipment or Machinery	3	1,650	1,650	Replace Brush Cutters
Replace RoboNurses	Other	3	4,500	4,500	Replace Automated Vital Signs Monitors
Replace 480V Panel & Transformer	Maintenance	1	16,000	16,000	Replace 480V Panel & Transformer
Handheld Radio System Replacement	Other	1	200,000	0	Replace handheld radios, migrate to digital system
Total Corrections			305,607	105,607	

SANTA FE COUNTY

Fixed Asset Requests and Recommendations for Fiscal Year 2019

County Assessor

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Replacement Computers for Daniel King and Casey Cubicle add-ons	Computer, Hardware, Peripherals	2	10,000	10,000	New GIS capable computers
	Furniture/Fixtures	6	7,500	7,500	New Cubicles
Digital Aerial Oblique Imagery- 2nd Project, 1st	Computer, Hardware, Peripherals	1	278,000	278,000	Digital Photography
Total County Assessor			295,500	295,500	

County Manager Administration ( CMO, Finance, IT, HR)

Project Title	Asset Type	Quantity	Unit Cost	Recommended	Project Summary
Canon DR-6010C Scanner	Computer, Hardware, Peripherals	3	9,900		9,900 The Finance Office is requesting a total of 3
Cisco wireless access points	Computer, Hardware, Peripherals	12	12,000		12,000 Cisco wireless access points - Alronet 1142N
Smart UPS (Uninterruptable Power Supply) RT 1500	Computer, Hardware, Peripherals	10	10,000		10,000 Smart UPS (Uninterruptable Power
PC Cascade	Computer, Hardware, Peripherals	100	60,000		60,000 PC Cascade (PC Only)
Replacement PC Packages for various SFC Depts	Computer, Hardware, Peripherals	6	4,800		4,800 Replacement PC Packages for various SFC
Monitor Cascade	Computer, Hardware, Peripherals	50	10,000		10,000 Replace current outdated monitors throughout
NetApp Disks	Computer, Hardware, Peripherals	6	9,000		9,000 Adding additional storage for shared drives,
Cisco Server (DMZ Backup)	Computer, Hardware, Peripherals	1	5,000		5,000 Need to purchase a server to backup data in
Badge Printer	Computer, Hardware, Peripherals	1	2,700		0 ID Badge Printer
Office Furniture	Furniture/Fixtures	1	5,283		0 Replacement of cubicle furniture in Human
Replacement of Human Resources Computers	Computer, Hardware, Peripherals	2	1,000		0 Replacement of Human Resources Computers.
Canon DR-6010C Scanners	Computer, Hardware, Peripherals	3	9,174		9,174 The Human Resources Division is requesting
HR E-Personnel Filing System	Software Purchases	1	50,000		50,000 HR Electronic Personnel Filing System
Financial Statement/Budget Book	Software Purchases	1	30,000		30,000 Software to complete Budget Book/CAFR
Total			218,857	209,874	
Total County Manager			218,857	209,874	

SANTA FE COUNTY

Fixed Asset Requests and Recommendations for Fiscal Year 2019

County Treasurer

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Vehicle Replacement for 2003 Chevrolet Blazer	Vehicle	1	20,358	20,358	Vehicle replacement request for 2003 Chevrolet Blazer
Total County Treasurer			20,358	20,358	

Fire Department

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Aerial fire pumper	Heavy Equipment	1.00	690,000	690,000	Aerial fire pumper
Replace Engine 2	Heavy Equipment	1.00	350,000	350,000	Replace Engine 2
Evacu Mattress	Other	1.00	850	850	Evacu Mattress
Sked medical device	Other	1.00	614	614	Sked medical device
Flat screen TV for Emergency management	Other	1.00	1,797	1,797	Flat screen TV for Emergency management
Winch for replacement on EM Vehicle G-97465	Other Equipment or Machinery	1.00	1,628	1,628	Winch for replacement on EM Vehicle G-97465
Boat engine for Zodiac 50hps	Other Equipment or Machinery	1.00	9,363	9,363	Boat engine for Zodiac 50hps
Boat trailer for Zodiac	Other Equipment or Machinery	1.00	2,599	2,599	Boat trailer for Zodiac
Paratech mounting system	Other Equipment or Machinery	1.00	5,436	5,436	Paratech mounting system
Rescue saw 14" Cutquick	Other	1.00	900	900	Rescue saw 14" cutquick
Conex container	Other	1.00	2,600	2,600	Conex container
Rescue Randy	Other	2.00	1,825	1,825	Rescue Randy
1000 gallon dump tank	Other	2.00	1,062	1,062	1000 gallon dump tank
Rescue saw 20"	Other	1.00	1,400	1,400	Rescue saw 20"
Toughbooks for regional fire apparatus Desktops	Computer, Hardware, Peripherals	5.00	2,000	2,000	Toughbooks for regional fire apparatus Desktops
Furniture Desk	Furniture/Fixtures	1.00	1,150	1,150	New desk for fire admin

SANTA FE COUNTY

Fixed Asset Requests and Recommendations for Fiscal Year 2019

Fire Department

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Desktops	Computer, Hardware, Peripherals	6	5,100	5,100 Desktops	
Furniture Desk	Furniture/Fixtures	1	1,150	1,150 New desk for fire admin	
Gurneys for med units	Other	2	30,000	30,000 Gurneys for med units	
Chest compression auto-pulse system	Other	5	80,850	80,850 Chest compression auto-pulse system	
Masimo Rad 57 CO gas monitors	Other	2	9,500	9,500 Masimo Rad 57 CO gas monitors	
Lifepak 1500 defibrulators	Other	2	66,400	66,400 Lifepak 1500 defibrulators	
Thermal Imaging cameras		4	34,300	34,300 Thermal Imaging cameras	
Replacement appliances for regional fire stations	Other	1	10,000	10,000 Replacement appliances for regional fire stations	
Reveal Pro Thermal Imaging Camera handheld	Other	2	1,400	1,400 Reveal Pro Thermal Imaging Camera	
SCBA replacement for regional staff	Other Equipment or Machinery	30	246,210	246,210 SCBA replacement for regional staff	
Surface Pro computers	Computer, Hardware, Peripherals	5	6,620	6,620 Surface Pro computers	
Chain Saws		3	2,600	2,600 Replace Chain saws for wildland division due to	
Total Fire			1,568,204	1,568,204	



Growth Management

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
New Vehicle for Code Enforcement	Vehicle	1	26,467	26,467	New Vehicle for Code Enforcement
Asset Renewal – Emergency Laptop	Computer, Hardware, Peripherals	1	8,500	8,500	High End Laptop for Emergency Response
Asset Renewal - High End GIS Desktops (PCs)	Computer, Hardware, Peripherals	3	19,800		High End GIS Desktops (PCs)
New DMZ GIS/IT Architecture to support Feature Extraction Data Development	Software Purchases	1	110,000	110,000	GIS Servers, Microsoft SQL License, and Feature data extraction from 2014 Ortho/LIDAR
Monitoring Tablets	Software Purchases	1	20,000	20,000	Ortho/LIDAR Tablets and tablet accessories required to
	Computer, Hardware, Peripherals	3	7,341	7,341	
Total Growth Management			192,108	172,308	

Housing

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Computers & Monitors	Computer, Hardware, Peripherals	2	1,500	1,500	Desktop computers for part-time 50 plus
Total Housing			1,500	1,500	

SANTA FE COUNTY

Fixed Asset Requests and Recommendations for Fiscal Year 2019

Public Works

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Vehicle replacement 844-1	Vehicle	1	40,949	40,949	Replace unit 844-1 2007 Chevrolet 2500 4x4 with
New Equipment	Heavy Equipment	1	7,460	7,460	72in Brushcat attachments
New Equipment	Heavy Equipment	1	2,662	2,662	Tool Cat Attachment
New Equipment	Heavy Equipment	1	9,435	9,435	Snow Blade New Equipment
Vehicle Replacement Unit # 844-2	Vehicle	2	32,000	32,000	844-2 is a 2009 Ford f150 with 99,699 miles
Vehicle Replacement Unit # 804	Vehicle	2	36,000	36,000	Unit 804 is a 2007 Chevrolet 2500 Ext 4x4
Cartograph Upgrade	Software Purchases	1	65,000	65,000	Cartograph Upgrade (must be funded with
Unit 552 ford F150 Replacement of old /worn unit 533 ford F250	Vehicle	1	40,934	40,934	40,934 Replacement of high mileage pickup for use
Replacement of old / worn	Vehicle	1	47,282	47,282	Replacement of crew transport pickup
Replacement of unit 511-1 F350	Vehicle	1	47,282	47,282	Replacement
Eldorado live bottom trailer	Heavy Equipment	1	81,197	81,197	Live bottom trailer for the Eldorado convenience
Back hoe replacements ( 2 ) for Solid Waste	Heavy Equipment	2	184,895	184,895	Replacement of 1 back hoe units 629 Jacona

Public Works

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Cartograph Software Upgrade	Software Purchases	1	65,000	65,000	Cartograph Upgrade (Request number 1362 &
Plate Compactor	Heavy Equipment	1	3,124	3,124	3,124 Plate Compactor
Diamond Coring Tool	Heavy Equipment	1	7,807	7,807	7,807 Diamond Coring Tool
Walk behind concrete saw	Heavy Equipment	1	2,200	2,200	2,200 Concrete Walk behind concrete saw
VAC Trailer	Heavy Equipment	1	97,141	97,141	97,141 VAC Trailer
Field Truck Replacement - Unit 911	Vehicle	1	39,000	39,000	39,000 Replace one fleet vehicle based on highest mileage
Time Clocks	Computer, Hardware, Peripherals	2	10,000	0	Time Clocks
New Desktop and Monitor for FTE, if approved	Computer, Hardware, Peripherals	1	1,300	1,300	Desktop computer and 2 monitors
dump truck/ snow removal unit 656	Heavy Equipment	1	221,112	0	Replacement of Tandem dump truck/snow removal
Replacement of old/ unit 650 ford water truck	Heavy Equipment	1	156,155	0	water truck for use throughout all of Santa fe
Replacement of old Computer & Monitor	Computer, Hardware, Peripherals	1	800	0	Construction Inspector
Water Meters	Other Equipment or Machinery	500	145,367	145,367	Replacement old inaccurate water meters
Total Public Works			1,344,101	956,034	

SANTA FE COUNTY

Fixed Asset Requests and Recommendations for Fiscal Year 2019

RECC

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Audio Recorder	Computer, Hardware, Peripherals	1	65,000	65,000	replacement of the dispatch radio and
Replacement of Administrative Staff Laptops	Computer, Hardware, Peripherals	2	2,000	2,000	Replace laptops for administrative staff
Vesta telephone CPU's	Computer, Hardware, Peripherals	14	13,800	13,800	Vesta telephone system computer replacement
dispatch chair replacement	Furniture/Fixtures	14	7,500	7,500	2477/365 dispatch chairs need to be replaced on an
Copy/Fax Scanner	Computer, Hardware, Peripherals	1	4,000	4,000	Replacement of the fax/copier/scanner
Total RECC			92,300	92,300	

Sheriff

Project Title	Asset Type	Quantity	Total Unit Cost	Recommended	Project Summary
Administration Furniture	Furniture/Fixtures	1	2,452	2,452	Furniture Replacement
Administration Furniture	Furniture/Fixtures	1	2,452	2,452	Furniture Replacement
Administration Furniture	Furniture/Fixtures	1	3,584	3,585	Furniture Replacement
CSS Room Remodel	Furniture/Fixtures	1	7,930	7,930	CSS Workstations
Briefing Room Remodel	Furniture/Fixtures	1	14,159	14,159	Briefing Room Workstations
Rescue Response Vehicles	Heavy Equipment	1	304,573		Lenco BearCat Armored Vehicle
Animal Control Units	Vehicle	2	96,400	96,400	Purchase Animal Control Vehicles
Patrol Vehicles	Vehicle	30	1,702,620	750,000	Patrol Vehicles (20)
Patrol Vehicles	Vehicle	5	274,800	274,800	Patrol Vehicles - CID
Patrol -Vehicles	Vehicle	1	40,000	40,000	Patrol Vehicles - UM
Desktop Cascade	Computer, Hardware, Peripherals	8	8,000	8,000	Desktop Cascade Replacement
Taser Purchase	Other Equipment or Machinery	25	26,500	26,500	Taser Purchase
Patrol Motorcycle Unit	Vehicle	2	32,000		0 Patrol Motorcycle
Security Printer	Computer, Hardware, Peripherals	1	13,826	13,826	Security Printer
Total Sheriff			2,529,296	1,240,104	
Total All Pages			7,022,551	4,865,509	

If SF County continues on the path of dramatic increases in solid waste permit fees, illegal dumping will greatly increase, more so in remote areas of the County where lower and fixed household incomes predominate.



Some general statements:

When a group of people decide to form a local government and empower that government to impose taxes and fees ; that populace has a reasonable expectation of certain services. Among those are:

- Protection in the form of law enforcement and fire suppression.
- The installation and maintenance of basic infrastructure including roads.
- The management of the waste created by the day-to-day existence of the people, including solid and sometimes liquid waste.

Nobody expects the Sheriff's Office to generate sufficient revenue from citations and fines to fund the replacement of patrol cars, uniforms and bullet-proof vests. Nobody expects the Fire Department to charge by the gallon for water used to extinguish a house fire to pay for fire hoses, new pumper trucks or the self-contained breathing apparatus to protect firefighters. Nobody expects for fees to properly and safely manage solid waste to pay for all of the operations, maintenance and capital infrastructure. These are all part of the provision of basic services that citizens who pay taxes expect and are justly entitled to receive in return.

8/14/2018  
CLERK RECORDED  
SFC

Nowhere in this social compact is it implicit that citizens should not have to contribute toward the provision of these services, but since we pay taxes, we therefore have a reasonable expectation of these basic services being provided by our government. Nominal fees are reasonable, and reasonable inflation-adjusted increases over time are acceptable to many, but rapid increases in solid waste permit fees, without a concurrent increase in service such as curbside pickup, are not acceptable. Many cannot afford them, and many others may choose not to purchase them, instead resorting to illegal dumping, backyard burning, or worse. How many more crime scenes at more and larger illegal dump sites are acceptable in Santa Fe County ?

One of the strongest recommendations of the Solid Waste Task Force was to implement a fair “pay as you weigh” fee structure, where fees are based on the weight of waste one dumps. It was recommended that scales be acquired and installed at all of the transfer stations. Almost 10 years later, it appears that recommendation has not been implemented.

It was also determined during the work of the Task Force that there is no mandate, stated or implied, that Solid Waste operations be or become economically self-sufficient. Rather, this was a goal of an even older initiative, from the Revenue-Generating subcommittee of the SAVE (Santa Fe County Accountability, Value and Efficiency) initiative that was established to address economic conditions of the time (downturn after 2008). Conditions are now different, therefore it is time to re-evaluate this goal, among others.



## Illegal dumping in Northern Santa Fe County – One of many sites.

Two large illegal dump sites on BLM land in the vicinity of NM Highway 503 and SF County Road 98 (Juan Medina Road) are shown on the screen shots from GoogleEarth, shown below. Some points:

The materials dumped here can now be seen by satellite! This is not just a BLM problem, this is a Santa Fe County problem! This area is less than a mile from the nearest SF County Transfer Station (Nambe)!

This area was one of those highlighted as a problem during the 2009-2010 SF County Solid Waste Task Force to review proposed increases in solid waste permit fees and other solid waste issues in SF County.

A grant application was submitted in 2012 via the USDA Rural Community Assistance Corporation (RCAC), whereby a partnership of Nambe Pueblo and SF County, with cooperation of the Bureau of Land Management, proposed a major cleanup of this area. The grant was not awarded.

Illegal dumping has increased in relation to the ongoing increases in solid waste permit fees.

Illegal dump sites foster additional dumping and other criminal activity.

Two major crime scenes in this area in the past approximately 10 years:

- The Pojoaque Fire Department responded to a vehicle fire at Site A.  
A burned human body was found in the car, the result of a homicide and arson.
- The Santa Fe County Sheriff's Office, assisted by several additional agencies, recovered the remains of Jeremiah Valencia at Site B several months ago.

**Suggested actions by SF County:**

Impose a two year freeze on solid waste fees at the 2017 level.

Convene a new Solid Waste Task Force to review previous work, progress and new economic realities and technology.

With the tighter acceptance criteria of recycled streams, recycling programs may need to be adjusted.

Engage external subject-matter-experts on waste-to-fuel, waste-to-materials and other unexplored areas.

Explore options for illegal dump site clean up with stakeholders (Federal, State lands, Tribal lands, etc.)

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<http://www.avg.com>

hx. Karen Griego-Kraig

ees for recycling should not be implemented at all (in case this is being considered).

Regarding the dump permit fees. My opinion is that the cost of using the transfer stations should be incorporated into our property taxes. We have one neighbor who used to dump her trash along the river until I had a confrontation with her. Now she uses the trailer park dumpster or the Supermarket's dumpster. Spreading the cost among all taxpayers may lead to lower costs overall and hopefully less trash being dumped along the roads.

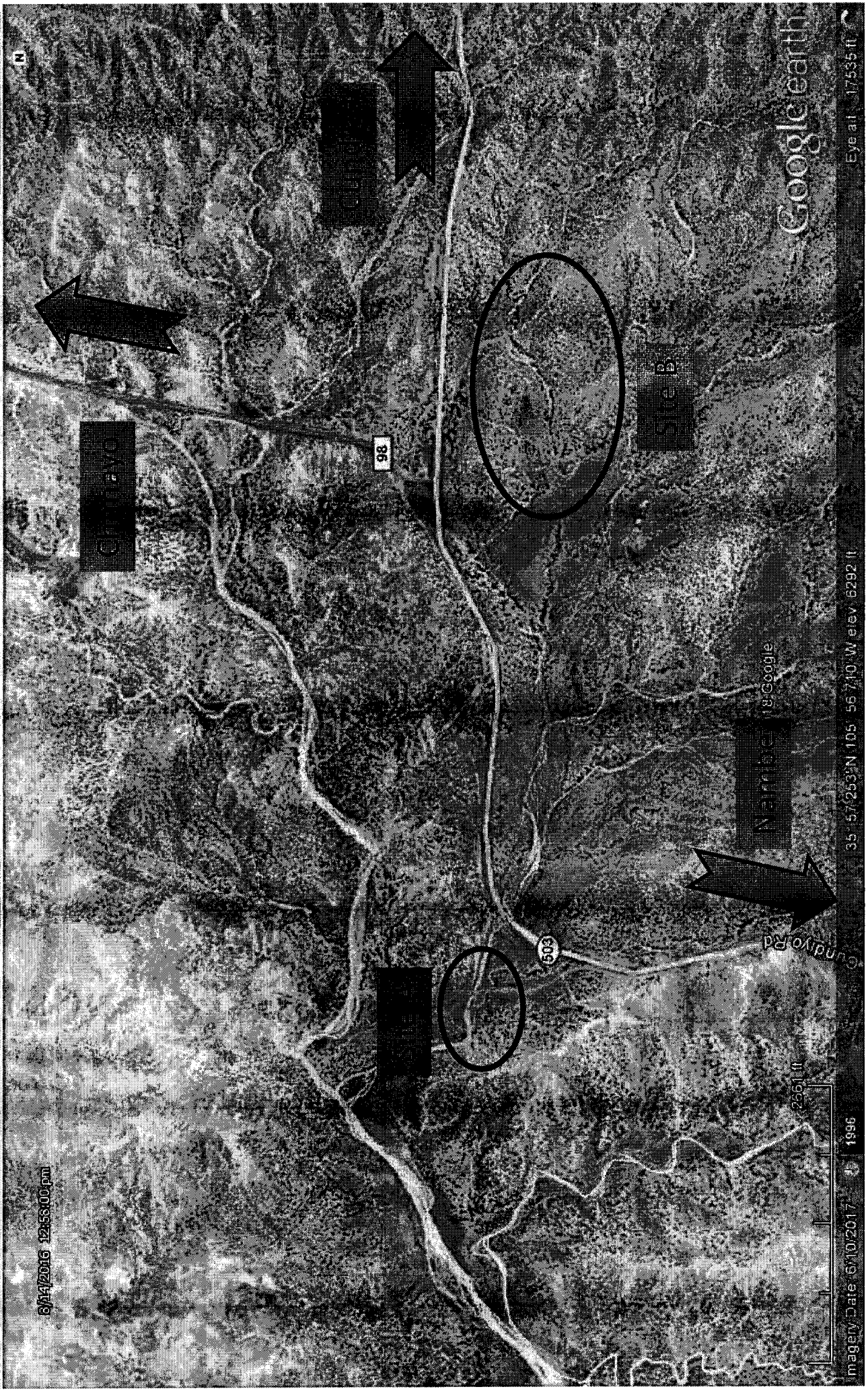
Hi Sharon,

**Subject:** Dump Permit Fees  
**From:** Karen gk <karengk@q.com>  
**Date:** 5/15/2018 2:24 PM  
**To:** Sharon Dogruel <dogruel@earthlink.net>

Dump Permit Fees

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