

SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS
SPECIAL BUDGET MEETING
April 9, 2019

Anna T. Hamilton, Chair - District 4
Henry Roybal, Vice Chair - District 1
Rudy Garcia - District 3
Anna Hansen, Chair - District 2
Ed Moreno - District 5

SFC CLERK RECORDED 05/21/2019

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April 9, 2019

I. A. This special budget study session of the Santa Fe Board of County Commissioners was called to order at 9:08 a.m. by Chair Anna Hamilton in the Santa Fe County Commission Chambers, Santa Fe, New Mexico.

B. Roll Call

Roll was called by Estrella Martinez from the County Clerk's Office and indicated the presence of a quorum as follows:

Members Present:

Commissioner Anna Hamilton, Chair
Commissioner Henry Roybal, Vice Chair
Commissioner Rudy Garcia
Commissioner Anna Hansen
Commissioner Ed Moreno

Members Excused:

None

C. Approval of Agenda

CHAIR HAMILTON: Are there any changes to the agenda, Ms. Miller?

KATHERINE MILLER (County Manager): Madam Chair, the only thing I would say, depending on where we are in the agenda at lunch arriving, I would just recommend that we schedule executive session and have lunch at the same time. So it may not be exactly where it is on here, list as Matters from the County Attorney, but it's all budget related because the only thing we're going to talk about is collective bargaining agreements. We have several of them that we need some guidance on before we start negotiations.

CHAIR HAMILTON: Excellent. Thank you. So with that modification, do I have a motion to approve?

COMMISSIONER HANSEN: I move to approve.

COMMISSIONER MORENO: Second.

CHAIR HAMILTON: We have a motion and a second.

The motion passed by unanimous [4-0] voice vote. [Commissioner Roybal was not present for this vote.]

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II. Presentation and Discussion on FY 2020 Budget Development

MS. MILLER: So, Madam Chair, I'm going to go ahead and start off but then I'm going to turn it over to Erika, but first off I'd like to introduce Gary Giron. Gary is our new Finance Director.

CHAIR HAMILTON: Welcome aboard.

MS. MILLER: And Gary comes to us – he's been the executive director of the Alzheimer's Association for the last six years but prior to that we worked together in Governor Richardson's administration. He was DOT Secretary, DOT Deputy Secretary on the financial side. Also Department of Health, Financial Deputy Secretary, also Finance Director for Bloomfield schools so he has a very strong background in management and finance. So we're really happy to have him.

CHAIR HAMILTON: Thank you so much. We're really, really happy to have you here.

GARY GIRON (Finance Director): It's a pleasure to be with the County. Thank you. I appreciate the opportunity.

MS. MILLER: So Madam Chair, Gary just started yesterday. He's memorized the entire County budget and this presentation.

CHAIR HAMILTON: Nothing like jumping right in. We appreciate it also.

MS. MILLER: But I told him I didn't want him to show off too fast. I'm going to start – I'm going to let Erika start us off. She's the one who's put the presentation together and we will probably on certain slides just share some information for you and I'd encourage you to ask questions throughout. We are going to go through the strategic plan. We don't have it in here in the total detail because we weren't trying to redo the strategic plan. What we were trying to do is somewhat refresh the Board on why we have in the budget what we have. But, that said, it is an opportunity to bring up issues you'd like to see us additionally incorporate. We will come back at a different time before the end of the fiscal year to make some adjustments but we have built the budgets based upon what is in the strategic plan, from last year when we started it and our updated quarterly meetings. So with that, I'll turn it over to Erika.

ERIKA THOMAS (Finance Division): Thank you, Manager Miller. Madam Chair, Commissioners, the presentation in front of you follows the agenda and also I do want to point out the pictures in the presentation were submitted by employees. Your face picture is by Jessica Rodarte with our Sheriff's Department, and Vanessa Marquez from RECC, and then a past employee – Vicki – I'm sorry; I forgot her last name. She used to work for our Fire Department. She also took some wonderful pictures for our presentation. So with that, we'll go ahead and begin. Also, I just wanted to note, on the top right-hand side are the page numbers in case we flip back and forth between slides if you do have questions as we move forward.

Santa Fe County's mission statement is to provide a safe, sustainable, healthy community through a proficient, transparent and accessible government. These are the four pillars or four population goals that we've had since I believe 2015, and we reiterated them last year in April and finalized our strategic plan in June of 2018. As we

move forward we'll be revisiting those as Manager Miller stated and this is the premise of how we move forward through our budget.

II. A. Review of Budget Calendar

MS. THOMAS: So if we would like to move on to page 4 I'm going to do an overview of the budgeting process. In January we presented to the Board this calendar and the blue is what we've already accomplished, the green is where we're at right now and the yellow is what's to come. So in December we opened up the budget season to the departments to start constructing their budgets for FY 2020 to the Finance Department. We also opened up our fixed asset and capital database which encompasses the current year and the next five years. And we also released our budget forms.

One change we made this year in order, following our sustainability pillar, we went somewhat paperless this year. The departments entered their own budgets. We eliminated the need for six packets and we went through it through the AS-400, which is our enterprise system and as we went through it we did it much in this way. We went through a presentation and we went through them one at a time. They still were required to provide the backup as to if they had increases or decreases, their contractual obligations and so forth.

So we had our budget kickoff in January which we conducted with our mid-year hearings. The departments continued to enter their fixed asset and capital requests into the database, and their FTEs requests were submitted simultaneously. In February and March, we conducted budget hearings as the budgets were due to Finance mid- to late February. Recently we started vetting the fixed asset and capital request. We evaluate them per department and per our availability of funds to fund those fixed assets. The recommendations will be brought to you at the next budget study session as we're vetting those currently, and also the FTE requests will also be budgeted. And our budget study sessions are occurring today and we'll have one more on the 23rd.

So in May, following the recommendations from the Board, we will construct our interim budget which is due to DFA – we'll present it on 5/28 and then we submit it on 5/31. And in June we'll have a final evaluation of the budgets in the event there's any changes. And the final budget will be brought to the BCC on 6/25, which is the last BCC meeting in our 19 fiscal year for approval, and our new fiscal year begins July 1st. Do you have any questions? Nope? That was just an overview.

II. B. Review of Sources of Revenue

MS. THOMAS: One thing I wanted to go over is our revenue sources. Where does the money come in for Santa Fe County? And this is just an overview. So property tax, we have our operational property tax and debt service, and we'll get more into detail in the following slides also. We have gross receipts taxes which fund general fund, we have indigent and Safety NetCare, capital outlay and maintenance gross receipts, fire excise tax, our correctional facility GRT, fire and regional communications GRT. We also have a GRT that funds our regional transit. That is a pass through, so it comes in and goes to fund that, and we also have our County-supported Medicaid which

is a complete pass through so it doesn't even come to the County; it goes directly to the State of New Mexico.

We also have charges for service, such as our Utilities Department, charges for water. We have ambulance charges and other charges through our Fire Department, and we have the care of prisoners charges for service. That's to house inmates from other facilities. We have state and federal grants. We have JPAs and other revenue. So that's other revenue that can't really fit in any of these categories but we work with other entities. We have permits and fees, and we also have investment income.

So the next slide goes over – this is one of my favorite slides: the property tax allocation. Santa Fe County is responsible for billing and collecting property tax. Although we do collect all property tax, not all property tax comes to Santa Fe County. So I broke it down in an increment of a dollar. As you see, Santa Fe County collected – it varies between 28 and 32 cents, depending on the valuation that year, but in 2018 Santa Fe County collected 28 cents on the dollar and our debt service was eight cents on the dollar. Other municipalities total about seven cents. School districts total about 37 cents on the dollar. The Santa Fe Community College is 14 cents, and small special districts total about one cent, and the State of New Mexico is about five cents.

MS. MILLER: Madam Chair, Commissioners, also, and what we'll do in addition to this is show you what it means on, say, a \$300,000 assessed value home, which is \$100,000 taxable, which inside the City of Santa Fe runs about \$2,300, \$2,400 a year. And we'll show you how that breaks down as well. Because property tax, a lot of times people do it based on assessed value and how much out of your property tax that you pay, how much goes to the County, how much goes to schools, how much goes to the state. But it still comes out about the same. We get about a third of it, of what somebody pays in property taxes. So if they have a \$2,100 tax bill we get about \$700, with \$600 or so going to operations and about \$100 to debt service. I may be off just slightly, but we'll give you – in our next study session we'll do it that way as well so you can see on the value of a home, because that's what right now, everybody's notice of valuation is coming out. Everybody should have received it in the last week or so. They're due out April 1st. So a lot of people are looking at that and looking at what does it mean in my taxes. So this just shows you a breakdown on each dollar, but we'll kind of show you on the value of a property as well.

MS. THOMAS: And questions on slide #6? Thank you. Okay, if we move on to slide #7, this is the gross receipts enactment table. It mimics what we submit to the state. On the previous slide I gave you a summary of what gross receipts encompasses. What I've done here is just done an estimate based on each enactment. We did about a two percent increase. Santa Fe County generally budgets very conservatively. Also if you notice, some portions have hold harmless distributions and some portions don't. And I don't know if Manager Miller wanted to go over the hold harmless distribution.

CHAIR HAMILTON: What are the yellow ones?

MS. MILLER: Those are ones without the hold harmless distributions. So depending on when a tax was enacted is whether it gets a hold harmless distribution. So the state law came into play around 2003, I think was the legislative session, 2003, where they took tax off of food and medical services and I think what they said is you'd get hold harmless distribution on any taxes that were implemented before January 2004. I think.

It's right around that. So that's why you'll see that for instance, our County capital gross receipts tax that was enacted 1/1/2003, about close to half-way down, does receive hold harmless distribution, but you can ones after that, like in 2013, the excise tax, that one actually was one that expired and then was renewed in 2013. So originally, it did receive it but when it expired and then went to the voters again, then we didn't get it anymore.

The one in 2018, the hold harmless doesn't receive it. I'm not really sure why we don't get a hold harmless on the County gross receipts 1/16. That's about the fifth one. I'm not sure – that one should have a hold harmless distribution as well. But that one goes specifically – it's not in yellow. It doesn't show that we receive anything on that one.

MS. THOMAS: Madam Chair, Manager Miller, it actually does get it but the two lines are actually combined on the enactment table so I just put the \$250,000 on the first 1/16. They're combined on the enactment table. So that \$250,000 actually covers both of those 1/16s.

MS. MILLER: Those are relatively – as you can see, those are relatively small revenue sources and they're dedicated specifically to solid waste and wastewater. Those were put in place back in 1999, but those funds go to offset the cost of our solid waste.

Also, something to note that isn't shown here, but on the second 1/8, Erika shows our revenue of \$4.6 million, and then the \$500,000 hold harmless distribution, but we have to send to the state, automatically every quarter, 1/12 of a percent. So most of that revenue goes to the state for – that used to be what we called our indigent GRT, and then it changed to Safety NetCare pool. They changed the formula. The state at that time tried to take an entire eighth from counties but the Senate was actually really good and I have to compliment Representative Jim Trujillo and Senator Nancy Rodriguez because they helped save us to only having to do a twelfth. So most of that money, although it's not shown as a pass through because it doesn't actually pass straight through. We actually budget it and every quarter we get a bill from the state. So most of that, and I think it's about \$3.8 million this year goes to the state. So where you see \$4.6 million you have to subtract \$3.8 million from that to see what we really have relative to that GRT revenue.

And then also mentioned on here, our County regional transit pass through, that one actually does come to us and then we turn around and send it to NCRD. But the County healthcare – that's the County supported Medicaid, right?

MS. THOMAS: Yes.

MS. MILLER: That doesn't even come to us. Back in – I want to say late 90s, early 2000s, the Board passed a resolution to just have the state – we were required by law to give it to them, so they just keep it. But the County had to actually enact it or give an equivalent of it to the state. So in total we really give the state that \$3.8 million plus another – is that 1/16?

MS. THOMAS: Yes, Madam Chair. I over-budget that amount since the market changes. So if I do not do that and we're under I have to bring it back to the Board to increase the budget. So I put an inflation factor in there just to prevent us having to come back and increase that budget.

MS. MILLER: But I'm talking about the one we don't even receive.

MS. THOMAS: Oh. That's a 1/16.

MS. MILLER: And that's about another \$2.5 million?

MS. THOMAS: Yes.

MS. MILLER: So \$2.5 million comes off right off the top, even though you as a Board, the BCC did implement the 1/16 twenty-plus years ago, we never see it. As Erika said, she didn't even put a budget number because we don't even budget it. They scoop it off as soon as it hits the state. And so that's probably \$2.5 million, plus the \$3.8 million. So the County gives the state over \$6 million for Medicaid support. And that's all required by law.

MS. THOMAS: Thank you, Manager Miller.

CHAIR HAMILTON: Commissioner Garcia.

COMMISSIONER GARCIA: In regard, Madam Chair, to the regional transit GRT tax, is that for the Rail Runner, or is it for the blue buses? Or both?

MS. MILLER: Madam Chair, Commissioner Garcia, it's for actually three things. A portion of it goes to the City Santa Fe Trails, a portion of it goes to NCRTD and a portion of it goes to the train. And it's a four-county district tax, so Taos, Rio Arriba, Santa Fe and Los Alamos all have to impose it. And it's up for re-election this year, this next election cycle. It was initially put in place and all four counties have to pass it with their electorate or it doesn't go. So it was put in place that way creating the district and all four counties had to approve it, and one of the things when the district was put in place there was an agreement with the City of Santa Fe that some of it would also support the Santa Fe Trails bus routes as well as the NCRTD blue bus routes and the train.

COMMISSIONER GARCIA: Thank you. Madam Chair, Manager Miller, in regards to I believe the train's tax sunsets in the next two or three years –

MS. MILLER: This is the one. And it's just our district, so there's also in Bernalillo and in that area as a district, and then it also goes all the way down to Valencia County. But each district is – Gary might know this better than I do, because DOT pays for the train. But there's three separate districts, or four? I get confused because there's also something for the Space Port which is separate. So I think there's three. So there's the northern district, which is ours, and then those four counties, and I think there's the middle and then southern. And each district is formed and authorizes a tax. So other counties outside of these districts are not authorized this tax. But they have to – the whole district has to pass the tax in order for it to be in effect in any one county. So if it goes to the next election and Santa Fe and Los Alamos and Taos all pass it, voters pass it, if Rio Arriba doesn't you start all over trying to get that Rio Arriba to pass it or it does not go into effect for any of the counties.

CHAIR HAMILTON: I just want to note for the record that Commissioner Roybal has joined us.

COMMISSIONER GARCIA: Madam Chair, Manager Miller, so what happens in the case where the Rail Runner tax, let's just assume fails in Sandoval County. Who absorbs the cost of the train?

MS. MILLER: So that district is separate from ours. Our tax would go to NCRTD and our share for the train would be paid. If, say, Sandoval County, it doesn't pass, then they're going to have to figure out whether or not they can do the election again. They would probably try it again. I think for instance, what we tried to do in the North Central was change our sunset so that we had more time and had a couple attempts

to get it to pass in all four counties, as opposed to waiting till the last minute and it not passing. So that's one option. But ultimately the state is responsible for operating the train. But they are going to look to each of the districts to put in their share but ultimately it's the state that's got to keep the train going since the state essentially owns it and then pays an operator.

COMMISSIONER GARCIA: Thank you.

CHAIR HAMILTON: Thank you.

MS. MILLER: Any other questions on gross receipts tax? Oh, I was going to say, there was a question and I don't know if I had a chance to talk to all the Commissioners about it but there was a question about whether the hold harmless distribution was going to sunset. Initially in House Bill 6 this past session there was a version that had our hold harmless distribution and like I told you in our last study session, I said it was around \$3.2 million. Well, it's \$3.3 million that we get across all the different taxes. And the way that that phase-out was structured, in 2013 they passed a bill to start to get rid of hold harmless. What they did is they said in 2013 they passed a bill at 12:05 in the afternoon on the last day of the session, or something like that. It was very controversial. But what they did is they allowed for 3/8 in lieu of the hold harmless distribution, and that's those three that you see County hold harmless – we call it the first 1/8 hold harmless distribution and second 1/8. We have never enacted our third 1/8, but what they did is they authorized municipalities and counties three 1/8 increments that do across the municipalities. This kind of puts municipalities and counties at odds, because what it really meant was you could have 6/8 in total within city limits or 3/4 of a percent.

Then in 2015 they started to phase out those distributions. So you had a little time to put the tax in place, and then they started to phase out the distributions and the schedule of the phase out is over 15 years and it's ten years at seven percent per year they phase it out, and six years at five percent. So then in total, after 15 years 100 percent of it is gone. What you don't see for us though is it's not declining as rapidly as you would expect. It doesn't decline by the actual seven or six percent per year, because you've also had growth, and the idea, the hold harmless distribution is whatever the tax would be today on that food, you get at this point you still get 70 percent of it or 69 percent of it. But if it's growing – so what you're not seeing is the seven percent decline per year because you're getting about a three percent growth at the same time.

So we are losing it but we are losing it slower than we had anticipated. But what we did do is we did separate it out year after year after year since 2013 with the legislature trying to take it away, we said – last year we decided to take it out of what we consider recurring revenue, which pays for salaries and benefits and things like that, and use it more specifically for one-time capital needs, so that we're not funding salaries with a revenue stream that we're not going to receive anymore.

The other thing that happened in House Bill 6 that we can't show you in here because we can't tell you how much it is, because the state can't tell us how much it is, that is that they did allow for tax on internet sales at the local level and they also changed the compensating tax to allow local governments to receive compensating tax. It has been historically only the state's GRT gets compensating tax. So we don't know what that's going to be so we can't estimate that revenue but the thought is that overall, once the hold harmless goes away this will make up for that as well.

COMMISSIONER GARCIA: Madam Chair, I have a question.

CHAIR HAMILTON: Yes, Commissioner Garcia.

COMMISSIONER GARCIA: So, Ms. Miller, in regards to the 1/8 that has not been enacted, is that up to the County Commission to enact that tax or it has to go to the voters?

MS. MILLER: That is entirely up to the County Commission. In some cases, some counties have taken it to the voters, but not too successfully. But we took, Madam Chair – so two years ago when we put the second 1/8 in place we took the 1/12 which sunsetted to the voters. And that was maybe a disagreement we had with Tax & Rev as to whether that had to go to the voters, but since Tax & Rev has to ultimately approve the imposition of that rate we took it to the voters and that did not pass, but that 1/12 has sunsetted. And that was to make up for the 1/12 that I mentioned earlier we have to pay the state the \$3.8 million.

COMMISSIONER GARCIA: So Madam Chair, Manager Miller, the state legislature still has the ability to take away that 1/8.

MS. MILLER: Madam Chair, Commissioner Garcia, actually that was one of the many proposals legislatively over the last two years in tax reform, trying to get the state overall GRT rates – because in some communities like Española and Taos it's over nine percent, which is considered to be pretty high. Even Santa Fe's is 8.8. Out in the county we're 7 ¼ or 7 1/8. And it's considered relatively high, so one of the things they had talked about doing is broadening the base again and limiting the amount of increments that could be imposed, but that didn't happen. But it's still always – it has been a subject where bills have been introduced to do that for the last couple of years. Really, since 2013 when several municipalities and counties just enacted all three 1/8s when they hadn't even lost any revenue from the hold harmless until 2015 is what prompted some legislators to say, well, you ended up with a windfall with this ability to raise taxes before you were even losing anything. And so there are legislators who think that there are too many increments available for local governments.

COMMISSIONER GARCIA: Thank you.

CHAIR HAMILTON: Thank you. So that's revenue. We still have expenditures.

II. C. Review of Current Year Revenue and Expenditures

MS. THOMAS: Yes, Madam Chair. Items B and C we're going to go over now. Current year revenue and expenditures on the next slide if there's no more questions on the GRT table. So on page 9 we have a comparison and it's just a review of the operating budget for FY 19. What I have on the left is our operating revenue, so it doesn't include items like capital outlay, bond funding, or hold harmless. Anything that has to do with – this is all to keep the lights on, to keep business going.

Two things I do have in there that I do have in here that as we move forward I don't have in here is RTD and I also have our self-insurance plan. So on the left we have our operating revenue which includes our valuation fund, which is at \$1.5 million, utility charges at \$4.9 million, self-insurance at \$5.7 million, property tax \$50.7 million, permits and fees at \$2.6 million, other taxes at \$3.3 million, JPAs and other revenue sources,

\$898,000, investment income at \$1.3 million, grants total \$8.5 million. We do budget some cash in our operating expenditures. That's at \$6.6 million, care of prisoners, we're at \$5.6 million, and ambulance charges, \$1.1 million, and our GRT operating, only it doesn't include any capital outlay or hold harmless, is at \$40.9 million. This is the approved budget from this current year.

The chart on the right is our operating expenditures by department. We have – I'll start with Fire, we have that at \$15.1 million. I'm at the bottom and I'm going to work to the left. Growth Management at \$9.9 million, Legal at \$1.7 million, our Probate at \$54,000, Public Works at \$22.3 million, our RECC at \$3.8 million, our self-insurance fund at \$5.7 million, our regional transit expenditure at \$5.3 million, our Sheriff's Department, \$13.9 million, our Assessor's Office, \$3.6 million, our Clerk at \$2.8 million, Community Services at \$11.6 million and Corrections is \$22.7 million, and our County Manager's Office which encompasses our internal departments is at \$13.8 million.

Do you have any questions on our current year? I just wanted to review where we're at right now.

II. D. Strategic Plan Review / FY2020 Budget Initiatives

MS. THOMAS: Moving on to slide #10 is the beginning of our strategic plan. Last April we met on two different occasions. We had two full-day sessions which included our resident survey which reiterated what the community thought was important for Santa Fe County to focus on and what we came up with was our strategic plan. It was adopted on 6/26 of 2018. This is just an overview. The drill down – we do update the Board every quarter so that will be coming up shortly and the third quarter of 2019 just concluded in March.

So the first pillar or population goal is to provide a safe community. Within that, our first goal within that population goal is to enhance our fire protection programs. One of those is to create a year-round sustained wildland program which we're currently doing; create a hazard mitigation strategy and program; and improve our commercial property fire prevention/inspection programs. And please interrupt me if you have any questions as we're going through this.

The second one, under Public Safety is also provide high quality first responder services. We're in the middle of installing our new CAD or computer aided dispatch system. That project is ongoing. Transitioning to the next generation 911 compliant system, and I believe that's also called Next Gen 911. Sustain our emergency management plans. Conduct regular saturation patrols, respond promptly to service calls, and to study our Fire Department organizational structure.

COMMISSIONER GARCIA: Madam Chair.

CHAIR HAMILTON: Commissioner Garcia.

COMMISSIONER GARCIA: Just really quick, Erika. These are in no priority order, right?

MS. THOMAS: Madam Chair, Commissioner Garcia, no they are not. They're just separated out by population goal. When we put the strategic plan together we just put them together by objectives. They're in – the first one isn't necessarily: this is our number one goal; this is our number two goal. It's just separated out by population

goal after our strategic plan session.

CHAIR HAMILTON: Commissioner Garcia, have you ever gotten the 11 X 17 printouts that we're getting every quarter that have them all listed out in the order Erika is referring to and then some status information?

COMMISSIONER GARCIA: I don't know, but I'll Manager Miller get me a copy of that. Thank you.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: Madam Chair, Commissioner Garcia, I think it was handed out recently. It looks like this.

CHAIR HAMILTON: And there's a bigger one. A bigger format. You'll want that for sure.

COMMISSIONER GARCIA: Thank you.

MS. THOMAS: Madam Chair, Commissioners, just for your information, we do put this on our public website, so every quarter when the departments report how they're doing we bring it to the Board, we present it, and then it is also published on our Finance page under the strategic planning sessions.

MS. MILLER: Madam Chair, I do want to point out to the Board, we do use this as kind of our foundational budget tool. In other words, because we go through it every quarter, and because everybody's working in all the departments that participated in it, working towards achieving those goals and reporting on them, we did break them down just like we're working on our five-year CIP and ten-year, six to ten years and all that. This was a five-year strategic plan, so the budgets that departments submitted have in mind all the goals that are in the strategic plan. So as a department submitted their budget they also submitted what goals was that particular request supporting.

Now, it's really, really detailed and we don't bring that to the Board but at any point you could say, all right, in contractual services, in Planning, within Growth Management, they have several requests for contractual services to further not just their Open Space and Trails Management Plan, but then that ties back to goals that were in this plan. And so they go from their individual division plans or program plans, and then are built into the goals within the bigger plan for the Board. Otherwise it would be 500 pages. And then that's what they refer back in their budget requests to items in the strategic plan.

So for instance, in providing a safer community you would see some of the things that Erika just read under maintaining accreditation and certification for detention facilities, there will be in the detention center's budget money to pay for the certification. So that's how it ties in. And then it would reference that particular request in their budget, it would go back to reference the strategic plan.

And that could be produced but like I say, it's hundreds of pages. But we may – each department go back, look at the strategic plan, reference that part of the strategic plan that they're building upon and that they're asking for funding for.

CHAIR HAMILTON: Just for the record, that's really excellent because it makes the strategic plan functional and real, not just a wish list that's not connected to actual operations and long-term development. I really commend that.

MS. THOMAS: Madam Chair, Manager Miller, I just – and my apologies for not mentioning this earlier. This replaced – last year we presented budget priorities,

and so this gives us a definite direction when we're meeting with the departments and they have needs and wants, this actually is a plan that the County is laying out, to your point that we're looking at those and we're funding those and going in that direction – what's working, what's not working. Do we have the capacity? Do we have the resources that help us drill down and look at those items?

CHAIR HAMILTON: So to that point, it is a viable mechanism for finding out what things in the strategic plan may need some modification, right? That whole process is literally what that leads to and eventually we will catch up with that and make that an explicit review?

MS. MILLER: Madam Chair, yes. Our intent was, because we haven't even gotten through the full year yet, we don't want to change anything for this year, but we will, and that's because the departments started building their budgets a few months ago, they're going off of what we had laid out for the first, I'd say five quarters, six quarters. So they're building based upon that, and then in June, after we have the budget bill, if there's things that you want to add – one of the difficulties we have is it's one thing to add another program, add another program, but to do that, we actually have to plan that into the budget. So just looking on page 11, for instance, one of the goals was create a Youth Services Division within the Community Services Department. So CSD has already been working towards: Okay, well, what does that look like? What do we need to put in our budget request to make that happen?

So that was already done three months ago based upon what you set in place last April/May timeframe. So it take a while – and if you recall we had already built most of our budget for 2019 when we did the strategic plan. So yes, there was a little bit of it but we were already – and we added a few things and we still anticipate we can do that. But what we have under each one of these goals has already lined out work for the staff at our current staffing levels, unless we said we want to add something because that was a priority area.

Another one was affordable housing. That was another area. So last year at the budget what we did is we combined affordable housing, public housing, economic development into Community Services. So that was step one. Step two is adding another affordable housing specialist or senior planner as they're called in here this year. So if you want to make changes to the strategic plan, each quarter is an opportunity for you to tell us whether you think something is needed that you'd like to focus on but also we'll do that yearly update because we need – we want to keep this as a five-year rolling plan. And so we do intend to do that, probably in about two months though, just because we could not fit that in before we did this – and we also trying to do the capital improvements side of it.

So we want to finish our interim budget, we want to finish our capital improvement plan, the concept that we rolled out a couple weeks ago, and then we want to come back and do our strategic plan update.

CHAIR HAMILTON: Fabulous. Thanks. Commissioner Garcia.

COMMISSIONER GARCIA: Just on the strategic plan, actually I think this is awesome. This is really good and I'm glad for all the departments that actually participated in it. One thing that I'm glad to hear that it's actually – we can adjust it quarterly. If we could just check with the newly elected Sheriff Mendoza, just to make

sure he's up to date and to speed with the plan.

And also in regards to – I'd like to note for the record to recognize Sheriff Mendoza. He is out there in the audience. Actually, the Treasurer, Patrick Varela is out there as well, as well as our Probate Judge Montoya. Just for the record, thank you for being here.

One of the things I think would be good for the strategic plan is actually if some way, somehow, we can actually highlight some of the things that we actually completed on it. Like one of the pages here is update County lights, inoperable public safety and mobile radio systems. I think we just approved a large contract a couple meetings ago for purchase of some new radios for the E-911 center out there.

One thing that would be interesting, and I don't know if we want to do this or we could do this or how this would work is it would be interesting to see what a five-year strategic plan would be out there for the community, what they would like to see out there and what are they envisioning living in their community and what are they envisioning the County actually doing for them. That's just kind of food for thought.

MS. MILLER: Madam Chair, Commissioner Garcia, we actually do a citizens survey and we're due to that next year.

MS. THOMAS: Yes.

MS. MILLER: So we did it last year and then three years before that, right? And so what we're trying to do is do that every two to three years and see – a lot of the questions are – it's a national citizens survey so we don't write it specific to Santa Fe County. We use an organization that helps, say, for communities our size across New Mexico as well as across the country. What are those things that people expect? And then we pull out questions that are more particular to Santa Fe County to ask, and then we have some open-ended questions. And we use that – as a matter of fact, I think we use the open-ended question to know whether people wanted us to – I think it was either enact the minimum wage, or it was the same sex marriage. I can't remember, but we did a couple of open-ended questions to get a sense of what the community would like to see us do, as well as issues about transparency. Whether they consider the community safe. Whether it needs to be safer. How our transportation services are.

So it's a pretty extensive survey and we had fairly good response. And so we want to keep doing that because it helps set our benchmark and also the City of Santa Fe – well, they stole the idea from us. I say that because our budget director went there briefly and then they did one. But what's kind of nice is if they continue to do it we can also take data that they get and vice versa and share that to see do we have areas of overlap the the community would like to see us both work on and things we can work on together.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: So what was the percentage of response of people to the survey?

MS. THOMAS: To my knowledge – I was actually trying to look that up right now. I believe it's right under 50 percent. We send out over 3,000 surveys and I believe we got right under 50 percent, which is normal. Believe this or not, I'm still getting – this was a year and a half ago, I still get returned mail from the survey. But we do track it, just so you know, by district. Ken Baros in our office, every time we would get one, we actually put what district they belong to on the mail-out, the company does,

and so we can see – and it's pretty consistent across all districts. We get about the same number of returns but we also give them the opportunity to respond online, based on the code they're given on the mail-out. And I was trying to look for the open-ended questions but I do remember, it's interesting, when we send those out and people can ask a question, how similar everyone's questions are. Life safety, behavioral health, roads, those types of things, they're very consistent in what they're asking. They may not ask them the exact same way, but the questions are the same and what they would like to see the County providing.

COMMISSIONER HANSEN: Madam Chair.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: So we send it out to 3,000 people?

MS. MILLER: Madam Chair, I believe we did it like 600 per district. We tried to evenly distribute it to a statistically significant number of residents, and we send them in the county, not in the city limits. So we work with National Citizens Survey that does this professionally. They are a mail-out survey, but as Erika said, you can respond electronically, but it was considered to be actually a little above average response percentage-wise, that we received back. And then we mark – by the way, we also get a map of where the responses came from so we can see whether one district responded more than others. I think Commissioner Roybal's district was the most responsive because they're a very vocal group.

COMMISSIONER HANSEN: I'm wondering if besides the mail-out if we can't do this electronically and get a larger response because although it's good to put things in the mail and people do respond to that like they did to the school board election. Also a lot of people will respond to – I think we all have newsletters and we could send out a link on our newsletter or the County could send out a link for people to respond because we have 150,000 people in the county –

CHAIR HAMILTON: But that also includes the city. So this is focused on the unincorporated.

MS. MILLER: Madam Chair, I wanted to just stress that part of the reason it is the way it is is it's random. It's not intended to go to your newsletter group, because then you're skewing who receives it. It's intended to be random. We have no idea who receives it. They do that based upon – I believe they use property tax information to make sure that you're getting a random sampling.

CHAIR HAMILTON: It's like a polling survey.

MS. MILLER: Otherwise you'd be doing a different kind of survey, which we've done that as well. We have done open surveys where we just kind of surveyed – back when we were looking at what services were most important for residents to receive when we had budget austerity, we did more of a – hey, anybody who has something they want to say please respond. When we also looked at whether to keep our administrative complex downtown, that was one that we did that was open; anybody could respond. But I just want to say that part of the issue with the National Citizens Survey is it's intended to be random so you would get a true, valid statistics from across the county and across different types of residents who may not be as engaged as other residents. So it's intended to try to get that information.

But we can see whether we can do more. We were somewhat limited. The way

that we did it the way that we did it was limited by cost to have it done, so that was the package that we had purchased was the one that came out with about 3,000 residents and all the reports that came with it.

CHAIR HAMILTON: Okay, moving along.

MS. THOMAS: I was just making sure we're all on the same page here.

CHAIR HAMILTON: Absolutely. Thank you.

MS. THOMAS: So continuing on with a safe community, on page 11, operate adult and youth detention centers to ensure the safety of detainees, employees and the public. Enhance adult and youth detention centers internal safety. Maintain accreditation/certification for detention facilities. And ensure Medicaid enrollment in coordination with private insurers to provide inmate healthcare.

So currently, our Corrections Department is working on all three of those items. To provide public safety prevention, education and intervention services. Create a Youth Services Division within the Community Services Department. Conduct neighborhood watch meetings and conduct safety training enforcement programs.

Moving on back to the adult facility, improve adult detention facility re-entry program, assess re-entry program and wrap-around service needs and gaps. And I believe we had a presentation about two BCC meetings ago regarding a Matrix program and outreach after the inmates leave.

Moving on to page 12, the next population goal is to promote a sustainable community. Under that, provide affordable housing. Manager Miller had spoke to that regarding how we're moving forward in that direction. This year we actually, to her point, in Growth Management – we have Housing under Growth Management right now but we created – we didn't create but we have consolidated I guess is a better word for it, an affordable housing team. As we move on through the presentation there is an FTE request to this population goal.

Bolster the housing fund, provide additional County affordable housing units, increase awareness and flexibility of the Happy Roof and down payment assistance programs, which is ongoing. Maintain and enhance existing affordable housing stock.

The next one is address threats associated with climate change, develop an additional backup water supply and reduce greenhouse gas emissions from County operations.

Moving on to page 13, we have promote a sustainable community, continued. We want to ensure the County's long-term financial stability. So under that we have amend the SLDC lodgers tax to include short-term rentals, consider changes to the solid waste fee structure, consider additional GRT increments, collect receivables owed to the County. Within Finance I can speak to that. Yvonne Herrera and her group are working with external departments to ensure that we're billing and collecting receivables. Maintain County roads, facilities, vehicles and equipment to maximize service life. Maintain or improve County bond rating to ensure affordable access to credit markets, and recently we've seen an upgrade on our last GO bond from a AA+ to a AAA. Improve County risk management efforts.

Under incentivize sustainable economic development, utilize special districts when appropriate, improve County targeted economic development clusters, maintain or expand non-residential, mixed-use and institutional zones. Implement

AgriGate web-based tool highlighting food producers, buyers and resources. Improve workforce training and education programs, and meet adequate public facilities requirements of the SLDC.

On page 14, our next population goal is to support a healthy community, connect residents with services needed for health and well being.

COMMISSIONER HANSEN: Madam Chair.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: I just want to go back to – I apologize – address threats associated with climate change. You only have two items underneath there but I think on the strategic plan there's a lot more things that are listed. Did you just condense that?

MS. THOMAS: One moment. Let me check that.

COMMISSIONER GARCIA: I'm sorry. What was your question, Commissioner.

COMMISSIONER HANSEN: It's on page 14 of the strategic plan, or at least the one I have. The question was, under Address threats associated with climate change, she only had two items under the list on page 14 of the strategic plan. Reduce greenhouse gas emissions from County operations. There seems to be a long list.

MS. THOMAS: My apologies. So what I did is I only did the strategy and not the whole list under, because then we would be –

COMMISSIONER HANSEN: That's all I wanted to know.

MS. THOMAS: Correct.

COMMISSIONER HANSEN: There was a lot more to it.

CHAIR HAMILTON: Yes, the details, the subheadings, are not included. This is just a summary, right?

MS. THOMAS: Madam Chair, Commissioner Hansen, thank you for pointing that out. So I'm on page 14, support a healthy community. Do you mind if I start again? Connect residents with services needed for health and well being, implement an accountable health community, which I believe CSD is working on currently, and increase babies born healthy in the county, also through our Community Services Department. Reduce drug and alcohol abuse, train public safety department staff on crisis intervention techniques and mental health related issues, combat DWI through public awareness, and participate in drug take-back events with drug enforcement agencies.

Also under a health community, provide services for an aging population, identify geographical areas with service need gaps and current facility utilization, construct and operate our Cerrillos Senior Center, service healthy delivered and congregate meals throughout senior centers, which we currently also do throughout senior program. Analyze cost and benefits of a new senior center in Santa Cruz, and develop standard staffing levels for our senior centers.

Moving onto page 15, also under a health community, provide behavioral health services, complete a behavioral health crisis center, which we're moving forward with that, and reduce suicide in Santa Fe County.

The next header is increase consumption of healthy food, coordinate county food and agricultural priorities with City/County food policy, provide community nutrition education, collaborate with local farmers to provide fresh, locally grown produce, and

promote healthy food for youth, including lunch box express, farmers market and cooking with kids.

Provide recreational amenities is the next header, which is maintain existing open space, trails and parks, maintain and operate parks and recreational facilities, and improve opportunities for recreation with social opportunities. I believe that header crosses several departments – our Projects, Open Space and Community Services.

Provide a comprehensive wellness program benefiting Santa Fe County employees and their families and in order to do that, provide education training for healthy lifestyles, and I believe that is with our Human Resources Department.

Page 16: our fourth population goal is to be a proficient, transparent and accessible government. In line with that we would like to recruit and retain and highly qualified employees, provide well rounded, consistent market-relevant employee compensation, enhance employee evaluation and performance management process, document and review business processes and procedures, and enhance employee morale to increase retention.

We'd also like to use technology and business processes more wisely. We'd like to improve our internal purchasing process, modernize our County banking processes, streamline land development review process for customers, aid our constituents in accessing public information, maintain current and correct property values. Maintain public records in a secure and accessible manner, ensure our County cash balances and investments are safe, liquid and generating return, enhance performance-based budgeting, provide exceptional human resource services, and transition to electronic Board meeting materials, which I believe we're in line to do our next BCC meeting.

CHAIR HAMILTON: Commissioner Moreno.

COMMISSIONER MORENO: Thank you. This is a question for the Manager. We lost a lot of people to the State and to the City. How are we doing in terms of filling vacant positions?

MS. MILLER: Madam Chair, Commissioner Moreno, yes, we had kind of a big hit over the last six, seven months. I would say though we are close to filling, if we have not filled every position. There are some of them that we have contingent offers out on, so I can't speak to those but I can say we've gone through multiple rounds of interviews. I'm happy to say our Finance Director has started. Some have been a little easier to fill than others.

It's been interesting. Some of them we've had lots of candidates but not maybe with the right set of skills. While they might be qualified, there's a lot that goes into hiring the right person for a position. It's not just how it looks on paper but it's also how do they fit in the culture? How well do they speak? How well do they write? Those sorts of things. So some of them we have had to go out two and three times to find what we think is the right person for the position, but I'd say overall, most of them will be filled where we've at least made offers and we're waiting. And when I say contingent offers, we've made offers but there's references and background checks that have to happen, as well as our health check that we have. So all that stuff has to happen during that time of making offers, even if someone accepts they can still either have their offer withdrawn because we find something, or they can withdraw their acceptance.

So we've had some of those as well. But I would say we're getting much, much

closer to being fully staffed and over the last month we've had some really good candidates come forward and we've filled several of the positions.

COMMISSIONER HANSEN: Madam Chair.

CHAIR HAMILTON: Yes, Commissioner Hansen.

COMMISSIONER HANSEN: I just want to say that yes, we did take a hit from the State and the City, but I think it says something about the way that the County is run and the type of employees that we have here, that we lost so many employees because we have so many good employees and they were well trained and we have spent a lot of time investing in our employees and I think that gives us a lot of credit that we were the ones that took the hardest hit in this whole transition in the City and in the State. It takes time to find that level of employee again. So thank you, Manager Miller.

MS. MILLER: Madam Chair.

CHAIR HAMILTON: Yes.

MS. MILLER: I will say though there were several other people who were offered and they liked the County and wanted to stay. So kind of to add on to what Commissioner Hansen said, a lot of employees came and talked to me about it and said they really liked working at the County and they liked that they are able to do so many things and really grow in their positions, as well as the County having the opportunity to create programs and be on the forefront of what is happening in the state in multiple areas. And I think you can see that in our strategic plan. I don't think you'd see too many entities doing the variety and caliber of things that we're embarking on.

So while we did lose some, they were lost to promotions, I'll say. They weren't laterals. They went on to bigger jobs that we couldn't financially retain them in the same positions they were in. But there were also several individuals who came to me and said they'd been approached but really liked their jobs here and didn't want to leave. So I was glad to hear that.

COMMISSIONER GARCIA: Madam Chair.

CHAIR HAMILTON: Commissioner Garcia.

COMMISSIONER GARCIA: Thank you, Manager Miller. In regards to Commissioner Moreno's comments, one of the departments that we probably, as you are, continue to work on is the RECC, the Regional Emergency Communications Center. And I think our Sheriff's Department also has some vacancies.

MS. MILLER: Madam Chair, Commissioner Garcia, you're correct. When we do go into executive session, one of the things or the thing that I want to talk to the Board about is allocating resources for negotiations in particular with Public Safety. We do have a lot of vacancies in Corrections and Sheriff's and RECC. Sheriff's not quite as much as RECC and Corrections, but definitely we can feel the pressure of other entities around us compensating their public safety employees at a higher rate and starting rate at some of their other levels, and we need to make sure that we address that in our bargaining unit negotiations.

So one of the things that I think you'll see as we develop this budget, that that's going to be our biggest area of focus. And if you note, our largest area for goal areas is public safety. Rudy and I were just adding it up. It's \$56 million out of the \$134 million is just to four departments. That's Corrections, Fire, RECC and Sheriff's. And that's not to say there isn't other public safety in Public Works, for instance. So out of our budget

that is almost half of our budget, it gets close to half of our budget and that's where all our staff are.

I am glad to say though that in Fire, we did make a focus last year in working on their agreements and we're 100 percent staffed in fire for the career fire staff, which we hadn't been that in a while. But that's – we actually, when we did the last academy we usually do a couple of extra individuals so if we lose somebody then they can go into one of those positions. So while we lost one person we actually had somebody right out of the academy to go into that.

So we have been trying and focusing on it. I think that's one of our most critical areas is making sure that we're safely and appropriately staffed in our public safety areas.

GERALDINE SALAZAR (County Clerk): Chair Hamilton.

CHAIR HAMILTON: Yes.

CLERK SALAZAR: I want to weigh in on this. We do have a very good system in our HR system of how we hire people, because our goal is to always hire the best, the best fit. We do have good processes and it's even getting better. We try to promote from within, but we're also seeing an exodus with our applicants from the State and the City. So it's not only the County losing employees but we do see some exodus from those two governments also. So the bottom line is we do have a good process. We rigorously interview and look through all the applications and we want to hire the best of the best. So thank you.

CHAIR HAMILTON: Thank you. Erika, are we back with you?

MS. THOMAS: Yes, ma'am, if there's no other questions. Okay, onto slide 17, and this is actually the last slide of the strategic plan. We're still under being a proficient, transparent, and accessible government. Our last strategy is to prioritize work to focus on essential functions. So subcategory is to prioritize staff work and communication related to projects, procurement and planning, and complete capital projects on time and within budget. And that concludes the strategic plan portion of our budget study session.

CHAIR HAMILTON: Any questions? Okay, let's roll along.

II. E. FY 2020 Revenue Estimates

MS. THOMAS: All right. So if we go to page 19, this is the 2018 actual, 2019 budget, and the FT 2020 revenue budget estimate. And within that we have GRT, property tax, our property tax debt service, our self-insurance, grants, care of prisoners, which is a charge for service, utility charges, other taxes, permits and fees, investment income, ambulance charges, our valuation fund, and JPAs and any other revenue sources. So what's represented on this chart, obviously you can see I go from the largest source to the smallest source.

We at Santa Fe County always conservatively budget so overall, our revenue increase ranges, depending on the revenue source, between one percent – some stayed flat, depending, like our permits and fees because those we can't anticipate development or what people are going to apply for. So they range from between one and 3 ½ to 4 percent, just depending on the growth of the service. Utilities, I do want to point out after the utility charge changes, there is an increase in there based on what we're seeing. We

didn't increase their budget this year so along with Public Works and Utilities we're monitoring what they're receiving, so there is a rate increase correlation to the revenue increase. And so our goal is to operate as a true enterprise and this is aiding in that goal.

Everything else if you look, also self-insurance. I do want to point out this was my not understanding how the self-insurance worked last year. This year I under-budgeted based on what the monthly charges were, but as we went through the year they did increase so we did get those projections from our insurance broker and so our revenues in have to equal our revenues out, and so based on the growth of the self-insurance, that one did jump quite a bit and I'll be bringing a budget increase to you before the end of the year to prevent under-budgeting for the remainder of 2019. And that is a self-funded fund so it doesn't affect the operations in any way.

CHAIR HAMILTON: So on property tax, the budget this year is very similar to last year but last year the actual was lower also? What happened there? Should we be setting our expectations lower there for the same reason?

MS. THOMAS: So FY 18, that number is what we actually received. Because I budget conservatively the 2019 budget is less than what we actually received in 2018. And so there was an increase in budget not actual from 19 to 20. So we went from \$50,688,000 to \$51,556,000. It's roughly about two percent. I'm sorry. Maybe I'm not understanding.

CHAIR HAMILTON: Never mind. I was looking at property tax debt. I have no problem with the property tax. So what's the story with property tax debt, which I probably don't understand as well?

MS. THOMAS: So debt service, when we leverage a general obligation bond, those are paid through property tax debt service, and so if you notice from last year to this year they're relatively the same, even though we just sold another GO bond, and the reason being is we just paid off one debt and incurred another. I believe it was in November we sold the general obligation bond. That was from the 2016 election, so that was the second half of the sale. We split it up in two pieces, and I believe the total was \$35 million and it did not raise our mill levy. If it did, it was by pennies.

CHAIR HAMILTON: This is what's counted under revenue.

MS. MILLER: Correct. Madam Chair, Commissioners, there's actually a formula that the state makes us use based upon the debt that we have out there and property values to estimate how much you need to collect in property taxes. Just in the debt service mill levy they look at an 18-month period and then they set your rate based upon all your debt payments that you have. And then that's what then drives what your estimated revenue is. So you take that rate times your taxable value across the county. So you kind of back into this number based upon how much debt you have.

So if we go to the voters and yes, it must be kept separate. I brought this up also in Investment Committee that you have to keep debt service completely separate. And if you go back on your pages, in the very beginning when we talked about revenues and this pie chart, this pie chart, eight cents of the dollar collected on property taxes goes to County debt. So we calculate that rate based on how much debt we have and so you actually back into what that rate will be. And that's all driven by assessed value and what the you put out to the voters.

So if you recall, in our study session I mentioned that we actually upped our

question two years ago when we said to the voters, we had estimated we could keep the rate pretty much flat is you had done \$25 to \$30 million in debt, but then we added a fifth question for health facilities and that was for the Edgewood facility and the crisis triage. So it actually upped our rate a little bit. But you back into your revenue based upon how much debt you have, and then essentially divide that by what are your debt payments going to be. So it's like adding up your mortgage for a year and a half, all your payments and saying, how much do I need to collect? And then you go to all your assessed values and spread that out over your assessed values and then that drives what the rate is, which then ultimately drives how much we collect.

CHAIR HAMILTON: Thank you.

COMMISSIONER GARCIA: I have a question.

CHAIR HAMILTON: Commissioner Garcia.

COMMISSIONER GARCIA: Erika, in regards to the self-insurance, it looks like we're actually budgeting more money. I thought we were saving money in regards to self-insure.

MS. THOMAS: Madam Chair, Commissioner Garcia, we are actually doing better in our self-insurance. We're building up our reserves. So what happened in 2019, that was a correction that I'll be bringing to the Board. So 2018 was I believe our first full year. When I did the budget I believe in April, I did an annualized amount, but as we went through the year, the amount of revenue we bring in and the amount of claims we pay out was higher, so therefore I under-budgeted this year. The fund stands alone, so it doesn't affect our general fund or any other funds but it's building up. So what I did is I corrected it for 2020 based on the amount of claims we've received and I worked with our insurance broker to ensure that I could budget that amount correctly.

COMMISSIONER GARCIA: Thank you.

MS. MILLER: And Madam Chair, Commissioners, the self-insurance is a little interesting because you're basically budgeting the revenue from yourself. So if we pay – I'll take a number – 80 percent of a premium. So if somebody opts for insurance and they have a \$1,000 a month premium and the County pays \$800 of that, and then the employee pays \$200 of that, that's what goes into the fund as revenue, but then you also have all of your expenditures. So every claim that goes out is your expenditures. But you could have – we also have what we call a stop-gap insurance. So we could actually have claims that exceed our revenue but we bought insurance and we get that money back. So we pay that claim out and I think we're at \$175,000. So if we had a person who had a half a million dollar claim because they had some catastrophic illness or accident or something we would pay \$175,000 of that. We would get insurance for \$325,000 of that. So you're going to see that as a cost, but you're also going to see that as a delayed revenue because we don't get it back until later.

So self-insurance is an interesting thing but what we looked at, Commissioner Garcia, is are we as a County and for employees, are we doing better that if we had stayed with the state plan? And we have been able – oh, and one other thing on self-insurance and healthcare, our actuary, our broker says, you know, healthcare costs are going to be an automatic ten percent increase no matter what. That's just the way the price of healthcare is. The price for service – so if you had an x-ray this year for \$100, next year it's going to be \$110. So price, and that is the issue in the United States, is the

services are priced so high, that's why health insurance is so expensive, but he says you just have to consider in your self-insurance fund you're constantly looking at an increase in price of services. But what drives our expenditure is claims. So keeping a healthy workforce and keeping our claims down and trying to keep our reserves up so that if there is a large spike in price or premiums, we may not have to pay that all in one year. We might be able to use our reserves to offset that increase.

When we went to self-insured too, we went from being able to pick different providers to we just have one provider and that's Presbyterian. So you used to be able to pick from the state's plans. But when we moved over we had no increase and at that particular time I think the state had a seven percent increase. Then last year we had a one percent increase to our employees and the state had three or four percent, and I don't know if Sonya is here but we haven't heard what the state – when we were talking last week we still hadn't heard what the state was going to recommend on their premiums. We're hoping to keep ours certainly below four percent.

So while you might see an increase, we're doing better than if we had stayed with the state's plan, for our employees' cost as well as our own cost.

COMMISSIONER GARCIA: Thank you.

CHAIR HAMILTON: Excellent. Erika.

MS. THOMAS: Any more questions on the 2020 budget estimate?

COMMISSIONER HANSEN: Madam Chair.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: Madam Chair, I'm interested, what are JPAs and other? I know it's a small category. Is that grants?

MS. THOMAS: Actually, we do have a grants category. This year we're anticipating \$9.2 million in grants. So our JPAs are agreements, mostly we have with other entities. I'm going to pick on RECC.

MS. MILLER: Right. Madam Chair, Commissioners, we don't get too many that provide us money but we have a JPA with Edgewood to provide fire service. That's probably the main one. When they incorporated they made an agreement with us to enact a quarter cent tax because we would lose our quarter cent excise tax. And so they actually imposed it and we provide fire service to them. So they don't have a separate fire department; they pay us and we have an overriding JPA.

Also the RECC receives some money from the Town of Edgewood for their dispatch and we receive – well, I'm in a little bit of an issue with the City about this right now but we're supposed to receive 50 percent of capital expenditures so if we buy equipment, or like the radio project, when we get that revenue we may need to budget it in here but that's one of the things where we split with them based upon the JPA.

So there's not too many JPAs that we receive funding from but those are two that we get a regular amount from.

COMMISSIONER HANSEN: Thank you.

CHAIR HAMILTON: Thanks. Good questions. Erika.

MS. THOMAS: There's one more. You hit them both. The last one we get, I believe in the Sheriff's Department, one from BLM or the Bureau of Land Management and that one's for \$12,000.

II. F. FY 2020 Operating Department Budgets

MS. THOMAS: So moving on to page 20. Before I get started I want to thank the departments for doing so well with the change we did by entering their own budgets this year. I know it's a change. We did use the same processes but in an effort to conserve papers in the budget process they did a fantastic job. It was a little bumpy in the beginning. There were a lot of questions. Hopefully my training provided ample support for that but overall we did ask for a somewhat flat budgets within their means. Contractual increases were approved if by contract we had any increases in the departments and also anything within the strategic plan that needed support.

These are in alphabetical order. I didn't want to pick on anybody in particular. So the Assessor's Department, we had a slight increase of \$6,500 and that was more to their valuation fund, because the more property tax we collect the higher their valuation fund budget is.

The Clerk's Office, we had a small increase, and I believe that was for overtime, because we have a big election coming up next year, so theirs increased by about \$25,000.

Community Services, it does show a decrease and that's because we were in the last year of our three-year health plan. Built into that they do have a small increase for a Youth Services Division, which is incorporated into our strategic plan.

Corrections did show somewhat of an increase. Part of that has to do with liability insurance and part of that has to do with the new jail enterprise system they have. It encompasses booking, accounting – it's a new enterprise system they have to run the jail.

The County Manager's Office did have somewhat of an increase. Part of that is in the IT Department. We had two – I would need to get Daniel up here because I don't know them off the top of my head. We had two new services that we incorporated last year and these are some of the maintenance fees associated with those.

The Fire Department had a \$211,000 increase. Part of that is incorporating the fire excise tax increase and they had one small contractual increase.

Growth Management had an increase. This increase is associated to our Housing Division which sits under Growth Management right now. They're anticipating to see additional revenues I believe in their voucher program. Joseph is nodding yes. So therefore we have to match our revenues to our expenditures within that Housing program.

The Legal Department we increased by \$20,000 and that was a contractual increase.

Our Probate Judge stayed flat.

Public Works had a decrease of \$36,000. Our Utilities did go up but I believe we had a one-time expense in Utilities last year and in Public Works that went away this year so it offset their budget to appear to be somewhat flat.

RECC, we did have an increase in their budget. They have a contractual increase and I believe there was a small increase in overtime.

The Sheriff's Department, they had a decrease and this has to do with their DWI seizure – not DWI, with their seizure program. I believe last year during the legislative

session they took that away and that was about \$88,000 a year that was in revenue and expenditures. So overall they showed a decrease.

The Treasurer's Office had a small decrease and that's because they have one less contract that they are maintaining this year and that equated to about \$21,000.

So overall, through all funding sources, we had about a \$675,000 increase to our base budget. Our 2019 base budget was about \$122 million, and I just want to note in here, we don't have the other number in the beginning – we don't have RTD in here and we also don't have self-insurance in here. And this is just department by department base budget.

Do we have any questions on those?

Moving on to slide 21. This just gives us a year over year budget analysis for each department and this represents the slide before but this adds 2018. As you can see, most of the departments have some small growth. Community Services is gradually going down because of the elimination – they had a three-year plan where they had one-time money and that phased out over the last three years.

MS. MILLER: Madam Chair, Commissioners, I just want to point out where you do see the increases is where we did raise the tax and add staffing. So you'll see if you look in the Fire, that's where we've added staff. Corrections is sometimes misleading because we definitely added staff there but you have this fluctuation based upon contracts we have with other entities. So depending on what we estimate the amount of detainees, that can really fluctuate, the revenue and expenditure side, because every meal is variable. Laundry service is variable. Medical services, while you have a core medical staff you can end up having more individuals you have to take out of the facility for medical issues. More pharmaceuticals that they might need. So there are certain things in their budget that vary considerably outside of our control, depending on whether we can get entities to come into the facility and fill vacant beds. Then there's also the price that they pay is not our actual cost to provide that service, but we look at it as offsetting a lot of our fixed costs as well.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: So I see that we don't have, Madam Chair and whoever is going to answer this, but I am concerned that I know the Sheriff's Office is understaffed.

MS. MILLER: Madam Chair, a correction on that. They're not understaffed. They have the number of deputies that they requested. The issue we have we Sheriff's is compensation and it's part of the union negotiations which we will talk about in executive. But we have most of our bargaining agreements up for negotiation and so what we need to do is allocate funding in order to go negotiate their compensation packages.

I would say that we have appropriate approved FTE in our departments. That's why you don't see a lot of requests for a bunch of FTE. You'll see a few. But that's not our issue. It's having competitive salaries so that we're not losing them to State Corrections or State Police or City of Albuquerque Police or Santa Fe Police. That's what we're facing right now I'd say in three of our four Public Safety areas and that's in the Sheriff's, in dispatch and in Corrections. Fire is pretty competitive but that was one we focused on last year. But they also have a financial re-opener. So we'll be talking about

all the unions.

COMMISSIONER HANSEN: So these numbers could change.

MS. MILLER: Yes. This is just their request not including compensation packages.

COMMISSIONER HANSEN: Thank you.

CHAIR HAMILTON: Thank you. Erika.

MS. THOMAS: Okay, if there's no more questions on that side let's move on to slide 22. So the next slide is our estimated budget revenue and budget request so we can get an idea where we're at. The following slides also have what we need to do moving forward from requests we had last year and to fund ongoing expenditures.

So our revenue sources total, just for operating, approximately \$126,808,316. And our budget requested, granted to repeat what Manager Miller just said, we haven't incorporated any type of employment compensation, FTEs and we also have ongoing expenditures that are not included in the base budget of \$122,779,612.

So within that, on slide 23 we do have a need for ongoing operations. We did have additional FTEs from last year that totaled approximately \$392,000, and those were approved with the 2019 budget so we have to keep funding those. Our growth in our base budget was approximately \$675,000. We have a health insurance premium increase that's going to total for a full year approximately \$600,000. Our 2019 COLA and union allocations from last year totaled about \$817,000. So what's not in the base budget is the continuation of that. So those are about half a year included in the base budget so we have to continue to fund that. So that's going to cost about \$408,000.

Moving forward, as Manager Miller mentioned we do have economic re-openers this year with our unions so we have employment compensation packages. That also includes non-union and our AFSCME blue collar union and any new additional FTE requests.

MS. MILLER: And Madam Chair, I just want to point out that we fund things on either the full fiscal year or sometimes starting January 1. And so depending on the union agreement when they have an economic re-opener or when their agreement expires, we typically for AFSCME blue collar and non-union we usually look at January 1, so where you see these fund something for a full year, last year means we only funded from January through June of this fiscal year. We've funded January through June when we gave you an estimate. We always need to leave some room in our budget to fund a full year.

So a lot of times when you're seeing a number it's not built into the base because Erika builds those in when we develop the budget and she'll build that in for the full year. When we're going to do a half-year she just reserves a chunk of money for a half-year and it doesn't get rolled into the salary base until the next year. So that's why it's a little hard for you to tell. So what we did is we budgeted for purposes of being able to evaluate the individual department budgets we just said salaries are exactly as they were for last year. And then we have to add that half a year.

CHAIR HAMILTON: Thank you. Helpful.

MS. THOMAS: Madam Chair, Manager Miller, and that also goes for our health insurance increase from last year because that began January 1, 2019. And the reason I like to go over those is we do show growth in our budget but we also have to

consider those ongoing expenditures that we have to continuously fund.

MS. MILLER: Madam Chair, in other words she's saying don't start spending \$4 million because some of it's already spent.

CHAIR HAMILTON: We all calculated that in our heads. Quick question. It's five to 11. Do we want to do quick break at some point before the lunch break? It's almost 11.

MS. MILLER: Madam Chair, I had just texted Tony to find out what time lunch was coming, because I was thinking you might want to take a break, unless it's coming at 11:30 or so. But I think it's find if you want to take a break. Because we have essentially until we start our regular BCC at 2:00 unless you guys have something you need to do. But we don't have that much more in the way of presentation, so we could get through the slides, take a break and then go into executive session if you'd like, and then that way – because we only have a few slides left. We're on 23 and we have 28.

CHAIR HAMILTON: Okay. Let's keep rolling.

MS. THOMAS: I'm sorry. I didn't mean to get you so excited with slide 22 and then be a Debby Downer on slide 23.

Okay. So moving on. And there's a reason I'm presenting them in this order. It's just to give you the information so we can move forward and make recommendations to you on our new budgets.

II. G. Employee Compensation Options

MS. THOMAS: Item G is employee compensation items. HR was so gracious to calculate a non-union and AFSCME blue collar equivalent COLA. The reason we do that is they usually mimic our non-union employees year to year. So what we did is we calculated a one, two, and three percent equivalent. So one percent would be \$354,000 for a full year, and half a year would equate to \$177,000. Two percent would equate to \$708,135, and half a year would cost us approximately \$354,067. Three percent COLA for a full year would cost us \$1,062,206 and three percent at half a year would equate to \$531,103.

And the reason, to Manager Miller's point, is we usually start those in January so the FT 2020 cost would be the half-year cost, but then it would roll into FT 2021 for the full year.

CHAIR HAMILTON: That's clear but just a quick question. The totals you came up with was by taking all the employees within those unions, summing them.

MS. THOMAS: Exactly. So they would be all the non-union and AFSCME

CHAIR HAMILTON: Just accumulative.

MS. THOMAS: Yes. Exactly. Where they're at right at this point and if they're eligible. If they're a new hire generally they have to wait a year before they get a COLA.

CHAIR HAMILTON: Thank you.

MS. MILLER: Madam Chair, this does not include the Public Safety unions that I already spoke about. This is purely AFSCME blue collar which is predominantly Public Works, Assessor's, staff in other departments, and all non-union.

This is the majority of our employees, but just – RECC, just to put something into perspective for you, if we have 50 employees in RECC, and we're paying a starting range, of say \$14.50 an hour and Sandoval is paying \$18 an hour, \$3.50 per hour per employee, times 2080, plus overtime, plus 50 percent benefits at 40 percent benefits, starts to crank up to be more than the rest of the County. I'm not saying that's the number. I'm just giving you a perspective that you can have a very small union that's significantly below market compared to what's happening around us.

So this is just – but typically what we've done is AFSCME blue collar and non-union, we do COLAs, and that's because they're also eligible throughout the year for merit increases, which the Public Safety unions are not. So they also receive merit based increases throughout the year.

CHAIR HAMILTON: Thank you. Go ahead.

MS. THOMAS: And the last line I have on that slide, which is to be determined, based on our available budget, is the collective bargaining unit union negotiations.

II. H. New FTE Requests / FTE Reclassification Requests

MS. THOMAS: And then I also just wanted to go through the FTE requests that were presented. They're being vetted currently and that will also be dependent on our available budget. The Fire Department requested an IT radio technician position. CSD requested a satellite office specialist and in line with our strategic plan they requested a youth service administrative program manager. The County Clerk requested two voter information specialists. The Growth Management Department requested a senior planner and I believe this is geared toward affordable housing. That is in line with our strategic plan, and a GIS technician. And the Sheriff's Department requested an IPRA/FOIA codification specialist.

CHAIR HAMILTON: And just for clarity, these are new FTEs, so this doesn't count in any open positions that are unfilled that are being filled.

MS. MILLER: Madam Chair, that's correct. So just to point out again to the Board, Santa Fe County is very unique in that we budget 100 percent of salaries. So if you have 100 employees and they're all being paid \$20 an hour, we're going to budget all 100 employees at \$20 an hour plus benefits. Unlike – and that stays. So we budget at 100 percent. You won't see this in very many entities at all, but you cannot use, if you have a vacancy for six months and you save \$10,000 on that employee or whatever it is, the departments can't use that funding. That funding drops to cash at the end of the year, and that's how we fund a lot of our capital items. It's how we cascade all our computers. It's how we fund Sheriff's vehicles, much of what I'll call fixed assets. Not our big capital projects like a building, but our fixed assets. Things that they need to carry out their jobs – pieces of equipment, vehicles, computers, desks – things like that, that the departments then ask for.

So we use – that's called vacancy savings. That is not the same thing as salary savings. So we also allow, in years that we can allow it, if you had 100 employees at \$20 an hour and then somebody left and someone came in at \$18 an hour because they didn't have the same level of experience, you now have \$2 an hour that you could use for merit

increases or something else. That's called salary savings. We have, when we have austere budgets, we have not allowed for merits so that those salary savings also fall back to the fund balance to be used, or if we're in a time of declining revenues, that's one of our ways to cut expenses without cutting services.

I'm not saying we just randomly pay people less. I'm just saying that if we have a savings, and we'd only do that when we're in austere budget times, we don't allow departments to use that salary savings. But we never allow them to use vacancy savings. We use that possibly to cover overtime, if we have a ton of vacancies and we have more overtime. Otherwise, it can't be moved around in the budget.

So those are two things that are kind of different. Whereas at the State what you might have is 100 positions at \$20 an hour that are filled, and they're going to force a vacancy rate. They may say, well, right now you have 100 filled, but you're going to lose somebody during the year so we may budget a ten percent vacancy rate or a two percent. It depends on your actual pattern. They try. But the problem with that is then it doesn't allow, if you actually have qualified people to fill the positions, it makes those managers have to wait to fill a position until you accumulate some vacancy savings.

So we don't do that. We just don't let departments spend it. It gets used specifically to fund capital needs and fixed assets.

So these are new positions. One thing I would suggest before we break for executive session is, since we do have the Clerk and the Sheriff here, and they had requested positions, you might want to ask them about their requests, because I think that they should have an opportunity. And for that matter, any of the other departments. I know Penny's not here, but I think – I don't know if Erle is the one who requested a GIS technician, but if you would like to ask any of the elected officials about their FTE requests I think this would be a good opportunity to do so.

CHAIR HAMILTON: That would be great. Madam Clerk, can you speak to that first?

CLERK SALAZAR: Yes, thank you, Manager Miller, Chair Hamilton and Commissioners. We're requesting for two additional voter information specialists. We have not requested for new FTEs in several years, or even a vehicle. So with all the additional administrative duties, changes in laws, all-mail ballot mail-outs, with the program that we are participating with on a national level service, which we have a national database for voter registration. And ERIC, we have the Secretary of State's database system, we have increased tremendously with our administrative duties for our databases.

So our staff is always updating. In fact with this all-mail ballot election, our administrative duties and data input increased tremendously because we may send out 100 and some ballots but a lot of them were returned. So they have to be opened up and there has to be entries made into our system. So it has increased and I'm concerned about my staff, the stress involved in competing with ourselves, trying to get the work done. But yet I don't want my staff burned out. So this is a timely time to request for two FTEs to assist us with all these additional administrative duties and data input duties. Thank you.

CHAIR HAMILTON: Thank you. Commissioner Hansen.

COMMISSIONER HANSEN: Clerk Salazar, I also recognize – will you

be running the City election in November?

CLERK SALAZAR: Yes, that is correct, Chair Hamilton and Commissioner Hansen. So that in itself also increases our responsibilities and our administrative duties.

COMMISSIONER HANSEN: So will you be running the whole election or are you running just a school part of it? How many – since we have combined all these groups together to have one election –

CLERK SALAZAR: So what has occurred is that the local election, the municipality, all these small entities, their election code has been wiped out. And so what stands is the election code that the County Clerks have always worked with. And what needed to happen is for a city to be a part of this new Local Election Act is that they had to opt in. So we do know now that the City has opted in, the City of Santa Fe, the Village of Edgewood has also opted in but theirs will be for 2021.

But we have all of these small entities and we have the Community College, the school boards. The water boards, the City of Santa Fe that will all be on odd-even years, all of those entities will be on one ballot now.

COMMISSIONER HANSEN: Okay.

CLERK SALAZAR: So we're coordinating, we working with all of them and so we're working with the State, the Secretary of State and these different entities to make sure that we have one ballot, and they will be all non-partisan. So remember that we have partisan elections on even years – the presidential, the gubernatorial, but now on uneven years there will be all of the non-partisan where voters do not have to keep going to the little, small elections to participate. It will all be on that one ballot.

CHAIR HAMILTON: Thank you. Commissioner Garcia.

COMMISSIONER GARCIA: Just a couple of questions. Madam Clerk, thank you. You mentioned that we're going to have elections in the general election. We're still having primary elections as well, right?

CLERK SALAZAR: Yes. Those are the partisan. For the non-partisan – we're going to have an election, our first, historic non-partisan where all the little local entities are going to have a ballot, will be November 5, 2019. This year. So we're preparing for this election. So all non-partisan elections will be November 5, 2019. Then we'll have early voting also.

COMMISSIONER GARCIA: And then also, in regards to the City of Española as well as the Town of Edgewood, are the opt-in with the County, to assist them in running their elections?

CLERK SALAZAR: We have not had communication where they opted in. Now, that's different because we have Rio Arriba County and we have also Santa Fe County. So we haven't really worked on that area but we've worked with the City of Santa Fe, we're working with the City of Santa Fe and also Edgewood. And then all the little boards are coming forward. And we also ran the current election for the school board election which they had to do this in order to be in sync with their funding, their bond issues.

COMMISSIONER GARCIA: So Madam Chair, Madam Clerk, so the County staff is going to run the elections for the City of Santa Fe.

CLERK SALAZAR: We are going to run the elections for all of these

entities, but there will be some administrative responsibilities for these entities for what they have to do, their proclamations. They need to work with us in getting their proclamations, and they have deadlines also. Right now I only have deadlines for the City of Santa Fe who opted in. I calendar for them, but there are some areas that are missing in that calendar so my staff will be working with the Secretary of State to enter those calendar items that we need on that calendar. We don't have a calendar yet for all the other entities, like for the school boards, the Community College, the water boards. So those calendars will be made. All of the County Clerks will be meeting with the Secretary of State this month and then in addition to that, all of the County Clerks will also be meeting on their own. So we have two meetings this month to go over the whole election statutes that just went through with House Bill 407, which was a 400 and some page bill.

COMMISSIONER GARCIA: So Madam Chair, Madam Clerk, a couple of questions. The school board actually paid for the election, for the County to run it. Now, when there's a City election or the City's involved in the November election process, who pays the County to run the City election?

CLERK SALAZAR: That's all being worked out with the Secretary of State and the County. Now, it's unique because of the school board, they needed to have this. This was not part of the process that we deal with. Okay? So that's why they had to pay costs. Now, also be mindful that the County Clerk's Office did not charge the Santa Fe School Board for every penny that my staff or what we did with our office also. So we charge costs but all of the work that we did was not charged to the Santa Fe School Board.

COMMISSIONER GARCIA: Madam Chair, Madam Clerk, so what does the City Clerk's Office now have a role in?

CLERK SALAZAR: They have some unique aspects of their office because they provide public funding. So we need to work with them because they have a calendar to set them with their public funding, and then we're also looking at where the candidates will register, and so we're working out those details. But there is some uniqueness because they have public funding. So we're working on that with the calendar, what they do. But they will have some administrative duties.

COMMISSIONER GARCIA: Thank you.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: Madam Chair, Madam Clerk, so how much of an increase in monetary funding is this going to cost you? Do you have any idea or is this something that's being worked out?

CLERK SALAZAR: It's being worked out. This is something that the Clerks have been speaking up about, that we didn't want to see a major impact to the counties and so the Secretary of State, there is language in there and I don't have all the details. I'm still going through the massive new statutes for the election code and then the Local Election Act. So we're going through all of that. But this was something the County Clerks were very concerned about the impacts. So there are remedies in there but I haven't fully studied everything yet.

COMMISSIONER HANSEN: So it's not a complete unfunded mandate?

CLERK SALAZAR: Yes. That's correct.

COMMISSIONER HANSEN: But it could be partially an unfunded

mandate for the County.

CLERK SALAZAR: Probably parts of it, but I think what we need to understand also is that this is the work that we do, so no matter what hits us, and we are hit with a lot. When service came in, when ERIC came in, when the all-mail ballot came in, when the school board election occurred. We just keep doing the work, over and over and over and getting it done. So we are very appreciative that the County has always been very supportive, and also that the County Manager negotiated with the school board ensuring that they we would receive the funding to get the work done that we needed to get done, but in addition to that, that the school board would reimburse the County. So that has been managed very well, which we appreciate. Thank you.

CHAIR HAMILTON: Thank you. So maybe if we could have Sheriff Mendoza come and speak to us I'll give you the microphone.

ADAN MENDOZA (County Sheriff): Madam Chair, Commissioners, so we have requested an FTE for an IPRA and FOIA codification specialist. What we've realized, one of the tasks that was done when I first took office was looking at the efficiency and the resources that each division within the Sheriff's Office was tasked with and if we were doing an efficient job. We realized there are a lot of resources and a lot of time that are being put into IPRA requests through the Sheriff's Office and right now we have civilian employees who have other duties that are taking on these responsibilities.

Over the last couple years we've seen an exponential increase in the amount of IPRA requests specifically to the Sheriff's Office. We do work with the County Attorney's Office at times with these requests but it's becoming overwhelming. Right now the Attorney General has strict guidelines in reference to when we need to provide these IPRA requests and the time and dates are pretty strict and there have been fines levied, I believe on the County, on the Sheriff's Office and other agencies throughout the state in excess of \$200,000 when these IPRA requests aren't met.

So we want to make sure that we're providing the information in a timely manner and we would appreciate any consideration for the FTE request. If we look back at the strategic plan I realize that one of the titles was being proficient, transparent and accessible government. So when we look back at that I think it's very important to have a full-time person looking into these IPRA requests and providing them to the media and to the general public.

One of the challenges that we do have is these IPRA requests are also not documents but they can be lapel video or in-car video and those videos need to be viewed in real time so we can ensure that we're redacting any information that needs to be redacted to protect those that need to be protected. So if an IPRA request comes in and there's four hours of lapel camera then somebody needs to sit down and physically view that four hours of lapel camera or in-dash camera to make sure that we're redacting properly and abiding by the guidelines of IPRA.

So we would really encourage the approval of that FTE request. I think it will help us meet those guidelines and deadlines.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: Madam Chair, Sheriff Mendoza, thank you for being here. Do you think you need a paralegal or are you going to need an attorney? What do you think the level of qualifications – is this something you need to work with

the County Attorney's Office on for this position? I'm just trying to get a grasp of what level of person that you're going to need for this position, which I think is very important.

SHERIFF MENDOZA: I agree. We'll work with HR and we'll work with the County Attorney in reference to what qualifications this person may need. I'm not sure it needs to be a paralegal or an attorney status but somebody that is definitely familiar with the IPRA requirements and I think we can work with the Attorney's Office. If we do run into any legal issues they have been very responsive when it comes to IPRA requests and I think we have a pretty good grasp in reference to what IPRA is and what the guidelines are right now.

COMMISSIONER HANSEN: Thank you.

COMMISSIONER GARCIA: I have a question.

CHAIR HAMILTON: Commissioner Garcia.

COMMISSIONER GARCIA: Sheriff, once again, thank you for being here. Do you know off the top of your head how many IPRA requests you get monthly? Yearly?

SHERIFF MENDOZA: Right now – I'm going off memory because when we did put in for this FTE request I recall there was about something over probably about 700 requests that came into our office this last year, and I would see that as increasing. Like I said some of those could be documents and could be easily redacted and provided but some of those are real-time sit down and reviewing videos and lapels and things like that. So it could take very much longer.

COMMISSIONER GARCIA: Thank you.

CHAIR HAMILTON: Thank you. Manager Miller, were there other people, like Community Services or Growth Management that you thought should be spoken to?

MS. MILLER: Madam Chair, perhaps Chief Sperling could talk about the radio technician. Rachel might want to talk about – we've already talked about the Administrative Services program manager and we had talked about the senior planning for affordable housing. We did all that in the strategic planning. That's why those requests are in there, but perhaps Chief Sperling could talk about the radio technician position and Rachel could talk about the satellite office specialist and Erle could talk about the GIS technician. Just real quick, a couple minutes, and then I think we're ready to take a break and then go into executive session.

CHAIR HAMILTON: Thank you. Chief Sperling.

DAVE SPERLING (Fire Chief): Thank you, Madam Chair, Commissioners, members of staff. So this year the Fire Department is requesting a combined new position for IT and radio maintenance and repair. Right now, our IT needs are handled by a Public Safety IT staff and what we've found is not only are our administrative at our main headquarters IT requests exceeding their capabilities – not their capabilities. I'm sorry. Their capacity, we have a number of requests from field staff, our remote stations and as our reporting requirements have become digitalized we find that we're really not able to meet the IT needs of our staff, in particular again, our remote stations.

We've been implementing ruggedized laptops in our apparatus and those end up dumping another requirement on IT staff for maintenance and service, and it's really

exceeded their abilities and capabilities and capacity. The radio technician position – right now we have in excess of 500 mobile and portable radios. We also have five remote repeater sites throughout the county that the Fire Department has maintained and actually developed and as we have begun moving into digitalized radio communications I'm finding it's really exceeding our capacity and our ability to manage our radio network. And it's incumbent on us I think to seek out somebody with a greater level of experience and expertise, both in the IT and radio realm to handle all of these remote needs.

If we were centralized in one location I wouldn't think this would be such a big problem but for us across the board, 2,000 square miles, it really is difficult to handle what we have and what we have developed and where we're going with both IT and radio with existing staff. I combined these two positions because I thought that would be the most efficient way to tackle both, and proposed that the position be housed at Fire and serving Fire but managed throughout existing IT department, so that we're not creating a separate silo in the Fire Department for IT services or radio, with the thought that eventually radio would become really probably the prerogative of our IT department and I don't mean what RECC currently manages but mostly our remote radio sites as well as our portable and mobile radio needs. So I'd be happy to answer any questions you may have.

CHAIR HAMILTON: Thank you. Are there any questions? That was very helpful. Thanks.

RACHEL O'CONNOR (Community Services Director): Madam Chair, Commissioners, just to talk a moment about the FTE request for the Community Services Department. The first is, as County Manager Miller, previously, is in response to a number of things. One is the increasing issues we're having around mental health and psychiatric issues for youth and the development of a Youth Services Division within the Community Services Department that can begin to address that and other issues we have relative to youth in our community.

That is a position that's written into our strategic plan. It's something the Community Services Department has prepared for in terms of developing baseline measures. We're in the process of developing a youth strategic plan right now and have planned and laid a solid groundwork for that position.

The second position that we've requested is half-time. It's a satellite office specialist for our Eldorado satellite office. As you know, we have three satellite office currently operating. One is in Pojoaque, one is in Eldorado and one is in Edgewood. We have staff to cover the satellite offices in Edgewood and in Pojoaque. We utilize our community operations staff to cover the Eldorado office two days a week. It's open from Tuesdays and Thursdays 12:00 to 4:00. It is where we see our most traffic with regard to satellite offices and that was sort of the cornerstone of which we made our request.

Are there questions?

CHAIR HAMILTON: Any questions? Commissioner Hansen.

COMMISSIONER HANSEN: Madam Chair, Rachel, I saw something really rather disturbing this morning or it might have been yesterday morning on the television that they are now in Alabama putting Narcan in high schools. That was really concerning. I feel that some kind of youth service that we can begin now to deter something like that happening and helping the youth is really important. That just really

shocked me to hear.

MS. O'CONNOR: Madam Chair, Commissioner, I came into work this morning and I was thinking about something that the University of New Mexico psychiatric unit told me that they've seen a tripling of the number of youth, I believe between five and eleven that are coming in with suicidal ideation. And then as I walked in here this morning, Anna handed me her cell phone and there's just a new article that's come out in the Journal of American Research saying that nationwide, between five to eleven, the amount of youth that are coming in with suicidal ideation into a hospital setting has doubled.

So New Mexico is seeing a trend that we're seeing across the country. I don't think that – certainly the Community Services Department can't deal with it alone, but there is a huge gap in youth services, both in Santa Fe County and across the state. And I think both on a state level, on a city level and on a county level we need to address that issue.

COMMISSIONER HANSEN: Thank you.

COMMISSIONER GARCIA: Madam Chair, I have a question.

CHAIR HAMILTON: Commissioner Garcia.

COMMISSIONER GARCIA: Thank you, Madam Chair. The satellite office in Edgewood, who's performing that work now? And are they there full time, from 8:00 to 5:00?

MS. O'CONNOR: Madam Chair, Commissioner, in Edgewood we have someone there three days a week. Her name is Barbara Welsh. She is six hours a day and she is a County employee.

COMMISSIONER GARCIA: So Madam Chair, this new position for the satellite office specialist, will that replace the lady that's working in the Edgewood area now?

MS. O'CONNOR: Madam Chair, Commissioner, this is for Eldorado. It's for the Eldorado satellite office, and we currently don't have staff for the Eldorado satellite office.

COMMISSIONER GARCIA: Madam Chair, so who's issuing out the dump permits whenever somebody goes to Eldorado and purchases the dump permits? The seniors?

MS. O'CONNOR: Madam Chair, Commissioner, we currently send generally Gina Montoya, who's our community operations staff, goes out and staffs the Eldorado office two days a week. And sometimes we have coverage from our senior services staff as well.

MS. MILLER: Madam Chair, Commissioners, I just wanted to point out that the liaisons, the Commissioner liaisons used to do that in Eldorado and in the different areas and shared that, but former Commissioners didn't like sharing their liaisons to do that work, so it eventually got phased out and in Edgewood and in Pojoaque we ended up with some part-time employees and then Eldorado we've just used Community Services staff. So they have not received a position to do that. But it used to be done by the Commission liaisons, in particular at Eldorado, it was shared.

COMMISSIONER GARCIA: Madam Chair, thank you for that information, Manager Miller. I'd be willing to entertain something to talk with the other

Commissioners about utilizing some of the liaisons to participate in these satellite offices but we can hold off on that.

In regards to the youth service administrative program manager, so is that individual going to concentrate on mentally challenged, opioid issues in the community? Or working with schools? Or are they going to create a youth – something like the City of Santa Fe has, some sort of youth recreational program? What exactly does that manager do?

MS. O'CONNOR: Madam Chair, Commissioner, I don't expect that position to be solely dedicated to issues around behavioral health. I expect it will devote some of the time to behavioral health. There are two things that will be a focus. One is we have a pretty significant and generous pot of money now that goes towards youth recreation. About \$275,000 a year or somewhere upwards of \$300,000, and we need somebody who can really plan, dovetail with the City, and tell us, hopefully in our strategic planning process, where our energy and our funds are best devoted when it comes to youth issues. I think a significant portion of that will be youth behavioral issues because they're so different from adult services. But I expect that the policy discussions that we'll have and the work that this person will be devoted to would be larger than that.

COMMISSIONER GARCIA: It just seems like a lot of work. There's a lot that's needed in the community for one person, one individual. But thank you.

MS. MILLER: Madam Chair, I want to add to – so right now we have the Teen Court program and so the Teen Court program actually does administer all of our other youth services too, so they primarily do the Teen Court, but they also, as Rachel said, we have about \$300,000 that we've put into the budget for summer programs and we do a notice of funding availability, and just to give you an idea, that started at something like \$50,000 a year, then \$100,000, then \$150,000, then \$200,00, \$250,000. We have added about \$50,000 a year to that every year for the last six years to now it's over \$300,000, and we had close to \$800,000 for requests, and that's just for some summer programs related to our own strategic program.

It all goes to non-profits to do initiatives throughout the summer to help with health kids, things that keep them active instead of sitting inside watching TV or playing video games. It's things that we can try to get them active. And so we awarded how many different contracts? It's like 28. So they currently are managing those. They're small dollar. I think that they're \$20,000 or less range but the staff in Teen Court has been managing all that as well, not just the Teen Court program. And some other outreach and education in the schools and some other initiatives.

COMMISSIONER GARCIA: So Madam Chair, whenever the triage center is in operation, it will take care of anybody that has mental challenges, anywhere from juveniles to adults? It's not just an adult facility?

MS. O'CONNOR: Madam Chair, Commissioner Garcia, the crisis center that we're building in Santa Fe County is adults. The mobile crisis portion of that does also serve adolescents. So it's a combination, but the majority of the clients that will be served through the center itself will be adults. There is a completely separate process, and many independent requirements for serving children and children's psychiatric issues that we really couldn't accommodate within the crisis center, but we do serve adults and adolescents through the mobile crisis team.

CHAIR HAMILTON: Thank you. If there are no other questions, maybe we can move on to Erle.

ERLE WRIGHT (GIS Services): So real quick. I think the senior planner position was already covered. That's a housing planner. So the request that I have is for a GIS technician. This is essentially a mid-level position in the GIS Division. We're currently processing on average about 100 walk-ins a month. We're just doing more and more work, so this was geared towards basically every growing demands for both current and ongoing work. This position has been in our five-year plan since we started that, and it was geared towards again, right now we currently have no space whatsoever, so this position was tied to us moving to the new administration building. So I'll stand for any questions you may have.

CHAIR HAMILTON: Commissioner Moreno.

COMMISSIONER MORENO: What was the number of walk-ins?

MR. WRIGHT: We handle just under about 100 a month, coming into the office for either permit requests or to research information. We do have a rather onerous land use load, so helping people with that is one thing that we do, getting them the mapping prepared to send them upstairs and help streamline this process.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: Madam Chair, Erle, thank you for being here. What about the census? Is that affecting you? Are you doing any work with the census for 2020? Or providing addresses, providing information to the people who are collecting information?

MR. WRIGHT: Chair Hamilton and Commissioner Hansen, that's a very good question. Actually, we only have one GIS technician right now. She is absolutely buried in working on the participant statistic area program. We're working with the City on that and the other municipalities. This is changing boundaries and also getting census designated places which are our traditional and contemporary communities actually delineated so we actually have statistics produced by the Census Bureau and the American Community Survey for those programs. We annually do the boundary and annexation program and then we also finished up last spring with the local update of census addresses program. These are all precursors to the 2020 census, and then again, depending on the counts that we have, we may have a redistricting exercise if our population between the Commission districts is out of whack by more than plus or minus five percent then we're obligated to do redistricting as well.

COMMISSIONER HANSEN: Thank you.

CLERK SALAZAR: Chair Hamilton, I'd like to mention also that Santa Fe County is very fortunate that we have a very professional GIS Department. I get a lot of requests from contractors wanting to contract to do the boundaries for elections. We have the professionals in-house. So we save a lot of money in that area. They do an excellent job. Thank you.

CHAIR HAMILTON: Thank you.

COMMISSIONER GARCIA: I have a question. This is for Manager Miller or Deputy Manager Tony. So we have five new positions if they were granted and approved. So on the new facility across the road there, that is actually going up really, really fast. It's impressive when you pass by there. It's amazing. Do we have room to put

these people in our new facility, hopefully?

MS. MILLER: Madam Chair, Commissioner Garcia, So in the Clerk's we've accounted for growth. In there, we've accounted for growth in the facility and part of the reason that we've moved forward with the facility with the modular furniture, if you want to call it that. It's more modern than just modular furniture, it does allow us to reconfigure for additional staff as we grow. So the building has room for growth going forward. But I did want to comment though, in all of these, as you can see we don't have the cost of each position and what their benefits would cost and that, so what we do – I just wanted to take the opportunity since staff who had made these requests and elected officials who had made these requests were here, that they got a chance to tell you why they made these requests.

But we also do a review with HR and Finance. We look at what the cost is. We compare it to either positions that we currently have that are similar or to other entities if they're new positions so that we can find a target salary and benefits amount for them. We also consider the cost of the position, we consider the dollars available. We consider the funding source, because not every position is funded from the same funding source, and what's available in that. We also look at space in the facility, because while we're building that facility and we'll have some room, we're going to be cramped for a while for those individuals who are going to move into Bokum from this building until this building is done.

Then we also have, just as a reminder, the capital project to expand the Public Safety Complex, to expand our RECC and Sheriff's space, and so we have to take space in the current facility into account before we can add anyone else. So all of those things are factors, along with what the actual workload is, and whether that position can – that FTE work can be supported by another position in another area, so like Chief Sperling said, the position may go into IT to start and help support not just fire but maybe some other areas or do they already have capacity?

So there's multiple things that we look at when we get FTE requests, and by the time we come back with a budget recommendation, we've done that analysis and brought those factors in, along with all the other needs for compensation and ongoing utilities and ongoing funding for base budgets across the County. That hasn't been done with these. We just wanted to let you know these are the requests that we've had, which I actually want to compliment the department and elected offices for really not just – some years we say don't make any FTE requests and we get 35 FTE requests. So this one actually, everybody was pretty conservative in their requests and I think they only put forward requests where they really felt there was a need. And we'll take that into consideration when we're doing an evaluation and recommendation to the Board.

CHAIR HAMILTON: Thanks. Are there any other questions to anybody who presented? Thank you. So Manager Miller, are we ready to take a break?

MS. MILLER: Madam Chair, what I would recommend, before we took a break, is if there anybody from the public who has public comment, that we would do that. I don't know that there is, but that we do that and then go into executive session.

III. PUBLIC COMMENT

CHAIR HAMILTON: Okay, so we have a public comment period. Is there anybody here from the public who wishes to address the Board? Anybody at all? Seeing none, I guess we'll close public comment period.

IV. MATTERS FROM THE COUNTY ATTORNEY

A. Executive Session Pursuant to Section 10-15-1(H)(5) NMSA 1978, for the Discussion of Bargaining Strategy Preliminary to Collective Bargaining Negotiations

CHAIR HAMILTON: Mr. Frederick, can you tell us what's on the agenda?

BRUCE FREDERICK (County Attorney): Madam Chair, we're requesting a motion to go into executive session pursuant to 10-15-1-H (5) to discuss strategy preliminary to collective bargaining negotiations.

CHAIR HAMILTON: Thank you.

COMMISSIONER HANSEN: I move to go into executive session as stated by Attorney Frederick.

COMMISSIONER MORENO: Second.

CHAIR HAMILTON: Thank you. I have a motion and a second. Can I have a roll call?

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 Garcia	Aye
Commissioner Hamilton	Aye
Commissioner Hansen	Aye
Commissioner Moreno	Aye
Commissioner Roybal	Aye

[The Commission met in closed session from 11:45 to 1:44.]

COMMISSIONER ROYBAL: Madam Chair, I move we come out of executive session where all we discussed was collective bargaining negotiations.

COMMISSIONER HANSEN: Second.

CHAIR HAMILTON: I have a motion and a second to come out of executive session.

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

V. DIRECTION ON NEEDS AND PRIORITIES FROM THE BOARD OF COUNTY COMMISSIONERS

A. Discussion of April 23, 2019 Budget Study Session Items

As Erika said, we're not going to ask for approval on the – it's in her schedule here, on the May 13th or 14th, whatever that Tuesday is. Is it the 14th? I think you're right because the 30th falls on a Tuesday, so it's the 14th. So what we're trying to do, because DFA changed the way that you have to enter your budget it is incredibly difficult to make any changes to it. So we're trying to get all the data and information on all of our capital budgets too. So any projects that cross over years, we're trying to make sure we know exactly how much we need to budget that will be left on that project from this fiscal year moving into the next fiscal year. And then we'll come back to you for approval on the 28th. So we're hoping to have at least decisions that the Board would like done by the 14th so that those can be incorporated by the 28th, the reason Erika is trying to wait until that last day for the actual approval is that once that is entered into the DFA system it's incredibly hard to change. It takes – you have to wait almost to the – and it's one of the things that DFA knows, that this software they put in place has limited flexibility. So we're trying to make sure we have lots of times to discuss all these things and be as close to our final budget on May 28th as we would be by June 30th, to not make too many changes. It's just the way their system is very hard to change.

COMMISSIONER HANSEN: Madam Chair.

CHAIR HAMILTON: Commissioner Hansen.

COMMISSIONER HANSEN: Is that enough time? The 28th, 29th, 30th, two days, to enter all that information if it's so complicated and so unforgiving, so to speak?

MS. MILLER: Madam Chair, Commissioner Hansen, that's why we're really asking that you know pretty much why we're doing April 23rd, April 30th and May 14th for you to let us know if there's something that you have concerns about that you want us to relook at so that really, there aren't any changes from May 14th to May 28th. And Erika won't be here on May 14th but I'll be here, Gary will be here, but what we'd be pretty much asking over the next three meetings is did we cover everything you were anticipating.

That's not to say also, it's a lot easier than the state, we are able to make budget adjustments throughout the year if we get grants or we have cash or we additional revenues. It's just very hard to do that between the end of May and August. The systems are just not very forgiving to you to make and actually the state won't let you make budget adjustments between your interim and final budget until they've approved your final budget. So there's just a timeframe where we don't have as much flexibility as we do the rest of the year.

COMMISSIONER HANSEN: Okay. Thank you.

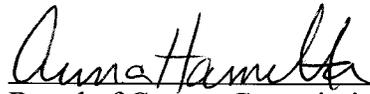
CHAIR HAMILTON: Any other questions. Thank you so much, Manager Miller and the whole staff for all the information. This was incredibly well organized and well run and informative.

VI. CONCLUDING BUSINESS

- A. Announcements**
- B. Adjournment**

Upon motion by Commissioner Hansen and second by Commissioner Roybal, and with no further business to come before this body, Chair Hamilton declared this meeting adjourned at 1:50 p.m.

Approved by:


 Board of County Commissioners
 Anna Hamilton, Chair




 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: 40

I Hereby Certify That This Instrument Was Filed for
 Record On The 21ST Day Of May, 2019 at 09:23:13 AM
 And Was Duly Recorded as Instrument # 1886689
 Of The Records Of Santa Fe County



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

SFC CLERK RECORDED 05/21/2019