

**SANTA FE COUNTY**  
**BOARD OF COUNTY COMMISSIONERS**  
**SPECIAL MEETING**

**October 29, 2008**

Paul Campos, Chair – District 4  
Virginia Vigil, Vice Chair – District 2  
Michael Anaya – District 3  
Harry Montoya – District 1  
Jack Sullivan – District 5

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This special meeting of the Santa Fe Board of County Commissioners was called to order at approximately 9:15 a.m. by Chair Paul Campos at Bishop's Lodge Ranch, 1297 Bishop's Lodge Road, Santa Fe, New Mexico.

Roll indicated the presence of a quorum as follows:

**Members Present:**

Commissioner Paul Campos, Chair  
Commissioner Virginia Vigil, Vice Chair  
Commissioner Mike Anaya  
Commissioner Harry Montoya  
Commissioner Jack Sullivan

**Members Absent:**

[None]

**Commissioners-Elect Present:**

Kathleen Holian  
Liz Stefanics

**Staff Present:**

Roman Abeyta, Manager  
Steve Ross, General Counsel  
Julie Berman, Strategic Planner  
Pete Garcia, Administrative Services Director  
Gigi Gonzales, Employee Development Specialist  
Joseph Gutierrez, Community Services Director  
Bernadette Salazar, Human Resources Division Director  
James Lujan, Growth Manager Division Director  
Teresa Martinez, Finance Division Director  
Annabelle Romero, Corrections Department Director  
Naomi Salazar, Human Resources Department Administrator  
Vicki Trujillo, Deputy Clerk

### **III. APPROVAL OF THE AGENDA**

Upon motion by Commissioner Montoya and second by Commissioner Sullivan the agenda was unanimously approved as published. [Commissioner Vigil arrived directly after this action.]

### **IV. DEPARTMENT OVERVIEWS**

*[Exhibit 1: Booklet of County organization, department overviews, strategic plan and initiatives]*

Roman Abeyta, County Manager, opened the retreat reciting Santa Fe County's mission statement:

*Santa Fe County, through its elected officials and employees, strives for excellence and accountability to insure that government services are provided in an economical, fair, professional and courteous manner while insuring that its citizens' health, welfare and safety is of the highest priority.*

#### **A. Manager's/Executive Department**

Mr. Abeyta reviewed his department highlighting constituent services, intergovernmental relations, strategic planning and human resources. The Manager's office developed the following mission statement:

*The mission of the County Manager's office is to support and implement BCC policies and priorities, provide organizational direction and leadership, coordinate strategic and regional planning efforts, and foster efficient and effective management of County workforce and activities.*

Mr. Abeyta reviewed the activities that occur within his office including meetings with managerial staff, elected officials, departments, AFSCME, city personnel, investment review and general tracking of all County business and relations. He provided a summary of the constituent services' responsibilities, activities within intergovernmental relations headed by Hutce Miller including working with the City of Santa Fe, Town of Edgewood, City of Española, and the Pueblos of Tesuque, Santa Clara, Nambe, San Ildefonso, Pojoaque, Cochiti and Santo Domingo.

Mr. Abeyta said the Human Resources Division has developed a clear mission statement as follows:

*To provide quality services in recruitment, employee development, employee relations, benefits, classification and compensation, and human resources operations with integrity and responsiveness to support County goals.*

*[Exhibit 3: HR Division – Annual Report]*

Bernadette Salazar, Human Resources Division Director said the division has developed a vision in providing a work environment where employees are inspired to perform their best. She said current challenges include a limited budget to negotiate the upcoming collective bargaining agreement and ensuring competitive wages Countywide. She also noted that the union bargaining unit representatives have not participated in labor relations training which impedes the process.

Ms. Stefanics mentioned that morale and salaries are tied and asked whether the County has been addressing that issue. Ms. Salazar said the County has taken the initiative to recognize outstanding employees and developed focus groups to discuss morale issues.

Mr. Abeyta said the County works hard to maintain transparency with employees and the community. Employees are kept in the loop and management decisions are discussed with employees.

Ms. Holian expressed concern that some of the union representatives were not participating in the training sessions and asked what administration could do about that. Ms. Salazar said staff has contacted the representatives and not received a response.

Commissioner Vigil commented on the employee benefit committee, quarterly recognition of outstanding employees and Commissioner Anaya's employee birthday greeting program.

**B. Administrative Services Department**

*[Exhibit 3: ASD Information Packet]*

Mr. Abeyta read the mission statements of the six divisions under Administrative Services – Building Services, Procurement, E-911 Rural Addressing, Finance, Information Technology, and GIS – identified the division director, the number of FTEs and its budget.

ASD Director Pete Garcia said the department was developed during the March 2007 reorganization efforts and he reviewed the division goals, which include providing management with critical analysis, and information that is objective and unbiased with financial impacts and other possible viable options. He discussed the challenge of staying current in finances and keeping a watchful eye out for red flags. There is a goal to sustain existing programs and staff in the County during economic recession, providing effective management services and administrative support to all departments and elected officials. Mr. Garcia said ASD works to balance the needs of all County departments and elected offices while maintaining efficient management of taxpayer dollars.

Commissioner Sullivan said he understood that E-911 rural addressing services department staff would be reduced to one person and was surprised to see there were still four employees. Mr. Garcia said staff was still developing addresses within the County pueblos but offered to review the situation and get back to the Commissioner.

James Lujan, Growth Management Director, said the County's street signage is incomplete and he hoped those employees could be utilized for the sign replacement program.

### **C. Community Services Department**

*[Exhibit 4: Community Services Department – FY2009-2010 Action Plan]*

Mr. Abeyta reviewed the six divisions that fall under Community Services which include Community Projects, Fire, Housing, Health & Human Services, Teen Court and RECC (Regional Emergency Communication Center). He reviewed the mission statements of each, named the division directors, number of FTEs, budget and programs administered through that division. Some questions arose regarding affordable housing and Mr. Abeyta said the County has a few pools of funding: seed money from Las Campanas, federal grant money and proceeds from the sale of units.

Joseph Gutierrez, Community Services Department Director, said the major challenges are completing capital projects while addressing the complex and changing requirements linked to the recourses for funding the work; addressing use and access demands for public facilities; and fulfilling the safety needs of the community in the areas of emergency services and communications as the County's continues to grow at a rapid pace.

Mr. Gutierrez said his department is very action oriented.

### **D. Growth Management Department**

Referring to the Growth Management Department and its three divisions, Planning & Development, Water/Wastewater, and Public Works, Mr. Abeyta identified the division directors, number of FTEs and operating budget.

Growth Management Department Director James Lujan identified his department as the most visible and receiving the most complaints. The current water projects are requiring a great deal of focus and regionalization is a key component to success. He discussed the transfer stations and the continued difficulties the County faces with illegal dumping.

In response to a question, County Attorney Ross said the County Utility Service has 1,300 users. Mr. Lujan said once the Buckman Direct Diversion is complete that count will substantially increase. He added that the County will seek to hire a strong utility division director when the time is right.

Regarding the landfill permit, Mr. Lujan said Santa Fe County has the lowest rates in the state for landfill use and those fees would have to be increased.

Commissioner Sullivan mentioned the County's satellite offices in Pojoaque, Edgewood, and Eldorado that have part-time staff where one can register to vote, purchase landfill permits and other services.

[A 10-minute recess occurred at this point.]

### **E. Corrections Department**

Annabelle Romero, Corrections Department Director, reviewed the department's mission statement which focused on providing a safe secure, and humane environment with a variety of services to assist those in detention, whether they are sentenced to our facilities or awaiting transport, trial or sentencing. She said her department works closely with Law Enforcement Agencies, the Courts, Public Defender's Office, the District Attorneys Office, the New Mexico Department of Children Youth and Families, and the community to provide a range of services to meet the needs of Santa Fe's incarcerated population.

Through a power point presentation, Ms. Romero said the department provides oversight of all County Correctional programs including the Youth Development Program, the Electronic Monitoring Program, the Adult Correctional Facility and the bail bond program.

The Department consists of approximately 320 staff, the majority of whom work at the Adult Facility and Electronic Monitoring Programs. They can provide supervision of approximately 750 inmates who are detained daily in Santa Fe County. Currently there are 500 inmates.

Ms. Romero said as department director she collaborates with the Santa Fe County Jail Team on many issues regarding the facilities. In addition, the Board of County Commissioners has created by resolution, the Santa Fe County Corrections Advisory Committee, a group of several local citizens from different sectors of the community. The committee inspects the correctional facilities twice a year, reviews programs and policies, and presents an annual report to the County Commissioners with their recommendations. The committee meets with the Corrections Director twice a month in a public forum to discuss any issues or concerns regarding the Correctional Facilities.

Ms. Romero reviewed the department organization which includes an associate director, chief investigator, parole directors, jail administrators and associated deputies.

Ms. Romero said the goal at the adult correctional facility is to provide quality and professional services to our customers, employees and offenders. Values are to: exceed customer expectations; promote human dignity, fairness, and self-worth; achieve financial success; expect mutual accountability; and balance risk against rewards. She said her staff

was particularly focused on communicating and being respectful. She reviewed a schematic of the facility.

Referring to the Youth Development Program, Ms. Romero said her staff is dedicated to changing the lives of our youth by providing a safe, structured, caring and learning environment. Through meaningful interaction and role modeling, we will develop in our children the character traits of honesty, respect, and responsibility. A schematic of the youth facility was displayed. She discussed a stand-alone program attached to the juvenile program that is a residential federal center. Currently the youth residents are predominantly Native American from the southwest area. She said that both of the juvenile programs are highly structured and extremely staff-intensive with a staff to client ratio of 1 to 8. Staff works closely with each juvenile's probation officer, social worker, guardian and family to ensure that the juvenile receives the appropriate course of treatment while in the facility.

Ms. Romero reviewed the budget and compliance issues that are being reviewed or have been cleared. Referring to list of challenges, she said daily operations rank at the top and are essential. Daily operations include medical care, recreational programs, food delivery, religion and education programs, mental healthcare and interacting with the courts. She described the prison as a city within a city with "residents who don't necessarily want to be there."

Compliance with the Department of Justice Agreement ranked second in the department's challenges. Three areas that the DOJ noted in the past were medical care, mental health care and security to the inmates. She reported that the County was doing very well in regards to compliance and a recent audit provided positive results.

Ms. Romero said there the facility is experiencing a decrease in the state adult population and many inmates are going to the Clayton facility. She said she has contacted other municipalities to fill the facility.

## **V. STRATEGIC PLANNING**

*[Exhibit 5: Project database spreadsheet]*

Mr. Abeyta said the County developed a strategic plan in 2006 with an aim to develop a unified growth management plan and strengthen internal support services. The internal structure was reorganized and consolidated based on services provided and funding sources, and reducing the departments to four from eleven. The reorganization has improved communications, increased efficiency and improved the budget process throughout the County. The County identified 30 initiatives in 2006 that ranged from emergency services, day care center, and streamlined personnel action forms. He reviewed the action taken on each of the 30 initiatives. He mentioned the transition of the EZ.

Mr. Abeyta reviewed the 2008 major initiatives that include the oil & gas issue, building permit program, green codes and facilities, affordable housing ordinance

amendments, regional transit, greater transparency with public, recession/depression planning to list a few. To address fuel issues the County has restricted take-home vehicles and has begun to purchase hybrids.

Referring to 2010 to 2012, Mr. Abeyta said he envisioned a few retreats with BCC and staff, conducting a resident survey, holding town hall meetings, conducting SWOT (strengths, weaknesses, opportunities, and threats) analysis, updates and implementing the strategic plan.

Responding to Ms. Stefanics' question regarding where transit fits in the County organization, Mr. Abeyta said the County recently hired a transportation planner in the Growth Management Department.

## **VI. FINANCIAL OVERVIEW.**

*[Exhibit 6: FY09 Budget Overview]*

Teresa Martinez, Finance Department Director, reviewed the practices and policies regarding the budget that Santa Fe County has in place. The County imposes a balanced budget standard in conjunction with the standard that recurring expense in each fund be sourced with recurring revenue. Non-recurring expenses is defined as one-time expenditures for capital items or for the operation revenue not foreseen to be a part of the expense base in the following year's budget requirements. A non-recurring source is defined as budgeted cash or revenue to be realized in the current fiscal year.

Ms. Martinez stated that the recurring standard of balanced budgets facilitates the ability of the County to fund non-grant organizations and programs, minimizing the possibility of overextending County resources in the future.

The principal sources for ongoing revenue are property taxes, gross receipts taxes, fees and charges for services, intergovernmental grants and income from investments. Property taxes constitute 70 percent of the general fund revenue. Investment income is dependent on the amount invested, the rate at which it is invested and the duration of that investment. She noted that current expenditures for the BDD project and other capital projects have decreased the amount to be invested. She reviewed the levied taxes, estimated GRTs, and invested incomes. She noted that the County's Treasurer is a very active investor.

Santa Fe County FY09 budget is \$215 million. Ms. Martinez reviewed the corresponding revenue and expenditure numbers. The County organizes its accounts by six types: general fund, special revenue funds, capital outlay fund, capital improvement funds, debit service funds and enterprise funds. She discussed the County's bonding capacity and existing debt levels: Santa Fe County's maximum legal debt capacity for General Obligation indebtedness as of June 30, 2008 is \$257+ million of which \$88+ million has been obligated, leaving an available bonding capacity of \$169 million in excess of present debt limits. A chart of current bonds/debt instrument was provided outlining the date of issue, original

amount, outstanding amount and maturity date.

Ms. Martinez discussed the state of the economy in relation to the County. She attributed the County's healthy fund balance to the very conservative budget directors the County has had. The County maintains tight budgetary control over appropriations by preparing monthly, quarterly and annual expenditure reports and using a computerized accounting system that compares budgeted appropriations with actual expenditures and encumbrances to date.

Ms. Martinez read the following: "The principal factors affecting local government fiscal conditions are the economy, government spending and program requirements, and Federal and State financing. The recession has had or will have a severe impact on those revenues most relied on by local governments – property taxes, gross receipt taxes and state aid."

Acknowledging that the County has been frugal, the recession has the potential to affect the County's revenues as well as its ability to issue debt for capital projects. She said it may be necessary for the County to consider: salary and wage freezes, reductions in overtime, hiring freezes, postponing recruitment for new or vacant positions, postponing cost of living increases, layoffs, departmental spending cuts, departmental reorganization, service reductions, postponing capital spending for projects without external support and deferred maintenance. She said cell phones and staff travel will be reviewed.

Ms. Martinez mentioned the County had \$8 million set aside for water right acquisition. She said the focus is to sustain all existing program and staff. The County's immediate concern is the Corrections Department where two contracts -- \$2.5 million per contract – were lost. Staff will be monitoring the MOA with CHRISTUS/SVRMC very closely. The County will be pro-active, stated Ms. Martinez.

She discussed the County's workforce statistics highlighting age, pay ranges and years of service. The high turnover rate is attributable to the Corrections Department. Presently the County has 980 employees.

Ms. Martinez referred to a letter from Paul Griffin, County Budget Administrator, which establishes a set of steps to deal with County finances in an economic crisis. [Exhibit 6] His memo, based on a worst-case scenario, identifies County programs/services that could be reduced or dropped in the event the funding source is not available. She reviewed each of the programs Mr. Griffin recommended for cost monitoring.

Ms. Martinez repeated that Santa Fe County has a solid fund balance; however, the County must revisit its set-asides for water rights and the new facility's furniture and fixtures. Staff believes the Rail Runner activity will hold the GRT flat and perhaps lead to a dip in GRT through to July 09. In terms of property taxes, Ms. Martinez said during the 2002

recession, staff witnessed a drop in taxes of \$900,000. The Manager's office is working to implement cost saving measures and the reduction in take-home vehicles should save the County \$100,000. The State Treasurer's Office has identified potential areas of loss related to commercial paper and money market fund investments and the County Treasurer reported a potential loss to the County of the STO's investments of \$3.9 million.

She repeated that the County's immediate concern is the Corrections Department. The State has experienced a reduction in its number of adult inmates and there is a new 600-bed facility in Clayton. The County relied on the DOC contracts to meet its debt service payment – the County no longer has the contract but still has the debt. The Corrections Department is actively recruiting inmate populations from other agencies and reducing expenditures. The youth facility has a current population of nine with two from Santa Fe County. The facility is operating at a loss. The county needs to make a decision whether the facility will serve County youth or serve statewide juveniles. In either case the County must find and accept contracts large enough to meet the County's base level needs. The facility needs 40 to 45 youths to break even. The ARC (Adolescent Residential Center) has never had sufficient youth population to support the required expenses. ARC is demanding from the perspective that the contract requirements are large and only accommodate a small base of youth. Staff is recommending the closure of ARC by year-end. A plan to transition the Bureau of Prisons children out of the County facility should also be reviewed for closure of the Youth Facility.

## VII. OTHER BUSINESS

Ms. Stefanics mentioned that the State was looking at budget cuts and she understood every state agency will be required to cut 5 percent from their budget. Agencies are working to insure employees that jobs will not be lost.

A discussion regarding transparency and CHRISTUS/SVRMC ensued and how important it was that SCP provide accountability.

A recommendation to review ValueOptions as the medical provider for the Corrections population was mentioned.

In response to the notion of raising property taxes, Mr. Abeyta said it would require a tremendous outreach/education effort to the public. The current Assessor is more aggressive than those of the past and the public has been complaining.

Chair Campos said it was unfortunate the former assessors did not keep up the State law regarding property tax rates.

Commissioner Montoya said making cuts politically neutral is imperative and may be difficult to achieve. Ms. Stefanics recommended equal cuts to each district.

In response to the closing of the ARC facility, Ms. Romero said she would be meeting with Mr. Abeyta to discuss this issue in greater detail.

**VIII. ADJOURNMENT**

The meeting adjourned at approximately 12:10 p.m.

Approved by:

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Board of County Commissioners  
Paul Campos, Chair

ATTEST TO:

VALERIE ESPINOZA  
SANTA FE COUNTY CLERK

Respectfully submitted:

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