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**Katherine Miller**  
*County Manager*

## ***MEMORANDUM***

**DATE:** *January 29, 2013*

**TO:** *Board of County Commissioners*

**FROM:** *Walter Wait, Chair, Solid Waste Task Force*

**VIA:** *Katherine Miller, County Manager* *HW 2.5.13*

**ITEM AND ISSUE:** *BCC Meeting February 12, 2013*

**DISCUSSION OF THE SOLID WASTE SWTF EVALUATION REGARDING THE EXISTING SOLID WASTE PROGRAM AND POSSIBLE APPROVAL OF SHORT TERM RECOMMENDATIONS**

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### **1. Introduction**

Resolution 2012-52, approved by the BCC on April 10, 2012, created a Solid Waste Task Force (SWTF), charged with the following tasks:

"The Task Force shall study the Ordinance, including its current fee structure, current services, recycling efforts, and such other areas identified by the Task Force as appropriate for the purpose of presenting to the BCC various alternatives regarding the following issues, and such others as the Task Force finds appropriate:

1. Is the permit and fee structure for the program adequate to meet its funding needs?
2. What opportunities exist for the program to be self-sufficient and less susceptible to unexpected cost increases?
3. Review and evaluate the existing solid waste program and make recommendations on how to improve services."

Issue 1 is addressed in the "Revenue and Expenditures" section below. Issues 2 and 3 are addressed throughout the body of this report.

Per the resolution, the SWTF was required to report back to the BCC six months after its first meeting. The SWTF met once a month July through November 2012, held no meeting in December because of the holidays, and met twice in January 2013. In addition, the SWTF conducted two site visits, visiting all seven County transfer stations and one recycling center and thus received a first-hand view of County solid waste operations. Also, numerous guest speakers, including

representatives of the Santa Fe Solid Waste Management Authority (SFSWMA) and the New Mexico Recycling Coalition, made presentations to the SWTF.

The SWTF reviewed several existing documents in its efforts. The first is the County solid waste ordinance, Ordinance 2010-5. The second is the SFSWMA's "Comprehensive Solid Waste Management Plan" (CSWMP, December, 2010) (summary attached). This Plan was adopted by the Commission by resolution in early 2011 (Resolution 2011-16). The third is the final report of the Solid Waste Task Force that was convened in 2009 and that produced the current fee structure.

The SWTF distilled its charge in Resolution 2012-52 (Issues 2 and 3) tasks into the following four primary goals and two secondary goals. Each goal is explained in more detail below the list.

<b>Primary Goals</b>
1. Increase recycling
2. Address solid waste program affordability
3. Develop alternative funding options to make the solid waste operation more financially self-supporting
4. Consider managing solid waste County-wide, including those areas served by private haulers
<b>Secondary Goals</b>
5. Minimize illegal dumping
6. Improve handling of cash

### ***Primary Goals***

#### **1. Increase recycling**

Examining recycling was listed as a specific task under Resolution 2012-52, and increasing recycling quickly emerged as a key issue for the members of the SWTF. Further, the CSWMP also lists increasing recycling as a desirable goal. Increasing recycling is desirable as both "the right thing to do" for environmental and sound resource management objectives and as a potential means of reducing solid waste management expenditures.

#### **2. Address solid waste program affordability**

Under the current payment structure to use the SFC transfer stations, most solid waste customers purchase a 24-punch permit for \$75. The permit entitles the holder to 24 visits to a transfer station over a 12-month period, and is valid only for the fiscal year in which it was purchased. The existing SFC solid waste ordinance originally included an automatic price increase in FY13 to \$85. Many SFC customers felt that this price was too high, especially since numerous customers do not use all 24 punches during the year. Related to this, many customers are displeased that the permit expires at the end of the fiscal year. This gives rise to the perception that customers are being forced to "throw money away."

#### **3. Develop funding options to make solid waste operation more financially self-supporting**

A specific task of the SWTF was to examine the financial self-sufficiency of the solid waste program. Further, the CSWMP states that the program should strive to become an enterprise activity, in which at least its operating costs and ideally its full costs are covered by user fees.

4. Consider managing solid waste County-wide, including those areas served by private haulers  
The SWTF recognized that the County currently does not manage solid waste generated throughout the unincorporated County. Of the total solid waste generated in the County, it's estimated that only approximately 20% is delivered to the County's solid waste transfer stations and one recycling center. The remaining 80% is presumably handled by private haulers and not under the jurisdiction or management of the County. The SWTF felt that in order to achieve waste reduction, recycling and other solid waste management objectives, consideration should be given to managing all waste generated in the County – not just the waste delivered to County transfer stations. This is consistent with an initiative in the CSWMP that stated, "Explore feasibility of establishing franchises or permits for private haulers in County unincorporated areas".

### ***Secondary Goals***

1. Minimize illegal dumping

One SWTF member was explicitly concerned with illegal dumping, and it was acknowledged by all members that illegal dumping, which is always a blight but even more so in a community like Santa Fe County, known for its natural beauty, would likely increase if the solid waste program became too onerous or expensive.

2. Improve handling of cash

Constituents can purchase solid waste permits at County satellite offices. The Treasurer is concerned with the way in which funds from these purchases are currently being remitted to the Treasurer and in general has asked that improvements be made in this area.

It should be noted that there are potential trade-offs between achieving these diverse goals. In other words, achieving one goal may weaken the ability to achieve another goal.

## **2. Background**

Before delving into the findings of the SWTF, it is useful to review the current state of the County's solid waste operation.

### **Transfer Stations**

The County operates seven transfer stations open either four or five days a week and one unstaffed recycling drop-off center, open two days a week. Customers bring their solid waste and recycling to the transfer stations, where it is consolidated into bins. Once the bins are full, County staff transports the bins to the Caja del Rio landfill or to the Buckman Road Recycling Transfer Station (BuRRT). Both the landfill and BuRRT are operated by the SFSWMA.

The locations of the transfer stations can be seen at Map 1, and relevant information on each station can be seen at Table 1.

Table 1: Transfer Station Information (CY12)

Station	Operating days	Annual waste (tons)	# of customer visits/year	# of pulls/year	Annual operating cost (\$)	Annual operating cost/ton (\$)	Annual recycled (tons)	Annual green waste (tons)
Jacona	TWTF SS	3507	16548	523	392,109	111.81	520	1076
Eldorado	TWTF SS	3506	28332	127	312,042	89.00	900	692
La Cienega	TWTF SS	2373	9676	328	285,352	120.25	133	NA
San Marcos	WFSS	888	7672	150	188,839	212.66	152	NA
Nambe	TWTF SS	671	3744	94	78,054	116.32	46	NA
Stanley	TWTF SS	636	4228	101	146,116	229.74	81	NA
Tesuque	WFSS	484	5480	179	147,677	305.12	111	NA
Rancho Viejo (recycling only)	FS	NA	NA	89	NA	NA	104	NA

Customers can pay for access to a transfer station in one of three ways. The most common is through the purchase of a 24-punch permit. Each punch allows a significant amount of refuse to be disposed of – about a pick-up truck bed’s worth loaded to the top of the cab. Larger loads (e.g. trailers) require multiple punches. Currently, a permit costs \$75 and is valid for up to one year (it is valid for the fiscal year in which it is purchased). It is estimated that most customers only use 12 punches over a year generating one of the complaints about the current system. Alternatively, a customer can purchase a one-time visit, which currently costs \$15. Finally, customers can buy bag tags, which cost \$1 each, sold in increments of five and allow the disposal of one normal trash bag per tag (approximately 35 gallons or 50 lbs). FY2012 permit sale activity can be seen in Table 2.

Table 2: Permit Sale Activity (FY12)

Permit Type	Cost (\$)	# Sold	Total Revenue (\$)
24 Trip	75	4403	330,225
1 Trip	15	1173	17,595
Senior	70	984	68,880
Low Income	65	119	7,735
Bag Tags	5	1984	9,920
Small Commercial-5 trip	80	8	640
Small Commercial-10 trip	120	6	720

### Revenues and Expenditures

Addressing the goals listed above requires a detailed understanding of the financial picture of the County solid waste program.

### ***Revenue Sources***

The solid waste program receives revenue from three sources. First is the sale of permits. Permit information and activity can be seen in Table 2. The second source of revenue is 50% of the proceeds of the County's Environmental Gross Receipts Task (the other 50% supports the County's wastewater program). The third source is the General Fund. The amounts and relative shares of these three sources can be seen in Table 3 below.

Table 3: FY 2012 Solid Waste Program Revenue Sources

<b>Fund Source</b>	<b>Amount (\$)</b>	<b>% of Total</b>
User Fees (purchase of permits)	435,715	21
1/8-cent environmental GRT	346,100	17
General Fund	1,292,526	62
<b>Total</b>	<b>2,074,341</b>	<b>100</b>

Table 3 clearly answers the first question in the SWTF's enabling resolution, "Is the permit and fee structure for the program adequate to meet its funding needs?" User fees cover about 20% of solid waste program costs.

### ***Expenditures***

Solid waste program expenditures come in five main categories, the absolute and relative values of which can be seen in Table 4 below. It must be noted that the solid waste program, due to its small size, has a very high fixed-cost component. This is important to bear in mind when it comes time to evaluate expenditure-reducing measures.

Table 4: Solid Waste Program Expenditures

<b>Expenditure Item</b>	<b>Amount (\$)</b>	<b>% of Total</b>
Salaries & Benefits	1,095,018	51
Tipping Fees	422,142	20
Capital Replacement	284,019	13
Vehicle Fuel, Maintenance.	241,286	11
Other	85,976	5
<b>Total</b>	<b>2,128,441</b>	<b>100</b>

## **3. Solid Waste Task Force Findings**

The SWTF produced numerous findings, detailed below.

### **A. County-wide Solid Waste Management**

It became apparent early on to the SWTF that we currently lack a good idea of the current state of overall solid waste management in the unincorporated County. While the County operates the seven transfer stations, we lack data and a comprehensive understanding of the solid waste services used by County residents that don't self-haul to the transfer stations. Based on population figures and average waste-generation rates (9.9 lbs/household/day), we estimate that residents of the unincorporated County generate approximately 55,000 tons of "municipal solid waste" (MSW-

which excludes construction and demolition debris) a year. County transfer stations collect approximately 10,500 tons a year, leaving approximately 44,500 tons or 80% unaccounted for.

We assume or know certain general things about how solid waste is being handled in the County but not much of the specifics. For instance, we know that most of that waste is collected by private operators and goes to either the Caja del Rio landfill or the Rio Rancho landfill. We know that many Santa Fe County residents use transfer stations in Bernalillo, Torrance, or Rio Arriba Counties. We know that some waste in the periphery of Española is collected by the North Central Solid Waste Authority, but we don't have specific data regarding these activities. Similarly, we estimate that the County transfer station program services between 5500 and 6500 households (based on permit sales and waste volumes). There are over 27,000 households in the unincorporated County, suggesting that County transfer stations serve about 20% of the County population.

The SWTF felt that this lack of information hindered efforts to develop or evaluate alternative solid waste management scenarios. Therefore, one of the SWTF's first actions was to recommend that a County-wide study and evaluation of solid waste management methods and practices be conducted. Coincidentally, SFSWMA was already in the process of developing a Request for Proposals (RFP) for such a study for its own purposes, and had been considering partnering with the City and County on this effort. The SWTF grasped this opportunity and generated and adopted a scope of work that met County needs to include in SFSWMA's RFP. As of this writing, SFSWMA has issued the RFP, received and evaluated proposals, and made a recommendation for award. The County's portion of the RFP's Scope of Services is included herein as Attachment A. The County has not yet obligated funds for the execution of this study, but a recommendation of the SWTF will be to budget up to \$90,000 to do so.

More generally, it is recommended that the County adopt a broader stance with regard to solid waste management across the County, looking beyond the 20% of waste that it presently handles. This stance would include addressing the solid waste collection and management done by private haulers.

#### **B. Solid Waste Transfer Stations: Revenue Options and Increasing Operational Efficiencies/Expense Reduction Options**

The SWTF generated several options for revenue generation and increasing operational efficiencies/reducing expenditures options. However, the SWTF felt that critical data are needed to properly evaluate the options at this point. These options are presented here, then, merely as possibilities and will be further refined and considered in the solid waste consultant study discussed above.

#### **Revenue Generation Options**

Four revenue generation options were identified.

1. Maintain Current Punch-Pass Fee Structure
2. Pay-As-You-Throw (PAYT)

3. Pay by Individual Visit
4. County-wide Property-Based Assessment

#### ***Maintain Current Punch-Pass Fee Structure***

There are at least four “sub-scenarios” under this “Maintain” option. Under these scenarios, the County remains with its current permit structure, but slightly modifies it to address the various concerns raised about it. These concerns, that it costs too much and that the permits expire, can be addressed by making the permits cheaper or at least freezing them at current rates, by making them last indefinitely, or by changing the number of punches. The current solid waste ordinance (Ordinance 2010-5) included a provision for an automatic price escalation each year, to allow the program to keep pace with expected tipping fee increases at SFSWMA and increases in the price of other inputs such as vehicle fuel (this automatic escalation was suspended on May 29, 2012, with the approval of Ordinance 2012-7). The sub-scenarios are:

1. 24-punch permits, remain at \$75 or planned price escalation
2. 12-Punch (or fewer) permits, \$75 or escalating
3. Unlimited visits, \$75 or escalating
4. No permit expiration date

It must be noted that while the intent of the 24-punch permit system is that each household purchases its own permit, it is known that there is some sharing of the permits among households. It is estimated that the 5500 permits actually serve about 6500 households, suggesting a “leakage” of 1000 households or \$75,000 per year loss of revenue.

#### ***Pay-As-You-Throw***

The clearest way to increase recycling and a good way to increase user fee revenues is to implement a true “pay-as-you-throw” (PAYT) program, in which a given amount of solid waste, say, 100 pounds, has a set price for disposal, say \$1. The amount of solid waste that a customer is disposing of would be weighed and the customer would be charged accordingly. The amount of recycling material would be deducted from the overall weight, thus incentivizing recycling, and the unit price could be set so as to more closely capture the full costs of waste disposal. This scenario is similar to how water utilities charge. Such a plan may require significant capital investment, primarily in the installation of scales at each transfer station. Depending on how the customers pay, it could increase the amount of cash transactions at dispersed locations, compounding the Treasurer’s concerns with handling of funds. It could also put transfer station attendants at risk if they are handling large amounts of cash. It would likely increase the cost to the solid waste customer. It may lead to an increase in illegal dumping.

#### ***Pay by Individual Visits***

Similar to PAYT is a program in which the permit format is abolished, and customers merely pay a set fee each time they visit a transfer station. This way, they can buy as many visits as they want, and there is no fear of a permit expiring. As in the PAYT scenario, the per-visit fee could be set to better capture the full costs of waste disposal.

### ***County-wide Property-based Assessment***

As a way to generate more revenue, under this model, all residences in the unincorporated County pay a certain annual fee, the proceeds of which go to the solid waste program. The fee could be adjusted to account for factors such as household income. Seven NM Counties have implemented a program similar to this, as seen in Table 5. Taos County has a program that seems most appropriate for SF County in which all residents pay \$100 a year in two installments, which entitles them to essentially unlimited visits to the transfer station. If a constituent can demonstrate that he has private curbside service, he pays \$25 per year which entitles him to four transfer station visits a year.

It was acknowledged by the SWTF that a well-functioning solid waste program benefits the entire County, and so it would not be inappropriate to charge all County resident some sort of fee or assessment for the maintenance of the program. There are approximately 27,000 households in the County, of which, as we have seen, about 5500 to 6500 use the transfer stations.

Table 5: Summary of Solid Waste Assessments  
in other New Mexico Counties

County	Assessment
Colfax	\$115/year
Lincoln	\$62.84/quarter
Mora	\$48/six months
San Miguel	\$141.07/year
Socorro	\$80/year
Taos	\$100/year
Torrance	\$42/quarter

A County-wide assessment seems like a promising avenue, although the concept was explored and rejected by the 2009 SWTF because that group felt that it would be too costly and difficult to administer, that it would impose inequities on County residents, and that there would be collection and delinquency issues.

This structure could be implemented by itself or in conjunction with other scenarios.

### **Increasing Operational Efficiencies/Expense Reductions Options**

#### ***Transfer Station Operational Efficiencies***

The SWTF scrutinized current transfer station operations with an eye toward reducing expenditures. An examination of the expenditures (Table 4 above) reveals that there are three primary ways to do so:

1. **Reduce staffing**

Staffing comprises 51% of the current expenditures, so the largest potential reductions exist here. Merely reducing the hours of operation of the transfer stations will not affect staffing if the transfer stations are still all open on the same day, as they currently are. The way to reduce staffing is to reduce total opening hours and stagger opening times or to close transfer stations outright. Certain transfer stations can have two attendants at a time, so reducing the staffing to one person at these stations is also a possibility.



## 2. Reduce volumes

The variable cost of the solid waste operation (tipping fees plus hauling cost) comprises 44% of total expenditures. If the total volumes of waste that the transfer stations received were to be reduced, both tipping fees and hauling costs would be commensurately reduced. Strictly speaking, such a reduction would not only be the result of operational changes at the transfer station but also other programmatic changes that divert MSW to other collection streams.

## 3. Reduce pulls through material compaction

A “pull” is anytime a full waste or recycling bin is picked up at a transfer station and transported to the landfill. Pulls cost approximately 15% of total expenditure. For various reasons, each pull costs about the same, regardless of the total weight of waste or bin size being pulled. Therefore, savings could be realized by maximizing the weight in each pull, and thus reducing the total number of pulls. Such maximization is achieved by compacting the material at the transfer station before transport and by using the largest bins possible. The transfer station at Jacona is one of the highest-volume stations in the County (along with Eldorado), but its physical layout does not permit the use of the largest bins. Therefore, Jacona generates a disproportionately large share of pulls. Rebuilding Jacona to match Eldorado’s infrastructure to allow use of the largest bins would significantly reduce overall transport costs, reducing the number of pulls by 65%.

Each of these options has advantages and disadvantages, but a full analysis would require the results of the solid waste study.

### *Mandatory Curbside (Where Feasible)*

Under this scenario, geographic service areas with a certain minimum level of residential density would be created in which curbside solid waste pick up would be mandatory inside the district, similar to how the City of Santa Fe manages its solid waste operation. Mandating curbside solid waste pick up does not directly address County solid waste revenues or expenditures, but, depending on how it is implemented, it could divert some waste from the County waste stream, thereby reducing County hauling and tipping fees. By reducing private sector risk, it could also reduce the amount that individual households pay for their current curbside service. If the County enters into franchise arrangements, allowing it to dictate range of services to include curbside recycling collection, it could increase recycling. Finally, it could generate revenue through a franchise fee.

The County has been considering mandatory curbside service for some time, and it must be noted that the most recent draft of the Sustainable Land Development Code mandates curbside in the SDA-1. Therefore, the County needs to address mandatory curbside anyway, outside the SWTF. As discussed previously, the proposed solid waste consultant study will address this issue in depth.

### *Outsource*

As noted earlier, the County solid waste program has a very high percentage of fixed costs and does not exhibit economies of scale. If the County outsourced its solid waste service to a third-party provider, it may leverage economies of scale to reduce the per-person, per-trip, or per-ton cost of managing solid waste. Possible third-party solid waste service providers include the SFSWMA, the

City of Santa Fe (which operates its solid waste management program in-house), or a private company.

#### *Increase Recycling*

The SWTF addressed a variety of public outreach, education and marketing strategies to increase waste reduction and recycling both at the transfer stations and County-wide. These measures will be further developed and refined as part of the solid waste consultant study. In addition, the County's current solid waste ordinance (2010-05) only requires recycling of "pulp-based" recyclable materials (i.e. paper and cardboard). The SWTF felt that consideration should be given to amending the ordinance to include all recyclable material (e.g. aluminum, steel cans, plastics, etc.). Such a change would not necessitate a heavy-handed enforcement approach to increasing recycling, but, instead, would serve to complement recycling outreach and education initiatives. Likewise, a citizen's group called Eldorado/285 Recycles has offered the County numerous suggested changes at the transfer stations to encourage recycling. These suggestions are all inexpensive in nature and make sense.

#### **Other Measures**

##### *Solid Waste Compliance Officer*

The County currently has one solid waste compliance officer to enforce the solid waste ordinance. The duties of this position include addressing illegal dumping. If solid waste program fees are increased, thereby possibly also increasing the incidence of illegal dumping, it may make sense to create a second solid waste compliance officer position.

##### *Accepting Out-of-County Waste at SFSWMA*

The majority of the County's variable costs are tipping fees, which are set by SFSWMA. SFSWMA as a true enterprise activity sets its tipping fees to cover its full costs. SFSWMA has a fairly small customer base and so its tipping fees are relatively high (almost twice those of a landfill in Rio Rancho, for instance) in order to cover its fixed costs. If SFSWMA could increase its customer base, tipping fees could be lowered or at least not increased as frequently. Allowing SFSWMA to accept out-of-county waste would be one way to increase the customer base.

##### *Rebudgeting the Environmental GRT*

The proceeds of the County's environmental GRT (EGRT) are evenly split between the County's solid waste program and the wastewater program. Once the customer transfers involved in the City-County Annexation agreement are implemented, the wastewater program will be in a financial position not to need its share of the EGRT. At that point, it is recommended that the full proceeds be allocated to the solid waste program. This was also a recommendation of the 2009 SWTF.

#### **4. Short-Term Recommendations**

As noted above, when it came time to evaluate the options, the SWTF felt that it lacked sufficient data to make definitive recommendations. The results of the County-wide solid waste survey will enable a more thorough evaluation of proposals.

However, as noted at various points in the report, the SWTF did produce several short-term recommendations that can be implemented before the solid waste study is complete or in absence of any new data from that study. These recommendations are listed below.

1. Proceed with and fund the County-wide solid waste study.
2. Commit to adopting a true County-wide approach to solid waste management.
3. Suspend the SWTF until the results of the study are received (estimated July/August)
4. Continue with the current permit structure at the current price until the study results are received.
5. Update the current solid waste ordinance (Ordinance 2010-5) to include all recyclable material in the list of required recycling.
6. Adopt a “lead-by-example” resolution to decrease waste production and increase recycling in County operations.
7. Signage and other inexpensive improvements at the transfer stations to encourage recycling, following Eldorado 285 Recycles’ recommendations.
8. Create, as appropriate and funds allow, a second solid waste compliance officer.
9. Advocate for SFSWMA to accept out-of-County waste.
10. Budget the full EGRT to solid waste when appropriate.
11. Increase education and outreach efforts.
12. Begin process to build new transfer station to replace current transfer station at Jacona.
13. Consider an annual “Amnesty Day” or “Spring Cleaning Day.”

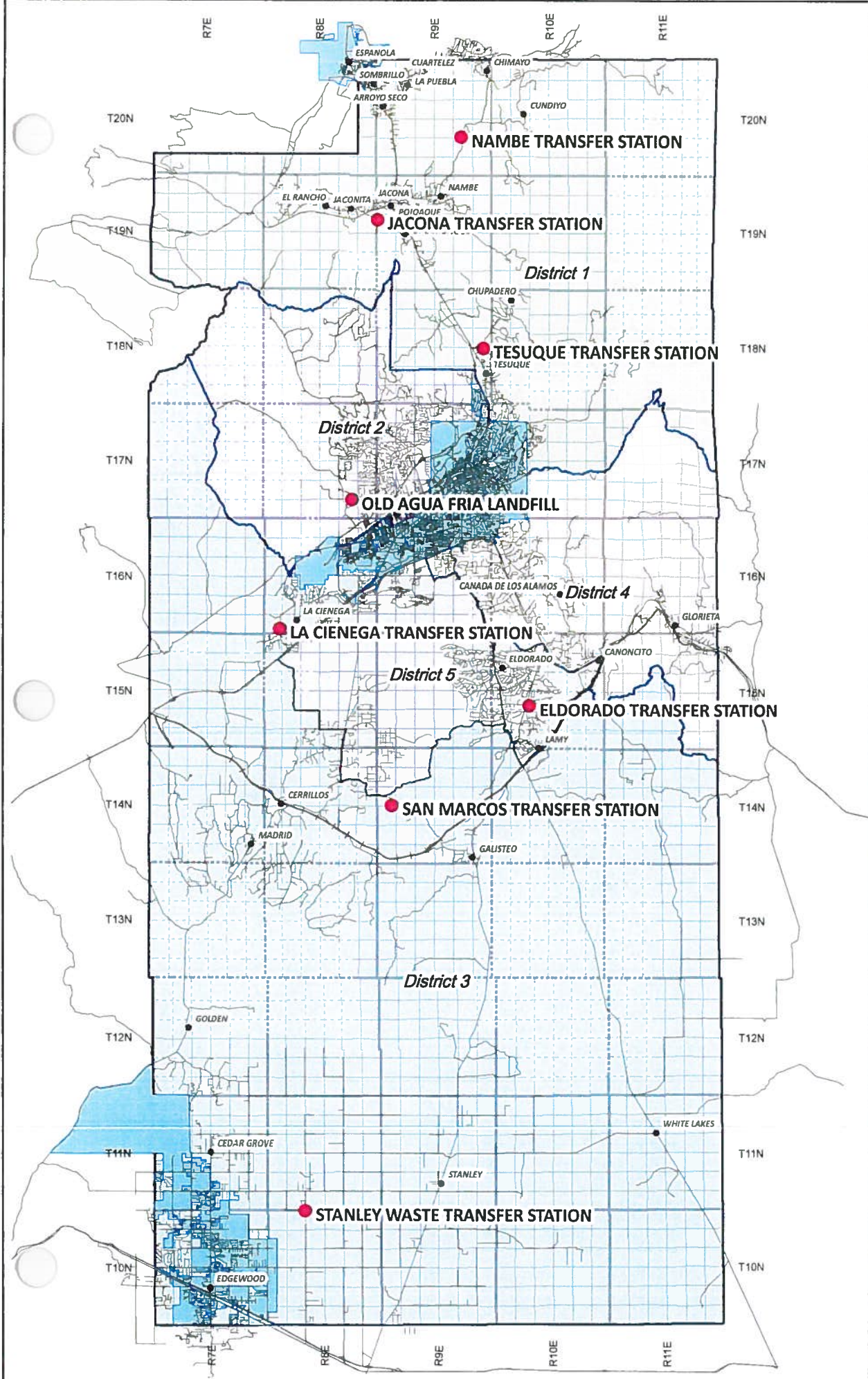


# Santa Fe County Transfer Station Locations

## LEGEND

- Transfer Stations
- GPS Roads
- Railroads
- Township and Range Lines
- Section Lines
- Projected Township and Range
- Projected Sections
- SFC Boundary
- Incorporated Bndys. 2010
- County Commission Districts

- 1
- 2
- 3
- 4
- 5





**CITY OF SANTA FE  
SANTA FE SOLID WASTE MANAGEMENT AGENCY**

**"REQUEST FOR PROPOSALS"**

**PROFESSIONAL CONSULTING SERVICES**

**for**

**SOLID WASTE ASSESSMENT AND MANAGEMENT STUDY**

**for**

**SANTA FE SOLID WASTE MANAGEMENT AGENCY  
CITY OF SANTA FE  
and  
SANTA FE COUNTY**

**RFP No. '13/16/P**

**PROPOSAL DUE:**

**DECEMBER 21, 2012**

**2:00 P.M.**

**PURCHASING OFFICE**

**CITY OF SANTA FE**

**2651 SIRINGO ROAD, BUILDING "H"**

**SANTA FE, NEW MEXICO 87505**

## **SCOPE OF SERVICES (County Only Included Here)**

The Agency, City and County anticipate the following tasks to be performed by the Contractor for a solid waste assessment and management study of the solid waste operations conducted by the Agency, City and County.

### **3. COUNTY TASKS**

Develop a detailed assessment of the management of the solid waste generated in the unincorporated areas of the Santa Fe County that is not handled by the County's drop-off convenience centers including a solid waste stream characterization of unincorporated area by:

- location/geographic area generated;
- tonnage breakdown by types – residential, commercial, and construction/demolition debris;
- composition of municipal solid waste by existing and potentially recyclable content, reusable/recoverable materials, green waste including yard waste, waste requiring landfilling; and
- seasonal generation variations, if any.

Develop opportunities for the County to more actively manage solid waste in the unincorporated areas of the County including options for franchising of private haulers and with emphasis on the following:

- location increasing County's waste reduction and recycling rate;
- maximizing cost-effective solid waste services for County residents and businesses; and
- identifying possible a funding source(s) for operations.

Develop cost effective options to pursue certain "Specific Initiatives" listed in the 2010 Comprehensive Solid Waste Management Plan that are applicable to the County. Also, identify effective roles and responsibilities for the County and Agency in pursuit of these initiatives.

Determine cost effective options for requiring residential, commercial, and institutional generators to receive collection services for trash and recyclables in the County unincorporated areas.

Develop policy and planning recommendations, including draft ordinances as applicable, that will address the unincorporated County-wide solid waste management system including the County's convenience centers, mandated recycling, and service provided by the private haulers.



Flow control options – requiring haulers of City-generated solid waste to use disposal and/or recycling facilities within the County via amendments of solid waste ordinance and/or land use code. Compile data for the commercial and residential private sector solid waste services including, but not limited to:

- names and contact information of businesses providing solid waste collection and disposal services;
- location and tonnages (landfilled and recycled) of private sector activity; and
- rates for refuse and recycling services, broken out by service areas.

Develop a numerical solid waste Level of Service for the convenience centers with an emphasis on distance/customer travel times.

Cost effective options for convenience centers – maintain current numbers of convenience centers throughout the County vs. consolidation or closure of centers to reduce costs. Also, provide estimated savings and/or operational efficiencies and findings of any impacts to the Level of Service.

Identify the areas in the County that are not being provided curbside refuse and recycling service and determine the correlation with locations of convenience center users.

Cost effective options for green waste management – on-site vs. off-site mulching, chipping, and end uses of materials.

Develop waste reduction and recycling targets that are aggressive but reasonably achievable using five and ten year benchmarks.

Evaluate other factors identified during the Study that affect cost and efficiency of operations.

Rate structure analysis – future rate increases based on final recommendations from the above-mentioned analyses and evaluations.

Provide technical expertise/comments at public meetings.

Provide necessary project management to bring the project to completion.

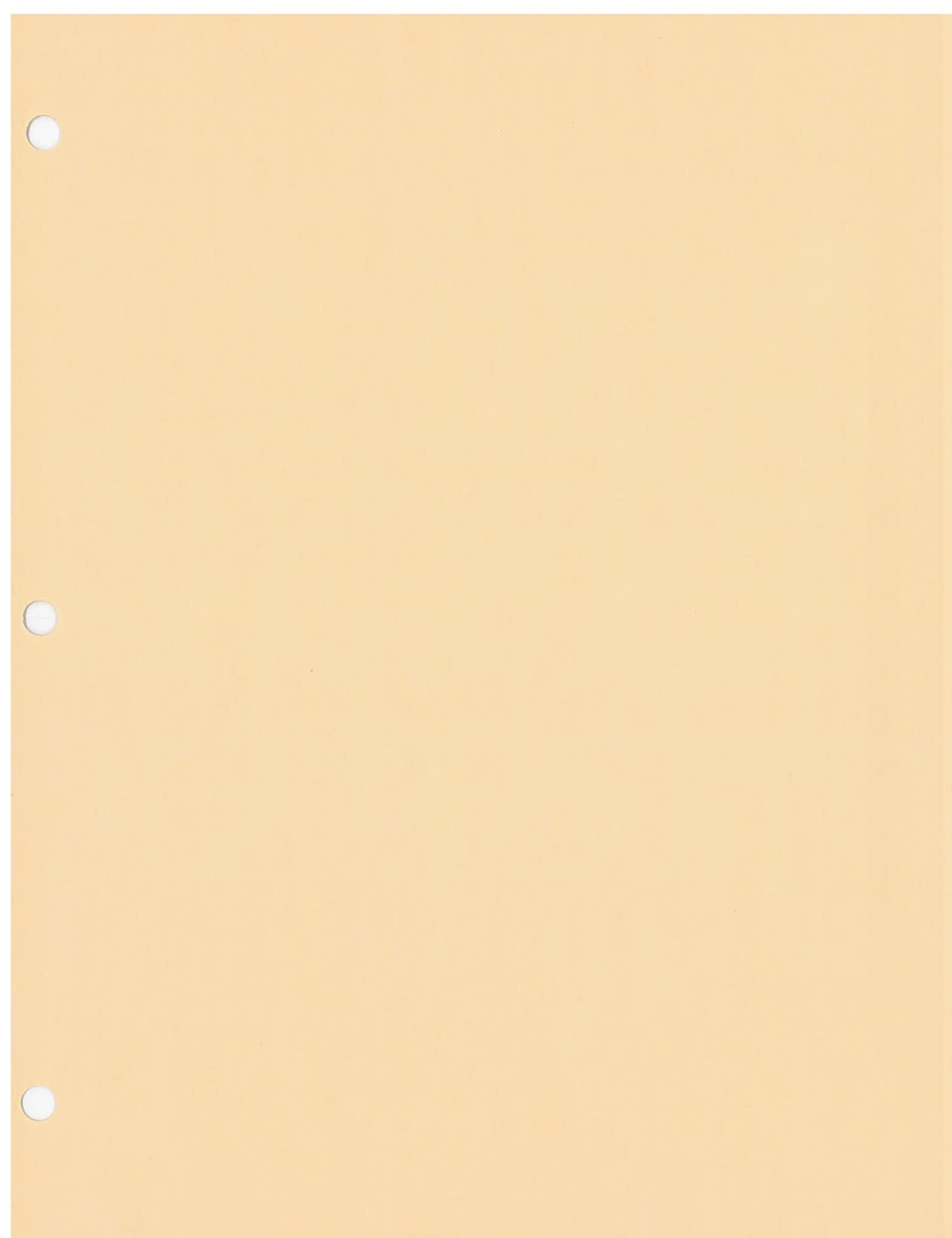
Assist the County with the implementation of final recommendations.



## 5.0 Recommendations and Next Steps / Comments

#	<b>Phase 1: Development of Resource and Policy Framework</b>
1	The City, County, and Agency should evaluate their staffing and ensure levels appropriate for implementation of the Plan. <ul style="list-style-type: none"> <li>Staffing could include full – or part – time employees and / or contractors</li> </ul>
2	Continue Solid Waste Advisory Committee or similar group to oversee implementation of the Plan. <ul style="list-style-type: none"> <li>Contact SWAC members to determine interest in participating</li> </ul>
3	Prohibit / ban the disposal of specified recyclable materials at BuRRT and Caja del Rio Landfill. <ul style="list-style-type: none"> <li>Agency to draft disposal ban terms / conditions for review by City, County, Agency Board</li> </ul>
4	City, County, and Agency to adopt measurable recycling goal and target date for achievement such as 33 % by 2015. <ul style="list-style-type: none"> <li>Agency to draft resolution for approval by entities</li> </ul>
5	Develop a communications strategy and related materials / methods. <ul style="list-style-type: none"> <li>Coordinated approach based on cooperation between City, County, Agency</li> </ul>
6	Operate solid waste system as an enterprise fund wherein fees for services and revenue from materials disposed and recycled cover current and anticipated program capital and operating costs. <ul style="list-style-type: none"> <li>Provides rationale for flow control, accepting out – of – county waste at landfill, and changing County role in unincorporated areas</li> </ul>
7	Evaluate feasibility of instituting flow control so that all solid waste generated within the County is delivered to either BuRRT or Caja del Rio Landfill. <ul style="list-style-type: none"> <li>City, County, Agency to examine impacts of flow control and develop ordinance language for consideration by each entity</li> </ul>
8	Accept out – of – county waste at Caja del Rio Landfill. <ul style="list-style-type: none"> <li>Requires approval and consent of City and County for Agency to dispose of waste from outside County at the Landfill</li> </ul>

#	<b>Phase 2: Pursuit of Specific Initiatives</b>
9	<p>Explore feasibility of establishing franchises or permits for private haulers in County unincorporated areas.</p> <ul style="list-style-type: none"> <li>Provides County with opportunity to define and organize delivery of services; related to # 10</li> </ul>
10	<p>Explore feasibility of requiring that residential, commercial, and institutional generators receive collection services for trash and recyclables in County unincorporated areas.</p> <ul style="list-style-type: none"> <li>Provides County with opportunity to define and organize delivery of services; related to # 9</li> </ul>
11	<p>Expand collection of recyclables from residential, commercial, and institutional sources in the City and County of Santa Fe.</p> <ul style="list-style-type: none"> <li>Increase participation in existing programs through systematic promotion, education, outreach (see # 5)</li> </ul>
12	<p>Improve convenience for collection of recyclables at County transfer stations.</p> <ul style="list-style-type: none"> <li>Focus is on such factors as site access, appropriate containers, useful signage</li> </ul>
13	<p>Develop an area at BuRRT or Caja del Rio Landfill for materials reuse and exchange based on a public / private partnership.</p> <ul style="list-style-type: none"> <li>Land is available at either location; could be related to # 14</li> </ul>
14	<p>Explore and support reuse / recovery of materials from construction and demolition sites.</p> <ul style="list-style-type: none"> <li>In cooperation with industry group; could become part of # 13</li> </ul>
15	<p>Investigate and identify what other materials could be recovered for recycling or reuse / exchange.</p> <ul style="list-style-type: none"> <li>Related to market conditions / demand and capability / equipment for materials processing at BuRRT</li> </ul>

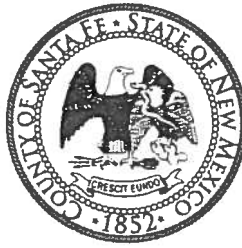




**Daniel "Danny" Mayfield**  
*Commissioner, District 1*

**Miguel M. Chavez**  
*Commissioner, District 2*

**Robert A. Anaya**  
*Commissioner, District 3*



**Kathy Holian**  
*Commissioner, District 4*

**Liz Stefanics**  
*Commissioner, District 5*

**Katherine Miller**  
*County Manager*

## MEMORANDUM

**TO:** Santa Fe Board of County Commissioners  
**FROM:** Teresa Casados, Senior Services, Health Division  
**DATE :** January 31, 2013  
**SUBJECT:** Update on Senior Services and Community Centers

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### Issue:

The Commission has requested quarterly updates from Senior Services regarding the provision of services at Santa Fe County Senior and Community Centers.

### Background:

Senior Services provided a first quarter report on September 11, 2012. Per the Commission's request, the attached presentation provides a current update on services provided at Edgewood, Eldorado, Rio en Medio, Chimayo, Santa Cruz, El Rancho and Nambe Senior Centers. Also provided is an update on Community Centers in La Cienega, Nancy Rodriguez, Cundiyo, El Rancho, Chupadero and Nambe.

### Staff Recommendations:

None noted.

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# Santa Fe County Senior Services



*February 12, 2013*

# Abedon Lopez

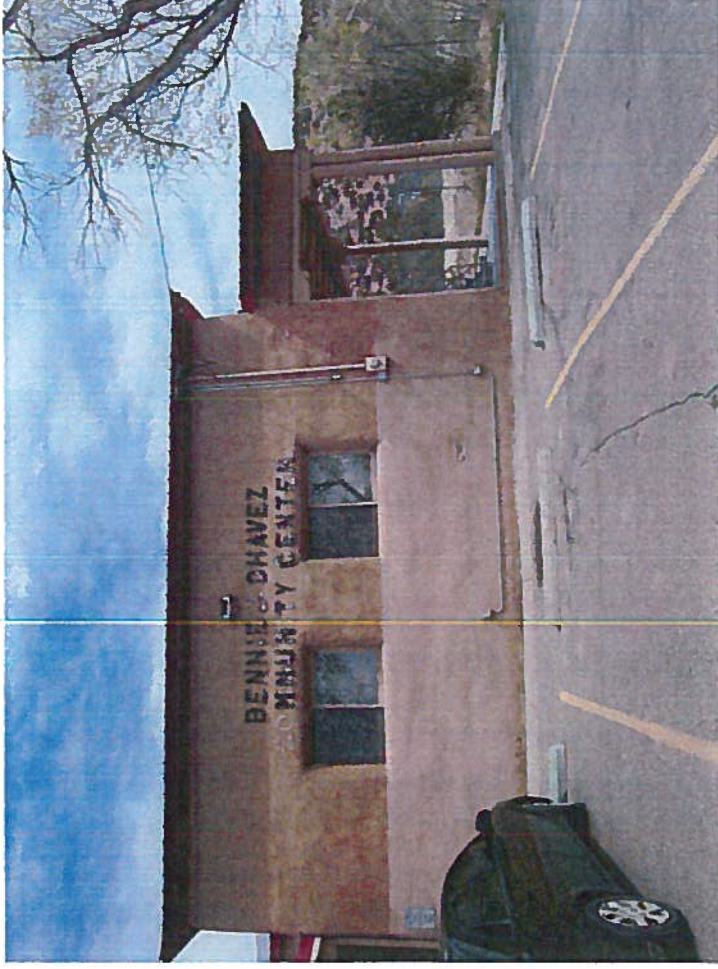


## Congregate Meals:

2<sup>nd</sup> Quarter 2011 - 1246

2<sup>nd</sup> Quarter 2012- 1311

# Bennie J Chavez



## Congregate Meals:

2<sup>nd</sup> Quarter 2011 - 1033  
2<sup>nd</sup> Quarter 2012 - 1266

## Home Delivered Meals:

2<sup>nd</sup> Quarter 2011 - 2430  
2<sup>nd</sup> Quarter 2012 - 2861



# El Rancho



## Congregate Meals:

2<sup>nd</sup> Quarter 2011 – 203  
2<sup>nd</sup> Quarter 2012 – 215

## Home Delivered Meals:

2<sup>nd</sup> Quarter 2011 – 941  
2<sup>nd</sup> Quarter 2012 – 791

## Transportation:

2<sup>nd</sup> Quarter 2012 - 70

# Rio en Medio

## Congregate Meals:

2<sup>nd</sup> Quarter 2011 – 0

2<sup>nd</sup> Quarter 2012 – 206



# Ken & Patty Adam Center



## Congregate Meals:

2<sup>nd</sup> Quarter 2011 – 1464  
2<sup>nd</sup> Quarter 2012 – 1777

## Home Delivered Meals:

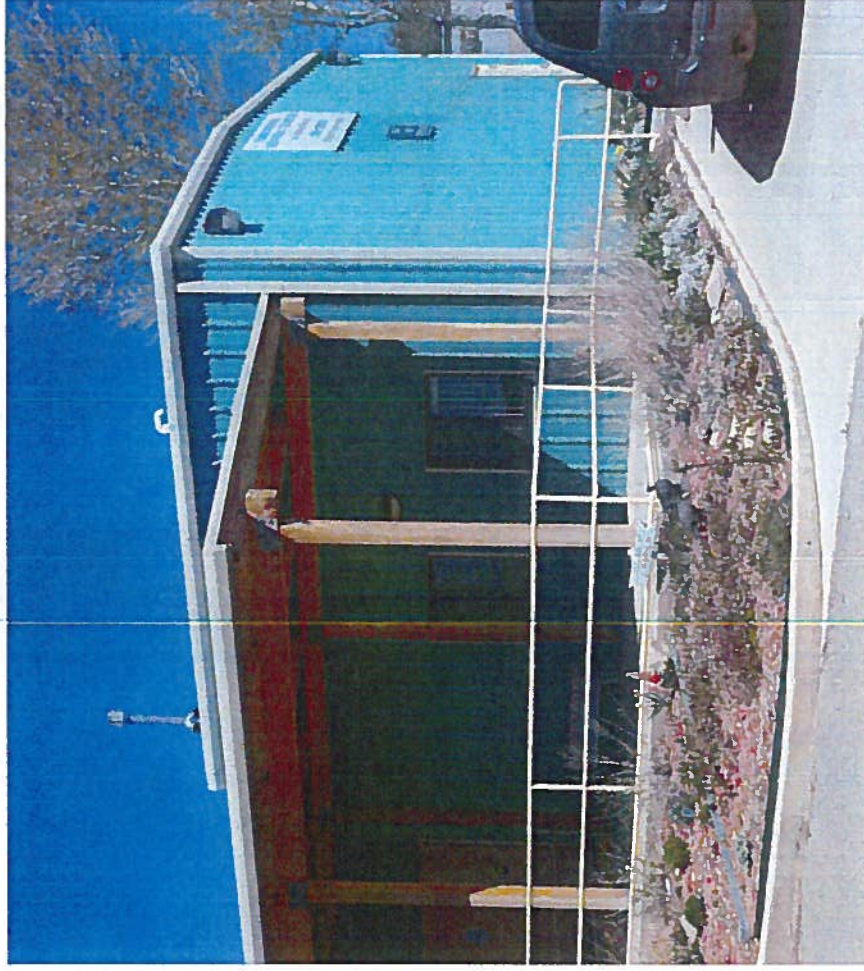
2<sup>nd</sup> Quarter 2011 – 1337  
2<sup>nd</sup> Quarter 2012 – 1626

## Transportation

2<sup>nd</sup> Quarter - 1081



# Edgewood



## **Congregate Meals:**

2<sup>nd</sup> Quarter 2011 – 1760

2<sup>nd</sup> Quarter 2012 – 2235

## **Home Delivered Meals:**

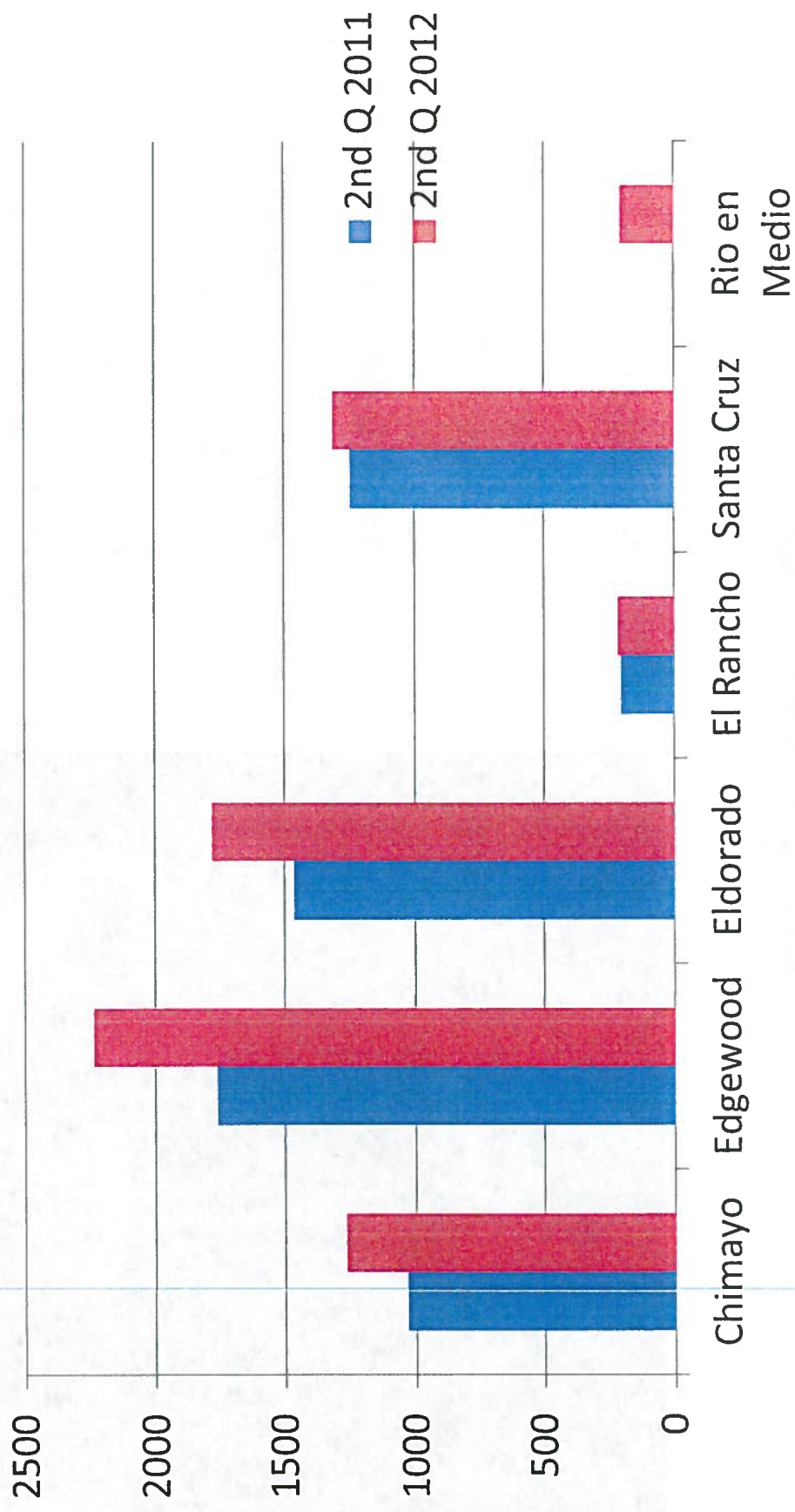
2<sup>nd</sup> Quarter 2011 – 884

2<sup>nd</sup> Quarter 2012 – 1461

## **Transportation**

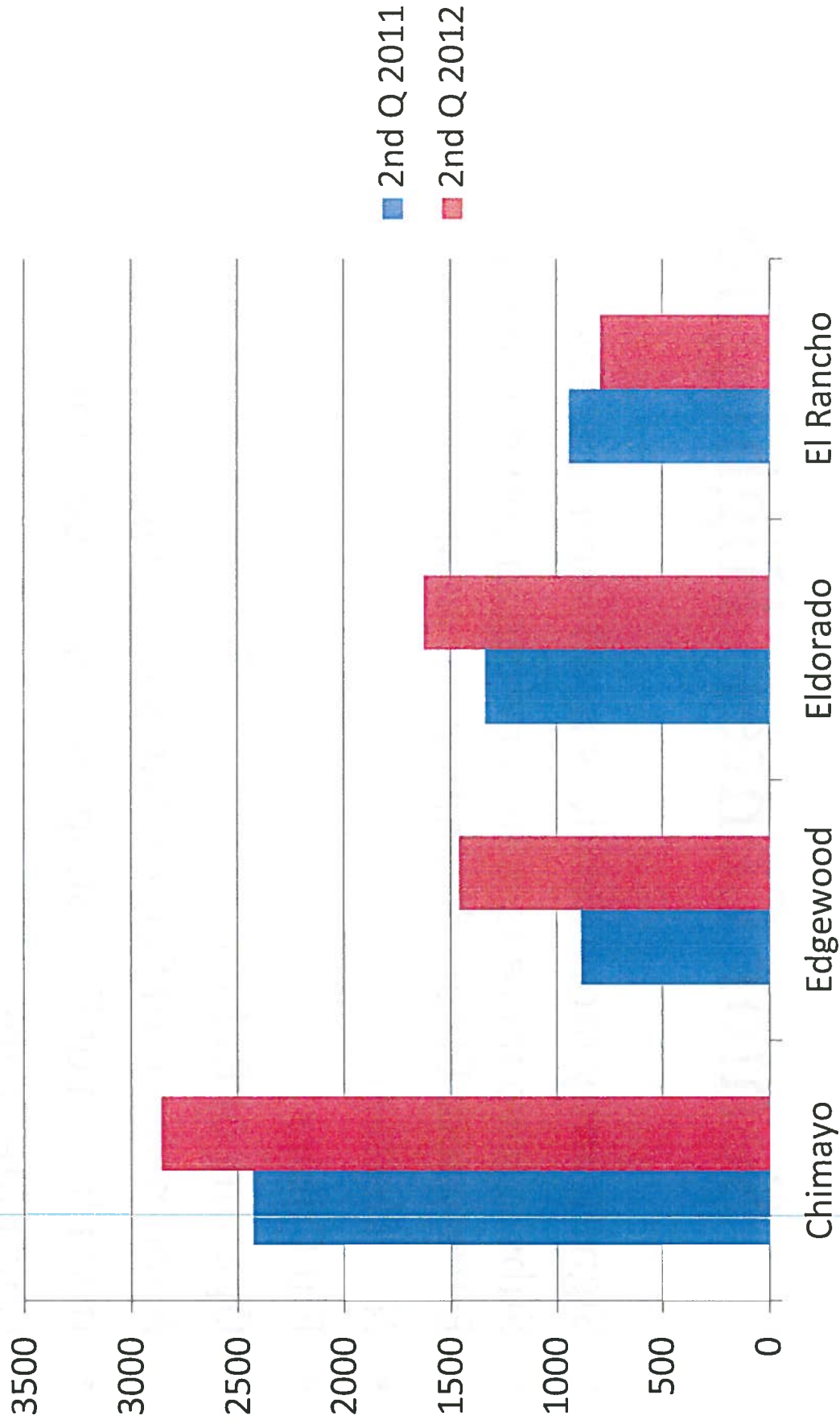
2<sup>nd</sup> Quarter - 516

# Congregate Meals





# Home Delivered Meals



# Senior Center Highlights

- Significantly more services in all service areas
- Substantive increases in services to Seniors in the Edgewood, Eldorado and Chimayo area
- Newsletter
- Flu Clinics
- Opening of Rufina
- Appointment of Senior Advisory Board
- Installation of Fire Suppression - Edgewood
- Computer Labs
- Senior Dances

# Highlights.....

- CPR Training
- Funding for Transportation
- AAA Capital Outlay

# Community Center Highlights

- Board Appointments
- Board Training
- Dedicated County Staff
- Insurance Changes
- Resolution Rewrite
- Key Pad Entry System

# Coming Soon....

- Fresh Food Initiative
- Senior Companion Coordinator
- Highway 14
- La Cienega Remodel
- Eldorado Expansion
- Resolution for Community Centers
- Shingles Clinic
- Knox Key System









**THE BOARD OF COUNTY COMMISSIONERS OF  
SANTA FE COUNTY**

**ORDINANCE NO. 2013-\_\_**

**AN ORDINANCE AMENDING ORDINANCE 1992-03 TO ESTABLISH THE  
RIGHT TO OBTAIN A DUPLICATE BUSINESS LICENSE AND  
ESTABLISHING A FEE FOR ISSUANCE OF A DUPLICATE BUSINESS  
LICENSE**

**BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY THAT ORDINANCE 1992-03, AS AMENDED BY  
ORDINANCE 2009-3, IS FURTHER AMENDED AS FOLLOWS:**

**WHEREAS**, in 1992 the Board of County Commissioners of Santa Fe County adopted Ordinance 1992-03 requiring persons engaging in business in Santa Fe County to obtain a Santa Fe County business license;

**WHEREAS**, in 2009 the Board of County Commissioners adopted Ordinance 2009-3 amending Ordinance 1992-3 by transferring responsibility for issuance of business licenses from the Santa Fe County Clerk to the Santa Fe County Treasurer; and

**WHEREAS**, the Santa Fe County Treasurer receives regular requests for duplicate copies of business licenses, the provision of which is an expense to Santa Fe County.

**NOW, THEREFORE BE IT ORDAINED BY THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY** that Ordinance 1992-03 is hereby amended as follows.

1. Section 3(B)(3) is hereby amended by adding the following:

“Any license holder who requests a second copy of their license may obtain the duplicate license following payment of the duplicate license fee set forth in Section 3(B)(4).”

2. Section 3(B)(4) is hereby amended by adding the following:

“n. Duplicate license, six (\$6.00) dollars.”



**PASSED, APPROVED, and ADOPTED** this \_\_\_\_\_ day of \_\_\_\_\_, 2013,  
by the Board of County Commissioners of Santa Fe County.

**THE BOARD OF COUNTY COMMISSIONERS  
OF SANTA FE COUNTY**

By: \_\_\_\_\_  
Kathleen S. Holian, Chair

**ATTEST:**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Geraldine Salazar, Santa Fe County Clerk

\_\_\_\_\_  
Stephen C. Ross, County Attorney







NO PACKET MATERIAL  
FOR THIS ITEM









SANTA FE COUNTY  
RESOLUTION NO. 2013-

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A RESOLUTION OPPOSING HOUSE BILL 30 OF THE 2013 NEW MEXICO LEGISLATURE WHICH ELIMINATES THE INVOLVEMENT OF SANTA FE COUNTY IN THE DIRECT DISTRIBUTION OF COUNTY REGIONAL TRANSIT GROSS RECEIPTS TAX PROCEEDS AND OBSTRUCTS SANTA FE COUNTY FROM ENSURING TRANSPARENCY AND ACCOUNTABILITY REGARDING THE REGIONAL TRANSIT GROSS RECEIPTS TAX PROCEEDS FOR SANTA FE COUNTY TAX PAYERS

---

**WHEREAS**, since adoption of Santa Fe County Resolution 2008-125, Santa Fe County has been a participating government member in the North Central Regional Transit District (NCRTD);

**WHEREAS**, Santa Fe County agreed to become a government member of the NCRTD based upon the following conditions set forth in Santa Fe County Resolution 2008-125:

“4. The Board of County Commissioners accepts the offer of the District that the County be provided annually with revenue equivalent to 86 percent of a 1/16 percent increment of the County Regional Transit Gross Receipts Tax to address specific transit needs within the County and City of Santa Fe.

5. With funds so provided, Santa Fe County may contract with the District, the City of Santa Fe, The Rio Metro Regional Transit District, the New Mexico Department of Transportation, or a third party, to provide connecting transportation to and from the Rail Runner within the County and to meet transit needs within Santa Fe County and City of Santa Fe.

6. The remaining fourteen percent (14%) of the revenue raised by a one sixteenth of one percent Gross Receipts Tax levied in Santa Fe County shall be used by the District for providing connecting service to the Rail Runner and shall include all applicable District overhead and administrative costs.

7. In accordance with the Regional Transit Act, NMSA 1978, Sections 73-25-1 et seq. Santa Fe County may withdraw from the District at any time subsequent to the date of this Resolution and may form a Regional Transit District comprising only Santa Fe County with the City of Santa Fe. If a



Regional Transit District is formed within Santa Fe County, the revenue distribution described in this Resolution shall remain intact, but the new Santa Fe Regional Transit District may levy additional increments of the gross receipts tax to fund its operations, if needed.”

**WHEREAS**, the language of House Bill 30 of the 2013 New Mexico Legislature as introduced terminates Santa Fe County’s involvement in distributing the Regional Transit Gross Receipts Tax proceeds directly to the NCRTD and thus impedes the conditions set forth in Santa Fe County Resolution 2008-125; and

**WHEREAS**, the elimination of Santa Fe County as the direct distributor of the County Regional Transit Gross Receipts to the NCRTD as proposed in House Bill 30 will inhibit Santa Fe County from knowing and communicating to Santa Fe County tax payers how much tax revenue is generated by the County Regional Transit Gross Receipts Tax, and the amounts which should in accordance with Resolution 2008-125 be allocated to Santa Fe County so that Santa Fe County can contract with the District, the City of Santa Fe, The Rio Metro Regional Transit District, the New Mexico Department of Transportation, or a third party, to provide connecting transportation to and from the Rail Runner within the County and to meet transit needs within Santa Fe County and City of Santa Fe;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF SANTA FE COUNTY** that Santa Fe County actively opposes House Bill 30 of the 2013 New Mexico Legislature which eliminates the involvement of Santa Fe County in the direct distribution of County Regional Transit Gross Receipts Tax proceeds to the NCRTD and obstructs Santa Fe County from ensuring transparency and accountability regarding the Regional Transit Gross Receipts Tax proceeds for Santa Fe County tax payers.

**BOARD OF COUNTY COMMISSIONERS**

By: \_\_\_\_\_  
Kathy Holian, Chair

ATTEST:

\_\_\_\_\_  
Geraldine Salazar, County Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Stephen C. Ross, County Attorney



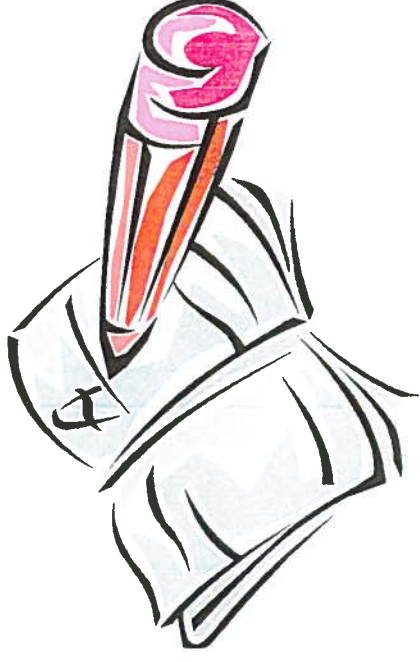






# Santa Fe County Citizen Survey

**Options for Assessing Santa Fe County's Performance and Prioritizing Funding**





# Options

## National Citizen Survey

- Conducted by the National Research Center in conjunction with the International City/County Management Association (ICMA).
- Standardized survey.
- Survey is mailed.
- Focus is more on satisfaction rather than on priorities.
- Costs approximately \$23,000
- Provides an “a la carte” menu of survey options.

## Polling Consultant

- Can use a firm that we have experience with if we so choose.
- Not a standardized survey.
- Survey is conducted via telephone interview.
- Can choose any offered services.
- Costs \$26,000 - \$29,000

***Both options promise approximately the same number of respondents, a +/- 5% error rate or better, can perform demographic and geographic cross tabs, offer a Spanish language survey option, offer an on-line survey and will produce a draft report and a final report with all of the findings of the survey. Adequate budget exists for either option.***



# National Citizen Survey

## Pros

- “Tried and True” survey used by more than 200 jurisdictions across more than 40 states (locally used by the City of Rio Rancho).
- Uses a “key driver analysis” to determine what elements of government contribute most to citizen satisfaction and can be used to prioritize funding.
- Results may be reported comparatively with other jurisdictions that have used the service.
- Results can be “fed” directly into the Center for Performance Management (CPM) 101 program in which SFC participates.
- Requires minimal project management time to complete.

## Cons

- Not completely customizable (Utilizes a semi-customizable questionnaire with three jurisdiction specific questions, and the option to purchase an open-ended question.)
- Report would be completed in May (at the earliest) which is well into the budget process.

*A sample of the National Citizen Survey questionnaire appears at the end of this presentation.*



# Use of a Polling Firm

## Pros

- Fully customizable survey is developed.
- Can decide what focus to place on the survey (satisfaction vs. priorities).
- **Once survey questions are finalized\***, the survey and draft report will be completed within 8-10 weeks, thus information can **possibly** be available in April.

## Cons

- Cannot be used in conjunction with the CPM 101 program.
- Comparative data not available, thus matching SFC performance against other jurisdictions is not possible.
- Requires significant project management time.

\* The 2010 survey questions took approximately one month to develop.





# ABC County 2012 Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Please select the response (by circling the number or checking the box) that most closely represents your opinion for each question. Your responses are anonymous and will be reported in group form only.

## 1. Please rate each of the following aspects of quality of life in ABC County:

	Excellent	Good	Fair	Poor	Don't know
ABC County as a place to live.....	1	2	3	4	5
Your neighborhood as a place to live.....	1	2	3	4	5
ABC County as a place to raise children.....	1	2	3	4	5
ABC County as a place to work.....	1	2	3	4	5
ABC County as a place to retire.....	1	2	3	4	5
The overall quality of life in ABC County.....	1	2	3	4	5

## 2. Please rate each of the following characteristics as they relate to ABC County as a whole:

	Excellent	Good	Fair	Poor	Don't know
Sense of community.....	1	2	3	4	5
Openness and acceptance of the community toward people of diverse backgrounds.....	1	2	3	4	5
Overall appearance of ABC County.....	1	2	3	4	5
Cleanliness of ABC County.....	1	2	3	4	5
Overall quality of new development in ABC County.....	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Overall quality of business and service establishments in ABC County.....	1	2	3	4	5
Shopping opportunities.....	1	2	3	4	5
Opportunities to attend cultural activities.....	1	2	3	4	5
Recreational opportunities.....	1	2	3	4	5
Employment opportunities.....	1	2	3	4	5
Educational opportunities.....	1	2	3	4	5
Opportunities to participate in social events and activities.....	1	2	3	4	5
Opportunities to participate in religious or spiritual events and activities.....	1	2	3	4	5
Opportunities to volunteer.....	1	2	3	4	5
Opportunities to participate in community matters.....	1	2	3	4	5
Ease of car travel in ABC County.....	1	2	3	4	5
Ease of bus travel in ABC County.....	1	2	3	4	5
Ease of rail or subway travel in ABC County.....	1	2	3	4	5
Ease of bicycle travel in ABC County.....	1	2	3	4	5
Ease of walking in ABC County.....	1	2	3	4	5
Availability of paths and walking trails.....	1	2	3	4	5
Traffic flow on major streets.....	1	2	3	4	5
Amount of public parking.....	1	2	3	4	5
Availability of affordable quality housing.....	1	2	3	4	5
Availability of affordable quality child care.....	1	2	3	4	5
Availability of affordable quality health care.....	1	2	3	4	5
Availability of affordable quality food.....	1	2	3	4	5
Availability of preventive health services.....	1	2	3	4	5
Air quality.....	1	2	3	4	5
Quality of overall natural environment in ABC County.....	1	2	3	4	5
Overall image or reputation of ABC County.....	1	2	3	4	5

## 3. Please rate the speed of growth in the following categories in ABC County over the past 2 years:

	Much too slow	Somewhat too slow	Right amount	Somewhat too fast	Much too fast	Don't know
Population growth.....	1	2	3	4	5	6
Retail growth (stores, restaurants, etc.).....	1	2	3	4	5	6
Jobs growth.....	1	2	3	4	5	6



4. To what degree, if at all, are run down buildings, weed lots or junk vehicles a problem in ABC County?  
☐ Not a problem    ☐ Minor problem    ☐ Moderate problem    ☐ Major problem    ☐ Don't know

5. Please rate how safe or unsafe you feel from the following in ABC County:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
Violent crime (e.g., rape, assault, robbery) .....	1	2	3	4	5	6
Property crimes (e.g., burglary, theft) .....	1	2	3	4	5	6
Environmental hazards, including toxic waste .....	1	2	3	4	5	6

6. Please rate how safe or unsafe you feel:

	Very safe	Somewhat safe	Neither safe nor unsafe	Somewhat unsafe	Very unsafe	Don't know
In your neighborhood during the day .....	1	2	3	4	5	6
In your neighborhood after dark .....	1	2	3	4	5	6
In ABC County's downtown area(s) during the day .....	1	2	3	4	5	6
In ABC County's downtown area(s) after dark .....	1	2	3	4	5	6

7. During the past 12 months, were you or anyone in your household the victim of any crime?

☐ No → Go to Question 9    ☐ Yes → Go to Question 8    ☐ Don't know → Go to Question 9

8. If yes, was this crime (these crimes) reported to the police?

☐ No    ☐ Yes    ☐ Don't know

9. In the last 12 months, about how many times, if ever, have you or other household members participated in the following activities in ABC County?

	Never	Once or twice	3 to 12 times	13 to 26 times	More than 26 times
Used ABC County public libraries or their services .....	1	2	3	4	5
Used ABC County recreation centers .....	1	2	3	4	5
Participated in a recreation program or activity .....	1	2	3	4	5
Visited a neighborhood park or County park .....	1	2	3	4	5
Ridden a local bus within ABC County .....	1	2	3	4	5
Attended a meeting of local elected officials or other local public meeting .....	1	2	3	4	5
Watched a meeting of local elected officials or other County-sponsored public meeting on cable television, the Internet or other media .....	1	2	3	4	5
Read ABC County Newsletter .....	1	2	3	4	5
Visited the ABC County Web site (at abc.com) .....	1	2	3	4	5
Recycled used paper, cans or bottles from your home .....	1	2	3	4	5
Volunteered your time to some group or activity in ABC County .....	1	2	3	4	5
Participated in religious or spiritual activities in ABC County .....	1	2	3	4	5
Participated in a club or civic group in ABC County .....	1	2	3	4	5
Provided help to a friend or neighbor .....	1	2	3	4	5

10. About how often, if at all, do you talk to or visit with your immediate neighbors (people who live in the 10 or 20 households that are closest to you)?

☐ Just about every day  
☐ Several times a week  
☐ Several times a month  
☐ Less than several times a month



## ABC County 2012 Citizen Survey

### 11. Please rate the quality of each of the following services in ABC County:

	Excellent	Good	Fair	Poor	Don't know
Sheriff services .....	1	2	3	4	5
Fire services .....	1	2	3	4	5
Ambulance or emergency medical services .....	1	2	3	4	5
Crime prevention .....	1	2	3	4	5
Fire prevention and education .....	1	2	3	4	5
Municipal courts .....	1	2	3	4	5
Traffic enforcement on County roads and highways .....	1	2	3	4	5
Road repair .....	1	2	3	4	5
Snow removal on County roads and highways .....	1	2	3	4	5
Bus or transit services .....	1	2	3	4	5
Garbage collection .....	1	2	3	4	5
Recycling .....	1	2	3	4	5
Yard waste pick-up .....	1	2	3	4	5
Storm drainage .....	1	2	3	4	5
Drinking water .....	1	2	3	4	5
Sewer services .....	1	2	3	4	5
Power (electric and/or gas) utility .....	1	2	3	4	5
County parks .....	1	2	3	4	5
Recreation programs or classes .....	1	2	3	4	5
Recreation centers or facilities .....	1	2	3	4	5
ABC County Open Space .....	1	2	3	4	5
Nature programs or classes .....	1	2	3	4	5
Availability of historic sites .....	1	2	3	4	5
Land use, planning and zoning .....	1	2	3	4	5
Code enforcement (weeds, abandoned buildings, etc.) .....	1	2	3	4	5
Animal control .....	1	2	3	4	5
Economic development .....	1	2	3	4	5
Health services .....	1	2	3	4	5
Services to seniors .....	1	2	3	4	5
Services to youth .....	1	2	3	4	5
Services to low-income people .....	1	2	3	4	5
Public library services .....	1	2	3	4	5
Public information services .....	1	2	3	4	5
Public schools .....	1	2	3	4	5
Cable television .....	1	2	3	4	5
Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) .....	1	2	3	4	5
Preservation of natural areas such as open space, farmlands and greenbelts .....	1	2	3	4	5
Mental Health services .....	1	2	3	4	5
Drug and Alcohol services .....	1	2	3	4	5
Adult protective services .....	1	2	3	4	5
Agricultural/Farm advisor .....	1	2	3	4	5

### 12. Overall, how would you rate the quality of the services provided by each of the following?

	Excellent	Good	Fair	Poor	Don't know
ABC County .....	1	2	3	4	5
The Federal Government .....	1	2	3	4	5
The State Government .....	1	2	3	4	5



**(including sheriff, receptionists, planners or any others)?**

- ☐ No → Go to Question 15

**14. What was your impression of the employee(s) of ABC County in your most recent contact? (Rate each characteristic below.)**

	Excellent	Good	Fair	Poor	Don't know
Knowledge.....	1	2	3	4	5
Responsiveness.....	1	2	3	4	5
Courtesy.....	1	2	3	4	5
Overall impression.....	1	2	3	4	5

**15. Please rate the following categories of ABC County government performance:**

	Excellent	Good	Fair	Poor	Don't know
The value of services for the taxes paid to ABC County.....	1	2	3	4	5
The overall direction that ABC County is taking.....	1	2	3	4	5
The job ABC County government does at welcoming citizen involvement.....	1	2	3	4	5

**16. Please indicate how likely or unlikely you are to do each of the following:**

	Very likely	Somewhat likely	Somewhat unlikely	Very unlikely	Don't know
Recommend living in ABC County to someone who asks .....	1	2	3	4	5
Remain in ABC County for the next five years.....	1	2	3	4	5

17. What impact, if any, do you think the economy will have on your family income in the next 6 months? Do you think the impact will be:

- ☐ Very positive    ☐ Somewhat positive    ☒ Neutral    ☐ Somewhat negative    ☐ Very negative

**18. Please check the response that comes closest to your opinion for each of the following questions:**

- a. Custom Question #1 Custom Question #1 Custom Question #1 Custom Question #1 Custom Question #1 Custom  
Question #1 Custom Question #1 Custom Question #1 Custom Question #1 Custom Question #1 Custom Question  
#1 Custom Question #1 Custom Question #1 Custom Question #1 Custom Question #1 Custom Question #1  
Custom Question #1

- ☐ Scale point 1    ☐ Scale point 2    ☐ Scale point 3    ☐ Scale point 4    ☐ Scale point 5

- [illegible]

- ☐ Scale point 1    ☐ Scale point 2    ☐ Scale point 3    ☐ Scale point 4    ☐ Scale point 5

- c. Custom Question #3 Custom Question #3 Custom Question #3 Custom Question #3 Custom Question #3 Custom  
Question #3 Custom Question #3 Custom Question #3 Custom Question #3 Custom Question #3 Custom Question  
#3 Custom Question #3 Custom Question #3 Custom Question #3 Custom Question #3 Custom Question #3  
Custom Question #3

- ☐ Scale point 1    ☐ Scale point 2    ☐ Scale point 3    ☐ Scale point 4    ☐ Scale point 5

- d. OPTIONAL [see Worksheets for details and price of this option] Open-Ended Question Open-Ended Question  
Open-Ended Question Open-Ended Question Open-Ended Question Open-Ended Question Open-Ended Question  
Open-Ended Question Open-Ended Question Open-Ended Question Open-Ended Question Open-Ended Question





# ABC County 2012 Citizen Survey

Our last questions are about you and your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

**D1. Are you currently employed for pay?**

- ☐ No → Go to Question D3  
☐ Yes, full time → Go to Question D2  
☐ Yes, part time → Go to Question D2

**D2. During a typical week, how many days do you commute to work (for the longest distance of your commute) in each of the ways listed below? (Enter the total number of days, using whole numbers.)**

Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) by myself ..... days  
Motorized vehicle (e.g., car, truck, van, motorcycle, etc.) with other children or adults ..... days  
Bus, rail, subway or other public transportation ..... days  
Walk ..... days  
Bicycle ..... days  
Work at home ..... days  
Other ..... days

**D3. How many years have you lived in ABC County?**

- ☐ Less than 2 years    ☐ 11-20 years  
☐ 2-5 years            ☐ More than 20 years  
☐ 6-10 years

**D4. Which best describes the building you live in?**

- ☐ One family house detached from any other house  
☐ House attached to one or more houses (e.g., duplex or townhome)  
☐ Building with two or more apartments or condominiums  
☐ Mobile home  
☐ Other

**D5. Is this house, apartment or mobile home...**

- ☐ Rented for cash or occupied without cash payment?  
☐ Owned by you or someone in this house with a mortgage or first mortgage

**D6. About how much is your monthly housing cost for the place you live including rent, mortgage payment, property tax, property insurance and homeowners' association (HOA) fees?**

- ☐ Less than \$500 per month  
☐ \$300 to \$599 per month  
☐ \$600 to \$999 per month  
☐ \$1,000 to \$1,499 per month  
☐ \$1,500 to \$2,499 per month  
☐ \$2,500 or more per month

**D7. Do any children 17 or under live in your household?**

- ☐ No                      ☐ Yes

**D8. Are you or any other members of your household aged 65 or older?**

- ☐ No                      ☐ Yes

**D9. How much do you anticipate your household's total income before taxes will be for the current year? (Please include in your total income money from all sources for all persons living in your household.)**

- ☐ Less than \$24,999  
☐ \$25,000 to \$49,999  
☐ \$50,000 to \$99,999  
☐ \$100,000 to \$149,999  
☐ \$150,000 or more

**Please respond to both question D10 and D11:**

**D10. Are you Spanish, Hispanic or Latino?**

- ☐ No, not Spanish, Hispanic or Latino  
☐ Yes, I consider myself to be Spanish, Hispanic or Latino

**D11. What is your race? (Mark one or more races to indicate what race you consider yourself to be.)**

- ☐ American Indian or Alaskan Native  
☐ Asian, Asian Indian or Pacific Islander  
☐ Black or African American  
☐ White  
☐ Other

**D12. In which category is your age?**

- ☐ 18-24 years            ☐ 55-64 years  
☐ 25-34 years            ☐ 65-74 years  
☐ 35-44 years            ☐ 75 years or older  
☐ 45-54 years

**D13. What is your sex?**

- ☐ Female                ☐ Male

**D14. Are you registered to vote in your jurisdiction?**

- ☐ No                      ☐ Ineligible to vote  
☐ Yes                    ☐ Don't know

**D15. Many people don't have time to vote in elections. Did you vote in the last general election?**

- ☐ No                      ☐ Ineligible to vote  
☐ Yes                    ☐ Don't know

**D16. Do you have a cell phone?**

- ☐ No                      ☐ Yes

**D17. Do you have a land line at home?**

- ☐ No                      ☐ Yes

**D18. If you have both a cell phone and a land line, which do you consider your primary telephone number?**

- ☐ Cell                    ☐ Land line            ☐ Both

Thank you for completing this survey. Please return the completed survey in the postage paid envelope to:  
National Research Center, Inc., PO Box 549, Belle Mead, NJ 08502







**NO PACKET MATERIAL FOR THIS  
ITEM**

**EXECUTIVE SESSION**





