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SANTA FE CITY COUNCIL MEETING
May 14, 2014

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**MINUTES OF THE
REGULAR MEETING OF THE
GOVERNING BODY
Santa Fe, New Mexico
May 14, 2014**

AFTERNOON SESSION

A regular meeting of the Governing Body of the City of Santa Fe, New Mexico, was called to order by Mayor Javier M. Gonzales, on Wednesday, May 14, 2014, at approximately 5:00 p.m., in the City Hall Council Chambers. Following the Pledge of Allegiance, Salute to the New Mexico flag, and the Invocation, roll call indicated the presence of a quorum, as follows:

Members Present

Mayor Javier M. Gonzales
Councilor Patti J. Bushee
Councilor Bill Dimas
Councilor Carmichael A. Dominguez
Councilor Peter N. Ives
Councilor Signe I. Lindell
Councilor Joseph M. Maestas
Councilor Christopher M. Rivera
Councilor Ronald S. Trujillo

Others Attending

Brian K. Snyder, City Manager
Kelley Brennan, Interim City Attorney
Yolanda Y. Vigil, City Clerk
Melessia Helberg, Council Stenographer

6. APPROVAL OF AGENDA

Mr. Snyder asked to remove Item 10(h) from the agenda, because it is going to be discussed further at POSAC.

MOTION: Councilor Bushee moved, seconded by Councilor Ives, to approve the agenda as amended.

VOTE: The motion was approved unanimously on a voice vote with Mayor Gonzales and Councilors Bushee, Dimas, Dominguez, Ives, Lindell, Maestas, Rivera and Trujillo voting in favor of the motion and none against.

7. APPROVAL OF CONSENT CALENDAR

MOTION: Councilor Bushee moved, seconded by Councilor Trujillo, to approve the following Consent Calendar, as presented.

VOTE: The motion was approved on the following Roll Call vote:

For: Mayor Gonzales, Councilor Bushee, Councilor Dimas, Councilor Dominguez, Councilor Ives, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

10. CONSENT CALENDAR

A Memorandum to Mayor and Council, from Isaac J. Pino, PWD Director, regarding Reallocation of GO bond project funds, regarding Item 10(h), is incorporated herewith to these minutes as Exhibit "3."

- a) **REQUEST FOR APPROVAL OF AGREEMENT – IMPROVE JUVENILE JUSTICE SYSTEM AND DECREASE JUVENILE DELINQUENCY IN THE COMMUNITY AND PREVENTION AND EARLY INTERVENTION IN JUVENILE JUSTICE SERVICES; STATE OF NEW MEXICO, CHILDREN YOUTH AND FAMILIES DEPARTMENT. (RICHARD DeMELLA)**
- b) **REQUEST FOR APPROVAL OF AMENDMENT NO. 1 TO PROFESSIONAL SERVICES AGREEMENT – SOFTWARE LICENSES AND ANNUAL TECHNICAL SUPPORT AND HOSTING FEES; ROUTEMATCH SOFTWARE, INC. (KEN SMITHSON)**
- c) **REQUEST FOR APPROVAL OF FEDERAL FISCAL YEARS 2015-2017 SANTA FE TRAILS TITLE IV PROGRAM AND SUBMITTAL TO FEDERAL TRANSIT ADMINISTRATION. (KEN SMITHSON)**
- d) **REQUEST FOR APPROVAL OF CHANGE ORDER NO. 2 – SANTA FE MUNICIPAL AIRPORT TAXIWAY F EXTENSION TO CONDUCT EMERGENCY PAVEMENT REPAIRS ON RUNWAY 2/20 AND TAXIWAY D; ALBUQUERQUE ASPHALT, INC. (FRANCEY JESSON)**
- e) *[Removed for discussion by Councilor Trujillo]*
- f) **REQUEST FOR APPROVAL OF PROCUREMENT UNDER COOPERATIVE PRICE AGREEMENT – COPY MACHINES AND MAINTENANCE AGREEMENTS FOR TRANSIT DIVISION AND VARIOUS CITY DEPARTMENTS; ROCKY MOUNTAIN BUSINESS SYSTEMS. (ROBERT RODARTE AND JON BULTHUIS)**

- g) REQUEST FOR APPROVAL OF PROFESSIONAL SERVICES AGREEMENT – ANNUAL MEDICAL PHYSICALS FOR SANTA FE FIRE DEPARTMENT; INTEGRATED HEALTH STRATEGIES. (SHEILA BEULER)
- h) REQUEST FOR APPROVAL OF REALLOCATION OF 2013 PARKS GENERAL OBLIGATION FUNDS FROM WEST DeVARGAS PARK TO THREE (3) PARKS. (BEN GURULE)
 - 1. REQUEST FOR APPROVAL OF BUDGET INCREASE – PARKS GO BOND FUNDS.
This item was postponed to the Council Meeting of May 28, 2014, and sent to the Parks & Open Space Advisory Commission
- i) REQUEST FOR APPROVAL OF STATE OF NEW MEXICO AUDIT CONTRACT – FINANCIAL AND COMPLIANCE AUDITING SERVICES FOR FISCAL YEAR ENDING JUNE 30, 2014 FOR CITY OF SANTA FE (RFP #14/38/P); ACCOUNTING AND CONSULTING GROUP, LLP. (TERESITA GARCIA)
- j) CONSIDERATION OF RESOLUTION NO. 214-32 (COUNCILOR BUSHEE). A RESOLUTION AUTHORIZING AN AMENDMENT TO THE FARE STRUCTURE OF THE CITY OF SANTA FE'S PUBLIC TRANSPORTATION SYSTEM TO INCLUDE AN ANNUAL PASS OPTION; ESTABLISHING A BUS PASS PARTNERSHIP PROGRAM AUTHORIZING A DISCOUNT BUSS PASS SALE PROGRAM FOR NON-PROFIT SOCIAL SERVICE ORGANIZATIONS WHO PURCHASE BUS PASSES IN VOLUME FOR DISTRIBUTION TO INDIGENT CLIENTS. (JON BULTHUIS). Note: This caption may be amended in accordance with amendments in the packet.
- k) CONSIDERATION OF RESOLUTION NO. 2014-33 (COUNCILOR BUSHEE). A RESOLUTION DIRECTING STAFF TO STUDY THE FEASIBILITY, FISCAL IMPACT AND POTENTIAL FUNDING MECHANISMS FOR ESTABLISHING AND IMPLEMENTING ADVANCED TECHNOLOGY APPLICATIONS TO BENEFIT USERS OF THE SANTA FE TRAILS TRANSIT SYSTEM. (JON BULTHUIS)
- l) *[Removed for discussion by Councilor Bushee]*
- m) REQUEST FOR APPROVAL OF CITY OF SANTA FE 2014 WATER, WASTEWATER AND ENVIRONMENTAL SERVICES FINANCIAL PLAN UPDATE; MWH BUSINESS SOLUTIONS. (NICK SCHIAVO AND FERNANDO ARANDA)

- n) **CONSIDERATION OF RESOLUTION NO. 2014-____ (COUNCILOR DIMAS, COUNCILOR BUSHEE AND COUNCILOR LINDELL). A RESOLUTION AUTHORIZING THE ESTABLISHMENT OF A LEAD POLICY COMMITTEE AND LEAD CASE COORDINATION SUBCOMMITTEE TO ENSURE THE EFFICIENT AND ETHICAL OPERATIONS OF THE LEAD SANTA FE PROGRAM. (TERRIE RODRIGUEZ). POSTPONED AT APRIL 30, 2014 CITY COUNCIL MEETING). (WITHDRAWN BY SPONSOR)**

8. APPROVAL OF MINUTES: REGULAR CITY COUNCIL MEETING – APRIL 30, 2014.

MOTION: Councilor Bushee moved, seconded by Councilor Dominguez, to approve the minutes of the Regular City Council meeting of April 30, 2014, as presented.

VOTE: The motion was approved on a voice vote with Mayor Gonzales, Councilors Bushee, Dimas, Dominguez, Ives, Lindell, Maestas, Rivera and Trujillo voting in favor of the motion and none against.

9. PRESENTATIONS

- a) **PROCLAMATION – MENTAL HEALTH AWARENESS MONTH IN SANTA FE – MAY 2014. (COUNCILOR LINDELL)**

A copy of a press release, dated May 2014, to *The Santa Fe New Mexican*, regarding this matter, is incorporated herewith to these minutes as Exhibit "2."

Councilor Lindell read the Proclamation into the record declaring May 2014 as Mental Health Awareness Month in Santa Fe. She presented the Proclamation to Mary Lou Ortega-Shaw, National Alliance on Mental Illness Santa Fe affiliate [NAMI].

Ms. Ortega-Shaw thanked the Governing Body for designating May as Mental Health Awareness Month. She said during May NAMI and the rest of the country is also celebrating this month to bring awareness to mental illness. This brings the opportunity to bring an initiative to improve the lives of those affected. NAMI Santa Fe is holding a special panel presentation to discuss mental health crisis response for the community – May 21, 2014, at the Santa Fe Womens Club at 7:00 p.m.

- b) **PROCLAMATION – SANTA FE BIKE TO WORK WEEK – MAY 12-17, 2014. (COUNCILOR BUSHEE)**

Councilor Bushee read the Proclamation into the record declaring May 12-17, 2014, as Santa Fe Bike to Work Week. She talked about all of the activities during the week and said City employees will be given 1½ hours from work to participate in the ride to the Railyard Plaza to kick-off the Bicycle to Work

Week. Beginning on Friday, there will be a Bike 'n' Blue Festival with a lot of great activities, beginning at 7:00 a.m., with a bikes, noting there is a list of activities on line at www.outsidesantafe.com. There also is a bicycle rodeo for kids, and tonight there will be a great discussion at 6:00 p.m. at the Convention Center about a *Walkable and Liveable Santa Fe*.

Mayor Gonzales said he will be riding his bicycle to work on Friday morning.

**c) MUCHAS GRACIAS –WATER FIESTA PRESENTERS AND VOLUNTEERS.
(COUNCILOR IVES)**

Councilor Ives said 597 school kids participated in the Water Fiesta this year, where they learn about arroyos, stream systems, the ecology involved and the “critters” that live there, noting this is the 12th year of the Water Fiesta. He said the Water Conservation Office wants to recognize those presenters and volunteers who have participated for 5 years or more.

Councilor Ives presented Muchas Gracias Certificates to the presenters and volunteers, and thanked them for their participation over the years.

Mayor Gonzales thanked everyone for their participation.

**d) RECOGNITION OF QWEL CERTIFIED PARKS EMPLOYEES. (COUNCILOR
TRUJILLO)**

Councilor Trujillo said QWEL, Qualified Water Efficient Landscapers, is a certification program developed to teach landscape professionals and customers on the benefits of sound landscaping design, management and irrigation practices, in 20 hours of education focused on water, efficient principles including irrigation systems and landscape design with proper plant selection for the climate. It is an affordable, pro-active local approach to reducing landscape water demand, including water management and preservation of other valuable resources. He said the Water Conservation Office recognizes the efforts and commitment of the Park Division with the addition of these QWEL certified employees. He said we expect to see some great conservation savings.

Councilor Trujillo presented each of the QWEL-certified Parks Employees with Muchas Gracias Certificates.

**e) MUCHAS GRACIAS – DAVE THOMAS, TIERRA CONTENTA PROJECT ENGINEER.
(COUNCILOR DOMINGUEZ)**

Councilor Dominguez presented a Muchas Gracias to David Thomas, retiring Tierra Contenta Project Engineer. He thanked him for the service he brings to the City. He said Tierra Contenta has given

many people the opportunity to buy a house. Councilor Dominguez read the Muchas Gracias into the record.

Dave Thomas extended his personal thanks to the City for its support, because without the partnership with the City, this couldn't have been possible.

Mayor Gonzales thanked him for his work in this regard.

f) THE VELOCITY PROJECT. (KATE NOBLE)

Kate Noble presented information on the Velocity Project, noting many of the companies who were selected to participate are here tonight. She said the key goals of the program are to create a culture of entrepreneurship and celebrate and support the work of small businesses, because these are the job creators in our community. The other key goal is to accelerate the development of these businesses and get them on the path to job creation that much faster as well as to help us diversify our economy.

Yasine Armstrong, Project Lead for the MBM Group that runs the program presented a video showing the training and the participants to give the Governing Body a sense of what the Velocity Project is about. Following, the participants spoke about their experience in the program.

Lea Chavez, People Pet Sitters, said when they went into the process, they were planning on getting information on how to hire independent contractors and grow their business, and as a result of their participation, they are getting ready to advertise for their first employee. She and Gabe were born and raised in Santa Fe, moved away, and come back. It means a lot to "us so that now we can create a business here in our home town and help contribute to the economy by creating jobs and helping to elevate our home town. She thanked the Governing Body for its support of this program.

Ramona Saquiesto thanked the project for hiring gifted women. She said she has been an Artist for 30 years and this was a completely different adventure – it was a mini MBA. It was a diverse group of businesses that learned from one another, a diverse group of ages and the final outcome was exciting, because it really catapulted some people into thinking they can be a viable, new and different business. She is hoping to like a line of housewares with an international and national market. The classes made her focus on what she wants from her product line, and she now has confirmation from others that she really is on the right track. She thanked the MBM Group, saying they are fantastic.

Bill Roth, Acme Happy Chicken Company, said the amount of information and the quality of the presenters at the Velocity Project put together was "pretty mind-boggling." He has been self-employed for almost 40 years, never learned business in a formal fashion, and this was a real eye opener. He is trying to start a chicken coop company and this has been an experience on how you actually are supposed to set up a business and write a business plan, advertise and such. He said he has been able to apply all of this to his regular day job as well. He urges the Governing Body to continue to fund it.

Ms. Armstrong said the Velocity Project is designed to be unique and tailored to the specific needs of Santa Fe entrepreneurs. She said there is nothing else out there, and they did a study of best practices of entrepreneurial accelerators around the country, and the Velocity Project is incredibly unique. She thanked the Governing Body for its support.

The Governing Body commented and asked questions as follows:

- Councilor Bushee asked Ms. Armstrong if they were able to record the speakers and/or put together a packet or PDF which we could provide so others could have access to this program on the City's website or in some easily disseminated way.

Ms. Armstrong said that is a great idea. She said all of them have been recorded. She said they are trying to develop a good way to share the information. They are in the process of figuring that out, commenting it is a lot of information.

- Councilor Bushee said it may be too big to put on a website, and suggested perhaps there could links, or they could break it down as a way to promote what they do, which she thinks would be great.

Ms. Armstrong said that is a great idea.

- Councilor Bushee asked if there is follow-up with the participation.

Ms. Armstrong said there is follow-up. She said part of the program is putting together is a 100 day plan, from the end of the Velocity Project on the milestones and tactical things they need to accomplish in the next 100 days. They follow-up with them at that point, and asked how the plan was executed, what else they need and how they can help them. The follow-up happens consistently afterward. She said they continue to have their Brown Bag Lunch series, where they bring in seasoned entrepreneurs, over lunch, to share their personal stories. This helps the entrepreneurs to talk about the issues. She said the MBM Group stays engaged with all the companies to track their progress, and report back to the City on the milestones the companies have met.

- Councilor Bushee said she is glad to see a member of the financial community is part of the speaker panel. She hoping the lenders feel they can lend these days and that the program continues to grow.
- Councilor Bushee said there are a lot of local contractors and sub-contractors that don't know how to bid on government projects. She asked if there are ways to help them as well to help to get government jobs back to Santa Fe from Albuquerque.

Ms. Armstrong introduced the companies in attendance that have participated in the project.

Mayor Gonzales extended congratulations to all those who completed the course, and said "we are all counting on your success." He said this is a continuation of journey to be a successful business countenance, and we and the City staff are here to support you as you continue to grow your company.

CONSENT CALENDAR DISCUSSION

- 10(e) REQUEST FOR APPROVAL OF GRANT APPLICATION AND AGREEMENT – PROJECT FUNDING FOR SANTA FE MUNICIPAL AIRPORT; NEW MEXICO DEPARTMENT OF TRANSPORTATION, AVIATION DIVISION. (FRANCEY JESSON)**
- 1) UPDATE AIRPORT MASTER PLAN**
 - 2) AIR SERVICE STUDY**
 - 3) UPDATE AIRPORT MINIMUM STANDARDS; DEVELOP RULES AND REGULATIONS; PERFORM RATES & FEE STUDY**
 - 4) RUNWAY 33 – RUNWAY SAFETY AREA IMPROVEMENTS.**

Councilor Trujillo said, "As always, anything dealing with the New Mexico Department of Transportation I pull off. I work for the New Mexico Department of Transportation and I have worked for this Department, but there is no conflict of interest, and I would move for approval."

MOTION: Councilor Trujillo moved, seconded by Councilor Rivera, to approve this request.

DISCUSSION: Mayor Gonzales asked, on the item at hand, if this includes any discussion on the runway extension or the feasibility studies around that.

Ms. Jesson said, "It could. That could come out of the investigation into the master plan of whether or not it is feasible to extend the runway. That certainly would be something we look at.

VOTE: The motion, as amended, as approved on the following Roll Call vote:

For: Mayor Gonzales, Councilor Bushee, Councilor Dimas, Councilor Dominguez, Councilor Ives, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

- 10(l) CONSIDERATION OF RESOLUTION NO. 2014-34 (COUNCILOR IVES). A RESOLUTION ESTABLISHING FUNDING PRIORITIES FOR ITT, LAND USE AND CITY ATTORNEY EXPANSION REQUESTS IDENTIFIED IN THE 2014/2015 BUDGET HEARINGS THAT ARE NOT INCORPORATED INTO THE BUDGET, IN THE EVENT ADDITIONAL FUNDING IS IDENTIFIED. (MARCOS TAPIA)**

The Committee commented and asked questions as follows:

- Councilor Bushee said she has no concern with the priorities as stated in the Resolution, but she has a concern that it is out of context with a budget process. She said, "There is no money right now to expand, and I get that there's a need. But it's similar to me feeling like the CIP Bond process should happen together with the budget process and budget hearings. So, whether it's mid-year or whichever budget process, I can't support this, so I didn't want to leave it on consent, just as a separate and apart Resolution, because I think that we would have to follow this, and I don't know if that's going to end up being the total of the money we're going to need and/or where the source is coming from and what other priorities might exist at that time. So I want to hear it in context."
- Councilor Bushee continued, "I'll give you an example. In the Land Use Department there is a expansion position, and we just took a position from Land Use. So I would rather have the discussion in the context of a mid-year budget hearing so I would know what else is out there. So I will be voting against it, and so I took it off."
- Mayor Gonzales said he supports the efforts to prioritize the funding going to IT, but he is concerned about how the rankings came about. He would like the Governing Body to be involved in a more comprehensive discussion on the amount we want to fund, as well as to implement systems that make sense that matter, ensure funds are available for training around the new software systems that are in place. He is supportive of identifying the priority, but he has concerns about there being specifics in place he isn't comfortable in supporting at this point until there is a dialogue within the departments.

Mr. Snyder said, with regard to his comment on the rankings, the rankings came from the expansion list through the budget process, so the rankings were prioritized by departments themselves. So looking at IT specifically, that is the order of needs. He said Presidio came in and did an overall evaluation and a lot of these items came from that evaluation.

- Mayor Gonzales said, "Maybe for those of us who are new, I've seen the report, but to rebound to dialogue on how we want to focus IT investments, I would like to see that discussion happen. And I appreciate the rankings, because it helps us focus on where the department is going, if they need to have some investment. But I would like to see more conversation among the Governing Body and the administration. I'm really talking about what types of systems we need in place, what are the outcomes, what are some of the objectives, how are we going to create the metrics in place to measure if it is actually performing the way we want it to perform, as opposed to just continuing to invest in either band-aid approaches or new systems that don't necessarily align to where we want to see growth in the City. Is there a rush to do this now?"
- Councilor Ives said he brought this forward based on the past several years with the City, and having read the Presidio Report and seeing some of the audit findings in connection with our IT functions. And during the flat budgets from 2008 through the present, we have not made

significant investments in moving our IT capacities forward. And it was becoming evident this was creating more and more lengthy delays and being able to accomplish the City's business.

- Councilor Ives continued, "At the budget, we had Lisa Martinez here as IT Director on behalf of that Department within the City. And she even identified to us the fact that, I think, that the AS400, which is our backbone system here, is no longer going to be supported as of April 30, 2014, if I remember correctly. So this was an attempt to try and ensure that there was prioritization of these issues which we really haven't paid attention to over time. We've been putting band-aids on."
- Councilor Ives continued, "And some of the other things that were occurring that really made me bring this forward was the fact that, at times, when the Governing Body would ask for information on human resource issues, it would be a month or more before that information could be provided. And clearly, if we had computing systems that sufficiently tracked the information that we were interested in knowing, those reports could have been produced in a matter of an hour as opposed to 30-plus days. I know we have our Task Force on IT that, hopefully, will be bringing a report very shortly. So I think this is really an effort to simply say, these are priorities for us. We have waited too long to really step up to the plate and ensure our systems are operative. I think we will have opportunity for discussion on those systems as we move this forward, but it really is a statement by the Governing Body that these need to get done."
- Councilor Maestas said, "I see the benefit in raising the awareness of the totality of needs in IT and that's a good thing. I agree with you that it is good for us to see what the priorities are. But we all know how advancements in IT are super fast and we could get lulled into this paradigm where we are bringing forward all the needs of the past without taking a fresh look at the functionality of our ideal IT system. Some things that come to mind that actually came up during the campaign, are how can our IT system be more open and how can be data be more readily available, public information on APPs, and can we create a more open data system."
- Councilor Maestas continued, "And, quite frankly, I'm aware of the strategic plan that's coming and I think that could give us that context in terms of IT, and who knows, through the process of the strategic planning, we may discover some additional functions of our ideal IT system, whereby this very list could be outdated after we get the strategic plan. I think my colleagues know I need to catch up in terms of finding out the history of it, but there's a positive too, to come in fresh and take a fresh perspective and revisit the whole functionality of the existing IT system, and talk about the IT system of tomorrow, because I have some specific ideas of what I would like to see in IT. And it's great to have a priority list to raise the awareness."
- Councilor Maestas continued, "I support the need to find a funding source to meet IT and other needs. But there are other needs at the City in addition to IT. And I don't want any other departments out there to think that IT got a resolution, my department didn't, but I have needs that are just as important. They may not be equal to the total needs. So I don't want to create any acrimony or indifference between departments by taking special actions for certain departments. I get the message. The need is there, but I would like to see the strategic plan. And I think that was

mentioned during the budget hearings that there is a strategic plan coming. I think that's my opportunity to weigh-in on the overall vision, functionality and how we want this IT system to be."

- Mayor Gonzales said, "On that point. When we had our Study Session we all talked about doing a strategic plan for the City as a whole. It seems, as a matter of order, we would be able to commit to that process. And then align our investments and technology to support the outcomes we have identified during the strategic planning process, so there is at least a way to enact what we want to do, whether it is Land Use, or more citizen engagement, whatever it might be that we want to see happen in the City over the next 2-5 years, that the IT investments would be aligned with that. And there is a need. The reality is, as Councilor Ives has indicated, we've kind of kicked the can for a period of time, and eventually the band-aids won't work, and then we really are in a bit of trouble. So, we have to act quickly, and create alignment with the IT strategic plan with the goals of the Council of what they want to see happen in the City over the next 2-4 years. It seems those are all things that need to happen before we start spending money."
- Councilor Maestas said, "Just so I can finish. I really do think we need to issue in a new paradigm in this, and I don't want to throw the baby out with the bathwater. I'm not saying that. But I think there's a way we need to kind of almost start fresh when it comes to IT. So I really hope that, during this process of developing the strategic plan and looking at some of the recommendations, that we all take a step back. Because your transition team may come up with a whole host of improvements involving technology applications, and I would hate to move forward prematurely without taking a step back and taking a fresh look at IT and how it can help meet the needs of our citizens."
- Councilor Bushee said, "I think everybody concurred during the [budget] process that we are behind the times, technologically speaking, and that it is a priority and we will take a look at it. But there were many other expansion positions that rose to the level. I see here about \$500,000 worth of needs, well \$350,000 or so of it for the Land Use Department, then I see a new City Attorney position which really... maybe I missed a budget hearing but that wasn't discussed. I'm still looking to find a Battalion Chief for the Fire Department and a ladder truck, and Librarian or somebody to be able to open the Library on the south side, so we're not spending a mandate without any funds."

Councilor Bushee continued, "And I raise this because we also just started to look at the CIP bonds, and more than 2/3 of the money is already spoken for from the Public Works Department, as just general operation and maintenance that has to happen. The idea for IT expansion or replacement or growth never even entered the discussion. I have a concern with doing this way. This is precipitous to me and it does not fit in the context. Even the Historic Preservation Division is something that I think... there are lots of needs and I would like to have that discussion in the context of the overall needs of the community."

Councilor Bushee continued, "And also though, I will mention, I may have been part of, I don't know how many strategic plans at this point. What this City needs to do is.... we plan away. We do not follow them. New needs arise immediately after we have gone through a long process. I can guarantee you, if you look through the majority of the strategic plans we have, we have had planners come down from Los Alamos. I can recall long, extensive, even public input processes where we really did not follow the plan to a great extent. So I would like to figure out how we fill that gap somehow and that we actually have a plan that is meaningful that actually has timeline where we achieve those things. And of course, there's the whole where will we get the money from."

- Councilor Dominguez said, "This was something that was talked about quite extensively during the budget hearings. And I think the intent was not to throw the baby out with the bathwater, but to look at this piece of legislation as doing exactly what it says. And that is establishing the funding priorities and to give this and whatever process we come up with, an opportunity to find those funding sources. And so, it's not necessarily.... I don't see it as premature or anything else. I think it is something that has to go along with whatever process we come up with to address IT challenges."
- Councilor Dominguez continued, "And so, I don't see anything in here that says that this \$2.5 million that this adds up to, that we find money for that. I see this as really the first step in addressing an issue that the City of Santa Fe has been trying to deal with for many years, but with our flat budgets and our inability expand, sets the stage to start talking about things that will eventually leave Santa Fe behind and we will be in the whatever century instead of the correct century. And so I see it really as that. Setting a foundation. An opportunity to start having discussion about needs IT has so we can serve the constituency in a much more effective and efficient manner. These are all things that were articulated during the budget hearings, so I stand in support of the motion, unless Councilor Ives want to support some amendment that requires the plan that exists to move along with any action on IT."
- Councilor Bushee said to clarify, it is \$3 million dollars, because it is more than IT, "there's another page with the Attorney and Land Use."
- Councilor Ives said, "From my perspective, and folks have heard me talk about this probably for at least two years, we have faced a significant problem in IT. I think when we created the IT Department, and gave Lisa Martinez the charge, as Director of that Department, to tell us what the needs are, she began that strategic planning process. And I don't think it is that it hasn't happened, I think her identification of these needs is part of the strategic planning process and designed to bring us to the point where we need to be, terms of our IT structures across the City platforms."
- Councilor Ives continued, "Again, the Task Force report is due very soon and I anticipate that it will guide us in that process. I know we have a really good team looking at IT issues. I certainly do anticipate reacting to that plan as part of this process. And really this is a statement. And again, I

realize there may always be different funding priorities that exist at different points in time. But this is one we've not pushed forward for too long. So, I'm really trying to get the consensus of the Governing Body that these are very important issues that we need to address, with the understanding that we will take the input of the Task Force that the Mayor assigned, and use that as part of this process."

MOTION: Councilor Ives, moved, seconded by Councilor Trujillo, to adopt Resolution No. 2014-34, with direction that we evaluate this in light of the recommendations of the Task Force on IT, due soon to report to the City.

DISCUSSION: Councilor Bushee asked about including requests from the Lawyer and Land Use.

Councilor Ives said that is part of the proposal, and we could certainly say, insofar as any of the Task Forces make recommendations on any of these issues, we should take them into consideration, because I know, obviously we have the City Attorney's Task Force that is working the Land Use Task Force as well. He would accept a friendly amendment that we include those reports as part of the consideration of these priorities.

Mayor Gonzales said, "If we are including Land Use expansion, City Attorney's expansion, but we're leaving off a majority of other departments' expansions, is this Resolution the right way to adopt these expansion requests. If we keep it to just the IT, and as you look through here, these are network investments, and probably through those investments it will give us the ability to add on layers of software that would meet some goal or outcome we want. Whereas the Land Use Department and the City Attorney's Office may not necessarily be the upgrade. My preference would be, if we could, to hold off on setting those as part of this Resolution and keep it just solely on the IT, which I think was the intent."

Councilor Ives said, "I would certainly accept that as a friendly amendment, although I would ask to include the IT needs of the Land Use Department as part of that, because that was one of their significant expansion requests. They have a system approximately 20 years old that still operates in the DOS world, where the rest of our society has not operated, probably for at least 10-15 years.

Mayor Gonzales said, "The only thing that I would say on that is that we haven't yet adopted any type of strategic plan for the Land Use Department and what we want them to do, or how we want them to realign their systems. And my worry is that if the SunGard I solution... are there limitations to that, is it going to give us the flexibility to kind of support some of those things. When I see this IT list, it looks like these are investments that can be made, that should be made that will help improve the infrastructure of the IT systems. When I look at Land Use, I wonder is it even the right system that they have in place or not. I don't know if we can have it where we're not necessarily.... we can include IT as a priority in Land Use because that will help us streamline, but to designate a certain solution set or suite along with the additional personnel and some of the other things that are in there. I just don't know whether it fits here.

Councilor Ives, "I am certainly open to that. I suspect when we get the Land Use report it will identify significant sufficiencies in the status of the IT systems there. Happy to move this forward to limit it strictly to IT Department and if as you suggest, a focus on IT issues relating to Land Use that would be perfectly acceptable.

FRIENDLY AMENDMENTS: Councilor Bushee said, "I would make those friendly amendments and I would also add, because of the title, it seems this would be a *fair accompli* that this would be our top priority for finding additional money. I started my comments by saying we all concur this is a priority if we could find a good source of funding. But I would also put in there somewhere to review this at mid-year to pursue additional sources of funding, because at that point, we might be able to entertain anything else that has arise." **THE AMENDMENTS WERE FRIENDLY TO THE MAKER AND SECOND AND THERE WERE NO OBJECTIONS BY THE OTHER MEMBERS OF THE GOVERNING BODY.**

CONTINUATION OF DISCUSSION ON THE MAIN MOTION, AS AMENDED. Councilor Maestas said, "That was my point, Mayor. I was saying, okay what if we approve this, so if additional money becomes available is it automatic that the top priority gets funded, so I think that's fair. And I would certainly support the spirit of this. I would be a little more critical if money was attached to it, but I appreciate the spirit of it."

Mayor Gonzales said, "The strong statement that we're making, is that we do have focus on IT efforts and we're going to move to the next level, and there are some basics that need to be met, they're costly basics. And so thank you, Councilor Ives for bringing this forward, and along for the dialogue, and to Councilor Dominguez for moving it."

VOTE: The motion, as amended, as approved on the following Roll Call vote:

For: Mayor Gonzales, Councilor Bushee, Councilor Dimas, Councilor Dominguez, Councilor Ives, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

11. CONSIDERATION OF RESOLUTION NO. 2014-35. A RESOLUTION RELATED TO THE ADOPTION OF THE CITY OF SANTA FE FISCAL YEAR 2014/2015 OPERATING BUDGET AND ORGANIZATIONAL CHART. (MARCOS TAPIA AND BRIAN SNYDER)

A Memorandum dated May 14, 2014, with attachment, to the City Council, from Marcos A. Tapia, Finance Director, regarding the Fiscal Year 2014/2015 Operating Budget, is incorporated herewith to these minutes as Exhibit "3."

A copy of Councilor Dominguez's Motion, submitted for the record by Councilor Dominguez, is incorporated herewith to these minutes as Exhibit "4."

Councilor Dominguez thanked Brian Snyder and his staff for the work put into the creation and the debate of this budget. He thanked the members of Governing Body, in particular the Finance Committee for the work they spent in developing the budget as well. He said, "We spent close to 20 hours having discussion and some debate about this budget. It wasn't always easy, it was somewhat heated at times, but there was some good discussion. And finally, I really want to thank City staff for their patience and willingness to engage in this exercise with as we've gone through it."

MOTION: Councilor Dominguez moved, seconded by Mayor Gonzales for purposes of discussion, "to approve the City of Santa Fe Operating Budget for the Fiscal Year 2014/2015, as recommended by the Finance Committee at their May 5, 2014, meeting, with the following clarifications:

1. That we approve it as articulated in the May 14, 2014, Fiscal Year 14/15 Operating Budget Addendum (*and I assume that hasn't changed, right Marcos, and Marcos said that is correct*) with the exception of Number 1(B) and that the cost of the vehicle not be included in the amount, but that staff find an additional vehicle that is not in use on a regular basis and is less than 30 years old;
2. That the Southside Library be open on Sundays and that those operating costs be budget neutral;
3. That a Parks & Recreation Department shall be created and shall be budget neutral with the following divisions:
 - i. GC3
 - ii. Ft. Marcy, Sal Perez and Bicentennial combined
 - iii. MRC
 - iv. Parks; and
4. That the Santa Fe Pickup be moved from the Parking Division to the Transportation Department;
5. That all Organizational Charts be established and approved as discussed during Scheduled and Noticed Budget Hearings;
6. That any changes to established and approved Department/Division Organizational Charts be brought to the City Council for approval to include:
 - a. Transfers In/Out of the Department
 - b. Any management reclassifications for vacant positions as well as personnel; and
7. As it pertains to the Council Liaison positions, that these positions be created, but not funded and that these positions be reconsidered for funding at the mid-year Budget Review."

Councilor Dominguez said, "Of course, Mayor, I'm open to any amendments or separate motions, and hopefully I get a second, so we can have some discussion."

DISCUSSION: Councilor Bushee asked for a copy of the Motion Councilor Dominguez just read.

Councilor Dominguez said he believes the record can articulate it pretty well.

Mayor Gonzales asked Councilor Dominguez if he has copies of the Motion for the Governing Body.

Councilor Dominguez said, "This is my personal motion."

Councilor Bushee said, "You read that from something you had written. Can we make copies right now."

Councilor Dominguez said yes.

Mayor Gonzales asked staff to make copies. He said, "There was a task in the series of lists."

Copies were made of Councilor Dominguez's motion, copies were provided to the Governing Body and staff, and a copy entered for the record by Ms. Brennan [Exhibit "3"].

Councilor Bushee asked, "So all the other previous stuff that's in the Memo [Exhibit "3"] is in there, like the Zamboni, the equipment at Ft. Marcy. All that stuff is part of your motion."

Councilor Dominguez said, "Yes."

Councilor Bushee said, "For further clarification. Again, I understood there was some discussion about opening the Library on the south side on Sundays and having it be revenue neutral. However, I also think I was told that the discussion also centered around the fact that you did not want to make any cuts at any of the other libraries. Is that correct, or is that part of your Motion."

Councilor Dominguez said, "I didn't catch all of the question, Councilor Bushee."

Councilor Bushee said, "I'm talking about the Southside Library, and you just listed that you would like to see the expansion on Sundays being open and that it be revenue neutral. But it is also my understanding, and again, I wasn't part of the Committee, but I went to as many hearings as I could, that there was a discussion about not taking from any of the other libraries in order to do that. Is that part of your motion."

Councilor Dominguez said, "I would assume that libraries are important enough that we keep them all open on Sundays."

Councilor Bushee said, "Again. So, an unfunded mandate, revenue neutral position that you're taking and saying that you don't want to shorten hours and/or reduce staffing levels at any of the other two libraries."

Councilor Dominguez said, "I'm not taking any positions, Councilor Bushee. I think that at the budget hearings it was pretty much articulated that staff be directed to do whatever it is they need to do to make sure the Southside Library is open on Sundays and make it a regular operation as it should be in our City. It is just as important as anything else, like the Police Department or anything else. And so staff is directed to do whatever it is they need to do to make sure that the Southside Library is open on Sundays."

Councilor Bushee said, "With no money and no... I just want to clarify, is the direction that you do not cut hours and/or staffing levels at either of the other two libraries."

Councilor Dominguez said, "That is not part of the motion."

Councilor Bushee said, "Okay. Once I get the list, I'll get some other questions for you."

Mayor Gonzales said, "I'm going to ask you to reiterate that motion, but not yet, because I want the Councilors to be able to see as you go through. Mr. Tapia, do you have anything to add while we wait for the list."

Mr. Tapia said yes, "On just one of the motions. We talked about moving the Santa Fe Pick-Up from Parking Division to the Transportation Department. That, in essence won't do anything on what exists in there. So what it is, is moving the Santa Fe Pick-Up from the Parking Division to the Transit Division, and that would take care of that."

CLARIFICATION OF THE MOTION BY MAKER: Councilor Dominguez said, "Then with that clarification, it's not Transportation, it's Transit."

Councilor Bushee said, "I'm just trying to get real clear. In your motion, are you including the approval of Council Room renovations for \$80,000."

Councilor Dominguez said, "Actually that is part of the motion, because that is part of what is identified in the addendum that was provided. I'm open to a discussion about that. I don't think it's necessarily a priority. I'm not sure how the rest of the Governing Body feels. I've been on that side of the room before, where it's not physically impossible, but it is somewhat uncomfortable. I just don't know if it's necessarily a priority to the rest of the Governing Body."

Councilor Bushee said, "But it is part of your motion."

Councilor Dominguez said, "Correct."

Mayor Gonzales said, "I think for purposes of his motion, what I understand, is that items 1(a) through 1(h), are part of the motion."

MOTION TO SEPARATE: Councilor Bushee moved, seconded by Councilor Lindell, to separate Item (e) in the original Memorandum and also to ask for further clarification with regard to how we would achieve a revenue neutral expansion on the South Side Library without making any cuts to either of the other two libraries."

DISCUSSION: Councilor Bushee said, "I was prepared to not vote on this budget tonight because of some concerns I have. One was how would we achieve the expansion of the Southside Library which I want to achieve, and I want to know what the impacts were to the other libraries. And then the other that concerned me was there was no org chart in here. And I don't know if it was asked for at the last budget hearing, with regard to the decision you made at the last budget hearing on consolidating Recreation and Parks."

VOTE ON THE MOTION TO SEPARATE: The motion was defeated on the following Roll Call vote:

For: Councilor Bushee, Councilor Lindell, Councilor Dominguez and Mayor Gonzales.

Against: Councilor Dimas, Councilor Ives, Councilor Maestas, Councilor Rivera, Councilor Trujillo

Explaining his vote: Councilor Ives said, "I'm going to vote no, just because I think these changes and recommendations do make sense in the great scheme of our budget. So that's my position on that particular motion."

Mayor Gonzalez asked Councilor Dominguez to reiterate the motion with the items he has, "and we can be prepared to go ahead and discuss these items individually that Councilor Bushee had wanted to pull, so we'll go through it."

REITERATION OF MOTION: Councilor Dominguez moved, seconded by Mayor Gonzales for purposes of discussion, "to approve the City of Santa Fe Operating Budget for the Fiscal Year 2014/2015, as recommended by the Finance Committee at their May 5, 2014, meeting, with the following clarifications:

1. That it is approved as articulated in the May 14, 2014, Fiscal Year 14/15 Operating Budget Addendum, which everyone has, exception of Number 1(B) cost of the vehicle not be included in the amount, but that staff find an additional vehicle that is not in use on a regular basis and is less than 30 years old [*Mayor Gonzales asked if this is for the zamboni. Councilor Dominguez said it is for everything that is in the Memo, but if you look at 1(B) it's approval of a replacement vehicle/exercise equipment at Ft. Marcy, I want to keep the exercise equipment, but I want to take the vehicle away*];
2. That the Southside Library be open be open on Sundays and that those operating costs be budget neutral, and that no other Library be closed on Sundays;
3. That a Parks & Recreation Department shall be created and shall be budget neutral with the following divisions:

- i. GCCC
 - ii. Ft. Marcy, Sal Perez and Bicentennial combined
 - iii. MRC
 - iv. Parks; and
4. That the Santa Fe Pickup be moved from the Parking Division to the Transit Department;
 5. That all Organizational Charts be established and approved as discussed during Scheduled and Noticed Budget Hearings [*Chair Dominguez said, "So essentially complying with our requirement to have organizational charts approve"*];
 6. That any changes to established and approved Department/Division Organizational Charts be brought to the Finance Committee for review, and be brought to the City Council for approval to include:
 - a. Transfers In/Out of the Department
 - b. Any management reclassifications for vacant positions as well as personnel; and
 7. As it pertains to the Council Liaison positions, that these positions be created, but not funded and that these positions be reconsidered for funding at the mid-year Budget Review."

DISCUSSION: Councilor Bushee said, "Just to clarify, I think it's 1(c) is where that vehicle is. The other is... you got the Transit in there. Does number 5 of your list include a new organizational chart for your number 3 on your list. Are you creating a new organizational chart for your newly created Parks and Recreation Department where you list those 4 institutions that would be in it."

Councilor Dominguez said, "I think that with this action the organizational chart will be created."

Councilor Bushee asked, "But what you're asking... number 5 says 'That all organizational charts be established and approved as discussed during Scheduled and Noticed Budget Hearings.' Was that discussed as an organizational chart, or do you need to make a different thing here, because you're saying that future organizational charts be brought to the Finance Committee. So is this a future organizational chart, or is this an organizational chart you would like to see us approve tonight."

Councilor Dominguez said, "I think that, with action on number 3, an organizational chart will be created, and if there are any changes out of that organizational chart, then it will be brought to the Committee."

Councilor Bushee said, "I'm saying this because the two organizational charts for Recreation and Parks, are you asking that we approve all the organizational charts that's different with what you're just creating here with number 3."

Councilor Dominguez said number 5 can be amended to say, "That all Organizational Charts be established and approved as discussed during Scheduled and Noticed Budget Hearings, with the exception of Parks and Recreation."

Councilor Bushee asked the City Attorney if this is an appropriate motion.

Kelley Brennan, Interim City Attorney, said, "I believe this is an outline and that the City Manager can complete an Organizational Chart and bring it back for your approval."

Mayor Gonzales asked Councilor Bushee if she would like to make that in the form of a friendly amendment.

Councilor Bushee asked, "Does it need to be. Do you need anything more explicit."

Ms. Brennan said, "No, I don't thin so."

Councilor Bushee said, "In number 7, I don't know how many Council Liaison positions you landed on, so are you referencing 4 or are you referencing 8 or are you referencing one. It says positions, so I assume it is more than one."

Councilor Dominguez said, "That's a good question, Councilor Bushee. We had several discussions about whether is should be 1, 2, 4 or 8. I think that the general sentiment from many members of the Governing Body that there be Council Liaison positions created. However, absent of, I guess, reorganization in the City Manager's Office, there may not need to be Council Liaison positions. So I'm just trying to address comments and questions, and I guess desires, even, from the Governing Body that they had with regard to Council Liaisons, without killing it."

Councilor Bushee said, "My final thing is, I'm kind of stuck on this Library mandate, with no... and maybe you're discussed this with the City Manager. And you said no closing of other libraries on Sunday, and I asked the Director of the Library and she told me that.... and again I'm trying to achieve the same thing. But she did tell me that the busiest libraries are the downtown Library and then LaFarge, in that order. Now part of it may be making sure people get directed to the new Southside Library, and I don't know how you would promote that. But in the meantime, I've also talked to the City Manager and asked.... I want to be clear that we're not going to start chopping where we already are under-staffed, and cutting back on services where they are being utilized. And yet, I don't have any idea of where you expect staff to come up with the money to do this."

FRIENDLY AMENDMENT: Mayor Gonzales said, "Can I offer maybe a suggestion, if you would allow the administration, I would be happy to work with them to identify the goal you're asking, and prior to identifying it, to be able to actually execute the opening. I think the motion is a high hurdle for the administration to get over, but I think they have to have a chance, if it's passed tonight, to present a plan back to the Finance Committee and ultimately the Council, that achieves what the motion is talking about. And that way, all of us can see in more detail what it means to be budget neutral and be able to add on

additional expenses before we actually move to open the doors. I don't know that we are prepared tonight to offer that, and it would all take some time. **THE AMENDMENT WAS FRIENDLY TO THE MAKER AND THERE WERE NO OBJECTIONS BY THE OTHER MEMBERS OF THE GOVERNING BODY.**"

Councilor Dominguez said, "I would be okay with that Mayor. I was reluctant to start trying to pull positions from another department. I was reluctant to come up with a solution where the downtown Library was closed one Sunday and the Southside Library was open while it was closed. I didn't want to create that kind of environment or that kind of direction. It is intended to be broad in general, with the opportunity for staff to come up with a decision as to how they're going to do that. So, if we want to give direction to staff to bring that solution to the Governing Body or the Finance Committee, I would be okay with that."

Councilor Bushee said, "If I could just conclude. I would like to see the potential and possibility, but I am famous for saying the devil is in the details, and it is a pretty big detail

FRIENDLY AMENDMENT: Councilor Bushee said there are retired teachers, some with Master's Degrees who have wanted to apply for some of the Library positions, but they have to have a Library Science Degree. She would like to direct staff to come up with a plan that would lay out the details for how the motion can be met in terms of budget neutral. **THE AMENDMENT WAS FRIENDLY TO THE MAKER AND SECOND AND THERE WERE NO OBJECTIONS BY THE OTHER MEMBERS OF THE GOVERNING BODY.**

FRIENDLY AMENDMENT: Councilor Rivera said last year the Fire Department gave up a Battalion Chief, saying they could wait a little longer in order to help the City. For 1/3 of the year there are portions of Districts 2, 3 and 4 which are under served because the South side is short a Battalion Chief. He said he knows the budget is tight this year, and we are budget-neutral. He would like to amend the motion to provide that the position of Battalion Chief be funded in whole at mid-year, assuming the funds are available. **THE AMENDMENT WAS FRIENDLY TO THE MAKER AND SECOND AND THERE WERE NO OBJECTIONS BY THE OTHER MEMBERS OF THE GOVERNING BODY.**

Councilor Dominguez said the bottom line is that, although there are some one-time costs there really is no recurring expansion and believes it is worthy of a look at mid-year. He would like to have a more robust mid-year budget review than we have in the past, and is hopeful to get there.

Councilor Maestas said regarding no. 7, requesting the unfunded Council liaison positions. He said there was an extensive discussion about constituent relations and what that entails. He said the way the discussion concluded was that there are a whole host of people who are supporting us in constituent relations, but we don't know the full extent of that, what personnel are accessible. He said we need greater context in terms of adding collateral duties instead of creating positions for existing staff and see how that goes. However, we need a clarification of what constituent relations staff are available to us, and believes there will have to be some sharing of FTEs.

FRIENDLY AMENDMENT: Councilor Maestas asked to remove no. 7 from the motion, and look at current constituent services, leverage the technology for complaint management and tracking, with staff to come up with a process by which constituent concerns can be addressed, and revisit this at mid-year after we have had the chance to assess our constituent relations. **THE AMENDMENT WAS FRIENDLY TO THE MAKER AND THE SECOND, AND THERE WERE NO OBJECTIONS BY THE OTHER MEMBERS OF THE GOVERNING BODY.**

Councilor Dominguez said he thinks he is right about having some fundamental organization.

Mayor Gonzales said they have already started developing a way to be more supportive with everyone who is in the front office, including the individual on loan from Land Use. He said the individual originally in the Mayor's Office is on our payroll through the end of this calendar years, we he has had to pull people from elsewhere, use temporary positions.

Mayor Gonzales said we all know there is a better way to be supportive of the Governing Body and we have started to identify how that can happen. He said, "If you give us the 6 months to try to do it with existing staff, perhaps at the mid-year review if we are still falling short after developing some kind of process and we are able to fund a Battalion Chief and some other things that are needed, then we can look at that."

Councilor Maestas said, "Annexation is definitely a fiscal impact and we're trying to get our arms around that, and we had significant discussions at Finance about annexation, and we know requests have been made by the Police Department. We've included 10 positions in this fiscal year ending, and we're going to grant them another 5. I've had an opportunity since the budget hearings to look through those agreements, and I see some conflicting information in there about what our commitments are. An analysis was done by the previous City Attorney that doesn't seem to be consistent with the agreements that I read. I'm not an attorney, but I think we need to define the level of services that we are obligated to provide per that agreement."

Councilor Maestas continued, "And I didn't think the agreements had the specificity, but it does. They essentially say that the services have to match the levels of the County, in terms of those areas we take over. And so, okay, what are those levels. If there are different levels or different metrics that the County used, how did we redefine those to meet our needs. And so I'm not convinced that we have a real precise handle on meeting the letter of those agreements, number one. And then number two, there's a clause in there that says that if either entity can't come up with the appropriations to make these commitments, then the agreements are invalidated. I'm a little concerned about perhaps not following through. What if we're not meeting our commitments to match the levels of the County in terms of public safety, Police, Fire. So I think that between now and mid-year, I really think that we need to look at those again, and then define those levels of service. And verify that in fact we are. We aren't in a position to exceed those levels, we just don't have the budget. So I want to make sure we're making the most informed decisions regarding annexation, based on reading these agreements, and then reading a Memo from the previous City Attorney. I think we need to revisit that."

Councilor Ives asked, with regard to creating the Parks and Recreation Department, and understanding the layout here, commenting this is the first time he has seen how the structure would be proposed. He said when he thinks of GCCC, Ft. Marcy, Sal Perez and the Bicentennial, he thinks of those all as constructed facilities with pools which he can understand makes them a distinct group. He is unsure about the logic in separating GCCC from that grouping. He said it has been an enterprise fund at the City, but that seemed to be a bit of an artificial construct and something we did track better, but believes each of those facilities operates in the red every year and requires funding. And it is an amenity we offer to the people of Santa Fe through their tax dollars, so it makes sense how you reorganize that. He said in the current organizational chart the MRC and the Golf Course are combined, but we do have Franklin Miles, Ragle and other parks where athletic facilities exist which are different than just passive use parks. He trying to understand why the MRC would be distinct and assumes that includes the Golf Course.

Councilor Dominguez said, "The MRC does include the golf course and part of that is because... well let me go to the GCCC first, and I never thought I would ever say this, but there used to be a time when the GCCC was its own division. Part of the reason was to make sure it had the autonomy it needed to generate the revenue it needed to survive. I don't think it's expected it will ever in our lifetime not be subsidized by the ½% or the General Fund, whatever. However, I think the intent was to provide them that autonomy so they could provide the services and generate revenue where appropriate to cover their operating costs."

Councilor Dominguez continued, "Now, as far as the MRC goes, the MRC is intended to incorporate the golf course as well. And as I understand it, there are fundamental issues that need to be resolved because the golf course generates the revenue for the operating costs it needs, but that the fields do not. And so I think they need to be provided some autonomy as well, with the opportunity that a Parks and Recreation Department brings to provide some programming in those spaces as well. And so I think.... there's been a lot of commingling of General Fund employees working in the enterprise at the MRC, not that that is inappropriate, but I think we need to give them the organizational structure they need to complete the mandate. I hope that helps."

Councilor Ives asked, "Do we not give Ft. Marcy, Sal Perez and Bicentennial any flexibility in terms of their operations to try and meet their budgetary requirements. In other words, are they really different from the GCCC."

Councilor Dominguez said, "They are very different than the GCCC, but they aren't different in the sense that they are providing recreational opportunities, that's for sure.?"

Councilor Ives said, "Certainly in terms of staffing there's a difference."

Councilor Dominguez said, "When you look at the subsidy, or the amount of General Fund monies that say, Ft. Marcy requires versus the GCCC, there's a huge difference."

Councilor Ives said, "I was just begging the question if it would be easier with three sort of reports up to whoever is head of Parks rather than four, simply because of the similarities in their constructed pool based community facilities."

Councilor Dominguez said, you could, but those 3 sites are primarily General Fund sites, and so they aren't reliant or mandated to generate the revenue that is mandated for the GCCC, and they are heavily subsidized from the General Fund. There definitely needs to be collaboration and coordination between the two Divisions, but unless we want to make a conscious effort just to take the GCCC out of special revenue or enterprise and just make them a General Fund site. That's something which probably would answer part of the question. However, he doesn't know if we can do that, just based on the bonding and the approvals we've had in the past to create that.

Councilor Ives said he doesn't know the answer to that question. He commented he never quite understood the reason we have an enterprise fund for a facility when we know we are going to have to continue to fund year after year. He noted we have acted through the Wellness Program and other programs to limit the capacity to set its own rules.

Mayor Gonzales said, "On this specific question, Councilor Dominguez, I know you presented this motion tonight and it looks like it's something we are moving forward with. I think we almost need to allow for some time and effort to go into the development of the actual Organizational Chart that meets the goal of the things being budget neutral." He asked if the Governing Body would be supportive of a subcommittee of the Board to sit with the administration and meeting the objective that is here that creates the organizational chart, identifies where the sources are going to come and then comes back next month, or whenever, to say, here's what it is, here's how we are able to meet the mandate that it stays budget neutral and this Department has been established. I think that stuff needs to happen regardless and I would love to have the participation of the Governing Body in that, so the administration doesn't necessarily come back and say, well we couldn't do it.

Councilor Dominguez thinks this is appropriate. He said, "I think the goal, and make sure I don't go in the wrong direction, Kelley, but the goal is to address the organizational structure, more than anything else."

Mayor Gonzales said, "Right. Well, I think the organizational structure and then the second goal is to do it in a way that is budget neutral, which means we can't raise fees and we can't cut from other recreation programs. So I think that's something that we need to roll up our sleeves after tonight and go into, and tonight probably isn't the best place to do it, but we could come back again with the details and present to Council to support the adoption of the new Department."

Councilor Dominguez said, with regard to Councilor Ives' question about the difference between the two. He said, "The Ft. Marcy revenue versus expenditures is that they generate about \$267,000 in revenues, but they have about \$180,000 in expenditures..... I'm not going to get into the ration between that and the Chavez Center, but the Chavez Center obviously isn't heavily dependent on the General Fund."

Councilor Ives asked if we want to keep GCCC as an enterprise fund. He said it has been acknowledged that if we have a facility with a pool, they almost inevitably operate in the red and that is true as well for other municipalities in other jurisdictions. So I hate to single out the GCCC if it's in the same board as the other facilities.

Mayor Gonzales said it is certainly a unique asset and it does require some active management because of the costs.

Councilor Bushee said, if you are going to have a Subcommittee to review the new Department, could you have the same take on the Library and how that's going to be achieved, and also add the whole Liaison discussion. She said, "So I would like 3 things to be studied. So the first would be the Parks & Recreation Department, the second would be the Southside Library. The third would be how we're going to have this structured, organizationally and this interaction, and the thing we've passed through Resolutions I believe I sponsored, and we had this discussion at the Study Session, is that 311 system or some kind of complaint system where you possibly could replace constituent services. The 311 system allows calls and complaints to come in and go directly to the department even over a weekend. And we looked at the cost of that and there's probably cost savings we didn't explore all the way. But if there is some way that you could then come back and reorganize the City Manager and the Mayor's Office so we have some better way to have the Council have our complaints that come to us, directly.... a lot of complaints would go away because they're going directly to the departments. So I would like to see that discussion, all of it, constituent services and Council Liaison, it's sort of one and the same." She feels she has a direct line to the City Manager to get her complaints taken care of, and she's a little frustrated by it. She reiterated that she wants to see these studied and create a direct way for the Council to have responsiveness and accountability."

Councilor Bushee said she likes all the changes we're making tonight, "except I can't vote for this if it includes the \$80,000. So I'm going to still ask that you give consideration to take that as a separate vote."

Councilor Dimas said, "I'm for it, I sit here. I just wanted to clarify something Councilor Maestas brought up earlier about the annexation, specifically the Police Department and the Sheriff's Office. Just for clarification, during those annexation hearings, as everyone on this Council who was here at the time, remembers that the Sheriff's Department is providing only 2-3 officers for the entire area and they have said they will continue to provide that for 3 years and then we would take it over. Just this year, we provided the Police Department with 10 additional that have already been funded and now we're providing another 5. And I believe the total the Police Officer had asked for over the 3 years was 25 officers. So, we are already more than halfway there. We're actually providing a lot more police protection than they've had in the past. I think we're right in line with what we need to do over there. I just wanted to clarify that, and Chief you are in agreement with what I just said, I hope."

Deputy Chief Schaerfl said, "That's correct. We're currently filling or attempting to fill the 10 additional vacancies provided in January. Those efforts are ongoing. With the additional 5, we are looking at doing an analysis of our calls for service as they're being tracked accurately the RECC to ensure that will be a sufficient number or do we need more at a later date. Keep in mind our goal here is to keep the level of

police response and community satisfaction for the newly annexed areas the same as it is for the rest of the City. The Santa Fe County Sheriff's Department has a different methodology for their patrolling. They have a vastly greater area with less deputies than we have officers. Historically, the Police Department's response time and level of services offered to the rest of the City, generally are higher than what the Sheriff's Office can cover due to the sheer area they have to cover."

Councilor Dimas said, "I know, regarding public safety in the annexation area, as far as police and fire protection are concerned, we are in pretty good shape right now for the annexation. Is that correct Chief."

Fire Chief Erik Litzenberg said, "Ours is actually not a 3 year transition, it is a 5 year transition, so we're still four years from taking over in the annexation area. We have said from the beginning of the annexation planning we need a total of 28 positions, a fully equipped and staffed fire station. We have 9 of those positions and are waiting for 18 more and the fire station fully equipped within 4 years."

Councilor Maestas said, "I want to offer just a few general remarks on this budget. I think we're seeing a gradual increase in GRT revenues and I know some collective bargaining contracts were signed. And these are recurring costs, salary increases and so forth. We did manage to reform some debt that was being carried by the CVB. The portion for the garage is going to be transferred to the Parking Division. So I think this process does represent some reform. But there is still unfinished business that doesn't bode well for the future of the City. We've had several departments that have had negative cash balances, and I don't believe we addressed the negative cash balances. And our hope is we don't have to carry them over, that we can somehow maybe absorb them and pay for those. We had some requests based on annexation and we didn't approve all of those expansion requests associated with annexation."

Councilor Maestas continued, "We talked a lot about the solvency of the Health Fund and we are a long way from establishing solvency of the Health Fund. I just wanted to ask Mr. Snyder, 'What is your general financial outlook. What are we facing. Let's fast forward one year. What is the City facing.' I think what we did in this action is to try and plug some of those recurring budget gaps through one-time savings, so they will be back in a year. Can you just give us a ballpark [estimate], just off the top of your head Brian, about the magnitude. And I think we're already seen the scope of the needs in IT alone which was well over \$3 million. In terms of unfunded recurring needs, can you or Marcos give us an idea what we're facing. And we're still putting our fingers in the dam that is leaking. I think this is the right time to talk about some of these general numbers."

Mr. Snyder said, "I'd be glad to do that. We talked about some of these numbers during the budget hearings, but looking at the upcoming fiscal year, non-funded recurring annual expenditures, things we had not funded. We put a talley together after the budget hearings and we're right around \$11.3 million and that's for Fiscal Year 2014-15. This is recurring, including \$6 million for CIP funds and annexation is almost \$1.5 million of recurring expenditures. The 5 Police Officers, Paint Technicians and Parks staff, Court Clerks and Ordinance enforcement and Land Use. And various other expansion from the expansion list I presented at the budget hearings totals about \$3.8 million, with a total of \$11.3 million recurring annual expenditures we aren't funding."

Councilor Maestas said, "This is eye-opening, and we all need to hear this as we confirm our vote and adoption of this budget. I know we're taking the lead in tackling tax reform, but that isn't going to be our panacea, we can't put all our eggs in this basket. We are beginning a whole series of increases in Wastewater rates because our citizens have been conservative with water use, noting the Wastewater rates are based on the volume of wastewater. We have some difficult decisions." He said if there is some reorganization by the Mayor, hopefully it will translate into savings. We're not going to have the option to kick the can down the road in a year, noting hold harmless starts in 2016 with the first hit being \$640,000. We talked about everything we can do to realize savings. The appetite to diminish services isn't there yet, but I think that discussion has to happen in the coming year as we move forward on concurrent fronts. An \$11.3 million recurring deficit is eye-opening. This could be the last time we have this patchwork, piecemeal band-aid budget. As Councilor Dominguez put it, we have some rough waters ahead and let's hope our ship is seaworthy. Right now it's not. We have a lot of work to do to put this City on firm financial ground and making it sustainable."

Councilor Lindell said we're talking about savings, she is not ready to give up on the room renovation at \$80,000. She is willing to trade seats in the Chambers with someone.

MOTION TO AMEND Councilor Lindell moved, seconded by Councilor Bushee, to remove the \$80,000 renovation from the list.

DISCUSSION: Councilor Dominguez reiterated his thoughts that it doesn't need to be a priority of the Governing Body right now, saying he will support the motion to amend.

VOTE ON THE MOTION TO AMEND: The Motion to Amend was approved on the following Roll Call vote:

For: Councilor Lindell, Councilor Maestas, Councilor Rivera, Councilor Trujillo, Councilor Bushee, Councilor Dominguez and Mayor Gonzales.

Against: Councilor Dimas and Councilor Ives.

Explaining his vote: Councilor Dimas said, "No. I've sat here since 1984, not since then, but this exactly spot I sat in, in 1984, and I've never seen a renovation of these Council Chambers, ADA or otherwise, and I think it's time.

Explaining his vote: Councilor Ives said, "No and I'd like to make a brief statement when the vote is completed.

STATEMENT BY COUNCILOR IVES: Councilor Ives said, "My understanding of the use of the \$80,000, is it's not just to reorient the seats up here, but to actually update the capacity that all Councilors have while they're sitting here to provide connectivity to the internet and the other mechanisms that I think make doing this job a little bit easier from the front. For me, that's part of our IT issues in the City which is why I will vote no and would like to see that renovation work move forward."

CONTINUATION OF DISCUSSION ON THE MAIN MOTION AS AMENDED: Councilor Rivera said we have been discussing annexation and the position you requested. He asked Chief Litzenberg if that position in any way affect the annexed areas we're talking about.

Chief Litzenberg said, "To answer, I think you have to have the big picture of how the Battalion Chiefs function and how we use them. In 2008, we approved a second Battalion Chief on each shift and went to 2 Battalion Chiefs per shift, so we have 3 shifts working 48 hours and then 4 days off. Somewhere around 2010, the determination was made that Battalion Chiefs were not eligible for overtime. To combat that, we went to the minimum of one Battalion Chief as minimum manning. So by having two on shift, it gave us the ability to give somebody the day off and still have one person coverage, although 2 person coverage is preferred for safe purposes. As we've gone forward this year with one Battalion Chief on one shift, we've had a duty officer who provides the second position of coverage. And while it's been tenable for a year, two things have happened. Our coverage people are getting somewhat exhausted, and amass quite of comp time for 3 of the 4 remaining Battalion Chiefs to the point where they are above where they can keep accumulating comp time with no ability to use it. While we said we would concede it for a year, we're getting to the point of exhaustion with it. As you move into the future, we try to arrange our coverage in our chief officer coverage so it doesn't impact any specific shift in any specific side of the City. Clearly as the City expands and we're asked to provide save coverage, an additional number of calls to a greater call area and a greater call volume, it will be hard to deal with if we're not appropriately filling the Battalion Chief's position."

Councilor Rivera said it appears to be a C Shift Battalion Chief on the Organizational Chart, and asked if they are stationed near the annexed area where they would provide coverage to the annexed areas.

Chief Litzenberg said, "We've tried to move that vacancy around throughout the year to not impact any specific shift any specific person, but as it sits on the Organizational Chart it is C Shift and they're based out of Station 7 which is the South side of town."

Councilor Rivera said then they're covering 1/3 of the 365 days, so for 1/3 of the year, there is a portion of the City which isn't as well covered as the other two.

Chief Litzenberg said, "That's one way to look at it, and we've tried to cover it with chief officers traditionally on an administrative schedule, but it has been exhausting."

Councilor River said, "Since you cover with administrative personnel, does that mean all of your administrative personnel take home vehicles."

Chief Litzenberg said, "It doesn't mean all of them do, but we generally try to have at least 1 or 2 in a vehicle, so if a response is needed from a chief officer level, we would be able to provide that coverage."

Councilor Rivera said, "I don't know if it would be appropriate since we just gave up the \$80,000, to re-appropriate it. I know it's one-time appropriation, but to appropriate it to the Battalion Chief position for 1/2 year, with a mandate that it be included as a part of the budget for mid-year."

Councilor Dominguez said, "I appreciate you making sure there is proper coverage, especially on the south side. I think earmarking those dollars for something that is recurring could get us in trouble. We've already made a motion to look at funding a Battalion Chief at mid-year. Maybe at mid-year we could look at appropriating the \$80,000 for the ladder truck that is required that is part of that as well. Do you want to offer that as a friendly amendment.

FRIENDLY AMENDMENT: Councilor Rivera would like to amend the motion to look at the truck vehicle they requested as part of the mid-year review. **THE AMENDMENT WAS FRIENDLY TO THE MAKER AND SECOND, AND THERE WERE NO OBJECTIONS BY THE OTHER MEMBERS OF THE GOVERNING BODY.**

CONTINUATION OF DISCUSSION ON THE MOTION AS AMENDED: Mayor Gonzales asked if the \$80,000 for the Council Chambers renovation will be moved to acquisitions.

Councilor Dominguez said as he understands it, it will be part of the discussion at mid-year to appropriate that to a Ladder Truck of \$1 million.

Mayor Gonzales asked the cost of the ladder truck and Chief Litzenberg said right now it is \$800,000 and increases daily.

Mayor Gonzales said, "So, before we move for the vote, there were three tasks that we need to work on to support the motion. One is to develop an organizational chart for Parks & Recreation, as laid out in the motion, that achieves the objective of a budget neutral department. I would like Councilors Dominguez, Trujillo and Dimas to serve on that, and anybody else that wants can add their name to be a part of the working group. The Librarian to the same objective, to find a revenue neutral process to support Sunday service at the Southside Library, Councilor Lindell, Bushee and Dominguez, you guys can work on that. And then to develop a Constituent Services Plan, Councilors Rivera, Ives and Maestas so those can be the subgroups that work with the administration, Marcos with you, and however you set it up, you've got to spread out the work to allow for us to achieve the objective of the motion to become revenue neutral. And that still leaves room for anybody else. Just make sure you publicly notice the meetings, but if any Councilor wants to participate in the discussions because there's a special place you want to be, have at it. Lend yourself into it at that early stage, and we'll bring it back. It's meant to assign folks to go with this, but it is not meant to limit participation in any of these discussions by any of you."

Councilor Dominguez said, "Although we have a balanced budget for this fiscal year, definitely we have challenges ahead of us. The bottom line is that we can continue to nickel and dime cuts, and reorganizations, but I think that may be a disservice to the public. So we must look to finding revenue, whether in increased GRT activity, or what they may be, but that is the bottom line. With the challenges we have with the hold harmless and the rising cost of health care, the cuts we made and probably will continue to make, likely will not equal the amount of revenue needed to meet those unfunded mandates. I just wanted to comment that although we're balanced this year, next year we will have similar challenges to deal with."

Mayor Gonzales said, "I think we can all agree we are at the end of the road when it comes to kicking the can down the road. We've hit the end. We have a lot of work to do. What I do believe is that we not only have a Government Body willing to lead through difficult decisions, we have an administration ready to offer a set of solutions so we can get through this. Councilor Maestas it is important to send a very truthful message to the public that we need to get through some difficult budget times, but I think the leadership is up here. And I believe each one of us is willing to participate in a dialogue and seek solutions which remove waste in government, ways to grow our economy, noting the hotels in Santa Fe are at 60-62% occupancy. If we grow that by 5%, that will generate millions into our coffers. Being able to strategically focus our investment in something that will help grow the economy is something we can do today and we can all work toward to build a more vibrant City. All of us are ready to answer this challenge, and wonderful opportunity to look at the organizational structure across the board and find ways we can be more efficient and effective in how we deliver services, to the use of technology, to changing business process. I think it's important to send the challenge to the administration and there are no sacred cows, that everything is in play when it comes to how to meet the challenges going forward."

VOTE: The motion, as amended, was approved on the following roll call vote:

For: Mayor Gonzales, Councilor Bushee, Councilor Dimas, Councilor Dominguez, Councilor Ives, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

Explaining her vote: Councilor Bushee said, "Yes. And I'm grateful for some of the changes made this evening, and as well that there hasn't been a knee-jerk jump to raising taxes as our solution. I'm looking forward to rolling up my sleeves, and I would like to serve on all 3 of those subcommittees actually."

12. MATTERS FROM THE CITY MANAGER

Mr. Snyder suggested amending the agenda to move Items #13, #14, #15 and #16 to the end of the end of the meeting since it is now 7:20 p.m., and people are here for the evening session.

MOTION: Councilor Trujillo moved, seconded by Councilor Maestas, to reconsider the previous action to approve the Agenda to move Items #13, #14, #15 and #16 to the end of the evening agenda, and to approve the agenda as amended.

VOTE: The motion was approved unanimously on a voice vote with Mayor Gonzales and Councilors Bushee, Dimas, Dominguez, Ives, Lindell, Maestas, Rivera and Trujillo voting in favor of the motion and none against.

END OF AFTERNOON SESSION AT APPROXIMATELY 7:20 P.M.

EVENING SESSION

A. CALL TO ORDER AND ROLL CALL

The Evening Session was called to order by Mayor Javier M. Gonzales, at approximately 7:20 p.m. Roll Call indicated the presence of a quorum as follows:

Members Present

Mayor Javier M. Gonzales
Councilor Patti J. Bushee
Councilor Bill Dimas
Councilor Carmichael A. Dominguez
Councilor Peter N. Ives
Councilor Signe I. Lindell
Councilor Joseph M. Maestas
Councilor Christopher M. Rivera

Others Attending

Brian K. Snyder, City Manager
Kelley Brennan, Interim City Attorney
Yolanda Y. Vigil, City Clerk
Melessia Helberg, Council Stenographer

F. PETITIONS FROM THE FLOOR

There were no petitions from the floor.

G. APPOINTMENTS

Immigration Committee

Mayor Gonzales made the following appointments to the Immigration Committee:

Alejandra Seluja, Chair – Reappointment – term ending 02/2016;
Maria Christina Lopez – Reappointment – term ending 02/2015;
Jewel Cabeza de Vaca – Reappointment – term ending 02/2016;
Elizabeth Hemmer – Reappointment – term ending 02/2015;
Marcela Diaz – Reappointment – term ending 02/2016;
Amparao Guerrero – Reappointment – term ending 02/2016;
Cara Esquibel – Reappointment – term ending 02/2015; and
Javier Rios – to fill unexpired term 02/2016.

MOTION: Councilor Trujillo moved, seconded by Councilor Rivera, to approve these appointments.

VOTE: The motion was approved unanimously on a voice vote with Mayor Gonzales, and Councilors Bushee, Dimas, Dominguez, Lindell, Maestas, Rivera and Trujillo voting in favor of the motion, none voting against and Councilor Ives absent for the vote.

H. PUBLIC HEARINGS

1) REQUEST FROM PIZZA CENTRO, INC., FOR A RESTAURANT LIQUOR LICENSE (BEER AND WINE ON-PREMISE CONSUMPTION ONLY) TO BE LOCATED AT PIZZA CENTRO, 3470 ZAFARANO DRIVE, SUITE D. (YOLANDA Y. VIGIL)

The staff report was presented by Yolanda Vigil, City Clerk, from her memorandum of May 8, 2014, with attachments, to Mayor Gonzales and City Councilors, which is in the Council packet, noting the location is not within 300 feet of a church or school. She said there are staff reports in the packet regarding litter, noise and traffic, and staff recommends the business be required to comply with all of the City's Ordinances as a condition of doing business in the City.

Public Hearing

There was no one speaking for or against this request.

The Public Hearing was closed

MOTION: Councilor Lindell moved, seconded by Councilor Dimas, to approve the request from Pizza Centro, Inc., for a Restaurant Liquor License (beer and wine on-premise consumption only) to be located at Pizza Centro, 3470 Zafarano Drive, Suite D, with all conditions as recommended by staff.

VOTE: The motion was approved on the following Roll Call vote:

For: Mayor Gonzales, Councilor Bushee, Councilor Dimas, Councilor Dominguez, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

Absent for the vote: Councilor Ives.

2) REQUEST FROM INDEPENDENT HOTELS, LLC (FOR A RESTAURANT LIQUOR LICENSE (BEER AND WINE ON-PREMISES CONSUMPTION ONLY) TO BE LOCATED AT HYATT PLACE, 4320 CERRILLOS ROAD (YOLANDA Y. VIGIL)

The staff report was presented by Yolanda Y. Vigil, from her memorandum of May 8, 2014, with

attachments, to Mayor Gonzales and City Councilors, which is in the Council packet, noting the business is not within 300 feet of a church or school. She said there is an existing Restaurant Liquor License at this location, however, the business has changed ownership. Restaurant License are non-transferable therefore a new application is required. She said there are staff reports in the packet regarding litter, noise and traffic, and staff recommends the business be required to comply with all of the City's Ordinances as a condition of doing business in the City.

Public Hearing

There was no one speaking for or against this request.

The Public Hearing was closed

MOTION: Councilor Lindell moved, seconded by Councilor Rivera, to approve the request from Independent Hotels, LLC, for a Restaurant Liquor License (beer and wine on-premises consumption only), to be located at Hyatt Place, 4320 Cerrillos Road, with all conditions as recommended by staff.

VOTE: The motion was approved on the following Roll Call vote:

For: Mayor Gonzales, Councilor Bushee, Councilor Dimas, Councilor Dominguez, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

Absent for the vote: Councilor Ives

16. COMMUNICATIONS FROM THE GOVERNING BODY

A copy of "Bills and Resolutions scheduled for introduction by members of the Governing Body," for the Council meeting of May 14, 2014, is incorporated herewith to these minutes as Exhibit "5."

Councilor Dimas

Councilor Dimas introduced a Resolution authorizing the establishment of a LEAD Coordinating Group and an Operation Group to ensure the efficient and ethical operations of the LEAD Santa Fe Program. A copy of the Resolution is incorporated herewith to these minutes as Exhibit "6."

Councilor Dimas said he is saddened about the recent loss of a 17 year girl old to a heroin overdose. He read a letter to the editor with regard to this untimely death entitled "Still a child." He said we have reached the point in Santa Fe where the drug problem has become astronomical and very serious. He sponsored a Resolution for a Drug Hotline, which was publicized for a while and now no one knows about the Hotline. He said as a community and as the Governing Body we have to send the message that drug dealers aren't welcome in Santa Fe and we're going to do everything possible to get them out of Santa Fe and behind bars. We shouldn't tolerate the sale and use of illegal drugs which are killing our youth. He said the Drug Hotline telephone number is 428-3737 drug hotline number. He asked people to please report anything suspicious or related to drug use by calling this number. He would like to see bumper stickers on the police units with that the Drug Hotline number as well as putting it on the buses. We need to get the message out that we are absolutely going to do something about it, especially with our young people still in school and a part of this scene. We need to address this and address it now.

Councilor Maestas

Councilor Maestas asked to be a cosponsor on the LEAD Resolution as well.

Councilor Maestas introduced a Resolution supporting a time extension for the Defouri Street and Guadalupe Street Bridges Project Municipal Arterial Program Cooperative Agreement with the New Mexico Department of Transportation. A copy of the Resolution is incorporated herewith to these minutes as Exhibit "7."

Councilor Maestas said he attended the Leadership Santa Fe Class of 2014 graduation and it is wonderful to see such a mix of the leaders in our community that are being cultivated.

Councilor Maestas said Councilor Ives, Councilor Bushee and himself attended the Art Spring Celebration at the New Mexico School for Arts, and encourage people to learn more about this School and what is doing for our young people.

Councilor Maestas wished his son, Joey, a Happy 18th Birthday on Friday.

Councilor Bushee

Councilor Bushee said she attended the Adalante event which was very nice. She was unable to attend any of the Creative Santa Fe events..

Councilor Bushee would like to cosponsor the LEAD Resolution.

Councilor Bushee thanked staff for their work on the budget. She said, "I want to say that I want the numbers that we get to be really accurate numbers. When the Chief stood up and said the ladder truck he needs if \$850,000, and I looked at the CIP list at Public Works indicating the cost at \$1.5 million." She wants to look at the numbers before we discuss the CIP going forward again. She said she questioned them at Public Works. She also wants people to be very through when they bring things forward. She said for example, "When they presented C & G to us as helpful to the environment, with potential cost savings in the long run because they last longer, nobody mentioned the fact that they will need a building costing \$3.1 million to service them." She suggested we be "less loose with some of the numbers and detailed when it comes to the planning or the long range efforts." She said she will be taking a harder look at the numbers in the future.

Councilor Bushee reminded the viewing public that it is Bike to Work Week, to please rider their bicycles to work on Friday, and come down celebrate at the Railyard Plaza, beginning at 4:00 p.m. She noted there are events are happening.

Responding to Councilor Trujillo, Councilor Bushee said they will be meeting in front of the County Chambers on Grant Street at 3:30 p.m. She said the City staff is going to win again this year.

Councilor Bushee said she thought we have the capacity to extend the Shelter hours through the month of May, and were given the funds to do that. She is concerned that with the cold spell that we didn't have a place for people. She asked staff to check into this.

Councilor Trujillo said there has been discussion on this, and he said the Mayor, Councilor Bushee and the City Manager need to talk with the Board of the Interfaith Shelter, noting there has been talk about expanding the hours.

Councilor Ives

Councilor Ives noted the School for the Arts graduation rate is 96%, of whom 93% of the kids go on to college. It has one of the highest success rates of graduation and the kids have some amazing talents.

Councilor Ives attended the Creative Santa Fe Fantase event which was marvelous and brought out people from across the community. The skate park there always amazes him when he sees it at night, because there were 100-200 kids using the facility during that time. They had the presentation of the geodesic domes, projecting images running through the night as well as several bands playing. It is representative of the kind of event which appeals to our young people. He thanked Creative Santa Fe for that event and hopes we can find more opportunities to do these kinds of events and take that kind of event to the South side so we're not just concentrating on downtown.

Councilor Ives said, in addition to the Bike and Brew Fest this weekend, the Green Chamber is doing an event on the Railyard and hosting a number of non-profits at El Museo Cultural.

Councilor Ives said, additionally, the Climate March will be coming through town and will be at the Railyard on Saturday about 11:00 a.m., noting they are marching to Washington, D.C. to raise awareness and a call to action on climate-related issues.

Mayor Gonzales

Mayor Gonzales said he will be Meeting with the Committee which was assembled to do a first review of applications for Chief of Police on Thursday afternoon. He hopes there will be a publicized list of the short list, and he will provide the resumes and background information to the public. He understands the process went quite well, and there was quite a vibrant discussion among the committee. So you should see something by the end of the week, and hopefully they will have a selection before the next Council meeting, saying he wanted to assure the Councilors as "we move to that, that there will be consultation with the Council as we go forward."

Mayor Gonzales thanked everyone for attending event at the Santa Fe Community Convention Center on People to the Plaza Initiative. He said we were able to gather a lot of ideas, and he is working with the staff to formulate it and to restart the process over the next week, so we can get back to Public Works and continue down the pathway to provide more of a programming effort of what will be happening on the Plaza. And then the idea would be to see what logistics are needed to support that programming.

Mayor Gonzales asked to cosponsor the LEAD Resolution.

Mayor Gonzales said he will have open office hours on Saturday at Genoveva Chavez Center from 8:30 a.m. to 10:30 a.m., and invited the public and members of the Council.

Councilor Dominguez

Councilor Dominguez asked Brian to thank all the staff who were available and participated in Community Days on Saturday. It was a wonderful event, and good to see so many people there, noting the attendance fluctuates year by year. He thanked all of the organizational that participated as well.

Councilor Dominguez said he attended a Boys & Girls Club Fundraiser on Friday, as well as the Adelante Fundraiser as well as the Creative Santa Fe Fantaste. It was great to see this energy and activity in the community. He wants to expand that kind of energy and activity to other parts of the community. It was a wonderful weekend and he looks forward to the Summer.

Councilor Dominguez said school is letting out and asked everyone to be safe.

Councilor Lindell

Councilor Lindell asked to cosponsor the LEAD Resolution.

Councilor Lindell thanked the staff for luncheon last week for Senior the Senior Volunteers – 500 people attended. She and her partner, Maria Sanchez, had the opportunity to serve beverages.

Councilor Lindell said more importantly, piggybacking on what Councilor Dimas talked about, on Tuesday night at 6:00 p.m., at St. Christus, the movie *Anonymous People* is being shown. And it is important, and she believes there is a movement underway that people in anonymous programs will no longer be so anonymous some day, and the shame and fear of being in a 12-step program will dissipate over time as people come out, the same way people came out of the closet. She encourages anyone who can to attend.

Councilor Trujillo

Councilor Trujillo said he attended the Civitan 2014 Citizenship Awards, which was great, noting Mayor Gonzales and Superintendent Boyd were there. It was good to see the kids doing well in school being seen and acknowledged for their accomplishments.

Councilor Trujillo attended the Second Annual ChefsCapade Fundraiser for the Interfaith Shelter. He highly recommends that every City Councilor volunteer to the Shelter at least once next year, commenting he and his family have been volunteering for four years. He said the Fundraiser raised good funds to help the homeless in our community. These are sometimes the forgotten people you pass on the street, and they are interesting people when you have a chance to sit and talk with them.

Councilor Trujillo congratulated his son, Hunter who will be going into the 11th grade next year and his daughter, Krystianna will be entering the 7th grade next week.

Councilor Trujillo reminded the Governing Body and the public that the Santa Fe Fuego season starts tonight, and urged everyone to attend the games.

Councilor Rivera

Councilor Rivera said he would like to cosponsor the LEAD Resolution.

Councilor Rivera thanked Brian Snyder and staff for having an open budget process. It was nice to see people from mid-management as well as upper management, and to have the unions here, and for a very transparent process. He appreciates that very much.

Councilor Rivera congratulated his daughter Gabrielle who is graduating on May 21, 2014, from the Masters Program which is a Charter High School here in Santa Fe.

Councilor Rivera congratulated his nephew Isaac Varela on his First Holy Communion.

Councilor Rivera congratulated the St. Michael's Michael's Horsemen Golf Team on winning third place State-wide.

Councilor Bushee departed the meeting.

13. MATTERS FROM THE CITY ATTORNEY

EXECUTIVE SESSION

IN ACCORDANCE WITH THE NEW MEXICO OPEN MEETINGS ACT §10-15-1(H)(7), NMSA 1978, DISCUSSION REGARDING PENDING OR THREATENED LITIGATION IN WHICH THE CITY OF SANTA FE IS OR MAY BECOME A PARTICIPANT, *CITY OF SANTA FE V. CAMERON-SWINERTON, LLC AND CHRYS JASCHKE*, CASE NO. D101-CV 2014-00735, IN THE FIRST JUDICIAL DISTRICT COURT FOR THE STATE OF NEW MEXICO. (KELLEY BRENNAN)

MOTION: Councilor Trujillo moved, seconded by Councilor Ives, that the Council go into Executive Session for discussion of pending or threatened litigation in which the City of Santa Fe is or may become a participant, *City of Santa Fe v. Cameron-Swinerton, LLC and Chrys Jaschke*, Case No. D-101-CV2014-00735 in the First Judicial District Court for the State of New Mexico.

VOTE: The motion was approved on the following roll call vote:

For: Mayor Gonzales, Councilor Dimas, Councilor Dominguez, Councilor Ives, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

Absent for the vote: Councilor Bushee.

The Council went into Executive Session at 7:45 p.m.

MOTION TO COME OUT OF EXECUTIVE SESSION

MOTION: At 8:05 p.m., Councilor Trujillo moved, seconded by Councilor Ives, that the City Council come out of Executive Session and stated that the only items which were discussed in executive session were those items which were on the agenda, and no action was taken.

VOTE: The motion was approved unanimously on a voice vote with Mayor Gonzales and Councilors Dimas, Dominguez, Ives, Lindell, Maestas, Rivera and Trujillo voting in favor of the motion, no one voting against, and Councilor Bushee absent for the vote.

14. ACTION REGARDING CITY OF SANTA FE V. CAMERON-SWINERTON, LLC AND CHRYS JASCHKE, CASE NO. D101-CV 2014-00735, IN THE FIRST JUDICIAL DISTRICT COURT FOR THE STATE OF NEW MEXICO. (KELLEY BRENNAN)

MOTION: Councilor Rivera moved, seconded by Councilor Ives, to instruct the City Attorney to take final action consistent with the discussion held during the Executive Session.

VOTE: The motion was approved on the following roll call vote:

For: Mayor Gonzales, Councilor Dimas, Councilor Dominguez, Councilor Ives, Councilor Lindell, Councilor Maestas, Councilor Rivera and Councilor Trujillo.

Against: None.

Absent for the vote: Councilor Bushee.

15. MATTERS FROM THE CITY CLERK

There were no matters from the City Clerk.

I. ADJOURN

The was no further business to come before the Governing Body, and upon completion of the Agenda, the meeting was adjourned at approximately 8:05 p.m.

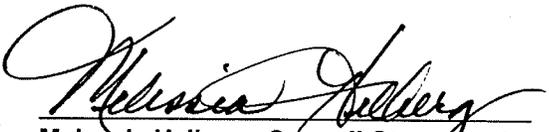
Approved by:

Mayor Javier M. Gonzales

ATTESTED TO:

Yolanda Y. Vigil, City Clerk

Respectfully submitted:



Melessia Helberg, Council Stenographer

**SUMMARY INDEX
GOVERNING BODY STUDY SESSION
April 23, 2014**

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**MINUTES OF THE
GOVERNING BODY STUDY SESSION
500 Market Street – Suite 200
Roundhouse Conference Room
April 23, 2014**

1. CALL TO ORDER

A Study Session of the Governing Body of the City of Santa Fe, New Mexico, was called to order by Mayor Javier M. Gonzales on April 23, 2013, at approximately 9:00 a.m., in the Roundhouse Conference Room, 500 Market Street, Suite 200.

2. ROLL CALL

Roll call indicated the presence of a quorum, as follows:

Members Present

Mayor Javier M. Gonzales
Councilor Patti J. Bushee
Councilor Carmichael A. Dominguez
Councilor Peter N. Ives
Councilor Signe I. Lindell
Councilor Joseph M. Maestas
Councilor Christopher M. Rivera

Members Excused

Councilor Bill Dimas
Councilor Ronald S. Trujillo

Others Attending

Brian K. Snyder, City Manager
Kelley Brennan, Interim City Attorney
Yolanda Y. Vigil, City Clerk
Melessia Helberg, Council Stenographer

NOTE: All items in the Council packet, for all agenda items, are incorporated herewith by reference. The original Council packet is on file in the Office of the City Clerk.

3. DISCUSSION OF CITY SERVICES

A copy of the *Interview Responses*, are incorporated collectively herewith to these minutes as Exhibit "1."

Mayor Gonzales said today's session is to get the Governing Body together to talk about its priorities, which will be helpful in the budget process as well as to the administration. He said today is the first effort to get on paper where all of you feel we need to focus the budget and our efforts. Mayor Gonzales said Carl Moore will be helping us through today's session. He said a series of questions were asked of the Councilors regarding their priorities which is a backdrop for today's session.

Carl Moore introduced Jessie Lawrence who works with him, noting she was able to contact only half of the Council with regard to the questions.

Mr. Moore said we have starting points of information, noting the Councilors will not be limited to anything they might have said in the interview, and can make additional suggestions.

Mayor Gonzales said Councilors can add items to the list for discussion if they would like to do so.

Councilor Ives said he would like to start with the description of Santa Fe, commenting how we conceive of ourselves tells us a lot about all of the other activities.

A. **If you were briefly describing Santa Fe to someone who has not been here, what would you say.**

Mr. Moore said they took the Governing Body's ideas and drafted the following statement, and asked how we can make the statement better. After discussion, the Governing Body came up with the following description:

Santa Fe is the most beautiful city in the world. It is a city of clean air and natural beauty, and a city rich with culture, art, architecture, history and traditions. It is an inclusive and progressive city with diverse citizens, united by their appreciation of their city and their commitment to seeing it prosper while preserving its unique identity. Santa Fe is the State Capitol of New Mexico, the oldest State Capitol in America.

The Governing Body commented, made suggestions and asked questions as follows:

- Councilor Ives said two words that help define Santa Fe are creativity and sustainability, which might be subsumed in the architecture and seeing it prosper while preserving its unique identity.
- Councilor Dominguez said Santa Fe has a ton of potential for the future, given all the things which already are identified, plus some of the young population we have here.

- Mayor Gonzales said he would want a City where there is an opportunity to be educated, to have good access to good health, and opportunity. He said asked what this statement would mean to the people who live in the City and raising a family.

Mr. Moore suggested, if you want to say it's the most beautiful city in the world, maybe you ought to wait and make the case before you make the claim. If you're going to say that, that should come at the end, rather the beginning.

- Councilor Lindell said she doesn't want to get bogged down in the form of this, commenting it is just a statement and some thoughts from people, noting these are just concepts and ideas.
- Councilor Maestas said Santa Fe's identity is being challenged, in terms of affordable housing, the exodus of our younger population because of the lack of affordable housing. It's a positive statement, but if he had to describe Santa Fe today, this is not a vision statement, it's a snapshot. He said he would say that its identity is being challenged.
- Mayor Gonzales said for the budget session, part of this is to identify where we need to work on City government, and where those challenges are, so we can begin to develop plans to overcome them. The question is how to describe Santa Fe to someone from the outside, but a lot of today should be about what are the challenges, and how we gear up as a government to meet them. How do we set priorities given resources. This really is what he wants to see today.
- Councilor Dominguez said the unique identity could be expanded to the reality, which is we have diversity in the community from the very rich to the very poor. He doesn't know how you want to describe unique identity, but if it's supposed to be something to sell the City, it needs a lot of work.

Mr. Moore said under the challenges, you mentioned affordable housing, and asked if there are any core challenges you would include – exodus of young people and such.

- Councilor Maestas said homelessness is a by-product of lack of affordable housing.
- Mayor Gonzales said it is the availability of jobs that creates the upward mobility that attracts people to be here and stay here, and with that you have to have an environment that is inviting for people. And people here are either very rich or very poor, and we have a large income and equality gap. We have to overcome some of that perception. The other challenge is the environment, and how to keep and/or attract young people here, which needs to be balanced.
- Councilor Maestas said when the economy is not doing well, it shows our vulnerability.
- Councilor Lindell said there is the challenge of addiction, and a sizeable challenge of improving our public schools.

- Mayor Gonzales said part of the results of having such high income inequality are the silos that exist within Santa Fe among cultures, economic demographic groups. Many sub-segments of the community don't interact or communicate with others. We need to create bridges..
- Councilor Dominguez said we need to do things from the bottom up, and listen to the public and empower the public across the board. How do we get more participation.

B. What are the core services, activities or programs that the City government of Santa Fe must provide [see Exhibit "1" for this list].

Public Safety/Police and Fire – 4 times

Water – 4 times

Wastewater/Sewer – 3 times

Trash

Other responses

- a. Streets
- b. Affordable housing
- c. Stimulation of job creation
- d. Solid waste management
- e. Effective government operation
- f. Conduct of elections
- g. Maintenance of public order
- h. Direction and relief in the event of emergency
- i. Construction and maintenance of public infrastructure
- j. Act for the health and welfare of the people of Santa Fe
- k. Training and oversight of city staff
- l. It all depends on what are considered "core" services.
- m. Functions that protect the public's health, safety and general welfare.
- n. Libraries.
- o. Economic development, our environment and education are also very important but are addressed at a much larger scale than services.
- p. Activities and programs that serve our youth and elderly are also important.

The Governing Body commented, made suggestions and asked questions as follows:

- Mayor Gonzales – in terms of more program than services, it is affordable housing, stimulation of job creation and the economic development, environment and education all seem to be programmatic activities. He said it is an understanding that we have prioritized what services we're going to follow. Is this is the place to do it, and do you mix programs with that. You stay with services and then talk about programmatic effort.

- Mayor Gonzales said he doesn't know how the Finance Committee has approached the budget from a priority standpoint, and how to align resources with the priorities of the Council.
- Councilor Dominguez said the priorities of the Council are pretty much determined by who has the most support at a Council meeting, whoever has the 5 votes. He said Public Safety "eats up a large chunk" of the budget and it's reflective of that. He said some of these things are dependent on one another, at the very least what we should provide, commenting Police Safety, Fire Safety, water, wastewater and trash are the essentials. However you can't have that without training and oversight of staff so they know how to interact with young people and make everyone safe and protect people from fire.
- Councilor Dominguez continued – If you want to grow more programs for youth and elderly, that will require things like economic development and the other stuff. In terms of priorities, and what the Governing Body has done in the past, it's very reflective in making those 4 bullets at the top of the list are taken care of, and water has always been controversial in the past and a topic of discussion for everyone. Clean water is essential.
- Councilor Maestas said this is a good validation exercise for us to reiterate what we consider to be the core services. One of the disconnects is we look at the City by numbers, and we're providing close to excellence in a lot of the core services, but he feels the residents don't see or understand that, or don't know that. This is a good segue in establishing some easily understood, basic metrics with achievable goals and communicating those to the public in terms of the City's core services. He hopes we can talk about performance measurements and come up with easily understood metrics for the public.
- Mayor Gonzales is hoping to move toward a performance based budget with measurable outcomes established by the Governing Body at the beginning of the fiscal year, with metrics in place so the public knows if we're making progress to meeting the outcomes. It then becomes a good tool to evaluate the reasons we might not do that. He thinks this is for the next budget cycle, although we can establish outcomes for this budget.
- Mayor Gonzales said for a period of time the City did very well in GRTs which helped to fund a lot of the additional programs that are important. When there was a decline in GRTs because of the recession, the Council had the ability to draw on reserves and keep services whole. We are now at a point where there are no more cash reserves, and with annexation coming in. He talked about the richness of facilities in Santa Fe in comparison to Las Cruces and Rio Rancho, because of the GRTs, and with the decline of the GRTs we have a lot of programs which need to be dependent on a revenue source that no longer exists. He said this exercise is important for us, because we can't continue to support programs and services as we did in the early 1990's when GRTs were very strong and healthy for the City. He thinks the Finance Committee needs to provide direction as to where we focus our efforts in view of the reduced GRTs. He said we can't continue to provide the same level of services with less revenues.

- Mayor Gonzales said, although there were increases in the GRTs, that was absorbed with a \$1.5 million contract with AFSCME, plus the additional costs of annexation, as well as the loss of revenues from "hold harmless" which becomes effective in 2015. The reality will force us to start making tough decisions on where we prioritize our budget, and the public needs to know there is a performance expectation. He said will be voting on a budget which may require elimination of programs or support of programs.
- Councilor Maestas said the new paradigm should be on the results and what we can do.
- Mayor Gonzales asked if we are looking at keeping things whole or go to the public to look at eliminating programs and service.
- Councilor Dominguez said the budget is flat with some potential revenue we might expect next year, and we have to maintain the level of expenditures with anticipated future revenues. He said in terms of performance based budgeting, in providing information to the Governing Body and the Finance Committee, we need to simplify things somewhat. He said right now it is a big "shell game," with money coming from all over the place to make ends meet. He said a simple revenue and expenditure statement might be helpful, such as for enterprise funds.
- Mayor Gonzales asked said then this year there isn't the issue of having to look at cutting programs.
- Councilor Dominguez believes we are fine for the time being.
- Councilor Lindell said there must be a way of analyzing hours when City facilities are used, and said perhaps the hours can pulled back somewhat so we don't cut core services, but scale them back a little. She said we have 3 senior centers within 2 blocks of each other that all serve breakfast and lunch and asked if it could be served all at one place.
- Councilor Lindell said people have wonderful ideas that cost \$70,000 to \$80,000, and if we approve these throughout the year at every Council meeting, you can get into some real zeros and commas, and she thinks we need to band together and know we're not in an expansion mode. If anything we are working on an analysis of cost savings.
- Mayor Gonzales said perhaps we can set policy on how expansions of the budget would work, that they will be approved only if they meet an outcome which matches to a priority. He said this could help us to be more disciplined.
- Councilor Maestas said since the recession, the work force has been reduced by 20%, but we haven't appreciably reduced services, and asked what is the right size for the City, and said we need to determine that. He said we have department directors wearing several hats, and we don't want to burn-out our people at the expense of trying to maintain service. We need to right size and stabilize our government.

- Councilor Ives agreed, noting a commentary by Greg Bemis saying Santa Fe is top-heavy with people working in government – 11% the norm versus 14% in Santa Fe. He suggested eliminating positions that haven't been filled for 2-3 years, and if there is a need for a new position, we take that on part of the expansion.
- Councilor Dominguez said we need a different process in place for an FIR, perhaps simplifying the format, and deciding exactly what information needs to be included. He said perhaps it could be on "bright orange paper" so we pay attention to it.
- Mayor Gonzales expressed his concern about the difficulty of being elected in March at the time there is a budget to be approved in early May. He said in the next fiscal year, we need to develop a strategic plan for next 18-24 months and tie a budget to that, with goals and objectives, so it becomes a real document.
- Mayor Gonzales said volatility of the GRTs makes it difficult to provide sufficient funding for services – align services with available tax revenues – should public safety be supported more by property taxes, and other services supported by the GRT. We need to have this conversation about a dedicated revenue stream for core services which makes sense to the public.
- Mayor Gonzales said we need to look at our enterprise funds to decide if they should continue to be enterprise funds, and if not, what is the revenue source that is going to support it. What makes sense.
- Mayor Gonzales asked if the Councilors are open to going through a strategic planning process that would be tied to the budget for the next fiscal year so we can incorporate some of the things that we are talking about, or if there is another path outside a strategic planning process where we could achieve the same objective.
- Councilor Ives – the strategic planning process is fundamental to determine the direction in which we should go in the future, to be the City we want to be. We need the discipline not to take on new things without a revenue source for the expenditure.
- Councilor Dominguez – the strategic plan should as specific as possible. For example, the GCCC is much different from Solid Waste or Water Divisions where fees pay for the services. Has management been giving the GCCC the opportunity to operate truly as an enterprise to make this happen. He said in that situation we could subsidize less from the General Fund and use those funds for things like public safety.
- Mayor Gonzales asked if the Council is okay with tying the budget to the strategic plan we adopt.
- Councilor Dominguez is okay with it, but said we need as much input as possible on the strategic plan because it has to be true.

- Councilor Dominguez – a strategic plan can have different parts to it with a long term aspirational visionary document for 20 years, with an inter-related 3-5 year plan, with an annual work plan tied to the budget for true accountability. A strategic plan is a living document.
 - Councilor Ives – Santa Fe's last master plan was done in 1995.
 - Councilor Lindell – We need to keep in mind performance based budgeting, commenting that she is going to keep saying this.
 - Mayor Gonzales – Performance based budgeting means a big investment in training of our staff to use the systems and technology to set the metrics in place for the system. Need a willingness to make critical investments in technology to constantly upgrade our systems. If there is no money to invest in changing processes and behavior, we can't meet the metrics we are setting up. Dialogue needed to decide how to get to that point.
 - Councilor Dominguez – Make investment in technology a priority for the City to provide a more effective and efficient government and better service to citizens. Educate the public to the realities that exist with the budget and the way we operate.
 - Councilor Lindell – Provides the opportunity for transparency. Asked if there is access for the public to look at our budget, and if there is a City checkbook on line.
 - Mayor Gonzales – It is there which is a good start, and we need to move it to the next level.
 - Councilor Maestas – Affordable housing should be a core service in Santa Fe with a robust City program for that.
 - Councilor Maestas – Stimulation of job creation is a tool for our own empowerment in the absence of tax reform – should be more of a temporal core service. A more temporary thing as we recover from the recession.
- Mr. Moore said perhaps you are creating two tiers – a core tier, and a second core tier which would include things such as affordable housing, stimulation of job creation and training. You have made a strong case that we have to be in the business of training inherent to the future of City operations. With two tiers, you can provide better service.
- Councilor Ives – Include infrastructure in the core services, and in strategic planning looking to what infrastructure we want for the future of Santa Fe.
 - Mayor Gonzales – Match resource dollars to priorities, but there can be priorities built from some of these. In job creation in the area of green technology, areas creating green labor jobs that helps with the economy. We have no direct role in public education, but we can partner with non-profits and Schools and use our infrastructure to help support it. Interdependence – we need a strong educational system to have good paying jobs, to keep people here there must be access to

housing. We need to invest in them sufficiently to play a leadership role by bringing others to the table in setting priorities moving forward – the private sector, the schools and the counties.

- Councilor Maestas – The federal government assesses each FTE each year and they are classified as inherent to government or commercially available to render that service. Sometimes they break the position into different parts – commercially available or inherent to government. We can do the same at the City level – is the expertise truly commercially available or can we cultivate this expertise in government without adding FTEs.

Mr. Moore pointed out that the lion's share of the City's budget is for personnel.

- Councilor Ives remains skeptical to privatization of our core services, and police protection is a core governmental services, and we don't want to go to privatization.
- Councilor Dominguez – How much social infrastructure is our responsibility. Libraries are part of the education, economic development and stimulation of job growth needed to be accessible and affordable. There are a lot of people in the community who are hungry. What is our role in ensuring that everyone has access to a library, as well as to food and shelter, the basic core necessity people have.

10 minute break here – 10:20 a.m. to 10:30 a.m.

Councilor Rivera arrived during the break

C. Please identify up to five changes that the City government should make in its focus. What should it do that it is not doing or what should it do more of or in a substantially different way.

Mr. Moore said the following are what the people interviewed said were the changes. He would like to identify a few, and asked what really resonates with you, or what you dislike. He asked the Councilors what is one change that could be made that you would like to see made. He said you can use these as a starting point to think about it.

1. *Establish fiscal discipline and long-term financial stability.*
2. *Right-size/streamline government structure*
3. *Establish accountability and focus on clear priorities and division/department level with achievable, clear and measurable goals.*
4. *ID specific projects (broadband, infrastructure, incentives, etc., to aggressively stimulate the economy.*
5. *Initiate and maintain continuous talks with SF County to ID and secure beneficial and sustainable partnerships in equitably shared responsibility for services, energy/sustainability, water resources, etc.*

6. *Be more fiscally responsible.*
7. *Demand more of key potential partners, such as SF County, LANL, state legislature, etc., to help benefit the City.*
8. *Begin and continue teambuilding among the Governing Body Members and executive staff (when all are hired).*
9. *Develop and implement a continuous and robust civic engagement plan.*
10. *Update projected costs (one-time and recurring) of annexation.*
11. *Fill critical, high-level positions.*
12. *Take lead in municipal tax reform to reduce dependence on GRT.*
13. *Continue growing social services to most vulnerable and leverage limited public funding with other public and private organizations.*
14. *Expand efforts to address the growing need for affordable housing.*
15. *Better integrate police department into the community through community policing practices, more coordination with neighborhood associations, etc.*
16. *Expand solar energy use by negotiating a deal with PNM to build a community solar garden.*
17. *Expand broadband projects beyond \$1 million proposed project.*
18. *Focus more on core services and provide everything to build those up so people that work in those departments have the tools they need to be successful.*
19. *Doing a lot of extra things now, and should focus more on basic services.*
20. *Get some services, possibly out of GRT dependence. Maybe public safety, look at property tax or other tax that could provide more stable revenue.*
21. *Stop meddling into issues that don't involve the City.*
22. *Provide more parks on south side for kids that live here.*
23. *More for kids to do on a daily basis. Don't have enough general recreational things for kids to do.*
24. *Acknowledge and promote government as a service to the citizens, not an organization which is inherently an end in itself.*
25. *Reform HR system to provide for performance reviews on an annual basis for all staff both as opportunity for management and employees to assess and define what good performance means, and to define necessary training and career advancement parameters.*
26. *Create a vibrant IT program as a service to the other functions of government to promote efficiency and productivity in an intelligent and intentional manner.*
27. *Become more transparent and accountable by ensuring that all committees and boards post not only agendas but packet materials at least one week before scheduled meetings and ensuring that the City's web presence is both easily accessible and searched.*
28. *Redefine economic development process from top to bottom.*
29. *Explore new water sources as per conversations over the last month on tapping into existing deep water supplies both regulated and unregulated by the OSE.*
30. *Short term and long term budgeting – we have no real plan on dealing with either.*
31. *Equity – making sure that resources are allocated equitably.*

32. *Employee morale – better communication with employees and eliminating the fear of retaliation.*
33. *Communication – not only to the public, but to employees and the Governing Body as well.*
34. *Council Liaisons – helping members of the governing body do everything from constituent outreach to evaluation of materials provided.*

The Governing Body commented, made suggestions and asked questions as follows:

- Councilor Maestas – How do you define equity, top to bottom, socially, economically, closing the gap between incomes.
- Councilor Ives – Try to institute a process in HR for annual performance reviews. Managers and employees defining a set of goals for the year, defining necessary training, providing input and getting input and feedback and where we're going to create career paths for employees. Targeted toward making sure that everyone understands that we are a service delivery organization to the citizens, not a bureaucratic institution.
- Councilor Rivera – Update projected cost of annexation and plan accordingly
- Mayor Gonzales – Starting the training of employees and align the skills sets and services they are delivering. [3 votes]
- Mayor Gonzales – Change how we deliver services or meet goals from a partnership level, looking at the Schools, County and non-profits – collaborative partnerships to meet the public need.
- Councilor Lindell – Combine the establishment of fiscal discipline and long term financial stability with establishing accountability and focus on clear priorities, which clearly ties in with what Councilor Ives was saying, and combining that with performance review. [3 votes]
- Councilor Maestas said the City needs to plan and expand efforts to regionalize services, and continue working on partnerships with other governments and large private sector employers. We need continued dialogue and expansion of our partnership with Santa Fe County and other partners. Perhaps we should look at regionalizing other services. Santa Fe is the State capitol, and we need to demand more of the Legislature and LANL to cultivate business and industry to cater to the commercialization of technology at LANL, and leverage its resources and technology. We need to do this on a continuing basis. [3 votes]
- Mayor Gonzales said there has been a lot of discussion but there haven't been any substantive steps. Develop a very clear end result to partnerships. In terms of water, we have to elevate to full participation with the County – water as well as health care. All these things don't recognize boundaries and require regional relationships.

- Councilor Maestas – This shouldn't be an outgrowth of a reaction. If we want to cultivate a section of our economy that is dedicated to the commercialization of technology, then we should pursue that.
- Councilor Dominguez believes to accomplish some of this, we need tax reform. There are two different funding sources for the City and County. This facilitate this agenda and help the City in other ways to sustain itself. [2 votes]
- Councilor Ives – Formation of an energy task force is important. [2 votes]
- Mayor Gonzales – Creating succession training, and creating clear upward mobility tracks for employees.
- Mayor Gonzales – Try to create a culture within City governments seeking new ideas, a culture of entrepreneurship where employees feel empowered to offer ideas on how to do things better, more efficiently, and creatively that organizations need at all levels in City Government. [2 votes]
- Councilor Lindell – More “feet on the ground” kinds of things. Team building among Governing Body members and executive staff, in addition to a Council liaison. We need to have at least one staff member that works just with the Council and doesn't have other responsibilities and duties. At some level, those fall under the umbrella of training.
- Councilor Dominguez – The culture of entrepreneurship and innovation in City government leads to ensuring that we have a positive culture and climate in City government among City employees, so they have the freedom to speak up to expand this potential. Eliminate the fear of retaliation.
- Councilor Ives – A renewed focus and attention on information technology improvements with the capacity to track what we're doing as well as doing it more efficiently. [3 votes]
- Councilor Rivera – Integrating the Police Department more into the community through community policing will make a huge impact in a short amount of time. He said there are models out there that we can use.
- Mayor Gonzales – A civic engagement process. Finding ways to open up or to allow for more public participation and input outside of Council meetings and office hours – public process for pathways to involvement. [3 votes]
- Councilor Maestas – the arts community doesn't feel it is supported by its government. We need a more focused plan to stimulate the arts economy. Salaries are well below the median income for artists, and the tax structure is not incentivized to help the arts community. Housing isn't conducive for live/work art space. It is an important part of the backbone of our economy and we

need to have a targeted plan to help that part of our economy to flourish. He said some of this will require enabling legislation by the State – tax incentives and such to provide for that such as the old enterprise zones such as what was done in New Orleans. The temporary loss from the tax incentives is a minor consequence of the growth of that part of the economy.

- Mayor Gonzales – On that point, we need to change the way we market Santa Fe. Tourism is a strong engine for our economy, and the quickest way to “put gas in the tank,” so we can do a lot of what we talked about. We need a tourism strategy that recognizes Santa Fe as a global brand, and change the way the market looks at Santa Fe, and doing something with that – driving more “heads to the beds.” We’ve suffered a little over the past few years in tourism.
- Councilor Dominguez – This speaks to the equity in Santa Fe, and at what point are we focusing too much attention on that and forgetting other things. How much is enough and how do we balance the dynamic that exists between the importance of tourism and the arts, the economy and the community, with the importance of other basic necessities.
- Mayor Gonzales doesn’t want to go to one or the other, and wants a balance. There is a limit on how much we want to tax the community and we always don’t want to look to the residents for the revenue. It is an issue of the balance of how much resources you put into marketing Santa Fe – we don’t know the return on the investment in marketing Santa Fe. It would be helpful to know that.
- Councilor Dominguez – it is balancing the dynamic which comes with our diversity.

Mr. Moore asked each Councilor to vote for 5 of the items identified above, and gave them each 5 dots to place next to their top 5 choice, asking them to write their priority number on each dot. The results of this voting is indicated after each item in brackets.

D. Please identify up to five (5) things that the City currently is doing that it should not be doing or should be doing substantially less of?

Mr. Moore said he is doing to defer this questions, because there are more important questions to cover than this one.

Mayor Gonzales agreed, saying we are moving on some positive areas, and asked if it is okay with the Councilors. It was the consensus among the Councilors to move on to the next question.

E. If you were nominating Santa Fe for an award as an All-American City and there was a section on city government, what would you include as examples of excellence in the operations of City Government.

1. *Putting crucial surface water rights (San Juan Chama) to beneficial use in partnership with SF County that beneficially diversified the City's water portfolio..*
2. *Providing a wide array of affordable housing and social services in partnership with for-profit, nonprofit and other governmental agencies.*
3. *Taking the lead and financial responsibility of providing services (library, recreational, wastewater, etc.) utilized by people that reside outside the City.*
4. *Parks Department. Doing excellent work with a limited amount of staff, with a great attitude.*
5. *A continual and committed focus to becoming more efficient and sustainable.*
6. *The Santa Fe Fire Department – hardly any complaints from the public or internal resources.*

The Governing Body commented, made suggestions and asked questions as follows:

- Councilor Ives – A place where diverse cultures come together in unity to promote a sustainable future.
- Mayor Gonzales – The City's water conservation efforts really led the way. The work in the watershed to create a healthier eco-environment that helps to protect the quality of water is something of which we all can be proud.
- Mayor Gonzales – The allocation of money for the arts and for youth services (3-2-1 tax).
- Councilor Dominguez – There are a lot of departments doing excellent work with less.

Mr. Moore said the Governing Body should ask itself this question quite often.

F. Do you have expectations of staff that currently are not being met? If yes, please describe what they are.

1. *Staff are competent, responsive and professional.*
2. *Don't think that people (upper management) are quite as responsive to questions/concerns that the Council may have. Don't think there's enough diligence given to things Councilors are asking for.*
3. *Generally only on small matters that I believe get lost amongst the press of business. On a larger scale, there are some changes that I believe are evident, and having more motivation and engagement in others to accomplish such things would be a pleasant and rewarding experience.*
4. *My expectation from staff is that I be given answers in a timely manner, without having to solve a riddle.*

Mr. Moore asked for additional suggestions from the Governing Body.

The Governing Body commented, made suggestions and asked questions as follows:

- Councilor Ives – Expectations. A contract of expectations is built throughout the organization and you are defining what is expected from both the manager and the employee, making sure there's clarity.
- Councilor Dominguez – Make sure resources are there for staff to be successful, through training and support and other resources that they may need..
- Councilor Maestas – These are unique times, and it is unfair to ask employees to do more with less, and then be uncertain about the future of government and the financial outlook – will the City stabilize in terms of personnel levels. We need to be realistic.
- Councilor Dominguez – With the proper resources staff be able to give us information in a timely manner. We need to be very clear when we can about what it is we're looking for and articulate that to staff. Staff needs to ask any questions to be sure what you are asking for.
- Mayor Gonzales – The challenge of how much you give the staff, with the thought that whatever you give them competes with their task of delivering the services required by the City. How do you balance that. The Council may need to "bite the bullet" and have a dedicated staff person that clearly is in line with what the Council needs and to do it in a timely manner, respond timely, and in a way that doesn't interfere with the normal delivery of services. He said we have had a decrease in staff, and the City Manager not only has "to manage 8 plus the Mayor, but also manage department heads and everything else. If you go that route, that might be a way to get the resources and assistance to get what you want known.

G. What should be expected of the Governing Body

The Governing Body commented, made suggestions and commented as follows.

- Councilor Ives – We should go through our packet and read the material prior to the meeting, and hopefully have asked questions so staff knows what we're looking for. Be informed as you are going into the meeting. We are charged with informed decision-making. Do our homework and use time outside of meetings to get those questions answered in ways that gets staff looking for answers, rather than doing things in meetings.
- Councilor Dominguez – There needs to be a level of trust that staff is giving you information you need. Don't give the feeling that you have to bring some of this out in public and play the "gotcha game." There has to be trust in general.
- Mayor Gonzales – We are professional people and how we engage and communicate with the staff needs to come from that professionalism. *[inaudible]*.
- Councilor Maestas – We should strive for consensus. Any issues that can be controversial should not define our relationships, and be completely independent of our relationships on the Governing Body.
- Councilor Dominguez – Be hard on issues but not on people.

Councilor Bushee arrived at the meeting

- Councilor Lindell – Regarding Question No. 5 which we answered prior to this meeting, is there are differing viewpoints. The response she has received from every employee in the City has been a 9 or a 10. We need to prioritize if our request has a red flag that means we need an answer immediately, or if we can ask them to get back to us when they can. She said she is "dumbfounded" at how busy the staff is and how many things they have to do on any given day.
- Mayor Gonzales – Try and find solutions through discussion.
- Councilor Maestas – One basic expectation of staff is that they communicate honestly about improving the City. Empower employees in such a way that there will be no retaliation if they speak up. He said the people working on our streets are the most qualified to talk about the state of their division and services provided, and they should not be inhibited from sharing their feelings. We need to work to create a climate where we can get targeted, appropriate answers and information from employees so we can improve the City continually.

Mr. Moore said in other words, if people don't feel they have permission to say things in a public process, they will do end-runs and go to people individually, which can undermine how you operate. You are helping the City if you can do something to build trust so people can be candid, not feel reprisal and they are willing to do it in public.

- Councilor Maestas said – Being on the same team is important.
- Mayor Gonzales – We set the tone for government in the way we interact on issues. It is hard to ask the employees to something we can't do ourselves. We won't always agree, but approaching issues on the basis of respect for one another sets the tone.
- Councilor Dominguez – Do what we can without violating the open meetings act to have open communication and collaboration to resolve issues outside of the Council meetings.

There was a 15 minute break at this time

H. What should be expected of the Governing Body by Staff

Mr. Moore said staff has been asked to say what are their expectations of the Council. One of the choices is to do this with or without Council in the room. There were no objections to having the Governing Body in the room.

The staff commented as follows

- Brian Snyder said he agrees with the approach, because it is important that we are all on the same page. He said how we communicate among ourselves and with our staff can make us successful or we fail. It is important as to how we communicate with the Government. It is important to be on the same team.
- Mr. Snyder said as we move through the Committee process it is important that we communicate and understand what your questions are, and be able to speak frankly with you and let you know if we can't provide the information. Sometimes our IT systems can't provide the data in the form you would like. It's not that we won't, it's what we can do in our limited system.
- Mr. Snyder – We need to be clear what we're looking for and you need to be clear what you're looking for.
- Mr. Snyder – it is important for Councilors to go through their packets, read the material, and ask questions in advance so staff knows what to look for. It is frustrating to staff when it is obvious that Councilors haven't read their packet. He said it is frustrating when staff doesn't show up to a meeting, or they show up unprepared. Staff needs to be aware of the agenda, the items for which they are responsible, and be able to speak to their items. If they can't be in attendance for a

legitimate reason, they need to be sure there is appropriate staff there to answer your questions. It is a two-way street.

- Mr. Snyder – Many of the expectations you laid out are the same things he has said to his staff, and he's working toward building trust. He believes it is about trust. He doesn't have your trust now, and he is working to get it, to be open and honest with you, to be sure we can provide what you are asking for in a quick turn-around time.
- Mr. Snyder – City-wide, City staff is very good in reactionary mode, meaning if you ask for something, they're on it. At the same time, they have to balance their daily work load. [inaudible]

Mayor Gonzales said over the past weeks, there are many realities for which he accepts responsibility. He said it is difficult for managers to think about things when they're not sure what's going to happen. He said it is tough for people when they don't know what's going to happen from an administrative standpoint. Some of what is happening is because of the transition and transition teams which are visiting with departments to get an understanding of where things are. He said we will see more of a permanent shift once the permanence is in place and we bring the certainty needed at the administrative level, sooner than later. He said we are driving to that.

Mr. Moore said it would be useful, if staff is willing to say if there are times when they have really been exasperated, and what it is that exasperates them.

- Isaac Pino said he has been on a private governing body for years, so he understands what this Governing Body is experiencing. He said 90% of the requests from the Councilors are crystal clear. He said it is the 10% where we don't know and we might guess right, or we might not. And when we don't, then that's when the Governing Body gets frustrated. We need to be told clearly what you want, and we will deal with it. He understands the position of the Governing Body in that everybody that comes to them is coming with the most important/pressing issues in their life. We have to deal with it. He said just tell us what your problem is, and we will deal with it.

Councilor Bushee said At one time we had a system where we kept track of requests and to be sure things didn't fall through the cracks. It is clear if it is in writing. She wants a 311 number like they have in Albuquerque where complaints are centralized and shot-off to the various places. We had this system, and were supposed to have it through higher technology. But there were changes in administration and the systems have fallen by the wayside, but they really worked. They are clear and in writing, and if you don't understand, you write back and ask what that really means.

Mayor Gonzales said inevitably we are going to have the same questions of staff or look for the same answers, so it would be useful if there is a repository where we all could look to be informed of the request, and then the response gets back on there. We can use this as a source of information.

Councilor Bushee said we all got to see it and we could join in on it, and we had software to do it.

Mr. Moore said this is the easiest kind of thing to have software for.

Councilor Rivera asked if Mr. Snyder if we don't already have this with constituent services.

[Too many people talking at the same time here to be able to hear Mr. Snyder's response to Councilor Rivera]

- Mr. Snyder – Staff shouldn't make things personal. Staff shouldn't take things personally. It is a balancing act and sometimes people do take it personally.

Mayor Gonzales asked if there is an agreement among the Governing Body, if we can find software that works to keep track of complaints, that we would use it to input our requests to staff, monitor how long it takes to respond and get the data. There was consensus among the Governing Body to proceed with this.

Councilor Dominguez said staff does a great job in responding to our requests for the most part, although there are some things that slip through the cracks. He said he and Councilor Rivera make double requests at times because of lack of communications with one another and with staff.

Mr. Moore said you need a status and completion on your requests.

Mayor Maestas said if we are going to do this, we need to empower staff to give us a deadline, and it could be negotiable, but there should be an agreed to deadline on requests.

Mayor Gonzales said it also brings some light and transparency into what we are doing, so there is a recognition of what each of us are asking the staff to do. And we need to be able to monitor the system. It does take a level of discipline on our part to work in that kind of system. That doesn't limit the ability to have a conversation with staff. It will create a mechanism so we can see what everyone is doing, what they're asking.

Councilor Bushee said when we were doing that, we had a deputy City Manager and it came through him.

- Mr. Snyder said we are discussing one person to be liaison with the Council. He agrees with Councilor Maestas that it is all about communication, everybody is on the same page and knows the expectations.

Councilor Rivera asked if the discussion about a liaison person was for one liaison for the entire Council.

Mr. Moore said it was a dedicated person.

Councilor Rivera said the County shares a liaison. He would like one liaison per District, commenting that each District is unique enough, and he thinks we should consider it. One liaison for the whole City would be tough.

- Kelley Brennan – everyone in this room works for government because we are interested in government and making government work. She said the most interesting conversations are those requiring her to have ideas and think about things. She said when she has ideas, she is looking for a repository for that information. *[inaudible because of noise overlay]*
 - Sandra Perez – It tends to appear that everything is reactive management or response on staff's part. What gets lost is the amount of pro-active work and planning ahead which is done within the department to help advance your mission. When you have a request, we are interested in what you are trying to achieve so we can help you get there, and to better understand what that is, we can better respond. She said it is the agenda of this group, it is not her agenda. It is her role to help advance your agenda, whatever that may be. It is her role to say no politely when it is appropriate, and it is her role to say yes. We need a clear understanding of what you are trying to achieve or looking into, and trusting that we understand confidentially, privacy and sensitive matters and to be responsive. There needs to be a better understanding of the true demands on staff – technologically, system-wide, resources. Having frank conversations about what we can do, and realization of the limitations of the system.
 - Terrie Rodriguez – Improve whatever we are doing through the process, with understanding that we on the same team. She is encouraged with the conversation about targeting poor services. We need the Governing Body to make the hard decisions as a policymaking body. Responsiveness and communications, and candor are important. It is our responsibility to do that, even if you think what you're going to say is not what somebody wants to hear, particularly in facing facts. The staff knows those facts, and it is our responsibility to be honest and forthcoming with that.
 - Ms. Perez – tell people what they need to know, not what they want to hear.
- Mr. Moore said this would be a good standard.
- Matthew O'Reilly we talked early about the balance of services and available resources. It has been a challenge during the recession to roll back, but at some point we need to define the new normal. He believes the strategic planning you discussed will be key in that process. And, as we're telling you the truth and getting the facts on the table that we can afford X amount of services, we need support from the Governing Body when we need to contract in some areas – it would be greatly appreciated.
 - Mr. O'Reilly – We have a constituency that expects a high level of service, and rolling things back is not easy. Their expectations are high for the services that the City provides.

Mayor Gonzales said part of the relationship between the Governing Body and staff has to be, if this is what you would like, let us help you. As opposed to, you need to hear this because this kind of the way the rules are right now. What I want from staff is, I hear what you're saying, you're wanting to do this, we don't have the processes built for it, but if this is something you want us to work on, on your behalf, we will have the process to do it. This is an important change in the culture that the Governing Body needs to

know exists with the administration – There isn't going to be a roadblock, but there will be pathways through the office to change things so things can be done. He wants to be clear about this.

Mr. Moore said in his experience, staff has institutional memory in ways that the elected officials don't, because they've been around longer. They've seen other people try things, and then all of a sudden somebody comes along and thinks it's a new thing to do. They've been down that road. So how you can provide that institutional information in a constructive way, noting there is often tension in the communication.

- Ms. Martinez – Excited to hear about how the strategic planning goes as a whole. *[Most of this is inaudible because of a noise overlay]* IT Staff needs to know what the departments and the Governing Body wants, so they can produce what's needed.
- Mr. O'Reilly – Interested in making government work better and the City a better place. Expects of himself to be responsive and to put the customers first. Our three most important priorities are "customers, customers, customers." This is what he expects of staff.

Mr. O'Reilly – It would be good if the Governing Body would follow the laws they themselves passed. Follow the Open Meetings Act, and don't engage in *ex parte* communications.
- Mr. O'Reilly – Expects the City Manager and department heads to handle all personnel issues, without having Councilors involved in personnel issues.
- Mr. O'Reilly – Expects Councilors not to hijack staff for special projects when staff have other duties to perform, and there could be customers waiting. He said, "If you contact me, I know exactly how to get you what you want as fast as possible." If you talk to staff members, they may not know what you need and they may provide incorrect information. He spoke of a recent situation where a governing body member pulled staff from what they were doing, and it caused a big problem.
- Mr. O'Reilly – The staff are waiting to serve you, and really want to do what you want. He said we will work to avoid pitfalls to get what you want. He said "We're there to serve you. Trust us. That's what we're here for..... that's why I'm here. That's what I want to do, so if those things could happen, that would be great."
- Jodi Porter – Has a very very small staff which produces a lot. And when Councilors or the City contact her staff without going through her, it makes it challenging to get the work done we do on a weekly basis. She said recently, a Councilor went directly to a staff member, and the staff member didn't contact her, and by the time she found out, the "ship had already sailed." She said at that point, she can't intervene. She said she will consider requests that come through her and delegate those to staff in accordance with the work to which we already are committed to do. She said we all want to serve the Councilors and to do the work you have assigned for us to do.

Councilor Rivera said when he was first elected he talked about the chain of command with Mr. Snyder, and he always tries to go through him for everything, although it hasn't always happened. He asked how important that is. He is hearing that we go to others than the director to get things accomplished. He asked Mr. Snyder, how important is it that everything go through you."

Mr. Snyder said, "Would I prefer it. Yes. Does it work functionally. No." He said his job is to work with the Governing Body, but he may not be as responsive as if you were to go to them directly. He said he has set up a relationship with staff that before they respond to you that they make him aware that they are working on something for the Council. He asks that they copy on him on their response, so he can tell you, if you ask, the status of that request. He said he has a good relationship with his staff to support you. He said communication is key in getting things done.

Councilor Gonzales said if we build the system Councilor Bushee spoke about, a lot of that goes away. He said hopefully we can build a system through IT that makes that happen. He appreciates that sometimes it's easier to call the director on an issue. He prefers that things go through the City Manager.

Councilor Rivera said we get called, for example, that the restrooms aren't open in the morning when the kids are getting ready to play soccer. He said he called the Parks Director directly, and that would have left everyone out of the loop.

Mr. Snyder said this isn't a problem for small things like this and it doesn't make sense to call Mr. Pino to get this done.

[Too many people talking at the same time to hear all of Mr. Snyder's remarks] Mr. Snyder said it is all about efficiency and getting things done in a proper manner.

Councilor Bushee said at one time there was a policy that Councilors will not talk to anybody but the City Manager, and that didn't work. She said the other extreme was where Councilors began to be called micro-managers. She doesn't want to see Celeste more over-burdened. She said we had a Deputy City Manager at the time this system was in place, and they were charged with building, overseeing and implementing the system, and it worked. And another thing that would work would be a 311 centralized system for our constituents, so you're not dealing with the "bathroom doors are closed scenario," and we are left to do our job as a policymaker to act in a larger capacity. She brought a 311 system forward, but there were complaints about the cost.

I. WRAP-UP

Mayor Gonzales said this session felt good to him, and asked if it was beneficial to the Councilors.

Councilor Dominguez said it was beneficial for him. He said staff needs to understand that we are constituents just like our constituents, but we don't have the luxury of just being constituents all the time. It all comes down to trust and there has to be trust from both sides. It is a two-way street. Communication is important.

Mayor Gonzales would like for us to continue, on a regular basis, a conversation outside of normal Council business and touch base with one another – what's working, what's not, and what we need to focus on. We can work with Carl Moore to get some notes in place and sent out to Councilors. He said we can ask Brian Snyder to develop and put in place a plan as to how to meet some of the things we've talked about today. We have to find a way to continue to have this kind of free dialogue with one another. It certainly helped him for the staff to join us, and to be able to hear were you "guys are coming from," especially those who have been here for a while – how things work and how we can improve things."

Mayor Gonzales said this was a way to talk about the budget, but it doesn't have to be the same conversation. It may be that we discuss training, upward mobility and how we focus, and we talk with the management about it. Or, it may be about partnerships we want with non-profits and the City. We can all start thinking about the subject matters we want to learn more about and put more effort into.

Councilor Maestas said this is a great session, and he wishes there were more time to hear from staff. He appreciates the candor of staff – we need that honesty and candor. He said we need to work so that everyone in the City has ownership – cascade down to all levels – and develop consensus, so people feel they are a part of the City and are on-board.

Councilor Bushee appreciates the discussion and the ideas of employees. She said we are talking about this level of governance, and she wants to talk about the "bottom up stuff a bit more in some way." She said we have to work toward a transparent process. She said the day to day staff have come to her with great concerns about what they have started to see in terms of raises, and what they saw from the last City Manager, and how that happened. She said this needs to be built into the process.

Mayor Gonzales reiterated that we discussed training, upward mobility, and skill sets aligned to the job – things we've mapped out which will flesh that out, so people don't feel raises are given unfairly without an understood process in place.

Councilor Bushee said it still seems the system allows for favoritism, cronyism "you name it."

Mr. Moore said performance review is another thing and that is one way to do it, which is to have clear expectations.

Councilor Bushee said that still allows for favoritism and cronyism, and she doesn't know how to find and inject the needed objectivity.

Mayor Gonzales thanked everyone for attending.

4. ADJOURN

There was no further business to come before the Governing Body, and the meeting was adjourned at approximately 12:50 p.m.

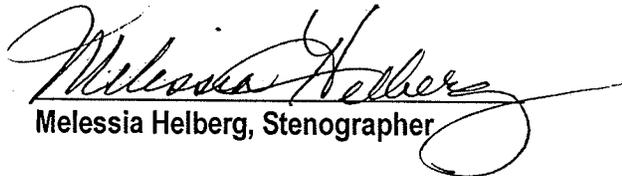
Approved by:

Mayor Javier M. Gonzales

ATTESTED TO:

Yolanda Y. Vigil, City Clerk

Respectfully submitted:



Melessia Helberg, Stenographer