



# Framework for Closing the Deficit

Presented to Finance Committee

February 9, 2016

# FY 2016/17 Budget Calendar

- Jan 19: Finance Committee kick-off work session to review fiscal forecast and discuss/approve budget priorities and policies
- Jan 22: Current Personnel Allocation Information sent to Departments
- Feb 10: Dept Budget Training Session #1, Council Chambers, 10am-Noon
- Feb 12: Dept Budget Training Session #2, Council Chambers, 1PM-3PM
- Mar 7: Final Budget Submittals/Forms Due to Budget Office
- Mar 7–28: Finance Dept. reviews, analyses and formulates 1<sup>st</sup> draft of budget
- Mar 28–Apr 8: City Manager formulates Recommended Budget
- Apr 8–25: Finance prepares Recommended Budget document
- Apr 25–May 9: Finance Committee reviews and considers Recommended Budget
- May 11: City Council 1<sup>st</sup> reading of Finance Committee’s recommendations
- May 25: City Council meeting for adoption of FY 2016/17 Operating Budget
- Jun 1: Deadline to send Adopted Budget to NM Dept of Finance & Admin.
- Jul 1: Start of FY 2016/17

# Strategic Questions for Developing the Budget

- Timeframe for closing the deficit?
- Structural deficit addressed separately from current budget
- How much/type revenue increase(s)?
- What priorities are held harmless from cuts?
- Borrow from reserves?
- Franchise fee to Utility Enterprise Funds?

# Strategy for Drafting the FY 2016-17 Budget

Reserves/Debt	Operations	Sustainability
<b>Budget Assumptions</b>		
<ul style="list-style-type: none"> <li>▪ General Fund balance at 10%</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2% revenue growth</li> </ul>	<ul style="list-style-type: none"> <li>▪ One-time revenue goes to one-time costs/projects/initiatives</li> </ul>
<ul style="list-style-type: none"> <li>▪ Borrowing from reserves at 2% APR</li> </ul>	<ul style="list-style-type: none"> <li>▪ \$1.5% inflation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Infrastructure and/or critical mission services are top priority</li> </ul>
<b>Financial Management Goals</b>		
<ul style="list-style-type: none"> <li>▪ Structural deficit addressed separately from current budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficiency of operations should be competitive with that of comparable cities/operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Current expenditures covered only with current revenues</li> </ul>
<ul style="list-style-type: none"> <li>▪ Debt service limits within 5 years:</li> </ul>	<ul style="list-style-type: none"> <li>• 10% of total operating budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Diversification of revenue and economic base is top priority</li> </ul>
<ul style="list-style-type: none"> <li>• \$1,200 per capita</li> </ul>	<ul style="list-style-type: none"> <li>• Annual capital investment greater than total capital depreciation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business-type activities to become self-sustaining in 5 years</li> </ul>

## **Budget Preparation Instructions to Departments**

- Inflation at 1.5%
- Assume vacancy rates at average of past 3 years
- Departments help prepare their personnel budget
- No expansions or new initiatives except to reduce costs
- No carry-forwards
- Operating Budget separate from Capital Budget (CIP)
- Programs should be competitive with efficiency indicators in comparable cities
- All programs will present performance indicators

# FINANCIAL CHALLENGES IN FY 2016-17

GENERAL FUND BEGINNING CASH BALANCE		8,783,844
<i>Revenues</i>		
Gross Receipts Tax		53,130,499
Property Tax		3,464,594
Franchise Tax		3,145,000
Licenses & Permits		2,360,445
Total Other Fee/Income		2,284,876
Ambulance Fees		1,700,000
Reimbursed Expenditures		6,247,587
Transfers In		6,410,305
Subtotal - Revenues		78,743,306
TOTAL GENERAL FUND RESOURCES AVAILABLE		
	87,527,150	
<i>Operating Expenditures</i>		
Total Department Expenditures	73,908,727	
Transfers Out	4,824,579	
TOTAL GENERAL FUND OPERATING EXPENDITURES		
	78,733,306	
REPORTED GENERAL FUND ENDING BALANCE		
	8,793,844	
<i>Bridged Expenditures</i>		
Costs Shifted to Other Funds		
Locals Workforce Account in GRT Bond Proj	1,350,000	
Unrelated salaries in Enterprise Funds	1,196,383	
Street Mantc. in Storm Water Fund (2401)	1,556,159	
So-side Library staff salaries in 1/2% Capita	971,728	
Free Solid Waste Services	260,000	
Free Waste water Services	900,000	
TOTAL COSTS SHIFTED	6,234,571	
Spending through Special Fund Operating Deficits		
Municipal GRT (2116)	823,274	
Municipal GRT-Police (2210)	404,354	
DWI Forfeiture Program (2227)	99,364	
Fire Property Tax/Safety (2250)	293,281	
Economic Development (2117)	330,000	
Historic Preservation Grant (2707)	31,764	
1/2% Capital GRT Income Fund (3102)	840,418	
E1 ERP Software (3139)	70,535	
Municipal Recreation Complex (5600)	5,470	
TOTAL SPECIAL FUND OPERATING DEFICITS	2,948,460	
TOTAL BRIDGED EXPENDITURES		
	9,183,031	
<i>Anticipated Revenue Reductions</i>		
Sunset of State Hold Harmless GRT	660,000	
Sunset of Payment in Lieu of Taxes (Water Fund)	4,736,065	
TOTAL ANTICIPATED REVENUE REDUCTIONS		
	5,396,065	
FY 2016-17 EFFECTIVE OPERATING DEFICIT		
	14,579,096	
MANDATED 1/12th RESERVE		
	6,159,061	
EFFECTIVE ENDING BALANCE		
	(11,944,312)	

Unaudited

Administrative overhead distributed to utility funds, etc.  
Water Fund payment in lieu of taxes, excess Transit GRT, etc.

\$2,205,361 to Sr. Svcs. \$2,239,820 to Pol. & Fire Funds, etc.

\$ 6,159,061 mandated 1/12th plus 13 days reserve

Paid from 2014 GRT Bonds  
Public Info. Off., Multimedia Designer, River Coord., et al  
\$238,767 accumulated deficit  
From Cap. GRT (3102); \$37,949 accumulated deficit

Includes only funds in cash deficit by FY2016-2017

Main source for debt service for GRT-back Bonds  
\$533,846 accumulated deficit  
\$784,408 accumulated deficit

2nd of 15-Year timeframe (6% of \$11 million)  
12% of gross receipts

Total of Bridged Expenditures, Special Fund Deficits, & Anticipated Revenue Reductions

Reported Ending Balance less Effective Operating Deficit and Mandated Reserve

APPROPRIATION 2015-2016 BUDGET

EXPENDITURES

SHORTFALL

DEFICIT

## **CURRENT STATUS: MAJOR CUTS ALREADY PROGRAMMED**

1. Southside Library
2. 19 FTE's funded by Water Fund but reporting elsewhere
3. \$ 6 M Parks & Facilities Maintenance
  - a. Medians
  - b. Trails
  - c. Buildings & Facilities
4. Public Safety (Police & Fire GRT and property tax)
5. All other funds in deficit

# Councilor Ives' Deficit-Closing Framework

(all amounts are approximate targets)

Deficit closed in 2017/18			
	<u>2016</u>	<u>2017</u>	<u>2018</u>
<b>Operating Deficit at Start July 1</b>	<b>15.0</b>	<b>7.5</b>	<b>0.0</b>
Cumulative Operations Cuts	3.7	8.0	8.0
Cumulative New Revenue Increase <sup>a</sup>	3.8	7.0	7.0
Transfer from Water Fund	7.5	0.0	0.0

<sup>a</sup> Equivalent to a 1/8 GRT increase the first year

# Finance Chairman's Deficit-Closing Framework

(all amounts are approximate targets)

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>20120</u>
<b>Operating Deficit at July 1</b>	<b>15.0</b>	<b>4.5</b>	<b>3.5</b>	<b>0.0</b>	<b>0.0</b>
New Revenue *	3.8	3.8	3.8	3.8	3.8
Operations & Maint. Cuts*	2.0	3.0	4.0	4.0	4.0
Utility franchise fee	4.7	4.7	4.7	4.7	4.7
Borrowed from Water Fund and paid back @ 2% APR	4.5	3.5	2.5	(5.3)	(5.3)
¼¢ Water GRT removed and GRT increased in General Fund by ¼¢	0.0	0.0	0.0	7.8	7.8
<i>Accumulated Debt to Water Fund</i>	4.5	8.1	10.8	5.5	0.3

\* Cumulative

## Compromise Framework (all amounts are approximations)

Deficit closed by end of FY 2018/19				
	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<b>Operating Deficit at July 1</b>	<b>15.0</b>	<b>2.5</b>	<b>2.5</b>	<b>0.0</b>
New Revenue <sup>a</sup> *	3.8	3.8	3.8	3.8
Operations & Maintenance Cuts <sup>*b</sup>	4.0	4.0	4.0	4.0
Utility franchise fee	4.7	4.7	4.7	4.7
Borrowed from Water Fund @ 2% APR	2.5	2.5	2.5	0
¼¢ Water GRT removed and GRT increased in General Fund by ¼¢	0.0	0.0	0.0	7.8
<i>Accumulated Debt to Water Fund</i>	<i>2.5</i>	<i>5.1</i>	<i>7.8</i>	<i>0</i>

<sup>a</sup> Made up of a combination of GRT, property tax, and fee increases

\* Cumulative

<sup>b</sup> Cuts to be guided by Resolution 020116

# Key Guiding Points of Resolution 020116

- Savings primarily through attrition—not layoffs—in areas that vary significantly from comparable cities’ average and eliminating long-term (2-year) vacant positions
- Stay consistent with adopted Financial Management Policies
- First address fiscal impacts of sunset of State Hold Harmless and Affordable Care Act
- Ensure core services (undefined) do not drop below minimum public safety thresholds (i.e. elimination of hazards, basic capabilities kept intact, etc.)
- One-time technology and/or other capital investments that yield significant operating saving are top priority
- Introduction of performance indicators and performance-based budgeting

# City of Santa Fe, New Mexico

## LEGISLATIVE SUMMARY

### Resolution No. 2016-\_\_\_\_ Budget Guidance

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**SPONSOR(S):** Councilors Dominguez and Ives

**SUMMARY:** The proposed resolution provides guidance on the structure of the budget of the City of Santa Fe and certain reporting requirements.

**PREPARED BY:** Rebecca Seligman, Legislative Liaison Assistant

**FISCAL IMPACT:** No

**DATE:** February 3, 2016

**ATTACHMENTS:** Substitute Resolution (Councilors Dominguez and Ives)  
FIR  
Original Resolution

**CITY OF SANTA FE, NEW MEXICO**

**RESOLUTION NO. 2016-\_\_**

**INTRODUCED BY:**

Councilor Carmichael Dominguez

Councilor Peter N. Ives

**A RESOLUTION**

**PROVIDING GUIDANCE ON THE STRUCTURE OF THE BUDGET OF THE CITY OF  
SANTA FE AND CERTAIN REPORTING REQUIREMENTS.**

**WHEREAS**, the annual Budget of the City of Santa Fe is a critical document in the City's annual planning processes; and

**WHEREAS**, the annual Budget should promote transparency in the fiscal affairs of the City of Santa Fe; and

**WHEREAS**, the annual budgeting process should promote the ability of the Governing Body to make policy priority choices for programs and funding each fiscal year; and

**WHEREAS**, changes are required in the annual budgeting process to ensure that the budget is properly balanced and the goals set forth above are realized; and

**WHEREAS**, the City Finance Department has advised the Governing Body that in the next fiscal year, 2016-2017, the City faces an estimated \$11,000,000 to \$15,000,000 budgetary shortfall, and needs to correct some \$5,000,000 to \$6,000,000 in realignments (inappropriate city labor charges, bridged expenditures, special fund carryover deficits, etc.) within the budget, all of

1 which have accrued over a series of years; and

2 WHEREAS, the estimated budgetary shortfall does not include any additional, vital  
3 needs that have been deferred for many years and continue to increase; and

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4 WHEREAS, these additional, vital needs are substantial and include public safety,  
5 community development, infrastructure, and quality of life facilities, services, and programs; and

6 WHEREAS, these additional, vital needs are critical to establishing a thriving economy  
7 and community with a high quality of life.

8 WHEREAS, preliminary analysis of City staffing levels suggests that those staffing  
9 levels are higher than in cities of comparable size, operation and structure; and

10 WHEREAS, the Governing Body needs to provide guidance on solutions to the  
11 budgetary issues that have been identified to it; and

12 NOW THEREFORE BE IT RESOLVED THAT the annual City of Santa Fe Budget  
13 and the annual budgetary process shall be guided and governed by the following policies and  
14 reporting requirements:

15 1. ~~1.~~ The Finance Department shall, with policy guidance from the Governing  
16 Body, bring forth a ~~three~~ year plan to eliminate the ~~estimated~~ budget deficit,  
17 estimated at \$15,000,000; using a combination of spending cuts and revenue  
18 enhancements.

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19 2. The Governing Body shall identify and implement viable measures to sustainably  
20 improve operational and organizational efficiencies as permanent cost reductions  
21 before considering tax increases.

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22 2. The City Manager shall fully implement Resolution 2015-110, "A  
23 Resolution Requesting the City Manager Evaluate Possible Efficiencies Within City Operations  
24 That Might Help Close the Operating Deficit in Fiscal Year 2016/2017 Including Implementing a  
25 Conditional Hiring Freeze," approved by the City Council on December 9, 2015 and report

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Dominguez /Ives Amendments (orange)  
Maestas' Amendments (purple/blue)*

1 ~~results in 30 days. In an effort to better understand City staffing levels, the City Manager,~~  
2 ~~working with staff, shall identify ten to fifteen cities (the “Comparison Cities”) within the~~  
3 ~~Southwestern Region of the United States that have characteristics by nature of geographic size,~~  
4 ~~population, economic structure, operation of municipal utilities, tourism, and such other factors as~~  
5 ~~the City Manager believes justified in articulating measures, that are similar to the City of Santa~~  
6 ~~Fe, or on the basis of which the City of Santa Fe can evaluate its staffing, expenditure and service~~  
7 ~~levels. Some cities that might be utilized for these purposes are Las Cruces, New Mexico;~~  
8 ~~Farmington, New Mexico; Flagstaff, Arizona; Tucson, Arizona; Colorado Springs, Colorado;~~  
9 ~~Fort Collins, Colorado; Lubbock, Texas; Amarillo, Texas; Topeka, Kansas; Carson City, Nevada;~~  
10 ~~and Boise, Idaho.~~

11 3. The City Manager shall analyze and compare ~~the Comparison Cities~~ staffing,  
12 service and expenditure levels to those of the City of Santa Fe, on a department by department,  
13 division by division level, and present the findings of such a comparison within 45 days to the  
14 Governing Body. Future year budgets shall be prepared ensuring that City programs are  
15 competitive with the efficiency indicators derived from the comparison with comparable  
16 cities. The City began the discussion of the need for such parameters in its last budgetary cycle in  
17 April 2015, and staff has begun this process.

18 4. The Governing Body, on the basis of the comparison of efficiency indicators  
19 and the following guidelines performed shall evaluate set goals for reductions in staffing and  
20 expenditures and services levels for future budget years 2016-2017 and 2017-2018;

21 a. Within five years, the City’s debt service will be maintained at a level of  
22 10% of the total operating budget;

23 b. The City’s debt service will be maintained at a level not exceeding  
24 \$1,200 per capita;

25 c. The City’s annual capital investment shall exceed its total capital

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1 depreciation:

- 2 ~~d. One time revenue will be used for one time costs, projects or initiatives.~~
- 3 e. City infrastructure and critical mission services shall be prioritized.
- 4 ~~f. Each City department and division will prepare and present performance~~  
5 ~~indicators to be used to assess annually performance within the department or division and to~~  
6 ~~allow for strategic, budgetary policy considerations.~~

**Comment [J1]:**

**Comment [J2]:** This is already in our best practices and standards (Part 2B).

**Comment [JM3]:** This has already been in on page 5.

**Comment [J4]:** This is already in our adopted best practices (Part G, Performance Measures).

7 5. The City Manager, working with the Finance Division, and other City  
8 departments, shall identify and recommend ~~specific systemic and other~~ cuts in ~~staffing,~~  
9 expenditures and ~~enhancements in revenues, resulting in attaining a balanced budget after three~~  
10 ~~years, specifically considering among other matters, the following:~~

11 a. ~~Establishment of a reasonable, defined, fixed charge to the City's~~  
12 ~~utilities, similar in nature to a utility franchise fees;~~

13 b. ~~Any borrowing from fund balances shall be done at a rate of 2% at an~~  
14 ~~appropriate APR;~~

15 c. ~~Any necessary cuts or realignments of staffing levels is done utilizing~~  
16 ~~attrition and reassignment wherever possible;~~

17 d. The city's supervisor to employee ratio shall be identified and reduced relative to  
18 comparison cities;

19 e. Identify cost reduction opportunities in the procurement of equipment, products,  
20 services, and supplies that includes in-sourcing, more economical procurement instruments,  
21 outright elimination, etc.;

22 ~~d. Addressing the impact of the State's elimination of hold harmless~~  
23 ~~payments to the City;~~

24 ~~e. Addressing any negative impacts, e.g., taxes or penalties, that may be~~  
25 ~~imposed pursuant to the Affordable Care Act;~~

**Comment [J5]:** This is not under the purview of city staff.

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f. Ensuring continued delivery of necessary services to those living in poverty, youth and seniors; ~~services in each of the following two years budget years in an amount of not less than \$4,000,000 to \$6,000,000; and identify revenue increases of \$2,000,000 to \$4,000,000 per year, bridging the first year with an anticipated \$5,000,000 to \$9,000,000 in interfund transfers to provide a balanced budget in 2016-2017, i.e., per the following table:~~

Year	Deficit	Expense	Revenue	Transfers	Total
		Cuts	Increase		Cuts + Increases
16-17	\$15 mil.	\$4.6 mil.	\$2.4 mil.	\$5.9 mil.	\$15 mil.
17-18	\$7.5 mil.	\$4.6 mil.	\$1.5-3.5 mil.	\$0	\$7.5 mil.
18-19	\$0 (recognizing that there are many other factors that will determine revenues and necessary expenditures).				

~~In presenting its plan, the staff must address the elimination of the State's hold harmless on certain gross receipts taxes, City health plan excise taxes, City leave liabilities and perform an analysis of structural economy-based anticipated declines in gross receipts tax revenues.~~

g. Identify additional, critical needs to create an efficient government, a thriving economy, and a high quality of life; and estimate the associated costs.

6. ~~Recognizing that based on preliminary work performed by the City in evaluating its staffing levels and the fact that employee expense equals approximately 80% of the City's annual budget, reductions in the number of City employees and/or the expenses associated therewith, will be a necessary part of the reduction and elimination of the budget deficit, the City Manager shall bring forward a plan for reasonable reductions in staffing levels, maximizing reductions through attrition, while ensuring that the core services functions are maintained at acceptable levels of service. Said plan shall additionally look at early retirement incentives, reductions in health plan coverage to ensure that "Cadillac" health plan excise taxes are~~

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1 ~~minimized by the City (based upon the last estimate given during the 2015-2016 budget process,~~  
2 ~~such taxes will absent changes to the City health plan, begin being imposed in the 2016-2017~~  
3 ~~budget year and will rise to \$5,000,000 annually after 7-8 years).~~

4 ~~7. Core services to be maintained in the budget process are- public safety (needed~~  
5 ~~police and fire services), public utilities (water-utility, waste, waste water), public infrastructure~~  
6 ~~(streets, sewers, critical public structures, e.g., the airport, city buildings), social safety net for~~  
7 ~~those in need within the City (homeless shelter, affordable housing, services to youth and seniors~~  
8 ~~in need), and ~~maintenance and enhancement of the City's economy (broadband,~~~~  
9 ~~entrepreneurship). In ensuring the deliver of core services, the City will maximize the use of~~  
10 ~~sustainable processes, such as recycling of waste and water, utilization of renewable energy~~  
11 ~~sources and energy efficiency, green infrastructure, efficiencies from the use of updated IT~~  
12 ~~systems, promotion of health and community through land use policies., maintenance of a social~~  
13 ~~safety net, public rights-of-way, public health and affordable housing, all defined in terms of~~  
14 ~~quantifiable performance indicators that are comparable with that of the Comparison Cities in a~~  
15 ~~transparent manner that encourages public participation in the processes of city government;~~  
16 ~~specific policy directives are the:~~

17 ~~a. reduction of crime, with an emphasis on property crimes, violent crimes,~~  
18 ~~alcohol abuse, illegal drug sales and abuse (observing the City's guidance on marijuana), and~~  
19 ~~DWI;~~

20 ~~b. delivery, maintenance expansion of a healthy and resilient water supply~~  
21 ~~at rates and programs which support conservation;~~

22 ~~c. promoting recycling and efforts to reduce waste;~~

23 ~~d. to build and maintain a robust and resilient safety net for those in need in~~  
24 ~~Santa Fe, emphasizing the availability of housing, food security and employment for all Santa~~  
25 ~~Feans;~~

**Comment [J6]:** I recommend we truly emphasize core services by keeping the list down to the most important services.

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- ~~e. promotion of public health and building community through urban design and land use decisions and operations;~~
- ~~f. expansion and diversification of the Santa Fe economy to expand employment opportunities for Santa Fe's youth and young adults;~~
- ~~g. modernization of the City's information technology infrastructure to ensure efficiency in governmental operations, especially the capture of and reporting on City financial data, high performance in HR, payroll and similar functions, maximizing the availability of information to the public to promote transparency and participation, and the simplification and electronic processing of land use processes and other City public interactions.~~

8. Staff is directed to review, analyze and report to the Governing Body on the following ~~additional~~ potential expenditure cuts, along with others that they identify, some of which are currently in process based on other actions by the Governing Body and by staff:

a. Reduction of interest expense through paydown of City debt, such as In  
~~light the City's significant cash position, the retention of which in various instances requires payment of interest, sometimes at the rate of 4+% annually and on which the City earns approximately 0.5% annually, resulting in an arbitrage loss of approximately \$3,000,000 to \$5,000,000 annually, staff is directed to identify and report what debts of the City can be prudently paid using available City cash, such as the \$34,000,000 water bond, resulting in an interest expense reduction in an amount between \$2,000,000 to \$3,000,000 or more annually;~~

**Comment [J7]:** Policy action already in progress. But general direction applies to the 2019 water bonds.

b. Explore opportunities for greater efficiency and cost savings from  
~~updating or upgrading the City's IT infrastructure, recommending changes to City IT systems that would result in cost reductions within a 24 month period, including, by way of example and not limitation, systems that would allow and promote direct deposit of payroll checks;~~

**Comment [J8]:** This is already in the section defining core services.

c. Prepare and deliver to the Governing Body a report on overtime use  
~~across each department and division, identifying structural, scheduling or other changes that can~~

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1 ~~be implemented to reduce overtime, in any and every form, to minimal amounts;~~

**Comment [J9]:** This is already policy in the resolution directing the city manager to ID efficiencies adopted at Dec. 9, 2015 council meeting.

2 d. ~~Evaluate, report and make recommendations on~~ Given the significant  
3 ~~value of accrued leave across the City, report with specificity on all~~ leave policies throughout the  
4 City, focusing on reasonable limitations on annual accrual of leave and consequential financial  
5 liabilities ~~and bring forward reasonable changes to those leave policies, capping the amount of~~  
6 annual, sick and other leave that can be accrued and carried over annually;

7 e. Identifying possible incentives for early retirements and voluntary exits.  
8  
9 ~~Identify and report on each position within the City that has been vacant for a period of one or~~  
10 ~~more two years or more and make recommendations on eliminate it or bring forward compelling~~  
11 ~~reasons for its retention or elimination during the annual budget process; and provide a report to~~  
12 ~~the Governing Body monthly on what vacancies have been filled and action by the Governing~~  
13 ~~Body; and~~

**Comment [J10]:** This is also policy in the efficiencies reso adopted by the council on Dec. 9, 2015.

14 f. Evaluate and report on potential savings from ~~a~~ changes to the City's  
15 practices on use of vehicles, including creation of a citywide motor pool, take home vehicle  
16 policies and practices, and including specifically -in protocols within the fire department to  
17 ~~dispatch rules that require~~ a ladder truck ~~to be dispatched~~ with an ambulance to any call for  
18 service, ~~all in light of the fact that many calls for assistance do not reasonably require the dispatch~~  
19 ~~of a ladder truck.~~

20 9. Staff is directed to review, analyze and report to the Governing Body on the  
21 following potential revenue enhancement means, along with others that they identify:

22 a. ~~A two cents gas tax increase, which would raise an estimated \$950,000~~  
23 ~~in revenue for core services relating to public rights of way;~~

**Comment [J11]:** Been there, done that.

24 ~~b. An increase in gross receipts taxes of 1/8 of a percent pursuant to the~~  
25 ~~authority granted to the City to raise gross receipts taxes in light of the State of New Mexico~~

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1 ~~elimination of the hold harmless payments previously made to cities and counties; such an~~  
2 ~~increase would raise revenues an estimated \$3,800,000;~~

**Comment [J12]:** It's too soon for us to even study a gross receipts tax increase.

3 c. ~~Modifications to the City's short term rental ordinance that will both~~  
4 ~~make the application of the ordinance more equitable, but ensure that revenues due to the City are~~  
5 ~~in fact collected;~~

**Comment [J13]:** This is premature and may sour the public with a pre-ordained decision ahead of additional public involvement and action on ordinance changes that may contradict this.

6 d. ~~Evaluate the City's additional efforts at collection of revenues due it~~  
7 ~~from various fees, fines and penalties, identifying the amount in such fees, fines and penalties that~~  
8 ~~exist and what steps need to be undertaken to ensure collection of those monies;~~

**Comment [J14]:** This is in the efficiencies resolution adopted at the Dec. 9, 2015 council meeting.

9 e. ~~Evaluate and report on a potential increase in property taxes in the~~  
10 ~~amounts of 1-2 mil, and specifically addressing any means of lessening the impact of such an~~  
11 ~~increase on those citizens within our community living in poverty or on fixed incomes, who have~~  
12 ~~the least ability to absorb such an additional increase, and specifically addressing whether such a~~  
13 ~~tax could be applied to luxury and/or second homes; and~~

**Comment [J15]:** We can't look past a thorough analysis and action to close the budget deficit without raising taxes. Maybe we can consider this in FY '18 and '19.

14 f. Evaluate the existing 411 funds in which the City has approximately  
15 \$220,000,000 to determine what funds are required to be maintained and what funds can be  
16 closed with any excess funds being transferred into the general fund account; and

**Comment [J16]:** Is this correct? There must be a missing decimal point.

17 g. ~~Working cooperatively with the County of Santa Fe to evaluate and~~  
18 ~~possibly implement a Santa Fe County Flood Commissioner program, ensuring that any funds~~  
19 ~~raised through such a program from the residents of the City of Santa Fe, are utilized within the~~  
20 ~~jurisdictional limits of the City of Santa Fe;~~

**Comment [J17]:** We're watering down the focus on budget issues to help give staff specific direction. This is a conceptual idea that should be addressed elsewhere.

21 10. ~~Evaluate and report on transitioning to performance based budgeting by mid-year~~  
22 ~~in the 2016-2017 budgeting cycle. To the extent reasonably practicable, within the budget, and at~~  
23 ~~a level that allows for policy priority making by the Governing Body, each department and each~~  
24 ~~division within a department shall develop performance metrics and provide data on the~~  
25 ~~effectiveness of the programs and expenditures of the City in the prior fiscal year as well as the~~

*Substitute Resolution – 2/5/16  
Dominguez /Ives Amendments (orange)  
Maestas' Amendments (purple/blue)*

1 ~~current state of need in the area of the particular program; staff shall perform such functions and~~  
2 ~~report to the Governing Body making program support and funding recommendations, within~~  
3 ~~forty-five (45) days in the following specific areas, which are hereby prioritized:~~

- 4 ~~—— a. —— continued reduction of property crimes;~~
- 5 ~~—— b. —— reduction in the sales and use of illegal drugs;~~
- 6 ~~—— c. —— availability of truly affordable housing to meet the city's current needs;~~
- 7 ~~—— d. —— reduction in homelessness;~~

8 ~~By way of clarification and example, in the area of affordable housing, data and~~  
9 ~~information shall be provided that identifies what affordable housing is, what affordable housing~~  
10 ~~is available within the community, how many people in need are unable to secure affordable~~  
11 ~~housing, proposing goals for the ensuing 1-5 fiscal years with an identification of what funding~~  
12 ~~will be necessary in each of the succeeding fiscal years to reach the goals set forth, and proposing~~  
13 ~~any modifications to existing programs and policies needed to reach the goals proposed.~~

14 11. Explore, in partnership with appropriate public and private entities; the feasibility  
15 of privatizing or regionalizing services currently provided by the city.

16 ~~The following are adopted as necessary budgetary reporting processes and timeframes (as~~  
17 ~~shown in the attached spreadsheet):~~

- 18 ~~—— a. —— In the last two weeks of each of the first two quarters, i.e., quarter 1 (July~~  
19 ~~1 through September 30) and quarter 2 (October 1 through December 31), and no later than the~~  
20 ~~last day of each of the months of January, February, March, April, and May, and in the middle of~~  
21 ~~June, of each fiscal year, the Finance Department shall provide a capital outlay and project~~  
22 ~~tracking report (the "Capital Project Outlay and Tracking Report"), which shall list by~~  
23 ~~department, and division within each department, by column, the following information for each~~  
24 ~~capital project valued at in excess of \$25,000.00: Project Description, including a unique project~~  
25 ~~identification number; funding source; Bonds Sold; Appropriation Amount; Total Amount~~

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*Substitute Resolution – 2/5/16  
Dominguez /Ives Amendments (orange)  
Maestas' Amendments (purple/blue)*

1 ~~Expended to Date; Total Amount Expended in Previous Fiscal Quarter, Current Balance;~~  
2 ~~Milestones Achieved in the Last Quarter; Milestones Goal for the Next Quarter; Project Phase;~~  
3 ~~Amount Obligated; Completion Date; Project Status including a best estimation of project~~  
4 ~~completion; Progress Rating, which shall be in three categories: (1) Bond Sold/Grant~~  
5 ~~Agreement/RFP, (2) Plan/Design, and (3) Construction/Renovation/Other; and the last section of~~  
6 ~~said reporting, the Progress Rating, shall be colored coded according to the following parameters:~~  
7 ~~Green Project on Schedule, Yellow Project Behind Schedule, Red No Activity of Bonds Not~~  
8 ~~Sold, White Additional Funds Needed, Blue Appropriate Expended or Project Complete; the~~  
9 ~~purpose of color coding is to be able to easily identify the status of each particular project. The~~  
10 ~~Capital Project Outlay and Tracking Report shall be completed by each project manager within~~  
11 ~~the City assigned to a project identified in the Report, and submitted to the Finance Department~~  
12 ~~for review and approval before submission to the Governing Body.~~

13 ~~b. Each capital project shall have a project plan ("Project Plan") that will be~~  
14 ~~approved when the capital expenditure is approved; the plan will include the following elements:~~

- 15 ~~i. Statement of need;~~ Formatted: Indent: Left: 0"  
16 ~~ii. Detailed timeline, including anticipated funding timing, timing of the design,~~  
17 ~~bidding, construction and project completion phases;~~  
18 ~~iii. Statement of anticipated results and public benefits of the project; and~~  
19 ~~iv. TheA carbon neutrality impact report.~~

20 ~~e. Project managers working for the City shall be evaluated~~ Formatted: Normal, Indent: Left: 1", First  
line: 0.5", Line spacing: single  
21 ~~annually on their ability to deliver the projects on which they work on~~  
22 ~~time and on budget and fully accounting of expended time and funding;~~  
23 ~~such evaluations and measurements shall be incorporated into the job~~  
24 ~~descriptions for these positions and the regular annual performance~~

*Substitute Resolution – 2/5/16  
Dominguez /Ives Amendments (orange)  
Maestas' Amendments (purple/blue)*

~~evaluation.~~

PASSED, APPROVED AND ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

\_\_\_\_\_  
JAVIER M. GONZALES, MAYOR

ATTEST:

\_\_\_\_\_  
YOLANDA Y. VIGIL, CITY CLERK

APPROVED AS TO FORM:

\_\_\_\_\_  
KELLEY A. BRENNAN, CITY ATTORNEY

*M/Legislation/Resolutions 2016/Budget Guidance*



1           **WHEREAS**, preliminary analysis of City staffing levels suggests that those staffing  
2 levels are higher than in cities of comparable size, operation and structure; and

3           **WHEREAS**, the Governing Body needs to provide guidance on solutions to the  
4 budgetary issues that have been identified to it; and

5           **NOW THEREFORE BE IT RESOLVED THAT** the annual City of Santa Fe Budget  
6 and the annual budgetary process shall be guided and governed by the following policies and  
7 reporting requirements:

8           1.       The Finance Department shall, with policy guidance from the Governing Body,  
9 bring forth a three year plan to eliminate the estimated budget deficit, estimated at  
10 \$15,000,000, using a combination of spending cuts and revenue enhancements.

11           2.       In an effort to better understand City staffing levels, Tthe City Manager, working  
12 with staff, shall identify ten to fifteen cities (the “Comparison Cities”) within the Southwestern  
13 Region of the United States that have characteristics by nature of geographic size, population,  
14 economic structure, operation of municipal utilities, tourism, and such other factors as the City  
15 Manager believes justified in articulable measures, that are similar to the City of Santa Fe, or on  
16 the basis of which the City of Santa Fe can evaluate its staffing, expenditure and service levels.  
17 Some cities that might be utilized for these purposes are Las Cruces, New Mexico; Farmington,  
18 New Mexico; Flagstaff, Arizona; Tucson, Arizona; Colorado Springs, Colorado; Fort Collins,  
19 Colorado; Lubbock, Texas; Amarillo, Texas; Topeka, Kansas; Carson City, Nevada; and Boise,  
20 Idaho.

21           3.       The City Manager shall analyze and compare the Comparison Cities staffing,  
22 service and expenditure levels to those of the City of Santa Fe, on a department by department,  
23 division by division level, and present the findings of such a comparison within 45 days to the  
24 Governing Body. Future year budgets shall be prepared ensuring that City programs are  
25 competitive with the efficiency indicators derived from the comparison with comparable

1 ~~cities. The City began the discussion of the need for such parameters in its last budgetary cycle in~~  
2 ~~April 2015, and staff has begun this process.~~

3 4. The Governing Body, on the basis of the comparison of efficiency indicators  
4 and the following guidelines performed, shall evaluate set goals for reductions in staffing and  
5 expenditures and services levels for future budget years 2016-2017 and 2017-2018:

6 a. Within five years, the City's debt service will be maintained at a level of  
7 10% of the total operating budget;

8 b. The City's debt service will be maintained at a level not exceeding  
9 \$1,200 per capita;

10 c. The City's annual capital investment shall exceed its total capital  
11 depreciation;

12 d. One time revenue will be used for one time costs, projects or initiatives;

13 e. City infrastructure and critical mission services shall be prioritized;

14 f. Each City department and division will prepare and present performance  
15 indicators to be used to assess annually performance within the department or division and to  
16 allow for strategic, budgetary policy considerations.;

17 5. The City Manager, working with the Finance Division, and other City  
18 departments, shall identify and recommend specific systemic and other cuts in staffing,  
19 expenditures and enhancements in revenues, resulting in attaining a balanced budget after three  
20 years, specifically considering among other matters, the following:

21 a. Establishment of a reasonable charge to the City's utilities, similar in  
22 nature to a utility franchise fee;

23 b. Any borrowing from fund balances shall be done at a rate of 2% APR;

24 c. Any necessary cuts or realignments of staffing levels is done utilizing  
25 attrition and reassignment wherever possible;

1 d. Addressing the impact of the State's elimination of hold harmless  
2 payments to the City;

3 e. Addressing any negative impacts, e.g., taxes or penalties, that may be  
4 imposed pursuant to the Affordable Care Act;

5 f. Ensuring continued delivery of necessary services to those living  
6 in poverty, youth and seniors; services in each of the following two years budget years in an  
7 amount of not less than \$4,000,000 to \$6,000,000, and identify revenue increases of \$2,000,000  
8 to \$4,000,000 per year, bridging the first year with an anticipated \$5,000,000 to \$9,000,000 in  
9 interfund transfers to provide a balanced budget in 2016-2017, i.e., per the following table:

Year	Deficit	Expense	Revenue	Transfers	Total
		Cuts	Increase		Cuts + Increases

12  
13 16-17 \$15 mil. \$4.6 mil. \$2.4 mil. \$5.9 mil. \$15 mil

14 17-18 \$7.5 mil. \$4.6 mil. \$1.5-3.5 mil. \$0 \$7.5 mil

15 18-19 \$0 (recognizing that there are many other factors that will determine revenues and  
16 necessary expenditures).

17 In presenting its plan, the staff must address the elimination of the State's hold harmless on  
18 certain gross receipts taxes, City health plan excise taxes, City leave liabilities and perform an  
19 analysis of structural economy based anticipated declines in gross receipts tax revenues.

20 6. Recognizing that based on preliminary work performed by the City in evaluating  
21 its staffing levels and the fact that employee expense equals approximately 80% of the City's  
22 annual budget, reductions in the number of City employees and/or the expenses associated  
23 therewith, will be a necessary part of the reduction and elimination of the budget deficit, the City  
24 Manager shall bring forward a plan for reasonable reductions in staffing levels, maximizing  
25 reductions through attrition, while ensuring that the core services functions are maintained at

1 ~~acceptable levels of service. Said plan shall additionally look at early retirement incentives,~~  
2 ~~reductions in health plan coverage to ensure that “Cadillac” health plan excise taxes are~~  
3 ~~minimized by the City (based upon the last estimate given during the 2015-2016 budget process,~~  
4 ~~such taxes will absent changes to the City health plan, begin being imposed in the 2016-2017~~  
5 ~~budget year and will rise to \$5,000,000 annually after 7-8 years).~~

6 ~~————— 7. ——— Core services to be maintained in the budget process are- public safety (needed~~  
7 ~~police and fire services), public utilities (water utility, waste, waste water), public infrastructure~~  
8 ~~(streets, sewers, critical public structures, e.g., the airport, city buildings), social safety net for~~  
9 ~~those in need within the City (homeless shelter, affordable housing, services to youth and seniors~~  
10 ~~in need), and maintenance and enhancement of the City’s economy (broadband,~~  
11 ~~entrepreneurship). In ensuring the deliver of core services, the City will maximize the use of~~  
12 ~~sustainable processes, such as recycling of waste and water, utilization of renewable energy~~  
13 ~~sources and energy efficiency, green infrastructure; efficiencies from the use of updated IT~~  
14 ~~systems, promotion of health and community through land use policies. , maintenance of a social~~  
15 ~~safety net, public rights of way, public health and affordable housing, all defined in terms of~~  
16 ~~quantifiable performance indicators that are comparable with that of the Comparison Cities in a~~  
17 ~~transparent manner that encourages public participation in the processes of city government;~~  
18 ~~specific policy directives are the:~~

19 ~~————— a. ——— reduction of crime, with an emphasis on property crimes, violent crimes,~~  
20 ~~alcohol abuse, illegal drug sales and abuse (observing the City’s guidance on marijuana), and~~  
21 ~~DWI;~~

22 ~~————— b. ——— delivery, maintenance expansion of a healthy and resilient water supply~~  
23 ~~at rates and programs which support conservation;~~

24 ~~————— c. ——— promoting recycling and efforts to reduce waste;~~

25 ~~————— d. ——— to build and maintain a robust and resilient safety net for those in need in~~

1 Santa Fe, emphasizing the availability of housing, food security and employment for all Santa  
2 Feans;

3 ~~\_\_\_\_\_ e. \_\_\_\_\_ promotion of public health and building community through urban~~  
4 ~~design and land use decisions and operations;~~

5 ~~\_\_\_\_\_ f. \_\_\_\_\_ expansion and diversification of the Santa Fe economy to expand~~  
6 ~~employment opportunities for Santa Fe's youth and young adults;~~

7 ~~\_\_\_\_\_ g. \_\_\_\_\_ modernization of the City's information technology infrastructure to~~  
8 ~~ensure efficiency in governmental operations, especially the capture of and reporting on City~~  
9 ~~financial data, high performance in HR, payroll and similar functions, maximizing the availability~~  
10 ~~of information to the public to promote transparency and participation, and the simplification and~~  
11 ~~electronic processing of land use processes and other City public interactions.~~

12 8. Staff is directed to review, analyze and report to the Governing Body on the  
13 following ~~additional~~ potential expenditure cuts, along with others that they identify, some of  
14 which are currently in process based on other actions by the Governing Body and by staff:

15 a. Reduction of interest expense through paydown of City debt, such as In  
16 ~~light the City's significant cash position, the retention of which in various instances requires~~  
17 ~~payment of interest, sometimes at the rate of 4+% annually and on which the City earns~~  
18 ~~approximately 0.5% annually, resulting in an arbitrage loss of approximately \$3,000,000 to~~  
19 ~~\$5,000,000 annually, staff is directed to identify and report what debts of the City can be~~  
20 ~~prudently paid using available City cash, such as the \$34,000,000 water bond, resulting in an~~  
21 ~~interest expense reduction in an amount between \$2,000,000 to \$3,000,000 or more annually;~~

22 b. Explore opportunities for greater efficiency and cost savings from  
23 updating or upgrading the City's IT infrastructure, recommending changes to City IT systems that  
24 would result in cost reductions within a 24 month period, including, by way of example and not  
25 limitation, systems that would allow and promote direct deposit of payroll checks;

1 c. Prepare and deliver to the Governing Body a report on overtime use  
2 across each department and division, identifying structural, scheduling or other changes that can  
3 be implemented to reduce overtime, in any and every form, to minimal amounts;

4 d. Evaluate, report and make recommendations on~~Given the significant~~  
5 ~~value of accrued leave across the City, report with specificity on all leave policies throughout the~~  
6 City, focusing on reasonable limitations on annual accrual of leave and bring forward reasonable  
7 ~~changes to those leave policies, capping the amount of annual, sick and other leave that can be~~  
8 ~~accrued and carried over annually;~~

9 e. Identify and report on each position within the City that has been vacant  
10 for a period of one or more~~two years or more and make recommendations on~~~~eliminate it or bring~~  
11 ~~forward compelling reasons for its retention or elimination during the annual budget process; and~~  
12 provide a report to the Governing Body monthly on what vacancies have been filled and action by  
13 ~~the Governing Body; and~~

14 f. Evaluate and report on potential savings from a changes to the City's  
15 practices on use of vehicles, including creation of a citywide motor pool, take home vehicle  
16 policies and practices, and including specifically ~~in~~ protocols within the fire department to  
17 ~~dispatch rules that require~~ a ladder truck to be dispatched with an ambulance to any call for  
18 ~~service, all in light of the fact that many calls for assistance do not reasonably require the dispatch~~  
19 ~~of a ladder truck.~~

20 9. Staff is directed to review, analyze and report to the Governing Body on the  
21 following potential revenue enhancement means, along with others that they identify:

22 a. A two cents gas tax increase, which would raise an estimated \$950,000  
23 in revenue for core services relating to public rights-of-way;

24 b. An increase in gross receipts taxes of 1/8 of a percent pursuant to the  
25 authority granted to the City to raise gross receipts taxes in light of the State of New Mexico

1 elimination of the hold harmless payments previously made to cities and counties; such an  
2 increase would raise revenues an estimated \$3,800,000;

3 c. Modifications to the City's short term rental ordinance that will both  
4 make the application of the ordinance more equitable, but ensure that revenues due to the City are  
5 in fact collected;

6 d. Evaluate the City's additional efforts at collection of revenues due it  
7 from various fees, fines and penalties, identifying the amount in such fees, fines and penalties that  
8 exist and what steps need to be undertaken to ensure collection of those monies;

9 e. Evaluate and report on a potential increase in property taxes in the  
10 amounts of 1-2 mil, and specifically addressing any means of lessening the impact of such an  
11 increase on those citizens within our community living in poverty or on fixed incomes, who have  
12 the least ability to absorb such an additional increase, and specifically addressing whether such a  
13 tax could be applied to luxury and/or second homes; and

14 f. Evaluate the existing 411 funds in which the City has approximately  
15 \$220,000,000 to determine what funds are required to be maintained and what funds can be  
16 closed with any excess funds being transferred into the general fund account; and

17 g. Working cooperatively with the County of Santa Fe to evaluate and  
18 possibly implement a Santa Fe County Flood Commissioner program, ensuring that any funds  
19 raised through such a program from the residents of the City of Santa Fe, are utilized within the  
20 jurisdictional limits of the City of Santa Fe.

21 10. Evaluate and report on transitioning to performance based budgeting by mid-year  
22 in the 2016-12017 budgeting cycle.~~To the extent reasonably practicable, within the budget, and at~~  
23 ~~a level that allows for policy priority making by the Governing Body, each department and each~~  
24 ~~division within a department shall develop performance metries and provide data on the~~  
25 ~~effectiveness of the programs and expenditures of the City in the prior fiscal year as well as the~~

1 ~~current state of need in the area of the particular program; staff shall perform such functions and~~  
2 ~~report to the Governing Body making program support and funding recommendations, within~~  
3 ~~forty five (45) days in the following specific areas, which are hereby prioritized:~~

- 4 ~~a. continued reduction of property crimes;~~
- 5 ~~b. reduction in the sales and use of illegal drugs;~~
- 6 ~~c. availability of truly affordable housing to meet the city's current needs;~~
- 7 ~~d. reduction in homelessness;~~

8 ~~By way of clarification and example, in the area of affordable housing, data and~~  
9 ~~information shall be provided that identifies what affordable housing is, what affordable housing~~  
10 ~~is available within the community, how many people in need are unable to secure affordable~~  
11 ~~housing, proposing goals for the ensuing 1-5 fiscal years with an identification of what funding~~  
12 ~~will be necessary in each of the succeeding fiscal years to reach the goals set forth, and proposing~~  
13 ~~any modifications to existing programs and policies needed to reach the goals proposed.~~

14       11. The following are adopted as necessary budgetary reporting processes and  
15 timeframes (as shown in the attached spreadsheet):

16           a. In the last two weeks of each of the first two quarters, i.e., quarter 1 (July  
17 1 through September 30) and quarter 2 (October 1 through December 31), and no later than the  
18 last day of each of the months of January, February, March, April, and May, and in the middle of  
19 June, of each fiscal year, the Finance Department shall provide a capital outlay and project  
20 tracking report (the "Capital Project Outlay and Tracking Report"), which shall list by  
21 department, and division within each department, by column, the following information for each  
22 capital project valued at in excess of \$25,000.00: Project Description, including a unique project  
23 identification number; funding source; Bonds Sold; Appropriation Amount; Total Amount  
24 Expended to Date; Total Amount Expended in Previous Fiscal Quarter, Current Balance,  
25 Milestones Achieved in the Last Quarter; Milestones Goal for the Next Quarter; Project Phase;

1 Amount Obligated; Completion Date; Project Status including a best estimation of project  
2 completion; Progress Rating, which shall be in three categories: (1) Bond Sold/Grant  
3 Agreement/RFP, (2) Plan/Design, and (3) Construction/Renovation/Other; and the last section of  
4 said reporting, the Progress Rating, shall be colored coded according to the following parameters:  
5 Green – Project on Schedule, Yellow – Project Behind Schedule, Red – No Activity of Bonds Not  
6 Sold, White – Additional Funds Needed, Blue – Appropriate Expended or Project Complete; the  
7 purpose of color coding is to be able to easily identify the status of each particular project. The  
8 Capital Project Outlay and Tracking Report shall be completed by each project manager within  
9 the City assigned to a project identified in the Report, and submitted to the Finance Department  
10 for review and approval before submission to the Governing Body.

11 b. Each capital project shall have a project plan (“Project Plan”) that will be  
12 approved when the capital expenditure is approved; the plan will include the following elements:

13 i. Statement of need;

14 ii. Detailed timeline, including anticipated funding timing, timing  
15 of the design, bidding, construction and project completion phases;

16 iii. Statement of anticipated results and public benefits of the  
17 project; and

18 iv. ~~The~~A carbon neutrality impact report.

19 ~~e. Project managers working for the City shall be evaluated~~  
20 ~~annually on their ability to deliver the projects on which they work on time and~~  
21 ~~on budget and fully accounting of expended time and funding; such evaluations~~  
22 ~~and measurements shall be incorporated into the job descriptions for these~~  
23 ~~positions and the regular annual performance evaluation.~~

24 PASSED, APPROVED AND ADOPTED this \_\_\_\_ day of \_\_\_\_\_, 2016.

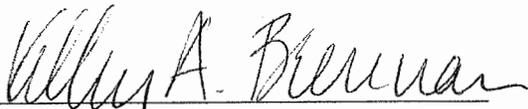
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\_\_\_\_\_  
JAVIER M. GONZALES, MAYOR

ATTEST:

\_\_\_\_\_  
YOLANDA Y. VIGIL, CITY CLERK

APPROVED AS TO FORM:

  
\_\_\_\_\_  
KELLEY A. BRENNAN, CITY ATTORNEY

**City of Santa Fe  
Fiscal Impact Report (FIR)**

This Fiscal Impact Report (FIR) shall be completed for each proposed bill or resolution as to its direct impact upon the City's operating budget and is intended for use by any of the standing committees of and the Governing Body of the City of Santa Fe. Bills or resolutions with no fiscal impact still require a completed FIR. Bills or resolutions with a fiscal impact must be reviewed by the Finance Committee. Bills or resolutions without a fiscal impact generally do not require review by the Finance Committee unless the subject of the bill or resolution is financial in nature.

**Section A. General Information**

(Check) Bill: \_\_\_\_\_ Resolution:  X

(A single FIR may be used for related bills and/or resolutions)

Short Title(s):  A RESOLUTION PROVIDING GUIDANCE ON THE STRUCTURE OF THE BUDGET OF THE CITY OF SANTA FE AND CERTAIN REPORTING REQUIREMENTS.

Sponsor(s):  Councilor Ives

Reviewing Department(s):  Finance Department

Persons Completing FIR:  Oscar Rodriguez  Date:  1/12/16  Phone:  x6530

Reviewed by City Attorney:  Kelly A. Brennan  Date:  1/19/16   
(Signature)

Reviewed by Finance Director:  [Signature]  Date:  1-15-2016   
(Signature)

**Section B. Summary**

Briefly explain the purpose and major provisions of the bill/resolution:

This resolution would provide guidance on the structure of the budget for the city of Santa Fe, and institute certain reporting requirements to increase the transparency for the public. The resolution also defines core services within the City, allowing city management to make informed decisions when enacting targeted budget reductions.

**Section C. Fiscal Impact**

**Note:** Financial information on this FIR does not directly translate into a City of Santa Fe budget increase. For a budget increase, the following are required:

- a. The item must be on the agenda at the Finance Committee and City Council as a "Request for Approval of a City of Santa Fe Budget Increase" with a definitive funding source (could be same item and same time as bill/resolution)
- b. Detailed budget information must be attached as to fund, business units, and line item, amounts, and explanations (similar to annual requests for budget)
- c. Detailed personnel forms must be attached as to range, salary, and benefit allocation and signed by Human Resource Department for each new position(s) requested (prorated for period to be employed by fiscal year)\*

**1. Projected Expenditures:**

- a. Indicate Fiscal Year(s) affected – usually current fiscal year and following fiscal year (i.e., FY 03/04 and FY 04/05)
- b. Indicate: "A" if current budget and level of staffing will absorb the costs  
"N" if new, additional, or increased budget or staffing will be required
- c. Indicate: "R" – if recurring annual costs  
"NR" if one-time, non-recurring costs, such as start-up, contract or equipment costs
- d. Attach additional projection schedules if two years does not adequately project revenue and cost patterns
- e. Costs may be netted or shown as an offset if some cost savings are projected (explain in Section 3 Narrative)

Finance Director:  [Signature]

X     Check here if no fiscal impact

Column #:	1	2	3	4	5	6	7	8
	Expenditure Classification	FY _____	"A" Costs Absorbed or "N" New Budget Required	"R" Costs Recurring or "NR" Non-recurring	FY _____	"A" Costs Absorbed or "N" New Budget Required	"R" Costs – Recurring or "NR" Non-recurring	Fund Affected

Personnel*	\$ _____	_____	_____	\$ _____	_____	_____	_____	_____
Fringe**	\$ _____	_____	_____	\$ _____	_____	_____	_____	_____
Capital Outlay	\$ _____	_____	_____	\$ _____	_____	_____	_____	_____
Land/ Building	\$ _____	_____	_____	\$ _____	_____	_____	_____	_____
Professional Services	\$ _____	_____	_____	\$ _____	_____	_____	_____	_____
All Other Operating Costs	\$ _____	_____	_____	\$ _____	_____	_____	_____	_____
Total:	\$ _____	_____	_____	\$ _____	_____	_____	_____	_____

\* Any indication that additional staffing would be required must be reviewed and approved in advance by the City Manager by attached memo before release of FIR to committees. \*\*For fringe benefits contact the Finance Dept.

**2. Revenue Sources:**

- a. To indicate new revenues and/or
- b. Required for costs for which new expenditure budget is proposed above in item 1.

Column #:	1	2	3	4	5	6
	Type of Revenue	FY _____	"R" Costs Recurring or "NR" Non-recurring	FY _____	"R" Costs – Recurring or "NR" Non-recurring	Fund Affected

_____	\$ _____	_____	\$ _____	_____	_____	_____
_____	\$ _____	_____	\$ _____	_____	_____	_____
_____	\$ _____	_____	\$ _____	_____	_____	_____
Total:	\$ _____	_____	\$ _____	_____	_____	_____

**3. Expenditure/Revenue Narrative:**

Explain revenue source(s). Include revenue calculations, grant(s) available, anticipated date of receipt of revenues/grants, etc. Explain expenditures, grant match(s), justify personnel increase(s), detail capital and operating uses, etc. (Attach supplemental page, if necessary.)

The resolution prescribes a framework for closing the City's estimated \$15 million deficit within two fiscal years through both revenue increases, cuts to operations, and transfers from the water fund. The resolution itself will not have fiscal impact, but it would serve as directon to staff for drafting the budgets for FY 2016/17 and FY 2017/18, which will have significant impact.

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**Section D.      General Narrative**

**1. Conflicts:** Does this proposed bill/resolution duplicate/conflict with/companion to/relate to any City code, approved ordinance or resolution, other adopted policies or proposed legislation? Include details of city adopted laws/ordinance/resolutions and dates. Summarize the relationships, conflicts or overlaps.

None identified

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**2. Consequences of Not Enacting This Bill/Resolution:**

Are there consequences of not enacting this bill/resolution? If so, describe.

Not approving this resolution or an alternative will leave the staff without policy direction for drafting the FY 2016/17 budget and addressing the \$15 million recurring deficit, which involve major policy decisions.

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**3. Technical Issues:**

Are there incorrect citations of law, drafting errors or other problems? Are there any amendments that should be considered? Are there any other alternatives which should be considered? If so, describe.

None identified.

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**4. Community Impact:**

Briefly describe the major positive or negative effects the Bill/Resolution might have on the community including, but not limited to, businesses, neighborhoods, families, children and youth, social service providers and other institutions such as schools, churches, etc.

The benefit of this resolution is that it will provide greater transparency and order to a program of major financial restructuring the City will have to undertake to close its recurring operating deficit, including cuts services and increases in revenue.

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1 CITY OF SANTA FE, NEW MEXICO

2 RESOLUTION NO. 2016-\_\_

3 INTRODUCED BY:

4  
5 Councilor Peter N. Ives

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7  
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9  
10 A RESOLUTION

11 PROVIDING GUIDANCE ON THE STRUCTURE OF THE BUDGET OF THE CITY OF  
12 SANTA FE AND CERTAIN REPORTING REQUIREMENTS.

13  
14 WHEREAS, the annual Budget of the City of Santa Fe is a critical document in the  
15 City's annual planning processes; and

16 WHEREAS, the annual Budget should promote transparency in the fiscal affairs of the  
17 City of Santa Fe; and

18 WHEREAS, the annual budgeting process should promote the ability of the Governing  
19 Body to make policy priority choices for programs and funding each fiscal year; and

20 WHEREAS, changes are required in the annual budgeting process to ensure that the  
21 budget is properly balanced and the goals set forth above are realized; and

22 WHEREAS, the City Finance Department has advised the Governing Body that in the  
23 next fiscal year, 2016-2017, the City faces an \$11,000,000 to \$15,000,000 budgetary shortfall,  
24 and needs to correct some \$5,000,000 to \$6,000,000 in realignments within the budget, all of  
25 which have accrued over a series of years; and

1           **WHEREAS**, preliminary analysis of City staffing levels suggests that those staffing  
2 levels are higher than in cities of comparable size, operation and structure; and

3           **WHEREAS**, the Governing Body needs to provide guidance on solutions to the  
4 budgetary issues that have been identified to it; and

5           **NOW THEREFORE BE IT RESOLVED THAT** the annual City of Santa Fe Budget  
6 and the annual budgetary process shall be guided and governed by the following policies and  
7 reporting requirements:

8           1.       The Finance Department shall, with policy guidance from the Governing Body,  
9 bring forth a two year plan to eliminate the estimated budget deficit, estimated at \$15,000,000,  
10 using a combination of spending cuts and revenue enhancements.

11           2.       The City Manager, working with staff, shall identify ten to fifteen cities (the  
12 “Comparison Cities”) within the Southwestern Region of the United States that have  
13 characteristics by nature of geographic size, population, economic structure, operation of  
14 municipal utilities, tourism, and such other factors as the City Manager believes justified in  
15 articulable measures, that are similar to the City of Santa Fe, or on the basis of which the City of  
16 Santa Fe can evaluate its staffing, expenditure and service levels. Some cities that might be  
17 utilized for these purposes are Las Cruces, New Mexico; Farmington, New Mexico; Flagstaff,  
18 Arizona; Tucson, Arizona; Colorado Springs, Colorado; Fort Collins, Colorado; Lubbock, Texas;  
19 Amarillo, Texas; Topeka, Kansas; Carson City, Nevada; and Boise, Idaho.

20           3.       The City Manager shall analyze and compare the Comparison Cities staffing and  
21 expenditure levels to those of the City of Santa Fe, on a department by department, division by  
22 division level, and present the findings of such a comparison within 45 days to the Governing  
23 Body. The City began the discussion of the need for such parameters in its last budgetary cycle in  
24 April 2015, and staff has begun this process.

25           4.       The Governing Body, on the basis of the comparisons performed shall set goals

1 for reductions in staffing and expenditures and services levels for budget years 2016-2017 and  
2 2017-2018.

3 5. The City Manager, working with the Finance Division, and other City  
4 departments, shall identify and recommend systemic and other cuts in staffing, expenditures and  
5 services in each of the following two years budget years in an amount of not less than \$4,000,000  
6 to \$6,000,000, and identify revenue increases of \$2,000,000 to \$4,000,000 per year, bridging the  
7 first year with an anticipated \$5,000,000 to \$9,000,000 in interfund transfers to provide a  
8 balanced budget in 2016-2017, i.e., per the following table:

9 Year	Deficit	Expense	Revenue	Transfers	Total
10		Cuts	Increase		Cuts + Increases
11					
12 16-17	\$15 mil.	\$4-6 mil.	\$2-4 mil	\$5-9 mil	\$15 mil
13 17-18	\$7.5 mil	\$4-6 mil	\$1.5-3.5 mil	\$0	\$7.5 mil
14 18-19	\$0 (recognizing that there are many other factors that will determine revenues and 15 necessary expenditures).				

16 In presenting its plan, the staff must address the elimination of the State's hold harmless  
17 on certain gross receipts taxes, City health plan excise taxes, City leave liabilities and perform an  
18 analysis of structural economy based anticipated declines in gross receipts tax revenues.

19 6. Recognizing that based on preliminary work performed by the City in evaluating  
20 its staffing levels and the fact that employee expense equals approximately 80% of the City's  
21 annual budget, reductions in the number of City employees and/or the expenses associated  
22 therewith, will be a necessary part of the reduction and elimination of the budget deficit, the City  
23 Manager shall bring forward a plan for reasonable reductions in staffing levels, maximizing  
24 reductions through attrition, while ensuring that the core services functions are maintained at  
25 acceptable levels of service. Said plan shall additionally look at early retirement incentives,

1 reductions in health plan coverage to ensure that “Cadillac” health plan excise taxes are  
2 minimized by the City (based upon the last estimate given during the 2015-2016 budget process,  
3 such taxes will absent changes to the City health plan, begin being imposed in the 2016-2017  
4 budget year and will rise to \$5,000,000 annually after 7-8 years).

5 7. Core services are public safety, water utility, waste and recycling, maintenance  
6 of a social safety net, public rights-of-way, public health and affordable housing, all defined in  
7 terms of quantifiable performance indicators that are comparable with that of the Comparison  
8 Cities in a transparent manner that encourages public participation in the processes of city  
9 government; specific policy directives are the:

10 a. reduction of crime, with an emphasis on property crimes, violent crimes,  
11 alcohol abuse, illegal drug sales and abuse (observing the City’s guidance on marijuana), and  
12 DWI;

13 b. delivery, maintenance expansion of a healthy and resilient water supply  
14 at rates and programs which support conservation;

15 c. promoting recycling and efforts to reduce waste;

16 d. to build and maintain a robust and resilient safety net for those in need in  
17 Santa Fe, emphasizing the availability of housing, food security and employment for all Santa  
18 Feans;

19 e. promotion of public health and building community through urban  
20 design and land use decisions and operations;

21 f. expansion and diversification of the Santa Fe economy to expand  
22 employment opportunities for Santa Fe’s youth and young adults;

23 g. modernization of the City’s information technology infrastructure to  
24 ensure efficiency in governmental operations, especially the capture of and reporting on City  
25 financial data, high performance in HR, payroll and similar functions, maximizing the availability

1 of information to the public to promote transparency and participation, and the simplification and  
2 electronic processing of land use processes and other City-public interactions.

3 8. Staff is directed to review, analyze and report to the Governing Body on the  
4 following additional potential expenditure cuts, along with others that they identify, some of  
5 which are currently in process based on other actions by the Governing Body and by staff:

6 a. In light the City's significant cash position, the retention of which in  
7 various instances requires payment of interest, sometimes at the rate of 4+% annually and on  
8 which the City earns approximately 0.5% annually, resulting in an arbitrage loss of approximately  
9 \$3,000,000 to \$5,000,000 annually, staff is directed to identify and report what debts of the City  
10 can be prudently paid using available City cash, such as the \$34,000,000 water bond, resulting in  
11 an interest expense reduction in an amount between \$2,000,000 to \$3,000,000 or more annually;

12 b. Explore opportunities for greater efficiency and cost savings from  
13 updating or upgrading the City's IT infrastructure, recommending changes to City IT systems that  
14 would result in cost reductions within a 24 month period, including, by way of example and not  
15 limitation, systems that would allow and promote direct deposit of payroll checks;

16 c. Prepare and deliver to the Governing Body a report on overtime use  
17 across each department and division, identifying structural, scheduling or other changes that can  
18 be implemented to reduce overtime, in any and every form, to minimal amounts;

19 d. Given the significant value of accrued leave across the City, report with  
20 specificity on all leave policies throughout the City and bring forward reasonable changes to  
21 those leave policies, capping the amount of annual, sick and other leave that can be accrued and  
22 carried over annually;

23 e. Identify and report on each position within the City that has been vacant  
24 for a period of two years or more and eliminate it or bring forward compelling reasons for its  
25 retention and action by the Governing Body; and

1 f. Evaluate and report on potential savings from a change in protocols  
2 within the fire department to dispatch rules that require a ladder truck to be dispatched with an  
3 ambulance to any call for service, all in light of the fact that many calls for assistance do not  
4 reasonably require the dispatch of a ladder truck.

5 9. Staff is directed to review, analyze and report to the Governing Body on the  
6 following potential revenue enhancement means, along with others that they identify:

7 a. A two cents gas tax increase, which would raise an estimated \$950,000  
8 in revenue for core services relating to public rights-of-way;

9 b. An increase in gross receipts taxes of 1/8 of a percent pursuant to the  
10 authority granted to the City to raise gross receipts taxes in light of the State of New Mexico  
11 elimination of the hold harmless payments previously made to cities and counties; such an  
12 increase would raise revenues an estimated \$3,800,000;

13 c. Modifications to the City's short term rental ordinance that will both  
14 make the application of the ordinance more equitable, but ensure that revenues due to the City are  
15 in fact collected;

16 d. Evaluate the City's additional efforts at collection of revenues due it  
17 from various fees, fines and penalties, identifying the amount in such fees, fines and penalties that  
18 exist and what steps need to be undertaken to ensure collection of those monies;

19 e. Evaluate and report on a potential increase in property taxes in the  
20 amounts of 1-2 mil, and specifically addressing any means of lessening the impact of such an  
21 increase on those citizens within our community living in poverty or on fixed incomes, who have  
22 the least ability to absorb such an additional increase, and specifically addressing whether such a  
23 tax could be applied to luxury and/or second homes; and

24 f. Evaluate the existing 411 funds in which the City has approximately  
25 \$220,000,000 to determine what funds are required to be maintained and what funds can be

1 closed with any excess funds being transferred into the general fund account; and

2 g. Working cooperatively with the County of Santa Fe to evaluate and  
3 possibly implement a Santa Fe County Flood Commissioner program, ensuring that any funds  
4 raised through such a program from the residents of the City of Santa Fe, are utilized within the  
5 jurisdictional limits of the City of Santa Fe.

6 10. To the extent reasonably practicable, within the budget, and at a level that allows  
7 for policy priority making by the Governing Body, each department and each division within a  
8 department shall develop performance metrics and provide data on the effectiveness of the  
9 programs and expenditures of the City in the prior fiscal year as well as the current state of need  
10 in the area of the particular program; staff shall perform such functions and report to the  
11 Governing Body making program support and funding recommendations, within forty-five (45)  
12 days in the following specific areas, which are hereby prioritized:

- 13 a. continued reduction of property crimes;
- 14 b. reduction in the sales and use of illegal drugs;
- 15 c. availability of truly affordable housing to meet the city's current needs;
- 16 d. reduction in homelessness;

17 By way of clarification and example, in the area of affordable housing, data and information shall  
18 be provided that identifies what affordable housing is, what affordable housing is available within  
19 the community, how many people in need are unable to secure affordable housing, proposing  
20 goals for the ensuing 1-5 fiscal years with an identification of what funding will be necessary is  
21 each of the succeeding fiscal years to reach the goals set forth, and proposing any modifications  
22 to existing programs and policies needed to reach the goals proposed.

23 11. The following are adopted as necessary budgetary reporting processes and  
24 timeframes:

- 25 a. In the last two weeks of each of the first two quarters, i.e., quarter 1 (July

1 1 through September 30) and quarter 2 (October 1 through December 31), and no later than the  
2 last day of each of the months of January, February, March, April, and May, and in the middle of  
3 June, of each fiscal year, the Finance Department shall provide a capital outlay and project  
4 tracking report (the “Capital Project Outlay and Tracking Report”), which shall list by  
5 department, and division within each department, by column, the following information for each  
6 capital project valued at in excess of \$25,000.00: Project Description, including a unique project  
7 identification number; funding source; Bonds Sold; Appropriation Amount; Total Amount  
8 Expended to Date; Total Amount Expended in Previous Fiscal Quarter, Current Balance,  
9 Milestones Achieved in the Last Quarter; Milestones Goal for the Next Quarter; Project Phase;  
10 Amount Obligated; Completion Date; Project Status including a best estimation of project  
11 completion; Progress Rating, which shall be in three categories: (1) Bond Sold/Grant  
12 Agreement/RFP, (2) Plan/Design, and (3) Construction/Renovation/Other; and the last section of  
13 said reporting, the Progress Rating, shall be colored coded according to the following parameters:  
14 Green – Project on Schedule, Yellow – Project Behind Schedule, Red – No Activity of Bonds Not  
15 Sold, White – Additional Funds Needed, Blue – Appropriate Expended or Project Complete; the  
16 purpose of color coding is to be able to easily identify the status of each particular project. The  
17 Capital Project Outlay and Tracking Report shall be completed by each project manager within  
18 the City assigned to a project identified in the Report, and submitted to the Finance Department  
19 for review and approval before submission to the Governing Body.

20 b. Each capital project shall have a project plan (“Project Plan”) that will be  
21 approved when the capital expenditure is approved; the plan will include the following elements:

- 22 i. Statement of need;
- 23 ii. Detailed timeline, including anticipated funding timing, timing  
24 of the design, bidding, construction and project completion phases;
- 25 iii. Statement of anticipated results and public benefits of the

1 project; and

2 iv. A carbon neutrality impact report.

3 c. Project managers working for the City shall be evaluated annually on  
4 their ability to deliver the projects on which they work on time and on budget and fully  
5 accounting of expended time and funding; such evaluations and measurements shall be  
6 incorporated into the job descriptions for these positions and the regular annual performance  
7 evaluation.

8 PASSED, APPROVED AND ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2016.

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10 \_\_\_\_\_  
11 JAVIER M. GONZALES, MAYOR

12 ATTEST:

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14 \_\_\_\_\_  
15 YOLANDA Y. VIGIL, CITY CLERK

16 APPROVED AS TO FORM:

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18 \_\_\_\_\_  
19 KELLEY A. BRENNAN, CITY ATTORNEY

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25 *M/Legislation/Resolutions 2016/Budget Guidance*

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**CITY OF SANTA FE, NEW MEXICO**

**RESOLUTION NO. 2015-110**

**INTRODUCED BY:**

Councilor Joseph M. Maestas

**A RESOLUTION**

**REQUESTING THE CITY MANAGER EVALUATE POSSIBLE EFFICIENCIES WITHIN CITY OPERATIONS THAT MIGHT HELP CLOSE THE OPERATING DEFICIT IN FISCAL YEAR 2016/2017 INCLUDING IMPLEMENTING A CONDITIONAL HIRING FREEZE.**

**WHEREAS**, the City of Santa Fe is facing a fiscal year (FY) 2016/2017 operating deficit of approximately \$15 million that must be systematically addressed beginning before the end of the current fiscal year; and

**WHEREAS**, existing city services and workforce levels are not sustainable at current rates of revenue, necessitating a comprehensive plan on prioritizing city functions and evaluating sources of revenue; and

**WHEREAS**, difficult decisions must be made as to how to cover this gap; and

**WHEREAS**, City of Santa Fe revenues are 75% dependent on gross receipts taxes (GRT) that are variable and unpredictable; and

**WHEREAS**, since the 2008 recession, the local economy has experienced a slow

1 recovery and a shrinking tax base; and

2         **WHEREAS**, the 15-year phase-out period of the hold harmless GRT started in the  
3 current fiscal year, with the city facing a \$1.3 million GRT reduction in FY 2016/2017 and an  
4 estimated total of \$11 million throughout the 15-year phase-out period; and

5         **WHEREAS**, the city must address, through policy changes, the financial policies and  
6 practices utilized historically, including the current fiscal year, to address changing conditions in  
7 order to secure the sustainability of vital city government services and our community's overall  
8 quality of life.

9         **NOW, THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY OF THE**  
10 **CITY OF SANTA FE RESOLVED** that the City Manager shall conduct a city-wide needs  
11 assessment of staffing and service levels for all core, quality of life, and other services classified  
12 as such and prioritized by the Governing Body in order to identify potential areas for cost savings  
13 with a goal of eliminating 75 positions over the next three fiscal years for a savings of \$3 million  
14 in accordance with the following guiding principles:

- 15             1.         Efforts shall be made to avoid layoffs.
- 16             2.         All vacant positions shall be evaluated at least quarterly to determine whether  
17 they should be eliminated.
- 18             3.         Consideration shall be given to a hiring freeze targeted to minimize negative  
19 impact on core and quality of life services.
- 20             4.         Efforts shall be made to optimize permanent savings through attrition.

21         **BE IT FURTHER RESOLVED** that The City Manager shall seek to identify cities  
22 comparable in size, service levels and other variables, such as demographic factors and, in  
23 accordance with the foregoing policies classifying and prioritizing City services and guiding  
24 principles established by the Governing Body, in order to identify potential areas to right-size  
25 City government with a goal of achieving comparable staffing and service levels, including the

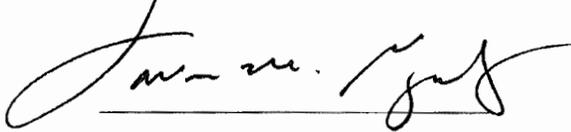
1 following actions:

- 2 1. Evaluate a hiring freeze and loss through attrition to reduce staffing to  
3 recommended levels.
- 4 2. Seeking reductions in overtime and travel.
- 5 3. Identify and evaluate the impact on residents and visitors of any potential  
6 reductions in service; and ensure that disadvantaged and poor residents are not disproportionately  
7 impacted by such service reductions.
- 8 4. Evaluate the costs to the City of providing services and proposing changes to fees  
9 for services that reflect such costs.
- 10 5. Identify functions that can be automated for permanent long-term savings.
- 11 6. Aggressively pursue delinquent taxes, fines, and fees.
- 12 7. Review the need to fill any vacant positions. If any one position remains vacant  
13 after a period of two years, it shall be removed from the list of available positions.

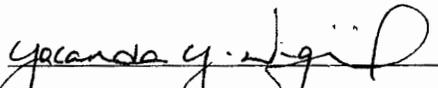
14 **BE IT FURTHER RESOLVED** that the City Manager evaluate the City benefits  
15 structure as it compares to the benefits structures offered by other New Mexico local governments  
16 and by the State of New Mexico in order to identify potential areas for cost savings, with a goal  
17 of achieving a comparable level of benefits to those governments with equivalent employee  
18 contribution levels.

19 PASSED, APPROVED AND ADOPTED this 9<sup>th</sup> day of December, 2015.

22 ATTEST:

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JAVIER M. GONZALES, MAYOR

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24   
25 VOLANDA Y. VIGIL, CITY CLERK

1 APPROVED AS TO FORM:

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4 KELLEY A. BRENNAN, CITY ATTORNEY

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25 *M/Legislation/Resolutions 2015/2015-110 City Staffing Needs v2*