



# Agenda

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SPECIAL  
FINANCE COMMITTEE MEETING  
REVIEW AND CONSIDERATION OF THE CITY MANAGER'S RECOMMENDED  
OPERATING BUDGET FOR FISCAL YEAR 2008/09

WEDNESDAY, APRIL 23, 2008  
CITY COUNCIL CHAMBERS  
9:00 A.M. TO 6:00 P.M.

ALL MEMBERS OF THE GOVERNING BODY HAVE BEEN INVITED TO  
ATTEND THIS MEETING

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. FISCAL YEAR 2008/09 OPERATING BUDGET REVIEW

**9:00 a.m. – 11:30 a.m.**

City Manager  
City Attorney  
City Clerk  
Finance  
Public Utilities  
Administrative Services  
CVB/Convention Center

**1:30 p.m. – 6:00 p.m.**

Housing/Community Development  
Human Resources  
Public Works  
Police  
Fire  
Land Use  
Community Services  
Municipal Court

5. PUBLIC COMMENTS
6. ADJOURNMENT

Interpreter for hearing impaired is available through City Clerk's Office upon 5 days notice.

**SUMMARY OF ACTION  
SPECIAL FINANCE COMMITTEE MEETING  
Wednesday, April 23, 2008**

<b><u>ITEM</u></b>	<b><u>ACTION</u></b>	<b><u>PAGE</u></b>
CALL TO ORDER AND ROLL CALL	Quorum	1
APPROVAL OF AGENDA	Approved [amended]	1-3
FISCAL YEAR 2008/09 OPERATING BUDGET REVIEW		
<u>9:00 A.M. TO 11:30 A.M.</u>		
REVIEW OF MEMORANDUM		3-12
CVB CONVENTION CENTER		12-15
CITY ATTORNEY		15-16
CITY CLERK		16-19
CITY MANAGER		19-22
ADMINISTRATIVE SERVICES		22-23
<u>1:30 P.M. TO 6:00 P.M.</u>		
PUBLIC UTILITIES		23-27
HOUSING/COMMUNITY DEVELOPMENT		27-33
HUMAN RESOURCES		33-35
PUBLIC WORKS		35-43
LAND USE		43-51
MUNICIPAL COURT		51-52
COMMUNITY SERVICES		52-58
POLICE	Postponed to 05/05/08	58
FIRE	Postponed to 05/05/08	58
PUBLIC COMMENT	None	58
ADJOURNMENT		58

**MINUTES OF THE  
CITY OF SANTA FE  
SPECIAL FINANCE COMMITTEE MEETING  
REVIEW AND CONSIDERATION OF THE CITY MANAGER'S  
RECOMMENDED OPERATING BUDGET FOR FISCAL YEAR 2008/2009  
Wednesday, April 23, 2008**

**1. CALL TO ORDER**

A special meeting of the City of Santa Fe Finance Committee was called to order by Chair Matthew E. Ortiz, at approximately 9:00 a.m., on Wednesday, April 23, 2008, in the Council Chambers, City Hall, 200 Lincoln Avenue, Santa Fe, New Mexico.

**2. ROLL CALL**

**MEMBERS PRESENT:**

Councilor Matthew E. Ortiz, Chair  
Councilor Christopher Calvert  
Councilor Carmichael A. Dominguez  
Councilor Rebecca Wurzbarger

**MEMBERS EXCUSED:**

Councilor Miguel Chavez

**OTHER COUNCILORS ATTENDING:**

Councilor Rosemary Trujillo  
Councilor Ronald S. Trujillo

**OTHERS ATTENDING:**

Kathryn Raveling, Finance Director  
Yolanda Green, Finance Division  
Melessia Helberg, Stenographer.

There was a quorum of the membership in attendance for the conducting of official business.

**NOTE: All items in the Committee packets for all agenda items are incorporated herewith by reference. The original Committee packet is on file in the Finance Department.**

**3. APPROVAL OF AGENDA**

Chair Ortiz said this schedule assumed we would have the ability to make decisions on the departments scheduled for this morning. He said two of the Committee members didn't get the packet in

advance. He asked the Committee their suggestions as to how to proceed this morning. The Committee made the following comments and suggestions:

- **Councilor Calvert** – go over some of the higher level things in Ms. Raveling's Memorandum; look at some of the departments from a macro level. Some of the things we discussed previously are in Schedule C from strategic planning. This will give an indication of what follow-up information people need to provide.
- **Councilor Wurzbarger** – focus only on what was received in advance which was the Memorandum, and spend time questioning and clarifying the Memorandum. She is comfortable hearing the plans for the City Manager, City Attorney, City Clerk and Administrative Services and CVB and move Public Utilities to the afternoon. She would like to hold the others until she can read the material. She doesn't want to go into detail on those scheduled 1:30 to 6:00 p.m. Suggested a break, read the material, ask people to come back at 3:00 p.m.
- **Councilor Dominguez** – Agrees with Councilor Wurzbarger, spend time on Memorandum. Look at CVB this morning, move Public Utilities to the afternoon. He is open to whatever the Committee wants to do. He also would like reading time.

Chair Ortiz – the Committee is saying it wants a full discussion on Ms. Raveling's Memo and its assumptions, and then consider the City Manager, City Attorney, City Clerk and Administrative Services as Departments that could get approved this morning, and the rest would come back in the afternoon. He said Community Services will not get approved, nor will Police and Fire, and the Committee wants a more full discussion on Housing and Community Development. He said given the lateness we received the packet, and that we will do some of the departments scheduled for the morning in the afternoon, he said those departments shouldn't stay because those would be heard at another time.

Councilor Wurzbarger said everyone is within 15 minutes of the City Hall, and doesn't believe this level of staff should not be sitting here waiting to be heard. She would like to develop a preliminary plan and let people leave.

After discussion it was the consensus among the Committee: Discussion for the morning: 1-1½ hours discussing general issues and Ms. Raveling's Memorandum; after 10:45 a.m., hear the budgets of the City Attorney, City Clerk, Administrative Services and CVB; and that Public Utilities will return to be heard after 1:45 p.m. as first in the afternoon.

Chair Ortiz said unless their department is germane to the main Memorandum, departments can leave and come back. He said he will set up a system where Celeste or Mia will call the departments as requested.

**MOTION:** Councilor Calvert moved, seconded by Councilor Dominguez, to approve the agenda, as amended.

**VOTE:** The motion was approved unanimously on a voice vote.

#### **4. FISCAL YEAR 2008/09 OPERATING BUDGET REVIEW**

A copy of a packet of information provided to the Committee by Ms. Raveling is incorporated herewith to these minutes as Exhibit "1."

**9:00 a.m. to 11:30 a.m.**

##### **A. COMMITTEE QUESTIONS ON MS. RAVELING'S MEMORANDUM**

The Committee commented and/or asked questions and staff responded as follows:

1. *On Page 3 of the Memorandum, discuss the General Fund Gross Receipts Tax Revenue at the bottom of the page.* Ms. Raveling said that is a history of the fiscal years, noting the total for 07/08 is estimated. It appears there is a pattern of May and June coming in higher, and she didn't want to underestimate the revenue. *Suggestion to discuss the 4% proposed for next year, given the situation in the general economy.* Ms. Raveling said she included a lot of detail explaining the rationale for the calculations.
2. *Since the budget is based on 4%, suggestion as a backup, to ask the departments for a budget projection at 3%, so there is a plan in the event there is a marked downturn in GRT revenues, or in the event it is necessary to make choices for funding out of the general fund. Also request the dollar amount difference between budgeting at 3% and at 4%.* Ms. Raveling said GRT projected for the General Fund is approximately \$60 million, so 3% would be a difference of \$600,000.
3. *Comment from the Committee that \$600,000 is an insignificant amount, and perhaps should ask the departments for a budget at 2%, which would be a difference of \$1.2 million.* Ms. Raveling noted that the \$74 million for this FY includes all revenues, but the \$59 million is the projected GRT revenue for FY 08/09 at a 4% increase over last year.
4. *The projected 4% increase is based on the trend and does not consider any change in the economic condition.* Ms. Raveling said she looked at the different categories of GRTs and retail is down, but construction amazingly is holding its own. *There are huge capital projects which will be completed after this fiscal year; residential construction is down 25%.* Ms. Raveling considered future projects such as the State Parking Garage, and the State Museum, and she believes construction will hold for another year, but after that unless home construction makes a comeback, there will be a decrease in the FY 09/10 fiscal year.
5. *The Governing Body needs to decide how conservative it wants to be, and what should be a backup plan, and to review the budgets and decide whether it agrees with what is proposed. The policy question is what to do if the funds aren't available, unless we disagree with some of the things which are proposed.*

6. *If the Committee can agree on some of the large assumptions, and the assumptions are to ratchet it down, then the direction to the department is to perform a hypothetical scenario: What items would you cut if your assumption will be a 2% growth instead of 4%. Then approve only one percentage assumption and use the other for planning purposes in the event there is a serious problem with revenues. If the 4% is achieved, consideration could be given to move forward with original proposal.*
7. *The 4% could be approved as the base budget, with the understanding with the department, that if we don't meet that, then the backup plan might be put into effect.*
8. *Believe it is a good idea to ask the departments, for purposes of discussion, what they would do with a 3% assumption and 2% assumption decrease in their budgets.*
9. *Question to Mr. Buller and Ms. Raveling asked how quickly they could come back with a different scenario for a budget increase at 2% and 3%, and where those cuts would be. Ms. Raveling pointed out that it can be done, but she needs parameters. She said the two largest departments are Police and Fire and asked if those will be included in the cuts, noting these are the biggest budgets. Part of the assumption for the 18 positions is an increase in property tax which is built in, so there are no savings, and there still will be a property tax even without the Police.*
10. *Suggestion that the budget is 2% and take the \$1.2 million in savings and put it toward the Police, and there would be no increase in property tax, the Police would get its positions and we are finished. The property tax increase is projected at \$900,000. Or, if the budget comes in at 2% there really "isn't anything" left to do*
11. *Why do we have budget meetings, because the Committee really can do only so much.*
12. *The union contracts have a provision that the raises are dependent on what the Council approves, and if that is only 2%, we are not locked into a particular amount, and there can be no bad faith case.*
13. *One of the assumptions is a merit pay plan for non-union employees, which hasn't been discussed by the Committee.*
14. *Suggestion is that the 2% raise for Fire and Police will be forthcoming when the vacant positions are filled as one way to get accountability.*
15. *One of the budget assumptions for Police is a red-light camera program, but the Council hasn't made a decision on that, noting that it probably won't be a revenue producer.*
16. *Police are asking for 15 additional positions, with 8 vacancies. Fire has no vacancies. Suggestion to reduce the budget to a 2% increase, and approve positions only if the revenues go above 2% and allocate that to these positions. The Police get their positions if revenues exceed the conservative estimate as a Council. Ms. Raveling said this is the approach of the Land Use*

Department, because of their concern, if approved, they might not reach the fee projections because of the construction slow down. She believes this concept would work.

17. *What is the second largest source of revenue.* Staff said it is revenue from fees to Land Use.
18. *Question was asked again how quickly Ms. Raveling could get the information to this Committee if were to decide a budget on a 2% increase in revenue instead of 4%.*

Mr. Buller said last year at budget we were saying we didn't have an organizational plan, and there was a Memo in last year's packet talking about inefficiencies. He said we go back and forth between the word "cuts" and "inefficiency," and we need to be clear what these mean and where we are going. He said last year we discussed structural and organizational inefficiencies. At that time, some people didn't know where they were in the organization. An organizational plan was prepared, and adopted by the Council with amendments. It has been a good organizational plan and it has helped to understand where everybody stands.

Mr. Buller said since last year we have completed a piece of the strategic plan, noting that strategic plans are processes, not projects. He said the strategic plan as completed by the Council is about how it wants to serve the community. There is nothing in the plan about cuts. He said when departments prepared their strategic plan, they did so looking at the kinds of services which were requested by the Council through its strategic plan.

Mr. Buller said we began the ICMA process so we could have benchmarks, so we could look at where inefficiencies occur. He said traditionally, the City has looked at the budget and if there isn't enough money, you start cutting positions and programs which does become an ad hoc process. He believes it needs to be an iterative process, and if we are going to do that, we need to work together with the staff and the Council. When you talk about shifting priorities, you are talking about shifting policy. We can't know where to cut if we have a policy expressed by ten items on a strategic plan, so we need to work together on this.

Mr. Buller said we have to have a backup plan, because if there is an economic crisis, if the "red flags" are out there, the approach we need in looking at how we do business over the next year is one as though we were in crisis. He said we need to plan as if we are in crisis. He said we need to talk about this with any new Finance Director. He said managing budget is done at the time you spend the money that is in the budget, and not at the time you set the budget, and this is where the critical piece comes in. He said we can do contingency plans, but we need a bigger picture than that.

Mr. Buller said there is no wish list in the budget, and they didn't let anybody put anything in the budget unless they found a source of funding. With the exception of Police, there is no expansion of programs, personnel, and there is no wish list. It is a completely flat budget unless people found funding for something.

Mr. Buller said, in looking at a contingency plan in the event GRTs don't come in as anticipated, we need to look more to inefficiencies than cuts. He said if we find a program which no longer serves a

function, it should be cut. Most of the programs we have which are of any value where a cut would really matter, were established as policy of the Council. He said staff is trying to follow that, both in the strategic plan and how they react to the budget. He said for the first time, this is a strategic plan based budget, and he will be working on improving it in the future.

Mr. Buller said the new way people are looking for inefficiencies in government isn't to cut positions but to use process. There is a lot of low hanging fruit in government, and we haven't begun to look at that. He said the reason people use cuts instead of looking at processes is because it can be done immediately and it can be measured immediately. It is a lot harder to measure inefficiencies in government, but the savings oftentimes are even greater.

Mr. Buller said we haven't been able to look at inefficiencies, in part because we didn't have the tools, nor the ICMA benchmarking which we now have and start to employ. We didn't have the necessary data because we didn't collect it in the way needed to establish these benchmarks.

Mr. Buller suggested, going into the new fiscal year, to set the benchmarks and begin those processes. He said some of the inefficiencies we can discuss right away are duplicative services, inefficient transportation systems, batch and queuing of paperwork. All of these cost a lot of money, and we can begin to get to as we now have the data. He said none of this helps on the 2% budgeting process which is an emergency process, but it is a much wiser way to get to how you put a budget together over the long term.

Mr. Buller said among cuts they are offering is the Deputy City Manager's position which he isn't recommending for funding in this budget. He said there are very few vacant non-union positions which wouldn't require a reduction in force or the termination of an individual. He said cuts in personnel are cuts in programs the way the City is structured because programs are mostly service-related programs, which people are doing, and cuts in programs are cuts in personnel and these are policy cuts.

Mr. Buller said you get employees together and identify their own inefficiencies, as long as you work with employees to let them know it won't affect with the employees. He said people won't work at this if they think the inefficiency means the loss of their job. He said cities are doing this all across the country with some measure of success.

Mr. Buller said he believes he can look for ways to reduce from 4% to 2%, saying he already has asked the directors to do this. He said they are looking at their department in conjunction with strategic planning, but it doesn't provide good guidance for cutting because it doesn't work that way, and there need to be some revisions. He said a 2% cut will really hurt and there will be some very serious repercussions in doing that. It will mean loss of salary, or loss of service of the public in one way or another, unless we can do it slowly.

Mr. Buller believes we will see some alternative energy inefficiencies, technological inefficiencies, duplicative services. He talk about performance measurement against contractors – better management of the contracts, asking them to live up to the same kinds of performance measurements as we will ask of our



own employees. He believes this will result in a lot of savings, because there are a lot of inefficiencies in our contracts.

Mr. Buller said we can consolidate positions as positions become vacant. He believes the wellness program will save money, stressing that inefficiencies are harder to measure than cuts, but they are there. He said if we are subsidizing non-profits we need to be asking them to help us in our work as well. We are seeing the results of breaking down silos, noting we have a history of silo management. He said this is where two departments are doing the same thing, but not talking with each other. He said teamwork and interdepartmental work results in savings. As part of the reorganization, he said we now have teams, such as the sustainability/green team and there are other teams as well. He said when they sat together for the same time, they were amazed at what each other was doing, much of which was duplicate. They began to work on those inefficiencies because it made sense, and not because of budget cuts. He said there are ways to measure these efficiencies, but it isn't something he can do between now and June.

Mr. Buller said between now and June he is willing to work with the Committee, but he believes we need to reidentify priorities because that is reidentifying policies, and we can see an iterative process. He said he can start with the cuts right way, and perhaps this will start the iterative process. He has Memos from departments which will give an idea of where they think some of the inefficiencies lie, although he doesn't think it is \$1.2 million, but we can get there.

19. *The question for this Committee to answer is whether to start with a 4% budget with a 2% backup or a 2% with a 4% backup. Willingness expressed by Committee to go with the 4%, with a backup plan for both a 2% and 3% using the available time to discuss and lay on the table the Committee's desire to really look at efficiencies, we are concerned and want to engage them in the process.*
20. *This Committee needs to look at its assumptions about taxes, as a context of deciding what revenue we will get in, and what new taxes we are willing to impose.*
21. *If we want to do the cuts correctly, it will take much longer than the budget timeframe.*
22. *New positions were created which the Committee didn't know about, and funds were found to do this such as the positions of Deputy Director in Solid Waste and Land Use. The Finance Department should be on top of these things. Ms. Raveling said there is only one person tracking all of the City positions, and it is a challenge because people move all over, get reclassified. Mr. Buller has asked Ms. Raveling to set a control within the Finance Department to track a raise given because of an inequity or reclassification which might result in a raise.*
23. *The Police Cadets are being paid the same as an Administrative Assistant, and this Committee needs to look at the idea of equity and comparable pay. Mr. Buller said this Committee should be actively involved in the H.R. Classification/Compensation Study which is happening now.*

Chair Ortiz said what Mr. Buller says makes a lot of sense, because there are inefficiencies in the City which were here two years which have been continued. There is an established paradigm at City Hall about preserving the status quo. He said the silo effect is within departments, for example recreation

programs at GCC which are competing and not communicating with programs at Ft. Marcy and Salvador Perez. He is concerned about the number of public relations personnel in different departments and in the City Manager's Office. In Land Use, there are personnel requests based on fee increases each year, and there is an assumption that the way the department is organized is the way it will continue to be organized. There has never been an examination of efficiencies of services provided by these different personnel, and we keep them there because it has always been that way. This is easily measured.

Chair Ortiz said we are faced with this situation and making this decision because this administration tried to preempt the City's priorities – we need 45 officers in three years and it was put in front of any of these discussions, any of the strategic plan. It was brought forth with a lot of fanfare and publicity, and now we are faced with rejugling our priorities. And, when we ask you to rejuggle them for us, you tell us it is very difficult and we can't do that. It is just as easy to cut positions as to say we'll increase taxes. That is also a paradigm which isn't so easy to swallow because it is the easy solution out – we have a program we like, so let's just raise revenues. The reality is it will be cumulative over three years, and then what do we do with our needs in other departments where there isn't a similar public support or public information campaign to lobby for. He said we are faced with this decision because of an expansionist administration. He said this has to stop and at some point, we have to be responsible and accountable for dealing with our inefficiencies. He said this is the only time of the year that he's ever been told we as a Council have the ability to make these decisions, and to look at the budget and decide whether a particular position is necessary, and if we can get at efficiencies, for example by combining positions.

Councilor Ortiz said the assumption that we are going with 4% but have a contingency of 2% he hasn't found to be successful. As Mr. Buller points out, it is hard to get departments to do decreases. He said we requested this exercise back in strategic planning.

Chair Ortiz said there were some sharp questions in strategic planning where he asked why we need a Human Resources Department, where he asked could we improve efficiencies with the technologies and upgrades, could we have less people doing the same job because we have a new and improved personnel system.

24. *Continuing to go in the same direction seems to perpetuate the status quo, and if that is the case, why do we need to ask departments what they do or how they do it. Unless there are expansion requests we need to consider, just give blanket approval and be done.*
25. *How can we use the time we have in this process to be more fruitful, and if it is only to spend \$1.2 million we can do that in two hours. Would it be fruitful to engage the managers to discuss ideas of efficiencies as well as the City Manager.*
26. *What would happen, for example, if there are only four people in Public Relations. What would be the difference in service to the community – what would we lose and gain. Cannot continue to do more by continuing to tax and tax, and raise rates and fees. Look for inefficiencies in terms of uniforms. Mr. Buller said there are two aspects in looking at inefficiencies: It can't happen unless there is strong leadership from the City Manager and the City Council, and it also has to come from the employees because they know where the inefficiencies are, and are happy to share those if the*

process is done correctly. He agrees that we need to look at the ones to which Councilor Ortiz referred, as well as others that come to mind.

27. *How do we have that discussion with the managers, and how do we proceed with the City Manager after that, because it gets to making the tough calls.* Mr. Buller said the managers are ready to do that. He said the best place to do this is in the expenditure of the budget, not in the creation of the budget.
28. *If the Committee approves the 4% budget with direction to the departments to spend only as if they have 2-3%, the practice and rule in government is to spend the budget or you will lose it, and any remaining amounts will be questioned and go away.* Mr. Buller said he doesn't support spending budget just because it is there, and we need periodic review. The Finance Committee has to be involved throughout the years, but his office has to "take the bull by the horns," to prevent this from happening. We need to work on controls.
29. *In discussing inefficiencies, we need to look across departments and not just at inefficiencies. Do we really need a public information person in each department.* Mr. Buller said you won't get this in the kind of hearing we have today, because departments are coming in one after another. It requires a dialogue at the highest level with the department directors and with the people who are doing the same job who are unaware others are doing the same job.
30. *Suggestion that identifying inefficiencies and saving on the budget could be part of the evaluation process – reward for finding these, not punishing.* Mr. Buller said we need to rethink about how to do the independent evaluation in a way that is positive and reinforces this process.
31. *Suggestion that we have a system which recognizes some employees work over and above their position, and some will assume additional duties, by giving an additional increment for the person who is effectively doing the work of two positions, using the savings by not filling the vacant position.*
32. *Suggestion to develop a way to deal with those who know how to work the system and their supervisor and continue to get raises, while others who are saving the City money are not being rewarded. Give direction to create an evaluation system and merit pay to include this element so it reinforces the process. Remnants of the "good old boy" system remain, and we need to move away from that, and budget based on priorities.*
33. *Suggestion to give priorities to positions which bring money into the City, and reward those positions.*
34. *Rather than deciding on the percentage of increase, we need to decide what kinds of questions we are going to ask people and then come back to that decision. After we hear all of the ideas, we can decide what we are going to do.*
35. *If there is to be a different approach, how does the Committee want to proceed.*

Chair Ortiz said as he heard the Committee, you want to go forward with the assumption of a 4% budget.

Councilor Wurzbarger wants to make this decision at the latest possible time, and spend whatever time we have trying to understand what efficiencies could be put in place, having creative discussions about policy options, including the tax issues.

Chair Ortiz said he believes it is better to be up front with staff now, and say we will hear the departments at a later time. He doesn't believe we can hear all of those on the afternoon agenda.

Councilor Wurzbarger asked Mr. Buller, given the background which has been done on strategic planning and preliminary conversations, would the managers be ready to discuss these items.

Chair Ortiz said he heard Mr. Buller say, in a roundabout way, he's not ready to discuss them and he needs more time, and if pushed he could do it in two months.

Mr. Buller said the managers are thinking this way conceptually, and we have been talking about inefficiencies and cuts, so it won't be a foreign topic to start thinking about that kind of issue. He said the reason it isn't in this budget is that a few things need to be in place to do this. You have to have the beginnings of your benchmarks in place. He said it took the best part of the year to get the strategic plan done and to think about the benchmarks, and we are still waiting for some of the final data from ICMA on that. He said he worked hard to get the basics in place, and now there is a foundation on which to build. He said he believes the managers are ready to talk about how to save money and provide better service at the same time. He said when you cut people or cut programs and only cut programs, you are saving money, but not providing more services. By identifying inefficiencies you are saving money and providing better services.

Councilor Wurzbarger said then they are prepared for us to ask them what inefficiencies they can address next year, what will be the savings if you eliminate the inefficiencies and how do you plan to provide better service to the citizens of Santa Fe with whatever funds you are given.

36. *Efficiencies can be found in the Police Department if you change the way they shift, but that isn't going to happen.*

Councilor Romero said her understanding is that the proposed 4% increase is based on previous experience, and it is the most middle of the road perspective in budgeting. She said last year's numbers don't look that different. She doesn't understand why we would ask staff to look at a worst case scenario right now. She said looking at inefficiencies is a different way of looking at budgeting which makes department directors more responsible. She agrees with asking the managers what will it take to be more efficient and provide better service to the citizens of Santa Fe. She said she is at a loss about the 2%, and what would a worst case scenario look like.

Councilor Wurzbarger said the 2% for her is the result of her second or third year on the Council when there was a situation where GRTs were at 1.87% and the reason for the contingency plan. She said the economy, generically, when compared to 2005 is potentially worse and this is her concern.

Councilor Romero said she understands that 2005 was "your worst nightmare come true," but would like to find some sort of middle ground which isn't so drastic.

37. *The Police Department needs to look at efficiencies in payment of overtime. It makes sense to hire another person and do away with that overtime. If the amount spent on overtime the equivalent of FTE, then it makes sense to hire another staff person. Why would the overtime remain at the same level after hiring additional personnel.*
38. *If the Council is to go forward after only two years for taxes to hire more police, that somehow has to be tied to how it will affect overtime, and would like the Police Chief to answer this question explicitly.*
39. *In looking at overtime, it is presumed that 24 hour operations will generate a certain amount of overtime. What is the level of overtime generated by other departments of the City. Ms. Raveling responded that 98% of the overtime is generated by the Police and Fire Departments, and the other 2% is so minimal*
40. *How much of the overtime is absorbed by the vacancy savings, especially in the Police Department where there have been a lot of vacancies. Ms. Raveling said it tends to net out, and at the end of the year the whole Police Department is rolled together in the General Fund. Several years ago, there would be large deficits.*
41. *If the Police Department is fully staffed, there will be overtime which won't be paid by vacancy savings. Ms. Raveling said we have gone so long with so many vacancies, she is unsure what it would look like with a full staff.*
42. *The lion's share of the capital outlay in General Funds goes to purchase vehicles. Can there be efficiencies in the number of vehicles purchased so there would be more funds for software which would result in efficiencies which would pay for themselves. Ms. Raveling said #7 is just for the General Fund, noting most of the ITT purchases have been moved to the ½% CIP. She said the \$436,000 is related to the expansion positions primarily in parks and land use.*
43. *Do all of the new positions need a vehicle. Mr. Buller said sometimes you don't need to drive to another facility when an email will work. Another would be efficiencies from computerized fleet maintenance schedules. Some Cities have had good luck with motor pools where you don't have as many cars as people, other's haven't, but it is something he will be examining.*
44. *Items #10 and #11. These two activities add considerable expenditures. Can these be cut somewhat to find additional funds. This goes to eliminating duplication.*

45. *Item #13, Utility Billing and Customer Service is requesting an additional position, but the understanding by the Committee is that in installing the new meter devices which are more easily read, there would be personnel savings.* Ms. Raveling said she sent a Memorandum saying this can't be done this year, but she believes in 2-3 years there will be savings, but it will take time. This position was in response to the big snow and the emergency situation, and the feeling customers weren't getting correct answers in calling after hours.
46. *#19 LED addition, is this a staff addition, and is it paid by the savings and will not be an additional hit on the budget.* Ms. Raveling said it is paid by savings. She reduced the electric by that amount, and then Mr. Romero asked for two positions. *There is an implementation/capital cost and is this included.* Ms. Raveling said this came from CIP. *Understanding that this would be repaid by savings on the utility side.*
47. *#18, could the increase in usage be because of construction.* Ms. Raveling said this is for water City-wide on all the parks, noting she is concerned about the amount of water used to date, and we're not in the high usage period. A Committee is looking into this. She understood water efficient watering systems would be installed in the parks, noting some have been installed. Mr. Chavez and Mr. Romero are aware of the issue and looking into it.

After discussion, it was the consensus among the Committee, to ask each department (1) what inefficiencies can you identify in your budget for the 08/09 fiscal year; (2) what would be the resulting savings; and (3) how do you plan to better serve the public in the 08/09 fiscal year.

## **B. CVB/CONVENTION CENTER – PAGE 117 OF THE MEMORANDUM**

Ms. Raveling reviewed the summary of the budget on page 117 of her Memorandum.

Councilor Wurzbarger asked Mr. Toler, because the CVB is new, to give a brief discussion on how he will market the Civic Center and how funds will be spent, and what are the plans for filling the center on September 28, 2008, and what it will cost.

Keith Toler, Executive Director, presented information regarding the CVB/Convention Center as follows:

- New sales person on staff to help market the Center.
- There are three campaigns: Winter, Spring and Fall, no summer because it sells itself.
- The general national advertising is 12% of the overall advertising budget and the rest of the dollars are focused on the specific geo-targeted market. The winter campaign focused on Denver and Austin, the visitors to the website increased from 60,000 to 91,000 while the advertising was running. The spring campaign will focus on San Diego, New York and Dallas, and they will be doing a Dallas blitz as part of a sales effort.
- Convention center advertising he is doing through trade publications, nationally and some internationally they are doing trade shows through personal contacts.

- International advertising – working with the State on its programs and coop with them as much as possible.
- Spend \$130,000 advertising the convention center in trade publications, business section advertising in key newspapers, including The Wall Street Journal.
- There are now two sales persons, he also is doing sales part time.
- Budgeted to hire another sales person out of the convention center budget, dedicate that person to key markets in and around New Mexico, and the other two will concentrate more on national and international.
- Bookings for 2008/2009: 105 contracts for events already booked, but all aren't in 08/09. A good percentage of the 105 are local. Really booking for 2010 and filling in with local events: Governor's Prayer Breakfast; two shows for Homebuilders Association are booked. Policy is to hold dates for groups generating room nights up to one year out, and then it is opened to everyone. The big one is the Dual Language Institute on November 12, 2008, with 1400 to 1800 delegates, and the economic impact will be significant.

Councilor Calvert asked if thought has been given to shifting marketing efforts based on increased costs of fuel, the national economic downturn and because of the devaluation of our currency, foreign travelers have an incentive to travel here.

Mr. Toler said no, and they are trying to use the international dollars more effectively through working with the State and its international dollars. He said the advertising budget is \$830,000 for leisure which is insufficient to market internationally. Because the dollar isn't performing as well as the Euro, Pound or the Yen, it is more expensive to market over there. He said he is trying to reach international by attending the shows and reaching the travel specifiers directly.

Councilor Wurzbarger said the Creative Cities Conference website is being launched, and they are trying to get 250 people from around the world, and that will be done one-on-one through the Creative Cities network. They are asking everyone in Santa Fe with a friend outside the country to write a letter – this will be a very grass roots campaign.

Mr. Toler said a 1/8 page ad in The London Times would cost \$146,000, and it isn't possible to do that.

Councilor Calvert ask what are the community event rates to use the center.

Mr. Toler said the consumer ballroom rate is \$3,500, local rate is \$2,000, and the cost is \$1 per chair for consumer and 60 cents per chair locally.

Responding to Councilor Calvert, he said meeting space can be rented during business hours at a nominal rate, for example, the Pojoaque Room would accommodate 40 people theater style at the rate of \$350. After hours, there will be additional rates, because they have to pay for security.

Councilor Calvert asked if there any consideration for the use of the rooms for free.

Mr. Toler said since Sweeney was demolished, any group meeting there has found suitable space, such the Transportation Advisory Board which is now meeting at the Library. He said this facility may not be the most suitable place for those kinds of meetings.

Councilor Calvert said part of the selling point on the center was that it is just isn't for out-of-towners and making money, it is also a community center to serve community needs. He said we need to balance that and \$350 per meeting is very stiff for a local group to spend during business hours.

Mr. Toler said there is space allocated for free for meetings held during the day, upstairs where there is a permanent setup, but it is based on an availability basis.

Responding to Councilor Calvert, Mr. Toler said any City meetings or functions, depending on availability, would be free. If he receives a letter from the Mayor or City Manager that the City is officially sponsoring an event, and therefore the fees should be waived, then we would waive the fees.

Councilor Dominguez asked, given there is a consumer fee and a local fee, how much will be generated locally. He said it would be beneficial to have this identified in the future.

Mr. Toler said local social events would be 15%, City sanctioned meetings 1%, and State and government will be about 15%, meetings and convention 25%, exhibitions and trade shows 3%, and concerts and performances 9%. He said included in the \$428,000 is \$10,000 for deposits withheld, \$59,800 for equipment revenue, \$40,320 for security reimbursement. He said these amounts could fluctuate depending on the bookings. Ms. Raveling pointed out that all of the numbers could fluctuate.

Mr. Toler said he will know a lot more once they are in the center for a while, right now this is a best guess scenario.

Councilor Dominguez would like a report as the year progresses with regard to the revenue generated by locals. Ms. Raveling said Mr. Toler would have the detail of that split.

Mr. Toler will be publishing a convention calendar on a regular basis, which will be available on the website.

Mr. Raveling said the budget is strictly a best guess, but we really don't know right now, and it will take a year to see how the budget will play out. At this point, the contracts seem high, but as Mr. Toler explained it is for contingencies and he will have to do BARs to get money in the correct line items.

Responding to Councilor Romero, Mr. Toler said it is a competition for the meeting facility and will be an asset for the hotels, and we will receive GRTs generated. He said if there are events which we can't handle, that will be referred to Buffalo Thunder because it is best to keep it in the area for Santa Fe to realize something. He said we have competed against Buffalo Thunder for 3 pieces of business and won 2 of the 3.



Councilor Romero said she was intrigued that there are two initiatives focused on Generation X, observing they are "cheap," and not where the dollars are.

Mr. Toler said only 11% of the visitors are Generation X, with a high tendency for repeat visitation. He said if we don't reach Generation X now, we won't achieve the same visitation levels. He said the average person will visit Santa Fe four times during their life. He said the Baby Boomers do spend money, they see themselves as Generation X, and when we put younger models in the advertising, they will see themselves and respond to that as well.

Responding to Councilor Romero, Mr. Toler said he needs to put something in about the international part of it.

Chair Ortiz explained the three questions which Mr. Toler needs to answer when he comes back to the Committee for final budget approval.

Councilor Wurzbarger asked that Mr. Toler to reflect the international promotion reflected when he comes back to the Committee.

### **C. CITY ATTORNEY**

Chair Ortiz noted Mr. Katz had the Chapter 14 rewrite at \$360,000 in this packet, and in the strategic planning it was at \$600,000. He asked if Land Use has now taken that line item.

Mr. Katz said yes.

Responding to the Chair, Ms. Raveling said in her Memorandum she said the \$370,000 hasn't been spent, so ultimately, per the original Memo they needed \$600,000, but she didn't include more money until they have spent more.

Chair Ortiz said he understands the City Attorney can't spend it at all, because the whole line item went to Planning & Land Use.

Ms. Raveling said it was intended both for Land Use and the City Attorney.

Councilor Calvert, quoting from Schedule C, "Enhance the water rights purchase program," with funding of \$900,000 to come from the Water Enterprise Fund. He asked if the \$900,000 is for a program or if it will get us some water.

Mr. Katz said there was a contract with the Rodey Firm to review water rights, but Marcos Martinez is now doing this in house. He has hired a water lawyer who has considerably greater experience who will do more sophisticated things with water. He said Dale Lyons at the Water Company is doing lots of work on water rights purchases. He said the goal is to bring this in house and save money.

Councilor Calvert asked if the \$900,000 is to pay those positions, or if it is for the water.

Mr. Katz said it is for the water.

Ms. Raveling said the responses to the Councilor Calvert's questions are on peach colored paper, and Mr. Katz's response is on page four.

Chair Ortiz said an example of interdepartmental teams has been in the area of dealing with the transactional side of water and how the City Attorney's interplay has always been in working with the water company, and that has always worked. He said if we had to contract those services we would be paying a lot more than the kind of expertise that we had and are developing in-house, and this is an example of interdepartmental cooperation which leads to greater efficiencies.

Chair Ortiz explained the three questions Mr. Katz needs to answer when he comes back to the Committee for approval of his budget.

Councilor Wurzbarger asked the timeline for the Chapter 14 rewrite.

Chair Ortiz said that line item was in Mr. Katz's budget last year, but it has been moved into Planning & Land Use and now Mr. Hiatt's responsibility. Chair Ortiz recalls Mr. Hiatt provided a rough timeline for different segments when the Committee was discussing one of the contracts.

#### **D. CITY CLERK**

Councilor Calvert said Ms. Vigil still needs to answer the third question about the campaign financing.

Chair Ortiz believes that would be the responsibility of the Committee to be formed to determine what public financing scheme will be used.

Councilor Calvert said he understands, but we need to budget it somewhere.

Chair Ortiz said his understanding is that there is not going to be another election until 2010, unless there is a recall election. He said assuming that Commission is formed, we would need to start budgeting for FY 09/10.

Councilor Calvert said that presumes you can budget it all in one year, which will depend on the system which is chosen and the cost, and you might want to break up that cost over a number of years.

Chair Ortiz said we have had this discussion at Ethics & Rules, and he is comfortable with it. He asked why it would be incumbent on the City Clerk or any department to determine that, without having that Commission giving alternatives. He said one of the chief defects of the Home Rule Charter Commission was they gave us a pass: put something out for the public, but don't give us the ability to decide how it will

be funded. He said when it was adopted, we went to the voters and they said there would be a public Commission to develop all of the alternatives for public financing which included the funding mechanism, so he doesn't see it as our responsibility to come up with those alternatives when that Commission has not been formed.

Councilor Calvert said there are several alternatives.

Chair Ortiz said only one alternative has been presented which was his bill modeled on the City of Tucson's ordinance, but it never got any other cosponsoring. To his knowledge, there is no other alternative for a public financing scheme.

Councilor Calvert said he saw a proposal from Mr. Harrington for another alternative. He said if we don't start budgeting it and financing it now, it will leave only one option, which could be the intent. He said there are various proposals, some more expensive than others, and we need to budget now or it will preclude us doing that because it will be too big a hit in any one fiscal year.

Chair Ortiz said his ordinance is the only one he's seen. If Mr. Harrington or other people have other proposals, they need to get Council support and introduce that. He said to put that question to this particular office in this fiscal year seems we are way overstepping our bounds, given that we don't know what public financing scheme will result from that process.

Councilor Calvert asked the Chair what department should do this, when and if we decide on a scheme.

Chair Ortiz said he doesn't know. He said the City of Tucson charges a surcharge on the utility bills, and the money is generated from the Utility Department in Tucson. He doesn't know which department will answer the budgetary questions, but he knows it won't be the City Clerk, unless we charge some increased fee for document retention.

Councilor Calvert said we could take it from our general budget and say we have decided as a community that this is a priority.

Chair Ortiz reiterated, without seeing what the Commission proposes, it is presumptuous for us to say where the money will come from in the General Fund.

Councilor Calvert said it doesn't have to be in this budget, but whatever alternative is chosen, we need to start putting money away for it for now, or it could be too big a hit in any one budget year. It could be set aside in a general category.

Responding to Councilor Calvert, Yolanda Vigil, City Clerk, said she thought he said he would address that question, so she didn't respond.

Councilor Calvert said it says, "I will respond to the question of funding the public election campaigns." He said the "I" isn't him.

Ms. Vigil said she thought it was Councilor Calvert.

Chair Ortiz said it sounds as if Councilor Calvert has answered the question. His approach would be, in advance of forming the commission, and deciding a public financing scheme, to start "squirreling away" General Fund monies in anticipation of something actually passing.

Councilor Calvert said this is correct, because we put it to the voters and they said they want it.

Chair Ortiz said the voters specifically said they support the concept, and the creation of a commission to study what the public financing scheme should be. He said we had this discussion over a period of a year. He said there was no funding mechanism because the Charter Commission said they thought they weren't in a position to do it, but they support the idea. He said he does know the language discussed creating a commission to develop the plan, noting this was an amendment he accepted by the League of Women Voters. He said if Councilor Calvert believes we need to approve a budget in anticipation of something which no one has considered, then he needs to build support for and tell us how much money we need to set aside. He said this is the first time he's heard Councilor Calvert say we need to start to start budgeting for public financing in this fiscal year.

Councilor Calvert believes it is fiscally sound to start budgeting, reiterating that if we don't, it will narrow the options if we wait until we get to an election.

Chair Ortiz reiterated that Councilor Calvert needs develop a plan to get that money and put it in place. However, he doesn't believe it is incumbent on the City Clerk to find those options for you.

Councilor Calvert asked if we think we will be able to do that before this budget is due, decide all the policy questions get an ordinance and resolution adopted.

Chair Ortiz said it is experience that we have been able to find budgets in the requested amounts for a Councilor who wants to do something particular, but this is Councilor Calvert's job to do this.

Councilor Calvert said he isn't asking staff to find the money for him, but he's saying we should be budgeting money and he thought this was the appropriate budget for those funds because it is for elections.

Chair Ortiz said he read it the same way as Ms. Vigil, "I will respond to the question of funding the public elections campaign."

Councilor Calvert said he didn't write that, and he spoke with Ms. Raveling and Mr. Buller suggesting we need to start budgeting for this, reiterating he did not write "I will respond," meaning "I" will respond to that. He thought they were going to respond because he asked the question.

Ms. Vigil said she has thought about public financing, her recommendation and her hope is that this would not be a function of the City Clerk's Office. She believes it should be a function of the Finance Department and they would manage the monies. She said she doesn't have the skills or working knowledge to work with the funds.

Ms. Raveling said on page 8 of her Memorandum, she suggests one method of funding would be to use cash reserves. She said Mr. Harrington estimated it would cost \$135,000 per year to get to what would be needed in the target year. She said her recommendation, so it wouldn't affect anyone's budget, that we set aside the cash surplus at the end of the year, accumulate it for two years, until the first election.

Chair Ortiz said, again the proposal is coming from one individual, and not from the commission, nor after going through public comment, to use cash reserves for the first election.

Ms. Raveling said this is one idea.

Chair Ortiz said there is more than sufficient time to allocate resources and to find sufficient Council support to put any amount in the budget in the time period. He said, "I will restate, that that Commission we set up when we approved that vote on public financing is supposed to meet and give us alternatives. And I am telling you that those alternatives could include a General Fund financing, but they could include some other kind of financing. And so, without knowing what that commission is going to do because they haven't been appointed, for us to start allocating resources, based upon an idea expressed by one individual, representing one organization, to me seems a little far in advance. And yes, I think it is presumptuous. But, if there is that will on the Governing Body, I'm willing to consider it, and I think you're right, I think it would be nice if we knew what we were going to do to have that budgeted in advance. Whether or not you can do it or not, I don't know. But, I do agree with Yolanda, that whatever that function's going to be, I think the management of that is going to happen in another department. And I think it's probably going to end up in the City Manager's Office ultimately."

Chair Ortiz explained the three questions Ms. Vigil needs to answer when she comes back to the Committee for final approval of her budget.

## **E. CITY MANAGER**

Chair Ortiz said eight people are listed in communications, and asked how many of the communication positions could we consider consolidating for efficiencies in our organization.

Mr. Buller said Sebastian Gurule has ideas and works more closely with the people in Constituent Services, noting they have discussed this. He said, to his knowledge, there are four positions in the City which work on PIO functions. The others do more what is done by Joe, Maria and Carla do with the Government TV. He said where it says "Communications," that should be "Constituent Services," and it isn't all communications. The four PIO positions are as follows: one is in Police, one is in Transit, but is paid from Transit not General Funds, one is in Public Works but is paid from Parking, and the other is Laura Banish in his office. He said the two in Public Works do marketing, get out bus schedules as well as public information. He said the consolidation of the public information in his office makes sense and Laura really should handle all that, and he will be looking at that kind of efficiency and consolidation. He said marketing isn't Laura's background and training, so we need to separate the marketing from the information which will take more meeting with the involved individuals to see where the skill sets lie. He said this won't help much with the budget, because the money isn't coming from the General Fund. The rest of the communications is

mostly what Joe, Maria and Carla do in running the TV station, doing the Council sessions live, and getting public information and public service announcements out.

Councilor Wurzbarger asked what the City needs to market, what are we selling and why do we have a marketing function.

Laura Banish said Joyce and Sandy do bus schedules, and Joyce does a lot of the signage when we're doing the bigger projects. They also do ribbon cutting. She said there are also ridership drives for the bus and promotional events to increase ridership. She said they have the more specific promotion of the Public Works projects and programs, so it is a marketing function to get more people on the bus, doing the bag handouts, connection to the Railyard.

Councilor Wurzbarger said they have both functions, and perhaps the public information is for road closures and such, but it is coming from so many people. She believes it could come from fewer people with no names attached, so this isn't personal. She said there are three functions: marketing, public information being done through press releases or the TV channel and the website.

Councilor Wurzbarger asked who does the website.

Mr. Buller said Carla, the webmaster.

[Carla's response here is inaudible because she didn't come to the microphone]

Mr. Gurule said he is continually trying to improve all communications with constituents, and no additional funding has been requested for that. He said marketing is going back to marketing the MRC, the different revenue generating programs provided by the City. He said he is providing information regarding road closures, emergency information, much of which is shared with Ms. Banish to go to the press, and with Joe, Carla and Maria to provide on the TV channel and the website. Responding to Councilor Wurzbarger, Mr. Gurule said "we" means his Constituent Services office which includes the Multi Media Section with Joe and Maria and Carla, the PIO is Laura, and the Constituent Services staff are Jenna, Therese and him.

Councilor Wurzbarger said then there are three people responding to questions.

Mr. Gurule said there are two people responding to requests from the general public and members of the Governing Body, Jenna and Therese. He said he is the connection between the Governing Body, the City Manager and the staff. He said Joe and Maria work mainly with the multi media, and Carla works on everything, and all three work on programming, editing, videotaping, shooting shows. He said Carla constantly monitors the website, updates the main home page.

Councilor Wurzbarger said calls come to the City Manager's Office and either Celeste or Mia pick up the phone, and it is then transferred either to Mr. Gurule or one of his two people.

Mr. Gurule said there is a main number to Constituent Services, and they receive approximately 84 calls per day.

Councilor Wurzbarger asked if the 84 calls are covered by three people.

Mr. Gurule said yes, and Celeste and Mia try to assist constituents calling directly to the City Manager's Office. He said there are times when Celeste forwards calls to his office so he can enter and track those calls, and monitor progress as the requests are being completed.

Councilor Wurzbarger said then if you have 84 calls per day, with 3 people to deal with them, although Mr. Gurule is doing management things in addition, that would be twenty-something calls per person per day. She presumes the other function is following up and getting back to the person. She asked the average time to get back to people.

Mr. Gurule said some of his function depends on the efficiency of staff members in other departments. He spends a lot of time on the telephone, meeting with other divisions, sections and staff people on those follow-ups. He said he can get the majority resolved within three days, others within the hour. Other more intensive requests, may take two weeks. He said some of the efficiencies we are discussing is how the process works and how is it not working, and how can we make that process better utilizing the existing resources.

Councilor Wurzbarger asked if he ever considers the inefficiency of having mediators, rather than someone calling directly.

Mr. Buller said they do, there is some inefficiency in that, and that is what Request Tracker is designed to fix.

Mr. Gurule said the Request Tracker will allow people to submit a request online. He said we have identified the appropriate staff, the escalation levels for accountability and the realistic time frame for completion. He said once this is submitted, it automatically goes to the right person.

Chair Ortiz said half of the requests he sends to Mr. Gurule are because the constituents tried to reach out to the City through other means, and because they couldn't get in touch, they call him, he sends it to Mr. Gurule and he always takes care of it. He has no complaints with Constituent Services. Chair Ortiz asked if the nonresponsiveness will be addressed with the new system, or if this is a new system primarily for the Constituent Services. He asked if it will be implemented City-wide, so when people call Parks, Solid Waste or Land Use, and they don't return the call, then Request Tracker will track that.

Mr. Gurule said if someone is calling Land Use to report their refuse wasn't picked up, the staff person can spend 1-2 minutes on the phone with the constituent logging the request, and it automatically goes electronically to Solid Waste. He said next year he will be working with departments and divisions to find out the number, nature, time with regard to all calls. He said we are looking at a 311 system to help relieve this as well.

Chair Ortiz said he thought there was some effort to get a 311 system, but it failed because there was an inability to allocate resources.

Mr. Buller said the start up costs were very expensive, so we have to move slowly. He said those with whom he has spoken talk about a 3-5 year start-up period.

## **F. ADMINISTRATIVE SERVICES**

A copy of a Memorandum dated April 23, 2008, to the Finance Committee from Thomas J. Williams, ITT Director, regarding Budget Questions, is incorporated herewith to these minutes as Exhibit "1."

Chair Ortiz said there are two positions in Building & Fleet Maintenance for \$340,000, and 22 positions in Facility Maintenance at a cost of \$1 million, so two positions cost 1/3 of what it takes to clean all of the facilities. He asked what are these two positions in Business Unit 12033.

Richard Fiedler said this is for increased vehicles which were brought on board and as coming on board with the Police Department.

Chair Ortiz said last year it was \$326,000, and this year it is \$339,000, and he wants to know what these two positions are, noting it is on page 22. He is comparing Business Unit 12033 with Business Unit 12036.

Mr. Fiedler said 12036 is custodial and 12033 is administrative.

Ms. Raveling said this is the whole budget for that Business Unit.

Chair Ortiz would like to see the entire budget for that Business Unit in the future.

Mr. Fiedler said full time employees is only \$127,000 out of the \$327,000, and the balance is for retirement employees, communication, repair, maintenance, furniture, fixtures, office supplies, tires, gasoline, diesel, electric and gas utility bills.

Chair Ortiz would like that sheet for the Committee.

Responding to the Chair, Mr. Fiedler said he is retiring.

Chair Ortiz explained the three questions which Mr. Fiedler needs to answer when he comes back to the Committee for final budget approval.

Mr. Buller said he will also weigh in with the three questions with ASD, because Mr. Tallman is leaving and he was the ASD Director. He will do some internal reorganization among those divisions.

Councilor Wurzbarger asked if we have put more emphasis on green paint, carpet and such, and if that will survive Mr. Fiedler's departure.

Mr. Fiedler said he and Nick Schiavo been working closely together to move City forward in energy



conservation, which is the largest inefficiency his section has. He said they maintain a fleet of more than 1,500 vehicles with 8 people. He said the largest inefficiency in his section are older equipment and older ideas which aren't energy/conservation oriented.

Responding to Councilor Wurzbarger, Mr. Fiedler said the General Fund Facilities maintenance budget for all the facilities he maintains is \$30,000. He said with regard to the \$1 million, there are two sections, the structural maintenance section and the mechanical maintenance section, and the total of all expenses for those two sections is \$1 million.

Chair Ortiz said there are 22 people in Facilities Maintenance at \$1 million and 9 people in Fleet Maintenance at \$675,000, with an expansion request, which increases this to \$782,000.

Mr. Fiedler said that isn't all people, that is total expenses for the entire operation, noting the entire budget is about \$3 million with 48 employees overall. He said that doesn't include ITT.

Councilor Dominguez asked the difference between structural maintenance and facilities maintenance.

Mr. Fiedler said the facilities maintenance is custodians and the structural & mechanical maintenance sections are plumbing, electrical, walls, stucco, HVAC.

Councilor Dominguez asked how much of this is done by Public Works.

Mr. Fiedler said Public Works does major renovations which require permits.

There were no questions for Thomas Williams, ITT Director.

*Luncheon break – 12:05 p.m. to 1:40 p.m.*

**CONTINUATION OF  
4. FISCAL YEAR 2008/09 OPERATING BUDGET REVIEW  
1:30 p.m. to 6:00 p.m.**

The meeting was reconvened at 1:40 p.m.

Chair Ortiz briefed those in attendance of what transpired in the morning and the three questions to be answered when they come back for final budget approval on May 19, 2008: (1) what inefficiencies can you identify in your department for the fiscal year; (2) what would be the expected savings from the identification of those inefficiencies; (3). given your answers to #1 and #2 how will you be able to best serve the public.

Chair Ortiz said all departments were heard this morning with the exception of Public Utilities, and the Committee would like to hear Public Utilities first. He said there is a high likelihood that the Committee

won't hear Police and Fire, and perhaps Community Services, and those would be heard at a different time.

**G. PUBLIC UTILITIES – page 132 of the budget**

Chair Ortiz said there are four vacant positions.

Ms. Raveling said there is a vacancy for Utilities Division Director, and the other three positions are Nick, Stephanie and Robert Gallegos.

Chair Ortiz said then there is one position which is still budgeted, but vacant.

Ms. Raveling said because it is a separate fund and it would normally be funded from the three utilities which go into that fund to support the administration, it hasn't been necessary for her to put in new money, noting they are still running on cash balances because the vacancy hasn't been filled.

Chair Ortiz said we want to focus on positions which pay for themselves because they are generating business and accounts, or saving the City money, in these departments, and wants some sort of reward system for those positions.

Councilor Wurzbarger asked if there is a reason to keep that position, commenting has been two years without it and things seem to be doing okay.

Mr. Buller said it is because of the great work of the Division Directors and they really do function almost as departments. He said they have bi-monthly meetings and he gives guidance. He doesn't want to do away with the FTE, but he doesn't mind not funding it. He said there could be a time when there were three novices and they're going to need a department director.

Ms. Raveling said it isn't costing the City to keep it in the department.

Ms. Raveling said she has a correction on the positions: It is the Director, Stephanie Lopez, Maya Martinez, Robert Gallegos and ½ of Nick Schiavo's salary. The other half of Nick's the salary is paid from the General Fund.

Mr. Buller said some of the work Mr. Schiavo's does has nothing to do with utilities, for example energy audits.

Wastewater Division

Councilor Wurzbarger asked Mr. Kassisieh if he can briefly tell her about graywater. Since the last PUC meeting, someone implied to her that the reason we couldn't use the graywater is because Costy wouldn't let them. She asked him, without directly addressing that sentence, to tell him what the City is doing with graywater and where there are any efficiencies and non-efficiencies surrounding that.

Mr. Kassisieh said the State allows the use of graywater, and the City Council adopted the State's

rule. People can use City graywater, but it's expensive because they have to repipe the whole house to use it. He said if someone can afford it who is building a new house it can be done easily. People can use up to 250 gallons a day maximum.

Councilor Wurzbarger asked if there any issue in doing this that Mr. Kasssieh won't have the necessary water for Wastewater operations.

Mr. Kasssieh said as long as you bring the solids to him, he will take care of it.

Chair Ortiz explained the three questions Mr. Kasssieh needs to answer when he comes back to the Committee for final budget approval.

### Water Division

Chair Ortiz said information in the packet says the water company is fully prepared to come forward with another rate package for us and expect to do that within a month.

Gary Martinez said this correct.

Chair Ortiz asked if we are going to have the same "Jason Mumm" kind of discussion at Finance and Public Utilities, and will we have the opportunity to see how the proposed rates fit into the approved Long Range Water Plan as it relates to the Buckman Direct Diversion, that people don't get their water meters frozen, and such.

Mr. Martinez said yes. He is hoping to bring it to PUC on May 21, 2008, for discussion.

Chair Ortiz asked if any portion of the proposed budget is contingent on the approval of the rates which we won't see for the first time until mid-May.

Ms. Raveling said there is nothing in this budget. However, she did make the comment, and Mr. Martinez agrees, the longer we delay the rate increase, the higher it will be. She said it's something that needs to be on the radar. She said it appears that the County will be issuing its bonds first, so that postpones the City's contribution for a time.

Chair Ortiz said then to the extent that these rate increases are coming, they are coming for the long term capital projects that we've had to plan for some period of time.

Ms. Raveling said this is correct.

Councilor Wurzbarger said she wants to be clear that those aren't reflected in this budget, and this budget, if approved as submitted, would not involve such increases and we would make it through the FY 08/09 year without those.

Mr. Martinez said this is correct.

Councilor Dominguez said in the budget there are 5 apprentices, 2 trainees and 1 intern. He asked the difference between these and regular employees, and if there are cost increases or other implications associated with these.

Mr. Martinez said there are always implications. He said with the trainees, he is looking to establish the certified operators which will be required by the time the Buckman Direct Diversion (BDD) comes on line. He said to meet that requirement, we must have Water Systems Level 4 Operators which requires about five years of experience. He said every year they get one level of certification and a potential promotion, but it still takes five years to get to Level 4. He is trying to get some of the lower skilled operators developed. At some point he will come back to the Governing Body, not this year but the following year or the year after, to request to hire higher certified operators.

Responding to Councilor Dominguez, he said more operators will be needed. He said operation of the BDD will require approximately 20 employees. He said the current staff is barely adequate for our own treatment facility. He is recommending this year to increase the staff in preparation for the BDD. He said these are part mentorship, part internship, part program so we can get some of those employees ready for that time frame.

Councilor Dominguez asked if the cost will increase for the additional positions with higher certification.

Mr. Martinez said it will average 10-15% per employee per year.

Councilor Wurzbarger noted there are no questions for this division, and she can recall when this budget discussion was a very long conversation, and wants this noted for the record.

Councilor Calvert noted he had made an inquiry and there was an error.

Ms. Raveling said it is, and the same wording was used in another strategic wording, so she believes it was copied and picked up the same wording.

Responding to Councilor Calvert, Mr. Martinez said this was not an additional expense or item.

Chair Ortiz explained the three questions Mr. Martinez will need to answer when he comes back to the Committee for final budget approval.

### Solid Waste

Chair Ortiz explained the three questions which Mr. DeGrande will need to answer when he comes back to the Committee for final budget approval.

Chair Ortiz said his question is about the organizational chart, and asked if he could provide this to the Committee so we can see that we aren't particularly top heavy on the administrative side, as opposed to where he believes it is needed which is in services.

Mr. DeGrande said he can provide that.

Chair Ortiz said he understands Assessments are considered internal or administrative services.

Mr. DeGrande said this is correct.

Chair Ortiz said, in combination with the 4 administrative positions and 5 assessment positions, this is 9 positions which are dedicated just to administrative staff.

Mr. DeGrande said there are nine positions which are administrative staff, but not broken down as described by the Chair, so he needs to provide an updated organizational chart.

Chair Ortiz asked about the staffing levels for recycling, given the weekly recycling program, and asked if there is sufficient staffing.

DeGrande said there is adequate staffing, although when the program was started there wasn't. The Division has been fully staffed for about 1½ months.

Chair Ortiz said the department with the biggest jump in improvement over the past year has been Solid Waste. He said Mr. DeGrande and staff are to be complimented, and asked him to continue doing that job.

Councilor Wurzbarger said there is a situation where new businesses are failing in Santa Fe, and didn't pay their bills for three months or so before going out of businesses, noting this isn't just in Solid Waste. This seems to be a particular problem for new smaller businesses. She asked the impact. She would like to look at strategies for dealing with this, perhaps a higher deposit, a refundable deposit.

Ms. Raveling said the City does require a deposit.

Councilor Wurzbarger would like a report for the past two years of what commercial accounts have come in and come out, and what they owed the City when they left, if there is more than a zero balance. This report should come from Solid Waste as well as the Water Company. She said she doesn't need this for residential accounts.

## **H. HOUSING/COMMUNITY DEVELOPMENT**

### **Community Development**

The Committee commented and/or asked questions and staff responded as follows:

1. *Why does this department have responsibility in Mr. Hiatt's area.* Ms. McCormick said she discussed how to best set this up with Mr. Hiatt, and it was thought it would be like the Housing Planner who oversees the SF Homes Program. So, we would have a Green Code person who also would be in the Sustainable Santa Fe/Alternative Energy Group and would have synergy working on some of the programs Mortimer/Schiavo are doing as well as to check permit to ensure the Code is being addressed.
2. *How does this work in actual practice.* Ms. McCormick said it doesn't differ with what is done in Housing, because she receives a set of the plans, and reviews them, comments. She said one of the efficiencies for them would be an automated system for plan checks so it could be done on a shared drive to check for the Green Code, Affordable Housing and such.
3. *Does this mean Planning and Land Use will not be checking for these things.* Ms. McCormick said yes, and Mr. Hiatt won't be asking for the same FTE.
4. *Asked for explanation on the \$50,000 for the Awareness Campaign to reduce energy use.* Ms. McCormick said she doesn't recall requesting \$50,000 for this and is unsure why that is there. She did request \$50,000 in long range planning to do the community planning process, and perhaps that didn't get in the right place. Ms. Raveling will look into it.
5. *Request for organizational chart for this department.*

Chair Chavez would like to have organizational charts for all City departments.

6. *Question how the \$2,187,000 for Economic Development is being spent [page 93], and requested break down of the expenditures.* Ms. McCormick can provide this information. Ms. Raveling said on page 212 of the cash analysis, she backed this out so the fund didn't go into deficit, so she presumes it's carry-over of unexpended funds. Ms. McCormick said this is correct.
7. *How does the \$596,000 on page 94 correlate with the \$2.187 on page 93.* Ms. McCormick said this is for two positions paid from the General Fund. The \$2.187 million is the restricted fund to fund projects.
8. *How much of the \$2.187 million is used for staff, administration and program.* Ms. McCormick said there are only two staff paid from the restricted fund, and the rest is for programming. Two are funded from the General Fund, the Work Force Director and the Special Projects person for which they are recruiting now. The two planners are paid from the restricted fund.
9. *It is important to know how much administration is being used for how much program. Request for the breakdown of the \$2.187 million by staff and program. It would also help to request the full breakdown of Business Unit 12176.* Ms. Raveling said 12176 is for Fabian Trujillo and the other position is vacant. Ms. McCormick said that is the Special Projects position.

10. *What is the balance of the expense in that business unit in addition to salaries.* Ms. McCormick will provide that.
11. *Does Economic Development have \$1 million to spend, and is that recurring.* Ms. McCormick said it does, and those are recurring funds, although some of that is carry-forward. She said they get about \$440,000 annually. She will clarify the amount of unexpended funds carried forward from previous years, the anticipated new revenues in 08/09, number of staff in Economic Development paid from the fund, and projected revenue due to activities undertaken by staff.
12. *How many people are in Economic Development.* Ms. Raveling said there are Kate and Fabian, and she is recruiting for the Special Projects position vacated by Craig Fiels which will be filled next week. She has also requested reinstatement of the position previously filled by Steve Whitman in next year's budget cycle.
13. *Do we need to reinstate that position, and if so, what efficiencies can be expected from filling that position – would it pay for itself and generate twice the benefits.* Ms. McCormick said she believes the position will do two things: look at the number of City Business Licences, noting only 50% of the businesses have licenses, and this position will look to increase that number to generate revenue; and will develop the implementation strategy to help grow and expanding existing businesses which should mean increased GRTs.
14. *Long Range Planning was added to Housing/Community Development. How is it working and is there a reason to re-examine this decision.* Ms. McCormick said it has been a happy outcome from the reorganization, and requested that it not be reconsidered, and gave an example of the team approach in looking at major corridors in the City with an eye to what happens in the future which set the stage for economic development and residential housing. It is a good fit. They are really starting to work together on interdisciplinary teams which are doing a lot of work, and believes by next year there will be good solid work from the department and the Long Range Planning Division will be a key component of that work.
15. *Hope that there will be further interdepartmental cooperation between Ms. McCormick and Mr. Hiatt in those areas where the Council continues to receive appeals or requests for variances on great portions of vacant land.*
16. *Is this part of the work plan for Long Range Planners.* Ms. McCormick said it is one of the intended outcomes of the Community planning process on which they are working.
17. *There hasn't been a community plan since the Southwest Area Master Plan. Is there some other part of the community being proposed to go through a similar planning process.* Ms. McCormick said currently they are doing an evaluation of different areas, and looking at the corridors as the place to start – Cerrillos, St. Michaels, Airport, Agua Fria. Another area is Siler Road and how they could participate in some good planning with what's happening with the City owned property there.
18. *How is the \$1 million being spent for long range planning, and what is the breakdown of the*

*expenditures.* Ms. McCormick said much is attributed to the MPO. Two people are devoted to Long Range Planning, Ms. Mortimer works on green initiatives as well as some long range planning; Mr. Schiavo works on alternative energy programs.

19. *Then most of the money is spent on programs related to the MPO.* Ms. McCormick said that is correct and part of the TOD is in there as well.
20. *Request for a short summary of the thinking for the Neighborhood Plans.* Ms. McCormick will do this.
21. *Request for detail of funding for Mr. Schiavo's position.* Ms. McCormick said Mr. Schiavo is paid from housing. Ms. Raveling said it is all from the General Fund, and these are just different business units in the General Fund, commenting she can put it someplace else.
22. *What are the expected results from Long Range Planning. Many problems in land use could be resolved with the front end approach if we had the Long Range Planners actually engaged in this process.* Ms. McCormick said they are already engaged in many activities, and in their answers to some of the questions they will include the progress to date in the long range planning initiative. She thinks of it as a more proactive way of engaging the community in its own future.
23. *We are underutilizing some of the most skilled, talented people in the area of long range planning.*
24. *Suggestion to have an energy czar directly in City Manager's Office which goes across department lines to achieve efficiencies, and would like staff to look at how to do this so it more accurately reflects the purpose of this position.* Ms. McCormick said Mr. Schiavo doesn't work on housing projects. Mr. Buller said the position was a mid-year budget position, and there was no money for it, so he scrambled to find funds for it, and it wasn't addressed at last year's budget. There was quite a debate as to where it should be, and this is an opportune time to move this position wherever the Committee would like. Ms. Raveling said it won't be difficult to do, and then it would show separately.
25. *Suggestion to move the funds for Nick's position where it appropriately belongs now.*

Councilor Calvert believes it is a good fit where it is.

26. *Would it make more sense to have Mr. Schiavo's position at a different level, so when he makes a request, departments have to respond.* Ms. McCormick said they have enjoyed having Nick in their area working closely with Ms. Mortimer, and she's seen a lot of collaboration. She asked to make clear any desired outcome, but from her perspective, the work is very successful, and will continue to do so where it is located currently.

Chair Ortiz said he is still waiting for his Carbon Footprint resolution to come back to him with the revisions, so it can be adopted.



27. *What is the source of the \$400,000 transfer into Economic Development.* Ms. Raveling said that is the City's 1% of the State shared GRT which is set aside for economic development. As the State shared GRT increases, that increment generates more funds.

### Housing

28. *Requested a breakdown of the CDBG fund and how we spend these funds.* Ms. McCormick said it funds 1/4 of a position in Housing, the rest is all allocated to projects.
29. *Where is the loan fund.* Fabian Trujillo said he doesn't see it in the budget. He said the CDBG Grant is contracted for \$120,000 annually for administrative expenses, it would be under Entrepreneurship and next year it will be under Business Development. \$500,000 is being requested, with \$120,000 under that part. He said the fund has grown from \$600,000 to approximately \$900,000 since the loan fund has taken it over. He said there is roughly \$500,000 on the street and roughly \$400,000 is in the bank and they will process another \$100,000 in loans over the next 3-6 weeks.
30. *Concerned about the amount of funds to manage the Fund, and the funds which are not going to real people, the amount of the loans not having sufficient range for the lower end. Want to ensure this is going out for RFP.* Ms. McCormick said it is going out to RFP, which would permit three year contracts, and will go out as soon as the Council has reviewed and commented on the implementation strategy.
31. *With regard to Business Unit 12106 Housing Trust Fund, how is \$1.21 million spent per year.* Ms. McCormick said this will be the first year an RFP will be issued to spend the funds in the Trust Fund, and the Resolution for the Administrative Guidelines will be before the Council on Wednesday. The funds will be allocated primarily for workforce housing initiatives and other affordable housing projects in the community.
32. *Is the entire \$1.21 million for programs as opposed to staff.* Ms. McCormick said it is all program money. *In the subcontract to be developed, this will be program money as opposed to administration money.* Ms. McCormick said the dollars can be directed only for projects which result in a unit – the funds go to a home either to purchase, rehab or renting.
33. *What is HCD Administration.* Ms. McDonald said that is the Housing & Community Development Administration. She said she elected to take all of the administration funds and pull them into one place, and you will see her, Carmella Holguin, the Office Manager, the training dollars and such.
34. *One staff position is indicated on page 94 for \$383,000. What is this..* Ms. Raveling said this is the total for the whole business unit. Ms. McCormick said there are two positions out of the administrative, but she will double check on this.
35. *On page 100, what is the Housing Trust The Village and what are the monies we are to be giving to*

*the Civic Housing Authority.* Ms. McCormick said these are the recommendations from the CDC and are being brought forward through the committee process. The Village is a mix income rental project proposed to provide housing for those earning 30 to 60% of the area median income in the Tierra Contenta area. The \$142,000 is being used to buy down the cost of developing this particular project so families and individuals could pay rent of \$200 to \$300 per month for 12 units. The Santa Fe Community Housing Trust is the primary applicant in collaboration with the Coalition to End Homelessness.

36. *It appears the Community Housing Trust is being cut by \$100,000 in business unit 22552, and giving an increase of \$42,000 in the new business unit.* Ms. Raveling said the CDC is recommending the Trust receive \$50,000 for down-payment assistance which is the change from the prior year. This is a function of the requests received from all of the providers and the priorities which were established.
37. *Is Homewise's program for down payment assistance is being cut by \$100,000.* Melissa Collet said they are looking at carrying forward \$50,000 from this year's program which has not been spent on the down payment assistance they do.
38. *Request for clarification on the interplay between the three business units.* Ms. Collet said she won't know the actual amount until June, and this is just an estimate.
39. *What is the \$95,000 to the Civic Housing Authority.* Ms. Collet said it is for the Hopewell Mann Community Center to be built.
40. *What is Shelter Plus.* Ms. McCormick said this is a grant from HUD which is a pass through, and the City is the fiscal agent. She said one of the contracts was not renewed and the reason it may have dropped.
41. *The City has always funded project based assistance, tenant based assistance and rental assistance for people with disabilities or health conditions. There is an increase to the Community Housing Trust of \$122,00, what is this.* Ms. McCormick said it is the same as the rental assistance for homeless with AIDS and they just changed the names. *This information was requested to be provided in writing, and the reason for increasing tenant based assistance from \$196,000 to \$511,000.* [Ms. Lee DePietro's response here is inaudible.]
42. *It appears tenant based assistance is being increased by \$300,000. If it is because of an additional award by HUD it is okay, but if we are reallocating prior year encumbrance to meet that, what is the tenant based assistance and the justification for the increase, and who the provider is.* Ms. DePietro said the City is the administrator for HUD for the fund and the recipient is Lifeline. There is a new contract here, a few are single year contracts, one existing five-year, and Lifeline received a new award effective on 07/01/08 which is a five year contract. *Request for a breakout of this information.*

43. *The three main suppliers of affordable housing are the Community Housing Trust, Homewise and the Civic Housing Authority, and would like clarification in writing of the amount of money the City gives them, and for what, in comparison to what they received before.*
44. *Request for clarity on any possible inefficiencies between having the Community Housing Trust and Homewise, and a clear understand of what each does, and what are the administrative costs, and to address this at a future meeting.* Ms. McCormick said an Arizona firm was awarded a contract to do the audit, and once that audit is completed, staff can answer where there is duplication and overlap, and how we can have more efficiencies in the program administration. The audit should be done by the end of June.
45. *If one organization seems to produce better results, it isn't just overlap and duplication.* Ms. McCormick said the audit would be an outside look at what the organizations do.
46. *What is happening with the Affordable Housing Roundtable, does it exist, do we still fund it, did they make these recommendations.* Ms. DePietro said it does exist, meets once a month, but we no longer fund it. Ms. McCormick said the administration of the Roundtable is included as part of the contacts we have with Enterprise. [Balance of these remarks are inaudible] The Roundtable is more focused on legislative agendas than advocacy.
47. *Where is the Tierra Contenta Corporation in this budget, and what is the status.* Ms. Raveling said it is a separate fund, and she can get a copy of the separate report she does on that. Ms. Raveling said Tierra Contenta is facing housing issues too, and there has been only one sale during the past year. Ms. McCormick said as part of the negotiated settlement, Tierra Content has deferred its land repayment for some period of time. She has been planning only on what we have. There is a good history of payments from Tierra Contenta and it has never been an issue.
48. *Is the City's share of the RPA \$100,000 or \$50,000.* Ms. McCormick said it is \$100,000. Ms. Raveling said this was cut back because the City has gotten no bills, so she really doesn't know how much it is. *Concern City and County collective spending \$200,000 for one staff person, and this needs to be tracked.*

*Break from 2:50 p.m. to 3:00 p.m.*

## **I. HUMAN RESOURCES**

Chair Ortiz said he has only one question on Human Resources. He said we are budgeting a 9% increase on health insurance. He said we are in year two of the transition to the State's health system, and asked if we shouldn't be seeing a decrease.

Ms. Raveling said we transitioned the Retirees, but not our regular employees. The increase does not include the Retirees.

Ms. Gage said each department is assessed 1.3%. The City contributes 1.3% of PERA, and the employees contribute .65 %.

Chair Ortiz said then the 9% is the City's expected premium increase for current active employees.

Ms. Gage said the premium increase will cover all of the administrative costs, projected claims costs, projected prescription costs, the stop loss insurance, administrative services only agreements or the 3<sup>rd</sup> party administrator.

Ms. Raveling said she noted that the City didn't have a premium increase last year.

Councilor Calvert said if we fund a healthy employees should it pay some dividends in this regard at some point.

Ms. Gage said this is correct. She said this is the first year they did different variations of the plan, primarily a health reimbursement account. She said there wasn't a lot of participation the first year because it takes time for employees to trust it. However, as participation increases in that and in the wellness programs, we do anticipate that it will lower overall health care costs and increase productivity.

Councilor Dominguez said there is an increase in interest in the Benefits Administration Fund which is significant, on page 108.

Ms. Raveling said that is incorrect and should come out. She said the current is \$5,600 and the proposed is \$5,300, and this is probably a typo.

Chair Ortiz explained the three questions which need to be answered when Human Resources comes back to the Committee for final approval of its budget.

Chair Ortiz asked since the technology is going to be updated, he would expect that we would not have the same kinds of duplication on personnel action plans, and asked if there are efficiencies which will result in the automation of the system. He said one of the justification for the new system was that once people are trained, the whole process of doing time sheets, requests for leave and all the personnel and administrative things will be automated, and therefore more efficient. He wants to know how much of the

department's time is spent doing this now, and how much after the system is in place. This is the efficiency which technology will give us.

Councilor Calvert agreed. However, he believes the efficiencies will be across the board in every department, so it will a little here and a little there.

Chair Ortiz said Human Resources is a place where employees have different departments which they coordinate. He said improving efficiencies in the Department will improve efficiencies with the administrative personnel in those departments.

Ms. Gage said she is very confident that it will increase efficiencies, but she doesn't know the man hours or dollars at this time. The end result will be that each department can process new hires faster, advertise quicker, personnel action forms go through more quickly, and will save personnel time by not having to drive to the City Hall to change an address. These kinds of efficiencies will be tremendous.

Ms. Raveling said they have had the kick-off meetings, and started the organizational meetings, so it's starting and everybody is excited.

Councilor Dominguez asked, regarding Fire/Police Recruit Testing listed on page 112, that is the testing for the recruits, and doesn't come out of the Fire or Police budgets.

Ms. Gage said this is correct. The \$20,000 is specifically for the testing of applicants.

## **J. PUBLIC WORKS**

A copy of the Public Works Department Organizational Flow Chart, distributed to the Committee by Robert Romero, Public Works Director, is incorporated herewith to these minutes as Exhibit "3."

The Committee made comments and/or asked questions and staff responded as follows:

### Parking

1. *Questions about the Parking Enterprise Fund.* Mr. Romero spoke about what is happening in this Fund. He said there will be more revenue from the Civic Center Garage, the Garage at the Railyard, with associated costs. The new shuttle system will cost \$400,000 annually to operate, he has asked DOT to provide funding for O & M for the shuttle service, to fund \$400,000 annually in O & M for Transit, and \$1million for new buses for Transit. If we don't get these funds, we can still be solvent. We have debt service on the garage until 2011, and after that we will be back to making money. Ms. Raveling said we have already paid two years, and there is only one year of debt service which is the next fiscal year. Mr. Hon said the last payment was \$600,000.
2. *Page 168 of the budget indicates a big hit on off-street parking, and even with the increases there will be a shortfall of \$800,000.* Mr. Romero said there will be more revenues, but there will be more personnel and the debt service coming out of that.
3. *Presuming we don't receive the funding from the DOT, what is the City's contingency plan.* Mr. Romero said it will be necessary to look for efficiencies and increases in on-street parking over the garages to promote people to park in the garage. He said the DOT has been, verbally, amenable to the funding requests, but we need to get this commitment in writing from the DOT. Mr. Hon said he was careful not to over-budget revenues because we don't know what the buildout will be and the parking patterns that will be established, and believes these figures will change drastically.
4. *Half of the expected deficit to be funded out of cash balances is the cost of the downtown shuttle*

system. Mr. Romero said this is correct, but it has been necessary to do this through parking because of the federal guidelines about using Transit funds.

5. *When was the downtown shuttle system approved.* Mr. Romero said last budget cycle a new section was added in Parking, the Transportation Division, with the intent to continue the shuttle service from Ft. Marcy and provide shuttle service from the Railyard to various locations in the downtown area. This was related to all of the construction downtown which caused parking to be limited.
6. *Is the shuttle system which was begun as an interim program now going to be a permanent program which we will be stuck subsidizing if the State doesn't subsidize it.* Mr. Romero said if this is the wish of the Council. He said he met with the State this week, and they are concerned and agree the downtown shuttle system is very important to the success of the Rail Runner. He said staff has been moving forward, based on last year's approval to continue this program.

Chair Ortiz said the program started because we tore down the Civic Center and we needed to get employees to our job, and then we needed the program from the Railyard because of the construction there and the shortage of parking. Presumably, the Railyard will have parking in the facility and on the street, and presumably we will develop a system to have some kind of parking when the Civic Center opens.

7. *Is the Shuttle considered as an interim solution, or does it have a more permanent place in our budget.*

Councilor Wurzbarger said a downtown vision plan was done and we agreed to form subcommittees to suggest how to move forward on different topics. One meeting was held on parking, and a subcommittee is being formed to look at this to develop recommendations, because there still won't be enough parking. In consideration of the proposed construction at the Cathedral and elsewhere, we need to look seriously at a shuttle system, but believes the DOT should assist with the funding. She hopes to bring a plan to Council in 3-4 months.

Chair Ortiz agrees the State needs to bear its burden, he is only throwing out the idea that the State isn't going to live up to its promise. He said the State is in this to slam the Rail Runner into town, and leave the logistics to be resolved after it opens. We need to start planning for this.

8. *The idea of a Business Capital Improvement District has been discussed as a way to fund the expansion of expansion of parking garages. The question is whether the City can do an improvement district for additional parking in the Business Capital District, can the same kind of concept be used to fund these kinds of shuttle programs.* Mr. Hon said the funding can be used to build transportation infrastructure.
9. *Is a shuttle system considered to be transportation infrastructure.* Mr. Hon believes that it is. Mr. Hon commented that during the time the shuttle has been in operation is that lot of downtown workers using the shuttle, and it has become a very successful system.

10. *Right now a lot of parking is being eaten up by employees as well as paying customers, and a good, reliable, fiscally responsible shuttle system will benefit everyone as well as the environment downtown.*
11. *If this is to be a permanent solution to the range of issues he agrees are occurring downtown, shouldn't this be the time to develop permanent solutions for funding it, so the City isn't in the position of funding it from cash reserves or the General Fund. This will become an expansion item which developed and approved as a temporary fix.*
12. *If the downtown merchants want to keep the parking primarily for the advancement of there business is there a mechanism of assessing those property which would benefit from the shuttle system – a grant through the State, contributions or partnerships with local governments, another mechanism or a combination. We need to start talking about this.*
13. *It would be wise to wait until we learn the impact of all of the parking structures once completed and we know the parking situation, but we do need to consider this.*
14. *Currently others besides City employees are using the shuttle and there is a free rider effect, and will the City continue to accept, or is there another mechanism to recoup some of our expenses.*  
[Some discussion about the Art Van Gogh shuttle, but it is inaudible]
15. *Should the City develop the program so it would go out to bid, and would it be a service provided by a private contractor. Are there efficiencies in this.* Mr. Romero contacted All Aboard America and they said it would be \$800,000 to provide the service, which was double the cost for the City to provide this service.
16. *The issue is mobility and the best way to get it, and the City taking the leadership in doing that.* Mr. Hon said we can get through the next six months with the existing plan for the vans he is going to acquire and the vans from Transit. Councilor Wurzbarger said we have six months maximum to put it in next year's budget and to search for funds from the State and/or a private enterprise approach for a long term solution. Mr. Romero said staff has ideas for efficiencies by paying for parking tickets on line without the need to hire more administrative staff, and using the new pay and display machines so people will have a lot less to service.
17. *After the action by the Finance Committee on Monday, there were protests about the inequity between the downtown prices of \$1 and the Railyard prices of \$2. Is the cost still \$1 downtown.* Mr. Hon said the on street meter fees downtown are \$1 per hour, the off street fees are \$1.80 per hour. Pricing needs to be priced to move people off the street and into facilities, so on-street prices should typically be higher than the off-street parking.
18. *How does this apply at the Railyard.* Mr. Hon said at the Railyard is the fee was lowered in the Railyard garage to \$1.20 per hour, and increased the fee at the meters to \$1.80 per hour to move the traffic into the facility for long term parking, and move in the direction of the national average of how parking should be prices.

19. *Is there in inequity between parking downtown and the Railyard.* Mr. Hon said the on-street parking downtown is \$1 and at the Railyard it is \$1.80, but in the facility the Railyard is cheaper than the Sandoval Garage.
20. *Is the action taken by the Finance Committee on Monday considered in this budget.* Mr. Hon said no, but it will be. Mr. Romero said what is different at the Railyard is that we are considering every weekend an event and charging an event rate. Saturdays downtown it is \$1.80 per hour on street.
21. *Will the pricing structure downtown eventually become the same as at the Railyard.* Mr. Hon said yes, with a goal of getting into the electronic age downtown and do a pilot project around the Plaza and install electronic meters where rates can be changed electronically and reduce the meter clutter and make it more attractive downtown.

### Streets

22. *The fees for Street Cuts should cover the cost of the program, because it isn't a public service it is for the benefit of an individual, nor should it be a source of revenue.* Mr. Romero said the cost is about \$250,000 a year, and we generate \$107,000 in fees, noting there was a large increase two years ago. We get hundreds of these a year, and it is timely to monitor and follow-up. We could look at increasing the fee to cover those costs.
23. *The Council has said there are certain things the City will do, but the costs have to be covered, and we need to take a long look at this. Staff should provide a fee schedule which recovers costs for the new budget.* Mr. Romero said staff can do this, commenting that the \$107,000 in fees covers less than the cost.

### Parks

24. *The City is paying \$40,000 for inmate parks maintenance.* Mr. Romero said this is what we pay the state to have inmates do maintenance on medians and other work for the City. This is the cost for supervision and the van to transport the inmates. It is a great bargain to the City. There is a concern about having inmates all over town, especially downtown, so this is the way the program is designed now.
25. *There are 42 vacancies in Parks, Trails & Watershed. How many are in Parks Maintenance and how many are in graffiti.* Mr. Romero said he doesn't have those numbers. The reason for the 42 vacancies is that many are temporary positions for the summer and are on our POL, and there are few vacancies in full time positions.
25. *In terms of efficiencies, there are 6 vacancies in graffiti.* Mr. Romero said the current crew has



been able to take care of what is coming in. An efficiency this year is that some of the people are assigned on the weekend, so by Monday there isn't such a backlog. He said all of the crew members are certified Code Enforcement Officers.

26. *What is Maintenance North.* Mr. Romero said several years ago there was a North Section and a South Section with two superintendents, but now there is only one. He said instead of 5-6 districts there are 12 districts, which means people go to an area and work there all day and aren't driving back and forth. There is one trash crew now which goes to Caja once a day, instead of everybody going once a day. He said this save man hours and money.
27. *Given the number of vacancies in Parks, because these are temporary, what can be done to reclassify some of the temporary positions and get more permanent positions to cover this problem. If this isn't feasible because we don't have work for these people in the winter, provide this explanation as well.*

#### Municipal Recreation Complex

28. *On page 172, it indicates Special Leagues \$60,000. Is the City reimbursed by these Leagues.* Mr. Romero said he will have to look into the source of these reimbursements for the MRC, the Soccer Fields, Baseball Fields.
29. *What is the charge to the League to use the fields, and what are they giving us in return, commenting it has been said the rates have increased so much over the last two years, it isn't beneficial to them to use the fields.* Mr. Romero said at one time the city charged a user fee. He said there is a huge debt service and we are trying to maximize revenues as much as possible. It was easier to administer by charging a team fee, rather than tracking the cards.
30. *Since the Leagues use our field, have we ever done an audit and are we allowed to run an audit for last year to see where these funds are going.*
31. *The City needs to think about recreation in the context of outdoor recreation and return to the services which were provided when the City ran the Leagues. This is being done by private people who are charging what the market will bear, and the City charges them.* Chair Ortiz doesn't believe the City has the right to do an audit unless we give them money. Mr. Romero will look into this with Larry Lujan and evaluate what he believes it would cost, find out what they are charging compared to what the City would charge, and the reason.

#### City Fleet

32. *Were the two electric cars purchased through a federal grant.* Mr. Hon said yes, and Nick Schiavo has obtained matching funds to buy two more electric cars in this year's budget. However, we are being required to go out to bid because it is a different car and isn't a Gem.

33. *Request for a list of all City owned vehicles in Public Works, including lawnmowers, anything which is a fixed asset, including date of purchase, the age, mileage.* Ms. Raveling said she can provide a list of vehicles, but not the lawnmowers, because the City's capitalization rate is \$5,000 and over. Fabian Chavez said some of the larger power equipment have Hobbes meters, so he can provide hours. For some of the older and smaller equipment, he can provide year of purchase and average hours per year.
34. *Robert Rodarte developed a list of the different types of vehicles in the City Fleet to look at those which could use alternative fuels, so some work has been done.*
35. *Does an inspector really need a truck to drive out to inspect a project, because that costs more. We need to revisit the kinds of vehicles we are purchasing, what we really need, and this may be an area we can work on.* Mr. Romero said he has moved toward purchasing the little Ford Rangers for the inspectors.
36. *Could we do an analysis of the number of work days on which it really snowed, and how many people came to work on those days. Perhaps it's cheaper to stay at home than coming to work..*
37. *Suggestion to downsize to the vehicles needed, and are we taking densities and doing geotests, or is it cheaper for us to do it and send it to Geotech.* Mr. Romero said most of the Inspector's trucks in Engineering are probably early 1990'2 models. He said the City doesn't have the equipment to do testing, and the cost to invest the equipment would be cost prohibitive considered the very limited testing done by the City.

#### Transit

38. *Is the transfer in of \$5.200 million listed on page 170 coming from the General Fund.* Ms. Raveling said that is coming from the 1/4% GRT fund.
39. *How many riders do we have.* Mr. Bulthuis said the City is at its peak ridership ever, with trips at about 680,000 per year, or about \$9 per trip ridership cost. He said on the fixed route side there are 680,000 riders, and presuming people are making a round trip, it would be about half that number.
40. *Can the City, as a part of a range of options, have a car and the person drives the car and leaves it like they do in Boulder – the smart cars which cost \$10,000 – and you eliminate the driver and insurance costs. It isn't done by the City, it is a business. Have we looked at this program for main streets.* Mr. Bulthuis said he hasn't looked at since he has been Director of Santa Fe Trails. However, with the Rail Runner and the traffic, it might be a good time to look into this. He said most of the programs he's read about are done by 501(c)(3) nonprofits, and are very successful in big cities such as New York, Chicago, and tourist destinations such as Boulder.
41. *If trips have never been higher, and we approved a budget increase for fares two years ago, and*

gas is now spiking at \$3.65 per gallon, and more people could be expected to ride the bus, why is the anticipated revenue from fare recovery [inaudible because other people overtalking the Chair] you would expect more fare recovery. We receive only about one half of one percent of what the City is funding from transit coming from the people who actually use it. Mr. Bulthuis said this is correct, and it isn't atypical for systems the size of ours. The question is how the budget can remain flat in terms of fare recovery when more people are riding and the fares were increased. Mr. Bulthuis said he has been working on this issue with the Transit Advisory Board. One of the related issues is the City's partnership with, for example, Adelante where we provided passes for the homeless population at no cost. So, trips can increase even if we don't see revenue because of partnerships such as these.

42. *Transit should keep track of how many passes are given out.* Mr. Bulthuis said they have that, but it won't show up in a revenue line item, because they aren't getting any money for those passes. He said he can provide that information.
43. *Some routes tend to run fuller than other routes, yet we continue to run routes which are close to empty.* Mr. Bulthuis said there are no plans for a full blown efficiency or operational analysis right now, although one was done a few years ago and some changes were made. However, after a lot of study and work, the Council at that time decided to continue a coverage scenario with routes throughout the City, some more productive than others.
44. *The City needs to revisit the issue of buses which are almost empty. The Museum Hill Route has people on it only in the summer, but that route basically serves St. John's College. The City should look to put routes where there are more riders.* Mr. Bulthuis said some of this will be done in relation to the Rail Runner – reroute changes to serve the DOT station and the Railyard. There is no plan for restructuring and an in-depth look at the overall system. There is no budget for this, and it is all focused on serving the Rail Runner. If the Council directs, this could be done.
45. *What would be the cost of a study to calculate how many people are riding the bus.* Mr. Bulthuis said the last time it cost between \$75,000 to \$100,000 for the full blown analysis,
46. *Could we do a partial analysis on areas we think might not be productive.* Mr. Bulthuis said they track ridership every month with a report showing how many people are riding a route monthly, which would be a start in getting that answer, and he can provide that report to the Committee.
47. *A study or survey was done to be available in May, and part of that was getting youth on buses and giving youth free passes, and developing a youth route.* Mr. Bulthuis said a Resolution was adopted several months ago asking staff to look at fares for different age categories and demographic groups, but he hasn't moved forward with an RFP. He is down one staff person, and with the Rail Runner, he hasn't had time to advance that, but they can move it to the front burner to address that question. He said we have seen in the past, when the fare is reduced, there is a strong youth response.

48. *We are holding the transit issues to see what the State is going to do, because we can't come up with a contingency plan and we're just going to have to wait.*

### Traffic Calming

49. *What is the status of Traffic Calming.* Mr. Romero said there is almost \$200,000 left in CIP funding. He feels, based on everything which is "in the hopper," right now and how long it will take those to move through the program, the \$200,000 will be adequate to the next bond. There is a slow down in the number of requests, because most of the streets have come forward who want this, or there are insufficient people to get ballot approval.
50. *Is a full time staff person needed to do Traffic Calming, and is this a possible area of efficiency in having that person do work other than traffic calming, so we aren't dedicating a full time staff person on a program in demise.* Mr. Romero said Leroy does other things, and is charge of safety as well, and is working on a program to add medians on Airport Road. He also is in charge of the School Crossing Guard Program, and he also has a staff person who does traffic counts City-wide.
51. *Is it Mr. Romero's perception, given current request and plans in place, that within a year or so this won't be an activity, or doing it in a totally different way.* Mr. Romero said we will do it the same way, but it won't take as much time for the staff person. He believes this should always be a tool in the toolbox.

Councilor Wurzbarger said one of her disappointments with the Traffic Calming Program that the Council and community never really embraced the idea of public education. It is people in the neighborhood that are speeding, but they want to put a speed hump in, and she has a problem with that. She hopes we will revisit this, because speeding is still a huge problem.

Chair Ortiz said the discussion on parking will be more difficult on Wednesday than he thought. He believes this issue will be decided before May 19<sup>th</sup> anyway. He said it is his hope that the DOT listened to Mr. Romero said he wanted a written commitment, and believes we will have that answer in advance of May 19<sup>th</sup>.

Councilor Wurzbarger received an email from someone from the State saying he would like to meet to validate some of what staff has been talking about, so we did get a response.

Mr. Romero said he has been meeting with DOT staff for some time, and were preparing for a May meeting. However, he was able to put together a wish list and they are committing verbally to that.

Chair Ortiz told Mr. Romero he wants to hear the wish list, because there are other items that we have to get now or we will be gone.

Mr. Romero said the wish list will be ready by Council. He has also asked them to tell us, in writing, what they are committing to on the wish list. He said he hasn't shared the wish list formally with the Council, so it will be the first time you see it and you might want to add other things.

Councilor Wurzbarger would like to see that the day before Council, and Mr. Romero responded that it will be in the Council packets, and the response from DOT will be in the packet as well.

## **K. LAND USE**

A copy of an organizational chart for the Land Use Department distributed by Mr. Hiatt, is incorporated herewith to these minutes as Exhibit "4."

A copy of "Land Use Department FTE and Equipment Request FY 08/09 (Fee Increase)," distributed to the Committee by Jack Hiatt, but which was not entered for the record, is incorporated herewith to these minutes by reference, and copies can be obtained in Mr. Hiatt's Office.

The Committee made comments and/or asked questions and staff responded as follows:

Chair Ortiz said the Committee briefly reviewed his proposed expansion plan in the morning session, and in discussing it, references were made that you would not get these positions unless the fees are improved.

1. *The question is why it is thought that there would be additional revenues coming from an increase in fees, given the slow down generally in construction.* Mr. Hiatt said that was factored in, and on the back of the sheet there is a phasing of the employees he hopes to hire with the increase in fees, which includes actual fees from the previous year, the anticipated in this fiscal year which shows a downturn, plus the increase in fees. There is a downturn in the market, but he expects that to be temporary. He said if the fees are approved, the hiring would be phased to match the fees coming in, and he wouldn't begin to hire the 15 people without seeing some increase in fees.
2. *If the fee schedule is approved, is Mr. Hiatt talking about hiring staff in the anticipation of the expected revenues from those fees, or are you saying you won't hire until you see sufficient monies collected from the increase in fees.* Mr. Hiatt said he would like to hedge, and directed the Committee to the organizational chart. The positions in red are the first positions in the phasing, and these are critical positions and these are the ones are necessary to maintain the current level of service. He believes his job is, if the fee increase is approved, to sit with the Finance Director to see how to do this. He said these positions have to be filled or they "will go away."
3. *If the Committee were to deny the increase in fees, but were to agree that the resources need to be reallocated, do you have sufficient vacancy savings to reallocate positions to those areas that you define as critical.* Mr. Hiatt said this is always an option, but doesn't seem to him to be a satisfactory option. If you take the yellows and transfer them to red, you would decrease the services already expected by the community, and he wouldn't be able to do inspections in the

current time frame, nor plan review nor technical review work they are doing. He can't go without another Engineer, noting the Engineer left in December. Part of the problem is people don't want to come for the salary, so he has to look at other options.

4. *Have contractors been doing the inspections.* Mr. Hiatt said yes, and he used vacancy savings to contract with engineers to try to fulfill the responsibility.
5. *Given the problem we've had in hiring engineers, is there some other solution besides filling the positions.* Mr. Hiatt said there is none he has had experience with, and he hasn't seen anything else and he has constantly wrestled with the problem and gone through the hiring process which is very discouraging.

Chair Ortiz said this is the third time Planning & Land Use has come in for fee increases at budget time. He said if there is one department where we could benefit from efficiencies in service by changing the way we do business and by utilizing technology, it is Planning & Land Use. He said when people describe some of the problems they face internally and how it is much different in other cities of similar or larger size, it is confounding that we continue to have the same processes in place. However, the only way we can improve efficiencies is by increasing staff, not improving operations nor technology.

Chair Ortiz said we have online permitting and some tracking systems. He believes if there was some way for the public and staff to track these things, many of the current personnel could be better utilized in other places. He said he knows that all of the staff is overworked and behind, but despite that they try to provide as much service as possible given that they are swamped. He believes there is another way of making this Department better for the public. He said many of the bad associations people have with City Hall come from their interactions with the Planning and Land Use Department. He doesn't know how to change that.

Chair Ortiz said he would be more comfortable if we were not increasing any positions unless the money and budget is already there. He is more uncomfortable in approving positions in anticipation of revenue to come in, because if that doesn't happen, we've hired people and we've got shortfalls. He's not willing to do this in this Department, without a serious look at how it is trying to improve its efficiencies and constituent services.

Mr. Hiatt said he is sure most people would agree that this is a different Land Use Department than it was 18 months ago, and they worked hard to fill positions and to find efficiencies. He said the technological increase is an improvement we have discussed, and he is working aggressively with ITT to implement the software, including the Planning & Zoning Module, and all of the improvements we've discussed over the past year.

Mr. Hiatt agrees that "robbing Peter to pay Paul," doesn't work, and that's what he's done for 18 months, pointing out he can do nothing without Ms. Raveling's approval. He said we have to find the money, and every time there's a crisis he goes to Ms. Raveling to address it. He said if he had received approval of the increased fees earlier, we would have seen the revenue increase. However, we are late in

the process. If the fees are approved, he will begin finding money to keep the red positions we really need to hang onto. He said if it means not getting a contract, or not getting a vehicle, then he'll do what is necessary. He has no intention of hiring FTEs he can't afford.

6. *Is Mr. Hiatt in agreement with Councilor Ortiz that the hiring wouldn't be done until the revenues are in hand.* Mr. Hiatt said he would hope the fee increases were approved to be effective July 1<sup>st</sup>, there wouldn't be revenue for 1-2 months, but he has to make those positions permanent.
7. *Are you saying you would like to hire the red position in anticipation of the fees, and we're sure the fees will cover the red positions, and the yellow will follow once there is confirmation that the fees are coming in.* Mr. Hiatt said the yellow are currently authorized positions which are funded and which he is trying to fill.
8. *Mr. Hiatt would fill the red position in anticipation of revenues, and the rest of the request for staff wouldn't happen until funds were received and coming in according to projections.* Mr. Hiatt said yes.
9. *Then the estimates on the increased fees would cover the red positions, and hopefully the new ones as well.* Mr. Hiatt said yes.

Councilor Wurzbarger said this Division is over-worked, under-loved and needs help. The majority of the City Council meetings for the past six years has been spent on land use decisions, particularly late at night. She is concerned that we get this Department where it needs to be and the reason she is willing to sponsor the increased fees.

Mr. Hiatt said he doesn't want the Committee to confuse "red" and "yellow," noting yellow is the recognition that these are authorized positions for which he has funding and vacancies he is trying to fill. The red are the critical positions. He said a recent conversation with Chief Rivera the City Manager and himself led him to the conclusion that one of the three positions needed to be utilized by the Fire Chief for inspections, noting Land Use has been able to do its part in terms of zoning inspections on the

administrative side. However, it wasn't anticipated that Fire would lose one of its employees to run for County Office and they would need that.

Councilor Wurzbarger pointed out that the Fire Department lost an employee, but they didn't lose the money the employee was being paid. She said she was very interested in the Short Term Rental debate, it was very clear that the Fire Department had no problem doing their piece.

10. *Shouldn't there be a lot of money resulting from the approval of short term rentals, from 357 businesses at \$1,000 each.* Mr. Hiatt said the money doesn't come until the permits are issued, and no permits have been issued. The Ordinance is effective May 23, 2008. They have gone through the process and administratively approved all of the applications under the various categories, and there are 316 applications not counting Quail Run which is a separate issues. These are the ones which fit under the 350 cap, and those fees will come when the permits are

issued sometime later this month and early next month. *There is a plan to get this done within the next two months.* Mr. Hiatt said yes.

11. *Mr. Hiatt was asked if he has hired anyone for the two vacant positions, Short Term Rentals Specialists, and he has assigned people to do this temporarily.* Mr. Hiatt said this is correct.
12. *When the City adopts the fee increase requested in the budget, and we hire the additional personnel, the City would be able to say with the addition of the positions, it will reduce the time for inspection to one day. Can we promise this will result in operational changes as a way to sell the proposed fee increases.* Mike [?] said he is struggling with staffing problems, and he can't do his job as a director because he is doing inspections, and his supervisors can't do their supervising job because they're doing inspections. He said they are holding it together doing the best they can. The inspection turnaround time has been 24 to 48 hours, and they are keeping the public satisfied.
13. *If the vacant position for construction inspectors were filled, would Mike be able to return to his duties as director, and if we would be able to improve so that we could do better than a 24-48 hour turnaround on inspections.* Mike said this is correct. However, annexations are coming. He said we are short-changing the public, because they are running and not doing the inspections as they should be done. They are doing 15-20 inspections per day when they should be doing 8 inspections per day per inspector.
14. *It was pointed out that under the new plan there will be only two new inspectors. Will the two new inspectors just keep us at status quo.* Mike said they are just trying to be where they should be, and that doesn't project more new work coming in. He said history will show the current staffing levels are at those in the late 1980s, and permits and the work load has increased since that time.
15. *Request that Yolanda answer the same question with respect to permits, as well as brief overview of what has actually happened with over-the-counter plan reviews.* Yolanda said currently the number of permits is the same as last year, but the type of construction is different, with less residential, more commercial a lot of exterior alterations, remodel, etc. The same amount of money isn't being generated to increase building permits at this time, noting those are based on construction valuation. Currently, they are doing over-the-counter residential permits for additions, alterations and repairs, and working to get the Plan Reviewers to be able to do multi plan review, so they can do grading, drainage, building and zoning, so there is a one stop shop.
16. *Is Planning doing commercial, TI improvements over the counter, and if not, why.* Yolanda said now, because there is only Plan Reviewer at this time who is certified to do that.
17. *This is an economic development issue. Question of how long it takes to go through the plan review process.* Yolanda said it takes about three weeks to get a commercial permit through the process.
18. *If the two vacancies are filled can the service be expanded to include simple commercial, interior walls and such which delays business from opening.* Yolanda said they could certainly do this.



19. *What is a "Special Projects" person.* Yolanda said the Special Projects Coordinator is also multi-certified to do building plan review zoning and grading and drainage, so they could help to fill in there as well. Filling the two vacancies in the Division in "yellow" definitely would increase the efficiency for over-the-counter as well as overall permits.
19. *Has the staff, under the leadership of M. Hiatt, considered the question of how much over-the-counter be done.* Yolanda said she is optimistic that once the positions are filled, the only thing which would go through the process would be new commercial structures.
20. *Experience in a recession there are more renovations, small projects, but not many new projects, so there will be less fees, and to take four weeks to do this is unacceptable.*
21. *How many permits are issued per month.* Yolanda said currently there are 200 per week, with 75% being done over the country.
22. *What is needed in the Historic Planning Division.* David Rasch said the Historic Division needs another Inspector and Planner, and are in critical need of a Division Director and the Administrative person. The Administrative position does all of the personnel, financial, agendas, minutes work, and without this position, the case managers and inspectors have to carry that load and will do less inspections and less cash management. He has always contended that the Division Director should do case management as well, noting he and Marissa Barrett are the only Case Planners. Currently, he and Mr. Hiatt are "tag teaming" the work of the Division Director, so he is very behind on assistance on case management. Filling the positions would increase efficiency – do site visits more quickly, get people on agendas more quickly.
23. *Question was asked if a Division Director really is needed for five positions, as compared to those with 10-30 people.* Mr. Rasch said he has done the work of both a director and a planner. He believes the Division Director will be a major case planner, but there are so many holistic oversight issues beyond case management, that the Director's position is critical – writing ordinances, bringing issues to the Council for appeal, public outreach and such.
24. *Why would this need to be done by the Director, for example outreach, why couldn't a public information person do that.* Mr. Rasch said this is possible, but they need to understand the venue, rules. He likes having a consistent voice in taking appeals to the Council, so the Councilors are familiar with that person. He said larger things, such as ordinance rewrite and larger projects which are more politically based, such as the Lensic, the Archdiocese, or the County Courthouse, need the experience of someone at a higher level than a Planner or Senior Planner.
25. *How long does it take currently to get something through the H-Board.* Mr. Rasch said the current backlog is such that it takes 1-1½ months to do a site visit with the Applicant.
26. *What is the timeline from the first time the person appears in the Historic Division for a permit to an appearance before the H-Board.* Mr. Rasch said the entire process currently is 3-4 months.

27. *Mr. Rasch was asked how long he thinks the process should take.* Mr. Rasch said it should take one month. *Would filling the two positions guarantee a one month process.* Mr. Rasch said, "I would like to say that Councilor, yes." This is the intention.

Chair Ortiz said of all departments, Mr. Hiatt's job in answering the three questions is much more critical, especially in the Greg Smith, Wendy Blackwell area. He heard loud and clear the need for additional staff, but is still not convinced a particular division director or a raise in pay would resolve the issues.

28. *There are a lot of people in Greg Smith's and Wendy Blackwell's divisions. How do we turn this into serving the public, and what kinds of timelines for both divisions.* Mr. Smith said all of the divisions, including his and Wendy's, are trying to get synergies by streamlining functions by getting more of the permit process, more of the coordination between, for example, between Planning Commission cases and building permit cases upgraded. Staff is working with ITT to implement major upgrades to the HTE system. Mr. Smith said that the records indicate the last increase of Planning Commission Development Review Fees was in 2001 and Building permits was in 2003.
29. *There are no new positions and you are fully staffed now. The question is, with regard to work which you process, how long it takes. The public wants these things done quickly. What kinds of changes will we see now that you are fully staffed.* Mr. Smith said their experience parallels Yolanda's. There are about the same number of building permits, and the same number of cases. The average case would get less of those "Pig in the python" huge cases, although several major cases are expected in the next two months. The turnaround time has been consistently good, even through the staffing shortages. The majority of the cases take 8-10 weeks from application to Planning Commission hearing, and 12-14 weeks to get to the Council for rezoning cases.
30. *Can this process be done more quickly.* Mr. Smith said it is possible, now that the Planning Commission meets twice monthly on regular bases, to set up a dual track for smaller cases going a little faster. Staff has looked at this and resisted implementing that, because it increases expectations. The 12-week cycle builds in one round of review by all City departments which is a safety check.
31. *Would like to establish expectations other than disappointment, if it doesn't work, we can take it away again.* Mr. Smith said this can be done, and they should be able to commit to the Council that two things will happen. One, now that his Planning Review group is fully staffed for the first time in three years, they should be better at meeting timelines expected to meet, and secondly, to have a more complete analysis of the projects brought to the Commission and Council. However, he just learned he will be temporarily losing one of the Case Review Planners, but they will still be fairly well staffed. The large cases have decreased temporarily, and there are two large cases which will be coming to the Commission and Council in next months – Archdiocese, Soleras, and the annexation program work. They have been able to support the Juanita Street Neighborhood rezoning and other neighborhood initiatives. Continued and expanded support of those neighborhood programs will rely on different staffing levels than we have at the present time.

Tamara Baer said the cases take a lot of time, not because staff is taking a lot of time to review them. She said since she has come back to the City she has seen tremendous improvement, especially in what used to be, and she likes to think no longer is, "the black hole," which is the post approval process. This is due, in large part, to Ms. Blackwell's group and R.B., the Subdivision Engineer, so she believes this is under control. What is driving the length of time is the prescribed by law process – for noticing, the ENN, the Planning Commission, the noticing, the ENN – and it really comes down to the fact that staff is following those timelines. She said we aren't slowing it down, and believes they are on top of that. She would like to see a Code change, so some of those processes may be speeded up, and some of the steps can be streamlined or eliminated. They are working on, for Council discussion and approval, a minor modification section already in Code, where there is no text, and they want to introduce something which allows more administrative review of minor modifications which would not have to through the elaborate process.

32. *Wendy Blackwell was requested to do a quick overview of her Division, noting her division has a vacancy in one of the red areas.*

Ms. Blackwell said the vacancy is an engineer lost in December. She has advertized twice, but have had no applicants who would accept what the City can afford to pay, so they are now advertising for an engineer in training. She said it is hoped to get someone just out of college, with an EIT, they might be willing to work for the amount, and we have a contractor who can be a second signatory if R.B. is out for a week. With regard to over the counter permits, we won't be able to do some such as escarpment, flood plain, historic, steep slopes, because of the complicated rules and laws. She said her Division does some development and subdivision review for the topics of flood plain, escarpment, steep slope and such, as well as permit review for landscape, escarpment, flood plain, terrain management, and also do inspections for these same topics. Thus, they share responsibility with some of the other divisions. Her biggest problems are the permit review turnaround time because there is only one person, but when Yolanda gets new staff they can take over some of the minor permit review for grading and drainage, leaving the more complex ones for the technical experts. The inspections also cause a slowdown. There are two people on staff – one does all the residential inspections and one does all of the subdivision and commercial work for the whole City.

33. *Ms. Blackwell was asked if this is being addressed in her plan.* Ms. Blackwell said the red is a temporary position, noting when Reyes left they also lost the person who would do any right-of-way, licensing agreements, or public easement work. A temporary employee is doing that now, and after that term expires, there will be no one to do that service. This is a red box on the chart. The other is the person researching the letters of credit to get the 30-day reminders out, and we are staying on top of that. In the second tier, when funds would come in, we would need additional inspections in order to keep up with the demand in the field.

Councilor Calvert said he would be willing to go along with the fee schedule, as he understands that Mr. Hiatt would be hiring some of the red positions in advance of the increased fees, but the fees would catch up, and the positions "below the yellow on the list," would happen as the revenues materialize in excess of those needed for the red positions. He would like to see the current performance and goals as

the result of doing these things, so that we will have a way of evaluating people. He wants goals and targets. He is summarizing to see if this is an approach we would like to see.

Mr. Hiatt agrees with what Councilor Calvert just said. He said he just realized when he handed out the phasing chart, he omitted the benefit analysis on the phasing plan, and he will include it for the next round which includes these expectations. He agrees with Councilor Calvert's phasing concept, reiterating it is crucial to hire those six positions, and he will continue to try to find other ways to fund those positions.

Councilor Calvert said in terms of efficiencies and different ways of operation, he is asking Mr. Hiatt to give him the goals he wants to meet and he will hold him to those, but Mr. Hiatt can get there however he thinks is best in terms of working with his personnel. He will not suggest a means by which it is done, commenting that he expects those goals to be realistic and achievable improvements.

34. *In terms of efficiencies identified, is what is proposed consistent with the recommendations of the Development Review Task Force.* Mr. Hiatt said it is consistent, he has constantly gone through that report, and "cherry picked" the things which made sense which could be done in the short term.
34. *When this was done, was consideration given to the fact that this industry has changed and there is not as much activity.* Mr. Hiatt said not exactly, and he feels he must continue to react to the industry even in a recession, and the downturn in activity, but doesn't know he has seen the efficiencies which come with that. As Ms. Cortez said, the permits remain at about the same number, although the projects have changed in character and nature. However, he will look again, to see if he can figure out what is suggested. He has tried to take everything from the report which can be implemented, and increased staffing is part of that. He said trying to find a way to fund all of that is the real issue.
35. *The question is whether the recommendations are relevant to the current circumstances.* Mr. Hiatt believes they are for the most part. He originally asked for an ombudsman to address complaints which he believes is crucial, and not something the division directors or inspectors can do. He has tried to use the insider in that position informally, but that draws away the ability of enforcement to do their work. He is trying to incorporate as much of the recommendations as possible.
36. *There may a strain on the Code Enforcement Officers as we begin to launch the software through the Constituent Office, because there could be an increase in inquiries from the public, because there will be more public accessibility to inquire about their concerns.* Mr. Hiatt said they are seeing this because the entire in touch system has increased his responsiveness and the requirements to respond to the public. He said late last year there were about 160 outstanding and open inquiries and complaints, which is now about 50. They are struggling not to have to double entry information between the HD system which isn't necessarily compatible with the RequestTracker. He is working with IT to make that happen so we don't create an inefficiency for staff.

Councilor Wurzbarger said one thing she has seen during the past year is people starting to work across division within this Department. She said we should have the same objective to make the paper go through, and determine how to do this and how to do it together. She said she believes Mr. Hiatt has this

objective, but it hasn't been formulated in a way we can react to that, and we will hear that when he comes back with the written goals requested by Councilor Calvert.

## **L. MUNICIPAL COURT**

1. *What does the Judge think about doubling the speeding fines, and what is her experience. Speeding issues are one of the largest complaints she receives. What would happen if we increased penalties for speeding and increased enforcement.* Judge Yalman said this has been done with the calming fee which applies to speeding cases. Her experience is that how people plead doesn't indicate whether or not they will pay. There are two types of people. People who are protecting their license and will go to defensive driving no matter the situation, and they pay the Court costs, but no fine and go to defensive driving. Right now the calming fee equals the fine. The other group of people just want to go in and out of Court, plead guilty, and the fine is assessed, but whether or not they pay is another thing. Currently, Motor Vehicles Division (MVD) is caught up with old cases, and people are paying 20 year old fines. She said once this is complete, she believes people will be more likely to pay, if they don't pay in 30 days it is sent to MVD who sends notice that license will be suspended. This hasn't happened in many, many years.
2. *How many repeat offenders does the Judge see for traffic violations.* Judge Yalman said the repeat offenders under 15 mph, but she is bothered with those speeding 20-30 mph over the posted speed, and those people scare here. These are the people she sends to defensive driving, because she wants them to be better drivers. She is waiting for DMV to get through the "Zs," the end of the alphabet, and she is going to rethink. She is lenient on insurance violations because she wants people to get insurance, but her staff advises that people buy insurance just to appear in Court and then drop that coverage.
3. *Then the Council might want to target the fines for people going 20-30 mph over the speed limit.* Judge Yalman believes this is an area to target, as well as the School Zone. The fine for speed in a School Zone is 171. However, the calming fee for going 10 mph over the speed limit is only \$15. She said it doesn't bother her at all to impose a very high fine for speeding at the higher end, noting the maximum fine for 35 mph over the speed limit is \$441, there is no fine which hits \$500. She said \$500 will get people into Court, noting everyone who is cited for parking in a disabled space appears in Court. Nobody pleads guilty and sends in their money.
4. *The Council needs to find additional ways to deal with this issue.*
5. *What is the rate of payment of fines.* Judge Yalman said she doesn't have this information, but believe that rate will increase thanks to what MVD is doing, which has done the City a good service sending out all of the suspensions. She hopes they keep up with it, so people will know if they don't pay that their license will be suspended.
6. *When will MVD get to the "Zs."* Judge Yalman believes that will be within the month, and then she may put something in the newspaper to let people know it's not the same.

Chair Ortiz explained the three questions which Judge Yalman needs to answer when she comes back to the Committee for final budget approval.

## **M. COMMUNITY SERVICES**

Chair Ortiz believes we are at the point we should reconsider the organizational structure, and there is a mass duplication of effort in recreational facilities.

Chair Ortiz said there are employees at GCCC who are responsible for doing leads and employees at other facilities doing leads as well. Can there be efficiencies in combining those services. Can we combine all lifeguards so they can be transferred between facilities easily. The Memorandum in support of the Division Director was good. If there was a comparison of the work chart for GCCC and the work chart for all of the other facilities, we would find the same positions in both places. This goes to the issue of silos discussed by the City Manager and which he said he is committed to work on.

1. *What are the advantages and disadvantages for "stripping off these facilities," and making GCCC its own department.* Ms. Rodriguez said you will then duplicate the overhead services, otherwise she thinks it might not be a bad idea. She said a good argument for the separation is that the Chavez Center is a "different animal," with an ice skating rink, and a community center kind of mission for training, large public meetings, press conferences and such which take it to a different level than what can be accomplished at Ft. Marcy and Salvador Perez.

Chair Ortiz agrees, saying that GCCC is exactly the same as any of the other facilities he would use, except it is nicer, fancier and nicer.

Ms. Rodriguez said the child care programs are not offered in any of the other facilities, these are offered at Monica Roybal. She said larger meetings can't be accommodated at the other facilities. She said she is moving toward the efficiencies of combining positions, and working with H.R. to develop a career ladder for lifeguards, as well as sharing lifeguards among the four facilities, noting Bicentennial is one of the more difficult pools to staff. She is looking to efficiencies through hiring people at a little higher rate because of their experience at working at Bicentennial. She said when pools are closed for renovation, staff is being shared and they are becoming familiar with the other facilities. She said they are coordinating the adult leagues and childrens differently. The childrens leagues are at the Chavez Center because it is the best place to handle this large group, and adult leagues are at Ft. Marcy.

David Soveranes said everything Chair Ortiz is saying is already happening. There are different needs for different leagues. The elementary and high school leagues require a practice facility and daytime gym space which GCCC can provide. He said at Ft. Marcy, there are activities at the gym such as aerobics and other exercise programs. He said when he was appointed interim director was to meet with all non-union and supervisory employees to talk about cross-training in terms of different equipment, different systems, so they can be used at different facilities.

2. *Do we have the capacity for someone from Mr. Soveranes to cover as a supervisor at GCCC, has that been cross-trained.* Mr. Soveranes said they haven't been cross-trained, and he tried that, but there was difficulty with the funding. However, there is the capability, and where he is headed, regardless of the organizational chart. He said there are 54 employees in the Recreation Division, and the daily issues are personnel issues which need attention. He addresses those within an hour. When you make the organizational chart wider, these things go by the wayside. However, this is a good idea and he's working on this.
3. *When the recreational facilities were in Parks & Recreation there were certain about being in one shop, and it wasn't necessary to compete for resource allocation, and there was one mission. Now it is tucked in as a division, and this division has been put on the same level as other kinds of programs. Putting all recreational facilities together under one umbrella has advantages.* Mr. Soveranes said they have to work hand-in-hand with Parks for special events such as the Hot Chile Run. He said in working with parks they assume it is a community event and he has no problem with that, and the employees are supportive of these events, and spoke about the various situations of cooperation.
4. *Who works on the Halloween and Easter Events.* Mr. Soveranes said it is done by the Sports Section which has three employees, noting he is an interim director, but still does that work as well.
5. *The Committee has been discussing efficiencies, and there are all kinds of positions on the organizational chart under recreation, and believes these could be more efficient. He said the cooperation between divisions needs to be formalized so the efficiencies become real and not just a speech from staff. What is the difference between a Program Supervisor and a Program Supervisor, and are these being offered at the Chavez Center, and why can't one or the other positions be eliminated and let one or the other provide that service.* Mr. Soveranes said the Recreation Supervisors are mostly in the aquatic section. There is one Program Supervisor, Dave Alire, who oversees all programs at Ft. Marcy.
6. *There is a difference between facilities, the space and how the space is managed and programmed. There is the same structure at Perez as at Ft. Marcy, and why can't one of these functions perform the same function at both sites.* Mr. Soveranes said "we" are open from 6:00 a.m. to 10:00 p.m. , seven days a week and some holidays. He said to expect one Program Supervisor to be in charge of two facilities in this time span is impossible. The Recreation Supervisors are in aquatics to have coverage in the pools.
7. *What about the Recreation Section Manager.* Mr. Soveranes said this is his position. He said the Sports Section Manager handles all of the Leagues with two employees, commenting it is hard to explain.
8. *Is it difficult to explain because the organization is "all over the place," from a policy perspective and not knowing the details and operations. We are talking about efficiencies.* Mr. Soveranes said it would be like having the Manager at GCCC be the manager at Ft. Marcy, it is impossible to cover both facilities.

9. *There is a Park Superintendent who is charge of supervising crews in ten different Division spread across the City. Why do we need to have a supervisor in four different supervisor when one supervisor could cover all four facilities.* Mr. Soveranes said because of the various needs at the facilities. For example, it would be impossible for David Alire to manage Ft. Marcy and then manage Perez and the outdoor pool. All leagues are run from Ft. Marcy by the Program Supervisor.
10. *What does a Recreation Section Manager do.* Mr. Soveranes said he is support for the Leagues, plus all of the special events.
11. *Does the Recreation Section Manager do the same things as the Recreation Supervisor, but a little more.* Mr. Soveranes said this is true, but this is only two people with a staff of two other people. At Ft. Marcy there is one Program Supervisor and the rest are coordinators, secretaries, clerk-typists or fitness, but there is only one supervisory person.

Councilor Wurzburger's remarks and questions here are inaudible, because her microphone was off. She said she wants the tile to be done in the womens restroom and look at the snow problems.

12. *There are efficiencies that we can have. Suggestion for Terrie, Liz and David, if they were to combine functions, can efficiencies be found by combining these.* Ms. Rodriguez said she can look at this and have an answer by May 19, 2008. She said if we try to keep things in line with accepted H.R. practices of span of control, supervision and things dealing with numbers of employees being supervised.

Councilor Ortiz pointed that in other departments and divisions there are supervisors for 20-30 people, but in this department in these divisions, there are supervisors for 2 and 3 employees, which isn't acceptable.

Ms. Rodriguez said this is one of the reason she has been working with H.R. – to look at these particular issues. We now have years of experience for GCCC which can be used to look at the issues at that center.

Ms. Rodriguez said there are five Section Managers, five sections in the Chavez Center, and there is a Director and Assistant Director.

13. *Concern expressed that we are losing some after schools in the community. Is the City proposing anything to replace that or subsidize that.* Ms. Rodriguez said the Children & Youth Commission is separated from the Youth & Families Division, and the Children & Youth Commission has been looking at this. Ms. Hathaway has been working with the Commission to address the loss of after school programs. She said Chair Ortiz asked everyone to look at increasing the funds to the Human Services and Children & Youth Commissions.

Councilor Dominguez said what we are talking about relates to public safety and how, through recreation and after schools programs can be a deterrent to crime.



Ms. Rodriguez said the Council will be receiving the recommendations from the Healthy Lifestyles Task Force, and they suggest it is important for children to have an hour of exercise per day, and we are looking at proposals as to how to get this exercise when they are at schools.

Ms. Hathaway said as instructed, which doesn't appear, the Commission, last year and this year, requested an additional .5% for healthy lifestyles for additional grants for after school programs due to the loss of federal funding through the 21<sup>st</sup> Century Grant. She understands that schools which have had those grants, can't reapply in the future.

14. *How does the Recreation Department fit into this.* Ms. Rodriguez said if it is a separate department we would need an MOU. It is hoped to be able to use some of the people who have degrees in exercise and physiology to provide some of this. There are exercises at Monica Roybal and GCCC, but we would look at working within the schools as well, and use our staff to provide some of those after school exercise programs
15. *A question raised was on the monies being expended, do we keep track of the students who are participating who are City residents versus County residents.* Ms. Hathaway said they do, and at least 50% of the students in those programs must be City residents. She said one of the things they learned is that nobody really has a good understanding of after school programs across the board, and the commission is looking to study that more closely in the needs assessment in the Fall, and bringing the County into the discussion. She said there isn't a .5% increase under the Department request expansion, but it was her understanding it was there. This would produce approximately \$225,000. She said there is a total of \$223,000 in the After School Request which could be used for after school programs which would allow the Commission to continue to fund the non-after school programs with a slight increase.
16. *Are we doing anything about the issue of homeless youth, now that the temporary solution by Paul Margetson is going away. Is this on anyone's agenda in Community Services.* Ms. Hathaway said both the Human Services and Children & Youth Commissions work on homeless issues, and Youth Shelters & Family Services is looking for a place for the street outreach program, and we are doing everything we can to assist them. They found space, but it didn't work out, and they continue to look. Ms. Rodriguez said they also found a place on Agua Fria, but that failed, but they continue to work out of the storage unit in the back of Ft. Marcy. [Ms. Rodriguez's remarks here are inaudible]. She said the current shelter has 12 beds, and they have funding for the next phase from the Legislature, but they haven't located a downtown location for the street outreach.
17. *What size storefront do they need.* Ms. Rodriguez said they have been looking for 2,000 sq. ft. downtown, which has been a real problem.
18. *Why don't we just put a portable unit at Ft. Marcy and be done.* Ms. Hathaway said YouthWorks is at the Old La Madera site near Alameda, and they have been talking with Presbyterian about the existing building to do a joint project with Youth Shelters & Family Services, and Adelante across from St. Anne's Church to do an outreach program. She said the Commission will be helping with that.

19. *Regarding Senior Services, concern was expressed as to whether we will be able to provide the same level of services to an increasing number of people, and is the AAA committed to keep pace with an aging population in the Santa Fe area.* Ms. Rodriguez said there are two demographics which will increase, those over 80 years old, as well as the oncoming baby boomers. She said his experience in the last year is that the State has changed its way of looking at things, and how we provide and account for the services, as well as how to pay for the services. The State has taken a step back, and requiring us to do a four-year plan again, and looking at sections rather than a consolidated unit of services. The State is in flux. She doesn't believe the State will be willing to continue to support the increasing numbers, and they are returning that responsibility to those serving the people most closely – the City. [Remarks here are inaudible]
20. *Will the request for budget for Seniors continue to increase, or will there be a combination of the level of service we provide, or the number of level to whom we try to provide the current level of service, and how do we resolve this by planning ahead. We need to make some decision, and asked staff to work with the Council to address this problem..* Ms. Rodriguez said people are living longer and will need more services, plus there will be an increased demand when the Baby Boomers roll in. They are trying to address this by obtaining additional funding for additional staffing. If we don't get the funding, the waiting list will continue to grow, and we will continue to serve at the current level.
21. *We need to look at options, perhaps serve more people, but not at the current level of service. We will have to look at the various decisions we might have to make and choose the "lesser of the evils."* The City does submit requests annually to the Legislative caucus and it is hoped to get more funding from that source. Ms. Rodriguez said a strong coalition requests that funding from the State, so there is some hope. We need to continue to look at our other programs, including Recreation which address much of our Seniors' needs. Ft. Marcy used extensively in the mornings by Seniors, and they are looking to move the 50 plus Olympics Program so the recreation staff can administer that. Currently, if they participate they can use our facilities for free, and this is a big incentive for people to do this. We want to continue to do this. Unfortunately, there are also grant restrictions in providing services which is another dilemma.
22. *Repeated concerns are being expressed regarding the gallery at the CVB being competition to local galleries. She recalls this would be a place to show and not to sell. What is being done, and how will we address the concern about the City competing with the galleries.* Sabrina Pratt said she hasn't heard a lot of direct comments, but she is aware that it might be an issue. She said we are trying to fill a niche not filled in Santa Fe in terms of representing local artists. She doesn't know where we would get this operation happen if we didn't sell things, so she has taken it as a mandate to make it as place to sell things to fund the staffing and general operation. Ms. Raveling said it is in the budget as revenue, and there was no budget recognized to support a position without having revenues.
23. *Prior to the meeting on May 19<sup>th</sup>, Ms. Pratt can do further research about this issue.*

[Chair Ortiz's remarks here are inaudible]

24. *Has someone been hired to do this.* Ms. Pratt said she has hired a person who will begin May 12, 2008, to manage the gallery, noting the position was approved in the current fiscal year budget.

*Councilor Wurzbarger left the meeting at this time*

25. *Ms. Roybal was asked to speak on the idea of rolling all recreation into one department. Can any of these programs be dovetailed, coordinated or merged with programs offered at other facilities.* Liz Roybal, GCCC Director said her background is in parks in recreation, and not in community services, although she believes there are complementary components. However, until we sit and determine which programs Recreation will implement and the GCCC will implement, determination of available resources, and comparing position, it would be preliminary for her to really comment other than that she always believes it is a valuable exercise to look at positions, programs and services and where there may be duplication. She said since GCCC is closed on holidays, and changed to a Special Revenue Fund, it has been nice to fall on Perez and Ft. Marcy for assistance with those holiday closures. She said some of the shortfalls might be in outdoor recreation which is where Parks and Recreation complement each other. She believes it is good to have autonomy. However, she wants to wait until we have this comprehensive look and discussion and do more homework. In concept, anytime you can pool resources, it is a great idea.

Ms. Rodriguez said under Library Services, there were cuts which she would like to appeal, for contracts already in place. She said security was cut.

Chair Ortiz said Security was increased in the General Fund from \$83,000 to \$86,000.

Pat Hodapp said their request was not entered in the amount for last year. There were increases, and they are looking at needing more security, at LaFarge for summer hours due to the many incidents and the number of homeless living in the arroyos there. This would be about \$4,600. She said hours were increased at Southside in the morning, and opened one more night, and the additional funds requested are for these hours. She said \$23,807 will cover the existing contracts which have increased, and the necessary security.

Ms. Hodapp said the grantwriter has not been approved, commenting that the grantwriter has brought in more than \$200,000 for the Library, and those are for programs after school for teens and for the really early childhood babies. She said they hope to continue those programs, and said the total, including the contracts and security, would be \$63,807.

## **N. FINANCE**

Councilor Dominguez said he would have liked to get things ahead of time [mostly inaudible because microphone was off].

Ms. Raveling apologized for the lateness, saying they ran into a lot of issues.

Ms. Raveling said with regard to the one position she was discussing with Mr. Buller, if they're not going to do extra hours, then she doesn't need the extra position.

[Mr. Buller's remarks here are inaudible] Ms. Raveling responded that this would be fine.

Mr. Buller said when there is an emergency, you want your in-house people doing it, and this is one of the lessons we have learned.

**O. POLICE**

Postponed to May 5, 2008.

**P. FIRE**

Postponed to May 5, 2008.

**5. PUBLIC COMMENT**

None.

**6. ADJOURNMENT**

It was the consensus among the Committee to continue this meeting to May 5, 2008, which is the regularly scheduled meeting of the Finance Committee, and that the Police and Fire Department be prepared to have the kinds of substantive discussions, as well as to have the answers to the three questions at that time.

After discussion, it was the consensus among the Committee members in attendance to have the property tax discussion as the last item on the agenda on May 5, 2008.

Chair Ortiz asked Ms. Raveling to minimize the regular agenda for May 5, 2008.

There being no further business to come before the Committee, and the Committee having completed its Agenda, the meeting was adjourned at 6:35 pm.

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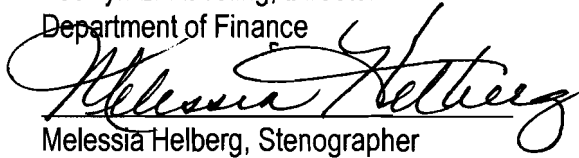
Matthew E. Ortiz, Chair

Reviewed by:

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Kathryn L. Raveling, Director

Department of Finance

A handwritten signature in black ink, appearing to read "Melessia Helberg", written over a horizontal line.

Melessia Helberg, Stenographer