



1 recovery and a shrinking tax base; and

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

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

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

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

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

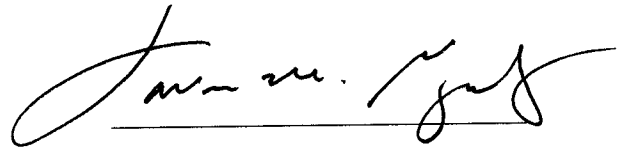
1 following actions:

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

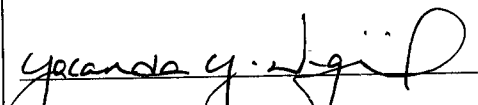
14 **BE IT FURTHER RESOLVED** that the City Manager evaluate the City benefits  
15 structure as it compares to the benefits structures offered by other New Mexico local governments  
16 and by the State of New Mexico in order to identify potential areas for cost savings, with a goal  
17 of achieving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

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

22 ATTEST:


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21 JAVIER M. GONZALES, MAYOR

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24 YOLANDA Y. VIGIL, CITY CLERK  
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APPROVED AS TO FORM:

  
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KELLEY A. BRENNAN, CITY ATTORNEY