



Agenda

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**SPECIAL FINANCE COMMITTEE STUDY SESSION
FISCAL YEAR 2009/2010 OPERATING BUDGET REVIEW
THURSDAY, MAY 14, 2009
CITY COUNCIL CHAMBERS
~~11:00~~ ~~8:00~~ A.M. – 5:30 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 2009/2010 OPERATING BUDGET REVIEW

8:30 a.m. – 9:30 a.m.

INTRODUCTION AND OVERVIEW

General Fund

Vulnerable Funds

Recreation Funds

Convention Center and Lodging Tax

Railyard GRT

Airport

Gas Tax

CIP GRT

9:30 a.m. – 10:30 p.m.

QUALITY OF LIFE SERVICES – ALL DIVISIONS

Community Services

Public Works, Recreation and Parks Divisions

10:30 a.m. – 10:45 a.m.

BREAK

10:45 a.m. – 12:00 p.m.

**PUBLIC SAFETY, UTILITIES AND QUALITY OF LIFE
FOLLOW-UP**

12:00 p.m. – 12:45 p.m.

LUNCH BREAK

12:45 p.m. – 2:15 p.m.

COMMUNITY INVESTMENT SERVICES

Public Works:

Airport and Parking

CVB/Santa Fe Community Convention Center

Housing and Community Development



Agenda

2:15 p.m. – 3:30 p.m.

PUBLIC WORKS AND ASSET ACQUISITION AND MAINTENANCE SERVICES

Public Works:

Engineering

Streets

Buildings

ASD Fleet

3:30 p.m. – 3:45 p.m.

BREAK

3:45 p.m. – 5:00 p.m.

GOVERNANCE AND ADMINISTRATIVE SUPPORT

City Council/Mayor

City Manager

City Attorney

City Clerk

Finance

Human Resources

ITT

Risk

5:00 p.m. – 5:30 p.m.

WRAP-UP

5. PUBLIC COMMENTS

6. ADJOURNMENT

Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6533 five (5) working days prior to meeting date.

**SUMMARY OF ACTION
FINANCE COMMITTEE STUDY SESSION
Thursday, May 14, 2009**

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**MINUTES OF THE
CITY OF SANTA FE
SPECIAL FINANCE COMMITTEE STUDY SESSION
FY 2009/2010 OPERATING BUDGET REVIEW
Thursday, May 14, 2009**

1. CALL TO ORDER

A Special Finance Committee Study Session was called to order by Acting Chair Rebecca Wurzburger, at approximately 8:30 a.m., on Thursday, May 14, 2009, in the Council Chambers, City Hall, 200 Lincoln Avenue, Santa Fe, New Mexico. Chair Ortiz arrived at the meeting shortly after the call to order.

2. ROLL CALL

MEMBERS PRESENT:

Councilor Matthew E. Ortiz, Chair
Councilor Christopher Calvert
Councilor Miguel Chavez
Councilor Rebecca Wurzburger

MEMBERS EXCUSED:

Councilor Carmichael A. Dominguez

OTHER COUNCILORS ATTENDING:

Councilor Ronald S. Trujillo
Councilor Patti J. Bushee

OTHERS ATTENDING:

David Millican, Finance Director
Cal Probasco, Finance Department
Yolanda Green, Finance Department
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

MOTION: Councilor Calvert moved, seconded by Councilor Chavez, to approve the agenda, with the new schedule attached.

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

4. FISCAL YEAR 2009/2010 OPERATING BUDGET REVIEW

A copy of a packet of information prepared by the City Manager and the Finance Director containing information regarding the formation of the budget is incorporated herewith to these minutes as Exhibit "1."

A copy of the "Annual Operating Budget, Fiscal Year 2009-2010, Proposed by the City Manager," is incorporated herewith to these minutes by reference. Copies can be obtained from the Finance Department.

A copy of the "Budget Development Report [Green Book]" is incorporated herewith to these minutes by reference. Copies can be obtained from the Finance Department.

A copy of a power point presentation, "City Manager's Recommended Fiscal 2009-2010 Budget," for the City of Santa Fe, is incorporated herewith to these minutes as Exhibit "2."

A. INTRODUCTION AND OVERVIEW

Galen Buller presented information via power point. Please see Exhibit "2" for specifics of this presentation.

Chair Ortiz arrived at the meeting

Mr. Millican continued the presentation via power point [Exhibit "2"], noting staff is recommending using a portion of the General Fund Balance to balance this year's budget, and staff tried to avoid, where possible, the use of reserves.

The Committee members commented, made suggestions and asked questions as follows.

- Councilor Calvert asked if the economic contingency is built from funds from other departments, as discussed. Mr. Millican said this is correct, and staff's intent is to manage within the budget appropriations.
- Councilor Calvert asked, if the estimated revenues are not realized, if we will go to the Economic Contingency, noting staff directed looking at even deeper cuts so we would know where those cuts

would be made. Mr. Millican said staff would be recommending using both the Economic Contingency and the Undesignated balance.

- Councilor Calvert noted it is projected to use \$2.25 million of reserves to balance the budget. Mr. Millican said in February the Council approved \$1 million as a fund balance transfer from CIP/GRT, and in addition there are \$2 million – the Railyard Revenue Bridge and the use of fund balance. It is a bridging strategy in anticipation of better time. If we don't reach revenue projections, it will be necessary to make reductions in future years to close the gap.
- Councilor Calvert asked when the Railyard bonds will be fully repaid. Mr. Millican said in the next budget year, and the full amount of the last payment is in FY2010, it will disappear 2011, and those funds will be available. Recommend, rather than shrinking, to hold service levels
- Councilor Calvert presumes that Critical Hiring Backup and Innovation investment, would pay for themselves over time and are not just another payment with no return. Mr. Millican said this is correct.

STENOGRAPHER'S NOTE: There is a gap in the tape here due to the apparent failure of the microphones and the internal recording connection.

- Chair Ortiz asked if these recommended budget balancing measures are separate and apart, and closing the gap means no pay increases. Mr. Buller said this is correct.
- Councilor Wurzbarger asked if staff is adjusting the GRT estimates. Mr. Millican said the formula works out to about six months of 9% reductions and six more months of 6% growth, and looks at a very weak turnaround at mid-year
- Councilor Ortiz asked Mr. Millican, regarding the GCCC, if "other opportunities" would be collapsing positions and having a streamlined operation. Mr. Millican said they think there will be a need for fewer positions and the remaining positions will be better coordinated and provide better program services.

Mr. Millican noted a great deal of the cash balance of Railyard GRT was used to balance last year's budget through appropriations, and may pose a problem by the end of 2009. When the bonds are retired and the \$1.2 million annual debt service payment goes away in 2011, there won't be a long term financial problem in that fund and there will be more flexibility in its use.

- Councilor Chavez said both the GCCC and MRC have debt service and asked if those could be separated, and asked the date of the payoff of the bonds. Mr. Millican believes it will be between 2014 and 2020.
- Chair Ortiz noted we have been running a deficit at the MRC because of the debt service for capital improvements, and there is an operation and maintenance subsidy at the GCCC. Mr. Millican said the taxes on GCCC go to pay the debt services, and the \$800 subsidy is for operation and maintenance.

- Councilor Chavez wants that as part of the information because it justifies the subsidy, and asked the source of the subsidy. Mr. Millican said in addition to the GCCC tax, the CIP/GRT contributes an additional \$2 million for the operation of the MRC and the GCCC. Most of the MRC debt is related to the playing fields which don't produce sufficient revenue to retire debt service.
- Councilor Chavez asked the source of the subsidy for the CVB and Community Center. He said that business plan was developed with the intent that Lodger's Tax would service that debt and the General Fund wouldn't subsidize that facility. Mr. Millican said in the budget book, in the Memorandum on page 16 of 24, a potential loss is projected for 2010. The General Fund does not subsidize the deficits for the Convention Center, noting this is funded in accumulated funds from the tax.
- Councilor Calvert asked if the \$3.6 million in reserves include the contingency from construction. Mr. Millican said those would also be poured back into the fund to the extent those aren't spent. Robert Romero said there is \$1.5 million in the contingency, and they are moving forward with the landscaping. Mr. Millican said it is a significant fund, but he has been hesitant to use those, because of the other issues still to be resolved. Councilor Calvert suggested setting aside a portion for unforeseen contingencies and use the rest.
- Councilor Chavez noted the need to discuss an increase in parking fees by 2011, noting the challenge in continuing to provide the Santa Fe Pick Up within the Parking Division, and that needs to be a part of the Parking Enterprise Budget in the presentation.
- Councilor Wurzbarger asked if the rate increases in Solid Waste are projected in the budget. Mr. Millican said no unapproved rate increases are proposed in the budget.
- Councilor Calvert suggested we may want to look at operating differently rather than relying on rate increases, and believes we need to be open to different methods and think about this in terms of long term strategy – get it in place during the FY 2010/2011.

Councilor Ortiz said some municipalities have created parking districts and there is an assessment on property, and then use privatized parking lots to pick up balance. He said there are possibilities for different kinds of pickups for solid waste.

Chair Ortiz asked if staff will present an overview of the specific positions to be eliminated, or if those will be discussed in the various service nodes.

Mr. Millican said at this point we are talking only about vacancy elimination, noting there are some positions they believe should be continued. He said this information is in the packet which was given to the Committee on Friday, entitled "Anticipated Vacant Positions."

- Chair Ortiz asked if staff has done numbers on the anticipated budget impact of paying people under our current sick leave policy. Ivy Vigil said the impact is about \$2 million for 21 positions, but that number could increase or they could change their mind and decide not to retire.

- Chair Ortiz asked if this amount is included in the department budgets for the next year FY, or will we be facing a mid-year crisis because a lot of people want to cash out sick leave because of a change in our policy. Mr. Millican said the cost is not built into the budget. At the end of the year, in calculating the modified accrual budget, and last year the accrual amount was about \$700,000, noting the number Ms. Vigil quoted is the City-wide number. There could be an impact on the estimated ending fund balance, and could be \$1 million in the General Fund, but he is unsure
- Chair Ortiz said then the anticipated amount in a worst case scenario, would be an additional \$1 million to pay out these 21 positions under the existing policy. Mr. Millican said this is correct. Ms. Kuebli said there are two different items under retirement – the Resolution which is available to non-union employees at an estimated cost of \$2.3 million over the next five years for 28 people. The cost of the accelerated retirement benefit available to both union and non-union is a double fill cost of \$2 million based on the current number of contracts.
- Chair Ortiz said this will be one of those costs that we can see and anticipate, but for which we can't budget because it's contingent. Mr. Millican said one way to budget for it, could be to designate the currently undesignated General Fund balance. The difference will be into which funds those costs will fall. It is a cost which is not in the budget, not set aside in a separate designation, which could impact available resources.
- Chair Ortiz asked if the administration is recommending or considering policy to avoid this in the future, noting one recommendation was to rescind the Resolution he sponsored. However, this doesn't deal with the double fill issue. Currently, retiring employees stay on the books until their sick/annual leave is exhausted and they then get a cash-out. Mr. Millican said that will be accrued at June 30, 2009, as an expense because it doesn't relate to services to be provided in future years, and the difference between this year's and last year's will be the impact on the General Fund balance.
- Chair Ortiz asked if the City Attorney or the City Manager has developed a proposed policy change to deal with this benefit currently afforded to City employees. Mr. Buller said they have been told, at least for hours accrued to date, because it is both in the union contracts and in the personnel rules for non-union, that these are accrued, and probably are a property right and that those can't be "yanked away" from those employees.
- Chair Ortiz said then the City has taken the position that for employees covered under the personnel policy, the sick leave hours are considered a property right, but not annual leave. Mr. Buller said yes, for those hours which have been accrued pursuant to the policy which has been in place for a number of years. However, this doesn't mean the City can't change the policy looking to the future. Chair Ortiz asked if there is movement by the administration to change that policy, and if so, when will it come forward and when it will be implement.

Ms. Kuebli said they are actively looking at a different program. It would be a general leave program and would eliminate sick leave, and sick and annual would be general leave. She said in July, retirement will move from 25 to 30 years because of the Legislative changes, and we need

to consider that. She would like to look at eliminating accelerated retirement somewhere in the future. She said a general leave policy would provide a property right and payment to individuals when leaving the City. The accelerated retirement benefit is at 50%. The problem in eliminating that are the union contracts, policies and personnel rules.

- Chair Ortiz said the main impact is by non-union employees. Ms. Kuebli said this is correct. She said the proposal would be to look at something January 1, or July 1, 2010, for a different program which would allow appropriate conversion for people who have been banking on accelerated retirement, and offering a different benefit plan to provide general leave and extinguish the accelerated retirement program.
- Chair Ortiz asked if there is language in the personnel policy designating sick leave as a property right. Ms. Kuebli said no. Chair Ortiz said then this is the opinion of the current City Attorney and Mr. Buller said yes.
- Councilor Calvert said the sooner we move to these changes, the sooner the impact on the budget, noting that the timing of the change is important.
- Councilor Wurzbarger asked if there is a line item somewhere in the budget, even though we can't predict how many will retire, with that amount. Mr. Millican said not at this time. Chair Ortiz said there should be a line item for those we know for sure are retiring, saying we know about the Fire Chiefs who are retiring. Mr. Millican said those costs would be accrued at the end of June 2009, and would affect the Fund Balance for the next fiscal year.
- Chair Ortiz said then we are approving a budget for the Fire Department, for example, which presumes they will have balance in this year's budget to pay for the contracts for all the Fire Chiefs who are retiring, and if not, the approved budget will be at a deficit from day one. Mr. Millican said it would be necessary to come to the Council to make the appropriations to accrue this at the end of this fiscal year, and he expects to do that on the actual amounts. There is no line item in next year's budget to accrue what might occur in FY 2009/2010.
- Councilor Wurzbarger said the only place we have to pay this would be from reserves, and we need a number there, and the source of those funds. Mr. Millican said at the end of 2009 we may have more or less revenue, and we would only go to reserves for the ultimate difference.
- Chair Ortiz said it seems we would want to get a policy in place soon, so we know clearly and specifically exactly when we're going to have to assume these payments at retirement. He said this leave is not a property right unless it specifically says so in writing. Mr. Millican spoke about his experience in California and legal opinions which provided to the extent that a City offered a health benefit program during employment, they could claim that they had a vested right in some of those benefits. Chair Ortiz said a benefit program is much different than ours and how you consider hours of leave.

- Councilor Trujillo asked how many hours of sick and annual are accumulated monthly. Ms. Kuebli said it depends on the union contract which has its own leave schedule. And then there are the personnel rules covering non-union, and it is based on the number of years of employment. She said sick leave is 10 days per year, calculated on the number of hours worked per pay period. She said there is a seniority schedule for accumulation of annual leave, and she can provide this, noting sick leave is steady at 10 days per year. She said you can only carry forward twice the amount you can accrue in a year, so there are limits, and employees must use any excess before the end of the calendar year. There is no cap on accumulation of sick leave which is part of the dilemma.

Ms. Kuebli said the proposed change would be a PTO program where you would change the accrual rates with fewer hours and, for example employees would earn two weeks per year at the first level. It becomes payable when you leave the City, but there would be caps in place to require employees to keep this at an appropriate level. There are various other leave days depending on the union contract the personnel rules.

- Councilor Chavez said the list of eliminated positions contain positions which have been vacant for two years in some cases.
- Councilor Chavez asked the status of the list of outside contracts which are being reviewed. Mr. Millican said this will be available to the Committee for consideration at the May 20th meeting, and will be provided on either the Friday or the Monday before the meeting. Councilor Chavez wants all of those included in the budget for the next fiscal year.
- Councilor Trujillo noted currently there are contract requests in the amount of \$3,089,564 for 2009/2010, with the City Manager's recommendation of \$2,909,564. Mr. Millican said this is for General Fund only, noting the larger contracts will be in the utilities budgets.
- Councilor Calvert would like a listing of all of the City's real estate holdings and the values.
- Chair Ortiz said a property inventory which was done two years ago on the Siler Road acquisition could be updated easily.
- Councilor Calvert suggested perhaps the City should look at liquidation of some of these properties which are not needed as one of the ways to balance the budget.

Chair Ortiz said the additional items this Committee would like to have are: contract review, City property asset management list and the compensation classification information.

Councilor Calvert said he would like to look at a strategy to increase property taxes, while decreasing the GRTs to see if this would give us less volatility and fluctuation, which would a more stead, consistent stream of revenue.

Chair Ortiz asked if there are additional items which are needed by the Committee to make budget decisions, and asked if this would be a long range item.

Councilor Calvert said yes, but he doesn't want to lose that idea and to continue forward.

Chair Ortiz asked what departments are in the Quality of Life Services.

Mr. Millican said we will go back to the old agenda, which are Community Services, Public Works Parks & Recreation issues, noting Land Use has been rescheduled. He asked if the Committee would like staff to do a brief overview of vacancy elimination issues.

Chair Ortiz presumes we will get into that in a department-by-department discussion, but said Mr. Millican can give a brief overview.

Mr. Millican gave a brief overview of vacancy elimination issues from materials which are in the Committee packets.

Chair Ortiz said there are three pages titled "anticipated vacant positions as of 06/30/09," which have been eliminated, which are funded and not filled, and included in the budget, and proposed to be filled. The next four pages are eliminated vacant positions which are on the books which will be eliminated. He said it is his idea to look at these by department and they can defend the proposed action.

BREAK 12:40 TO 1:05 P.M.

B. QUALITY OF LIFE SERVICES

Chair Ortiz said we will be discussing the new cluster Quality of Life Services which encompasses Public Works, which is a reorganization of the Parks Division and Community Services Department.

Chair Ortiz would like a brief presentation from the Departments as to where the reductions are, where the anticipate savings are, and the Committee then will ask questions. If the Committee has specific recommendations or items they want to see in terms of revised numbers, they can ask those questions. We will then approve the budgets at the end after we cycle through them.

Councilor Wurzbarger requested that the Director also include the impacts on service after identifying the cuts.

Chair Ortiz said the Councilors have been told by staff that they are trying to minimize impact on services to the public, but he's seeing cuts first in services to the public in Public Works and Community Services in these areas, but not cuts in positions.

1. PUBLIC WORKS

A copy of information prepared by Mr. Romero for the GCCC and the Recreation Division, is incorporated herewith to these minutes as Exhibit "3."

Chair Ortiz noted that at the previous meeting this Committee approved a recommendation which collapses the Recreation elements of Community Services and moved them into Public Works, and we asked Mr. Romero to come back with that recommendation.

Mr. Romero reviewed the information in Exhibit "3" relating to the GCCC. Please see Exhibit "3" for specifics of this presentation. Mr. Romero said his recommendation is to combine GCCC and Recreation, noting that together they spend about \$7 million and generate \$2 million, with a subsidy of about \$5 million a year.

Mr. Romero said one thing which isn't in the budget is his recommendation to move the Assistant Division Director to the MRC because the MRC manager is retiring, and to eliminate that position. He does want to fill the Recreation Division Director position.

The Committee members commented, made suggestions and asked questions as follows.

- Chair Ortiz asked if there are other positions at the GCCC which could be eliminated for a cost savings. Mr. Romero said no, all positions are filled. He is proposing combining all pools personnel, combining all of the Sport Leagues scheduling people, combining the outdoor recreation personnel and combining the facilities personnel into property control for continuity and a pool of trained people for all of the systems. He said 3-4 people are eligible for retirement and once they retire he will evaluate either eliminating those positions or using them in a more effective way.
- Councilor Wurzbarger asked Mr. Romero if he has thought about combining personnel in marketing, advertising, support secretarial services, communication. Mr. Romero said yes, noting he wants to build up the outdoor recreation component. He proposes to move a marketing person from Community Services to Public Works to do marketing for both Public Works and Recreation.
- Councilor Calvert said Transit proposes to eliminate its marketing position with coverage by Public Works. Mr. Romero said this will be combined as well.
- Chair Ortiz suggested moving all marketing positions into one pool, and not have it done on a department basis. He suggested collapsing all of the administrative managers into one pool to avoid duplication of services and positions. Mr. Romero said he going through the POL to see where each person will fit, and in the next year he will be moving to make the operation more lean to use less people to do more work.
- Councilor Calvert said Mr. Schiavo will be working to use stimulus fund to conserve energy and the type of energy use. He said since these funds need to be spent quickly, he believes there will be a

budget impact, and this needs to be considered. Mr. Romero noted that some of these recommendations are incorporated into the budget. Councilor Calvert asked if this will apply to all facilities and Mr. Romero said yes.

Chair Ortiz asked Councilors with questions, suggestions or further requests for information to give those to the departments.

Chair Ortiz said the Committee has requested complete organizational charts so we see where there is duplication of effort. Mr. Romero said he can provide that information.

Councilor Bushee arrived at the meeting

- Chair Ortiz asked if services for Monica Roybal will be moved from Community Services. Ms. Rodriguez said no.

2. RECREATION AND PARKS DIVISION

Mr. Romero reviewed the information in Exhibit "3" relating to the Recreation Division. Please see Exhibit "3" for specifics of this presentation.

The Committee members commented, made suggestions and asked questions as follows.

- Councilor Wurzbarger said to consider Mr. Romero's recommendation regarding pools system-wide, it would be helpful to have information regarding usage, for example, are we keeping a pool open all day for two people. She said her perception is that people go to a particular pool because they like it as well as its location, and perhaps we could have 2-3 hours of operation instead of none. Mr. Romero said he can get this information, but he needs time to thoroughly look into that and develop proposed policy.
- Councilor Calvert asked if it would be possible, if necessary, to provide a mix of City facilities hours and operations. Mr. Romero said yes, noting most of the costs at the pool are paying lifeguards and clerks. He said perhaps we could leave the weight room open, for example, even if the pool is closed.
- Councilor Bushee believes regarding swimming, it has to do with the facility. She believes the Bicentennial pool would be filled for lap swimming. She would like to see this pool open as much as possible. Mr. Romero pointed out with the limited manpower, there will have to be a balance and some services will go away if we are cutting personnel.
- Chair Ortiz asked Mr. Romero when he can provide a proposed organizational chart, and Mr. Robert said he will bring it to the meeting on Monday.

Mr. Romero reviewed the budget information for Parks from page 61 of Exhibit "1."

The Committee members commented, made suggestions and asked questions as follows.

- Chair Ortiz asked how many temporary positions he has. Councilor Calvert noted there are 7 full time and 20 temps. Mr. Romero hopes when times are better the positions can be filled, noting they could do more with more temps.
- Councilor Calvert said we are spending bond money to improve the parks, but if we don't maintain them, we have wasted some of that money. Chair Ortiz said then he has identified this as a priority which needs to be adjusted.
- Councilor Wurzbarger asked what once a week maintenance means in a park – will we lose plants, or she will get calls about weeds – what is the impact. Fabian Chavez said it is season-dependent. He said weeds aren't an issue at the beginning of the season, but will be at the end of the season when we get monsoon rains. He said, for example, they won't leave a park until it is brought to standards. He doesn't want to run around town all day doing a poor job everywhere. He said we could get caught in a diminishing returns situation.
- Responding to Councilor Chavez, Mr. Romero said there is a crew assigned to the watersheds, one to trails and the others are assigned to Parks. He said they also are responsible for the arterials, and last year he had 80 temps and used some of the CIP Parks maintenance funds for some of the temps. However, there will be significantly less, and depending on the weather, it could be an issue
- Chair Ortiz said the budget on page 61 of Exhibit "1" indicates \$8 million, but the actual budget document on 156 shows a figure of \$8.291 million, so it appears he won't have to make any of those cuts. Chair Ortiz said perhaps the City Manager deemed these positions to be important and those will be available, and the budget is up \$197,000 above his request. Mr. Romero said he will need to look closely at this to be sure.
- Councilor Chavez noted the difference between permanent and temporary part time positions listed in the "green book." Mr. Millican said the vacancy credit has been decreased from 6% to 4% and vacant positions are budgeted at mid-point instead of bottom step, so those are also pushing on the appropriation.
- Mr. Romero said many of the temps go to permanent positions in this department as well as other departments. Chair Ortiz said getting these people a permanent position where they're doing a good job should be a goal as well, instead of in other departments. Mr. Romero said they increased by five positions with the Railyard funds, and the goal was to increase by 5 each year for the next three years, but that isn't possible in the economy. Chair Ortiz said given the budget proposal it doesn't appear he will be losing positions.

- Councilor Chavez, referring to page 61 of Exhibit "1," it indicates cuts in vehicles, equipment and machinery. He asked if we are cutting too much and won't have the necessary equipment. Mr. Romero said there is never enough equipment, but it was generous in the current FY. He said if they are allowed to buy most of the equipment not identified for cuts to balance this year's budget, we will be okay next year. However, over time it won't be okay and it will catch up to us.
- Councilor Bushee said she sees Mr. Millican shift money for design costs and such from the bond. However she was told earlier, that there would be a way to use some of the bond money for maintenance. Mr. Millican said he is unsure about using funds from the G.O. bond. He said if there is a big renovation project, it could become a bond-eligible expenditure from the CIP/bond because you are extending the life of the asset. However, Park Bond proceeds cannot be used for day to day maintenance.
- Councilor Bushee said then we're using bond funds for renovation. Mr. Romero said he is trying to keep money in the community. He said part of the parks bond were approved to repair irrigation, replace turf and such, so they are hiring and paying people through our own crews to do that. He said he is watching the balances very closely to ensure we don't go over budget on any one park.
- Councilor Bushee asked if it possible to get rid of the little strips of grass along Alameda between the curb and the river, saying people don't use them. Mr. Romero asked what she means by "get rid of them." Councilor Bushee suggested replacing with crusher fines so we don't waste water and spend time fixing those.

Fabian Chavez said at this site on Alameda, the crew is doing irrigation repairs just for the addition of new trees to extend the boulevard parkway. Part of this is being done with a grant from State Forestry. He said concurrently, there is an RFP moving through the process to design six sections of the entire River Parkway which will be done in-house. The designers are being asked to come forward with any ideas for turn reduction and xeric, so some of that turf may go away.

Councilor Bushee would like to look for other places where you can put trees and shrubs instead of grass. Mr. Chavez said there is the option of a hybrid, noting there is a maintenance problem with crusher fines or gravel because you are throwing rocks into the street.

- Councilor Trujillo asked if the decrease of \$30,000 is just for one vehicle. Mr. Romero said he is unsure, and there might have been a budget, but he cut what he thought he could to achieve the 15%. Councilor Trujillo would like a list of all Public Works vehicles – year, make, model and mileage. He is concerned about the repair to some of the older vehicle.
- Councilor Calvert said we need more comprehensive management of all City fleets.
- Mr. Millican said the purchase of eleven park vehicles is on the agenda for approval at the May 18, 2009, meeting, and all are vintage 1994-1996 vehicles.

3. COMMUNITY SERVICES

Chair Ortiz noted Ms. Rodriguez's Memorandum is on page 24 of Exhibit "1," and the Community Services budget is on page 45 of the Budget Book.

Ms. Rodriguez said, after a very painful exercise by all division employees, they reduced their budget by 14.53% for the Department which does not include Recreation and the GCCC. Ms. Rodriguez reviewed the information in her Memorandum beginning on page 24 of Exhibit "1."

The Committee members commented, made suggestions and asked questions as follows.

- Chair Ortiz presumes that Human Services and the Arts Commission are having reductions because their funding depends on amount of GRTs, and if that is down, the revenues are down. Mr. Rodriguez said this is correct.
- Chair Ortiz said the City Manager had said they were not going to reduce positions where there would be a reduction in services in the public. He said it appears we are cutting services, but not positions – cutting tennis and gymnastic classes for kids at Monica Roybal, eliminating free use of the center by a dance group which cuts dance classes for kids, and eliminating a summer program site. He said you are cutting specific services for kids as the primary objectives in achieving the cuts. Ms. Rodriguez said these occurred because we don't have staff to provide those services, and this was done by contract.
- Chair Ortiz asked if there are administrative positions, not providing direct services, which are either vacant or available for reduction, so you can preserve services to the public at the expense of cutting administrative overhead. Ms. Rodriguez said there are not. She said Rick Anaya will be retiring at the end of the summer, and they are proposing to use that position to fund two youth service specialists.
- Chair Ortiz said Ms. Rodriguez needs to provide an updated organizational chart for Youth and Family Services.
- Chair Ortiz said Ms. Rodriguez had very good recommendations on the Recreation Division.
- Councilor Chavez noted the suggestion is to reduce the operation of the Community Gallery by \$96,000, and asked what is the current budget for the Gallery, noting he would like the information in the packet as the budget moves forward. He would offer an option to the cuts, to do a call for a qualified artist(s) who are showing their art in the Gallery to help staff in the space and operate under some sort of cooperative arrangement. He suggested, with regard to reductions in advertising and printed, that we look to "doubling up" with The Visitors Guide and the CVB in terms of advertising. He suggested that some of the printing be done in-house where possible.

Ms. Rodriguez said these suggestions have been made, and they also are discussing the possibility of using some of the Arts Commission interns to cover the space. She said there are

also the recovery funds to AmeriCorps volunteers. Councilor Chavez wants the current budget for the Gallery space, and a flow chart of funds generated to date from that space.

- Councilor Wurzbarger is concerned with a \$96,000 cut on a new facility which was starting to show promise, and wants to know the further impact on the important community gallery. Sabrina Pratt referred the Committee to page 13 of the green book. Ms. Pratt said when this budget was prepared, it was in advance of the completion and staff was guessing on budgets for advertising, printing, etc., and extra money was budgeted in the current year, so this cut is not as significant as it sounds and believes there are sufficient funds.
- Councilor Trujillo noted the Memorandum says, "The community services will be reduced by \$250,000. In addition the Commission will lose the 4223,000 allocation for after school programs." He asked what the after school programs do. Ms. Hathaway said the \$223,000 was a one allocation for various after school programs.
- Chair Ortiz noted the office manager salary of \$94,000 and a marketing & special events administrator position at \$71,000. He asked if she proposes to keep these positions in the current budget. Ms. Rodriguez said no, only the Office Manager, and the marketing position will become part of a special events group.
- Chair Ortiz observed that we will be keeping marketing positions and cutting program services for kids. Ms. Rodriguez said they were told that they could not supplement staff with monies for outside contracts. Chair Ortiz said it will be the Council's decision to determine where the cuts are made and allocate the savings to those programs we think are priorities.
- Councilor Trujillo asked, regarding the \$47,000 for league officials and monitors, if we pay them hourly. Ms. Rodriguez said to comply there are contracts and they are paid \$20 per game.
- Councilor Calvert asked if there is a discrepancy between her request and the recommendation for the CYC by the City Manager. Ms. Hathaway noted she put a memorandum in the Council mailboxes. She said staff was told to reduce the budget by 15% and they reduced by 18%. They were then told that the allocation would be reduced by an additional 15%, which she believes is a 33% decrease from this year to the next. Chair Ortiz noted the last reduction is because of the reduction in the GRTs, which is different from the cuts. Ms. Hathaway said she had already reduced her budget before the allocation reduction was made.

Mr. Millican said they were given an instruction to reduced, based on the lower level of GRTs that we were likely to receive, but the further reduction was that they were going to reduce the amount of that allocation by 15% to create more space in the General Fund. So, this was a deep cut.

Chair Ortiz said this is a policy reduction which could be reversed by this Committee.

- Councilor Calvert said many of the Children & Youth services are lifeline in the community and many people depend on them. He wants to restore it to 3% and find the difference elsewhere. He

said one of the candidates is the GCCC who has one of the biggest budget and biggest deficits, and this is one place to look. Chair Ortiz agreed, but said we need to look elsewhere as well. He said Councilors should keep a list of those and this Committee can give direction to staff to come up with a budget which reflects what we want a priority. Kids and services to kids are a priority.

- Councilor Trujillo asked why there is no recommendation for the kids' skating program. Ms. Rodriguez said that is an oversight, and the request from the Quality of Life Fund was not made, and they want to include this in the budget at this time.
- Councilor Trujillo noted in 2007/2008 there was exercise equipment maintenance, but no recommendation for the past two years, and asked if we got rid of this equipment at the Senior Center. Ms. Rodriguez said no, and they have relied on City personnel to repair and maintain the equipment. It is not in good shape, but it is safe for public use.
- Councilor Chavez asked regarding the Community Gallery, where is the staff person in the flow chart in the green book on page 13. Ms. Pratt said the budget for that position is in the other portion of the Arts Commission budget, 22103, so it doesn't show up here and this is just the operating budget. It is on page 10 of the green book, \$238,346 which includes all of the Arts Commission staff, the annual salary with benefits totals just more than \$75,000. She will be moving it into the other area of the budget because there will be a grant of \$250,000 to fund this. She said we don't know for certain if we will get the entire amount.
- Councilor Chavez asked what are the professional contracts. Ms. Pratt said those are for outside services such as preparation of the wall with experience in dry wall and taping to set up the Gallery walls. This will be done from time to time. She said honorariums for artists doing demonstrations, workshops and such is also in contracts. The food is for the openings..
- Councilor Chavez asked if money is in the budget for the Community Gallery for a webpage. Ms. Pratt said no, but they do have a page which is part of the general business listing. There is also a page at santafe.gov have pages there also.
- Councilor Wurzbarger she wants to work with the Committee with regard to cuts at the Library, saying any cuts will make a difference on what is available at the Library.
- Chair Ortiz asked if there is a savings in shifting schedules and determining when they are most used and not, so we don't have to fill a position to cover Saturdays. We can consider some schedule change to achieve those savings. Councilor Wurzbarger wants to find funds for a reallocation. Chair Ortiz said we can find the money if we put our heads together. Councilor Chavez said we could ask the public to help us to build the endowment fund to supplement operation and maintenance of the entire library system, and asked that information on the fund balance in the Endowment Fund be provided to this Committee.

Chair Ortiz said it would have been good to have had a Table of Contents in Exhibit "1." Mr. Millican said he would provide that for Monday's Finance Committee meeting.

C. PUBLIC SAFETY, UTILITIES AND QUALITY OF LIFE FOLLOW-UP

1. MUNICIPAL COURT.

Chair Ortiz understands there is a vacancy for bailiff and the Judge wants to keep that position, and does not want it to be eliminated, and Judge Yalman said this is correct.

Chair Ortiz asked if there will be any "CIP surprises." Judge Yalman said no, the remodeling is going well and believes it will be within budget.

Chair Ortiz said the City Manager proposed as part of the budget savings to fund only Public Defender, instead of two, and asked Judge Yalman her opinion.

Judge Yalman said they have operated with only one public defender, but she is requesting someone who can handle conflicts and vacation. Responding to Councilor Calvert, she said traditionally the contract has been with an individual.

Chair Ortiz asked if the District Public Defender's Office would be interested in contracting with us and those public defenders could do Municipal Court as well.

Judge Yalman said her belief is that they have no desire to do that.

2. FIRE DEPARTMENT

A copy of a packet of information relating to the Fire Department and the proposed annexation, including concerns and costs, entered for the record by Deputy Chief Salas, is incorporated herewith to these minutes as Exhibit "4."

Fire Chief Chris Rivera reviewed the information in his Memorandum on page 39 of Exhibit "1."

Chief Rivera noted he had left \$470,000 in the Inventory Exempt line item, which, after the property tax proceeds, was supposed to be used for medical and other equipment. He left that intact as the only funding for needs the new administration feels necessary for the next fiscal. However, these funds aren't on page 63 of the green book, and he is unsure where the funds went. He said this take available funds away, so there is closer to a 10% budget reduction.

Chair Ortiz asked Mr. Millican what happen to these funds.

Mr. Cal Probasco said it was transferred to Fund 5800 to fund the firefighters assigned to the Airport, noting previously that was funded from the CIP/GRT fund.

Mr. Millican said the difficulty is that the CIP/GRT is not a good, long term source of funds for Airport operations, and those funds were used in anticipation of scheduled service startup. The issue is to assure that the appropriate sources are supporting public safety, and there would be difficulty in the CIP fund.

The Committee members commented, made suggestions and asked questions as follows.

- Chair Ortiz understands there are funds in the budget to fund the positions and to fund the sick leave payout for the Chief's position, and Mr. Millican said this is correct.
- Councilor Calvert asked if using property tax revenue to fund fire protection at the Airport is a stopgap and if we will see something different long term. Mr. Millican said a long term strategy is needed, and this is more short term. Councilor Calvert said some of those funds were for equipment, so there is a double hit in that category in doing this. Mr. Millican said this is correct.
- Chair Ortiz asked if Fire Chief Designee Salas would like to address the elimination of an Assistant Fire Chief position. Deputy Chief Salas said she understands we looked closely to find a way not to eliminate this position to preserve the service to the public. However, she doesn't see any other way but to eliminate it. She doesn't want to go into the Chief position by eliminating positions we need, and all of the positions are critical to daily services.
- Chair Ortiz asked what services are provided by the Assistant Chief to the department or the public, if that position were to be eliminated. Deputy Chief Salas said Chief Bolleter is in charge of all of the IT within the department, saying they are now producing electronic reports so we can bring in new money. They have also gone to a Mobile Data Terminal which are in the vehicles so they can be more efficient at a fire scene, by providing information on the location of gas and electric. He also does all of the maps, record keeping in the department, as well as managing different services. Those duties would have to be given to other chiefs.
- Chair Ortiz asked, since we are exploring clusters and grouping, if those services could be provided by IT, Finance and GIS. She said they had needs beyond the scope of IT. They also have a telestaff program to better manage staff. She said it makes a big difference for the Department. The tasks can be moved around. Chief Rivera did this to avoid eliminating services.
- Councilor Calvert understands the dilemma, but he is always troubled when only one person knows things in a department and he likes redundancy. If you spread these duties, it makes the department more stable because you are not relying on only one person.

- Councilor Trujillo asked if there is anybody in the department who could take this over right away. Chief Salas said no, and those will be given to other staff, noting everyone is overloaded right now. She said Chief Bolleter was very busy when he took over these duties. She said it will be difficult as a new chief to spread the word load even more.
- Councilor Trujillo doesn't want to take 'two steps back.' Chief Salas said her big concern is about annexation. She handed out a packet of information expressing concerns about the additional costs and duties which will result from the proposed annexation [Exhibit "4"].
- Councilor Trujillo asked if the Department is okay with equipment, and asked if there are purchases needed for this year. Chief Rivera said for this year, we'll be okay.
- Chief Rivera said when he presented elimination of the Assistant Chief, a lot of the field people wanted the position eliminated, not because it wasn't valuable, but because of the person holding the position. It is a very valuable position, and the long term effects of this loss will be significant.
- Councilor Trujillo said there has been talk about sending one of his officers to the Police Academy, and this would help the Fire Department. Deputy Chief Salas said they are looking at this. She said there are Fire Inspector positions which aren't commissioned and they have had problems. She said this would be of help to the Department.
- Deputy Chief Salas said there is a Fire Inspector which is a position for short term rentals, but it is in the Land Use budget for now. She is concerned that it will be eliminated because it is vacant. Chair Ortiz said that is still to be determined.
- Chair Ortiz said it is a position, depending on where it is, because, according to the ordinance it is supposed to be paid for. Deputy Chief Salas said it is strictly for short term rentals.
- Councilor Wurzbarger said, regarding the position on the short term rental, she was skeptical about the need for this position, but she now understands the requirements on the Fire Department and they do have to have the position. She believes it appropriately should be in the Fire Department.
- Councilor Chavez said the City has been providing services outside the City limit, and asked the cost to do that. Chief Rivera said the negative impact was in emergency medical services, and that amount has decreased significantly since the County was forced to provide medical services at the Agua Fria Station. He said we are still trying to get impact fees from the County for the response into the County.
- Councilor Calvert said the City adopted a special tax increment for property tax, and asked as we annex new people will they be subject to that tax. Mr. Millican said he presumes tax levies would apply to all property within the City limits, but he would need this verified by the City Attorney.

- Councilor Bushee asked if the County followed through “after the tax, in terms of the delivery of service in some of those outlying areas that we have been delivering services to.” Chair Rivera said it did with the Agua Fria Fire Station, but he is not sure about Tesuque ambulance. He said the County is still working on Las Campanas. He said we do not provide services to Las Campanas unless the Agua Fria ambulance is unavailable.
- Councilor Trujillo wants to ensure we continue to work with the County to be sure the road improvements are made before the City annexes.

Firefighters Union

David Jenkins, President of the Firefighters Union, said he appreciates the opportunity to make suggestions. He said they didn't submit any suggestions. He said when the proposal for the ad hoc committee came out he met with Chief Rivera, and they decided it would be more constructive if they cooperated together and worked on the official Department suggestions. At the end of that process, if they still felt there were things they wanted to submit, they could do that on their own. He said all of their suggestions are included in what was submitted, noting there really aren't a lot of places to cut. He said it was a very cooperative and good process and he hopes this will continue into the future.

3. POLICE DEPARTMENT

Chair Ortiz noted that Council direction was that the Police Department wouldn't be subject to the same kinds of cuts and exercises.

Chief Designee Aric Wheeler reviewed Chief Johnson's Memorandum which is on page 50 of Exhibit “1.”

The Committee members commented, made suggestions and asked questions as follows.

- Councilor Calvert asked if the \$888,970 includes contains \$22,000 or \$150,00 from special events. Deputy Chief Wheeler said it contains \$22,000. Councilor Calvert is concerned about that area as well from a coverage perspective, and asked if it detracts from the manpower we try to maintain per shift. Deputy Chief Wheeler said it doesn't detract and it is additional staffing, and impacts the overtime budget. Councilor Calvert suggested we look at recovering more costs in this area. Deputy Chief said this doesn't include things such as Presidential visits where they incur more costs, noting they provided assistance in Espanola and the Community College/.

Councilor Bushee departed the meeting

- Councilor Wurzbarger said Mr. Gurule is working on a matrix on the total cost by event, and we should have that by Monday.

- Chair Ortiz noted there are 192 total employees, including vacancies. Deputy Chief Wheeler said there are 207 employees. Chair Ortiz asked why the Police Department is serving the public by having two administrators as Deputy Chiefs, and not more police officers. Deputy Chief Wheeler noted the Fire Department will have two after eliminating one position, and he only has two. The Deputy Chiefs oversee the administrative and operation sides of the Department, and this oversight is necessary to keep the Department moving forward.
 - Chair Ortiz noted, historically, one of the Deputy Chiefs has been in charge of operations, the force and the other is in charge of administration. He said there are 11 positions which are administrative, so there is one Deputy Chief who oversees 190 people and one Deputy Chief who oversees about 11 people.
- Deputy Chief Wheeler said this is incorrect and provided a copy of the current reorganization chart which indicates the coverage of the Deputy Chiefs. *[Note: a copy was not entered for the record]* He said this is the proposed reorganization and clarifies the lines of responsibility.
- Councilor Calvert said it would help to include the numbers of position that they oversee on the chart.
 - Councilor Wurzbarger would like follow-up information with regard to what percentage of the budget is under administration as opposed to field operations.
 - Chair Ortiz noted this reorganization chart clarifies that some of the administrators are officers who are providing services to the public. Deputy Chief Wheeler said Lts. and above are considered administration, so Lts. are actually working in the field daily with their teams. Captains oversee the majority of what is happen in the fields and serve as the designees when he needs for them to deal with something in the field.
 - Councilor Wurzbarger said many times commissioned officers are doing things which could be done by someone who is not, and asked if he is giving thought to revisiting this issue. Deputy Chief Wheeler said they have considered these things, and it came up in the first session. The problem is that the general public would prefer to have an officer involved. Additionally, some of the funds tied to some of these programs, noting the GRET grant requires a full time commissioned officer to receive funding, although that officer could do other programs.
 - Councilor Chavez noted that some of the stimulus funding for programs require a commissioned officer fulfilling those duties.
 - Councilor Wurzbarger asked if someone who is not a commissioned officer could require the function, provided there is a commissioned officer supervising that person. She would like the Deputy Chief to look at spreading the capacity creatively. Deputy Chief Wheeler said he will look at this to see where this can be done. Councilor Wurzbarger said she has a particular concern about the Neighborhood Watch groups.

- Councilor Trujillo wants to meet with both the Fire and Police Chiefs to see where they're going, and really talk, and invited Councilor Wurzbarger to attend the Public Safety Committee meetings.
- Councilor Calvert said, if adopted, the False Alarm Ordinance, would avoid wasting some of their time and use resources better.
- Councilor Trujillo asked if there is someone on staff who writes grants. Deputy Chief Wheeler said Carol Horowitz, Domestic Violence Coordinator has a huge amount of expertise in grantwriting and he has worked with her on the vast majority of the grants. He said he was unable to get information on the pending grants, because she is out of the state. Councilor Trujillo said he would hope she shares her experience with the Fire Department. He would like to start discussing McGruff Houses in Santa Fe.
- Chair Ortiz asked if the costs of double-filling the upcoming retirements are included in the budget. Deputy Chief Wheeler said Deputy Chief Montano won't be with the department much longer, but he doesn't have a great deal of leave accumulated, but Chief Johnson and Captain C de Baca will. He said Captain Leyba is maxed out. Chair Ortiz would like Deputy Chief Wheeler to check on this.
- Chair Ortiz asked Deputy Chief Wheeler about the idea of putting Code Enforcement under the Police Department. Deputy Chief Wheeler said he hadn't heard about it. He said he can see where it would be effective, but he is concerned about where they would fall in the organization chart, and where they would be housed.
- Chair Ortiz said in looking at policing models in other communities, Code enforcement on vehicles, weeds and such, often allows the Police Department to uncover other kinds of activities that are happening in neighborhoods. It is a way of putting all of these things together as a cluster.
- Councilor Calvert said there is the issue of graffiti and the link between that and crime. He said there are coordination problems between the abatement people, arrests, convictions and such, and believes the Police Department is a very logical place for this.

POA

Detective Valencia said he perceived no potential contract violations with the Chief's proposed budget cuts.

4. WASTEWATER

Mr. Millican said this is intended to be a follow-up to the presentations on May 4, 2009.

Chair Ortiz asked Mr. Kassisieh if he has additional numbers to justify a rate increase.

Mr. Kassisieh said the Division has enough money to operate, but there are not sufficient funds to pay the debt service.

Chair Ortiz asked if this is the reason the bonds for the treatment plan have seen a reduction or because we mis-budgeted, and asked the reason for the shortfall.

Mr. Kassisieh said there are reductions in almost everything – GRTs, interest on funds is down from \$338,400 to \$56,656, UECs from \$558,000 to \$202,000 because people aren't building as much, grants have increased from \$532,000 in 2007 to \$580,000 in 2009. He said the insurance has decreased from \$570,000 to \$385,000 in 2009, because we have been maintaining good sewer lines and there aren't as many stoppages.

Chair Ortiz asked Mr. Kassisieh if there are additional capital improvement projects in the near future which will further increase the debt service.

Mr. Kassisieh said in the next five years he has planned CIP projects of \$20 million, depending on funds from the stimulus package, otherwise, we can wait ten years.

Chair Ortiz said we were required to make improvements to the treatment plant to comply with the unfunded federal mandates, and to update an aging facility, and we've done that.

Mr. Kassisieh said the City has been doing that since 1995, and spoke about the improvements which have been made. He said a new headworks was built which can handle up to 13 million gallons which went on line in 2001, the composting facility went on line in December 2007, and we are now adding clarifiers, dissolved air flotation and replacing the iron pipe with stainless steel which should be done by the end of September 2009. He said we are now good for ten years.

Chair Ortiz asked if there is another financing method, other than rate increases, which would provide a steady source of income to retire the bonds which have been issued.

Mr. Kassisieh said one way would be to get payment for the treated effluent, noting that he is receiving negligible fees. He said the only paying customer is Las Campanas, and we are giving the Country Club 700,000 gallons a day and the race track 72 million gallons a day.

Chair Ortiz said the Pueblo of Pojoaque is hitting the Northern New Mexico Soccer League for increase in fees, telling them that because of the increase in fees by the City.

Mr. Kassisieh said we did raise the fees, noting when the water rates increase, the effluent rate is increased automatically.

Mr. Kassisieh said the Pueblo calculated last year that it will pay only \$3,000, but they owe \$40,000, noting the attorneys are dealing with this.

Chair Ortiz said this needs to be discussed in terms of contract compliance.

Mr. Kasssieh said the Horse Park is no longer receiving effluent, and there is a dispute with them and the attorneys are working on that. Responding to Councilor Chavez, Mr. Kasssieh said the Horse Park owes approximately \$189,000.

Mr. Kasssieh said he will be selling compost to Parks & Recreation at ½ price. Responding to Chair Ortiz, Mr. Kasssieh said the MRC does not pay anything. He is working with the DOT. He said he is working with Chevron to sell composting.

Councilor Calvert said there was no Memorandum from Mr. Kasssieh regarding 10% cuts which could offset existing.

Chair Ortiz said we instructed departments not to talk about revenue enhancements, indicate where cuts were to be made, and Mr. Kasssieh has said he can't cut.

Councilor Calvert said if Wastewater doesn't cut, then someone else has to cut more, and he believes Mr. Kasssieh needs to make an attempt to do that. The Council will decide whether or not to cut.

Mr. Kasssieh said there is a standby crew that goes out at night when there is a problem, and that can be cut.

Chair Ortiz said he is ready to do that, and asked Mr. Kasssieh to submit the numbers for consideration for a 10% cut by May 20, 2009, as well as an organization chart.

5. SOLID WASTE

Chair Ortiz noted three proposals for rate increases for Solid Waste have been introduced, and asked if the budget is contingent on any of those rate increases.

Mr. DeGrande said it is not, but the budget shows a \$700,000 deficit because of the increase in tipping fees, and the proposed rate increases are to cover those additional costs over three years.

Chair Ortiz asked if there is a contingency if none of those rate increases are approved.

Mr. DeGrande said \$750,000 is budgeted for three new trucks, and those trucks won't be purchased until they see whether or not there is a rate increase, and that will cover this year's tipping fee increase, but will not cover the 2011 increase.

Chair Ortiz said then he is identifying capital cuts to balance the budget, with no operational cuts.

Mr. DeGrande said this is correct. He said they are looking to the Phase 1 annexation, which he will do within the existing budget, and he plans no expansion expenses. He said they are completing a hard audit of all of the businesses, and a hard count on the houses which isn't 500, it is 700. He said Phase 2 is another story .

Chair Ortiz requested an organizational chart from Mr. DeGrande, and Mr. DeGrande said he did submit one.

Maya Martinez said it was submitted with the budget, and she will get copies to him.

6. WATER COMPANY

A copy of the Organizational Chart for the Sangre de Cristo Water Division is incorporated herewith to these minutes as Exhibit "5."

Councilor Wurzbarger asked Mr. Snyder to review Alternative 1 and Alternative 2.

Bryan Snyder presented information from his Memorandum of May 6, 2009, which is in the Committee packet, pages 70-73 [Exhibit "1"], noting Alternative 1 is the recommended alternative.

The Committee members commented, made suggestions and asked questions as follows.

- Councilor Calvert said he understands the vacancy credit is coming mostly from operating for the Buckman. Mr. Snyder said there are 29 vacancies, and about half of those are for the Buckman. Councilor Calvert said he has a problem with the figure, because the Buckman was increased by \$180,000 to compensate for not having staff ready, to pay an outside service. He believes some of this needs to be deducted for it to reflect the bottom line.
- Mr. Buller said it will be difficult to make some of these recommendations work, because either we have to grow into the Buckman or use that same amount of money to go into an O & M contract, so he doesn't think those savings are real. Mr. Snyder agreed, saying this is more an exercise.
- Councilor Calvert noted the Memorandum indicates water rights acquisitions as essential. He asked if this will continue to be a priority, given that we will be competing with some of the annexation properties and the elements of the water budgets. Mr. Snyder said this is one prong of a balanced approach, noting development currently is at a standstill. He said when development begins recovery that definitely would be a topic of discussion. He also is hearing that people don't want to sell water rights to the development community and prefer to sell to the City.
- Councilor Calvert said the City will always be receptive to purchasing water rights, but he is concerned about the costs to get clean water rights, which could be costly, since we could accomplish the same thing through conservation which we don't have to fund. Chair Ortiz said this discussion needs to happen at Public Utilities. He said while this idea makes sense conceptually, practically in real time, if the City adopts the new water budget ordinance, the City doesn't have the authority to piggy-back on requirements of developers and build the City portfolio with developer monies. He said people want a living river, but we need the water rights to allow the water to float freely, and said the City would have to buy those water rights and we need the money for a living river, and/or economic development and developments the City wants to do.

He said the City has fallen behind in purchasing water rights and we need to catch up, or be left behind.

- Councilor Calvert said he believes some of the portfolio can be built through conservation. Chair Ortiz said we also need to acquire water rights for City use, or that possibility will wither away.
- Chair Ortiz thanked Public Utilities for its organizational chart [Exhibit "5." Councilor Wurzburger would like to have names on the organizational chart in the future.

D. COMMUNITY INVESTMENT SERVICES AND LAND USE

1. PARKING

A copy of "Parking Division Organizational Chart 2009/10," is incorporated herewith to these minutes as Exhibit "6."

The Committee members commented, made suggestions and asked questions as follows.

- Chair Ortiz said we need to rethink how we do parking downtown, because doing rate increases is more trouble than it is worth. At some time we need to have a hard discussion about this. Councilor Chavez thought the \$2 at the Railyard was reasonable. Chair Ortiz said it isn't just about that. We have built facilities to be paid from a shrinking revenue base, so we will continue to run deficits. It isn't the dollar amount necessarily, it is the approach we've taken. We continue to have complaints about the rates and issues about enforcement.
- Councilor Chavez said it is about the dollar amount and the message we sent, commenting that we adjust the rates because of one entity for one day, Saturday, which doesn't make sense. We are adjusting rates on whims. He believes it is a larger problem, and we're faced with having to service the debt.
- Councilor Wurzburger said our issues are local, noting our rates are low compared to other cities. She doesn't believe we would have a huge complaint from tourists and people using the parking over the summer. Councilor Calvert noted he previously suggested a hybrid.
- Mr. Hon there are expenses which will put his budget into deficit, but he will balance the budget using enterprise cash reserves. He said the State hit the City for GRTs on parking for the first time ever, and we now have to budget this expense. He said we can create hybrid programs for parking, for example charging rates based on where the parking is available. For example, the meter rates around the Plaza at a higher rate, while in other areas at a lower rate. He would like to look at all available programs, speak to other cities and combine them and see what would fit in Santa Fe.

- Councilor Wurzbarger said we will take the suggestions which we agreed to previously, and give you some time to see how they work. She's fine with that. Councilors Calvert and Chavez agreed.
- Mr. Hon suggested we don't look at the Railyard for at least a year to see how things progress. He said he is willing to meet with merchant groups with regard to programs to offset costs of new parking. Chair Ortiz said the merchant groups are the tenants. It is the property owners who will pay for some of the public improvements we've done to keep people coming downtown, and to keep the profits up for merchants around the plaza, noting they haven't contributed to this. Mr. Hon said there are ordinances, for example, for fee-in-lieu to help offset costs of building or creating more parking. Chair Ortiz said it can't be retroactive. Councilor Calvert said there has to be a way so they can't pass the costs on in increased rent.
- Councilor Chavez asked if the driver/attendants are for the for Santa Fe Pickup shuttle. Mr. Hon yes, there are two full time drivers. The four driver-attendants are part time who can drive as well. He noted it is not necessary to have a commercial drivers' license with a P endorsement, if they don't go above 18 seated passengers, but they do have training in driving a van.
- Councilor Chavez said he would like a spreadsheet on this new endeavor – amount spent to date, the ridership and such. We need to look ahead to see how to subsidize that fund/service.
- Chair Ortiz asked why the City can't charge for Santa Fe pickup. Mr. Hon said there nothing preventing that. Chair Ortiz said it currently is funded on a grant from Regional transit. Mr. Romero said staff is thinking that can happen by September/October, although that would be a "Drop in the bucket" on operations. It might cost more to count the money, than to subsidize the shortfall.
- Chair Ortiz said we continue to subsidize transit, but there is no discussion on efficiency in transit.
- Councilor Chavez noticed it might be free to riders, but it's not free to the City, and we will have to subsidize this, so he wants to know how that should be done.
- Mr. Romero said this is in parking because the idea was to have free shuttle service, but if it is moved to Transit it can't be free. Councilor Chavez understood this was to be done only during construction to get employees to work. Councilor Calvert said it was part of a bigger plan to shuttle people from outlying areas. Mr. Romero said it really is a a Rail Runner service and should be paid by the Rail Runner, so it is appropriate to be paid from the tax which was passed.
- Chair Ortiz said Parking and Transit have a mutual interest and relationship, and questioned why they are segregated, noting he sees real savings in combining them. Councilor Calvert noted that Transit has to abide by certain federal regulations, to which parking isn't subject.

2. TRANSIT

Jon Bulthuis presented information from the materials in the packet on page 59 [Exhibit "1"].

The Committee members commented, made suggestions and asked questions as follows.

- Councilor Calvert said it is sort of puzzling that the NCRTD is willing to fund expansion, while being willing to let us cut connections to some of those expansions. He said we need to impress on them how the system has to go together, and you can't add in one place and cut in another and expect it to work as a unit. Mr. Bulthuis said staff is making that opinion heard at the meetings, noting there are strong representatives on the Board from the County and the City that are "watching that ball." This is an ongoing discussion, but the RTD has made no legal commitment to transfer funds to the City.
- Chair Ortiz said the RTD has made representations to honor the commitment, but they haven't signed off on that. They haven't backtracked, but haven't committed to it formally. Mr. Bulthuis said there have been discussions which would lead folks to believe it might or might not happen. However, at recent meetings, they have committed strongly they will follow through on the resolution adopted by the board.
- Chair Ortiz referred to the new route which will serve #599 is all in the County which is being absorbed in the City budget, and asked what has been done with the County and if there are funds over and above funding the position. Mr. Bulthuis said they have funded one transit route in the County which runs between the City and the County. The City received a six month grant from Los Alamos County to start the new route to bridge until the RTD tax revenue is collected.
- Chair Ortiz asked if the County has funds dedicated for transportation for commuter transit projects. Mr. Bulthuis said they have some, but their goal is to look at the RTD tax revenue as a way to continue the new route.
- Councilor Calvert said, since we might get some of the RTD tax money, it would be helpful if Mr. Bulthuis would prioritize cuts, or to show where those funds could be used to offset some of the service reductions.
- Councilor Wurzbarger asked what is M and 5. Mr. Bulthuis said M is the route to Museum Hill and 5 runs primarily on St. Michaels and along Agua Fria to the transit center.
- Councilor Calvert said there is "chicken and egg," there because the ridership is down because of infrequency of service. Councilor Wurzbarger said it is also the location and who rides the buses. She said transit doesn't pay for itself, and it never will. Councilor Calvert said it is a service the City provides for the community good which don't pay for itself.
- Councilor Wurzbarger said she believes the proposed cuts won't bother many people, because these are busses which run almost empty about which the public complains.

- Chair Ortiz said this one of the questions where whether the cuts correspond with what is in the budget. Mr. Bulthuis understands the vacancy credits have increased the personnel budget, so it is difficult to answer this because he is unsure what other changes were made.
- Chair Ortiz noted on page 168 of the Budget Book, it appears \$6.6 million is recommended for funding, although Transit is showing only \$5.3 with a decrease of \$795,000. Mr. Romero said Transit has a budget of \$11 million and the \$5.3 is from the General Fund, and the balance comes from grants and fare boxes. He said he needs to sit with Finance and reconcile.
- Chair Ortiz said what the departments did in the exercise differs from the City Manager's recommendation which we are being requested to approve.
- Councilor Calvert thanked Transit for coming up with the 15% cut as requested.
- Chair Ortiz said he hopes in the future Transit becomes something more, multi-modal, besides big buses, some empty and some full.
- Councilor Calvert said Transit is looking at smaller buses in the future for some routes. Mr. Bulthuis said this is correct, and the first installment will be delivered in June. He said he wants to stick with a complete C&G system, and could get that only recently in smaller buses.
- Chair Ortiz asked when those come in, to give credit to Councilor Heldmeyer who pressed that issue.

3. CVB/SANTA FE COMMUNITY CONVENTION CENTER

A copy of "SFCVB-SFCCC Organizational Chart," is incorporated herewith to these minutes as Exhibit "7."

Keith Toler presented information from his Memos of May 5 and May 13, 2009, with attachments, beginning on page 77 of the packet [Exhibit "1"], noting the CVB has an enterprise fund which is expected to generate money to run that side.

The Committee members commented, made suggestions and asked questions as follows.

- Chair Ortiz asked Mr. Toler if outsourcing the mail room if he means privatizing. Mr. Toler said that is to outsource the mail room function – delivery of brochures and people who put stamps on the envelopes. He said the State uses the Prison to do this.
- Councilor Chavez noted we pay the State for the Visitor Center in the Lamy Building. Mr. Toler said that is under Professional Contracts, as a \$25,000 contract, we've been paying for years to offset the cost of personnel at the Lamy Building. Councilor Chavez asked if we need this service, since Mr. Toler is working toward a 7-days a week accessibility. Mr. Toler said yes, and the more

visitor center locations the better. Councilor Chavez asked if we can eliminate that service and still get the message out by using our facility and the existing staff. He sees this as another savings and should be an option for consideration.

- Mr. Toler said we investigated privatization of the CVB as another option, and how to increase the amount of marketing and promotions with the same fund. He said it's something we should consider and weigh the pros and cons, noting it is option 2, with the same contribution by the City, with the additional possibility of other sources to increase marketing and promotion of the City.
- Chair Ortiz asked who looked at the privatization as an option. Mr. Toler said this was discussed by OTAB. He said 90% of the CVBs across the nation are private organizations, noting Albuquerque is a private organization. He said the Board looked at the different funding mechanisms and organization of this.
- Chair Ortiz observed that he doesn't favor privatization.
- Councilor Chavez said we are inching that way a step at a time, noting the Council just approved a contract with someone out of state. He said he would rather do more of this in-house.
- Councilor Calvert suggested it might be a valuable function to have Nick Schiavo do an energy audit of the Convention Center. Mr. Toler said the utilities budget also includes the parking garage, and the Parking Division will now start paying its portion of the electric bill.
- Councilor Wurzbarger expressed concern in eliminating the position of Cultural, Arts and Tourism 100%. She believes we need someone to work with the City, and is concerned those duties are being assigned to others who have a lot of responsibility. Mr. Toler said \$20,000 is budgeted in professional services, for a person to do the Heritage Tourism, UNESCO World Heritage Sites as well as the new Heritage Tourism website. He said he is looking to have that person to assist in the Cultural Arts Program, rather than hire another person.
- Councilor Chavez believes the Arts Commission and Economic Development need to play a role in this, noting this promotes tourism from a different perspective, recognizing the history, culture and the cottage industries which should play a big role in this. He spoke about the issue with the State Museum System entering into contracts with out-of-state manufactures to produce a product already produced here. He said outside contracts may cost less, but those don't always achieve the goals we want to achieve.
- Chair Ortiz said he has a lot of questions, but he hasn't looked at the coordination between the memorandum and the options, and the line items in the green book. He believes that Mr. Toler is trying to take from the operational side and increase the focus and emphasis on the sale side, but he needs to look at the numbers to see what he has actually done. Mr. Toler said these are two separate funding streams, and described those.

- Chair Ortiz asked Mr. Toler if he has sufficient operational resources to perform the functions. Mr. Toler said he recently obtained the second convention services person which will be a big help. Chair Ortiz asked what will happen to the two temporary positions. Mr. Toler said those are “set up” positions and not services positions and are basically the laborers. Chair Ortiz asked Mr. Toler if he has sufficient personnel. Mr. Toler said his big concern is not having a female custodian and they have to shut down the womens restroom for the men to clean.
- Councilor Calvert asked if the budget contains staffing at the Railyard. Mr. Toler said no, but the four information specialists could be used with strong work on scheduling.
- Councilor Chavez noted dotted lines drawn on the organization chart which he believes represents some crossover between marketing and advertising and the operation. Mr. Toler said once a piece of business leaves sales, it goes to service, and service coordinates between the sales team and the client and what operations actually can provide, and the reason for those links.
- Councilor Chavez said there has been discussion about consolidating all custodians and assigning them to different facilities throughout the City, rather than being assigned to a particular building. He asked if that would help. Mr. Toler said yes. Mr. Buller said there have been discussion with Human Resources and with the reorganization of ASD as to where it might fall. He said there are funding and personnel issues involved with that, so it hasn't been sorted out. He said they would like to consolidate in such a way that there aren't so many hours and places of operation, so we can start moving people around as needed. He will have to come back later with this request.
- Chair Ortiz said this was part of the discussion on May 4th and it was approved. He said we were told that the coordination still needs to be done. He noted we will have this discussion when we talk about facilities/building. Mr. Buller said the new organizations will put these with Buildings, but some of the custodians can't be brought into the system right away.
- Councilor Calvert quoted from Mr. Toler's Memorandum, “These cuts to human resources would result in about a 20% reduction over the previous year,” and asked if this the overall budget. Mr. Toler said it is the overall budget. Councilor Calvert said if a department director has made the requested reductions or more, that we should give them the freedom to work within that and not “second guess” them.
- Councilor Calvert said he would like a summary sheet of the recommendations, and whether those have been included in the budget. Mr. Millican said staff will get back with that information.
- Councilor Wurzbarger said when people visit Santa Fe, it is culturally appropriate to give them a gift. She is concerned that Mr. Toler is saying if he didn't have to do that, he could save \$70,000. However, it affects how we interact with visitors and dignitaries. She said we can look at different ways to do this, but this just can't go away, or there will be repercussions. Mr. Toler said that line item was only cut by \$20,000, and there is still \$50,000 for that purpose.

- Chair Ortiz said no amount, however small, is trivial, and believes it is our job to “second guess” staff in approving a budget.
- Mr. Toler noted that they only cut OTAB 15%, and OTAB agreed to that. He said his projections of Lodger’s Tax were lower than those of the Finance Department, so that gave a buffer.

4. AIRPORT

Chair Ortiz said there was no Memorandum for the Airport.

Mr. Romero said he didn’t do one because the Airport is so tight, and there were no cuts, clarifying that there was an overall reduction of 15% in the entire Department including the Airport.

Jim Montman reviewed the Airport budget on pages 172 and 173 of the Budget Book. He noted the single largest line item in his discretionary budget is \$90,000 for services of other City departments. He said this is the reason it was difficult to find a place to cut. He said there is a lot of stuff going on right now at the airport: Fire Department Building at \$2.5 million, Taxiway improvements at \$1.1, ½ of which is stimulus funds and ½ Airport Improvement grants, and he is going to bid next week on a project funded by the Airport Improvement Program at \$2.5. There are still funds if another Airport wants to come in.

Mr. Montman said the Transportation Security Administration decided “out of the blue,” not to reimburse the federally mandated security program unless we have commissioned law enforcement officers on board, and he is fighting this at the highest level. He said this would make the operation more expensive. He will keep the Council informed on this, noting this is a federal mandate for airports that have contract security at the screening checkpoint.

He said ticket sales are looking strong for American Eagle, and Santa Fe leads ticket sales for all airports opening on the same day. However, he spoke with people from American Eagle earlier today, and it was made clear that Santa Fe isn’t providing the financial support that all other cities do. He said they aren’t asking for money, but just saying we have to work with them. He said they really want to be here, but other cities pay \$1-\$2 million out of pocket to get this service, and we’re at \$67,000 plus a grant.

Responding to the Chair, Mr. Montman said Roswell paid \$1.4 million to get this service, most of which came from supporting organizations in the business community and surrounding counties. He said he isn’t being critical, but this is the way it is and the only reason we are in a 60 day test period is because they aren’t certain of the commitment.

Councilor Wurzbarger asked what we need to do.

Mr. Montman said we need to support the service to point where it is successful, and they are ready to add destinations and flights now.

Councilor Wurzbarger asked what is the bottom line.

Mr. Montman said we need to have people coming into Santa Fe and flying out of Santa Fe as well. He said in non-tourist times we have to have support from LANL, the state and other travelers who utilize air travel, noting 240,000 to 250,000 who fly out of Albuquerque who could be leaving here. He said we need a stable base year round. The only way we can do that is through promotion and making people aware.

Councilor Wurzbarger asked if there is a budget proposal for promotion.

Mr. Montman said there is only \$500.

Councilor Wurzbarger said then the only way we can do this is to use Mr. Montman's expertise and to work with an outside group to make this happen.

Mr. Montman said he is working with Housing and Economic Development and the Convention and Visitors Bureau, neither of which has a budget for this. He said our letter of intent said we would do local marketing. He said we clearly are an inbound destination, but we need help with outbound destinations.

Chair Ortiz noting the City has a host of marketing, media and press people and we can use their services in-house.

Councilor Wurzbarger wants Mr. Montman to develop a campaign right away to do this, and believes we can figure out a way to do this.

Councilor Calvert said we also need to get State resources as well as the Chamber of Commerce and have a real community wide effort.

5. HOUSING AND COMMUNITY DEVELOPMENT

Chair Ortiz said the budget is on page 41 of the Exhibit "1," noting Ms. McCormick's memorandum was good, very detailed and thoughtful.

The Committee members commented, made suggestions and asked questions as follows.

- Chair Ortiz said this department made cuts which were more substantial than 15%. However, this department is deserving of innovation funds, and asked how much of that money will result in less savings than they proposed. Mr. Millican said he doesn't know, but it is expected that fund will be based on proposals for innovation solutions.
- Chair Ortiz said this department has project ready programs, and asked what kinds of stimulus funds we could expect. Ms. McCormick said they have proposals which are in the CIP, largely focused on what Mr. Schiavo is doing. There is one coming forward for CDBG for recovery funds and they are working with Parks to put solar lights in some of the parks.

- Chair Ortiz would like a listing of stimulus/CDBG/renewable energy projects. Mr. Millican will provide that, noting it will change because opportunities will arise throughout the year.
- Chair Ortiz noted \$2 million was set aside for foreclosed houses and asked the status. Ms. McCormick said the contracts are being signed, and currently they are working on the pre-qualifications for the organizations which would have access to those funds, including the City, but it is ready to go. She noted they aren't finding many foreclosures in Santa Fe, but there are land lots going into foreclosure which we may buy under this program.
- Councilor Chavez would like to look at properties on the market for a reasonable price. Ms. McCormick said these particular funds are only for foreclosures. Councilor Chavez said if we don't use the money, does it go back. Ms. McCormick said the goal is to spend the funds and then got to the State balance, noting staff will see that we don't return funds.
- Councilor Chavez noted a reduction of the budget for RPA from \$100,000 to \$85,000, and he would propose to eliminate this completely, or fund only \$50,000. He said there is some duplication and confusion about the RPA and its new role in transportation, when we have the Metropolitan Planning Organization.
- Councilor Chavez said there was earlier discussion about the elimination of the Cultural Planner position in the CVB budget. He asked how we can make a stronger connection between promotion of tourism, economic development and the interdepartmental team effort hoped to do. Ms. McCormick said her staff worked closely with Public Works, Joyce Bond, the Arts Commission and Laura Banish. Ms. McCormick said this is happening now, and we can add to it and work with the other divisions in this regard. Councilor Chavez reiterated his thoughts about marketing our locally made items.

F. DIRECT STAFF FOR FOLLOW-UP AT MEETINGS OF THE 18TH AND 20TH

Chair Ortiz said the balance of departments and divisions will be heard on Monday – the balance of Public Works, Land Use and General Government, and then on May 20th the Committee will be considering approval of the proposed budget.

Ms. Kuebli said she could be prepared to address the issue of accelerated retirement on Monday, and she will run the numbers to see who is in the window for retirement, which would help her to make better recommendations.

Councilor Calvert said the timing of the recommendation will impact the funds to be paid in this year.

Ms. Kuebli said she has some long term goals to consider general leave, and eliminate sick and annual leave.

Chair Ortiz said this Committee has been concerned about whether the budgets contain funds for the accelerated retirement. He said if we had the Compensation and Classification Study we could eliminate a lot of positions, noting there are supervisors for 2-3 people. He said we need to know what the hit on the budget will be with employees opting for accelerated retirement.

Councilor Calvert said we need the information in time to look at it and be able to respond, saying it might be better to schedule this on Wednesday.

Chair Ortiz said we can't change a policy as a part of the budget, and it will be necessary to introduce a Resolution to go through the process.

Ms. Kuebli said the City Manager policy is not subject to the Governing Body and that policy could be eliminated. She said there are two elements. One is a rule and regulation and the Governing Body could direct staff to examine a rule. And there is a whole set of policies which are completely separate from that which provide further interpretation.

Chair Ortiz said if the accelerated retirement has always been a City Manager policy, and it is not in the personnel rules, there is no chance that it is a property right.

Ms. Kuebli said there is a link between the two.

Chair Ortiz said he was told it was necessary to adopt a Resolution.

Councilor Buller said Ms. McCormick's Memorandum poses a question about critical projects and programs, and lists annexation at the top of the list of Essential Services and Goals, saying it is essential because of the Settlement Agreement. He said departments are raising red flags about things which are required in the Settlement Agreement. He would like staff to work with departments to get everyone on the same page of the Settlement Agreement.

Mr. Buller agreed, and he has been talking with the departments, but it is such a big project he's not ready to go now. He has told the departments that it is policy which is expressed through a Settlement Agreement.

Chair Ortiz said he isn't opposed to having the departments pick apart the policy decisions we make. He said it is our job to make policy decisions. He said departments can do efficiencies now to prevent this from becoming a burden.

Chair Ortiz said we will continue with the agenda in conjunction with Finance Committee meeting on Monday, May 18, 2009.

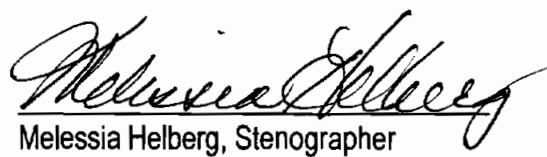
6. ADJOURNMENT

The meeting was adjourned at approximately 5:25 pm.

Matthew E. Ortiz, Chair

Reviewed by:

David N. Millican, Director
Department of Finance



Melessia Helberg, Stenographer