



Agenda

CITY CLERK'S OFFICE

DATE 1-25-07 TIME 9:25 am

PREPARED BY E. Mail
APPROVED BY Paula [Signature]

STUDY SESSION OF THE GOVERNING BODY

Tuesday, January 30, 2007

5:30 pm – 8:30 pm

City Council Chambers, City Hall
200 Lincoln Avenue

- 1) CALL TO ORDER
- 2) ROLL CALL
- 3) APPROVAL OF AGENDA
- 4) STRATEGIC PLANNING
 - a) Summary to Date
 - b) Overview of Initiatives by Department
 - 1) Human Resources
 - 2) ITT
 - 3) City Clerk
 - 4) City Attorney
 - 5) Municipal Court
 - 6) Property Control
 - 7) Finance
- 5) ADJOURN

**MINUTES OF THE STUDY SESSION
OF THE GOVERNING BODY
City Library
Community Room
Santa Fe, New Mexico
January 30, 2007**

1. CALL TO ORDER

A Study Session of the Governing Body of the City of Santa Fe, New Mexico, was called to order by Mayor David Coss, on January 30, 2007, at approximately 5:30 p.m., in the City Council Chambers, Santa Fe, New Mexico.

2. ROLL CALL

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

Members Present

Mayor David Coss
Councilor Christopher Calvert
Councilor Miguel Chavez
Councilor Carmichael A. Dominguez
Councilor Karen Heldmeyer
Councilor Ronald S. Trujillo
Councilor Rebecca Wurzbarger
Councilor Matthew E. Ortiz

Members Excused

Councilor Patti J. Bushee

3. APPROVAL OF AGENDA

MOTION: Councilor Heldmeyer moved, seconded by Councilor Calvert, to approve the Agenda as published.

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

4. STRATEGIC PLANNING

a) Summary to date

Mayor Coss said after this meeting, the plan is to into Financial review with Ms. Raveling with regard to the costs of the proposed FTEs, computers, vehicles, capital outlay and equipment. Ms. Raveling will be presenting information to this body on February 6 and 27, 2007.

Mayor Coss said the initial plan was to meet again with Department heads after the initial round of meeting, but we are also developing a budget in March. He asked if the Councilors would like to schedule the meetings with Department heads, or just go forward from here into budget planning.

Councilor Wurzbarger would like the department directors in attendance at the budget meetings, so they can answer questions with regard to the budget.

Mayor Coss pointed out that would be seven department heads per meeting.

Councilor Chavez would like to at the least have background information in writing from each department which indicates where they are now, what they propose and why. The Councilors still could review one-on-one with the department directors if they would like to do so.

Councilor Heldmeyer said department heads were told that what they were doing was supposed to be related to the budget, and they were not to ask for what they thought they needed and wanted, but to ask for what they thought they could get given the budgetary constraints. She is confused about what we are getting from the departments, and whether we are getting different information from what was intended, and if this will make the process more complicated.

Mayor Coss said the instructions were to look at what they need to meet the initiatives set by the Council. He said this information is coming mostly from department heads.

Ms. Canon said Ms. Raveling is working with the departments to clarify the number of FTEs which are needed, the day-to-day funding issues, major funding issues, and she will be presenting that information to this body at the next meetings.

b) Overview of Initiatives by Department

The Council reviewed the responses from the Department Directors to the questions asked by the Council, and asked questions, and made comments and requests for additional information as follows.

1) Human Resources

- ◆ ALL. What is the relationship between technology advances and needed FTEs.
- ◆ ALL. Show what the department can stop doing.
- ◆ ALL. Can you ratchet down the costs and still provide essential services?
- ◆ If you had to, what can you cut and still maintain essential level of services?
- ◆ The Department needs a strategic plan – it should be a showcase department. A shift toward professionalism is needed.

- ◆ Consider privatizing Human Resources.
- ◆ HR is a drag on the organization
- ◆ The rising cost of insurance/benefits needs fresh options to explore.
- ◆ The HR plan should begin in solving the number 1 problem of getting people hired.
- ◆ This Department needs to go back to the basics of human resources: hiring, training, benefits
- ◆ Classification plans, pay plans, gender discrimination are important but we are not addressing the basics.
- ◆ The priority should be Priority #6.
- ◆ Performance evaluation system is lacking in the plan. Include rewards based on performance.
- ◆ Get to the point of recruiting is essential. Where does responsibility for this lie: In the department looking for someone accurately describing the candidate? Or, HR's ability to market and get the right person.
- ◆ Department heads don't know why people don't apply for openings – we should know the reason for this. Complaints include "needing certified copies of HS transcript" – can we make applying easier.
- ◆ If discipline is needed – the people responsible for this don't feel they get support from HR.
- ◆ More analysis of benefits is needed, after the basics are resolved. This could be a big area of savings, including developing options for employees.
- ◆ SWMA bargaining as a model for HR
- ◆ No being able to recruit – when his is so competitive – is a problem.
- ◆ Santa Fe competes with other cities. For example, 3000 cities are looking for City Managers right now.
- ◆ Privatizing Services: This is a slippery slope.
- ◆ Can this be done in a better manner by privatization?
- ◆ Timelines and deadlines often slip. This is a consequence – the longer it is put off, the harder it is to get it done.
- ◆ HR needs major renovation. Tinkering is not going to work. If we took all the money & research, other ways to do this – ready for February 6th. Mandate for other ways to get HR done.
- ◆ Identify units of regulations, etc., at (Equal Employment Opportunity, OSHA) etc., How do these affect the mandate to do things differently.

- ◆ Start from scratch – zero based budgeting – reorganize to meet essential functions: Focus on the basic services, performance based. Have the Union play a role in this.
- ◆ We need dramatic change in HR.
- ◆ Take out longevity pay.
- ◆ We have no evaluation of performance, the job/how you are doing.
- ◆ Why isn't this department working? What is wrong that needs to be fixed.
- ◆ There's a lack of basic understanding of recruit, train, administer, evaluate.

2) ITT

- ◆ Add a kids page to the website.
- ◆ Include imaging of records and systems retrieval.
- ◆ Financing this out of CIP bond – for something that doesn't have a 20-year life cycle.
- ◆ Compare what other City websites do, what is done with hand-helds.
- ◆ Technology decisions last only a couple of year.
- ◆ Make technology decisions based on need, rather than want. Analytical decisions on technology decisions is needed.
- ◆ The ability to communicate within and across departments needs to be upgraded. What would it cost? Are there standards for this type of infrastructure?
- ◆ Do we buy supplies in bulk? Is there a City Hall Plan for technology?
- ◆ IT function: Evaluate technology and know what is appropriate for each department. Oversee this for the City in general.
- ◆ What happened with wireless?
- ◆ Some of the same technology needs to interface with Police Department, etc. Are there standards for this? Equipment is always changing and becoming obsolete. Know this cost up front.
- ◆ Is leasing an option when large numbers of equipment is needed? What is the comparison between leasing and buying.

3) City Clerk

- ◆ Include Campaign Finance Reporting on line. This is a significant function of the office.
- ◆ Include "searchable."
- ◆ Does the deficiency really need 4-5 people? Clarification of the request.
- ◆ Can we go completely paperless?
- ◆ How can we reorganize as technology functions well? How do you evaluate through standards? Can you reduce FTEs/Labor? There will be some duplication, supporting two systems in the transition.
- ◆ The duplication process is inefficient.
- ◆ Files are not sent electronically.
- ◆ Departments want to do it by paper.
- ◆ If we gave a directive that everything has to be wireless – how long would it take? How much would it cost?
- ◆ Archival project – put documents in an electronic database that is searchable. Everything from Committees/council. If Council could do it, departments could do it.
- ◆ Include the controls and internal protocols in this.
- ◆ ITT/CLERK – What would we need to do to avoid the need for four FTEs for photocopying?

4) City Attorney

- ◆ Include revision of building codes.
- ◆ Supporting role or lead role, and why?
- ◆ Partnership with Planning & Land Use Department.
- ◆ Chapter 14 – 6 month timeline is appropriate.
- ◆ Consultant for under \$100,000 to finish it. In coordination with City Attorney and Planning & Land Use.
- ◆ The City Attorney's office is specialized. People are over-reliant on one person, if they leave or are on vacation, nothing happens.
- ◆ This specialization is difficult for us and for the public access.
- ◆ City Attorney has to notify the Council of status of all cases. However, this City Attorney advises us at his discretion.

- ◆ This needs to be reconciled. We need to have generalists on staff. We are over-reliant on outside counsel.
- ◆ Include a list of trends over the last five years – costs and areas of expertise as outside counsel.
- ◆ Understand the context of the two new positions – costs and expertise.
- ◆ Chapter 14 – Fix the deficiencies, then you could do it in six months. If you are talking about policy decisions, then it takes a lot longer.
- ◆ We use boilerplate contracts without enough thought as to how it will be used. There's no one whose business is contracts.
- ◆ Enforcement is required more and more – will we rely on hearing officers? There has to be a follow-through in the City Attorney's office, or laws have to be written so they can go to Municipal Court instead of District Court.
- ◆ ALL. Plan for redundancy in departments, backups and cross-training. Brief people before vacations so there is continuity.
- ◆ Analysis of outside attorney or hire an attorney.
- ◆ Make a legal division within Public utilities (on water rights).

5) Municipal Court

- ◆ Relationship of municipal court to Magistrate Court and District Court, to get control of programs. This is an ongoing issue.
- ◆ If we have good programs, we should get more County money.
- ◆ Look at this from a financial standpoint.
- ◆ Coordination with the County comes into play with the County.
- ◆ Will we fold this into Magistrate Court again?
- ◆ There may be changes based on what comes from the Charter.

6) Property Control

- ◆ Fleet is tracked on Excel spreadsheet. This could be improved so we can know about maintenance records, etc., and so the information is more secure.
- ◆ We need to start buying 285 vehicles. Provide a list of alternate fuel vehicles. Put in class of vehicle, etc.
- ◆ Components married to vehicles
- ◆ Classify and categorize vehicles

- ◆ Match the records for Santa Fe Trails vehicles.
- ◆ Criteria for replacing vehicles.
Hours of operation? Mileage?
- ◆ Check with DOT to develop a vehicle maintenance & replacement plan.
- ◆ Building maintenance is an area which has been deferred. There has been a history of pulling stuff out of the General Fund.
- ◆ Where will maintenance be accelerated?

7) Finance


- ◆ Difficulty recruiting expertise. Can overtime (during certain times) be used to add FTEs.
- ◆ Explore new billing system that is more flexible than the one we have.
- ◆ Move Public Utilities billing system from finance into the water company.
- ◆ Give the water to the autonomy and authority to decide on their system.
- ◆ AS-400 is an antiquated system.
- ◆ Can utility billing be done in Public Utilities?
- ◆ Billing/HR/procurement goes through this system. Is the AS-400 the best system for this?

5. ADJOURN

The next meeting is February 7, 2007, at 5:30 p.m., in the Council Chambers.

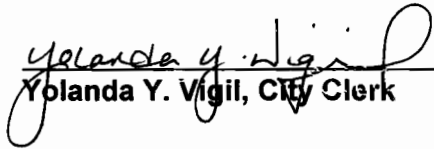
The meeting was adjourned at 7:47 p.m.

Approved by:



 Mayor David Coss

ATTESTED TO:


Yolanda Y. Vigil, City Clerk

Respectfully submitted:


Melessia Helberg, Stenographer