



Agenda

Special
Finance Committee Meeting
May 10, 2007 – 5:15 p.m.
City Council Chambers

**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. CONTINUATION OF FISCAL YEAR 2007/08 OPERATING BUDGET REVIEW:
 - A. UPDATE OF INFORMATION FROM PREVIOUS SESSION
 - B. CITY MANAGER
 - C. HUMAN RESOURCES
 - D. PLANNING AND LAND USE
 - E. FINANCE
 - F. GCCC RECREATION RATES
 - G. CITY OF SANTA FE GOVERNMENT TELEVISION CHANNEL
 - H. NEW REVENUE SOURCES
 - I. WRAP-UP, SUMMARY, DISCUSSION AND RECOMMENDATIONS
5. REQUEST FOR APPROVAL OF CITY MANAGER'S RECOMMENDED FISCAL YEAR 2007/08 OPERATING BUDGET AS AMENDED
6. PUBLIC COMMENTS
7. ADJOURNMENT

CITY CLERK'S OFFICE

DATE 5-4-07 TIME 3:25

SERVED BY Yolanda Brea

RECEIVED BY [Signature]

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

**SUMMARY OF ACTION
SPECIAL FINANCE COMMITTEE MEETING
Thursday, May 10, 2007**

<u>ITEM</u>	<u>ACTION</u>	<u>PAGE</u>
CALL TO ORDER	Quorum	1
APPROVAL OF AGENDA	Approved [amended]	1-2
CONTINUATION OF FISCAL YEAR 2007/08 OPERATING BUDGET REVIEW		
UPDATE OF INFORMATION FROM PREVIOUS SESSION	Information/discussion	2
PLANNING & LAND USE	Approved	2-9
CITY OF SANTA FE GOVERNMENT TELEVISION CHANNEL	Approved	10-14
HUMAN RESOURCES	To Council w/o recomm.	14-20
POLICE	Approved	20-22
CITY MANAGER	Approved	22-23
GCCC RECREATION RATES	Postponed to 05/21/07	23
FINANCE	Approved	23-25
NEW REVENUE SOURCES	Postponed to 05/21/07	25
WRAP-UP, SUMMARY, DISCUSSION AND RECOMMENDATIONS	Postponed to 05/21/07	25
REQUEST FOR APPROVAL OF CITY MANAGER'S RECOMMENDED FISCAL YEAR 2007/08 OPERATING BUDGET AS AMENDED.	Postponed to 05/21/07	25
PUBLIC COMMENT	None	25
ADJOURNMENT		25

**MINUTES OF THE
CITY OF SANTA FE
FINANCE COMMITTEE
Monday, May 10, 2007**

1. CALL TO ORDER

A special meeting of the Finance Committee was called to order by Chair Karen Heldmeyer, at 5:15 p.m., on Thursday, May 10, 2007, in the Council Chambers, City Hall, 200 Lincoln Avenue, Santa Fe, New Mexico.

2. ROLL CALL

MEMBERS PRESENT:

Councilor Karen Heldmeyer, Chair
Councilor Christopher Calvert
Councilor Carmichael Dominguez
Councilor Rebecca Wurzbarger

MEMBERS EXCUSED:

Councilor Matthew Ortiz

OTHER GOVERNING BODY PRESENT:

Councilor Miguel Chavez

OTHERS ATTENDING:

Galen Buller, City Manager
Kathryn Raveling, Finance Director
Yolanda Green, Finance Division
Melessia Helberg, Stenographer.

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

3. APPROVAL OF AGENDA

Chair Heldmeyer would like to shift the order of the items under Item #4, to first hear the Update, Planning and Land Use, Human Resources, City Manager, Television Channel, GCCC Recreation Rates and then Finance. She said some of the items are being placed later on the

agenda is because they are of particular interest to Councilor Ortiz in the event he may arrive at the meeting a little later.

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

VOTE: The motion was approved on a voice vote [Absent: Councilor Calvert].

4. CONTINUATION OF FISCAL YEAR 2007/08 OPERATING BUDGET REVIEW

A copy of the handout prepared by City Finance is incorporated herewith to these minutes as Exhibit "1."

A copy of a Memorandum dated May 9, 2007, to the Finance Committee from Lynette Montoya, Director, is incorporated herewith to these minutes as Exhibit "2."

Chair Heldmeyer noted the Committee received a report from Economic Development [Exhibit "2"], and although the Committee members thank them for that report, they will not be on today's agenda.

A. UPDATE OF INFORMATION FROM PREVIOUS SESSION

Ms. Raveling reviewed the information in Exhibit "1," and asked for any corrections.

Chair Heldmeyer noted that Police hasn't been approved, but it isn't on the Agenda.

Councilor Chavez thought the Committee had postponed approving the reorganization chart for Affordable Housing. Ms. Raveling said the Finance Committee approved it at the previous meeting, but it was sent back to Public Works Committee which postponed it.

It was the consensus among the Committee to hear Police after Planning & Land Use.

B. PLANNING & LAND USE

Chair Heldmeyer asked the status of the vacancies.

Mr. Hiatt said he has been able to fill vacancies in a timely fashion, everywhere except in current Planning – Development Planning – and he hasn't been able to solve those vacancies. He said Ms. Quarles, before she left, was able to raise the base salaries for Senior Planners. One of the unintended consequences of the lack of success attracting locals, noting for the last vacancy advertisement, only four people responded, all from out of state. He said those people

are checking on our cost of living and housing, and aren't coming for the interviews even though we're paying the costs for travel. This continues to be a problem. He has been thinking of other ways of advertising, including continuing advertising in the national publications and advertise more about what we're doing in terms of affordable housing.

Mr. Hiatt said there are three vacancies, including a supervisory position, for which nobody applied.

Councilor Wurzbarger asked if he has recruited at the architectural schools or UNM.

Mr. Hiatt has not, but he can. He has looked at contracting the work, but no one seems to be interested. He will be contacting UNM, and taking people with less experience and working them into a career program. He commented these vacancies are "telling" on staff.

Chair Heldmeyer said Public Works has had reasonable success with intern programs during the summer, and some of those were hired after the summer. She suggested he look at intern programs.

Responding to Councilor Wurzbarger, Mr. Hiatt said the salary range for Supervisor is in the high fifties and low sixties, with Planners at \$52,000.

Councilor Wurzbarger asked about job sharing as an option.

Mr. Hiatt said he hasn't thought about that. The traditional methods aren't working, and he is going to have to reach out and try some other things.

Responding to Councilor Wurzbarger, Mr. Hiatt said there are no vacancies in inspections, but there will be two at the end of next week. He noted that because of the early retirement program, Pete Ortega will be on the payroll through December 31st.

Chair Heldmeyer said with a lot of vacancies, there are funds to double fill.

Mr. Hiatt said they have "sort of" used up all the vacancy savings for this year, and with the new raises, they will start very "tight" in the fiscal year.

Councilor Dominguez asked where vacancy savings were spent. Mr. Hiatt said some for vehicles, a lot for contracts. He spent it on everything to "put fingers in the dam," and there were a lot of raises as well.

Responding to Councilor Wurzbarger, Mr. Hiatt said some certifications have been doubled-up, for example, ADA inspections in the technical review area which has come back to haunt us. We have now had to write individual letters to all the developers, saying they are responsible for their own ADA inspections, although the City does provide regulatory oversight. He spoke about the difficulties which have arisen as a result.

Mr. Hiatt said staffing will be current in Permits two weeks, but we still have to work on current planning.

Councilor Wurzbarger asked Mr. Hiatt what are his top priorities for the next three months.

Mr. Hiatt said fully staffing current planning, staying on top of the proposed ITT changes, and training. He said time management is especially needed, noting some staff members are very far behind in some areas. He said from a managerial point of view, it is instilling the idea that the employees are here to serve people.

Chair Heldmeyer asked if we need to rethink the issue of responsiveness, and how to do it differently. Perhaps there is someone who can answer the simple requests right away, leaving the more professional items to people who are more professional.

Mr. Hiatt said some of this is being done. For example, walk-in traffic is responded to only on Mondays and Fridays. He has asked a second planner to participate. He said much of it comes to him, which is good because he's learning the process of permitting. He said it would be good to look at this, commenting that, even fully staffed, we are still thin. He doesn't think the answer is more bodies, and we're going to have to work smarter and reevaluate all of the systems.

Chair Heldmeyer asked, since this budget reflects a complete level of staffing, but is thin, if this should be the budget, and if it should it be increased.

Mr. Hiatt said he will yell "uncle" when the time comes. He wants to work for a few months fully staffed to see what is really needed and how to respond to those needs. He believes they can improve responses and timely responses of services. He wants to fill all the positions, train everyone as well as possible, do cross-training, fulfill the services to be provided, and then re-evaluate the need at midyear.

Councilor Wurzbarger asked how long it takes to process a permit, and how long it takes for inspections, and will he be keeping this kind of information?

Mr. Hiatt said a rough estimate is that they are about four weeks behind on permits. He can make some of those happen, but it doesn't resolve the overall problem.

Responding to the Chair, he said this is in the Permit Intake Division, and Yolanda Cortez is in charge, noting she is now permanent Director. He believes the times can be reduced. He has been talking to Sev in terms of in/touch and how to measure the number of complaints since it started in 2004 – the number of complaints, how we are responding, how long it takes to get things through the process – all across the board.

Councilor Wurzbarger reminded Mr. Hiatt and Mr. Buller that a Resolution was passed

asking for training in findings of fact for both the Planning Commission and the H-Board, and asked the status of that.

Mr. Hiatt said he is on track to do this, and he has spoken with the H-Board Chair and they have a schedule to begin training for finding of fact in July, and for the Planning Commission at the first meeting in July. He is developing training for all of the staff who will be involved, saying he believes the most important people to train are our staff who will be taking on a pseudo role in preparing findings of facts and conclusions of law. He will be involved in that.

Councilor Chavez asked, with regard to filling the supervisor positions, if he has thought about moving people up through the ranks for those positions.

Mr. Hiatt said he has, but he is unsure the experience is at that level, pointing out that nobody from inside or outside applied for those positions.

Councilor Chavez wants to encourage people to move up through the ranks.

Mr. Hiatt said we need to deal with the sheer volume of the work load in that position. He is working individually with staff as to how they handle the stress of that work load.

Councilor Chavez noted the housing program is geared primarily to first time home buyers, and is concerned as to whether people moving in who already have a house would be eligible.

Councilor Chavez said he often wonders who is at fault with regard to the time it takes for permits, especially where there is an incomplete permit.

Mr. Hiatt said many times they work with people who don't understand the permit process, such as people doing a first time renovation on their house which could be difficult. He isn't tracking this specifically, but he hopes to do that in the next fiscal year.

Councilor Chavez asked if there is a capability to flag the system for things which have been in the process longer because it has been kicked back for inadequate information. There are things which are out of our control which adds to that timeline.

Mr. Hiatt said he doesn't know if can be tracked right now, but he hopes the new software will allow us to do that. He said, from a customer service standpoint, we need to encourage staff to communicate more directly with the applicant, and let them know when they see a problem right away. He said this has been a more serious problem among the staff.

Councilor Dominguez asked about training, and how much money is needed to do that.

Ms. Raveling said all of the training is in the Human Resources budget, and there is \$300,000 for that purpose. They just need to apply for it, but she doesn't know how much money is in the budget currently, but will check that.

Mr. Hiatt said he does training slightly differently, noting he has three trainings coming up in the next 6-8 weeks. He said with so much turnover, and areas to be covered, he wants to do this so it brings everybody on board. He said they will be hiring five new people over the next 2-3 weeks who have missed all of the training to this point. He said they have a personal services contract with the trainer to do customer service communication and teamwork training. He said a lot of people aren't trained on the current software, and there is an issue of whether to train them now, or wait and train on the new software. He has chosen to wait to train on all of the new software all at once. The vendors will be coming back to train any new personnel. He will continue to apply for training through HR.

Mr. Hiatt said the software training doesn't come through HR, because there is already a contract with the vendor to do that. There will be additional training for cross-designation and he will be competing for funds with other departments, and he will be submitting those requests. The training is mandatory. He said next month there is Code rewrite training in Chicago and three people will be attending that. There is specific training around the country, including in New Mexico, noting he attended a zoning training in Albuquerque last week, and he will use local trainers if available, and send as many people as possible.

Mr. Hiatt said there is an aggressive effort to put the plans in place which have long and short term goals which includes the training.

Councilor Dominguez asked how he assess the effectiveness of the training. Mr. Hiatt said he is unsure, but some training, such as customer service training, he evaluates through feedback from Councilors, customers and such.

Councilor Dominguez asked, in terms of training for the organization of P&LU to move together as a team, if he subjects the entire unit to go through strategic planning, or team building or whatever.

Mr. Hiatt said currently, everyone is going through the training for customer service, communication and team building.

Councilor Dominguez asked if there is a disconnect in communications between the various divisions, and how he ensures communication.

Mr. Hiatt said he has the ability to recognize this and bring the people together. There are routinely disconnects between divisions. He said they bring people together to see how we can work together cooperatively.

Responding to Councilor Dominguez, Ms. Raveling said the \$300,000 training is for all

training, including college courses. She said previously it was \$150,000, but this fiscal year, the Mayor felt that was a priority, and we put another \$150,000 in the budget from cash balances. Currently, there is \$160,000 in that fund for this fiscal year, and perhaps it will be spent. She said if people don't pass the classes, they have to reimburse the City. Ms. Raveling said any balance will be rolled over into the next fiscal year.

Councilor Calvert commented that there will be a learning curve for new staff. Hopefully, if the training is effective, we might get some efficiencies out of that. He thinks it will take time to do this.

Mr. Hiatt said the majority of the six division supervisors have been here for less than a year, noting they are training supervisors as well as him in this process. He said the Councilors have been talking about efficiencies, but at this point it is "meat and potatoes," for him.

Chair Heldmeyer said one of the problems we have had with this department in particular for a long time, are cozy relationships which develop between staff persons and certain consultants, builders and such who come in a lot. She hopes the training is coming from the department and not from these people who come in and say, "Oh, come on, we've always done it this way, or it doesn't really matter if you do it right." She has heard this has happened, so she hopes there is clear direction from Mr. Hiatt that this doesn't happen.

Chair Heldmeyer said Councilor Chavez spoke about incomplete applications, and depending on the division, staff is dealing with different levels of applications. She said the worrisome ones are the huge applications for subdivisions and developments. Those are generally shepherded by the people who come in who put pressure on staff to get these things through as quickly as possible, whether or not these are complete. She hopes there is a new point of view, because this causes staff to waste a lot of its valuable time. She would like staff to say that an application isn't complete, they won't look at it until it is complete, and they won't schedule it at Planning Commission until it is complete, noting staff needs to know this decision will be backed up by Mr. Hiatt and the City Managers.

Chair Heldmeyer would like Mr. Hiatt to think of a way to get the basic information to the people in a way that doesn't take staff time. She hopes eventually applications can be made for certain things on the website, as well as an efficient voice mail which directs people to the correct place as well as an ability to bypass the entire message.

Chair Heldmeyer suggested perhaps hiring previously retired employees of the department, for example, for ten days a week to do these kinds of things.

Responding to the Chair, Mr. Hiatt said he tried mediation with the case considered by the Council last night to no avail. He is concerned that the case got to that place, and how it got so far down the line, noting there are a number of places along the line where the information wasn't accurate, or the information was confusing. He felt bad for the appellant, because she

relied on the staff and the City to give her the correct information. He said the City didn't do a very good job of helping them solve their problems, nor providing good information.

Responding to the Chair, Mr. Hiatt said there are tensions between Long Range Planning and Historic, and he is unclear that it ever really fit under Long Range Planning, so he is considering whether it needs to be a division. For a time, he was discouraged from making that recommendation because there are so few people in that division, but now believes it makes sense to do that rather than being a subset of another division under his direct supervision.

Chair Heldmeyer said Historic is so important to Santa Fe, both from a land use perspective as well as an economic development perspective. She said it is an orphan, which is a little long range planning and a lot dealing with cases. She hopes that making it a division doesn't mean it becomes another plan check place to stop, and it may mean we can get back to more of the long range planning. She noted there are grant funds available for preservation, especially with the 400th anniversary coming up. There are a lot of long range things in Historic which have taken a back seat to the day to day cases. There are longer range things which we can be doing in Historic that we haven't been doing. For example, she understands the consultant is finished with the Compound survey, so let's get that passed. She asked if there any money for the 50th Anniversary Celebration of the Historic ordinance.

Mr. Hiatt said he believes there is \$20,000.

Chair Heldmeyer wants to be sure the money is there.

Mr. Hiatt said he has taken note of all the suggestions. He assured the Council that there is no developer or person representing the developer who is driving the training. He said the way they've done things in the past, isn't necessarily the way we do things in the future, and he is having those discussions with staff to develop a method which is best for the City and the applicants.

Chair Heldmeyer asked about the position of Neighborhood Planner.

Mr. Hiatt said it has been difficult to fill that position, for all of the reasons that there are vacancy issues in current planning. He hopes one of the current planners may want to opt for the neighborhood program. He understands that the emphasis has been that won't be the stepson of some current planning program which is more development driven than ENN is supposed to be in the whole neighborhood concept. He has recruited for the position, and two people accepted the position – one didn't show up, the other has moved on.

Councilor Chavez said there is \$135,000 in the budget for the City's share of extraterritorial zoning, and asked if that is for the one staff person we send to the meetings.

Mr. Hiatt said it for all expenses for which we are billed by the County – our share, of what the County actually spends. The staff person is budgeted under the City's regular, personal services and benefits line items.

Councilor Chavez said then we are spending \$135,000 for the City's share of the EZC and EZA quagmire we are in.

Mr. Hiatt said we are spending that and more.

Responding to Councilor Chavez, Mr. Hiatt said the \$30,000 for the Regional Planning Study on page 125, is for the staff. The RPA executive director submitted an additional budget which we declined to include in this presentation because the RPA hasn't reviewed it. He and the County Manager agreed it will go first to the RPA for scrutiny, and then come back to the City and County with its recommendation.

Councilor Chavez asked if the RPA executive director is a member of the EZC. Mr. Hiatt said yes.

Chair Heldmeyer asked if this is appropriate.

Mr. Hiatt said he and the County Manager discussed this with her about ten days ago, and he spoke with her about it at the time the contract was written when he was still at the County, and he had assumed that she would leave that position on the EZC, but she has not.

Chair Heldmeyer wants it to be discussed at RPA.

Councilor Chavez doesn't believe it is justified.

Councilor Wurzbarger wants to wait and discuss it further.

MOTION: Councilor Wurzbarger moved, seconded by Councilor Calvert, to approve the proposed budget as submitted.

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

MOTION: Councilor Wurzbarger moved, seconded by Councilor Calvert, to amend the agenda to hear the Santa Fe Government Television Channel budget next on the agenda.

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

Also, at this time, it was the consensus among the Committee to postpone New Revenue Sources to the next Finance Committee.

C. CITY OF SANTA FE GOVERNMENT TELEVISION CHANNEL

A copy of "Proposal for Program Development, Support and Funding, Santa Fe Community Television," prepared by David Breecker Associates, Inc., for Santa Fe Community College, dated April 5, 2007, is incorporated herewith to these minutes as Exhibit "3."

Mr. Abeyta and Mr. Gurule presented information regarding the proposal to provide SFGTV, Channel 24, in-house with City staff, via power point and video. The text of this presentation is available in Mr. Gurule's office.

Councilor Wurzbarger asked if there would be savings in doing this.

Mr. Gurule said there will be no savings, the same amount will be distributed, but SFGTV will receive 1/3 of the budget which the City didn't have before.

Councilor Wurzbarger observed that the 1/3 won't cover salaries.

Mr. Gurule said this is correct, and it will be used strictly for operations, supplies, equipment, materials and training, and the salaries will continue to be covered in the current categories.

Responding to Councilor Dominguez, Mr. Gurule said "education" means it will be used for any program regarding education, including schools.

Councilor Wurzbarger asked about overtime or compensatory time with this change. She said if we expand this area, the individuals will have much more responsibility in the evenings, and it might make sense to look at a different work day.

Mr. Gurule said they do have the ability to adjust staff schedules, noting currently the only programming proposed to be conducted after hours would be the City Council meeting.

Councilor Wurzbarger is unsure this has been thought out as well as it should be.

Chair Heldmeyer noted consideration will be given to other Committee meetings – policy committee meetings, as well as the Planning Commission – the majority of which are in the evening. She asked if we will be paying shift differential and such.

Mr. Gurule said he spoke with H.R., and shift differential applies to employees who are regularly assigned to work outside of the normal operating shift – 8:00 a.m. to 5:00 p.m.

Chair Heldmeyer asked what happened if the normal operating shift isn't 8:00 a.m. to 5:00 p.m.

Mr. Gurule said he doesn't know, and will research this further.

Councilor Calvert believes this will give the Council better control over what we are trying to present to the community. He said these staff members already are fully employed right now, and asked how that will fit into their schedule if this proposal is approved. Will those people still be able to do everything they are doing now as well as this, or will something not get done.

Mr. Gurule said currently all of the programming being broadcast on Channel 16 has been produced by Maria Clokey, Joe Abeyta and Carla Lopez within their normal working house. For the government program, he will have direct supervision, but these individuals will mainly be working on this.

Mr. Abeyta said currently for all shows they are doing, it is necessary to go shoot them, take them back and load them in and edit them. The new system will allow them to show live, editing them as they go due to the improvements in the Council Chambers, and will cut time, while producing live quality programming.

Mr. Gurule said additionally, staff time will be reduced, because it is no longer necessary to hand deliver the programs to the Santa Fe Community College.

Councilor Wurzbarger said what isn't clear to her is, is whether Joe, Carla and Maria currently are 100% involved in TV production, and will they continue to do the kinds of constituency services they are now doing. She said currently Mr. Abeyta and Ms. Clokey are involved 100%, and asked Ms. Lopez to speak to what she will be doing.

Mr. Lopez said she will transition to the TV station, doing more and more TV as time goes on. She said in the first 6-12 months, we will determine what this will entail. She will not be the only on camera person, and believes it should be anyone in the City who does a good job before the camera, and they will work to this end.

Councilor Wurzbarger said currently, Ms. Lopez is the epitome of the "pick it up" person, to do whatever isn't being done. She noted Ms. Lopez said she will be on TV 100%, and asked what person will be doing the job she does currently.

Mr. Gurule said there is a request in the budget to take two existing positions which will no longer be, and use that existing budget to fund two people in Constituency Services – one Constituency Services Specialist and one Data Base Specialist – to pick up the additional services in complaint tracking and resolution. This will give Ms. Lopez more time in multi-media productions.

Councilor Calvert asked where Laura Banish fits in this scenario.

Chair Heldmeyer said, technically, Ms. Lopez is in charge of Ms. Banish, as shown on the reorganization chart.

Responding to Councilor Calvert, Mr. Gurule said Ms. Banish will be assisting in writing a lot of the programming, assisting in the news and basically handling the news update the first thing in the morning.

Ms. Lopez said currently Ms. Banish is the Public Information Officer, and Ms. Lopez takes her lead on everything. Ms. Lopez said Ms. Banish provides direction with regard to what is being done, and what should be covered.

Responding to the Chair, Mr. Abeyta said they visited with Rio Rancho who uses "Rush Works." When it snowed, the person in Rio Rancho could access the TV station from home, and he was able to insert video along with a crawl.

Chair Heldmeyer said it is difficult to read the panels currently on Channel 16. Mr. Abeyta said he tried to get video from "Rush Works" which is based in Texas, but all they could send was boilerplate graphics, so Mr. Abeyta put his own "stuff" there to show you how it will look. However, there are many interfaces which would be done, noting this was done just to let you know the capabilities for Council meetings, for example.

Councilor Wurzbarger asked to hear from the Community College. She said, mostly for Mr. Buller and the Committee, that we see three really competent people with lots of energy, but she wants to be sure we look at the big picture and at the functions. She reiterated her concern about basic services which we might not be able to deliver with this change in the functions of these persons.

Chair Heldmeyer asked if this can be streamed on the web. Mr. Abeyta said yes.

Councilor Wurzbarger suggested staff could assist with the problem of recruitment.

Mr. Abeyta spoke about a program "Concerned Santa Fe," where they can let people know in advance where to call during the show to have their questions answered on live TV.

Chair Heldmeyer explained the concerns of the Committee with regard to the staff who will be producing three shows weekly, and there is discussion about doing additional shows as well, along with the Council meetings. She said if staff is working full time now doing three shows and PSAs, and it sounds as if a lot more people will be needed to do all of this than available, and this will mean finding a lot more money.

Councilor Dominguez appreciates this presentation. This is the kind of vision we need in the City and it would behoove us to trust the expertise these people have, that they will be able to judge the efficiencies technologies will bring. His concerns in the beginning were whether we could do this.

Ms. Lopez said it has been taking 3 hours to do a ½ hour show, including driving it to the Community College and the editing.

Albert Reed, Dean of Business at the Community College, said he is unsure the best way to do this is to split apart the budget, although the CC supports expanded coverage of government in all its aspects and the notion of an expanded government channel. He said currently the Community College does contribute a lot of in-kind services – personnel, students, space, etc. – to pull together Community Television.

Mr. Reed said the budget has essentially been flat for past 6-7 years, but they have received the same amount of funding, and as salaries have increased, there has been less money to expend on equipment, supplies and such. Part of what we're discussing tonight, is taking that same amount of money, and using a portion, according to the City presentation, for additional technology and resources. This says it is the same pie with less devoted to personnel. Because this has been a concern, the CC recently commissioned a study to explore more broadly how the CC can take more advantage of public access as a true community, media resource. He distributed copies of the report to the Committee members. [See Exhibit "3."]

Dean Reed said the world is changing quickly – web streaming, pod casting, etc. – where more and more people can produce and deliver their own products. He said, as outlined in the report, as a community of collaboration we can generate much more content and expanded services. He asked the Committee members to look at the report.

Councilor Wurzbarger said she knew this report was coming, and discussed it with Dean Read in passing. She appreciates the vision the College is considering long-term, and where community television in Santa Fe should go. She proposed for this community and this budgeting project that we take the recommendation of staff to do the split. The Committee members can then read this and have a more complete presentation at a future Finance Committee meeting. She doesn't see the report as something we can incorporate in the current budget process, but it is appropriate that they bring this forth at this point in time.

MOTION: Councilor Wurzbarger moved, seconded by Councilor Dominguez, that the Committee accept the recommendation of City staff.

DISCUSSION: Chair Heldmeyer said, as a member of the Committee, she wouldn't vote on this proposal because it is a brand-new idea, and she hasn't had the opportunity to review it. In looking through it briefly, she saw the idea that the government would produce the content for the government channel, but it would still go through the Community College.

Mr. Abeyta said when things are produced in-house, we're having to take the extra step to dub it down, and an improvement would be needed to do this on the CC's infrastructure. He said it is proposed to run programming from City Hall, because they are at the mercy of the CC's schedule. For example, during the holiday season, if it was snowing, we would have had to have control from CC staff to be able to come in and put an alert out or send information to the community.

Barton Bond said this technology does exist currently, and some of the hardware they have acquired would allow that to be facilitated, and could be accessed through the web from a remote location.

Councilor Wurzbarger stands by her motion, and believes it is important to find the unique excitement from both groups and capitalize on that.

CLARIFICATION OF THE MOTION: Councilor Wurzbarger moved, seconded by Councilor Dominguez, to accept staff's proposal to move forward with the Government Television which is under our control and do it by taking 1/3 of the existing funds, with 2/3 remaining at the Community College.

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

Chair Heldmeyer said this is a recommendation of the Finance Committee and will be part of the entire budget to be voted on May 30th by the entire Council. She suggested the Community College provide the report to the entire Council, and that staff may want to talk to the entire Council about this as well as to the Community College.

Councilor Wurzbarger said it is important that "this" not be presented as a competing thing for this budget cycle, and should come back to a Finance Committee meeting in a month for discussion.

Chair Heldmeyer clarified she was saying that the Finance Committee proposal is not necessarily the last word on the budget.

Dean Reed said they only learned recently about this proposal, and will get back to the Community College, and it will be an item, hopefully, on its next month's governing body agenda.

D. HUMAN RESOURCES

A copy of "Expansion Priorities for FY 07/08 Budge, Preliminary Funding Scenarios and Concepts," amended May 4, 2007, is incorporated herewith to these minutes as Exhibit "4."

Councilor Dominguez asked if Council training is included in this budget.

Gary Bartlett said not to his knowledge.

Councilor Dominguez said it should be, because it was discussed a year ago, and this hasn't been done.

Ms. Raveling sees no reason the Councilors can't use the training money in H.R.

Chair Heldmeyer said the new reorganization will create the Human Resources Department, and asked, as a Department if they have the resources needed to do this, and what is it they are doing for which they need these resources.

Mr. Bartlett agrees with Mr. Hiatt's assessment that right now it is "meat and potatoes," and sometimes they are just "potatoes." The budget contains three expansion requests. He said they can continue to provide services, but to do them at the desired level he believes they could do better with a few more resources. One expansion position is for a Classification of Compensation Specialist. There is a commitment from the Director to complete and implement the classification study within six months. It is really import to have someone on board who specifically can maintain that system which hasn't been updated for years. He believes this will help recruitment, the selection process and allow for the operation to go forward much better, freeing administrators to do administrative work and provide training which is sorely needed.

Mr. Bartlett said training will be needed on the new union contracts, and he would envision administrators would be doing this. He said supervisory training is needed, and administrators could do this in much smaller groups.

Chair Heldmeyer said during strategic planning, this was one department where there was a great deal of unease and unhappiness, which comes from the employees through the Councilors, feeling they weren't getting answers to questions quickly, and weren't getting correct answers. She asked what is needed to improve on this, because this is the "meat and potatoes."

Mr. Bartlett said there are now 1,700 City employees, but staff hasn't grown in ten years, commenting additional staff is the plea of every department. They are trying to do their best in terms of customer service. He said the Director has mandated that personnel actions be turned out of Human Resources within 72 hours. This was a major complaint when he came in May 2006. He said when you focus on this, there is the other side where they need to do the employment screening or meet with department and division directors to work through issues. He said it is very much, to him, a staffing issue.

Ms. Raveling's response to Councilor Calvert's question here was inaudible.

Ms. Raveling said the only thing she noted was the classification study. She understood H.R. to say this gets done, but nobody uses it.

Councilor Calvert asked who will be tracking all of this.

Mr. Buller said this is the point, and if this is a priority it must be done with existing staff because of budgetary constraints, but training has to be one of the jobs that is done by current H.R. staff, and it just has to happen. With regard to using the study, we may have to do this under contract, which hasn't worked well in the past.

Councilor Wurzbarger said she is very concerned, and spoke with Bill Tallman about

this. She is convinced there are disparities and inequities, in terms of our financial and fiduciary responsibility. She would like the control and responsibility for this to be in Mr. Buller's office and through the Assistant City Manager.

Mr. Buller said he agrees and put this in his PADP.

Councilor Calvert commented that he doesn't see that the budget reflects any of the prioritizations done in strategic planning to ensure we get operations where we want it to be.

Mr. Buller said what came out of strategic planning didn't say we need H.R. to do this, it said it is endemic to everything we do in the City, and that has to come out of the City Manager's office, along with H.R. and every department and division director as a major endeavor. That will take time, but this is a piece of it.

Councilor Calvert asked who will be the keeper of all of this stuff.

Mr. Buller said people will be doing different pieces of this. He said the PADP is specific to persons, and this has to be done division by division for supervisors to track employees. They're okay with doing the first step which is identifying the tasks each person does, and the next step is training on how to utilize this as a management tool. This is only one little piece, because the rest of it is division by division strategic planning to develop goals.

Councilor Wurzbarger believes the goals need to be in the context of priority goals for the department. She asked Mr. Buller what he needs in terms of training and what are his personal goals with respect to this. She is concerned about a disconnect.

Mr. Buller said it is a disconnect because one of those had to start, and we started with the individual, rather than with the division because the division has to be coordinated with the strategic planning of the City.

Chair Heldmeyer believes there are some parts of City Hall where the managers can't do the first part, and don't know what their people do.

Mr. Buller said, through H.R., PADP planning is offered to every supervisor who wants it, even during the first step. He is talking to the directors to ensure they are talking to their supervisors.

Mr. Buller said they are doing individual tracking, and will begin doing bench marking division by division, and eventually it all will dovetail, commenting that this will take 6-12 months because the PADP is a six-month process by its very nature. Benchmarking takes a while to do, first to establish the criteria to be used, and later to measure that criteria. He said H.R. is going to have to decide how to superimpose the classification and compensation onto what it is you are measuring – does it result in an incentive-based relationship. There are lots of ways to create incentives for what the PADP does, or to use it as a different kind of management

tool which doesn't result in incentives nor in pay, but does result in better management. He observed that it will take time, and will have to be phased in. H.R. will have to train all of us as to how to use this as a management tool, and we will need a consistent philosophy.

Councilor Calvert said as the result of the strategic planning, he had the expectation that some of these things would be put in place this year. He asked if Mr. Buller has done a strategic assessment of HR to know if they have the resources to do all these things on which we have expectations. He noted the work load has increased because the number of employees has increased, but the staff hasn't increased and asked, as such, how we can expect them to do things differently and better.

Mr. Buller said technologies play a role in this over time. He has done an evaluation to some extent and it doesn't look good, but we have to work with the resources we have, so we will have to make it work.

Councilor Calvert asked why we have to work the resources we have if this a priority we identified in strategic planning.

Mr. Buller said this needs to go back to a much more global approach than that, and H.R. can be of assistance, but it has to happen through the strategic planning process as it filters down into the division.

Chair Heldmeyer said we know we haven't completed the strategic planning process, and she has asked for a "closer," someone to say these are the hard questions, the hard decisions, and we need to make them, but that hasn't been done. She said this, at least, is supposed to inform what we are doing in this budget.

Councilor Calvert said there is a difference between putting in all of our extra resources versus putting in nothing.

Chair Heldmeyer understands H.R. got three expansions.

Ms. Raveling said they requested three expansion positions, but there was no expansion in the General Fund.

Mr. Buller said there are no new revenues, and to do this would have been to take funds from another budget. He said we have discussed cuts in previous meetings and identified some funds.

Chair Heldmeyer asked Ms. Raveling, for the next meeting, to prepare a one page list of cuts from the gray list which have been discussed, and provide that to the Committee prior to the meeting. She noted that Councilor Ortiz, in addition to his suggestion to move GCCC from an enterprise to a special revenue fund, mentioned the possibility of eliminating entrance fees to

recreational facilities to youth, which would be a large check of disappearing money which would have to be made up from somewhere. These are the hard decisions to be made.

Councilor Dominguez said Councilor Ortiz also discussed increasing fees at other facilities to make up those funds.

Councilor Calvert said Councilor Ortiz spoke about restructuring fees.

Chair Heldmeyer understood Councilor Ortiz to want to eliminate all fees for youth.

Councilor Calvert recalled the Committee did ask staff to look at restructuring fees at all recreation facilities, but he heard no discussion of eliminating fees altogether.

Chair Heldmeyer asked Councilors to look for money in the budget they feel is not well spent, for reallocation to this set of uses. She's heard the Committee say it would like improvements in Human Resources to have correct job notices posted, noting more than 50% are corrected.

Chair Heldmeyer said Councilor Wurzbarger said before leaving, she wants to revisit benefits, particularly insurance. There is real resistance by employees to change what they are used to doing, but this is a large chunk of the budget, and another hard question, and would be part of the union negotiations. She is hearing that, for younger workers, the old things which used to encourage people to go into government work – stability, benefits and such – aren't as attractive because they don't expect to be in the same job for 25 years. She also has heard that we sometimes over-analyze the qualifications so that people who could do a good job, but don't meet the letter of the written qualifications, aren't considered. She knows some particularly egregious examples of this, and is unsure why this happens – the way it is written or the person making the decision. If we are having a problem recruiting, we may need to rethink this and be broader in our perspective. She has heard that people think EAP is okay, but if there is a workplace issue involving conflict between workers, people are less happy with that.

Responding to the Chair, Mr. Bartlett said we do get it all from the EAP which is the Solutions Group.

Chair Heldmeyer said when we do things in an automated fashion, it should free people to do other things. Ms. Raveling said once we have the PA's automated, it just has to be more efficient.

Chair Heldmeyer suggested looking at the balance of what is sufficient supervision on things such as the number of signatures on an annual leave request, which could save time and money.

Mr. Bartlett said a Training Coordinator was hired, which was a half-time position, so that person can focus on developing specific training and perhaps presenting, and coordinating training with outside sources. One of the expansions requested was to make that a full time position.

Chair Heldmeyer asked how long it takes between the posting of a job notice and actually having someone on board.

Mr. Bartlett said it depends on the length of the posting. Another factor is once there is screening, we try to turn those around as quickly as possible. He has no hard number, but he can try to get that, reiterating there are so many different factors.

Chair Heldmeyer would like those numbers tracked on an ongoing basis.

Councilor Dominguez asked how H.R. works with the Police Department.

Mr. Bartlett said the recruitment process works through the administrator assigned to Police and Fire. H.R. will screen for minimum qualifications, and once a month there is testing at the Police Department, and H.R. is in attendance there. He said there is a collaborative effort between H.R. and the Police and Fire Departments, citing the advertisement on the back of the bus as an example. Responding to the Chair, Mr. Bartlett said he doesn't know if we have actually hired anyone resulting from an advertisement on the bus. He said there is a lot of activity in getting cards out with the recruiter's name, and posting them.

Responding to Councilor Dominguez, Mr. Bartlett said they did attend two job fairs, one at the Community College and one in Espanola put on by the Department of Labor. He said he doesn't know that Police personnel were in attendance, but the police do very specific job fairs.

Mr. Bartlett said if the Police Department wasn't in attendance, they would have information on the openings and try to match potential candidates into jobs. He said HR does represent the entire organization whether Police or Planning and Land Use or some other department or division.

Chair Heldmeyer noted she sees young people picking up forms in H.R., and suggested a nice, interesting sign which says, for example, "have you considered a career in law enforcement."

Councilor Dominguez agreed, and asked if more resources are needed to help the Police Department with its recruitment.

Responding to the Chair, Mr. Bartlett said in most instances, the Police Department invites HR to attend job fairs.

Councilor Dominguez wants to look at other ways HR can assist the Police Department.

Chair Heldmeyer observed that the retention of officers which were recruited from out of state is not good at all, so it's not just who you recruit, it's who you retain.

Chief Johnson said he just sent a team to Oregon where they are having layoffs, and Lois Amador went with them.

MOTION: Councilor Dominguez moved to approve the budget as proposed. THE MOTION DIED FOR LACK OF A SECOND.

MOTION: Councilor Calvert moved, seconded by Councilor Dominguez, to move this budget forward with no recommendation, with the idea that by the time it goes to Council that more money may be found, or some other things may be considered.

VOTE: The motion was approved on a voice vote [absent: Councilor Wurzbarger].

(E). POLICE

Councilor Dominguez said there had been a debate about the property tax increase. He asked Chief Johnson, if we had gone for all of it, in his opinion, would we see more officers.

Chief Johnson believes so. He said right now, just having the funds for a true recruiting budget is helpful, and he hopes this will be fruitful. He said there was great interest expressed in Oregon to assist us in the testing process. He said this is a good start to attract officers.

Responding to Councilor Dominguez, Chief Johnson there was a plan, but there was no budget for recruitment. He said it would be helpful if the signing bonus was larger. He said there is nothing binding those who sign to a minimum term of service with Santa Fe. He said the more attractive we can make it to keep them here will be a positive thing. He said they are already recruiting in areas where they are laying off officers, noting San Diego is also having some layoffs and he is investigating that.

Chair Heldmeyer said questions were raised at Council last night which need to be addressed at Public Safety on Tuesday.

Chair Heldmeyer asked Chief Johnson if he has looked at the possibility of substituting non-sworn personnel to do the duties of sworn officers as a way to free up commissioned personnel to do what only they can do.

Chief Johnson said this is a tough call. He said everything with which the officers deal is something which is required by a sworn officer for the most part.

Chair Heldmeyer said when we discussed the vehicle forfeiture law, it was presented that a sworn officer is needed to do this. She said that position was lost in the discussion, but the implication was that it would take some time of a sworn officer to deal with the vehicle forfeitures. She said creative thinking is needed because of the shortage.

Chief Johnson said he is looking at three positions he is considering assigning to civilians, noting these are people who oversee the evidence and such.

Chair Heldmeyer asked the status of the negotiations on the raises.

Chief Johnson said they went back to the table yesterday, and will continue on Monday, so hopefully that will be completed soon.

Lydia Lioce spoke about the in-car computers, noting she attended a meeting today in this regard. She said the pilot program ended on September 30, 2006. The program funded six officers, equipped their vehicles, and paid for the wireless infrastructure communication piece which was a big part for the City. Ms. Lioce said they presented to the Executive Oversight Committee in October 2006 to accept Tracks, the software house, as the basis for a state traffic records management, and that was accepted. A package will be presented to the OCIO and the IT Commission, then a third Commission will approve it at the State level. The proposal is for a full-state rollout. They will address the six pilot agencies with assistance for full funding.

Responding to Councilor Calvert, Ms. Lioce said there will be funding available, but she is unsure of the amount or the percentage, noting we must meet the match. The money will come through DOT and TSB and the money is all for traffic records. The City will use the system other than for traffic records, so we will have to meet a match. It is all on the DWI initiative to cut the DWI and to build records for enhanced sentencing for repeat offenders.

Ms. Lioce said the amount of the grant will be tied to amount of information on traffic records which will be processed. At this time, there is no specific amount of funding, but Santa Fe is the only agency which has nothing other than the six computers and the basic infrastructure. All of the other agencies have already implemented in-car computer systems, so there is a possibility we might get a bigger "piece of the pie." She said we are hoping to have the approval of the three committees by the end of June, with the finding released sometime in July 2007. We will then know the amount of the funding. She said we submitted to do roll-outs in increments of 25 officers at a time, and if we are funded for the 25, we could use those funds to leverage even more.

Ms. Lioce presented extensive information with regard to the capabilities and use of the equipment, and the time savings to the Police.

MOTION: Councilor Calvert moved, seconded by Councilor Dominguez, to approve the Police Department budget.

VOTE: The motion was approved unanimously on a voice vote [Absent: Councilor Wurzburger].

F. CITY MANAGER

Chair Heldmeyer said staff is still working on customer service information, coordinating information coming in and out of Mr. Gurule's office, distributing it to other departments and then getting them to do something about it. She asked if this process is improving.

Mr. Gurule said it is. He said there is better communication and chain of command with Planning & Land Use. For particular problem areas, he meets with Mr. Buller and takes direction from him, but it is working much better.

Chair Heldmeyer said it will take direction from Mr. Buller to the recalcitrant department.

Mr. Buller said it does and he does.

Chair Heldmeyer said some people in jobs which work directly with the public sometimes "drag their feet," which is frustrating to her, noting GIS is very good in interacting with the public and in what it produces graphically. She said these people need to be talked to by their boss.

Mr. Buller said it is those who don't do this on a regular basis who are the most difficult, noting that at times they don't want to, or shouldn't, respond, but they do need to tell the person they'll get back to them.

Chair Heldmeyer said many staff persons just don't return calls. Additionally, she said staff needs to do a better job of making it clear when people are going to be out of the office, who to call when they are out of the office, and make this information known to Mr. Gurule.

Responding to the Chair, Mr. Buller said he certainly doesn't have too many staff. He said a number of the staff are working longer hours, and he tries to get them home by 6:00 p.m. He has nothing but good to say about the amount of time staff spends at their job, and believes the staff response time to constituents, Councilors and other staff is even more responsive than when he started six months ago. He said he believes they are staffed directly, noting that Carlos's position can be split in two, but is unsure how to use that or whether to recombine it into another position. He said Mr. Gurule is requesting a Data Specialist and another Constituency position, and we can certainly use them. His office gets lots of questions about data, so it would be good to have someone who can keep track of that, so that makes a lot of sense to him.

Councilor Dominguez said he is really very happy with constituency services, in particular, in CM's office. They have been very responsive, and have gone out of the way to help him and his constituents. He believes there may be some internal systemic things which reflect

on the results or the lack of results, but he stressed that he doesn't see that as the fault of Constituency Services and the City Manager's office in general.

Mr. Buller reiterated the previous discussion, and his plans to deal with these issues.

Councilor Dominguez said he is concerned about burnout, because these people are working very hard, and strongly encouraged getting these systems in place to ensure that doesn't happen.

Mr. Buller agrees, commenting there is so much enthusiasm in that group. At the present time, there is no reward system in place. He would love to do that when he has time, and he will be doing this himself, and encouraging other divisions to do so as well. He said they meet each Monday, compare notes, and find ways to support and help each other in these projects. This is an example of the teamwork he promotes, and it helps to distribute the work load.

Mr. Gurule said at weekly staff meetings, he has been providing staff reports to department heads where there are issues and such. He said the additional position would prevent the long work days at times as well as provide the ability to be more responsive. It would also allow staff to meet with constituents one on one in the field when a particular issue has not been resolved within a reasonable amount of time, or where a situation has been ongoing.

Responding to the Chair, Mr. Gurule said the website is useful in terms of FAQs and such, and they are also looking at the capability to do on-line applications for things. He said this is in the scope of services.

Responding to Councilor Calvert, Mr. Gurule said the RFP has closed, 3 finalists have been identified and will be interviewed on Tuesday.

MOTION: Councilor Dominguez moved, seconded by Councilor Calvert, to approve the City Manager's budget.

VOTE: The motion was approved on a voice vote [Absent: Councilor Wurzbarger].

G. GCCC RECREATION RATES

This item was postponed to the meeting of May 21, 2007.

H. FINANCE

Ms. Raveling presented information regarding the budget, noting no additional positions were approved, and pointing out she has lost three positions over the past ten years.

Ms. Raveling said she is concerned that Mr. Ortega will get burned out because of the issues in Utility Billing. A lot of changes have been made, and they are doing some specialized training at the Community College. She said the phone tree has been changed, and after a rough start is working well, and there has been a dramatic decrease in the number of phone calls customer service is having to handle.

Ms. Raveling referred to page 7 of the packet. There are two employees on very extended medical leave, one of whom is able to work at times, and the other is applying for medical disability. She recently received paperwork on another employee who will be off three months. She said one of the previous City Managers approved two temporary positions, which weren't budgeted positions, just authorized by the City manager. The thought was to hire temps and when someone left the temp could move into a permanent position. This hasn't worked well and they aren't finding qualified people as temps.

Ms. Raveling said she is requesting, instead of the two temporary positions, two additional regular, permanent positions, and to amend the Finance Budget request. The cost is \$40,000 for each position. She said these people are really needed, noting they can't get stabilized with two people on extended medical, and the problem will increase with the third person out.

Councilor Dominguez asked if there has been a study to look at duplicate functions between agencies and consolidating some functions – State, schools, County.

Ms. Raveling said nothing has been done, but that can be examined.

Chair Heldmeyer noted we do use the State price agreements which would also be open to the County.

Councilor Dominguez said he is looking at some of the business functions.

Councilor Calvert suggested looking at ways the City and County could purchase in bulk quantities to take advantage of a better price.

Responding to Mr. Buller, Chair Heldmeyer said there can be economies of scale as long as the bureaucracy doesn't eat away at the economy. She asked if we periodically evaluate the City's procurement process, with an eye to simplifying and streamlining.

Ms. Raveling said as soon as possible, she will be bringing forward some amendments on the Procurement Manual, and they are looking at increasing the levels. She noted currently anything over \$10,000 has to be put out to a formal bid. The State has increased to \$50,000.

Chair Heldmeyer suggested making it equal to the Manager's discretionary amount.

Ms. Raveling pointed out that a project under \$50,000 isn't a big project anymore, and they are required to bid anything over \$10,000, which takes a lot of time.

MOTION: Councilor Calvert moved, seconded by Councilor Dominguez, to approve the Finance budget with the amendment to add the two positions as requested by Ms. Raveling.

VOTE: The motion was approved on a voice vote [Absent: Councilor Wurzburger].

I. NEW REVENUE SOURCES

This item was postponed to the meeting of May 21, 2007.

J. WRAP-UP, SUMMARY, DISCUSSION AND RECOMMENDATIONS

This item was postponed to the meeting of May 21, 2007.

5. REQUEST FOR APPROVAL OF CITY MANAGER'S RECOMMENDED FISCAL YEAR 2007/08 OPERATING BUDGET AS AMENDED.

Postponed to the meeting of May 21, 2007.

6. PUBLIC COMMENT

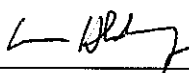
None.

7. ADJOURNMENT

Chair Heldmeyer said in discussions with the members of the Committee, it has been decided we will complete all unfinished items at the next Finance Committee meeting.

Councilor Calvert would like, at the next meeting, to walk through the "thing" which was handed out about strategic planning and how things were allocated.

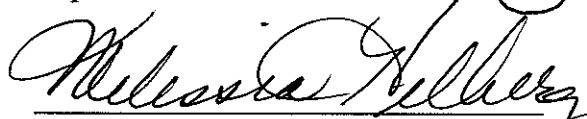
There being no further business to come before the Committee, and the Committee having completed its Agenda, the meeting was adjourned at 8:40 p.m.



Karen Heldmeyer, Chair

Reviewed by:


Kathryn L. Raveling, Director
Department of Finance


Melessia Helberg, Stenographer