



# Agenda

FINANCE COMMITTEE MEETING  
CITY COUNCIL CHAMBERS  
JULY 15, 2013 – 5:00 P.M.

1. CALL TO ORDER
2. ROLL CALL
3. APPROVAL OF AGENDA
4. APPROVAL OF CONSENT AGENDA
5. APPROVAL OF MINUTES

CITY CLERK'S OFFICE

DATE 7/12/13 TIME 10:35 AM

SERVED BY Yolanda Green

RECEIVED BY P. Ortiz

Regular Finance Committee Meeting – June 17, 2013

## CONSENT AGENDA

6. Bid No. 13/37/B – FY 2013/14 City Wide Water Utility Construction & Repair Agreement between Owner and Contractor; Sub Surface Contracting. (Mike Gonzales, Mike Moya and Bill Huey)
7. Request for Approval of Amendment No. 2 to Professional Services Agreement – City Wide Water Utility Pavement Restoration Services; TLC Plumbing & Utility, Inc. (Bill Huey)
8. Request for Approval of Revisions to Utility Billing Administrative Manual – Policy No. 15, One-Time Credit for High Consumption due to Unknown Cause. (Peter Ortega)
9. Request for Approval of Support Services Agreements – Land Use, Building Permits, Code Enforcement, Business License, Police Records, Fire Records and new E-Government Software for Land Use; SunGard Public Sector, Inc. (Caryn Fiorina)
10. Request for Approval of Information Technology Licensing and Professional Services Agreement – Enterprise Program Browser for Imaging Documents to Enable Municipal Court to become Paperless (RFP #13/19/P); Justice Systems, Inc. (Judge Ann Yalman)
11. Request for Approval of Grant Award – Operating Assistance Section 5307 for Santa Fe Trails; U.S. Department of Transportation, Federal Transit Administration. (David Chapman)



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12. Request for Approval of Amendment No. 1 to Professional Services Agreement – Task Order Number 112 Runway 2-20 MIRL Replacement and Task Order Number 113 Passenger Facility Charges Application at Santa Fe Municipal Airport; Molzen-Corbin & Associates, Inc. (Francey Jesson)
13. Request for Concept Approval of Sale of Real Estate – Containing Approximately 460 Square Feet within a Portion of Lot 1, Block 92 of the 1912 Kings Official Map Located within the 400 Block of Old Santa Fe Trail; David K. Giles. (Edward Vigil)
14. Request for Approval of Easement – Benefit Santa Fe County for the Purpose of Extending Water Service to the Santa Fe Animal Shelter Facility and other Properties Lying South and East thereof, the Real Property Lies within Portions of Gov't Lot 1 and the NW/4 SE/4 Section 35 T17N R8E NMPM and Contains 0.93 Acres; Bill Moffett, Project Coordinator. (Edward Vigil)
15. Request for Approval of Lease Agreement – Allow for Parking of 5 Motor Vehicles on City Property Known as Archuleta Park located at 1622 W. Alameda by the Adjoining Property Owners and their Tenants; Robert Seymour and Jeannine Seymour. (Edward Vigil)
16. Request for Approval of Amendment No. 1 to Professional Services Agreement – The Velocity Project - Business Development Services on behalf of Economic Development; The MVM Group. (Kate Noble)
17. Request for Approval of a Resolution Relating to a Request for Approval of Fourth Quarter (Year-End) Budget Adjustments for Fiscal year 2012/2013 ending June 30, 2013. (Cal Probasco)
18. Request for Approval of a Resolution Directing Staff to Acquire a Third-Party Independent Audit of the 2008 Parks, Trails and Open Space Bond upon Completion of Projects Authorized in Accordance with the Bond. (Councilor Wurzbarger) (Isaac Pino)

**Committee Review:**

Public Works (approved)  
City Council (scheduled)

07/08/13  
07/31/13

Fiscal Impact – Yes



# Agenda

**FINANCE COMMITTEE MEETING  
CITY COUNCIL CHAMBERS  
JULY 15, 2013 – 5:00 P.M.**

19. Request for Approval of an Ordinance Relating to Chapter 21 SFCC 1987 Environmental Services; Establishing a New Article 21-8 SFCC 1987 to Ban the Distribution of Single-Use Plastic Carry-Out Bags and Establish a Fee for Paper Carry Out Grocery Bags to be Imposed by Retail Establishments. (Councilor Wurzbarger, Mayor Coss and Councilor Rivera) (Fabian Trujillo)

**Committee Review:**

Public Utilities (approved)	07/03/13
City Council (request to publish)	07/31/13
City Council (public hearing)	08/27/13

Fiscal Impact – Yes

20. Request for Approval of a Resolution Supporting the New Mexico Litter Control and Beautification Act of 1985 which Authorizes the use of Public Funds in the Form of Grants for the Purpose of Enhancing Local Litter Control and Beautification Programs. (Councilor Trujillo) (Gilda Montano)

- A. Request for Approval of Grant Agreement between the City of Santa Fe and the State of New Mexico Tourism Department in the Amount of \$70,000.

**Committee Review:**

Public Utilities (approved)	07/15/13
City Council (scheduled)	07/31/13

Fiscal Impact – Yes

21. Pursuant to Resolution No. 2013-33, Request for approval of an Option to Provide Relief from Water Utility Billing for 501(c) (3) Local Non-Profit Organizations that use Water to provide Services to the Homeless Population in the City of Santa Fe. (Nick Schiavo)

**Committee Review:**

Public Utilities Committee (no recommendation)	06/05/13
Finance Committee (approved)	06/17/13
Public Utilities Committee (approved)	07/03/13
City Council (scheduled)	07/31/15



# Agenda

FINANCE COMMITTEE MEETING  
CITY COUNCIL CHAMBERS  
JULY 15, 2013 – 5:00 P.M.

22. Request for Approval of a Resolution Declaring that the City of Santa Fe Desires to Establish a Sister City Relationship with the City of San Miguel De Allende, Mexico. (Mayor Coss and Councilor Wurzbarger) (Julie Bystrom)

**Committee Review:**

City Council (scheduled)

07/31/13

Fiscal Impact – No

23. Request for Approval of a Resolution Declaring that the City of Santa Fe Desires to Establish a Sister City Relationship with the City of Icheon, South Korea. (Mayor Coss and Councilor Wurzbarger) (Julie Bystrom)

**Committee Review:**

City Council (scheduled)

07/31/13

Fiscal Impact – No

**END OF CONSENT AGENDA**

**DISCUSSION**

24. Request for Approval of a Resolution Accepting the Recommendations of the Lead Santa Fe Task Force and Directing Staff to Establish and Implement a Three Year Lead/Pre-Booking Diversion Program in Santa Fe, Including Developing an Operations Plan and Explore Funding Mechanisms. (Mayor Coss and Councilors Dimas, Wurzbarger, Ives, Calvert, Dominguez, Rivera and Trujillo) (Terrie Rodriguez)

**Committee Review:**

Public Safety (scheduled)

07/16/13

City Council (scheduled)

07/31/13

Fiscal Impact – Yes

25. OTHER FINANCIAL INFORMATION:

- A. Update of Gross Receipts Tax Report Received in July 2013 (for May 2013 Activity) and Lodgers' Tax Report Received in July 2013 (for June 2013 Activity). (Marcos Tapia)



# Agenda

**FINANCE COMMITTEE MEETING  
CITY COUNCIL CHAMBERS  
JULY 15, 2013 – 5:00 P.M.**

- 
26. MATTERS FROM THE COMMITTEE
  27. ADJOURN

Persons with disabilities in need of accommodations, contact the City Clerk's office at 955-6520 five (5) working days prior to meeting date.

**SUMMARY INDEX FOR  
SANTA FÉ CITY FINANCE COMMITTEE  
July 15, 2013**

<b>ITEM</b>	<b>ACTION</b>	<b>PAGE</b>
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2. ROLL CALL	Quorum Present	1
3. APPROVAL OF AGENDA	Approved as amended	1-2
4. APPROVAL OF CONSENT AGENDA	Approved as amended	22
5. APPROVAL OF MINUTES - June 17, 2013	Approved as presented	2
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CONSENT AGENDA DISCUSSION		
15. Archuleta Park Lease Agreement	Approved	4-6
18. 2008 Parks Bond Audit	Approved	6-8
19. Plastic Bag Ban Ordinance	Approved	8-9
20. Beautification Grant Agreement	Approved	9-10
21. Water Bill Relief for homeless serving agencies	Approved	10
DISCUSSION AGENDA		
24. Three Year Lead/Pre-Booking Diversion	Approved report	10-15
25. Other Financial Information		
A. GRT and Lodgers' Tax Reports	Lodgers report received	15-16
26. Matters from the Committee	Discussion	16
27. Adjourn	Adjourned at 7:00	16

**MINUTES OF THE**  
**CITY OF SANTA FÉ**  
**FINANCE COMMITTEE**  
**MONDAY, JULY 15, 2013**

**1. CALL TO ORDER**

A special meeting of the City of Santa Fé Finance Committee was called to order by Councilor Calvert on July 15, 2013 at approximately 5:00 p.m. in the City Council Chambers, City Hall, 200 Lincoln Avenue, Santa Fé New Mexico.

**2. ROLL CALL**

Roll Call indicated the presence of a quorum as follows:

**MEMBERS PRESENT:**

Councilor Carmichael A. Dominguez, Chair  
Councilor Patti J. Bushee  
Councilor Christopher Calvert  
Councilor Bill Dimas  
Councilor Peter N. Ives

**MEMBERS ABSENT:**

**STAFF PRESENT:**

Mr. Marcos Tapia, Finance Director  
Ms. Yolanda Green, Finance Department Staff

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

**3. APPROVAL OF AGENDA**

Mr. Tapia asked to delete # 16 because it was not ready but would be for August 5.

Councilor Calvert asked for corrections to #13 and #15 listings on the agenda. #13 should say "600 block" and #15 should say "request for concept approval."

**Councilor Calvert moved to approve the agenda as amended. Councilor Dimas seconded the motion and it passed by unanimous voice vote.**

#### **4. APPROVAL OF CONSENT AGENDA**

Councilor Bushee requested discussion on items 15 and 18 to answer questions and asked to have her name added. She requested to pull #19 and #20 for discussion.

Councilor Calvert asked to pull #21 for discussion.

Chair Dominguez wanted to pull #18 also.

**Councilor Calvert moved to approve the Consent Agenda as amended. Councilor Dimas seconded the motion and it passed by unanimous voice vote.**

#### **5. APPROVAL OF MINUTES – Regular Finance Committee Meeting – June 17, 2013**

**Councilor Calvert moved to approve the minutes of June 17, 2013 as presented. Councilor Dimas seconded the motion and it passed by unanimous voice vote except for Councilor Bushee who abstained.**

#### **CONSENT AGENDA LISTING**

- 6. Bid No. 13/37/B – FY 2013/14 City Wide Water Utility Construction & Repair Agreement between Owner and Contractor; Sub Surface Contracting. (Mike Gonzales, Mike Moya and Bill Huey)**
- 7. Request for Approval of Amendment No. 2 to Professional Services Agreement – City Wide Water Utility Pavement Restoration Services; TLC Plumbing & Utility, Inc. (Bill Huey)**
- 8. Request for Approval of Revisions to Utility Billing Administrative Manual – Policy No. 15, One-Time Credit for High Consumption due to Unknown Cause. (Peter Ortega)**
- 9. Request for Approval of Support Services Agreements – Land Use, Building Permits, Code Enforcement, Business License, Police Records, Fire Records and new E-Government Software for Land Use; SunGard Public Sector, Inc. (Caryn Fiorina)**



10. Request for Approval of Information Technology Licensing and Professional Services Agreement – Enterprise Program Browser for Imaging Documents to Enable Municipal Court to become Paperless (RFP #13/19/P); Justice Systems, Inc. (Judge Ann Yalman)
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15. *[Pulled for Discussion by Councilor Bushee]*
16. Request for Approval of Amendment No. 1 to Professional Services Agreement – The Velocity Project - Business Development Services on behalf of Economic Development; The MVM Group. (Kate Noble)
17. Request for Approval of a Resolution Relating to a Request for Approval of Fourth Quarter (Year-End) Budget Adjustments for Fiscal year 2012/2013 ending June 30, 2013. (Cal Probasco)
18. *[Pulled for Discussion by Councilor Bushee]*
19. *[Pulled for Discussion by Councilor Bushee]*

**20. [Pulled for Discussion by Councilor Bushee]**

**21. [Pulled for Discussion by Councilor Calvert]**

**22. Request for Approval of a Resolution Declaring that the City of Santa Fé Desires to Establish a Sister City Relationship with the City of San Miguel De Allende, Mexico. (Mayor Coss and Councilor Wurzbarger) (Julie Bystrom)**

**Committee Review:**

City Council (scheduled)

07/31/13

Fiscal Impact – No

**23. Request for Approval of a Resolution Declaring that the City of Santa Fé Desires to Establish a Sister City Relationship with the City of Icheon, South Korea. (Mayor Coss and Councilor Wurzbarger) (Julie Bystrom)**

**Committee Review:**

City Council (scheduled)

07/31/13

Fiscal Impact – No

**END OF CONSENT AGENDA**

**CONSENT AGENDA DISCUSSION**

**15. Request for Conceptual Lease Agreement – Allow for Parking of 5 Motor Vehicles on City Property Known as Archuleta Park located at 1622 W. Alameda by the Adjoining Property Owners and their Tenants; Robert Seymour and Jeannine Seymour. (Edward Vigil)**

Councilor Bushee wanted to be assured that city vehicles wouldn't be parked there.

Mr. Vigil agreed. He understood the adjoining property owners, the Seymours, were asking for overflow parking there and he didn't know of any request by the city to park there.

Councilor Bushee asked what liability the Seymours would have.

Mr. Vigil said they had to provide insurance that named the City as additionally insured and provide cleaning of trash from the park area.

Councilor Bushee thought that looked like abandoned property.

Mr. Vigil clarified it was on the west.

**Councilor Bushee moved to approve the conceptual lease agreement request. Councilor Calvert seconded the motion.**

Councilor Ives asked how the lessees were going to access it.

Mr. Vigil said the City currently had post and cable on Alameda with adequate room for vehicles and they would access through a gate on their wall. They had an access on the common boundary of their property.

Councilor Ives asked for the term of the lease.

Mr. Vigil said it was five years and renewable.

Councilor Calvert clarified that the reason why they haven't nailed it down was that it hasn't even been appraised yet.

Mr. Vigil agreed. That would come after conceptual approval.

Councilor Bushee asked if there was any problem with notice since the agenda didn't say "conceptual."

Councilor Calvert thought it was fine since it would come back with the actual lease.

Ms. Amer agreed. The Committee was fine with just concept approval. If it were the other way around it would be different.

Chair Dominguez asked if they were already parking there.

Mr. Vigil agreed and it was an undeveloped part of the park.

Chair Dominguez asked if anything there was paid for by the parks bond.

Mr. Vigil said it was just the post and cable.

Chair Dominguez asked if this lease request would this go to POSAC.

Mr. Vigil said it would not.

**The motion passed by unanimous voice vote.**

**18. Request for Approval of a Resolution Directing Staff to Acquire a Third-Party Independent Audit of the 2008 Parks, Trails and Open Space Bond upon Completion of Projects Authorized in Accordance with the Bond. (Councilor Wurzbarger) (Isaac Pino)**

**Committee Review:**

Public Works (approved)

07/08/13

City Council (scheduled)

07/31/13

Fiscal Impact – Yes

Councilor Bushee noted some concern with time line but was okay with the expansion included.

**Councilor Bushee moved to approve the request with the expansion. Chair Dominguez seconded the motion.**

Councilor Calvert said they could do it because they were just now finishing the project. He didn't think it could be done for 2012.

Councilor Bushee thought this accountability should be regular action. She thought they should pursue it in a timely way for other audits. She proposed added a whereas to it as part of the 2012 campaign to say, "Whereas projects as they were completed should also be audited then."

Councilor Calvert asked if she want a whereas or a further resolved.

Councilor Bushee said it could be further resolved.

Chair Dominguez agreed there should be proof to the public that the City was spending this money correctly. It didn't have to be done just when all expenditures were done but to give proof to the public.

Councilor Ives joined as cosponsor and asked to establish it as a regular policy of the city. He wasn't sure this was the proper mechanism for it but as policy for bonding measures. He preferred it as a separate policy and was fully in favor of the concept. But here he thought it should be as a discrete measure. The 2012 bond and CIP bond were different items that made it subject to this type of review.

Councilor Bushee proposed it say, "as dealt with" for the GO bonds in particular. A lot of effort up front would make it clear and define the kinds of public works in the process. CIP was more fluid. She suggested that with GO bonds for park and trails it should be developed.

Chair Dominguez asked when this could be implemented.

Mr. Tapia said they needed to determine the scope. This was a special report they were requesting. There was no language that this would come out of proceeds for audit costs either in 2008 or in 2012. So we need to notify the public if we would spend a certain amount for auditing out of the bonds.

Chair Dominguez asked when they could start the audit.

Mr. Tapia said at best in September with an RFP. He would have to write up the scope. 2008 was \$30 million so it was a lot of stuff to look at.

Chair Dominguez asked when it would be completed.

Mr. Tapia said it was similar to the parking lot audit so he couldn't give a definite answer.

Chair Dominguez asked if the City, outside of the allocation already approved, had done any further re-allocations.

Dan said there was a reallocation in 2010 approved by Council.

Chair Dominguez asked if we did any analysis whether funds were left over after reallocation.

Dan said some had over spent and others had balances. He didn't have other information.

Councilor Calvert said it stated in the FIR that audit funds would be needed for the audit. So we need to change the FIR.

Mr. Tapia agreed. That statement was not true. If through a resolution Council authorized it from bond proceeds maybe they could do that.

Councilor Calvert asked to defer that to legal and bond counsel for a response.

Mr. Tapia was absolutely okay with that. A resolution was what they needed to do first to answer those questions.

Councilor Bushee asked if she could also ask that to go to the Audit Committee too.

Councilor Calvert asked for Mr. Pino to comment.

Mr. Pino explained that the City had not even received proceeds from 2012 so we need to set that aside to focus on 2008.

Councilor Bushee said it was just to deal with the process.

Ms. Byers asked if she wanted this to be reviewed by the Audit Committee.

Councilor Bushee agreed but explained we don't need this to go through them but they need to review it with staff.

Chair Dominguez suggested possibly starting with the 2012 bond.

**The motion passed by unanimous voice vote.**

**19. Request for Approval of an Ordinance Relating to Chapter 21 SFCC 1987 Environmental Services; Establishing a New Article 21-8 SFCC 1987 to Ban the Distribution of Single-Use Plastic Carry-Out Bags and Establish a Fee for Paper Carry Out Grocery Bags to be Imposed by Retail Establishments. (Councilor Wurzbarger, Mayor Coss and Councilor Rivera) (Fabian Trujillo)**

**Committee Review:**

Public Utilities (approved)	07/03/13
City Council (request to publish)	07/31/13
City Council (public hearing)	08/27/13

Fiscal Impact – Yes

Mr. Nick Schiavo was present instead of Fabian Trujillo.

Councilor Bushee noted that most people put newspapers in their paper bags and she wanted staff to clarify if that was okay.

Ms. Cindy Padilla clarified that people could continue to use paper bags as they wished.

Councilor Bushee asked if the City was considering having one big receptacle for all recycle materials.

Ms. Padilla agreed. The drawback for Albuquerque for single string was that they didn't take glass. Santa Fé could do that but Albuquerque had a separate drop off for glass. Santa Fé does generate a lot of glass and she would have to look at our market for glass.

Councilor Bushee asked if they would have glass just picked up then.

Ms. Padilla said it would be single string without glass and have glass as a drop off or special pick up. Right now they couldn't take glass.

Councilor Bushee said she knew people were hoarding their paper bags before they would be charged a fee for them.

Ms. Padilla said in a couple of months she would have recommendations on that. That means additional trucks and the City would have to replace all containers. They did purchase some blue containers for parks. They were not the same on the plaza.

Councilor Bushee said she was a strong advocate for this and glad the children have participated and the business community as well.

Chair Dominguez understood a number of people here wanted to speak. It was not advertised as a public hearing so he asked instead for those in favor to stand. Many people stood.

Chair Dominguez asked if there were clarifications on what would be banned if that would be helpful.

Mr. Schiavo said Mr. Trujillo had identified which things were going to be banned and which ones could be reused. Those bags with advertising had no charge. He showed the plastic bags that would be allowed.

Councilor Bushee asked how they were getting the word out.

Mr. Schiavo pointed out what information techniques had been used in other cities. The City also intend to purchase 10,000 reusable bags to be distributed in Santa Fé. They talked with all grocery stores and this morning met with Albertsons with the actual bags. He would encourage reuse of the bags they already have.

Councilor Calvert reminded them that the ordinance has a six-month lag so there was time to prepare.

Ms. Byers pointed out there was an opportunity for nonprofits to distribute them.

**Councilor Bushee moved to approve the request. Councilor Ives seconded the motion and all five committee members asked to be cosponsors. The motion passed by unanimous voice vote.**

**20. Request for Approval of a Resolution Supporting the New Mexico Litter Control and Beautification Act of 1985 which Authorizes the use of Public Funds in the Form of Grants for the Purpose of Enhancing Local Litter Control and Beautification Programs. (Councilor Trujillo) (Gilda Montaña)**

**A. Request for Approval of Grant Agreement between the City of Santa Fé and the State of New Mexico Tourism Department in the Amount of \$70,000.**

**Committee Review:**

Public Utilities (approved)

07/15/13

City Council (scheduled)

07/31/13

Fiscal Impact – Yes

Councilor Bushee asked what the plan was to make them all beautiful.

Ms. Montaña said they wrote a newspaper article. Basically right now there were some who have adopted a median but the City couldn't afford to make them all beautiful. She had forms for adopting a median and they were pursuing that.

Councilor Bushee asked if they had tried to coordinate with master gardening or cooperative extension service. There were volunteers yet to tap.

Ms. Padilla said for the 4<sup>th</sup> of July they worked with volunteers on getting compost and getting brochures so they did quite a bit on community education.

Councilor Bushee asked about maintaining adoptions.

Ms. Montaña said if the sponsor didn't maintain their median, their sign was taken away. The one at the state capitol was built after 911. She told them that others were interested in adopting the median there. They were also working on the south side of town. It was coming along. The purpose was to reduce the work of city crews. Some of the medians actually have irrigation systems.

**Councilor Bushee moved to approve the request. Councilor Dimas seconded the motion and it passed by unanimous voice vote.**

**21. Pursuant to Resolution No. 2013-33, Request for approval of an Option to Provide Relief from Water Utility Billing for 501(c) (3) Local Non-Profit Organizations that use Water to provide Services to the Homeless Population in the City of Santa Fé. (Nick Schiavo)**

**Committee Review:**

Public Utilities Committee (no recommendation)	06/05/13
Finance Committee (approved)	06/17/13
Public Utilities Committee (approved)	07/03/13
City Council (scheduled)	07/31/15

Councilor Calvert said the PUC heard this and recommended it (page 6) and the Committee needs to clarify what we were voting on because it isn't the same recommendation.

**Councilor Bushee moved for approval of the recommendation. Councilor Dimas seconded the motion and it passed by unanimous voice vote.**

**DISCUSSION**

**24. Request for Approval of a Resolution Accepting the Recommendations of the Lead Santa Fé Task Force and Directing Staff to Establish and Implement a Three Year Lead/Pre-Booking Diversion Program in Santa Fé, Including Developing an Operations Plan and Explore Funding Mechanisms. (Mayor Coss and Councilors Dimas, Wurzbarger, Ives, Calvert, Dominguez, Rivera and Trujillo) (Terrie Rodriguez)**

**Committee Review:**

Public Safety (scheduled)	07/16/13
City Council (scheduled)	07/31/13

Fiscal Impact – Yes



Ms. Rodriguez presented this matter to the Committee. The resolution in the second part asked us to provide a report and recommendations for a lead program - pre diversion. We had wonderful participation - wide range- on how best to develop a program. The lead task force pulled together different committees and the bare bones for you to look at. So we'd like to share those recommendations and a brief cost/benefit analysis.

Ms. Emily Kaltenbach was introduced. She said she wouldn't go through the whole concept with the Committee.

Ms. Joohee Rand from the Santa Fé Community Foundation said she summarized their findings in a handout she shared with the Committee [attached as Exhibit A].

She said they approached this from analyzing and validating it. They worked closely with parties to gather and decide on the analysis. They looked at opiate arrests over the last three years and wanted to have a real treatment program for them. They were not looking just at police data but also fire department, emergency and hospitals and she described a comprehensive program cost-benefit analysis. One hundred individuals were identified for opiate related arrests by Santa Fé law enforcement within city boundaries during last three years. 5.9 times recidivism and that translated into 115 days of jail time.

They cross-referenced individuals and found over 50% were previously arrested for other reasons. So for every arrest for property crimes there were 5 for burglary. She described the burden on the current system. Those 100 cost more than \$4.2 million or an average of \$42,000 per individual in three years. The biggest cost was for medical systems. And that was the tip of the iceberg. It didn't capture loss of productivity, impact on families and social systems to families, current drug treatments and services on an ad hoc basis, public safety and health, etc. For wrap-around services it was estimated at \$34,000 per individual over 3 years for the cost of treatment.

Ms. Kaltenbach recommended to plan and implement a three year pilot program to start in January 2014. She referenced the recommendations on page 15ff.

She mentioned the overall assumptions were to limit the area to the City of Santa Fé and Santa Fé officers. It would be just for opiates - not dealers but those addicted.

Page 15 described the eligibility criteria. If successful, they would add those under 18. It excluded prostitution.

Councilor Bushee asked why they chose this age range.

Ms. Kaltenbach said it was very different for adults than for youth. This would also require separate lodging (by age). That would expand the numbers and the cost. So it would be a separate teen track.

Councilor Bushee understood starting with a core but she would like to see it also in a juvenile population.

Councilor Calvert said keeping track of juveniles with the same criteria would help to know what

percent was juveniles.

Chair Dominguez asked Ms. Rodriguez if the juvenile system already had what they recommended in place already.

Ms. Rodriguez agreed and said the program in Santa Fé also had a support vehicle.

Chair Dominguez said it was curious to look at the economic impact in Santa Fé.

Ms. Kaltenbach said of the 18-25 age range that if they could catch them earlier it would benefit everyone. She referred to page 16 and the flow chart to show how a person would move through it. They would have an individual treatment plan that went with them all the way through. The case manager had a strong link with the law enforcement officer in the flow chart.

Page 17 showed the- treatment recommendations. Each care plan was customized for the individual and not all parts would be included for everyone. So one person's treatment might cost \$5,000 but others might cost much more.

Page 19 recommended a private/public partnership. Over time it could become sustainable in the public sector. Medicaid could be part of it and with AHCA and more people would be covered by Medicaid. Legal and other services could be paid for under private funding. Everyone would get the services they needed regardless of funding source.

They were excited about it and feeling optimistic in raising private funds for support. They would also develop a bill for state legislation on it.

Councilor Bushee thought that was wholly appropriate to pursue. She asked what their expectation for resources needed from the city would be.

Ms. Kaltenbach said Ms. Rodriguez was going to speak to that but they expected about \$1 million for each of three years to divert them. The first year would likely be more.

Councilor Bushee wondered if behavior health funds could be used for this.

Ms. Kaltenbach said they would look at every possible source available. She knew a lot of providers did receive some funding for this and they would have to pursue every avenue possible.

Councilor Calvert noted in the cost-benefit analysis it appeared this program should pay for itself.

Ms. Kaltenbach agreed.

Councilor Calvert noted that if the program worked the City should eventually save incarceration fees to the county jail. The big one was medical and visits to the ER would help reduce costs and help pay for the program as well. He asked if that was what they envisioned.

Ms. Rand agreed.

Ms. Rodriguez said there was a cost associated and at budget preparation time they didn't know what that cost would be or if they would get a buy-in from the community. The hospital had been utilizing the concept on recidivism reduction. So they would be eager to see what the cost benefit savings would be for our legislature to consider.

Councilor Calvert understood about allocating funds. We might not see the benefit right away but need to do the commitment to get to it. The reduction in jail fees might bring that money to this program. So it might be moving from one bucket to another.

Chair Dominguez thought some of the challenges ought to do with what other cities had done. He asked if there were other cities participating in this project.

Ms. Rodriguez said they had Española and Tesuque and Los Alamos involved but when we decided to limit it to the Santa Fé city limits, they began to see them stop participating.

Chair Dominguez was curious about what the City could do before the law enforcement contract started. He was also interested in where it starts. He was sure poverty had something to do with it.

Councilor Dimas noted this had not just started but thought it had been going along in many ways. Santa Fé has a serious problem with drugs. It was unfortunate that someone who was an addict had to commit a crime to get help as an addict. They end up in the ER trying to get help, get baby sat and then released. They had to start helping before they commit a crime.'

Officer Sanchez said for about 4-5 years he had seen this problem. He was now seeing heroin addiction with young teens. He would sit down and talk and develop a relationship with them. This has been dramatically increasing only in the last five years. Regarding coming in before a crime was committed, some other agencies come to us to ask how it worked. The Police did what they could but it was through a system that was not meant to deal with that.

**Councilor Bushee moved to approve this report. Councilor Calvert seconded the motion.**

Councilor Calvert said he would like to participate as he could and thanked the LEAD committee for this work. He asked if this drug addiction was gang related all the way up to Española or something else.

Officer Sanchez had been told why Santa Fé had the problem was that it was generational or accident or other things. It was really all of the above. Parents have rejected kids. The poor were more susceptible. New opiate drugs were easier to get five years ago but heroin was cheaper than prescriptions. There were not a lot of junior high addicts.

Councilor Bushee thought the treatment plan was good but asked when they could get to the prevention part and what they could do.

Officer Sanchez said it happens by word of mouth. A lot of them don't want to use the drugs so through

just word of mouth it could be successful. There might be some who just want to take advantage of the situation. The minute they get out of jail was when we have to have someone there to help them. The longer they were in jail, the longer they stay sober. Wrap-around services would really help them before it gets more serious.

Ms. Rand added that many stakeholders see a limited capacity of a community to coordinate the wrap around services and this was holistic for the neediest individuals.

Ms. Rodriguez said one of the issues of prevention was not to have opiates prescribed and they have been trying to get the opiates less available and put pressure on pharmacies to track their use more actively.

Councilor Bushee said they also needed to have a place to take the prescription opiates back when not used.

Ms. Rodriguez said they took back 400 pounds to Walmart to destroy. We would do Walgreens and Albertsons too. They would continue to do those take-back days at pharmacies in Santa Fé.

Councilor Ives asked if the treatment offered would be residential or a mixture.

Ms. Rodriguez said it would be very limited residential. They would have to be looked at and have additional staff to do that.

Ms. Kaltenbach agreed it would be a mixture of options. They would approach providers for treatment beds available. Methadone was usually done on an outpatient basis.

Councilor Ives asked what they addressed over last three years for the exclusion criteria.

Ms. Kaltenbach said they should have deleted the criterion about not on probation. The judge could make the diversion for them.

Councilor Ives said the last bullet included no suspected human trafficking so he asked if there was no exploitation of minors with drug dealing or if those were suspected as well.

Ms. Patty Linefeld said ultimately the final decision was up to the police. They would tell us if this person could be helped. Perhaps at another point down the road but right now they were trying to keep the criteria manageable.

Councilor Ives wondered what the universe was for these categories in Santa Fé - people who met the criteria. He was wondering about those who haven't committed as many crimes who might be better treated effectively.

Ms. Linefeld said the people were out there committing property crimes to support their habit. They would continue to do the crimes to support it although they wanted to get clean. So the program would help keep them from committing more serious crimes.

Councilor Ives clarified he just wanted to make sure they weren't bypassing some to treat others.

Ms. Linefeld said they would like to include all but wanted to start with a program they felt was manageable. The work had to focus on law enforcement but many other agencies could get involved. At this point she didn't think anyone was excluded except those involved in human trafficking.

Ms. Kaltenbach said there were about 100 involved that they saw so it was a real number. And all of those hundred might fit the criteria.

Councilor Ives was glad it wasn't 500 they identified. He asked what the timing was on phase 1 and phase 2 of the program.

Ms. Kaltenbach said phase 1 was the first three years and then would start phase 2.

Councilor Ives asked about the availability of providers, given the recent news.

Ms. Kaltenbach said they were watching that closely and hoped the state figured it out quickly.

Councilor Ives asked to be a co-sponsor.

Councilor Dimas noticed part of treatment was 12 weeks and asked if that was inpatient.

Ms. Kaltenbach said regular outpatient was 12 weeks and intensive outpatient was 16 weeks. Inpatient was 30 days because Medicaid covered the cost for 30 days.

Ms. Rand said they were being somewhat conservative in estimating what percent would need inpatient.

Councilor Dimas commended the group for identifying those hundred to help and thanked them for bringing everyone together in this effort.

Councilor Ives didn't recall seeing any exclusion for continued opiate use during treatment and how often people could participate in the program. He asked what the parameters were for relapses.

Ms. Kaltenbach agreed that relapses were common and they didn't want to punish them but knew they were reducing the harm of an overdose. They were building in exchange programs in their path of recovery. The discretion lay with law enforcement and the prosecutor who looked on them in a case-by-case basis.

**The motion passed by unanimous voice vote except that Councilor Calvert was not in the room at the time of the vote.**

## **25. OTHER FINANCIAL INFORMATION:**

### **A. Update of Gross Receipts Tax Report Received in July 2013 (for May 2013 Activity) and**

**Lodgers' Tax Report Received in July 2013 (for June 2013 Activity). (Marcos Tapia)**

Mr. Tapia said he would get back to the Committee with the GRT report.

The Lodgers report showed it was still flat but it has been increasing the last few years. It was up about 6.3% this year although there were some down times in June. Rooms were starting to get filled in June and July so the Committee would see some larger increases.

**26. MATTERS FROM THE COMMITTEE**

Councilor Ives asked for a report on the status of bonding relative to GRT for CIP bonding. The City had a couple of hiccups in the road. He wondered where they were now and what was possible in that regard.

Chair Dominguez asked that Councilor Ives get together with staff on that. Councilor Ives agreed.


**27. ADJOURN**

The meeting was adjourned at 7:00 p.m.

Approved by:

  
Carmichael Dominguez, Chair

Submitted by:

  
Carl Boaz, Stenographer

SANTA FE  
COMMUNITY  
FOUNDATION



**LEAD**  
SANTA FE

# **LEAD** (LAW ENFORCEMENT ASSISTED DIVERSION PROGRAM) **COST BENEFIT ANALYSIS**

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## **Initial Rough Estimate**

**DRAFT**

June 24, 2013

*Joohee Rand, Director of Strategic Initiatives  
Santa Fe Community Foundation*

# Approach to Cost Benefit Analysis

## Potential Target Individuals

- Identified **target eligible individuals** from Santa Fe Police Department arrest / booking records using rough eligibility criteria - Individuals with **opiate-related arrests** over the **past 3 years (2010-2012)**

## Cost of Current System (Arrest, Court, Jail, 911 / ER Visits, Property Crimes)

- Attempted to understand the **burden on the whole system** by cross-referencing the individual records across law enforcement, jail / detention, courts, 911 / EMS and medical systems\*

## Cost for LEAD Treatment & Services

- Estimated potential treatment cost for the individuals if they were sent to a comprehensive LEAD program including intensive treatments and wrap-around services instead of incarceration

## Cost vs. Benefit for New LEAD program

- Analysis reflects “**rough estimate**” on comparison of current system vs. new LEAD treatment costs, assuming successful outcome of LEAD treatment. Other externalities including earning by LEAD individuals, reduced property crimes, public security, and improved wellbeing of families and communities have not been included in this preliminary, quantitative analysis but should be considered in evaluation of the LEAD program

\*Used **actual records** of individual arrests, jail days, and court cases where such information was attainable; Supplemented with **assumptions / estimates** where not possible through expert interviews or web search; **Assumptions** can be refined with additional information over the course of the project



# Data Sources for Cost-Benefit Analysis

Area	Data Source
<b>Law Enforcement</b>	<ul style="list-style-type: none"> <li>• <b>Santa Fe Police Department</b> <ul style="list-style-type: none"> <li>- Arrest records 2010-2012</li> <li>- Expert interview w/ Detective Sergeant Jerome Sanchez for key assumptions</li> </ul> </li> <li>• <b>Santa Fe County Jail Online Inmates Inquiry</b>  <a href="http://www.santafecountynm.gov/inmate_lookup.php">http://www.santafecountynm.gov/inmate_lookup.php</a> </li> </ul>
<b>Judiciary</b>	<ul style="list-style-type: none"> <li>• <b>New Mexico Courts Case Lookup</b> <a href="https://caselookup.nmcourts.gov/caselookup/app">https://caselookup.nmcourts.gov/caselookup/app</a></li> <li>• <b>Public Defenders Office:</b> Bennett Baur</li> <li>• <b>District Attorney / Prosecutor's Office:</b> Spence Pacheco, Lucas Gauthier (CFO)</li> <li>• <b>City Prosecutor:</b> Krishna Picard</li> <li>• <b>Municipal Court Administrator:</b> Arlene Sisneros</li> <li>• <b>First Judicial District Court Administrative Assistant:</b> Tyra J. Chavez</li> <li>• <b>First Judicial District Adult Drug Court Administrative Assistant:</b> Kim Moore</li> <li>• <b>Magistrate Court</b> (estimate provided by City Prosecutor Krishna Picard based on previous experience)</li> </ul>
<b>Jail / Detention Center</b> (including Jail Medical)	<ul style="list-style-type: none"> <li>• <b>SF County Public Safety:</b> Pablo Sedillo III (Director), Lisa Leiding (Nurse Administrator)</li> <li>• <b>Santa Fe County Jail Online Inmates Inquiry</b>  <a href="http://www.santafecountynm.gov/inmate_lookup.php">http://www.santafecountynm.gov/inmate_lookup.php</a> </li> </ul>
<b>911 / EMS</b>	<ul style="list-style-type: none"> <li>• <b>City of Santa Fe Fire Department:</b> Barbara Salas (Fire Chief)</li> </ul>
<b>ER/Medical</b>	<ul style="list-style-type: none"> <li>• <b>Chris St. Vincent Regional Medical Center:</b> Kathy Armijo Etre (VP of Community Health), Kristin Carmichael</li> </ul>
<b>Treatment</b>	<ul style="list-style-type: none"> <li>• <b>Life Link:</b> Laura Brown</li> <li>• <b>SF Recovery Center:</b> Yolanda Briscoe, Sylvia Barela</li> <li>• <b>Drug Policy Alliance:</b> Emily Kaltenbach</li> <li>• <b>CARE Connection at Christus St. Vincent Regional Medical Center:</b> Mark Boschelli (Clinical Supervisor)</li> <li>• <b>Santa Fe Mountain Center:</b> Sky Gray</li> <li>• <b>Santa Fe City Youth and Families Division:</b> Terrie Rodriguez (Director)</li> <li>• <b>Sobering House:</b> William McGowan, LADAC, Residential Counselor</li> </ul>

# Summary of Cost Benefit Analysis – 1/2

*\*All data summarized for a three-year time period (2010-2012) unless otherwise noted*

1. **100 Target Eligible Individuals:** 100 individuals were identified for opiate-related arrests by Santa Fe City law enforcement officers over the past 3 years
2. **Significant Overlap with Property Crimes:** Over half (51%) of individuals arrested for opiate possession or sales had a history of property crime or were soon arrested for one
3. **Burden on the System:** These 100 individuals collectively represented a significant burden across systems for law enforcement, justice, health, safety and social services including:
  - **Law enforcement:** 590 arrests, 5500+ officer hours
  - **Detention center / Jail:** 11,500+ days
  - **Judicial System:** 329 District & Magistrate Court cases and additional Municipal Court cases; 800+ Judge hours; 10,000+ Prosecutor hours, 5,000+ Public Defender hours; additional hours by staff, clerks, assistant, probation officers, witnesses, victims' advocate etc.
  - **911/EMS:** 61 dispatches
  - **Emergency and Other Medical:** 91 out 100 individuals had drug-related ED/hospital visits
4. **"Revolving Door" with Systematic Recidivism:** A majority (91 out of 100) arrested for opiate possession or sales in 2010-2012 were **repeat offenders** with a pattern of being **re-arrested every 6 months** on average (5.9 arrests in 3 year period)
5. **"Frequent Offenders":** A small number of "frequent offenders" disproportionately burden the system with the top 25 individuals making up nearly 50% of the total usage for law enforcement (278 arrests) and detention/jail facilities (5301 combined days in jail). Top 25 "Frequent Offenders" are responsible for 4~5 times the number of arrests and length of jail stays compared to "Others"

# Summary of Cost Benefit Analysis– 2/2

*\* All data summarized for a three-year time period (2010-2012) unless otherwise noted*

6. **Cost to the Current System:** The 100 target eligible population cost more than **\$4.2 million** or an average of **\$42K per individual** across systems over the past 3 year period (2010-2012). The cost per individual is significantly higher for the **top 25 frequent offenders (\$~56K)** vs. Others (~\$37K). This however represents only a partial cost. The overall cost to the system is likely to be much higher given the conservative assumptions and additional burden on the broader system not fully captured in the current analysis including loss of productivity and earnings and cost to social support systems.
7. **Potential LEAD Treatment & Program Cost:** While the specific needs will vary, an **average LEAD cost per individual including intensive treatments and wrap-around services** is estimated at about **~\$34K per individual over 3 years, less than the cost to the current system**. The cost to Santa Fe City will be significantly lower when Medicaid coverage and other funding sources are taken into account, as well as pro bono services and donated goods. In addition, a number of the current 100 individuals are already “ad hoc” participants to different components of these treatments and programs making the incremental cost lower than the full estimate.
8. **Long-term Impact:** The cost-benefit impact of the LEAD program will be more evident in the long-term as the upfront investment of intensive treatment and support services pays off in reduced recidivism and cost to the current systems over time. Other long-term positive impacts include prevention of drug addiction and related criminal activities, improved wellbeing of individuals, family and community, and positive contribution to earnings and economic productivity through re-integration to society and job market. LEAD is intended to move individuals from the chronic “revolving door” of drug-to-incarceration and-ER-visits toward long-term sustainable recovery and livelihood.
9. **Sensitivity Analysis - Target Reduction in Recidivism:** **38% reduction in arrest, incarceration and drug-related ER / hospital recidivism** will provide positive economic benefits for the LEAD program over a 10 year time period under the current conservative assumptions. **The required reduction in recidivism is lower (22~28%) for the City of SF** if the LEAD cost is adjusted for **Medicaid coverage of 60~80%** for certain medical treatments.

# **1. 100 Target Eligible Individuals:** 100 individuals were identified for opiate related arrests by the City of Santa Fe law enforcement officers over the past 3 years

*\*All data summarized for a three-year time period (2010-2012) unless otherwise noted*

**100 target eligible  
individuals for  
LEAD**

Arrested and booked

- As opiate-related (possession or sales) primary offense on record
- By the City of Santa Fe Law enforcement officers
- Over the past 3 year time period (2010-2012)

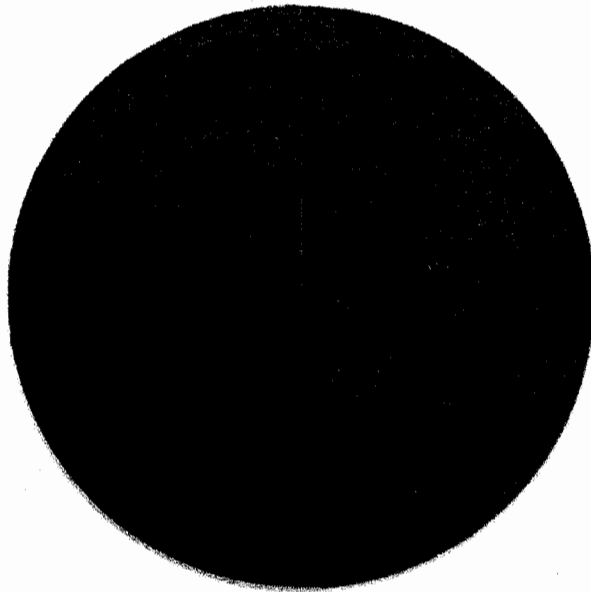
- During the 3 year period, the target 100 individuals, on average,:
  - were **arrested 5.9 times** for drug, property crime, or other offenses, and
  - spent **115 days in Santa Fe County Jail.**
- Under the current incarceration-based approach without addressing the core problem of drug addiction, these individuals incur significant and recurring burden and financial cost to the criminal justice system as well as the medical and social support systems.

**2. Significant Overlap with Property Crimes:** Over half (51%) of the 100 individuals arrested for opium possession or sales had a history of property crime or were soon arrested for property crime

***“A majority of the property crimes are related to drugs”*** (SFPD Detective Sergeant)

**History of Property Crime**

100% = 100 individuals arrested for  
Opiate Sales & Possession in 2010-2012



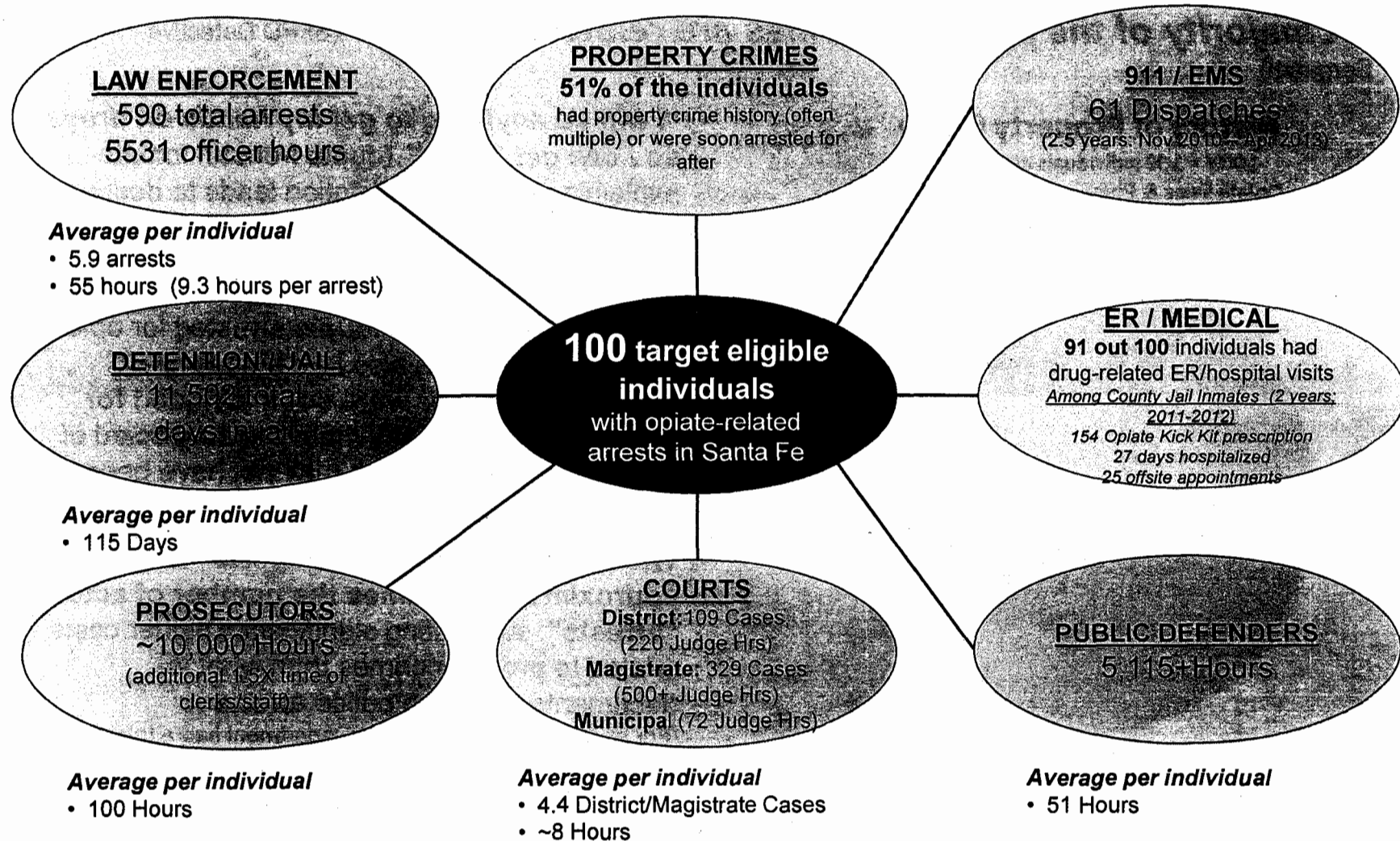
- ***“I will do anything to get my hands on drugs so I can get ‘well’.”*** (quote from an inmate explaining why drug addiction leads to desperate property crimes)
- **Over half of the individuals** arrested for opiate possession or sales also had a **history of property crime\* or were soon arrested for property crime**. Many more are suspected of property crimes although may not have been arrested
- **The number of burglary “reports” is approximately 10 times the number of actual “arrests”**, suggesting significantly higher costs related to property crimes than what is documented through police arrests  
(For example, Santa Fe Police Department had a total of **966 reports** for burglary but only **94 actual arrests** from June 1, 2011 to May 31<sup>st</sup>, 2012)

\* Property Crime includes burglary, larceny, breaking & entering, shoplifting, robbery, receiving or transporting stolen goods

### **3. Burden on the System:** These 100 individuals collectively represented a significant burden across systems for law enforcement, justice, health, safety and social services

*\* All data summarized for a three-year time period (2010-2012) unless otherwise noted*

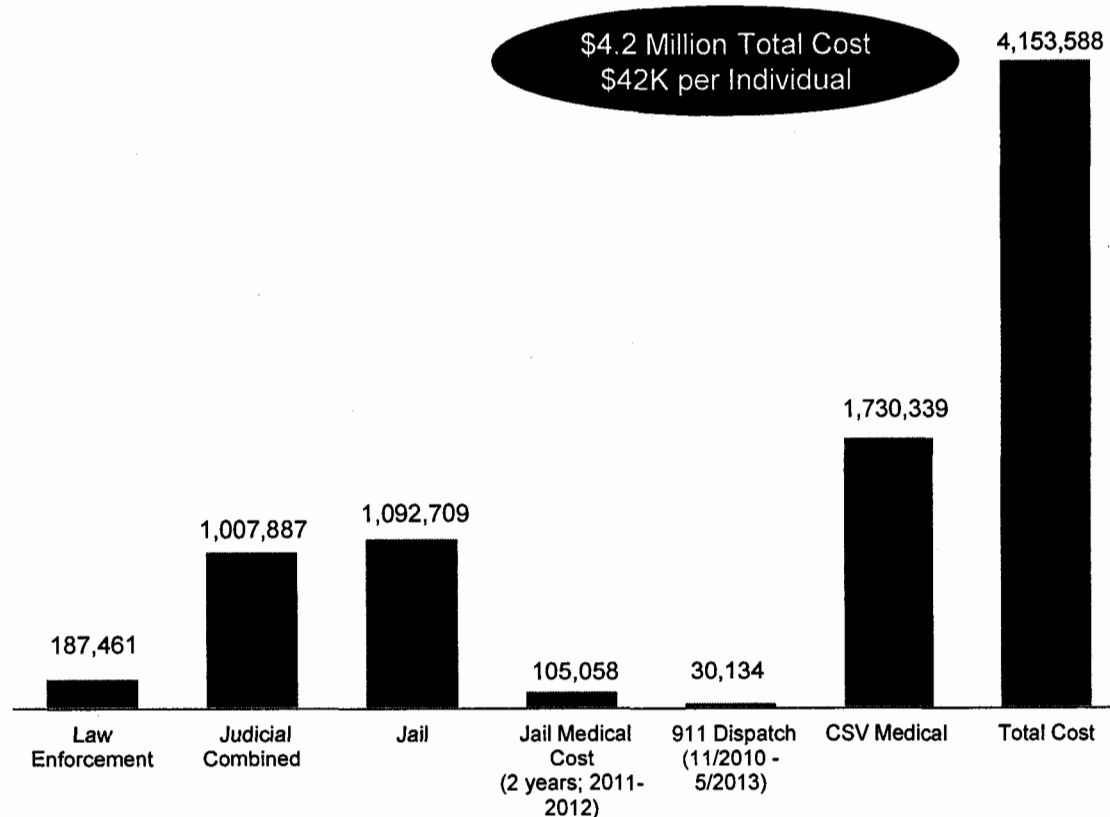
#### **Quantified in the scope of this initial analysis**



**6. Cost to the Current System - Summary:** The 100 target eligible population cost more than **\$4.2 million** or an average of **\$42K per individual** across systems over the past 3 year period (2010-2012)

**VERY ROUGH ESTIMATE**

3-Year TOTAL Cost to the System for the 100 Individuals



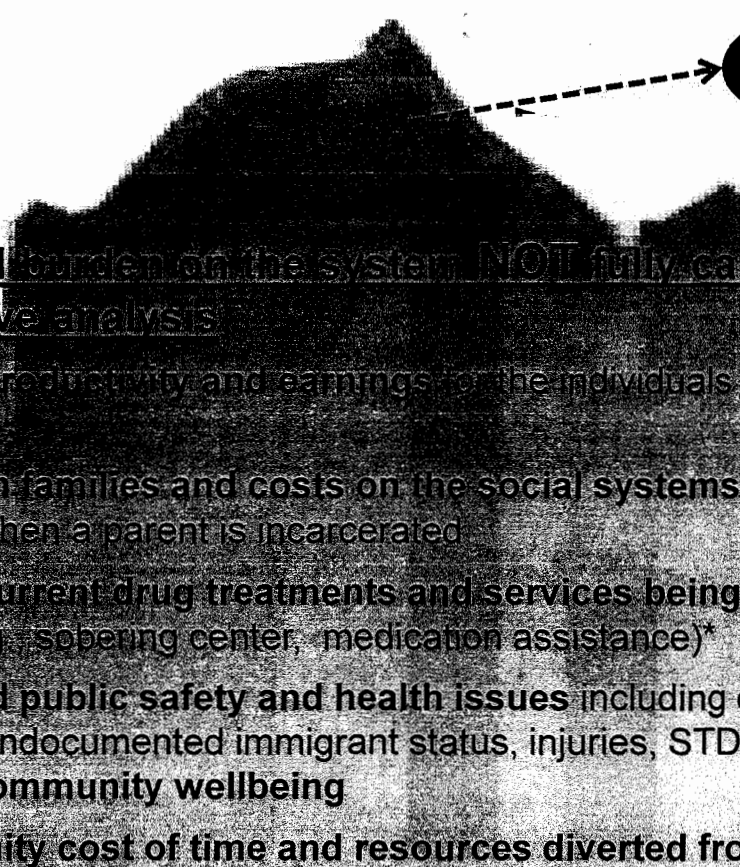
\$4.2M is a relatively **CONSERVATIVE ESTIMATE** due to:

- Taking a generally conservative approach to cost assumptions (see appendix for detailed assumptions in each area)
- Not fully capturing some of the burden on the broader systems in the quantitative analysis including loss of productivity and earnings and cost on social support systems (see next page for more details)

See Appendix for detailed assumptions in each area



## **6. Cost to the Current System – What's NOT Included:** The overall cost to the system is likely to be much higher than the current \$41K per individual or \$4.1M total conservative estimate



Conservative cost estimate  
quantified with current data:  
\$42K per Individual  
\$4.2+ Million Total Cost

### **Additional burden on the system NOT fully captured in the current scope of quantitative analysis**

- **Loss of productivity and earnings** for the individuals from incarceration and other issues related to drug addiction
- **Impact on families and costs on the social systems** for services provided to the individuals and their families when a parent is incarcerated
- **Cost of current drug treatments and services being provided to the individuals on an “ad hoc” basis** (e.g., sobering center, medication assistance)\*
- **Increased public safety and health issues** including domestic violence, crimes (including property crimes), undocumented immigrant status, injuries, STDs, and other communicative diseases that affect overall community wellbeing
- **Opportunity cost of time and resources diverted from addressing other potentially more critical cases** by law enforcement officers, judicial system, jail, and medical institutions
- **Time spent by other individuals involved in judicial process\*\*** (e.g., witnesses, jury, social services, etc.)

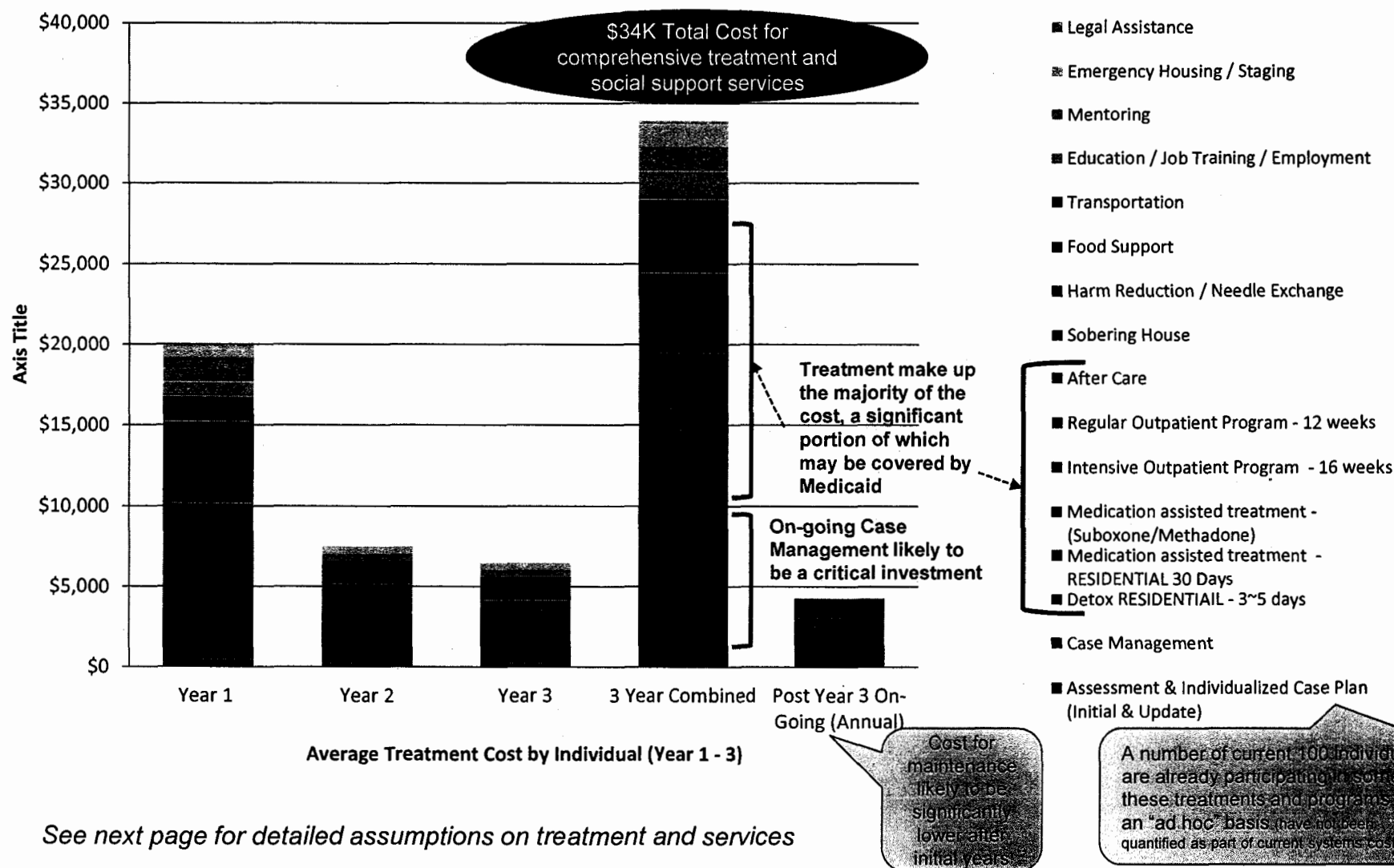
\* For example, 8 individuals have been to the CSV Sobering Center, 43 have gone through the Care Connection assessment center and were issued a voucher for services that add up to \$1,200. 3 individuals have used both the assessment center and the Sobering Center.

\*\* Current analysis for judicial system covers direct labor costs for judges, prosecutors, public defenders, clerks, assistants, victim's advocate and probation officer (municipal only). See Appendix for detailed assumptions in each area.



**7. Potential LEAD Treatment & Program Cost:** While the specific needs will vary, an average LEAD cost per individual including intensive treatments and wrap-around services is estimated at ~\$34K per individual over 3 years, less than the cost of the current system.

**VERY ROUGH ESTIMATE**



See next page for detailed assumptions on treatment and services

### Overall Recommendation to the City of Santa Fe's City Council:

Plan and implement an innovative 3-year pre-arrest diversion (LEAD) Pilot Program to divert those individuals coming from an addiction to opiates into treatment and social supports who would otherwise be sent to jail. (Phase 1: Planning, July 1 - December 31, 2013; Phase 2: January 1, 2014 - Dec. 31, 2016)

### Eligibility Recommendations

**#1** Adopt the following eligibility inclusion and exclusion criteria to be used to determine who does and does not qualify for LEAD diversion:

#### Inclusion Criteria—Phase 1:

- Possession of 1 gram or less of opiates
- Possession of Paraphernalia
- Subsistence Dealing only
- 18 years and older
- Amenable to diversion; (i.e. non-violent upon initial contact, non-psychotic, not a threat to self or others)
- Law Enforcement Referral (when individual is believed to be involved in a theft crime)
- Individual is eligible regardless of immigration status
- Individual is eligible regardless of gender
- Individual is eligible if on probation/parole (final decision made by district court judge)

Exclusion Criteria - Phase 2: Depending on client flow, availability of providers and willingness of other law enforcement jurisdictions to participate in LEAD the following criteria may apply:

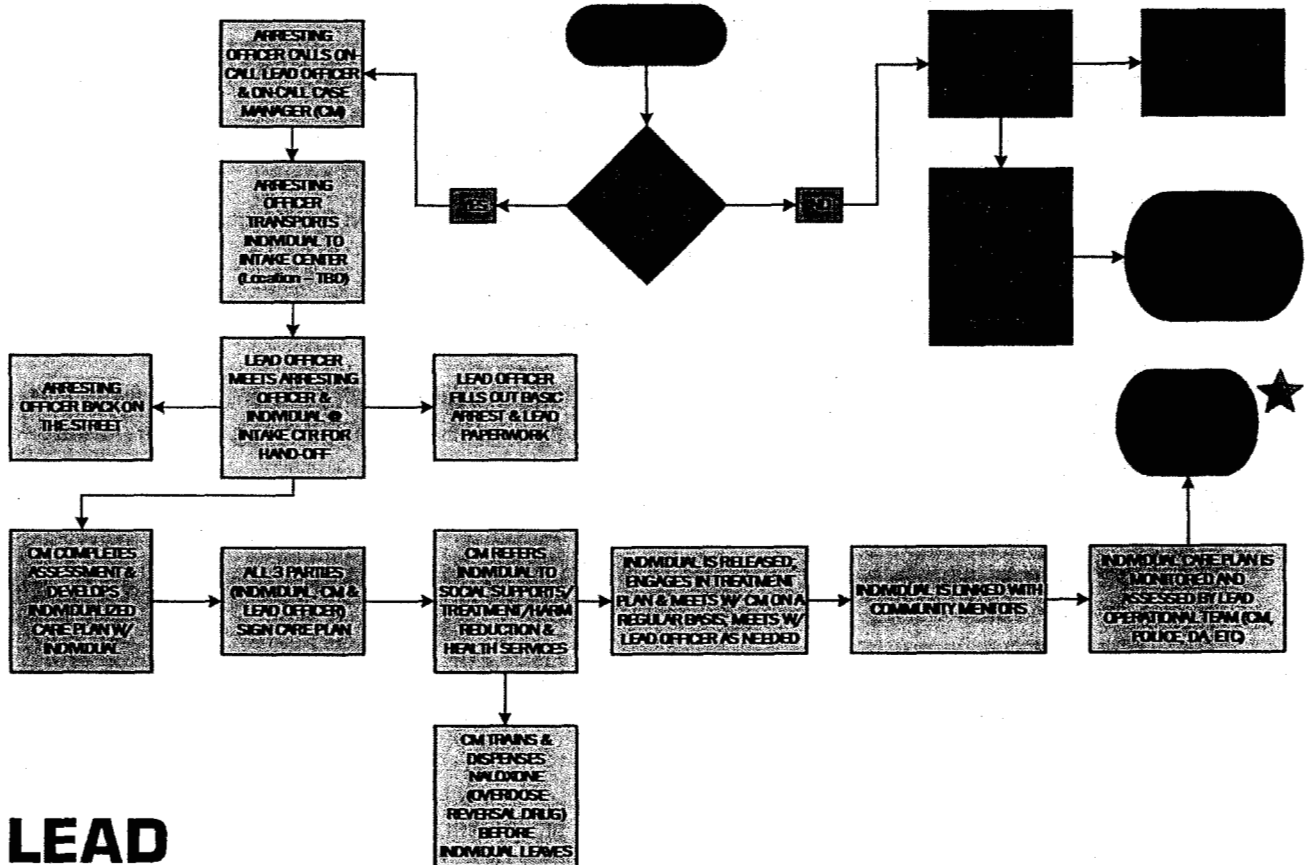
- Agency Referrals outside SF Police Department
- Other treatment providers
- Non-Community Referrals
- Self-Referrals
- Warrants

#### Exclusion Criteria

- No serious violent crime in the last 10 years
- No current probation/parole
- No dealing above subsistence dealing, i.e. for profession
- No exploitation of minors or others in drug dealing (e.g. disabilities)
- No suspected promotion of prostitution or human trafficking

### Process Recommendations

- #2 Establish an Operations Team led by the City of Santa Fe District Attorney, or the Municipal District Attorney or Police Public Defender's Office, to be the lead and oversight committee for the pilot program.
- #3 Adopt the process map (below) outlining how an individual is diverted from law enforcement into the treatment/social support system.



**LEAD**

*SANTA FE*

## Treatment Recommendations

#4. Assess the current service capacity (treatment, harm reduction and social support) in the City of Santa Fe and surrounding areas to provide comprehensive treatment/social support services to LEAD participants.

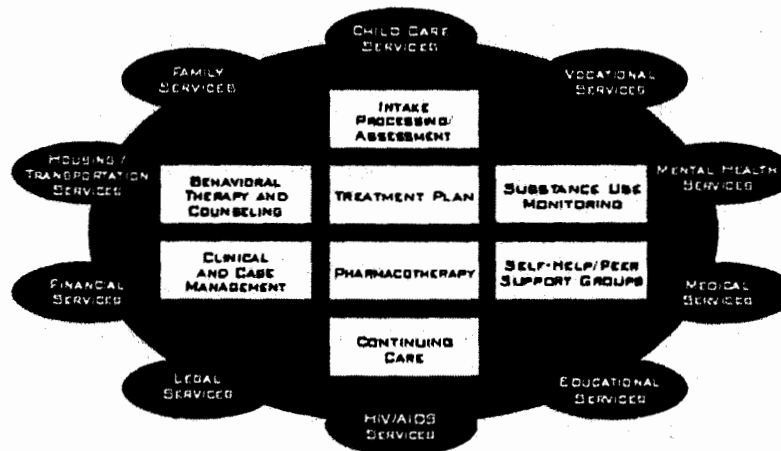
#5. Adopt the following service package to be offered to LEAD participants (services offered is dependent on individualized care plan):

- Assessment - to determine the level of care
- Individualized Care Plan (ICP) similar to an Individual Education Plan
- Intensive/Assertive Case Management
- Medication Assisted Treatment (MAT) including buprenorphine and methadone
- Sober Housing
- Detox/Sobering
- Coordination with Probation/Parole Drug Court
- Primary care and Behavioral Health Services
- Group therapy and other outpatient services
- Coordinate with SOS/SVH Opiate treatment groups
- Harm Reduction – Naloxone, syringe exchange & education
- Wrap Around Services
  - Education
  - Transportation
  - Job training (Harm reduction principle)
  - Housing
  - Mentoring
  - Food
  - Trauma treatment
- Coordination with Peer Navigators to assist uninsured LEAD clients with enrollment in health exchange and referral to or Medicaid or other health plans (e.g., Veterans Administration, private health insurance plans).
- Legal Assistance

#6. Review all available evidenced base programs to inform decision making and partners in implementation. Ensure that culturally and linguistically appropriate program adaptations are implemented and that all efforts are designed to be age, sex, gender appropriate.

#7. Support a local coordinated comprehensive treatment/social support system rooted in the National Institute of Health's treatment model (below).

*Components of Comprehensive Drug Abuse Treatment*



*The best treatment programs provide a combination of therapies and other services to meet the needs of the individual patient.*

**National Institute of Health's Treatment Model**

Anyone who has struggled, or seen a loved one struggle, with addiction knows that drug and alcohol abuse is a difficult and complicated issue.

New Mexico has the highest drug-induced death rate in the nation, and the consequences of drug use continue to burden New Mexico communities.

*"Residential treatment is one piece of a larger puzzle. Many of our graduates lack housing, employment and health families to return to. It is our hope that through LEAD, clients will receive the supports they need to thrive."*

*Yolanda Briscoe, Executive Director,  
Santa Fe Recovery Center*

At the state level, New Mexico continues to experience serious negative consequences of drug use. National household survey data for 2005-2007 estimated that roughly 58,000 New Mexicans aged 12 years or older were in need of drug treatment (7) and a one-year review of all New Mexico Corrections Department prisoner intake screens estimated that 87% enter with substance misuse disorders (8).

Sadly, many of these individuals will end up experiencing and often dying from drug overdoses.

**Funding/Evaluation Recommendations**

- #9 Establish a private/public partnership to support the operational costs of the LEAD Pilot Program.
- #9 Identify & secure additional funding sources for the 3-year pre-bookings LEAD Pilot Program, to include potential funding from private and public sources, including foundations, individual donors, Federal grants, state funding sources, etc.
- #10 Introduce a special appropriation in the 2014 NM State Legislative session requesting funding in support of the pilot project.
- #11 Conduct a comprehensive three-year program evaluation to measure reductions in opiate-related property offenses and arrests, reductions in opiate drug use, improved social and life skills among LEAD participants, and other outcomes as identified.

**PROPOSED FUNDING SOURCES FOR LAW ENFORCEMENT ASSISTED DIVERSION  
(LEAD) PILOT PROJECT IN SANTA FE: A PUBLIC PRIVATE PARTNERSHIP**



**LEAD**  
*SANTA FE*

\*TBD – more analysis needed to determine Medicaid and Private Pay