

AGENDA

CITY CLERK'S OFFICE
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REGULAR MEETING

**SANTA FE SOLID WASTE MANAGEMENT AGENCY
JOINT POWERS BOARD**

APRIL 17, 2014

5:00 P.M.

**LEGAL CONFERENCE ROOM
SANTA FE COUNTY ADMINISTRATION BUILDING
102 GRANT AVENUE
SANTA FE, NM**

- I. Call to Order**
- II. Roll Call**
- III. Approval of Agenda**
- IV. Approval of Minutes for Regular Meeting – March 20, 2014**
- V. Matters from the Public**
- VI. Matters from the Executive Director**
 - (A) Presentation, Discussion, and Possible Action on the Compensation Study (Keystone International of Albuquerque, NM).
 - (B) Request for Approval of the Fiscal Year 2014-2015 Proposed Budget.
- VII. Matters from Staff**
- VIII. Matters from the Board**
 - (A) Discussion with Possible Action to Change Time of Regular Meetings (Commissioner Chavez).
- IX. Next Meeting Date:** Thursday, May 15, 2014.
- X. Adjournment**

Anyone needing further information or requiring special needs for the disabled should contact Rosalie Cardenas at (505) 424-1850, extension 150.

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JOINT POWERS BOARD MEETING
April 17, 2014

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**SOLID WASTE MANAGEMENT AGENCY
JOINT POWERS BOARD MEETING
Legal Conference Room
Santa Fe County Courthouse
April 17, 2014**

I. CALL TO ORDER

A meeting of the City and County of Santa Fe Solid Waste Management Agency Joint Powers Board (SWMA) was called to order by Commissioner Miguel Chavez, Chair, on Thursday, April 17, 2014, at approximately 5:00 p.m., in the Legal Conference Room Santa Fe County Courthouse, 102 Grant Avenue, Santa Fe, New Mexico.

II. ROLL CALL

MEMBERS PRESENT:

Commissioner Miguel Chavez, Chair
Councilor Joseph M. Maestas, Vice-Chair
Councilor Patti J. Bushee
Commissioner Kathy Holian

MEMBERS EXCUSED:

Commissioner Robert Anaya
Councilor Signe I. Lindell

STAFF PRESENT:

Randall Kippenbrock, Executive Director – SWMA
Angelica Salazar, SWMA
Justin Miller, Legal Counsel
Melessia Helberg, Stenographer

There was a quorum of the membership in attendance.

COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

SOLID WASTE MINUTES
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I Hereby Certify That This Instrument Was Filed for
Record On The 6TH Day Of June, 2014 at 10:09:59 AM
And Was Duly Recorded as Instrument # 1738473
Of The Records Of Santa Fe County

Deputy Mecella Salazar Witness My Hand And Seal Of Office
Geraldine Salazar
County Clerk, Santa Fe, NM



III. APPROVAL OF THE AGENDA

MOTION: Commissioner Holian moved, seconded by Councilor Bushee, to approve the Agenda as presented.

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

IV. APPROVAL OF THE MINUTES FOR REGULAR MEETING – MARCH 20, 2014

MOTION: Commissioner Holian moved, seconded by Councilor Maestas, to approve the minutes of the regular meeting of March 20, 2014, as presented.

VOTE: The motion was approved on a voice vote, with Commissioner Holian, Councilor Maestas and Chair Chavez voting in favor of the motion, no one voting against, and Councilor Bushee abstaining.

V. MATTERS FROM THE PUBLIC

There were no matters from the public.

VI. MATTERS FROM THE EXECUTIVE DIRECTOR

(A) PRESENTATION, DISCUSSION AND POSSIBLE ACTION ON THE COMPENSATION STUDY (KEYSTONE INTERNATIONAL OF ALBUQUERQUE, NM)

Randall Kippenbrock, Executive Director, presented information regarding this matter from his Memorandum of April 11, 2014, with attachments, to the SFSWMA Joint Powers Board, which is incorporated herewith to these minutes as Exhibit "1." Please see Exhibit "1" for specifics of this presentation.

A Power point presentation, *Compensation Study Presentation to Joint Powers Board, Santa Fe Solid Waste Management Agency*, by Wendy Shannon, M.S., SPHR and Jacqueline N. Hood, Ph.D., *Keystone International, Inc.*, is incorporated herewith to these minutes as Exhibit "2."

A copy of a matrix of employee positions and salaries by tenure, prepared by Keystone International, at the request of Councilor Maestas, is incorporated herewith to these minutes as Exhibit "3."

Jacqueline Hood and Wendy Shannon presented information via power point. Please see Exhibits "2," and "3," for specifics of this presentation.

The Board commented and asked questions as follows:

- Councilor Bushee said her presumption is that most entities of New Mexico do use COLA as the basis for compensation. She said they gave a private sector analysis, and asked "how we get there, and I don't know any entity of government that doesn't use cost of living. Part two of my question, is if you're intending to move in a new direction of how we're used to operating, how do you get there with bargaining units."

Ms. Shannon said, "The New Mexico Municipal League includes the City of Santa Fe."

- Councilor Bushee said she understands and asked of any of those listed if there are any that do not use a cost of living increase."

Ms. Shannon said "What's there is to do a cost of living and a merit. There is doing a merit for a cost of living..... Based on what I heard Albuquerque does cost of living, Santa Fe, Los Alamos all do the cost of living. And each entity and each city we're studied have varying costs of living."

- Councilor Bushee said, "I'm a little surprised at the approach."

Ms. Shannon said, "From a compensation standpoint, organizations or things, both public and private sector, there used to be more COLAs, but since 2008 and the recession, more organizations, both public and private are wanting to use their salary dollars to support performance versus just across the board. But is it still out there. Yes, it very much is still out there. And are we saying you should get rid of it, no we're not."

- Councilor Bushee said, " So I'm just going to give my perspective as someone who has observed the City of Santa Fe for quite some time, then not merit based, okay. And to start with, we haven't even really undertaken the kinds of studies that we should... everything from gender, compaction issues... and it costs so much, apparently, is the answer I always get when I ask why haven't we undertaken these studies, and so we just go back to, we bargained for these rights, this is where we're going to stay and we're going to give it across the board, a cost of living increase. So the issues don't get corrected."

Councilor Bushee continued, "And my concern here is for this one small entity which, to have it operate differently than either the County or the City.... we had issues when we first took over the water company as an enterprise fund. It was operated privately, and we had to absorb those employees into a union atmosphere, collective bargaining. And there were some transitions.... because they were making a lot more money at the electric utility than with the water company at the time, and we had to work that out, and we had to find people that could be trained. So I guess my concern right now is just going to a new system, and in particular, the jump for the Executive Director is a lot of money in one fell swoop. Yes, this is my first meeting, but it would be a morale breaker I would think from the perspective of the unions. So I am just concerned that the approach... I'm just giving you my opinion."

Mr. Kippenbrock said, "On my position. Right now I am at management level 26. They are recommending as per the report to change my grade to an executive level, and change the pay range to reflect my pay to be more to the mid-range. It's not giving me an extra 12% or anything like that."

- Councilor Bushee said, "Maybe I understood this wrong. But I saw you at \$97,000, am I not correct."

Mr. Kippenbrock said, "Based on the current pay range. Where I am now."

- Councilor Bushee said, "And then I saw it build up to \$111,000."

Mr. Kippenbrock said, "I'm currently at \$111,000."

Ms. Hood said, "The salary structure is defined. We're not recommending any changes with that, but the mid-point for the Executive Director and the salary structure position is low, based on the market. We're recommending changing that mid-point, not his salary. So the two, one salary, one salary ranges."

Responding to Councilor Bushee, Ms. Shannon said, "No, I don't want him to have anything."

- Councilor Bushee said, "I guess I'm not understanding the whole merit case aspect. I just got concerned when I first read this packet when I say, okay you're a government entity, but I heard you say you're not recommending that we continue COLA, or that's not what the industry is using these days, and saw these number, \$97,950 and \$112,000 and I thought how did we get there."
 - Ms. Hood said, "We're not recommending an increase in salary and we're not necessarily recommending that you do away with COLA. It's actually worked well to make those adjustments in the pay ranges, because now your pay ranges are actually where they should be.... so the COLA has actually kept you in the correct pay ranges. And as to making adjustments to individual salaries or positions, that is totally up to you, but we're not making those kinds of recommendations. The only thing is maybe, instead of using the CPI, use ECI, and the different index to go against."
 - Chair Chavez asked the reason for this recommendation.
- Ms. Shannon said, "It has information, not only about movement of salaries, but also movement in Santa Fe."
- Ms. Hood said, "It's pretty confusing when you get this kind of data to figure it out. But again, we're not changing anyone's salary. We're talking about pay raises."- Councilor Bushee said, "Then you're not recommending that we downgrade, or that we upgrade, or you are."

Ms. Shannon said, "We're saying, based on where the market and the Scalemaster range is, thinking about recommending going down a grade, because that grade and that mid-point sets for the market, not taking any money away from anyone. And the other individual, which is the Executive Director, a jump into that salary range to more fit the market, but no pay increase. His salary is right there within the market."

- Councilor Bushee said, then there is no cost to the entity.

Ms. Shannon said, "The range is back around the bargaining unit, and if you adjust their range from a 50% spread to a 45% spread, that would cost the \$12,000."

- Chair Chavez asked where the cost would be incurred.

Ms. Shannon said, "In bringing people below 45%, bringing them on up." She said it would cost \$12,800 to do this.

- Councilor Bushee said, "If you're recommending, and I don't know any government entities that don't follow COLA, if you do that, how do you do that when you have collective bargaining ordinances. How do you get to merit based pay, and why would you want to do that."

Ms. Shannon said, "You would work with your bargaining unit and be on the same page, and set up performance standards and how you are going to handle that going forward."

- Councilor Bushee asked if they are suggesting we operate more like the private sector.

Ms. Hood said, "No. Pay for performance, top dollar in the private sector has been around for quite some time. And there's been a lot of research on it *[inaudible because of noise overlay]*. Quick example, you have two employees and one is not performing well and one is. And then you give a cost of living every year. What happens. Does the lower performer get higher. Not so much, but what happens is the high performer starts to slow down, because there's no point because you're not getting merit. So a system that actually includes merit is, again through research, is a better system for motivation, retention and for getting the right people on board."

- Councilor Bushee asked where seniority comes.

Ms. Shannon said, "Seniority... I'm not going to comment on that. Obviously when people are there, they are loyal to the company and you want to recognize that, but again, *[inaudible]* should be paid for. That's what merit does for you. COLA says stay here, you're a good person, we want to keep you, you're doing the job adequately. Merit says you're doing better than an adequate job."

Ms. Hood said, "And the organization currently does both. They do COLAs and they do merit."

- Councilor Maestas said he is glad to see the study was finally done and that AFSCME isn't too upset with us. He said he is unsure how this plays into renegotiating the next contract. He asked who negotiates with AFSCME on behalf of this Board.

Mr. Kippenbrock said he has contracted with the union through June 2015, and his recommendation is wait until the next round of contracts to consider these recommendations.

- Councilor Maestas asked how far in advance he initiates this process.

Mr. Kippenbrock said, "My goal is to come back perhaps in July to go through an Executive Session to kick off what parameters you want in the contract and go from there. I don't want to wait until the last minute like we have with some contracts to get it pushed through, and iron out all of the things they need to do in the contract."

- Councilor Maestas said, "So you subcontract out the negotiation services."

Mr. Kippenbrock said, "No. It is the management of the Agency plus members from the Board."

- Chair Chavez asked Mr. Garcia to comment on the process.

Apolonio Garcia, Chief Steward, Local 3999, said he is new to the process of bargaining, but he understands that the "union can have as many bargaining union members as we need to meet regularly with Mr. Kippenbrock, and he will go over what he wants to bring to the contract, what he wants to delete from the new contract, and we do the same thing, and we pretty much give and take with each other."

- Councilor Maestas said then you involve the Board in the negotiations, or do you negotiate and then bring it to Board to be ratified.

Mr. Kippenbrock said, "Correct. The second method. We will go into Executive Session, you will give me directions, then we go into negotiations. Once we come up with what we consider a final contract, that is when the Board will look at it and ratify it."

- Councilor Maestas asked if the Board evaluates Mr. Kippenbrock's performance separately, and Mr. Kippenbrock said yes. Councilor Maestas asked why then it is included in the survey and the pay ranges and such.

Mr. Kippenbrock said, "We look at all positions. We wanted to make sure that everything is fair and equitable."

Mr. Garcia said that is in the contract and can be changed by the Joint Powers Board.

- Councilor Maestas said then, typically, the Board evaluates Mr. Kippenbrock's position and set his salary.

Mr. Kippenbrock said yes.

- Chair Chavez pointed out that is done separately from the collective bargaining process.
- Councilor Maestas asked, "How do we right the wrong, how do we get more consistency within this point. I asked for additional information, because in the table you provided of each and every employee, you are starting every entry level employee at the beginning salary, but they could have tenure elsewhere with experience that could apply to this Agency, but you didn't show tenure in

your table. So I asked Rosalie and she provided us a table [Exhibit "3"] showing tenure, and that way we can see where the disparity is, particularly, not just for folks that have less than 3 years, lower tenure employees, and then those with more than 8 or 9 years – 10 plus."

- Councilor Maestas continued, "I see we do have some problems. Obviously, with COLA everyone was going to move relative to one another. Yes, we'd probably migrate closer to those ranges, but the dispersal is still going to be the same, so how do we close the range. I'm thinking the COLA is not going to help us do that. We can either do it through merit pay or negotiated adjustments to the contract. What is your recommendation when looking at tenure, and try to do it basically on a position by position basis. I'm looking at this table [Exhibit "3"], and basically 12 of the 28 positions have under 3 years. If you are looking at some of these folks that just started, some are making over the mid-point. The one that really struck me was the Administrative Assistant/H.R. Officer. She is 1.11 and she only had 3 months. Clearly this is one of the positions that you want to modify the job classification and adjust the pay bands. That's really what we're talking about and I understand that. That's the only flaw that I saw in your study is that you didn't look at tenure."
- Councilor Maestas continued, "There is another column that is blank, it says PERA Service. That could tell us what the total applicable service in PERA relative to the Solid Waste Management Agency. It's not going to tell us if that past experience is applicable to the current position, but it gives us an idea to validate what you're saying – are we hiring experienced folks at entry level salaries. And so that's blank. I can't really say this Agency is doing it. You say it and I believe you, but I think in the context of this compensation study, I think that would be great information to have as well."
- Councilor Maestas continued, "So, going forward, what do we do, there are still a lot of folks out there, particularly in the City that are wearing 3-4 hats and getting [inaudible]. There's a lot of vacant positions and other folks are carrying the burden of that work. And I want to be strategic, but better in trying to modify the salaries to maybe more conform to market conditions. There is still a lot of disparity here. There's a wide dispersal and we're not considering tenure. And I'm kind of concerned, well not too concerned, because it would be good to get them to go back and look at tenure, because I think the study is going to be the basis for negotiating the next union contract. And so, that would be my recommendation to you. I know you guys probably just want to final it out, but I really think that you should have looked at tenure in this analysis to really help us to establish that closer – lower that median from the mid-point and make sure those higher tenured employees are between the mid point and the max. And you can see, a lot of those higher tenured people aren't even close. Nobody is close to 1.2, in terms of the higher tenured employees."

Ms. Shannon said, "So, just to add to that, the personnel manual allows the executive director to hire individuals, hire up around the mid-point and above, based on years of experience and working at the organization. The practice with the union contract is seniority. So, if you have multiple people who have seniority, but less experience, and then you're trying to hire someone in who has more experience, but doesn't have the seniority, they're coming in at the same rate as the other person. So some of the policies may need to be looked at."

- Councilor Maestas asked Mr. Miller if we are required to include a CPI because of the minimum wage law.

Mr. Miller said the concern would come if we came to the point where the Board was considering the budget and whether to approve cost of living adjustment, and if the Board didn't drop positions below the minimum wage, but he doesn't think that is a concern here.

- Councilor Maestas said the COLA is going to move everybody along, and we're talking about moving certain positions closer to the mid-point and then moving the higher tenured employees maybe between the mid and the max, which is going to require some adjustments. He said, "So, I'm not sure COLA is the way to go, and even merit pay, because you don't know how folks are going to perform. What if you have higher tenured employees making below the mid, and is not a high performer. So how do you make up for the past, but yet being equitable going forward and better organized the whole compensation."

Ms. Hood said it's a struggle, and which takes precedent, and this is all a decision that the Board has to make.

- Councilor Bushee said we did not address your recommendations, in term of the job descriptions, and said she would like to hear from the union as to how that practically applies in Santa Fe County, in terms of these new requirements. She asked, "Do you think they're doable, achievable, and how they work with the current system and the system we might want to adopt. Are these over-reaching. Are these requirements a good idea."
- Councilor Maestas said, "If I can maybe even add to that. I'm not sure the scope of this study can really strongly recommend that we change job descriptions unless, based on your interview with these folks, that they are doing things outside their current job description, number 1. And then number 2, their range isn't commensurate for the position. I don't know which is driving the need for new job descriptions. Is it that they're doing work outside the scope of their current job description, or does their current job description and salary structure not conform to the market."

Ms. Hood said "Again, our study, and compensation studies in general, are looking at the market. Normally, you do these with huge organizations. So right now, because it's a very small organization *[inaudible]*. But a compensation study looks at the job description for that position, it might have 50 people in it, and if that is comparable for other jobs, in other weigh stations, is that what the job description should say. So we didn't take into consideration individuals at all, because that's not our job. Our job is simply to say, based on the market, how this Board is going to lay out its job descriptions and pay rate."

- Chair Chavez said it includes taxes as well.

Ms. Hood said, "We looked at the whole job descriptions, Wendy did, actually. But what we are making recommendations here for are minimum qualifications, given that job description, what should be the minimum."

Ms. Shannon said, "If you go out and look. So looking at the executive director, its duties with the number of people, with the skills the executive director has, the current job description, which had a bachelor's degree, 6 years experience, and substitution. Market data, a bachelor's degree and 10 years management experience with no substitutions, was the norm of what is out there. So the recommendation is to increase the minimum qualifications for this job description."

- Councilor Bushee noted an Equipment Mechanic III, will now require a CDL. She said, "You may have a great mechanic in that position in the day to day job, would that raise some issues in terms of being able to maintain and keep a good mechanic. I know that maybe the industry suggested minimum."

Mr. Garcia said, "From a union standpoint, I prefer no changes. Let me give one example. I disagree respectfully, with the Scalemaster pay scale. I have been here 6-8 years as a Scalemaster. I earn \$15.80 an hour after those many years. I'm still not above your mid-point. So, to say it's 12% or close to 11% over-paid, I kind of find that hard to believe."

- Councilor Bushee said she wants to know what this means practically, and if it would be a problem to meet the new minimum standards.

Mr. Kippenbrock said, "I would look at some of these recommendations and review it. I think what they're trying to ask us to do is to clean up a lot of these job descriptions over the years. Make it consistent between a Mechanic 1, 2, 3, or between these types of positions, and what is out there in the market. I was here when we created Mechanic 1, 2 and 3. We went out there and researched on line, and placed all the requirements, based on what we had in-house and what's out there. They found some additional. Our Mechanic 3 right now has a CDL. So, it should not be a problem just adding that to it."

Mr. Kippenbrock continued, "Normally when we have new positions, or change positions, we do talk to the union and make sure they agree to those positions. I will concur that Keystone did a very unbiased study. When I met with them, I asked them to look at whether COLA and merit are working and how the salary structure looks and so on. This is a completely unbiased report. And one, I will say that the Scalemaster, based on the job description and what's out there in the industry, saying that it's 12% higher than what is out there in the industry. My job is to take the job description for this and put more detail in it which really constitutes their job. That's what I see in that one. I have no desire to lower it one grade lower to number 5. I feel it should be a different approach by adding the job description that currently reflects their work. I'm going to put it this way, it's not the same as being a cashier, etc., their job is more complex than that. And probably the minimum requirements to hire, but there is a lot more responsibility involved. And that's on the Weighmaster."

Mr. Kippenbrock continued, "In terms of the cluster of a lot of entry level, such as the MuRRF technicians and so on, the Weighmaster..... There are folks that don't have a GED or anything like that. And think about it, we're the only one in town that does sorting in general. That's usually why they are at the entry level rather than at the mid-point. You can say the same thing for

Technician 2, they usually start as a Technician 1, and then go to a Technician 2, and their increase is 3 steps higher when they get promoted. But generally, it will be at the mid-point, primarily because they don't have all the experience needed for a Technician 2. Likewise, with the Weighmasters themselves. Granted, with the Weighmaster, you could have a very experienced person on the outside, but with the seniority that's in the union contract, we're somewhat obliged to hire the person who has a lot of experience, with the understanding that they will start [inaudible]. The BuRRT Transfer Operator is the same situation, based on seniority. We have found folks with 10 plus years of experience coming in to work for us."

Mr. Kippenbrock continued, "Please do not be misled that someone that has 10-15 years experience will be walking on water when they start working with us. It is a combination of everything. Sometimes the folks who have their CDL and we put to work are better employees than a person who has been here for 10-15 years."

Mr. Kippenbrock continued, "I think Mr. Maestas had a good point in terms of years of service and PERA service. Two of the folks you don't see that have very little years with the Agency, I will tell you that two of the employees sitting in the back used to work with the City of Santa Fe, the 10 of 20 years they already have."

- Councilor Bushee asked if they were doing similar jobs.

Mr. Kippenbrock said, "Yes. The education and experience in this thing, yes, I think all those are doable in terms of upgrading our job descriptions, etc. The compressed schedule, that's something we can look at in the next union contract. There are two positions that have a title that can change to what the markets call them, but it's not necessarily any more money. And plus, my position is the last one they mentioned, to put me in a different category, in an executive category as post management. If you want to compress the min to the max from a 60% range to a 45% range, that will bump up all the union positions by 15%, and that would be the new mid, and the mid will change closer to the max, it's supposed to be a 45% spread. All this was in place in perhaps 2003, before my time. I came on board and recognized if you don't use COLA, eventually the pay ranges will go out of whack and struggle a lot."

Mr. Kippenbrock continued, "I'm not a proponent of across-the-board, it not only brings down morale, the COLA is really protecting the positions and shifts everything per year per COLA, generally it is one point something to two point something. One year there was none. Merit, again, year by year, an average of 2%, when you take everybody together. And to be fair, rather than doing it on the anniversary date of hire, everybody gets evaluated in June, with the exception of the Probationary Employee 369, again in June. If you've been with us for less than 9 months after October of this year, you won't get any merit, because it's too little to tell if you deserve anything. And we have 0-4%. 0% you're just doing your job and you get nothing. 1-2% you're doing a little more, but with 3-4% you're exemplary employees. Over all it comes to a 2% average. So that's where the additional compensation will come in, for those people who work hard and step up to the plate, etc."

Mr. Kippenbrock continued, "I concur with Jackie, if you just mention COLA and it's across the board and based on COLA, you may get some morale issue going."

- Commissioner Holian thanked staff and the consultants for the study, and said she is encouraged that we are doing well. She asked Mr. Kippenbrock if he is asking for direction from this Board at this meeting. She said, "I really don't want to micromanage. I would rather see you bring back some specific recommendations to us as to what you would like to do, based on these recommendations."

Mr. Kippenbrock said he would ask the Board to allow him to move forward with these recommendations, and then come back to the Board with specifics.

Mr. Garcia said, "As well, the union would like to come back to the Board with recommendations."

- Chair Chavez said, "But on that point, you will be working with the Executive Director and your negotiating team and bargaining team to work out any details you have, before you come back with your recommendations. Okay."

Mr. Garcia said, "Correct."

- Councilor Bushee asked if we need to give direction conceptually.
- Councilor Maestas said he is concerned with changing job descriptions without actually auditing the job. "It can cut both ways. I realize we're doing it for compensation, but there's a certain risk for liability if we have certain positions and their superiors are asking them to do things outside their scope of work without compensation. So here's my suggestion that as part of the compensation study that those positions which have been identified for a modified position description, that the position be audited. The team actually asks them 'what do you do,' instead of saying, this position is compared with similar positions, and what if they don't match. I would like to know what that individual is doing that the description changed. So maybe we can combine the recommendations with the actual result of the audit to make sure, again, that we're not having them do things that isn't in their original position description."
- Councilor Maestas continued, "My second recommendation is that in future compensation studies that we do an audit of the position to be sure they are doing the duties in their position description, and we're not unfairly asking people to do things outside their job description without proper compensation."
- Chair Chavez asked Mr. Kippenbrock if there are any examples of that happening now.

Mr. Kippenbrock that has happened in the past. He said, "I feel very strongly about what we're doing and I think everybody is being treated fairly and working accordingly. I think what they saw was some discrepancy when you create new positions."

Mr. Kippenbrock continued, "I don't think what they're asking for is a whole lot, just to be sure that the education and experience will match accordingly to the market, etc. These folks already have a job with us. It's not like they're going to lose a job. If we say 2-4 years, they may say 4 years plus. I think that's what they're looking at. Two of those suggestions are basically changing the title, but still doing the same work, just to reflect the market area..... the big one I think is for the next union negotiation is do we want to compress the pay ranges from 60 to 45%."

- Chair Chavez said he is not opposed to the concept of the audit. He said it is good to know how everyone is functioning in their current position, and if training is required, he believes we can work on that. If education is an issue, we can work on that. He said, "I think there are ways around that. I'm not adverse to that, but I just wanted Randall to speak to that a little bit, because I didn't think it was out completely, and I think it has to be part of the discussion between union and management. I think staff can make a recommendation and see where they fit, and then we can fine tune as we move forward."

Mr. Kippenbrock said this is correct.

- Chair Chavez said, "So maybe what we can do Councilor Maestas, since you have some recommendations, staff and the negotiating team have some work to do. What does that timeline look like, because you don't want to include this in the new round of negotiations, but you want to have all of this incorporated at a future time. So what does that timeline look like. Because, I see two tracks. One is the current negotiation that we would have to go through for the current collective bargaining contract, and then this long term recommendation. I see them as two separate tracks moving forward."
- Mr. Kippenbrock said he sees both of these working concurrently. He said, "Get the auditing on the positions as well as starting the new negotiation of contract and then go from there."
- Chair Chavez said, "And you can factor in Councilor Maestas' recommendation. "

Mr. Kippenbrock said, "Yes. I'm going to take 2-3 months, and when this is done, they can come back to the Board with the audit of the positions. The main purpose of this is to look at a comparison with the market analysis and how the COLA and merit pay system is working. I believe the answer is it's working well. We're able to keep our positions fairly close to the market condition. The next step is to audit the positions."

- Councilor Maestas said, "Yes. I'm still fixated on the whole tenure issue. Even if we do decide to change *[inaudible]* and enact the recommended bands, the mid and max, the only two tools we have to get them there are COLAs, which isn't going to help, and then merit pay. But merit pay is too random and depends on their performance. So, would you consider the third tool being a flat out market adjustment, and that could be another tool added to the next contract. Because right now I read here in the collective bargaining agreement, the only two mechanisms you have are COLAs and merit pay. So I think if we can make another tool available in the context of compensation going forward through a market adjustment, I think we'll really be more in line with

the market going forward, instead of blindly relying on COLA and merit pay. I don't think that is going to get us there, in my opinion. At least, not in an organized, targeted fashion. So I don't know if that's going to change your study, or if that is just a matter of you to consider a market adjustment in the negotiation of the next contract to start getting the salaries more in line with the market."

- Commissioner Holian asked, "I have to leave, and I would like to ask our Legal Counsel what is that going to do."

Mr. Miller said we will no longer have a quorum, which will be a problem. He said we can continue discussion items, but the Board cannot take action.

- Commissioner Holian said we don't need to take action on this item, but we do need to take action on the next item, and "I'm suggesting that we do that."
- Chair Chavez said we would now go to Item VI(B).

At this time the Board returned to discussion of this Agenda item.

- Councilor Maestas said he didn't get a response on the whole issue of tenure, and asked, "Is there any way you can add tenure into your analysis and give us more specific recommendations, and during the market adjustment in addition to COLAs and merit pay. And then looking at PERA service, and the only thing about looking at PERA service and Southwest Solid Waste experience, is you don't know to what extent the non-solid waste experience was applicable to their current position, but it's an indicator in terms of their overall tenure in government. I just thought that would be helpful information, but the real factor to me is their solid waste management tenure in that position. So how can we use that to make more targeted, objective recommendations to be more in line with the market. Do you think there's any room to modify your scope.... can we modify their scope to look at tenure. Is that something they can do."

Mr. Kippenbrock said, "I think so."

- Councilor Maestas said, "I think if we have another tool, we really can improve the contract going forward to make adjustments, maybe perceived to be inequitable, but I think you are going to see if you look at the dispersal of some of these positions and the misalignment with the market average, I think some adjustments are going to be required, irrespective of merit, so can we do that."

Ms. Shannon said, "So the answer is yes, you can do it, but we, I would say, we can't do it. It needs to be more with Randall and his management team and looking at people. We, because we don't know what's the performance of people, we can certainly help them with that process with specific things. But, short of saying, okay here's the role of everyone from 0 to 3 could be here and there, but then you're losing the point of your ranges, so I would want to work with the management team."

Ms. Hood said, "And I agree with that. The problem is, as someone who has to do this, since we have capped a salary [inaudible] actually, but we hire people at \$10,000 to \$20,000 more with no experience just to get them. It has to be alignment with performance as well, and that's why it gets tricky. If you have a person in a position who has not performed well, you just wouldn't give them a big market adjustment, because the high performance would be [inaudible], so you have to take both factors into account and look at the individuals. And I think we can help Randall with that, but it would be a management decision ultimately to come back to the Board and say what we've done."

- Councilor Maestas said, "We're just talking guidance, and guidelines to consider tenure as a factor in adjustment of salaries to be more consistent with market. So is that something you can do for us."

Ms. Hood said, "If you desire that and if Randall desires that, yes."

Mr. Kippenbrock said, "Councilor Maestas I agree with you, it's another tool, and a third alternative to COLA and Merit if you decide to keep those two, and to further evaluate all the positions, job descriptions, to be sure they are comparable and to look at any discrepancies."

- Councilor Maestas reiterated his concerns.
- Chair Chavez asked Mr. Kippenbrock to work with the consultants to get the information the Board would like.
- Councilor Bushee said she would like hard copies of the guidelines and the appeals process through collective bargaining. She said, "I just want to be edified on the process."

Mr. Kippenbrock said there is a policy in place, including an appeals process.

(B) REQUEST FOR APPROVAL OF FISCAL YEAR 2014-2015 PROPOSED BUDGET

Randall Kippenbrock, Executive Director, presented information regarding this matter from his Memorandum dated April 11, 2014, with attachments, to the SFSWMA Joint Powers Board, is incorporated herewith to these minutes as Exhibit "4." Please see Exhibit "4" for specifics of this presentation

Commissioner Holian said we did discuss the budget at the previous Board meeting.

Chair Chavez said this is correct, and asked Mr. Kippenbrock if anything has changed between the last meeting and this one in this regard.

Mr. Kippenbrock said, "This is the same proposed budget that we presented at the last Board meeting. I somewhat highlighted the main points that were discussed in the March meeting. And one of the reasons it was postponed to this meeting was to allow the Board to take a closer look at it, and to approve it at the next meeting, today. This proposed budget is relatively flat. It does include COLA and merit. It has \$33,000 for COLA and approximately \$47,000 for merit."

Chair Chavez said the COLA is straightforward in accordance with the CPI. The merit is more subjective, and asked what are the benchmarks, objectives or policy designs for merit pay or performance based pay. How do you know when an employee is doing what they're supposed to be doing, based on a job description. And when do you know when they're going above and beyond that.

Mr. Kippenbrock said, "The way the merit system works, we have a program in place we have been using since 2006. It's called *Performance Now*. We tailor each position to the number of elements that are related to their job -- quality of work, attendance, punctuality, type of work, cooperation, teamwork, safety. Those are some of the elements we look at it, and with each element, there generally are 4-5 subsets that have more specifics of these elements. And the supervisors, managers, basically.... every June we do it to allow everybody to be on the same playing field."

Mr. Kippenbrock continued, "The rankings of the performance evaluation are then converted into from 0 to 4%. Then we sit with the manager to make sure that we are comparing, basically everybody has their thoughts. For example, we have 4 operators we are comparing, and to be sure they are given the right increases, etc."

Mr. Kippenbrock continued, "There is a system in place. Yes, it can be subjective to their immediate supervisor, but those are usually corrected if they are too high or too low."

Commissioner Holian asked if we are going to have a motion for the approval of the budget.

Councilor Bushee said, "I actually want to go through the budget. It's not just an up or down for me. Is that what you're asking. I know you're trying to leave."

Commissioner Holian asked Mr. Kippenbrock if he needs a vote today.

Chair Chavez asked if this is time sensitive to get approval.

Mr. Kippenbrock deferred to Angelica Salazar.

Angelica Salazar said the budget has to be submitted to the City by June 5, 2014, so it would be okay to vote on it at the May meeting.

Councilor Maestas said he too has questions on the budget.

Commissioner Holian departed the meeting

Councilor Bushee said there is sometimes a lot of favoritism at the City, and not very objective. She said when she hears merit based, "my antenna go up, and that's why I would like to hear from your steward in terms of that this has worked out well with your merit based."

Chair Chavez said, "I think the collective bargaining, the 29 employees that are union members that work for SWMA are one of the newest bargaining units around. And the employees at SWMA were not under collective bargaining until they worked with management to be where they are now. I think that was a big accomplishment. It doesn't solve all of our problems, but it puts things in a more manageable position and everyone is a part of the process. And so, if you want to respond to Councilor Bushee's questions and put your thoughts out, that would be great."

Mr. Garcia said, "First of all, what I would love to have here, is the actual President for the next meeting, so we can have more detailed discussion. I've only been here with the position for less than a year, and I'm new. So I would like the Union President to actually be here to make sure I'm talking accurately and not misrepresenting the Union."

Responding to Councilor Bushee, Mr. Garcia said, "I can give you a case example where it has caused some conflict. Because what happened is, from my experience, I've been a Chief Steward, the supervisor will ask the coworkers, because sometimes the supervisor is at odds with the subordinate. So then, we've had..... situations where the employee stated, oh but you said I didn't do a good job, and therefore I only got a 2% versus a 1%. To me the supervisor should have handled that based on his own evaluation and not asked coworkers, because that is subjective. And so we did have some cases at work, that potentially could contribute to a hostile work environment."

Councilor Bushee asked if this is the exception, rather than the rule, and Mr. Garcia said yes. She said she is interested in how to inject objectivity.

Chair Chavez said it doesn't appear that Item VI(B) will be approved, and will be brought back to the next meeting which will give us time to ask questions. He asked if the Councilors will work with staff to get their questions answered in the interim.

Chair Chavez said the approval of the budget will be postponed to the next meeting. He asked Councilors, in the interim, to work with Mr. Kippenbrock to get answers to their question.

At this time the Board returned to discussion under Item VI(A)

VII. MATTERS FROM STAFF

There were no matters from staff.

VIII. MATTERS FROM THE BOARD

A. DISCUSSION WITH POSSIBLE ACTION TO CHANGE TIME OF REGULAR MEETINGS
(COMMISSIONER CHAVEZ)

No official action was taken.

IX. NEXT MEETING DATE – THURSDAY, MAY 15.

Chair Chavez asked Mr. Kippenbrock to schedule the next meeting at 5:00 p.m.

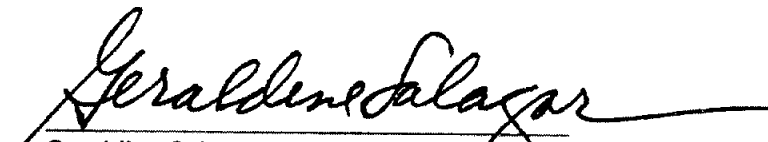
X. ADJOURNMENT

There was no further business to come before the Board, and the meeting was adjourned at approximately 6:45 p.m..

APPROVED BY:

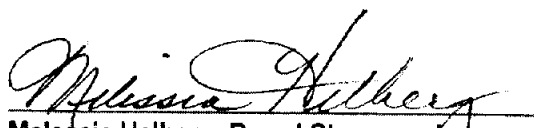

Miguel Chavez, Chair

ATTESTED TO:



Geraldine Salazar, County Clerk
Santa Fe County 6-5-2014



SUBMITTED BY:


Melessia Helberg, Board Stenographer

MEMORANDUM

To: SFSWMA Joint Powers Board Members
From: Randall Kippenbrock, P.E., Executive Director 
Date: April 11, 2014
Subject: Presentation, Discussion, and Possible Action on the Compensation Study
(Keystone International of Albuquerque, NM)

Article 18 of the Agreement between the Agency and AFSMCE Local 3999 contains language pertaining to a salary survey. It states that the Agency shall participate in, not less than once every three years, a salary survey among comparable local governments in order to verify the adequacy of the Agency pay levels with respect to general employment and economic conditions.

At the June 27, 2013 meeting, the Board requested the Agency conduct a salary survey (compensation study) to determine if the Agency's compensation system for COLA and merit pay, and the structure and processes are meeting the needs of the Agency.

On January 22, 2014, the Agency entered into a professional services agreement with Keystone International (Keystone) of Albuquerque, NM, to conduct a compensation study in the amount of \$14,900.00.

Attached is Keystone's Santa Fe Solid Waste Management Agency Compensation Study.

The matter is before the Board for discussion with possible action on the recommendations contain in the Keystone's report.

Attachment: Keystone's Santa Fe Solid Waste Management Agency Compensation Study.

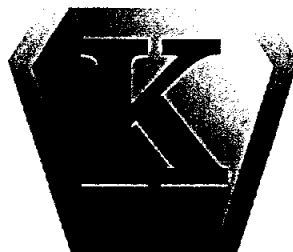
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Exhibit "1"

ATTACHMENT

Keystone's Santa Fe Solid Waste Management Agency Compensation Study

**Santa Fe Solid Waste Management Agency
Compensation Study**



K E Y S T O N E
I N T E R N A T I O N A L , I N C.
8224 Louisiana Blvd NE, Suite D
Albuquerque, NM 87113

The following is a report written for use by the Santa Fe Solid Waste Management Agency Executive Director.

The findings and recommendations outlined in this report are based on commonly accepted human resource practices. The final decision for implementing any changes or recommendations is the sole responsibility of SFSWMA.

Santa Fe Solid Waste Management Agency Compensation Study

Executive Summary

Keystone International, Inc. was contracted to review the current compensation system by conducting a salary data study and then make recommendations for improvement. It was requested that the current system of pay increases based on cost of living adjustments (COLA) and merit increases be reviewed.

Based on conversations with Randall Kippenbrock, Executive Director, Keystone understood that SFSWMA's compensation strategy is to match and lead the labor market in which it recruits. This strategy is used by SFSWMA to recruit and retain a strong employee base in an industry that is viewed as a challenging environment in which to work.

The overall finding is that the current pay structure fulfills SFSWMA's compensation strategy of meeting and/or leading the market.

The pay structure's mid-points are clustered around the market mid-point with two specific positions being an exception. While these job title mid-points are outside of the market, the incumbent employee salaries do not need to be adjusted because they are within the recommended ranges. Adjusting these two position mid-points is simply about matching to market data. A specific recommendation for adjusting these two positions is detailed in the report recommendations.

The current practice of hiring bargaining unit employees at the minimum of the pay range may be impacting the organization's ability to recruit and retain qualified applicants. The report provides detailed data comparing bargaining unit and non-bargaining unit employee pay within the ranges and recommendations for adjusting the pay ranges, if so desired.

A review of COLAs and merit pay adjustments in the labor market indicates only a small percentage of public organizations are giving both merit and COLA increases. However, using both COLAs and merit pay adjustments has met the compensation strategy of matching and/or leading the market.

The SFSWMA compensation system, structure and processes are meeting the needs of the organization. While there are suggestions for improvement, there were no significant findings requiring urgent attention.

Santa Fe Solid Waste Management Agency Compensation Study

Compensation Strategy and Salary Survey Overview

An overall compensation system should incorporate the following goals:

- Ensure external competitiveness and be able to offer competitive salaries relative to the labor market in which it recruits.
- Ensure internal equity.
- Comply with applicable federal and state laws and regulations.
- Operate within the financial resources of the organization.

Ensure External Competitiveness and Able to Offer Competitive Salaries Relative to the Labor Market in which it Recruits

Per Keystone's discussion with SFSWMA Executive Director on February 3, 2014, we understood that SFSWMA's compensation strategy is to match and lead the labor market in which it recruits.

Market-based pay structures are used by many organizations today because of the importance of attracting and retaining employees. Employers are looking to make sure employees will choose to join and stay in their organization. By ensuring that salaries are competitive with the organizations they compete with for talent, organizations can make progress in attracting and retaining the right employees.

Keystone received 28 job descriptions from SFSWMA to match to the labor market in comparing duties performed, education, and minimum qualifications of each position.

Ensure Internal Equity

To ensure internal equity, it is imperative that positions of similar qualifications, skills, knowledge and abilities are valued consistently within the organization. SFSWMA current compensation system allowed for internal equity but would be more effective if each grade level maintained similar minimum qualifications. *See Attachment A for recommended adjustments to minimum qualifications for six job titles.*

Additionally, each job description should be reviewed to insure the minimum qualifications are consistent across the same grade in the areas of education, experience, and certifications. For example, the required certifications have varying time periods for obtaining the certification. Typically, similar certifications should have a consistent time period for successful completion.

Comply with Applicable Federal and State Laws

Based on our knowledge of the organization, this does not appear to be any issues regarding compliance with federal and state laws. (The positions were only reviewed with regard to laws applicable to compensation related laws.) However, there are positions that would qualify to be exempt under the Fair Labor Standards Act (FLSA). SFSWMA may want to assess if reclassification of these positions to exempt status would be beneficial to the organization while still fulfilling the overall desired compensation strategy.

The SFSWMA compensation structure starting with Grade 3 meets all minimum wage laws.

Santa Fe Solid Waste Management Agency Compensation Study

Operate Within the Financial Resources of the Organization

The SFSWMA should have an ongoing practice of assessing if the compensation strategy fits the reality of the budget and financial resources of the organization.

The report breakout is as follows:

- Market Review of Positions
- Results of the Data Analysis
- Review of Current Salaries Relative to Market
- COLA/Merit Increases Market Review

Santa Fe Solid Waste Management Agency Compensation Study

Market Review of Positions

Analysis was completed for all 28 positions within Santa Fe Solid Waste Management Agency (SFSWMA) to determine the *market rate*. The definition of market rate is the salary or wage that matches competitively to the marketplace or an average of what the labor market is paying for each position. The position description of each job within SFSWMA was matched to the labor market in comparison to the duties performed, education and minimum qualifications of the market position.

In a salary structure, the mid-point of each salary grade is, or should be, a reflection of the market mid-point rate.

Keystone utilized a number of salary sources in defining the market rate for each position for SFSWMA. The sources include:

Surveys

- Solid Waste Association of North America
- Bureau of Labor Statistics Occupational Employment and Wages for Waste Management and Remediation Services
- Kenexa CompAnalyst Market Data - Santa Fe
- Mercer South Central Compensation Survey
- Mountain States Employer's Council Public Employer's Compensation Survey
- Foushee Group Environmental Health & Safety Survey
- New Mexico Municipal League Local Government Survey

Government Entities

- NM State Government
- City of Albuquerque
- Santa Fe County
- Los Alamos County
- County of Bernalillo
- County of Sandoval
- City of Mesa, Arizona
- City of Tucson, Arizona
- City of Scottsdale, Arizona

All of the data reviewed has been adjusted accordingly for 2014 based on actual pay range adjustment survey data from 2012 and 2013.

Santa Fe Solid Waste Management Agency Compensation Study

Results of the Data Analysis

Compensation Structure

Pay range is defined as the range that has been established to be paid to employees performing a particular job or function. Pay range generally has a minimum, mid and a maximum pay rate. The pay range is determined by market pay rates, established through market pay studies, for people doing similar work in similar industries in the same region of the country.

1. The overall mid-point of the pay ranges of all position titles within SFSWMA averaged 1.96% above the market which meets the goal of matching and/or leading market. (This average does not include the two positions that have a greater than 10% variance in the market which includes the Scalemaster and the Executive Director positions. These positions were not included because of the recommendation to adjust the mid-point to bring within market.)

The Bargaining Unit mid-points averaged 2.28% above market and the Non-Bargaining Unit mid-points averaged 1.44% above the market.

2. The pay range spread (i.e. distance from minimum to maximum) in the labor market analyzed were 35% to 50% for nonexempt/union positions and 35% to 60% for exempt/professional positions.

In comparison, SFSWMA pay range spread is 60% for all positions.

3. The minimum qualifications for the Scalemaster, Equipment Mechanic III, Equipment Maintenance Supervisor, Admin Assistant/HR Officer, Account Coordinator, and Executive Director did not match the labor market. The work performed by the position titles of Account Coordinator and Admin Assistant/HR Officer is not typical for the title in the market and, therefore, did not match to the market.

Recommendations for Adjustments in Structure

1. The market data shows that SFSWMA's mid-points average 1.96% above market; therefore, adjustments to the pay ranges are not needed in 2014. To continue to meet the goal of meeting or leading market, SFSWMA should plan for a pay range adjustment in 2015. The pay range adjustment projections for 2015 have not been released.

The pay range mid-point of the Scalemaster position is 11% above the market and should be re-graded to a SWU06. The Executive Director position's pay range mid-point is 12% below market. The position may need to be moved out of the management status structure and placed in a separate structure (i.e. Executive) as it is the only position with a pay range of Minimum \$41.18, Mid-point \$53.53, Maximum \$65.89.

2. Based on the practice of hiring most bargaining unit employees in at the minimum pay rate regardless of education, experience and certifications, the organization's goal of recruiting and

Santa Fe Solid Waste Management Agency Compensation Study

hiring qualified employees may be negatively impacted. SFWSMA should consider changing the pay range to increase the minimum pay or changing the practice of hiring only at the minimum pay.

- The data behind recommendation #2: A 60% pay range spread for nonexempt/union positions is high and outside the norm of compensation practices. SFWSMA should consider reducing the spread of the bargaining unit pay ranges to 45% to be in alignment with the labor market. This reduction in the spread will increase the minimum pay range of the position by 5% and will cost SFWSMA \$12,800 to bring employees to the new minimum pay rate.
3. The minimum qualifications for the Scalemaster, Equipment Mechanic III, Equipment Maintenance Supervisor, Admin Assistant/HR Officer, Account Coordinator, and Executive Director positions should be adjusted to market standards. *See Attachment A for recommended minimum qualifications on these positions.*
- The Account Coordinator position duties indicated on the job description are indicative of a Senior Accountant position in the marketplace. The Senior Accountant position in the marketplace requires a Bachelor's Degree at a minimum with no substitutions for experience rather than a degree. The title and minimum qualifications should be changed to reflect market.
 - The Admin Assistant/HR Officer is not a job title found in the market. Typically, in the market, an Executive Assistant will have some Administrative Assistants and HR Generalists (Officer) duties; therefore, SFWSMA may want to change the job title to Executive Assistant to be more consistent with the market as well as to recruit the desired qualifications for the position.

Santa Fe Solid Waste Management Agency Compensation Study

Review of Current Salaries Relative to Market

Keystone analyzed the actual rates of pay of employees within SFSWA in relation to the mid-point, or market control point, of the 2013 SFSWA pay ranges using the compa-ratio. SFSWMA's pay ranges are set so that the mid-point, or salary value exactly halfway between the minimum and maximum of each grade range, is roughly equivalent to what competitors are paying for similar jobs found within SFSWMA's given pay grades.

One measure to use when comparing an employee's salary to his/her respective grade mid-point is known as a compa-ratio. A compa-ratio is calculated by dividing the salary by the mid-point. It provides a quick indication of whether an employee's salary is below, at or above the mid-point, and by how much. This measure quickly identifies how employees' salaries generally compare to market pay ranges.

For example, in a pay range that has a 50% spread from minimum to maximum (i.e. \$8 to \$12), with the mid-point set exactly in the middle (i.e. \$10), an employee paid at the range minimum (i.e. \$8) has a compa-ratio of 80%; an employee is paid at the maximum of the range (i.e. \$12) has a compa-ratio of 120%. Typically, a compa-ratio around 80% reflects new hires or individuals who are new to a position. Compa-ratios around 110% should indicate experienced, high-performers in a position.

Results of the Actual Salary and Compa-ratio Analysis

The overall compa-ratio of SFSWMA is 87% and range from 77% to 114%. The compa-ratio for Bargaining Unit Position is 84% and the compa-ratio for Non-Union Positions is 99%. See Attachment B for data results.

Recommendations based on Compa-ratio Analysis

1. The compa-ratio of 84% for Bargaining-Unit positions is reflective of the larger spread (i.e. 60%) from minimum to maximum and the current hiring practices of the organization. If SFSWMA reduces the pay range spread to 45%, which would essentially establish a minimum pay rate closer to the mid-point, it will bring Bargaining Unit employees closer to market wages. This adjustment would cost approximately \$12,800 for the first year of the adjustment.

SFSWMA should consider changing the policy and practice of hiring Bargaining Unit employees solely at the minimum of the pay range, regardless of experience. If an applicant for a Bargaining Unit position far exceeds the minimum qualifications of the position, a hiring manager should have the flexibility to hire up to the mid-point.

2. Review the pay rates of employees whose compa-ratio exceeds 110%. These compa-ratios should reflect individuals who have solid performance and longevity in their positions.

Santa Fe Solid Waste Management Agency Compensation Study

COLA/Merit Increases Market Review

Per our discussion with SFSWMA on February 3, 2014, we understood that SFSWMA's compensation strategy was to match and lead the labor market in which it recruits. Additionally, SFSWMA has been adjusting the pay structure by the Consumer Price Index (CPI) and employees have been receiving COLA pay increases based on the CPI in addition to merit increases based on their performance.

As stated previously, the most important objective of an organization's compensation system is to retain high performing employees and attract new talent. An overall compensation system should incorporate the following goals:

- Ensures external competitiveness and offers competitive salaries relative to the labor market in which it recruits
- Ensures internal equity
- Complies with applicable federal and state laws and regulations
- Operates within the financial resources of the organization

Multiple salary surveys reported the following types of pay increases to employees in 2013:

- 64 to 78% gave merit increases
- 16% gave across the board increases, but not COLA
- 7 to 29% gave COLA increases
- 2 to 10% gave increases based on union contract

There are many reasons why employers give employees pay raises. Pay increases are an important tool in motivating and retaining talent. There are different philosophical points of view regarding an organization's obligation to employees relative to pay. Some of the most common are outlined below:

1. **Cost of Living Increases** – With the rise of unions in the 1950's through the 1970's, an argument was made that employee's quality of life should be preserved by ensuring that their salary kept up with inflation. The Consumer Price Index (CPI) measures inflation as experienced by consumers in their day-to-day living expenses.

To support the argument that organizations should protect an employee's quality of life, many organizations adopted a practice of establishing a Cost-of-Living-Adjustment (COLA) that was tied to some index, often the CPI. If an organization believes in protecting employee's buying power, then salary increases should be a minimum of CPI.

In the last 10 years the CPI has fluctuated between roughly 5.5% and -3%. Last year it was 1.6% (reported as of January 2014).

2. **Employment Cost Index (ECI)** – The employment cost index is a measure of inflation specifically tied to the compensation paid to employees in the form of pay and benefits.

Santa Fe Solid Waste Management Agency Compensation Study

This represents the increased wages paid by employers to employees during a measurement period. This number is influenced by CPI but also reflects other employment related factors including the rising cost of healthcare.

The Bureau of Labor Statistics reported that "Compensation costs for state and local government workers increased 1.9 percent for the 12-month period ending December 2013 (Wages and salaries increased 1.1 percent for the 12-month period ending December 2013 and benefit costs increased 3.3 percent in December 2013)."

The Bureau of Labor Statistics reported that the 12-month change in nonfarm wage and salary employment for Santa Fe was 1.0 percent for the period ending in December 2013 (compared to the national average of 1.1 percent).

3. **Pay for Performance/Merit** – Merit pay is a pay increase based on goals or achievements set by an employer, rather than a pay rate based on a union contract or a defined pay scale for a position. It is also known as pay for performance. Merit pay typically involves the supervisor meeting with the employee to discuss the employee's work and to award an increase or a bonus based on performance. The essential goal of a merit pay program is to link pay to performance in a manner that is consistent with the mission of the organization.

Currently 75% of organizations identify with a pay-for-performance pay methodology that allocates higher pay increases to those employees who receive higher performance rating scores. Traditionally, these types of plans only existed in the non-unionized, private sector organizations. However, more and more unionized organizations and government agencies are using pay-for-performance.

4. **Salary Increase Budgets for Employees** - Factors that are not easy to isolate and identify within organizations are the monies allocated for increased proficiency and performance. In some cases, employees are brought in below market targets because they may be new to the role or new to the organization. Built in to salary budgets of employers are dollars earmarked for bringing employees closer to the market target. Salary budgets at some organizations include additional dollars for those employees who perform best.

Salary Budget Survey data from Mountain States Employer's Council – Public Sector Survey 2013 and Culpepper Salary Survey 2013 state that total salary budget increases in 2013 averaged approximately 3.0%. This number includes any cost-of-living or market wage adjustment indicating that proficiency and performance accounted for approximately 1.5 - 2.0% of salary budgets increases

The process of determining a salary increase budget should be based on three main factors:

Santa Fe Solid Waste Management Agency Compensation Study

- a) Compensation Philosophy of the Organization
- b) Published Data – This includes choosing the appropriate index for evaluating the reason for broad changes to your compensation program as well as individual changes based on employee's skills and performance.
- c) Organization Data – The most important piece of data from the organization is the **budget**, but understanding other data points is important as well. This includes things like: how many employees' salaries are below the market control point (i.e. mid-point)? How many employees' salaries are above the mid-point? What is the distribution of rating scores on the performance reviews? What other cost increases are affecting labor costs within the organization (benefits, etc.).

Recommendations Based on COLA/Merit Increases Review

Based on the labor market review, SFSWMA mid-point is averaging 1.96% above market and the compa-ratio average for the union is at 84% and 99% for the non-union positions. The labor market review also indicates only a small percentage of public organizations are giving both merit and COLA increases. Even though a smaller number of organizations maintain this practice, SFSWMA is meeting the compensation goals of matching and/or leading the market.

Finally, SFSWMA may want to adjust the pay ranges in the future based on researching pay range adjustments in the public sector and using the Employment Cost Index (ECI) as opposed to only the CPI for salary increases and pay ranges adjustments. This index may be a better tool for pay adjustments because it accounts for the movement in labor market wages as well as inflation.

**Santa Fe Solid Waste Management Agency
Market Review Analysis - Attachment A**

Job Title	Education/Experience from JD from Position Description provided by SEWMA	Recommendations	Status and Pay Range	Pay Range Minimum	Pay Range Mid-point	Pay Range Maximum	Mid-point Annual	Market Average	Variance From Market
BURRT MRF Technician	None		SWU03	11.78	15.32	18.85	\$31,862	\$29,869	6.67%
BURRT MRF Technician II	HS/GED/obtain certs		SWU06	13.64	17.73	21.82	\$36,877	\$33,847	8.95%
BURRT HHW Handler	HS/GED + 1 year/obtain certs		SWU06	13.64	17.73	21.82	\$36,877	\$33,397	-3.96%
Maintenance Worker	HS/GED + 6 months/obtain certs		SWU06	13.64	17.73	21.82	\$36,877	\$33,961	8.59%
		HS/GED + 2 years; bilingual preferred; change to grade level SWU06 based on market average							
Scalemaster	HS/GED + some college + 2 years; bilingual		SWU07	14.32	18.61	22.92	\$38,718	\$34,796	11.27%
Scalemaster II	HS + some college + 5 yrs including 3 supe/must obtain certs; bi-lingual preferred		SWU09	15.80	20.53	25.27	\$42,707	\$43,943	-2.81%
Heavy Equipment Operator I	HS + CDL + 1 year		SWU09	15.80	20.53	25.27	\$42,707	\$40,645	5.07%
BURRT Transfer Operator	HS/GED + CDL and 1 year exp + obtain certs		SWU09	15.80	20.53	25.27	\$42,707	\$39,991	6.79%
Equipment Mechanic I	HS/GED + 1 year/obtain certs		SWU09	15.80	20.53	25.27	\$42,707	\$42,726	-0.05%
Heavy Equipment Operator II	HS + CDL + 2 yrs SW + 4 yrs equip op + 4 yrs maint		SWU10	16.59	21.55	26.53	\$44,826	\$44,252	1.30%
Equipment Mechanic II	HS + 2 years + obtain certs		SWU10	16.59	21.55	26.53	\$44,826	\$47,915	-6.45%
BURRT Education & Outreach Coord.	BS + 1 year / substitution ok		SWU10	16.59	21.55	26.53	\$44,826	\$48,889	-8.31%
Maintenance Coordinator	HS/GED + 4 years/CDL/obtain certs		SWU13	19.19	24.96	30.71	\$51,907	\$48,824	6.31%
BURRT Transfer Specialist	HS + CDL + 2 yrs SW + 4 yrs equip op		SWU13	19.19	24.96	30.71	\$51,907	\$49,743	4.35%
Heavy Equipment Operator III	HS + CDL + 4 yrs SW + 4 yrs equip op + 4 yrs maint		SWU14	20.15	26.20	32.24	\$54,499	\$50,584	7.74%
		HS + CDL + 4 yrs SW + 4 yrs equip op + 4 yrs maint							
Equipment Mechanic III	HS + 10 years/obtain certs		SWU14	20.15	26.20	32.24	\$54,499	\$54,510	-0.02%
		HS/GED + 5 years progressive administrative							
Admin Assistant/HR Officer	HS/GED + 4 years experience		SWM11	17.42	22.63	27.86	\$47,070	\$45,173	4.20%
BURRT Superintendent	HS + 5 years progressive + certs		SWM17	23.33	30.32	37.32	\$63,075	\$61,914	1.87%
	HS/GED + some college + 5 yrs SW incl 3 sup + 5 heavy equip op + 5 maint/CDL								
Landfill Superintendent	HS + 7 years incl 3 sup + certs		SWM17	23.33	30.32	37.32	\$63,075	\$67,298	-6.28%
Equipment Maintenance Supervisor	HS + some college + 5 years progressive incl 3 supe/subs ok		SWM17	23.33	30.32	37.32	\$63,075	\$61,208	3.05%
Scalehouse Supervisor	BS + 10 / Subs allowed	BS + 6 progressive/ 3 mgmt/ no substitutions	SWM17	23.33	30.32	37.32	\$63,075	\$60,303	4.60%
Account Coordinator	BS + 4 years + obtain certs		SWM20	27.00	35.11	43.21	\$73,023	\$68,090	7.25%
Env Health Safety & Training Admin	BS + 6 progressive/ 3 mgmt		SWM20	27.00	35.11	43.21	\$73,023	\$66,641	9.58%
BURRT Site Manager	BS + 6 yrs incl 3 mgmt/obtain certs		SWM20	27.00	35.11	43.21	\$73,023	\$78,257	-6.69%
Landfill Manager	BS + 6 yrs incl 3 mgmt/obtain certs		SWM20	27.00	35.11	43.21	\$73,023	\$76,568	-4.63%
		BS + 10 years management experience/no subs; change to grade level SWE based on market average							
Executive Director	BS + 6 years + obtain certs/ subs ok		SWM26	36.19	47.05	57.90	\$97,855	\$111,348	-12.12%
BURRT Spotter - Temporary	labor preferred		SWT02	10.51	11.00	11.50	\$22,880	\$24,905	
Scalemaster - Temporary			SWT05	12.34	14.57	17.93	\$30,298		
Average Variance from Market*									1.96%

*Average does not include positions that have over a 10% variance to market; recommend re-grading of position.

Key: SWU= Union SWM=Management

**SFSWMA Employee List
FY 2013/2014 Budget**

Compa-Ratio Analysis

Title	Status	Pay Range	Salary Mid-Point	Actual Pay	Compa-Ratio *
BuRRT MRF Technician	SWU	3	\$31,862	\$24,502.40	0.77
BuRRT MRF Technician	SWU	3	\$31,862	\$24,507.27	0.77
BuRRT MRF Technician	SWU	3	\$31,862	\$26,008.07	0.82
BuRRT MRF Technician	SWU	3	\$31,862	\$25,745.59	0.81
BuRRT MRF Technician	SWU	3	\$31,862	\$25,503.06	0.80
BuRRT MRF Technician	SWU	3	\$31,862	\$24,762.11	0.78
BuRRT HHW Handler	SWU	6	\$36,877	\$29,524.67	0.80
BuRRT MRF Technician II	SWU	6	\$36,877	\$31,629.67	0.86
BuRRT MRF Technician II	SWU	6	\$36,877	\$31,301.56	0.85
BuRRT MRF Technician II	SWU	6	\$36,877	\$28,656.09	0.78
Maintenance Worker	SWU	6	\$36,877	\$34,919.25	0.95
Scalemaster	SWU	6	\$36,877	\$33,203.31	0.90
Scalemaster	SWU	6	\$36,877	\$32,882.21	0.89
Scalemaster	SWU	6	\$36,877	\$32,570.24	0.88
Scalemaster	SWU	6	\$36,877	\$31,607.79	0.86
BuRRT Transfer Operator	SWU	9	\$42,707	\$34,852.14	0.82
BuRRT Transfer Operator	SWU	9	\$42,707	\$33,525.05	0.79
BuRRT Transfer Operator	SWU	9	\$42,707	\$35,243.32	0.83
BuRRT Transfer Operator	SWU	9	\$42,707	\$34,188.91	0.80
BuRRT Transfer Operator	SWU	9	\$42,707	\$33,856.98	0.79
Equipment Mechanic I	SWU	9	\$42,707	\$33,856.98	0.79
Heavy Equipment Operator I	SWU	9	\$42,707	\$32,864.00	0.77
Heavy Equipment Operator I	SWU	9	\$42,707	\$33,181.86	0.78
Heavy Equipment Operator I	SWU	9	\$42,707	\$32,853.33	0.77

**SFSWMA Employee List
FY 2013/2014 Budget**

Compa-Ratio Analysis

Title	Status	Pay Range	Salary Mid-Point	Actual Pay	Compa-Ratio *
Scalemaster II	SWU	9	\$42,707	\$38,514.21	0.90
BuRRT Education & Outreach Coord.	SWU	10	\$44,826	\$41,363.55	0.92
Equipment Mechanic II	SWU	10	\$44,826	\$37,557.49	0.84
Heavy Equipment Operator II	SWU	10	\$44,826	\$40,007.37	0.89
BuRRT Transfer Specialist	SWU	13	\$51,907	\$53,547.32	1.03
Maintenance Coordinator	SWU	13	\$51,907	\$53,426.69	1.03
Heavy Equipment Operator III	SWU	14	\$54,499	\$44,469.65	0.82
Equipment Mechanic III	SWU	14	\$54,499	\$43,594.69	0.80
Admin Assistant/HR Officer	SWM	11	\$47,070	\$52,103.64	1.11
BuRRT Superintendent	SWM	17	\$63,075	\$53,005.78	0.84
Equipment Maintenance Supervisor	SWM	17	\$63,075	\$58,490.82	0.93
Landfill Superintendent	SWM	17	\$63,075	\$52,000.00	0.82
Scalehouse Supervisor	SWM	17	\$63,075	\$62,400.00	0.99
Account Coordinator	SWM	20	\$73,023	\$83,397.76	1.14
BuRRT Site Manager	SWM	20	\$73,023	\$75,000.00	1.03
Env Health Safety & Training Admin	SWM	20	\$73,023	\$73,028.80	1.00
Landfill Manager	SWM	20	\$73,023	\$72,819.93	1.00
Executive Director	SWE		\$111,342	\$112,746.17	1.01
Overall Compa-ratio					0.87

Highlighted positions show recommended re-grading based on market averages.

*Compa-ratio= current salary divided by the current market mid-point.

Union Compa-ratio 0.84
Nonunion Compa-ratio 0.99

Compensation STUDY

Presentation to

Joint Powers Board

Santa Fe Solid Waste Management Agency

by

Wendy Shannon, M.S., SPHR

Jacqueline N. Hood, Ph.D

Keystone International, Inc.

www.keystoneinc.net

April 17, 2014

Exhibit "2"

Overview

- Keystone Inc.
- Compensation Study Goals
- Market-Based Compensation Review
 - Objectives of a compensation system
 - Compensation strategy
 - Methodology for SFSWMA Compensation Study
 - Actual salaries within the structure
- Overview of Cost of Living Increases (COLA) and merit pay for performance increases
- Recommendations

Compensation Study Goals

Keystone International, Inc. was contracted to review the current compensation system at SFSWMA and to make recommendations for improvement:

- Review compensation strategy
- Review organizational structure and current compensation system
- Determine competitive, market-based wage rates for 28 positions using comparable data
- Provide internally equitable and externally competitive wage structure, if needed
- Recommend policy changes to correspond to new system, if needed
- Review cost of living adjustments (COLA) and merit pay increases in the labor market

Objectives of a Compensation System

- The most important objectives of an organization's compensation system is to
 - Retain high performing employees, and to
 - Attract new talent
- An overall Compensation System should incorporate the following goals
 - Ensure external competitiveness and offer competitive salaries relative to the labor market in which it recruits
 - Ensure internal equity
 - Comply with applicable federal and state laws and regulations
 - Operate within the financial resources of the organization

Compensation Strategy

- Every organization needs to consider its compensation strategy. Strategies options are to lag, match and/or lead the market
- According to the Executive Director, the compensation strategy of SFSWMA is to match and/or lead the labor market in which it recruits
 - The current compensation strategy is used by SFSWMA to recruit and retain a strong employee base in an industry viewed as having a challenging environment in which to work

Methodology for Compensation Study

- Analysis was completed for 28 positions in the SFSWMA
- Position descriptions for each of these positions were matched to similar positions in the market
 - based on education, skills, experience, etc. to determine comparability
- Market rate or the salary that matches competitively to the marketplace, was determined for these positions
- In a salary structure or pay ranges, the midpoint is used to reflect the market rate

Survey Sources

- Solid Waste Association of North America
- Bureau of Labor Statistics Occupational Employment and Wages for Waste Management and Remediation Services
- Kenexa CompAnalyst Market Data - Santa Fe
- Mercer South Central Compensation Survey
- Mountain States Employer's Council Public Employer's Compensation Survey
- Foushee Group Environmental Health & Safety Survey
- New Mexico Municipal League Local Government Survey

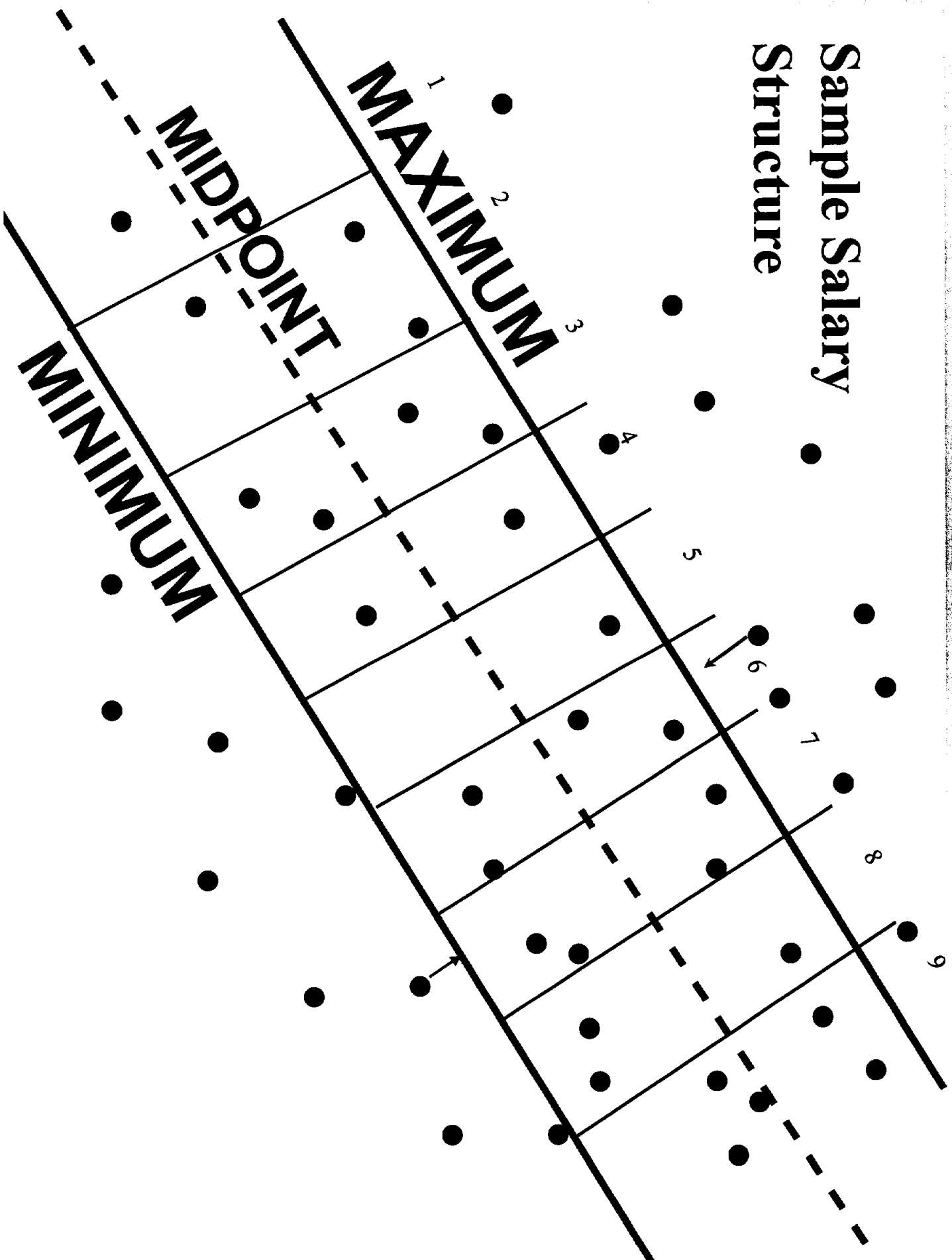
Government Entities Sources

- NM State Government
- City of Albuquerque
- Santa Fe County
- Los Alamos County
- County of Bernalillo
- County of Sandoval
- City of Mesa, Arizona
- City of Tucson, Arizona
- City of Scottsdale, Arizona

Results of Data Analysis of Salary Structure

- Results indicate that SFSWMA is 1.96% above the market for all positions
- SFSWMA current salary structure meets or exceeds the market as desired in the stated compensation strategy
- The Union Bargaining Unit positions' mid-points averaged 2.28% above market, while the Non-Bargaining Unit positions' mid-points averaged 1.44% above market
- All positions have a 60% spread from minimum to maximum and a 5% spread from grade to grade

Sample Salary Structure



How Does the Pay Range Work?

Pay Range: a market-based compensation range with a minimum, midpoint and maximum salary

MINIMUM

Employees with little or no experience who meet minimum qualifications of the job

MIDPOINT

Seasoned, well-performing employees. The midpoint is the "market rate" for the job

MAXIMUM

Top-performing employees; the most we pay for a particular job

Outliers – Statistical Observations

- There were two outliers, or two positions, in which the mid-point was either above or below the market by greater than 10%
 - Scalemaster position was 11% above the market
 - Executive Director position was 12% below the market
- SFSWMA should consider adjusting the pay ranges for these two positions by moving into other pay ranges
- All other position mid-points at SFSWMA were within a range of less than 10% above or below the market mid-point rate

Other Findings

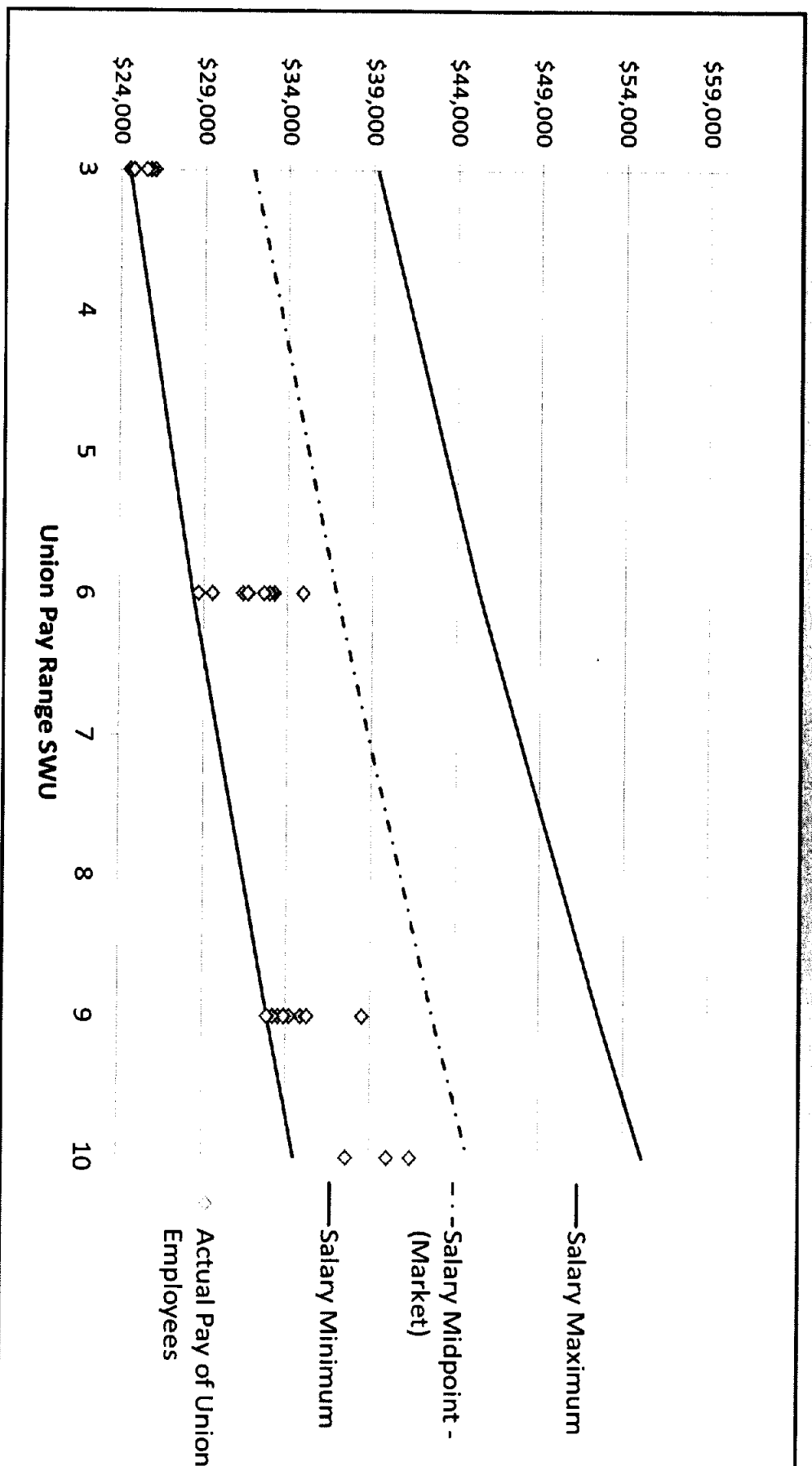
- Minimum qualifications for several positions should be adjusted to market standards
- These positions include
 - Scalemaster (4)
 - Equipment Mechanic III
 - Equipment Maintenance Supervisor
 - HR Officer/Administrative Assistant
 - Account Coordinator
 - Executive Director
- These adjustments are to the minimum qualifications, but would not effect the salary structure for these positions

Where Employees' Actual Salaries Fall in Their Pay Range

- While the mid-points for the ranges are matching and leading the market actual salaries may be above or below the market rate
- Compa-ratios are used to analyze how an organization is paying employees
- Compa-ratios are calculated by dividing an employee's actual salary by the mid-point of the salary range
- The overall compa-ratio for SFSWMA is 87%
 - Union Bargaining Unit compa-ratio of 84%
 - Non-bargaining Unit compa-ratio of 99%

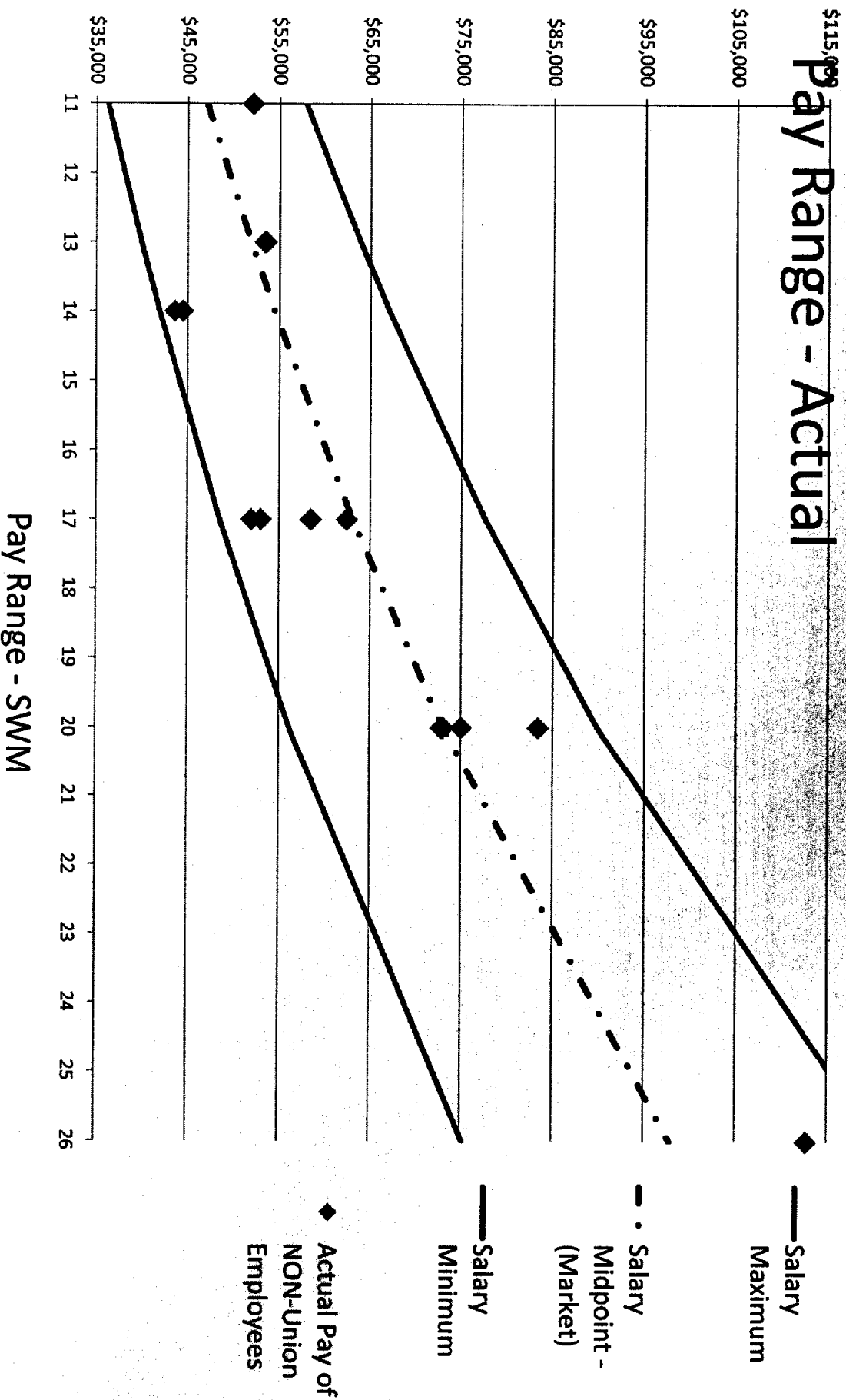
Union Bargaining Unit Positions

Pay Range – Actual



Non-Bargaining Positions

Pay Range - Actual



What does the Compa-Ratio tell us?

- The compa-ratios for the Union Bargaining Unit may be impacted by the following:
 - Hiring individuals with minimum skills and experience at the entry of the range
 - Having a 60% spread in the salary range
 - Hiring new employees at the minimum salary for the pay range regardless of their education, experience, etc. due to seniority (e.g., Operator I, MRF Tech I)

The organization should consider whether this policy is in the best interests of hiring and retaining the best employees

COLA/Merit Pay Increase Review

- Currently SFSWMA provides both COLA (cost of living adjustment) and merit pay increases
- Multiple salary surveys reported the following types of pay increases to employees in 2013:
 - 64 to 78% gave merit pay increases
 - 16% gave across the board increases, but not COLA
 - 7 to 29% gave COLA increases
 - 2 to 10% gave increases based on Union contract
- The number of organizations that offer both COLA and merit pay increases are declining

Cost of Living Adjustment

- SFSWMA has been using the commonly accepted Consumer Price Index (CPI) as the target for cost of living adjustments (Western US Region)
- Another benchmark now used by many employers is the Employment Cost Index (ECI)
 - The ECI is a measure of inflation that is specifically tied to the compensation paid to employees in the form of pay and benefits. The ECI considers increases in wages along with other employment factors, such as the rising cost of healthcare
- SFSWMA might consider using the ECI along with other data points for deciding pay increases

Recommendations

- Based on the labor market review, SFSWMA salary structure is averaging 1.96% above market, thus the organization meets the goal of matching and/or leading the market
 - Maintain the current salary structure for the Union Non-Bargaining Unit employees
 - Consider changing the Union Bargaining Unit salary structure for each grade from a 60% spread from minimum to maximum to a 45%. The cost impact to adjust the spread would cost approximately \$12,800. Reducing the pay range would establish a minimum pay rate closer to the mid-point
 - Consider changing the practice of hiring Union Bargaining Unit employees with multiple-like positions solely based on seniority and allow SFSWMA to have flexibility to hire up to the mid-point based on experience, education, certifications, etc.
- Consider adjusting the pay ranges for the Scalemaster and Executive Director positions to better reflect market rates

Recommendations


- SFSWMA should consider adjusting the position descriptions for the Scalemaster, Executive Director, Equipment Mechanic III, Equipment Maintenance Supervisor, HR Officer/Administrative Assistant, and Account Coordinator positions
- Review the pay rates of employees whose compa-ratio exceeds 110% to assure these are solid performers and have longevity in their positions
- COLA/Merit Pay – SFSWMA may want to adjust the salary structure in the future based on researching salary structure adjustments in the public sector and using the Employment Cost Index (ECI) as opposed to only the current cost of living index (Western US Region). Also, consider these additional data points when planning pay increases.

TITLE	SFSWMA	Year	Months	PERA SERVICE	STATUS	PAY RANGE	SALARY MID- POINT	ACTUAL PAY	COMPA- RATIO
BURRT MRF Technician	5/13/2013		11		SWU	3	\$ 31,862	\$ 24,502.40	0.77
BURRT MRF Technician	5/13/2013		11		SWU	3	\$ 31,862	\$ 24,507.27	0.77
BURRT MRF Technician	2/25/2008	6	1		SWU	3	\$ 31,862	\$ 26,008.07	0.82
BURRT MRF Technician	12/6/2010	3	4		SWU	3	\$ 31,862	\$ 25,745.59	0.81
BURRT MRF Technician	1/22/2007	7	2		SWU	3	\$ 31,862	\$ 25,503.06	0.80
BURRT MRF Technician	5/13/2013		11		SWU	3	\$ 31,862	\$ 24,762.11	0.78
BURRT HHW Handler	7/21/2008	5	8		SWU	6	\$ 36,877	\$ 29,524.67	0.80
BURRT MRF Technician II	9/9/2006	7	7		SWU	6	\$ 36,877	\$ 31,629.67	0.86
BURRT MRF Technician II	7/14/2007	6	9		SWU	6	\$ 36,877	\$ 31,301.56	0.85
BURRT MRF Technician II	6/25/2012	1	9		SWU	6	\$ 36,877	\$ 28,656.09	0.78
Maintenance Worker	8/23/2004	9	7		SWU	6	\$ 36,877	\$ 34,919.25	0.95
Scalemaster	11/29/2004	9	10		SWU	6	\$ 36,877	\$ 33,203.31	0.90
Scalemaster	9/9/2006	7	7		SWU	6	\$ 36,877	\$ 32,882.21	0.89
Scalemaster	3/21/2011	3			SWU	6	\$ 36,877	\$ 32,570.24	0.88
Scalemaster	12/28/2009	4	3		SWU	6	\$ 36,877	\$ 31,607.79	0.86
BURRT Transfer Operator	4/16/2014		0		SWU	9	\$ 42,707	\$ 34,852.14	0.82
BURRT Transfer Operator	4/15/2014		0		SWU	9	\$ 42,707	\$ 33,525.05	0.79
BURRT Transfer Operator	8/5/2006	9	8		SWU	9	\$ 42,707	\$ 35,243.32	0.83
BURRT Transfer Operator	9/2/2011	2	7		SWU	9	\$ 42,707	\$ 33,856.98	0.79
BURRT Transfer Operator	9/7/2010	3	7		SWU	9	\$ 42,707	\$ 34,188.91	0.80
Equipment Mechanic I	6/21/2010	3	9		SWU	9	\$ 42,707	\$ 33,856.98	0.79
Heavy Equipment Operator I	1/28/2014		2		SWU	9	\$ 42,707	\$ 33,856.98	0.77
Heavy Equipment Operator I	10/1/2012	1	6		SWU	9	\$ 42,707	\$ 32,864.00	0.78
Heavy Equipment Operator I	1/27/2014		2		SWU	9	\$ 42,707	\$ 32,853.33	0.77

Exhibit "3"

TITLE	SFSWMA	Year	Months	PERA SERVICE	STATUS	PAY RANGE	SALARY MID- POINT	ACTUAL PAY	COMPA- RATIO
Scalemaster II	5/29/2004	9	11		SWU	9 \$	42,707	\$ 38,514.01	0.90
BuRRT Education & Outreach Coord	3/31/2014	0	1		SWU	10 \$	44,826	\$ 41,363.55	0.92
Equipment Equipment II	2/28/2011	3	1		SWU	10 \$	44,826	\$ 37,557.49	0.84
Heavy Equipment Operator II	VACANT				SWU	10 \$	44,826	\$ 40,007.37	0.89
BuRRT Transfer Specialist	5/5/1997	17	11		SWU	13 \$	51,907	\$ 53,547.32	1.03
Maintenance Coordinator	5/5/1997	17	11		SWU	13 \$	51,907	\$ 53,426.69	1.03
Heavy Equipment Operator III	9/12/2005	8	6		SWU	14 \$	54,499	\$ 44,469.65	0.82
Equipment Equipment III	6/21/2010	3	9		SWU	14 \$	54,449	\$ 43,594.69	0.80
Adm Assistant/HR Officer	12/9/2013		3		SWM	11 \$	47,070	\$ 52,103.64	1.11
BuRRT Superintendent	7/2/2007	6	8		SWM	17 \$	63,075	\$ 53,005.78	0.84
Equipment Maintenance Supervisor	5/5/1997	17	11		SWM	17 \$	63,075	\$ 58,490.89	0.93
Landfill Superintendent	3/24/2008	4	0		SWM	17 \$	63,075	\$ 52,000.00	0.82
Scalehouse Supervisor	4/22/2002	11	11		SWM	17 \$	63,075	\$ 62,400.00	0.99
Account Coordinator	3/21/2011	3	0		SWM	20 \$	73,023	\$ 83,397.76	1.14
BuRRT Site Manager	8/5/2013	0	7		SWM	20 \$	73,023	\$ 75,000.00	1.03
Env Health Safety & Training Admin	3/31/2014	0	1		SWM	20 \$	73,023	\$ 73,028.80	1.00
Landfill Manager	5/21/2007	6	11		SWM	20 \$	73,023	\$ 72,819.93	1.00
Executive Director	6/28/2004	13	9		SWE	\$	111,342	\$ 112,746.17	1.01
								Overall Compa-	0.87
								Union Compa-r	0.84
								Nonunion Com	0.99

MEMORANDUM

To: SFSWMA Joint Powers Board Members
From: Randall Kippenbrock, P.E., Executive Director 
Date: April 11, 2014
Subject: Request for Approval of the Fiscal Year 2014-15 Proposed Budget

On March 20, 2014, the Agency presented to the Board the proposed Santa Fe Solid Waste Management Agency operating budget for Fiscal Year 14-15 (FY-15). This memorandum reiterates the main points that were presented during the March meeting.

The proposed FY-15 budget shows the operating expense budget being relative flat compared to the FY-14 budget (\$7,273,162 to \$7,172,040 respectively).

The proposed budget shows projected revenues of \$7,273,500, an overall increase of \$100,100 from FY-14. Revenue generated from landfill tipping fees is projected to increase from \$5,405,400 to \$5,743,500 due to higher tonnages processed at the landfill from 145,500 tons projected for FY-14 to 153,000 tons projected for the proposed budget. Revenue for the transfer station is projected to remain relatively flat at \$880,000 compared to \$882,000 for FY-14. Projected revenue from the sale of recyclable materials is expected to significantly decrease from \$773,500 to \$500,000 due to loss of approximately 1,800 tons of recyclable materials from Los Alamos County and the volatility of selling prices for recyclable materials caused by market conditions.

The proposed budget contains a cost of living adjustment (COLA) of 1.4% (\$33,173) and a merit pay increase based on an evaluation system which averages to a 2% salary increase (\$47,672). The structures of the COLA and merit pay are specified in Article 18 of the Agreement between the Agency and AFSMCE Local 3999. The term of the Agreement is July 1, 2013 through June 30, 2015. The Appropriations Clause in Article 38 of the Agreement states the terms of the Agreement are contingent upon sufficient appropriations and authorizations by the Board. It also states that if the Board does not authorize the appropriations such as COLA and merit pay then the Agency must provide written notice to AFSCME, which the appropriations are then subject to immediate re-negotiation by the parties, upon written request by either party.

The same COLA and merit pay increases are also proposed for the 10 non-union positions including the Executive Director. The Agency's Personnel Policy Manual contains COLA and merit pay for employees, which are subject to the Board's approval of the budget

The COLA is calculated as a percentage change in the consumer price index (CPI) as computed by the U.S. Department of Labor – Bureau of Labor Statistics using the *Consumer Price Index for Urban Wage Earnings and Clerical Workers for the West*

Exhibit "4"

Urban Area for All Items. Specifically, the CPI is calculated using the annual rate of the previous calendar year for the upcoming budget (i.e., calendar year 2013 for FY-15 budget). Similarly, the COLA is applied to the Compensation Pay Plan by adjusting the ranges of each pay grade accordingly.

The merit pay is based on performance evaluations ranging from 0 to 4 percent pay increase.

The following table breaks down the COLA and merit pay categories by union and non-union employees.

Employees	COLA	Merit Pay
Union (32)	\$20,606	\$29,468
Non-Union (10)	\$12,567	\$18,204
Total (42)	\$33,173	\$47,672

The proposed budget provides an increase for services to other city departments based on the City of Santa Fe's cost allocation.

The proposed budget reclassifies six type of contracts that were in professional services to appropriate contracts and/or line items. These are: service contracts, engineering contracts, audit contracts, repairs and maintenance for buildings and structures, repairs and maintenance for furniture and fixtures, and employee training, as recommended by the Agency's fiscal agent, City of Santa Fe.

The proposed budget shows decreases for debt service principal and interest as a result of the five-year NMED construction loan for Cell 4B paid off in January 2014.

The proposed budget includes a \$315,253 increase in intra-fund transfers from \$1,069,747 to \$1,385,000 to the five reserves: equipment replacement, gas collection system, closure/post closure, cell development and the Buckman Road Recycling and Transfer Station (BuRRT) permitting. The BuRRT permitting is budgeted at \$200,000 to cover engineering services needed for a 20-year transfer station permit renewal for the BuRRT facility. The Agency will request an intra-fund transfer to the cell development reserve at the end of FY-14 if revenues exceed projections, which in turn could minimize the need to borrow for the Cell 5B liner construction project.

The proposed budget includes \$2,000,000 for cell construction related activities such as subgrade preparation, liner installation, and drainage and protective cover installation for all of Cell 5B and possibly a portion of Cell 6B. The life capacity of Cell 5B under the current landfill permit conditions is estimated for four years.

The proposed budget reflects the following capital outlay expenditures to be funded from the Equipment Replacement reserve:

- Caterpillar 836-K landfill compactor - \$1,000,000
- Landfill GPS system - \$200,000

- Andela glass pulverizer system - \$390,000 (includes \$150,000 for engineering and site work)
- Water line replacement / dust suppression system - \$200,000
- Ford Explorer - \$26,250

The proposed budget for FY-15 is now before for the Board for consideration and approval along with or without amendments to the proposed budget.


Attachment: Budget Packet Presented at the March 20, 2014 JPB Meeting

M:\Memo\Memo041114.1.wpd

ATTACHMENT

Budget Packet Presented at the March 20, 2014 JPB Meeting

MEMORANDUM

To: SFSWMA Joint Powers Board Members
From: Randall Kippenbrock, P.E., Executive Director 
Date: March 12, 2014
Subject: Presentation and Discussion on the Fiscal Year 2014-2015 Proposed Budget

Attached is the proposed Santa Fe Solid Waste Management Agency operating budget for Fiscal Year 2014-2015 (FY-15). Staff will present an overview of the proposed budget. This is an opportunity for the Board to provide input and direction on the proposed budget. The budget is scheduled for approval at the next JPB meeting on April 17, 2014.

The format for the FY-15 proposed budget is similar to previous budgets and includes a budget summary, a list of major accomplishments for FY-14, a list of goals for FY-15, an organizational chart, a list of contractual services (Form E-1), operating expense justifications (Form E-3), overtime and incentive pay (Form F-ANS), and revenue justifications (Form R-1).

This memorandum provides a review of the current year (FY-14) and establishes a vision for the future (FY-15) on which the foundation for the proposed budget was laid.

Major accomplishments by the Agency for FY-14 include:

- Submitted a 20-year landfill permit modification/renewal application to the NMED.
- Completed the basalt rock blasting and excavation for Cell 5B/6B.
- Commenced the engineering design for Cell 5B/6B liner.
- Negotiated a new two-year union contract.
- Continued the solid waste assessment and management study, which is a joint venture between the Agency, City of Santa Fe, and Santa Fe County as per recommendations in the Comprehensive Solid Waste Management Plan.
- Paid off NMED construction loan for Cell 4B.
- Provided excellent customer service, both internally and externally, and
- Award a new 8-year contract for the basalt rock crushing and sales operation.

Major goals for the Agency for FY-15 include:

- Obtain a 20-year landfill permit modification/renewal application from the NMED.
- Construct Cell 5B liner.

- Implement recommendations from the solid waste assessment and management study.
- Submit a 20-year transfer station permit modification/renewal application for the Buckman Road Recycling and Transfer Station (BuRRT).
- Secure a long-term mineral materials contract with the Bureau of Land Management (BLM), including the completion of an Environmental Assessment.
- Commence the engineering design for the expansion of the landfill gas collection system in Cell 4B.
- Negotiate a new union contract.
- Update the Agency's Personnel Policy Manual.
- Continue progress with the Agency's Environmental Health and Safety and Training programs.
- Continue the Solid Waste Advisory Committee for the Agency, City of Santa Fe, and Santa Fe County, and
- Provide excellent customer service, both internally and externally.

The proposed budget for FY-15 does not take into account large procurements for the remaining months of this fiscal year that potentially could impact FY-15. Such procurements could include: a construction project for Cell 5B liner, a new contract for the basalt rock crushing and sales operation, and the purchase of heavy equipment, all of which can affect the proposed FY-15 budget.

The proposed budget shows projected revenues of \$7,273,500, an overall increase of \$100,100 from FY-14.

Revenue generated from landfill tipping fees is projected to increase from \$5,405,400 to \$5,743,500 due to higher tonnages processed at the landfill from 145,500 tons projected for FY-14 to 153,000 tons projected for the proposed budget.

Revenue for the transfer station is projected to remain relatively flat at \$880,000 compared to \$882,000 for FY-14.

Projected revenue from the sale of recyclable materials is expected to significantly decrease from \$773,500 to \$500,000 due to loss of approximately 1,800 tons of recyclable materials from Los Alamos County and the volatility of selling prices for recyclable materials caused by market conditions.

Projected revenue from the sale of rock (royalty) at the landfill increased to \$150,000, which is based on a projected sale of 100,000 tons, up from 75,000 tons for FY-14. The increase in sale of rock has a direct correlation to the increase of royalty payment to BLM.

Revenue from interest income is not included at this time. Based on historical data, approximately \$20,000 is projected from interest income during FY-14 for the operating

fund. Interest income is determined by the Agency's fiscal agent – City of Santa Fe, and will be included when available.

The following table shows the proposed revenues for FY-15 and provides a comparison with FY-13 and FY-14.

Description	FY-13 Actual	FY-14 Budget	FY-14 Projected	FY-15 Proposed Budget
Sale of Recyclable Materials	\$902,133	\$773,500	\$410,000	\$500,000
Transfer Station	\$829,706	\$882,000	\$962,480	\$880,000
Landfill	\$5,800,220	\$5,405,400	\$5,741,400	\$5,743,500
Rock Sales	\$141,085	\$112,500	\$150,000	\$150,000
TOTAL	\$7,573,144	\$7,173,400	\$7,263,880	\$7,273,500

The proposed operating expense budget remains relatively flat compared to the FY-14 budget (\$7,273,162 to \$7,172,040, respectively).

With respect to the proposed operating budget, the landfill and recycling operating expenses will increase by \$13,573 and \$87,549, respectively.

While the proposed budget contains a cost of living adjustment (COLA) of 1.4% (\$33,173) and a merit pay increase based on an evaluation system which averages to a 2% salary increase (\$47,672), Keystone International of Albuquerque, NM, an organizational development consulting firm, will present to the Board its recommendations from a compensation strategy and salary survey study at the next JPB meeting on April 17, 2014.

Currently, the structures of the COLA and merit pay are specified in Article 18 of the Agreement between the Agency and AFSCME Local 3999. The term of the Agreement is July 1, 2013 through June 30, 2015. The Appropriations Clause in Article 38 of the Agreement states the terms of the Agreement are contingent upon sufficient appropriations and authorizations by the Board. It also states that if the Board does not authorize the appropriations such as COLA and merit pay then the Agency must provide written notice to AFSCME, which the appropriations are then subject to immediate re-negotiation by the parties, upon written request by either party.

The same COLA and merit pay increases are also proposed for the 10 non-union positions including the Executive Director. The Agency's Personnel Policy Manual contains COLA and merit pay for employees, which are subject to the Board's approval

of the budget.

The COLA is calculated as a percentage change in the consumer price index (CPI) as computed by the U.S. Department of Labor – Bureau of Labor Statistics using the *Consumer Price Index for Urban Wage Earnings and Clerical Workers for the West Urban Area for All Items*. Specifically, the CPI is calculated using the annual rate of the previous calendar year for the upcoming budget (i.e., calendar year 2013 for FY-15 budget). Similarly, the COLA is applied to the Compensation Pay Plan by adjusting the ranges of each pay grade accordingly.

The merit pay is based on performance evaluations ranging from 0 to 4 percent pay increase.

The following table breaks down the COLA and merit pay categories by union and non-union employees.

Full-Time Employees	COLA	Merit Pay
Union (32)	\$20,606	\$29,468
Non-Union (10)	\$12,567	\$18,204
Total (42)	\$33,173	\$47,672

The proposed budget includes \$80,000 for temporary part-time employees. The temporary part-time employees are for litter patrol and general maintenance at both facilities.

The proposed budget provides an increase for services to other city departments based on the City of Santa Fe's cost allocation. The proposed budget also provides increases for benefits assessment, advertisement, safety supplies, and tires.

The proposed budget shows decreases for gas and water and increase for electricity, each are based on the average of the last three fiscal years. The proposed budget also shows decreases for office supplies, operating supplies, auto parts, and diesel fuel.

The proposed budget reclassifies six type of contracts that were in professional services to appropriate contracts and/or line items. These are: service contracts, engineering contracts, audit contracts, repairs and maintenance for buildings and structures, repairs and maintenance for furniture and fixtures, and employee training, as recommended by the Agency's fiscal agent, City of Santa Fe.

The proposed budget shows decreases for debt service principal and interest because the five-year loan obtained from the NMED for the Cell 4B construction project in 2008 was paid in January 2014.

The proposed budget includes a \$315,253 increase in intra-fund transfers from \$1,069,747 to \$1,385,000 to the five reserves: equipment replacement, gas collection system, closure/post closure, cell development and BuRRT permitting. The equipment

replacement budget remained at \$500,000. The landfill gas collection budget decreased slightly from \$150,000 to \$125,000. No money is budgeted for the closure/post closure reserve. The closure reserve currently meets the financial assurance requirements pursuant to the New Mexico Solid Waste Management Regulations under 20.9.10.20 NMAC. To ensure sufficient funding for future cell development (i.e., Cell 6B), the budget for the cell development reserve was increased from \$129,747 to \$560,000. Furthermore, the Agency will request an intra-fund transfer to the same reserve fund at the end of FY-14 if revenues exceed projections, which in turn could minimize the need to borrow for the Cell 5B liner construction project. The BuRRT permitting is budgeted at \$200,000 to cover engineering services needed for a 20-year transfer station permit renewal for the BuRRT facility.

The proposed budget reflects the following capital outlay expenditures to be funded from the Equipment Replacement reserve:

- Caterpillar 836-K Landfill Compactor - (\$1,000,000)
Replace Unit 1327; 2003 Caterpillar 836-G Landfill Compactor (second life) with 22,440 hours
- Landfill GPS System (\$200,000)
Monitor equipment pass counts over waste, measure density (waste compaction) and provide grade (topographic) for multiple landfill equipment
- Glass Pulverizer - (\$390,000)
Replace Unit 1435; 2003 Andela GPT-1 model (1-3 tons per hours) at BuRRT with a larger pulverizer (e.g., 10 tons per hour glass crusher)
- Water Line Replacement / Dust Suppression System - (\$200,000)
Replace broken water line and install a dust suppression system (a series of water misters to knock down dust particles) inside the BuRRT transfer station
- Ford Explorer - (\$26,250)
Replace Unit 1405; 2000 Ford Explorer with 125,000 miles

The proposed budget includes \$126,700 for the continued engineering, operation and maintenance of the landfill gas collection and control system.

The proposed budget includes \$2,000,000 for cell construction related activities such as subgrade preparation, liner installation, and drainage and protective cover installation for all of Cell 5B and possibly a portion of Cell 6B.

The organizational chart for the proposed budget is relatively unchanged from FY-14.

The proposed budget for FY-15 is now before for the Board for discussion and to provide staff direction regarding any changes to the proposed budget.

SANTA FE SOLID WASTE MANAGEMENT AGENCY

**FY 2013/2014
BUDGET
APPROVED JPB**

**FY 2014/2015
BUDGET
PROPOSED JPB**

LANDFILL OPERATING BUDGET-(52501)

Object Account	Description			
500200	Exempt Full-Time	\$	110,427.00	112,736.00
500350	Classified Full-Time		810,211.00	896,459.00
500800	Temporary Part-Time		80,000.00	80,000.00
501400	Overtime		25,000.00	25,000.00
502200	Incentives		4,200.00	4,200.00
503100	FICA		72,663.00	85,557.00
503150	Retirement (PERA) (.40 increase July 1)		175,036.00	208,126.00
503200	Employee Health Ins (8.8% increase)		245,214.00	259,938.00
503250	Retiree Health Care		18,413.00	20,268.00
503250	Unemployment		3,839.00	3,839.00
503350	Workers' Comp		21,895.00	26,852.00
503400	City Share Dental Insurance (10% increase)		11,005.00	12,000.00
	COLA 1.4%		24,874.00	18,337.00
	MERIT 2%		24,188.00	26,563.00
	Expansion Position		107,352.00	-
510200	Legal Contract		35,300.00	35,300.00
510250	Compliance Contracts		2,300.00	3,243.00
510300	Professional Contracts		567,875.00	55,000.00
510310	Service Contracts		-	415,875.00
510320	Engineering Services		-	25,000.00
510330	Audit Services		-	30,000.00
510600	Reim Share of Sales (BLM)		51,750.00	95,000.00
513950	Gas		30,000.00	20,000.00
514000	Water		25,000.00	18,000.00
514050	Electric		50,000.00	80,000.00
514100	Communication		30,000.00	30,000.00
520100	Rep and Maint Build/Struct		15,000.00	30,000.00
520200	Rep & Maint Grounds/Rd		10,000.00	10,000.00
520300	Rep & Maint Furn/Fix/Equip		4,000.00	24,000.00
520400	Rep & Maint Machin & Equip		300,000.00	300,000.00
520500	Rep & Maint Vehicles		11,000.00	10,000.00
530100	Office Supplies		15,000.00	12,000.00
530200	Operating Supplies		30,000.00	26,000.00
530300	Safety Supplies		14,000.00	15,000.00
530400	Food		1,000.00	1,000.00
530500	Uniform, Clothing, Linen		13,000.00	13,000.00
530600	Software		5,000.00	5,000.00
530700	Books/Subscripts/Periodicals		500.00	500.00
530850	Auto Parts		12,000.00	10,000.00
530900	Tires		8,000.00	20,000.00
531000	Gasoline		30,000.00	20,000.00
531050	Diesel		320,000.00	300,000.00
555250	Gen Liab Dept Assessment-Facilities		31,976.00	31,976.00
555260	Benefits Dept. Assess (\$389/EE*41)		10,374.00	15,949.00
555300	Gen Liab-Third Party Admin-Pollution		65,000.00	65,000.00
555400	Bond Expense		1,000.00	1,000.00
560200	Out of State		2,000.00	2,000.00
560250	In State		2,000.00	2,000.00
560500	Out of State		2,000.00	2,000.00
560550	In State		2,000.00	2,000.00
560700	Registration		3,000.00	3,000.00
561000	Postage and Mail Service		2,000.00	2,000.00
561200	Employee Training/Tuition		5,000.00	25,000.00
561400	Gross Receipt Taxes		315,000.00	315,000.00
561750	Bank Charges & Fees		7,600.00	7,600.00
561800	Print/Publish		8,000.00	8,000.00
561850	Advertising		5,500.00	6,000.00
561900	Dues		5,000.00	5,000.00
562600	Equipment/Machinery Rental		5,000.00	5,000.00
563100	Svcs of other City Depts		108,640.00	126,274.00
	Total Operating Expenses		3,896,132.00	4,008,592.00
590100	Debt Service Principal		402,078.00	-
590200	Debt Service Interest		12,062.00	-
	Total Debt Service Expense		414,140.00	-
Intra-Fund Transfers Out:				
52502	Equipment Replacement		500,000.00	500,000.00
52503	Gas Collection System		150,000.00	125,000.00
52507/52510	Cell Development		129,747.00	560,000.00
52509	Closure Post Closure		-	-
52521	Landfill / BURRT Permitting		290,000.00	200,000.00
	Total Intra-Fund Transfers Out		1,069,747.00	1,385,000.00
	Total Landfill Operations Budget	\$	5,380,019.00	5,393,592.00

FY 2013/2014	FY 2014/2015
BUDGET	BUDGET
APPROVED JPB	PROPOSED JPB

RECYCLING BUDGET (52504)

Object Account	Description			
500350	Classified Full-Time	\$	725,192.00	769,537.00
500750	Temporary Full-Time		10,920.00	11,066.00
501400	Overtime		25,000.00	25,000.00
502200	Incentives		4,200.00	4,200.00
503100	FICA		58,547.00	61,950.00
503150	Retirement (PERA) (.40 increase July 1)		141,520.00	158,842.00
503200	Employee Health Ins (8.8% increase)		206,881.00	200,329.00
503250	Retiree Health Care		14,504.00	15,445.00
503350	Workers' Comp		22,308.00	41,576.00
503400	City Share Dental Insurance (10% increase)		7,522.00	10,181.00
	COLA 1.4%		20,243.00	14,836.00
	MERIT 2%		19,684.00	21,108.00
520100	Rep and Maint Build/Struct		50,000.00	50,000.00
520200	Rep & Maint Grounds/Rd		5,000.00	5,000.00
520300	Rep & Maint Furn/Fix/Equip		3,000.00	3,000.00
520400	Rep & Maint Machin & Equip		175,000.00	175,000.00
520500	Rep & Maint Vehicles		5,000.00	5,000.00
530200	Operating Supplies		40,000.00	40,000.00
530300	Safety Supplies		25,000.00	25,000.00
530500	Uniform, Clothing, Linen		15,000.00	15,000.00
530600	Software		1,500.00	1,500.00
530700	Books/Subscrip/Periodicals		500.00	500.00
530850	Auto Parts		4,000.00	4,000.00
530900	Tires		15,000.00	20,000.00
	Gasoline		-	5,000.00
531050	Diesel		100,000.00	100,000.00
560200	Out of State		1,000.00	1,000.00
560250	In State		2,000.00	2,000.00
560500	Out of State		1,000.00	1,000.00
560550	In State		1,000.00	1,000.00
560700	Registration		1,000.00	1,000.00
561200	Employee Training/Tuition		5,000.00	5,000.00
561800	Print/Publish		10,000.00	10,000.00
561850	Advertising		10,000.00	10,000.00
561900	Dues		500.00	500.00
562550	Land/Building		60,000.00	60,000.00
562600	Equipment/Machinery Rental		5,000.00	5,000.00
	Total Recycling Budget	\$	1,792,021.00	1,879,570.00
	TOTAL OPERATING BUDGET		7,172,040.00	7,273,162.00
	TOTAL PROJECTED REVENUES		7,173,400.00	7,273,500.00
	NET REVENUES	\$	1,360.00	338.00

**SANTA FE SOLID WASTE MANAGEMENT AGENCY
FUNDED THROUGH RESERVE ACCOUNTS**

FY 2013/2014	FY 2014/2015
BUDGET	BUDGET
APPROVED JPB	PROPOSED JPB

Equipment Replacement (52502)	\$	1,000,000.00	\$	1,800,000.00
Cell Construction (52507 and 52510)		2,000,000.00		2,000,000.00
Gas Collection System (52503)		110,000.00		250,000.00
Landfill / BURRT Permitting (52521)		290,000.00		200,000.00
	\$	3,400,000.00	\$	4,250,000.00

NOTE 1: PERSONNEL BUDGET includes COLA and Merit Increase
Proposed COLA and Merit Increase for FY 2014-2015

Cost of Living (COLA) 1.4% for all Agency Employees	\$	45,117.00	\$	33,173.00
Merit Increases for all Agency Employees Calculated 2% Average		43,872.00		47,672.00
	\$	88,989.00	\$	80,845.00

NOTE 2: Approximately \$2M of Cash Reserves from the Operating Account available at the end of FY 13-14
will be transferred to Cell Construction for Cell 5B Liner

CITY OF SANTA FE, NEW MEXICO**FISCAL YEAR 2014/15****DEPARTMENT BUDGET SUMMARY FORM****1. Mission Statement for Department and Divisions (not needed for Section & Unit).**

The Agency is committed to be an innovative, responsive, integrated solid waste organization that provides a safe, cost-efficient and environmentally-sound management of solid waste generated for its customers in Santa Fe County while educating the public in the importance of waste diversion programs including waste reduction, recycling, composting and special waste.

The Caja Del Rio Landfill Division is committed to providing a safe, cost efficient and environmentally-sound management of solid waste generated for its customers in Santa Fe County.

The Recycling Division is committed to provide the most comprehensive recycling programs for the City and County of Santa Fe, in the most cost effective manner. The Division will continue to maintain and operate the Buckman Road Recycling and Transfer Station, to serve all the solid waste and recycling needs of our customers.

Please attach an organization chart by divisions/sections within Department as applicable—do not include names of individuals or positions.

Please see attached organization chart by divisions.

3. Major accomplishments for Department (include all divisions) for FY 13/14.

- Submitted a 20-year landfill permit modification/renewal application to the NMED.
- Completed the basalt rock blasting and excavation for Cell 5B/6B.
- Commenced the engineering design for Cell 5B/6B liner.
- Negotiated a new two-year union contract.
- Continued the solid waste assessment and management study, which is a joint venture between Agency, City of Santa Fe, and Santa Fe County as per recommendations in the Comprehensive Solid Waste Management Plan.
- Award a new 8-year contract for the basalt rock crushing and sales operation.
- Provided excellent customer service, both internally and externally.

4. Major goals for Department (include all divisions) for FY 14/15.

- Obtain a 20-year landfill permit modification/renewal application from the NMED.
- Construct Cell 5B liner.
- Implement recommendations from the solid waste assessment and management study.
- Submit a 20-year transfer station permit modification/renewal application for the Buckman Road Recycling and Transfer Station.
- Secure a long-term mineral materials contract with the Bureau of Land Management (BLM), including the completion of an Environmental Assessment.
- Commence the engineering design for the expansion of the landfill gas collection system in Cell 4B.
- Negotiate a new union contract.
- Update the Agency's Personnel Policy Manual.
- Progress with the Agency's Environmental Health and Safety and Training programs.
- Continue the Solid Waste Advisory Committee for the Agency, City of Santa Fe, and Santa Fe County.
- Provide excellent customer service, both internally and externally.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2013/14
REVENUE JUSTIFICATION(1) DEPARTMENT SFSWMA DIVISION _____ SECTION _____

Section 11-2.5 of the city code requires a review of fees in preparing the annual budget. Review all fees assessed within your functions to insure that fees charged are appropriate for the services provided. Increases or decreases to fees must be justified in writing. Attach a memo detailing the rationale for fee adjustments recommended.

All revenues have been reviewed and are at appropriate levels. Randan Y. Cyprian 3-10-14
signed date

(2) REVENUE SOURCES*		(3)	(4)	(5)
BU/Line Item	Description	2012/13 ACTUAL	2013/14 BUDGET	2014/15 BUDGET
Revenues				
51500.438615	Recycle	802,133	773,500	500,000
51500.438710	Transfer Station	829,706	882,000	880,000
51500.438750	Landfill Tipping Fees	5,800,220	5,405,400	5,743,500
51500.470510	Dir/Rock Sales	141,085	112,500	150,000
51500.470400	Reimbursements/Misc Rev		-	-
		7,573,144	7,173,400	7,273,500
TRANSFERS-IN.....	DID NOT KEY INTO E-1			
51502.600150	Equipment Replacement Fund	750,000	500,000	500,000
51503.600150	Gas Collection System	125,000	150,000	125,000
51507.600150	Cell Development	125,000	129,747	560,000
51509.600150	Closure/Post Closure	-	-	-
51521.600150	Landfill / BuRRT Permitting	25,865	290,000	200,000
		1,025,865	1,069,747	1,385,000

*NOTE: For transfer in or out, show fund or business unit representing the "other side" of the transfer. In other words, if a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

O NOT enter any transfers into JD Edwards--the Budget Office will do this.

Call the Budget Office @ 955-6177 if you need assistance.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15 CONTRACTUAL SERVICES

(Legal Services .510200, Compliance Services .510250, Professional Services .510300, Service Contracts .510310, Engineering Services .510320, Audit Services .510330, Other Consulting .510340, Instruction Services .510350, Grants & Services .510400, Detention Center .510410, Subsidy Payments .510500, Chemicals Service .510810)

(1) DEPARTMENT SFSWMA DIVISION LANDFILL/BURRT SECTION _____

(2) BUSINESS UNIT & LINE ITEM 52501.510200 (Legal Contracts)

Please identify whether a contract or grant is an ongoing or a new item.

(3) ITEM	(4) PURPOSE	(5) EST. COST (TAXES INCLUDED)
Legal Services	Legal Services for the Agency	35,300
		TOTAL
		35,300

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
CONTRACTUAL SERVICES

(Legal Services .510200, Compliance Services .510250, Professional Services .510300, Service Contracts .510310, Engineering Services .510320, Audit Services .510330, Other Consulting .510340, Instruction Services .510350, Grants & Services .510400, Detention Center .510410, Subsidy Payments .510500, Chemicals Service .510810)

(1) DEPARTMENT SFSWMA DIVISION LANDFILL/BURRT SECTION _____

(2) BUSINESS UNIT & LINE ITEM 52501.510300 (Compliance Contracts)

Please identify whether a contract or grant is an ongoing or a new item.

(3) ITEM	(4) PURPOSE	(5) EST. COST (TAXES INCLUDED)
Compliance Contracts	Investment Contract	3,243
	TOTAL	3,243

(3)	(4)	(5)
ITEM	PURPOSE	EST. COST (TAXES INCLUDED)
WEB PAGE	Updates and Changes to the Web Page	5,000
Heath and Safety (OSHA)	Safety Plans and Assessments	50,000
	TOTAL	55,000

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15 CONTRACTUAL SERVICES

(Legal Services .510200, Compliance Services .510250, Professional Services .510300, Service Contracts .510310, Engineering Services .510320, Audit Services .510330, Other Consulting .510340, Instruction Services .510350, Grants & Services .510400, Detention Center .510410, Subsidy Payments .510500, Chemicals Service .510810)

(1) DEPARTMENT SFSWMA DIVISION LANDFILL/BURRT SECTION _____

(2) BUSINESS UNIT & LINE ITEM 52501.510300 (Service Contracts)

Please identify whether a contract or grant is an ongoing or a new item.

(3)	(4)	(5)
ITEM	PURPOSE	EST. COST (TAXES INCLUDED)
Security	Security Services for the Landfill & BURRT	75,000
MIS / Computer Support	Provide Technical Computer Support	35,000
Hazardous Waste Disposal	Household Hazardous Waste Disposal for BURRT	150,000
OSHA Health/Safety	Required OSHA Medical / Physical Exams	15,000
DNA Testing	Drug Testing/ Random Testing/Vaccines	10,000
Tire Disposal	Disposal, Processing and Hauling of Tires	24,750
Armored Services	Armored Services for Cash Pick - Up	9,125
Disposal of Hazardous Fluids	Disposal of Hazardous Fluids as per State/Federal Regulations from the Landfill	5,000
Eloys Pest Service	Monthly Pest Control Service	4,000
Fire Alarm System Test	Annual Fire Alarm System Testing at BURRT	2,000
Environmental Services	Monitoring of Methane, Groundwater and Leachate	60,000
Storm Water Pollution Prevention Plans	Storm Water Monitoring, Inspection, Training, and Updates (Analytical)	20,000
Telephone Software Support	Annual Support for MITEL Phone Service	6,000
	TOTAL	415,875

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
CONTRACTUAL SERVICES

(Legal Services .510200, Compliance Services .510250, Professional Services .510300, Service Contracts .510310, Engineering Services .510320, Audit Services .510330, Other Consulting .510340, Instruction Services .510350, Grants & Services .510400, Detention Center .510410, Subsidy Payments .510500, Chemicals Service .510810)

(1) DEPARTMENT SFSWMA DIVISION LANDFILL/BURRT SECTION _____

(2) BUSINESS UNIT & LINE ITEM 52501.510320 (Engineering Services)

Please identify whether a contract or grant is an ongoing or a new item.

(3) ITEM	(4) PURPOSE	(5) EST. COST (TAXES INCLUDED)
Surveying Services	Topography - Volume Calculations	\$ 25,000.00
	TOTAL	25,000

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
CONTRACTUAL SERVICES

(Legal Services .510200, Compliance Services .510250, Professional Services .510300, Service Contracts .510310, Engineering Services .510320, Audit Services .510330, Other Consulting .510340, Instruction Services .510350, Grants & Services .510400, Detention Center .510410, Subsidy Payments .510500, Chemicals Service .510810)

(1) DEPARTMENT SFSWMA DIVISION LANDFILL/BURRT SECTION _____

(2) BUSINESS UNIT & LINE ITEM 52501.510330 (Audit Services)

Please identify whether a contract or grant is an ongoing or a new item.

(3) ITEM	(4) PURPOSE	(5) EST. COST (TAXES INCLUDED)
AUDIT	Annual Audit Required by State Auditors	30,000
	TOTAL	30,000

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
CONTRACTUAL SERVICES

(Legal Services .510200, Compliance Services .510250, Professional Services .510300, Service Contracts .510310, Engineering Services .510320, Audit Services .510330, Other Consulting .510340, Instruction Services .510350, Grants & Services .510400, Detention Center .510410, Subsidy Payments .510500, Chemicals Service .510810)

(1) DEPARTMENT SFSWMA DIVISION LANDFILL/BURRT SECTION _____

(2) BUSINESS UNIT & LINE ITEM 52501.510600 (BLM Reimb Share of Sales)

Please identify whether a contract or grant is an ongoing or a new item.

(3) ITEM	(4) PURPOSE	(5) EST. COST (TAXES INCLUDED)
BLM Reimbursed Sale of Rock	BLM Mineral Contract (Assumed 100,000 tons of Rock will be sold at \$.95/ton	95,000
	TOTAL	95,000

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 10/11 budgeted line items except Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill Operations

(2) BUSINESS UNIT 52501

(3) ITEM: COLA and MERIT OBJECT # FY 13-14 Base (no carryforward)
AMOUNT: \$ 49,062.00

Increase/(Decrease) \$ (4,162.00) FY 14/15 Request \$ 44,900.00

EXPLANATION: Based on SFSWMA intent to give Employees a 1.4% COLA and an average of
2% Merit increase and the related payroll liabilities associated with increases, i.e. PERA,
RHC, FICA, and FHMI COLA \$18,337 MERIT \$26,563

(3) ITEM: TEMPORARY PART-TIME OBJECT # 500800 FY 13-14 Base (no carryforward)
AMOUNT: \$ 80,000.00

Increase/(Decrease) \$ FY 14/15 Request \$ 80,000.00

EXPLANATION: Contract cancelled with NM Corrections Department and budget moved to
Temporary Part-Time to hire 4 employees to help with litter patrol and maintenance
at both facilities. This is going to be yearly

(3) ITEM: OBJECT # FY 13-14 Base (no carryforward)
AMOUNT: \$

Increase/(Decrease) \$ FY 14/15 Request \$

EXPLANATION:

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.

If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 11/12 budgeted line items except
Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill - Operations

(2) BUSINESS UNIT 52501

(3) ITEM: Gas OBJECT # 513950 FY 13-14 Base (no carryforward)
AMOUNT: \$ 30,000.00

Increase/(Decrease) \$ (10,000.00) FY 14/15 Request \$ 20,000.00

EXPLANATION: Decrease based on average of last 3 Fiscal Years analysis

(3) ITEM: Water OBJECT # 514000 FY 13-14 Base (no carryforward)
AMOUNT: \$ 25,000.00

Increase/(Decrease) \$ (7,000.00) FY 14/15 Request \$ 18,000.00

EXPLANATION: Decrease based on average of last 3 Fiscal Years analysis

(3) ITEM: Electric Charges OBJECT # 514050 FY 13-14 Base (no carryforward)
AMOUNT: \$ 50,000.00

Increase/(Decrease) \$ 33,000.00 FY 14/15 Request \$ 80,000.00

EXPLANATION: Increase base on last 3 Fiscal Years Analysis

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.

If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 11/12 budgeted line items except Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill - Operations

(2) BUSINESS UNIT 52501

			FY 13-14 Base (no carryforward)
(3) ITEM: <u>R&M Building/Structure</u>	OBJECT # <u>520100</u>	AMOUNT: \$	<u>15,000.00</u>
Increase/(Decrease)	\$ <u>15,000.00</u>	FY 14/15 Request \$	<u>30,000.00</u>

EXPLANATION: Increase based on Reclassifying Electric Services from Professional Service to R&M suggested by the Budget Office

			FY 13-14 Base (no carryforward)
(3) ITEM: <u>R&M Furn/Fixtures</u>	OBJECT # <u>520300</u>	AMOUNT: \$	<u>4,000.00</u>
Increase/(Decrease)	\$ <u>20,000.00</u>	FY 14/15 Request \$	<u>24,000.00</u>

EXPLANATION: Increase based on Reclassifying the Repair and Maintenance of the four Scales used to Weigh the vehicles as suggested by the Budget Office

			FY 13-14 Base (no carryforward)
(3) ITEM: <u>R&M Vehicles</u>	OBJECT # <u>520500</u>	AMOUNT: \$	<u>11,000.00</u>
Increase/(Decrease)	\$ <u>(1,000.00)</u>	FY 14/15 Request \$	<u>10,000.00</u>

EXPLANATION: Decrease due to replacement of several vehicles last fiscal year. Older fleet no longer in service

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.

If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 11/12 budgeted line items except
Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill - Operations

(2) BUSINESS UNIT 52501

(3) ITEM: Office Supplies OBJECT # 530100 FY 13-14 Base (no carryforward)
AMOUNT: \$ 15,000.00

Increase/(Decrease) \$ (3,000.00) FY 14/15 Request \$ 12,000.00

EXPLANATION: Decrease based on last 3 Fiscal Years Analysis

(3) ITEM: Operating Supplies OBJECT # 530200 FY 13-14 Base (no carryforward)
AMOUNT: \$ 30,000.00

Increase/(Decrease) \$ (4,000.00) FY 14/15 Request \$ 26,000.00

EXPLANATION: Decrease based on last 3 Fiscal Years Analysis

(3) ITEM: Safety Supplies OBJECT # 530300 FY 13-14 Base (no carryforward)
AMOUNT: \$ 14,000.00

Increase/(Decrease) \$ 1,000.00 FY 14/15 Request \$ 15,000.00

EXPLANATION: Increase due to Agency being assessed by OSHA and need to purchase items
to address OSHA items

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.

If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 11/12 budgeted line items except Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill - Operations

(2) BUSINESS UNIT 52501

(3) ITEM: Auto Parts OBJECT # 530850 FY 13-14 Base (no carryforward)
AMOUNT: \$ 12,000.00

Increase/(Decrease) \$ (2,000.00) FY 14/15 Request \$ 10,000.00

EXPLANATION: Decrease due to replacement of several vehicles last fiscal year. Older fleet
no longer in service

(3) ITEM: Tires OBJECT # 530900 FY 13-14 Base (no carryforward)
AMOUNT: \$ 8,000.00

Increase/(Decrease) \$ 12,000.00 FY 14/15 Request \$ 20,000.00

EXPLANATION: Increase based on need to replace tires on heavy equipment

(3) ITEM: Gasoline OBJECT # 531000 FY 13-14 Base (no carryforward)
AMOUNT: \$ 30,000.00

Increase/(Decrease) \$ (10,000.00) FY 14/15 Request \$ 20,000.00

EXPLANATION: Decrease due to shift in budget to BU 52504 to accurately reflect gasoline
charges for BURRT

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.
If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 11/12 budgeted line items except
Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill - Operations

(2) BUSINESS UNIT 52501

(3) ITEM: Diesel OBJECT # 531050 FY 13-14 Base (no carryforward)
AMOUNT: \$ 320,000.00

Increase/(Decrease) \$ (20,000.00) FY 14/15 Request \$ 300,000.00

EXPLANATION: Decrease based on average of last 3 Fiscal Years analysis

(3) ITEM: Benefits Dept Assessmnt OBJECT # 555260 FY 13-14 Base (no carryforward)
AMOUNT: \$ 10,374.00

Increase/(Decrease) \$ 5,575.00 FY 14/15 Request \$ 15,949.00

EXPLANATION: Increase based on City of Santa Fe Calculation

(3) ITEM: Employee Training OBJECT # 561200 FY 13-14 Base (no carryforward)
AMOUNT: \$ 5,000.00

Increase/(Decrease) \$ 20,000.00 FY 14/15 Request \$ 25,000.00

EXPLANATION: Increase due to a Reclassification of OSHA Training from Professional Service
as suggested by the BUDGET Office

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.
If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 11/12 budgeted line items except
Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill - Operations

(2) BUSINESS UNIT 52501

(3) ITEM: Advertising OBJECT # 561850 FY 13-14 Base (no carryforward)
AMOUNT: \$ 5,500.00

Increase/(Decrease) \$ 500.00 FY 14/15 Request \$ 6,000.00

EXPLANATION: Increase due to anticipated needs

(3) ITEM: Services of othe City Dept OBJECT # 563100 FY 13-14 Base (no carryforward)
AMOUNT: \$ 108,640.00

Increase/(Decrease) \$ 17,634.00 FY 14/15 Request \$ 126,274.00

EXPLANATION: Increase based on City of Santa Fe Calculation

(3) ITEM: _____ OBJECT # _____ FY 13-14 Base (no carryforward)
AMOUNT: \$ _____

Increase/(Decrease) \$ - FY 14/15 Request \$ _____

EXPLANATION: _____

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.

If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 10/11 budgeted line items except
Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION Landfill - Operations

(2) BUSINESS UNIT 52501

	Debt Service			FY 13-14 Base (no carryforward)
(3) ITEM:	Principal	OBJECT #	590100	AMOUNT: \$ 402,078.00

Increase/(Decrease)	\$	(402,078.00)	FY 14/15 Request	\$	-
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EXPLANATION: Loan Paid FY 2013-2014

	Debt Service			FY 13-14 Base (no carryforward)
(3) ITEM:	Interest	OBJECT #	590200	AMOUNT: \$ 12,062.00

Increase/(Decrease)	\$	(12,062.00)	FY 14/15 Request	\$	-
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EXPLANATION: Loan Paid FY 2013-2014

	Dept			FY 13-14 Base (no carryforward)
(3) ITEM:	Intrafund Transfer (Out)	OBJECT #	700150	AMOUNT: \$ 1,069,747.00

Increase/(Decrease)	\$	315,253.00	FY 14/15 Request	\$	1,385,000.00
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EXPLANATION: Equipment Replacement Reserve (51502) remained at \$500,000

Gas Collection System Reserve (51503) decreased to \$125,000. Cell Development Reserve (51507) increased from \$129,747 to \$560,000. Closure Post Closure Reserve (51509) remained at \$0

Landfill / BURRT Permitting (52521) decreased from \$290,000 to \$200,000

DID NOT KEY INTO E-1 SYSTEM PER INSTRUCTIONS

Key all expenditure line items except transfers into the budget development database.
For transfers in or out, show fund or business unit representing the "other side"
of the transfer. If a transfer in, note where the transfer comes from. If a transfer out,
note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

FISCAL YEAR 2014/15
OPERATING EXPENSE JUSTIFICATION

Use for increases > 5% or decreases > 15% from current FY 10/11 budgeted line items except Contractual Services (use E-1), Capital Outlay (use E-2), and Computer Hardware/Software (use E-4)

(1) DEPARTMENT SFSWMA DIVISION BuRRT - Operations

(2) BUSINESS UNIT 52504

(3) ITEM: COLA and MERIT OBJECT # FY 13-14 Base (no carryforward)
AMOUNT: \$ 39,927.00

Increase/(Decrease) \$ (3,983.00) FY 14/15 Request \$ 35,944.00

EXPLANATION: Increase based on SFSWMA intent to give Employees a 1.4% COLA and an average of
2% Merit Increase and related payroll liabilities associated with increases, i.e. PERA, RHC,
FICA, and FHMI COLA \$14,836 MERIT \$21,108

(3) ITEM: Tires OBJECT # 530900 FY 13-14 Base (no carryforward)
AMOUNT: \$ 15,000.00

Increase/(Decrease) \$ 5,000.00 FY 14/15 Request \$ 20,000.00

EXPLANATION: Replace Tires on aging equipment

(3) ITEM: Gasoline OBJECT # 531000 FY 13-14 Base (no carryforward)
AMOUNT: \$ -

Increase/(Decrease) \$ 5,000.00 FY 14/15 Request \$ 5,000.00

EXPLANATION: To accurately record the cost of unleaded fuel used by BURRT

Key all expenditure line items except transfers into the budget development database.

For transfers in or out, show fund or business unit representing the "other side" of the transfer.
If a transfer in, note where the transfer comes from. If a transfer out, note where the transfer goes to.

CITY OF SANTA FE, NEW MEXICO

AFSCME, NON-UNION & SWAMA

FISCAL YEAR 2014/2015

OVERTIME, SHIFT DIFFERENTIAL, INCENTIVE PAY REQUEST

(1) SUBMITTED BY:

Randall Kippenbrock

(2) DATE: 02/28/2014

(3) DEPARTMENT:

SFSWMA

(4) DIVISION:

Caja Del Rio Landfill

(5) BUSINESS UNIT:

52501

ITEM:	(6) EMPLOYEE NUMBER & NAME	(7) POS. #	(8) INCENTIVE PAY NAME	(9) AMOUNT REQUESTED	(10) * PERA	(11) * RHC	(12) ** FICA	(13) *** FMHI	(14) TOTAL
Overtime				25,000			1,550	363	26,913
Shift Differential						0	0	0	0
Incentive Pay			Bilingual Pay	600	121	12	37	9	779
Incentive Pay			Hazard Pay	600	121	12	37	9	779
Incentive Pay			Sick Leave Incentive	3,000	604	60	186	44	3,894
Incentive Pay					0	0	0	0	0
Incentive Pay					0	0	0	0	0
Incentive Pay					0	0	0	0	0
Incentive Pay					0	0	0	0	0
(15) TOTALS				29,200	846	84	1,810	423	32,364

RATES

PERA 20.1375%

RHC 2.000%

FICA 6.20%

FMHI 1.45%

Randall Kippenbrock
SFSWMA Executive Director

[Signature]
BUDGET

2/28/14
DATE

3/11/14
DATE

CITY OF SANTA FE, NEW MEXICO

AFSCME, NON-UNION & SWAMA

FISCAL YEAR 2014/2015

OVERTIME, SHIFT DIFFERENTIAL, INCENTIVE PAY REQUEST

(1) SUBMITTED BY:

Randall Kippenbrock

(2) DATE: 02/28/2014

(3) DEPARTMENT:

SFSWMA

(4) DIVISION: BuRRT

(5) BUSINESS UNIT:

52504

ITEM:	(6) EMPLOYEE NUMBER & NAME	(7) POS. #	(8) INCENTIVE PAY NAME	(9) AMOUNT REQUESTED	(10) * PERA	(11) * RHC	(12) ** FICA	(13) *** FMHI	(14) TOTAL
Overtime				25,000	0	0	1,550	363	26,913
Shift Differential					121	12	0	0	0
Incentive Pay			Bilingual Pay	600	121	12	37	9	779
Incentive Pay			Hazard Pay	600	121	12	37	9	779
Incentive Pay			Sick Leave Incentive	3,000	604	60	186	44	3,894
Incentive Pay					0	0	0	0	0
Incentive Pay					0	0	0	0	0
Incentive Pay					0	0	0	0	0
Incentive Pay					0	0	0	0	0
(15) TOTALS				29,200	846	84	1,810	423	32,364

RATES PERA 20.1375% RHC 2.000% FICA 6.20% FMHI 1.45%

Randall Kippenbrock

SFSWMA Executive Director

BUDGET

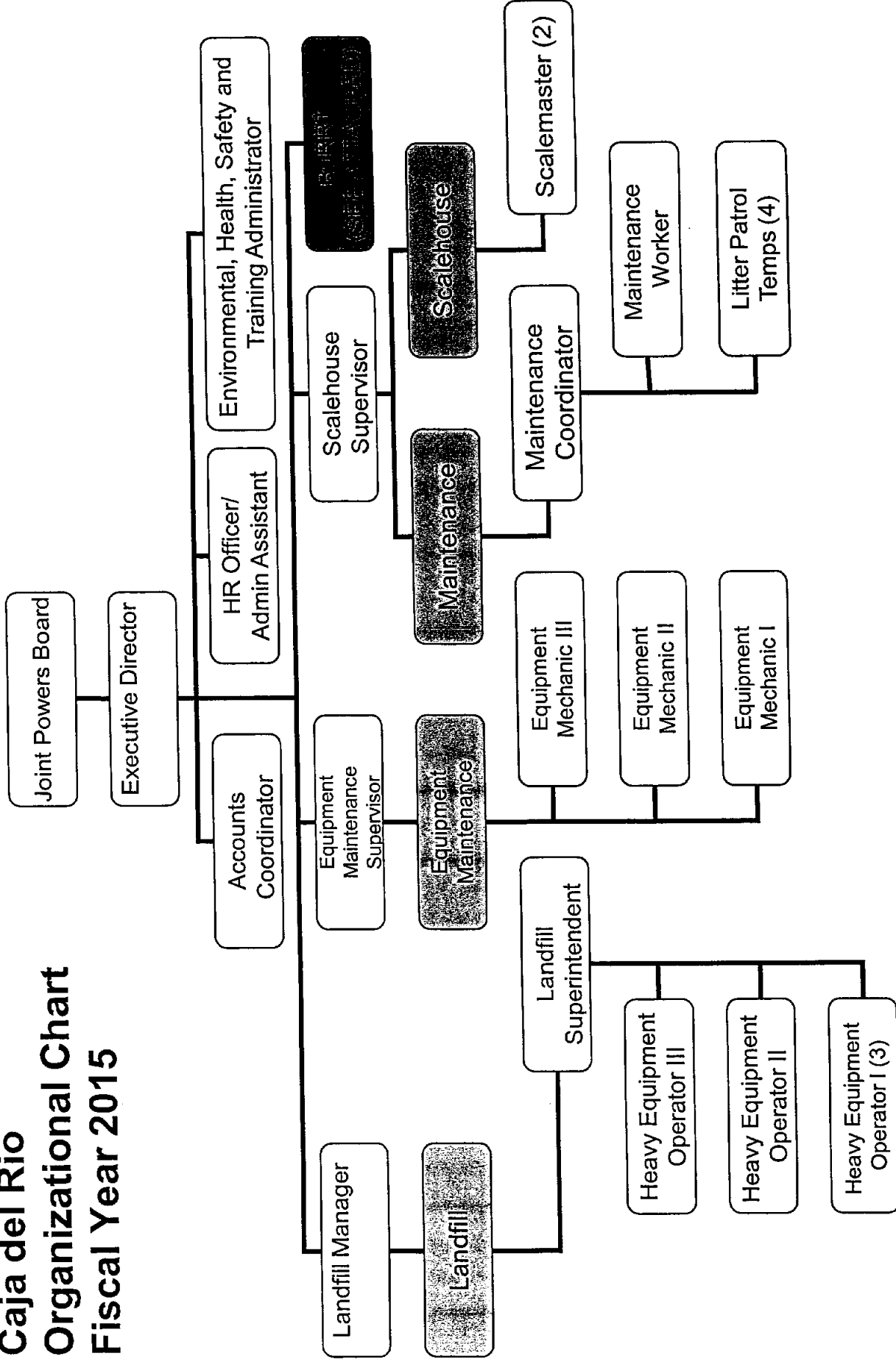
2-28-14

DATE

3/1/14

DATE

Caja del Rio Organizational Chart Fiscal Year 2015



BuRRT Organizational Chart Fiscal Year 2014

