City of Santa Fe

Agenda

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GOVERNING BODY STUDY SESSION
April 23, 2014
9:00 A.M.
Market Station
Roundhouse Conference Room, Suite 200
500 Market Street

1. CALL TO ORDER
2. ROLL CALL
3. DISCUSSION OF CITY SERVICES
4. ADJOURN

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April 23, 2014

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MINUTES OF THE
GOVERNING BODY STUDY SESSION
500 Market Street – Suite 200
Roundhouse Conference Room
April 23, 2014

1. CALL TO ORDER

A Study Session of the Governing Body of the City of Santa Fe, New Mexico, was called to order by Mayor Javier M. Gonzales on April 23, 2013, at approximately 9:00 a.m., in the Roundhouse Conference Room, 500 Market Street, Suite 200.

2. ROLL CALL

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

Members Present
Mayor Javier M. Gonzales
Councilor Patti J. Bushee
Councilor Carmichael A. Dominguez
Councilor Peter N. Ives
Councilor Signe I. Lindell
Councilor Joseph M. Maestas
Councilor Christopher M. Rivera

Members Excused
Councilor Bill Dimas
Councilor Ronald S. Trujillo

Others Attending
Brian K. Snyder, City Manager
Kelley Brennan, Interim City Attorney
Yolanda Y. Vigil, City Clerk
Melessia Helberg, Council Stenographer

NOTE: All items in the Council packet, for all agenda items, are incorporated herewith by reference. The original Council packet is on file in the Office of the City Clerk.

3. DISCUSSION OF CITY SERVICES

A copy of the *Interview Responses*, are incorporated collectively herewith to these minutes as Exhibit "1."

Mayor Gonzales said today's session is to get the Governing Body together to talk about its priorities, which will be helpful in the budget process as well as to the administration. He said today is the first effort to get on paper where all of you feel we need to focus the budget and our efforts. Mayor Gonzales said Carl Moore will be helping us through today's session. He said a series of questions were asked of the Councilors regarding their priorities which is a backdrop for today's session.

Carl Moore introduced Jessie Lawrence who works with him, noting she was able to contact only half of the Council with regard to the questions.

Mr. Moore said we have starting points of information, noting the Councilors will not be limited to anything they might have said in the interview, and can make additional suggestions.

Mayor Gonzales said Councilors can add items to the list for discussion if they would like to do so.

Councilor Ives said he would like to start with the description of Santa Fe, commenting how we conceive of ourselves tells us a lot about all of the other activities.

A. If you were briefly describing Santa Fe to someone who has not been here, what would you say.

Mr. Moore said they took the Governing Body's ideas and drafted the following statement, and asked how we can make the statement better. After discussion, the Governing Body came up with the following description:

Santa Fe is the most beautiful city in the world. It is a city of clean air and natural beauty, and a city rich with culture, art, architecture, history and traditions. It is an inclusive and progressive city with diverse citizens, united by their appreciation of their city and their commitment to seeing it prosper while preserving its unique identity. Santa Fe is the State Capitol of New Mexico, the oldest State Capitol in America.

The Governing Body commented, made suggestions and asked questions as follows:

- Councilor Ives said two words that help define Santa Fe are creativity and sustainability, which might be subsumed in the architecture and seeing it prosper while preserving its unique identity.

- Councilor Dominguez said Santa Fe has a ton of potential for the future, given all the things which already are identified, plus some of the young population we have here.

- Mayor Gonzales said he would want a City where there is an opportunity to be educated, to have good access to good health, and opportunity. He said asked what this statement would mean to the people who live in the City and raising a family.

  Mr. Moore suggested, if you want to say it's the most beautiful city in the world, maybe you ought to wait and make the case before you make the claim. If you're going to say that, that should come at the end, rather the beginning.

- Councilor Lindell said she doesn't want to get bogged down in the form of this, commenting it is just a statement and some thoughts from people, noting these are just concepts and ideas.

- Councilor Maestas said Santa Fe's identity is being challenged, in terms of affordable housing, the exodus of our younger population because of the lack of affordable housing. It's a positive statement, but if he had to describe Santa Fe today, this is not a vision statement, it's a snapshot. He said he would say that its identity is being challenged.

- Mayor Gonzales said for the budget session, part of this is to identify where we need to work on City government, and where those challenges are, so we can begin to develop plans to overcome them. The question is how to describe Santa Fe to someone from the outside, but a lot of today should be about what are the challenges, and how we gear up as a government to meet them. How do we set priorities given resources. This really is what he wants to see today.

- Councilor Dominguez said the unique identity could be expanded to the reality, which is we have diversity in the community from the very rich to the very poor. He doesn't know how you want to describe unique identity, but if it's supposed to be something to sell the City, it needs a lot of work.

  Mr. Moore said under the challenges, you mentioned affordable housing, and asked if there are any core challenges you would include – exodus of young people and such.

- Councilor Maestas said homelessness is a by-product of lack of affordable housing.

- Mayor Gonzales said it is the availability of jobs that creates the upward mobility that attracts people to be here and stay here, and with that you have to have an environment that is inviting for people. And people here are either very rich or very poor, and we have a large income and equality gap. We have to overcome some of that perception. The other challenge is the environment, and how to keep and/or attract young people here, which needs to be balanced.

- Councilor Maestas said when the economy is not doing well, it shows our vulnerability.

- Councilor Lindell said there is the challenge of addiction, and a sizeable challenge of improving our public schools.

- Mayor Gonzales said part of the results of having such high income inequality are the silos that exist within Santa Fe among cultures, economic demographic groups. Many sub-segments of the community don't interact or communicate with others. We need to create bridges..

- Councilor Dominguez said we need to do things from the bottom up, and listen to the public and empower the public across the board. How do we get more participation.

B. What are the core services, activities or programs that the City government of Santa Fe must provide [see Exhibit "1" for this list].

Public Safety/Police and Fire – 4 times
Water – 4 times
Wastewater/Sewer – 3 times
Trash

Other responses

a. Streets
b. Affordable housing
c. Stimulation of job creation
d. Solid waste management
e. Effective government operation
f. Conduct of elections
g. Maintenance of public order
h. Direction and relief in the event of emergency
I. Construction and maintenance of public infrastructure
j. Act for the health and welfare of the people of Santa Fe
k. Training and oversight of city staff
l. It all depends on what are considered "core" services.
m. Functions that protect the public's health, safety and general welfare.
n. Libraries.
o. Economic development, our environment and education are also very important but are addressed at a much larger scale than services.
p. Activities and programs that serve our youth and elderly are also important.

The Governing Body commented, made suggestions and asked questions as follows:

- Mayor Gonzales – in terms of more program than services, it is affordable housing, stimulation of job creation and the economic development, environment and education all seem to be programmatic activities. He said it is an understanding that we have prioritized what services we're going to follow. Is this is the place to do it, and do you mix programs with that. You stay with services and then talk about programmatic effort.

- Mayor Gonzales said he doesn't know how the Finance Committee has approached the budget from a priority standpoint, and how to align resources with the priorities of the Council.

- Councilor Dominguez said the priorities of the Council are pretty much determined by who has the most support at a Council meeting, whoever has the 5 votes. He said Public Safety "eats up a large chunk" of the budget and it's reflective of that. He said some of these things are dependent on one another, at the very least what we should provide, commenting Police Safety, Fire Safety, water, wastewater and trash are the essentials. However you can't have that without training and oversight of staff so they know how to interact with young people and make everyone safe and protect people from fire.

- Councilor Dominguez continued – If you want to grow more programs for youth and elderly, that will require things like economic development and the other stuff. In terms of priorities, and what the Governing Body has done in the past, it's very reflective in making those 4 bullets at the top of the list are taken care of, and water has always been controversial in the past and a topic of discussion for everyone. Clean water is essential.

- Councilor Maestas said this is a good validation exercise for us to reiterate what we consider to be the core services. One of the disconnects is we look at the City by numbers, and we're providing close to excellence in a lot of the core services, but he feels the residents don't see or understand that, or don't know that. This is a good segue in establishing some easily understood, basic metrics with achievable goals and communicating those to the public in terms of the City's core services. He hopes we can talk about performance measurements and come up with easily understood metrics for the public.

- Mayor Gonzales is hoping to move toward a performance based budget with measurable outcomes established by the Governing Body at the beginning of the fiscal year, with metrics in place so the public knows if we're making progress to meeting the outcomes. It then becomes a good tool to evaluate the reasons we might not do that. He thinks this is for the next budget cycle, although we can establish outcomes for this budget.

- Mayor Gonzales said for a period of time the City did very well in GRTs which helped to fund a lot of the additional programs that are important. When there was a decline in GRTs because of the recession, the Council had the ability to draw on reserves and keep services whole. We are now at a point where there are no more cash reserves, and with annexation coming in. He talked about the richness of facilities in Santa Fe in comparison to Las Cruces and Rio Rancho, because of the GRTs, and with the decline of the GRTs we have a lot of programs which need to be dependent on a revenue source that no longer exists. He said this exercise is important for us, because we can't continue to support programs and services as we did in the early 1990's when GRTs were very strong and healthy for the City. He thinks the Finance Committee needs to provide direction as to where we focus our efforts in view of the reduced GRTs. He said we can't continue to provide the same level of services with less revenues.

- Mayor Gonzales said, although there were increases in the GRTs, that was absorbed with a $1.5 million contract with AFSCME, plus the additional costs of annexation, as well as the loss of revenues from "hold harmless" which becomes effective in 2015. The reality will force us to start making tough decisions on where we prioritize our budget, and the public needs to know there is a performance expectation. He said will be voting on a budget which may require elimination of programs or support of programs.

- Councilor Maestas said the new paradigm should be on the results and what we can do.

- Mayor Gonzales asked if we are looking at keeping things whole or go to the public to look at eliminating programs and service.

- Councilor Dominguez said the budget is flat with some potential revenue we might expect next year, and we have to maintain the level of expenditures with anticipated future revenues. He said in terms of performance based budgeting, in providing information to the Governing Body and the Finance Committee, we need to simplify things somewhat. He said right now it is a big "shell game," with money coming from all over the place to make ends meet. He said a simple revenue and expenditure statement might be helpful, such as for enterprise funds.

- Mayor Gonzales asked said then this year there isn't the issue of having to look at cutting programs.

- Councilor Dominguez believes we are fine for the time being.

- Councilor Lindell said there must be a way of analyzing hours when City facilities are used, and said perhaps the hours can pulled back somewhat so we don't cut core services, but scale them back a little. She said we have 3 senior centers within 2 blocks of each other that all serve breakfast and lunch and asked if it could be served all at one place.

- Councilor Lindell said people have wonderful ideas that cost $70,000 to $80,000, and if we approve these throughout the year at every Council meeting, you can get into some real zeros and commas, and she thinks we need to band together and know we're not in an expansion mode. If anything we are working on an analysis of cost savings.

- Mayor Gonzales said perhaps we can set policy on how expansions of the budget would work, that they will be approved only if they meet an outcome which matches to a priority. He said this could help us to be more disciplined.

- Councilor Maestas said since the recession, the work force has been reduced by 20%, but we haven't appreciably reduced services, and asked what is the right size for the City, and said we need to determine that. He said we have department directors wearing several hats, and we don't want to burn-out our people at the expense of trying to maintain service. We need to right size and stabilize our government.

- Councilor Ives agreed, noting a commentary by Greg Bemis saying Santa Fe is top-heavy with people working in government – 11% the norm versus 14% in Santa Fe. He suggested eliminating positions that haven't been filled for 2-3 years, and if there is a need for a new position, we take that on part of the expansion.

- Councilor Dominguez said we need a different process in place for an FIR, perhaps simplifying the format, and deciding exactly what information needs to be included. He said perhaps it could be on "bright orange paper" so we pay attention to it.

- Mayor Gonzales expressed his concern about the difficulty of being elected in March at the time there is a budget to be approved in early May. He said in the next fiscal year, we need to develop a strategic plan for next 18-24 months and tie a budget to that, with goals and objectives, so it becomes a real document.

- Mayor Gonzales said volatility of the GRTs makes it difficult to provide sufficient funding for services – align services with available tax revenues – should public safety be supported more by property taxes, and other services supported by the GRT. We need to have this conversation about a dedicated revenue stream for core services which makes sense to the public.

- Mayor Gonzales said we need to look at our enterprise funds to decide if they should continue to be enterprise funds, and if not, what is the revenue source that is going to support it. What makes sense.

- Mayor Gonzales asked if the Councilors are open to going through a strategic planning process that would be tied to the budget for the next fiscal year so we can incorporate some of the things that we are talking about, or if there is another path outside a strategic planning process where we could achieve the same objective.

- Councilor Ives – the strategic planning process is fundamental to determine the direction in which we should go in the future, to be the City we want to be. We need the discipline not to take on new things without a revenue source for the expenditure.

- Councilor Dominguez – the strategic plan should as specific as possible. For example, the GCCC is much different from Solid Waste or Water Divisions where fees pay for the services. Has management been giving the GCCC the opportunity to operate truly as an enterprise to make this happen. He said in that situation we could subsidize less from the General Fund and use those funds for things like public safety.

- Mayor Gonzales asked if the Council is okay with tying the budget to the strategic plan we adopt.

- Councilor Dominguez is okay with it, but said we need as much input as possible on the strategic plan because it has to be true.

- Councilor Dominguez – a strategic plan can have different parts to it with a long term aspirational visionary document for 20 years, with an inter-related 3-5 year plan, with an annual work plan tied to the budget for true accountability. A strategic plan is a living document.

- Councilor Ives – Santa Fe's last master plan was done in 1995.

- Councilor Lindell – We need to keep in mind performance based budgeting, commenting that she is going to keep saying this.

- Mayor Gonzales – Performance based budgeting means a big investment in training of our staff to use the systems and technology to set the metrics in place for the system. Need a willingness to make critical investments in technology to constantly upgrade our systems. If there is no money to invest in changing processes and behavior, we can't meet the metrics we are setting up. Dialogue needed to decide how to get to that point.

- Councilor Dominguez – Make investment in technology a priority for the City to provide a more effective and efficient government and better service to citizens. Educate the public to the realities that exist with the budget and the way we operate.

- Councilor Lindell – Provides the opportunity for transparency. Asked if there is access for the public to look at our budget, and if there is a City checkbook on line.

- Mayor Gonzales – It is there which is a good start, and we need to move it to the next level.

- Councilor Maestas – Affordable housing should be a core service in Santa Fe with a robust City program for that.

- Councilor Maestas – Stimulation of job creation is a tool for our own empowerment in the absence of tax reform – should be more of a temporal core service. A more temporary thing as we recover from the recession.

  Mr. Moore said perhaps you are creating two tiers – a core tier, and a second core tier which would include things such as affordable housing, stimulation of job creation and training. You have made a strong case that we have to be in the business of training inherent to the future of City operations. With two tiers, you can provide better service.

- Councilor Ives – Include infrastructure in the core services, and in strategic planning looking to what infrastructure we want for the future of Santa Fe.

- Mayor Gonzales – Match resource dollars to priorities, but there can be priorities built from some of these. In job creation in the area of green technology, areas creating green labor jobs that helps with the economy. We have no direct role in public education, but we can partner with non-profits and Schools and use our infrastructure to help support it. Interdependence – we need a strong educational system to have good paying jobs, to keep people here there must be access to

housing. We need to invest in them sufficiently to play a leadership role by bringing others to the table in setting priorities moving forward – the private sector, the schools and the counties.

- Councilor Maestas – The federal government assesses each FTE each year and they are classified as inherent to government or commercially available to render that service. Sometimes they break the position into different parts – commercially available or inherent to government. We can do the same at the City level – is the expertise truly commercially available or can we cultivate this expertise in government without adding FTEs.

  Mr. Moore pointed out that the lion's share of the City's budget is for personnel.

- Councilor Ives remains skeptical to privatization of our core services, and police protection is a core governmental services, and we don't want to go to privatization.

- Councilor Dominguez – How much social infrastructure is our responsibility. Libraries are part of the education, economic development and stimulation of job growth needed to be accessible and affordable. There are a lot of people in the community who are hungry. What is our role in ensuring that everyone has access to a library, as well as to food and shelter, the basic core necessity people have.

10 minute break here – 10:20 a.m. to 10:30 a.m.

Councilor Rivera arrived during the break

C. Please identify up to five changes that the City government should make in its focus. What should it do that it is not doing or what should it do more of or in a substantially different way.

Mr. Moore said the following are what the people interviewed said were the changes. He would like to identify a few, and asked what really resonates with you, or what you dislike. He asked the Councilors what is one change that could be made that you would like to see made. He said you can use these as a starting point to think about it.

1. *Establish fiscal discipline and long-term financial stability.*
2. *Right-size/streamline government structure*
3. *Establish accountability and focus on clear priorities and division/department level with achievable, clear and measurable goals.*
4. *ID specific projects (broadband, infrastructure, incentives, etc., to aggressively stimulate the economy.*
5. *Initiate and maintain continuous talks with SF County to ID and secure beneficial and sustainable partnerships in equitably shared responsibility for services, energy/sustainability, water resources, etc.*

6. *Be more fiscally responsible.*
7. *Demand more of key potential partners, such as SF County, LANL, state legislature, etc., to help benefit the City.*
8. *Begin and continue teambuilding among the Governing Boy Members and executive staff (when all are hired).*
9. *Develop and implement a continuous and robust civic engagement plan.*
10. *Update projected costs (one-time and recurring) of annexation.*
11. *Fill critical, high-level positions.*
12. *Take lead in municipal tax reform to reduce dependence on GRT.*
13. *Continue growing social services to most vulnerable and leverage limited public funding with other public and private organizations.*
14. *Expand efforts to address the growing need for affordable housing.*
15. *Better integrate police department into the community through community policing practices, more coordination with neighborhood associations, etc.*
16. *Expand solar energy use by negotiating a deal with PNM to build a community solar garden.*
17. *Expand broadband projects beyond $1 million proposed project.*
18. *Focus more on core services and provide everything to build those up so people that work in those departments have the tools they need to be successful.*
19. *Doing a lot of extra things now, and should focus more on basic services.*
20. *Get some services, possibly out of GRT dependence. Maybe public safety, look at property tax or other tax that could provide more stable revenue.*
21. *Stop meddling into issues that don't involve the City.*
22. *Provide more parks on south side for kids that live here.*
23. *More for kids to do on a daily basis. Don't have enough general recreational things for kids to do.*
24. *Acknowledge and promote government as a service to the citizens, not an organization which is inherently an end in itself.*
25. *Reform HR system to provide for performance reviews on an annual basis for all staff both as opportunity for management and employees to assess and define what good performance means, and to define necessary training and career advancement parameters.*
26. *Create a vibrant IT program as a service to the other functions of government to promote efficiency and productivity in an intelligent and intentional manner.*
27. *Become more transparent and accountable by ensuring that all committees and boards post not only agendas but packet materials at least one week before scheduled meetings and ensuring that the City's web presence is both easily accessible and searched.*
28. *Redefine economic development process from top to bottom.*
29. *Explore new water sources as per conversations over the last month on tapping into existing deep water supplies both regulated and unregulated by the OSE.*
30. *Short term and long term budgeting – we have no real plan on dealing with either.*
31. *Equity – making sure that resources are allocated equitably.*

32. *Employee morale – better communication with employees and eliminating the fear of retaliation.*
33. *Communication – not only to the public, but to employees and the Governing Body as well.*
34. *Council Liaisons – helping members of the governing body do everything from constituent outreach to evaluation of materials provided.*

The Governing Body commented, made suggestions and asked questions as follows:

-- Councilor Maestas – How do you define equity, top to bottom, socially, economically, closing the gap between incomes.

- Councilor Ives – Try to institute a process in HR for annual performance reviews. Managers and employees defining a set of goals for the year, defining necessary training, providing input and getting input and feedback and where we're going to create career paths for employees. Targeted toward making sure that everyone understands that we are a service delivery organization to the citizens, not a bureaucratic institution.

- Councilor Rivera – Update projected cost of annexation and plan accordingly

- Mayor Gonzales – Starting the training of employees and align the skills sets and services they are delivering. [3 votes]

- Mayor Gonzales – Change how we deliver services or meet goals from a partnership level, looking at the Schools, County and non-profits – collaborative partnerships to meet the public need.

- Councilor Lindell – Combine the establishment of fiscal discipline and long term financial stability with establishing accountability and focus on clear priorities, which clearly ties in with what Councilor Ives was saying, and combining that with performance review. [3 votes]

- Councilor Maestas said the City needs to plan and expand efforts to regionalize services, and continue working on partnerships with other governments and large private sector employers. We need continued dialogue and expansion of our partnership with Santa Fe County and other partners. Perhaps we should look at regionalizing other services. Santa Fe is the State capitol, and we need to demand more of the Legislature and LANL to cultivate business and industry to cater to the commercialization of technology at LANL, and leverage its resources and technology. We need to do this on a continuing basis. [3 votes]

- Mayor Gonzales said there has been a lot of discussion but there haven't been any substantive steps. Develop a very clear end result to partnerships. In terms of water, we have to elevate to full participation with the County – water as well as health care. All these things don't recognize boundaries and require regional relationships.

- Councilor Maestas – This shouldn't be an outgrowth of a reaction. If we want to cultivate a section of our economy that is dedicated to the commercialization of technology, then we should pursue that.

- Councilor Dominguez believes to accomplish some of this, we need tax reform. There are two different funding sources for the City and County. This facilitate this agenda and help the City in other ways to sustain itself. [2 votes]

- Councilor Ives – Formation of an energy task force is important. [2 votes]

- Mayor Gonzales – Creating succession training, and creating clear upward mobility tracks for employees.

- Mayor Gonzales – Try to create a culture within City governments seeking new ideas, a culture of entrepreneurship where employees feel empowered to offer ideas on how to do things better, more efficiently, and creatively that organizations need at all levels in City Government. [2 votes]

- Councilor Lindell – More "feet on the ground" kinds of things. Team building among Governing Body members and executive staff, in addition to a Council liaison. We need to have at least one staff member that works just with the Council and doesn't have other responsibilities and duties. At some level, those fall under the umbrella of training.

- Councilor Dominguez – The culture of entrepreneurship and innovation in City government leads to ensuring that we have a positive culture and climate in City government among City employees, so they have the freedom to speak up to expand this potential. Eliminate the fear of retaliation.

- Councilor Ives – A renewed focus and attention on information technology improvements with the capacity to track what we're doing as well as doing it more efficiently. [3 votes]

- Councilor Rivera – Integrating the Police Department more into the community through community policing will make a huge impact in a short amount of time. He said there are models out there that we can use.

- Mayor Gonzales – A civic engagement process. Finding ways to open up or to allow for more public participation and input outside of Council meetings and office hours – public process for pathways to involvement. [3 votes]

- Councilor Maestas – the arts community doesn't feel it is supported by its government. We need a more focused plan to stimulate the arts economy. Salaries are well below the median income for artists, and the tax structure is not incentivized to help the arts community. Housing isn't conducive for live/work art space. It is an important part of the backbone of our economy and we

need to have a targeted plan to help that part of our economy to flourish. He said some of this will require enabling legislation by the State – tax incentives and such to provide for that such as the old enterprise zones such as what was done in New Orleans. The temporary loss from the tax incentives is a minor consequence of the growth of that part of the economy.

- Mayor Gonzales – On that point, we need to change the way we market Santa Fe. Tourism is a strong engine for our economy, and the quickest way to "put gas in the tank," so we can do a lot of what we talked about. We need a tourism strategy that recognizes Santa Fe as a global brand, and change the way the market looks at Santa Fe, and doing something with that – driving more "heads to the beds." We've suffered a little over the past few years in tourism.

- Councilor Dominguez – This speaks to the equity in Santa Fe, and at what point are we focusing too much attention on that and forgetting other things. How much is enough and how do we balance the dynamic that exists between the importance of tourism and the arts, the economy and the community, with the importance of other basic necessities.

- Mayor Gonzales doesn't want to go to one or the other, and wants a balance. There is a limit on how much we want to tax the community and we always don't want to look to the residents for the revenue. It is an issue of the balance of how much resources you put into marketing Santa Fe – we don't know the return on the investment in marketing Santa Fe. It would be helpful to know that.

- Councilor Dominguez – it is balancing the dynamic which comes with our diversity.

Mr. Moore asked each Councilor to vote for 5 of the items identified above, and gave them each 5 dots to place next to their top 5 choice, asking them to write their priority number on each dot. The results of this voting is indicated after each item in brackets.

D. Please identify up to five (5) things that the City currently is doing that it should not b doing or should be doing substantially less of?

Mr. Moore said he is doing to defer this questions, because there are more important questions to cover than this one.

Mayor Gonzales agreed, saying we are moving on some positive areas, and asked if it is okay with the Councilors. It was the consensus among the Councilors to move on to the next question.

E. If you were nominating Santa Fe for an award as an All-American City and there was a section on city government, what would you include as examples of excellence in the operations of City Government.

1. *Putting crucial surface water rights (San Juan Chama) to beneficial use in partnership with SF County that beneficially diversified the City's water portfolio..*

2. *Providing a wide array of affordable housing and social services in partnership with for-profit, nonprofit and other governmental agencies.*

3. *Taking the lead and financial responsibility of providing services (library, recreational, wastewater, etc.) utilized by people that reside outside the City.*

4. *Parks Department. Doing excellent work with a limited amount of staff, with a great attitude.*

5. *A continual and committed focus to becoming more efficient and sustainable.*

6. *The Santa Fe Fire Department – hardly any complaints from the public or internal resources.*

The Governing Body commented, made suggestions and asked questions as follows:

- Councilor Ives – A place where diverse cultures come together in unity to promote a sustainable future.

- Mayor Gonzales – The City's water conservation efforts really led the way. The work in the watershed to create a healthier eco-environment that helps to protect the quality of water is something of which we all can be proud.

- Mayor Gonzales – The allocation of money for the arts and for youth services (3-2-1 tax).

- Councilor Dominguez – There are a lot of departments doing excellent work with less.

Mr. Moore said the Governing Body should ask itself this question quite often.

F. Do you have expectations of staff that currently are not being met? If yes, please describe what they are.

1. *Staff are competent, responsive and professional.*
2. *Don't think that people (upper management) are quite as responsive to questions/ concerns that the Council may have. Don't think there's enough diligence given to things Councilors are asking for.*
3. *Generally only on small matters that I believe get lost amongst the press of business. On a larger scale, there are some changes that I believe are evident, and having more motivation and engagement in others to accomplish such things would be a pleasant and rewarding experience.*
4. *My expectation from staff is that I be given answers in a timely manner, without having to solve a riddle.*

Mr. Moore asked for additional suggestions from the Governing Body.

The Governing Body commented, made suggestions and asked questions as follows:

- Councilor Ives – Expectations. A contract of expectations is built throughout the organization and you are defining what is expected from both the manager and the employee, making sure there's clarity.

- Councilor Dominguez – Make sure resources are there for staff to be successful, through training and support and other resources that they may need..

- Councilor Maestas – These are unique times, and it is unfair to ask employees to do more with less, and then be uncertain about the future of government and the financial outlook – will the City stabilize in terms of personnel levels. We need to be realistic.

- Councilor Dominguez – With the proper resources staff be able to give us information in a timely manner. We need to be very clear when we can about what it is we're looking for and articulate that to staff. Staff needs to ask any questions to be sure what you are asking for.

- Mayor Gonzales – The challenge of how much you give the staff, with the thought that whatever you give them competes with their task of delivering the services required by the City. How do you balance that. The Council may need to "bite the bullet" and have a dedicated staff person that clearly is in line with what the Council needs and to do it in a timely manner, respond timely, and in a way that doesn't interfere with the normal delivery of services. He said we have had a decrease in staff, and the City Manager not only has "to manage 8 plus the Mayor, but also manage department heads and everything else. If you go that route, that might be a way to get the resources and assistance to get what you want known.

G. What should be expected of the Governing Body

The Governing Body commented, made suggestions and commented as follows.

- Councilor Ives – We should go through our packet and read the material prior to the meeting, and hopefully have asked questions so staff knows what we're looking for. Be informed as you are going into the meeting. We are charged with informed decision-making. Do our homework and use time outside of meetings to get those questions answered in ways that gets staff looking for answers, rather than doing things in meetings.

- Councilor Dominguez – There needs to be a level of trust that staff is giving you information you need. Don't give the feeling that you have to bring some of this out in public and play the "gotcha game." There has to be trust in general.

- Mayor Gonzales – We are professional people and how we engage and communicate with the staff needs to come from that professionalism. *[inaudible].*

- Councilor Maestas – We should strive for consensus. Any issues that can be controversial should not define our relationships, and be completely independent of our relationships on the Governing Body.

- Councilor Dominguez – Be hard on issues but not on people.

Councilor Bushee arrived at the meeting

- Councilor Lindell – Regarding Question No. 5 which we answered prior to this meeting, is there are differing viewpoints. The response she has received from every employee in the City has been a 9 or a 10. We need to prioritize if our request has a red flag that means we need an answer immediately, or if we can ask them to get back to us when they can. She said she is "dumbfounded" at how busy the staff is and how many things they have to do on any given day.

- Mayor Gonzales – Try and find solutions through discussion.

- Councilor Maestas – One basic expectation of staff is that they communicate honestly about improving the City. Empower employees in such a way that there will be no retaliation if they speak up. He said the people working on our streets are the most qualified to talk about the state of their division and services provided, and they should not be inhibited from sharing their feelings. We need to work to create a climate where we can get targeted, appropriate answers and information from employees so we can improve the City continually.

Mr. Moore said in other words, if people don't feel they have permission to say things in a public process, they will do end-runs and go to people individually, which can undermine how you operate. You are helping the City if you can do something to build trust so people can be candid, not feel reprisal and they are willing to do it in public.

- Councilor Maestas said – Being on the same team is important.

- Mayor Gonzales – We set the tone for government in the way we interact on issues. It is hard to ask the employees to something we can't do ourselves. We won't always agree, but approaching issues on the basis of respect for one another sets the tone.

- Councilor Dominguez – Do what we can without violating the open meetings act to have open communication and collaboration to resolve issues outside of the Council meetings.

There was a 15 minute break at this time

H. What should be expected of the Governing Body by Staff

Mr. Moore said staff has been asked to say what are their expectations of the Council. One of the choices is to do this with or without Council in the room. There were no objections to having the Governing Body in the room.

The staff commented as follows

- Brian Snyder said he agrees with the approach, because it is important that we are all on the same page. He said how we communicate among ourselves and with our staff can make us successful or we fail. It is important as to how we communicate with the Government. It is important to be on the same team.

- Mr. Snyder said as we move through the Committee process it is important that we communicate and understand what your questions are, and be able to speak frankly with you and let you know if we can't provide the information. Sometimes our IT systems can't provide the data in the form you would like. It's not that we won't, it's what we can do in our limited system.

- Mr. Snyder – We need to be clear what we're looking for and you need to be clear what you're looking for.

- Mr. Snyder – it is important for Councilors to go through their packets, read the material, and ask questions in advance so staff knows what to look for. It is frustrating to staff when it is obvious that Councilors haven't read their packet. He said it is frustrating when staff doesn't show up to a meeting, or they show up unprepared. Staff needs to be aware of the agenda, the items for which they are responsible, and be able to speak to their items. If they can't be in attendance for a

legitimate reason, they need to be sure there is appropriate staff there to answer your questions. It is a two-way street.

- Mr. Snyder – Many of the expectations you laid out are the same things he has said to his staff, and he's working toward building trust. He believes it is about trust. He doesn't have your trust now, and he is working to get it, to be open and honest with you, to be sure we can provide what you are asking for in a quick turn-around time.

- Mr. Snyder – City-wide, City staff is very good in reactionary mode, meaning if you ask for something, they're on it. At the same time, they have to balance their daily work load. *[inaudible]*

Mayor Gonzales said over the past weeks, there are many realities for which he accepts responsibility. He said it is difficult for managers to think about things when they're not sure what's going to happen. He said it is tough for people when they don't know what's going to happen from an administrative standpoint. Some of what is happening is because of the transition and transition teams which are visiting with departments to get an understanding of where things are. He said we will see more of a permanent shift once the permanence is in place and we bring the certainty needed at the administrative level, sooner than later. He said we are driving to that.

Mr. Moore said it would be useful, if staff is willing to say if there are times when they have really been exasperated, and what it is that exasperates them.

- Isaac Pino said he has been on a private governing body for years, so he understands what this Governing Body is experiencing. He said 90% of the requests from the Councilors are crystal clear. He said it is the 10% where we don't know and we might guess right, or we might not. And when we don't, then that's when the Governing Body gets frustrated. We need to be told clearly what you want, and we will deal with it. He understands the position of the Governing Body in that everybody that comes to them is coming with the most important/pressing issues in their life. We have to deal with it. He said just tell us what your problem is, and we will deal with it.

Councilor Bushee said At one time we had a system where we kept track of requests and to be sure things didn't fall through the cracks. It is clear if it is in writing. She wants a 311 number like they have in Albuquerque where complaints are centralized and shot-off to the various places. We had this system, and were supposed to have it through higher technology. But there were changes in administration and the systems have fallen by the wayside, but they really worked. They are clear and in writing, and if you don't understand, you write back and ask what that really means.

Mayor Gonzales said inevitably we are going to have the same questions of staff or look for the same answers, so it would be useful if there is a repository where we all could look to be informed of the request, and then the response gets back on there. We can use this as a source of information.

Councilor Bushee said we all got to see it and we could join in on it, and we had software to do it.

Mr. Moore said this is the easiest kind of thing to have software for.

Councilor Rivera asked if Mr. Snyder if we don't already have this with constituent services.

[Too many people talking at the same time here to be able to hear Mr. Snyder's response to Councilor Rivera]

- Mr. Snyder – Staff shouldn't make things personal. Staff shouldn't take things personally. It is a balancing act and sometimes people do take it personally.

Mayor Gonzales asked if there is an agreement among the Governing Body, if we can find software that works to keep track of complaints, that we would use it to input our requests to staff, monitor how long it takes to respond and get the data. There was consensus among the Governing Body to proceed with this.

Councilor Dominguez said staff does a great job in responding to our requests for the most part, although there are some things that slip through the cracks. He said he and Councilor Rivera make double requests at times because of lack of communications with one another and with staff.

Mr. Moore said you need a status and completion on your requests.

Mayor Maestas said if we are going to do this, we need to empower staff to give us a deadline, and it could be negotiable, but there should be an agreed to deadline on requests.

Mayor Gonzales said it also brings some light and transparency into what we are doing, so there is a recognition of what each of us are asking the staff to do. And we need to be able to monitor the system. It does take a level of discipline on our part to work in that kind of system. That doesn't limit the ability to have a conversation with staff. It will create a mechanism so we can see what everyone is doing, what they're asking.

Councilor Bushee said when we were doing that, we had a deputy City Manager and it came through him.

- Mr. Snyder said we are discussing one person to be liaison with the Council. He agrees with Councilor Maestas that it is all about communication, everybody is on the same page and knows the expectations.

Councilor Rivera asked if the discussion about a liaison person was for one liaison for the entire Council.

Mr. Moore said it was a dedicated person.

Councilor Rivera said the County shares a liaison. He would like one liaison per District, commenting that each District is unique enough, and he thinks we should consider it. One liaison for the whole City would be tough.

- Kelley Brennan – everyone in this room works for government because we are interested in government and making government work. She said the most interesting conversations are those requiring her to have ideas and think about things. She said when she has ideas, she is looking for a repository for that information. *[inaudible because of noise overlay]*

- Sandra Perez – It tends to appear that everything is reactive management or response on staff's part. What gets lost is the amount of pro-active work and planning ahead which is done within the department to help advance your mission. When you have a request, we are interested in what you are trying to achieve so we can help you get there, and to better understand what that is, we can better respond. She said it is the agenda of this group, it is not her agenda. It is her role to help advance your agenda, whatever that may be. It is her role to say no politely when it is appropriate, and it is her role to say yes. We need a clear understanding of what you are trying to achieve or looking into, and trusting that we understand confidentially, privacy and sensitive matters and to be responsive. There needs to be a better understanding of the true demands on staff – technologically, system-wide, resources. Having frank conversations about what we can do, and realization of the limitations of the system.

- Terrie Rodriguez – Improve whatever we are doing through the process, with understanding that we on the same team. She is encouraged with the conversation about targeting poor services. We need the Governing Body to make the hard decisions as a policymaking body. Responsiveness and communications, and candor are important. It is our responsibility to do that, even if you think what you're going to say is not what somebody wants to hear, particularly in facing facts. The staff knows those facts, and it is our responsibility to be honest and forthcoming with that.

- Ms. Perez – tell people what they need to know, not what they want to hear.

  Mr. Moore said this would be a good standard.

- Matthew O'Reilly we talked early about the balance of services and available resources. It has been a challenge during the recession to roll back, but at some point we need to define the new normal. He believes the strategic planning you discussed will be key in that process. And, as we're telling you the truth and getting the facts on the table that we can afford X amount of services, we need support from the Governing Body when we need to contract in some areas – it would be greatly appreciated.

- Mr. O'Reilly – We have a constituency that expects a high level of service, and rolling things back is not easy. Their expectations are high for the services that the City provides.

Mayor Gonzales said part of the relationship between the Governing Body and staff has to be, if this is what you would like, let us help you. As opposed to, you need to hear this because this kind of the way the rules are right now. What I want from staff is, I hear what you're saying, you're wanting to do this, we don't have the processes built for it, but if this is something you want us to work on, on your behalf, we will have the process to do it. This is an important change in the culture that the Governing Body needs to

know exists with the administration – There isn't going to be a roadblock, but there will be pathways through the office to change things so things can be done. He wants to be clear about this.

Mr. Moore said in his experience, staff has institutional memory in ways that the elected officials don't, because they've been around longer. They've seen other people try things, and then all of a sudden somebody comes along and thinks it's a new thing to do. They've been down that road. So how you can provide that institutional information in a constructive way, noting there is often tension in the communication.

- Ms. Martinez – Excited to hear about how the strategic planning goes as a whole. *[Most of this is inaudible because of a noise overlay]* IT Staff needs to know what the departments and the Governing Body wants, so they can produce what's needed.

- Mr. O'Reilly – Interested in making government work better and the City a better place. Expects of himself to be responsive and to put the customers first. Our three most important priorities are "customers, customers, customers." This is what he expects of staff.

  Mr. O'Reilly – It would be good if the Governing Body would follow the laws they themselves passed. Follow the Open Meetings Act, and don't engage in *ex parte* communications.

- Mr. O'Reilly – Expects the City Manager and department heads to handle all personnel issues, without having Councilors involved in personnel issues.

- Mr. O'Reilly – Expects Councilors not to hijack staff for special projects when staff have other duties to perform, and there could be customers waiting. He said, "If you contact me, I know exactly how to get you what you want as fast as possible." If you talk to staff members, they may not know what you need and they may provide incorrect information. He spoke of a recent situation where a governing body member pulled staff from what they were doing, and it caused a big problem.

- Mr. O'Reilly – The staff are waiting to serve you, and really want to do what you want. He said we will work to avoid pitfalls to get what you want. He said "We're there to serve you. Trust us. That's what we're here for..... that's why I'm here. That's what I want to do, so if those things could happen, that would be great."

- Jodi Porter – Has a very very small staff which produces a lot. And when Councilors or the City contact her staff without going through her, it makes it challenging to get the work done we do on a weekly basis. She said recently, a Councilor went directly to a staff member, and the staff member didn't contact her, and by the time she found out, the "ship had already sailed." She said at that point, she can't intervene. She said she will consider requests that come through her and delegate those to staff in accordance with the work to which we already are committed to do. She said we all want to serve the Councilors and to do the work you have assigned for us to do.

Councilor Rivera said when he was first elected he talked about the chain of command with Mr. Snyder, and he always tries to go through him for everything, although it hasn't always happened. He asked how important that is. He is hearing that we go to others than the director to get things accomplished. He asked Mr. Snyder, how it important is it that everything go through you."

Mr. Snyder said, "Would I prefer it. Yes. Does it work functionally. No." He said his job is to work with the Governing Body, but he may not be as responsive as if you were to go to them directly. He said he has set up a relationship with staff that before they respond to you that they make him aware that they are working on something for the Council. He asks that they copy on him on their response, so he can tell you, if you ask, the status of that request. He said he has a good relationship with his staff to support you. He said communication is key in getting things done.

Councilor Gonzales said if we build the system Councilor Bushee spoke about, a lot of that goes away. He said hopefully we can build a system through IT that makes that happen. He appreciates that sometimes it's easier to call the director on an issue. He prefers that things go through the City Manager.

Councilor Rivera said we get called, for example, that the restrooms aren't open in the morning when the kids are getting ready to play soccer. He said he called the Parks Director directly, and that would have left everyone out of the loop.

Mr. Snyder said this isn't a problem for small things like this and it doesn't make sense to call Mr. Pino to get this done.

[Too many people talking at the same time to hear all of Mr. Snyder's remarks] Mr. Snyder said it is all about efficiency and getting things done in a proper manner.

Councilor Bushee said at one time there was a policy that Councilors will not talk to anybody but the City Manager, and that didn't work. She said the other extreme was where Councilors began to be called micro-managers. She doesn't want to see Celeste more over-burdened. She said we had a Deputy City Manager at the time this system was in place, and they were charged with building, overseeing and implementing the system, and it worked. And another thing that would work would be a 311 centralized system for our constituents, so you're not dealing with the "bathroom doors are closed scenario," and we are left to do our job as a policymaker to act in a larger capacity. She brought a 311 system forward, but there were complaints about the cost.

I. WRAP-UP

Mayor Gonzales said this session felt good to him, and asked if it was beneficial to the Councilors.

Councilor Dominguez said it was beneficial for him. He said staff needs to understand that we are constituents just like our constituents, but we don't have the luxury of just being constituents all the time. It all comes down to trust and there has to be trust from both sides. It is a two-way street. Communication is important.

Mayor Gonzales would like for us to continue, on a regular basis, a conversation outside of normal Council business and touch base with one another – what's working, what's not, and what we need to focus on. We can work with Carl Moore to get some notes in place and sent out to Councilors. He said we can ask Brian Snyder to develop and put in place a plan as to how to meet some of the things we've talked about today. We have to find a way to continue to have this kind of free dialogue with one another. It certainly helped him for the staff to join us, and to be able to hear were you "guys are coming from," especially those who have been here for a while – how things work and how we can improve things."

Mayor Gonzales said this was a way to talk about the budget, but it doesn't have to be the same conversation. It may be that we discuss training, upward mobility and how we focus, and we talk with the management about it. Or, it may be about partnerships we want with non-profits and the City. We can all start thinking about the subject matters we want to learn more about and put more effort into.

Councilor Maestas said this is a great session, and he wishes there were more time to hear from staff. He appreciates the candor of staff – we need that honesty and candor. He said we need to work so that everyone in the City has ownership – cascade down to all levels – and develop consensus, so people feel they are a part of the City and are on-board.

Councilor Bushee appreciates the discussion and the ideas of employees. She said we are talking about this level of governance, and she wants to talk about the "bottom up stuff a bit more in some way." She said we have to work toward a transparent process. She said the day to day staff have come to her with great concerns about what they have started to see in terms of raises, and what they saw from the last City Manager, and how that happened. She said this needs to be built into the process.

Mayor Gonzales reiterated that we discussed training, upward mobility, and skill sets aligned to the job – things we've mapped out which will flesh that out, so people don't feel raises are given unfairly without an understood process in place.

Councilor Bushee said it still seems the system allows for favoritism, cronyism "you name it."

Mr. Moore said performance review is another thing and that is one way to do it, which is to have clear expectations.

Councilor Bushee said that still allows for favoritism and cronyism, and she doesn't know how to find and inject the needed objectivity.

Mayor Gonzales thanked everyone for attending.

4. ADJOURN

There was no further business to come before the Governing Body, and the meeting was adjourned at approximately 12:50 p.m.

Approved by:

_____

Mayor Javier M. Gonzales

ATTESTED TO:

_____

Yolanda Y. Vigil, City Clerk

Respectfully submitted:

Melessia Helberg, Stenographer

Interview Responses

1. **What are the core services, activities or programs that the city government of Santa Fe must provide?**

- **Public Safety / Police and Fire – 4 times**
- **Water – 4 times**
- **Wastewater / Sewer – 3 times**
- **Trash – 2 times**
- **Other Responses:**
    a. Streets
    b. Affordable housing
    c. Stimulation of job creation
    d. Solid waste management
    e. Effective government operation
    f. Conduct of elections
    g. Maintenance of public order
    h. Direction and relief in the event of emergency
    i. Construction and maintenance of public **infrastructure**
    j. Act for the health and welfare of the people of Santa Fe
    k. **Training** and oversight of city staff
    l. It all depends on what are considered "core" services.
    m. Functions that protect the public's health, safety and general welfare.
    n. Libraries
    o. Economic Development, our Environment and Education are also very important but are addressed at a much larger scale than services.
    p. Activities and programs that serve our youth and elderly are also important.

Exhibit "1"

2. **Please identify up to five (5) changes that the City government should make in its focus. What should it do that it is not doing or what should it do more of or in a substantially different way?**

1. Establish fiscal discipline and long-term financial stability
2. Right-size/streamline government structure
3. Establish accountability and focus on clear priorities and division/department level with achievable, clear and measurable goals
4. ID specific projects (broadband, infrastructure, incentives, etc.) to aggressively stimulate the economy
5. Initiate and maintain continuous talks with SF County to ID and secure beneficial and sustainable partnerships in equitably shared responsibility for services, energy/sustainability, water resources, etc.
6. Be more fiscally responsible
7. Demand more of key potential partners, such as SF County, LANL, state legislature, etc. to help benefit the city
8. Begin and continue teambuilding among the governing body members and executive staff (when all are hired)
9. Develop and implement a continuous and robust civic engagement plan
10. Update projected costs (one-time and recurring) of annexation
11. Fill critical, high-level positions
12. Take lead in municipal tax reform to reduce dependence on GRT
13. Continue growing social services to most vulnerable and leverage limited public funding with other public and private organizations
14. Expand efforts to address the growing need for affordable housing
15. Better integrate police department into the community through community policing practices, more coordination with neighborhood associations, etc.
16. Expand solar energy use by negotiating a deal with PNM to build a community solar garden
17. Expand broadband projects beyond $1 million proposed project
18. Focus more on core services and provide everything to build those up so people that work in those departments have the tools they need to be successful
19. Doing a lot of extra things now, and should focus more on basic services
20. Get some services, possibly out of GRT dependence. Maybe public safety, look at property tax or other tax that could provide more stable revenue.
21. Stop meddling into issues that don't involve the city
22. Provide more parks on south side for kids that live here.
23. More for kids to do on a daily basis. Don't have enough general recreational things for kids to do.
24. Acknowledge and promote government as a service to the citizens, not an organization which is inherently an end in itself
25. Reform HR system to provide for performance reviews on an annual basis for all staff both as opportunity for management and employees to assess and define what good performance means, and to define necessary training and career advancement parameters
26. Create a vibrant IT program as a service to the other functions of government to promote efficiency and productivity in an intelligent and intentional manner

27. Become more transparent and accountable by ensuring that all committees and boards post not only agendas but packet materials at least one week before scheduled meetings and ensuring that the City's web presence is both easily accessible and searched
28. Redefine economic development process from top to bottom
29. Explore new water sources as per conversations over the last month on tapping into existing deep water supplies both regulated and unregulated by the OSE
30. Short term and long term budgeting – we have no real plan on dealing with either
31. Equity – making sure that resources are allocated equitably
32. Employee morale - better communication with employees and eliminating the fear of retaliation
33. Communication – not only to the public, but to employees and the Governing Body as well
34. Council Liaisons – helping members of the governing body do everything from constituent outreach to evaluation of materials provided

3. **Please identify up to five (5) things the city currently is doing that it should not be doing or should be doing substantially less of?**

1. Introducing initiatives that surprise the public
2. Allowing unfunded mandates through councilor-sponsored legislation
3. Practice of having governing body members select a nonprofit for use of the convention center and parking garage free of charge
4. Allowing certain operations to continue accumulating negative cash balances
5. Wouldn't want to take things away that we're doing now. Just don't want to see us take on more before we address other issues.
6. Should not respond to requests for development proposals in any manner that is wholly linear, but rather should use a team approach to shorten and enliven the review process
7. Should not run 4 lot subdivisions through the planning commission, but rather should use summary or administrative processes to do so and speed the process (if legal)
8. Should not emulate the militaristic characteristics of the Albuquerque police department as reported in the press, but work on building and maintaining a community based police force
9. Should stop wasting water by not retrofitting our parks with moisture sensing equipment designed to promote highly efficient water consumption
10. Should be efficiently processing business licenses
11. Global issues – they are important, but they create division in the community- a different way to address them should be considered
12. Transfer of employees – many positions that were approved are no longer available
13. Disregard for the governing body – however dysfunctional we are, we are still the governing body

4. If you were nominating Santa Fe for an award as an All-American City and there was a section on city government, what would you include as examples of excellence in the operations of city government?

1. Putting crucial surface water rights (San Juan Chama) to beneficial use in partnership with SF County that beneficially diversified the city's water portfolio
2. Providing a wide array of affordable housing and social services in partnership with for-profit, nonprofit, and other governmental agencies
3. Taking the lead and financial responsibility of providing services (library, recreational, wastewater, etc.) utilized by people that reside outside the city
4. Parks Department. Doing excellent work with a limited amount of staff, with a great attitude. Often have to repair equipment, deal with equipment that is extremely old.
5. A continual and committed focus to becoming more efficient and sustainable
6. The Santa Fe Fire Department – hardly any complaints from the public or internal resources
7. A place where diverse cultures come together in unity to promote a sustainable future
8. Water conservation efforts. Work in the watershed to create a healthier environment that protects the quality of water.
9. Allocation of money for the arts and for youth services (3-2-1)
10. A lot of departments doing excellent work with less

5. **What is your confidence in the city staff? On a scale of 1 to 10, where 1 = not at all confident and 10 = absolutely confident, how would you rate staff?**

- 8.
- Split city staff into different groups. Actual people that are out on the streets, interacting with customers on a daily basis, 8 or 9. Middle management/supervisory roles, some interacting with customers and some not, about a 6. Upper management, about 4.
- While the answer is highly dependent on which staff is being referred to, I give most senior staff (with whom I regularly deal) an 8 and up.
- Upper Management = 3; Middle Level Management = 3-4; Lower Level Employees = 8

6. **Do you have expectations of staff that currently are not being met? If yes, please describe what they are.**

1. Staff are competent, responsive, and professional
2. Don't think that people (upper management) are quite as responsive to questions/concerns that the council may have. Don't think there's enough diligence given to things councilors are asking for.
3. Generally only on small matters that I believe get lost amongst the press of business. On a larger scale, there are some changes that I believe are evident, and having more motivation and engagement in others to accomplish such things would be a pleasant and rewarding experience.
4. My expectation from staff is that I be given answers in a timely manner, without having to solve a riddle.

7. **If you were briefly describing Santa Fe to someone who has not been here, what would you say?**

Santa Fe is the most beautiful city in the world. It is a city of clean air and natural beauty, and a city rich with culture, art, history, and traditions. It is a progressive city with diverse citizens, united by their appreciation of their city and their commitment to seeing it prosper while preserving its unique identity.