

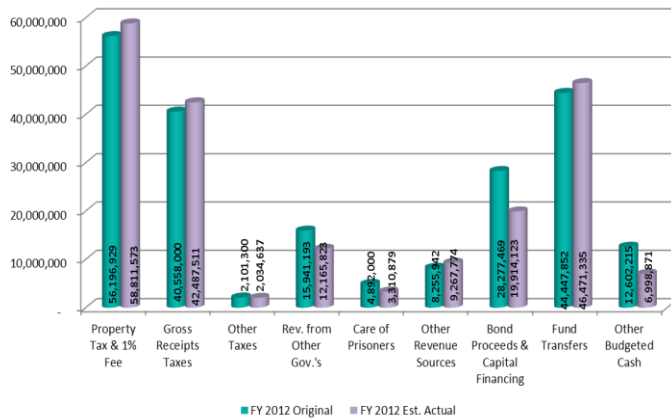
Santa Fe County Board of County Commissioners

Budget Study Session

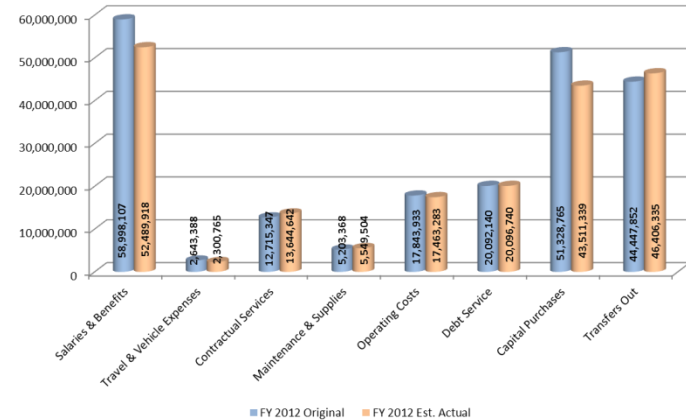
May 15, 2012

Recap/Summary of Last Study Session

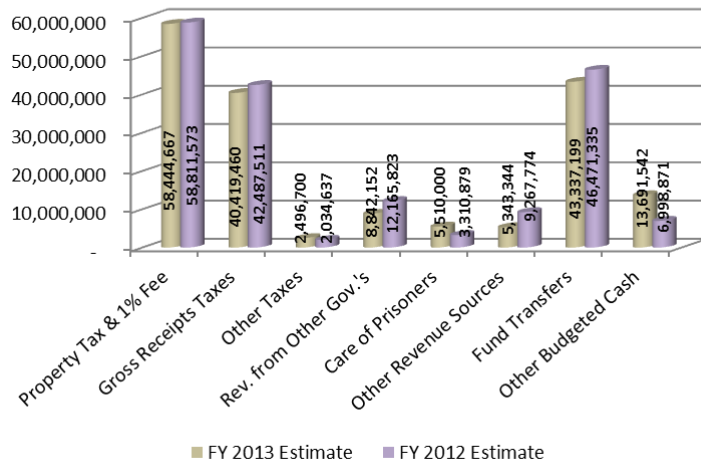
FY 2012 Budget vs. Est. Actual Revenue



FY 2012 Budget vs. Est. Actual Expense



FY 2013 Revenue Estimate
w/ Comparisons to and FY 2012 Revenue Estimates
(excluding capital purchases & projects)



FY 2013 Adjusted Base Budget Requests (excludes all capital purchases and transfers):

FY 2012 Original \$131,329,571
 FY 2013 Base Req. \$133,842,479

Increase to Base \$2,512,908

Recap/Summary of Last Study Session

“New Requests”

Operational /Recurring	\$3,644,306
Economic Development Initiatives	\$ 500,000
Energy Efficiency Initiatives	\$ 500,000
Contract Attorneys	\$ 153,420
EMS Date Reporting Software	\$ 129,677
Citizen Survey	\$ 20,000
Rodeo de Santa Fe	\$ 19,000
HPPC Plan	\$ 15,000
Growth Projections	\$ 10,000
TOTAL	\$4,991,403

Frozen FTEs

Public Works	8	\$ 381,092
Public Safety	19	\$ 801,457
CMO-Finance	<u>1</u>	<u>\$ 65,967</u>
TOTAL	28	\$1,248,516

New FTEs Requested

Public Works	6	\$ 223,916*
Community Svc.	1.8	\$ 105,849*
Sheriff’s Office	10	\$ 449,460
Growth Mgmt	1	\$ 80,568*
Housing Services	1	\$ 20,966
Public Safety	<u>37</u>	<u>\$1,775,357</u>
TOTAL	56.8	\$2,656,116

Total Recurring New Money \$2,000,000

LESS:

Operational Needs	\$3,644,306
New FTEs	\$2,656,116
Frozen FTEs	<u>\$1,248,516</u>
Subtotal	\$7,548,938

Surplus/Deficit (\$5,548,938)

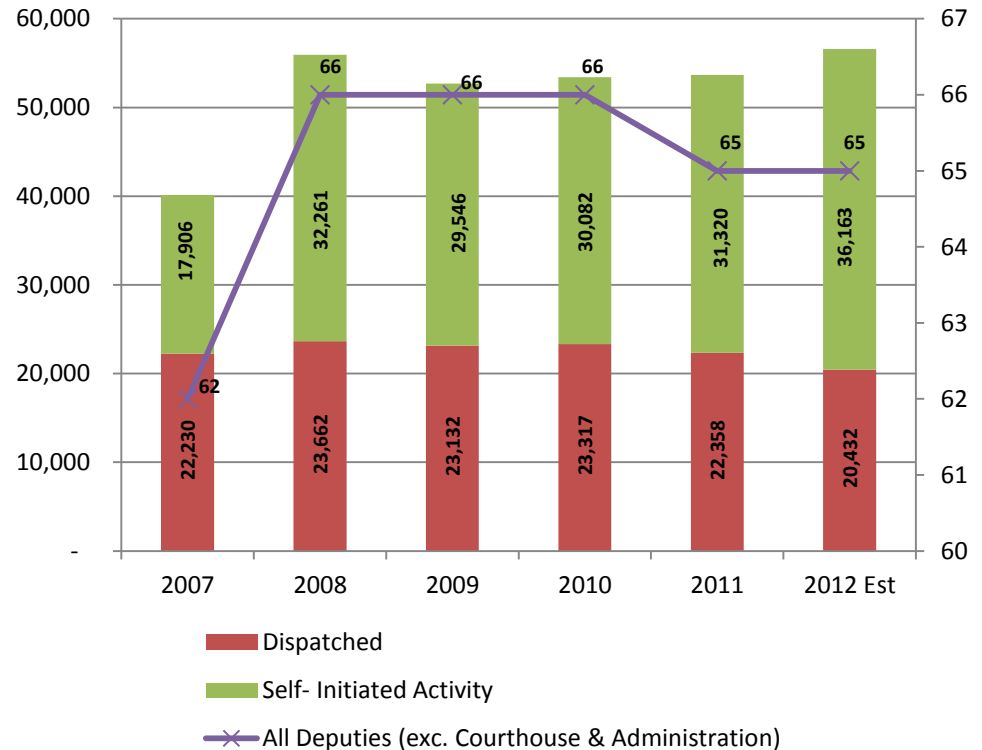
BCC Initiatives \$1,347,097
One Time Cash Funding \$1,347,097

* Includes infrastructure/equipment costs

Sheriff's Office Request

The call volume for the Sheriff's Office has increased over the past 6 years from 40,136 in 2007 to an estimated call volume of 56,595 in 2012. That is a 41% increase in call volume. The staffing (excluding the Courthouse and Administration) has not kept pace with the call volume. The number of deputies has only increased by 3. The call volume per deputy ratio has gone from 1:647 to 1:871 (2012 estimates). This is a 34.6% increase in calls per deputy.

Call Volume Compared to Number of Deputies
(excluding Courthouse & Administration)



TOTAL CALLS

2007 – 40,136

2008 – 55,923

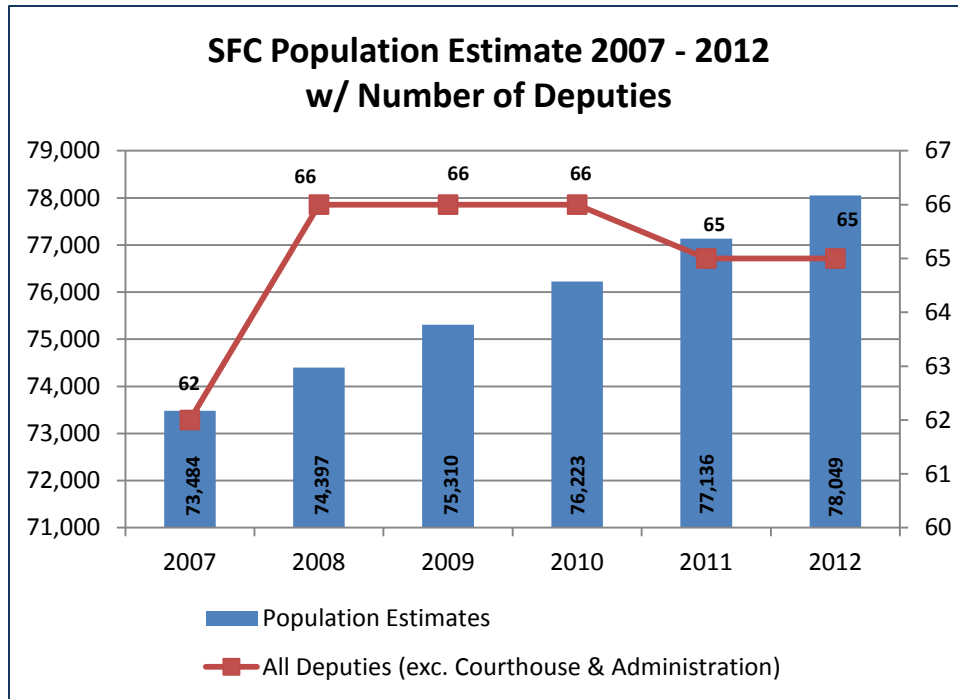
2009 – 52,678

2010 – 53,399

2011 – 53,678

Est.'12-56,595

Sheriff's Office

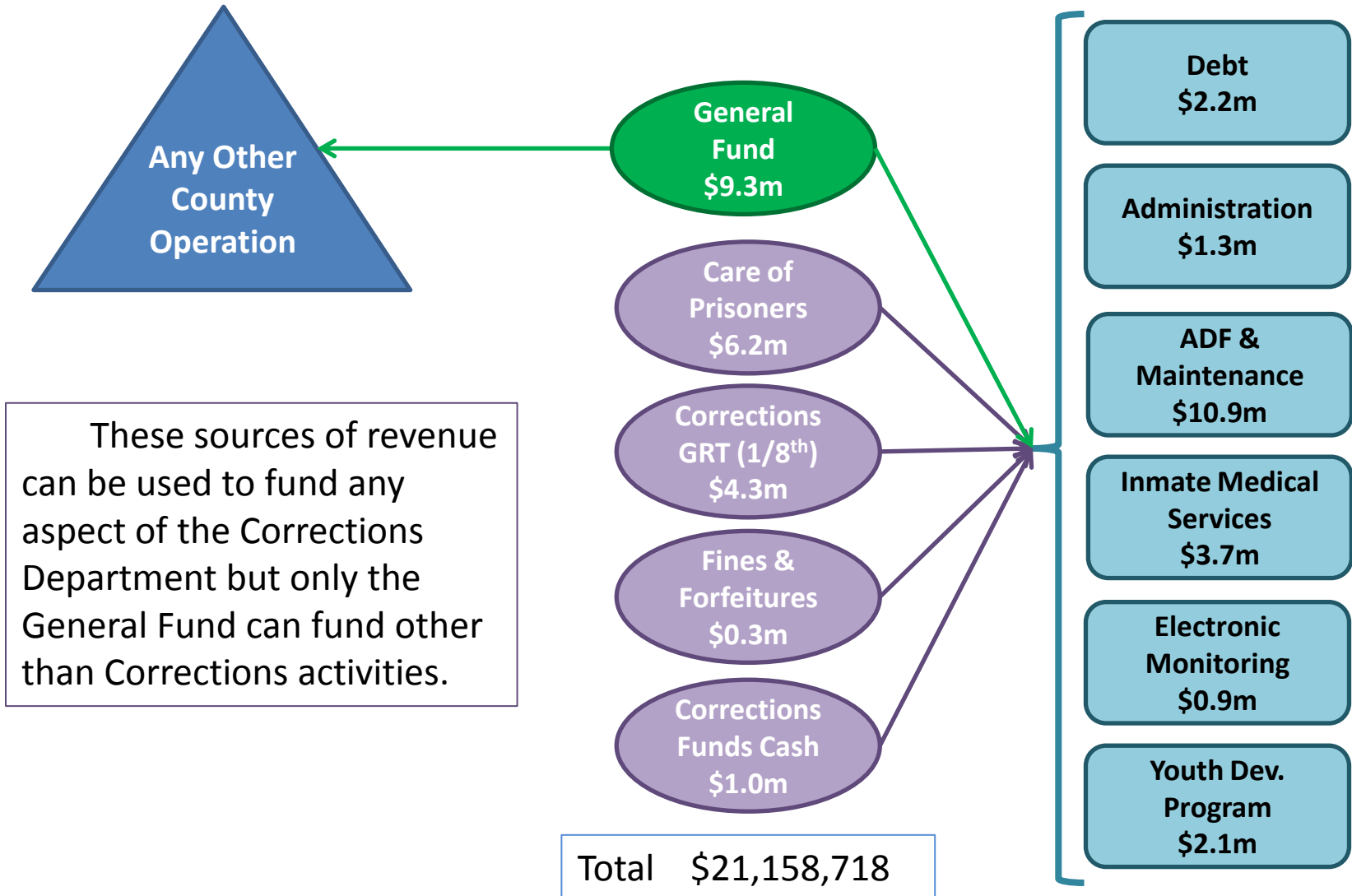


Since 2007 the population of Santa Fe County has increased by approximately 4,565 people while the number of deputies has not increased. That means that in 2007 the population to deputy ratio was approximately 1:1185 and has increased to its current level of approximately 1:1201.

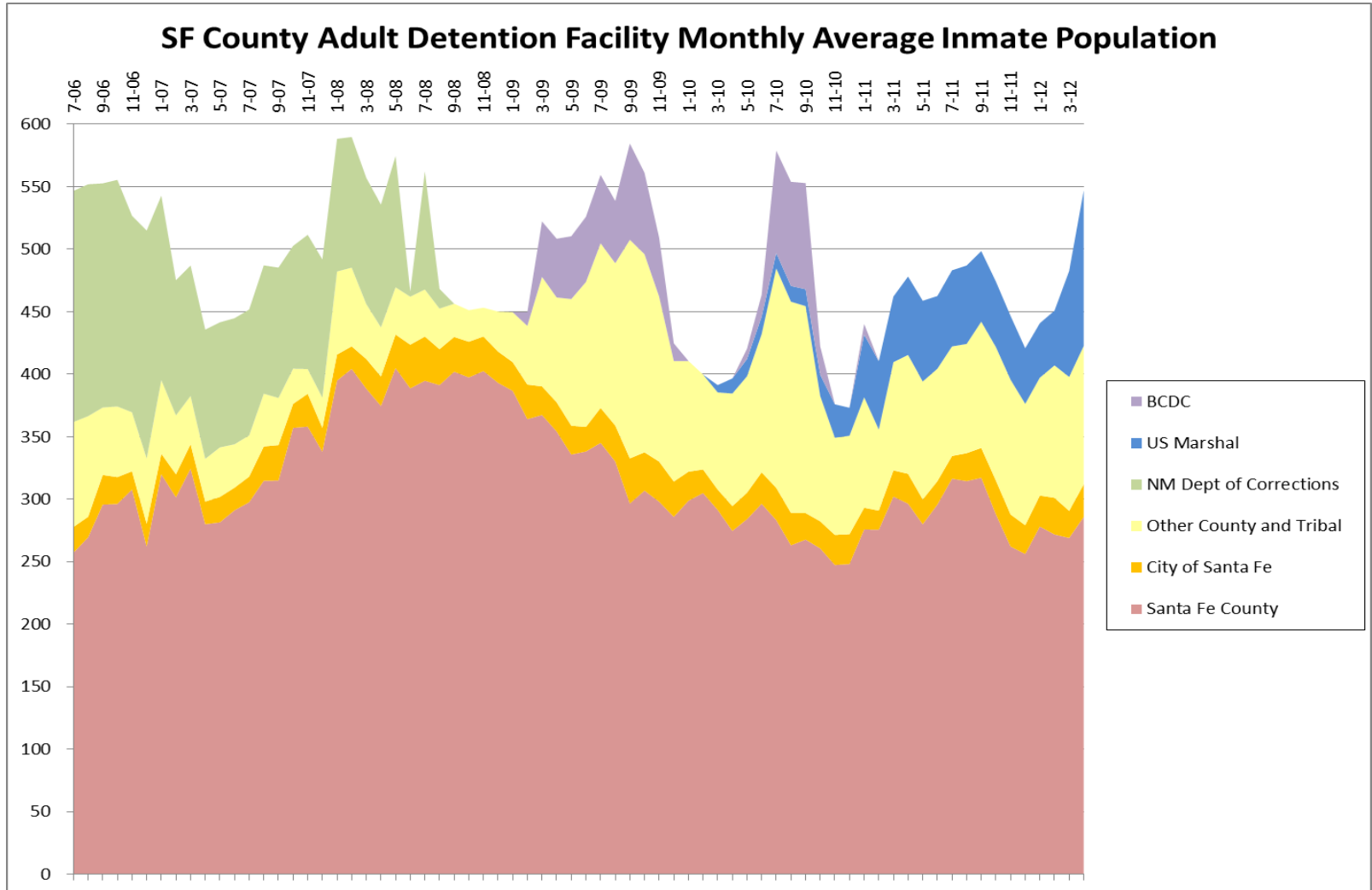
Courthouse Security

- There are 8 officers assigned to the current District Courthouse.
 - In 2010 approximately 166,899 people were security screened.
 - On average 10 inmates per day are transported to and from the Adult Detention Facility to District Court and an average of 7 inmates per day are transported to Magistrate Court.
 - On average 6 inmates per week are transported to and from the Youth Development Program to District Court.
 - Transports require 2-3 deputies.
- An additional 5 deputies are being requested to man the new District Courthouse scheduled to open in January of 2013.
 - The new Courthouse is on 4 levels vs. 2 levels at the current courthouse which will require additional manpower to cover 2 additional levels.
 - The screening entrance to the new courthouse is larger which will necessitate additional manpower to maintain control over the entrance at all times.
 - The new courthouse contains an additional command center which will require additional manpower to monitor cameras and manage inmate holding cells.

Corrections Department – Funding Sources

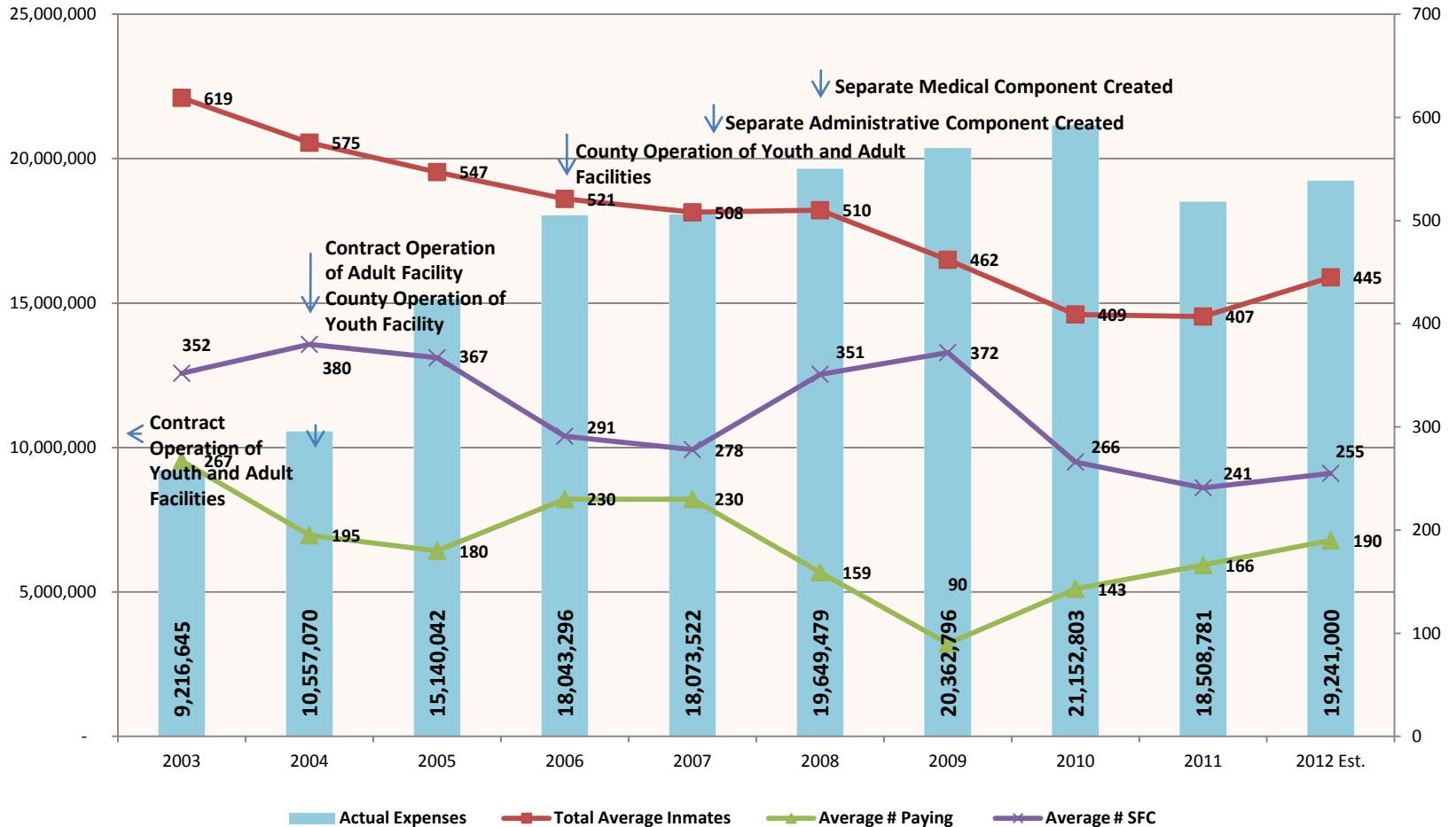


History of ADF Population



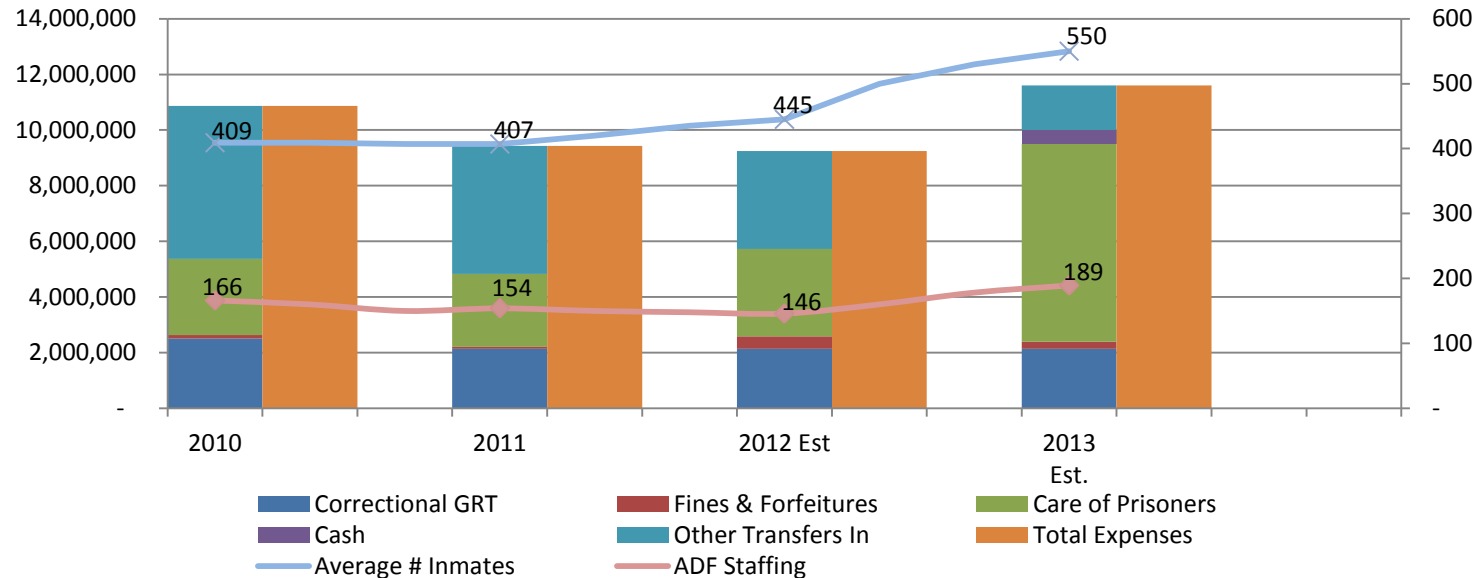
Adult Detention Facility Expenses Compared to Inmate Population

Corrections Department Expense 10-year History



Revenue vs. Expense w/ Inmate Population and Staffing

Revenue vs. Expenses w/ Inmate Population and Staffing



Revenue	2010	2011	Est. 2012	Est. 2013
Correctional GRT	2,500,000	2,137,500	2,137,500	2,137,500
Fines & Forfeitures	125,000	68,750	450,000	250,000
Care of Prisoners	2,744,885	2,622,599	3,142,541	7,121,844
Other Transfers In	5,499,038	4,603,749	3,512,395	1,599,038
Cash (estimated)	-	-	-	500,000
Total Revenue	10,868,923	9,432,598	9,242,436	11,608,382
Expenses	10,868,923	9,432,958	9,242,436	11,608,382

ADF Care of Prisoners Revenue

Revenue at Various Paying Bed Break-points

Weighted Average Rate \$ 73.27

90% Collection Rate

Paying Beds	/Day	/Month	/Year
150	\$ 9,891	\$ 296,744	\$ 3,560,922
200	\$ 13,189	\$ 395,658	\$ 4,747,896
250	\$ 16,486	\$ 494,573	\$ 5,934,870
300	\$ 19,783	\$ 593,487	\$ 7,121,844

Assuming a 90% collection rate from outside entities housing inmates at the Adult Detention Facility and an average charge of \$73.27 per day, the County will receive from \$3.6m to \$7.1m for housing 150 to 300 outside inmates.

ADF Inmate Expenses

Of course, additional inmates equal additional expenses. Expenses to house inmates at the Adult Detention Facility will increase from its current base of \$13.8m to \$15.4m to house from 400 to 550 inmates, a difference of \$1.6m.

Estimated Expenses for Housing Adult Inmates (including Medical) w/ Staffing Needs

Total Number of Inmates	Total Expenses	Increase Over Previous Break-point	Staffing Increase Phased In
Budget Request*	13,761,774	CURRENT	170
400	14,340,714	578,940	184
450	14,848,825	508,111	196
500	15,171,918	323,093	208
550	15,366,391	194,473	213

*Base does not include unfreezing of positions which is needed at 400 inmates.

CORRECTIONS DEPARTMENT REQUEST

Adult Facility

FTEs Total Authorization Need:		43	(29 new FTEs and 14 unfrozen FTEs)	
Proposed Timeline to Add FTEs				
1st Quarter of FY 2013	Unfreeze FTEs			Based on inmate population of 400
	Det Officers	11	\$ 453,915	
	Corporals	2	\$ 86,707	
	Maint. Technician	1	\$ 38,318	
		14	\$ 578,940	
By 10/01/2012	New Det Offcr FTEs	6	\$ 185,018	Inmate population of 450
By 12/01/2012	New Det Offcr FTEs	6	\$ 143,903	Constant population of 450
By 02/28/2013	New Det Offcr FTEs	6	\$ 82,230	Inmate population of 500
By 04/01/2013	New Det Offcr FTEs	6	\$ 61,673	Constant population of 500
By 06/01/2013	New Det Offcr FTEs	<u>5</u>	\$ <u>15,283</u>	Inmate population of 550
Total Cost Projected for FY 2013		<u>43</u>	\$ <u>1,067,046</u>	

Phased approach to staffing based on inmate population allows the County Manager and staff to accommodate fluctuations in inmate population. Increased population would require the phased implementation of new staff throughout the fiscal year and any decreases in population would result in delay of phases of additional staff or reduction of staff through attrition.

ADF Revenue vs. Expense Comparison

SUMMARY OF REVENUE AND EXPENSES W/ STAFFING NEEDS

	Total Inmates/Paying Inmates			
	400/150	450/200	500/250	550/300
Revenue				
Care of Prisoners	3,560,922	4,747,896	5,934,870	7,121,844
Corrections GRT	4,275,000	4,275,000	4,275,000	4,275,000
Fines & Forfeitures	250,000	250,000	250,000	250,000
Expense	(14,340,714)	(14,848,825)	(15,171,918)	(15,366,391)
General Fund Support for ADF	6,254,792	5,575,929	4,712,048	3,719,547
Total Staff at ADF (inc. Medical)	184	196	208	213

This summary shows revenue against expenses for the Adult Detention Facility (plus corresponding Medical expenses) at 400, 450, 500 and 550 inmates and assuming that 250 of these inmates are SFC inmates.

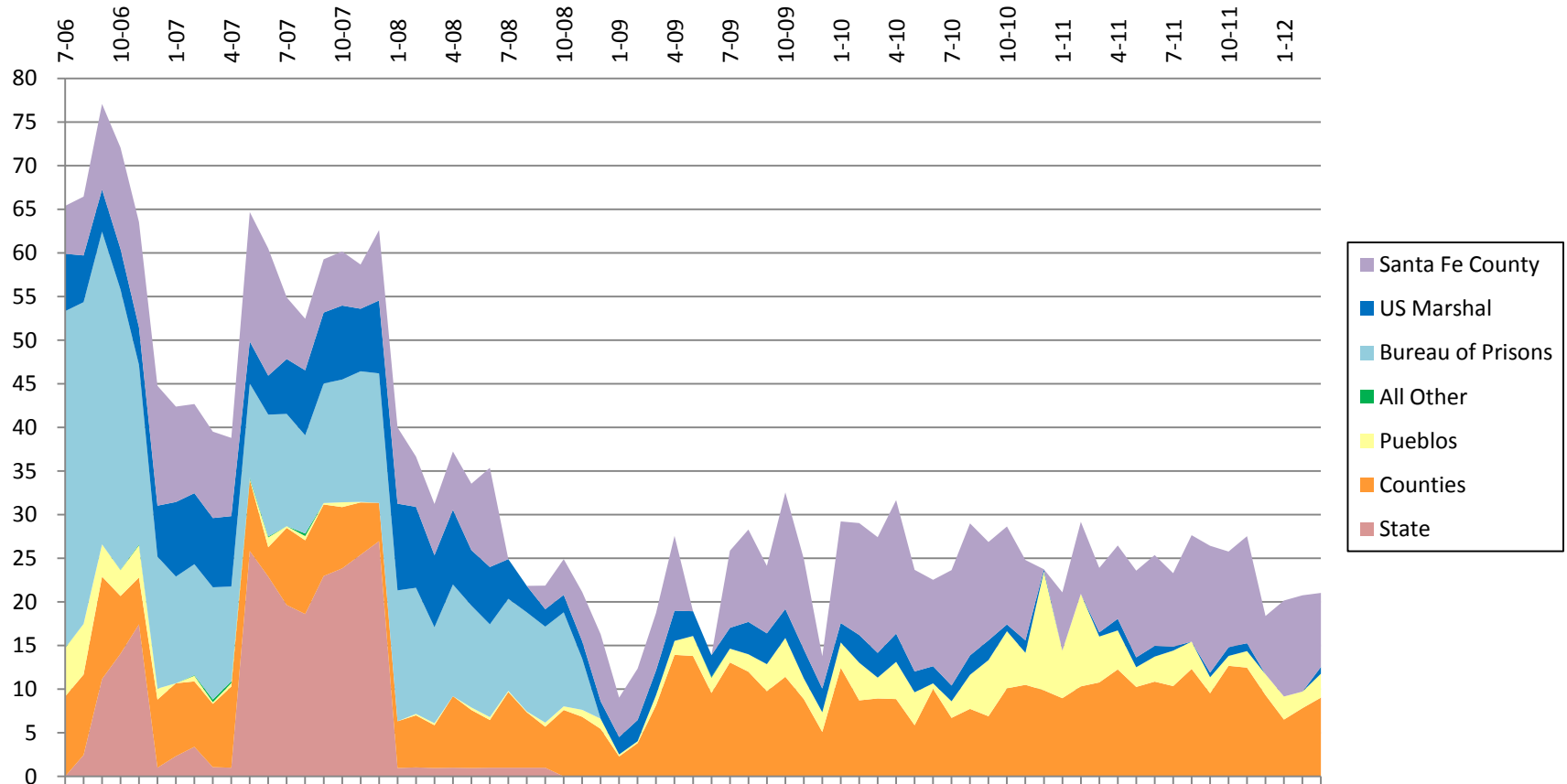
Note the amount of General Fund support needed decreases as the paying inmate count increases indicating that the revenue would outpace the expenses with the increased paying population.

Youth Development Program

- Upgrades to the Youth Development Program Facility are to be completed during FY 2013.
- With these upgrades, staff will be able to target specific youth populations (e.g. females, 18-21 year olds and Native American juveniles currently being transported out of State).
- Upgrades are anticipated to be complete by mid-year at which time we will evaluate the staffing needs of the facility compared to possible new revenue gained from increased populations.

History of YDP Population

SF County Youth Development Facility Monthly Average Inmate Population



CORRECTIONS DEPARTMENT REQUEST

Youth Development Program

FTEs Total Authorization Need:		11	(9 new FTEs and 2 unfrozen FTEs)	
Proposed Timeline to Add FTEs				
1st Quarter of FY 2013	Unfreeze FTEs			Based on juv. client population of 30
	Shift Supervisor	1	\$ 50,278	
	Asst Shft Supervisor	1	\$ 44,437	
		2	\$ 94,715	
By 10/01/2012	New Shift Supervisor & 2 LSW I	3	\$ 89,781	Juv. client population of 35
By 12/01/2012	New LSW I	2	\$ 40,501	Constant juv client population of 35
By 02/28/2013	New Shift Supervisor	1	\$ 16,759	Juv client population of 40
By 04/01/2013	New LSW 2	1	\$ 17,769	Juv client population of 50
By 06/01/2013	New LSW 1	<u>2</u>	\$ <u>5,786</u>	Juv client population of 55
Total Cost Projected for FY 2013		<u>11</u>	\$ <u>265,311</u>	

Phased approach to staffing based on juvenile clients allows the County Manager and staff to accommodate fluctuations in juvenile client population. Increased number of juvenile clients would require the phased implementation of new staff throughout the fiscal year and any decreases in number of clients would result in delay of phases of additional staff or reduction of staff through attrition.

Fixed Asset Renewal & Replacement Pkg.

GENERAL FUND

Human Resources	\$ 4,000
Growth Management Dept.	
-Adm.	\$ 39,695
-GIS	\$103,000
Public Works	
-Adm	\$ 2,500
-Director's	\$ 1,335
-SW	\$452,000
-Proj Dev	\$ 1,450
-Bldg Svcs	\$ 30,386
-Proj, Fac, & OS	\$215,975
-Traffic Engineering	\$ 37,080
ASD - IT	\$211,800
Treasurer's Office	\$ 11,800
CSD-County Fair	
-Scales	\$ 8,500
-Entry gate/elect/sign	\$ 32,000
-Senior Services	\$ 33,800
TOTAL GENERAL FUND	\$1,185,321

OTHER FUNDS

Road Maintenance Fund	\$1,181,698
RECC	\$ 28,500
Sheriff's Office	\$ 946,179
Corrections Department	
-Adult Detention Facility	\$1,278,530
-Youth Dev. Program	\$1,164,492
-Administration	\$ 8,699
-Electronic Monitoring	\$ 1,602
-Maintenance	\$ 203,724
Housing Services	\$ 750
Utilities	
-Water	<u>\$ 112,000</u>
TOTAL OTHER FUNDS	\$4,926,174

GRAND TOTAL ALL FUNDS: \$6,111,495

Ranking and Recommendation

- In keeping with the results/performance based and priority driven methodology for creating the FY 2013 budget, management developed a ranking system for its recommendation for funding “New” Recurring Requests.
- This ranking system considers Citizen and BCC priorities and assigns a rank based upon the number of Commissioners who tie the item to a **top priority** and combines that with the priorities which resulted from the Citizen Survey.

Ranking and Recommendation

- If an item is tied to a citizen priority per the Citizen Survey the request ranking starts with a “C”.
- Requests that tie to Commissioners’ top priorities are assigned a number based upon the number of Commissioners that named the item as a top priority.
- The highest possible rank is C5, meaning it is a citizen priority *and* all 5 Commissioners name it as a top priority.
- An item not named as a priority on the Citizen Survey but named by all 5 commissioners would be ranked a “5” which is equivalent to a Citizen + 3 Commissioners ranking.

	Ranking		
Citizens + 5 Commissioners	C5		
Citizens + 4 Commissioners	C4		
Citizens + 3 Commissioners	C3	5	5 Commissioners
Citizens + 2 Commissioners	C2	4	4 Commissioners
Citizens + 1 Commissioner	C1	3	3 Commissioners
Citizens Only	C	2	2 Commissioners
		1	1 Commissioner

Notice that a ranking of Citizens + 3 Commissioners is equivalent to a 5-Commissioner ranking, Citizens + 2 Commissioners is equivalent to a 4-Commissioner ranking and so forth.

FY 2013 Prioritization of "New" Recurring

Category	Ranking	"NEW" RECURRING REQUESTS	FY 2013 REQUEST	MGT. RECOMM.	COMMENTS
Sheriff's Office	C4	NEW FTEs FOR SHERIFF'S OFFICE	\$ 449,460	\$ 274,830	4 PATROL, 2 COURT SECURITY, 1 AC
Roads	C4	ADDITIONAL ROAD CREW**	\$ 498,434	\$ -	(DEVELOPED ALTERNATIVE RECOMMENDATION)
Roads	C4	UNFREEZE 5 POSITIONS	\$ 201,538	\$ 77,963	UNFREEZE 1 EQUIP. OPERATOR, 1 ROAD MAINT. WORKER
Roads	C4	ROAD MAINTENANCE	\$ 343,000	\$ 300,000	
Roads	C4	ROAD STRIPING COMPLIANCE	\$ 30,000	\$ 30,000	
Open Space, Trails, Park Maint.	C3	ADD'L FUNDING FOR OS MAINTENANCE	\$ 250,000	\$ 64,420	HIRE 5 SEASONAL MAINT. WORKERS (MAY-SEPT.)
Open Space, Trails, Park Maint.	C3	OPEN SPACE MAINTENANCE	\$ 35,790	\$ 35,790	NON-PERSONNEL MAINT EXPENSES
Senior Services	C2	EXPAND SENIOR SERVICES - SR14, Rufina	\$ 145,000	\$ 145,000	INCLUDES 1.75 FTEs
Senior Services	C2	EXPAND SENIOR SERVICES ACTIVITIES*	\$ 20,000	\$ 20,000	ACTIVITIES
Employee Development	4(C2)	EMPLOYEE DEVELOPMENT	\$ 205,848	\$ 205,848	
Youth Programs	C1	ADD'L FUNDING FOR YOUTH PROGRAMS	\$ 50,000	\$ 35,000	ADD'L YOUTH PROGRAMMING + \$15k ALREADY BUILT INTO BASE
Library Services	C1	ADD'L FUNDING FOR LIBRARIES	\$ 100,000	\$ 75,000	\$65K NEW LIBRARIAN FTE, \$5K TO REMAINING 2 LIBRARIES
Fire Department	C(2)	NEW & UNFROZEN FIRE FTEs	\$ 219,701	\$ 153,197	NEW 1 CADET, 1 EVT, 1 CLERICAL SPEC., UNFREEZE 1 CADET
Mobile Health Van	C(2)	NEW FTEs FOR MOBILE HEALTH VAN	\$ 56,412	\$ 56,412	.4 NURSE, .4 DRIVER FOR WEEKENDS
Mobile Health Van	C(2)	ADD'L HEALTH VAN PROGRAMMING	\$ 7,221	\$ 7,221	NON-PERSONNEL EXPENSES
Better Health Ins. For Staff	2	RESTRUCTURE EMPLOYEE HEALTH INS.	\$ 1,100,000	\$ 519,319	PHASE I - CURRENTLY INSURED MAKING <\$50k AT 70%
		TOTAL "NEW" RECURRING REQUESTS	\$ 3,712,404	\$ 2,000,000	

* NOT INCLUDING STAFF

** IF FUNDED, THIS REQUEST WILL REDUCE THE FROZEN FTE REQUEST

If phased insurance implementation:

Take-Home Pay:

Less than \$30K \$32-\$52 Increase 2.8% - 4.6%

Less than \$50K \$31-\$35 Increase 1.6% - 1.9%

Employee Health Insurance Coverage

- Phased Implementation for future fiscal years:

At \$50K 70% Employer 30% Employee \$749,574 425 Emp.

Between \$50-\$60K 65% Employer 35% Employee \$ 26,707 80 Emp.

Or

At \$30K 70% Employer 30% Employee \$322,780 168 Emp.

2013 Prioritization of "New"

There are other items requested by staff that are important needs to fund as they support other functions or allow for the expansion of programs that tie to a BCC or Citizen Priority in addition to several key areas of focus. Some of these are being recommended as well.

Reconsider at Mid-Year

Increase sustained by offsetting revenue.

PRIORITIES		KEY AREA OF FOCUS	"NEW" RECURRING REQUESTS	FY 2013 REQUEST	MGT. RECOMM.	COMMENTS
BCC	CITIZEN					
X			UNFREEZE SENIOR ACCOUNTANT	\$ 65,967	\$ 65,967	GENERAL FUND
X	X		NEW UTILITIES STAFF	\$ 69,288	\$ 34,944	1 UTILITY WORKER (ENTERPRISE FUNDED)
X	X		ADD'L GREEN WASTE DISPOSAL	\$ 65,000	\$ -	REVISIT THIS NEED AT MID-YEAR
X	X		CLEAN ENERGY PROGRAMS	\$ 56,100	\$ 56,100	DESIGNATED REVENUE WITHIN THE GENERAL FUND
			NEW COURTHOUSE CUSTODIAL & MAINT. STAFF	\$ 127,748	\$ 67,820	GENERAL FUND
			NEW MAINTENANCE STAFF	\$ 52,416	\$ 52,416	GENERAL FUND
			UNFREEZE MAINT TECH	\$ 76,902	\$ -	RECLASS TO HVAC FOREMAN-GENERAL FUND
			NEW INDIGENT CLAIMS INVESTIGATOR	\$ 44,437	\$ 44,437	INDIGENT SERVICES FUND
			CODE ENFORCEMENT OFFICER	\$ 48,048	\$ -	GENERAL FUND
			TRANSITION TEMP TO PERM EMPLOYEE	\$ 20,966	\$ 20,966	HOUSING ENTERPRISE
			ADD'L EM DRUG TESTING	\$ 25,000	\$ -	REVISIT THIS NEED AT MID-YEAR
			SUBTOTAL - NO OFFSETTING REVENUE	\$ 651,872	\$ 342,650	
X			NEW AND UNFROZEN CORRECTIONS STAFF	\$2,477,058	\$1,332,357	PHASED STAFFING APPROACH REDUCED REQUEST BY \$1,144,701
			INMATE MEDICAL SERVICES	\$ 175,566	\$ 175,566	INC. INMATE POPULATION WILL NECESSITATE ADD'L MEDICAL
			SUBTOTAL - HAS OFFSETTING REVENUE	\$2,652,624	\$1,507,923	
			TOTAL	\$3,304,496	\$1,850,573	

General Fund \$242,303. Special Revenue \$44,437. Enterprise Fund \$55,910.

Finally, one-time expenditures are recommended to be funded from the cash reserves of various funds.

"NEW" ONE-TIME REQUESTS	FY 2013 REQUEST	MGT. RECOMM.	COMMENTS
ECONOMIC DEVELOPMENT INITIATIVES	\$ 500,000	\$ 500,000	FUNDED BY ECONOMIC DEVELOPMENT FUND CASH
ENERGY EFFICIENCY INITIATIVES	\$ 500,000	\$ 500,000	ESTABLISH A REVOLVING LOAN FUND FUNDED BY GF CASH
CONTRACT ATTORNEYS	\$ 153,420	\$ 153,420	ONE-TIME CONTRACTS FOR SPECIALIZED LEGAL SERVICES-GF CASH
EMPLOYEE ONE-TIME INCENTIVES	\$ 150,000	\$ 150,000	ONE-TIME INCENTIVE FOR CONTRACT BEING NEGOTIATED-VARIOUS CASH
EMS DATA REPORTING SOFTWARE	\$ 129,677	\$ 129,677	ONE-TIME PURCHASE OF SOFTWARE FOR EMS REPORTING-FIRE CASH
CITIZEN SURVEY	\$ 20,000	\$ 20,000	CONDUCT CITIZEN SURVEY OF PRIORITIES - GF CASH
RODEO DE SANTA FE	\$ 19,000	\$ 19,000	ONE-TIME FUNDING FOR GRANT MATCH - GF CASH
HPPC PLAN	\$ 15,000	\$ 15,000	ONE-TIME FUNDING FOR PLAN DEVELOPMENT - EMS HEALTH CASH
GROWTH PROJECTIONS	\$ 10,000	\$ 10,000	ONE-TIME FUNDING FOR GROWTH PROJECTS - GF CASH
TOTAL NEW REQUESTS	\$ 1,497,097	\$1,497,097	

Summary of Recommendations

FTEs	New	Unfrozen	Amount
Corrections	38	16	\$1,507,923
Sheriff's Office	7		\$ 274,830
Road Maintenance		2	\$ 77,963
OS, Trails, Park Maint.	5*		\$ 64,420
Senior Service	1.75		\$ 145,000
Fire Department	3	1	\$ 153,197
Mobile Health Van	.8		\$ 56,412
CMO-Finance		1	\$ 65,967
Indigent Services	1		\$ 44,437
Housing Enterprise	1		\$ 20,966
Utility Worker	1		\$ 34,944
PW-Courthouse	2**		\$ 67,820
Public Works Facilities	<u>1</u>	<u> </u>	<u>\$ 52,416</u>
TOTAL	61.55	20	\$2,566,295



Adjusted Base Level	\$133,842,479
Rating of C4 through 2 (Slide 21)	\$ 2,000,000
Other priorities (Slide 22)	\$ 342,650
Corrections staffing (slide 22)	\$ 1,507,923
One-Time Initiatives (slide 22)	\$ 1,497,097
Asset Renewal and Replacement	<u>\$ 6,111,495</u>
Total Recommendation	\$145,301,644

*Seasonal Temp Employees
 **1 Term to Permanent, 1 New