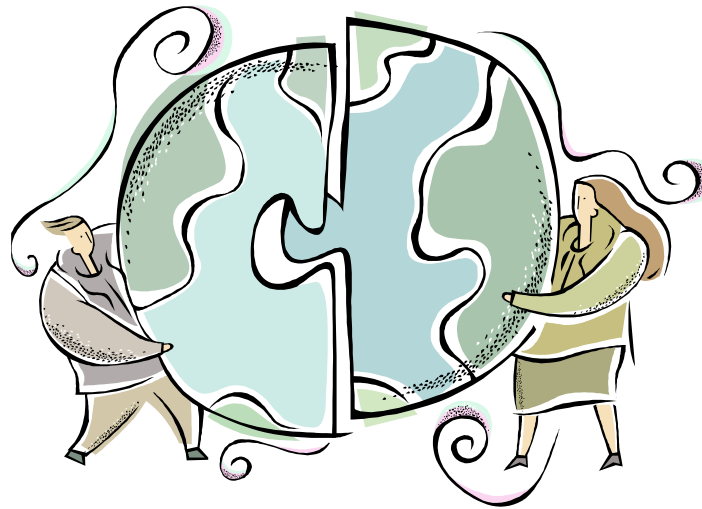


Santa Fe County
Board of County Commissioners
Fiscal Year 2013 Budget Study Session



May 8, 2012

Budget Calendar

Statutorily an interim budget must be submitted to the Department of Finance and Administration (DFA) by June 1st. Therefore we will be requesting approval of the *FY 2013 Interim Budget* on May 29th.

In order to begin processing financial transactions beginning July 1st, the final budget is “rolled” into the financial system and is submitted to DFA per statute for their approval. We will be requesting approval of the *FY 2013 Final Budget* on June 26th.

SUN	MON	TUES	WED	THUR	FRI	SAT
Feb 19	20	21	22	23	24	25
		BUDGET KICK-OFF	PERFORMANCE BUDGET TRAINING	PERFORMANCE BUDGET TRAINING	PERFORMANCE BUDGET TRAINING	
26	27	28	29	Mar 1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	BUDGET REQUESTS DUE	30
31						
Apr 1	2	3	4	5	6	7
8	9	10	11	12	13	14
EASTER	BUDGET HEARINGS		BUDGET HEARINGS	BUDGET HEARINGS	BUDGET HEARINGS	
15	BUDGET HEARINGS	BUDGET HEARINGS	BUDGET HEARINGS	BUDGET HEARINGS	BUDGET HEARINGS	20
22	23	24	25	26	27	28
29	30	May 1	2	3	4	5
6	7	8	9	10	11	12
		BCC Budget Study Session			CAPITAL PROJECT BUDGETS DUE	
13	14	Optional BCC Study Session	15	16	17	18
20	21	Optional BCC Study Session	22	23	24	25
27	28	29	30	31	June 1	2
	MEMORIAL DAY	BCC APPROVE INTERIM BUDGET			SUBMIT INTERIM BUDGET TO DFA	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
		BCC APPROVE FINAL BUDGET				

COLOR KEY:	BCC Meetings	BUDGET INFO	WEEKEND	BCC PACKET DUE
------------	--------------	-------------	---------	----------------

Performance Based Budget Transition

- The Board of County Commissioners passed Resolution 2011-24 which requires County departments transition to a results accountable performance based budget. This transition was optional for Elected Offices.
- The County Manager, Finance staff and other members of management attended training(s) on this methodology of budgeting and management.
- The County Manager and Finance staff developed a transition plan and the process for submitting budget requests.
- The FY 2013 Budget Kick-Off provided guidance to Departments regarding this transition.
- Finance staff conducted six (6) intensive training sessions to department and division directors and staff who are involved in the budget process.
- All Departments, the County Manager's Office and one Elected Office (the Sheriff's Office) submitted budget requests based on functional outcomes.
- The County Manager and Finance staff with the assistance of Craig O'Hare from Public Works conducted approximately 50 hours of Budget Hearings where desired functional outcomes, performance measures and data tracking were discussed in depth with each Department and one Elected Office.
- Tracking and quarterly reporting of performance will be employed to maintain results accountability throughout FY 2013 and beyond.
- Additional transitional steps will be taken during FY 2013 to implement the next phase in FY 2014.

Performance Based Budget Transition

Departmental budget submissions included extensive information on each of its functions and how it relates to the County's key areas of focus.

Data tracking is a key component to understanding the results of departmental performance.

Performance management will drive future budget decisions and funding priorities to provide citizens with an efficient and responsive government.

Principles:

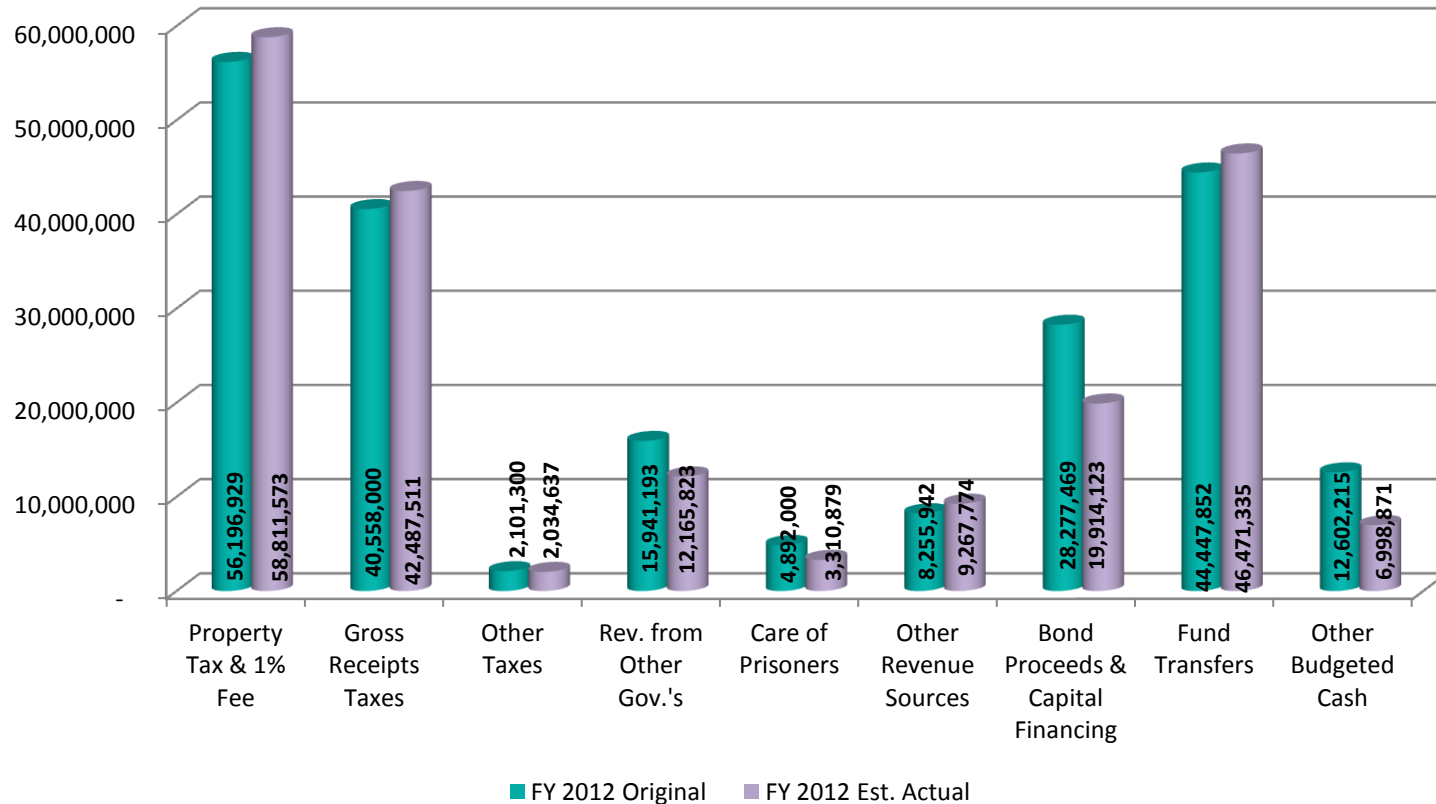
1. Relevance to the priorities of the government and the community.
2. Alignment with priorities and desired results.
3. Decisions and processes are driven by timely, accurate and meaningful data.
4. Transforms the organization, management and the policy-making process.

Performance Based Budget Transition

Performance Based Budgeting																		
2010 BCC Seven Key Areas of Focus				2010 Survey - Citizen Priorities		#	2012 BCC Priorities											
Infrastructure				Road & Streets		1	Land Dev. Code											
Going Green				Improve Education		2	Employee Devlpmt.											
Community Enhancement				Sheriff's Protection		3	Open Space Maint.											
Growth Management				Public Safety (incl fire Sheriff's & RECC)		4	Energy Efficiency/ Alternative Energy											
Savings & Efficiency				Fire Protection		5	Economic Dev.											
Employee Development				Lower Taxes		6	Roads											
Transparency				Water conservation/ renewable energy		7	Water System											
SANTA FE COUNTY FY 2013 BUDGET STUDY SESSION FUNCTION OVERVIEW BY DEPARTMENT TIED TO KEY AREAS OF FOCUS, CITIZEN AND BCC PRIORITIES				Youth/Seniors/Library		8	Curbside Trash Pickup											
				Economic Dev.		9	Public Safety - eqmt and personnel											
				Parks/Rec/Open Sp.		10	Senior svcs/youth pgm/ library svcs.											
				Mobile Health Van		11	Employee Trng/better health insurance											
				SW Transfer Stations		12	Solid Waste Fees											
							Asset Management											
				X	Direct Impact	X	Indirect Impact											
Department	Citizen Priorities			BCC Priorities														
Growth Management																		
Functions:																		
GM Administration																		
Department Management- provides direction and management to the Planning, Building and Development, Code Enforcement and GIS Divisions.				Roads and streets, fire and sheriff protection, public safety, water conservation and renewable energy, economic development, and parks/rec/open space.				Land Dev. Code, economic development, public safety, water system and energy efficiency/alternative energy.				X	X	X	X	X	X	X
Budget/Finance - maintain a balanced budget and accountability for the GM Department.				Roads and streets, fire and sheriff protection, public safety, water conservation and renewable energy, economic development, and parks/rec/open space.				Land Dev. Code, economic development, public safety, water system and energy efficiency/alternative energy.				X	X	X	X	X	X	X

FY 2012 Budget vs. Estimated Actual Revenue

FY 2012 Budget vs. Est. Actual Revenue

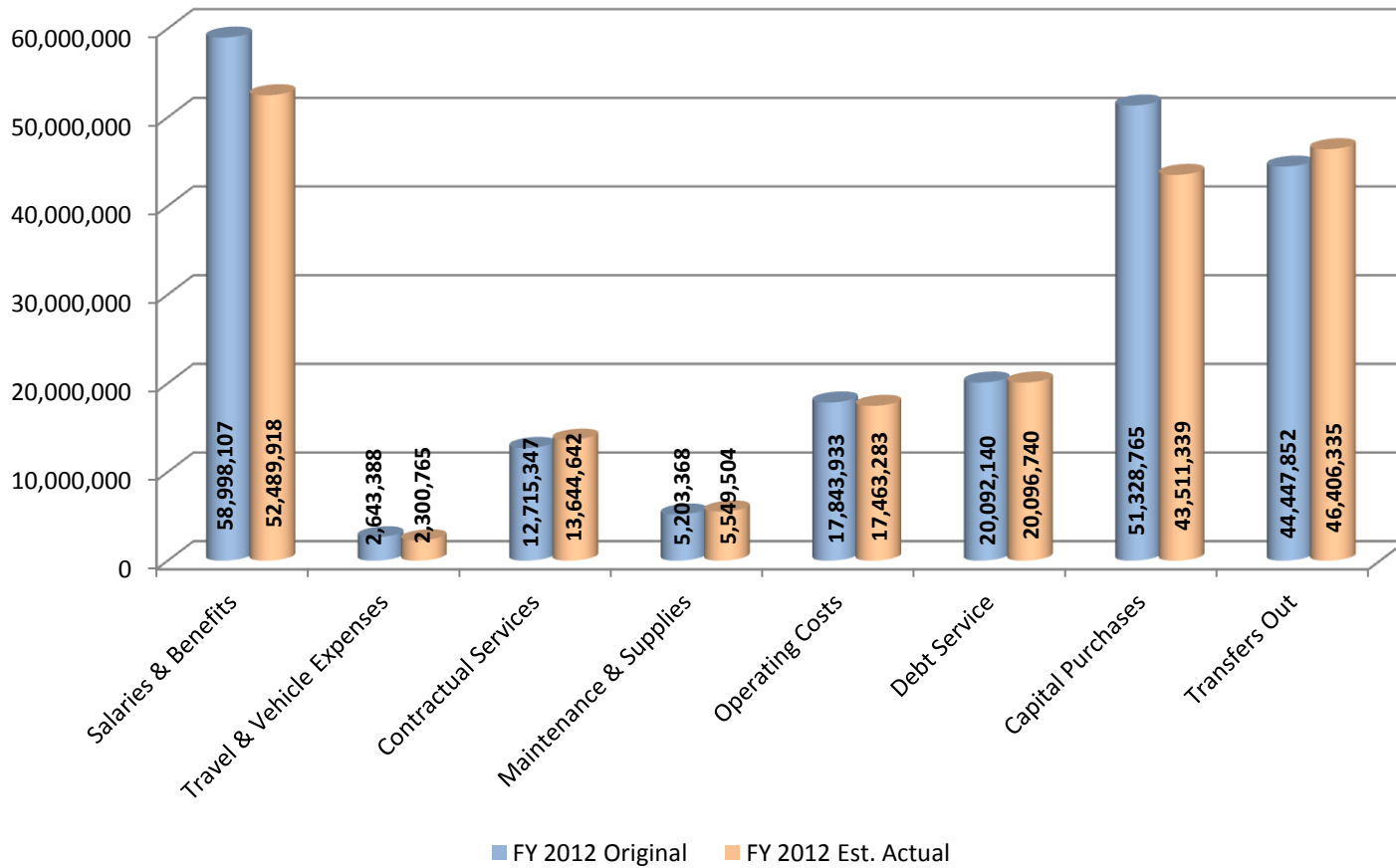


FY 2012 Original \$213,272,900

FY 2012 Estimated Actual \$201,462,526

FY 2012 Budget vs. Est. Actual Expense

FY 2012 Budget vs. Est. Actual Expense



FY 2012 Original \$213,272,900

FY 2012 Estimated Actual \$201,462,526



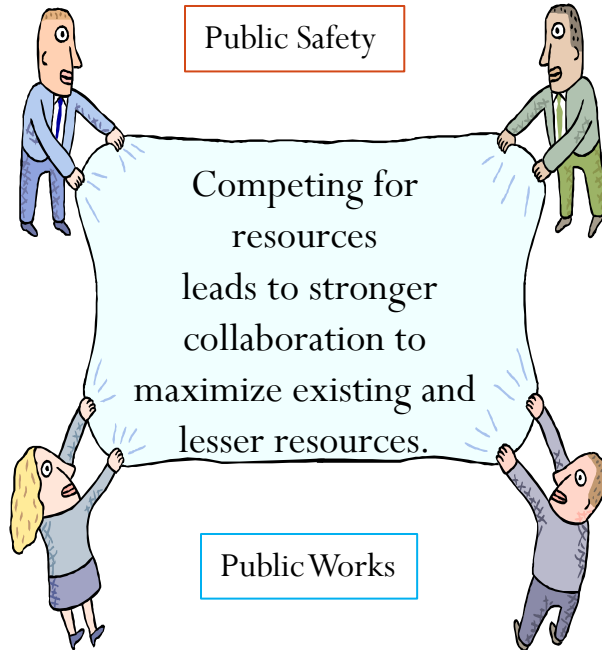
How To Fund It All



Internal Services

Elected Officials

Public Safety



Competing for resources leads to stronger collaboration to maximize existing and lesser resources.

Public Works

Health/Community Services

New Initiatives

FY 2013:

- Base budget = FY12 original budget plus adjustments, e.g. insurance deductibles, low-income property tax rebate.
- New money, due to increased revenue projections will be used to fund new initiatives, new operating and capital requests, frozen positions and new FTE's.

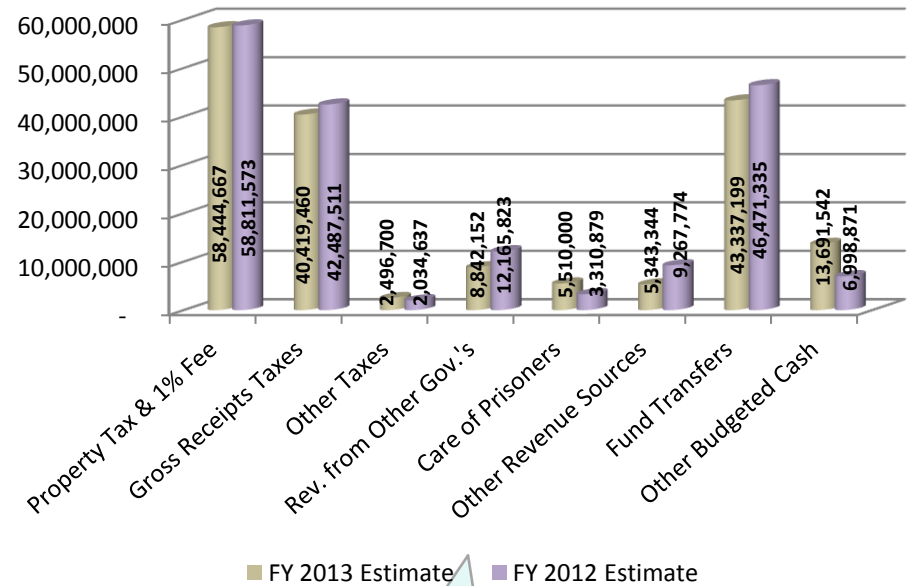
FY 2013 Revenue Estimates

In FY 2013 General Fund revenue is expected to increase by approximately \$2.0 million over the 2012 *budgeted* revenue. This is considered “new money” available for recurring or non-recurring expenditures. This money can be used for any legal County purpose, and thus can be used to support any County operation.

Since “new money” is considered recurring in nature it can safely be budgeted for recurring expenses such as FTEs or expanded services, leaving cash to pay for one-time expenditures or capital.

This is analogous to personal finances where we want our monthly expenses to be \leq our paycheck. In this analogy new money would be akin to a pay raise. We may safely take on a new car loan/payment with a pay raise. We could NOT safely do so with a one-time bonus.

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



**FY 2013 Estimate
\$178,085,064
(excludes capital
funding)**

Fiscal Year 2013 Adjusted Base Budget Requests

(does not include Capital Projects or Capital Package Requests or Transfers)





















<u>Major Operating Funds</u>	<u>FY 2013 Request</u>	<u>FY 2012 Original</u>	<u>Difference Higher/(Lower)</u>
General Fund	\$37,085,151	\$36,091,586	\$ 993,565
Property Valuation Fund	\$ 1,672,514	\$ 1,694,145	(\$ 21,631)
Road Fund	\$ 3,587,578	\$ 3,307,866	\$ 279,712
Indigent Hospital Fund (GRT)	\$ 4,275,000	\$ 4,275,000	\$ 0
Indigent Services Fund	\$ 2,165,993	\$ 2,165,993	\$ 0
Mountain, Wildlife & Trails	\$ 0	\$ 67,820	(\$ 67,820)
EMS Health Services	\$ 564,945	\$ 454,951	NET of Differences \$344,144
EMS Hospital Fund (GRT)	\$ 4,275,000	\$ 4,275,000	
Fire Operations Fund	\$ 9,547,373	\$ 9,578,768	
RECC Operations Fund	\$ 3,487,243	\$ 3,221,698	
Corrections Operations	<u>\$18,905,853</u>	<u>\$17,766,990</u>	<u>\$ 1,138,863</u>
SUBTOTAL	\$85,566,650	\$82,899,817	\$ 2,666,833
Other Funds	\$28,436,732	\$28,337,618	\$ 99,114
Debt Service	\$19,839,097	\$20,092,136	(\$ 253,039)
TOTAL	\$133,842,479	\$131,329,571	\$2,512,908











Recurring Adjustments to Base (Departmental Needs)

Postage & Mailing	\$ 14,298
BCC Recording & Reporting	\$ 25,000
Maintenance Contracts for new RECC Equipment	\$ 47,485
Software License Fees	\$ 105,861
Inmate Food Services	\$ 115,000
Other Contractual Changes	\$ 103,918
Increased Utilities Costs	\$ 132,697
Other Misc. Changes	\$ 138,554
Low Income Property Tax Credit (\$508K)	\$ 155,745
Solid Waste Tipping Fees	\$ 156,400
Electronic Monitoring devices	\$ 178,920
Insurance Deductible Set-Aside	\$ 200,000
Salary & Benefits	\$ 207,659
Section 8 Other Landlord Payments	\$ 284,000
Fuel & Maintenance Costs	\$ 317,371
Workers' Compensation Claims	<u>\$ 330,000</u>
Total	\$2,512,908

Requested "New" Initiatives

COMMUNITY ENHANCEMENT (INC. PUBLIC SAFETY)		INFRASTRUCTURE	
EMPLOYEE DEVELOPMENT		SAVINGS & EFFICIENCY	
GOING GREEN		TRANSPARENCY	
GROWTH MANAGEMENT			

"NEW" RECURRING REQUESTS	FY 2013 REQUEST	PRIORITIES		KEY AREA OF FOCUS
		BCC	CITIZEN	
RESTRUCTURE EMPLOYEE HEALTH INS.	\$ 1,100,000	X		
1 % COUNTYWIDE SALARY INCREASE	\$ 527,347	X		
ADDITIONAL ROAD CREW***	\$ 498,434	X	X	
ROAD MAINTENANCE	\$ 343,000	X	X	 
ADD'L FUNDING FOR OS MAINTENANCE	\$ 250,000	X	X	
EMPLOYEE DEVELOPMENT	\$ 205,848	X		
INMATE MEDICAL SERVICES	\$ 175,566			
EXPAND SENIOR SERVICES - SR14	\$ 145,000	X	X	
ADD'L FUNDING FOR LIBRARIES	\$ 100,000	X	X	
GREEN WASTE DISPOSAL	\$ 65,000	X	X	
CLEAN ENERGY PROGRAMS	\$ 56,100	X	X	
ADD'L FUNDING FOR YOUTH PROGRAMS	\$ 50,000	X	X	
OPEN SPACE MAINTENANCE	\$ 35,790	X	X	
ROAD STRIPING COMPLIANCE	\$ 30,000	X	X	
EXPAND SENIOR SERVICES ACTIVITIES*	\$ 20,000	X	X	
REGIONAL COALITION OF LANL COMM.	\$ 10,000	X		 
ADD'L EM DRUG TESTING	\$ 25,000			
ADD'L HEALTH VAN PROGRAMMING**	\$ 7,221		X	
TOTAL "NEW" RECURRING REQUESTS	\$ 3,644,306	\$3,436,519	\$1,600,545	

"NEW" ONE-TIME REQUESTS	FY 2013 REQUEST	PRIORITIES		KEY AREA OF FOCUS
		BCC	CITIZEN	
ECONOMIC DEVELOPMENT INITIATIVES	\$ 500,000	X	X	
ENERGY EFFICIENCY INITIATIVES	\$ 500,000	X	X	 
CONTRACT ATTORNEYS	\$ 153,420	X		
EMS DATA REPORTING SOFTWARE	\$ 129,677		X	
CITIZEN SURVEY	\$ 20,000	X	X	
RODEO DE SANTA FE	\$ 19,000	X	X	
HPPC PLAN	\$ 15,000		X	
GROWTH PROJECTIONS	\$ 10,000	X	X	 
TOTAL NEW REQUESTS	\$ 1,347,097	\$1,049,000	\$1,193,677	

In addition to funding for these priorities, additional FTE's and the unfreezing of FTE's is being requested as described in the following slides.

* NOT INCLUDING STAFF

** ADDITIONAL STAFF REQUEST APPEARS ON THE FOLLOWING SLIDES

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

FY 2013 – Requests for New Staff

All new staff requests are listed in order of priority

Public Works (GF) & Utilities (Ent.)

POSITION	SALARY	BENEFITS	TOTAL
Security Guard (Jud. Complex)*	27,040	10,816	37,856
HVAC Technician	37,440	14,976	52,416
Utility Worker (1)	24,960	9,984	34,944
Custodian (1)	21,403	8,561	29,964
Utility Worker (1)	24,360	9,984	34,344
Custodians (2)	42,806	17,122	59,928
TOTAL COST OF NEW FTEs	178,009	71,443	249,452

*The security guard is a request to transition a current temporary position to a permanent classified FTE.

Community Services (Special Rev.)

POSITION	SALARY	BENEFITS	TOTAL
Nurse (Weekends - Van) .4 FTE	24,960	9,984	34,944
Driver (Weekends - Van) .4 FTE	15,334	6,134	21,468
Indigent Claims Investigator	31,741	12,696	44,437
TOTAL COST OF NEW FTEs	72,035	28,814	100,849

The nurse/driver .4 FTE requests go together in order to provide more mobile health care van service on weekends.

Housing Services (Ent.)

POSITION	SALARY	BENEFITS	TOTAL
Housing Clerical Specialist*	14,976	5,990	20,966
TOTAL COST OF NEW FTEs	14,976	5,990	20,966

*The clerical specialist is a request to transition a current temporary position to a permanent classified FTE.

Growth Management (GF)

POSITION	SALARY	BENEFITS	TOTAL
Code Enforcement Officer	34,320	13,728	48,048
TOTAL COST OF NEW FTEs	34,320	13,728	48,048

FY 2013 – Requests for New Staff (cont'd)

Sheriff's Office (GF)

POSITION	SALARY	BENEFITS	TOTAL
Animal Control Officer	26,582	10,633	37,215
Deputy Sheriffs(9)			
New Jud. Complex (5)	163,590	65,435	229,025
Patrol (4)	130,872	52,348	183,220
TOTAL COST OF NEW FTEs	321,044	128,416	449,460

The requests for an animal control officer and the additional deputies are equal in priority ranking.

Public Safety Fire (EC&EMS GRT)

POSITION	SALARY	BENEFITS	TOTAL
Firefighter Cadet	23,751	11,876	35,627
Emergency Vehicle Technician	33,348	13,339	46,687
Clerical Specialist	26,879	10,752	37,631
TOTAL COST OF NEW FTEs	83,978	35,967	119,945

Public Safety Corrections (Care of Prisoner Rev.)

POSITION	SALARY	BENEFITS	TOTAL
Detention Officers			
Transport/Vehicle Patrol (22.5 FTEs)	736,875	294,750	1,031,625
Recreation/Master Control (3 FTEs)	98,250	47,883	146,133
Sergeant			
Transport (2 FTEs)	94,862	37,946	132,808
Lieutenant (1.5 FTEs)	51,612	20,645	72,257
Subtotal ADF	981,599	401,224	1,382,823
Shift Supervisor (2 FTEs)	79,806	31,922	111,728
Asst Shift Supervisor (1 FTEs)	35,267	14,107	49,374
LSW I (6 FTEs)	165,306	66,126	231,432
Subtotal YDP	280,379	112,155	392,534
TOTAL COST OF NEW FTEs	37	1,261,978	513,379

It is important to note that there are no "new" revenue growth projections for the gross receipt taxes in FY2013. Any new FTE requests for programs/services currently supported by GRTs would require a general fund subsidy (support). The Care of Prisoner revenue is estimated to grow \$1 to \$2 million above base, which could support the new FTE requests. Our base budget previously accounted for new revenue but the corresponding change to expense (staffing patterns) was never submitted. Those changes were anticipated but never submitted or included in FY 2012.

FY 2013 – Requests for Relief of Frozen FTEs

Dpt/Div	FTEs	Cost	Fund
Public Works			
Road Maintenance *			
Equipment Operator	1 \$	39,276	Road Maintenance Fund
Heavy Equipment Operator	2 \$	91,097	Road Maintenance Fund
Road Maintenance Worker	2 \$	71,165	Road Maintenance Fund
Subtotal	5 \$	201,538	Road Maint -Subsidized by the GF
Property Control			
Maintenance Technician Sr. (Request to reclass to HVAC Foreman) (2)	1 \$	76,902	General Fund
Open Space			
Maintenance Technician (1)	1 \$	50,029	Change in funding source to GF
Resource Specialist (3)	1 \$	52,623	Change in funding source to GF
Subtotal	2 \$	102,652	
Total Public Works	8 \$	381,092	

* The approval of the new recurring expense for an entire road crew would reduce the number of frozen FTEs request.

The remaining FTEs are listed by division, but the number in parentheses indicates the priority order.

If funded, the total cost would require general fund assistance and the impact to the General Fund totals \$1,248,516.

Dpt/Div	FTEs	Cost	Fund
Public Safety			
Fire*			
Firefighter cadets	3 \$	99,756	EC&EMS Tax
Corrections			
Detention Officers	11 \$	449,089	Corrections subsidized by GF
Corporal's	2 \$	106,870	Corrections subsidized by GF
Maintenance Technici	1 \$	38,318	Corrections subsidized by GF
Subtotal ADF	14 \$	594,277	
Shift Supervisor	1 \$	50,873	Corrections subsidized by GF
Assistant Shift Superv	1 \$	56,551	Corrections subsidized by GF
Subtotal YDP	2 \$	107,424	
Total Public Safety	19 \$	701,701	
County Manager's Office			
Finance			
Accountant Senior	1 \$	65,967	General Fund
Total County Manager'	1 \$	65,967	

* Fire proposes to phase in 3 cadets each year for the next 3 years (total of 9) to return to the initial project 48 status.

<u>Fund</u>	<u>Cost By Fund</u>
General	\$245,521
Road Maint.	\$201,538
Fire Operations	\$ 99,756
Corrections	\$701,701
Grand Total Request	28 FTEs \$1,248,516

New Money
\$2.0 M

Summary of Demands for “New Money”

New Money
\$2.0 M

“New Requests”

Operational /Recurring (Slide 12 for detail)		\$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		<u>\$ 10,000</u>
TOTAL		\$4,991,403

Frozen FTEs

Public Works (Slide 15 for detail)	8	\$ 381,092
Public Safety	19	\$ 801,457
CMO-Finance	<u>1</u>	<u>\$ 65,967</u>
TOTAL	28	\$1,248,516

* Includes infrastructure/equipment costs

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

OneTime Cash Funding \$1,347,097 16

Steps to the FY 2013 Interim Budget

- ✓ Obtain BCC Feedback on the information presented today.
- ✓ Additional analysis to be requested or performed:
 - ✓ Analysis of requests for staffing for the new Courthouse.
 - ✓ Analysis of Corrections staffing requests versus anticipated additional revenue.
- ✓ Analyze Asset Renewal and Replacement Schedule requests to bring forth a recommendation.
- ✓ Calculate estimates for budget carry forward of ongoing multi-year grants and capital projects.

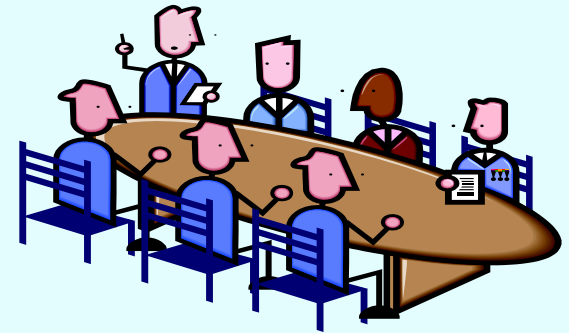
Next Phase of Transition

Quarterly review of performance measures and progress throughout FY 2013.

For Future Consideration:

The Evaluation Committee will

- Rank budget proposals
- Make priority funding recommendations



Staff will develop a scoring tool which will be used to score submissions. The FY2013 submissions will be used as a “dry run” for this scoring tool. Once scored the scores will be reviewed with Departments to provide feedback to be used as a basis to improve the FY 2014 submissions. The FY 2014 submissions will be scored, ranked and funded based upon these improved submissions.

