



2012 - 2013 STRATEGIC PLAN

ADULT DETENTION CENTER

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Inmates 	Care, custody and control
<ul style="list-style-type: none"> • Staff 	Effective, concerned leadership
<ul style="list-style-type: none"> • Law enforcement 	Cooperative, expedient transfer of inmate to Detention staff
<ul style="list-style-type: none"> • County Departments 	Open communications to ensure smooth flow of inter departmental operations
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Public 	Polite, responsive customer service, accurate information, expedient exceptional customer service
<ul style="list-style-type: none"> • Courts, DA, Public Defenders, Attorneys, Probation and Parole 	Timely access to clients whether in person or phone, accurate call transfers, consistent information
<ul style="list-style-type: none"> • Bonding Agencies 	Expedient processing and retrieval of inmates
<ul style="list-style-type: none"> • US Marshals, FBI, ICE, other State and Federal Agencies 	Accurate information, polite customer service, accurate call transfers
<ul style="list-style-type: none"> • Religious Affiliates 	Timely access to inmates
<ul style="list-style-type: none"> • Vendors/Contractors 	Timely access, prompt payment and excellent customer service

Strategic Initiatives Completed

Description of Initiative Completed: Encourage more community involvement		Description of Initiative Completed: Improve public access to facility; paved parking for visitors and staff	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Citizens Information Committee	Yes; Video for community and educational use was completed; the committee was disbanded by Commission in 2009	#1 Sidewalks, pave rest of parking lot (area by training dept.)	Sidewalks completed Paving is ongoing
#2 Develop Jail Ministry	Yes; Program is strong; well utilized by inmates; 150 community volunteers; 12,500 services and 2011	#2 Complete staff parking lot (2014)	Paving is ongoing
Start Date: July 2006		Start Date: 2006	
Completion Date: On-going		Completion Date: On-going	
Financial Outcome: Chaplain's monthly contract		Financial Outcome: \$3,500	

Strategic Initiatives Completed

Description of Initiative Completed: E-commerce for inmate commissary accounts (Kiosks) **Expanded beyond original goal**		Description of Initiative Completed: Stairway access to building rooftop	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Allow public to place money in inmate account online, or at Kiosk in lobby	Yes. Inmates friends/family can deposit money into inmate accounts; inmates order commissary, request medical chits via Kiosk; available in three languages English, Navajo and Spanish	#1 Safe access for emergencies responders, SWAT, safe exit if needed.	Yes. Stairway is in place and accessible.
#2		#2	
Start Date: April 2007		Start Date: 2009	
Completion Date: Feb. 2010		Completion Date: Feb. 2010	
Financial Outcome: No cost to San Juan County		Financial Outcome: \$4,000	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
Develop staff incentives for retention and motivation	Finish perimeter fencing in 700ft increments Phase III, Phase IV and V
Desired Outcomes	Desired Outcomes
#1 Retain and motivate staff through flexible benefit choices; allow some flexibility in scheduling, (as long as it does not affect facility operations)	#1 Secure facility perimeter; keep premises cleaner; safety for employees and public
#2	#2 Reduce liability and damage to property
Strategies	Strategies
#1 Buy back vacation at the end of November in time for employee Christmas spending.	#1 Phase III - Install additional 700ft of fencing (ongoing project)
#2 Allow employees to donate excessive sick leave to the sick leave bank. More employees would participate helping fellow employees when it's needed the most.	#2
#3 Staff recognition within the department.	#3
#4 Encourage educational/training/leadership opportunities to promote employees upward mobility in the department and the county.	#4

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Staff retention			#1 Dependent upon Capital Funding		
#2			#2		
Start Date: ASAP	Estimated Completion Date: Ongoing	Estimated Budget: \$2,500	Start Date: Depends on Capital Funding	Estimated Completion Date:	Estimated Budget: \$90,000 per section

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Achieve professional excellence in delivery of services			Improve Gang Identification methods		
Desired Outcomes			Desired Outcomes		
#1 Positive feedback from community and users			#1 Reduce contraband brought into facility		
#2 Operational transparency			#2 Safer community for all of us		
Strategies			Strategies		
#1 Core leadership and organizational development			#1 Continue tracking through classification of inmates brought in by all law enforcement agencies		
#2			#2 Continue updated knowledge by utilizing and attending New Mexico Gang Net training		
#3			#3 Collaborate with other local law enforcement gang task forces		
Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Yield to positive results			#1 Reduced gang population		
#2 Re-evaluate if action needs to be taken			#2 Community awareness		
Start Date: ASAP	Estimated Completion Date: On-going	Estimated Budget: \$0	Start Date: ASAP	Estimated Completion Date: On- going issues	Estimated Budget: \$700

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Establish comprehensive electronic communications					
Desired Outcomes			Desired Outcomes		
#1 Share criminal information with other local law enforcement					
#2 Electronic Web-Tours of the facility					
Strategies			Strategies		
#1 Develop capability to utilize specific geographical areas					
#2 Establish information hot line via Web					
#3 Develop media strategy with "Flash Reports"					
Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 Reduce recidivism					
Start Date: Depends on funding	Estimated Completion Date: On-going	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Adult Detention Center

Updated:

1/24/2012

FY2013 Requests		Estimated Cost	FY2014 Requests	Estimated Cost	FY2015 Requests	Estimated Cost	FY2016 Requests	Estimated Cost	FY2017 Requests	Estimated Cost
Capital										
	2 Vehicles (Used)	\$45,000	2 Vehicles (Used)	\$45,000	1 Transport Van	\$60,000	1 Transport Van	\$60,000	2 Vehicles (Used)	\$50,000
					Bus Configuration	\$20,000			Sweat Lodge	\$125,000
					Security Fencing (700ft)	\$90,000	Security Fencing (700ft)	\$90,000	Security Fencing (700ft)	\$90,000
			New Uniforms	\$75,000	New Uniforms	\$75,000	New Uniforms	\$75,000	New Uniforms	\$75,000
	Weapons	\$20,000	Weapons	\$20,000	Weapons	\$20,000	Weapons	\$20,000	Weapons	\$20,000
Sub-Total		\$65,000		\$140,000		\$265,000		\$245,000		\$360,000
Re-Occurring Exp.		\$0		\$0		\$0		\$0		\$0
Technology			Expanded DVR Hard Drive	\$100,000	Expanded DVR Hard Drive	\$100,000	Expanded Hard Drive	\$100,000	Expanded Booking Hard Drive	\$50,000
			Technology/Security	\$80,000	Technology/Security	\$80,000	Technology/Security	\$80,000	Technology/Security	\$80,000
Sub-Total		\$0		\$180,000		\$180,000		\$180,000		\$130,000
Re-Occurring Exp.		\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions		# of Positions		# of Positions		# of Positions		# of Positions	
	5 Adult Detention Officers	\$220,000	5 Adult Detention Officers	\$220,000	5 Adult Detention Officers	\$220,000	5 Adult Detention Officers	\$225,000	5 Adult Detention Officers	\$230,000
Sub-Total		\$220,000		\$220,000		\$220,000		\$225,000		\$230,000
Total Request		\$285,000		\$540,000		\$665,000		\$650,000		\$720,000
Budget	Current	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017				
% Increase		0%	3%	3%	3%	3%				
\$ Increase		\$0	\$146,561	\$150,958	\$155,486	\$160,151				
Re-Occurring Exp. Total		\$0	\$0	\$0	\$0	\$0				
Operating Line Item	\$4,885,361	\$4,885,361	\$5,031,922	\$5,182,879	\$5,338,366	\$5,498,517				

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
 This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office. In the event some departments have separate funds, a form should be filled out for each.
Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

ALTERNATIVE SENTENCING
DIVISION

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Sentenced Offenders (DWI offenders; Methamphetamine and other substance abusers; Adult Misdemeanor Compliance Program participants) 	<ul style="list-style-type: none"> • Hope & Opportunity • Safe and secure environment • Respect; professional interaction; to be viewed as a valued partner and appreciated • Treatment services that exceed industry standards • Leadership; mentoring; accountability
<ul style="list-style-type: none"> • Concerned Significant Others 	<ul style="list-style-type: none"> • Hope & Opportunity • Respect; professional interaction; to be viewed as a valued partner and appreciated • Information • Encouragement (relief & support) • Empowerment
<ul style="list-style-type: none"> • Criminal Justice Enterprise Personnel: Municipal, Magistrate, and District Courts, Drug Court, Mental Health Court, Adult Probation & Parole, Farmington Municipal Court Probation 	<ul style="list-style-type: none"> • Respect; professional interaction; to be viewed as a valued partner and appreciated • Credible sentencing options • Accuracy & timeliness in paperwork • Confidence that each department is operating efficiently (maximizing resources and exercising due diligence) and effectively (according to industry best practices and standards of care)
<ul style="list-style-type: none"> • Contracting Courts 	<ul style="list-style-type: none"> • The same quality service extended to local courts and offenders

<ul style="list-style-type: none"> Higher Education Interns 	<ul style="list-style-type: none"> Safe and secure learning environment Respect; professional interaction; to be viewed as a valued partner and appreciated Treatment services that exceed industry standards Leadership; mentoring; accountability Experiential education
<ul style="list-style-type: none"> Adult Detention & Other San Juan County Departments: Executive Offices, Finance, Legal, Human Resources, Purchasing, Indigent Fund, Maintenance, Information Technology, etc. 	<ul style="list-style-type: none"> Respect; professional interaction; to be viewed as a valued partner and appreciated Communication Patience Cross training
<ul style="list-style-type: none"> Contractors, Supporting Agencies and Volunteers: Traditional Therapies and Medical, Dental, and Mental Health Services Contractors, Family Crisis Center, Family Resource Center, Farmington Police Department, Religious Service Providers, Victim Impact Panel, AA and NA Guest Speakers, etc. 	<ul style="list-style-type: none"> Safe and secure working environment Respect; professional interaction; to be viewed as a valued partner and appreciated Recognition for efforts Services support
<ul style="list-style-type: none"> Employers of Work Release Client 	<ul style="list-style-type: none"> Respect; professional interaction; to be viewed as a valued partner and appreciated Improved employee

External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Funding Sources/Conduits: State Legislature, esp. Local Legislators and Legislative Finance Committee (LFC), Department of Finance Administration Local Government Division (DFA/LGD), the State DWI Grant Council, San Juan County Commission, City of Farmington, Local DWI Planning Council, New Mexico Human Services Division (HSD), the Office of the Governor, Value Options (VO) • General Public 	<ul style="list-style-type: none"> • Respect; professional interaction; to be viewed as a valued partner and appreciated • Confidence that each department is operating efficiently (maximizing resources and exercising due diligence) and effectively (according to industry best practices and standards of care) • Communication • Fiscal and operational transparency • Proactive accountability
<ul style="list-style-type: none"> • Area Service Providers, especially Presbyterian Medical Services and Totah Behavioral Health Authority 	<ul style="list-style-type: none"> • Respect; professional interaction; to be viewed as a valued partner and appreciated • Confidence that each department is operating efficiently (maximizing resources and exercising due diligence) and effectively (according to industry best practices and standards of care) • Communication
<ul style="list-style-type: none"> • University of New Mexico Center on Alcoholism Substance Abuse and Addictions (UNM-CASAA) 	<ul style="list-style-type: none"> • Sustainability • Cooperation

Strategic Initiatives Completed

<p>Description of Initiative Completed:</p> <p>Initiated Nexus Transition Program</p>	<p>Description of Initiative Completed:</p> <p>Model Excellence in the Fledgling Field of Adult Misdemeanor Compliance Monitoring</p>	<p>Description of Initiative Completed:</p>	<p>Description of Initiative Completed:</p>
<p style="text-align: center;">Original Desired Outcomes:</p>	<p style="text-align: center;">Was Outcome met? Explain</p>	<p style="text-align: center;">Original Desired Outcomes:</p>	<p style="text-align: center;">Was this met? Explain</p>
<p>#1 Secure additional funding</p>	<p>Yes – Additional funds were allocated by BHSD and distributed through OHNM</p>	<p>#1 Provide excellent service to courts and criminal offenders</p>	<p>Yes – AMCP Program provided services to an average of 1132 offenders monthly during the 2011 calendar year.</p>
<p>#2 Reduce immediate recidivism & Increase resource opportunities for offenders (Target Ten) completing the Axis Program</p>	<p>Yes – Episodes of use immediately upon release has decreased & Axis Offenders are being provided solid assistance with community resources, transportation, meetings, etc.</p>	<p>#2 Provide a model program for use by other counties statewide.</p>	<p>Yes – Administrator, Deputy Administrator and AMCP Supervisor have been instrumental in developing curriculum for statewide training for Court Compliance Officers; Administrator, Deputy Administrator and AMCP Supervisor have also been involved in developing Accreditation Standards for Compliance Programs statewide</p>

Start Date:	Start Date:		Start Date:
Completion Date: Nexus Program implemented April, 2010. Other processes are ongoing.	Completion Date: First Basic Training Course was held July, 2010; since then 3 additional courses have been held. Other processes are ongoing.		Completion Date:
Financial Outcome:	Financial Outcome:		Financial Outcome:

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative</p> <p>Implement Necessary Systems to Comply with Opioid Health New Mexico's Requirements to Become an Approved Provider</p>	<p>Description of Initiative</p> <p>Enhance and Expand Axis (Methamphetamine) Project Services</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Continued funding and program operation.</p>	<p>#1 Consistently increase client referrals by 30% by June 30, 2012.</p>
<p>#2 Long-term program sustainability.</p>	<p>#2 Expand family empowerment and prevention services.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Work with OHNM to obtain a service provider number and create necessary billing codes and service definitions.</p>	<p>#1 Assess the needs of the Stakeholders.</p>
<p>#2 Train staff to use the OHNM information management system to enroll clients and provide other required data.</p>	<p>#2 Implement program-specific Community Reinforcement Approach Family Training (CRAFT) events.</p>
<p>#3 Train staff to use the OHNM billing system.</p>	<p>#3 Implement child-specific prevention programming.</p>
<p>#4 Provide monthly reports to OHNM as required by contract.</p>	<p>#4</p>

Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Staff will be trained to enter enrollment data and billing information before June 30, 2012.			#1 Improve networking and referral processes with the Courts and referral agencies		
#2 Monthly reports will be provided no later than the 10 th day of the month following the reporting period.			#2 Evaluate needs of the community based on UNM Data and Evaluation.		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Description of Initiative Achieve Program Accreditation for Detention Department Operations			Description of Initiative Achieve Program Accreditation for Adult Misdemeanor Compliance Program		
Desired Outcomes			Desired Outcomes		
#1 Operate under industry standards and best practices			#1 Operate under industry standards and best practices		
#2 Become an Accredited Detention Center through NMAC/NMML Accreditation Process			#2 Become an Accredited Court Compliance Program through NMAC/NMML Accreditation Process		
Strategies			Strategies		
#1 Finalize composition and implementation of policies and procedures			#1 Finalize composition and implementation of policies and procedures		
#2 Apply for and complete accreditation process through NMAC/NMML			#2 Apply for and complete accreditation process through NMAC/NMML		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Designate staff resources to complete procedural outlines			#1 Designate staff resources to complete procedural outlines		
#2 Devote staff resources to gather examples of competency in and compliance with each standard			#2 Devote staff resources to gather examples of competency in and compliance with each standard		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Alternative Sentencing Division

Last Updated: 2/14/2012

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost
Capital	None			None		None		None		None	
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology	0		\$0	0		0		0		0	
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions							
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Total Request			\$0		\$0		\$0		\$0		\$0
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$25,695		\$26,466		\$27,260		\$28,078	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item		\$856,505		\$882,200		\$908,666		\$935,926		\$964,004	

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ASSESSOR'S OFFICE

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Assessor's Staff 	Tools to perform jobs (support, ownership, technology, vehicles, training, office equipment)
<ul style="list-style-type: none"> • Treasurer's Office 	A property value inventory to determine accounts receivable (taxes) and regular updates to that data, mobile home tax release
<ul style="list-style-type: none"> • CEO's Office 	Property ownership data and associated parcel maps
<ul style="list-style-type: none"> • GIS Department 	Property ownership data and associated parcel map data
<ul style="list-style-type: none"> • All other County Departments 	Any requested ownership data and/or parcel maps/data
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Public 	Fair and equitable assessment
<ul style="list-style-type: none"> • State 	Abstract (determines mil rates), Certification, Valuation Data for State Assessed Properties, Delinquent Property Data, Sales Ratio Data, General Support
<ul style="list-style-type: none"> • Schools, Cities 	Correct apportionment of School and City boundaries
<ul style="list-style-type: none"> • Title Companies/Realtors/Fee Appraisers 	Property information (valuation, ownership, acreage, square footage, account types, location, school zones, parcel maps, etc)
<ul style="list-style-type: none"> • Oil & Gas Companies/Surveyors 	Research Data (CD's, DVD's, Printed Maps, Easements, etc.)

• Mortgage Companies/Credit Bureau	Property Values, Ownership
• Data Users	Specific Data for individual needs
• E I A (Environmental)	Property location/maps
• Public	Any requested property information (that we can provide)

STRATEGIC INITIATIVE

Increase network speed and CAMA database office abilities including development, deployment and product knowledge of updated CAMA version.

Desired Outcomes

#1 Increase appraiser efficiency and production.

#2 Increase data storage capabilities to allow maintaining historical photographs, digital records and provide for increasing quantities of property records.

Strategies

#1 Deploy Realware Version 5 to the office after stability of product.

#2 Train employees how to efficiently and effectively operate new CAMA version.

#3 Work with Information Technology to redirect network cables to provide gigabit speed from server to our office

Preliminary Performance Objectives/Key Performance Indicator(s)

#1 Installation of CAMA system.

#2 Gigabit speed provided to the office

Start Date:
July 2013

Estimated Completion Date:
September 2013

Estimated Budget:
\$5,000

STRATEGIC INITIATIVE

Provide network connectivity and GPS mapping to appraisers when in the field to eliminate return travel time to office for research and property analysis as well as the reduction on amount of paper used within the office.

Desired Outcomes

#1 Eliminate return trips to the office for general research and property analysis (Provide the ability to check existing properties for possible new structures that may not be on the tax roll)

#2 Enable appraisers to update parcels while in the field to increase productivity and well as accuracy.

#3 Verify data forthwith using data which is updated instantly.

Strategies

#1 Connect to County computer network via VPN connection and WI-FI card through the County wireless provider

#2 Analyze and determine appropriate/effective wireless connectivity.

Preliminary Performance Objectives/Key Performance Indicator(s)

#1 Wireless hot spots in vehicles.

#2 Reduction in usage of paper.

Start Date: February 2012

Estimated Completion Date: April 2012

Estimated Budget: \$4,000 annually

STRATEGIC INITIATIVE

Streamline subdivision processes to help ensure payment of taxes does not hinder transferring of property within the subdivision

Desired Outcomes

#1 Developer to pay taxes on parent parcel prior to subdivision approval.

#2 Streamline subdivision creation processes within our office to expedite placement of subdivision on tax roll.

#3 Provide the new owner, of a parcel in a newly created subdivision, an accurate and up to date tax identification number.

Strategies

#1 Propose County Ordinance to County Commission requiring developers to pay taxes prior to subdivision approval.

#2 Incorporate new policies and procedures to enter new subdivisions into CAMA system as soon as received.

Preliminary Performance Objectives/Key Performance Indicator(s)

#1 Approval of ordinance by the County Commission.

#2 Procedures in place to facilitate timely assignment of tax ID numbers.

Start Date: February 2012

Estimated Completion Date:
February 2013

Estimated Budget: \$0

STRATEGIC INITIATIVE

Educate taxpayers about all levels of property taxes to make taxation more fair and equitable.

Desired Outcomes

#1 Fair and equitable property taxation.

#2 Increase the number of exemptions granted and applied for.

#3 Increase public awareness of how their tax dollars are spent.

Strategies

#1 Provide inserts in the Notice of Values mailed each year.

#2 Educate seniors about possible senior freeze exemptions through special mail-outs.

#3 Public engagements at social and political organizations.

Preliminary Performance Objectives/Key Performance Indicator(s)

#1 Increased number of exemptions and senior freezes.

#2 Decrease in protests.

Start Date: February 2012

Estimated Completion Date:
February 2013

Estimated Budget: \$0

STRATEGIC INITIATIVE

Update County Assessor's webpage to increase efficiency and user friendliness of property tax information available to the public.

Desired Outcomes

#1 Increase data available on webpage to include all information available to the public about real property.

#2 Having a more user friendly website which is easier to use (including searching) and retrieve data reducing the number of calls into the office regarding data which is not currently available on the webpage.

Strategies

#1 Deploy a new database system which can accommodate the increasing number of parcels within the county which will interface with the website.

#2 Design or hire a web designer to build a website which will facilitate the webpage desired outcomes.

Preliminary Performance Objectives/Key Performance Indicator(s)

#1 Deployment of new webpage.

#2 Reduction in number of calls to the county.

Start Date: March 2012

Estimated Completion Date: May 2012

Estimated Budget: \$6,000

Five Year Strategic Forecasting Plan

Department: Assessor's Office

Last Updated: 2/2/2012

		FY2013		FY2014		FT2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost
Capital	None			Replacement Vehicle 1	\$19,000	Replacement Vehicle 1	\$19,000	Replacement Vehicle 1	\$19,000	Replacement Vehicle 1	\$19,000
				Smart Phones for		Tablets for Appraisers	\$12,000				
				Appraisers	\$2,200						
Sub-Total			\$0		\$21,200		\$31,000		\$19,000		\$19,000
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
	Current Software		\$60,300	Same + 3%	\$62,100	Same + 3%	\$64,000	Same + 3%	\$66,000	Same + 3%	\$68,000
	CCI, Latitude, Oracle, Xerox										
	Upgrade Latitude		\$12,000								
Sub-Total			\$72,300		\$62,100		\$64,000		\$66,000		\$68,000
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel											
	# of Positions			# of Positions		# of Positions		# of Positions		# of Positions	
	29 Current + 1 Unfreeze		\$1,155,100	30 Emp. + 3% Increase	\$1,189,800	30 Emp. + 1 Unfreeze	\$1,221,900	31 Emp. + 1 Unfreeze	\$1,258,600	32 Emp.	\$1,296,400
	Senior Appraiser					Commercial Appraiser		Appraisal Clerk			
						3% Increase	\$36,700	3% Increase	\$37,800	3% Increase	\$38,900
Sub-Total			\$1,155,100		\$1,189,800		\$1,258,600		\$1,296,400		\$1,335,300
Total Request			\$1,227,400		\$1,273,100		\$1,353,600		\$1,381,400		\$1,422,300
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$2,885		\$2,971		\$3,061		\$3,152	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item											
	\$96,164	\$96,164		\$99,049		\$102,020		\$105,081		\$108,233	

Definers:

Capital-should be the same as the ICIP plan.

Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.

Personnel-what personnel will you be requesting for the department.

% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.

Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:

This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office.

In the event some departments have separate funds, a form should be filled out for each.

Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

COMMUNITY DEVELOPMENT

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none">• Defined by each Division	
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none">• Defined by each Division	

Strategic Initiatives Completed

Description of Initiative Completed: Completed the purchase and implementation of Accela software for integration of different Department databases		Description of Initiative Completed:	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Software installation by May 2008	Completed	#1	
#2 Training conducted by April 2008	Completed	#2	
Start Date: December 2005		Start Date:	
Completion Date: May 2008		Completion Date:	
Financial Outcome:		Financial Outcome:	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Review process for licensing and screening of Junkyard/Recycling Center</p>	<p>Description of Initiative:</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Licensing of all State registered facilities during the transition period.</p>	<p>#1</p>
<p>#2 Acquire approved screening plans for all Junkyard/Recycling Centers.</p>	<p>#2</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Evaluate the established process during the implementation phase of Ordinance No. 72.</p>	<p>#1</p>
<p>#2 Identify and contact all facilities to educate them regarding the screening requirements during the transitional period.</p>	<p>#2</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Monitor the number of State and County licensed Centers.			#1		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

Building Division

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Assessor's Office 	Accurate information on issued permits and hard copies of submitted plans after project is completed and finalized
<ul style="list-style-type: none"> • Treasurer's Office 	Hard copy of permit applications with attached fees
<ul style="list-style-type: none"> • SJC Fire 	Copies of submitted plans for Fire review and comments
<ul style="list-style-type: none"> • Floodplain Manager 	Referrals to complete flood plain determination prior to issuance of building permits as well as Mobile Home placement permits
<ul style="list-style-type: none"> • Rural Addressing / 911 Services 	Referrals to obtain and maintain accurate ownership information
<ul style="list-style-type: none"> • Code Compliance 	Demolition permits for County Cleanup Program
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • City of Aztec • City of Bloomfield 	Permit and inspection services per agreement
<ul style="list-style-type: none"> • Farmington Electric Utility • Aztec Electric Utility • State Mobile Home Division 	Confirmation via email of inspected and approved electrical installations for electrical metered services
<ul style="list-style-type: none"> • Bloomfield Fire Department 	Confirmation of plan review and permit issuance for Commercial Buildings
<ul style="list-style-type: none"> • Farmington Utility Advisory Board 	Participation in meetings affecting the electrical industry
<ul style="list-style-type: none"> • Construction Industries Division • US Census Bureau • Dodge Reports / McGraw Hill 	Monthly reports of issued permits and associated valuation
<ul style="list-style-type: none"> • SJC Builder's Association 	Participation in bi-monthly TAC meetings to discuss issues pertaining to the construction industry

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Expand permit and inspection services to encompass public buildings paid with public monies</p>	<p>Description of Initiative:</p> <p>Provide online access to permit applications, submittal checklists and information for the general public</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Create an additional revenue stream to offset current permit costs.</p>	<p>#1 Make available online information to streamline the efficiency of the Building Department and provide a higher level of service to the general public.</p>
<p>#2 Provide a more efficient permit and inspection service for stakeholders.</p>	<p>#2</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Open communication with the Construction Industries Division to explore the implementation.</p>	<p>#1 Utilize the County IT Department to implement submitted web pages.</p>
<p>#2 Consult with the Legal Department regarding implementation and current statutes.</p>	<p>#2</p>
<p>#3 Open a forum to communicate with the stakeholders and obtain feedback.</p>	<p>#3</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Increasing efficiency of permits and inspections at the local level for projects will result in shorter anticipated completion times for projects.			#1 Positive public feedback has already been noted.		
#2 Plan review from the County Staff may be beneficial to identify unnecessary code design provisions and eliminate cost overruns.			#2		
Start Date: June 1, 2012	Estimated Completion Date: Nov. 30, 2012	Estimated Budget: \$3,000	Start Date: ASAP	Estimated Completion Date: Unknown	Estimated Budget: \$0

Rural Addressing

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Emergency Responders (Fire, Ambulance, Sheriff)/PSAP 	Accurate addressing, emergency mapping, comprehensive road naming and visual posting in the field
<ul style="list-style-type: none"> • Building Department 	Valid address required before building permit can be issued
<ul style="list-style-type: none"> • Road Department 	Management of the road naming system, new road notification, road sign request, road sign repair request, coordination with the issuance of driveway permits before addresses can be issued
<ul style="list-style-type: none"> • GIS Department 	Development and maintenance of the core base files for road centerline, house points, etc... by means of GPS work in the field and GIS work in the office, for base map of County
<ul style="list-style-type: none"> • Office of Emergency Management 	Maintenance of the house and road file for use in GIS portion of the reverse 9-1-1 program
<ul style="list-style-type: none"> • County Clerk 	Verification of physical addresses for voter registration and address ranging on roads for precincts and districts
<ul style="list-style-type: none"> • County Tax Assessor 	Verification and cross reference of physical addresses for parcel information. Notification of new roads and address changes
<ul style="list-style-type: none"> • Vector Control 	Addressing maps

External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Citizens of San Juan County 	<p>An accurate and comprehensive addressing program for emergency service location, utilities, mail and package delivery, etc....</p>
<ul style="list-style-type: none"> • San Juan County Communications Authority, (PSAP) 	<p>Create and maintain the road centerline file and Master Street Address Guide (MSAG), send notification of address changes and new roads, complete the monthly upload of centerline file to the state for QA/QC, they merge and download PSAP area with buffer back to the PSAP; accurate addressing and GPS work for digital mapping</p>
<ul style="list-style-type: none"> • Department of Finance – E9-1-1 Program 	<p>Create and maintain the road centerline file, upload to State hub road file and soon house file also, participate in continuing education provided by DFA for purposes of the program</p>
<ul style="list-style-type: none"> • Electric Companies • (City of Farmington and Jemez Mountain Electric) • Rural Water Companies 	<p>Accurate addressing in field, address verifications for new services in un-incorporated areas, notification of address changes and new roads, accurate address mapping and correlation of meter numbers with changes for service addresses</p>
<ul style="list-style-type: none"> • Telephone companies 	<p>Accurate addressing, maintenance of the MSAG, updates thru the 9-1-1NET and verification of addresses for new services. Locally, the project engineer requests layouts of land divisions with potential addresses and road numbers for service planning and future growth</p>
<ul style="list-style-type: none"> • Public Service Company of New Mexico (PNM) 	<p>Notification of address changes, correlation of meter numbers with changes for service addresses</p>
<ul style="list-style-type: none"> • Fed EX, UPS, DHL, etc.... • Package Delivery Companies 	<p>Accurate addressing, mapping and posting of addresses, notification of new roads and address changes</p>

<ul style="list-style-type: none"> • USPS 	<p>Maintenance of the Master Address Database, verification of address for box holders, notification of new roads and address changes, accurate mapping, population research for new areas of development, parcel counts in new subdivision for planning of growth in service areas</p>
<ul style="list-style-type: none"> • CYFD 	<p>Accurate maps for location of address only</p>
<ul style="list-style-type: none"> • Navajo Tribe 	<p>Standards, guidelines and information for new reservation addressing system and addressing for Navajo Housing Authority locations and citizens living in the checkerboard area</p>
<ul style="list-style-type: none"> • Trash companies 	<p>Notification of new roads, and address changes</p>
<ul style="list-style-type: none"> • US Census Bureau 	<p>Local Update of Census Addresses for decennial census, address and road centerline mapping, review of data for corrections</p>
<ul style="list-style-type: none"> • School Districts 	<p>Address verifications and maps for bus barns</p>
<ul style="list-style-type: none"> • NM Environmental Department 	<p>Notification of new addresses for septic compliance rules and inspections</p>
<ul style="list-style-type: none"> • Title Companies, Real Estate Agents and Financial Institutions 	<p>Verification of addresses, maps, and Change of Address notifications and certifications</p>
<ul style="list-style-type: none"> • Contractors, Developers, and Sales Agents 	<p>Verifications of addresses for development, delivery and estimates</p>

Strategic Initiatives Completed

<p>Description of Initiative Completed:</p> <p>To create a comprehensive Master Address Repository</p>		<p>Description of Initiative Completed:</p> <p>To make information about addressing more accessible to residents while protecting the proprietary nature of the database</p>	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
<p>1 To have one complete, comprehensive address database encompassing all previous address databases; Taz, GIS, Assessor Tax Id base, historic mapping, etc...</p>	<p>Yes, through the implementation of the departmental software, Acella. With the merging of the GIS data, the legacy data found and documented in the map books and the Taz Address Records, this database is now the basis of not only addressing, but Building Permits and Flood Plain Permits. A solution to the assessor addressing has not been found. For the time being we are incorporating Tax ID's with each new or updated address and correcting the assessor location data where possible. Spatial linking is not possible due to errors in spatial accuracy of the parcel fabric.</p>	<p>#1 Provide greater access for the public to information on why addressing is so important.</p>	<p>To some extent, but there is room for more improvement. All information has been given multiple times to the IT Department for posting on the website. Digital formats of our forms are made available by email. Addressing information has been made available in flyers inserted into the electric bills, etc...</p>

#2		#2 Increased accessibility to the Addressing Department.	Department e-mail delivered to all personnel in department for prompt response, 48 hour turn around on faxed applications. To what extent is possible, addresses have been stripped of private information and placed on the GIS web site. Correction of Assessor location data has helped and is ongoing, as their data is public.
Start Date: May 2005		Start Date:	
Completion Date: Ongoing – Maintenance		Completion Date: Ongoing Initiative	
Financial Outcome:		Financial Outcome:	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>To create and have accepted by the Commission a Cell Tower Ordinance</p>	<p>Description of Initiative:</p> <p>To create an addressing ordinance compliant with the requirements set forth by DFA (Department of Finance)</p>
Desired Outcomes	Desired Outcomes
<p>#1 To establish an ordinance governing the building, location, co-location, maintenance and reclamation of Cell Towers, to the benefit of the citizens of San Juan County and in compliance with the E9-1-1 Act.</p>	<p>#1 Presenting to the Commission a request for ordinance approval, and having said ordinance accepted.</p>
Strategies	Strategies
<p>#1 Researching other County ordinances, fees, enforcement procedures, escrow, building guidelines and reclamation stipulations.</p>	<p>#1 Contacting DFA regarding the requirements for an ordinance that was to be implemented prior to the receipt of E911 grant monies.</p>
<p>#2 Careful consideration of all components from other Counties, input from each department that will be effected and to seek support and ideas from local, outside entities that will have an interest in the end outcome.</p>	<p>#2 Have requested guide lines and sample ordinances to augment the current policy and procedures with and to build San Juan County ordinance from.</p>

<p>#3 Consulting with Legal Department to prepare an ordinance per collected data and DFA recommendations.</p>			<p>#3 Consult with the Legal department to prepare ordinance per DFA requirements.</p>		
<p>Preliminary Performance Objectives/Key Performance Indicator(s) –Tools for Measurement</p>			<p>Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement</p>		
<p>#1 To have an ordinance in place governing Cell Towers in San Juan County.</p>			<p>#1 To date, the Policy and Procedures have been updated and approved by the Commission. Work on the ordinance has stopped, but it is our hope that it will be picked up again and finished within the next two years.</p>		
<p>Start Date: August 2006</p>	<p>Estimated Completion Date: December 2013</p>	<p>Estimated Budget:</p>	<p>Start Date: May 2006</p>	<p>Estimated Completion Date: December 2013</p>	<p>Estimated Budget:</p>

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>To increase the accuracy of the Master Street Address Guide (MSAG)</p>	<p>Description of Initiative:</p> <p>Prepare data for integration in Next Generation 9-1-1</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 A complete and GIS accurate Master Street Address Guide for all San Juan County: Unincorporated, incorporated and tribal lands.</p>	<p>#1 To provide the best data possible for implementation in the PSAP mapping with new and upcoming technologies.</p>
<p>#2 To eliminate errors at the PSAP.</p>	<p>#2</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Working with the MSAG Coordinator to match the existing MSAG with the GIS road centerline created by addressing departments from the County and cities, sent to the statewide mapping project and downloaded from the State to the PSAP.</p>	<p>#1 Clean, scrub, cross reference and perfect the Addressing base files both in the databases and in the GIS.</p>
<p>#2 Using the 9-1-1Net provided by the telephone company to correct addresses and street address ranges for County and city streets to eliminate errors in the E9-1-1 system.</p>	<p>#2 To complete continued education for all addressing staff to help create and maintain data.</p>

<p>#3 Working with the tribe and their consultant to create and maintain the road centerline and MSAG for the west one half of San Juan County through the tribes Rural Addressing project.</p>			<p>#3 Utilize error reports and State wide mapping upload reports to refine data to DFA standards.</p>		
<p>Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement</p>			<p>Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement</p>		
<p>#1 This is an ongoing project. The County data is improving; we are continuing to work with the cities and tribe to better their data.</p>			<p>#1 When error report is zero; State Upload reports are clean and have 100% match with Intrado records.</p>		
<p>#2 Decrease the E9-1-1 error report, help the MSAG Coordinator to maintain the required 96 % accuracy rate.</p>			<p>#2 To test data and work with the MSAAG Coordinator to correct any errors detected.</p>		
<p>Start Date: May 2005</p>	<p>Estimated Completion Date: Ongoing</p>	<p>Estimated Budget:</p>	<p>Start Date: August 2009</p>	<p>Estimated Completion Date: Ongoing until state implementation</p>	<p>Estimated Budget:</p>

Subdivisions

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
• Floodplain Manager	Plat to determine if in the Floodplain
• County Commissioners	Information on subdivisions for the approval process
External Customers / Stakeholders	What this customer needs from us
• Developers	Subdivision process
• Surveyors/Engineers	Review submittals for completeness

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Re-evaluate the review fees</p>	<p>Description of Initiative:</p> <p>Make needed changes to the current Subdivision Regulations</p>
Desired Outcomes	Desired Outcomes
#1 Increase fees to offset Subdivision Review.	#1 Make the Regulations more understandable by clarifying and defining terms used in the Regulations.
#2 Establish fees in line with other Counties.	#2 Update the Regulations.
Strategies	Strategies
#1 Compare fees charged by other Counties for the subdivision review process.	#1 Obtain written recommendations for change.
#2 Have Administrative Fees established through a Resolution.	#2 Submit to Legal Department for Review and Comments.
#3	#3 Public Hearing.
#4	#4 County Commission Approval.

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Approval of new Administrative Fees.			#1 County Commission Approval.		
#2			#2 Implementing the Revised Subdivision Regulations.		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Application process for the Manufactured Home and RV Park Ordinance. Establish review fee and license fee</p>	<p>Description of Initiative:</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Establish an application that meets the ordinance requirements.</p>	<p>#1</p>
<p>#2 Establish review fee and license fee.</p>	<p>#2</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Determine the application process.</p>	<p>#1</p>
<p>#2 Determine the requirements that need to be on a site plan.</p>	<p>#2</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 Establish fee through a Resolution approved by the Board of Commissioners.			#1		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Community Development/Building Inspect.

Last Updated: 2/16/2012

FY2013 Requests		Estimated Cost	FY2014 Requests		Estimated Cost	FY2015 Requests		Estimated Cost	FY2016 Requests		Estimated Cost	FY2017 Requests		Estimated Cost	
Capital						Office Equipment	\$4,000		Inspector vehicle	\$25,000		Addressing Vehicle	\$25,000		
Sub-Total		\$0			\$0		\$4,000			\$25,000			\$25,000		
Re-Occurring Exp.		\$0			\$0		\$0			\$0			\$0		
Technology						Office & Planning Software	\$5,000								
Sub-Total		\$0			\$0		\$5,000			\$0			\$0		
Re-Occurring Exp.		\$13,300			\$13,300		\$13,300			\$13,300			\$13,300		
Personnel	# of Positions		# of Positions		# of Positions		# of Positions		# of Positions		# of Positions		# of Positions		
							Planner	\$85,000							
Sub-Total		\$0			\$0		\$85,000			\$0			\$0		
Total Request		\$0			\$0		\$94,000			\$25,000			\$25,000		
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017					
% Increase		0%		3%		3%		3%		3%					
\$ Increase		\$0		\$3,052		\$3,543		\$4,048		\$4,569					
Re-Occurring Exp. Total		\$13,300		\$13,300		\$13,300		\$13,300		\$13,300					
Operating Line Item	\$88,442	\$101,742		\$118,094		\$134,937		\$152,285		\$170,154					

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
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Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

COUNTY EXECUTIVE OFFICE

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers / Stakeholders Are:

Internal Customers / Stakeholders	What this customer / stakeholder needs from us
<ul style="list-style-type: none"> • Commissioners 	Timely and accurate information for decision making purposes in meeting the needs of the citizens
<ul style="list-style-type: none"> • Departments 	Proven support, trustworthiness, direction, facilitation, and assistance
<ul style="list-style-type: none"> • Employees 	Proven support, trustworthiness, direction, facilitation, and assistance
External Customers / Stakeholders	What this customer / stakeholder needs from us
<ul style="list-style-type: none"> • Citizens 	Quality of life and accountability
<ul style="list-style-type: none"> • Local Municipalities 	Positive communication and working relationship to ensure stability for citizens
<ul style="list-style-type: none"> • State Government 	Positive communication and working relationship to ensure stability for citizens
<ul style="list-style-type: none"> • Dept. of Finance and Administration 	
<ul style="list-style-type: none"> • Juvenile Probation and Parole 	
<ul style="list-style-type: none"> • NM Environment Dept. 	
<ul style="list-style-type: none"> • Dept. of Health 	

<ul style="list-style-type: none"> · NM Aging and Long-Term Services 	
<ul style="list-style-type: none"> · Legislators 	
<ul style="list-style-type: none"> · Federal & Tribal Government Agencies 	Positive communication and working relationship to ensure stability for citizens
<ul style="list-style-type: none"> · Bureau of Land Management 	
<ul style="list-style-type: none"> · Environmental Protection Agency 	
<ul style="list-style-type: none"> · Bureau of Indian Affairs 	
<ul style="list-style-type: none"> · Army Core of Engineers 	
<ul style="list-style-type: none"> · Federal and State Legislators 	
<ul style="list-style-type: none"> · Other Boards/ Agencies 	Support, involvement, coordination, in kind services, funding
<ul style="list-style-type: none"> · San Juan Regional 	
<ul style="list-style-type: none"> · San Juan Water Commission 	
<ul style="list-style-type: none"> · Salmon Ruins 	
<ul style="list-style-type: none"> · Crime Stoppers 	
<ul style="list-style-type: none"> · District Court 	
<ul style="list-style-type: none"> · Valley Water & Sanitation District 	
<ul style="list-style-type: none"> · Chamber of Commerce(s) 	

<ul style="list-style-type: none"> San Juan Economic Development Service 	
<ul style="list-style-type: none"> Northwest NM Seniors 	
<ul style="list-style-type: none"> Navajo Nation Chapterhouses 	
<ul style="list-style-type: none"> 911 Communications Authority 	
<ul style="list-style-type: none"> San Juan Safe Communities 	
<ul style="list-style-type: none"> OUTSIDE AGENCIES - Seniors 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> Aztec Senior Center 	
<ul style="list-style-type: none"> Blanco Senior Center 	
<ul style="list-style-type: none"> Bloomfield Senior Center 	
<ul style="list-style-type: none"> Farmington Senior Center 	
<ul style="list-style-type: none"> Lower Valley Senior Center 	
<ul style="list-style-type: none"> Navajo Senior Centers 	
<ul style="list-style-type: none"> OUTSIDE AGENCIES - Youth 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> Kirtland Youth Association 	
<ul style="list-style-type: none"> Bloomfield Boys & Girls Club 	
<ul style="list-style-type: none"> Farmington Boys & Girls Club 	

<ul style="list-style-type: none"> • Shiprock Boys & Girls Club 	
<ul style="list-style-type: none"> • Huerfano Boys & Girls Club 	
<ul style="list-style-type: none"> • Aztec Boys & Girls Club 	
<ul style="list-style-type: none"> • School Districts 	
<ul style="list-style-type: none"> • Other Youth / Recreational Organizations 	
<ul style="list-style-type: none"> • OUTSIDE AGENCIES - Education 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> • County Extension Office 	
<ul style="list-style-type: none"> • Project Graduation 	
<ul style="list-style-type: none"> • Aztec Library 	
<ul style="list-style-type: none"> • Farmington Library 	
<ul style="list-style-type: none"> • Bloomfield Library 	
<ul style="list-style-type: none"> • NM State Library 	
<ul style="list-style-type: none"> • OUTSIDE AGENCIES - Tourism 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> • Farmington Visitors & Convention Bureau 	
<ul style="list-style-type: none"> • New Mexico Amigos 	
<ul style="list-style-type: none"> • OUTSIDE AGENCIES - Health/Social Services 	Support, coordination, in kind services, funding

<ul style="list-style-type: none"> Four Winds / Non-Indigent 	
<ul style="list-style-type: none"> People Assisting the Homeless 	
<ul style="list-style-type: none"> Frontline Mission 	
<ul style="list-style-type: none"> San Juan SANE 	
<ul style="list-style-type: none"> San Juan Rape Crisis 	
<ul style="list-style-type: none"> Totah Behavioral Health 	
<ul style="list-style-type: none"> OUTSIDE AGENCIES - Courts 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> Pre-Trial Services 	
<ul style="list-style-type: none"> Juvenile Drug Court 	
<ul style="list-style-type: none"> OUTSIDE AGENCIES - Environmental 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> Soil / Water Conservancy 	
<ul style="list-style-type: none"> Water Conservancy Emergency 	
<ul style="list-style-type: none"> OUTSIDE AGENCIES - Recreation 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> Shiprock Fair 	
<ul style="list-style-type: none"> San Juan County Fair Board 	
<ul style="list-style-type: none"> Connie Mack 	

<ul style="list-style-type: none"> · OUTSIDE AGENCIES - Business 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> · Better Business Bureau 	
<ul style="list-style-type: none"> · OUTSIDE AGENCIES - Culture 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> · San Juan Historical Society 	
<ul style="list-style-type: none"> · SJC Museum Association 	
<ul style="list-style-type: none"> · OUTSIDE AGENCIES - Transportation 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> · Red Apple Transit 	
<ul style="list-style-type: none"> · OUTSIDE AGENCIES - Planning 	Support, coordination, in kind services, funding
<ul style="list-style-type: none"> · Metropolitan Planning Organization 	
<ul style="list-style-type: none"> · Council of Government 	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p data-bbox="191 358 495 391">Description of Initiative</p> <p data-bbox="191 443 989 516">Continue to build positive relations with the citizens through transparency, accountability, and education</p>	<p data-bbox="1064 358 1369 391">Description of Initiative</p> <p data-bbox="1064 443 1738 516">Continued pursuit of a regionalized sewer system - Valley Acres (Lagoon Ltd.), CR 350, Flora Vista</p>
<p data-bbox="449 594 779 626">Desired Outcomes</p>	<p data-bbox="1320 594 1650 626">Desired Outcomes</p>
<p data-bbox="191 670 1003 743"># 1 To communicate that we are good stewards of taxpayer resources</p>	<p data-bbox="1064 670 1730 703">#1 Lower the nitrates in the San Juan and Animas</p>
<p data-bbox="191 826 984 899">#2 Continue to develop pride in our county via our citizens and employees</p>	<p data-bbox="1064 826 1824 940">#2 Provide ability to accommodate more dense growth, increase economic development opportunities, and enhance property</p>
<p data-bbox="522 1000 701 1032">Strategies</p>	<p data-bbox="1394 1000 1572 1032">Strategies</p>
<p data-bbox="191 1076 869 1109">#1 Publish the County Communicator twice a year</p>	<p data-bbox="1064 1076 1902 1149">#1 By working with citizen groups to extend service to areas in need.</p>
<p data-bbox="191 1232 980 1346">#2 Survey of citizens via ICMA National Citizen survey and employee satisfaction survey- utilize benchmark data from other counties to compare results</p>	<p data-bbox="1064 1232 1824 1305">#2 By working with the City of Farmington to utilize their excess wastewater treatment capacity</p>

#3 More community outreach via presentations/publications to civic and community groups			#3 By securing funding from the State and Federal govt. for engineering studies and construction of sewer lines		
#4 Continue to encourage active employee participation in community events			#4		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Improve results of last citizen survey by 5%			#1 Completion of Preliminary Engineering Report for the Valley Acres system by July 2012		
#2			#2 Secure funding for Phase 1 construction of the Flora Vista and Lagoon Ltd. projects		
Start Date: March 2012	Estimated Completion Date: December 2012	Estimated Budget: \$28,000	Start Date: Feb. 2012	Estimated Completion Date: Dec. 2014	Estimated Budget: \$9.1 M- Flora Vista \$1.5 M - Lagoon

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative</p> <p>Continued implementation of the Land Use Management Plan</p>	<p>Description of Initiative</p> <p>Maintaining Financial Sustainability of the County</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Ability to guide and manage the physical development of San Juan County to accommodate future growth</p>	<p>#1 Balanced, stable budget with built-in fiscal contingencies</p>
<p>#2 Provide predictability to developers, job creators, and citizens regarding the future development of the county</p>	<p>#2 To identify and provide the necessary capital to maintain current level of service to the citizens</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Continue to work with citizens throughout the county to determine the areas of most need</p>	<p>#1 Identify those changes (Power plants, Casino, PILT, Oil & Gas revenue) that impact the financial health of the County. Identify measures to mitigate those impacts</p>
<p>#2 Development of a land use district plan that balances protection of residential and commercial development</p>	<p>#2 Continue to find potential cost savings to the County. Look at ways to utilize technology to reduce costs.</p>
<p>#3 By hiring a planner upon completion of a Land Use Management Plan to further facilitate and implement plan</p>	<p>#3 By improving the overall budget process thru coordination with the strategic planning process</p>

Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Completion of a land use district plan and necessary ordinances to carry out implementation of the plan			#1 Keep a balance of \$1,000,000 above the required reserve		
#2			#2 Maintain level of service rank from previous citizen survey		
Start Date: Feb 2012	Estimated Completion Date: Dec 2012	Estimated Budget: \$65 K	Start Date: Feb. 2012	Estimated Completion Date: Dec. 2012	Estimated Budget: N/A

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative</p> <p>Foster an environment that allows for 2-way communication, professional development, consistency, fairness and a flexible work environment</p>	
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Status as an the employer of choice in San Juan County</p>	
<p>#2 A workforce that has the ability to discuss opportunities for growth, development, and improvement with the upper management team of San Juan County</p>	
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Provide upper management team with the tools and training to foster relationships with employees in their dept.</p>	
<p>#2 Provide Meet with the CEO meetings to share the vision of County to the employees and allow for 2-communication and interaction</p>	<p>#2</p>

#3 Continued participation by the CEO's office in the Point of View Committee			#3		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Provide 2 Meet with the CEO meetings per year					
#2 Provide CEO rep. at every Point of View meeting					
Start Date: Spring 2012	Estimated Completion Date: Dec. 2012	Estimated Budget: \$0	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: County Executive Office

Last Updated: 1/24/2012

		FY2013 Requests	Estimated Cost	FY2014 Requests	Estimated Cost	FY2015 Requests	Estimated Cost	FY2016 Requests	Estimated Cost	FY2017 Requests	Estimated Cost
Capital						Pool Vehicle	\$35,000				
Sub-Total			\$0		\$0		\$35,000		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel											
	# of Positions			# of Positions							
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Total Request			\$0		\$0		\$35,000		\$0		\$0
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$4,002		\$4,122		\$4,246		\$4,373	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item	\$133,400	\$133,400		\$137,402		\$141,524		\$145,770		\$150,143	

Definers:

Capital-should be the same as the ICIP plan.

Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.

Personnel-what personnel will you be requesting for the department.

% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.

Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:

This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office.

In the event some departments have separate funds, a form should be filled out for each.

Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

COUNTY CLERK'S OFFICE

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Assessor 	<ul style="list-style-type: none"> • Accurate documents for ownership change
<ul style="list-style-type: none"> • Treasurer 	<ul style="list-style-type: none"> • Balance daily receipt reports
<ul style="list-style-type: none"> • Community Development 	<ul style="list-style-type: none"> • Access to grantor/grantee index and images of recorded documents through county intranet • Plat copies
<ul style="list-style-type: none"> • CEO/County Commission 	<ul style="list-style-type: none"> • Tape and transcribe minutes of commission meetings • Provide transcribed minutes for commission approval • Scan approved minutes and provide electronic search
<ul style="list-style-type: none"> • Public Works 	<ul style="list-style-type: none"> • Record right of way agreements and resolutions regarding status of county roads
<ul style="list-style-type: none"> • Legal 	<ul style="list-style-type: none"> • Record county ordinances • Maintain index of ordinances and originals
<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Payroll Information, payables and budget
<ul style="list-style-type: none"> • Purchasing 	<ul style="list-style-type: none"> • Detailed information for purchasing required items
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Title Company 	<ul style="list-style-type: none"> • Record various documents for public record • Provide an accurate grantor/grantee index • Return original recorded documents in a timely manner • CD/portal for images
<ul style="list-style-type: none"> • Survey Company 	<ul style="list-style-type: none"> • Record survey and subdivision plats • Provide survey/subdivision index and copies

<ul style="list-style-type: none"> Attorney/Law Firm 	<ul style="list-style-type: none"> Record documents and provide copies as needed File probate documents
<ul style="list-style-type: none"> Bank/Mortgage Company 	<ul style="list-style-type: none"> Record documents Maintain an accurate grantor/grantee index Provide recording information and copies
<ul style="list-style-type: none"> Oil & Gas Company 	<ul style="list-style-type: none"> Record documents and provide copies as requested Provide area and computer to search records
<ul style="list-style-type: none"> Land men 	<ul style="list-style-type: none"> Provide an accurate grantor/grantee index for search purposes
<ul style="list-style-type: none"> Taxpayer/General Public 	<ul style="list-style-type: none"> Record documents for public record Maintain an accurate grantor/grantee index Maintain books, microfilm and digitized images of record documents Provide copies as requested Assist with various searches (genealogy, water rights, easements, chain of title) Issue marriage license Assist with filing probate Issue Kennel Licenses
<ul style="list-style-type: none"> Liquor Establishments 	<ul style="list-style-type: none"> Issue liquor license
<ul style="list-style-type: none"> Junk yards 	<ul style="list-style-type: none"> Issue Junkyard licenses

Strategic Initiatives Completed

Description of Initiative Completed: All marriage licenses and probate records are digitized		Description of Initiative Completed: E-recordings	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 To have all records in one system with viewable image	Staff scanned all probate and marriage license records and attached them to our index	#1 To receive electronic documents for recording to save on equipment and staff time	Yes, all three local Title Company's along with several banks/business are recording electronically
Start Date:		Start Date: 03-01-10	
Completion Date: 2010		Completion Date: 08-30-10	
Financial Outcome:		Financial Outcome:	

Strategic Initiatives Completed

Description of Initiative Completed: Back index from 1982 – September 1983		Description of Initiative Completed: Redacted all records in 2008	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 To have images and grantor/grantee index in one system	Yes	#1 To protect the personal identifier numbers; social security number, all but the individuals year of birth, tax payer ID number, financial account numbers, driver's license numbers	Yes
Start Date: 01-01-2010		Start Date: 07-01-2011	
Completion Date: 07-01-2011		Completion Date: 01-01-2012	
Financial Outcome:		Financial Outcome:	

Strategic Initiatives Completed

Description of Initiative Completed: Online records search		Description of Initiative Completed:	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Public access to our Grantor/Grantee index (no images) from our website	Yes	#1	
#2 For Title Companies to be able to check names before they submit their erecordings	Yes	#2	
Start Date: 03-01-2010		Start Date:	
Completion Date: 08-30-2010		Completion Date:	
Financial Outcome:		Financial Outcome:	

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Description of Initiative: Re-create our index books so that the index and image will be in one system back to the beginning of our records			Description of Initiative: Redact all personal information from old records (1982 – 2007)		
Desired Outcomes			Desired Outcomes		
#1 All records will be in one system and will have a digitized image attached. The images have already been digitized.			#1 Public Trust – Records will not have personal information for everyone to view (social security number, all but the year of a person's date of birth, financial account number, taxpayer identification number, driver's license number)		
Strategies			Strategies		
#1 Start in 1982 and work backwards			#1 Redact information and check for accuracy		
#2 Possibly hire 2 part time employees to back index			#2		
Preliminary Performance Objectives/Key Performance Indicator(s) –Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 How many years can be done in one year?			#1		
Start Date: 1-1-2013	Estimated Completion Date: Unsure	Estimated Budget: \$20,000.00	Start Date: Currently working on this	Estimated Completion Date: Unsure	Estimated Budget:

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Description of Initiative: On-line Marriage Licenses			Description of Initiative: Filing Probate cases/documents electronically		
Desired Outcomes			Desired Outcomes		
#1 Applicant will be able to complete their marriage application on-line, print it out and bring it in to our office for us to issue.			#1 Easier for Attorneys and general public		
#2 We feel that this will cut down the time it takes to issue a marriage license.			#2		
Strategies			Strategies		
#1 Our office will still review their information when they come in.			#1 Work with Probate Judge to establish guidelines		
#2 Work with our software provider.			#2 Plan to process them like we are currently processing our recordings		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s)- Tools for Measurement		
#1			#1		
Start Date: 06-01-2012	Estimated Completion Date: 12-01-2012	Estimated Budget:	Start Date: 03-01-2012	Estimated Completion Date: 12-01-2012	Estimated Budget:

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Description of Initiative: Auto indexing			Description of Initiative:		
Desired Outcomes			Desired Outcomes		
#1 More consistent legal descriptions			#1		
#2 Easier for staff and training			#2		
Strategies			Strategies		
#1 Work with our software provider.			#1		
Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1			#1		
Start Date: 03/01/2012	Estimated Completion Date: 06-01-2012	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

Election Division

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • CEO 	<ul style="list-style-type: none"> • Elected official, district and other election information • Necessary census information
<ul style="list-style-type: none"> • Marketing, Media and website 	<ul style="list-style-type: none"> • Election information for news releases
<ul style="list-style-type: none"> • Commissioners 	<ul style="list-style-type: none"> • Election official, district and other election information • Necessary census information • Official canvass of election return • Recommend polling places for them to adopt
<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Temporary and election worker information.
<ul style="list-style-type: none"> • GIS 	<ul style="list-style-type: none"> • Precinct and district boundaries for maps
<ul style="list-style-type: none"> • Other Departments 	<ul style="list-style-type: none"> • We are dependent on them for special services for elections
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Candidates 	<ul style="list-style-type: none"> • Information to become a candidate – deadlines and filing dates, districts, voter registration, contribution and expenditure reports • Maps and voter lists
<ul style="list-style-type: none"> • Voters/Taxpayer/Customers 	<ul style="list-style-type: none"> • Conduct honest, accurate and transparent elections • Register voters • Where to vote • Voter ID cards • Information – Who are their Elected officials • Absentee applications and ballots

Strategic Initiatives Completed

Description of Initiative Completed: Redistricting		Description of Initiative Completed: Maps - GIS	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1		#1 To have all of the district maps searchable/viewable in the system	Yes
#2		#2 To use imagery to help with precincting voter registrations	Yes
Start Date: 2009		Start Date:	
Completion Date: 2011		Completion Date:	
Financial Outcome:		Financial Outcome:	

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Description of Initiative: Establish Voting Convenience Centers			Description of Initiative: Addressing for voters on the Reservation		
Desired Outcomes			Desired Outcomes		
#1 To make voting more convenient for voters			#1 To better addresses throughout the county/reservation		
#2 Easier for techs and office staff to provide help/service,			#2		
Strategies			Strategies		
#1 To have 23 VCC's and 12 Rural Polling Places			#1 Work with Rural Addressing		
#2 Prepare for the worst, connectivity issues, generators, etc.			#2		
#3 Test all equipment			#3		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1			#1		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Description of Initiative: Interface with the Motor Vehicle Department			Description of Initiative:		
Desired Outcomes			Desired Outcomes		
#1 To verify social security numbers on voter registrations			#1		
Strategies			Strategies		
#1			#1		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s)- Tools for Measurement		
#1			#1		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

CENTRAL PURCHASING

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
• All County Departments	Supplies, deliveries, cell phones, pagers, bids, proposals, quotes, P-cards, fuel cards, purchase orders, contracts, renewals, insurance, public surplus, procurement education
• County Commissioners	Cell phones, P-cards, procurement education
External Customers / Stakeholders	What this customer needs from us
• Chapter Houses, Family Crisis Center, Farmington Health Office, Public Purchasing Entities, San Juan County Citizens, San Juan County District Courts, San Juan County Municipalities, San Juan Regional Medical Center, Vendor Community	Supplies, bids, proposals, quotes, purchase orders, contracts, renewals, insurance, public surplus, procurement education

Strategic Initiatives Completed

Description of Initiative Completed: Place Bid/Proposal/Addendum and Legal Ad Templates on Y-Drive		Description of Initiative Completed: Provide In-house Printing of Small Construction Documents and Plans	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Buyers could access templates for drafting bids, proposals, addendums and legal ads and be assured that modifications to these documents are captured and applied.	Yes. The Y-drive currently stores the most current purchasing templates for buyers to access.	#1 Decrease costs of printing plans for using departments and central purchasing.	Yes. Reduced the amount of money using departments spend for plan reproduction, also reducing CP's time required for delivery and pickup.
#2 Templates that provide a uniform source for sample drafting purchasing documents, avoiding the necessity to provide language to buyers for each purchasing document.	Yes. The templates provide the necessary purchasing language in order to draft purchasing documents.	#2 Increase efficiency in distributing small construction project plan sets.	Yes. Turn-around time decreased by creating small plan sets in house.
Start Date: May 2008		Start Date: September 2008	
Completion Date: January 2009 - Current		Completion Date: Ongoing Project	
Financial Outcome:		Financial Outcome: \$20,000/year cost savings	

Strategic Initiatives Completed

Description of Initiative Completed: Improve Efficiency of Warehouse Service with Expansion of Warehouse Space		Description of Initiative Completed: Implementation of GEMS Inventory Management Software	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Increase Warehouse area to provide more room for greater inventory	Yes. Greater Inventory with faster turnaround upon using department order	#1 Electronic Orders of Warehouse inventory by using departments	Yes. Departments order warehouse inventory via GEMS e-reqs
#2 Increase Warehouse area to provide staging area for public surplus	Yes. Increased area provides room for more surplus and more public surplus auctions	#2 Ability to track stock usage electronically w/reports	Yes. Warehouse able to utilize electronic database for stocking
Start Date: May 2009		Start Date: Oct. 2007	
Completion Date: Nov. 2009		Completion Date: Jan, 2010	
Financial Outcome: Increased revenue from Public Surplus Auctions		Financial Outcome:	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Implementation of GEMS E-Requisitions for All Using Departments</p>	<p>Description of Initiative:</p> <p>Eliminate Paper Project Manuals and Paper Blue Prints on all Projects</p>
Desired Outcomes	Desired Outcomes
<p>#1 Eliminate dual data entry of purchase requisition (currently entered on paper requisition as well as entered into GEMS purchase order)</p>	<p>#1 Contractors will download or pick up CD copy of all project specs and convert to paper if necessary at their own expense</p>
<p>#2 Eliminate incomplete and reduce amount of inaccurate purchase requisitions</p>	<p>#2 Eliminate the cost and time of reproduction for projects</p>
<p>#3 Eliminate paper requisition to reduce costs, help the environment and improve access to requisitions residing in GEMS</p>	<p>#3 Eliminate the mass of paper waste created from overprinting and returned documents</p>
<p>#4 Reduce amount of time from requisition submission to PO creation by eliminating interoffice requisition transit</p>	<p>#4 Eliminate the need of collecting deposits, giving receipts, securely storing deposits and returning deposits for Paper Project Manuals and Prints.</p>
Strategies	Strategies
<p>#1 Utilize existing GEMS module to capture electronic data entry of purchase requisitions by all using departments which will be electronically converted to PO's by Central Purchasing personnel</p>	<p>#1 Advertise these changes with bids/proposals</p>

#2 Electronic data entry of requisitions requires all fields be complete and line item account numbers be valid prior to approval of all requisitions			#2 Educate Contractors on converting electronic documents to paper if necessary		
#3 Store requisitions electronically to eliminate the need to enter requisitions in database and file requisitions for reference and enable requisitions to be immediately accessed in GEMS			#3 Promote the benefits of electronic data vs paper waste – No deposit for plan sets, good for environment, reduces county costs and expenditure of tax payers' money		
Preliminary Performance Objectives/Key Performance Indicator(s) –Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 % of Departments able to enter requisitions in GEMS- 100% is GOAL			#1 Cost Saved from eliminating Plan Reproductions		
#2 Cost savings from eliminating purchase of Paper Requisitions			#2 Time saved from eliminating deposits and delivering/picking up reproductions		
#3 Time from requisition submission to PO creation			#3 Reduced Amount of paper documents destroyed		
Start Date: January 2012	Estimated Completion Date: December 2012	Estimated Budget: None	Start Date: August 2012	Estimated Completion Date: January 2013	Estimated Budget: None

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Maintain Electronic Database for all County Department Maintenance and Service Contracts</p>	<p>Description of Initiative:</p> <p>Join and participate in more Cooperative Purchasing Organizations</p>
Desired Outcomes	Desired Outcomes
#1 Maintenance and Service contracts will be renewed in a timely fashion	#1 Become an active member in more Cooperative Purchasing Organizations
#2 Cost of these agreements will be included in the fiscal budget and not overlooked	#2 Reduce the number of Bids/Proposals
#3 Agreements can be more readily evaluated for necessity and/or cost savings	#3 Reduce the amount paid for products and services
Strategies	Strategies
#1 All departments submit contracts to Central Purchasing	#1 Research and join more Cooperative Purchasing Organizations - No cost to the County
#2 Central Purchasing will create electronic database of these contracts	#2 Meet with vendors active in CPO's to learn how to take advantage of volume pricing discounts
#3 Central Purchasing will contact departments in advance for renewal of agreements	#3 Purchase more products and services via Cooperative Purchasing Organizations

#4 Central purchasing will review documents and consult with using departments and CEO/IT for review of necessity and/or areas for cost savings			#4		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 % of Contracts renewed in a timely fashion			#1 Amount of purchases made with COP's that were historically made through Bids/Proposal		
#2 Cost savings in eliminating/combining contracts			#2 Amount of cost savings for products/services repeatedly purchased		
Start Date: January 2012	Estimated Completion Date: On-Going	Estimated Budget: None	Start Date: March 2012	Estimated Completion Date: On-Going	Estimated Budget: None

STRATEGIC INITIATIVE

Description of Initiative:

Purchase and install Sourcing, Bidding and RFP Software

Desired Outcomes

#1 Greatly reduce the amount of time to publish and evaluate a bid

#2 Reduce administrative and bid document distribution costs

#3 Conduct efficient, error-free bidding and analysis

#4 Ensure consistent and auditable procurement processes

#5 Centralize and control critical procurement information

#6 Greatly reduce the amount of time and money vendors spend on bid/proposal submissions

#7 Greatly reduce vendor errors on submissions

#8 Eliminate vendors dependence on Express or overnight mail delivery

Strategies

#1 Purchase software that allows on-line bid distribution, ability to accept electronic files and attachment, weighted scoring, on-line tabulation, statistical tables, data export to excel for further analysis, automatic bid comparisons, movement of awarded items to requisitions and PO's, audit trail, on-line award notification and printable reports

#2 Train purchasing personnel on use of software and use by vendors

#3 Educate vendors on new processes

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 Amount of time from publish to award of Bids/Proposals

#2 Amount of Re-Bids

#3 Vendor Survey

Start Date: January 2013

Estimated Completion Date: July 2013

Estimated Budget: \$55 - \$75K

STRATEGIC INITIATIVE

Description of Initiative:

Award Fund for Employees

Desired Outcomes

#1 Ability to award employees that go above and beyond in their job duties

#2 Finance able to easily track and tax awards through employees paycheck

Strategies

#1 With CEO and HR assistance, devise award fund, including amount per employee and acceptable award types

#2 Approval of fund and awards by commission

#3 With IT assistance, create employee award database to track employee, award amount, type of award and award reason. Link with HR to determine taxes, if any.

#4 With HR assistance, implement award program to create employee enthusiasm in going above and beyond

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 **Employee survey** for effectiveness of award incentives

#2 **Management Survey** for effectiveness of award incentives

Start Date: July 2012

Estimated Completion Date: January 2013

Estimated Budget:

\$50 - \$100 per employee annually

Five Year Strategic Forecasting Plan

Department: Central Purchasing

Last Updated: 1/30/2012

		FY2013		FY2014		FY2015		FY2016		FY2017
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests
Capital										
Sub-Total			\$0		\$0		\$0		\$0	
Re-Occurring Exp.										
Technology				Sourcing, bidding and RFP software	\$75,000					
Sub-Total			\$0		\$75,000		\$0		\$0	
Re-Occurring Exp.			\$3,000		\$3,000		\$8,000		\$8,000	
Personnel	# of Positions			# of Positions		# of Positions		# of Positions		# of Positions
Sub-Total			\$0		\$0		\$0		\$0	
Total Request			\$0		\$75,000		\$0		\$0	
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017
% Increase		0%		3%		3%		3%		3%
\$ Increase		\$0		\$1,327		\$1,457		\$1,740		\$2,032
Re-Occurring Exp. Total		\$3,000		\$3,000		\$8,000		\$8,000		\$8,000
Operating Line Item		\$41,225	\$44,225	\$48,552		\$58,008		\$67,749		\$77,781

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office. In the event some departments have separate funds, a form should be filled out for each.
Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

FINANCE DEPARTMENT

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • County Commission • Elected Officials • Department Heads • San Juan County Employees • Comm. Authority Employees • San Juan Water Comm. Employees 	<p><u>Accounts Payable:</u></p> <ul style="list-style-type: none"> - Processing of accounts payable, travel, and p-cards accurately, efficiently, and in a timely manner (within 30 days of the date of the receiving copy)
	<p><u>Accounts Receivable:</u></p> <ul style="list-style-type: none"> - Accurate billing of accounts receivable and regular tracking of outstanding invoices - Receiving credit card payments for map billings
	<p><u>Fixed Assets:</u></p> <ul style="list-style-type: none"> - Properly monitoring, auditing, and accounting for the fixed assets of the County and tracking inventory transfers between departments
	<p><u>Payroll:</u></p> <ul style="list-style-type: none"> - Accurate reporting of wages and benefit deductions, proper reporting of hours worked, vacations, sick leave, and garnishments for bi-weekly payroll and yearly W-2 reporting - Assistance with obtaining information from payroll records for budget, scheduling purposes, audits, etc...

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • County Commission • Elected Officials • Department Heads • San Juan County Employees • Comm. Authority Employees • San Juan Water Comm. Employees 	<p><u>Budget:</u></p> <ul style="list-style-type: none"> - Preparing the annual County Budget in compliance with State requirements/regulations - Processing budget adjustments as necessary - Providing weekly and monthly updated financial reports to Departments for budget monitoring
	<p><u>Grants:</u></p> <ul style="list-style-type: none"> - Preparing accurate grant submissions and following grant requirements set by the State/Federal Government for filing and receiving monies
	<p><u>Internal Audits:</u></p> <ul style="list-style-type: none"> - Provide internal audits as needed. Ex. Fuel Cards, P-Cards
	<p><u>Mail Processing:</u></p> <ul style="list-style-type: none"> - Ensure that County mail is processed accurately & timely
	<p><u>Vendor Records:</u></p> <ul style="list-style-type: none"> - Creating/updating vendor records for Central Purchasing and Accounts Payable - Maintaining a clean and accurate vendor file for 1099 purposes
	<p><u>Other:</u></p> <ul style="list-style-type: none"> - The ability to provide various departments with accurate and timely financial information based upon the knowledge of our staff, in a courteous and professional manner - To establish good communication and understanding between Departments

External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Vendors • Internal Revenue Service 	<p><u>Accounts Payable:</u></p> <ul style="list-style-type: none"> - Accurately processing accounts payable in a timely manner - Professionalism, courtesy, and honesty - Filing of 1099's on time and free of error
<ul style="list-style-type: none"> • Outside Agencies (Ex. City of Farmington, Various Title Companies, State of New Mexico) 	<p><u>Accounts Receivable:</u></p> <ul style="list-style-type: none"> - Accurate billing of invoices and proper application of payments
<ul style="list-style-type: none"> • Benefit Providers (PERA, NMRHCA, Dental, Health, Vision) • Internal Revenue Service • Social Security Administration • State of New Mexico 	<p><u>Payroll:</u></p> <ul style="list-style-type: none"> - Timely, accurate reporting of wages and taxes due - Timely payment of taxes, reporting of quarter and year end reports, and W-2's - Timely reporting of wages and submission of gross receipts and withholding taxes - Timely reporting of quarter and year end reports, and W-2's - Accurate reconciliations of invoices and timely transmittal of payments based on payroll deductions
<ul style="list-style-type: none"> • State of New Mexico Department of Finance & Administration 	<p><u>Budget:</u></p> <ul style="list-style-type: none"> - Timely filing of Annual Budget and Quarterly Reports in accordance with State requirements/regulations
<ul style="list-style-type: none"> • State of New Mexico and Federal Government Agencies (HUD, Homeland Security, US Dept. of Interior, US Dept. of Transportation) 	<p><u>Grants:</u></p> <ul style="list-style-type: none"> - Proper use of State/Federal funds in accordance to guidelines set by the State and/or Federal Government - Accurate and timely reporting of required grant documents to appropriate reporting agency

External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Vendors • State/Federal Agencies • Outside Agencies • Taxpayers/Citizens 	<p><u>Mail Processing:</u></p> <ul style="list-style-type: none"> -Ensure incoming & outgoing mail is processed accurately & timely. -Ensure compliance with CEO approved policy prohibiting incoming or outgoing personal mail for safety and security reasons.
<ul style="list-style-type: none"> • Bond Holders and Bond Rating Agencies • State Auditor, External Auditors • Taxpayers/Citizens • Outside Agencies (Ex: Chapter Houses) 	<p><u>Other:</u></p> <ul style="list-style-type: none"> -Filing annual Audit Reports timely and accurately to remain in good financial standing -Filing Continuing Disclosures accurately and on time -Maintaining a good credit rating, increasing bond ratings, and saving taxpayer dollars by lowering interest costs -Reliance that the County is in compliance with statutes -To be good stewards of public money -Provide Notary Public Services when requested -To conduct annual audits and provide funding once approved

Strategic Initiatives Completed

Description of Initiative Completed: Arbitrage Rebate Analysis completed on the County's outstanding bond issues.		Description of Initiative Completed: Vendor Maintenance – Internal Controls and Cleanup.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Meet IRS requirements.	Yes, Bond Logistix completed arbitrage rebate calculations on all outstanding bonds.	#1 Strengthen internal controls. Restrict vendor master records; those who create purchase orders or process checks can no longer create or change vendors.	Yes, changed access in GEMS for Central Purchasing and Finance A/P. Outcome not met in the Treasurer's Office.
#2		#2 Cleanup of vendor records.	Deleted/inactivated 7,500 vendors, including duplicates. We now have a more up-to-date, accurate vendor listing.
Start Date: FY2008		Start Date: FY2009	
Completion Date: Outstanding bonds will continue to require rebate analysis every five years.		Completion Date: FY2012	
Financial Outcome: Potential IRS rebate liability of approximately \$350,000.		Financial Outcome: Less potential for fraudulent/duplicate payments. More accurate and efficient 1099 year end processing.	

Strategic Initiatives Completed

Description of Initiative Completed: Maintaining strong bond ratings.		Description of Initiative Completed: Government Finance Officers Association (GFOA) Finance Award Programs.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Maintain strong bond ratings.	Yes, Fitch and Standard and Poor's issued reports affirming the County's credit ratings.	#1 Receive the Certificate of Achievement for Excellence in Financial Reporting (CAFR Program).	Yes, received the CAFR award for FY2006, 2007, 2008, 2009, and 2010. Have submitted the FY2011 CAFR for review.
#2		#2 Receive the Distinguished Budget Presentation Award.	Yes, received the Budget award for FY2009, 2010, and 2011. Have submitted the FY2012 Budget for review.
Start Date: FY2011 – Periodic review of credit ratings for the GRT Revenue Bond Series 2001A, 2001B, 2005, and 2004 Gas Tax bonds. FY2012 – GRT Series 2004 Hospital Bonds.		Start Date: FY2004	
Completion Date: Will continue to have bond rating reviews.		Completion Date: Will be submitted annually for review.	
Financial Outcome: Save taxpayer dollars by lowering interest costs.		Financial Outcome: Remain in good financial standing, maintain good credit rating, increase bond ratings, and help save taxpayers money by lowering interest costs. Ongoing transparency with stakeholders.	

Strategic Initiatives Completed

Description of Initiative Completed: Obtained an unqualified "clean" audit opinion on Comprehensive Annual Financial Reports.		Description of Initiative Completed: Conducted annual transfer analysis for FY2012.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Protect the integrity of the General Ledger.	Yes, received a clean audit opinion for financial statements ending June 30, 2011.	#1 Allocate costs annually and alleviate financial pressure on the General Fund.	Yes, the Transfer Analysis for the FY2012 Budget saved the General Fund \$1,186,482.
#2 Maintain strong internal controls.	Yes, there were no audit findings for FY2011.	#2 Use transfer analysis money saved to fund GRT Revenue Bond Series 2008 Issue.	Yes, savings resulting from the Transfer Analysis was enough to cover the annual debt service payments.
Start Date: Annually		Start Date: Annually	
Completion Date: Annually – Audit due to State of New Mexico Department of Finance Administration by November 15 th .		Completion Date: Annually – The final budget is due to the State of New Mexico Department of Finance Administration by July 31 st .	
Financial Outcome: Maintain bond ratings.		Financial Outcome: Save General Fund money and annually fund Debt Service on the GRT Revenue Bond Series 2008.	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>To continue to receive GFOA's Certificate of Achievement for Excellence in Financial Reporting.</p>	<p>Description of Initiative:</p> <p>To continue to receive the GFOA Distinguished Budget Presentation Award and the State Budget Award.</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 To annually receive the GFOA Certificate and remain in good financial standing.</p>	<p>#1 To annually receive the highest form of recognition in governmental budgeting.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Maintaining knowledge of changing criteria and ability to meet requested needs.</p>	<p>#1 Maintaining knowledge of changing criteria and ability to meet requested needs.</p>
<p>#2 Continue to prepare Fund Financial Statements, Government Wide Financial Statements, and Notes to the Financial Statements in house.</p>	<p>#2 Update key components for requirements as needed, including policy documents, financial plan, operating guide, operating indicators, and communication device.</p>
<p>#3 Maintain excellent financial records and strong internal controls.</p>	<p>#3 Continue training and cross-training key staff and working with other County Departments on budget requirements.</p>
<p>#4</p>	<p>#4 Work on performance indicators with Departments to give the end user more valuable information.</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Receipt of the GFOA award.			#1 Receipt of GFOA award and State of NM award.		
#2 Maintain a high bond rating and good financial standing.			#2		
Start Date: Annually	Estimated Completion Date: Annually	Estimated Budget: \$600	Start Date: Annually	Estimated Completion Date: Annually	Estimated Budget: \$600

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>To annually obtain an unqualified or “clean” audit opinion.</p>	<p>Description of Initiative:</p> <p>Continue to conduct annual Transfer Analysis.</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Protect the integrity of the General Ledger.</p>	<p>#1 To accurately allocate costs every year and alleviate financial pressure from the General Fund.</p>
<p>#2 Maintain strong internal controls.</p>	<p>#2 Use transfer analysis money saved to fund GRT Revenue Bond Series 2008 Issue.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Continually train staff on changing GAAP requirements.</p>	<p>#1 Work with County Departments to continually improve allocation methods.</p>
<p>#2 Follow GAAP (Generally Accepted Accounting Principles)</p>	<p>#2 Compile all responses and incorporate into annual budget.</p>
<p>#3 Adhere to State Statutes</p>	<p>#3</p>
<p>#4 Adhere to State Audit Rules</p>	<p>#4</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 Receive unqualified opinion from external auditors.			#1 Save General Fund money and annually fund Debt Service on the GRT Revenue Bond Series 2008.		
#2 Maintain bond rating.			#2		
Start Date: Annually	Estimated Completion Date: Annually	Estimated Budget: \$60,000	Start Date: Annually	Estimated Completion Date: Annually	Estimated Budget: \$0

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Implement the GEMS Fixed Asset Module.</p>	<p>Description of Initiative:</p> <p>Utilize GEMS/Works (through Bank of America) for the P-card system.</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Ability to track fixed assets through GEMS and phase out TAZ.</p>	<p>#1 To save accounts payable time in manually entering numerous p-card entries, and reducing data entry errors.</p>
<p>#2</p>	<p>#2 To better track vendor charges from p-cards for year end 1099 purposes.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Work with GEMS representative to start the process of implementation.</p>	<p>#1 Contact GEMS/Works (B of A) to find out when training is offered.</p>
<p>#2 Continue to work with IT to create a cross-walk between TAZ and GEMS during the conversion process.</p>	<p>#2 Have A/P Supervisor and Financial Accountant work with GEMS to utilize this function.</p>
<p>#3 Receive cooperation from all San Juan County Employees to convert to new module and maintain accurate records.</p>	<p>#3</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 Utilize GEMS capabilities and efficiently track assets.			#1 Reduce data entry time and errors.		
#2			#2 Streamline the 1099 reporting process.		
Start Date: FY2009	Estimated Completion Date: FY2012	Estimated Budget: \$20,000	Start Date: FY2012	Estimated Completion Date: FY2013	Estimated Budget: \$0

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Implement electronic payroll check stubs and electronic W-2's.</p>	<p>Description of Initiative:</p> <p>Refunding Gas Tax Bond Series 2002.</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Reduce large quantities of paper usage. Create a more efficient payroll process that would save time in printing and stuffing payroll checks and W-2's.</p>	<p>#1 Annual debt service savings.</p>
<p>#2 Employees will have access to review payroll check stubs and W-2's at their convenience and without interrupting payroll.</p>	<p>#2 Potentially use savings for Public Works capital replacement plan.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Work with IT on implementation of the Employee Self Service (ESS) Portal for accessing records.</p>	<p>#1 Coordinate with Financial Advisor.</p>
<p>#2 Train employees on how to locate documents from their work computers and/or terminal stations.</p>	<p>#2</p>
<p>#3 Work with GEMS on the process of sending these documents to the employee portal.</p>	<p>#3</p>

Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Eliminate paper printing of payroll check stubs and W-2's.			#1 Reduction of annual debt service.		
Start Date: Based on funding availability.	Estimated Completion Date: Within one year of start date.	Estimated Budget: \$18,000 to implement, \$13,000 annually	Start Date: FY2012	Estimated Completion Date: FY2012	Estimated Budget: \$30,000

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
Description of Initiative: Implement Whistleblower Hotline.	Description of Initiative:
Desired Outcomes	Desired Outcomes
#1 Resource for employees/public to report suspected fraud and non-compliance issues.	#1
Strategies	Strategies
#1 Research vendors for best service provided versus cost.	#1
#2 Research effectiveness of Whistleblower hotlines in deterring fraud, waste, and abuse in organizations.	#2
#3 Implementation of hotline / follow through on reported cases.	#3
#4 Marketing/training to employees of available hotline.	#4

Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Number of reported instances.			#1		
#2 Number of completed internal audits based on reported issues.			#2		
Start Date: FY2012	Estimated Completion Date: FY2013	Estimated Budget: Base fee \$500 plus \$350 (700 employees @ \$0.50) = \$850/year	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Finance

Last Updated: 2/15/2012

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost
Capital											
				Replacement printers	\$2,500			Replacement printers	\$2,500	Binding machine	\$2,500
Sub-Total			\$0		\$2,500		\$0		\$2,500		\$2,500
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
	GEMS ESS Portal - startup		\$18,000								
	GEMS ESS Portal - annual maintenance		\$2,000	GEMS ESS Portal - annual maintenance	\$2,000	GEMS ESS Portal - annual maintenance	\$2,000	GEMS ESS Portal - annual maintenance	\$2,000	GEMS ESS Portal - annual maintenance	\$2,000
	Kronos Upgrade		\$80,000								
Sub-Total			\$100,000		\$2,000		\$2,000		\$2,000		\$2,000
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions							
						Budget Analyst	\$84,179				
Sub-Total			\$0		\$0		\$84,179		\$0		\$0
Total Request			\$100,000		\$4,500		\$86,179		\$4,500		\$4,500
Budget		2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$4,867		\$5,013		\$5,163		\$5,318	
Re-Occurring Exp. Total	Current	\$0		\$0		\$0		\$0		\$0	
Operating Line Item											
		\$162,231	\$162,231	\$167,098		\$172,111		\$177,274		\$182,592	

Definers:

Capital-should be the same as the ICIP plan.

Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.

Personnel-what personnel will you be requesting for the department.

% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.

Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:

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In the event some departments have separate funds, a form should be filled out for each.

Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

FIRE OPERATIONS CENTER

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • County Departments 	Timely response to inquiries and needs, customer service
<ul style="list-style-type: none"> • County Administration 	Benchmark quality, best practices, prompt information and updates, accountability
<ul style="list-style-type: none"> • County Commission 	Honest assessment of real needs and value, prompt information and updates, accountability
<ul style="list-style-type: none"> • Each other (volunteer districts) 	Respect, honesty, support, responsive to needs, accountability
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Citizens and visitors to County 	Professional, quality, consistent, timely, courteous service
<ul style="list-style-type: none"> • Fire Service Cooperators (EMS, BLM, USFS, NM State Forestry, BIA, City Fire Agencies, 911) 	Respect, honesty, quality responsive support, accountability
<ul style="list-style-type: none"> • Police agencies (NMSP, S.O., City agencies) 	Respect, honesty, top quality responsive support, accountability
<ul style="list-style-type: none"> • State Fire Marshal's Office 	Honest assessment of real needs and value, prompt information and updates, accountability
<ul style="list-style-type: none"> • P.E.R.A. 	Timely response to inquiries and needs, customer service, information and updates, accountability
<ul style="list-style-type: none"> • Tribal Agencies 	Respect, honesty, quality responsive support, accountability

Strategic Initiatives Completed

Description of Initiative Completed: Implement additional firefighter training which will enable SJCFD personnel to achieve International Fire Service Accreditation Congress (IFSAC) Firefighter I compliance with New Mexico State Firefighter Training Academy (NMSFTA).		Description of Initiative Completed: Closely monitor all previously initiated on-going performance incentives to determine if they have on-going value in recruitment and retention.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 At least 4 IFSAC FF I on scene at every working structure fire.	Partial - All new recruits in fire academy now receive IFSAC training and can test for Fire Fighter I IFSAC Credential. This is now done in coordination w/ San Juan College.	#1 Tendency is to "let-up" when an initiative is in place and seems to be working. Continue monitoring and evaluation and refinement. Improve incentives where necessary.	Yes/Continues - Constant re-evaluation of our operations to maintain high standards and efficient operations. Make changes as necessary.
#2 All SJCFD personnel who perform interior structure attack have the knowledge and skill and experience to perform safely and effectively. All personnel who have title of firefighter meet this standard.	Yes/Continues - See above, as well many older volunteers are returning to get official IFSAC credentials, all interior firefighters have structural fire training.	#2 SJCFD increasingly demonstrates high quality and professionalism in every regard, all customer contacts, i.e., public relations events, controlled burns, county fair, etc. Provide total customer service.	Yes/Continues - Department continues to strive for excellence in our image and contacts with the public we serve, providing total customer support.
Start Date: 2008		Start Date: 2008	
Completion Date: Continuing		Completion Date: Continuing	
Financial Outcome: Upfront cost higher but better return due to more efficient firefighting force.		Financial Outcome: Positive due to constant evaluation on how to do things better.	

Strategic Initiatives Completed

Description of Initiative Completed: Upgrade key fire stations so that they are "warmer", more inviting, homey, more appealing and such that volunteers want to "hang-out" at the stations.		Description of Initiative Completed: Using the Community Wildfire Protection Plan identify the three most urgent interface areas of the County and develop a plan to mitigate the threat to an acceptable level.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Emergency calls are responded to faster than if volunteers had to first get to the station. National Fire Protection Association standard 1720 is more consistently met.	Yes/Continues - Upgraded portions of 7 stations and have seen an increase in the use of these stations. The Stations with upgrades do see an increase in response when individuals are present.	#1 Defensible space around values, homes, building, infrastructure within these urgent areas.	Yes/Continues - Due to the CWPP we have been able to secure funding to accomplish 80 projects on over 620 acres of high fire danger. More projects are in the pipeline to continue.
#2 Property, human suffering and losses are reduced. Fire and life safety outcomes improve.	Yes/Continues - See above when firefighters do respond quicker it leads to improved life safety outcomes for our constituents.	#2 Increased awareness of ignition zone and how to prepare.	Yes/Continues - See above and as the public observes these projects they understand the goal and are more interested in doing something for themselves.
Start Date: 2008		Start Date: 2008	
Completion Date: Continuing		Completion Date: Continuing	
Financial Outcome: Upfront cost were high do to renovations, benefit is nicer buildings in community and better service from volunteers willing to hang out at stations.		Financial Outcome: Have been able to accomplish majority of work with grant funding with minimal impact to county budgets except in-kind match.	

Strategic Initiatives Completed

Description of Initiative Completed: With the assistance of NMAC Affiliates, Municipal League, State Fire Marshal's Office, State Firefighters Association and Public Employees Retirement Association request a wholesale revision of the Volunteer Firefighter PERA Act.		Description of Initiative Completed: Eliminate the restrictions on the use of the County Fire Protection Excise Tax for Class A counties in New Mexico.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Volunteer Firefighter PERA substantially resembles the benefits available in the best i.e., Colorado. Basically a 300% improvement in benefits. Funding is currently available within the fund.	Yes/Continues - This is partially completed. The requirements for PERA were adjusted in favor of volunteer firefighters; however the monetary increase has not been adopted to this date.	#1 Funding is available to counties to enable the implementation of financial incentives for volunteer firefighters, minimal staffing to ensure a timely emergency response.	No - We have however been successful in implementing a strategy to give volunteers a nominal fee which has been successful.
#2 Increased retention of existing experienced volunteers and added incentive for recruiting new volunteers.	Unknown - This is hard to measure as to whether this is the cause of increased recruitment and retention, however awareness may have been increased due to this legislation.	#2 Counties are able to attract more volunteer firefighters and thus delay the need to implement fully paid fire departments.	Yes/Continues - See above, as well we have been successful in recruitment/retention of Volunteers and continue to operate as primarily a volunteer organization.
Start Date: 2008		Start Date: 2008	
Completion Date: Continuing		Completion Date: Continuing	
Financial Outcome: Possible PERA fund impacts when fully implemented.		Financial Outcome: None at this time	

STRATEGIC INITIATIVE

Description of Initiative:

Improve and/or maintain ISO (Insurance Service Organization) Ratings for SJCFD Fire Districts.

Desired Outcomes

#1 Bring all SJCFD district ratings to a 5 or higher; rural areas 8B.

#2 Improve communications and increase education with Water Users Associations to emphasize critical need for water supply in the ISO rating system and increase supply of water in necessary areas.

Strategies

#1 Perform routine internal audits to assure proper documentation of: pump tests, equipment maintenance, training and run reports to include qualifications of individuals responding and response times.

#2 Accumulate 3 years of documentation for hose tests, hydrant tests and pump tests.

#3 Develop strong working relationship with the State Fire Marshal's office and request regular audits for compliance.

#4 Arrange meetings with Water Users Association's board of directors to offer education opportunities on how working together we can benefit the community.

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 Decrease in ISO ratings amongst SJCFD Districts.

#2 Increase in funding received from the State Fire fund through lowered ISO ratings.

Start Date: 1/1/12

Estimated Completion Date: Continuing

Estimated Budget: Neutral (state fire funds)

STRATEGIC INITIATIVE

Description of Initiative:

Increase communication avenues amongst our volunteers, externally with our customers and within county government.

Desired Outcomes

#1 Better communications internally in the chain of command of SJCFD, leading to a more efficient and productive emergency services organization.

#2 Improve the overall image of SJCFD within the community and to those we serve.

#3 Increase the understanding of what we do and how we do it amongst our fellow county departments, commissioners and administration.

Strategies

#1 Create and distribute a quarterly SJCFD newsletter and personnel directory. Offer an annual officers retreat to aid officers in doing their jobs more efficiently.

#2 Work to increase our marketing venues, putting the SJCFD name, mission and vision statements out to the public through the use of many multi-media outlets (movie theater ads, highway billboards, digital billboards, radio, local newspapers and media days) with the intention of increasing our recruitment and retention.

#3 Distribute annual reports to districts and county departments, commissioners and administration. Offer educational drills for SJC employees, SJCFD open houses and continue recognition of volunteers through annual awards banquets.

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 Reach target number of written reports (newsletters, annual reports, etc.), adding media venues for improved SJCFD image amongst the public.

#2 Hosting at least two open house trainings for SJC employees, commissioners and administration to demonstrate what we do as a fire department.

Start Date: 7/1/11

Estimated Completion Date: Continuing

Estimated Budget: \$100,000

STRATEGIC INITIATIVE

Description of Initiative:

Improve on taxpayer investment in the Fire Department by improving firefighter training, implementing fees for services, developing standard operating guidelines and improving/maintaining our firefighter's personal protective equipment(PPE).

Desired Outcomes

#1 Continue to provide IFSAC level training to all new recruits with the desire of getting all firefighters to a national accreditation, providing Officer and Leadership training, and providing more small scale drills focused on everyday response.

#2 Development and Implementation of code enforcement inspection fees and standby fees when dealing with for-profit entities, as well as pursuing credit for warranty work when SJCFD mechanics perform work.

#3 Replace out dated and costly equipment and PPE (Self-Contained Breathing Apparatus and Bunker Gear) with new National Fire Protection Association (NFPA) code compliant gear; as well begin a gear cleaning program to extend life of current and future gear.

Strategies

#1 Continue relationship with college to achieve IFSAC firefighter 1 qualifications for fire department members, schedule at least one leadership retreat a year for officers, work with cooperators on designing smaller scale transitional incident drills, and develop more online resources for volunteers to utilize.

#2 Begin to charge for code enforcement inspections throughout county, as well as for stand-by at for profit events.

#3 Review current policies and procedures and look to transfer applicable ones to standard operating guidelines.

#4 Apply for grants for purchase NFPA code compliant SCBA's and bunker gear as well as develop a bunker gear cleaning program.

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 Sixty firefighters a year trained to meet national standards, and 60% of officer corps in leadership training per year.

#2 Replace outdated SCBA's and bunker gear throughout the entire County.

Start Date: 7/1/11

Estimated Completion Date: Continuing

Estimated Budget: Mostly funded through grants. Impact to budget over \$450,000

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost
Capital											
		Tanker 435 (1980)	\$281,900	Tanker 535 (1982)	\$80,000	Tanker 735 (1984)	\$130,000	R-310 (1992)	\$100,000	E-430 (1993)	\$250,000
		Tanker 1035 (1982)	\$190,625	Engine 127 (1985)	\$70,000	Tanker 935 (1984)	\$110,000	R-117 (1992)	\$100,000	E-230 (1993)	\$310,000
		Tanker 835 (1986)	\$271,439	Tanker 1135 (1986)	\$145,000	HT-112	\$75,000	Dist 8 - Station Remod	\$150,000	Dist 1 Station	\$100,000
				Engine 221 (1988)	\$340,000	Dist 3 Station Add	\$300,000				
Sub-Total			\$743,964		\$635,000		\$615,000		\$350,000		\$660,000
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions		# of Positions		# of Positions		# of Positions	
				2		2		2		2	
Sub-Total			\$0		\$0		\$0		\$0		\$0
Total Request			\$743,964		\$635,000		\$615,000		\$350,000		\$660,000
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$34,899		\$35,946		\$37,024		\$38,135	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item											
	\$1,163,288	\$1,163,288		\$1,198,187		\$1,234,132		\$1,271,156		\$1,309,291	

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
 This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office. In the event some departments have separate funds, a form should be filled out for each.
Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

GEOGRAPHIC INFORMATION SYSTEMS

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • County Departments <ul style="list-style-type: none"> ○ County Executive Office ○ Board of County Commissioners ○ Fire Operations ○ Public Works ○ Sheriff's Office ○ Emergency Management, <ul style="list-style-type: none"> - Flood Plain ○ Community Development ○ Assessors ○ Information Technology ○ County Clerks ○ Communications Authority ○ Extension Office ○ State Engineers Office ○ Parks & Facilities ○ Finance 	<ul style="list-style-type: none"> • Comprehensive management of San Juan County's Geographic Information <ul style="list-style-type: none"> ○ Provide safe and secure access to databases and GIS data ○ Centralization of GIS services ○ Technical Support <ul style="list-style-type: none"> Software <ul style="list-style-type: none"> - Intranet & Internet Web Services - Database Issues - Upgrades - Installation of GIS Software Hardware <ul style="list-style-type: none"> GPS Equipment- Base Station and GPS Units ○ Recommendations <ul style="list-style-type: none"> - Hardware and Software Applications - Implementation of new GIS technology ○ Assist in development and training of all GIS initiatives • Create customized maps and map books • Geographic resources over the web • Maintain GIS road data • Provide GIS services to contractors hired by the County • Integrate GIS services with other management systems

External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Local Businesses • General Public 	<p>Provide Custom Maps depicting Ownership and County Road, using our basemap data.</p> <p>Maintain GIS Map Portal for direct access to GIS Data and Maps</p>
<ul style="list-style-type: none"> • Government Agencies <ul style="list-style-type: none"> ○ Local Municipalities ○ Federal and State Government <ul style="list-style-type: none"> - Local BLM Office - NMDOT - Navajo Dept. of Transportation - BOR ○ Local School Districts 	<p>Collaboration on area projects, list of contacts responsible for updating and distributing data so efforts aren't duplicated.</p> <p>Sharing/trading of non-sensitive data</p>
<ul style="list-style-type: none"> • Other Agencies/ Committees <ul style="list-style-type: none"> ○ New Mexico Geographic Information Council (NMGIC) ○ New Mexico Department of Information Technology- (doit) ○ Area GIS Users Group 	<p>Participation in State Wide Data Acquisitions</p> <p>Share geographic information</p> <p>Participation in the New Mexico Broadband Collaborative</p>
<ul style="list-style-type: none"> • Vendors 	<p>Our business and suggestions</p>

Strategic Initiatives Completed

Description of Initiative Completed: (1) Replace outdated Server that houses all maps, web maps and department's data. (2) Purchased Storage Space/ Disk Shelves for Imagery on local network- 10 TB		Description of Initiative Completed: Updated SJC - GIS Geoportal Website	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Replace outdated server "Cosmo" with a new one.	Yes, new server is much larger and dependable!	#1 \checkmark Search capabilities <ul style="list-style-type: none"> • Live Maps • Download data 	Yes, Mr. O'Keefe installed the new Geoportal software, moved maps, data, etc. Program allows GIS dept. personnel to login and administer site.
#2 Did not have room for 2011 Imagery. Added needed storage space to existing I.T. hardware	Yes, have room for future imagery	#2 Redesigned Geoportal Site	Yes, changed the look and search functions on back end utilizing numerous types of code.
Start Date: (1) September 26, 2011; (2) November 18, 2011		Start Date: December 2010	
Completion Date: (1) November 2011; (2) End of November 2011		Completion Date: (1) 2010; (2) December 2011 – redesigned completed	
Financial Outcome: (1) \$ 7, 363.05; (2) \$ 23,151.71		Financial Outcome: \$ 2,500.00 for software	

STRATEGIC INITIATIVE

Description of Initiative:

Business changes coming with the New Release of ArcGIS 10.1

Desired Outcomes

#1 ESRI's ArcGIS Online will evolve throughout the coming year to include the ability for organizations to store, manage and host services in a cloud-based environment hosted by ESRI for both public and private use.

2 Publish and package our maps and layers to a "Map Gallery", make that content available to staff and the public; will still be using our current (Geoportal data)

Strategies

#1 Our ELA - Enterprise License Agreement enables a **subscription** with access to ArcGIS Online:

#2 Easily publish new or existing web maps directly to our own organizations "San Juan County" account on ArcGIS.com website that is a "**Public Map Gallery**" with the ability to view, open in ArcGIS Desktop or download layer packages.

- Clerks Web Map
- Floodplain Map
- Fire
- Assessor's Parcel map
- Commission Districts

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 Feedback - Negative or positive - we will know what next step to take.

#2 The use of ArcGIS Online by the Public and Departments for their daily workflow

Start Date: October 2012 - anticipate to upgrade after bugs have been fixed from July rollout

Estimated Completion Date:
December 2012

Estimated Budget: \$ 7,000.00
Unsure what will be covered/paid for in our maintenance agreement-ELA

STRATEGIC INITIATIVE

Description of Initiative:

Bi-Annual purchase of Pictometry Oblique Imagery and LiDAR Data

Desired Outcomes

#1 Continue capturing imagery of San Juan County's populated areas as it has become a vital part of County operations in decision making.

#2 Continued collaboration with Municipalities and local agencies.

Strategies

#1 Meet with Chief Operations Manager to determine areas of capture and what resolution is considered necessary.

#2 **"Support"** from County Departments either monetary or backing to get this approved as it's a tool that's utilized daily by a majority of county departments.

#3 With the continued participation of the local Entities and agencies has made this feasible for all parties as it reduces expenses, everyone gets the product they need making this a "win – win" situation.

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 Departments use of data/imagery, software and apps:

- Public Safety (Fire, Sheriff, Emergency Management, etc) for emergency response in critical incident preplanning.
- Assessors - Property assessment
- Rural Addressing Department - QAQC , preplanning on new roads and addresses
- Code Compliance - Use to enforce Ordinance as imagery is time stamped.
- Public Works - Facility management.
- Treasures Office - Locate Mobile homes for perm
- Clerk's Office - Verifying boundaries, verify addresses are in correct voting precinct.
- CEO's – Land use , pre-planning, site analysis

Start Date:

January 2012 - planning stages

Estimated Completion Date:

Spring of 2013 - Deliverables in July 2013

Estimated Budget:

\$ 165,200 includes Farmington LiDAR
We will be reimbursed by local and federal agencies for their portion.

STRATEGIC INITIATIVE

Description of Initiative:

Create Building Footprints using 2007 & 2009 LiDAR

Desired Outcomes

#1 Create a data layer which represents the building footprints within the county to be consumed by departments for map making and decision making.

#2 This will be part of our basemap data layer, the building footprints map layer will be an integral part of San Juan County's Geographical Information System.

#3 If we are successful what attributes- information would be associated with the polygons? (Example): elevation of building, Residential, non-residential ???

Strategies

#1 **Pilot Project** - choosing a heavily populated area with a variety of building sizes and heights utilizing the 2007 & 2009 first return lidar, setting the criteria for creating footprints.

#2 Use the GeoCue software - LP 360 to do the processing that will create the footprints

#3 Edit attribute information utilizing county information.

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement

#1 Departments use of layer, does it meet your needs?

- Fire Department
- Assessor's Office
- Rural Addressing
- GIS Department

#2 Updating the building footprints can only be achieved by capturing LiDAR

- Maintenance of building footprints hinges on capturing new lidar with the Pictometry Flyover!

Start Date: February 2012

Estimated Completion Date: (1) month
on Pilot Project

Estimated Budget: GIS Technicians
hourly wages

Five Year Strategic Forecasting Plan

Department: GIS

Last Updated: 2/16/2012

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost
Capital				Pictometry Flyover	\$165,200	Upgrade Base station	\$18,000	Imagery & LiDAR Flyover	\$266,000	New 4 x 4 vehicle	\$30,000
				Upgrade 2 GIS-GPS unit we don't fly	\$12,000	New Plotter & Scanner	\$12,000	Pictometry Perpetual	\$17,000	Vector	\$1,000
						GPS Unit	\$11,000	Upgrade 2 GPS Unit-PW	\$13,000	upgrade Laser	\$2,000
						Upgrade Ford Explorer	\$28,000				
Sub-Total			\$0		\$187,200		\$69,000		\$296,000		\$33,000
Re-Occurring Exp.			\$0		\$87,000		\$87,000		\$88,000		\$95,000
Technology											
	ArcGIS Server Migration-3rd Party Vendor	\$25,000		ESRI-Online Subscriptions	\$10,000	ESRI-Online subscriptions	\$14,000	ESRI-Online subscriptions	\$14,000	Hosted Online services	\$15,000
	fee 20% of \$ 18,500 listed below	\$3,700		Reverse Proxy server-"Sally"	\$2,500	Update Server-Wally	\$7,500	Upgrade dated server "Alice"	\$10,000	Disk Shelves	\$40,000
										"Cosmo"	\$8,000
Sub-Total		\$28,700			\$12,500		\$21,500		\$24,000		\$63,000
Re-Occurring Exp.		\$3,700			\$3,700		\$3,700		\$3,700		\$3,700
Personnel	# of Positions			# of Positions		# of Positions		# of Positions		# of Positions	
						to Senior Analyst-difference of	\$5,533			(1) Promote GIS Tech to GIS Analyst-difference	\$10,000
						to GIS Tech	\$38,000				
Sub-Total		\$0		\$0			\$43,533		\$0		\$10,000
Total Request		\$28,700		\$199,700			\$134,033		\$320,000		\$106,000
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$3,766		\$6,600		\$9,518		\$12,555	
Re-Occurring Exp. Total		\$3,700		\$90,700		\$90,700		\$91,700		\$98,700	
Operating Line Item		\$121,818		\$219,984		\$317,283		\$418,502		\$529,757	

Definers:
Capital-should be the same as the ICIP plan.
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Personnel-what personnel will you be requesting for the department.
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Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

HUMAN RESOURCES

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Current - Provide information on personnel issues/concerns, employee benefit, compensation, training, jobs, policy & procedures, performance evaluations, review their personnel file, trainings. • New Hires - Introduce them to employment with SJC through the new hire orientation process; inform them of benefits; inform them on policies and procedures with SJC; provide sexual harassment training. • Departing Employees - Assist with exit process, conduct exit interview, inform them on their benefits, process necessary forms for benefits, arrange for final pay, prepare documentation on their termination and/or resignation.
<ul style="list-style-type: none"> • Department Managers 	<p>Provide information and assistance on job openings, employment process, recruit most qualified applicant to fill position, personnel changes, salary information, disciplinary process, trainings, policy & procedures, performance evaluations.</p>
<ul style="list-style-type: none"> • SJC CEO 	<p>Obtain necessary signatures of approval are received for personnel actions. Keep management informed of all personnel issues.</p>
<ul style="list-style-type: none"> • SJC Commissioners 	<p>Inform them of HR services by demonstrating accountability, ethical behavior and practicing good judgment.</p>
<ul style="list-style-type: none"> • SJC Finance-Payroll Division 	<p>Provide and ensure implementation of personnel actions into payroll system; maintain accountability and consistency.</p>

<ul style="list-style-type: none"> SJC Legal 	<p>Provide legal review and representation for HR processes in the best interest of the County. Review of contracts and job postings; representation for EEOC, grievances, claims; consultants for employee benefits and disciplinary issues.</p>
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> Federal & State Agencies 	<ul style="list-style-type: none"> Equal Employment Opportunity Commission – required minority reporting requirements. New Hire Reporting – comply with the “Personal Responsibility and Work Opportunity Reconciliation Act,” or PRWORA, as part of Welfare Reform to assist with child support. New Mexico Department of Labor – unemployment insurance claims & hearings. New Mexico Workforce Connection – applicant testing and job posting. Social Security Administration – coordination of benefits (Medicare/Medicaid) Child Support Services Division – provide & assist with claims
<ul style="list-style-type: none"> Human Resource Affiliates 	<ul style="list-style-type: none"> New Mexico Association of Counties – collaboration with policies Four Corners Human Resources Association – networking Society for Human Resource Management – resource Society for Human Resource Management of New Mexico – networking & resource Retirement – PERA, NMRHCA, Deferred Comp.-Nationwide
<ul style="list-style-type: none"> Job Seekers/Applicants 	<ul style="list-style-type: none"> Inform them of employment opportunities and benefits with SJC; assist with on-line application process; refer to website or provide on-site assistance. Coordinate interview and testing.

<ul style="list-style-type: none"> • Human Resources Vendors 	<ul style="list-style-type: none"> • Unemployment Insurance – TALX, filing and representation. • Background Investigations – Personnel Profiles; NM Interactive, LLC, verify valid NM driver's license and driving records (still in initiating process) • Pre-Employment Testing – Reliance (drug/alcohol screening, physical, TB testing) • Health Benefits – Tall Tree, Metlife, Restat, AHH, San Juan IPA • Supplement Benefits – Aflac, Pre-paid Legal, Sunlife, CHOICES, *Companion Life & *AIG Valic (*not current vendors, have to maintain vendor relationship for employee/policy holders).
<ul style="list-style-type: none"> • General Public 	<p>Represent SJC and HR as an elite employer in the area (county) at career fairs or other community events.</p>
<ul style="list-style-type: none"> • San Juan College & area High Schools 	<p>Intern opportunities ; job/career fairs</p>
<ul style="list-style-type: none"> • Finance Companies/Banks/Creditors 	<p>Employment verification on current SJC employees, employee credit unions</p> <ul style="list-style-type: none"> • First Financial Credit Union • Animas Credit Union
<ul style="list-style-type: none"> • Employee spouses/dependents 	<p>Provide information and assist with benefits</p>
<ul style="list-style-type: none"> • Job Boards 	<p>Daily Times, Tri-City Tribune, NEOGOV, Jobing.com, Governmentjobs.com</p>

Strategic Initiatives Completed

Description of Initiative Completed:

San Juan County. . . .Employer of Choice

Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was Outcome met? Explain
#1 Research possible enhancements to the Employee Benefits Program.	<ul style="list-style-type: none"> • Implemented self-funded Dental program. • Increased employee life insurance coverage to \$25,000. • Joint Medical Alliance-No participation from tri-cities. • Retirement Seminar conducted 2009, 2010, 2011. 	#3 Provide comprehensive in-house training that promotes professional development. <ul style="list-style-type: none"> • Educate supervisors on becoming pro-active and accountable in handling employee relation issues. • Educate employees with skills to become productive, customer oriented employees. 	<ul style="list-style-type: none"> • On-going in-house compliance harassment training. • Department specific trainings on interviewing, conflict resolution, disciplinary actions/terminations, performance evaluations.

<p>#2 Introduce a Wellness Program that promotes a healthy workforce.</p> <ul style="list-style-type: none"> Encourage at-risk employees to participate. 	<ul style="list-style-type: none"> 24/7 Nurse Line, HealthOutlook, Consult a Doc-not successful, only 1% utilized this feature. No longer in use. Research suggested employee discounts to fitness center, implemented. Notified employees of Merck Engage-on line resource through Restat. 	<p>#4 Revise New Hire Orientation Process that introduces the employee to San Juan County and to streamline the employment and benefit process.</p>	<ul style="list-style-type: none"> Revision includes powerpoint with welcome message from CEO, policy, harassment, hazard communications, risk mgmt-W/C, and benefits. Thorough orientation that includes pertinent information.
<p>Start Date: Spring 2008</p>			
<p>Completion Date: Summer 2011</p>			
<p>Financial Outcome:</p>			

Strategic Initiatives Completed

Description of Initiative Completed: Create HR Scorecards		Description of Initiative Completed: Provide HR information on website with both internet & intranet	
Original Desired Outcomes:	Was Outcome Met? Explain	Original Desired Outcomes:	Was Outcome Met? Explain
#1 Establish method of measurement for HR services.	<ul style="list-style-type: none"> • Monthly Manpower Report- measure HR services for recruiting, turnovers, & demographics. • Benefits Tracking Report- obtain detail reports from TallTree with information included in quarterly "Hotline" newsletter. • Cost for Hire Report- insufficient historical data, on-going. • Training Report - insufficient historical data, on-going. 	#1 Provide accurate HR internet information for potential applicants.	<ul style="list-style-type: none"> • NEOGOV applicant tracking software links to the County website for the on-line application process, HR manages the information. • Applicants receive notification via email - "Go Green." • Ability to manage HR information on intranet.

<p>#2 Provide accurate HR intranet information for current employee.</p>	<p>Information is available for employees who have intranet access on employee benefits, employee handbook, updates, events, training, forms, etc.</p>	<p>#2 Enhance the on-line benefit enrollment process for current employees.</p>	<p>Used in 2008 & 2009 and was not successful. With security safeguards in place may try to use in future.</p>
<p>Start Date: Spring 2008</p>		<p>Start Date: Spring 2008</p>	
<p>Completion Date: On-Going</p>		<p>Completion Date: On-Going</p>	
<p>Financial Outcome:</p>		<p>Financial Outcome:</p>	

Strategic Initiatives Completed

<p>Description of Initiative Completed:</p> <p>Enhance Applicant Tracking</p>	
<p>Original Desired Outcomes:</p>	<p>Was Outcome met? Explain</p>
<p>#1 Create accurate applicant reports that details the recruiting process.</p>	<p>Implemented NEOGOV applicant tracking software, July 2009, with the following results:</p> <ul style="list-style-type: none"> • Applicants complete on-line application once to apply for more than one job opening. • Applicants are informed electronically. • EEO report(s) is provided for each recruitment. • Personnel Requisitions are created and approved on-line (in progress). • Job Postings are prepared on-line via NEOGOV that reflects current job description. • Add supplement questions for applicants to complete. This assists the hiring manager when screening applications. • An audit trail (report) for each recruitment for transparency of our recruitment process. <p>Since July 2009, HR has managed the data needed to complete required EEOC filings for September 2009 and September 2011. HR is more efficient in completing the report and in compliance.</p>
<p>#2 Determine qualified applicants utilizing electronic application process and data.</p>	
<p>Start Date: July 2008</p>	
<p>Completion Date: On-going</p>	
<p>Financial Outcome:</p>	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative: San Juan County....Employer of Choice</p>	<p>Description of Initiative: HR Communication Plan</p>
<p style="text-align: center;">Desired Outcomes</p>	<p style="text-align: center;">Desired Outcomes</p>
<p>#1 Conduct feasibility study for on-line training for compliance (harassment), safety, and employee/work relations. Develop new supervisory training.</p>	<p>#1 Expand into the social media scene for recruiting and to maximize advertising possibilities.</p>
<p>#2 Enhance Employee Benefits Program. <i>Initiatives for this are limited due to uncertainties with Healthcare Reforms.</i></p>	<p>#2 Be a communication pipeline for County employees.</p>
<p style="text-align: center;">Strategies</p>	<p style="text-align: center;">Strategies</p>
<p>#1 Research on-line training for harassment, employee & work relations; flexible training schedule with variety of topics.</p>	<p>#1 Develop a social media strategic plan for promoting San Juan County as the Employer of Choice.</p> <ul style="list-style-type: none"> • Seek alternative marketing options for County job vacancies internally and externally.
<p>#2 Develop supervisory training with handbook for new or as a refresher training. For supervisors to strengthen internal customer & work relationship; provide better customer service.</p>	<p>#2 Communicate pertinent HR information to employees.</p> <ul style="list-style-type: none"> • Job postings • Employee Benefits • Training

<p>#3 Enhancements to employee benefits is limited, but a significant initiative is to hire an on-site Wellness Coordinator to work closely with employees and dependents with at-risk medical issues; promote health/wellness education to employees.</p>					
<p>#4 Additional employee benefits enhancements:</p> <ul style="list-style-type: none"> • Retirement Seminar August 2012 - continued • Flu & Pneumonia shots Fall 2012 – continued • Annual blood drives w/employee incentives- continued • Health Plan – seek nation-wide provider network • Develop & maintain tracking for leaves-medical, Short Term Disability, FMLA (in progress) • Annual Salary Survey – remain competitive & comparative • Promote quarterly wellness events/activities. 					
<p>Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement</p>			<p>Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement</p>		
<p>#1 Continue to enhance employee benefit program for employee retention and savings to employee & County.</p>			<p>#1 Provide "one-stop" information.</p>		
<p>#2 Training utilization report to track effectiveness and cost.</p>			<p>#2 Expanded marketing/advertising areas; metrics on applicants applying.</p>		
<p>Start Date: Fall 2012</p>	<p>Estimated Completion Date: Spring 2013</p>	<p>Estimated Budget: \$79,000</p>	<p>Start Date: Spring 2012</p>	<p>Estimated Completion Date: Spring 2013</p>	<p>Estimated Budget:</p>

STRATEGIC INITIATIVE

Description of Initiative:

Effective & Efficient HR processes

Desired Outcomes

#1 Streamline internal HR processes, new hire orientation & survey, recruiting, career development, and metric reports.

#2 Full NEOGOV implementation of all components.

Strategies

#1 Continue to identify internal HR process to enhance services for efficiency and effectiveness.

- Minimize length of new hire orientation to cover core contents and get employee to their work locations.
- Prepare metrics & reports for training, recruiting, and on-boarding.
- Better use of GEMS –HR aspects (training, disciplinary actions, promotions, etc.)
- Revise Tuition Reimbursement to an Educational Assistance program promoting internal career development.

#2 Full implementation of NEOGOV's on-line process will improve time-to-hire results.

- Applicant job interest cards that allows applicants to receive notification when a job opens with their interest.
- Recruiting reports
- Salary survey
- Better use of NEOGOV features

#3 NEOGOV on-line personnel requisitions and approvals; training with identified department PR creators. Process that is streamlined and timely turnaround service.

Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement

#1 Staff using the on-line personnel requisition process. Applicants using the job interest cards. Full automation of on-line applicant tracking system. Provide qualified applicants using NEOGOV's screening components.

#2 Improve accountability with Educational Assistance Program with better documentation/tracking.

#3 New Hire orientations taking less than 4 hours, streamline to efficiency.

#4 Continue to provide relevant and pertinent metrics to administrators.

Start Date: Spring 2012

Estimated Completion Date: Spring 2013

Estimated Budget:

INDIGENT HEALTH CARE

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Commissioners 	Accountability for the IHC Program
<ul style="list-style-type: none"> • SJC Detention Center 	Assist staff with claims
<ul style="list-style-type: none"> • Juvenile Facility 	Assist staff with claims
<ul style="list-style-type: none"> • DWI Facility 	Assist staff with claims
<ul style="list-style-type: none"> • Meth Program 	Assist staff with claims
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Residents of San Juan County 	Provide IHC program assistance services to those who qualify, provide Notary Services, Burial/cremation services to those who qualify
<ul style="list-style-type: none"> • Health Care Facilities/agencies/Hospitals 	Timely and accurate claims processing, funding
<ul style="list-style-type: none"> • Funeral Homes 	Coordination of Burial/Cremation program
<ul style="list-style-type: none"> • Adult Drug Court 	Administrative funding
<ul style="list-style-type: none"> • State of NM, Health Policy Commission 	Timely and accurate reporting
<ul style="list-style-type: none"> • State of NM, Medical Assistance Div 	Funding
<ul style="list-style-type: none"> • Legislators 	Indigent Program information
<ul style="list-style-type: none"> • SJC Partnership 	Funding for Needs Assessment
<ul style="list-style-type: none"> • Other Outside Agencies 	Health Care outreach as approved by the Commission

Strategic Initiatives Completed

Description of Initiative Completed: Install and Implement IHC Claims Management Software		Description of Initiative Completed: Update IHC Program policy	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Improve speed and accuracy of claims processing	Accuracy in entering applications was met; however, speed in entering applications is not met as we work with the software vendor to resolve our issues. Speed and accuracy of claims processing is markedly improved.	#1 Increase number of clients eligible under the IHC Program	Yes. More clients are eligible with the increased income guideline.
#2 Improve tracking and reporting capabilities of client demographics and claims activity	Yes. The software has robust tracking and reporting capabilities and there is a marked improvement over Taz.	#2 Clarify and streamline the language in the policy to assure compliance with State Statute and SJ County policies	Yes. Clarity in the language allows for quicker decisions on eligibility.
Start Date: RFP August 2007, Install customizations January 2010		Start Date: December 2007	
Completion Date: Go Live – March 2010		Completion Date: December 2008	
Financial Outcome: \$143,000 purchase; \$23,000 maintenance/yr		Financial Outcome: Increase in claims expenditures	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Expand coverage of the IHC Program to include additional health care services</p>	<p>Description of Initiative:</p> <p>Outreach and Marketing of the IHC Program</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Increase the types of services paid under the IHC program</p>	<p>#1 All residents of San Juan County become aware that the IHC Program is an option when assistance is needed.</p>
<p>#2 Increase the number of residents of San Juan County who qualify for the program</p>	<p>#2 Have fewer clients report to us that they had never heard of this program before.</p>
<p>#3 Spend down reserves; keep funding within SJC</p>	
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Explore ways to expand coverage of Health Care Services; such as for Doctors and surgeons, within statutory guidelines.</p>	<p>#1 Develop a brochure to be placed in key areas around the county to include the hospital and clinic waiting rooms.</p>
<p>#2 Utilize needs assessment to prioritize and determine needs</p>	<p>#2 Semi-annual Newspaper, television, radio PSA's</p>
<p>#3</p>	<p>#3 Evaluate the content of the IHC page on the county's website and update as needed.</p>

Preliminary Performance Objectives/Key Performance Indicator(s) –Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Increase in the number of SJC residents receiving assistance under the IHC Program			#1 An increase in the number of new clients applying for the IHC Program.		
#2			#2 Increase in claims expenditures		
Start Date: May 2012	Estimated Completion Date: July 2012	Estimated Budget:	Start Date: July 2012	Estimated Completion Date: June 2013	Estimated Budget: \$2,000.00

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
Description of Initiative: Fully train end users in iReach	Description of Initiative:
Desired Outcomes	Desired Outcomes
#1 Increase efficiency in the IHC program	#1
#2 Improve response time to facility/agency on routine inquiries	#2
Strategies	Strategies
#1 Finalize internal iReach processes	#1
#2 Develop a short training manual for the end user	#2
#3 Schedule and conduct training for end user	#3
#4 Ask for feedback from end users to explore areas for improvement.	#4

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 Little or no back log of claims			#1		
Start Date: April 2012	Estimated Completion Date: June 2012	Estimated Budget: \$500	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Indigent Health Care

Last Updated: 2/14/2012

		FY2013 Requests	Estimated Cost	FY2014 Requests	Estimated Cost	FY2015 Requests	Estimated Cost	FY2016 Requests	Estimated Cost	FY2017 Requests	Estimated Cost
Capital								Replacement Vehicle	\$35,000		
Sub-Total			\$0		\$0		\$0		\$35,000		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology				Server	\$3,500						
				SQL License	\$5,570						
Sub-Total			\$0		\$9,070		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions							
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Total Request			\$0		\$9,070		\$0		\$35,000		\$0
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$412,028		\$424,388		\$437,120		\$450,234	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item	\$13,734,254	\$13,734,254		\$14,146,282		\$14,570,670		\$15,007,790		\$15,458,024	

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
 This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office.
 In the event some departments have separate funds, a form should be filled out for each.
Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

INFORMATION TECHNOLOGY

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
• CEO Office/Legal Dept.	Technical Support
• Treasures Office	Hardware
• Assessor's Office	PC, Servers, Switches/Routers, Phones
• Clerk's Office	Data storage and back-up
• Finance	Software
• Central Purchasing/Community Dev	Application installation and support
• HR	Third party application recommendations
• Parks and Facilities	Internet and email access
• DWI/JDC/ADC	Timely Response and Resolutions
• Housing/Indigent/Safety	Accurate Information, Communication, and Cooperation
• Public Works	
External Customers / Stakeholders	What this customer needs from us
• Sherriff's Office	Support when needed, Accurate Information, Communication,
• Fire Department	and Cooperation
• Communications	
• Compliance	

Strategic Initiatives Completed

Description of Initiative Completed: Uninterruptible Power Supply		Description of Initiative Completed: Server Consolidation and Virtualization	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Provide continues power to MDF in case of a power failure	Yes, the UPS supplies continuous power allowing us time to properly bring the MDF down	#1 Reduce total cost of server hardware, power consumption, and maintenance	The virtual environment has created savings in that we have drastically reduced the need to purchase server hardware.
#2 E-notify in case of power outage	Yes, the UPS has E-Notify capability	#2 Rapid recovery and deployment of servers	Yes. The virtual environment allows us to create new app servers in a short amount of time. It also allows us to quickly recover a server should it fail.
Start Date: 09/01/08		Start Date: 09/15/2008	
Completion Date: 09/15/08		Completion Date: 10/01/2008	
Financial Outcome: \$35,000		Financial Outcome: \$64,000	

Strategic Initiatives Completed

Description of Initiative Completed: NetApp Storage Appliance		Description of Initiative Completed:	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Disaster Recovery/back-up time	Yes. We know have recovery processes in place that would restore data if our primary storage went down.	#1	
#2 Increase storage space	Storage was increased from	#2	
Start Date: 09/01/2008		Start Date:	
Completion Date: 09/15/2008		Completion Date:	
Financial Outcome: \$325,000		Financial Outcome:	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative</p> <p>Employee Self Service Module for GEMS</p>	<p>Description of Initiative</p> <p>Upgrade M86 Web Filter</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Move paper timecard system to web based (GEMS) time and attendance system that will allow employees to enter time exceptions online and allow supervisors to approve and send electronic timecards to payroll.</p>	<p>#1 Current M86 Filter is out of warranty and no longer receiving updates to block new harmful sites and is no longer supported by vendor. New filter will allow updates and support.</p>
<p>#2 System will allow employees to print pay stubs as needed rather than payroll printing all pay stubs every pay period. System will also allow employees to print W2's as needed.</p>	<p># 2 New filter will allow more flexibility when customizing web traffic reports to department directors.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 This is a GEMS module that will easily work with our current GEMS payroll system. Look and feel of the system will be familiar to GEMS users. Minimal one on one training will be required.</p>	<p>#1 Install new device, configure firmware.</p>
<p>#2 Will work with departments that still may need to use timecards. We will be able to tailor electronic/paper solution for departments based on the needs of the department.</p>	<p>#2 Test filter through various sites.</p>
<p>#3 Some departments may need a timecard kiosk which IT will provide.</p>	<p>#3</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 System will generate time savings through the entire process from employee entry to submittal to payroll.			#1 Filter receiving new website updates. Fully supported firmware/hardware.		
#2 System will no longer require printing of timecards or paystubs.			#2		
Start Date: 11/2012	Estimated Completion Date: 12/2012	Estimated Budget: \$20,000	Start Date: 8/2012	Estimated Completion Date: 8/2012	Estimated Budget: \$10,000

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Replace out of warranty Cisco Switches</p>	<p>Description of Initiative:</p> <p>Replace Panasonic DVR with Pelco DVR at DWI</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Maintain connectivity</p>	<p>#1 Stability and uptime regarding capturing audio and video. Panasonic video playback is difficult to maintain. The Pelco system is much more user friendly.</p>
<p>#2 Devices will be in warranty. Qualify for repair/replacement from Cisco</p>	<p>#2 Panasonic product support is sub-par. Pelco hardware and software support will allow much less downtime and a more reliable environment for archiving data.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Install 2 out of warranty devices in CEO closet</p>	<p>#1 Work with DWI administration to schedule small window of downtime to install the new DVR system.</p>
<p>#2 Install 3 out of warranty devices in PW/HR closet</p>	<p>#2</p>
<p>#3 Install 3 out of warranty devices at DWI</p>	<p>#3</p>
<p>#4 Install 1 out of warranty device at Juv</p>	<p>#4</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 Uptime			#1 Support and maintenance tremendously improved.		
#2 Repair/replace available through vendor			#2 Ease of use regarding storing, viewing, maintaining recordings.		
Start Date: 9/2012	Estimated Completion Date: 11/2012	Estimated Budget: \$45,000	Start Date: 9/2012	Estimated Completion Date: 9/2012	Estimated Budget: \$15,000

Five Year Strategic Forecasting Plan

Department: Information Technology

Last Updated: 2/14/2012

		FY2013	FY2014	FY2015	FY2016	FY2017				
		Requests	Requests	Requests	Requests	Requests	Estimated Cost	Estimated Cost		
							Estimated Cost	Estimated Cost		
Capital	Employee Self Service Module for GEMS		New Kronos Server and Kronos version upgrade		Rebuild Call Manager	\$50,000	Replace Tape back-up server	\$8,000	Migrate to a hosted mail solution	\$35,000
	Upgrade M86 Web Filter	\$10,000		Upgrade NetApp Heads	\$100,000	Upgrade intranet Server	\$8,000	Replace out of warr Cisco switches (5)	\$25,000	
	Replace out of warr Cisco switches (9 total)	\$45,000		Move Accucare to Hosted	\$3,000	Replace tape back-up devices and tapes	\$15,000			
	Replace Panasonic DVR with Pelco at DWI	\$15,000		Replace domain controllers server	\$8,000					
	Sub-Total		\$90,000		\$151,000		\$73,000		\$33,000	\$35,000
	Re-Occurring Exp.		\$11,680		\$1,000		\$0		\$0	\$35,000
	Technology									
Sub-Total		\$0		\$0		\$0		\$0	\$0	
Re-Occurring Exp.		\$0		\$0		\$0		\$0	\$0	
Personnel	# of Positions		# of Positions		# of Positions		# of Positions		# of Positions	
Sub-Total		\$0		\$0		\$0		\$0	\$0	
Total Request		\$90,000		\$151,000		\$73,000		\$33,000	\$35,000	
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017
% Increase		0%		3%		3%		3%		3%
\$ Increase		\$0		\$8,222		\$8,498		\$8,753		\$9,016
Re-Occurring Exp. Total		\$11,680		\$1,000		\$0		\$0		\$35,000
Operating Line Item										
	\$262,370	\$274,050		\$283,272		\$291,770		\$300,523		\$344,538

Definers:
Capital-should be the same as the ICIP plan.
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Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

JUVENILE SERVICES

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Staff 	<ul style="list-style-type: none"> • Frequent and Open Communication (including follow-up) • Support <ul style="list-style-type: none"> ○ Problem Solving ○ Prompt Handling of Issues/Complaints ○ Convenient Feedback Mechanisms • Consistency • Accessibility • Courteousness • Reliability and Trustworthiness
<ul style="list-style-type: none"> • Other County Departments 	<ul style="list-style-type: none"> • Thorough Communication • Time to process request/orders • Support when needed
<ul style="list-style-type: none"> • Contractual Service Providers 	<ul style="list-style-type: none"> • Frequent and Open Communication • Feedback when issues arise • Regular Meetings to review compliance with contract
<ul style="list-style-type: none"> • Clients (Detention, RTC, Shelter) 	<ul style="list-style-type: none"> • Understanding of Rules & Regulations for facility expectations. • Unimpeded mechanisms for grievances and requests • Fair, courteous, and professional treatment • Timely responses to requests • Reasonable access to administrative staff • Consistency • Access to facility programming

External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • District Court, Public Defender, and District Attorney 	<ul style="list-style-type: none"> • Flexibility • Familiarity and Understanding of Juvenile Justice System • Accessibility to approach and communicate • Support and participation on committees designed to benefit our youth through programs or treatment
<ul style="list-style-type: none"> • Children, Youth & Families Department <ul style="list-style-type: none"> ○ Santa Fe Administration ○ Juvenile Probation/Parole ○ Protective Services ○ Family Services 	<ul style="list-style-type: none"> • Frequent and open communication • Opportunities for collaboration and partnerships • Compliance with all facets of contractual agreement • Courteousness – respect or consideration of needs • Consistency with standards set forth for facility operations and certification
<ul style="list-style-type: none"> • General Public (parents, families, advocates, guardians, etc.) 	<ul style="list-style-type: none"> • Open communication • Ability to approach, or communicate with administrative staff any concerns/issues/questions • Information that is accurate and helpful • Fair, courteous, and professional treatment • Consideration of concerns/issues
<ul style="list-style-type: none"> • San Juan Regional Medical Center 	<ul style="list-style-type: none"> • Coordination of any and all professional services that can be contracted for clinical needs • Open communication and strong professional relationship • Collaboration on all facets of adolescent needs (regular or crisis) • Working together for emergent suicidal psychiatric needs of youth in custody or referred to assessment center
<ul style="list-style-type: none"> • Community Behavioral Health Providers 	<ul style="list-style-type: none"> • Ability to access juveniles in custody to conduct a comprehensive assessment or psychological evaluation • Appropriate space to conduct evaluations in a safe and confidential setting • Open communication with all levels of Juvenile Facility Staff

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Work with Federal Government to secure a treatment-based long-term program for youth sentenced through Federal Courts</p>	<p>Description of Initiative:</p> <p>Integrate cellblock walk-through system checks through existing computer system in secure area of facility.</p>
Desired Outcomes	Desired Outcomes
<p>#1 More opportunities to work with Native American youth in a secure setting that is therapy based to address the many issues related to crime, environment, substance abuse, suicide ideations, while embracing the importance of the culture.</p>	<p>#1 Increase level of accountability of staff to eliminate any opportunity to compromise safety with respect to individual inmate cell checks.</p>
<p>#2 Maintaining consistency within the Juvenile Facility of providing services to adjudicated juveniles from San Juan County and the Northern Region of NM.</p>	<p>#2 Ensure walk-throughs are being logged and tracked by a computer system in order to generate reports for security measures of facility, staff, and other inmates.</p>
Strategies	Strategies
<p>#1 Engage in communications with Federal Government to determine level of interest.</p>	<p>#1 Determine technical requirements needed for integration.</p>
<p>#2 Maintain consistent data of current operations to provide assistance during the possible development stage.</p>	<p>#2</p>

Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Gain more knowledge Juvenile Federal System within the State of New Mexico.			#1 Obtain quote from provider to integrate.		
Start Date: In progress	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative</p> <p>Install perimeter lighting and cameras on the back side of the Juvenile Facility for added security.</p>	<p>Description of Initiative</p> <p>Replace monitors in Control room</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Better visibility during nighttime hours while conducting State mandated hourly perimeter checks.</p>	<p>#1 All eight monitors are on 24/7 and are currently 8 years old. Monitors are beginning to operate with ghost effects from previous screens and visibility is at a minimum on some screens.</p>
<p>#2 Having the capability to capture any outside source attempting to compromise the perimeter of the secure facility while maintaining a well-lit area for better visual.</p>	<p>#2 Greater visibility for Control Officer while viewing all areas of the secure facility.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Work with Facility Maintenance staff to determine the level of services that can be done in-house.</p>	<p>#1 Determine requirements needed for replacement.</p>
<p>#2 Obtain quote for services that cannot be completed by San Juan County.</p>	<p>#2</p>
<p>#3 Seek individual to provide electrical and installation services.</p>	<p>#3</p>

Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Potentially issue an RFP for these services while working with Central Purchasing.			#1 Obtain quote from provider to integrate.		
Start Date: July 2011	Estimated Completion Date: September 2011	Estimated Budget: \$30,000	Start Date: July 2011	Estimated Completion Date:	Estimated Budget: Pending Quote

Five Year Strategic Forecasting Plan

Department: Juvenile Detention Facility

Last Updated: 2/15/2012

		FY2013 Requests	Estimated Cost	FY2014 Requests	Estimated Cost	FY2015 Requests	Estimated Cost	FY2016 Requests	Estimated Cost	FY2017 Requests	Estimated Cost	
Capital	Perimeter Lighting		\$20,000	Transport Vehicle	\$18,000	Replacement Security System	\$65,000					
	Replacement Monitors		\$20,000									
Sub-Total			\$40,000		\$18,000		\$65,000		\$0		\$0	
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0	
Technology												
Sub-Total			\$0		\$0		\$0		\$0		\$0	
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0	
Personnel	# of Positions			# of Positions		# of Positions		# of Positions		# of Positions		
Sub-Total			\$0		\$0		\$0		\$0		\$0	
Total Request			\$40,000		\$18,000		\$65,000		\$0		\$0	
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017		
% Increase		0%		3%		3%		3%		3%		
\$ Increase		\$0		\$25,871		\$26,648		\$27,447		\$28,270		
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0		
Operating Line Item												
	\$862,380	\$862,380		\$888,251		\$914,899		\$942,346		\$970,616		

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
 This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office. In the event some departments have separate funds, a form should be filled out for each.
Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

LEGAL DEPARTMENT
Strategic Plan
Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Board of County Commissioners 	Legal advice
<ul style="list-style-type: none"> • Elected Officials 	Legal advice
<ul style="list-style-type: none"> • County Executive Officers 	Legal advice
<ul style="list-style-type: none"> • Department Heads 	Legal advice
<ul style="list-style-type: none"> • County Employees 	Legal advice to County officials
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • San Juan Water Commission 	Legal advice
<ul style="list-style-type: none"> • San Juan County Communications Authority 	Legal advice
<ul style="list-style-type: none"> • San Juan County Criminal Justice Training Authority 	Legal advice
<ul style="list-style-type: none"> • Executive Officers of External Agency Stakeholders 	Legal advice
<ul style="list-style-type: none"> • Employees of External Agency Stakeholders 	Legal advice to external agency stakeholder officials

<ul style="list-style-type: none"> County's Insurance Carriers 	Legal advice
<ul style="list-style-type: none"> Contract Legal Counsel 	Problem solving and legal advice
<ul style="list-style-type: none"> Other New Mexico Counties 	Problem solving and legal decisions
<ul style="list-style-type: none"> NM Association of Counties 	Examples of problem solving and legal decisions
<ul style="list-style-type: none"> Local Municipalities 	Problem solving and legal decisions
<ul style="list-style-type: none"> Other NM Municipalities 	Examples of problem solving and legal decisions
<ul style="list-style-type: none"> Municipal League 	Examples of problem solving and legal decisions
<ul style="list-style-type: none"> State Agencies 	Problem solving and legal decisions
<ul style="list-style-type: none"> Federal Agencies 	Problem solving and legal decisions
<ul style="list-style-type: none"> Navajo Nation Officials and Entities 	Problem solving and legal decisions
<ul style="list-style-type: none"> Private Non-Profit Entities 	Problem solving and legal decisions
<ul style="list-style-type: none"> County Business Entities 	Problem solving and legal decisions
<ul style="list-style-type: none"> Citizens of San Juan County 	Problem solving and legal decisions

OFFICE OF EMERGENCY
MANAGEMENT

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • CEO / Commissioners 	<ul style="list-style-type: none"> • Emergency management information and updates • Training • Information on floodplain areas for growth planning
<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Grant information and updates
<ul style="list-style-type: none"> • San Juan County Fire 	<ul style="list-style-type: none"> • Information regarding Homeland Security funding • Training • Communications System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> • San Juan County Sheriff's Office 	<ul style="list-style-type: none"> • Information regarding Homeland Security funding • Training • Communications System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> • Public Works 	<ul style="list-style-type: none"> • Radio System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> • Adult Detention Center 	<ul style="list-style-type: none"> • Radio System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> • Juvenile Detention Center 	<ul style="list-style-type: none"> • Radio System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> • Parks and Facilities 	<ul style="list-style-type: none"> • Training • Emergency Planning
<ul style="list-style-type: none"> • Public Information Officer 	<ul style="list-style-type: none"> • Training • Emergency Information
<ul style="list-style-type: none"> • GIS Department 	<ul style="list-style-type: none"> • Training
<ul style="list-style-type: none"> • Employee Development/Safety Manager 	<ul style="list-style-type: none"> • Training • Emergency Planning

External Customers/Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> Community Development 	<ul style="list-style-type: none"> National Flood Insurance Program/ SJC Ord. 58 permitting and program maintenance SJC Ord. 69 – Manufactured Home Placement Permitting and program maintenance
<ul style="list-style-type: none"> City of Farmington City of Farmington First Response Agencies 	<ul style="list-style-type: none"> Information regarding Homeland Security funding Prompt updates Training Radio System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> City of Bloomfield City of Bloomfield First Response Agencies 	<ul style="list-style-type: none"> Information regarding Homeland Security funding Prompt updates Training Radio System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> City of Aztec City of Aztec First Response Agencies 	<ul style="list-style-type: none"> Information regarding Homeland Security funding Prompt updates Training Radio System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> Citizens 	<ul style="list-style-type: none"> Providing responders with necessary equipment Household Hazardous Waste Collection Program Emergency Assistance during disasters Emergency Preparedness Training NOAA Storm Watch Training National Flood Insurance Program (NFIP) Assistance and information Manufactured Home Placement permitting and assistance

<ul style="list-style-type: none"> Oil and Gas Industry 	<ul style="list-style-type: none"> Collection of Tier II Hazardous Chemical Reporting Collection of accidental gas release data Communication Systems Information on floodplain property and regulations that apply within Special Flood Hazard Areas (SFHA)
<ul style="list-style-type: none"> Construction Industry Professionals 	<ul style="list-style-type: none"> Information on floodplain property and regulations that apply within Special Flood Hazard Areas (SFHA)
<ul style="list-style-type: none"> NM Manufactured Home Division 	<ul style="list-style-type: none"> Information related to SJC Ord. 69 Manufactured Home Placement Permit
<ul style="list-style-type: none"> Real Estate/Insurance Agents 	<ul style="list-style-type: none"> Information on floodplain property and regulations that apply within Special Flood Hazard Areas (SFHA) Assistance in obtaining Letters of Map Amendment (LOMA) to be removed from the SFHA
<ul style="list-style-type: none"> Bank and Lending Institutions 	<ul style="list-style-type: none"> Information on floodplain property and regulations that apply within Special Flood Hazard Areas (SFHA) Assistance in obtaining Letters of Map Amendment (LOMA) to be removed from the SFHA
<ul style="list-style-type: none"> EmComm Team 	<ul style="list-style-type: none"> Exercise Training Information Radio system support
<ul style="list-style-type: none"> Citizens Corps/Community Emergency Response Training 	<ul style="list-style-type: none"> Purchasing Training Information

- Local Emergency Planning Council (LEPC)
- Arizona Public Service
- BHP Billiton
- BIA
- BIA Roads
- BP
- Chevron/Texaco
- ConocoPhillips
- Duke
- El Paso Field Service
- Energen
- Enervest Operating
- Enterprise Products
- Envirotech
- EPNG
- Giant Industries
- Halliburton
- Henry Production
- High Desert Safety
- IHS
- Kelco Inc
- Key Energy
- Koch Exploration
- NAPI
- Navajo Prep
- NM DOH
- NM Environmental Dept
- NM Gas
- NMOCD
- NMSP
- NMWC
- NNMC

- Interface Industry and Local Emergency Response
 - Training
 - Information
 - Exercise
 - Hazard Waste Weekends
- Patina San Juan
- PESCO
- PMS
- PNM
- Riley Industrial
- Safety Alliance
- Souder Miller
- Schlumberger
- Shiprock EM
- Shiprock Fleet
- Shiprock IHS
- SJC Communications Authority
- SJC Fire Department
- SJC Public Works
- SJC Road Department
- San Juan Regional Medical Center
- Sunland Construction
- Terracon
- Transwestern
- Western Gas
- Williams
- WPX Energy
- XTO Energy

<ul style="list-style-type: none"> • Rio Arriba County 1st Responders 	<ul style="list-style-type: none"> • Archuleta Mesa Tower Site
<ul style="list-style-type: none"> • Farmington Schools 	<ul style="list-style-type: none"> • Facilitate Emergency Planning Process • Safe School & Public Health Committee
<ul style="list-style-type: none"> • Aztec Schools 	<ul style="list-style-type: none"> • Facilitate Emergency Planning Process • Safe School & Public Health Committee
<ul style="list-style-type: none"> • Bloomfield Schools 	<ul style="list-style-type: none"> • Facilitate Emergency Planning Process • Safe School & Public Health Committee
<ul style="list-style-type: none"> • Central Consolidated Schools 	<ul style="list-style-type: none"> • Facilitate Emergency Planning Process • Safe School & Public Health Committee
<ul style="list-style-type: none"> • San Juan College 	<ul style="list-style-type: none"> • Facilitate Emergency Planning Process
<ul style="list-style-type: none"> • San Juan County Ditch Companies 	<ul style="list-style-type: none"> • Emergency Assistance
<ul style="list-style-type: none"> • San Juan County Water Associations 	<ul style="list-style-type: none"> • Emergency Assistance
<ul style="list-style-type: none"> • San Juan County Communications Authority 	<ul style="list-style-type: none"> • Homeland Security information • Communications System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> • New Mexico Department of Homeland Security Emergency Management 	<ul style="list-style-type: none"> • Local information • Disaster information • Local Floodplain data • Training and Exercise Support
<ul style="list-style-type: none"> • Federal Department of Homeland Security 	<ul style="list-style-type: none"> • Local information • Reporting
<ul style="list-style-type: none"> • Navajo Nation 	<ul style="list-style-type: none"> • Homeland Security Information • Support

<ul style="list-style-type: none"> • NM State Police 	<ul style="list-style-type: none"> • Communications System Support – Engineering, Design, Purchasing, Installation, and Maintenance
<ul style="list-style-type: none"> • City of Ignacio Colorado (Los Pinos Fire Dept) 	<ul style="list-style-type: none"> • Radio Communications Support
<ul style="list-style-type: none"> • SJRMC 	<ul style="list-style-type: none"> • Radio Communications Support • Exercise • Training
<ul style="list-style-type: none"> • Preparedness Area 4 	<ul style="list-style-type: none"> • Communication • Emergency Assistance

Strategic Initiatives Completed

Description of Initiative Completed: (FLOODPLAIN) IMPROVE COMMUNITY RATING SCORE		Description of Initiative Completed: (FLOODPLAIN) MANUFACTURED HOUSING DEVELOPMENT	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Improve CRS Rating to an 8 or Better.	During the 2011 evaluation of SJC CRS program, the CRS rating was improved from a level 9 to a level 8	#1 Addition of penalty matrix to be imposed on Manufactured Home Dealers and Installers.	Ordinance 69 became effective in May of 2008
#2		#2 Provide greater protection to the Manufactured Home Purchaser.	Ordinance 69 helps Manufactured Homes from being placed in Special Flood Hazard Areas without proper precautions to prevent damage during a flood event
Start Date: 1/2009		Start Date: 5/2008	
Completion Date: 9/2011		Completion Date: Ongoing	
Financial Outcome: Reduction in Floodplain Insurance for San Juan County Unincorporated residence from 5% to 10% annually.		Financial Outcome: Mitigation of possible flood damage	

Strategic Initiatives Completed

Description of Initiative Completed: (FLOODPLAIN) ORDINANCE ENFORCEMENT AUTHORIZATION		Description of Initiative Completed: TRAIN DEPARTMENT HEADS IN EMERGENCY MANAGEMENT FUNCTIONS	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Have the ability to issue non-traffic citations to those individuals who are in violation of Ord.58 and Ord.69	San Juan County Code Compliance Program includes enforcement of Ordinance 58 and Ordinance 69	#1 Have all San Juan County Department Heads aware of their role in an emergency or disaster.	Yes; November 19, 2010. Emergency Management Hosted and Trained All Department Heads in an Active Shooter Table Top Exercise
Start Date: 11/2010		Start Date: Oct 2010	
Completion Date: Ongoing		Completion Date: Nov 2010	
Financial Outcome: Mitigation of possible flood damage		Financial Outcome: None	

STRATEGIC INITIATIVE RADIO			STRATEGIC INITIATIVE COMMUNICATION		
EXTEND COUNTY COMPUTER NETWORK TO RADIO TOWER SITES			ADD A 3 RD EMPLOYEE TO HELP WITH INCREASING WORK LOAD AND EXPANDING COMPUTER NETWORK BASED SYSTEMS NEEDS.		
Desired Outcomes			Desired Outcomes		
#1 County network available at main Radio Tower Sites.			#1 Work load spread to 3 people.		
#2 Complete Narrow Banding by 9/15/2012			#2 Having an I.T. capable person to support "WAN" Network routing, setup, and maintenance needs.		
#3 Complete/Realign and reprogram radio system					
Strategies			Strategies		
#1 Using Microwave system to bring network to Sites.			#1 Hire a new employee with IT skills.		
#2 To have SJC Comply with FCC Protocols			#2 Train the new person in Radio Communications Systems maintenance and installation.		
#3 All Radios in San Juan County			#3 Outfit and Equipment for new employee		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1			#1		
Start Date: 2012-2013	Estimated Completion Date: 2012	Estimated Budget: 2012-2013 \$50,000	Start Date: 2013	Estimated Completion Date:	Estimated Budget: 2013-2014 \$90,000

STRATEGIC INITIATIVE RADIO			STRATEGIC INITIATIVE		
RADIO CONTRIBUTION TO A NEW BACKUP CENTER FOR SJCCA			HOUSEHOLD HAZARDOUS WASTE DISPOSAL PROGRAM		
Desired Outcomes			Desired Outcomes		
#1 Build new Backup center for multiple dispatch positions, connected to Tower Sites via Microwave.			#1 Continue to provide the citizens of San Juan County with hazardous waste disposal services.		
Strategies			Strategies		
#1 Working with the City of Farmington/SJC Communications Authority to build a new Backup Center at the Airport.			#1 Twice a year, sponsor disposal drop off site in conjunction with the City of Farmington.		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1			#1 Evaluation of the amount of household hazardous waste collected at the drop off site.		
Start Date: 2013-2014	Estimated Completion Date: 2014	Estimated Budget: 2013-2014 \$60,000	Start Date: 2012-2013	Estimated Completion Date: On-going/Annual Event	Estimated Budget: 2008-2009 \$35,000

STRATEGIC INITIATIVE - OEM			STRATEGIC INITIATIVE - OEM		
PUBLIC EDUCATION ON EMERGENCY MANAGEMENT ISSUES			TRAIN DEPARTMENT HEADS IN EMERGENCY MANAGEMENT FUNCTIONS		
Desired Outcomes			Desired Outcomes		
#1 Educate the public on how to react during an emergency			#1 Have all San Juan County Department Heads aware of their role in an emergency or disaster.		
#2			#2 Have all City of Farmington, Aztec, and Bloomfield Department Heads aware of their role in an emergency or disaster.		
Strategies			Strategies		
#1 Work with the media to provide the public information.			#1 Provide training to Department Heads.		
#2 Continue to update the Emergency Management Web Site with Emergency Information.			#2 Ensure all Department Heads have an updated San Juan County Emergency Operations Plan on hand and train on it so that they know how to use it and where they "fit in" in an emergency situation.		
#3 Educate Agencies on how to interact with Emergency Management.			#3		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Citizens are more likely to be prepared in the event of an emergency and there would be less panicking.			#1 Completed training and exercise participation to include table top drills.		
Start Date: 2012 – 2013	Estimated Completion Date: Ongoing/Annually	Estimated Budget: 2012-2013 \$ 6,000.00	Start Date: 2012 - 2013	Estimated Completion Date: Ongoing/Annually	Estimated Budget: 2012-2013 \$ 2,000.00

STRATEGIC INITIATIVE - OEM			STRATEGIC INITIATIVE - OEM		
ADDITIONAL PERSONNEL			EXPAND REGIONAL EFFORTS – INCLUDING THE NAVAJO NATION		
Desired Outcomes			Desired Outcomes		
#1 Additional personnel will allow this office to provide more outside training and public education.			#1 Develop working relationships.		
#2 (Note) State Homeland Grant (EMPG) to pay half of this employees Salary.			#2 Close the information gap that exists between the different areas.		
Strategies			Strategies		
#1 Hire new personnel.			#1 Expand collaboration between McKinley County, Cibola County, Montezuma County Colorado, and La Plata County Colorado, through the planning and development of a regional exercise program.		
#2 Assist office personnel with workload.			#2 Participate in planning workshops with the different areas.		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Public education.			#1 Better communication and exchange of information within the region.		
Start Date: 2012 – 2013	Estimated Completion Date:	Estimated Budget: 2014-2015 \$50,000.00	Start Date: 2012 - 2013	Estimated Completion Date: Ongoing/Continuous	Estimated Budget:

STRATEGIC INITIATIVE - OEM			STRATEGIC INITIATIVE - OEM		
BACK UP EMERGENCY OPERATIONS CENTER (EOC) ENHANCEMENT FIRE STATION (Farmington)			EMERGENCY ADVISORY RADIO STATION AND CALL BANK		
Desired Outcomes			Desired Outcomes		
#1 Permanent, fully-equipped Emergency Operations Center along with a functional EOC within the Farmington city limits.			#1 Provide information regarding hazards and delays as well as provide emergency information to the public.		
#2 Equipment specifically designed for EOC usage.			#2 Provide the citizens a way to call in, i.e., 311 or 411, to receive information regarding emergency situations.		
#3 Full cadre of trained EOC personnel including County and City department heads.					
Strategies			Strategies		
#1 Train department heads from San Juan County as well as the cities of Farmington, Aztec, and Bloomfield.			#1 Research available software and programs.		
#2 Research computer equipment and accessories specifically designed for the EOC.			#2 Work with existing infrastructure to install additional equipment and software.		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 There would be a permanent EOC facility that is capable of being activated immediately with a minimum set up delay.			#1 Providing key information to the citizens of San Juan County.		
#2 Full cadre of trained personnel that are able to respond to the EOC in an emergency.					
Start Date: 2012-2013	Estimated Completion Date: On-going	Estimated Budget: 2012-2013 50,000.00	Start Date: 2012-2013	Estimated Completion Date: On-going	Estimated Budget: 2012-2013 \$30,000

STRATEGIC INITIATIVE FLOODPLAIN MANAGEMENT			STRATEGIC INITIATIVE FLOODPLAIN MANAGEMENT		
IMPROVE COMMUNITY RATING SYSTEM SCORE			DEVELOPMENT OF COMMUNITY DESIGNATED SPECIAL FLOOD HAZARD AREAS		
Desired Outcomes			Desired Outcomes		
#1 Improve CRS Rating to a 7 or better.			#1 Protect community from un-identified flood hazards		
#2 Maintain CRS Rating of 8			#2		
Strategies			Strategies		
#1 County wide mail out – Floodplain information flyer to be included in the property tax mailing.			#1 Identify areas of flood hazard based on historical flooding and/or increased development		
#2 Work with media to provide public with floodplain information.			#2 Obtain engineering to support designation of SFHA		
#3 Include Floodplain principals into SJC development planning			#3		
#4 Improve Record keeping and Permitting Software			#4		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Delivery of floodplain flyer to Treasurers contractor for placement in the tax mailing.			#1 Completion of engineering on SFHA		
Start Date: 2012-2016	Start Date: 2012	Start Date: 2012	Start Date: 2012	Estimated Completion Date: YEARLY REPEATED	Estimated Budget: 2012-2016 \$3,000.00/YEAR

STRATEGIC INITIATIVE FLOODPLAIN MANAGEMENT			STRATEGIC INITIATIVE FLOODPLAIN MANAGEMENT		
WEB SITE			FURTHER EDUCATION AND TRAINING		
Desired Outcomes			Desired Outcomes		
#1 Provide public with an interactive web page that provides floodplain map information, elevation certificates on file, and other local floodplain information.			#1 Increase knowledge of new floodplain management technologies and practices.		
#2			#2 Increase knowledge base of local professionals who work with floodplain issues.		
Strategies			Strategies		
#1 Work with GIS department to connect GIS information to web page.			#1 Find seminars and classes to attend.		
#2 Develop web page using existing floodplain information web sites as example.			#2 Host FEMA – NFIP Training seminars.		
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Web page developed and on line.			#1 Secure registration to at least two seminars, conferences, or classes a year.		
#2 Obtain technology to allow GIS connection to web.			#2 Secure positions on the NFIP Training Schedule for at least one class every other year.		
Start Date: 2012-2016	Estimated Completion Date: YEARLY REPEATING	Estimated Budget: 2012-2016 \$2,000.00 /YEAR	Start Date: 2012-2016	Estimated Completion Date: YEARLY REPEATING	Estimated Budget: 2012-2016 \$2,000.00 /YEAR

Five Year Strategic Forecasting Plan

Department: Office of Emergency Management

Last Updated: 2/14/2012

FY2013 Requests		Estimated Cost	FY2014 Requests	Estimated Cost	FY2015 Requests	Estimated Cost	FY2016 Requests	Estimated Cost	FY2017 Requests	Estimated Cost
Capital										
			New OEM Employee Equ	\$40,000						
			OEM Public Education	\$6,000	OEM Public Education	\$6,600	OEM Public Education	\$7,000	OEM Public Education	\$8,000
	Dept Head Training	\$2,000	Dept Head Training	\$2,500	Dept Head Training	\$2,500	Dept Head Training	\$3,000	Dept Head Training	\$3,000
			Radio Network Updates	\$50,000						
			EOC Enhancement	\$50,000	EOC Enhancement	\$100,000	EOC Enhancement	\$50,000	EOC Enhancement	\$50,000
			SJCCA back up Center	\$60,000	SJCCA back up Center	\$60,000				
			HHWD Program	\$35,000	HHWD Program	\$36,000	HHWD Program	\$37,000	HHWD Program	\$38,000
			Flood Hazard Engineering	\$3,000	Engineering	\$3,000	Engineering	\$4,000	Flood Hazard Engineering	\$4,000
	Improve CRS Score	\$5,000	Improve CRS Score	\$5,000	Improve CRS Score	\$5,000	Improve CRS Score	\$5,000	Improve CRS Score	\$5,000
	Floodplain Trng & Edu	\$2,000	Floodplain Trng & Edu	\$2,000	Floodplain Trng & Edu	\$2,000	Floodplain Trng & Edu	\$2,000	Floodplain Trng & Edu	\$2,000
Sub-Total		\$9,000		\$253,500		\$215,100		\$108,000		\$110,000
Re-Occurring Exp.		\$0		\$0		\$0		\$0		\$0
Technology										
			Network for Radio Tower Sites	\$50,000						
			Radio Station/Call Bank	\$30,000	Radio Station/Call Bank	\$30,000	Radio Station/Call Bank	\$30,000	Radio Station/Call Bank	\$30,000
	Web Site Development	\$2,000	Web Site Development	\$2,000	Web Site Development	\$2,000	Web Site Development	\$2,000	Web Site Development	\$2,000
			Software Update (Floodplain)	\$4,000	Software Update (Floodplain)	\$4,000	Software Update (Floodplain)	\$3,000	Software Update (Floodplain)	\$3,000
Sub-Total		\$2,000		\$86,000		\$36,000		\$35,000		\$35,000
Re-Occurring Exp.		\$0		\$0		\$0		\$0		\$0
Personnel										
	# of Positions		# of Positions		# of Positions		# of Positions		# of Positions	
			1 Communications Employee	\$50,000	Office Employee	\$50,000				
Sub-Total		\$0		\$50,000		\$50,000		\$0		\$0
Total Request		\$11,000		\$389,500		\$301,100		\$143,000		\$145,000
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017
% Increase		0%		3%		3%		3%		3%
\$ Increase		\$0		\$1,925		\$1,983		\$2,042		\$2,104
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0
Operating Line Item										
	\$64,168	\$64,168		\$66,093		\$68,076		\$70,118		\$72,222

Definers:

Capital-should be the same as the ICIP plan.

Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.

Personnel-what personnel will you be requesting for the department.

% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.

Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:

This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office.

In the event some departments have separate funds, a form should be filled out for each.

Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

PARKS & FACILITIES

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
• Elected Officials/CEO's Office	Accountability, effective communication, responsive to their needs and requests.
• Department Heads & their Employees	To be responsive to their needs and requests, provide a proactive and professional service.
External Customers / Stakeholders	What this customer needs from us
• General Public	Accountability, courtesy, and to provide clean and well maintained buildings and facilities.
• Event promoters, vendors and various organizations and users of McGee Park	A clean and well maintained facility and the flexibility to adjust to meet the varied tasks required to facilitate and coordinate the events and functions. Staffing and equipment.

Strategic Initiatives Completed

Description of Initiative Completed: Institute training program to train employees in maintenance of highly technical equipment, provide continuing education in various skill, crafts and career development.		Description of Initiative Completed: Reduce or maintain the level of utilities and water used by county buildings, grounds and facilities.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Reduce need for outside maintenance contractors	Yes, trained and developed employees in HVAC maintenance and as licensed plumbers.	#2 Decrease energy/water consumption and the amount of tax dollars spent on consumption	Ongoing effort with a mindset to continually implement energy savings practices and equipment.
#2 Develop employees skills		#2	
Start Date: 2008		Start Date: 2008	
Completion Date: 2011 and On-going		Completion Date: 2011 and Ongoing	
Financial Outcome: Unknown		Financial Outcome: Unknown	

Strategic Initiatives Completed

Description of Initiative Completed: To attract more diverse & larger events to the McGee Park Facility.		Description of Initiative Completed:	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Increase income potential and reduce overhead costs.	This initiative was not aggressively pursued.	#1	
Start Date:		Start Date:	
Completion Date:		Completion Date:	
Financial Outcome:		Financial Outcome:	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p data-bbox="176 337 495 370">Description of Initiative</p> <p data-bbox="176 423 905 456">Improve and broaden recycling efforts at McGee Park</p>	<p data-bbox="1047 337 1367 370">Description of Initiative</p> <p data-bbox="1047 423 1755 496">Construct, modernize and or upgrade buildings and infrastructure at McGee Park</p>
<p data-bbox="447 589 779 621">Desired Outcomes</p>	<p data-bbox="1318 589 1650 621">Desired Outcomes</p>
<p data-bbox="176 662 995 735">#1 To set an example for employees and the general public in regards to the need and benefits of recycling.</p>	<p data-bbox="1047 662 1877 735">#1 Maintain McGee Park's reputation as a premier venue for training, recreation and entertainment.</p>
<p data-bbox="176 787 888 860">#2 Reduce the amount of recyclable material that is sent to the landfill from McGee Park events.</p>	<p data-bbox="1047 787 1864 860">#2 Keep pace with changing trends and competitiveness of other venues in the pursuit of the customers and revenue.</p>
<p data-bbox="522 943 701 976">Strategies</p>	<p data-bbox="1394 943 1572 976">Strategies</p>
<p data-bbox="176 1016 980 1130">#1 Develop a policy for employees to follow in regards to the process for collecting and recycling the various types of recyclables that we encounter at McGee Park.</p>	<p data-bbox="1047 1016 1881 1130">#1 Construct modern ticket sales structure at park entrance, capable of handling phone and credit/debit card transactions and provide environmental/safe conditions for vendors.</p>
<p data-bbox="176 1169 993 1282">#2 Initiate a plan of communication to users of McGee Park in regards to the need to recycle and our recycling effort to encourage their involvement.</p>	<p data-bbox="1047 1169 1892 1323">#2 Construct sewer connections to RV Park #2 feeding into the city sewer system and move the water supply from above ground to underground to allow for year round full service RV rental.</p>
<p data-bbox="176 1360 1001 1433">#3 Utilize inmate labor and community service laborers as a source of manpower to help collect and sort recyclables.</p>	<p data-bbox="1047 1360 1873 1433">#3 Construct security structure at main roadway entrance to McGee Park to control access and better secure the facility.</p>

#4			#4 Make continual upgrades to the electrical infrastructure Park		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 The amount of material collected and sent to the recycle center.			#1 Activity level of McGee Park remaining consistent or increasing		
#2 Comparison of material voluntarily placed in recycle bins against that which is discarded			#2 Positive input from users of the facility and or new and repeat bookings by promoters, vendors.		
Start Date: 3/1/2012	Estimated Completion Date: 5/30/2012	Estimated Budget: \$600	Start Date: July 1, 2012	Estimated Completion Date: 12/2016	Estimated Budget: \$150,000

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Improve communications and transparency between administrative and all other personnel in regards to how and why decisions and process are carried out.</p>	<p>Description of Initiative:</p> <p>Develop and or improve the data base of information available pertaining to the preventative maintenance needs and maintenance history of major structures.</p>
Desired Outcomes	Desired Outcomes
#1 Reduce gossip and Improve employee moral	#1 Improve the accessibility of the information.
#2 Create more trusting and relaxed working environment	#2 Use the information for future planning and preventative maintenance.
Strategies	Strategies
#1 Institute regular meetings instead of random meetings between administrative, supervisory and all other personnel.	#1 Revise work orders and institute process of data collection from work orders.
#2 Make overtime assignment decisions transparent to all employees.	#2 Improve existing and or purchase appropriate software that will allow for easy reference of maintenance history or preventative maintenance schedules and reports.
#3 Continually encourage use of the open door policy	#3

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1			#1 Successful establishment of data base		
Start Date: March 1, 2012	Estimated Completion Date: December 30, 2012	Estimated Budget:	Start Date: February 1, 2012	Estimated Completion Date: December 30, 2012	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Parks & Facilities

Last Updated: 2/14/2012

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	
Capital											
		Replacement Vehicles	\$70,000	Replacement Vehicles	\$70,000	Replacement Lawnmower	\$21,000	Replacement Vehicles	\$23,000	Replacement Vehicle	\$23,000
		replacement vacuum	\$8,600	Replacement Gator	\$7,000	Replace PA System	\$15,000	Gator	\$7,000		
				replacement vacuum	\$3,200	McGee Park Upgrades shampooer	\$2,700	buffer	\$1,500	McGee Park Upgrades	\$50,000
Sub-Total			\$78,600		\$80,200		\$88,700		\$31,500		\$73,000
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions		# of Positions		# of Positions		# of Positions	
				Custodian	\$43,110						
Sub-Total			\$0		\$43,110		\$0		\$0		\$0
Total Request			\$78,600		\$123,310		\$88,700		\$31,500		\$73,000
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$19,309		\$19,888		\$20,485		\$21,099	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item											
	\$643,626	\$643,626		\$662,935		\$682,823		\$703,308		\$724,407	

Definers:

Capital-should be the same as the ICIP plan.

Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.

Personnel-what personnel will you be requesting for the department.

% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.

Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:

This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office.

In the event some departments have separate funds, a form should be filled out for each.

Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

Riverview Golf Course

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • CEO's Office/County Commissioner's 	Accountability, effective communication, responsive to their needs and requests.
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • General Public 	Provide the general public with a great golf course at a good value.
<ul style="list-style-type: none"> • 	Consistently good playing conditions, by providing a quality product (the golf course) with an emphasis on greens.
<ul style="list-style-type: none"> • 	Consistent food and beverage service aimed for the golfer on the go as well as the surrounding community catering needs.
<ul style="list-style-type: none"> • 	Provide a knowledgeable pro shop staff with current equipment at competitive prices.
<ul style="list-style-type: none"> • 	A positive family atmosphere with opportunity for specials, discounts or annual pass programs.

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Increase revenue from green fees/golf carts/merchandise</p>	<p>Description of Initiative:</p> <p>Increase revenue in Food and Beverage</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Increase the number of both daily green fees and memberships.</p>	<p>#1 Increase revenue from the golfing public and the surrounding community.</p>
<p>#2 Reduce the subsidy from the county for day to day operations.</p>	<p>#2 Develop a broader customer base that seeks on site catering events.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Continue to improve playing conditions with an emphasis on greens so the word of mouth from the golfing community will advertise the course and facilities.</p>	<p>#1 Update and distribute current menu, offer weekly special, improve presentation of food without sacrificing speed, and watch waste as well as cost.</p>
<p>#2 Better use of advertising dollars & work with local hotels on a stay and play concept.</p>	<p>#2 Golf packages to include food items to introduce our grill to current golfers.</p>
<p>#3 Attract more golf tournaments and golf outings.</p>	<p>#3 Advertising to attract new customers to the grill.</p>
<p>#4 Have a knowledgeable staff with up to date equipment at competitive prices in merchandise.</p>	<p>#4 Offer specials on specific days-Sunday's, Mother's Day, etc.</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Current year revenues versus last year's revenues			#1 Current year revenues versus last year's revenues.		
Start Date:	Estimated Completion Date: Ongoing	Estimated Budget:	Start Date:	Estimated Completion Date: Ongoing	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Riverview Golf Course

Last Updated: 1/24/2012

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost
Capital											
	Groomer Reels (1 set)		\$5,000	Fairway Mower	\$42,000	Rough/Mower	\$60,000	Cushman Truckster	\$25,000	Greens Mowers (1)	\$30,000
	Sand Scorpion		\$25,000	Groomer Reels (1 set)	\$5,000			Top Dresser	\$10,000	Greens Mowers (2) *	\$30,000
	Midsize (Tee) Mower		\$30,000	Green Rollers (1 set)	\$10,000			Core Harvester	\$5,000	John Deere Gator	\$9,500
								Groomer Reels (1 set)	\$5,000		
								John Deere Gator	\$9,500		
											one.
Sub-Total			\$60,000		\$57,000		\$60,000		\$54,500		\$69,500
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions							
Sub-Total			\$0		\$0		\$0		\$0		\$0
Total Request			\$60,000		\$57,000		\$60,000		\$54,500		\$69,500
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$23,055		\$23,746		\$24,459		\$25,192	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item											
	\$768,485	\$768,485		\$791,540		\$815,286		\$839,744		\$864,937	

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
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Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

PUBLIC HOUSING AUTHORITY

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • HUD 	Strengthen the Nation's Housing Market to meet the need for quality affordable rental assistance.
<ul style="list-style-type: none"> • San Juan County Housing Authority 	Performance to demonstrate accountability with the delivery of the Section 8 Housing Choice Voucher Program.
<ul style="list-style-type: none"> • San Juan County Commission 	Performance to demonstrate accountability with the delivery of the Section 8 Housing Choice Voucher Program.
<ul style="list-style-type: none"> • San Juan County CEO 	Performance to demonstrate accountability with the delivery of the Section 8 Housing Choice Voucher Program.
<ul style="list-style-type: none"> • Housing Authorities Nationwide 	Administer Portability when tenants relocate to another jurisdiction in the Nation.
<ul style="list-style-type: none"> • County Finance Department 	Disburses Federal Funds as needed to administer the Section 8 program (payroll, accounts payable & payments to HUD participating landlords. Provide journal entries, bank statements, budget requests, share general ledger information, financial reports and provide information needed for auditors in a timely manner.
<ul style="list-style-type: none"> • County Legal Department 	Provides legal guidance as needed.
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • San Juan County Residents 	Meet the need for quality affordable rental assistance.
<ul style="list-style-type: none"> • HUD Participating Landlords 	Subsidy for rental assistance for qualified tenants.

Strategic Initiatives Completed

Description of Initiative Completed: Increase the availability of decent, safe & affordable rental housing.		Description of Initiative Completed: Ensure equal opportunity in housing for all Americans.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Advocate for expansion of supply rental units.	Yes. Letter of support was sent to several housing developers.	#1 Under take affirmative measures to ensure assisted housing regardless of race, color, religion, national origin, sex, familial status, and disability.	Yes. Waiting list has been maintained.
#2	Two affordable apartment properties have been built in San Juan County. La Terraza Apartments, & The Willow Apartments	#2	
Start Date: 2008-2009		Start Date: 2008-2009	
Completion Date: 12/2011		Completion Date: Continuous	
Financial Outcome: Funding was available to increase our lease-up.		Financial Outcome: Funds were available	

Strategic Initiatives Completed

Description of Initiative Completed: Maximize the number of affordable units available to the Housing Authority within its jurisdiction.		Description of Initiative Completed: Target available assistance to families at or below 30% & 50% of AMI (Area Median Income), assistance to the elderly & disabled.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Maintain lease up.	Yes. Lease up increased	#1 Increase of funds	Yes. Funds were available
Start Date: 2008-2009		Start Date: 2008-2009	
Completion Date: 12/2011		Completion Date: 12/2011	
Financial Outcome: Funds were available		Financial Outcome: Funds were available	

STRATEGIC INITIATIVE			STRATEGIC INITIATIVE		
Description of Initiative: Preserve rental assistance in San Juan County for elderly, disabled & low income families.			Description of Initiative: Conduct customer service surveys to explore program delivery & effectiveness.		
Desired Outcomes			Desired Outcomes		
#1 Continue to stay leased up.			#1 Tenant self-sufficiency.		
Strategies			Strategies		
#1 Assist families to improve housing stability through Section 8 Program as a stepping stone to better their lives; such as becoming self-sufficient.			#1 Use survey data for assessing housing needs.		
#2			#2 Continue to counsel families in becoming self-sufficient.		
Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Continue to council tenants in home ownership. Referring them to Homebuyer Education Classes with ECHO Housing.			#1 Develop an action plan for implementing suggestions arising from surveys.		
Start Date:	Estimated Completion Date:	Estimated Budget:	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: Public Housing Authority

Last Updated: 1/1/2012

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost
Capital											
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions							
Sub-Total			\$0		\$0		\$0		\$0		\$0
Total Request			\$0		\$0		\$0		\$0		\$0
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$31,561		\$32,508		\$33,483		\$34,488	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item											
	\$1,052,032	\$1,052,032		\$1,083,593		\$1,116,101		\$1,149,584		\$1,184,071	

The Housing Authority is funded by the Federal Government and is currently facing reduction of Administrative Fees.

Definers:

Capital-should be the same as the ICIP plan.

Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.

Personnel-what personnel will you be requesting for the department.

% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.

Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

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Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

PUBLIC WORKS

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • County Commissioners 	Reliable road and bridge maintenance
<ul style="list-style-type: none"> • County Administrative Departments 	Establishing goals and financial plans for Public Works
<ul style="list-style-type: none"> • County Departments 	Assistance with equipment and labor on special projects
<ul style="list-style-type: none"> • County Employees 	Creating a stable work place with accountable leadership
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Motoring Public 	Safe roads and bridges
<ul style="list-style-type: none"> • County residents 	Clean and efficient Solid Waste Stations
<ul style="list-style-type: none"> • Federal Highway Administration 	Compliance with FHWA regulations
<ul style="list-style-type: none"> • New Mexico DOT 	Compliance with NMDOT regulations
<ul style="list-style-type: none"> • Regional Planning Organization 	Participation in the NW RPO planning process
<ul style="list-style-type: none"> • Metropolitan Planning Organization 	Participation in Farmington MPO planning process
<ul style="list-style-type: none"> • BLM 	Acquiring rights of way and land for public use
<ul style="list-style-type: none"> • Army Corp of Engineers 	Compliance with regulations involving waterways
<ul style="list-style-type: none"> • EPA 	Compliance with environmental regulations

Strategic Initiatives Completed

Description of Initiative Completed: Crouch Mesa Long Term Plan.		Description of Initiative Completed: Bridge Repair and Replacement Program.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Completed Andrea Drive, Wildflower Drive, CR 350, Lee Acres Landfill remediation, and Paved CR 5290.	Yes	#1 Completed the repair or replacement of seven of our eighteen bridges.	Yes
#2 Construct Pinon Hills Connection and Highline Rd	No. Seeking a funding source.	#2 Replace and repair all bridges with a substandard rating.	No. Seeking a funding source
Start Date: 1999		Start Date: 2000	
Completion Date: 2016		Completion Date: 2020	
Financial Outcome: Estimate cost for Pinon Hills connection is \$7 million and \$15 million for Highline.		Financial Outcome: \$8 million excluding the 5 Mile Bridge	

Strategic Initiatives Completed

Description of Initiative Completed: Put a Jake Brake Ordinance in place.		Description of Initiative Completed: Continue pavement preservation program.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Restrict Jake Brake use in residential areas.	Yes	#1 Chipseal 40 miles of existing paved roads per year.	yes
Start Date: 2009		Start Date: 2006	
Completion Date: 2011		Completion Date: Ongoing	
Financial Outcome: \$0		Financial Outcome: \$1 Million per year	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Develop a maintenance program for parking lots at County owned Facilities</p>	<p>Description of Initiative:</p> <p>Establish a sustainable capital equipment replacement program.</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Improve condition of parking lots.</p>	<p>#1 Replace Public Works aging heavy equipment and trucks.</p>
<p>#2 Replace or maintain asphalt pavement.</p>	<p>#2 Replace Public Works aging pickup fleet.</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Use recently completed study to identify problem areas.</p>	<p>#1 Establish a reliable annual budget for capital replacement.</p>
<p>#2 Evaluate the condition of each.</p>	<p>#2 Examine the use of lease programs to provide necessary equipment.</p>
<p>#3 Estimate cost.</p>	<p>#3 Use trade-ins of old equipment to off- set cost.</p>
<p>#4 Establish a budget line item for repairs.</p>	<p>#4</p>

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Improved condition of parking lots.			#1 Lower maintenance cost.		
#2			#2 Eliminating the need to keep spare equipment in the fleet.		
Start Date: 2012	Estimated Completion Date: ?	Estimated Budget: ?	Start Date: 2012	Estimated Completion Date: Ongoing	Estimated Budget: \$500,000

Five Year Strategic Forecasting Plan

Department: Public Works

Last Updated: 2/14/2012

		FY2013		FY2014		FY2015		FY2016		FY2017	
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	
Capital											
	Pavement Preservation		\$1,000,000	Pavement Preservation	\$1,040,000	Pavement Preservation	\$1,081,000	Pavement Preservation	\$1,124,864	Pavement Preservation	\$1,169,859
	Equipment Replacement		\$1,000,000	Equipment Replacement	\$520,000	Equipment Replacement	\$540,800	Equipment Replacement	\$562,432	Equipment Replacement	\$584,930
	Repair Bridge CR4599		\$300,000	Replace Bridge CR7150	\$2,600,000	Repair Bridge CR6675	\$560,000	Repair Bridge CR3500	\$736,000	Replace Bridge CR5500	\$2,415,000
Sub-Total			\$2,300,000		\$4,160,000		\$2,181,800		\$2,423,296		\$4,169,789
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Technology											
Sub-Total			\$0		\$0		\$0		\$0		\$0
Re-Occurring Exp.			\$0		\$0		\$0		\$0		\$0
Personnel	# of Positions			# of Positions							
Sub-Total			\$0		\$0		\$0		\$0		\$0
Total Request			\$2,300,000		\$4,160,000		\$2,181,800		\$2,423,296		\$4,169,789
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017	
% Increase		0%		3%		3%		3%		3%	
\$ Increase		\$0		\$69,878		\$71,974		\$74,133		\$76,357	
Re-Occurring Exp. Total		\$0		\$0		\$0		\$0		\$0	
Operating Line Item											
	\$2,329,258	\$2,329,258		\$2,399,136		\$2,471,110		\$2,545,243		\$2,621,600	

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
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Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

SAFETY & COMPLIANCE
Strategic Plan
Fiscal Year 2012 - 2013

Who Our Customers Are:

Internal Customers / Stakeholders	What this customer needs from us
• Parks & Facilities	Training, inspections, direction (safety), support
• Public Works	Inspections, support
• Detention Centers	Inspections, training, direction (safety), support
• Other County departments	Training, direction (safety), support
External Customers / Stakeholders	What this customer needs from us
• Contractors	Copy of safety policy and expectations
• The public using our facilities	Assurance of safe facilities

Strategic Initiatives Completed

Description of Initiative Completed: Have NM OSHA complete the requested consult inspections		Description of Initiative Completed: Conduct the OSHA 10 hour training for all supervisors in Public Works, Central Purchasing, and the Detention Centers	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Schedule and conduct OSHA inspections	Inspections completed in 2010	#1 Conduct the OSHA 10 hour classes in 2008 & 2009	In part this was completed. P&F Supervisors were put thru the class. Detention Center Supervisors were not
#2 Work with supervisors and employees throughout the county to know which OSHA standards apply	Initial assessments were completed and basic training provided	#2 Issue the OSHA 10 Hour Outreach cards to those who complete the course	Cards were issued to those who completed the course
Start Date: 2008		Start Date: 2008	
Completion Date: 2010		Completion Date: 2009	
Financial Outcome: Minor financial expenditure to correct deficiencies listed in the OSHA inspections.		Financial Outcome: Most of the cost was in getting me trained and certified. Minimal expense to those going thru the training since we did not have to use outside resources	

Strategic Initiatives Completed

Description of Initiative Completed: Continue developing the safety policy for the County		Description of Initiative Completed: Evaluate and purchase a viable safety software database	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Download pre-written policy	Yes - the pertinent policies have been down loaded	#1 Evaluate and purchase a system	Yes - bid, submissions, and purchase was made by 2010.
#2 Edit the policy to meet County needs	Some have been edited, others are in the process	#2	
#3 Have policy submitted and adopted by the Commissioners	No - some policies have been completed and some are still in edit.		
Start Date: 2008		Start Date: 2008	
Completion Date: 2011		Completion Date: 2010	
Financial Outcome: Minimal cost for subscription to safety websites providing policy templates		Financial Outcome:	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Engineer and install fall protection systems on the appropriate County buildings</p>	<p>Description of Initiative:</p> <p>Continue to fully implement the safety software system</p>
Desired Outcomes	Desired Outcomes
#1 Have appropriate fall protection systems in place	#1 To have it fully functional this year
#2 Protect workers at height	#2 Add more users to the system
Strategies	Strategies
#1 Design the plans for the systems	#1 Work with IT to implement the system
#2 Have then reviewed and approved by a licensed and registered professional engineer	#2 Continually test and run the system
#3 Write policy to cover all the aspects of fall protection	#3 Run it as fully functional to test for errors
#4 Purchase and install the systems	#4 Add users and provide training

Preliminary Performance Objectives/Key Performance Indicator(s) –Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement		
#1 Proper training and tools in place			#1 Work has already been done in this area		
#2 Review of building plans			#2 A test run to highlight errors		
Start Date: Feb. 2012	Estimated Completion Date: June 2013	Estimated Budget: \$50,000	Start Date: Already started	Estimated Completion Date: July 2012	Estimated Budget: None

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
Description of Initiative: Expand training to cover more employees	Description of Initiative
Desired Outcomes	Desired Outcomes
#1 Make sure all supervisors are properly trained in the appropriate areas of safety	#1
#2 Provide the appropriate training to employees as needed	#2
Strategies	Strategies
#1 Evaluate departments for safety training needs	#1
#2 Setup training program	#2
#3 Train supervisors first	#3
#4 Train employees as assessed	#4

Preliminary Performance Objectives/Key Performance Indicator(s) – Tools for Measurement			Preliminary Performance Objectives/Key Performance Indicator(s) - Tools for Measurement		
#1 Evaluate each departments safety needs			#1		
#2 Develop training program			#2		
Start Date: February 2012	Estimated Completion Date: March 2013	Estimated Budget: \$1,000	Start Date:	Estimated Completion Date:	Estimated Budget:

Five Year Strategic Forecasting Plan

Department: CEO - Safety & Compliance

Last Updated: 2/14/2012

		FY2013		FY2014		FY2015		FY2016		FY2017
		Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests	Estimated Cost	Requests
Capital				Fall protection systems	\$50,000					
				Engineer review	\$5,000					
				Installation cost	\$10,000					
				Training supplies	\$2,000					
Sub-Total			\$0		\$67,000		\$0		\$0	
Re-Occurring Exp.			\$0		\$0		\$0		\$0	
Technology										
	Tablet		\$1,000	On-line safety training	\$3,500	On-line safety training	\$3,500	On-line safety training	\$3,500	On-line safety training
Sub-Total			\$1,000		\$3,500		\$3,500		\$3,500	
Re-Occurring Exp.			\$7,300		\$9,000		\$9,000		\$9,000	
Personnel	# of Positions			# of Positions						
				Safety Officer	\$35,000					
Sub-Total			\$0		\$35,000		\$0		\$0	
Total Request			\$1,000		\$105,500		\$3,500		\$3,500	
Budget	Current	2012-2013		2013-2014		2014-2015		2015-2016		2016-2017
% Increase		0%		3%		3%		3%		3%
\$ Increase		\$0		\$1,259		\$1,566		\$1,883		\$2,210
Re-Occurring Exp. Total		\$7,300		\$9,000		\$9,000		\$9,000		\$9,000
Operating Line Item										
	\$34,650	\$41,950		\$52,209		\$62,775		\$73,658		\$84,868

Definers:
Capital-should be the same as the ICIP plan.
Technology-what technology will need to be implemented and/or upgraded to ensure efficiency, alleviate the need for additional personnel and maximize operational capacity. Note: Do not include computer replacement requests in this category.
Personnel-what personnel will you be requesting for the department.
% Increase- is a Finance Department estimated available percent increase. Note: this rate is subject to change based upon available funding projections.
Operating Line Item: This budget amount entry consists of the entire budget except for full time wages and benefits. Note: This line item also includes overtime and temp. This starting figure will be provided by the Finance Department.

Instructions:
 This document shall be electronically sent to the Finance Department and kept on file. From there, this document will be sent to Human Resources, I.T., and the CEO's Office. In the event some departments have separate funds, a form should be filled out for each.
Budgeting for Personnel: For preparing projected costs for personnel, consult the HR and Finance Department for estimates. Do not guess!

SHERIFF'S OFFICE

Strategic Plan

Fiscal Year 2012 – 2013

SAN JUAN COUNTY SHERIFF'S OFFICE
ADMINISTRATIVE DIVISION



DIVISION PLAN

Revised February 2, 2012

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6.0	SUMMARY

1.0 ADMINISTRATIVE

1.1 ADMINISTRATION

Supervisor: Cpt. Tim Black

Lt. Brice Current

Sgt. Mark Pfetzer

1.2 PERSONNEL ASSIGNED TO DIVISION

	Full-time	Part-time	Total
Sergeants	1	0	1
Deputues	2	0	2
Admin Assistants	1	0	1
Total	4	0	4

2.0 CAREER PATH

2.1 *PROBLEM*

The Sheriff's Office has been restructured and reorganized to better address the demands of the community and the employees of the office. Studies have shown that providing a career path has aided in retaining top performers through leadership, engagement, and clearly showing employees their career opportunities and what it takes to achieve more responsibilities.

The Sheriff is concerned that the employees are not fully in control of their careers, do not have a clear and inspiring idea of what they want to achieve in the future, and are not actively taking steps to pursue a career after law enforcement.

Concern also arose that Sheriff's Office employees do not have a career path or vision about where they want to go, or a plan on how to get there. Moreover, there few initiatives in place at the Sheriff's Office to get the employees moving toward a goal that meet the office's goals and their individual needs and aspirations. It has been the culture of the Sheriff's Office to push promotion, and not success. Due to the fact that the office only has the capacity for a few supervisory positions, this causes undue stress on employees.

The career path program needs to be implemented in 2012 and developed over the next five years. The employees of the Sheriff's Office need a better knowledge and skill set as a foundation. We need to create a stress free culture of opportunity, success, mental/physical health and personal satisfaction. In order to reduce stress and create a productive working atmosphere, we will need to find ways to help the employees succeed in their private lives as well as their time at work.

2.2 STRATEGY

The Sheriff's goal of creating a career path is to match an individual's needs and desires with the need of an organization to meet the overall mission of the office and community.

First, we need to develop a plan that will help the employees understand themselves so they can set meaningful goals. Next, we will need to help them define their goals in terms of what they want to achieve and steps they will need to get there. Finally, we will need to identify gaps in their skills and experience and create an action plan that will fill them in, so they can start to move closer and closer to the end goal.

Some of the elements that will be considered within the first year:

1. A clear map that communicates career progressions which is made available to all employees.
2. An outline of clear performance expectations from each division.
3. Performance management and succession planning tools in place to measure individual progress.

Some guidelines that we must follow to create and implement the program

1. Ensure all career path tools and processes are aligned with our mission statement.
 - a. In partnership with the community
 - b. Ethical, professional, dedication to service
 - c. Adapting to changing needs
2. Customize the program to our culture.
3. Create developmental plans to help propel individuals along the organization's career path program.
4. Clear communication to all employees with face to face interviews and assessments of a career direction or path. Identify each employees motivation and try to develop a path that meets the individuals desires and the needs of the Sheriff's Office and its mission.

Two Part Program

Part One, the Big Picture

Retirement and beyond:

Four levels of development:

1. Establishment: Begins at the recruiting level by attracting individuals who are interested in the goals of the organization.
2. Advancement: Continual assessments to assist members recognize, define and redefine their goals during the course of their career with the SO. This will be accomplished with yearly personal development plan worksheets, an action plan and an interview with the career path Lieutenant.
3. Maintenance: Providing training and opportunities to productive and satisfied employees. Only approving applicable training classes that will bifurcate the needs of the office and the employee.
4. Withdrawal: Aid in the retirement stage. Prevent nearly retired personnel from just doing the minimum necessary and criticizing the organization at every step. Financial planning, secondary job, planning, resume building, and encouragement.

Part Two: The Here and Now

1. Attaining advanced levels of positions or experience in different areas of the office.
2. Gain experience and success in their current positions.
3. Encourage employees through incentives to be involved in advanced training, education, teaching, leadership at every level and community involvement.
4. Encourage all employees to continue with higher education with higher pay incentives and continue to form a partnership with the college to make prior experience and credited classes transferable.
5. Work hand in hand with the local college and their counselors, deans, and boards.
6. No outward penalty for non-participation in the career path program.
7. Yearly meetings with all involved employees to analyze progression.

8. Provide in house training from community professionals in reference to mental health, physical health, education, available vocations, finance etc.

2.3 ACCOMPLISHMENTS

2011

- Sheriff's Office provided an increase in pay for employees with college credits.

November 2011

- Met with the Dean of San Juan College and discussed the option of the Academy Cadets receiving full college credit for the academy.
- Also discussed the possibility of law enforcement advanced training transferring into graduate level credits. The Dean made arrangements to meet again in December.
- Researched career development and produced a personal development workbook and action plan for the employees. There goals will be attached to the yearly evaluations for them and their supervisors.
- Files for every employee were made to keep track of their progression.
- Met with "Choices", our local mental health agency contracted to the county. Became educated on the benefits available to county employees for mental health. The facility agrees to meet with employees six times free and provide three classes to our agency a year per the contract.

December 2011

- Met with San Juan College Officials in reference to the November meeting. They are now working with the Academy and trying to get all the classes accredited and transferable into an associate's degree (it is currently an AAS degree). They also set up another meeting for February for New Mexico Highlands University, and University of New Mexico to attend and consider our advanced training and transfer possibilities.

January 2012

- Create a one year/five year plan with Personal Development Plan Worksheet and an Action Plan for the Deputies to fill out annually. The goal sheets will be filed with their annual evaluations.
- Educated our employees of the mental health benefits with "Choices", the contracted agency that the county uses. The employees receive six free visits. The owner of the facility agreed to continue to see law enforcement employees free of charge until issues are resolved.
- Worked with the patrol division in re-implementing the critical incident debriefing with a certified counselor from "Choices", and local clergy.

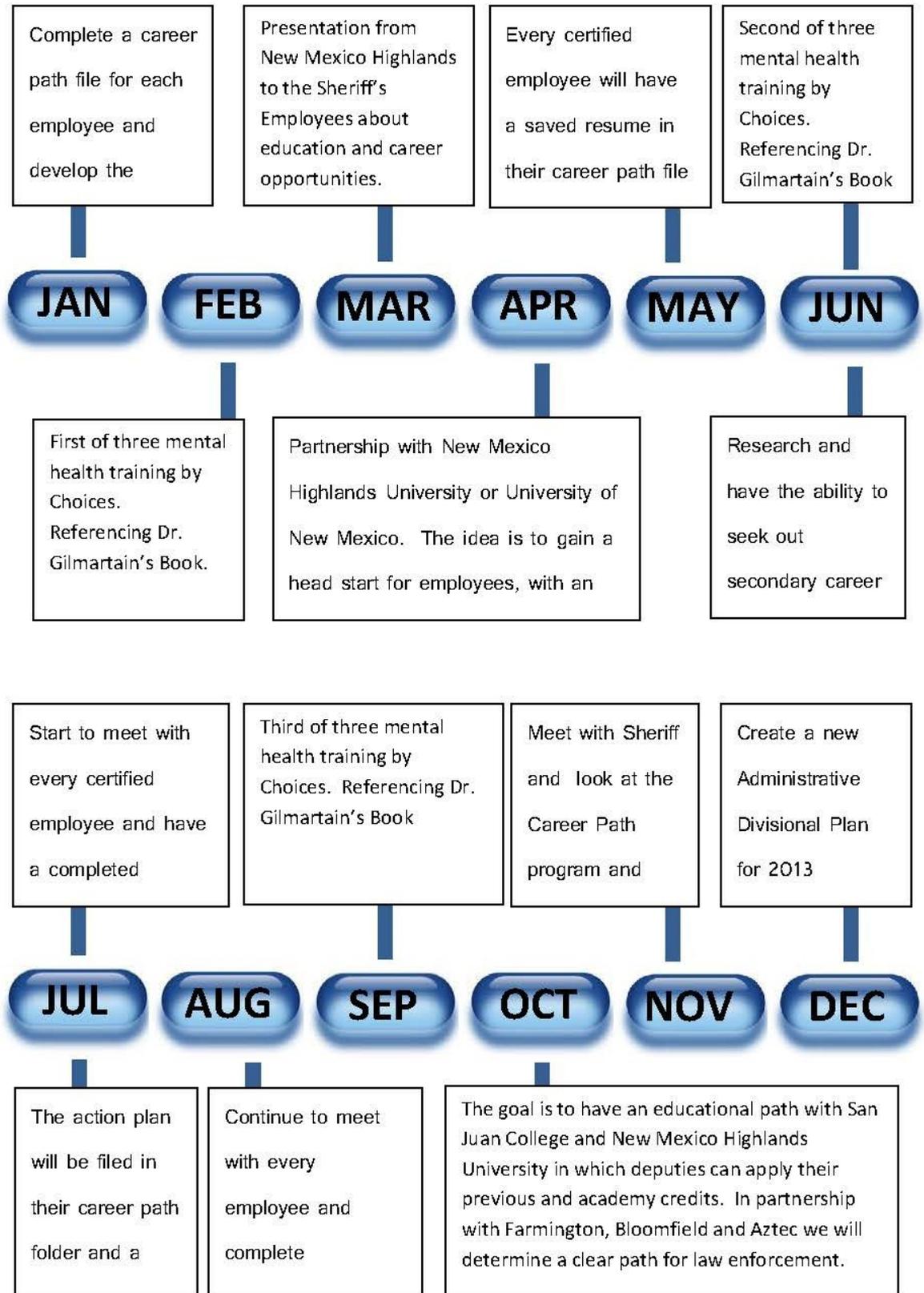
February 2012

- Meeting with New Mexico San Juan College, New Mexico Highlands University, and University of New Mexico is scheduled. We received great news to the fact that San Juan College is going to merge with the academy and apply an AA degree that is transferable to New Mexico Highlands University, and University of New Mexico. Also we have another meeting scheduled to analyze our 300 and 400 level credits that will be applicable to our advanced training.

March 2012

- Mental Health Professionals from Choices will present one of three classes this year to our employees in reference to emotional survival. The class will be based on the famous law enforcement book by Dr. Gilmartin.
- The career path Lieutenant will begin meeting with all certified personnel to go over the Personal Development Plan Worksheet and the Action Plan. A file will be created for a resume and they will be walked through their current goals, one year goals, five year goals, and retirement goals. An Action Plan will be filled out in an effort to accomplish the goals in a prescribed amount of time.

2.4 TIMELINE (2012)



2.5 5 YEAR GOAL

5 Year Goal: Career Path

- Over 50% of our agency has sought out and completed higher education.
- Develop a placement program for our retired employees.

3.0 TRAINING/RECRUITING

3.1 *PROBLEM*

Prior to the restructuring of the Administrative Division, we did not have a standardized database that tracked training. Due to the fact that we partner with the local academy and three different agencies, we need system that we can all utilize to be more efficient. Several training certificates are expired, and the recertification generally cost more and takes more time than the updates.

We currently do not have a standardized group of individuals that sit on the hiring board. Deputies are chosen from patrol on a random basis. This is a problem due to consistency and also many legal parameters must be followed during the hiring process. This leaves room for future litigation and random hiring of various individuals that are not consistent with the mission of the Sheriff's Office.

Currently our local police academy does not receive college credit for their classes. Previous classes received credit; however, it was not transferable to an associate's degree. The credits counted as an AAS degree.

The Training Division currently lacks in mental health/physical health training, financial training, in house law enforcement training, and critical incident debriefing.

The Sheriff's Office has multiple lesson plans and power point presentations; however, they are not standardized or updated on a regular basis. Most of the lesson plans are not accredited through Sante Fe.

3.2 *STRATEGY*

It is our goal to provide comprehensive, progressive, quality training and support for the deputies of the San Juan County Sheriff's Office.

The mission of the Sheriff is to adapt to the community's changing needs through proactive strategies and traditional police methods. The office is also dedicated to advancing and protecting the rights guaranteed by the United States Constitution through proactive training and education.

- devoted to integrity and excellence in every aspect of our work
- view employees as our most valued asset
- sensitive to the competing demands of family and work
- recognize individual roles in the achievement of organizational goals
- responsive and accountable to those we serve

It is the goal of the Training Division to:

- To provide excellent instruction in basic, advanced and technical subjects for the certified employees.
- To employ teaching methods best suited for the subject taught and the student's particular learning needs
- To continually upgrade course content with the latest research and recommended professional practices
- In partnership with the local academy create a standardized database that can track training, formulate valid testing, meet training deadlines, and update expired certificates.
- Partner with the Career Path Program in sending employees to the right training.

3.3 ACCOMPLISHMENTS

September 2011:

- Administration/Training
- Division re-structured.
- Mandatory Use of Force class finished for certified deputies.

- Met with Human Resources to get on the same page in reference to hiring and recruiting.
- Developed questioners for lateral recruits that we can send out of state. This keeps individuals from continuing the hiring process if they do not meet the basic requirements or background requirements.
- All lesson plans and power point presentations were grouped into one specific file on the vault. Plans were made to get them all cleaned up and accredited.

October 2011:

- Reserve Academy #2 began.
- Connected to NEOGOV for applicant screening with Human Resources.
- Field Training Officer assessment conducted.
- Met with the Criminal Justice Training Authority regarding training software program.

November 2011:

- Report writing training planned with San Juan College professor.
- Met with the police academy and discussed several options for developing or contracting a training database.
- Met with the Dean of San Juan College and discussed the option of the Academy Cadets receiving full college credit for the academy.
- Also discussed the possibility of law enforcement advanced training transferring into graduate level credits. The Dean made arrangements to meet again in December.
- Met with "Choices", our local mental health agency contracted to the county. Became educated on the benefits available to county employees for mental health. The facility agrees to meet with employees six times free and provide three classes to our agency a year per the contract.
- Everyone's instructor certificates were sent to Sante Fe for recertification.

December 2011:

- Monthly firearms program reinstated. Met with instructors to develop plans; accredited.
- All firearms qualifications completed for Department of Public Safety compliance.
- Bi-monthly defensive tactics training approved and scheduled.
- 2012 countywide sexual harassment training scheduled.

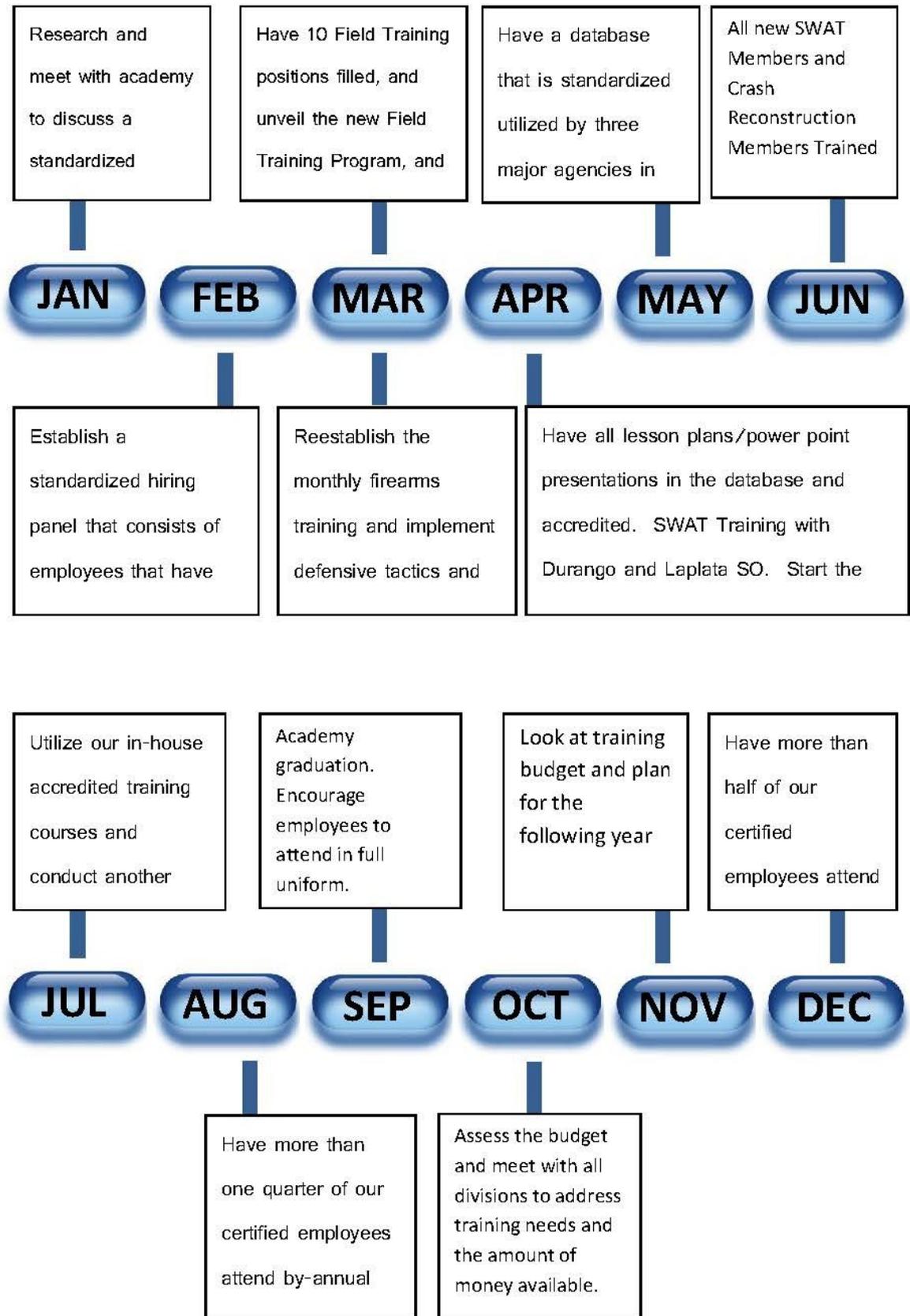
January 2012:

- Oral board panel pool established and training scheduled to be in compliance with hiring laws. Met with Human Resources to discuss upcoming training.
- Monthly firearms trainings start.
- Webinar scheduled for PowerDMS program for training software. This was scheduled in response to our problem with organizing the training division and not having a database to keep track of deadlines ect...
- Patrol survey conducted to develop training topics.
- In-house patrol investigations class planned. Met with detective supervisors for their concerns and ideas.
- 2012-2103 In-service planned and instructors selected based on qualifications.

March 2012

- We met and came up with a plan to get all of our lessons accredited through Santa Fe.

3.4 *TIMELINE (2012)*



3.5 5 YEAR GOAL

- Develop a culture of in house training.
- Be able to see less litigation being brought against the Sheriff's Office.
- Maintain the training database in an efficient way.

4.0 FIELD TRAINING PROGRAM

4.1 PROBLEM

The previous Field Training Program had several problems before the restructure of the administrative division. First, the program lacked standardized leadership and accountability. The program needed a specific sergeant to oversee the progress, and hold the Field Training Officers accountable.

We found that daily activity logs were not being turned in and were ineffective in helping the new deputies. It was apparent that the new deputies were deficient in several areas in reference to the current mission of the new Sheriff. We found that veteran deputies lacked the basic skills for investigations, and paperwork.

The culture of the previous Field Training Officers was not of a proactive nature; therefore, producing deputies that mainly responded to calls instead of actively looking for ways to identify and counteract crime.

One of the main problems we found was the fact that there was not an incentive to become a Field Training Officer. It has proven to be a very difficult job, with little benefit. One of the main problems derived from deputies receiving more responsibility with a higher risk of receiving a reprimand for subpar work.

4.2 STRATEGY

- It is the Sheriff's mission and goal to provide a high level of integrity, professionalism, compassion and dedication to service. One of the keys to providing this type of service is through proactive in-house training.
- It is the strategy of the Sheriff's Office to not only change the program, but to completely revamp the curriculum and the overall culture.

- It is important to create a testing process that will pick the best individuals with the proper attributes and work ethic to train our new deputies.
- The Sheriff's Staff has formulated plans to provide leadership training to Field Training Officers and seniority incentives that will benefit them on the shift bid.
- The overall strategy is to make the position one of the most sought after positions at the Sheriff's Office.
- A specific Sergeant will need to be placed over the Field Training Program, and tasked with the assignment of overall accountability and documentation.
- The Field Training Deputies will need to be held to a higher standard and they will need to be fully aware of what the standard is.
- The overall job description of a Field Training Officer will need to emulate the overall mission and objectives of the Sheriff.
- We will need to provide training and expectations to the new Field Training Officers.

4.3 ACCOMPLISHMENTS

October 2011:

- Developed and conducted the new Field Training Assessment Process. Five new Field Training Officers were selected.

December 2011:

- A new job description was written for Field Training Officers.

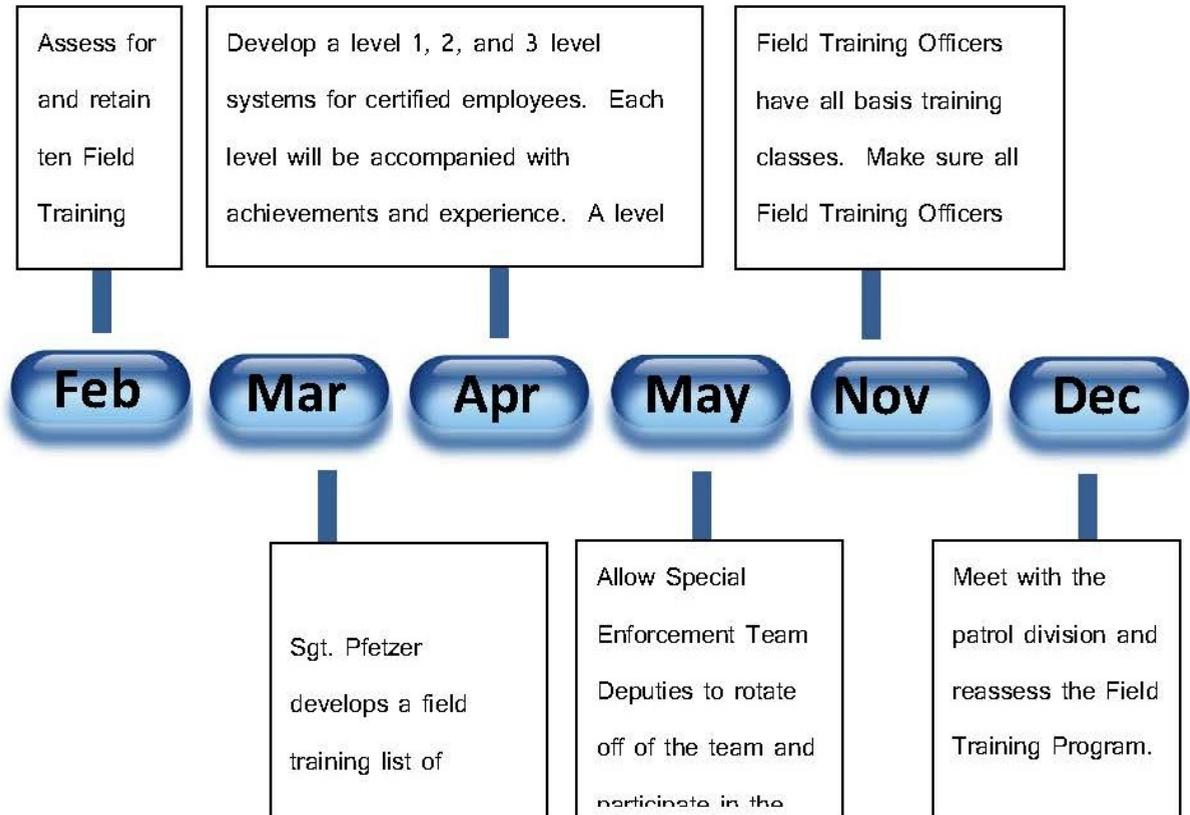
January 2012:

- The new Field Training Program was started. Meetings and documents were set in place by the Administrative Sergeant. One of the field training deputies was promoted to Sergeant.

February 2012:

- The second assessment will be conducted to fill the remaining five positions.

4.4 TIMELINE (2012)



4.5 5 YEAR GOAL

- Change the culture of our new deputies to better meet the mission of the current Sheriff.
- Change the culture of our training deputies. Produce accountability at all levels of the training division.
- Provide a path of success for our new deputies, and make sure they receive all levels of basic training to succeed as a deputy.
- Be able to measure the effectiveness and efficiency of the program through production, success, and retention. The patrol division will become a good measuring stick for this program.

5.0 RESERVE DEPUTY PROGRAM

5.1 PROBLEM

One of the largest problems facing the Sheriff's Office is the dwindling economy and the rise in crime. The current Sheriff is committed to providing more service with less resources and believes the goal can be accomplished through innovative thinking, functioning with the community, and old fashion hard work. Over 73 % of the local citizen's income is between 15K, and 75K annually.

We live in a working class, rural area of the United States with a significant alcohol (DWI and alcohol related death) and drug problem (a main hub for drug cartels into the United States). The gross receipt tax has decreased in the past few years and funding is a huge issue for San Juan County. Deputies have worked in this rural county for many years responding to high risk calls as a single person patrol unit. Statistics prove that this acceptable practice is less safe for the deputies, victims and the suspects. Two man patrol units have proven to defuse situations much faster than a single deputy.

The Sheriff has a goal to have 50 reserve deputies in place by the end of the year.

5.2 STRATEGY

- Partner with the community and recruit volunteers with the capability of becoming reserve deputies.
- Conduct in house reserve academy classes that meet the basic requirements of a reserve deputy.
- Develop and maintain a field training program that will help develop the new reserves with the skills and abilities to be successful as they volunteer for the Sheriff's Office.
- Partner with Beth Utley and the foundation to get the equipment necessary to outfit each reserve deputy with the proper items to perform their job duties.
- Utilize the detective division and patrol division to assist with full background investigations of our new reserve applicants.

5.3 ACCOMPLISHMENTS

January 2011:

- Recruitment for the first reserve academy.
- Background investigations and testing for over 20 new recruits

February 2011:

- Academy curriculum was built and organized
- Academy schedule was created
- The first reserve academy started
- Identified squad leaders from the reserve group

June 2011:

- The first reserve academy class graduated 14 members.

July 2011:

- The reserve monthly meetings began
- The reserves started their new field training program

August 2011:

- Recruitment for the second reserve academy class
- Revision of the class curriculum and schedule

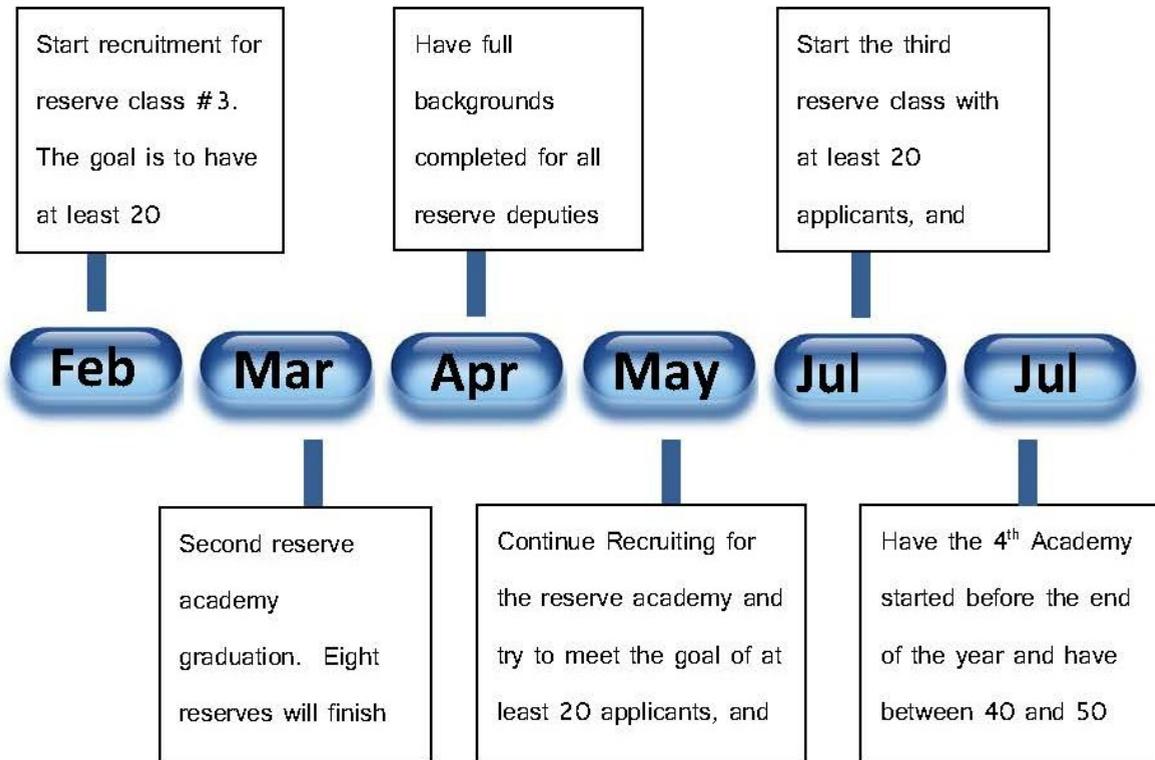
September 2011:

- Testing and background investigations on reserve academy applicants

October 2011:

- Created the second reserve academy class schedule
- Started the second reserve academy class with eight reserves

5.4 TIMELINE (2012)



6.0 SUMMARY

The Sheriff's goal of a career path is to match an individual's needs and desires with the need of an organization to meet its overall mission of the office and community. Within the first year we hope to have every certified employee on a career path that meets the mission of the Sheriff that will benefit the individual employee and the citizens of San Juan County. It is our goal to educate and empower our employees to be successful while working at the Sheriff's Office and facilitate them with a thriving retirement plan.

The new trend of this office is not to focus on *promotion* as much as *success* within the area they are working. If our employees are successful, and want to promote at a later time it is the Sheriff's ambition that their goals will be met.

A new trend within the law enforcement community is for the local academy to get more involved with advanced training and biannual in-service training. We will accommodate the academy in their needs and work hand in hand in providing instructors or any other type of support.

One of our goals is to bring accountability to the training division. The organization needs to be placed in a position to continue to operate when the current staff is gone. In partnership with the local police academy, we are implementing a new database that will fix most of the current problems. The database will provide a standardized method of logging and keeping track of training as well as a myriad of other functions. In partnership with the academy, we will have the ability to make sure we are receiving efficient in-service training, and cheaper local training.

We have completely revamped the Field Training Program and plan to change the culture of the office in a positive direction in many ways. The Sheriff's Office believes that the Field Training Position is one of the most important areas that we need to continue to focus on. We will need to continue to look at our assessment process and try to recruit

Field Training Deputies with the proper qualities needed to pass on to future generations.

The reserve program continues to be important due to the fact that San Juan County is a culturally and economically diverse area that has a wide range of law enforcement needs. Due to the fact that the crime rate is rising, the economy is shrinking and the county continues to grow. We need to partner with the community in making San Juan County a safe place to live. The Sheriff believes that crime is not completely a law enforcement problem, but instead it is more of a community problem. The mission of the Sheriff is to partner with the community to solve problems and help people.

SAN JUAN COUNTY SHERIFF'S OFFICE
AIR SUPPORT UNIT



DIVISION PLAN

Revised February 1, 2012

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9.0	SUMMARY

1.0 ADMINISTRATIVE

1.1 ADMINISTRATION

Unit Commander: Captain Shane Utley

1.2 PERSONNEL ASSIGNED TO DIVISION

	Full-time	Part-time	Total
Deputies	1	3	4
Paid Civilians	0	2	2
Volunteer Civilians	0	1	1
Total	1	6	7

2.0 TACTICAL FLIGHT OFFICER (TFO) SELECTION AND TRAINING

2.1 PROBLEM

In the past our Air Support Unit has used untrained deputies as observers, with a few minutes of instruction from civilian pilots, which proved completely ineffective. As Air Support Unit operations have intensified and more advanced technology has been integrated into the cockpit, it has become apparent that a formal, comprehensive, and documented Tactical Flight Officer (TFO) selection and training program is needed.

2.2 STRATEGY

Nothing in the traditional law enforcement career prepares personnel for the TFO assignment, which is arguably the most difficult job in law enforcement and perhaps the most critical crew member, because without the TFO the police helicopter is just another aircraft in the sky. Therefore, TFOs must be carefully selected from the ranks of our sworn officers, based on the qualities necessary to be a successful TFO. They must then be provided with extensive training to give them the skills necessary to safely function in this environment, and effectively utilize Air Support Unit aircraft. Employing professional TFOs trained to high standards has become the standard in the airborne law enforcement profession, in the United States and internationally.

The TFO's training will consist of the following:

1. Selection Process
2. Initial Training
3. Field Training
4. Continuing Education
5. Recurrent Evaluation/Training

SELECTION PROCESS

A fair and objective TFO selection process is needed that will determine the most qualified candidates. The selection process must be designed to select a candidate that possesses the qualities necessary to become a successful TFO. See attached TFO selection process.

INITIAL TRAINING

TFO trainees must, upon being assigned to the unit, and prior to beginning field training, successfully complete a formal initial training program. The training will be documented and consist of an initial 40-hour class, involving classroom training, practical training in the aircraft on the ground, and flight training. This training must be formal, comprehensive, and documented, and must be designed to give TFO trainees the skills necessary to be successful in the field training process to follow. See attached TFO basic training lesson plan.

FIELD TRAINING

Upon successful completion of the TFOs initial training, they will progress to field training. During field training the TFO trainee will be evaluated in 16 skills on each flight, as is applicable. Each evaluation will be formally documented and retained. There is no specific timeframe that this training is to be completed in, each trainee will be different. The goal is to identify the areas that the TFO trainee needs to work on, and then focus training in those areas. Comprehensive field training of TFOs will ensure the most effective utilization of the aircraft, one of the county's most expensive assets. See attached TFO Field Training Handbook.

CONTINUING EDUCATION

TFOs will attend 40 hours of formal training from an organization not directly associated with the unit. This training will be ALEA sanctioned and should occur within one year of the TFO being assigned to the unit. This training is typically attended at an ALEA conference, or at training offered by a larger agency.

RECURRENT EVALUATION/TRAINING

On a biannual basis, all TFOs will receive a formal evaluation flight consist of a field flight evaluation using the field training form. Recurrent training will be conducted, focusing on the skill areas identified in the flight evaluation that the TFO needs to develop.

Revisions of this Operations Manual will be as changes in regulations, policies, or procedures occur. This document will be reviewed annually and amended to reflect the changing circumstances of unit operations and equipment. All employees are encouraged to submit suggestions for manual changes that will increase the efficiency, effectiveness, or safety of unit operations.

2.3 ACCOMPLISHMENTS

JANUARY 2009

- Formal and TFO selection process established
- Formal and documented 40-hour basic TFO course developed
- Formal and documented TFO field training program developed

FEBRUARY 2009

- First TFO trainee appointed using TFO selection process
- First TFO trainee successfully completed 40-hour basic TFO course and begins TFO field training program

JUNE 2009

- First TFO trainee completed TFO field training program. Released for duty and assigned to the on-call schedule

AUGUST 2011

- Second TFO trainee appointed using TFO selection process
- Second TFO successfully completed 40-hour basic TFO course and begins TFO field training program

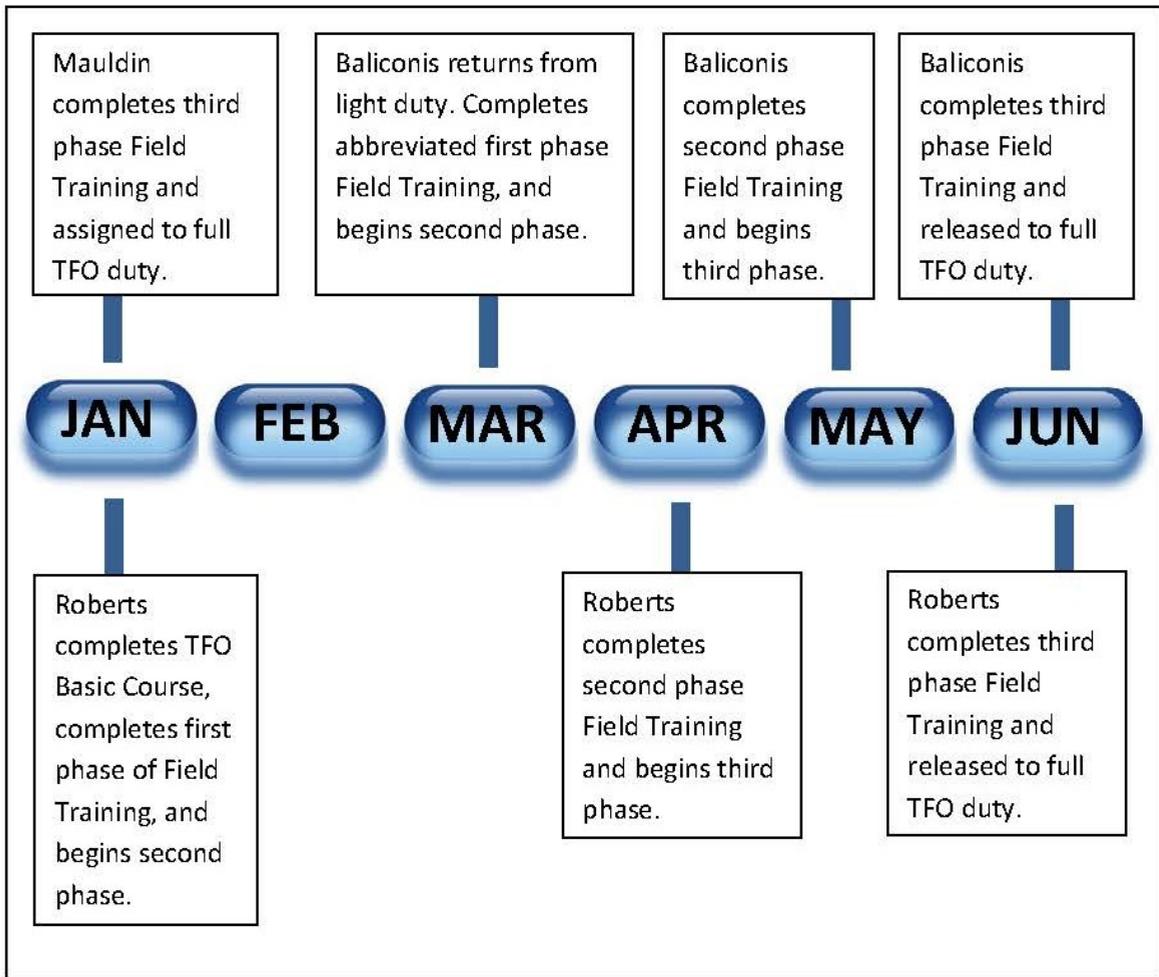
DECEMBER 2011

- Second TFO trainee successfully completed TFO field training program. Released for duty and assigned to the on-call schedule

JANUARY 2012

- 40-hour basic TFO course reviewed and updated
- TFO field training program reviewed and updated
- Third TFO trainee was appointed using TFO selection process
- Third TFO trainee completed 40-hour basic TFO course and begins TFO field training program

2.4 TIMELINE (2012)



3.0 HELIPORT RELOCATION

3.1 PROBLEM

Several structures have been built around our heliport in the last few years, which was already crowded by obstacles to landing/departing aircraft. Now there are plans to build a multi-story addition to the Sheriff's Office, approximately 50 feet north of the helipad, within the next year. This addition will create hazard for aircraft for three reasons:

1. A tall obstacle will be located immediately adjacent to the helipad;
2. Winds will be intensified (wind tunnel effect) between the addition and the hangar, which is directly over the helipad
3. Wind turbulence will be induce by air flowing over and around the addition, causing a potential hazard for aircraft

In addition, the county has future plans to construct buildings in the field immediately to the west of the helipad, which will completely enclose the helipad in buildings. Due to density altitude (high elevation and temperatures) and weight limitations, Air Support Unit aircraft are usually not capable of making a vertical departure and must utilize the open field to build speed before climbing out. This option will eventually be unavailable, and the aircraft will have to be relocated, most likely parked outside at an airport, in the weather, and with no security.

Also, the hangar that we currently operate out of is not tall enough to fully accommodate our aircraft, or a hoist, which is needed regularly for aircraft maintenance. The roof of the hangar is bowl shaped, and a large pool of water remains on the roof every time we have precipitation, and leaks into the hangar.

3.3 STRATEGY

The Air Support Unit must relocate its heliport, and an airport is the logical and safest option. The closest airport is the Aztec Municipal Airport, located one mile north of the county complex in Aztec. The next closest alternative is the Four Corners Regional Airport in Farmington. The Aztec Municipal airport would be better suited for our operations because:

1. It is located closer to where most of our on-call aircrews live, which keeps our response time to callouts low
2. It is not a busy airport and is outside of controlled airspace, which prevent delays in our response to callouts
3. It is located close the main Sheriff's Office

4. A hangar would not have to be rented

The Aztec Municipal Airport, however, does not have any hangars suitable for our use, therefore, the city of Aztec has agreed to grant San Juan County land at the Aztec Municipal Airport upon which we can build hangar. This property is located adjacent to the east edge of runway 4-22 and south of runway 8-26, near the fire station (see figure 2).

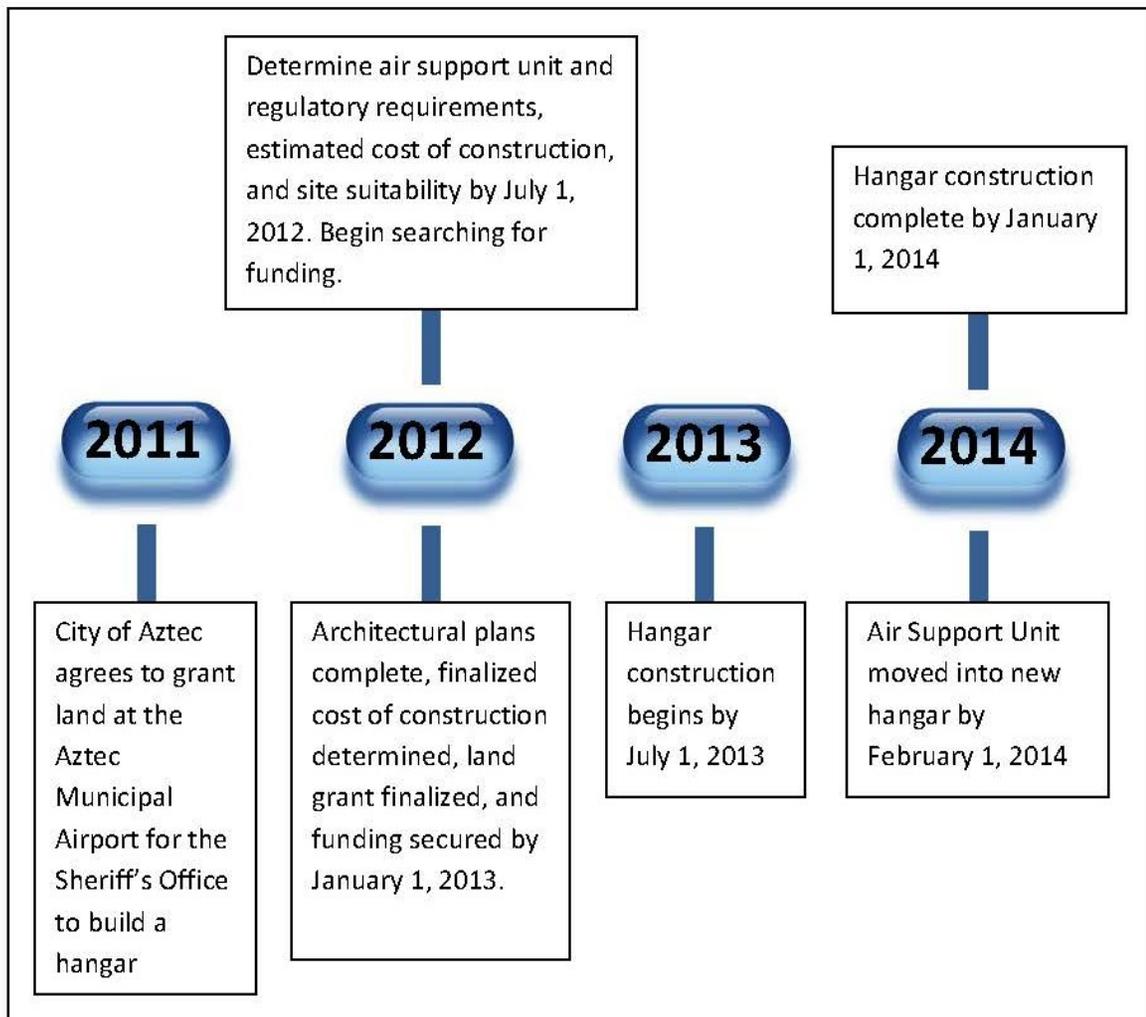
The most significant obstacle relocating the Air Support Unit at this time is funding.

3.2 ACCOMPLISHMENTS

2011

- Negotiated with the City of Aztec to grant land to the Sheriff's Office for construction of a hangar for the air support unit.

3.3 TIMELINE (2 YEAR PLAN)



4.0 REPLACEMENT OF KEY PERSONNEL (MECHANIC)

4.1 *PROBLEM*

Historically, the unit has not been prepared to replace key personnel as they are promoted, transferred, or retire. Key personnel are those that are essential to the operation of the unit and not easily replaceable. In our unit, the key personnel are identified as licensed and qualified commercial helicopter pilots and Airframe and Powerplant (A&P) helicopter mechanics. These positions are considered key positions because they require extensive training, qualifications, experience, and there are not replacements readily available in our area. The future continuation of the Air Support Unit will depend greatly on our ability to attract or retain key personnel.

In three to four years the air support unit's only A&P helicopter mechanic will retire, leaving us one option, outsourcing helicopter maintenance, which is cost prohibitive. Finding a qualified A&P helicopter mechanic in our area will prove difficult, due to the small population base, and the lack of helicopter operators in our area. It will be difficult to convince a helicopter mechanic from another area to move here for competitive wages due to our remote location, and conducting our aircraft operations under public use law.

4.2 *STRATEGY*

These are highly skilled and specialized positions, and personnel take years to train to competently and safely perform their duties. Therefore, the unit should plan years in advance to hire replacements well before key personnel are scheduled to leave the Unit. This allows for the seamless passing of knowledge, and time for the replacements to receive adequate training.

Having an in-house mechanic has been invaluable to the unit, without one, we would be forced to outsource aircraft maintenance. Outsourcing aircraft maintenance is not feasible because the closest helicopter maintenance facility is in Albuquerque, and the hourly maintenance fee would be cost prohibitive.

Employing an in-house, full-time, and well-trained civilian mechanic employed in our unit would also be of great benefit, because it is a highly specialized and technical position. It is much safer, more productive, and more efficient to have personnel specialize in one profession, rather than requiring them to perform multiple professions at once. This especially true when considering the complexity of this position, and the potential for loss of life and property, litigation, and negative publicity that could occur.

OPTION 1

The easiest option is to hire a licensed A&P mechanic with existing skills. We could advertise locally for a part-time or full-time position. While the possibility that there is one located locally is not likely, it would be well worth the effort to check.

OPTION 2

Advertise nationwide for a full-time A&P mechanic position with experience working with Bell model 206 or OH-58 helicopters. This would need to be a full-time position to motivate a licensed A&P mechanic to relocate to San Juan County for employment.

OPTION 3

We currently employ a volunteer helicopter mechanic with ten years of experience in the United States Marine Corp. This volunteer is competent and has the knowledge and years of experience necessary to maintain our aircraft. The volunteer is eligible and has the paperwork necessary to qualify to take the battery of exams necessary to obtain an FAA Airframe and Powerplant license, and he has expressed interest in working for the Sheriff's Office as an A&P mechanic. We should send this mechanic to the two week A&P test prep school and testing in Albuquerque within one year. The cost will be about \$2,500 plus travel expenses.

4.3 ACCOMPLISHMENTS

AUGUST 2000

- Patrol deputy with A&P rating utilized, on a part-time basis, as a helicopter mechanic for the unit.

APRIL 2002

- Sent deputy/A&P to two week factory Bell 206BIII field maintenance school.

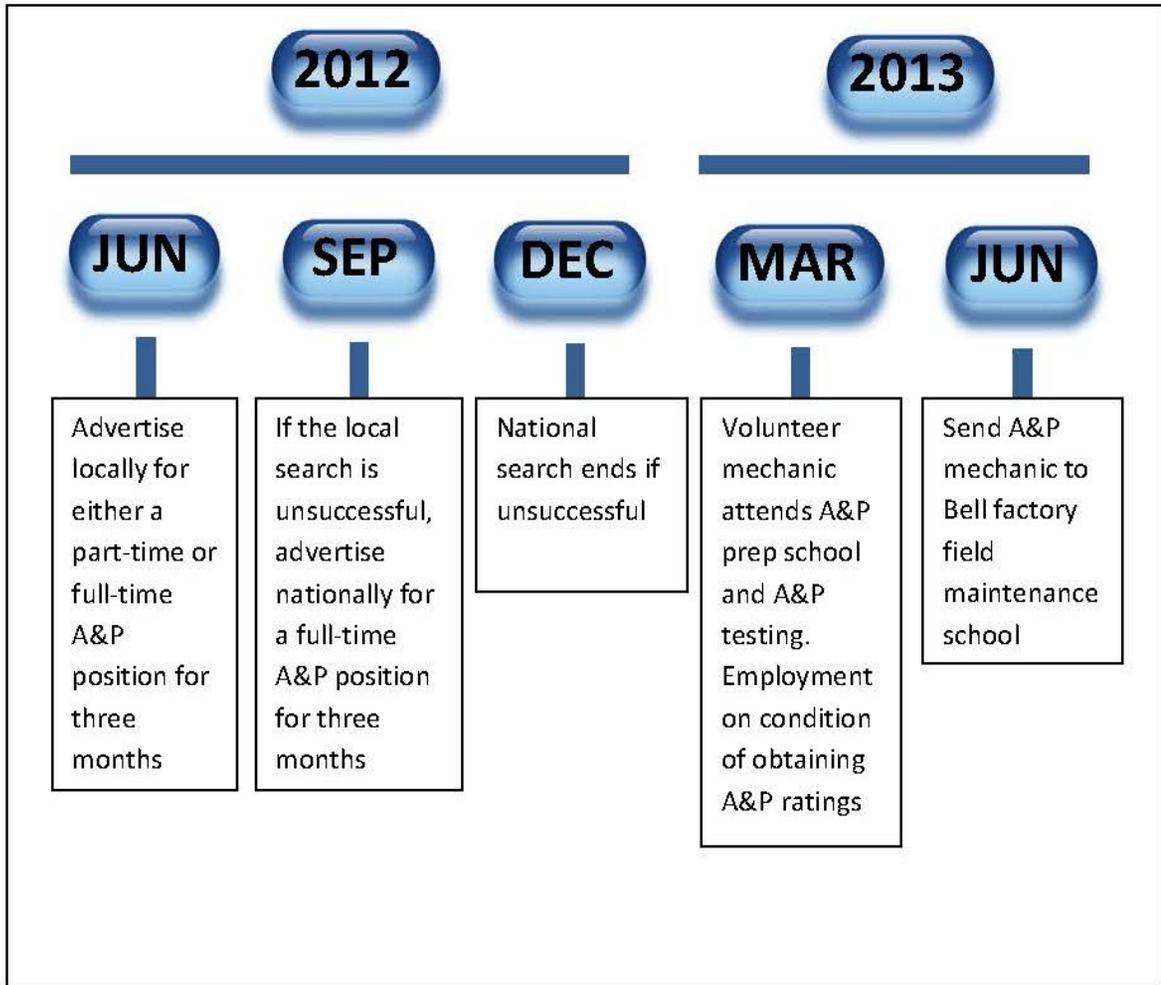
SEPTEMBER 2002

- Sent deputy/A&P to one week factory Rolls Royce Model 250 Series II field maintenance school.

SEPTEMBER 2011

- Part-time volunteer helicopter mechanic assigned to unit (no A&P rating)

4.4 **TIMELINE (18 month plan)**



5.0 REPLACEMENT OF KEY PERSONNEL (PILOTS)

5.1 *PROBLEM*

Historically, the unit has not been prepared to replace key personnel as they are promoted, transferred, or retire. Key personnel are those that are essential to the operation of the unit and not easily replaceable. In our unit, the key personnel are identified as licensed and qualified commercial helicopter pilots and Airframe and Powerplant (A&P) helicopter mechanics. These positions are considered key positions because they require extensive training, qualifications, experience, and there are not replacements readily available in our area. The future continuation of the Air Support Unit will depend greatly on our ability to attract or retain key personnel.

Within three years, two of our three helicopter pilots will be retiring. Compounding this dilemma is the fact that the third pilot is only available to fly for our unit a few days per month. Finding qualified and reliable helicopter pilot replacements has proven difficult in the past. This is due to the fact that our annual flight hours are not enough to justify a full-time helicopter pilot position, and we are located in a remote area, where few helicopter pilots are available.

5.2 *STRATEGY*

These are highly skilled and specialized positions, and personnel take years to train to competently and safely perform their duties. Therefore, the unit should plan years in advance to hire replacements well before key personnel are scheduled to leave the Unit. This allows for the seamless passing of knowledge, and time for the replacements to receive adequate training.

We should fill key positions internally whenever possible, sending our existing personnel to receive the training and licensing necessary. Using internal personnel has many benefits: proven loyalty and reliability, experience with the unit or law enforcement, and rewards loyalty.

There are three options available for employing pilots:

1. Part-time civilian pilots
2. Full-time civilian pilots
3. Sworn pilots

PART-TIME CIVILIAN PILOTS.

In the past our unit has filled part-time pilot positions recruited from the civilian EMS pilots flying for Air Methods out of the San Juan Regional Medical Center. Our area lacks the population base to support a large pool of helicopter pilots that are available for part-time work in other areas, but there may be others that we are not aware of.

Advantages:

1. Inexpensive - no initial pilot training required and only \$50/hour for time flown
2. High level of flying experience

Disadvantages:

1. Full-time employment is demanding so they have limited availability
2. No prior experience in law enforcement, therefore they have limited situational awareness during law enforcement aircraft operations (don't know TFOs job, 10-codes, or patrol or search tactics)

FULL-TIME CIVILIAN PILOTS.

Advantages:

1. Inexpensive initial cost - no initial pilot training required
2. High level of flying experience
3. Increase in pilot availability
4. Can be utilized to mentor and train less experienced pilots, including regular checkrides

Disadvantages:

1. Must pay a full-time salary for part-time work
2. No prior experience in law enforcement, therefore they have limited situational awareness during law enforcement aircraft operations (don't know TFOs job, 10-codes, or patrol or search tactics)

SWORN PILOTS.

The standard practice in the United States airborne law enforcement community is to send sworn TFOs that already have their airplane private pilot license to helicopter transition school. A survey of law enforcement aviation units in the United States conducted by the Airborne Law Enforcement Association in 2000 showed that 77% of units use sworn pilots. We have already done this for one TFO with positive results.

Kevin Means was consulted on the issue of airborne law enforcement using sworn versus civilian pilots. Means is currently the chief pilot at the San Diego Police Department Air Support Unit, consults airborne law enforcement units worldwide, has published many articles and books on the subject, and is widely considered to be the world's leading expert on airborne law enforcement. Means advised that the most effective law enforcement aircrew consists of a well trained and sworn TFO with a sworn pilot that is an experienced TFO, who will be full day/night PIC by the end of March 2012.

Advantages:

1. Former TFO pilots work much better with the TFO because they thoroughly understand the TFO and patrol officer's job, and innately respond to their needs. This results in better aircraft positioning in support of the TFO, and better situational awareness in law enforcement aircraft operations.
2. Sworn pilots are full-time Sheriff's Office employees and thus will have reliable availability and longevity on the job, which recovers the high initial cost invested in training.

Disadvantages:

1. Low flight experience
2. High initial cost of training (about \$30,000)
3. Lengthy training process (about three years)

At this time, we do have one TFO in our unit that is a licensed airplane pilot, which is a good candidate. In order for this TFO to become a PIC before we lose our other pilots, a three year plan must be employed. The process and initial cost to fully license this TFO to fly as a commercially rated helicopter PIC for our unit is as follows:

YEAR 1. Send TFO to training to earn private pilot helicopter add-on. Cost approximately \$16,000 for the flight school, plus travel costs for six weeks at the training location. Start building helicopter flight hours.

YEAR 2. Send TFO to training to earn commercial helicopter rating. Cost approximately \$12,000 for the flight school, plus travel costs for three weeks at the training location. Continue building helicopter flight hours.

YEAR 3. TFO should have built up about 250 helicopter flight hours and over 700 combined helicopter and airplane flight hours. TFO can be evaluated by an instructor pilot during biennial checkride to determine if ready to be assigned as PIC in unit.

FLIGHT EXPERIENCE.

There is no specific PIC flight experience or qualification requirement for our insurance, it is entirely up to our unit to decide. We have used an unofficial requirement of 1,200 hours, which is considered extremely restrictive, only 9% of ALE unit in the US require over 1,000 hours . The average US ALE unit requires between 251 and 500 flight hours. In the interest of safety, we should err on the side of caution and require a minimum of 500 flight hours for PIC. We also have a commercial pilot license requirement, which is in line with 81% of US ALE units, and considered to be the norm, and should be formalized in SOP.

5.3 ACCOMPLISHMENTS

SEPTEMBER 2005

- TFO with private airplane pilot rating successfully earned private helicopter pilot rating

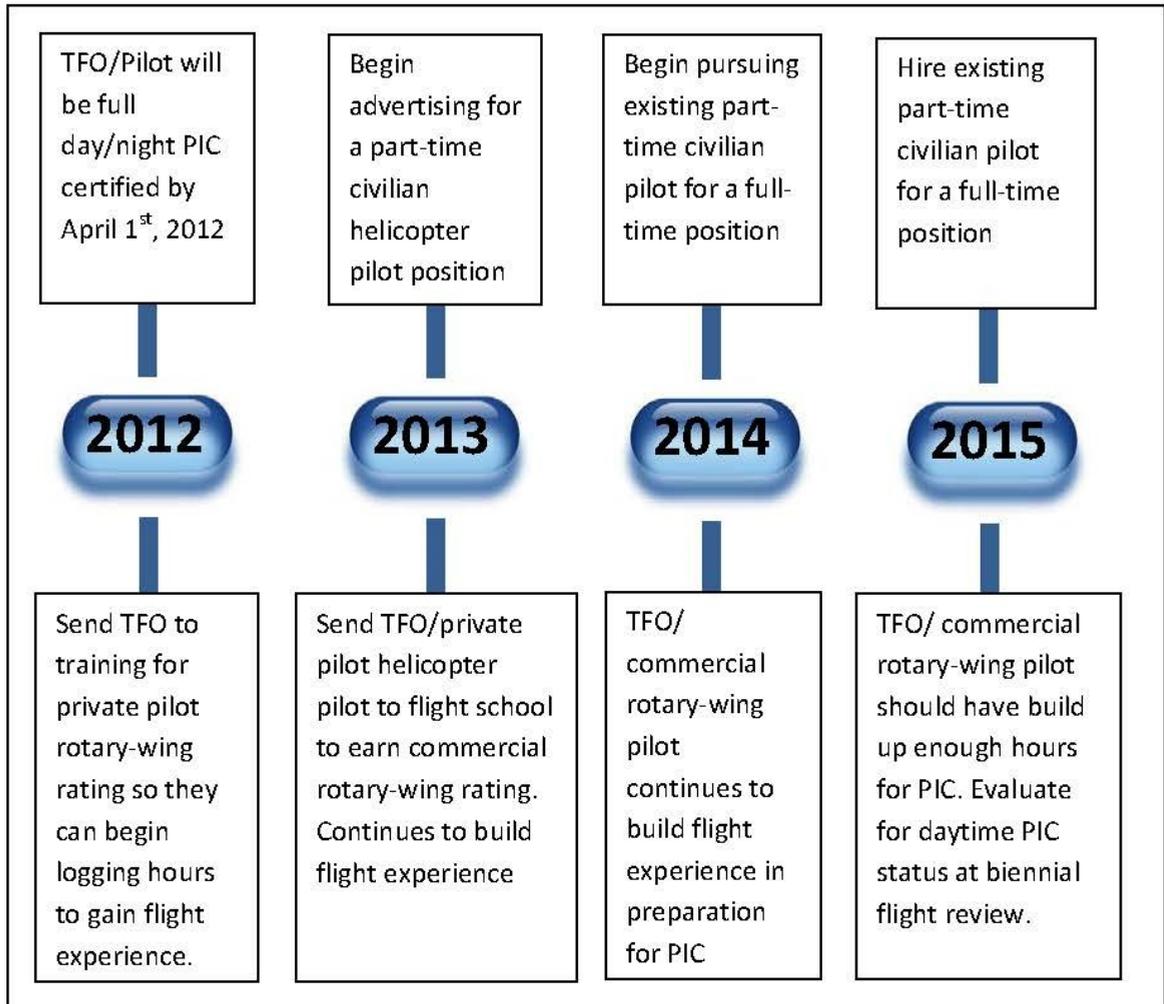
AUGUST 2011

- TFO with private helicopter pilot rating successfully earned commercial helicopter pilot rating

OCTOBER 2011

- Sworn/TFO, commercial helicopter rated pilot released as daytime duty pilot

5.4 TIMELINE (3 YEAR PLAN)



6.0 INSOURCING AIRCRAFT FUEL

6.1 PROBLEM

The Air Support Unit currently fuels its aircraft at the San Juan Regional Medical Center heliport, purchased under a county contract at negotiated prices. The cost of this fuel does not come from the Air Support Unit or Sheriff's Office budget. However, the hospital helipad is not always available due to helicopter EMS operations, and when that occurs our aircrews are forced to fuel elsewhere. At the present, there is only one other source of jet A fuel in the four corners area, Atlantic Aviation at the Four Corners Regional Airport. Jet A fuel at Atlantic costs more than double the county's negotiated price, and draws heavily from the Air Support Unit budget when we are forced to purchase from them.

6.2 STRATEGY

The county must develop its own source of Jet A fuel located at the Air Support Unit heliport, purchased under the existing county fuel contract. This can be accomplished with one year, and the following must be completed in order to establish our own source of fuel:

1. Acquire a large-capacity fuel storage truck, trailer, or tank (over 1,000 gallons). This must meet all accepted industry standards for safety and fuel quality, and Department of Transportation requirements.
2. Acquire light-duty truck and equip it for fueling operations. This must meet all accepted industry standards for safety and fuel quality, and have a fuel capacity of 110 gallons or less to avoid having to meet Department of Transportation requirements.
3. Establish a fuel quality program that meets industry standards
4. Establish safety, fueling procedures, and fuel quality training program for Air Support Unit personnel.
5. Determine a procedure, in agreement with Air Care and the fuel delivery vendor, for replenishing fuel for the large-capacity when the hospital has delivery of fuel.

6.3 ACCOMPLISHMENTS

JULY 2011

- 1,200 gallon capacity fuel truck acquired from 1033 program

AUGUST 2011

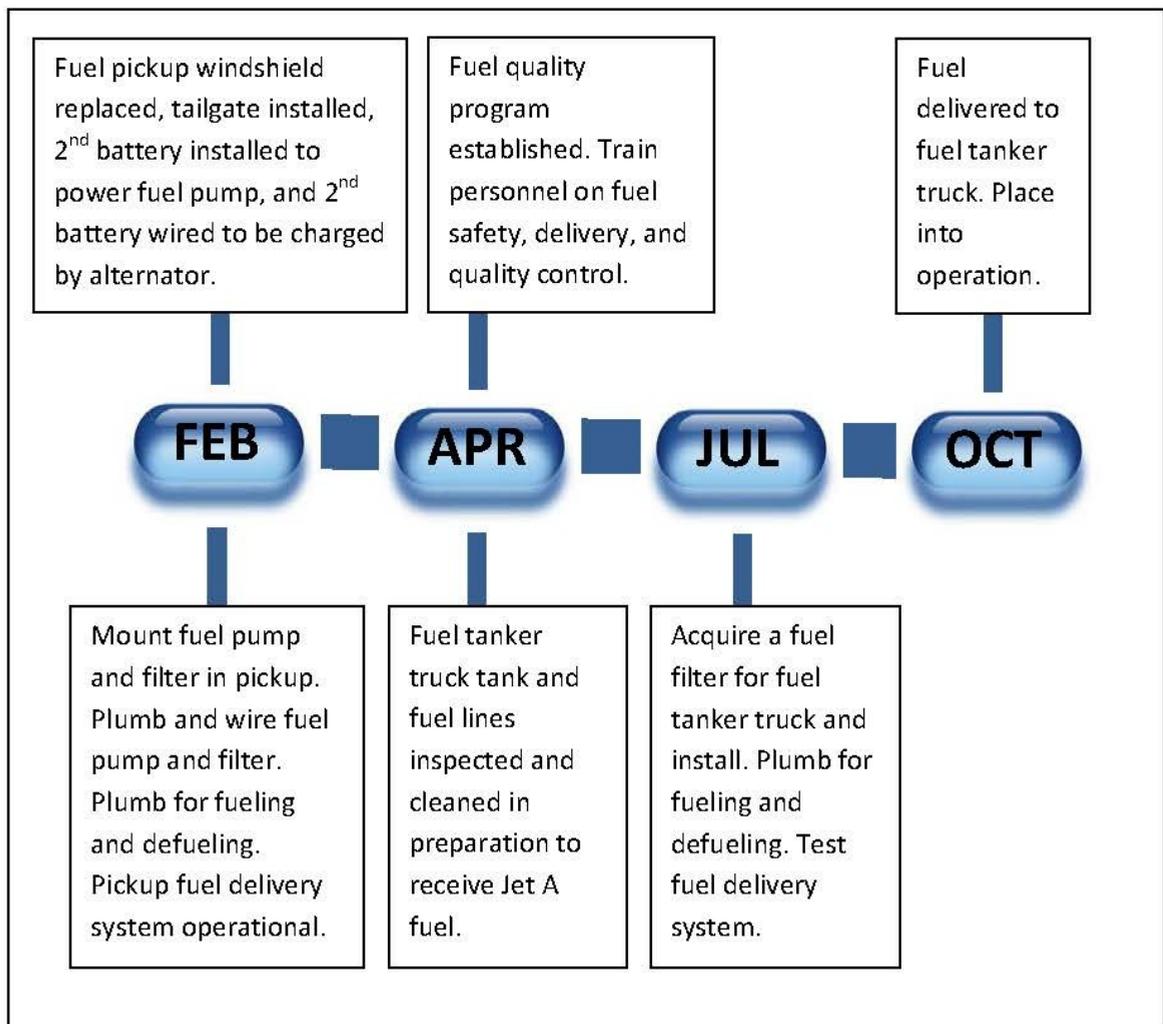
- Pickup truck acquired from car pool for use as a fueling truck
- 100 gallon fuel tank acquired for pickup

- County agrees to allow Air Support Unit use fuel from the existing contract used by the Air Care EMS helicopter program

DECEMBER 2011

- 100 gallon fuel tank mounted in pickup
- Fuel pump and filter meeting industry safety and quality standards acquired for pickup

6.4 *TIMELINE (2012)*



7.0 STANDARD OPERATING PROCEDURES MANUAL

7.1 PROBLEM

The Air Support Unit has experienced substantial growth in the last few years, which has made it necessary to develop a Standard Operating Procedures (SOP) manual to clearly define operational practices and to set parameters for decision-making. A comprehensive manual supports safe, cost efficient operations, and agency policies and procedures.

7.2 STRATEGY

Write an SOP manual that meets all or most of the ALEA's accreditation standards. Present a draft a copy of SOP by March 1, 2012. Present a finalized version of SOP by April 1, 2012.

7.3 ACCOMPLISHMENTS

NOVEMBER 2011

- First draft of SOP manual completed.

7.4 TIMELINE

Finalized SOP presented to the administration for approval by April 1, 2012.

8.0 STATISTICAL ANALYSIS OF PERFORMANCE DATA

8.1 *PROBLEM*

A method is needed to collect data to assess the operational effectiveness of the Air Support Unit. As government budgets have dwindled, elected officials and the public have demanded more accountability. Tangible statistics are necessary to justify requests for additional personnel, equipment, county funding, federal grants, and the existence of the Air Support Unit.

8.2 *STRATEGY*

We must define the type of data that needs to be tracked to most effectively meet our needs. This should at a minimum include: number of flight hours, arrests, callouts, types of operations and flight hours for each, and night/day flight hours.

An Air Support Unit After Action form does already exist, but needs to be overhauled to better meet our needs. A form must be developed to effectively collect and track statistical information of Air Support Unit operations. The form must be standardized and easy to use, and a procedure must be developed for submitting forms and entering data.

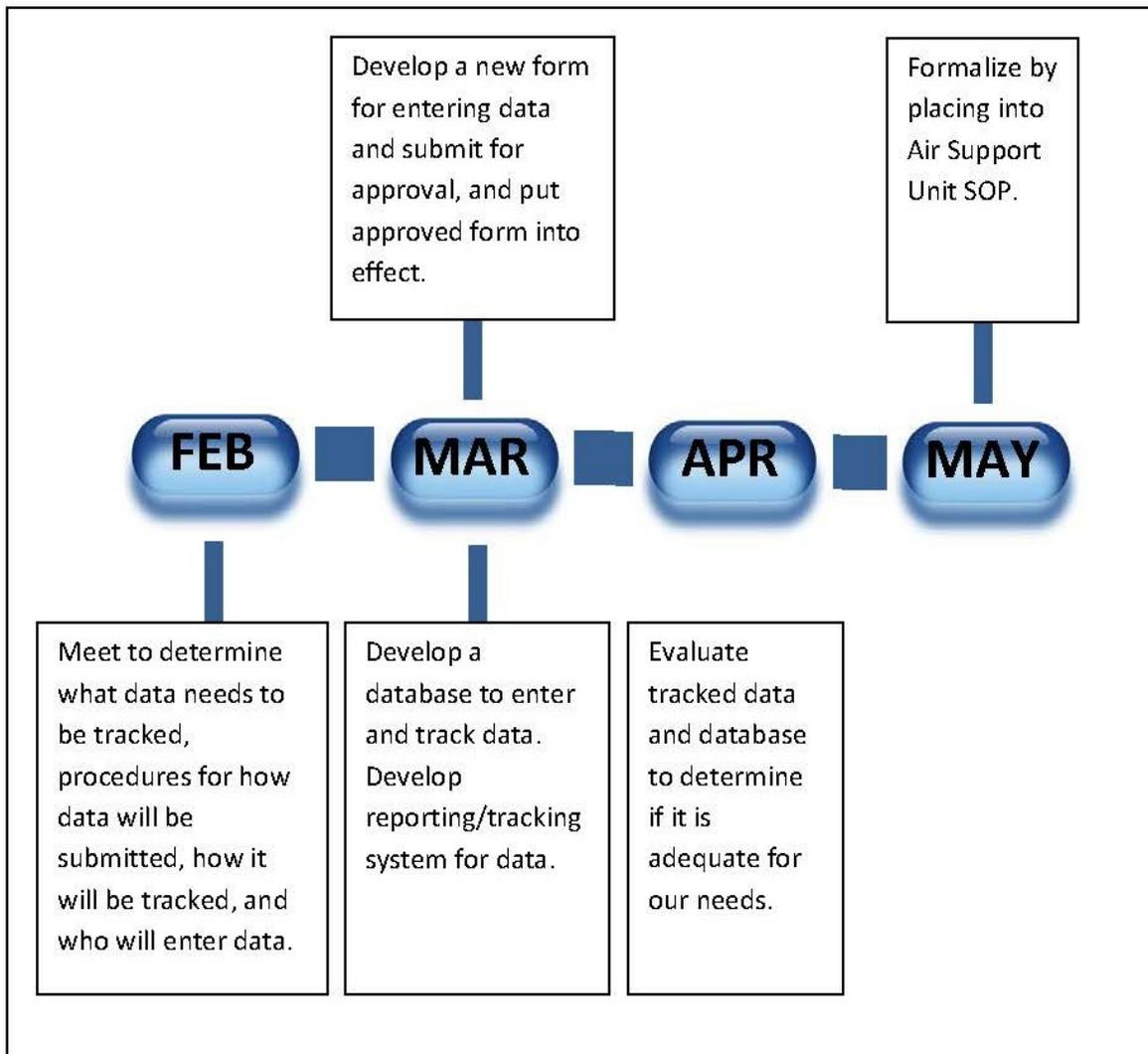
In addition, a program or database must be used or developed to track the statistical data and generate reports. This information must be available to all Air Support Unit members.

8.3 *ACCOMPLISHMENTS*

JANUARY 2011

- Air Support Unit after action form developed to track statistics
- TFOs required to complete and submit form after each flight

8.4 TIMELINE (2012)



9.0 SUMMARY

The Air Support Unit has substantially increased its capabilities and effectiveness over the last three years. This is due to establishing rigorous selection and training standards, enhancing tactical capabilities, incorporating more effective tactics, and a general trend towards professionalization and safety. This transformation has been noticed by the airborne law enforcement professional community in the United States.

The goals stated in this document will further the Air Support Unit in its evolution towards becoming a professional, safe, and effective organization. The Air Support Unit gives San Juan County capabilities that few other local governments possess, at a reasonable cost. The citizens of San Juan County have benefited many times from the services that we provide, from the apprehension of dangerous fugitives, to saving lives during search and rescue operations.

SAN JUAN COUNTY SHERIFF'S OFFICE
CIVIL DIVISION



DIVISION PLAN

Revised February 2, 2012

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1.0 ADMINISTRATIVE

1.1 ADMINISTRATION

Unit Commander: Lieutenant Daniel Webb

1.2 PERSONNEL ASSIGNED TO DIVISION

	Full-time	Part-time	Total
Sergeants	1	0	1
Deputies	8	2	10
Paid Civilians	2	3	5
Volunteer Civilians	0	1	1
Total	9	5	17

2.0 MANPOWER ISSUES IN PRISONER EXTRADITIONS

2.1 PROBLEM

Man power is the biggest issue currently facing the Civil Division. Having lost a part-time (PT) Transport guard in September, 2011, we have relied on Patrol, SET and Process Service deputies in an effort to keep up with prisoner extradition demands.

2.2 STRATEGY

In an attempt to function more effectively and efficiently the third Prisoner Extradition Deputy position has to be filled. The Sheriff's Office Staff will have to ultimately make the decision to replace the lost part-time deputy. A full time deputy would better serve the Civil Division as well as the Sheriff's Office. When transport obligations require assistance from other divisions, or other areas within Civil, there is ultimately another job or workload that is being left unattended. This is unacceptable and will only be remedied when the position is filled.

2.3 ACCOMPLISHMENTS

End of Year 2009

- 697 prisoners were transported by SJCSO

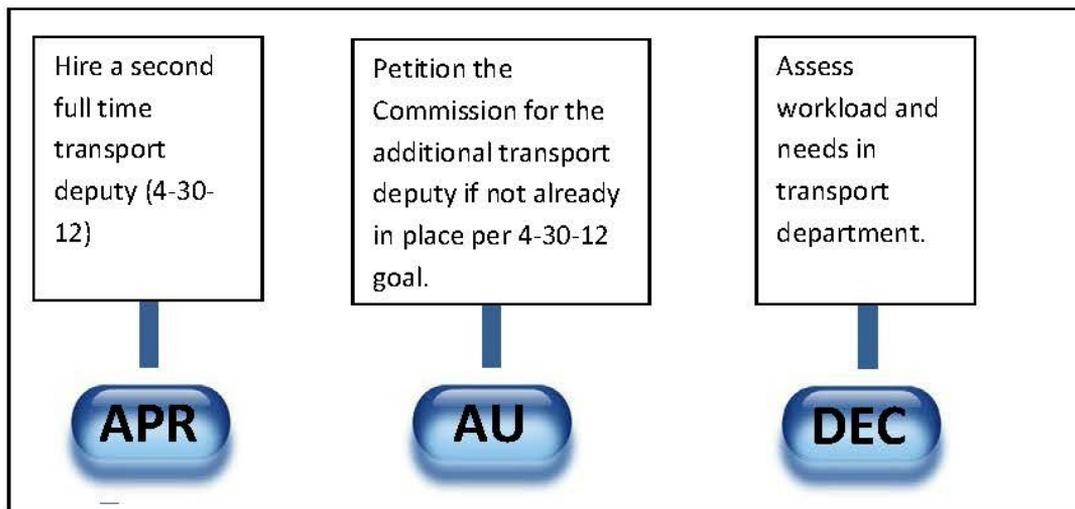
End of Year 2010

- 704 prisoners were transported by SJCSO (1% increase)

End of Year 2011

- 808 prisoners were transported by SJCSO (16% increase)

2.4 **TIMELINE (2012)**



2.5 **SUMMARY**

- A. The increase in transports from 2009 to 2010 was very minimal, a total increase of 7 transports. (a 1% increase) The number of transports in 2011 increased substantially, from 704 in 2010 to 808 in 2011. (nearly a 16% increase) It is hard to predict whether 2012 will see that much increase over 2011 and such an inconsistent elevation pattern in the past three years doesn't provide for an accurate estimate. However, it would be beneficial to be prepared for another significant increase rather than not.
- B. Over the next five years the potential, based on the 2010 to 2011 16% annual increase, is that we could feasibly see the number of transports go up from 808 in 2011 to over 1,600 by year's end 2016. I believe a 10% annual increase is more likely. Even still, that would put the total for year's end 2016 at 1,284 prisoners. From the 2011 year end total of 808 that is a 59% increase. This would indicate a need for two additional full time transport deputies and two part time deputies in addition to the part time transport guard based on recent manpower practices. (see attached documents)
- C. There was no increase in the yearend total number of papers served from 2009 to 2010. In fact 2010 dropped to 9,486 from 10,096 (about 1%) in 2009. In 2011 the number increased to 10,365, (about 9%) a significant jump. If this trend holds we

could see that number rise to 15,800 (a 56% increase) by year's end 2016. (see attached documents).

3.0 PRISONER EXTRADITION POLICY REVISION

3.1 *PROBLEM*

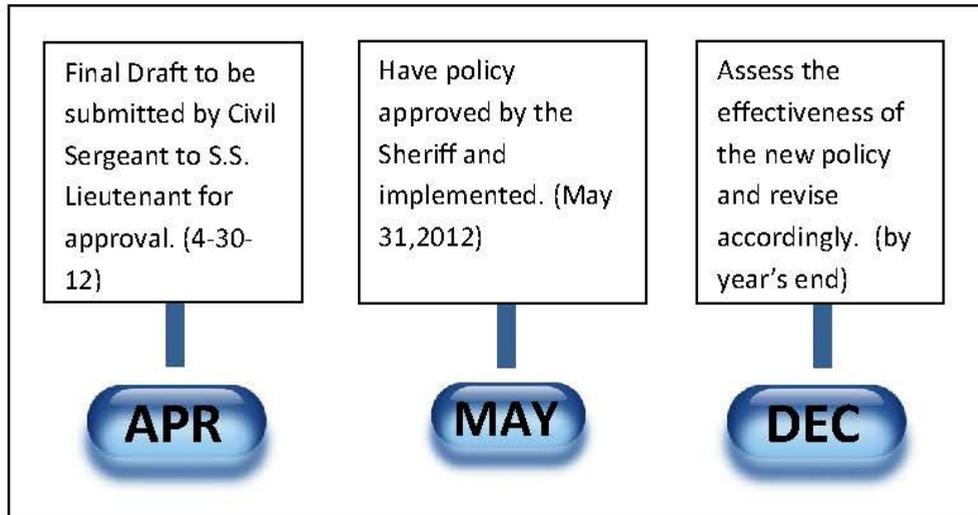
The Prisoner Extradition Policy needs to be revised. It is outdated and revision is necessary in order to function professionally and reduce both deputy and departmental liability during day to day operations.

3.2 *STRATEGY*

The Outdated Prisoner Extradition Policy is a huge potential for liability. It exposes not only the department but also the individual deputies as well. The new policy will address the many different transports/variations of transports we execute:

- Single male (adult)
- Single female (adult)
- Multi male (adults)
- Multi female (adults)
- Female and Male together (adults)
- Single female (juvenile)
- Single male (juvenile)
- Multi female (juveniles)
- Multi male (juveniles)
- Mental Transports
- Medical Transports
- Overnight transports
- Out of State transports
- Special circumstance transports
- Voluntary vs Involuntary transports

3.4 *TIMELINE (2012)*



3.5 *SUMMARY*

By April 30, 2012

- The Civil Division sergeant will have completed and submitted, to the Support Services Lieutenant, a revised final draft of the new Prisoner Extraditions Policy.

By May 31, 2012

- The new policy will be presented to the sheriff for final approval.

By end of year, 2012

- The policy will be reevaluated and revised if necessary.

4.0 STANDARD OPERATING PROCEDURES

4.1 PROBLEM

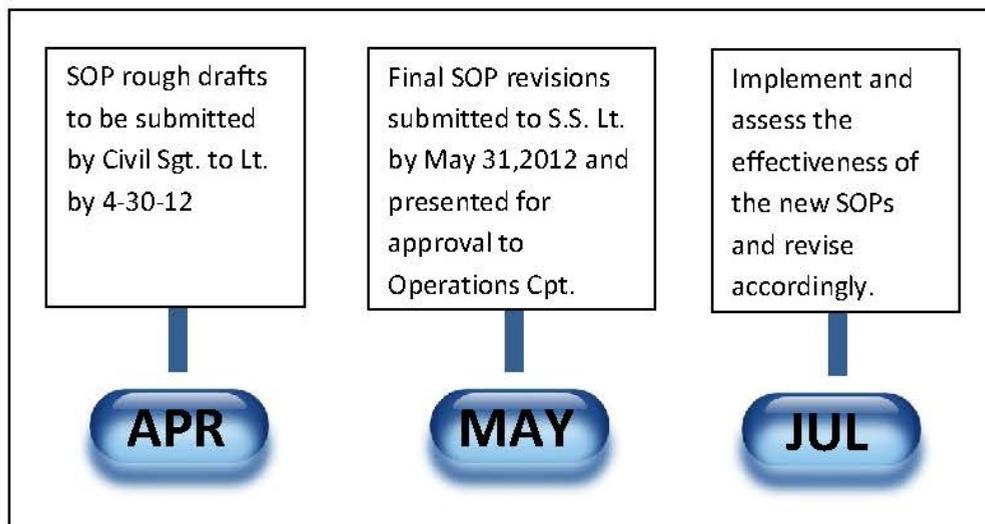
Positional Standard Operating Procedures (SOPs) are missing in the Civil Division. SOPs would help ensure continuity between all personnel regardless of who is doing what job/filling in for another position. This would include standardized training and cross training.

4.2 STRATEGY

Standard Operating Procedures will be developed for each position in the Civil Division. This will include certified as well as non certified personnel in the following duties:

- Prisoner Extraditions (deputies)
- District Court Security (deputies)
- Civil Process Services (deputies)
- Civil Clerk
- Extraditions Clerk
- Transport Guard (employee)
- Transport Guard (Reserve Deputy)
- Transport Guard (volunteer/spouse)

4.3 TIMELINE (2012)



4.4 PROJECTIONS

Projections for the Divisional SOPs are self evident in that they will benefit all areas in professionalism, efficiency and productivity. They will be living documents that change with departmental and divisional growth.

4.5 SUMMARY

Implementation and adherence to SOPs in all job areas of Civil Division will create a more professional workplace. In addition, cross training and knowledge building will become the expected norm which will result in better employee performance. This will reflect in all aspects of the Civil Division and positively impact the community as the Mission of the Sheriff's Office is carried out.

5.0 ADDENDUMS

5.1 CIVIL PROCESS SERVICES PRISONER TRANSPORTS (2009)

San Juan County Sheriff's Office – Civil Division			
PAPERS			FEES COLLECTED
Civil	665		Monthly Fees
Domestic	165		8,279.00
Execution	52		Prior Year-To-Date
Demand	9		74,326.00
Red Tags	9		YEAR TO DATE
Property Seized	---		82,605.00
Current Month	900		
Prior Year-To-	9196		
YEAR-TO-DATE	10096		

Papers Served By S.O. Personnel

Webb	Civil	189	D.V.	4	Exec	---	Collected	---
Frost	Civil	1	D.V.	5	Exec	---	Collected	42.00
Gardenhire	Civil	10	D.V.	1	Exec	---	Collected	42.00
Marshall	Civil	---	D.V.	12	Exec	---	Collected	---
Iverson	Civil	---	D.V.	89	Exec	---	Collected	---
Jones	Civil	---	D.V.	---	Exec	---	Collected	---
McDaniel	Civil	155	D.V.	26	Exec	11	Collected	91,411.98
McGaha	Civil	75	D.V.	6	Exec	7	Collected	6,768.58
Mike	Civil	61	D.V.	4	Exec	7	Collected	8,388.15
Scott	Civil	118	D.V.	7	Exec	18	Collected	57,554.00
Truby	Civil	55	D.V.	7	Exec	9	Collected	52,776.28
Tucker	Civil	---	D.V.	---	Exec	---	Collected	---
Patrol/Misc Cvl	Civil	1	D.V.	4	Exec	---	Collected	---
Total Services	Civil	665	D.V.	165	Exec	52		
MONTHLY TOTAL COLLECTED								216,982.99
Tax Papers served						TAXES AND TAX FEES		15,072.34
PRIOR YEAR-TO-DATE BALANCE								2,877.152.90
CURRENT YEAR- TO-DATE COLLECTED								3,109,208.23

Year to Date Totals

5.2 CIVIL PROCESS SERVICES PRISONER TRANSPORTS (2010)

San Juan County Sheriff's Office – Civil Division					
PAPERS				FEES COLLECTED	81,123.00
Civil	6,212				
Domestic Violence	2,351				
Execution	510				
Demand Warrants	413				
Red Tags	-----				
Property Seized	-----				
YEAR-TO-DATE	9,486			YEAR TO DATE	\$81,123.00

Papers Served By S.O. Personnel

Webb	Civil	2,071	D.V.	12	Exec	3	Collected	2,067,133.13
Tanner	Civil	106	D.V.	1	Exec	----	Collected	1,806.00
Frost	Civil	----	D.V.	155	Exec	----	Collected	-----
Gardenhire	Civil	26	D.V.	11	Exec	4	Collected	2,550.23
Marshall	Civil	19	D.V.	23	Exec	1	Collected	578.75
Iverson	Civil	----	D.V.	1,144	Exec	----	Collected	-----
Jones	Civil	6	D.V.	18	Exec	----	Collected	84.00
McDaniel	Civil	939	D.V.	179	Exec	113	Collected	751,754.84
McGaha	Civil	645	D.V.	155	Exec	124	Collected	688,222.66
Becker	Civil	1	D.V.	72	Exec	----	Collected	42.00
Mike	Civil	558	D.V.	151	Exec	76	Collected	1,881,165.26
Scott	Civil	1,105	D.V.	132	Exec	92	Collected	984,964.51
Truby	Civil	675	D.V.	132	Exec	94	Collected	1,127,898.09
Tucker	Civil	25	D.V.	11	Exec	3	Collected	5,610.76
Patrol/Misc Cvl	Civil	36	D.V.	155	Exec	---	Collected	252.00
Total Services	Civil	6,212	D.V.	2,351	Exec	510		
TOTAL FEES COLLECTED								7,512,062.23
Tax Papers served		413	TOTAL TAXES AND TAX FEES					82,835.21
YEAR-TO-DATE COLLECTED								7,594,897.44

		Year to Date Totals	
		Webb	2,086
		Tanner	107
		Frost	155
		Gardenhire	41
		Marshall	43
		Iverson	1,144
		Jones	24

		McDaniel	1,231
		McGaha	924
		Becker	73
		Mike	785
		Scott	1,329
		Truby	901
		Tucker	39
		Patrol / Misc Civil	191
		Tax Papers	413
		YTD	9,486

5.2 CIVIL PROCESS SERVICES PRISONER TRANSPORTS (2011)

San Juan County Sheriff's Office – Civil Division					
PAPERS				FEES	\$63,966.00
Civil	5,734				
Domestic	1,944				
Execution	331				
Demand	2,356				
Red Tags	-----			YEAR TO DATE	\$63,966.00
YEAR-TO-DATE	10,365				

Papers Served By S.O. Personnel

Webb	Civil	757	D.V.	2	Exec	0	Collected	\$126.00
Wilcox	Civil	221	D.V.	1	Exec	----	Collected	-----
Pixton	Civil	988	D.V.	8	Exec	----	Collected	\$42.00
Gardenhire	Civil	12	D.V.	26	Exec	----	Collected	-----
Churchill	Civil	----	D.V.	136	Exec	----	Collected	-----
Iverson	Civil	----	D.V.	724	Exec	----	Collected	-----
Jones	Civil	16	D.V.	154	Exec	3	Collected	\$1,962.65
McDaniel	Civil	781	D.V.	97	Exec	52	Collected	\$1,136,147.34
McGaha	Civil	616	D.V.	149	Exec	76	Collected	\$1,806,368.84
Becker	Civil	3	D.V.	77	Exec	----	Collected	\$84.00
Mike	Civil	481	D.V.	120	Exec	25	Collected	\$551,092.75
Scott	Civil	883	D.V.	133	Exec	84	Collected	\$1,114,559.84
Truby	Civil	659	D.V.	153	Exec	90	Collected	\$510,845.01
Tucker	Civil	12	D.V.	31	Exec	3	Collected	\$172,259.77
Vincent	Civil	275	D.V.	0		0	Collected	\$2,940.00
Patrol/Misc	Civil	17	D.V.	146	Exec	1	Collected	\$92,224.16
Total	Civil	5,721	D.V.	1,957	Exec	331		
TOTAL FEES								\$5,388,652.36
Tax Papers served		2321	TOTAL TAXES AND				\$762,778.27	
YEAR-TO-DATE								\$6,151,430.63

Year to Date Totals

Webb	759		
Wilcox	222		
Pixton	996		
Gardenhire	38		
Churchill	136		
Iverson	724		
Jones	173		
McDaniel	930	Patrol / Misc Civil	164

McGaha	841		Tax Papers	2,356
Becker	80			
Mike	626			
Scott	1,100			
Truby	902			
Tucker	43			
Vincent	275			
			YTD	10,365

SAN JUAN COUNTY SHERIFF'S OFFICE
PATROL



DIVISION PLAN

Revised February 2, 2012

1.0 ADMINISTRATIVE

1.1 ADMINISTRATION

Unit Commander: Lieutenant R. Shane Ferrari

1.2 PERSONNEL ASSIGNED TO PATROL DIVISION

	Full-time	Part-time	Total
Sergeants	7	0	7
Deputies	45	0	45
Total	52	0	52

1.3 PERSONNEL ASSIGNED TO SET

	Full-time	Part-time	Total
Sergeants	1	0	1
Deputies	6	0	6
Civilians	1	1	1
Total	8	0	8

2.0 Patrol Division

2.1 PROBLEM

- A. As directed by the Standards of Conduct, an employee is expected to give a full day's work for a full day's pay. It was difficult to gauge which deputies were not putting in their fair share of work without a measurement tool. A method was needed to document deputies daily work productivity and keep deputies informed of their performance.

Supervisors needed a tool to rate deputies on their work performance, good or bad. Deputies that were performing above the shift average needed to be recognized for that performance and the few falling below needed to be identified so that corrective measures could be taken. Supervisors were using guess work to judge the individual deputy but there was no concrete and unbiased way to measure this. Without concrete documentation there was little foundation if discipline needed to be applied.

2.2 STRATEGY

- A. In an attempt to measure work productivity the Sheriff's Office will keep track of all reports, which will include traffic accidents and add narratives, arrests, citations, and DWIs. Each time a deputy takes a report, makes an arrest, or takes a DWI the deputy will be given one point for each of the applicable categories. Three citations will be worth one point; individually they are worth one third of a point. Queries will be run monthly and it will add together all the points obtained from work activity. The total points will be divided by the days worked to calculate the daily average of the deputy's work productivity. Each shift will then find the daily average from the entire shift based off of entire points from work productivity and the days worked by all deputies. Each deputy will be required to maintain work productivity that does not fall below 20% of the shift average each month.

Adjustments will be made for FTO, training, sick days, vacation, special assignments and major investigations. Field training officers will be given credit for all of the points earned by their trainee since the FTO would have been a part of that activity. Days that deputies are on vacation, training, or special assignment will not be counted against the deputy as a day of work. Sergeants will also deduct the appropriate amount of time, a day or portion of a day, if a deputy is working on a major investigation, special assignment, teaching in the academy, etc. It is the supervisor's responsibility to document those days and it is the deputy's job to keep in communication with the supervisor about what they are doing.

Each month patrol sergeants will be expected to run a query on each deputy to see where the deputy stands compared to everyone else on their assigned shift (See attachment A). If a deputy does fall below the shift minimum in work productivity the

sergeant must determine the cause and apply progressive discipline if there is no justifiable reason for the lack of productivity. The sergeants will give a monthly account to their lieutenant as to the productivity on their shift and what is being done to rectify any deficiency. Any deputy falling below shift average will have that information documented in their file on the intranet. A query will be submitted to their lieutenant within one week after the evaluation period. End of shift evaluations will also be completed and submitted.

An SOP will be written to document this procedure and what the consequences will be for not meeting the work productivity standards.

2.3 ACCOMPLISHMENTS

January 2011

- Work standards were introduced to deputies

May 2011

- A rough draft of a Standard Operating Procedure (SOP) was written addressing Work Productivity Standards.
- Deputies were informed of the content of the (SOP) and sergeants began keeping track of the data

October 2011

- SOP was finalized and signed by the Sheriff
- A program was developed to track the stats

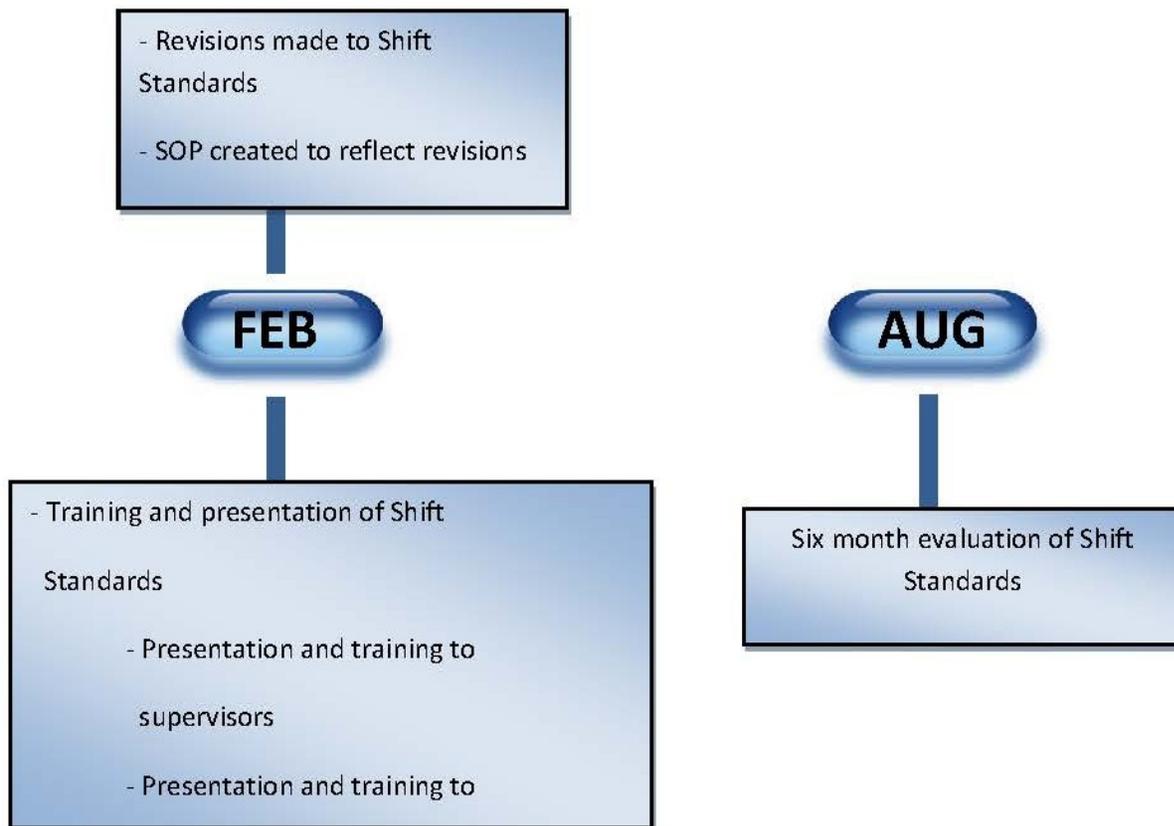
December 2011

- Shift averages determined
- Program evaluated

January 2012

- Shift Standards revised

2.4 2012 TIMELINE



2.4 SUMMARY

Shift Standards have been developed and implemented. There is now a program in place that will help gauge work productivity. Deputies with an above average work productivity have been recognized and the deputies falling below shift standard have been given extra attention to help correct the issue. Some shortcomings in the tracking method have been identified and are being corrected.

3.0 S.E.T Division

3.1 PROBLEM

- A. Research has indicated that a small proportion of criminals commit a disproportionate amount of crime in the U.S. Therefore a large emphasis should be placed on

- identifying repeat offenders and or career criminals. Patrol Deputies do not have the flexibility, specialized equipment or resources needed to successfully target these individuals during their normal work day.
- B. The San Juan County Sheriff's Office is tasked with the registration, validation and apprehension of nearly 300 sex offenders within San Juan County to include the Navajo Reservation. Currently there is one deputy and a civilian performing this duty. These duties include home and work conformation visits.
 - C. Large incidents and investigations can drain individual divisions' manpower quickly. Augmenting manpower from other divisions has a 'domino effect'. The patrol, detective and narcotics divisions would benefit from a small group of highly-motivated officers who address problems through proactive police work and adopt a mixture of investigative methods and selective apprehension strategies.
 - D. Currently there is no division within any San Juan County law enforcement agencies who can devote full and undivided attention toward smaller community problems (CrimeStopper Tips, Neighborhood Watch concerns, traffic issues, etc)

3.2 STRATEGY

Development of a "Special Enforcement Team" (S.E.T) consisting of one sergeant and six deputies (one deputy assigned as the Sex Offender Compliance Deputy and one deputy assigned to the U.S. Marshal's Task Force). This unit will be comprised of current personnel through resource allocation. The unit will have the ability to gradually broaden the officers' repertoire of investigative and patrol/semi-undercover infiltration strategies and skills as the team progresses.

- A. This unit will identify, arrest, and successfully prosecute recidivists currently active and operating within the San Juan County Area through coordinating operations with local

agencies, citizens, Crime Stoppers, federal agencies, and local informants. As a unit, a large emphasis will be placed on targeting repeat offenders, the identification and dismantling of criminal groups committing multiple felonies on a weekly basis.

Traditionally, most police actions have been reactive. Proactive tactics may include, but are not limited to the use of decoys, surveillance, buy/bust schemes, informant information, use of informants, phony fencing operations, and phony drug deals. The team will not be limited by catch slogan names or specific job stipulations/requirements. The unit will look to seize opportunities as they arise, and will not be bound down by specific objectives while working on a day to day basis.

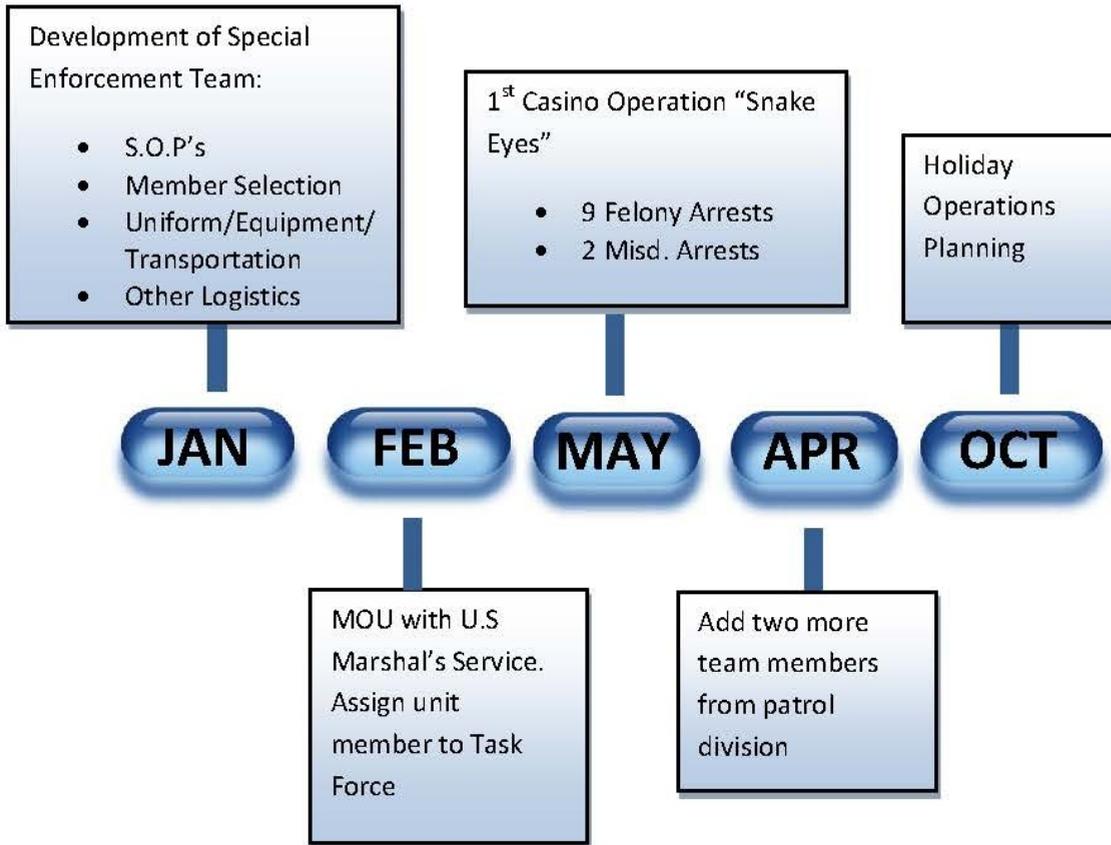
- B. The deputy assigned to the Sex Offender Compliance position will have the full resources of the unit available. In day to day operations, unit members will validate places of employment and residence of registered sex offenders increasing the effectiveness and efficiency of the program. Team members will vigorously seek individuals with outstanding arrest warrants pertaining to violations of sex offender registration and other sex crimes.
- C. When a rising crime trend or special problem needs to be addressed, the unit will be notified. The unit will be called to assist and support other division and agencies within the San Juan County area during large operations or investigations that require surveillance or other special investigative or patrol related responses. Violent crime and crimes of a sexual nature will take precedence over other types of offenses. However, the team will operate on a "No crime is too small" theme.
- D. When not addressing quality of life issues, the unit will conduct proactive investigations into solving community problems. These highly-motivated officers will address problems through proactive police work and adopt a mixture of investigative methods and selective apprehension strategies. The team will not be limited by catch slogan names

or specific job stipulations/requirements.

3.3 ACCOMPLISHMENTS

2011 S.E.T Statistics	
Felony Arrests	325
Misdemeanor Arrests	178
Traffic Citations	126
Non Traffic Citations	85
Cash Seizure	\$21,872
Combined Drugs Seizures	87.2 oz. (76 marijuana plants)
Sex Offender Validations	327
Probation Violation Arrests	12
Major Case Contributions	30
Search Warrants Executed	28

3.4 TIMELINE (2011)



3.5 SUMMARY

Quality of life for the citizens of San Juan County will also be a priority as lower level criminals will be sought out and prosecuted. The concept of this unit will revolve around “Results Oriented Policing.”

4. SUPPORTING DOCUMENTATION

A. 2008-2011 STATISTICAL DATA

Projected numbers are based on the average increase of 2008, 2009, and 2010. These numbers are an estimate of what the call load based off of the average increase or decrease.

Call Type	2008	2009	+/- % 08-09	2010	+/- % 09-10	2011	+/- % 10-11
Calls	48,861	50,087	3%	54,506	9%	56,150	3%
Reports	6,332	6,606	4%	6,239	-6%	6,303	1%
Traffic Crash	1,914	1,572	-18%	1,486	-5%	1,436	-3%
Total reports	8,246	8,178	-1%	7,725	-5.5%	7,739	0%
Arrests	3,504	3,602	3%	3,638	1%	3,642	0%
DWI	726	632	-13%	582	-8%	512	-12%
Citation	11,497	13,559	18%	14,301	5%	16,320	14%

2008-2011 STATISTICAL DATA SUMMARY

- Calls for service decreased 3% from 2010 to 2011.
- Reports, Traffic Crashed, Arrests, and DWIs for 2011 remained within 3% + or - of the preceding years since 2008.
- DWI's decreased 12% from 2010 to 2011 yet they had already been decreasing on average 10.5 % since 2008.
- In 2011 citations increased 14% from 2010. Citations had been increasing an average of 11.5% since 2008.

B. INDIVIDUAL DEPUTY PERFORMANCE 2008-2011

Reports

	2008	2009	2010	2011
Aeschlimann, Dave	213	209	215	232
Ahkeah, Chris	85	163	132	129
Asbe, Tom	156	90	134	130
Babadi, Nima				79
Baliconis, Brianne	235	181	185	50
Begay, Manasseh				103
Bell, Kevin		65	164	213
Bell, Valerie				37
Blau, Jed			110	140
Bunney, Lori	149	139	118	178
Burke, Eric			115	145
Carey, Michael				88
Charley, Emerson	78	112	92	121
Clarke, Ken				160
Cordova, Sam		196	205	161
Cox, S. Jason	127	152	69	97
Dollar, Devon	124	116	141	133
Eighme, Dave	62	102	75	82
Foutz, Floyd	143	114	113	91
Francisco, Phillip	61	120	67	92
Hendrickson, J. Matt				77

Loomis, Carlos	144	52	95	155
Lopez, Tommy	115	199	157	151
Lucero, Anthony				132
Macsalka, Katie	174	146	41	144
Mangan, Todd	165	3	246	169
Marshall, Richard	20	6	4	107
McCall, Dave		63	189	120
Parsons, Dustin	126	225	108	92
Rieker, Justin				195
Rivera, Jeremy	124	150	159	112
Roberts, JJ	146	117	90	83
Rogers, Adam				180
Sanchez, Jacob		184	172	139
Sherman, Jason	146	162	124	123
Smith, Tim	115	161	61	113
Stevens, Ricky				90
Tallman, Robert		56	141	152
Tso, Amanda	134	167	161	177
Wagner, Sandy	140	127	121	139
Yazzie, Jeremy	78	85	112	185

Arrests

	2008	2009	2010	2011
Aeschlimann, Dave	81	85	102	111
Ahkeah, Chris	24	84	71	50
Asbe, Tom	50	37	41	41
Babadi, Nima				46
Baliconis, Brianne	94	72	78	24
Begay, Manasseh				39
Bell, Kevin		30	106	149
Bell, Valerie				19
Blau, Jed			75	79
Bunney, Lori	45	27	29	53
Burke, Eric			57	60
Carey, Michael				47
Charley, Emerson	25	35	79	30
Clarke, Ken				44
Cordova, Sam		99	101	76
Cox, S. Jason	57	59	33	41
Dollar, Devon	64	53	74	52
Eighme, Dave	16	59	33	48
Foutz, Floyd	66	58	61	59
Francisco, Phillip	30	61	32	57
Hendrickson, J. Matt				53
Loomis, Carlos	65	33	59	86

Lopez, Tommy	45	68	58	74
Lucero, Anthony				42
Macsalka, Katie	91	85	41	75
Mangan, Todd	41	1	89	62
Marshall, Richard	18	5	1	61
McCall, Dave		30	71	60
Parsons, Dustin	34	95	61	44
Rieker, Justin				124
Rivera, Jeremy	68	85	84	50
Roberts, JJ	139	112	88	60
Rogers, Adam				84
Sanchez, Jacob		103	111	93
Sherman, Jason	61	82	62	64
Smith, Tim	27	54	22	43
Stevens, Ricky				38
Tallman, Robert		24	57	78
Tso, Amanda	65	64	74	120
Wagner, Sandy	57	52	43	57
Yazzie, Jeremy	39	43	65	115

DWI

	2008	2009	2010	2011
Aeschlimann, Dave	2	1	3	1
Ahkeah, Chris	4	25	14	11
Asbe, Tom		1	1	2
Babadi, Nima				8
Baliconis, Brianne	7	9	7	2
Begay, Manasseh				8
Bell, Kevin		6	11	21
Bell, Valerie				2
Blau, Jed			6	19
Bunney, Lori	1	47	2	4
Burke, Eric			6	16
Carey, Michael				7
Charley, Emerson	3	8		6
Clarke, Ken				2
Cordova, Sam		4	11	10
Cox, S. Jason	9	4	5	3
Dollar, Devon	8	2	3	4
Eighme, Dave	1	11	5	12
Foutz, Floyd	5	7	4	7
Francisco, Phillip	13	11	6	4
Hendrickson, J. Matt				3
Loomis, Carlos	13	6	10	10

Lopez, Tommy	7	14	7	12
Lucero, Anthony				4
Macsalka, Katie	4	4		5
Mangan, Todd	2		5	5
Marshall, Richard	15			8
McCall, Dave		1	2	5
Parsons, Dustin	5	6	8	12
Rieker, Justin				17
Rivera, Jeremy	7	6	8	5
Roberts, JJ	121	85	76	32
Rogers, Adam				14
Sanchez, Jacob		21	20	13
Sherman, Jason	14	8	8	13
Smith, Tim	2	4	2	1
Stevens, Ricky				8
Tallman, Robert		5	8	10
Tso, Amanda	16	8	8	33
Wagner, Sandy	5	5	2	6
Yazzie, Jeremy	6	12	6	12

Citations

	2008	2009	2010	2011
Aeschlimann, Dave	115	70	236	588
Ahkeah, Chris	112	170	126	302
Asbe, Tom	20	22	51	105
Babadi, Nima				419
Baliconis, Brianne	173	86	143	60
Begay, Manasseh				278
Bell, Kevin		95	429	473
Bell, Valerie				70
Blau, Jed			171	380
Bunney, Lori	25	32	46	244
Burke, Eric			200	342
Carey, Michael				224
Charley, Emerson	255	170	37	314
Clarke, Ken				252
Cordova, Sam		396	353	239
Cox, S. Jason	227	182	230	249
Dollar, Devon	335	300	381	298
Eighme, Dave	6	40	184	367
Foutz, Floyd	47	93	64	121
Francisco, Phillip	71	113	45	85
Hendrickson, J. Matt				291
Loomis, Carlos	436	194	226	404
Lopez, Tommy	78	143	90	173

Lucero, Anthony				307
Macsalka, Katie	65	53	8	143
Mangan, Todd	101		52	108
Marshall, Richard	92	5	2	200
McCall, Dave		200	366	343
Parsons, Dustin	121	156	204	252
Rieker, Justin			1	891
Rivera, Jeremy	446	215	208	364
Roberts, JJ	372	547	511	311
Rogers, Adam				320
Sanchez, Jacob	1	692	685	341
Sherman, Jason	322	198	217	147
Smith, Tim	112	113	66	195
Stevens, Ricky				329
Tallman, Robert		82	208	300
Tso, Amanda	142	229	229	291
Wagner, Sandy	86	149	99	266
Yazzie, Jeremy	304	310	513	501

TREASURER'S OFFICE

Strategic Plan

Fiscal Year 2012 - 2013

Who Our Customers Are

Internal Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> • Assessor 	Share tax roll information, cash receipts, monthly investment and financial report.
<ul style="list-style-type: none"> • Clerk 	Cash receipts, staff summaries, monthly investment and financial report.
<ul style="list-style-type: none"> • CEO 	Adhere to and follow state statutes and county policies, attend staff meetings, attend training sessions, provide input, provide staff summaries, provide reports or information as requested, provide monthly investment and financial report.
<ul style="list-style-type: none"> • Central Purchasing 	Provide all items related to purchasing goods or services in accordance and adhering to all purchasing policies, cash receipts.
<ul style="list-style-type: none"> • Communications Authority 	Sign payroll checks
<ul style="list-style-type: none"> • Community Development 	Cash receipts, Online credit card payment support, coordination with Addressing and Electrical Inspections on Manufactured Home moves.
<ul style="list-style-type: none"> • Compliance/DWI 	Cash receipts
<ul style="list-style-type: none"> • County Commission 	Adhere to and follow state statutes and county policies, adhere to investment policy, Board of Finance reports, monthly investment reports, any other reports or information as requested.
<ul style="list-style-type: none"> • Emergency Mgmt. 	Collaboration with Flood Plain Mgr on Manufactured Home moving permits to unincorporated areas.
<ul style="list-style-type: none"> • Detention Center 	Cash receipts

<ul style="list-style-type: none"> Finance 	<p>Provide all travel documentation in accordance with County Travel Policy. Provide purchasing card documentation in accordance with Purchasing Card Policy. Provide small purchase orders, invoices, request for payment forms, receiving forms, inventory forms, etc. in a timely manner and according to Purchasing Policy. Provide and input personnel time cards as requested. Sign accounts payable and payroll checks. Provide journal entries Provide bank statements, banking services, budget requests, share general ledger information, monthly investment and financial reports and provide information needed for auditors in a timely manner. Cash receipts.</p>
<ul style="list-style-type: none"> Fire Operations 	<p>Cash receipts.</p>
<ul style="list-style-type: none"> Housing 	<p>Sign checks. Transfer funds to cover HAP payments.</p>
<ul style="list-style-type: none"> Human Resources 	<p>Provide performance reviews, memos, and all information relating to personnel matters in a timely manner and in accordance with the Personnel Policy.</p>
<ul style="list-style-type: none"> Information Technologies/GIS 	<p>Request staff support and information needed on proper documentation and in a timely manner. Cash receipts.</p>
<ul style="list-style-type: none"> Legal 	<p>Provide contracts and all legal documents in a timely manner that need to be reviewed and/or approved.</p>
<ul style="list-style-type: none"> Parks/Facilities 	<p>Cash receipts, request staff support on proper documentation in a timely manner.</p>
<ul style="list-style-type: none"> Public Works 	<p>Cash receipts, Copies of cleared checks,</p>
<ul style="list-style-type: none"> Risk Management 	<p>Provide notification and all information relating to insurance, injury, or work comp issues in a timely manner and according to county policies.</p>
<ul style="list-style-type: none"> San Juan Water Commission 	<p>Animas/La Plata payments</p>
<ul style="list-style-type: none"> Sheriff 	<p>Cash receipts, provide information for demand warrants to be served</p>
<ul style="list-style-type: none"> Treasurer staff 	<p>Accountability, Appreciation, Honesty, Direction, Leadership, Support, Total Communication, Respect, Professionalism, Education Opportunities, Job Tools.</p>

<ul style="list-style-type: none"> County Departments and Employees 	Accurate Timely Information, Accountability, Appreciation, Honesty, Support, Communication, Respect and Professionalism.
<ul style="list-style-type: none"> Other 	Allocation of monthly interest earned to all county funds per fund balances.
External Customers / Stakeholders	What this customer needs from us
<ul style="list-style-type: none"> Property Owners 	Uphold the office of County Treasurer with integrity, following State Statutes and County Policies. Provide tax bills, receipt for payment, answer questions relating to their tax bill, and provide excellent customer service.
<ul style="list-style-type: none"> Mortgage Companies 	Provide property tax information, receipt for payment, answer questions relating to their clients, and provide excellent customer service.
<ul style="list-style-type: none"> Title Companies 	Provide property tax information, receipt for payment, answer questions relating to their clients and provide excellent customer service.
<ul style="list-style-type: none"> Financial Institutions and Local Banks 	Investment Opportunities
<ul style="list-style-type: none"> State of New Mexico - various agencies 	Tax Distributions, Financial Statements, List of Delinquent Property Owners, List of Delinquent Manufactured Home Owners, Correspondence concerning Tax Roll
<ul style="list-style-type: none"> Municipalities 	Tax Distributions, Audit Reports as requested
<ul style="list-style-type: none"> School Districts 	Tax Distributions, Audit Reports as requested
<ul style="list-style-type: none"> San Juan College 	Tax Distributions, Audit Reports as requested
<ul style="list-style-type: none"> Irrigation Districts 	Water Fee Distributions, Audit Reports as requested
<ul style="list-style-type: none"> Contracted Auditor 	Provide accurate and complete information as requested.
<ul style="list-style-type: none"> Depository Trust 	Provide monthly principal and interest payments on County Bond Debts.
<ul style="list-style-type: none"> Other County Treasurers 	Collaboration

Strategic Initiatives Completed

Description of Initiative Completed: Responding to taxpayer's questions/needs.		Description of Initiative Completed: Maximize investment earnings.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Provide accurate tax information in a timely manner.	Yes. This is an ongoing part of our job.	#1 Obtain quotes from local banks for short-term CD's.	Yes. Throughout the year we would contact local banks for interest rates on 90 and 180 day CD's.
#2 Respond to other taxpayer's needs quickly in a professional manner.	Yes, again something that is continuous.	#2 Evaluate long-term investments in Federal Government Securities.	Yes. We would evaluate Federal Security offerings through e-mails and faxes.
Start Date: Ongoing		Start Date: Ongoing	
Completion Date:		Completion Date:	
Financial Outcome:		Financial Outcome:	

Strategic Initiatives Completed

Description of Initiative Completed: Improve interface of Assessor's records to Treasurer's records.		Description of Initiative Completed: Research and improve collection methods for payment of property taxes and payment of other county goods and services.	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Accurate and complete transfer of property tax information.	Yes, this is ongoing. We continue to look at avenues to improve this interface between the two different software packages.	#1 Offer our property owners and other county department's customers alternative payment options.	Yes – Online payments are now available for payment of property taxes and surplus items. Community Dev. accepts credit card payments now.
#2		#2 Increase availability of county funds for investment.	Yes - Funds are directly deposited via ACH from our credit card provider
#3		#3 Decrease Mail and Walk in Payments	It has provided electronic option of payment.
Start Date:		Start Date:	
Completion Date: Annual Transfer completed October 2011 Monthly interface for Tax Roll Corrections - ongoing		Completion Date: November 2009 – June 2011	
Financial Outcome: Annual Tax roll for 2011 - \$68,869,926		Financial Outcome:	

Strategic Initiatives Completed

Description of Initiative Completed: Improve methods of deposits for County Treasurer Department and Offsite County Departments.		Description of Initiative Completed:	
Original Desired Outcomes:	Was Outcome met? Explain	Original Desired Outcomes:	Was this met? Explain
#1 Increase electronic transactions that will replace manual transactions to save time in making daily deposits	Yes. We have remote deposit scanning equipment and software to make electronic deposit of checks as needed.		
#2 Increase the availability of county funds for investment.	Yes - Funds are immediately deposited to bank account.		
Start Date: October 2010		Start Date:	
Completion Date: Ongoing		Completion Date:	
Financial Outcome:		Financial Outcome:	

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Educate public on property tax laws, property tax payment due dates, penalties and interest, etc.</p>	<p>Description of Initiative:</p> <p>Continue to improve collection methods for payment of county goods and services.</p>
Desired Outcomes	Desired Outcomes
#1 Better informed public on property tax matters.	#1 Offer county department's customers alternative payment options.
#2 Hopefully, less phone calls and complaints from the uninformed property owners.	#2 Increase availability of county funds for investment.
Strategies	Strategies
#1 Have updated information available on San Juan Web Page.	#1 Provide on-line payment method and acceptance of credit cards/electronic checks for payment of good/services for additional county departments as needed.
#2 Have public/legal notices printed in the <i>Daily Times</i> . (depending on cost)	
#3 Air public notices and/or PSA's on local radio stations.	
#4 Work with Title Companies to ensure accurate information is given to taxpayers or their financial institution on property closings.	

#5 Distribute tax information pamphlets. (County Fair, Manufactured Home Dealers, Title Companies, etc.)					
Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
# 1 Less confusion, concerns and complaints from taxpayers concerning their property tax.			#1 Measure usage of alternative payment methods.		
Start Date: 07/12/2012	Estimated Completion Date: Ongoing	Estimated Budget: None available	Start Date: 02/01/2012	Estimated Completion Date: Ongoing as needed	Estimated Budget: On-line provider/ bank fees

STRATEGIC INITIATIVE	STRATEGIC INITIATIVE
<p>Description of Initiative:</p> <p>Improved methods banking services for County Treasurer and other departments. (deposits, payments, electronic transactions)</p>	<p>Description of Initiative:</p> <p>Creating a smooth transition for newly elected County Treasurer</p>
<p>Desired Outcomes</p>	<p>Desired Outcomes</p>
<p>#1 Increase electronic transactions that will replace manual transactions which will save time in making daily deposits, and payments.</p>	<p>#1 Smooth Transition for new Treasurer</p>
<p>#2 Increase the availability of county funds for investment and increase the security of payments/clearing items</p>	<p>#2 Prepared office for transition</p>
<p>Strategies</p>	<p>Strategies</p>
<p>#1 Research the options available through bank for electronic deposits and payment options</p>	<p>#1 Work with new Treasurer as requested to discuss office procedures, functions, staff, banking, investments, etc.</p>
<p>#2 Depending on cost, implement additional remote deposit items with bank.</p>	<p>#2</p>
<p>#3 Depending on cost, implement positive pay option with bank to ensure checks are cleared as written to reduce fraud.</p>	<p>#3</p>

Preliminary Performance Objectives/Key Performance Indicator(s)			Preliminary Performance Objectives/Key Performance Indicator(s)		
#1 Evaluate the costs vs. security to determine if feasible.			#1 Seamless and comfortable transition in January 2013		
Start Date: 03/01/12	Estimated Completion Date: Ongoing	Estimated Budget: Banking fees-	Start Date: Nov 2012	Estimated Completion Date: Dec 2012	Estimated Budget: