

SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS
MEETING

February 27, 2018

Anna Hansen, Chair - District 2
Anna Hamilton, Vice Chair - District 4
Robert A. Anaya - District 3
Ed Moreno - District 5
Henry Roybal, Chair - District 1

SFC CLERK RECORDED 03/28/2018

SANTA FE COUNTY

REGULAR MEETING

BOARD OF COUNTY COMMISSIONERS

February 27, 2018

I. A. This regular meeting of the Santa Fe Board of County Commissioners was called to order at approximately 2:22 p.m. by Chair Anna Hansen in the Santa Fe County Commission Chambers, Santa Fe, New Mexico.

B. Roll Call

Roll was called by County Clerk Geraldine Salazar and indicated the presence of a quorum as follows:

Members Present:

Commissioner Anna Hansen, Chair
Commissioner Anna Hamilton, Vice Chair
Commissioner Robert A. Anaya
Commissioner Ed Moreno
Commissioner Henry Roybal

Members Excused:

None

- C. Pledge of Allegiance**
- D. State Pledge**
- E. Moment of Reflection**

The Pledge of Allegiance was led by Dolores Olivas, the State Pledge by Alex Cintron and the Moment of Reflection by Annette Baca of the Finance Department.

- I. F. Approval of Agenda**
 - 1. Amendments**
 - 2. Tabled or Withdrawn Items**

KATHERINE MILLER (County Manager): Madam Chair, on page 3 of the agenda, under Action Items, III. C. 2, there is just a correction in the caption of the dollar amount of the agreement. On item V. A. 1. b, added the approval of a letter of support under Matters from the County Manager, Legislative Wrap-Up. And then under item VI. A. 3, Resolution opposing the Department of Interior BLM, repeal of methane rule was added to the agenda. And then on page 4, under item VII. Executive Session,

specific issues, numbers 1, 2, and 3 were also added to the agenda. And those are all of the amendments to the agenda and those were made on February 23rd at 2:00 pm.

CHAIR HANSEN: Thank you. Can I have a motion?

COMMISSIONER HAMILTON: I move to approve the agenda.

COMMISSIONER MORENO: Second.

The motion passed by unanimous [5-0] voice vote.

I. G. Approval of Minutes

1. Approval of January 30, 2018, Board of County Commission Meeting Minutes

CHAIR HANSEN: Are there any changes? I have changes. So we'll start with page 11. On page 11, second full paragraph, third line from the bottom at the end, family and look forward to many more years of work and service to the County as from you. I think it should be as for you, Yvonne. If that's all right with you, Commissioner Anaya. Okay.

Then on page 15, six lines from the bottom, this tool, instead of this took: This tool is designed. And then I don't know the answer to this but on page 27, the fifth full paragraph, we've contracted all the xxx holders. I don't know what it should be. [Stenographer's correction: right-of-way] but I think it would be helpful if we had a correction.

Then on page 45, under Governor Frederick Vigil, the fourth line down, As I speak today we've already sat down with Precision Surveyors. Precision Surveyors is a name. It's not with precision, surveyors.

Then on page 54, under Carl Trujillo, five lines down, there's an extra f. I know that was a difficult feat. There's an extra f in front of feat. And that's all that I have. Anyone else have any corrections to the minutes? So that could I have a motion to approve the minutes with changes?

COMMISSIONER ROYBAL: So moved.

COMMISSIONER HAMILTON: Second.

COMMISSIONER MORENO: Second.

CHAIR HANSEN: Motion from Commissioner Roybal and multiple seconds from Moreno and Hamilton.

The motion passed by unanimous [5-0] voice vote.

I. H. Employee Recognition

1. Recognition of New Santa Fe County Employees [Exhibit 1: List of New Employees]

MS. MILLER: Madam Chair, first of all I just wanted to see if there were any new County employees in the audience. Erik, would you do me a favor and introduce –

ERIK AABOE (Public Works): This is Ashley Zappe. Ashley is the new

sustainability specialist in the Public Works Department.

MS. MILLER: Great. Thank you. Welcome, Ashley. And then also I know most of you met our new attorney, Elena Cardona in Housing but I don't think Robert got a chance to meet her. Elena is a new Assistant Attorney in the County Attorney's Office.

And then in your packet I have a list of the hires from January 1st through January 31st, and just to quickly go through those, is Norma here by any chance? From CSD? No? Okay. In Community Services we have Norma Vazquez de Houde, and Felina Rodriguez in Housing, which you met earlier. Lori Borrego, Stephen Gregory, Angelique Gutierrez, Ashley Homer, Gabriel Martinez – all of those are new detention officers in Corrections.

And then in the Fire Department we have Josh Bregman, Samantha Frazee, Robert Ledlow, John Malinowski, Danielle Rael and Megan Rodriguez. And in the Projects Division we have Christopher Padilla; in Public Works/Solid Waste we have John Jimenez; and you just met Ashley in Sustainability, and Utilities we have Christy McWilliams. And then in the Sheriff's Office we have two new deputy cadets, Ian Burr and Gabriela Marquez Baca.

So I'd just like to welcome those individuals to Santa Fe County and hope they have an enjoyable experience working here.

CHAIR HANSEN: Manager Miller, I would like to welcome all the new employees and we're very happy to meet Elena in Housing and thank you for being there, and Ashley have met earlier but I'm very happy to have Ashley here also and I have known Ashley's family. I know her father from the Mac User group, and so we're very happy to have you here also. So welcome and welcome to all of the new employees. Thank you.

I. H. 2. Recognition of Years of Service of Santa Fe County Employees
[Exhibit 2: List of Employees for Recognition]

MS. MILLER: The next item, Madam Chair, is recognition of years of service. As you know, we actually recognize employees on a monthly basis who have completed consecutive years of service in five year increments and I just want you to know we really do acknowledge the value of employee retention and very much appreciate employees who stay with Santa Fe County for five, ten, fifteen – some even 25+ years. So I would just like to recognize those who have hit a five-year milestone this past month and that's Erika Garcia in Building and Development in Growth Management. She's been with us for five years.

In Corrections we have Pauline Esquivel and Troy Wood who have been with us for five years. In Utilities Tony Quintana hit his five-year anniversary on the 6th of February. And then in my office, Kristine Mihelcic, our PIO has actually been with the County for ten years, which is great. She does an excellent job. And in public works, Deborah Leyba-Dominguez has been with us for ten years, and in Building Services, Arthur Gonzales, ten years, and in the Sheriff's Office, Rufino Romero. So I'd just like to thank them for their years of service to Santa Fe County.

CHAIR HANSEN: Thank you very much, Manager Miller, and thank you

to all of the employees for your service to the County. As Manager Miller has said, longevity and staying with the County is of great benefit to us so thank you for your service and all of the new hires. We look forward to a long career with you. So thank you very much.

I. H. 3. Recognition of the Santa Fe County Legislative Team

COMMISSIONER HAMILTON: So could I have the legislative team come up here? Tony, Hvtce, Rudy and Tessa Jo.

CHAIR HANSEN: Rudy was just here.

COMMISSIONER HAMILTON: If Rudy just ducked out he's going to have to deal with me later, and he doesn't want that.

CHAIR HANSEN: Rudy, if you're out there, please come in.

COMMISSIONER HAMILTON: You see, the threat worked, empty as it might have been. So most of you know that we just finished the 30-day legislative session. It was a short session this year and some of you might vaguely know that we have a team that kind of covers the session for us, us being the County and senior staff and the Commission. But in my heart I think most of us don't really know what it takes for the team to cover the legislative session because it takes a whole bunch of intestinal fortitude and knowledge of the whole legislative process and personal ability to deal with a whole range of personalities there and to retain in your head and document all of the things that are going through and all of the different places they are and to now let balls fall out of the sky or whatever the expression would be, and to summarize all that for us and to know what the County's priorities are and to see things happening at the last minute and think of what's needed to be done and do that.

It takes an incredible amount and they do such a good job for us, and I think we probably undervalue until we stop and think about it, how much it means to the County to make sure that our interests are looked after and the four of you do it in really an incredible way. And so in comparison to what you guys do this is a really, really small recognition but I'm very honored to be able on behalf of the whole Commission to thank you for all of that service. And so I'll take a minute and read the certificate.

Certificate of acknowledgement. The Board of County Commissioners of Santa Fe County does hereby recognize each of the four of you, in recognition for continuing excellence and outstanding performance during the 2018 New Mexico Legislative Session. Your time and effort and exceptional commitment in representing Santa Fe County is valued and recognized/ Therefore the Board of County Commissioners of Santa Fe County presents this certificate of appreciation on this 27th day of February 2018. So thank you very, very much from the bottom of our hearts.

CHAIR HANSEN: Thank you so much and I hope that we can have a picture taken, although Tessa Jo is part of the group so maybe somebody else will have to take the picture.

TONY FLORES (Deputy County Manager): Madam Chair, if I could just say something real quickly. So the four of us, and really the three of them are the face of the team of that's over there day in and day out. But there are other staff members that assist us along the way. I know that the legislative team kind of is the tip of the spear for

the Commission but there are other departments and staff members that assist us in operations and a quick story, since I have the mike.

In 2000, around 2000 when Katherine pushed me over to Projects and Facilities Management Department and moved me into Corky's shop. Corky was in the audience. One of the first tasks that we had was re-structuring our legislative process. And Commissioner Anaya was a peer of mine at the time and we had a lot of discussions on how to make the process better. And ultimately when Rudy came over to PFMD under Corky and myself I asked Rudy, How do we do this? Because I had no clue. And if it hadn't been for Rudy taking me through every back door, private entrance, legislators' offices, and walking me through each of their places, I don't think I really appreciated the work that he know or the knowledge they had of that, so that's almost 19 years ago that Rudy actually took my hand over there and then let me run with it, and for many years, it was Rudy and I alone.

So I do want to say that the three individuals behind me, I've come to rely on not only as my friends and people that I work with but people that actually know the process. So I want to thank you for recognizing their achievements and their work that they do in this. So thank you.

CHAIR HANSEN: Thank you. Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair, Commissioner Hamilton, thank you very much. Well said. Well put together. Thank you for bringing it forward and to each and every one of you, well done. So thank you very much for your efforts.

CHAIR HANSEN: Commissioner Moreno.

COMMISSIONER MORENO: Thank you, Madam Chair. I wasn't around the legislature much this year but I know that I had confidence that our team was on top of everything. And it's a comfort that we have knowledgeable people like the four of you and I think that's a great thing for us. Thank you.

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Commissioner Roybal.

COMMISSIONER ROYBAL: I just want to say thanks too. I've been a Commissioner for three years and I think that you guys have been going to the legislative session all those three years and you do a remarkable job and I have to commend Tony for recognizing the rest of the team and other staff. That's a sign of a real leader, so I appreciate everything you guys do out there. Thanks.

CHAIR HANSEN: I too. I actually like to go over to the Roundhouse during the session but this year I was just a little too afraid considering that I had been under the weather and it is a dangerous place for germs during the session. So thanks not only for doing a great job representing us and advocating for what we want and what we need but also bearing the threat of flu and disease and colds that exist at the Roundhouse during the session I really am grateful for your service and for your time spent over there because it is really hard work, especially when a committee meeting is going until 2:00 in the morning. And you're there, waiting for a bill to be heard. And it's 2:00 and it's still not heard. 2:00 am in the morning. I just want to be clear about that because that does happen. So thank you very, very much and thank you, Commissioner Hamilton for bringing this forward because we couldn't do it without you and we wouldn't have the capital outlay that we have without your hard work and all the other bills that get passed

and all the other resolutions that we bring forward to lay on your feet and ask you to advocate for. So thank you so much.

RUDY GARCIA (Public Works): Madam Chair, Commissioners, thank you for giving us a certificate but as Tony mentioned earlier I would also like to thank the additional staff that actually helps us out with that. People that are out there, you guys know who you are. You guys send us emails, updates and so on and so forth. And as Tony said, 19 years ago, I did show many, many doors, but he still doesn't know all the doors in that Roundhouse because I got smart. After the first two years he wanted to do it all on his own. I said, okay, so I can't show him all the doors over there. But we thank you guys and thank the additional staff that actually helps us out. Thank you.

CHAIR HANSEN: Thank you, Rudy. Anybody else?

COMMISSIONER ROYBAL: Madam Chair, I did want to add one other thing. I was talking to one of the councilors in Los Alamos and I don't know if other counties and cities do this, but we actually use our own staff instead of hiring lobbyists. And in that conversation, she mentioned that we had lobbyists the same as Los Alamos County and I told her, no, we actually use staff and she said, no, I met one of your lobbyists. The name was Rudy Romero. And I said, you mean Rudy Garcia? And she goes, Rudy Romero. And I said, no, I think you mean Garcia. So I looked up your picture on the internet and brought it over and said, this one? And she says, yes. And I go, his last name is Garcia. And yes, he's one of our staff members. So we do actually use a lot of - we use our own staff to go to the legislature and I think that saves the County money. I know that as well as we're recognizing other staff we have to realize that when you guys are gone other staff picks up work that's left behind that you guys are working on. So I do want to recognize the rest of the staff as well. So thank you.

HVTCE MILLER (Intergovernmental Outreach Coordinator): Madam Chair, Commissioners, I just wanted to make sure and thank all the staff here at the County as well as the full Commission and as well all the other elected officials who help us all out throughout the year. The session at the beginning of the year is just the culmination of everything that takes place throughout the entire year, so we get the help from you and from all the other support throughout the year. So I just want to make sure that our appreciation is known to them. Thank you.

CHAIR HANSEN: Thank you, Htvce. I also want to recognize Rachel O'Connor because I know she spends a lot of time over at the Roundhouse and I also want to thank her for her hard work over there, along with all the rest of the Community Services staff that spends time advocating for behavioral health and all of the important things and the crisis center and all of the things that we need for this County to serve our residents. So with that, thank you very much and then, Manager Miller.

MS. MILLER: Madam Chair, I just wanted to also recognize Erle Wright and Ken Martinez, because they not only advocate and lobby for things for Santa Fe County but they actually as members of their affiliates for the 911 affiliate for Ken Martinez and Erle Wright for the GIS affiliate. They're really leaders in the state in helping develop policy and taking those initiatives for the Association of Counties' affiliates to the legislature and testifying on behalf of bills that the individual affiliates put forward but in particular Ken and Erle and they not only participate as members of our legislative team but step up to that statewide level and lobby on behalf of the Association

of Counties' affiliates. So I didn't want to leave them out of the loop, as well as the other employees of the County that do go over and testify. We have a very strong presence at the legislature and our representatives and senators really rely on Santa Fe County to get them information and our staff is super responsive and available to the legislators to make sure that they hear our voice on different pieces of legislation. So I just want to acknowledge all of them as well. Thanks.

CHAIR HANSEN: Thank you very, very much.

COMMISSIONER HAMILTON: Is the Treasurer the head of his affiliate?

MS. MILLER: Madam Chair, Commissioner, I believe his is, and I know Gus is involved in his affiliate. So is the Clerk. So as Rudy said, our other elected officials also participate pretty heavily and are strong advocates their respective offices across the state.

COMMISSIONER HAMILTON: Thank you.

CHAIR HANSEN: Madam Clerk.

GERALDINE SALAZAR (County Clerk): Yes, Chair Hansen and Manager Miller, I want to thank your staff also when they help us out. The County Clerks throughout the state were very involved, very active in the legislature. We have a lot of controversial bills that go through, so any time I get information from your staff, Katherine, it's always helpful because we get it from all over but we're able to really see the whole picture. So thank you all for all your hard work and I agree that we do this in-house. We don't contract out. Another great aspect that we have in Santa Fe County is our GIS Department also does our own districting, where I get all kinds of calls from outside vendors, contractors, wanting me to contract with someone to redo the districting. I tell them we have professional staff within the County who does our redistricting. That is a plus. It's wonderful. Because our staff within the County know how to do that and we do that without having to contract out. So thank you again for all of your staff.

CHAIR HANSEN: And with that we'll come down and present your certificates and take a photo.

[Photographs were taken.]

II. CONSENT AGENDA

A. Miscellaneous

1. **Request Approval of County Health Care Assistance Claims in the Amount of \$62,609.97 (Community Services Department/ Kyra Ochoa)**

B. Resolutions

1. **Resolution No. 2018-22, a Resolution Requesting a Budget Increase to the Fire Operations Fund (244) to Budget State Forestry Revenue to the County Fire Department / \$76,766 (Finance Division/Stephanie Schardin Clarke)**
2. **Resolution No. 2018-23, a Resolution Requesting a Budget Increase to the Fire Operations Fund (244) to Budget Insurance Recovery Revenue for the Fire Department / \$1,129**

(Finance Division/Stephanie Schardin Clarke)

CHAIR HANSEN: Do we have anything that needs to be pulled off of the Consent Agenda? Can I have a motion for approval of the Consent Agenda?

COMMISSIONER MORENO: I so move.

COMMISSIONER HAMILTON: Second.

The motion passed by unanimous [4-0] voice vote. [Commissioner Roybal was not present for this action.]

[Clerk Salazar provided the numbers for the approved resolutions throughout the meeting.]

III. ACTION ITEMS

B. Resolutions

1. **Resolution No. 2018-24, a Resolution Requesting a Budget Increase to the Community Development Block Grants Fund (250) and Housing Assistance Fund (229) to Budget a Grant Awarded to the Housing Program/ \$650,000 (CDBG)**

STEPHANIE SCHARDIN CLARKE (Finance Director): Good afternoon, Madam Chair, members of the Commission. This is a bit of housekeeping for a grant that's already been accepted by the Commission. The County received a \$500,000 Community Development Block Grant which comes from the federal Housing and Urban Development Department through the DFA Local Government Division and so it's a \$500,000 grant and we provide a \$75,000 match, and this resolution would just approve the budgeting of that money so that the funds can begin to be expended.

CHAIR HANSEN: Okay, do I have any questions or comments from the Board? What is the pleasure of the Board?

COMMISSIONER HAMILTON: Move to approve.

COMMISSIONER MORENO: Second.

The motion passed by unanimous [5-0] voice vote.

CHAIR HANSEN: I'm very happy to see that we have this grant and it's moving forward.

- III. B. 2. **Resolution No. 2018-25, a Resolution Adopting the Water Policy Advisory Committee's Meeting Calendar and Calendar Year 2018 Work Plan**

CHAIR HANSEN: Welcome. I have not seen you for such a long time. I think it goes back to the RPA. So welcome. It's so nice to see you.

MARY HELEN FOLLINGSTAD: It's nice to see all of you. And Madam Chair, members of the Commission, we're here today to I guess present a resolution and

request approval for the work plan and meeting calendar for the Water Policy Advisory Board. We want to thank you for your interest in water resources. It's really important and we've been spending some time recently with the Aamodt, the ongoing, endless Aamodt issues. I know that there's two members of our committee that have been working with Commissioner Roybal on that and we have put that on the plan.

We have beamed up drought management from something that was buried in one of the work task items that was sort of like a shopping list of what to do, and we decided that because of the current situation with the amount of precipitation that we've had this winter and fall that we needed to look at that a little bit harder, and so even though it's not on the list as a called out specific item we're going to be working on that in the next set of meetings and maybe bring a recommendation and some changes to amplify some steps forward should those be needed and we don't get any more precipitation, so at least we're prepared for something to be put into place should it turn into trouble. So anyway, I wanted to mention that.

And then there was one other item I wanted to bring up about the Water Policy Advisory Board and that is the resolution that established the committee calls for 12 members, and currently we just have eight. And because we just have eight, and you do the math about what creates a quorum for a body of that size, we are having a very difficult time maintaining a quorum and oftentimes we can't take action on anything because we're shy one person that can't attend the meeting.

And we were hoping that we could get some additional members appointed to the board and from the efforts of staff to recruit new members by putting it on the website and soliciting any interest in serving on a board doesn't seem to be turning much up. And so what we were hoping was we could have maybe Commissioners and Commissioners' staff look into recruiting members from the community to be appointed to the board so it's not shy so many. There's four members missing and so –

CHAIR HANSEN: Mary Helen, what members are missing? I believe that I have appointed somebody from District 2 and do I need another? Are they at large?

MS. FOLLINGSTAD: It's very structured where they're to come from but each of the Commissioners has a person that they appoint and then there's a list of the other members – I guess it would be seven members that are from acequias, somebody that knows a lot about a mutual domestic water system, a soil and water conservation district, and we do have a member from a soil and water conservation district. I'm not really quite sure which one it is because I think there's three in Santa Fe County. But there isn't one right currently from the southern part of the county which I think there used to be somebody from Estancia Basin. I don't think it's called Estancia Basin Soil and Water Conservation, but then there's the Estancia Basin Water Planning Committee, which I believe is tied to the state water plan and regional planning at the state level. And so we probably need somebody from that. And then whatever person that should be a member.

And then there's one that's vague – Central Planning District. I'm not really quite sure where that is, but we did have a member, Sig Silber, I think, who was representing that area and that's the Galisteo Basin, basically, or not really. It was sort of like down there by Madrid and Cerrillos. That area. And there's a lot of population down there on that Route 14. But I think that he quit and he moved away and so – or I think he moved

away. We don't know.

But anyway, there's four members missing and we're hoping that we could gin up some interest in getting somebody appointed.

CHAIR HANSEN: And so if we could get a list of what we need, and I'm sure that Deputy Manager Flores has a copy of that, and so I would like to encourage the members of the Commission to please look into your community and find somebody. We do know from the Estancia Soil and Water Basin we need somebody, from Cerrillos/Madrid, then it's Commissioner Moreno. If it's Galisteo then it's also Commissioner Anaya, but if Commissioner Anaya, if you need a little help in Galisteo I have a lot of friends there that I would tap to get on this board because I feel like we really need to give you a full body to get work done and to be able to make motions and to do your job that we have asked you to do. And that is concerning to me, so I will do my best to help you get the Commission members to find people to appoint to the board.

MS. FOLLINGSTAD: Okay. I know there's some criteria and somebody who hasn't been associated with water resources might have a steep learning curve but I'm sure that John could provide them with this much material to come up to speed on water resources in New Mexico and Santa Fe County. But especially the Aamodt case; that's a real difficult thing to understand and learn about. But some of the other stuff like drought management and other ideas that we have and stuff we'd like to look at, they're not so hard to learn about.

CHAIR HANSEN: There's many people who are very interested in water in this community and so I would hope that we could find some people and tap them. Do you need somebody for Aamodt also?

MS. FOLLINGSTAD: I think we're covered on that. I think Commissioner Roybal – we have some really good people from the Pojoaque Valley and Pojoaque-Nambe Valley. I'm not sure about Santa Cruz Valley but we do have two really very active members from up there in the north part.

COMMISSIONER ROYBAL: Madam Chair, just to clarify, I do want to ask if you need somebody from the acequia district from the northern area I can advocate in that area, but if they need to be from the other districts I'm fine with that but if you do need help I can probably find somebody as well.

MS. FOLLINGSTAD: Okay. I think the big gap is in the southern part and the members that were there, they just didn't reapply. Nobody knew why.

CHAIR HANSEN: I see Deputy Manager Flores shaking his head. He's going to work with us to make sure that we get members for your committee.

MS. FOLLINGSTAD: Okay. Perfect. We do have somebody from Eldorado that's really quite knowledgeable and has been on the board for a while that knows a lot, but then we're losing a member. Jesse's leaving and that puts us at seven so we still have – anyway, sorry to bring it up, but I thought I better.

CHAIR HANSEN: No, it's great that you're bringing it up. That's your job. So thank you. We appreciate it.

MS. FOLLINGSTAD: Okay, so anyway. There we are. We have our work list and drought management is number one.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: I actually just wanted to comment, to

thank you for doing this, Mary Helen and to comment on the work plan because it's very good and these things need doing and the fact that you guys thought of adding the drought management thing was very important. It was insightful. I think that was a great addition. I appreciate that you guys did that.

CHAIR HANSEN: And then I think I made a mistake when I referred to Cerrillos and Madrid as Commissioner Moreno's district, but that is Commissioner Anaya's district and he has promised me that he will work with me to help find some people.

MS. FOLLINGSTAD: Good. We would really appreciate it.

CHAIR HANSEN: And I too am really grateful that you have put the drought plan into this because it is something that we are really going to be facing this year with the low snow pack and our watershed in such short supply.

MS. FOLLINGSTAD: It's a big worry.

CHAIR HANSEN: So please, go ahead. Do you have anything else?

MS. FOLLINGSTAD: I don't have anything else.

CHAIR HANSEN: It's so great to see you.

MS. FOLLINGSTAD: It's nice seeing you.

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Commissioner Roybal.

COMMISSIONER ROYBAL: This is a resolution. Is that correct?

CHAIR HANSEN: Yes. I was just letting her finish. With that we have a resolution. I read the resolution into the record. With that, do we have a motion?

COMMISSIONER ROYBAL: Madam Chair, I'd like to move that we approve the resolution adopting the Water Policy Advisory Committee meeting calendar in calendar year 2018.

CHAIR HANSEN: Do I have a second?

COMMISSIONER HAMILTON: Second.

CHAIR HANSEN: Thank you, Commissioner Roybal and we have Commissioner Hamilton seconding.

The motion passed by unanimous [5-0] voice vote.

CHAIR HANSEN: The water plan is accepted and passed and thank you so much.

MS. FOLLINGSTAD: And we'll be bringing whatever recommendations and results we have to you from time to time.

CHAIR HANSEN: Okay. We look forward to seeing you.

MS. FOLLINGSTAD: Thank you.

III. B. 3. Resolution No. 2018-26, a Resolution Approving a Budget Increase to Hold Harmless Fund (205) to Budget Funds for Three Pueblo Right-of-Way Settlement Agreements/ \$1,500,000 [Exhibit 3: Staff Report]

MS. CLARKE: Hello again, Madam Chair, members of the Commission.

As you're aware, at the January 30th Board of County Commissioners meeting the Commission approved four pueblo road right-of-way settlement agreements. Three of those agreements require the County to put certain amounts in escrow and what we're doing here is just effectuating that. We basically need to budget \$1.5 million out of the hold harmless fund so that we can then, in the coming months, place it in those escrows. The total amount that needs to be placed in escrow is \$2,935,000 between the three pueblo agreements, but there's \$1.435 million of it that doesn't require Commission action. It's already in the right place and budgeted.

So we just need action on the \$1.5 million. And I'll stand for questions.

CHAIR HANSEN: Are there any questions?

COMMISSIONER ROYBAL: I don't have any questions.

CHAIR HANSEN: Would you like to make a motion?

COMMISSIONER ROYBAL: Yes, I'd like to make a motion to approve the resolution approving the budget increase to the hold harmless fund 205 to budget funds for the three pueblo right-of-way settlement agreements in the amount of \$1.5 million.

CHAIR HANSEN: And do I have a second?

COMMISSIONER MORENO: Second.

CHAIR HANSEN: Thank you.

The motion passed by unanimous [5-0] voice vote.

III. C. Miscellaneous

- 1. Request Board of County Commission Approval to Utilize the Houston Galveston Area Council Cooperative Purchase Agreement Pursuant to Ordinance No. 2012-5 Section 1, Outside Contracts to Purchase Two (2) Fire Department Tenders for Agua Fria Fire District and Turquoise Trail Fire District in the Amount of \$578,428 and Authorizing the County Manager to Sign the Purchase Order**

BILL TAYLOR (Procurement Director): Thank you, Madam Chair and Commissioners. What we're here before you is to ask approval to allow us to use a cooperative agreement when the Procurement Manager deems it's in the best interest to utilize a competitive cooperative agreement without going out for bid. They make that determination. This HGAC is the – the contracts were competitively bid and we achieved a better pricing by all the companies and vendors that are on these cooperative agreements. There are 50 states that are members. Of course we are part of the 50 and so we are also members of the cooperative.

So these are emergency equipment for the Fire Department that we would like to purchase and have approval to purchase these two tenders or the Fire Department. I'll stand for questions.

CHAIR HANSEN: Are there any questions from the Board? Seeing none, can I have a motion?

COMMISSIONER HAMILTON: I move to approve.

COMMISSIONER MORENO: Second.

CHAIR HANSEN: Okay, Commissioner Hamilton has made the motion. Commissioner Moreno has seconded.

The motion passed by unanimous [5-0] voice vote.

CHAIR HANSEN: Thank you. I'm really happy that Agua Fria and Turquoise Trail will be getting these tenders. So thank you.

MR. TAYLOR: Thank you.

III. C. 2. Request Board of County Commission Approval to Utilize the Houston Galveston Area Council Cooperative Purchase Agreement Pursuant to Ordinance 2012-5 Section 1, Outside Contracts to Purchase One (1) Fire Department Pumper for the Hondo Fire District in the Amount of \$459,987 and Authorizing the County Manager to Sign the Purchase Order

MR. TAYLOR: Thank you, Madam Chair and Commissioners. Again, this is the same procurement method, different fire station, and it is to purchase one Fire Department pumper for the Hondo Fire District. And again, we require the approval by the Board to use a cooperative agreement over \$250,000. With that I'll stand for questions.

CHAIR HANSEN: Any questions from the Board?

COMMISSIONER HAMILTON: It's not going to be yellow is it?

CHAIR HANSEN: I believe Commissioner Hamilton was making a joke. Commissioner Hamilton, would you like to make a motion?

COMMISSIONER HAMILTON: I'd like to move to approve this.

CHAIR HANSEN: Okay, and do I have a second?

COMMISSIONER MORENO: Second.

The motion passed by unanimous [5-0] voice vote.

III. D. Appointments/Re-Appointments
1. Appointment of One (1) Member Representing Tourist Related Industries to the Santa Fe County Lodger's Tax Advisory Board

TONY FLORES (County Deputy Manager): Thank you, Madam Chair. Before you is a request from staff for the appointment of a member to the LTAB body. As you know, the LTAB ordinance requires a five-member board that's made up of two members representing the lodging industry, one member representing the general public, and two members who are involved in tourist-related industries or activities. We had a resignation by Ms. Laura Hudman of the opera in January. She's no longer with the opera. Therefore she wouldn't be able to fill the position of a tourist-related industry. Staff solicited candidates and in our research and discussions with various entities the

name of Daniel Goodman was brought forward. He's the director of El Rancho de las Golondrinas, which is one of the County's mainstays of its tourist-related industries.

We're asking today for the appointment of Mr. Goodman to fill the vacant LTAB position for the term of February 27th through December 31st of 2019, so basically filling the term of Ms. Hudman. It would not be beyond that, and that's required under the ordinance. So with that, Madam Chair, I'll stand for questions.

CHAIR HANSEN: Is Mr. Daniel Goodman in the audience?

MR. FLORES: He was not able to make today's meeting, Madam Chair.

CHAIR HANSEN: Okay.

COMMISSIONER ANAYA: I'll move for approval, Madam Chair.

COMMISSIONER ROYBAL: I'll second.

CHAIR HANSEN: Okay. Thank you.

The motion passed by unanimous [5-0] voice vote.

IV. MATTERS OF PUBLIC CONCERN

CHAIR HANSEN: Are there any members from the public here who wish to address items not listed on the agenda? Please come up. Please give your name and address.

JON D'AMORE: Great. My name is Jon D'Amore. My address is 16 Tarro Road out in Eldorado. Before we moved here about four years ago, I just wanted to tell you that we love being here and in my previous life back – because you could tell from my accent. I'm from back east where I've been recognized and honored by congressman, senators, and multiple mayors of the state of New Jersey for my community work and my belief in the things I've done or for the things that needed to be done for my community.

I've been in many, many rooms like this in front of many councils. I'm most taken with your motto. My question will go to Mr. Moreno. I just want it on the record if you are completely with that motto about protection of property. Yes or no?

BRUCE FREDERICK (County Attorney): Let me just intervene here. Your questions are directed towards the Chair and then the Chair will decide who answers.

MR. D'AMORE: Okay. Would you happen to know if Mr. Moreno is one to stand behind your motto that starts with the protection of property?

MR. FREDERICK: Let me also interrupt. This sounds like an interrogation, and you're free to ask questions of the Board but it's not an interrogation; all right?

MR. D'AMORE: Is the Board aware of what is being laid down on the roads of Eldorado?

CHAIR HANSEN: Yes.

MR. D'AMORE: Thank you. Is the Board aware that what's being laid down is hazardous, carcinogenic, and according to the New Mexico Department of Transportation should not be there because RAP, 100 percent RAP also called millings, is supposed to be mixed with an aggregate, a hot asphalt mix, and laid down on a prepared

bed. Yet the County, or at least the County workers and the person who represents Eldorado on your Board, has allowed 100 percent RAP on our roads. No prepared beds. And I just wanted to know if everyone on your Board stands behind the protection of property. It's all I'm asking.

MR. FREDERICK: And Madam Chair, if I could, again, this is not an interrogation. The gentleman is free to make comments. Whether he likes the road or not, doesn't like the road. State the reasons why, but he has no basis for and no right to question individual members here and expect them to answer as if they're in a deposition or in a court of law or something like that. That's not the purpose of this meeting.

MR. D'AMORE: Would you say I'm screaming? Thank you.

CHAIR HANSEN: So Mr. D'Amore, our Public Works Director is sitting right behind you, Mr. Kelley, and I would like to invite Mr. Kelley to come up.

MIKE KELLEY (Public Works Director): Madam Chair, if he has any questions I'll be happy to answer them.

CHAIR HANSEN: Are you finished?

MR. D'AMORE: I just was here. I came to watch. I saw your motto and I doubt that at least one of you could stand behind that or at least admit that he could stand behind that. Certainly, Mr. Attorney, I am not interrogating anyone. I'm speaking my mind.

MR. KELLEY: Madam Chair, Commissioners, just to put it on the record, the DOT invited all of the counties in the state of New Mexico to use the recycled asphalt that is part of their process of milling and surfacing. They offered that to all the counties and the New Mexico Association of Counties conference in Taos, New Mexico, which we thought was a very good idea to take advantage of this free material that was being donated by FHWA and from the state of New Mexico, which we did apply to the state of New Mexico DOT. We received a categorical exclusion from them for the use of this material. We have also met with the New Mexico Department of Environmental Protection/Solid Waste Division. We met with them on February 15th and the result of that meeting was they had no concerns about the condition of the roads and what the County was putting on the roads. So I just wanted to state that.

CHAIR HANSEN: Thank you, both of you, for your comments. Is there anybody else here from the public who would like to speak on anything that is not on the agenda? Okay.

V. MATTERS FROM THE COUNTY MANAGER

A. Miscellaneous Updates

1. 2018 Legislative Session Wrap-up [Exhibit 4: Legislative Report]

MR. FLORES: Madam Chair, before Hvtce Miller starts I just want to say thank you for the recognition before we give you the news about a very poor session.

CHAIR HANSEN: Thank you, Mr. Flores. Welcome, Mr. Miller.

MR. MILLER: Madam Chair, Commissioners, the 2018 session was pretty harmless. Tony and Rudy have just passed out the report for today's meeting. I'll go ahead and just get to the meat of the report, which is starting on page number 6, which

is the passed legislation from both the House and the Senate side. There's just a few items there remaining from both the House and the Senate. First up is House Bill 2. Within that mostly everything that was wanted to be funded had been by the legislature and the governor seems okay with those items that hadn't been funded.

Within the entire state budget we did get \$425,000 for the New Mexico Grown Fresh Fruits and Vegetables for School Meals. And that's a big increase since there wasn't any appropriation given last year. House Bill 35 is money given to the Local DWI grant fund and what this bill did this year was eliminate the sunset so that the funding would be provided to this service in perpetuity, and that was going to be at 45 percent.

The next item is House Bill 69 and the elected positions listed there for Class A counties, and so those increases would go into effect if this bill is signed.

Next one is House Bill 81, and this is an interesting one because it's basically the same bill as was proposed in the last session and it was vetoed, so I'm not sure if that one's going to make it through this year as well.

House Bill 88 is regarding sale of delinquent properties and that came about because there were a lot of small lot splits in rural areas of New Mexico and for a long time there hadn't been a way to get these off of the county books and so the counties were spending a lot of money sending out notices for these delinquent properties and this is hopefully a fix for those areas within the state where those are located.

House Bill 98 is the Local Election Act. This bill was mainly a look over the entire election code and trying to fix where there was problems currently within that and one of the big fixes as well was trying to consolidate elections within the state so that they would occur more or less at one time within the state so that there wasn't so many resources from local governments and local authorities trying to run elections all at different times of the year and in different years as well – odd years and even years. Still one of the main – I would say opponents to the changes are some municipalities who aren't entirely on board with changing their election schedule to fall in line with a fall election date which would probably be in November.

Next bill is House Bill 246. This was a bill creating a mapping fund. The bill did pass but at one of the final days of the session, appropriation that was within the bill had been taken out and that was more or less so that the bill would pass and they would fight another day to get funding for that.

House Bill 306 is the severance tax bond capital expenditures, and so that's all the capital outlay funding for any of the projects within the state. Starting on page 9 there's the listing for Santa Fe County.

Going on to the Senate side, as Senate Bill 2 – this one's kind of a complicated one and I put here at the top of the report a one-line synopsis which is that the main intent is to provide for maintenance and Medicare services pending determination of the disputes regarding overpayments and allegations of fraud. I can explain this further but I think it would be better if you had questions to ask me directly and I can provide you more information at a later time.

Senate Bill 17 is an important one for Santa Fe County and the surrounding LANL counties. This bill would allow for taxation of the new operator once they come on board, when they're chosen by the federal government. In the case that they would be a non-profit, the way the law is currently is that a non-profit wouldn't be taxed GRT. So

this bill allows for if it is in the case a non-profit who becomes the operator of LANL they would start paying the GRT which is a valuable resource for Los Alamos County and the surrounding communities.

Senate Bill 94, capital projects, this goes to libraries, schools, higher ed, and for Santa Fe in particular we have an allocation for the Community College.

Senate Bill 109 is the same as House Bill 88 and that goes to address the abandoned small subdivided parcels in rural areas in New Mexico.

And the last one we have here is Senate Joint Memorial 8, and that's the E-911 program oversight board. And this is a study for DFA to look at the benefits and prohibitions to creating a statewide board to manage all the E-911 centers throughout the state.

I forgot to add at the beginning that all these pieces, except for the Senate Joint Memorial are pending right now on the governor's desk. She hasn't signed too many pieces of legislation – only three currently, so she has until March 7th to look at all the pending bills that she needs to do research on and determine whether or not that she's going to sign them. And with that I'll take any questions that you have.

CHAIR HANSEN: Do I have any questions from the Commission?

COMMISSIONER ROYBAL: I don't have any questions, Madam Chair, but I just want to thank Htvce for his presentation.

MR. MILLER: Thank you.

MR. FLORES: So Madam Chair, there's also one other piece of legislation that's pending the governor's review and that's Senate Bill 220, which Rachel O'Connor had briefed us on the last time. It was about changing the definition of what a crisis center triage is or isn't and removal of the residential component. So that's still a piece of legislation that's pending also that wasn't included.

V. A. 1. a. Approval of a Letter of Support for HB64

MR. FLORES: Relative to the items that Mr. Miller gave you a briefing on, we have two letters of support, because the governor hasn't acted on all but three pieces of legislation, we are still being requested to provide letters of support for pieces of legislation. In your packet is an approval of a letter of support for HB64, which is the first item on there, that deals with the pet food fee to be used for animal programs. That bill is still pending approval and what it does is provide a mechanism to provide statewide low-cost spay and neutering services. So we've been requested, as the Chair has brought forward a letter of support that would be hand-delivered to the governor's office indicating that the Board of County Commission is in support of House Bill 64. So that one, I'll need an action item on that one so that the Board can actually sign that if they so desire so we can deliver that support letter.

CHAIR HANSEN: Is there any questions from the Commission? Can I have a motion to support the letter?

COMMISSIONER HAMILTON: Is it appropriate that we do a motion now?

CHAIR HANSEN: Yes.

COMMISSIONER HAMILTON: I'd like to make a motion to support

doing that letter. I think it would be a very – it's a very good idea.

CHAIR HANSEN: Okay, do I have a second?

COMMISSIONER ROYBAL: Second.

COMMISSIONER MORENO: Second.

CHAIR HANSEN: And I have multiple seconds from Commissioner Moreno and Roybal.

The motion passed by unanimous [5-0] voice vote.

CHAIR HANSEN: I want to thank the Commission. I have already sent one letter personally from my district and I will now sign this and make sure that we get this over to the governor's office right away.

MR. FLORES: Thank you, Madam Chair.

V. A. 1. b. **Approval of a Letter of Support for HB35 as Amended**
[Exhibit 5: Letter re: Liquor Excise Tax]

MR. FLORES: So the next item on the approval is a letter of support for HB35, which is House Bill 35 as amended. Mr. Miller indicated that's the liquor excise tax distribution that Representative Trujillo is carrying again, and it basically removes the sunset, keeps the percentage of distribution and allows some of the money to go to drug court. So again, this is a piece of legislation the governor has not acted upon yet, so as the previous letter of support, if the Board approves this, we will take this one over to the governor's office as well.

CHAIR HANSEN: Do I have a motion or any questions or discussion from the Commission? Can I have a motion of support?

COMMISSIONER HAMILTON: I would move to support that.

CHAIR HANSEN: Do I have a second?

COMMISSIONER MORENO: Second.

The motion passed by unanimous [5-0] voice vote.

CHAIR HANSEN: So thank you very much. Both of these letters I look forward to signing and moving over to the governor's office.

MR. FLORES: Thank you, Madam Chair. The only other item I want to point out that Mr. Miller talked about was Senate Bill 94, which is the capital outlay projects by property tax levy. That's the normal general obligation bonds that go to the voters in November. And as he indicated, it's used for senior centers and their facilities and equipment, libraries, school bus transportation, etc. We have contained within that piece of legislation about \$1.2, \$1.3 million for the Abedon Lopez or the Santa Cruz Senior Center for improvements out there. So we do have a piece of that bill, and I just wanted to let the Board know that that will be going out to the voters in November. And with that, Madam Chair, we've concluded our update for the legislative session.

CHAIR HANSEN: Thank you very, very much. I'm sorry we didn't get more money, as always, and I would like to thank you for all your hard work in this short

session.

VI. DISCUSSION/INFORMATION ITEMS/PRESENTATIONS

A. Matters from County Commissioners and Other Elected Officials

1. Elected Officials Issues and Comments

CLERK SALAZAR: Chair Hansen, yes, thank you. Just real quick. Just wanted to remind the public, all eligible voters in the City of Santa Fe may vote on March 6th, is the municipal election. Currently, early voting is going on and that will end March 2nd. The City Clerk is responsible for this election but the County Clerk and her staff assists with the machines, programming and troubleshooting during the election. So March 6th is the actual election day. Currently we're in early voting for the municipal election which ends March 2nd. Thank you.

CHAIR HANSEN: And where can you vote early? Is it only at City Hall?

CLERK SALAZAR: For early voting yes, and Genoveva Chavez. I don't have the list right now of everything, and also for election day, but early vote is at the City Clerk's Office and Genoveva Chavez. Thank you.

CHAIR HANSEN: Thank you very much.

VI. A. 2. Commissioner Issues and Comments

CHAIR HANSEN: Do I have any comments from the Commissioners?

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Commissioner Roybal.

COMMISSIONER ROYBAL: I just wanted to thank staff again for the work that they did at the Marcos Trujillo Community Center. We were able to get a Boys and Girls Club started out there to support the kids in that area due to the closing of the Boys and Girls Club in the Pojoaque Pueblo. I went to the ribbon cutting ceremony on Friday and there was about 60 kids that are already enrolled there and there was about 20 to 30 parents that were coming to tour the facility. They did a really great job. I really was impressed. They did a lot of renovations as far as taking out walls and making bigger spaces for the kids and they have – so there was plenty of area for the kids to separate the different ages. So I really appreciate the hard work that went into that and just wanted to commend all the staff at the County that was involved with that. Thank you.

CHAIR HANSEN: Thank you, Commissioner Roybal. Commissioner Hamilton.

COMMISSIONER HAMILTON: Thank you. I actually just wanted to mention that a week or two ago Commissioner Moreno and I both attended the Fire Academy graduation, and it was a very nice affair and what was noteworthy was that it was a joint graduation of the paid staff and volunteer academy. I thought that was really noteworthy, given the importance of the fact that we have a mixed service, and I think everybody really appreciated that joint graduation. And Director Sedillo and Chief Sperling did a really fine job at that, bringing – I think the first four new members that we pushed last year to be able to increase staffing on the Fire Department and other areas, so it has started, which is amazing, because that was pretty quick.

CHAIR HANSEN: Anyone else? Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair, just a brief statement. Every person has a right in our free country to move and live in whatever state they so desire. Every person has a right to have their voice heard and to be part of the public process here in our great state of New Mexico and our historically and culturally entrenched county of Santa Fe. Every person has a right to return wherever they came from if they deem it better than here. I would encourage them, whoever they might be, to exercise that right. We here collectively, those that have come here yesterday and those who have been here for generations, do not wish to be transformed into or of the actions of another state, although we respect each state's decisions and their own relative autonomy. Thank you, Madam Chair.

CHAIR HANSEN: Thank you. Anyone else? I'd like to give a shout-out to *Nuestra Música*. On February 17th I had the pleasure of attending the Lensic and listening to the music of Cipriano Vigil, Roberto Mondragon and Mel Gallegos and many other wonderful musicians of northern New Mexico. It is totally inspiring to go and listen to their music. It is so uplifting and they are such great performers, and I've gone many years and I just wanted to give a shout-out to Frank McCullough, Roberto Mondragon, Antonia Apodaca, who is a 92-year-old wonder on the accordion and Cipriano Vigil and family, and the Lone Piñon, which was really fantastic to see. They were young northern New Mexico Hispanic musicians and it was really great to see the younger generation participating in this also.

I also wanted to let everyone know in the county that I have started a – which I applied for – a Leadership New Mexico program that is a five-day program and I highly encourage other County employees and my Commissioners to attend this training. The first session was 2 ½ days and the next session will be three days in April, and it is kind of a little bit of a boot camp, since they made me be there at 6:30 in the morning. But besides that, the quality of information was really impressive and rewarding.

And then at this other moment I really just want to take a moment to remember all these children in Parkland, Florida that have lost lots of family members and the gun violence is a real thing that we have to face. And yes, I am a little emotional because it is extremely sad to see young people losing their peers and I want to just give a shout-out to all of those young people who are standing up and demanding action towards a change in our gun laws. And I completely support the Second Amendment, but I also completely support being responsive to gun legislation. And so with that I would like us to take a moment of silence for those that we have lost at Parkland.

Thank you everyone very much for that.

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: Thank you for doing that, Madam Chair. I appreciate that. I wanted to just thank the Corrections staff – Pablo Sedillo and his entire team for the tour we took today in the juvenile facility. We do it annually but it's always very enlightening and we always learn new things. I'm excited to see that we're going to continue to seek additional mechanisms and services that can be wrap around services, including education and others to help our correctional facilities and those that find themselves in that undesirable predicament and that we will continue to work in both the

youth and adult facilities to provide as much support and wraparound services to hopefully keep folks from ending up back in that undesirable situation. So I appreciate the staff and Manager and everyone else that assisted with that tour. Thank you.

CHAIR HANSEN: Yes. Thank you, Commissioner Anaya. It was really great to have all five Commissioners there and especially to have you there, Commissioner Anaya. You have many years of experience and it's always great to hear from past Commissioners what has gone on before. For us newer Commissioners to carry on some of the issues that this Commission really cares about and one of the things that we are really dedicated to and concerned about is literacy and education of the people in the juvenile detention facility and helping them find a better pathway in their lives. So thank you once again. Commissioner Moreno.

COMMISSIONER MORENO: Thank you. I was also on that tour. The second time I had a new appreciation for the work that is being done at the juvenile detention center. It's heartening to know that those folks are so dedicated to their work and that's really impressive. I think for me personally, and I think others would share this, the need to engage more productively with the public schools in this county. Because there's a little bit of a lack of that in the detention center. But the students, they need to keep learning and once they're interrupted it's kind of hard to catch up. So that's going to be my take-away and every opportunity for making the case and I think maybe we can approach the school district to emphasize that element of the student body that is almost always forgotten. Thank you, Madam Chair.

CHAIR HANSEN: Thank you, Commissioner Moreno.

VI. A. 3. **Resolution No. 2018-___, a Resolution Opposing the Department of the Interior, Bureau of Land Management Proposed Repeal of its Methane Rule Which was Intended to Reduce and Regulate Methane Leaking, Venting and Flaring from Oil and Gas Operations** [*Exhibit 6: Staff Report, Resolution Text and Supplemental Material*]

CHAIR HANSEN: Commissioner Hamilton and I have brought this rule forward and since it was under discussion, information and presentations, I have invited Glenn Schiffbauer from the Green Chamber of Commerce to give a short presentation about why it is so important to oppose this rule. So Mr. Schiffbauer, would you please come forward? Welcome.

GLENN SCHIFFBAUER: Thank you, Madam Chair and Commissioners. Thank you for bringing this resolution forward and thank you for allowing me to speak for just a couple of minutes today. It seems unreal to me that it was about four years ago that I started working on the methane mitigation issue in the Four Corners Area. To give you a little bit of background, because you may be wondering why somebody from a Chamber of Commerce was asked to participate, in the fall of 2014 we did a flight over Chaco Canyon to get a good view of what the flaring was like at that point in time and it was discovered through these flights and also through further NASA tests and I appreciate that you have addressed that NASA was involved in discovering this cloud that's 2,500 square miles over the Four Corners area, that not only was the flaring and the

venting going on but there was a lot of leakage.

We worked endlessly and tirelessly – it was the Santa Fe Green Chamber of Commerce and the Environmental Defense Fund at the beginning along with Western Environmental Law Center, were really the only three parties involved. Since that time we've been able to pull together a ground swell of support from other environmental entities. Again, the Santa Fe Green Chamber of Commerce filled the role of talking about the economic impact that it was having on the industry, the oil and gas industry, as well as the taxpayers here in New Mexico.

In 2016 we finally got the BLM Methane Rule signed by the president of the United States at that time, which would require the oil and gas industry on BLM land to take a look at their practices. Once we found out that there was enough natural gas that was wasted between 2009 and 2015 to serve more than six million households for a year, it just sort of amped up the interest in what we were doing and what was happening there.

Right after it was signed in as a rule in 2016 it took about three months before it was threatened with the repeal, which is where it stands today. So again, we are very grateful for Commissioner Hansen and Commissioner Hamilton bringing this forward. Because what we found is that the state rules in Wyoming and Colorado have shown an increase in development in the oil and gas industry, as well as the decrease in the things that we've been fighting for, which is waste. It's going to take municipalities doing things like this, pressuring the state legislature to get those going then we can have state rules that will be unaffected by the federal law, just like it was in Colorado, where again, they've seen an uptick in business.

But just to give you a little bit a background of what methane does and what the waste is like, not only does it short-change taxpayers but it is harmful to public health. The waste in methane has been shown that the four percent of all the natural gas produced on federal lands has been wasted and that's enough for nearly 1.5 million households supplied with gas for a year. Public health: methane released by oil and gas come packaged with other pollutants – benzene, toluene, ethylbenzene, xylene, and it's been shown that methane as a greenhouse gas is 87 times more potent than carbon dioxide.

From a taxpayer standpoint across the country, the BLM rule, if it's left in place would earn taxpayers would earn taxpayers about \$800 million in royalties on public owned methane resources over the next decade. The US Government's Accountability Office estimates lost royalties at nearly \$23 million annually under the old 30-year-old rule.

One of the other things that we took a look at is the job creation. If anybody has been to the Four Corners area as I have, having grown up here and been to Farmington several times, you see the tree rings of the boom and the bust. You see old buildings that are empty, not so old buildings that are empty, and then the mall that will someday be empty the next time there's a bust. There's a lot of pressure, as we saw in this last session of the legislature on helping out with jobs in that area, and one of the things that methane mitigation does is it creates jobs. Leak detection and repair jobs are growing like no other segment of the oil and gas industry at this point in time. We found that the pay for those jobs averages \$31 per hour and that there are 12 businesses in New Mexico currently that are trying to work on that and there's 500 across the country that are working on methane

mitigation.

So it is a growing industry. It offers job creation in depressed area where even though production of oil and gas is up, because it's become so mechanized that the jobs aren't really all that commensurate with the amount of production. So we look at what can happen in the Four Corners and in the Permian Basin with methane mitigation jobs and again, those are anywhere from replacing compressors and bushings and things that people that are in the oil industry are already trained to do, as well as the creation of technologies like infrared cameras that detect the leaks themselves.

So there is a strong demand for that. There are now in New Mexico, there are 12 businesses in methane mitigation. We're number 10 in the country and again, I think at the municipal level we can get this pushed and we can get these things back into place and we can keep the repeal – keep what we've got in place that was supposed to go into effect last month, so hopefully we can get it saved. And it's actions like this that we're looking forward to. So thank you very much.

CHAIR HANSEN: Thank you, Mr. Schiffbauer. I'm also – I want to just say I'm honored to bring this resolution forward because I'm standing with my senators, my federal senators, Senator Udall and Senator Heinrich who also support this resolution and this is the kind of thing that not only brings jobs but protects the health and safety of our community. And with that, Commissioner Hamilton, would you like to say anything?

COMMISSIONER HAMILTON: Yes. I want to add how important I think it is that you initiated this. I'm very grateful to be doing this together, very glad that you came and spoke. I think it's so easy to lose sight of how important these kinds of – that amount of waste is phenomenal and from our point of view as the population, it's a huge loss of a resource. Think about how many people New Mexico could – think about the population of New Mexico and how many people that that amount of waste would serve, just to put it in some perspective.

But from the other side, it's a greed issue, and the idea of maximizing profits on what is a natural resource, so it's the commons that theoretically belongs to all the people that without doing full lifecycle care of waste and the environment is not a good ethic. And so I think it's very good for us to be standing behind the people who are going to have to go forth and fight on this.

CHAIR HANSEN: So with that I would like to entertain a motion.

COMMISSIONER HAMILTON: I'd be happy to move – what am I moving forward. Is this just information?

CHAIR HANSEN: No, it's a resolution.

COMMISSIONER HAMILTON: But it's just informational tonight, right?

CHAIR HANSEN: No, according to County Attorney Frederick, this is a resolution opposing the Department of the Interior Bureau of Land Management and that because it's on the agenda we can vote on it.

MR. FREDERICK: Actually, Madam Chair, I apologize if I gave that impression. It is on the agenda for discussion only.

MR. FLORES: Madam Chair, we had a discussion yesterday, since it was place on this item, it was inferred that this was an action item.

MR. FREDERICK: Did we have that discussion?

MR. FLORES: Yes, Mr. Frederick, we did.

MR. FREDERICK: I do apologize for that. There's a lot of County business going on.

COMMISSIONER ANAYA: Is it going to hurt anything if you just move it to the next meeting?

CHAIR HANSEN: It is, because I'm going to Washington, DC and I wanted to take this with me.

MR. FREDERICK: Tony, I apologize. I misread this item and I think, since it's under the heading of discussion, information items and presentations. I do apologize and I think we have to take it just under discussion today. I do apologize.

CHAIR HANSEN: So I unfortunately have been in the conferences, I said earlier over the weekend so therefore I did not get to see the agenda and I was extremely concerned about this because I felt like it needed to be under resolutions. So I don't want to –

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair, understanding your desire to get it done, as the Chair you have the full capacity to call a special meeting with limited notice to address an item. So I have no problem calling into a meeting if you just wanted to have this item voted on before you leave. I don't think that's a big deal or a problem.

CHAIR HANSEN: I don't think I have time, actually, because I'm leaving on Friday. I appreciate that it got on the agenda. I do appreciate Mr. Schiffbauer coming and doing this and I will request in the – I feel remiss on my own part because I did not get to see the agenda before it was published on Friday. If I had seen it I would have requested it to be moved. So with that, I will respect the County Attorney's decision to not be able to vote on this but that we will bring it back on March 13th and that it will be an action item. So is that satisfactory?

MR. FREDERICK: I'm sorry, Madam Chair. I missed what you said.

CHAIR HANSEN: I agreed to follow your directions.

MR. FREDERICK: Okay. Thank you. I agree with that.

VI. B. Presentations

1. Presentation on Residential Substance Abuse Treatment at the Santa Fe County Adult Detention Facility [Exhibit 7: Information Packet]

ANNE ORTIZ (Corrections): Madam Chair and Commissioners, thanks for inviting us. Matrix: residential substance abuse that is ready –

COMMISSIONER HAMILTON: And would you mind repeating your name, Dr. Ortiz, for the record.

DR. ORTIZ: Yes. I'm Dr. Anne Ortiz, psychiatrist at the Santa Fe County Adult and Juvenile Detention Centers. Okay, I'm here to present the Matrix, the residential substance abuse treatment that we're just getting ready to launch at the County of Santa Fe Adult Detention Center by the Behavioral Health Department.

The presentation objectives are three-fold. Number one, our mission with regard

to the substance abuse treatment, a summary of the evidence-based Matrix model of intensive substance abuse treatment, and finally, partnering with after-care programs in the community for the success in realizing reduced relapse to drug use and reduced recidivism.

Our mission, the mission of the Santa Fe County Adult Detention Facility Behavioral Health Department, is to provide therapeutic intervention for our population that suffer from substance abuse disorders that supports fewer return visits. Research with the aim of breaking the cycle of drug use and crime in the criminal justice system started way back in the 1980s. By the 1990s evidence proved that substance abuse treatment while incarcerated as resident of therapeutic communities, provided together with after-care programs in the community reduced relapse to drug use and reduced recidivism.

Summary of the Matrix model. The Matrix model is the most commonly used substance abuse treatment in the country, both inpatient and outpatient, and therefore can seamlessly transition our residents to providers in the community that utilize and support the therapeutic interventions. Research with the Matrix model for substance abuse started in 1990 achieving evidence-based status in 1998 with the National Institute on Drug Abuse, at which time SAMHSA, Substance Abuse and Mental Health Services Administration, offered to publish the Matrix model therapeutic interventions on the SAMHSA federal website.

Statistics, the National Centers on Addictions and Substance Abuse, CASA, out of Columbia University, reported in February of 2010 that 2.3 million inmates were in prisons and jails across the United States at that time. 1.5 million met criteria for substance use disorders, and 458,000 had histories of substance abuse and were under the influence at the time of their crime. That said, that means that 65 percent of all US inmates meet the medical criteria for substance use and with only 11 percent receiving any treatment.

This slide's important. Statistics in the case of substance abuse resulting in incarceration are important as they help us understand the enormity of the problem we face in our county and thus in our country with regard to substance abuse and the criminal justice system. There are over one million drug possession arrests each year. This slide shows 1980 the occurrence of arrests was 500,000. You fast forward to 2014/2015, we're facing 1.4 to 1.5 million arrests for possession and drug use, overshadowing by six times trafficking. So trafficking has the lowest percentage. It's there in yellow.

Santa Fe County Adult Detention Facility and Behavior Health Department has a vested interest in providing a residential substance abuse treatment opportunity for inmates who choose to live in a therapeutic community on the road to recovery.

I had inserted a film that I won't be showing you, but this film would be the film that would be the initial video that family members and the members of the residential treatment and those who choose residential treatment would be participating in together. It is our hope that as we move forward and launch this that we could actually have a townhall in the community of Santa Fe to invite the members of the families whose counterpart inmates choose to be residents of these therapeutic communities thereby being there for them, promoting them, and waiting on the outside when they graduate four months later.

I've included – I have packets for everybody that provide you the National Institute on Drug Abuse information. This is the history of research participation and clinical trials by the Matrix, going from 1990 to 2015. In there I have information from the library of NIH that supports therapeutic communities, research that's gone from 1980 to the present day where prisons and jails have participated in proving that therapeutic communities, inviting inmates to live in residential treatment conditions, have proven to overcome substance abuse and reduce recidivism and drug use upon release. Thank you.

SARAH NOLAN (Corrections): Commissioners, Madam Chair, if I can just offer a little more. My name is Sarah Nolan and I'm the mental health manager here at the Santa Fe County Adult Detention Facility. And just to give you just a little bit more about what we're doing with this program. We're actually screening folks for a program. It's four months long. These folks are actually going to have this intensive outpatient treatment while they're in our facility so that this way when they're being discharged from our facility we can link them to further treatment resources in our community as a way to help reduce recidivism.

What we did in order to set this up is we're identifying a specific location in the jail in which we're going to create a therapeutic community in which these folks are going to be people who have chosen that this is the path that they'd like to go for recovery, rather than I may or may not be at that particular point. And so these folks are going to be given specialized treatment with regards to the Matrix programming and other resources that will help them have the coping skills they need when they leave our facility to better help themselves out in the community when they do return to areas where they may not have the resources.

So that's just a little brief synopsis of what we're actually going to do. It's really about the therapeutic community, helping them find copying mechanisms and really addressing the road to recovery with them instead of just giving them a few tools and letting them out into the community with nowhere to turn, no resources. We want to give them a warm hand-off if and when at all possible. Our goal is actually going to be to actually recommend and try to work with the treatment facilities in our communities to have patients go into inpatient if that's an option. If not, to continue a longer-term outpatient program in the community.

CHAIR HANSEN: Thank you. This is something that's really important to me and something that I really care about seeing with our Adult Detention Center population. And with that, do I have any other comments from the Board? I have more to say. Commissioner Roybal

COMMISSIONER ROYBAL: Madam Chair, I just want to really express my appreciation for you guys bringing this forward. I did go and visit recently with you guys and went over a lot of the different ideas and programs that you guys are going to be bringing forward and I'm really excited to see them. I know we're joining with CYFD and we're going to make some other services available. So I'm really glad to see this. I did have one question and maybe you guys said this. Do you know when these programs or these services will go live?

MS. NOLAN: So with the Matrix program specifically, this program is not as easy to construct as some of the other programming and that's because we have to identify folks, a specific location in the facility in which to create that. So we have to take

into consideration security, folks who may not have otherwise been allowed to be in the same area of the facility or housed together. And so there's a little more in-depth detail that we have to go to to protect everyone in the facility. Because we want to create an environment that's safe and supportive. So we're going to take the necessary precautions.

We're looking, hopefully, to by the very beginning of April to roll this particular program out. With regards to some of the other programming that we're doing, we're also doing anger management programming. Anger management is something that we have up and running right now. Because we realize that the Matrix program is a specialized program which not all of the population that we house will actually fit, we do have supplemental substance abuse treatment programming that we do have ongoing on a regular basis as we speak now.

In addition to that we do have life skills. We're also integrating trauma informed care. This is both going to be facilitated in a way that teaches the custodial population about trauma informed care as an individual, and also our staff so that we can better meet the needs of the folks who we're taking care of in the facility. In addition to that we're also going to be partnering with CYFD for the parenting piece.

However, because the substance abuse piece is so critical right now, and there's so many of our population that really need these resources, we're going to focus on getting this piece right because right now, we're going to look for quality, not quantity. We really want to make sure that we're able to provide a service here that's going to be long term. We're going to kind of do a paradigm shift. To do that we have to make sure that we are taking specific precautionary measures to make sure that this gets off the ground and goes without having any hitches. So this first run is going to be four months. It's going to be a pilot program.

We're going to learn from that. We're going to come back to the table and then we're going to see where that goes. Once we realize we have the Matrix program and our substance abuse solid, then we're going to actually re-approach the CYFD parenting program, relationship, because this is also another important piece. We have a lot of folks in the facility who do need that reunification piece. At the moment we are offering some supplemental parenting courses although this is not something that is fully recognized by CYFD for reunification. So we're looking to as soon as – I would say hopefully by mid-May, we're looking to start reintegrating the conversations and stuff to get those resources for the parenting classes implemented so that we can then start that process.

COMMISSIONER ROYBAL: Okay. Great. And the programs that have already started, what does participation look like? It's voluntary; is that correct?

MS. NOLAN: Yes.

COMMISSIONER ROYBAL: So how is that? How is that going so far?

MS. NOLAN: Actually, in our general population, it's actually working our really well, which is good, because these are the folks that are in on a revolving door. And so these are the folks that we want to help target and try to reduce recidivism with. These are the folks who often don't have any coping skills, don't have the tools. They're going back into the same thing they came out of when they were arrested. And so the good thing is we're able to capture a lot of them. We don't seem to have issues with having folks sign up for any of our topics, especially folks with anger management. We're also going to be teaching the non-violent communication.

DR. ORTIZ: And we're recording participation and we'll be willing to bring those numbers to you.

MS. NOLAN: We do that for any group that we provide.

COMMISSIONER ROYBAL: Okay. I just want to say thank you for your hard work and dedication to the programs and I can only speak for myself but as the Commissioner for District 1 I want you to know that I'll be here to support you guys, so let me know if you need anything. Thank you.

MS. NOLAN: Appreciate that. Thank you.

CHAIR HANSEN: Thank you, Commissioner Roybal. Other Commissioners? Commissioner Anaya.

COMMISSIONER ANAYA: I just echo the comments of Commissioner Roybal and stand supportive. Thank you.

COMMISSIONER HAMILTON: Yes, I as well. It's very impressive to do such a progressive program like this and we've been working on things on the outside and it's supposed to help and now if there's something on the inside, that's pretty exciting. It could be an amazing service.

CHAIR HANSEN: I am extraordinarily grateful because I have had many discussions with Pablo and the warden about inmates and drug addiction and my concern for them is great, because I find that it's a difficult situation to be in and to do something progressive and forward thinking, I really appreciate the fact that quality is what you're going for. Because once we have the quality down then we can up the numbers because we have a basis to the program. So I really appreciate that part of it and with all my other Commissioners I can fully support this moving forward. So thank you very, very much.

MS. NOLAN: You're welcome. Thank you.

VI. B. 2. Presentation and Report from Santa Fe Business Incubator

CHAIR HANSEN: Marie Longserre, so nice to see you again. Welcome, Marie and Chris.

CHRIS HYER (Economic Development): Thank you, Madam Chair, Commissioners. The Santa Fe Business Incubator entered into a PSA with Santa Fe County in February 2016 and this contract was extended by amendment in 2017. The focus was to provide business and workforce development services for businesses located outside of the incorporated area of the county. In addition, the contract for 2017 was expanded to bring the incubator services out into smaller communities around the county in an effort to encourage new start-ups that may be lacking some of the resources lacking for new businesses and that are offered at the business incubator.

Now that the 2017 contract has ended a report has been created to present how many businesses were created or retained for 2017, to provide an updated economic analysis on these businesses, and to provide details on outreach efforts with economic development groups. And the report is included in your packet.

As part of the contract, a representative from the business incubator will make a presentation to this body presenting findings in the report and to provide an overview of the scope of business incubation services and programs offered. So I would like to introduce the president and CEO of the Santa Fe Business Incubator, Ms. Marie

Longserre who will provide a presentation for you.

MARIE LONGSERRE (Santa Fe Business Incubator): Thank you. Thank you for this opportunity to report and to tell you about the things that are happening at the incubator and with the pilot project. Some of you have seen the basics about business incubation before so I'm going to go through this very quickly, but if you have any questions I'll be of course happy to answer them. So business incubation is a program designed to accelerate and develop entrepreneurial companies, start-ups. It helps create companies, retain companies, create jobs, bring wealth, revenue and financial activity into a community and create standalone businesses that move out into the community and continue over years to impact the economy of our region.

Business incubation typically returns \$30 in local tax revenue for every one dollar of public investment. The study and analysis done independently by the State of New Mexico has shown that the public money put into the incubator here in Santa Fe, about \$42 goes back to local government. 84 percent of our graduates stay in the community and 87 percent of them will stay in business for five years or longer. We offer a great variety of services. Not only do we provide but we work with partner organizations. So groups like WESST and SCORE and the Small Business Development Center are our key partners in delivering services and resources.

You'll see later in the report or in the report that we gave you that 11,000 people sat in seats at networking events and workshops last year at the incubator. And I thought that was wrong, and I went back to the staff and I said, this is too big. This number cannot be right. And so we started adding it all up. It is indeed correct. Now, some of those people may have been counted more than once but 11,000 times people received advice, help, networking or trainings and workshops at our facility.

A typical incubator has about 40,000 square feet. We have 30,000. Our goals, which according to the International Incubation Association are the same for all of us, is creating jobs, fostering entrepreneurship, and enhancing our tax base.

This is a little map of the entrepreneurial journey, what an individual may go through along the way, coming into participate in pre-incubation programs, participating in the incubator as a tenant or as an affiliate, and then moving out into graduation.

We were founding in 1997. Over 156 businesses and start-ups have gone through the program. We currently have 18 clients, and that is not true anymore. As of this afternoon we have 22. I just met with four new clients that were accepted this week. All of them are in technology businesses with a great possibility of growth and creating some really good, high paying, high-tech jobs.

There's that 11,000 number. We generally meet with between 250 and 300 people a year that are walk-ins or non-clients that come to us for advice requests and about 81, about a third of those go on to further engagement and individualized assistance with us.

In 2017 our clients reported about \$6 million in revenue, created 48 new jobs. And those are brand new jobs, and spent about \$4.6 million in payroll and gathered about \$1.5 million in investments. The \$6 million in revenue number looks a little low for the number of jobs created but that's because a lot of these companies are pre-revenue, so they're working on research grants and equity investment and then the investments that they've put into the company to pay for the jobs and the payroll that they're generating.

This is a mish-mash of logos of programs that we offer. Expert in the House,

where people in particular industry sectors come in and meet with clients and individuals one on one about legal issues or marketing issues. We do small mini-hackathon nights called Code Four. We do outreach at the public libraries. We do the Eureka Effect, which is a match-up with small business assistance program at LANL and LANL scientists. We have workshops and panels that are open to the public, such as Building the Business Different, and it kind of goes on and on from there. We have co-working space. We have a bio-science wet lab and we have a digital fabrication lab that has just recently been vetted and approved to be a Fab Lab as vetted by the Massachusetts Institute of Technology, MIT Center for Bits and Atoms, so we're now part of that global program of digital fabrication labs.

We work with a great number of different entities to give our companies access to capital, be that early state angel investment, venture acceleration fund from LANL, lending programs and equity capital from our venture community. There's a picture of the bio-lab. That was a fantastic, \$1.5 million project we opened about three years ago that is one of the very few shared bio-science wet labs in the country where companies can come and work and do their science and research in a shared environment. They can save all the money that it would take to buy that equipment, and we've actually attracted two businesses to the Santa Fe area because of the existence of that lab. That's a picture of our maker space which is now part of the Fab Lab group, which is an international group.

In general, our average graduate revenues at any given point would be about \$20 million. They'll own about \$15 million in property. They'll do about \$11 million in salaries and purchase locally \$2 million. That's a very low or shall we say conservative estimate. The companies – the incubator itself has attracted about \$7 million worth of infrastructure and programs. The current value of the property that we own is \$4.8 million. We are a 501(c)(3) and this year we are celebrating 20 years in operation. And we've been working with the County all of those years and I will talk a little bit in a minute about a big event we're inviting everyone to to help celebrate.

More programs – things just particular topics that we covered through the year, and then we move to the rural outreach program for the county, which is a pilot program done under a separate contract this last year where we have been tasked with doing outreach on behalf of the County into micro-communities and rural communities in the unincorporated area of the county. So the intention is to provide business resources, program support and connections to networks, because really, when you get down to it, what we are all about is connecting people to things that they need, whether that's markets or money or talent or other people in their industry.

So the magic of what we do is not just building, it's all the connections and the networks, and if we can bring those networks out to rural areas and small businesses in the unincorporated areas then they'll be tied into this greater network of resources. And many businesses out in the county don't even know of the long-standing – not only the incubator but SCORE and Small Business Development Center and the loan programs and so forth. And so we find when we deal with people in rural communities sometimes they're delighted to know about all the different resources. So we don't consider ourselves just a conduit to what we do but to all these entrepreneurial and business expansion resources that are available.

So one of the things that we've done under the current contract is to identify certain pilot communities. We looked for particular assets that that community may have, such as a place to meet. Was there a community center or a library or a business that would open its doors where people could meet? Is there a geographic sort of nexus where people can come together, and is there a person in the community, a business person or somebody running a small business group that would connect as a connection into that community? And are they interested in bringing in resources and business development?

So we sent out request for assistance to a variety of communities throughout the county. I believe we sent to all the Commissioners an outline of that program asking if you have anyone in your communities that you felt would be a good connection for this program to let us know. That's still something that we would love for you to do as you talk to people in your communities, if they're business people or leaders who would like to be part of this, please let us know because we're actively trying to engage these communities.

We worked with the Regional Development Corporation, New Mexico Economic Development Department and North Central New Mexico Economic Department to identify communities and nodes where we might start to do this program. The ones that we were most highly recommended from all of our partners were La Cienega, Glorieta and Nambe.

To date we have contacted all of them. We have not made a lot of progress with Glorieta so if anyone there has connections and can help us. Wonderful. Thank you. Nambe Pueblo, we've been in touch with the governor's office there and had a few conversations with them. They're considering it. La Cienega Valley Association, however, we've made a great deal of progress with and I will be meeting with their board next Thursday, presenting to their board about the program and they're very interested in having us come out and begin to offer some of the one-on-one business assistance.

So the tasks under the contract have been dissemination of the request for assistance, the surveys, community visits, program recommendations. So the stages of this program are first to get there and get on the ground and offer some one-on-one assistance, and then through that we get a feedback matrix where we know what are people interested in, what do they care about, what are the businesses facing. This not only helps us deliver the services that they need and connect them to the resources but it gives you the County a feedback mechanism to know what's happening and what are they interested in, so you can deploy resources in the most effective way to these rural communities.

The plan, hope, and idea is here that through these individual connections and small community nodes that we leave each community stronger with their own network so that whether we're there or not they have a place and a person and a group that can be connected with this program and ongoing and will be there for them. So there's some of our happy clients and events and that's the end of that.

You'll see in the report that we gave you just a lot of detail on the jobs, the economic impact and so forth. We're excited about both the general work that we do which is putting an estimated \$1 million back in taxes to the local economy and directly to Santa Fe County as well as the opportunity to kind of really get out and expand this whole network of entrepreneurship. So I want to thank you for entering into this contract

with us. It's fund; it's exciting and it's nice to go out and meet new people and expand what we're doing.

I also want to invite you, on April 4th, which is a Wednesday, from 11:30 to 1:30 at the La Fonda Ballroom, La Fonda Hotel, we will be having about 450 of our closest friends and family, including our US Senators and Congressmen and all of our elected officials will be invited to celebrate our 20-year anniversary kick-off. It's going to be a wonderful event. A lot of our entrepreneurs will be there. You will all be getting a letter with free tickets that you may attend, so we certainly want you to put that on your calendars and we hope that everybody in town would be sad if they weren't there. April 4th.

COMMISSIONER ROYBAL: What was the time?

MS. LONGSERRE: 11:30 to 1:30. The program starts at 12:00. And I'll be happy to answer any questions.

CHAIR HANSEN: Is there any questions from the Board?

COMMISSIONER ROYBAL: No, just a comment.

CHAIR HANSEN: That was a great presentation. Thank you.

Commissioner Anaya has a question, I believe.

COMMISSIONER ANAYA: No, I just wanted to express my continued support for what you do and all the businesses that you've helped incubate and then also provide those sustaining services to them so that they could have what they need to continue their business in the community. I especially liked the outreach work that you're doing and will continue to reach out to people throughout the district that may have a need to access your information and your services. But I thank you very much.

MS. LONGSERRE: Thank you.

CHAIR HANSEN: Commissioner Roybal.

COMMISSIONER ROYBAL: Yes. I just ditto the same thoughts that Commissioner Anaya had. I just really want to be appreciative to all your hard work and that you continue to support the small businesses in the community, so thank you.

MS. LONGSERRE: Thank you. May I make one more comment that I forgot to say? I think it's worth noting, because we've had a long history and we have contracts now with the County, that since we started 21 years ago we've paid for an independent audit of our organization every year. We just got our 2017 fiscal audit back. It's clean; it doesn't have a single comment on it and we haven't had a single comment in 21 years. I'm very proud of that. So we're proud of this relationship and we want to continue to be good partners.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: Yes, I of course did want to ditto what the other Commissioners said and that I'm kind of impressed and pleased to see the effort to reach out into the more rural parts of the county, because I think that would be a very valuable thing. Living in Glorieta myself and that being part of my district I can see that's the sort of thing that there hasn't been very much effort put toward or at least in the way that I think compares to more populated areas. I think that could – I don't know how successful you think, what path you think that will take but I'll be very interested to work with you and to find out what that can bring.

MS. LONGSERRE: Thank you, Commissioner Hamilton. It's going to be

very important for us to have you as representatives of your districts help us identify the people in the communities that we need to reach out to and work with and so we see this as just the beginning and we're very excited about it. Thank you.

CHAIR HANSEN: I too fully support the incubator. I helped Positive Energy in their early days with a business card and I just think that it's a wonderful product of our community and that we're so lucky to have you here. Thank you for your dedication and hard work and I too am grateful to see you reaching out to rural communities. I don't know how Agua Fria Village could benefit but I will think about it and maybe you could come and do a presentation at one of the village board meetings and we could try and figure out how that could work and what might be available there.

MS. LONGSERRE: We would love to. It has been a long time since I've given a presentation to an elected body that I felt like I was going to cry with happiness but thank you all.

CHAIR HANSEN: Thank you. Commissioner Moreno, go ahead.

COMMISSIONER MORENO: Okay. I'll jump in. What kind of penetration do you have with the immigrant community?

MS. LONGSERRE: All of our clients are sort of on a rotating basis so they come and go. We had an immigrant owned business there at the incubator that was really involved and very much a part of the community there, and they left about eight months ago because they were very concerned about continuing their business and so they cut their business back by about 2/3, took it back to their garage and they've not been able to grow it the way that they wanted to, which I found very sad. But we have a few others right now that are doing well but a lot depends on their personal situation, how public they want to be.

COMMISSIONER MORENO: And that spells sad.

MS. LONGSERRE: Yes.

COMMISSIONER MORENO: That's real sad. Thank you.

CHAIR HANSEN: So you're going to be 20 years on April 4th.

MS. LONGSERRE: I'm going to be 20 years old and I can't wait to advertise that.

CHAIR HANSEN: That's fantastic. So would you like to help me work on a proclamation from the County?

MS. LONGSERRE: We would be thrilled beyond measure to have that. Thank you.

CHAIR HANSEN: I will work with your staff and my staff and we'll work on a proclamation recognizing 20 years of the incubator's work in this community and our partnership with you.

MS. LONGSERRE: Thank you, Commissioner, and thank you all Commissioners. It's been a pleasure to come before you and talk about our work today and we certainly hope to see you all on the 4th of April as well as all the County staff.

CHAIR HANSEN: Thank you very, very much.

VIII. INFORMATION ITEMS

- A. Growth Management Department Monthly Report**
- B. Public Safety Department Monthly Report**
- C. Public Works Department Monthly Report**
- D. Human Resources Division Monthly Report [Exhibit 8: Staff Report]**
- E. Community Services Department Monthly Report**
- F. Finance Division Report**

CHAIR HANSEN: With that I want to go into item VIII before we go into executive session and ask if there's any informational items, if there's any questions or comments on any of the informational items for staff. Commissioner Anaya, go ahead.

COMMISSIONER ANAYA: Thank you, Madam Chair. It's for Public Works, for Mr. Martinez and Mr. Kelley, relative to roads. I know, and I've said it at recent meetings, that there's a lot of planning going on and getting ready for the construction season, and I did get a call from a couple constituents in the Racetrack Subdivision, and so I just wanted to see if I could get a brief update on that and just in general, road projects, not only in my district but just preparing for the spring – it seems we've never had a winter – but preparing for the construction season is kind of where we're at is what we can anticipate moving forward across the county.

ROBERT MARTINEZ (Deputy Public Works Director): Madam Chair, Commissioner Anaya, in the monthly report there is a project status spreadsheet that shows each individual project that's budgeted and in the works today, and it's broken down by Commission district, so it will give you the status, the percentage of the completion of the project, but specific to your question about Racetrack, we're in the process of acquiring one more drainage easement that's needed for that project. The other projects that I think that are ongoing that is going to start here really soon are the 14.5 miles of surface improvements down in the Stanley area. We had the mandatory pre-bid meeting the other day. The bids are due March 12th. We're anticipating the contract will be awarded by the Commission by the end of March and notice to proceed will be given to the contractor by the beginning of April with a completion date, I believe, of August 30th.

COMMISSIONER ANAYA: Madam Chair and Mr. Martinez, I appreciate that, and the reason I brought it up on the meeting is because I told those constituents that I would. They seem to think, based on discussions with a gentleman named Scott – is that correct?

MR. MARTINEZ: Scott Smith is the project manager, yes.

COMMISSIONER ANAYA: Okay. That things were progressing good. Is there any logjams with that easement or is it just a matter of finalizing the paperwork associated with the easement? Because as we all know, we have some other challenges on some other projects that aren't as far down the road – no pun intended.

MR. MARTINEZ: Madam Chair, Commissioner Anaya, it is progressing. Just like Camino Torcido Loop, there were issues regarding drainage easements that have made these projects take longer than any other project and it's relative to acquiring drainage easements, having the meetings with the residents and acquiring these

easements, surveying of course, and going through the process of property acquisition or easement acquisition.

COMMISSIONER ANAYA: But at this point the Racetrack Subdivision in particular seems attainable, I guess is what I'm asking.

MR. MARTINEZ: Madam Chair, Commissioner Anaya, that is correct.

COMMISSIONER ANAYA: Thank you so much. And I appreciate all the efforts across the county relative to road construction. We've done a lot of expanded work as far as it relates to not only new construction but employing a good preventive maintenance structure that is utilized countywide to make sure we do adequate upkeep to those roads once we build them. So that's a huge component that has really improved in the last – I'll say the last five years in particular, but it gets better every year. So we appreciate that you have those roads collectively in the county on a rotation for upkeep and laying down appropriate materials on those products to make sure that they're adequately sustained for as long as we can have them. I don't know if you wanted to comment on any of that.

MR. MARTINEZ: Madam Chair, Commissioner Anaya, that is correct. We have a pavement preservation program that we utilize our PASER rating to determine at what time each road is priority to get a pavement preservation treatment through our maintenance staff. Our LGRF, Local Government Road Fund program is what we've been using in conjunction with our road maintenance budget to provide preservation treatment on an annual basis.

COMMISSIONER ANAYA: So Madam Chair, that's those preservation treatments, that's upkeep relative to the drainage. Many times, especially with large rain events that happened last year in particular, it's important to get on those roads and put the adequate road back together, if you will, or maintain those bar ditches and make sure we have the right materials in there to sustain those roads, so it's a lot of work and so I appreciate it from yourself, Mr. Kelley, your team, and all those individuals that we utilize in staff, on our County staff, but also as necessary, those private contractors that are a big part of helping us construct and in some cases help do larger maintenance projects. So it's appreciated.

MR. MARTINEZ: Madam Chair and Commissioner Anaya, I just want to remind everybody about Diego Gomez' famous term that he uses. For every dollar invested in pavement preservation delays ten dollars of total construction. So by doing these annual treatments we're deferring millions and millions of dollars of total new construction.

COMMISSIONER ANAYA: Thank you, Madam Chair and Mr. Martinez. The last remark I would make is that the County several years back employed a work order type system for people to be able to access and list concerns in an automated way, and then not only work to alleviate those concerns but also follow up with those particular people and constituents in the public that put those requests in. Although we still get calls associated with roads, they've greatly diminished because we have an effective process that's easily accessible and that has results that are measurable attached to it. So those are all key components of a professional organization. So credit to the Manager, yourself, and all the entire team of people down to every single operator and/or individual laborer that's out there making it happen. So thank you for that.

MR. MARTINEZ: Thank you.

CHAIR HANSEN: Thank you, Commissioner Anaya. Don't go away, Robert and Mike. I have a question about the milling. Isn't it that you lay down this RAP milling and then afterwards or in another year, you lay down asphalt over it or something hot, so that it goes into the road? Is there a next step process in that condition?

MR. MARTINEZ: Madam Chair, it all depends. You can place the RAP directly on a dirt surface and use that as a base prior to chip sealing or paving, but you can also utilize it as a driving surface, which that is what we've done in Eldorado. I drive those roads about every other week just to see the condition of them, how the millings are holding up and every time I'm out there I will come up to a resident that's walking on the road and I make it a point to stop and ask them how they like the road surface compared to what it was prior. And they love it. They say it's not an Herrada Road or an Avenida Eldorado that is a hot mix asphalt applied road, but for a rural road, it is better than what was there prior. They don't track mud into their garage. They're not driving through four to six inches of ruts. So this is a big improvement compared to what these roads used to be.

And what I stress to these residents is that these are local, low-volume roads that probably wouldn't have any surface improvements for many, many years to come. So this opportunity doesn't come around very often, so it's something that we need to take advantage of and it's going to benefit all of the property owners.

CHAIR HANSEN: Thank you. Then I thought earlier this year we passed some road maintenance in Agua Fria Village on Agua Fria Road that we were going to do some work on those roads, on that main road because of the waviness.

MR. MARTINEZ: Madam Chair, what we did is we had some money left over in the 2017 LGRF that we amended our grant agreement with the NMDOT that allowed us to do those pavement improvements in Agua Fria utilizing that grant. We are in the process now, as a matter of fact, staff this morning was trying to determine the best way to detour traffic. I'm guessing that project should commence here within the next couple of weeks.

CHAIR HANSEN: Okay. That's great. That's what I wanted to know. Were there any other comments or questions from other Commissioners about issues in our informational items – Growth Management, Public Safety, Public Works, Human Resources, Community Services Department, Finance.

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER ANAYA: May be we could get the Public Works Department and others who are interested to come up with a rap about RAP and present at the next meeting maybe.

CHAIR HANSEN: Maybe we need a slogan.

COMMISSIONER ANAYA: We could get Rudy up here to do the beat box thing maybe. I don't know.

VII. MATTERS FROM THE COUNTY ATTORNEY

- 1. Executive Session: Limited Personnel Matters, as Allowed by Section 10-15-1(H)(2) NMSA 1978, Threatened or Pending Litigation in which Santa Fe County is or May Become a Participant, as Allowed by Section 10-15-1 (H)(7) NMSA 1978, and Discussion of the Purchase, Acquisition or Disposal of Real Property or Water Rights, as Allowed by Section 10-15-1 (H)(8) NMSA 1978**
 - 1. Case- D-101-CV-2018-00483, Pertaining to 1071 Camino Vista Aurora**
 - 2. Acquisition of Real Property for Trails**
 - 3. Acquisition of Property Interests Associated with the Aamodt Settlement**

MR. FREDERICK: We have an executive session for the purposes limited personnel matters, as allowed by Section 10-15-1(H)(2) NMSA 1978, threatened or pending litigation in which Santa Fe County is or may become a participant, as allowed by Section 10-15-1 (H)(7) NMSA 1978, and discussion of the purchase, acquisition or disposal of real property or water rights, as allowed by Section 10-15-1 (H)(8) NMSA 1978, including one, Case-D-101-CV-2018-00483, pertaining to 1071 Camino Vista Aurora; two, acquisition of real property for trails; three, acquisition of property interests associated with the Aamodt Settlement.

CHAIR HANSEN: Do I have a motion to go into executive session?

COMMISSIONER HAMILTON: I would so move.

COMMISSIONER MORENO: Second.

CHAIR HANSEN: Roll call please.

The motion to go into executive session pursuant to NMSA Section 10-15-1-H (7, 2, and 8) to discuss the matters delineated above passed by unanimous roll call vote as follows:

| | |
|-----------------------|-----|
| Commissioner Anaya | Aye |
| Commissioner Hamilton | Aye |
| Commissioner Hansen | Aye |
| Commissioner Moreno | Aye |
| Commissioner Roybal | Aye |

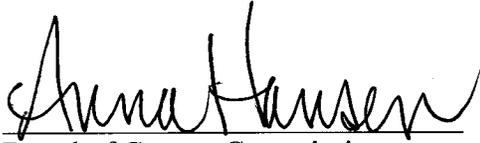
[The Commission met in closed session at 4:55 and adjourned directly following.]

IX. CONCLUDING BUSINESS

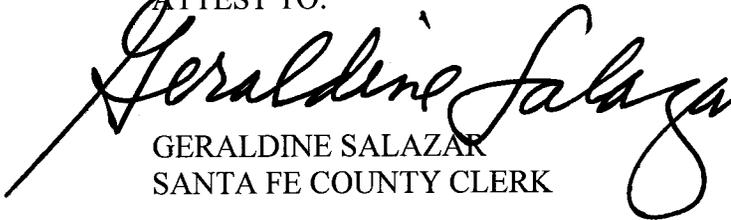
- A. Announcements**
- B. Adjournment**

Having completed the agenda and with no further business to come before this body, Chair Hansen declared this meeting adjourned.

Approved by:


Board of County Commissioners
Anna Hansen, Chair

ATTEST TO:



GERALDINE SALAZAR
SANTA FE COUNTY CLERK



Respectfully submitted:


Karen Farrell, Wordswork
453 Cerrillos Road
Santa Fe, NM 87501

BCC MINUTES
PAGES: 125

COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

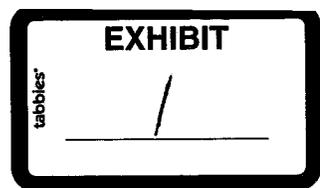
I Hereby Certify That This Instrument Was Filed for
Record On The 28TH Day Of March, 2018 at 04:02:55 PM
And Was Duly Recorded as Instrument # 1853519
Of The Records Of Santa Fe County



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

REC'D CLERK RECORDED 03/28/2018

SANTA FE COUNTY NEW HIRES
 JANUARY 1, 2018 - JANUARY 31, 2018



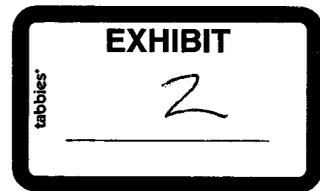
| LAST NAME | FIRST NAME | DEPARTMENT | TITLE | HIRE DATE |
|------------------|-------------|--------------------------------|--------------------------------|-----------|
| VAZQUEZ DE HOUDE | NORMA | CSD - HEALTH & HUMAN SVCS DEPT | ACCOUNTANT | 1/20/2018 |
| RODRIGUEZ | FELINA | HOUSING DEPARTMENT | FSS/ROSS COORDINATOR | 1/20/2018 |
| BORREGO | LORI | PSD - CORRECTIONS | DETENTION OFFICER | 1/20/2018 |
| GREGORY | STEPHEN | PSD - CORRECTIONS | DETENTION OFFICER | 1/6/2018 |
| GUTIERREZ | ANGELIQUE | PSD - CORRECTIONS | DETENTION OFFICER | 1/6/2018 |
| HOMER | ASHLEY | PSD - CORRECTIONS | DETENTION OFFICER | 1/6/2018 |
| MARTINEZ | GABRIEL | PSD - CORRECTIONS | DETENTION OFFICER | 1/6/2018 |
| BREGMAN | JOSHUA | PSD - FIRE DEPARTMENT | VOLUNTEER FIRE FIGHTER | 1/20/2018 |
| FRAZEE | SAMANTHA | PSD - FIRE DEPARTMENT | VOLUNTEER FIRE FIGHTER | 1/20/2018 |
| LEDLOW | ROBERT | PSD - FIRE DEPARTMENT | FIREFIGHTER CADET | 1/20/2018 |
| MALINOWSKI | JOHN | PSD - FIRE DEPARTMENT | VOLUNTEER FIRE FIGHTER | 1/20/2018 |
| RAEL | DANIELLE | PSD - FIRE DEPARTMENT | FIREFIGHTER/EMT-I | 1/20/2018 |
| RODRIGUEZ | MEGAN | PSD - FIRE DEPARTMENT | FIREFIGHTER/PARAMEDIC | 1/20/2018 |
| PADILLA | CHRISTOPHER | PWD - PROJECT & FACILITIES MGT | MAINTENANCE TECHNICIAN | 1/6/2018 |
| JIMENEZ | JOHN | PWD - SOLID WASTE | SOLID WASTE MAINTENANCE WORKER | 1/20/2018 |
| ZAPPE | ASHLEY | PWD - SUSTAINABILITY | SUSTAINABILITY SPECIALIST | 1/20/2018 |
| MCWILLIAMS | CHRISTY | PWD - UTILITIES DEPARTMENT | CLERICAL ASSISTANT | 1/20/2018 |
| BURR | IAN | SHERIFF'S OFFICE | SHERIFF DEPUTY CADET | 1/6/2018 |
| MARQUEZ BACA | GABRIELA | SHERIFF'S OFFICE | SHERIFF DEPUTY CADET | 1/6/2018 |

SFC CLERK RECORDED 03/28/2018

Henry P. Roybal
Commissioner, District 1

Anna Hansen
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Commissioner, District 4

Ed Moreno
Commissioner, District 5

Katherine Miller
County Manager

MEMORANDUM

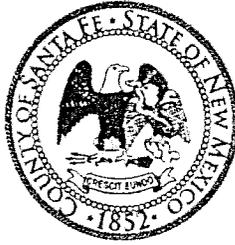
Date: February 21, 2018
To: Board of County Commissioners
From: Bernadette Salazar, Human Resource Director
Via: Katherine Miller, County Manager
Re: Recognition of Years of Service for Santa Fe County Employees for February 2018

Santa Fe County initiated a years of service recognition program in July of 2014. This program recognizes employees on a monthly basis who have completed years of service in five year increments. Santa Fe County recognizes the value of employee retention. It is important that we express our appreciation to those employees who contribute to the County and choose to make their career with us. Employees receive a service pen with the years of service listed.

| Department | Division | First Name | Last Name | Hire Date | Svc Yrs (on An niv) |
|-------------------|-----------------------------|------------|-----------------|------------|---------------------|
| GROWTH MANAGEMENT | BUILDING AND DEVELOPMENT | ERIKA | GARCIA | 2013-02-04 | 5 |
| PUBLIC SAFETY | CORRECTIONS | PAULINE | ESQUIBEL | 2013-02-25 | 5 |
| PUBLIC SAFETY | CORRECTIONS | TROY | WOOD | 2013-02-27 | 5 |
| PUBLIC WORKS | UTILITIES | TONY | QUINTANA | 2013-02-06 | 5 |
| COUNTY MANAGER | PUBLIC INFORMATION OFFICE | KRISTINE | MIHELICIC | 2008-02-11 | 10 |
| PUBLIC WORKS | PUBLIC WORKS ADMINISTRATION | DEBORAH | LEYBA-DOMINGUEZ | 2008-02-16 | 10 |
| PUBLIC WORKS | BUILDING SERVICES | ARTHUR | GONZALES | 2008-02-22 | 10 |
| SHERIFF'S OFFICE | | RUFINO | ROMERO | 2008-02-05 | 10 |

EXHIBIT
3

Henry P. Roybal
Commissioner, District 1
Anna Hansen
Commissioner, District 2
Robert A. Anaya
Commissioner, District 3



Anna T. Hamilton
Commissioner, District 4
Ed Moreno
Commissioner, District 5
Katherine Miller
County Manager

MEMORANDUM

Date: February 21, 2018
To: Santa Fe County Board of County Commissioners
From: Stephanie Schardin Clarke, Finance Division Director
Via: Katherine Miller, County Manager
Re: Resolution No. 2018-____, A Resolution Approving a Budget Increase To Hold Harmless Fund (205) To Budget Funds for The Pueblo Right-Of-Way Settlement Agreements/ \$1,500,000.00

ISSUE

Santa Fe County County Managers Office/Finance Division is requesting a budget increase in the amount of \$1,500,000.00 for the funding of three Right-of-Way Settlement Agreements with Nambe Pueblo, Pojoaque Pueblo, and Tesuque Pueblo.

BACKGROUND

On January 30, 2018, the Santa Fe County Commission unanimously passed Resolution 2018-13, approving the Road Settlement Agreements with the Pueblos of Tesuque, Nambe and Pojoaque. In conjunction with the agreements the county must budget a total of \$2,935,000, of which \$1,435,000 will be done through an internal BAR utilizing Hold Harmless GRT (Fund 205) and Capital Outlay GRT (Fund 313). \$1,500,000 will be done through this Budget Resolution. The settlement agreements require Santa Fe County to place the \$2,935,000 into escrow accounts in the coming months.

ACTION REQUIRED

Santa Fe County Finance Division requests approval to increase the Right-of-Way funding in the amount of \$1,500,000 to the Hold Harmless Fund for these settlements to the three Pueblos.

SANTA FE COUNTY

RESOLUTION 2018 - _____

A RESOLUTION REQUESTING AUTHORIZATION TO MAKE THE BUDGET ADJUSTMENT DETAILED ON THIS FORM

Whereas, the Board of County Commissioners meeting in regular session on _____, did request the following budget adjustment:

Department / Division: CMO/Finance

Fund Name: Hold Harmless Fund (205)

Budget Adjustment Type: Budget Increase

Fiscal Year: 2018 (July 1, 2017 - June 30, 2018)

BUDGETED REVENUES: (use continuation sheet, if necessary)

| FUND CODE XXX | DEPARTMENT/DIVISION XXXX | ACTIVITY BASIC/SUB XXX | ELEMENT/OBJECT XXXX | REVENUE NAME | INCREASE AMOUNT | DECREASE AMOUNT |
|-----------------------------------------|--------------------------|------------------------|---------------------|-----------------------------|-----------------|-----------------|
| 205 | 0000 | 385 | 02-00 | Hold Harmless/Budgeted Cash | \$1,500,000 | |
| TOTAL (if SUBTOTAL, check here) | | | | | \$1,500,000 | |

BUDGETED EXPENDITURES: (use continuation sheet, if necessary)

| FUND CODE XXX | DEPARTMENT/DIVISION XXXX | ACTIVITY BASIC/SUB XXX | ELEMENT/OBJECT XXXX | CATEGORY / LINE ITEM NAME | INCREASE AMOUNT | DECREASE AMOUNT |
|-----------------------------------------|--------------------------|------------------------|---------------------|---------------------------|-----------------|-----------------|
| 205 | 1418 | 482 | 80-10 | Pojoaque Pueblo/ROW | \$1,500,000 | |
| TOTAL (if SUBTOTAL, check here) | | | | | \$1,500,000 | |

Requesting Department Approval: _____

Title: Finance Director

Date: 02/21/2018

Finance Department Approval: _____

Date: _____

Entered by: _____

Date: _____

County Manager Approval: _____

Date: _____

Updated by: _____

Date: _____

SANTA FE COUNTY
RESOLUTION - 2018

ATTACH ADDITIONAL SHEETS IF NECESSARY.

DEPARTMENT CONTACT: Name: Stephanie Schardin Clark Dept/Div: CMO/Finance Phone No.: 992-2780

DETAILED JUSTIFICATION FOR REQUESTING BUDGET ADJUSTMENT (If applicable, cite the following authority: State Statute, grant name and award date, other laws, regulations, etc.):

- 1) Please summarize the request and its purpose.
- Increasing Budget to allocate funds for the Right Of Way Agreements.

a) Employee Actions

| Line Item | Action (Add/Delete Position, Reclass, Overtime) | Position Type (permanent, term) | Position Title |
|-----------|-------------------------------------------------|---------------------------------|----------------|
| | | | |
| | | | |
| | | | |
| | | | |

b) Professional Services (50-xx) and Capital Category (80-xx) detail:

| Line Item | Detail (what specific things, contracts, or services are being added or deleted) | Amount |
|-----------|----------------------------------------------------------------------------------|-------------|
| 80-10 | Right of Way Road Agreements | \$1,500,000 |
| | | |
| | | |
| | | |

- 2) Is the budget action for RECURRING expense _____ or for NON-RECURRING (one-time only) expense X _____

SANTA FE COUNTY

RESOLUTION 2018 - _____

ATTACH ADDITIONAL SHEETS IF NECESSARY.

DEPARTMENT CONTACT:

Name: Stephanie Clarke Dept/Div: CMO/Finance Phone No.: 986-2780

DETAILED JUSTIFICATION FOR REQUESTING BUDGET ADJUSTMENT (If applicable, cite the following authority: State Statute, grant name and award date, other laws, regulations, etc.):

- 3) Does this request impact a revenue source? If so, please identify (i.e. General Fund, state funds, federal funds, etc.), and address the following:
 - a) If this is a state special appropriation, YES _____ NO X
If YES, cite statute and attach a copy.
 - b) Does this include state or federal funds? YES _____ NO X
If YES, please cite and attach a copy of statute, if a special appropriation, or include grant name, number, award date and amount, and attach a copy of a award letter and proposed budget.
 - c) Is this request is a result of Commission action? YES X NO _____
If YES, please cite and attach a copy of supporting documentation (i.e. Minutes, Resolution, Ordinance, etc.).
Resolution 2018 - 13, A Resolution Approving the Road Settlement Agreements with the Pueblo de San Ildefonso and the Pueblos of Tesuque, Nambe and Pojoaque.

- d) Please identify other funding sources used to match this request. N/A

SANTA FE COUNTY

RESOLUTION 2018 - _____

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Santa Fe County that the Local Government Division of the Department of Finance and Administration is hereby requested to grant authority to adjust budgets as detailed above.

Approved, Adopted, and Passed This _____ Day of _____, 2018.

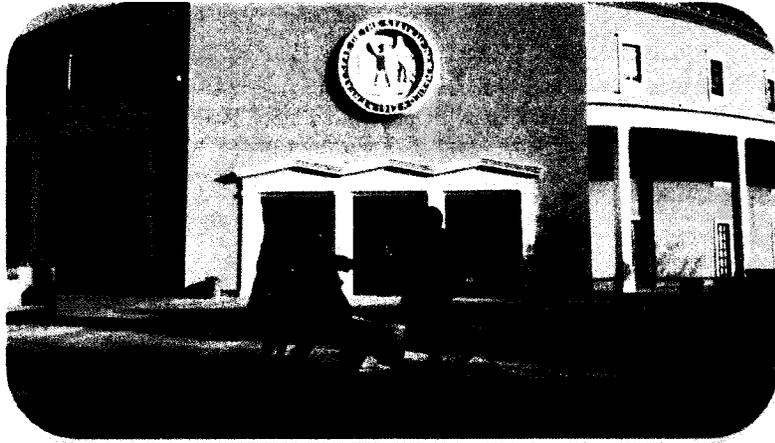
Santa Fe Board of County Commissioners

Anna Hansen, Chairperson

ATTEST:

Geraldine Salazar, County Clerk

Santa Fe County



SFC CLERK RECORDED 03/28/2018

2018 Legislative Report

Santa Fe County Board of County Commissioners Meeting

Santa Fe County
102 Grant Avenue, Santa Fe NM
www.santafecountynm.gov

Waiting for the Governor to sign bills

The 2018 regular session concluded on Thursday, February 15 at noon. The Governor now has until March 7 to sign into law those pieces of legislation that require the governor's authorization. Only 3 bills have yet to be signed currently.

The governor indicated that the budget did address many of the state's needs however she was not completely satisfied with all the funding decisions made by the legislature and would most likely veto such items. It was not clear what these possibly vetoed items would be.

There was no major tax reform changes as has been touted to be much needed by both the legislature and governor, as much could be expected for a short session and also an election year. Tax reform will remain a major topic of discussion for legislative sessions to come and will require the attention of local governments as changes are proposed.

The **House** passed 56 bills needing the governor's signature

The **House** passed 5 House Joint Memorials

The **House** passed 2 House Joint Resolutions

The **House** passed 95 House Memorials

The **House** passed 1 House Resolution

The **Senate** passed 55 bills needing the governor's signature

The **Senate** passed 12 Senate Joint Memorials

The **Senate** passed 88 Senate Memorials

The **Senate** passed 1 Senate Resolution

FORMS OF LEGISLATIVE ACTION

The work of the legislature is initiated by the introduction of a proposal in one of five principal forms.

These are: the bill, the joint resolution, the resolution, the joint memorial and the memorial.

1. A **bill** is the form used to propose laws. It is the only form that carries the phrase "AN ACT" in its title and has an enacting clause.
2. A **Joint Resolution** is a formal declaration of both houses of the legislature and is generally used to:
 - (A) propose amendments to the state constitution
 - (B) ratify amendments to the federal constitution
 - (C) express the approval of the legislature in those instances where, by statute, legislative approval is required such as approving the sale, trade or lease of state-owned real property in specific instances.
3. A **Resolution** is a formal declaration by one house of the legislature concerning a subject it cannot or does not wish to control by law.
4. **Joint Memorials** are expressions of legislative desire, usually addressed to another governmental body in the form of a petition or declaration of intent. Both houses must pass joint memorials.
5. A **Memorial** is a request by only one house.

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| SENATE | 8 |
| House Bill 306, Capital Outlay Funds | 9 |

SFC CLERK RECORDED 03/28/2018

2018 REGULAR SESSION SCHEDULE (30-Day Session)

| | |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| December 15, 2017 through January 12 | Legislation pre-filing period |
| January 16 | Opening Day |
| January 25 | Santa Fe County Day, 2018 State Legislature |
| January 28 | Capital outlay request and reauthorization request submission deadline (by 5:00 p.m. to the LCS) |
| January 31 | Deadline for introduction |
| February 15 | Session ends (noon) |
| March 7 | Legislation not acted upon by governor is pocket vetoed |
| May 16 | effective date of legislation not a general appropriation bill or a bill carrying an emergency clause or other specified date |

SFC Legislative Related Resolutions

Resolution: 2017-86

Adopting projects for inclusion in Santa Fe County's infrastructure capital improvement plan for fiscal years 2019 – 2023; authorizing submittal of plan to the New Mexico Department of Finance and Administration; and replacing resolution 2016-85

Resolution: 2017-99

Adopting projects for inclusion in Santa Fe County Senior Services' infrastructure capital improvement plan for fiscal years 2019-2023; and authorizing submittal of plan to the New Mexico Department of Finance and Administration

Resolution: 2017-106

To support the New Mexico Association of Counties' 2018 legislative priorities

- ❖ Forfeiture act reform
- ❖ Protecting county funding of healthcare
- ❖ Tax reform
- ❖ Adoption of a local election act
- ❖ Extending 2014 HB16 liquor tax distribution sunset

Resolution 2017-140

A resolution to support community and state tax stabilization from national laboratories in New Mexico

Resolution 2017-141

A resolution in support of the appropriation of funds by the New Mexico Legislature for the "New Mexico Grown Fresh Fruits and Fresh Vegetables for School Meals Program"

Resolution 2017-142

A resolution to support the 2018 Farm Bill priorities as a means to securing a regional food system that is just and accessible for all members of the City of Santa Fe and Santa Fe Communities

Passed SFC related legislation

HOUSE

Total General Fund appropriation is approximately \$6.3 billion, an increase of \$259 million, or about 4%, over the current fiscal year. Salary increases include: raises for state employees and also 10% salary increase for elected officials in statewide offices and the PRC (effective 2019). Also includes \$425,000 for NM Grown Fresh Fruits and Vegetables for School Meals (HB 62 and SB 106) in the Department of Education Budget.

HB2 Lundstrom (D9) GENERAL APPROPRIATION ACT OF 2018

This represents a shell for a more comprehensive bill that will emerge later in the legislative session. Cited as the General Appropriation Act of 2018, authorizes funding to various state agencies from the General Fund, Internal Services and Transfers, Other State Funds and Federal Funds in FY 2019

Removes what was to be sunset on the distribution to the Local DWI Grant Fund and makes the distribution permanent at an amount of 45% of tax proceeds

HB35 Trujillo, Carl (D46) MORE LIQUOR EXCISE TAX TO LOCAL DWI GRANT FUND AND DRUG COURTS

(For the Courts, Corrections and Justice Committee and the Revenue Stabilization and Tax Policy Committee) Currently 46 percent of the liquor excise tax flows to the Local DWI Grant Fund but this drops to 41.5 percent on July 1, 2018. This bill proposes instead to direct 45 percent of the tax proceeds permanently to the fund plus another five percent to support drug courts. Creates a Drug Court Fund.

County Commissioners, from \$34,505 to \$39,106

Treasurer, from \$75,327 to \$86,626

Assessor, from \$75,327 to \$86,626

Sheriff, from \$78,555 to \$90,338

County Clerk, from \$75,327 to \$86,626

Probate Judge, from \$33,143 to \$38,114

HB69 Wooley (R66) INCREASES ELECTED COUNTY OFFICIALS SALARY CAPS

Merges class "C" counties into class "B" and increases annual salary caps for elected officials in class "A," "B" and "H" counties,

Not much change from the version vetoed in 2017

HB81 Gonzales (D42) TRADITIONAL HISTORIC COMMUNITY ELIGIBILITY

(Similar to 2017 HB111, Passed by Legislature, Vetoed by Governor) Changes the definition for eligibility as a "traditional historic community" under Secs. 3-2-3 and 3-7-1.1 by applying it to territory in any county declared by an ordinance of the board of county commissioners to be a traditional historic community.

Bill was originated to address abandoned small subdivided parcels located in remote locations. Counties have the ability to opt out of the annual TRD property sales. Same as SB109 2018

HB88 Fajardo (R7) MANDATORY SALE OF REAL PROPERTY ON DELINQUENT PROPERTY TAX LIST

Requires Taxation and Revenue Department to annually offer for sale in each county "all" real property listed on that county's property tax delinquency list. Leaves intact authorization for TRD to enter into an agreement with the County Treasurer to postpone the delinquent property tax sale of real property. Applies to property tax years beginning on or after January 1, 2019.

Makes many election law changes but most notably would change municipal elections to coincide with elections that take place statewide.

HB98 Bandy (R3) LOCAL ELECTION ACT

HLELC substitute for HB98, now a 301-page bill, preserves the intent of the original to enact the Local Election Act, and makes conforming amendments to large sections of the Election Code.

Last version of the bill created the fund but no appropriation was provided.

HB246 Rodella (D41) WATER: ADVANCED MAPPING FUND

(Identical to 2017 HB352 with amendments) Proposes creation of an Advanced Mapping Fund in the State Treasury, to be administered by the Office of the State Engineer, subject to appropriation by the Legislature, to provide advanced mapping.

Bill includes capital outlay projects for Santa Fe County.

HB306 Trujillo, Carl (D46) SEVERANCE TAX BONDS CAPITAL EXPENDITURES

HTRC substitute for HB306 is a 148-page bill authorizing the issuance of severance tax bonds; use of the proceeds from the severance tax bond sales for 717 capital projects; and authorizes expenditures from certain state funds for 23 other projects. The bill lists a total of 740 projects to be supported from 13 sources, as follows:

SENATE

The bill's main intent is to provide for maintenance of Medicaid services pending determination of disputes regarding overpayments and allegations of fraud.

SB2 Papan (D38) MEDICAID PROVIDER AND MANAGED CARE ACT

Senate floor substitute for SB2 retains the intent and most of the text of the original. It changes the name of the act to the Medicaid Provider and Managed Care Act, consistent with references throughout, for clarity, to Medicaid providers, managed care organizations and subcontractors.

Would allow for GRT to be collected on the operator of LANL if the chosen operator was a nonprofit organization

SB17 Cisneros (D6); Garcia Richard (D43) GROSS RECEIPTS FOR CERTAIN NONPROFITS

Amends the Gross Receipts Tax Act to apply the tax to a prime contractor who operates a national laboratory in New Mexico, whether or not the prime contractor qualifies as a Section 501(c)(3) nonprofit organization. The bill does so by amending Sec. 7-9-29 relating to Exemptions to specifically exclude a nonprofit prime contractor of a national lab from the exemption.

SB94 includes for Santa Fe County improvements to the Santa Fe Community College

SB94 Cisneros (D6) 2018 CAPITAL PROJECTS: \$166.6 MILLION PROPERTY TAX LEVY

Authorizes the sale of general obligation bonds with approximately \$166.6 million in proceeds to be used for senior citizen facilities, libraries, school bus transportation acquisitions, road improvements statewide, higher education institutions, special schools and tribal schools. Imposes a property tax levy for payment of principal, interest and related bonding costs that is subject to voter approval.

Bill was originated to address abandoned small subdivided parcels located in remote locations. Counties have the ability to opt out of the annual TRD property sales. Same as HB88 2018

SB109 Baca (R29); Armstrong, G. (R49) SALE OF ALL DELINQUENT REAL PROPERTY REQUIRED IN ALL COUNTIES

Requires Taxation and Revenue Department, TRD, to offer for sale annually all (not just one) real property in a county on which a lien for delinquent property taxes has existed for at least three years. The Director of the Property Tax Division and a county may agree to postpone the delinquent property tax sale of real property in that county. Applies to 2019 and subsequent property tax years.

This joint memorial only would study the idea of a statewide board and these study findings would then be shared with the legislature

SJM8 Stefanics (D39); Ferrary (D37) E911 PROGRAM OVERSIGHT BOARD

(For the Legislative Health and Human Services Committee) Asks the Secretary of DFA to conduct a study to investigate the proposal of the Enhanced 911 (E911) Directors Affiliate that a single, statewide 911 program oversight board made up of a majority of 911 professionals be created and charged with administering the 911 programs statewide.

House Bill 306, Capital Outlay Funds

House Tax and Revenue Committee substitute for HB306 is a 148-page bill authorizing the issuance of severance tax bonds; use of the proceeds from the severance tax bond sales for 717 capital projects; and authorizes expenditures from certain state funds for 23 other projects. The bill lists a total of 740 projects to be supported from 13 sources.

FUNDING AMOUNTS REMAINED THE SAME IN THE FINAL VERSION OF HB306

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| 1ST JUD DIST CT SECURITY WALL & CAMERAS | \$60,000 |
| to construct a security wall for the jury room and to purchase and install security cameras at the Steve Herrera judicial complex in the first judicial district in Santa Fe county | |
| 1ST JUD DIST VEH & SPEAKER SYS PRCHS | \$57,500 |
| to purchase and equip a vehicle and to purchase a speaker system for the jury room for the first judicial district court in Santa Fe county | |
| ACEQUIA DE LA MURALLA HEAD GATE | \$10,000 |
| to construct a head gate and acequia improvements for the acequia de la Muralla in Santa Fe county | |
| ACEQUIA DE LAS JOYAS IMPROVE | \$32,220 |
| to construct, purchase and install improvements, including plates and pipe, to the acequia de las Joyas in Santa Fe county | |
| ACEQUIA DE LOS RANCHOS IMPROVE | \$148,070 |
| to plan, design and construct improvements, including earthwork, concrete construction and site restoration, to the acequia de Los Ranchos in Chimayo in Santa Fe county | |
| ACEQUIA DEL DISTRICTO IMPROVE-EL RANCHO | \$35,000 |
| to design and construct improvements to the acequia del Distrito in El Rancho in Santa Fe county | |
| ACEQUIA DEL POTRERO IMPROVE | \$50,000 |
| to construct and install improvements to the acequia del Potrero in Santa Fe county | |
| ACEQUIA DEL RINCON IMPROVEMENTS SANTA FE CO | \$35,000 |
| to plan, design, construct and install improvements, including concrete headgates, piping and stabilizing banks and borders, to the acequia del Rincon in Santa Fe county | |
| AGUA FRIA CWSA MAINT BLDG CONSTRUCT | \$50,000 |
| to plan, design and construct a maintenance, storage and utility building, including parking lot improvements, at the premises of the Agua Fria community water system association water board office building in the Agua Fria area in Santa Fe county | |
| AGUA FRIA CWSA UTLTY CORRIDORS IMPROVE | \$50,000 |
| to plan, design, construct and improve utility corridors, including lateral lines and extension of water and sewer lines, for the Agua Fria community water system association in Agua Fria village in Santa Fe county | |

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- \$60,000**

AGUA FRIA CWSA WATER UTLTY TRUCK PRCHS
 to purchase and equip a water utility service truck for the Agua Fria community water system association in the Agua Fria area of Santa Fe county
- \$50,000**

AGUA FRIA CWSA WATER BD BLDG & PUMP HOUSE SECURITY
 to purchase and install security equipment, including security cameras, an alarm system, office equipment, furniture and information technology, for the Agua Fria community water system association water board building and the Agua Fria community water system association pump house in Agua Fria village in Santa Fe county
- \$200,000**

AGUA FRIA CWSA WATER SYS IMPROVE
 to plan, design and construct water distribution system improvements and water line extensions for the Agua Fria community water system association in Agua Fria village in Santa Fe county
- \$100,000**

AGUA FRIA ST/S MEADOWS RD IMPROVE SANTA FE
 to purchase rights of way and to plan, design and construct road improvements at the intersection of Agua Fria street and South Meadows road in Santa Fe in Santa Fe county
- \$100,000**

CCA CTR FOR CONTEMPORARY ARTS IMPROVE SANTA FE
 to plan, design and construct improvements, including accessibility improvements, at the center for contemporary arts in Santa Fe in Santa Fe county
- \$50,000**

COMUNIDAD DE LOS NINOS HEAD START PLUMBING/FLOOR
 to plan, design and construct plumbing and floor improvements at the Comunidad de los Ninos head start center in Santa Fe in Santa Fe county
- \$5,100,000**

DOH VITAL RECORDS & STATS FCLTY
 to plan, design, construct, equip, renovate, upgrade and furnish a facility or to expand an existing state-owned site to house the department of health vital records and health statistics bureau in Santa Fe in Santa Fe county
- \$770,000**

DPS STATE POLICE DISTRICT OFFICE SANTA FE - CBRF
 from the capitol buildings repair fund to plan, design, construct, renovate, furnish and equip a new state police district office in Santa Fe in Santa Fe county
- \$300,000**

EDGEWOOD WASTEWATER SYSTEM IMPROVE
 to plan, design, construct and equip wastewater system improvements in Edgewood in Santa Fe county
- \$100,000**

EDGEWOOD WASTEWATER TREATMENT PLANT PH 1
 to plan, design and construct phase 1 improvements to the wastewater treatment plant in Edgewood in Santa Fe county
- \$12,000**

EL DORADO CMTY SCHOOL DOOR BARRICADE SYSTEM
 to purchase and install a door barricade system in El Dorado community school in the Santa Fe public school district in Santa Fe county
- \$95,000**

EL GUICU DITCH IMPROVE
 to acquire land and to plan, design, purchase, construct and equip improvements for El Guicu ditch in Santa Fe county

| | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| ELDORADO AREA WSD WATER SUPPLY SYSTEM | \$315,000 |
| to plan and design water supply system improvements for the Eldorado area water and sanitation district in Santa Fe county | |
| HARRISON RD LIGHTING/SIDEWALKS-SANTA FE | \$28,000 |
| to design, construct, purchase and install lighting and sidewalks on Harrison road in Santa Fe in Santa Fe county | |
| INDIAN WATER RIGHTS SETTLEMENT | \$6,175,000 |
| to the Indian water rights settlement fund. Notwithstanding the requirement for a joint resolution of the legislature in Subsection A of Section 72-1-11 NMSA 1978, if a corresponding commitment has been made for the federal portion of the settlement in the Aamodt case, the money may be expended by the interstate stream commission in fiscal year 2019 and subsequent fiscal years to implement the state's portion of the settlement, and any unexpended or unencumbered balance remaining at the end of a fiscal year shall not revert | |
| JOHN F. SIMMS BLDG RENOVATE | \$450,000 |
| from the capitol buildings repair fund to plan, design, construct, renovate and improve the John F. Simms building in Santa Fe in Santa Fe county | |
| LA BAJADA COMMUNITY DITCH & MDWA WATER SYSTEM | \$20,000 |
| to plan, design, purchase, construct and install water system improvements for La Bajada community ditch and mutual domestic water association in Santa Fe county | |
| LA CIENEGA MDWC & MSW WATER TANK REPAIR IMPROVE | \$39,000 |
| to inspect, repair and improve a water tank, including sediment removal, for La Cienega mutual domestic water consumers and mutual sewage works in La Cienega in Santa Fe county | |
| LA CIENEGA RESERVOIR IMPROVEMENTS | \$12,000 |
| to plan, design and construct improvements to La Cienega reservoir for the acequia de la Cienega in Santa Fe county | |
| LA MESILLA COMMUNITY DITCH IMPROVE | \$8,100 |
| to plan, design, purchase, construct and install improvements, including valves, for La Mesilla community ditch in Santa Fe county | |
| MUSEUM OF INDIAN ARTS & CULTURE AMPHITHEATER REN | \$75,000 |
| to plan, design, construct and equip renovations and repairs to an amphitheater, including shade structures, walkways, bancos, ramadas, horno ovens and a gate, at the museum of Indian arts and culture in Santa Fe in Santa Fe county | |
| NAMBE PUEBLO EARLY CHILDHOOD LEARNING FACILITY | \$100,000 |
| to furnish and equip an early childhood learning facility at the Pueblo of Nambe in Santa Fe county | |
| NAMBE PUEBLO WATER & WWATER SYSTEMS IMPROVE | \$200,000 |
| to plan, design, purchase, construct and improve the water and wastewater systems, including a water storage tank and sewer lines, in the Pueblo of Nambe in Santa Fe county | |

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| NM HWY 14 SAFETY IMPROVE-MADRID to purchase, install and construct safety improvements to New Mexico highway 14 in, and in the vicinity of, Madrid in Santa Fe county | \$81,500 |
| NM MUSEUM OF ART IMPROVE to plan, design and construct renovations and other improvements to the New Mexico museum of art in Santa Fe in Santa Fe county | \$203,300 |
| PALACE OF THE GOVERNORS REPAIR & UPGRADE to plan, design, construct, repair, renovate and make upgrades to the palace of the governors facility and site in Santa Fe in Santa Fe county | \$364,549 |
| POJOAQUE PUEBLO WELLNESS CTR POOL REPAIR to plan, design, equip, renovate and repair a pool at the Pojoaque wellness center in the Pueblo of Pojoaque in Santa Fe county | \$50,000 |
| RIO EN MEDIO ALTO DITCH IMPROVE to plan, construct and install improvements to the Alto ditch for the Rio en Medio ditch association in Santa Fe county | \$13,000 |
| SAN ILDEFONSO PUEBLO WWATER SYSTEM/PLANT PH 4 to design and construct phase 4 of a wastewater collection system and treatment plant in the Pueblo of San Ildefonso in Santa Fe county | \$50,000 |
| SANDOVAL/MONTEZUMA ST INTERSECTION - SANTA FE to plan, design and construct improvements to the intersection of Sandoval street and Montezuma avenue in Santa Fe in Santa Fe county | \$100,000 |
| SANTA FE AIRPORT PARKING FACILITY EXPAND to design and construct an expansion of the Santa Fe regional airport passenger parking facility, including paving, fencing, automated gates and light emitting diode lighting, in Santa Fe in Santa Fe county | \$1,500,000 |
| SANTA FE CHILDREN'S MUSEUM ROOF to construct and make improvements to the roof, parapets and stucco at the Santa Fe children's museum in Santa Fe in Santa Fe county | \$56,000 |
| SANTA FE CO ELDORADO SUBDIVISION TRAILS to plan, design and construct trails in the Eldorado subdivision in Santa Fe county | \$100,000 |
| SANTA FE CO JUDICIAL COMPLEX FILE ROOM REN to plan, design, construct and renovate a file room to serve as a conference room at the Steve Herrera judicial complex in Santa Fe in Santa Fe county | \$200,000 |
| SANTA FE CO MANUEL CHAVES BUST to the New Mexico house of representatives for expenditure by the legislative council service to design, construct, purchase and install a bust of Manuel A. Chaves, including a base, in the state capitol building in Santa Fe in Santa Fe county | \$50,000 |

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| SANTA FE GENOVEVA CHAVEZ CTR HVAC | \$100,000 |
| to purchase, install and construct a heating, ventilation, air conditioning and dehumidification system in the Genoveva Chavez community center in Santa Fe in Santa Fe county | |
| SANTA FE MEAL PROGRAM FCLTY CONSTRUCT EQUIP | \$218,300 |
| to plan, design, renovate, construct, improve and equip a facility and to purchase and install information technology, including related equipment, furniture and infrastructure, for a meals program serving homebound and special needs individuals in Santa Fe in Santa Fe county | |
| SANTA FE PSD DANCE BARNS ADDITION | \$162,300 |
| to plan, design, construct and equip an addition to the dance barns facility in the Santa Fe public school district in Santa Fe county | |
| SANTA FE PSD EMERGENCY POWER BACKUP SYSTEM | \$25,000 |
| to plan, design, purchase and install an emergency power backup system for the Santa Fe public school district in Santa Fe county | |
| SANTA FE SWAN REGIONAL PARK | \$200,800 |
| to plan, design and construct the Southwest Activity Node park, including purchase and installation of security cameras, in Santa Fe in Santa Fe county | |
| SFCC GREENHOUSE & AQUAPONICS EQUIP | \$150,000 |
| to plan, design, purchase, equip, upgrade, install and construct a greenhouse, including aquaponics equipment, for the agriculture program at Santa Fe community college in Santa Fe county | |
| SFCC HEALTH & SCIENCES SIMULATION LAB EQUIP | \$50,000 |
| to plan, design, purchase, equip, upgrade, install and construct health and sciences simulation laboratory equipment and improvements at Santa Fe community college in Santa Fe county | |
| SFCC STUDENT SAFETY UPGRADES | \$25,000 |
| to plan, design, purchase, equip, upgrade, install and construct student safety upgrades, including cell phone signal amplification infrastructure, at Santa Fe community college in Santa Fe county | |
| SFIS ROAD & DRAINAGE IMPROVE | \$36,843 |
| to plan, design and construct an access lane and other road improvements, including ingress and egress, curbs and gutters and storm drainage, at the Santa Fe Indian school in Santa Fe in Santa Fe county | |
| SOS INFO TECH | \$825,000 |
| to purchase and install information technology hardware, including servers and related infrastructure upgrades, for the office of the secretary of state in Santa Fe in Santa Fe county | |
| STATE LAND OFFICE HVAC UPGRADES - SLMF | \$180,000 |
| from the state lands maintenance fund to plan, design, upgrade, repair and replace the heating, ventilation and air conditioning system at the state land office in Santa Fe in Santa Fe county | |

STATE LAND OFFICE PARKING LOT & SIDEWALKS - SLMF \$40,000
from the state lands maintenance fund to plan, design, upgrade, repair and replace the parking lot and sidewalks at the state land office in Santa Fe in Santa Fe county

SUPREME COURT BUILDING IMPROVEMENTS - CBRF \$123,000
from the capitol buildings repair fund to plan, design, construct and renovate facilities, including abatement and remediation of the exterior courtyard stucco, at the supreme court building in Santa Fe in Santa Fe county

TESUQUE PUEBLO INTERGENERATIONAL CTR IMPROVE \$125,000
to plan, design and construct improvements to the intergenerational center in the Pueblo of Tesuque in Santa Fe county

TRD SCANNERS & SLICERS - GF \$372,000
from the general fund to purchase, install and equip scanners and mail slicers, including servers, information technology and related equipment and infrastructure, for the revenue processing division in Santa Fe in Santa Fe county

TURQUOISE TRAIL ELEM SCHL IMPROVE \$75,000
to plan, design, construct, renovate, furnish and equip the building and grounds, including the purchase and installation of a security system, information technology and related equipment, fencing, wiring and infrastructure, for the Turquoise Trail elementary school in Santa Fe county

Summary for Santa Fe \$20,363,482

**SECTION 45. INDIAN WATER RIGHTS SETTLEMENT FUND--
APPROPRIATION FROM THE WATER PROJECT FUND.--Notwithstanding the provisions of the Water Project Finance Act to the contrary, two million eight hundred twenty-five thousand dollars (\$2,825,000) is appropriated from the water project fund to the Indian water rights settlement fund.**

Henry P. Roybal
Commissioner, District 1

Anna Hansen
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Commissioner, District 4

Ed Moreno
Commissioner, District 5

Katherine Miller
County Manager

February 27, 2018

The Honorable Susana Martinez
Governor of New Mexico
Suite 400, State Capitol
Santa Fe, NM 87501

Re: HB 35, as amended, Liquor Excise Tax Distribution

Dear Governor Martinez:

The New Mexico Association of Counties (NMAC) respectfully requests that you sign House Bill 35, sponsored by Representative Carl Trujillo and carried on the Senate floor by Senator Steve Neville. The bill makes changes to the current distribution of the Liquor Excise Tax and passed both the House and the Senate unanimously. It was endorsed by both the Courts, Corrections, and Justice, and Revenue Stabilization and Tax Policy Interim Committees, and was part of the Judicial Branch Unified Budget Request.

The bill makes two important changes to current law:

The level of distribution from the Liquor Excise Tax to Local DWI Programs, which would have been reduced from 46 to 41.5% on July 1, 2018, is maintained at 45%. Additionally, 5% of the Liquor Tax is distributed to the Administrative Office of the Courts for a new Drug Court Fund, but under the Senate Finance Committee amendment, that distribution is delayed until July 1, 2019.

HB 35 helps both LDWI programs, which would have otherwise suffered a significant reduction in their programs and allows restoration of services to prevent and reduce incidences of DWI, alcoholism, alcohol abuse, and alcohol-related domestic violence, and also Drug Courts, which serve high-risk, high-need justice involved individuals. Both programs receive relatively flat distributions for FY 2019 under HB 35, and are allowed modest increases beginning in FY2020.

House Bill 35 is a priority bill of the New Mexico Association of Counties. It represents a win/win solution and a solid partnership between two important local and state programs. We urge your signature of this good legislation.

Thank you for your consideration.

Sincerely,

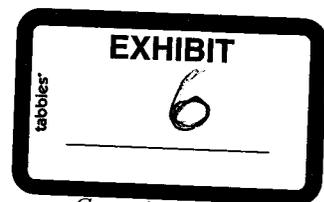
Anna Hansen, Chair
Board of County Commission

SFC CLERK RECORDED 03/28/2018

Henry P. Roybal
Commissioner, District 1

Anna Hansen
Commissioner, District 2

Ed Moreno
Commissioner, District 5



Commissioner, District 4

Katherine Miller
County Manager

M E M O R A N D U M

DATE: February 20, 2018
TO: Board of County Commissioners
VIA: Katherine Miller, Santa Fe County Manager
FROM: Maria Rotunda, Constituent Services Liaison, District 2
RE: **A Resolution Opposing The Department of the Interior, Bureau of Land Management's Proposed Repeal of Its Methane Rule Which Was Intended to Reduce and Regulate Methane Leaking, Venting and Flaring from Oil and Gas Operations**

SUMMARY

This resolution opposes the repeal of the Methane Rule by the Department of the Interior, Bureau of Land Management.

BACKGROUND

The US Department of Interior, Bureau of Land Management finalized a rule in November 2016 to reduce and regulate methane leaking, venting and flaring from oil and gas operators on federal and tribal lands. The requirements of this rule were due to take effect January 2018 until the BLM announced a delay in implementation of the rule for one year, until January 2019. Thereafter, the BLM proposed on February 12, 2018 to repeal most the provisions within the Methane Rule.

ACTION REQUESTED

Commissioner Hansen request that the Board of County Commissioners of Santa Fe County pass this resolution to oppose the repeal of the Methane Rule.

SFC CLERK RECORDED 03/28/2018

**SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS
RESOLUTION NO. 2018-**

**A RESOLUTION OPPOSING THE DEPARTMENT OF THE INTERIOR, BUREAU OF
LAND MANAGEMENT'S PROPOSED REPEAL OF ITS METHANE RULE WHICH
WAS INTENDED TO REDUCE AND REGULATE METHANE LEAKING, VENTING
AND FLARING FROM OIL AND GAS OPERATIONS**

WHEREAS, energy development is critically important to the economy of both Santa Fe County and the State of New Mexico; and

WHEREAS, the State of New Mexico is among the nation's leading producers of oil and natural gas; and

WHEREAS, oil and gas revenue is the cornerstone of New Mexico's educational funding; and

WHEREAS, the United States Department of the Interior's Bureau of Land Management (BLM) has the authority and duty to ensure a fair return for publicly owned oil and gas resources under the Mineral Leasing Act of 1920; and

WHEREAS, the BLM finalized a rule in November 2016, to reduce and regulate methane leaking, venting and flaring from oil and gas operators on federal and tribal lands; and

WHEREAS, the requirements of the rule were due to take effect in January of 2018, until the BLM announced a delay in implementation of the rule for one year, until January 2019; and

WHEREAS, on February 12, 2018, the BLM proposed to repeal most of the provisions within the BLM methane rule; and

WHEREAS, a recent National Aeronautics and Space Administration (NASA) study found that oil and gas operators remain the largest contributors of methane gas; and

WHEREAS, a 2014 NASA study discovered a large and highly concentrated methane plume in the Four Corners region where much of New Mexico's natural gas production occurs; and

WHEREAS, a 2013 report by ICF International Inc. found that a significant amount of natural gas, worth as much as \$330 million, was lost through leaking, venting and flaring on federal and tribal lands, which is enough natural gas to provide energy for 1.5 million homes for one year; and

WHEREAS, the BLM does not charge royalties or charges reduced royalty rates on methane, the primary component of natural gas that is leaked, vented and flared; and

WHEREAS, according to New Mexico Senate Memorial 29, introduced by Senator Benny Shendo, Jr. during the First Session of New Mexico's 52nd Legislature, nearly 45 percent of all BLM applications to flare royalty-free come from New Mexico; and

WHEREAS, according to Senate Memorial 29, estimates suggest that as much as 90 percent of natural gas wasted through flaring could be captured or put to use; and

WHEREAS, the state of Colorado saw a marked increase in natural gas production and job creation after adopting state rules to cut methane waste, with some companies addressing the issue prior to the rules adopted by the state; and

WHEREAS, reducing methane waste would bring critical public health benefits to our communities located near oil and gas extraction and processing sites, by simultaneously cutting ground-level ozone-forming gases and cancer-causing pollutants such as benzene and other volatile organic compounds; and

WHEREAS, it is estimated that the BLM methane rule would generate \$6.7 million to \$8.1 million in royalties for New Mexico – additional revenue critical to helping address education needs statewide; and

WHEREAS, efforts to eliminate methane emissions would likely create high-quality jobs, economic development in the domestic oil and gas manufacturing and service sectors, and provide much-needed royalty revenue to the state to invest in areas of greatest need.

NOW THEREFORE, BE IT RESOLVED that the Board of County Commissioners of Santa Fe County (BCC) opposes the BLM's proposal to repeal most requirements of the BLM methane rule.

BE IT FURTHER RESOLVED that the BCC fully supports implementation of the BLM methane rule to reduce the wasteful venting, leaking and flaring of natural gas from oil and gas operations occurring on federal and tribal lands, which rule protects the health, welfare and potential revenue rightfully due to the citizens of New Mexico.

BE IT FURTHER RESOLVED that a copy of this Resolution be distributed to members of the New Mexico Congressional Delegation, members of the United States Senate, relevant units of the United States Department of the Interior including the BLM and the Bureau of Indian Affairs, and to the New Mexico Association of Counties.

APPROVED, ADOPTED AND PASSED this _____ day of _____, 2018.

BOARD OF COUNTY COMMISSIONERS

Anna Hansen, Chair

Attest:

Geraldine Salazar, County Clerk

Approved as to Form:



R. Bruce Frederick, County Attorney

SFC CLERK RECORDED 03/28/2018



New Mexico methane waste report

New analysis finds emissions from oil and gas are higher than official estimates

Report published November 2017

A new report based on recent scientific breakthroughs in methane quantification finds that emissions of methane – both a potent greenhouse gas and valuable fuel source – are drastically higher than official state reports.

The analysis examines the methane that is burned off, vented, or leaked from the oil and gas supply chain in New Mexico and quantifies the economic value of that lost gas based on market prices. The report offers insights about the largest sources of methane waste in order to help policy makers and operators identify the greatest opportunities to reduce pollution, increase efficiency, and return a valuable commodity to the local economy and state taxpayers.

Key findings

- Oil and gas companies emit 570,000 tons of methane each year due to intentional emissions, unintentional leaks, and flaring of gas.

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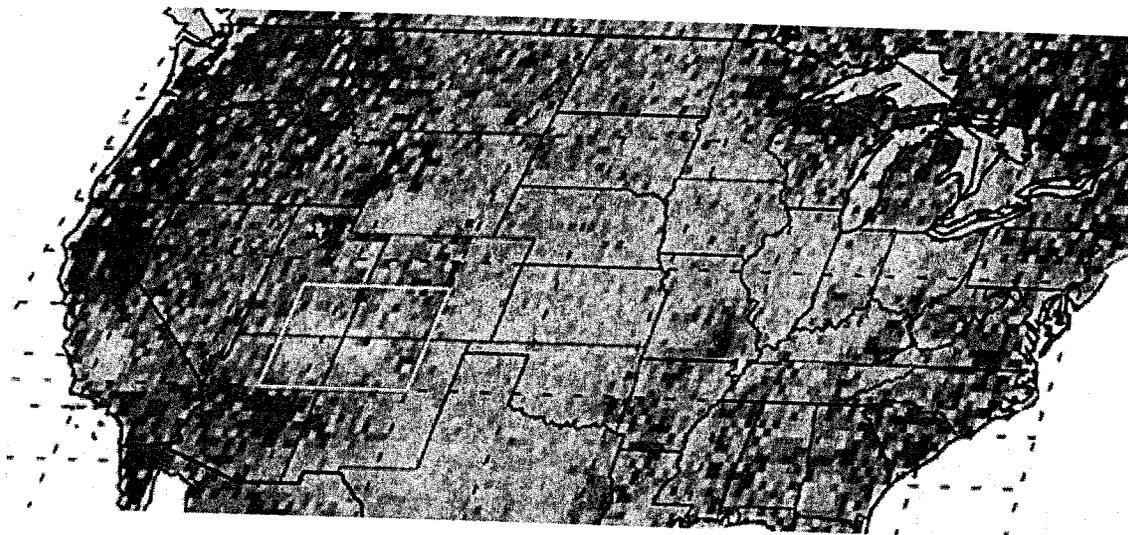
- This volume of lost gas is worth between \$182 and \$244 million based on current market prices.
- Inefficient industry practices are costing taxpayers up to \$27 million a year in lost revenues and royalties.
- Oil and gas companies in New Mexico produce as much climate pollution as approximately 12 coal-fired power plants.

Additional background

New Mexico's methane waste problem first made international headlines when a 2014 NASA study revealed a 2,500-square-mile methane "hot spot" over the Four Corners region—the highest concentration of this pollution found anywhere in the U.S. Researchers later learned that pollution from New Mexico's oil and gas facilities were largely the cause of this massive methane cloud.

A number of other analyses in recent years have found that oil and gas operators can cost-effectively reduce up to 40% of their emissions by retrofitting older equipment with more efficient technologies and regularly checking facilities for problems.

SFC CLERK RECORDED 03/28/2018



This methane hot spot is the largest concentration of methane in the country.

Download the report [PDF]

Download the report

Download now

 Format:
Adobe PDF (1.2 MB)

Additional resources

- [Infographic: How much methane is New Mexico leaking.\[PDF\]](#)
- [Press release](#)

SFC CLERK RECORDED 03/28/2018



SFC CLERK RECORDED 03/28/2018

Matrix

Residential Substance Abuse Treatment
at
Santa Fe County Adult Detention Facility

Presentation Objectives

1. Our mission with regard to substance abuse treatment
2. A summary of the Evidence-based Matrix Model of Intensive Substance Abuse Treatment
3. Partnering with aftercare programs in the community for success in realizing **reduced relapse to drug use and reduced recidivism**

Our Mission

The mission of the Santa Fe County Adult Detention Facility is to provide therapeutic intervention for our population that suffer from substance use disorders that supports fewer return visits.

- Research with the aim of breaking the cycle of drug use and crime in the criminal justice system started in the 1980's

-by the 1990's evidence proved that substance abuse treatment while incarcerated as residents of **"Therapeutic Communities"** provided together with aftercare programs in the community **reduced relapse to drug use and reduced recidivism**

Summary of The Matix Model

The Matix Model is the most commonly used substance abuse treatment in the country inpatient and outpatient and therefore can seamlessly transition our residents to providers in the community that utilize and support the therapeutic interventions.

-Research with the Matrix Model for treatment of substance abuse started in 1990 achieving evidenced based status in 1998 with National Institute on Drug Abuse

-At which time [SAMHSA] Substance Abuse and Mental Health Services Administration offered to publish The Matrix Model therapeutic interventions on SAMHSA's federal website

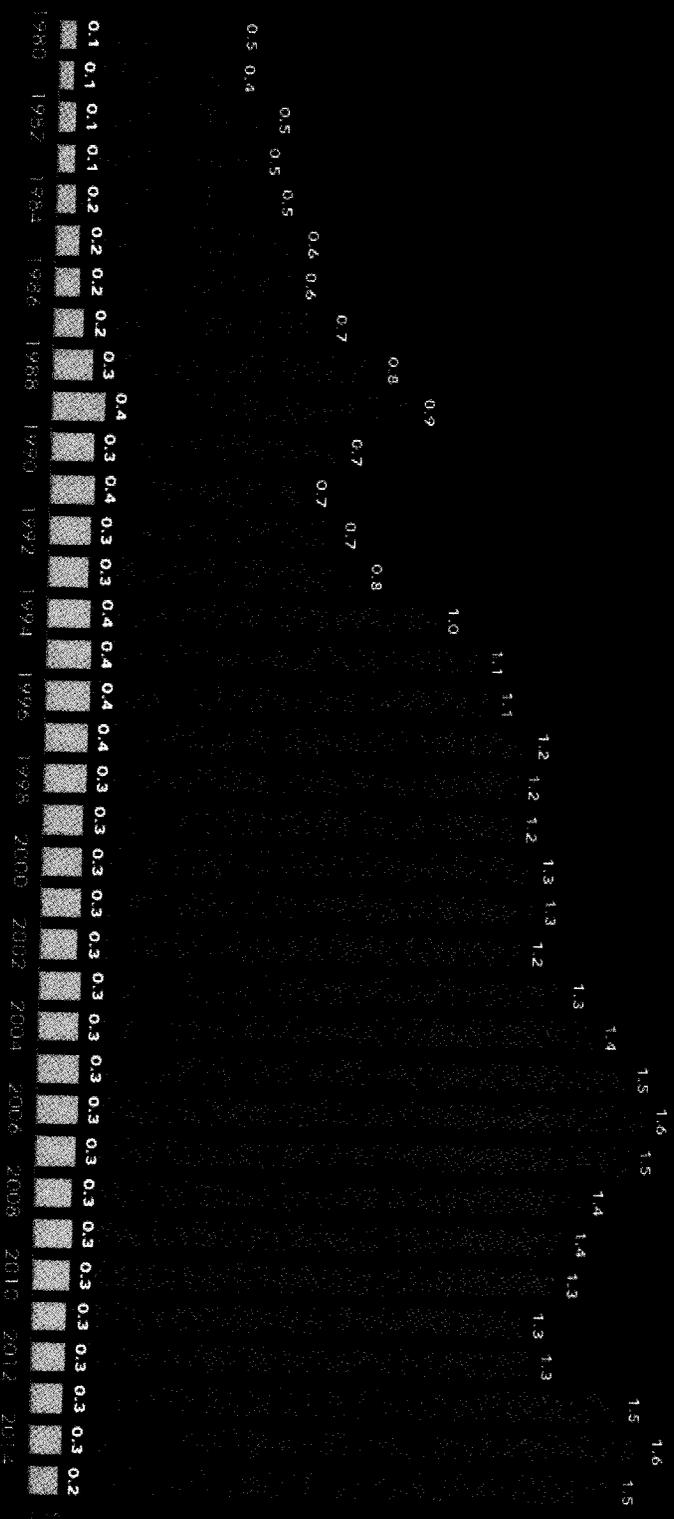
Statistics

The National Center on Addiction and Substance Abuse [CASA], Columbia University,
February 26, 2010

- 2.3 million inmates in prisons and jails in the US
- 1.5 million met criteria for substance use disorders
- 458,000 had histories of substance abuse and were under the influence at the time of their crime
- 65 % of all US inmates meeting the medical criteria for substance abuse addiction, of which only 11 % receive any treatment

There are over 1 million drug possession arrests each year

There are more than 6 times as many arrests for drug possession as for drug sales.
(in millions, 1980-2015)



PRISON Policy Initiative Compiled by the Prison Policy Initiative from Federal Bureau of Investigation *Crime in the United States* series.

Statistic's in the case of substance abuse resulting in incarceration, are important as they help us understand the enormity of the problem we face in our country and thus our country with regard to substance abuse and the criminal justice system

Santa Fe County Adult Detention Facility

**Has a vested interest in providing a
Residential Substance Abuse Treatment
opportunity for inmates who choose →**

**To live in a “therapeutic community” on
their road to recovery**

SFC CLERK RECORDED 03/28/2018

**HAZELDEN PUBLISHING AND EDUCATIONAL SERVICES
AND THE MATRIX INSTITUTE PRESENT:**

History of Research Participation

LA - Los Angeles Clinic

WLA - West Los Angeles Clinic

SFV - San Fernando Valley Clinic (Woodland Hills)

RC - Rancho Cucamonga Clinic

NIDA - National Institute on Drug Abuse

- 1990 Desipramine for stimulants (NIDA) WLA, SFV**
- 1992 Enhanced methadone/LAAM treatment (NIDA) LA**
- 1993 Ritalserin for cocaine (Janssen Pharmaceuticals) WLA, SFV**
- 1993 Naltrexone for alcohol (Dupont Pharmaceuticals) WLA, SFV**
- 1994 Naltrexone plus Matrix for opiates (NIDA) WLA, SFV**
- 1995 CBT & CM for cocaine (NIDA) WLA, SFV**
- 1995 CBT & CM for stimulant-users on methadone (NIDA) LA**
- 1996 Acamprostate for alcohol (Lipha Pharm.) WLA**
- 1997 Evaluation of SP 39166 for cocaine (Shering-Plough Pharmaceuticals) WLA**
- 1998 Methamphetamine Treatment Project: Matrix Model vs Treatment as Usual for Methamphetamine Dependence (CSAT) CM**
***Evidence-based Treatment status achieved
- 2000 Naltrel for alcohol (Drug Abuse Sciences) WLA**
- 2000 Office-based buprenorphine (NIDA) WLA**
- 2000 ADL-8-2698 for opioid-induced GI dysfunction (Adolor Corporation) LA**
- 2001 Viracept efficacy, safety, and PK with methadone (Agouron Pharmaceuticals) LA2002 Matrix & incentives vs Matrix only with methamphetamine users (NIDA-CTN) RC**
- 2003 Double-blind, Placebo-Controlled Evaluation of Ondansetron for methamphetamine dependence (NIDA) CM**
- 2003 Double-blind, Placebo-Controlled Evaluation of Bupropion for methamphetamine dependence (NIDA) CM**
- 2004 Effective Adolescent Treatment (CSAT) MET/CBT-5 (our WLA BAT Program)**
- 2004 Safer Sex Skills for Men in Outpatient Drug Treatment (NIDA-CTN) RC**
- 2005 Gabapentin and pain tolerance in methadone patients (NIDA) LA**
- 2006 Double-blind, Placebo-Controlled Evaluation of Topiramate for methamphetamine dependence (NIDA) CM**
- 2007 Double-blind, Placebo-Controlled Evaluation of Modafinil for Methamphetamine (NIDA-VA) SFV**
- 2007 Starting treatment with agonist replacement therapies (methadone and buprenorphine, NIDA) LA**
- 2007-2010 Four models of telephone support in aftercare (NIDA) WLA, SFV, RC**
- 2011 Double-blind, Placebo-Controlled Evaluation of vigabatrin for cocaine (NIDA-VA) LA2013-2015 Double-blind, Placebo-Controlled Evaluation of nopicastat for cocaine (NIDA)**
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What Is the Matrix Model[®] For Criminal Justice Settings?

The original Matrix Model[®] of intensive outpatient treatment was developed by the Matrix Institute on Addictions, a nonprofit organization established in 1984 in Los Angeles, California. Its mission is “to improve the lives of individuals and families affected by alcohol and other drug use through treatment, education, training, and research” by promoting a greater understanding of substance use disorders. The Matrix Institute’s primary goal is to improve the quality and availability of addiction treatment services. The focus of the Institute is to disseminate accurate, empirically-based information to health-care providers.

Matrix clinics in the greater Los Angeles area serve as sites for many service grants and research studies conducted by investigators with the UCLA Integrated Substance Abuse Programs (ISAP) and with the National Institute on Drug Abuse (NIDA). The projects conducted at the clinics are designed to carefully study the factors associated with addiction and recovery so we can better understand these processes. The Matrix Model[®] has also been part of many national trials investigating the effectiveness of various medications for the treatment of addictions. Participating in this research and disseminating the findings to the widest possible audiences are a goal of the Institute. Matrix staff has published extensive information and conducted widespread trainings on a number of subjects regarding substance use disorders.

The *Matrix Model[®] for Criminal Justice Settings* was designed as a comprehensive manual for the treatment of substance use disorders and criminal behavior typically associated with substance use.

Of the 2.3 million inmates in prisons or jails in the United States, 1.5 million meet the DSM-V criteria for substance use disorders. An additional 458,000 have histories of substance abuse; were under the influence of alcohol or other drugs at the time of their crime; committed their offense to get money to buy drugs; were incarcerated for an alcohol or other drug law violation; or shared some combination of these characteristics (The National Center on Addiction and Substance Abuse (CASA) at Columbia University, 2010).

In addition, alcohol and other drugs are significant factors in the following crimes:

- 78 percent of violent crimes
- 83 percent of property crimes
- 77 percent of public disorder, immigration or weapon offenses; and probation/parole violations

The *Matrix Model® for Criminal Justice Settings* is a structured treatment experience designed to give offenders with substance use disorders the knowledge, structure, and support to allow them to achieve abstinence from substance use and criminal behavior and initiate a long-term program of recovery and pro-social life. The manual is intended for programs treating offender/mandated populations, such as drug courts, re-entry programs, jail populations, DUI programs, prison treatment programs, court programs, and outpatient programs treating offenders and mandated populations.

The program uses materials developed and evaluated by the Matrix Institute and additional recommended components for treating criminal offenders. The manual also uses the treatment recommendations from SAMSHA TIP 44: Substance Abuse Treatment for Adults in the Criminal Justice System to include clinical strategies around basic needs, criminality, anger and hostility, identity issues, resistance, boundaries, and creating a therapeutic alliance. The *Matrix Model® for Criminal Justice Settings* also addresses resistance, engagement, developing pro-social activities, peer support, self-management and relapse prevention skills specific to offender populations. The offender learns skills to manage triggers and issues of substance use and criminal behavior in an integrated approach. The program includes the following:

A comprehensive, therapist's manual for implementing the *Matrix Model® for Criminal Justice Settings* A section on integrating Medication Assisted Treatment (MAT) into the *Matrix Model® for Criminal Justice Settings*, explaining and assisting with the use of prescription medications for addiction treatment

A three-ring binder containing reproducible participant handouts

Three videos to use when implementing the Family Education group

A CD-ROM that contains electronic copies of the reproducible participant handouts as well as a listing of abstracts and journal articles describing research outcomes on the Matrix Model®

Printed stickers for offenders to track alcohol- and drug-free days on a monthly calendar

Training to ensure fidelity in implementing the *Matrix Model® for Criminal Justice Settings*



Individuals with substance use disorders who are involved in the criminal justice system must learn skills to address substance use but also the thinking errors that cause them to act on criminal behavior. With offender populations, the substance use and criminal behavior often trigger each other and are often related to acting on those behaviors. Just as we address the triggers of substance use, we must teach the offender how to identify and manage the triggers of their criminal behaviors. Most often treatment programs address and treat the substance use but do not address and treat the criminogenic risk factors and thinking errors that lead to acting on the criminal behaviors.

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**National Institute
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Advancing Addiction Science

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What Are Therapeutic Communities?

Therapeutic communities (TCs) are a common form of long-term residential treatment for substance use disorders (SUDs). Residential treatment for SUDs emerged in the late 1950s out of the self-help recovery movement, which included groups such as Alcoholics Anonymous. Some such groups evolved into self-supporting and democratically run residences to support abstinence and recovery from drug use ^(Sacks & Sacks, 2010). Examples have included community lodges, Oxford Houses, and TCs. The first TC was the Synanon residential rehabilitation community, founded in 1958 in California. During the 1960s, the first generation of TCs spread throughout areas of the United States, and today the TC approach (see "[What is a Therapeutic Community's Approach?](#)") has been adopted in more than 65 countries around the world ^(Bunt et al., 2008).

Historically, TCs have seen themselves as a mutual self-help alternative to medically oriented strategies to address addiction and most have not allowed program participants to use medications of any kind, including medications such as methadone (a long-acting opioid agonist medication shown to be effective in treating opioid addiction and pain) ^(De Leon, 2000; De Leon, 2015). Over the past 30 years, TCs' attitudes toward medications have gradually evolved, reflecting changing social attitudes toward addiction treatment and the scientific recognition of addiction as a medical disorder ^(De Leon, 2000; De Leon, 2015; Vanderplasschen et al., 2013). A growing number of TCs now take a comprehensive approach to recovery by addressing participants' other health issues in addition to their SUDs, incorporating comprehensive medical treatment ^(Smith, 2012) and supporting participants receiving medications for addiction treatment or for other psychiatric disorders (see "[How Are Therapeutic Communities Adapting to the Current Environment?](#)"). Many of today's TCs are also offering shorter-term residential or outpatient day treatment ^(De Leon, 2012; De Leon & Wexler, 2009) in addition to long-term residential treatment.

TCs have also been adapted over time to address the treatment needs of different populations. During the 1990s, modified TCs emerged to treat people with co-occurring

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psychiatric disorders, homeless individuals, women, and adolescents (De Leon, 2010; Sacks et al., 2004b; Sacks et al., 2003; Sacks & Sacks, 2010; Jinchill et al., 2005) (see "How Do Therapeutic Communities Treat Populations with Special Needs?"). Also, as the proportion of offenders with SUDs rose during the same period, correctional institutions began incorporating in-prison TCs (often in separate housing units), and TCs are available for people re-entering society after prison with the goal of reducing both drug use and recidivism (Wexler & Prendergast, 2010) (see "How Are Therapeutic Communities Integrated into the Criminal Justice System?").

Initially, TCs were run solely by peers in recovery. Over time and in response to the changing needs of participants, many TCs have begun incorporating professional staff with substance abuse counseling or mental health training, some of whom are also in recovery themselves. Today, programs often have medically trained professionals (e.g., psychiatrist consultants, nurses, and methadone specialists) as staff members, and most offer medical services on-site (Dye et al., 2012; Perlas & Spross, 2007). According to a national survey of these programs, more than half of TC staff members are in recovery (Dye et al., 2012), and many have earned certification in addiction counseling or bachelors- or masters-level degrees.

What is a Therapeutic Community's Approach?

Therapeutic communities (TCs) have a *recovery* orientation, focusing on the whole person and overall lifestyle changes, not simply abstinence from drug use. This orientation acknowledges the chronic, relapsing nature of substance use disorders (SUDs) and holds the view that lapses are opportunities for learning (Vanderplasschen et al., 2013; De Leon, 2012). Recovery is seen as a gradual, ongoing process of cognitive change through clinical interventions, and it is expected that it will take time for program participants to advance through the stages of treatment, setting personal objectives along the way. A recovery orientation is different from an *acute-care* model, which focuses on interrupting drug use and helping the patient attain abstinence during treatment episodes rather than overall lifestyle change (Vanderplasschen et al., 2013; De Leon, 2000; Sacks et al., 2008b; Perlas & Spross, 2007; De Leon, 2012). TCs encourage participants to examine their personal behavior to help them become more pro-social and to engage in "right living"—considered to be based on honesty, taking responsibility, hard work, and willingness to learn (De Leon, 2000; De Leon, 2015; Vanderplasschen et al., 2013; Vanderplasschen et al., 2014; Bunt et al., 2008; Dye et al., 2009). As program participants progress through the stages of recovery,

they assume greater personal and social responsibilities in the community. The goal is for a TC participant to leave the program not only drug-free but also employed or in school or training. It is not uncommon for program participants to progress in their recovery to take on leadership and staff roles within the TC.

Following the concept of "community as method," TCs use active participation in group living and activities to drive individual change and the attainment of therapeutic goals (Dye et al., 2009; Dye et al., 2012; Vanderplasschen et al., 2013; Vanderplasschen et al., 2014; Bunt et al., 2008). With an emphasis on social learning and mutual self-help, individual participants take on some of the responsibility for their peers' recovery. This aid to others is seen as an important part of changing oneself (De Leon, 2000; De Leon, 2015; Sacks et al., 2012a).

Another implication of the recovery orientation is that it is recognized that people will need options for ongoing support once they complete residential treatment at the TC to promote a healthy drug-free lifestyle and help them avoid relapsing to drug use (Hendershot et al., 2011). Relapse prevention is a part of many addiction treatment programs, aiming to increase awareness and build coping skills both to reduce the likelihood or frequency of relapse and its severity if and when it does occur. As they move toward completion of a TC program, participants are aided in connecting with formal aftercare and self-help groups in the community. This approach is consistent with care coordination, a highly emphasized component of health care reform.

Are Therapeutic Communities Effective?

Overall, studies find that therapeutic community (TC) participants show improvements in substance abuse, criminal behavior, and mental health symptoms; this is especially true of participants who enter treatment with the most severe problems (De Leon, 2010; Vanderplasschen et al., 2013).

OUTCOMES 5 Years After Treatment



Source: Hubbard et al., 2003.

Text Description of Graphic

The largest long-term outcome study of addiction treatment interventions to date was the NIDA-sponsored Drug Abuse Treatment Outcome Studies (DATOS), which examined the effectiveness of several types of drug abuse treatment programs in the United States, including TCs, methadone maintenance, outpatient drug-free treatment, and short-term inpatient programs. DATOS found TCs to be effective. Participants who showed improved behavior after 1 year continued to do so after 5 years, which was also true of the other modalities studied (Hubbard et al., 2003).

Length of time in treatment was found to be important for TCs, as well as for other modalities. Participating for at least 3 months was associated with better outcomes at 1 year—a finding that is consistent with other research showing the importance of treatment duration. At the 5-year follow-up, TC participants showed significant improvements compared with the year before entering treatment, which was also true for methadone maintenance and outpatient drug-free treatment. Participants from all three treatment groups had reduced prevalence of weekly or more frequent cocaine use by 50 percent, decreased illegal activities by 50 percent, and increased full-time employment by 10 percent compared with the year before entering treatment. Among DATOS participants in TCs, better 5-year outcomes (such as reduced cocaine, marijuana, and problem alcohol use and illegal activity and increased full-time employment) were associated with remaining in treatment for 6 months or longer.

Research indicates that TCs modified for prisoners and people with co-occurring disorders are effective (see "[How Do Therapeutic Communities Treat Populations with Special Needs?](#)" and "[How Are Therapeutic Communities Integrated into the Criminal Justice System?](#)").

Participants with less severe problems participating in outpatient or day treatment at

TCs also show increased positive outcomes (e.g., for social problems and psychiatric symptoms)(De Leon, 2010).

Studies consistently find a relationship between duration of treatment in a TC (i.e., retention) and aftercare participation and subsequent recovery (De Leon, 2010; Vanderplasschen et al., 2013).

Dropout is a concern with all treatments for addiction, and TCs are no exception.

Dropout is most likely during the first few months of treatment (Vanderplasschen et al., 2013).

What are the Fundamental Components of Therapeutic Communities?

According to therapeutic community (TC) theory, substance use disorders (SUDs) often erode social functioning, education/vocational skills, and positive community and family ties. Thus, recovery involves *rehabilitation*—relearning or re-establishing healthy functioning, skills, and values as well as regaining physical and emotional health. Some TC participants have experienced highly disordered lives and may never have acquired functional ways of living. For these people, the TC may be their first exposure to orderly life, and recovery for them involves *habilitation*—learning for the first time the behavioral skills, attitudes, and values associated with functional and healthy living.

TCs use a highly regulated daily regimen with clearly stated expectations for behavior and psychological and behavioral rewards (e.g., praise and increasing status in the group) for working hard and meeting expectations. TCs also focus on empowering individuals by highlighting the strengths of program participants. Disciplinary sanctions for violations help to maintain structure for TC participants and staff and ensure that participants' lives are orderly and productive.

Routines include morning and evening house meetings, job assignments, group sessions, seminars, scheduled personal time, recreation, and individual counseling. Work is a distinct component of the TC approach.

Each participant is assigned particular tasks or jobs that help teach responsibility and the importance of work, respect, and self-reliance. Vocational and educational activities

occur in group sessions and provide work, communication, and interpersonal skills training.

A primary component of the TC is "community as method"—people live drug-free together in a residential setting in the community (although sometimes TCs are in prisons or shelters). Living in a TC with others who are engaged in self- and mutual-help is seen as a mechanism for changing their overall lifestyle and identity (De Leon, 2000; De Leon, 2015). In the TC, all activities and interpersonal and social interactions are considered important opportunities to facilitate personal change. Positive peer communications in a mutual-help environment also may be an important part of the therapeutic process (Warren et al., 2013b). A key element of living in a TC and the mutual-help process is the development of social networks through positive social interactions and bonding that can offer support during treatment and after an individual leaves the formal treatment environment. Because TCs emphasize social learning, participants form a hierarchy within the group. Those who have made progress in changing their attitudes and behaviors serve as role models for "right living" and help others who are in earlier stages of recovery (Perfas & Spross, 2007). For example, they offer "pull-ups"—very specific feedback on a behavior that a community member needs to change because it is not considered proper conduct. One study found that TC participants who conveyed more pull-ups to peers and reciprocated this type of feedback were more likely to graduate from treatment (Warren et al., 2013a). TC activities—including group discussions with peers, individual counseling, community-based learning through meetings and seminars, confrontation, games, and role-playing—are a central part of the mutual-help process. Community meetings (e.g., morning, daily house, and general meetings and seminars) review the goals, procedures, and functioning of the TC. Individual and group work in TCs (including encounter groups and retreats) focus on changing negative patterns of thought and behavior and on building self-efficacy so participants learn to think of themselves as the primary drivers of their own change process (De Leon, 2010; Sacks et al., 2012a). TC participants are encouraged to be accountable for their behaviors and to set goals for their own personal well-being, positive participation in the broader community, and life after leaving treatment. An important therapeutic goal is to help people identify, express, and manage their feelings in appropriate and positive ways. In group activities,

participants focus on behaving in ways that are acceptable in the TC community rather than how they behaved in the past.

How Is Treatment Provided in a Therapeutic Community?

Therapeutic community (TC) participants advance through three treatment stages on the way to completing the program (Bunt et al., 2008; Perlas & Spross, 2007; Dye et al., 2012). In the first stage, the individual assimilates into the TC and is expected to fully participate in all activities. Immersion into this drug-free community is meant to disrupt the individual's identification with and ties to his or her previous drug-using life and replace these affiliations with new pro-social attitudes, behaviors, and responsibilities, and increase his or her knowledge about the nature of addiction.

The second treatment stage often incorporates evidence-based behavioral treatments—including cognitive-behavioral therapy (CBT) and motivational interviewing—to facilitate the process of change and enhance the "community as method" approach (De Leon, 2000; De Leon, 2015). The overall goal is to change attitudes and behavior, instill hope, and foster emotional growth, including self-management ability. Other therapeutic activities, including relevant interventions, address the person's social, educational, vocational, familial, and psychological needs. (For more information about approaches to addiction therapy, see www.drugabuse.gov/related-topics/treatment.)

CBT is a form of psychotherapy that teaches people strategies to identify and correct problematic behaviors in order to enhance self-control, stop drug use, and address a range of other problems that often co-occur with them.

Motivational interviewing is an evidence-based treatment and counseling style that helps patients explore and resolve ambivalence about changing their behavior in a focused and goal-directed way.

"Community as method" is an essential and defining approach of TCs in which participating in a mutual-help community drives individual change and the attainment of therapeutic goals.]

In the third treatment stage, the participant prepares for separation from the TC and successful re-entry into the larger community by seeking employment or making educational or training arrangements with the TC's help. Because recovery is an ongoing process, aftercare services such as individual and family counseling are arranged to help individuals maintain the changes they have made during treatment,

and TC participants are strongly encouraged to continue work in self-help groups after completing the program.

Historically, participants stayed in a TC for as long as they needed to progress through these treatment stages—typically, 18 to 24 months. In recent years, funding and insurance limitations have reduced the length of stay in many areas of the country to treatment durations of 3, 6, or 12 months (DeLeon & Wexler, 2009). However, research clearly demonstrates that longer time in treatment is associated with better outcomes (DeLeon, 2012) (see "How Are Therapeutic Communities Adapting to the Current Environment?"). For example, individuals who have participated in a TC for a minimum of 90 days fare better than those in therapy for shorter periods (Simpson, 1981).

TC programs have responded to the changing health care landscape by enhancing their continuum of services, ranging from engagement to residential treatment to continuing care post-treatment. TCs often adjust their services as needed by matching various treatment options to problem severity, adjusting therapeutic goals to the planned duration, and combining residential and outpatient components to give participants the necessary time in treatment (DeLeon, 2012).

How Do Therapeutic Communities Treat Populations with Special Needs?

As the demographics of people seeking treatment for substance use disorders (SUDs) have shifted, therapeutic community (TC) programs have adjusted to respond to participants' needs (DeLeon, 2012). Today's TCs involve people with co-occurring mental health problems, youth (both those who are involved in the juvenile justice system and those who are not), individuals who are homeless, and those in the criminal justice system. During the 1990s, some organizations developed modified TCs that were at the forefront of addressing the special needs of these populations (Sacks et al., 2004a; Sacks et al., 2004b; Sacks & Sacks, 2010;

Jainchill et al., 2005).

People with psychiatric comorbidities

Survey research suggests that 50 to 70 percent of participants in substance abuse treatment have more than one SUD and at least one other psychiatric disorder (Dye et al., 2012). Historically, substance abuse treatment has often failed to address these co-occurring disorders. However, increasing recognition of the high prevalence of psychiatric comorbidities among those with SUDs (and vice versa) and evidence that people with comorbidities have worse outcomes (Van Stelle et al., 2004) have prompted more addiction treatment organizations to address these co-occurring problems with integrated care (Sacks & Sacks, 2010; Sacks et al., 2008a; Perlas & Spross, 2007).

TCs for individuals with co-occurring substance use and mental disorders are designed for participants with the most severe mental illnesses—schizophrenia and other psychotic disorders, bipolar disorders, and major depression (Sacks & Sacks, 2010). The current standard of care is to treat substance use and mental health disorders simultaneously, and many TCs offer mental health services on-site. Program participants are taught about mental illness, how it influences substance use and dependence, the process of simultaneous recovery from both substance use and mental disorders (dual recovery), and how to access mental health and social services in the community (Sacks et al., 2008a).

Individuals receiving prescribed psychiatric medications are given the necessary monitoring and case management.

A review of four studies on TCs for people (902 in total) with co-occurring, mostly severe mental illnesses found that these individuals had better outcomes compared with those who received standard care, including greater improvements in substance use, mental health, crime, HIV risk, employment, and housing outcomes (Sacks et al., 2008a).

Homeless individuals

The problems of SUDs, mental illness, and homelessness often overlap. Some TCs have adjusted their programs to meet the particular needs of people who are homeless and have co-occurring mental and substance use disorders. These programs offer meetings and activities of shorter duration and provide more hands-on involvement from staff.

Information about mental illness, SUDs, and other relevant topics is presented gradually and explained thoroughly, and there is a greater emphasis on assisting program participants (Skinner, 2005).

People with these co-occurring problems who had completed residential TC treatment (12 months, on average) in addition to aftercare in the form of a supportive-housing program with the TC approach showed better outcomes than those who did not participate in the housing program (Sacks et al., 2003). In supportive housing, people live in various community settings (group homes, apartments, and single rooms) and have access to counseling support and social services. Counselors provide assistance, conduct relapse-prevention groups, and offer individual therapy and case management; staff members help participants access day treatment, dual-recovery services, and self-help groups. During residential TC treatment, homeless participants demonstrated reduced drug use and crime and maintained these gains during the supportive-housing aftercare program. Participants also showed steady improvements in psychological functioning and employment gains during both residential TC and aftercare and demonstrated significantly better outcomes than those who did not receive supportive housing (Sacks et al., 2003).

Women

Women with SUDs have a higher risk of depression or other mental health disorders, low self-esteem, criminal involvement, homelessness, a history of trauma (including from sexual abuse, sexual assault, and domestic violence), involvement in the sex trade, and HIV than men with SUDs (Covington & Bloom, 2006; Cooperman et al., 2005). They may also have minimal access to much-needed medical, mental health, and social services and lack marketable job skills and family support (Covington & Bloom, 2006). Both substance abuse and homelessness can lead to loss of child custody (Sacks et al., 2004b), and women may be mandated by the court to receive treatment or voluntarily seek therapy in response to this possibility.

Women-only and mixed-gender TCs offer integrated mental health, substance abuse, educational, vocational, legal, and housing placement services that seek to address women's complex needs. Such programs generally place less emphasis on confrontation as a therapeutic tool (Sacks et al., 2004b, 2012a); they usually also provide services such as child care or child development centers. Goals are established to specifically focus on the relationship between the mother and her children. This can include improving awareness of parenting behaviors, developing problem-solving skills, understanding

developmental stages, enhancing communication and emotional expression with children, and improving skills to address children's behavioral problems. For those who have lost child custody, staff work with the mother to prepare for family reunification, assist with arranging for visitation, and help with navigating the child protective services system^(Stevens et al., 1997).

Women are also more likely to need therapy to address the multiple traumas, such as physical, sexual, and emotional abuse, that they have experienced ^(Sacks et al., 2004b). Seeking Safety, an evidence-based practice aimed at treating trauma-related problems and substance abuse, is implemented in some TCs. Women in such programs learn behavioral skills for coping with trauma and post-traumatic stress disorder. For example, lessons include how to set boundaries in relationships, engage in self-care, deal with emotional pain, and make healthier life choices.

As with men, women with SUDs are often incarcerated (see "How are Therapeutic Communities Integrated into the Criminal Justice System?"). Female inmates have higher rates of co-occurring mental disorders and exposure to physical and sexual abuse than their male counterparts ^(Sacks et al., 2012a). Prison is an opportunity to address their substance use and other behavioral problems (e.g., recovery from trauma, lack of employment skills, and need for parenting education) in a gender-sensitive way. In addition to standard TC components for offenders of both sexes, gender-sensitive therapeutic approaches for women inmates enhance understanding of female roles and relationships and how they tie in with drug use.

Women with SUDs who participated in gender-sensitive, prison-based TC treatment demonstrated significantly better drug use and criminal activity outcomes a year after release than those in a comparison group who received CBT ^(Sacks et al., 2012a). They also demonstrated reduced exposure to trauma, improvements in mental health functioning, and a longer time (20 days) until re-incarceration compared with those who received CBT. Another study of women mandated to a TC found that participants who completed treatment had reductions in various measures of substance use; decreased incidences of risky sexual behaviors associated with drug use (which increases risk for sexually transmitted diseases), such as unprotected sex, sex trade, and sex with multiple partners; and less reported relationship violence/conflict ^(Cooperman et al., 2005). A study of homeless women with SUDs and co-occurring disorders who participated in a TC for 12 months found improvement in mental health symptoms as well as better physical health. After

a year of treatment in the TC, women assumed financial responsibility for more of their children compared with those who participated in a regular TC program (Sacks et al., 2004b).

Adolescents

Adolescence is a major window of vulnerability for trying drugs and developing SUDs. Most who develop an SUD start using substances by age 18 and develop their disorder by age 20 (Dennis et al., 2002). Most do not seek or receive treatment, however, and if they do, it is typically because they have been referred by the juvenile justice system.

The adolescent TC is a modification of the adult TC that addresses the specific needs of the adolescent participant, providing a comprehensive and "holistic" treatment approach that recognizes and attends to the developmental issues that adolescents face in treatment and in their daily lives. The adolescent TC is based on a self-help model that utilizes intense positive peer pressure, family involvement, an organized work structure, vocational/life-skills preparation, and individual introspection to challenge participants and equip them for a drug-free lifestyle (Jainchill, 1997; Jainchill et al., 2000; Edelen et al., 2007; Foster et al., 2010; Becan et al., 2015). Based on the outcomes of long-term efficacy studies with adolescents in TC settings, such programs now integrate evidence-based approaches—particularly motivational enhancement and trauma-informed care—as well as alternative therapeutic practices like art therapy, yoga, and meditation (Rivard et al., 2003; Hawke et al., 2003; Foster et al., 2010). The overall focus of this integrated interdisciplinary approach is to intervene in substance use and behavioral health disorders and to assist the adolescent in the successful mastery of significant developmental tasks.

Similar to the adult TC model, adolescent programs incorporate phases or levels of treatment and a sanctions-and-rewards system. In this system, participants earn status and privileges contingent on their progress toward meeting and exceeding treatment milestones (Jainchill et al., 2000). These programs incorporate family, vocational/educational, medical, and recreational services throughout treatment. Adolescent TCs also address co-occurring mental health disorders and factors leading to criminal activity that may have precipitated involvement with law enforcement and court systems. Adolescent substance users who are admitted to TC treatment typically have experienced a wide range of other life problems. These include psychological issues—such as depression, mood disorders, and violent tendencies—as well as poly-substance use and involvement

with the juvenile justice system (Jainchill et al., 2000; Perry & Hodges Durov, 2004). In light of this, the adolescent TC therapeutic process necessarily involves features that are distinct from those suitable for adults (Edelen et al., 2007).

A critical therapeutic objective in adolescent TCs is cognitive restructuring, a process of altering the attitudes that underlie antisocial, unhealthy behaviors—such as thinking that aggression is the only way to solve a problem or acting out to deal with difficulties—and replacing them with attitudes that support personal responsibility and pro-social behaviors (Jainchill et al., 2003). The integration of life-skills development (e.g., through participation in art therapy, vocational education, and a 12-step program) is paramount to accomplishing this, as these skills support pro-social adolescent development (Aronin et al., 2008).

As with any population and substance abuse treatment modality, enhancing motivation and retaining adolescents in TC programs is critical. In NIDA-supported research, six adolescent TCs assessed the effectiveness of the Treatment Readiness and Induction Program (TRIP) for increasing treatment motivation and, ultimately, retention (Bocan et al., 2013). Findings suggested that TRIP directly increased adolescents' problem recognition, which in turn increased the desire for help and treatment readiness—important aspects of therapeutic motivation.

Several studies have suggested that TCs are successful in reducing substance use and criminal behaviors common among the adolescents who participate in these programs (Jainchill et al., 2000; Morral et al., 2004; Perry & Hodges Durov, 2004). In addition, TCs have been shown to help adolescents develop pro-social skills and learn to cope with family issues (Jainchill et al., 2005; Morral et al., 2004; Gordon et al., 2000).

How Are Therapeutic Communities Integrated into the Criminal Justice System?

More than half of U.S. prison inmates meet the criteria for a substance use disorder (SUD), a figure that is about five times higher than the general population (Belenko et al., 2013). Also, an estimated 4 in 10 offenders in state prisons across the country have been diagnosed with co-occurring substance use and psychiatric disorders (Sacks et al., 2012b). Integrating SUD treatment with criminal justice has been found to reduce recidivism and to be a cost-effective way to decrease substance use and improve related outcomes and public safety (Wexler & Prongerast, 2010).

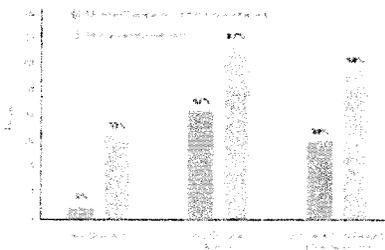
Some prisons have incorporated therapeutic communities (TCs) modified for the special needs of offenders, and a growing number of community TC programs are providing aftercare for people released from prison (Wexler & Prendergast, 2010). TCs for offenders differ from other TCs in several ways (Wexler & Williams, 1986). As with all offenders, inmates participating in a TC must work during their incarceration. However, they also spend 4 to 5 hours each weekday in treatment (Sacks et al., 2004a), with an emphasis placed on living honestly, developing self-reliance, learning to manage their strong emotions (e.g., anger), and accepting responsibility for their actions (Wexler & Prendergast, 2010). The CBT elements of treatment concentrate on developing the participant's insight into how his or her perception (or perhaps misinterpretation) of events affects emotions and thoughts that justify criminal behavior. Ideally, therapeutic facilities are separate from the rest of the prison so participants in treatment can live together in a community based on mutual help. Treatment staff members, who include ex-offenders, act as role models and lead social learning activities. In-prison TCs emphasize role models to show "right living" and use peer influence to reinforce changes in attitudes and behavior.

Treatment also commonly addresses discharge planning to provide participants with the information they need to access community services upon release for finding housing, training, and treatment and generally facilitate re-entry into the community. The best outcomes are seen when inmates participate in community-based TC treatment during the transition from incarceration to community re-entry and continue care after discharge to prevent relapse and return to social connections and environments formerly linked to drug abuse and crime (Wexler & Prendergast, 2010; Prendergast et al., 2004).

A study of 715 male inmates in California randomly assigned either to a TC or to no treatment found generally high rates of re-incarceration within 5 years after prison release, but re-incarceration rates were lower among those who received TC treatment (76 percent) compared with no in-prison therapy (83 percent) (Prendergast et al., 2004). The study found no differences in heavy drug use or employment rates. Further analysis indicated that men who completed an aftercare TC program after release from prison showed lower rates of re-incarceration (42 percent) and higher rates of past-year employment (72 percent) compared with those who completed in-prison treatment but did not participate in aftercare (86 percent re-incarcerated and 56 percent past-year employment, respectively).

CRIME-RELATED OUTCOMES

12-Months After Prison Release

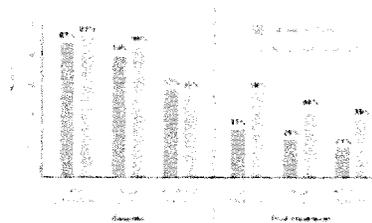


Source: Sacks et al., 2004a.

Text Description of Graphic

SUBSTANCE USE OUTCOMES

12-Months After Prison Release

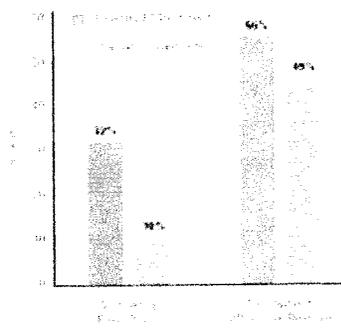


Source: Sullivan et al., 2007

Text Description of Graphic

In a Colorado study, male inmates randomly assigned to a 12-month TC designed for inmates with co-occurring disorders (some of whom chose to continue community-based TC treatment upon release) had lower rates of re-incarceration (9 percent) compared with those who received mental health treatment while in prison (33 percent), as well as greater declines in alcohol and drug use (Sacks et al., 2004a). Offenders who participated in both in-prison TC and aftercare demonstrated lower rates of re-incarceration, any criminal activity, and substance-related criminal activity than those who received mental health treatment. Men who relapsed during the year after prison release were four times more likely to re-offend compared with those who maintained abstinence from alcohol and drugs, 49 percent versus 19 percent, respectively (Sullivan et al., 2007).

SUBSTANCE USE OUTCOMES 5 Years After Prison Release



Source: Butzin et al., 2005

Delaware's correctional system has a work-release program in which offenders receive a paying job in the community about 6 months prior to their release dates but must return to a work-release facility (or prison) when not at work. Compared with ex-offenders who received standard supervision during work-release, those who participated in a transitional TC for 3 months prior to 3 months in the work-release program showed higher rates of abstinence from drugs and employment (Butzin et al., 2005). During the 5-year period after prison release, offenders who participated in the transitional TC relapsed in an average of 28.8 months compared with 13.2 months among those who received standard supervision. The Delaware study has now extended the follow-up to 18 years after prison release, finding a persistent and strong reduction in new arrests among TC participants (Martin et al., 2011).

Research indicates that TC-based aftercare can improve the outcomes of offenders who have re-entered the community (Burdon et al., 2007), even when they have not participated in an in-prison TC (Sacks et al., 2012b). TCs can provide aftercare for ex-offenders in residential or outpatient modalities, and both have been shown to be equally beneficial (Burdon et al., 2007). Lower rates of re-incarceration are linked with longer duration (more than 90 days) of TC treatment (Sacks et al., 2012b).

How Are Therapeutic Communities Adapting to the Current Environment?

Provision of medications for addiction treatment

Generally, the adoption of medication for the treatment of opioid use disorders has been slow due to a variety of attitudinal and infrastructural barriers (Volkow et al., 2014). However, societal understanding of substance use disorders (SUDs) and mental illnesses as biological disorders has grown, and with that has come wider acceptance and use of medications in the treatment of addiction, including maintenance treatments for opioid

addiction using the opioid agonist and partial-agonist drugs methadone and buprenorphine. Detoxification from opioids without the support of medications has shown little success in reducing illicit opioid use [\(Fullerton et al., 2014\)](#). Randomized controlled trials (RCTs) of methadone maintenance treatment, particularly when dosage is managed appropriately, indicate that this medication has a positive impact—including improved treatment retention; reduced illicit opioid use; and decreased drug-related HIV risk behaviors, mortality, and criminality. A meta-analysis of RCTs suggested that methadone maintenance treatment appeared more effective than behavioral treatments in retaining patients in treatment and reducing heroin use [\(Mattick et al., 2003\)](#). RCTs of buprenorphine maintenance treatment strongly indicate that this medication improves treatment retention and reduces illicit opioid use compared with placebo [\(Thomas et al., 2014\)](#). Because they viewed themselves as an alternative to medical treatment for addiction, therapeutic communities (TCs) historically held a strict no-drug policy, which extended to psychiatric medications and medications for addiction treatment [\(Parias & Spross, 2007\)](#). As evidence has increasingly demonstrated that incorporating medications into treatment improves outcomes compared to behavioral treatment alone, a growing number of TC programs now accept patients receiving them or even incorporate medications in the treatment services they provide.

TCs supporting individuals receiving maintenance therapy with addiction medications educate both staff and participants about those medications to counter the misconception that they are a "crutch" [\(Greenberg et al., 2007\)](#), one of the attitudinal barriers historically impeding their wider adoption. Individuals on medications for addiction treatment participate in groups where they learn about their medications and the need to keep regular appointments once they return to the community.

Shortened planned treatment durations and outpatient programs

Until recently, TCs had no specific length of stay, following the belief that individuals should progress through the program at their own pace. However, the rising cost of health care and tightened budgets among public agencies have shortened lengths of stay in addiction treatment programs, putting pressure on TCs to limit long-term residential therapy [\(De Leon, 2012; De Leon & Wexler, 2009\)](#). Over the past two decades, expected stay length

has shortened, initially to around 24 months, and now to 6 to 12 months (De Leon & Wexler, 2009; De Leon, 2010; Vanderplasschen et al., 2013). Financial constraints are now putting pressure on TCs to shorten planned treatment durations even further, although studies consistently show that 90 days is the minimum duration of treatment needed to realize long-term benefits (De Leon, 2010; Vanderplasschen et al., 2013).

Responding to health care reform

Public financing funds the majority of substance abuse treatment services, which is not true of general health care (Buck, 2011). Recent health care reforms such as Medicaid expansion, the Mental Health Parity and Addiction Equity Act, and the Patient Protection and Affordable Care Act (ACA) are expanding access to and coverage for substance abuse treatment for greater numbers of people. These changes, coupled with declines in state spending, are providing incentive for addiction treatment to integrate more with general medical care (Buck, 2011), provide more evidence-based treatments, and improve tracking of patient outcomes (Smith, 2012).

One aspect of the ACA presents potential opportunities, along with some challenges, to TCs. To improve access to health care for those who have been underserved and marginalized, health care reform guidelines recognize an organization that meets particular criteria as a Federally Qualified Health Center (FQHC or a "medical home," also called a "patient-centered medical home"). A TC that joins with a medical partner has an opportunity to become a FQHC if the collaborating organization can demonstrate the capability to provide integrated health care that includes both primary care and preventive services. A recent report describes the merger of Walden House (a well-established TC) with the Haight Ashbury Free Clinics to act as a medical home that provides integrated health care services for people with addiction, co-occurring disorders, and other problems (Smith, 2012). More research is needed on the effectiveness of these modified TC approaches, particularly in the context of health care reform and the changing addiction treatment landscape.

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Where Can I Get Further Information About Therapeutic Communities?

To learn more about therapeutic communities (TCs) and other methods of drug abuse treatment, visit the NIDA website at www.drugabuse.gov or contact the DrugPubs Research Dissemination Center at 877-NIDA-NIH (877-643-2644; TTY/TDD: 240-645-0228).

NIDA's website includes:

- Information on drugs of abuse and related health consequences
- NIDA publications, news, and events
- Resources for health care professionals, educators, and patients and families
- Information on NIDA research studies and clinical trials
- Funding information (including program announcements and deadlines)
- International activities
- Links to related websites (access to websites of many other organizations in the field)
- Information in Spanish (en español)

NIDA websites and webpages

- www.drugabuse.gov
- www.teens.drugabuse.gov
- www.easyread.drugabuse.gov
- www.drugabuse.gov/related-topics/treatment
- www.hiv.drugabuse.gov
- www.researchstudies.drugabuse.gov
- www.irp.drugabuse.gov

For physician information

- NIDAMED: www.drugabuse.gov/nidamed

Other websites

Information on TCs is also available through the following:

- The Therapeutic Community (3-video set) by George De Leon: *The Therapeutic Community Perspective, Community as Method, and Components of a Generic Therapeutic Community*
www.psychotherapy.net/video/george-deleon-therapeutic-community
- Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, TC Training Curriculum
<http://store.samhsa.gov/product/Therapeutic-Community-Curriculum-Trainer-s-Manual/SMA09-4121>
- Treatment Communities of America (TCA)
www.treatmentcommunitiesofamerica.org

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Table 1

Descriptive Characteristics.

| Citation | Country, State, and Setting | Method | Sample | Treatment Condition—Independent Variables | Follow up | Outcome Measures | Relevant Findings |
|----------------------------------|-----------------------------|--------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------|------------------------------------------------------------------------------------|
| Jensen & Kane (2010) [20] | Idaho, USA | Survival Analysis | 1396 drug dependent offenders released from 4 Idaho prisons | TCI | 2 years | Time until re-arrest post release from prison | Completion of a TCI had significant effect on delaying time until first re-arrest. |
| Jensen & Kane (2012) [25] | Idaho, USA | Survival Analysis | 725 drug dependent offenders released from 4 Idaho prisons | TCI | 4 years | Time until re-arrest post release from prison | Completion of TC did not have effect on reducing re-arrest. |
| Wexler & Prendergast (2010) [21] | Thailand | Longitudinal Study | 769 drug dependent ex-residents in treatment programs—10.5% of whom were residents of 5 prison operated programs | TCI model implementation fidelity, prevalence of model modification, length in the program. | Average of 6 months after treatment | Change in criminal behaviour, re-arrest, drug abuse. | All outcomes reduced 6 months post treatment. |

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| Citation | Country, State, and Setting | Method | Sample | Treatment Condition—Independent Variables | Follow up | Outcome Measures | Relevant Findings |
|------------------------------------------|----------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Lemieux <i>et al.</i> (2012) [26] | Southern State of USA. 3 Institutions. | Cross-sectional descriptive study. | 226 drug dependent male and female youths released from three institutions in a Southern State after participating in a TCI. Follow up data available for 186 participants. | TCI model was used in prison for drug dependent youths. | 2 years post release. | Recidivism—return to custody during the 2 year post release period. | 10.3% of TCI participants were recidivists. Female ex-offenders were less likely to experience re-incarceration compared to males. |
| Messina <i>et al.</i> (2010) [27] | California, USA. Valley State Prison for Women. | Randomized experimental study, Longitudinal | 115 drug dependent women ex-residents. | Gender responsive treatment model of TCI vs. standard prison based therapeutic community. | 6 months and 12 months post release from prison | Psychological well-being, drug use post release, length of time in aftercare (based on completion of TCI), re-incarceration rates. | A gender sensitive TCI had greater reductions in drug misuse relapse, re-incarceration. |
| Miller & Miller, (2011) [28] | South Carolina, USA. South Carolina Department of Corrections. | Quasi-experimental, Longitudinal | 303 first time, non-violent, drug-dependent youthful male ex-residents. | Modified TCI with a cognitive behavioural change component. | 12 month follow up period | Recidivism (re-arrest), relapse (drug use), and parole revocation. | No difference between treatment and control group on any of the outcome measures. |
| Sacks, McKendrick & Hamilton (2012) [22] | Colorado, USA. Denver Women's Correctional Facility | Randomised Clinical Trial | 468 female ex-offenders with substance use disorders. 235 participated in TCI. 192 participated in cognitive behavioural intervention. | TCI treatment vs. Cognitive behavioural therapy. Voluntary TCI aftercare | 6 and 12 months post release from prison | Outcomes across 5 domains—crime (re-incarceration and re-arrest), drug use, mental health, trauma, and HIV-risk behaviour. | TCI was more effective than cognitive behavioural therapy in reducing rates of re-arrest, drug misuse, and re-incarceration |

| Citation | Country, State, and Setting | Method | Sample | Treatment Condition—Independent Variables | Follow up | Outcome Measures | Relevant Findings |
|---------------------------------|----------------------------------------|---------------------------|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sas <i>et al.</i> (2008) [24] | Colorado, USA. Denver Women's Facility | Randomised Clinical Trial | 314 Females with substance use disorders. 163 participated in TCI, 151 in regular. | Experimental condition: participation in modified TC for female offenders. Control: CBT treatment | 6 months post release from prison. | Mental health, Substance Use, Criminal Behaviour (re-incarceration and re-arrest), HIV risk. | Drug misuse rates reduced for both TCI and CBT interventions groups (no significant difference between two groups). Re-offending was lower with for TCI as compared to CBT group. |
| Sacks <i>et al.</i> (2012) [29] | Colorado, USA. 9 Colorado prisons. | Randomised trial | 127 Male ex-offenders with co-occurring substance use disorders and mental disorders. | Men participated in either modified TCI program in Prison or standard care. Random assignment to either TCI aftercare ($n = 71$), or standard parole supervision & case management ($n = 56$). | 12 months post release. | Re-incarceration and drug misuse relapse. | TCI with aftercare group had lower rates of re-incarceration and drug misuse relapse. |

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| Citation | Country, State, and Setting | Method | Sample | Treatment Condition—Independent Variables | Follow up | Outcome Measures | Relevant Findings |
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| Sullivan <i>et al.</i> (2007) [30] | Colorado, USA. Colorado Department of Corrections. | Randomised Trial | 139 Male offenders with substance use disorders and at least one co-occurring mental disorder. | Modified TCI (for a population with co-occurring mental disorder) ($n = 75$) CBT based treatment ($n = 64$). 44 TCI participants opted for 6 months of residential aftercare. | 12 months post release. | Substance abuse and re-incarceration. | TCI had significant lower substance misuse. TCI had significantly lower illegal drug misuse. TCI had lower prevalence of re-incarceration. No separate analysis of the specific effect of aftercare. |
| Welsh (2007) [23] | Pennsylvania, USA. Five state prisons in Pennsylvania. | Longitudinal, quasi-experimental study | 708 male ex-offenders with substance use disorders. | 217 men participated in TCI programs in five state prisons. 491 men had access to substance abuse treatment only programs in prison. | 2 years post release | Re-incarceration, Re-arrest, Drug abuse relapse. | TCI significantly reduced re-arrest and re-incarceration rates but did not reduce drug misuse relapse rates. |
| Welsh & Zajac (2013) [31] | Pennsylvania, USA. Five state prisons in Pennsylvania | Longitudinal, quasi experimental study. | 1553 male ex-offenders with substance use disorders. | TCI programs in five state prisons ($n = 555$). Substance abuse treatment only programs in prison ($n = 998$). | 4 years post release | Re-incarceration, Re-arrest, Drug abuse relapse. | TCI resulted in significantly reduced probability of re-incarceration. TCI failed to significantly reduce re-arrest or drug misuse. |

| Citation | Country, State, and Setting | Method | Sample | Treatment Condition—Independent Variables | Follow up | Outcome Measures | Relevant Findings |
|------------------------------------------|---------------------------------------------------------------|-----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Welsh, Zajac & Bucklen (2014) [32] | Pennsylvania, USA. State Correctional Institution at Chester. | Longitudinal quasi-experimental design. | 604 male ex-offenders who participated in drug treatment in prison. Participants had no other serious mental health issues. | TCI ($n = 286$). Substance abuse group counselling program ($n = 318$). | 3 year follow up | Rates of re-incarceration 3 years after release from prison. | There was no significant difference in re-incarceration rates by treatment modality. Treatment completion rather than modality was a significant predictor of re-incarceration. |
| Zhang, Roberts & McCollister (2011) [33] | California, USA. | Longitudinal quasi-experimental | 798 male ex-offenders with substance abuse problems at the time of initial incarceration. | TCI ($n = 395$), some with aftercare ($n = 101$), while others did not ($n = 294$). No treatment ($n = 394$). | 1 year follow up and 5 years follow up | Re-incarceration and re-arrest 1 year post release. | TCI Aftercare participants less likely to be re-incarcerated (not statistically significant). TCI re-incarceration rates equivalent to no treatment. TCI with aftercare significantly fewer days in prison than those without aftercare. No differences in re-arrest rates or re-incarceration |

Prison-Based Therapeutic Community Substance Abuse Programs—Implementation and Operational Issues

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SINCE THE 1980s, attempts to break the cycle of drug use and crime have included providing treatment to substance-abusing offenders at various stages of the criminal justice system, including in prison. Although a variety of approaches to treating substance-abusing inmates have been developed, the therapeutic community (TC) is the treatment modality that has received the most attention from researchers and policy makers.

Therapeutic communities in prisons have several distinctive characteristics: 1) they present an alternative concept of inmates that is usually much more positive than prevailing beliefs; 2) their activities embody positive values, help to promote positive social relationships, and start a process of socialization that encourages a more responsible and productive way of life; 3) their staff, some of whom are recovering addicts and former inmates, provide positive role models; and 4) they provide transition from institutional to community existence, with treatment occurring just prior to release and with continuity of care in the community (Pan, Scarpitti, Inciardi, & Lockwood, 1993). Because prison environments stress security and custody, the designs of prison-based TCs are modified versions of the community-based TC model. However, the goals of prison-based TCs remain the same as community-based TCs, and they are generally designed to operate in much the same way (Inciardi, 1996; Wexler & Love, 1994).

Evaluations of prison-based TC programs that have been conducted in several states and within the federal prison system have provided empirical support for the development of these programs throughout the nation. An early study that had a substantial impact on

policy was the evaluation of the "Stay'n Out" prison TC in New York (Wexler, Falkin, Lipton, & Rosenblum, 1992), which found that the TC was more effective than no treatment or other types of less intensive treatment in reducing recidivism, and that longer time in TC treatment was associated with lower recidivism rates after release to parole. The positive findings from this evaluation became the foundation for federal and state initiatives to support the expansion of prison-based TCs during the 1990s.

The Stay'n Out evaluation did not examine the impact of aftercare on outcomes by program graduates following release to parole, but more recent evaluations have assessed the provision of aftercare in connection with other prison-based TCs. These studies have provided consistent evidence that adding aftercare to prison-based TC treatment for graduates paroled into the community significantly improves clients' behavior while under parole supervision (Field, 1984, 1989; Knight, Simpson, & Hiller, 1999; Martin, Butzin, Saum, & Inciardi, 1999; Prendergast, Wellisch, & Wong, 1996; Wexler, Blackmore, & Lipton, 1991; Wexler, De Leon, Kressel, & Peters, 1999; Wexler, Melnick, Lowe, & Peters, 1999) and thus increases the likelihood of positive outcomes (i.e., reduced recidivism and relapse to drug use).

It should be noted that most of these studies did not employ a true experimental design in which study-eligible inmates were randomly assigned to either a treatment or a non-treatment condition. Therefore, it is possible that some of the presumed effects of these programs may have been the result of self-selection bias, that is, systematic differences between inmates who opted for, and re-

mained in, treatment and those who did not. However, a recent evaluation of treatment programs within the Federal Bureau of Prisons found that inmates who had completed treatment in one of the federal prison programs were significantly less likely to relapse to drug use or experience new arrests in the six months following release than were inmates in a comparison group, even after controlling for individual- and system-level selection factors (Pelissier et al., 2000).

The California Initiative

California has more individuals under correctional supervision (i.e., prison and parole) than any other state (Bureau of Justice Statistics, 2001a,b). As of September 30, 2001, there were 161,497 inmates in California's 33 prisons (California Department of Corrections [CDC], 2001a). Of these, 45,219 (28 percent) were incarcerated for an offense involving drugs, at an annual cost of approximately \$1.2 billion (CDC, 2001b). Another 21 percent were incarcerated for a property offense, which in many cases was related to drug use (Lowe, 1995). As of September 30, 2001, there were 119,636 individuals on parole in California. Of these, 38 percent had been incarcerated for a drug offense and 26 percent had been incarcerated for a property offense (CDC, 2001a). Furthermore, according to CDC (2000), 67 percent of the individuals entering the state's prison system in 1999 were parole violators; 55.5 percent of these were returned to custody for a drug-related offense.

In response to the large number of prisoners and parolees with substance abuse problems, and in an attempt to reduce recidivism rates, the California legislature has ap-

propriated approximately \$94 million toward the expansion of prison-based substance abuse programs based on the TC model of treatment. As a result, since 1997, the number of prison-based TC beds within the California state prison system has increased from 500 in 3 programs at 3 prisons to 7,650 in 32 programs at 17 institutions. Additional expansions are planned to further increase these numbers to approximately 38 programs providing substance abuse treatment to approximately 9,000 inmates at 19 institutions (CDC, 2001c). The initiative is operated by CDC's Office of Substance Abuse Programs (OSAP). The treatment is provided by contracted treatment providers with experience in TC treatment for correctional populations.

The selection of the TC as the model of treatment for these programs was based largely on the positive results that emerged from the evaluation studies (cited above) of prison-based TCs in other parts of the country and, more specifically, the results of an evaluation of the Amity TC in San Diego, California (Wexler, 1996). Also, as a result of those evaluation findings, the California initiative includes a major aftercare component for graduates from the prison-based TC programs that provides funding for up to six months of continued treatment (residential or outpatient services) in the community following release to parole.

The TC substance abuse programs (SAPs) in the California state prison system provide between 6 and 24 months of treatment at the end of inmates' prison terms. Combined, these programs cover all levels of security classification (Minimum to Maximum) and male and female inmates. With few exceptions, participation in these programs is mandatory for inmates who have a documented history of substance use or abuse (based on a review of inmate files) and who do not meet established exclusionary criteria for entrance into a TC SAP (e.g., documented in-prison gang affiliations, being housed in a Security Housing Unit within the previous 12 months for assault or weapons possession, Immigration and Naturalization Service holds). Also, most of the TC SAPs are not fully separated from the general inmate populations of the institutions within which they are located.¹ Outside of their designated housing unit and the 20 hours per week of programming activities in which they are required to participate, TC SAP inmates remain integrated with the general population inmates of the facility in which they are located.

Inmates who successfully parole from these prison-based TC SAPs have the option of participating in up to six months of continued treatment in the community. Unlike prison-based treatment, participation in aftercare is voluntary, and failure to enter community-based treatment in accordance with the established aftercare plan does not constitute a parole violation.²

As part of the ongoing expansion of these prison-based TC SAPs, UCLA Integrated Substance Abuse Programs (ISAP) is conducting process evaluations of 17 of these programs (located in 10 institutions and totaling approximately 4,900 beds). ISAP (previously known as the Drug Abuse Research Center [DARC]) has an extensive background in corrections-based treatment research, including some of the earliest studies done on prison-based treatment of drug-involved offenders (Anglin, 1988; McGlothlin, Anglin, & Wilson, 1977; Hall, Baldwin, & Prendergast, 2001; Hser, Anglin, & Powers, 1993; Hser, Hoffman, Grella, & Anglin, 2001; Prendergast, Hall, Wellisch, & Baldwin, 1999). The main purpose of these process evaluations is to 1) document the goals and objectives of CDC's drug treatment programs and any additional goals and objectives of each provider, 2) assess the degree to which the providers are able to implement these goals and objectives in their programs, 3) determine the degree to which the provider conforms to the therapeutic community model of treatment, and 4) collect descriptive data on SAP participants. The process evaluations use data drawn from program documents; observations of programming activities; interviews with program administrators, treatment and corrections staff, and OSAP personnel; periodic focus groups with treatment staff, custody staff, and inmates assigned to each program; and standardized program assessment instruments. Client-level information is derived from the records of the in-prison treatment providers and from an intake assessment instrument administered by the providers at the time clients enter the TC SAPs.³

Implementation and Operational Issues

The process evaluations have revealed a number of macro-level issues that are relevant to the implementation and ongoing operations of prison-based TC substance abuse treatment programs in general; that is, these issues are not unique to California. The first three issues (collaboration and communica-

tion, supportive organizational culture, sufficient resources) represent system-related issues, while the remaining four issues (screening, assessment, and referral; treatment curriculum, incentives and rewards; and coerced treatment) represent treatment-related issues. Many, if not most, states that establish or expand TC substance abuse treatment for inmates face the same, or similar, issues (Farabee et al., 1999; Harrison & Martin, 2000; Moore & Mears, 2001). Thus, these issues will be discussed in terms of their importance as key elements in developing and sustaining effective TC substance abuse treatment programs in correctional environments.

Collaboration and communication. Any initiative that is aimed at implementing and/or expanding substance abuse treatment in a correctional environment represents an effort to bring together two systems (i.e., correction and treatment) that have conflicting core philosophies regarding substance use and abuse. Correctional systems view drug use as a crime. As such, their goals are based on philosophies of punishment and incarceration. The focus of a correctional system is on the crime that was committed and the sanction to punish the offender and deter him/her from engaging in subsequent criminal activity. Treatment is secondary. On the other hand, substance abuse treatment systems view drug use as a chronic, but treatable disorder. The focus of the treatment provider is on treating the person for his/her substance abuse problem with the goal of reducing the drug use and improving the mental and physical health of the person (Prendergast & Burdon, 2001). Furthermore, the reality of the relationship between these two systems is that the treatment system operates *within* the correctional system, with the latter typically serving in the role of contractor. As such, the correctional system can be viewed as a "superordinate" system within which the "subordinate" treatment system operates.

This organizational reality, combined with the conflicting philosophies of the two systems, places constraints on what treatment providers are able to accomplish in their attempt to provide effective substance abuse treatment services to inmate populations. Most important, the goals and philosophies of the subordinate treatment system do not have as much influence as those of the superordinate correctional system. Because of this, effective and open communication and collaboration between the two become critical. Both systems need to be committed to

developing and maintaining an inter-organizational "culture of disclosure" (Prendergast & Burdon, 2001). That is, they need to develop a common set of goals and they need to share system-, program-, and client-level information in an atmosphere of openness and mutual understanding and trust. However, it is ultimately incumbent upon the larger controlling superordinate system (i.e., the correctional system) to ensure the presence of an environment within which this level of communication and collaboration can occur. To the extent that this does not occur, the ability of treatment providers to operate prison-based TC SAPs as intended and to create a culture that is conducive to therapeutic change is negatively impacted.

Supportive organizational culture. Developing and sustaining an environment that facilitates and supports effective communication and collaboration among treatment and correctional staff is difficult at best. Most departments of corrections are, by nature, highly bureaucratic organizations that require personnel to operate in accordance with written policy and procedure manuals and/or legislative code. This fact, combined with the underlying philosophies and objectives of correctional systems, supports and reinforces a well-developed and firmly entrenched organizational culture that emphasizes safety, security, and strict conformance to established policies and procedures. For the most part, such an organizational culture does not facilitate or support the presence of a system, such as a substance abuse treatment program, that has different philosophies and objectives. Yet, in order for substance abuse treatment programs to operate with any degree of effectiveness, there must be some degree of meaningful *integration* of the criminal justice and treatment systems. For this to occur, the organizational culture must be altered in a way that facilitates the work of treatment programs, while ensuring the continued safety and security of the inmates, staff, and public. While it is not realistic to expect that treatment programs operating within a correctional environment should be exempt from departmental and institutional policies and procedures, it is also not realistic to expect treatment programs, especially those that are designed as TC treatment programs, to operate effectively in a prison environment that is not designed for and does not support the existence and operation of such programs.

Altering an organizational culture requires time. In a correctional environment, it is also

likely to require changes or additions to existing policies, procedures, and possibly even legislative penal code. Most important, however, and given the paramilitary nature of correctional systems, change must be initiated at the top of the organizational hierarchy and directed downward to line staff. Thus, the commitment and continued support of correctional management at both the departmental level (e.g., department director, deputy directors) and institutional level (e.g., wardens, deputy wardens, associate wardens) are required for treatment programs to exist and operate effectively within the prison environment.

To this end, departmental and institutional management can facilitate the successful implementation of treatment programs by issuing regular written and verbal statements of support for them. Also, efforts should be made to incorporate policies and procedures into existing departmental operations manuals and (if necessary) penal code that facilitate the ongoing operation of these programs, while ensuring the continued safety and security of staff (custody and treatment) and inmates. Over time, such efforts may result in a shift in the organizational culture to one characterized by strong support for the presence of substance abuse programs. Without this commitment and support from correctional management and the resulting change in organizational culture, treatment programs will not be able, and should not be expected, to operate at their full potential.

Sufficient resources. As important as open communication and collaboration and the existence of a supportive organizational culture are to the existence and effectiveness of prison-based treatment programs, the continued availability of sufficient resources (primarily financial resources) properly directed at these services is essential to ensuring treatment effectiveness. Indeed, most discussions of the elements of an integrated system of care address the issue of resources (Field, 1998; Greenley, 1992; Rose, Zweben, & Stoffel, 1999; Taxman, 1998). While departments of corrections understandably want to control costs, commitment of insufficient financial resources, especially in the form of funds for salaries, will likely prevent the recruitment and retention of experienced and qualified treatment staff, resulting in persistent staff turnover.

Paying treatment staff salaries that are competitive with the local markets from which they are recruited may not suffice. Even for individuals who have previous experience as substance abuse treatment counselors,

working in a prison environment is often a far more stressful experience than they may expect. More often than not, new counselors will have little or no experience working with prisoners or in a prison setting, and many may not even be familiar with the TC model of treatment. Indeed, because of the shortage of experienced staff for prison programs, it is not unusual for the minimum requirements for entry-level counselors in prison-based treatment programs to omit requirements that they be certified to provide substance abuse treatment in a criminal justice setting, or even have any previous experience as a substance abuse treatment counselor. In most cases, these requisites are obtained after the counselors have been hired and have begun working with client populations, generally through organized training and certification courses that they are required to attend within a prescribed period of time. In addition, most (if not all) new counselors are subjected to long periods at the beginning of their employment (usually the first 2–3 months) during which they are "tested" by the inmates and struggle to establish their personal boundaries of interaction. Also, unlike previous experiences that they may have had in substance abuse treatment settings, their counseling methods and interpersonal interactions (both formal and informal) with inmates may be severely restricted and closely watched by both their supervisors and custody staff to ensure that they do not become over-familiar with the inmates.

In short, many individuals who come to work in prison-based treatment programs are unprepared for the realities of working with inmates in a prison environment. In addition, low pay, combined with a highly stressful working environment, quickly diminish whatever altruistic motivations most counselors had when they were hired. Many of them may fail to develop appropriate boundaries of interaction with SAP participants, "burn-out" within a short period, and end up being terminated or resigning.

The difficulty treatment providers have in recruiting and (more important) retaining experienced counseling staff negatively impacts almost every aspect of a treatment program's operations. Most important, frequent staff turnover prevents inmates from developing therapeutic bonds with counselors and becoming engaged in the treatment process. Sufficient resources in the form of higher pay scales that reflect the uniqueness of working in a correctional environment, higher prerequisites for newly hired treatment

staff (e.g., previous experience working with inmate populations, certification to provide counseling services in a correctional environment), and adequate administrative support for counseling staff are among the keys to minimizing staff turnover. The presence of a stable and experienced treatment staff who are properly supported administratively will, in turn, result in a more stable and consistent treatment curriculum, which will further engage clients in the treatment process.

Screening, assessment, and referral. Therapeutic community treatment is the most intensive form of substance abuse treatment available. It is also the most costly to deliver. In addition, not all substance-abusing offenders are alike in terms of their characteristics or needs. As these characteristics and needs vary, so too do individuals' needs for specific types of substance abuse treatment. Simply put, not all substance-abusing offenders are in need of TC treatment. This clearly demonstrates the need for a scientifically valid and reliable method of identifying substance-abusing offenders, assessing their specific treatment needs, and matching them to an appropriate modality and intensity of treatment.

Given the bureaucratic nature of correctional systems and their philosophical foundations of punishment and incarceration, entrenched organizational cultures, and pressures to conform to existing policies and procedures, many correctional systems may opt instead to identify and assign inmates to treatment programs based on reviews of inmates' criminal files by department personnel for any history of drug use or drug-related criminal activity. Indeed, in correctional systems characterized by a less than supportive organizational culture, decisions to place inmates into treatment programs may be based less on whether they have a substance abuse problem than on other factors relating to such things as institutional management and security concerns. When this occurs, inmates who could or should be placed into these programs (i.e., those with substance abuse disorders) may be *excluded*, whereas inmates who may not be amenable to or appropriate for treatment programs may be *included* (e.g., those who have severe mental illness or are dangerous sex offenders). This, in turn, directly impacts the treatment providers' ability to provide efficient and effective treatment services to those who are most in need of them. Also, inmates with minimal substance abuse involvement may be referred to intensive TC treatment, which they may not need.

The use of a scientifically valid and reliable method of screening inmates for substance abuse problems and assessing their specific needs will aid in ensuring that each inmate is referred to the proper modality and intensity of treatment. This will further enhance the effectiveness of existing programs by not populating them with inmates who do not have serious substance abuse problems or who are not amenable to treatment.

Treatment curriculum. "Community as method" refers to that portion of TC philosophy that calls for a full immersion of the client into a community environment and culture that is designed to change the "whole person." In correctional environments where treatment programs are not fully segregated from the general inmate population, inmates participating in the treatment curricula remain exposed to the prison subculture and its negative social and environmental forces, which may weaken or negate whatever benefits they receive during programming activities. This is especially true in the case of mandated treatment programs, where problem recognition and motivation for change among many treatment participants may be lacking, at least initially. In addition, SAP participants, most of whom have become indoctrinated into the prison subculture, with its taboos on self-disclosure and sharing of personal information, have difficulty discussing personal issues in group settings, which is a basic component of most TC treatment curricula.

To counteract the negative influence that exposure to the prison subculture has on participants in treatment, it is important that treatment curricula be structured, rigorous, and void of repetitiveness. In addition, the early phases of treatment are important because of their potential effect on a client's motivation for change and willingness to engage in the treatment process. In community-based treatment, increasing the number of individual counseling sessions during the first month of treatment has been shown to significantly improve client retention (De Leon, 1993). Clearly, given the higher proportions of involuntary clients in correctional treatment programs, the initial phase of treatment should emphasize problem recognition and willingness to change before introducing the tools to do so. Also, one-on-one counseling in the early phases of the treatment may serve as a useful tool for gradually introducing inmate participants to and engaging them in the TC treatment process, which relies more on group dynamics and community.

Incentives and rewards in treatment. By their nature, correctional environments enforce compliance with institutional rules and codes of conduct through negative reinforcement—the contingent delivery of punishment to individuals who violate these rules and codes of conduct. Seldom, if ever, do inmates receive positive reinforcement for engaging in pro-social behaviors (i.e., complying with institutional rules and codes of conduct). Similarly, the TC model specifies disciplinary actions that should be taken in response to TC rule violations (De Leon, 2000), but says little about rewarding *specific* acts of positive behavior (e.g., punctuality, participation, timely completion of tasks). Rather, reinforcement for positive behavior takes the form of moving the client to more advanced stages of the TC program and conferring on him/her additional privileges. As such, this type of reinforcement "tends to be intermittent and, in contrast to sanctions, less specific, not immediately experienced, and based on a subjective evaluation of a client's progress in treatment" (Burdon, Roll, Prendergast, Rawson, 2001, p. 78).

Where participation in prison-based TC treatment programs is mandated for inmates not meeting established criteria, the emphasis on punishments and disincentives in the treatment process acts to compound the resentment and resistance that inmates feel and exhibit as a result of being coerced into treatment. Incentives and rewards would likely alleviate much of this resentment and resistance and may even increase motivation to participate in treatment. However, at some institutions, the ability of treatment providers to develop and implement incentive reward systems may be limited by departmental and institutional policies and procedures that forbid the granting of special privileges, rewards, or other incentives to specific groups of inmates (e.g., those participating in a treatment program). In sum, the ability of treatment providers to implement effective systems of incentives and rewards in the treatment process may be restricted due to the priority that the penal philosophy takes over the treatment philosophy within the context of a prison-based treatment program.

Coercion alone is rarely sufficient to promote engagement in treatment. Overcoming inmates' resentment over having been mandated into treatment and their resulting resistance to participating in treatment requires that programs and institutions not only remove disincentives, but also incorporate incentives,

when possible, that would serve as meaningful inducements to participating in the treatment process. Gendreau, in his 1996 review of effective correctional programs, recommended that positive reinforcers outnumber punishers by at least 4 to 1. Possible incentives for treatment participation could include such things as improved living quarters and enhanced vocational or employment opportunities, or, where allowed, early release.

Coerced treatment. Much of the growth in criminal justice treatment (both in California and nationally) is based on the widely accepted dictum that involuntary substance abuse clients tend to do as well as, or better than, voluntary clients (Farabee, Prendergast, & Anglin, 1998; Leukefeld & Tims, 1988; Simpson & Friend, 1988). However, these studies were based on community-based treatment samples. As mentioned above, coerced participation in prison-based treatment programs breeds a high degree of resentment and resistance among many of the inmates forced into these programs. Some inmates desire to change their behavior and welcome the opportunity to participate. Other inmates may, over time, develop a desire to remain and participate. However, a substantial portion of the inmates coerced into treatment remain resentful, refuse to participate, and, in many cases, actively disrupt the programs and the existing community culture. Furthermore, despite their continued disruptive behavior and the negative impact that it has on providers' ability to deliver effective programming, efforts to remove these disruptive inmates from the programs in a timely fashion often prove elusive due to correctional department policies and procedures governing the movement and classification of inmates in the prison environment.

One possible strategy to overcome this resentment and resistance and to expedite the development of a TC culture would be to limit admissions during a program's first year or so to a relatively small number of inmates who volunteer for treatment. Once a treatment milieu is established, issues such as program size and the presence of involuntary inmates may prove more tractable. Also, motivation for treatment should be a consideration for prison-based treatment referral and admission. Ideally, the majority of clients referred to prison-based programs (particularly new programs) should be inmates with at least a modicum of desire to change their behavior through the assistance of a treatment program.

Summary

Since prison-based TCs first appeared in the 1980s, numerous evaluations have been conducted at both the state and federal levels that have provided empirical support for the effectiveness of these programs in reducing recidivism and relapse to drug use, especially when combined with continuity of care in the community following release to parole. Other studies have focused on the so-called "black box" of treatment (i.e., the treatment process) in an effort to identify relevant factors that predict success among participants in TC treatment programs (e.g., Simpson, 2001; Simpson & Knight, 2001). However, few have focused on the system- and treatment-level process issues relating to the implementation and ongoing operations of TCs in correctional environments and how these issues impact the ability of treatment providers to effectively provide treatment services to inmate populations.

It is also important to note that most (if not all) of the issues discussed in this paper have application beyond prison-based TCs and should be considered in any initiative that seeks to implement or expand substance abuse treatment in correctional settings. In addition, although these issues may appear to address different aspects of treatment program operations, they are not mutually exclusive. Indeed, to maximize the operational effectiveness of substance abuse treatment programs in correctional environments, they should be considered in their entirety.

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Endnotes

¹ Two programs located at the Substance Abuse Treatment Facility (SATF) in Corcoran exist within completely separate prison facilities that are devoted to substance abuse treatment.

² The exception to this are "civil addicts," inmates classified as drug-dependent by the sentencing court. Participation in aftercare is mandatory for civil addicts who parole from prison.

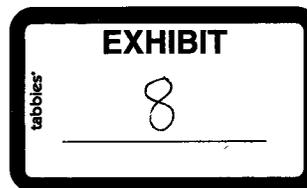
³ Outcome evaluations are being conducted at 5 SAPs. Findings will be reported as they become available.

REC'D
 CLERK
 RECORDED
 03/28/2018

Henry P. Roybal
Commissioner, District 1

Anna Hansen
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Commissioner, District 4

Ed Moreno
Commissioner, District 5

Katherine Miller
County Manager

MEMORANDUM

To: Board of County Commissioners
From: Bernadette Salazar, Human Resources Director
Via: Katherine Miller, County Manager
Date: February 21, 2018
Re: HR Monthly Report for January 2018

Topic:

The HR Division provides the Santa Fe County Board of County Commission with a monthly report regarding highlighted HR information and events. The purpose of this memo is to provide you with information for the month of January.

Training and Employee Development

Throughout the month of January, Human Resources conducted 9 training sessions and employees attended 39 online training sessions. 123 employees attended these training sessions.

Human Resources also processed 32 NM EDGE applications for a total of 81 courses which will be offered to Santa Fe County employees.

Employee Benefits and Wellness

Santa Fe County employees received a 3% cost of living adjustment (COLA) effective January 6, 2018. Employees eligible to receive the COLA were non-union employees who completed the probationary period not including temporary or casual employees and employees represented by AFSCME 1782 and AFSCME 1413M.

Human Resources previously notified employees who will be receiving an increase in insurance premiums due to a salary change in calendar year 2017. Seventy-one (71) employees were impacted by a tier-change for 2018.

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505-995-2740 www.santafecountynm.gov

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Human Resources worked with Highlands University to offer the second course in an undergraduate Human Resource Management Certification program to Santa Fe County employees. Eleven employees are participating in this program.

Promotions and Recruitment

During the month of January, testing was conducted for Detention Officer, ADF Sergeant and Sheriff Cadet. Eleven (11) applicants participated in Detention Officer testing, ten (10) passed and one (1) was selected to move forward with the hiring process. Six (6) applicants participated in the Sergeant Testing, five (5) passed and two (2) were selected to move forward with the hiring process. Six (6) applicants participated in Sheriff Cadet testing, one (1) applicant passed both written and physical testing and has moved forward in the selection process.

The County had four (4) promotions during the month of January.

In the County Manager / Legal Department, one (1) employee advanced to a higher position:

- Joaquin Zamora began working for Santa Fe County on January 11, 2016 and progressed from a Code Enforcement Inspector to a Safety Coordinator.

In the Growth Management Department / GIS, one (1) employee advanced to a higher position:

- Kerrie Bushway began working for Santa Fe County on January 11, 2016 and progressed from a GPS Technician to a GIS Technician.

In the Public Works Department / Roads, one (1) employee advanced to a higher position:

- Edward Ortiz began working for Santa Fe County on December 14, 2015 and progressed from a Life Skills Worker I to an Equipment Operator.

In the Clerk's Office, one (1) employee advanced to a higher position:

- Estrella Martinez began working for Santa Fe County on January 27, 2014 and progressed from a Recording Clerk to an Administrative Assistant.

We congratulate these employees and thank them for their hard work!

Human Resources Statistics Report

January 2018

| Department/Office | Division | Regular Employees | Part Time | Full Time | Elected Officials | Temps | Vacancies | Total Positions |
|---------------------------------|-------------------------------|-------------------|-----------|-----------|-------------------|----------|-----------|-----------------|
| County Manager's Office | 01-COUNTY MANAGER ADMINIS. | 7 | | 7 | | | | 7 |
| | 02-COMMISSION | 5 | | 5 | 5 | | | 5 |
| | 12-MAIL ROOM | 1 | | 1 | | | | 1 |
| | 15-HUMAN RESOURCES | 12 | 1 | 11 | | | 1 | 13 |
| | 21-FINANCE | 23 | | 23 | | | 4 | 27 |
| | 24-PURCHASING | 8 | | 8 | | | 1 | 9 |
| | 22-PUBLIC INFORMATION OFFICE | 1 | | 1 | | | | 1 |
| | 23-SANTA FE FILM OFFICE | 2 | | 2 | | | | 2 |
| | 25-INFORMATION TECHNOLOGY | 17 | | 17 | | | 4 | 21 |
| CMO total | | 76 | 1 | 75 | 5 | 0 | 10 | 86 |
| Legal Office | 01-LEGAL ADMINISTRATION | 8 | | 8 | | | 3 | 11 |
| | 02-RISK MANAGEMENT | 4 | | 4 | | | 1 | 5 |
| Legal Office Total | | 12 | 0 | 12 | 0 | 0 | 4 | 16 |
| Community Services Department | 04-DWI LOCAL | 7 | | 7 | | | | 7 |
| | 06-DWI SCREENING | 1 | | 1 | | | | 1 |
| | 09-DWI TEEN COURT | 1 | | 1 | | | | 1 |
| | 20-INDIGENT HOSPITAL FUND | 3 | | 3 | | | | 3 |
| | 21-EMS-HEALTH CARE | 3 | | 3 | | | | 3 |
| | 74-MOBILE HEALTH FAIR VAN | 2 | 1 | 1 | | | 3 | 5 |
| | 78-TEEN COURT JUVENILE ADJUD | 1 | | 1 | | | | 1 |
| | 89-SENIOR PROGRAMS - ADMIN. | 12 | | 12 | | | 2 | 14 |
| | 90-SR SVCS-CONGREGATE MEALS | 5 | | 5 | | | 1 | 6 |
| | 92-SR SVCS - HOME DELIVERED | 7 | | 7 | | 1 | 1 | 8 |
| | 93-SR SVCS - TRANSPORTATION | 2 | | 2 | | | | 2 |
| | 94-DWI COMPLIANCE EXPAN.-TSB | 1 | | 1 | | | | 1 |
| | 95-BEHAVIORAL HEALTH | 1 | | 1 | | | | 1 |
| | 01-ADMINISTRATION | 4 | | 4 | | | | 4 |
| | 01-POJOAQUE SATELLITE OFFICE | | | | | | 1 | |
| | 02-EDGEWOOD SATELLITE OFFICE | | | | | 1 | | |
| CSD Total | | 50 | 1 | 49 | 0 | 3 | 7 | 57 |
| Growth Management Department | 01-LAND USE ADMINISTRATION | 4 | | 4 | | | 1 | 5 |
| | 02-PLANNING | 9 | | 9 | | | 1 | 10 |
| | 14-GIS | 8 | | 8 | | | 1 | 9 |
| | 16-BUILDING & DEVELOPMENT | 12 | | 12 | | | 3 | 15 |
| | 17-ECONOMIC DEVELOPMENT | 1 | | 1 | | | | 1 |
| GMD Total | | 34 | 0 | 34 | 0 | 0 | 6 | 40 |
| Housing Department | 30-ADMINISTRATION | 11 | | 11 | | | 3 | 14 |
| | 49-HOUSING SECTION 8 VOUCHER | 2 | | 2 | | | | 2 |
| | 84-HOUSING CFP - 2014 | 1 | | 1 | | | | 1 |
| Housing Department Total | | 14 | 0 | 14 | 0 | 0 | 3 | 17 |
| Public Safety Department | 01-FIRE ADMINISTRATION | 33 | | 33 | | | 2 | 35 |
| | 11-FIRE REGIONS | 92 | | 92 | | 1 | 2 | 94 |
| | 15-WILDLAND PROGRAM | 3 | | 3 | | | | 3 |
| | 85-2018 YCC GRANT | | | | | 7 | | |
| | 01-CORRECTIONS ADMINISTRATION | 6 | | 6 | | | | 6 |
| | 60-ADULT FACILITY | 131 | | 131 | | | 26 | 157 |
| | 62-MAINTENANCE DIVISION | 4 | | 4 | | | 3 | 7 |
| | 63-MEDICAL SERVICES | 25 | | 25 | | | 8 | 33 |

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Human Resources Statistics Report

January 2018

| Department/Office | Division | Regular Employees | Part Time | Full Time | Elected Officials | Temps | Vacancies | Total Positions |
|----------------------------------------|------------------------------|-------------------|-----------|------------|-------------------|-----------|------------|-----------------|
| | 65-ELECTRONIC MONITORING | 7 | | 7 | | | 2 | 9 |
| | 70-YOUTH DEVELOPMENT FAC. | 21 | | 21 | | | 8 | 29 |
| | 01-RECC | 39 | | 39 | | | 12 | 51 |
| PSD Total | | 361 | 0 | 361 | 0 | 8 | 63 | 424 |
| Public Works Department | 01-PUBLIC WORKS ADMIN. | 13 | | 13 | | | | 13 |
| | 02-FLEET SERVICE | 9 | | 9 | | | 1 | 10 |
| | 03-TRAFFIC ENGINEERING | 7 | | 7 | | | | 7 |
| | 05-SOLID WASTE | 20 | 2 | 18 | | | 2 | 22 |
| | 11-ROAD MAINTENANCE | 37 | | 37 | | | 3 | 40 |
| | 02-PROPERTY CONTROL | 11 | | 11 | | | 3 | 14 |
| | 03-BUILDING SERVICES | 18 | 1 | 17 | | | | 18 |
| | 18-PROJECT DEVELOPMENT DIV | 11 | | 11 | | | | 11 |
| | 26-OPEN SPACE | 8 | | 8 | | | 1 | 9 |
| | 10-WATER | 16 | | 16 | | | 3 | 19 |
| | 15-AAMODT | 1 | | 1 | | | 1 | 2 |
| | 20-WASTEWATER | 1 | | 1 | | | | 1 |
| | 51-OFFICE OF SUSTAINABILITY | 3 | | 3 | | | | 3 |
| | 08-SANTA FE RIVER GREENWAY | | | | | | | |
| PWD total | | 155 | 3 | 152 | 0 | 0 | 14 | 169 |
| County Clerk's Office | 01-REPORTING & RECORDING | 13 | | 13 | 1 | | 8 | 21 |
| | 02-BUREAU OF ELECTIONS | 12 | | 12 | | | 1 | 13 |
| County Clerk's Office Total | | 25 | 0 | 25 | 1 | 0 | 9 | 34 |
| County Treasurer's Office | 01-COUNTY TREASURER ADMIN. | 13 | | 13 | 1 | | 1 | 14 |
| County Treasurer's Office Total | | 13 | 0 | 13 | 1 | 0 | 1 | 14 |
| County Assessor's Office | 01-COUNTY ASSESSOR ADMIN. | 29 | 1 | 28 | 1 | 1 | | 29 |
| | 11-PROPERTY VALUATION | 13 | | 13 | | | | 13 |
| County Assessor's Office Total | | 42 | 1 | 41 | 1 | 1 | 0 | 42 |
| Sheriff's Office | 01-ADMIN/ANIMAL CNTRL/ENFORC | 125 | | 125 | 1 | | 4 | 129 |
| | 14-REG.III DRUG ENF GRANT-B | 1 | | 1 | | | | 1 |
| | 06-REG III-HIDTA GRANT | 1 | | 1 | | | | 1 |
| | 33-DWI SEIZURE GRANT | | | | | | | |
| Sheriff's Office Total | | 127 | 0 | 127 | 1 | 0 | 4 | 131 |
| County Probate Judge | 01-COUNTY PROBATE JUDGE | | | | 1 | | | |
| County Probate Judge Total | | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| TOTAL | | 909 | 6 | 903 | 10 | 12 | 121 | 1030 |

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LABOR STATISTICS FOR JANUARY 2018

| Number of Employees | | Percentage of Union Status | | Number of Paying Dues Members | | Percentage of Paying Dues Members | |
|---------------------------------|-----|-------------------------------------|--------|---------------------------------------|-----|-----------------------------------|-----|
| AFSCME Employees | 265 | AFSCME Employees | 29.15% | AFSCME Employees | 30 | AFSCME Employees | 11% |
| NMCP SO (Sheriff) Employees | | NMCP SO (Sheriff) Employees | | NMCP SO (Sheriff) Employees | | NMCP SO (Sheriff) Employees | |
| AFSCME (Corrections) Employees | 90 | AFSCME (Corrections) Employees | 9.90% | AFSCME (Corrections) Employees | 58 | AFSCME (Corrections) Employees | 63% |
| AFSCME (Medical) Employees | 8 | AFSCME (Medical) Employees | 0.88% | AFSCME (Medical) Employees | 5 | AFSCME (Medical) Employees | 63% |
| NMCP SO (RECC) Employees | | NMCP SO (RECC) Employees | | NMCP SO (RECC) Employees | | NMCP SO (RECC) Employees | |
| IAFF (Fire) Employees | | IAFF (Fire) Employees | | IAFF (Fire) Employees | | IAFF (Fire) Employees | |
| Total Number of Union Employees | 531 | Total Percentage of Union Employees | 58.42% | Total Number of Employees Paying Dues | 228 | | |
| Non-Union Employees | | Non-Union Employees | | | | | |
| Total Number of Employees | 909 | | | | | | |

Number of Employees

| Union Status | Number of Employees | Percentage |
|--------------------------------|---------------------|------------|
| AFSCME Employees | 265 | 7.59% |
| NMCP SO (Sheriff) Employees | | 3.19% |
| AFSCME (Corrections) Employees | 90 | 9.90% |
| AFSCME (Medical) Employees | 8 | 0.88% |
| NMCP SO (RECC) Employees | | 7.70% |
| IAFF (Fire) Employees | | 41.58% |
| Non-Union Employees | | 28.15% |

Number Paying Dues Members

| Union Status | Number of Members | Percentage |
|-----------------------------|-------------------|------------|
| AFSCME Employees | 30 | 11% |
| AFSCME (Medical) Employees | 5 | 63% |
| NMCP SO (RECC) Employees | | 64% |
| NMCP SO (Sheriff) Employees | | 69% |
| IAFF (Fire) Employees | | 96% |