

SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS
SPECIAL MEETING

May 16, 2018

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

SFC CLERK RECORDED 06/14/2018

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I. A. This FY 2019 budget study session of the Santa Fe Board of County Commissioners was called to order at approximately 2:10 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 [telephonically]
Commissioner Ed Moreno
Commissioner Henry Roybal

Members Excused:

None

C. Approval of Agenda

KATHERINE MILLER (County Manager): Madam Chair, since we posted the agenda we did amend it and item III. H. the original III. H, which was capital projects recommendations, we're removed that and we will bring some forward. We didn't have very many but we'll bring them forward before we do the final budget, but we're not ready to make those recommendations and so removed that item, and added other FY 19 budgeted initiatives, and also added public comment, since we had posted the original agenda. So we made those changes on May 9th at 3:52 pm.

And then also I would like to note that we actually need to have the executive session before we go into certain recommendations and we will probably do that after item F, if we could go into executive session after item F.

CHAIR HANSEN: Before F or after F?

MS. MILLER: After F, but before we make budget recommendations and budget initiatives. Before we actually get direction.

CHAIR HANSEN: Okay. Any other changes from anyone on the agenda?

COMMISSIONER ROYBAL: Madam Chair, I'd like move to approve with the amendments that have been stated.

CHAIR HANSEN: Chair Hansen, I have a second?

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COMMISSIONER MORENO: Second.

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

II. Overview of Strategic Planning Meetings

A. Presentation and Discussion on Draft Strategic Plan [Exhibit 1: Draft Strategic Plan]

MS. MILLER: Madam Chair, as you know, we have had three full-day strategic planning sessions and we had quite a few initiatives that were discussed. At the time we were doing it we had a lot of things up on the board with stickies and a variety of other mechanisms to get ideas out. Stephanie has taken all of the items that were discussed during the strategic plans as well as items that were already in the budget that had been – either were kind of ongoing items that departments had already submitted in their goals and those items that had been submitted in their budget documents for our results-based accountability initiatives.

And Stephanie has taken that and put it into an Excel spreadsheet to make it a little more dynamic so that we can make changes easier than in a power point presentation. So I'm going to turn it over to Stephanie to walk you through the document in front of you, which is the large Excel spreadsheet.

CHAIR HANSEN: Thank you. Welcome, Stephanie.

STEPHANIE SCHARDIN CLARKE: Thank you, members of the Commission. Good afternoon. So I'm here to present, as County Manager Miller mentioned, the draft strategic plan for your review and comment. I believe that we planned to bring this back to you as a potential action item if we're ready and if you're ready, at one of the June meetings. So this again is the culmination of about three days of strategic planning work that the Board held in April of 2018, and then subsequent work that the staff has done to refine and clarify the plan. Specifically at the April 20th meeting which was our last day of strategic planning when we met out at the Eldorado Community Center, we worked in four small groups to identify objectives, strategies, and action steps that were necessary to achieve the County's four population goals, and as a reminder, those four population goals are to provide a safe community in which we identify specific objectives; promote a sustainable community; we have four objectives. Support a healthy community. Under that we have seven objectives, and then for us to be a proficient, transparent and accessible government and we've identified three objectives.

So through the strategic planning sessions and then the subsequent work that staff has been doing, we've boiled all these ideas and priorities down into these 19 big picture objectives, and then under each objectives we have specific strategies. Below the strategies there are action steps and ultimately those are the very specific things we think we need to do to achieve our population goals.

Staff over the last couple weeks has been closely reviewing the objectives and the action steps and trying to transform the actions into what are called SMART goals, SMART standing for "specific measurable achievable relevant and time-limited." So we might have edited something down to if we started off with engage management on a specific issue, that's kind of squishy. And so we've tried to make it more specific. Who

are you going to meet with and when? That sort of thing. And the staff has been doing a really excellent job of that. They've made a lot of progress and provided a lot of really thoughtful edits and clarifications to the document.

Also, what you'll see that's new in the document today, we have a column for the responsible party or parties and that's just to make sure that we know which position within the County – not a person but a position that's chiefly responsible for achieving that action. We've also taken a first step at identifying suggested performance measures that can be tracked and reported quarterly to the County to monitor progress in achieving our goals and objectives.

So not every strategy currently has performance measures but on some of them you'll see a proposed performance measure, like on the first one on Strategy 1.1.1, Create year-round sustained wildland program. We've identified three. I'll get a little bit more into what those are later.

But what we're trying there to do is make sure we track outcomes. We want to see that we're moving the needle in the right direction towards meeting our goals and objectives. We're not trying to measure outputs like I attended six meetings. We want to see that we actually had an outcome in achieving something for the community.

So the next steps are going to be to spend more time internally to discuss performance measures. We need to make sure that the performance measures we agree upon are relevant, measurable, and clearly defined. And we want to ensure that tracking the performance measures is administratively efficient. In other words, we don't want a department to add an FTE just to track these measures. Hopefully we can find meaningful, relevant measures that they're already tracking.

And then additionally, another next step is to design a quarterly reporting performance template, and we hope to begin tracking that in July. So we're not sure quite yet if it's going to be kind of on this type of spreadsheet format or something like a separate kind of report card but we'll be working on that in the coming months.

So with that, I think I'll turn to the plan itself. A lot of this should be familiar, especially to the County Commissioners who attended the spring session on the 20th. The format of it is going to look similar to those slides we had taped up to the wall and we went and wordsmithed. I've tried to, I guess, make this user friendly and easy on your eyes but I know it's a lot to take in. There's indenting on the left side, so the biggest picture things are the shaded in gray population goals. Under that you'll see the different objectives, further indented, the strategies, and then the action steps, and finally the performance measures. And then you have the responsible party just to the right of that. We have a column for what's been completed and so we'll start checking the boxes there as things get done. And then we've got quarterly – it's sort of like a Gantt chart, following for the next five years. We've got when we think these things are going to happen.

Everything on the plan right now is green because as far as we know it's all on track to happen in those quarters. But if we start to see progress slipping, or we experience delays, regardless of the cause – you might see things turning yellow or turning red. Because we want to give you – I know it's a lot of information so we want you to be able to kind of eye-ball what's going well, what's not going well, so that you can focus your attention on those.

The notes right now are basically just working together internally with staff to keep finishing the plan. But those should go away.

So I don't know if you want me to go through any of this in greater detail at this time. Would you like me to walk you through the objectives of the performance measures? Any of that?

CHAIR HANSEN: I think that – why don't we go through at least the top, main objectives and each strategy. That's kind of a little bit of an overview. That way everyone –

MS. CLARKE: All right. So I think what I'll do is give you a few examples of kind of how to read the chart and we can walk through. So starting on page 1 is as good as anywhere. Under population goal one, which again is to provide a safe community, the first objective that was identified through the strategic planning was objective 1.1, enhance fire programs. And within that we have – it looks like two strategies – three strategies. So the first one of course is to create a year-round sustain wildland program, and on that one, I should have mentioned, the action item being highlighted in green means that that's something that's included in the budget recommendation that's before you today. And so if you were to scan through all the pages of the plan, any time you see something where the action item is in green that indicates that it's in the budget rec. And so you would be accomplishing that if you approved the recommended budget or some other version of the budget perhaps.

And so in creating the year-round sustained wildland program, what came out of the strategic planning and then staff's subsequent kind of clarifications to it, we have four distinct action steps. First would be what's included in the budget recommendation, which would be to obtain funding for the next fiscal year for a six-person year-round wildland team. After that, the next action step would be an internal re-class of temporary positions into permanent positions, and you can see that that would involve not just the Fire Chief but the HR Director. Next step, around this time next year would be to identify and request further funding for the 2020 budget to add a second year-round wildland team. During the strategic planning we talked about starting with six and then maybe moving up to ten or twelve, and then last, implementing the second wildland team.

Performance measures that are proposed at this time for basically to try to measure how is creating these wildland teams going to enhance fire protection programs? Well, we would look at measuring how many acres of hazardous fuels were mitigated by these teams, maybe the number of private properties that were assessed by the teams, and the number of local, regional and national fire suppression deployments that the teams were sent on. So those were suggested between myself and the Fire Chief and others who've had an opportunity to edit this.

So that's kind of how it reads. So under safety, we've got goals related to fire protection, not just wildland but also creating hazard mitigation strategies, improving commercial property, fire prevention inspections, objectives – another large objective related to first responder services has to do with RECC, the CAD system that they're in the process of implementing, transitioning a little later out to the next generation 911 system. Strategy 1.2.3 has to do with emergency management planning. Also under public safety and first responder services we've got items related to DWI checkpoints, the radio systems for public safety that are a planned capital project. Strategy 1.2.6 has to do

with responding to service calls, so that of course involves RECC as well as Fire and Sheriff's Office, and so on.

We get into more of our Corrections agency – accreditation for the correctional facilities, Medicaid enrollment and working with insurers through the correction agencies and so on.

I don't want to get into, I guess, too much detail in all of them but I wanted to give you a sense of just how the report reads and make sure that it's accessible to you.

MS. MILLER: I want to make one point. Stephanie said if the action item on the left side is in green, it's in the budget. That means it's an expansion in the budget. Many of these are in the base budget already, but it means in our budget recommendations we're recommending an expansion to the existing program, meaning it will take more money out of our recurring budget to actually accomplish this and we are recommending that – what we call our new money, or our available revenues, would be budgeted to do those things. So it's not a matter of it's not in green we're not doing it, because that's not necessarily the case, it's just that you will see that the green action items will tie back to the recommendations that we bring up later in the session.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: It's a small point, but there are two reasons for doing measurable attributes and they all relate to how you track outcomes of what you're doing. And so a lot of the ones you have here are related to the overarching objective. But you also need to track accomplishment of some of the specifics, and some of that seems trivial but if you've managed to hire three out of the six people, if you have people, but we don't have equipment for them –

So tracking the actual implementation of those is another thing we want to do. There's nothing wrong with these measurable attribute performance measures. That's a good thing. That will feed into what you're doing or your quarterly report. That was all. It was kind of obvious. You've probably thought about that I'm sure when you were thinking about drafting the quarterly report. I think that would have been in there automatically.

CHAIR HANSEN: Any questions from Commissioners?

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair, I just want to comment on the discussion relative to the full-time wildland team and the goals therein. I think it's been awesome the work that's happened with our seasonal wildland crew. The whole Commission has been very supportive of that seasonal crew. For just over seven years now I've been advocating for a full-time wildland team. So patience and persistence and collective discussions paid off over time. So I'm ecstatic that we're moving in that direction on this particular item. I don't want to get into detail on all of them but I wanted to just comment that I'm appreciative of the discussions that we've been having at the Commission level, the staff level and the department level with the volunteer fire department, chiefs association and all those members included. So it's a necessity moving forward, especially in these times, but it's been a progression and it's great to see we're getting to this point in the discussion of that particular item. So thanks to all who provided input associated with that issue. Thanks.

CHAIR HANSEN: Thank you, Commissioner Anaya. I have a question under climate change. I was kind of just scanning – address threats associated with climate change. I don't see our new administration building on here, how we're going to bring that into sustainability and have it be a LEED platinum building or have it be a model for what the Commission has mentioned. I do see improve facilities, but I don't see specifically – it says install solar generation on County facilities including Nancy Rodriguez, Eldorado, but it doesn't say the new County building. So I want to know where that is because that is a big issue to me, that that building be as sustainable as possible, that it meets LEED, either platinum standards or that it's a net-zero energy building, and that it sets an example for the rest of the county. Can you help me with that?

MS. CLARKE: Yes. Thank you, Madam Chair. Strategy 2.2.2 is where we should address that, and I think that a previous version of it talked more specifically about – had language about all future County buildings. Right now we have kind of general stuff about solarizing existing buildings and doing the investment grade audit of major facilities, but we can certainly add something in. We have something here too about conducting cost/benefit analysis but I can make sure that we address that in a future draft, and that's where it should go.

CHAIR HANSEN: I believe myself and the Commission really want to see that as an example of sustainability in the county. Commissioner Hamilton.

COMMISSIONER HAMILTON: Just to expand and extend that a little bit. When we look at the action about installing solar. Strategic plans are traditionally like five-year plans and I think there's a little bit of a tendency when you give a specific to focus in on that specific. So there are two buildings listed. There's nothing mentioned about every year, based on the outcomes of some of the other studies, adding – solarizing the building would be a rolling project. We would expect to add buildings every year. And so that's really an add-on and I think that's part of the reason, since we mentioned some buildings specifically, to add both that and the timeframe for the new County building because that timeframe is pretty well defined, how we commit capital to that. Whatever Finance says.

MS. CLARKE: Madam Chair, there's one action step under 2.2.2 that currently reads: establish healthy building guidelines for all new County buildings. We might put establish healthy building and energy efficiency guidelines for all new County buildings.

CHAIR HANSEN: That would be good. And possibly performance measures. Because we need something to be able to judge how we are improving our performance. So if we have performance measures then when we do hire contractors we have a way for them to measure how they're improving our buildings or how we are building a building that is sustainable and meets – like let's say if we use LEED platinum as a standard that we have a performance measure on how those are met.

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Roybal.

COMMISSIONER ROYBAL: I also wanted to ditto the comments that were made by Commissioner Anaya and just thank everybody for the efforts and the time they dedicated to working on the strategic plan and thank staff once again. I did also have

a comment on strategy, the 1.1.2, Create hazard mitigation on the first action. We adopted a hazard mitigation plan in our last BCC meeting. I wonder if we should consider re-evaluating this plan at least yearly to see if there's any new strategies or any other improvements that we could make to it so it's sort of a living document as far as that mitigation plan. I know it just shows it for 2018 but I don't know if maybe yearly we would want to re-evaluate that.

COMMISSIONER HAMILTON: Madam Chair.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: I just want to add I think that's a good idea. Making that a living document is a very smart idea.

CHAIR HANSEN: Making it a living document is something I think all of us want to see this as something to participate in.

MS. MILLER: Madam Chair.

CHAIR HANSEN: Yes.

MS. MILLER: So I just want to make sure, one, I think that Commissioner Roybal was saying, for instance, on the adopt hazard mitigation plan, it was adopt and evaluate annually the hazard mitigation plan. So you were speaking specifically to that action item, Commissioner?

COMMISSIONER ROYBAL: That's correct. If there's any opportunities for other areas, I think it's something we can always visit yearly.

MS. MILLER: Yes. So we can change that action plan, that that be evaluated annually. Then also I wanted to make a point that what our intention with this document is is that we will report to you on a quarterly basis. We anticipate that you will see every time we come forward with progress or lack of progress or whatever it is that we're reporting that that's also an opportunity for you to make recommendations to update this overall strategic plan. And the thought is that it will be a really dynamic document that changes throughout the year, not in its overall goals or objectives but where we might have to modify a strategy or an action in order to better target what we're trying to change, the benchmark we're trying to achieve.

Also, we hope to do that so that when we get to next year it's pretty easy to add the fifth year. So we'll be completing FY 2019 and adding on 2024. So it won't be, hopefully, a three-day process. It will be something we can do as part of the budget process and you'll be pretty versed in what you'd like to see us do on a rolling basis over a five-year period.

Then I had one other item and I wanted to bring this to Commissioner Roybal's attention because I know he asked about this yesterday. If you do look back on page 7, Strategy 2.2.2, there was a question about – and this has been brought up I think to a few of the Commissioners about looking at some kind of energy service contract, those ESCOs, about doing an energy audit on our buildings and we have been – Claudia's been working on that energy analysis as well as Claudia and Erik Aaboe to look at what we could do relative to contracting for an investment grade audit of the major County facilities. So we're developing the scope of work that we'd like to see and go out at the beginning of fiscal year 19 to try to contract with someone too to do an energy audit on all of our major facilities.

COMMISSIONER ROYBAL: Great. Thank you.

CHAIR HANSEN: Over on – I don't know exactly where to put this but it says amend the Sustainable Land Development Code. I think that it might be – I'm on page 8, but maybe this is under some other use. We have a Planning Commission and I know that sometimes they actually see a lot of things with the code that we at the BCC don't ever even see because they find the issues and then they approve it and move it forward. But maybe we can use them to start to make changes to the code that need to be updated.

COMMISSIONER HAMILTON: Are you talking about the SLDC?

CHAIR HANSEN: Yes. And the only place I've seen that is on page 8, under 2.3.1, but it's a slash lodgers tax. I don't know where else, if there's any talk about the sustainable land code.

MS. MILLER: Madam Chair, it probably didn't get in here because I actually believe it's in the code itself that it's reviewed and updated or – I can't remember if it's annually or every six months to bring recommendations forward. So it probably didn't make it to here because it's actually in the code, but it doesn't mean we can't add it to this so that we can actually watch –

CHAIR HANSEN: I just haven't seen it happen since I've been elected, but we did make some –

MS. MILLER: We did. We did.

CHAIR HANSEN: We did make a number of changes to the code which was really helpful on the driveways and I do remember that, but there might be some other places to update the code now that we're into the next year.

Other comments that you want to mention?

COMMISSIONER MORENO: Madam Chair.

CHAIR HANSEN: Commissioner Moreno.

COMMISSIONER MORENO: I like the format. It's going to be easier to know what is happening at any one particular time. That's what my vision is. This is a lot to kind of absorb so I'm not sure that I'm totally up to speed in a hurry, but just the effort of going through that process – I've been through some of these in a past life. With the benchmarks, it should be the bible for the County from here on out. It can be tweaked in some ways. There are probably going to be areas there that there are no answers for but as a living document I'm really impressed with how this is getting better based on those meetings we had around the county. So I'm grateful for it. It's a really good step.

CHAIR HANSEN: Yes, I do agree with Commissioner Moreno. This is a lot to take in, and Commissioner Hamilton just pointed out to me that there is a Revise SLDC use matrix for some appropriate updating so that is good to see. I do think the whole section about where I was before, about short-term rentals and getting that done because I feel like that's money we're leaving on the table and we could actually be bringing in and generating money for the County with the short-term rentals and I do think it's important that we regulate that throughout the county as well. Commissioner Hamilton, you had a comment.

COMMISSIONER HAMILTON: Knowing we both want to be specific in this, and then also it doesn't preclude other ideas, for instance as funding sources. So I'm not sure if this is appropriate, but the idea has been floated of whether we can use – apply for state capital money for some of the things, specifically for projects having to do with

sustainability for putting solar panels on County buildings and that sort of thing, as another potential source. So I'm floating that as an idea that might be included partly because if it's there we can track it, if it's appropriate to put in something that specific as a component of an existing – because I think that would be consistent with the existing actions that we agreed on in our planning.

MS. MILLER: Madam Chair, Commissioner Hamilton, to that point, the idea of this is also for it to be a good working document for you. Clearly, each department has a lot of their own internal goals relative to recruitment and retention, to reporting requirements that they have to other agencies, and we didn't put all those in here. And so this is a lot to digest but it in no way reflects all the departments and elected officials work on, but we wanted it to be those things that you'd really like to see where we stand on some of our initiatives, where we stand on moving the ball forward in some of these areas.

So I think if there's areas that even if it's specific like that, if you want to be able to see it because it's something that's important to you as a Board member, to be able to see are we progressing on this? Is this something – an area as my capacity as an elected official I want to see the County be a leader in this or move forward in this, and this, I think, is the best document and the best place to track that and see that we're doing those initiatives that as a Board member you want to see the County be progressive and a leader in.

And so I think that's an appropriate thing and the type of thing that we'd say, Okay. Yes. We can put that on here to show you we did. We put in these requests. It's not just something – things that we do as a matter of course in a regular day. We may do it but are you seeing that we're doing it? And I think that's where this document can be most useful for you as a Board and policymakers.

CHAIR HANSEN: Commissioner Moreno.

COMMISSIONER MORENO: Thank you, Madam Chair. the other side of the coin is that we have talked in our meetings about a project just comes out of the blue without any brakes on it, it happens whether it's good or bad. And mostly they're not fleshed out enough or some problems come along. I think this is a good tool to use to make sure that potential projects can be vetted through this process and does this project meet criteria? And that will really help put some restraint in the process, and that's a good thing. We don't want to get overextended with projects that go awry and based on the meeting that we had with the Utility folks yesterday, we do need to really focus on how we manage the money and making sure that we have enough money to do what we need to do.

MS. MILLER: Madam Chair, Commissioner Moreno, I think that's a really good point. You could just take a hypothetical example of if we wanted to expand a section of our water utility, for instance. And we said, oh, we should have a water line go down road XYZ. And it's because there's been some requests from constituents. Well, how does that fit into our overall plan and financing of what we currently have on the books? To have that discussion and say, yes, this is where we want the next dollar to go is to put that line down road XYZ. I think it's a really good point because it's a good place to have those kind of discussions versus we tend to have them as a one-off without the big picture.

And so I think that's a really good point and hopefully this document can help us do that in a way that says, yes, it would go in a sustainable community, and how does that affect the resources we have and the priorities we already have?

CHAIR HANSEN: Thank you. Thank you, Commissioner Moreno. I did see that on the last page, on page 22 we do have mention of the courthouse and a list for it but it says Complete capital projects on time and on budget, but there's nothing about sustainability and I just feel like I want to see the sustainability be as important a part of the project as on budget and on time.

And then also I haven't seen anywhere in here where we could possibly track moving our fleet to electric cars and electric chargers. If we're going to use this document as a tracking mechanism then that is something that we could use to track how many cars and how many charging stations we have installed over the course of time, and how many charging stations are we going to put in the new administration building and how many electric cars will we have in the fleet by then? So that is one thing, as we quickly look through this document. Commissioner Hamilton, did you have –

COMMISSIONER HAMILTON: It got covered.

CHAIR HANSEN: Stephanie.

MS. CLARKE: Madam Chair, I'll make sure that we add sustainability where appropriate on objective 4.3. On 2.2.2, which is reducing greenhouse gas emissions of County operations. We do talk about adopting a fleet management policy determining Countywide fuel efficiency standards and a policy for use on alternative fuels. On page 8 you can see that there's three performance measures under there and I've made some notes through today's feedback. We've got average County car fuel efficiency, percentage of County vehicles that are electric, but we don't have anything about charging stations, and so I can add something it. We don't have anything in here about charging stations. And then I had added a note earlier in your comments to make sure we're somehow measuring building performance, not just vehicle performance.

CHAIR HANSEN: Yes, okay. Great. I'm sorry I missed it. It's a lot of pages to take in a short moment of time since we haven't seen this before.

MS. CLARKE: And to all the members of the Commission, I'd like to invite you to provide comments on this, however you like, at your leisure over the next several weeks. You can hand-write comments and give them to me. I can send it to you in Excel and you can edits and just highlight wherever you made changes – whatever is easiest for you. But I'd love to have your feedback in that way.

CHAIR HANSEN: Undertaking the strategic planning was a big undertaking and I am grateful to the staff and to everyone in the County for making this work and the commitment of time. Because we met on Saturdays and that was taking time away from your families and so I am grateful for all the work, and this is a big document. It's not like a page or two. It's 22 pages, so we made a lot of headway in our progress towards strategic planning and I'm grateful to everyone and I just want to recognize staff for all your hard work and thank you. And thank you, Stephanie. Commissioner Hamilton.

COMMISSIONER HAMILTON: I'd certainly like to add my voice to that. Even if we have lots of specifics and edits I actually find this method you dreamt up incredibly useful and informative. I just want to commend you for that and the way you

have – just the colored bars for looking at timing because it's a great visual way to try to figure out, do things fall in together? Or are they things that need to happen before something else? So I find it generally incredibly useful.

CHAIR HANSEN: Okay, Commissioners, any other comments?

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Anaya.

COMMISSIONER ANAYA: Thank you, Madam Chair. I appreciate your comments about having an opportunity to absorb it and provide some additional feedback and just food for thought, there is major comprehensive items contained in the document so Ms. Miller, are you planning on breaking some of those out as we move to provide some recommendations? There might be some areas where there's not a unanimous perspective. So are we planning on breaking it out when we're going to vote?

MS. MILLER: Madam Chair, Commissioner Anaya, what we've done as far as the strategic plan we've tried to capture priorities of the Board collectively as well as some that were not necessarily unanimous or majority during the strategic planning. So for instance where we had things that maybe we had two Commissioners wanting and three Commissioners – or two Commissioners maybe not wanting and one Commissioner on the fence, or something like that, what we did is we put in the strategic planning to provide an opportunity to go back and evaluate and make recommendations.

And then when you get to the actual budget later on, we know that there were requests for funding opportunities, I think regardless of whether it was unanimous or individual, I believe that we have made some opportunities to address those items as either expansions or opportunities for revision, and when we get to those recommendations I'll point those out, and at that point you could vote on them individually on each item or you could say you're good with what is there as a whole. But I think you'll see throughout here even if it didn't come out as a funding priority there is room in the budget recommendation to have further dialogue and determine what you would like to do and have some changes to, for instance, the Solid Waste Ordinance, and that there's room in the budget to make some changes.

COMMISSIONER ANAYA: The other – the last comment I would make is that strategic planning processes, especially with measurable goals and objectives are always good, but the reality that comes along with policymaking and even administration is that things come up and things change and I just – you're going to have at least one new Commissioner that's going to need an opportunity to get acclimated with what's been discussed, but also there are individual things that happen, respectively throughout the County, and I think a credit to the County, prior Commissions and the Manager, I think the County's been good at evaluating those issues that arise and trying to figure out solutions to make things work and in any respective district, just given the change in circumstances. So that would probably my only other comment that I'd put on the record. Thanks.

CHAIR HANSEN: So all the division directors and department directors had input into this also, correct?

MS. CLARKE: Madam Chair, that's correct, with the exception that this hasn't yet gone out to elected officials, such as the Clerk's Office, the Treasurer's Office, Sheriff.

CHAIR HANSEN: Right.

MS. CLARKE: The Assessor. And we can do that as well.

CHAIR HANSEN: But it did go to all the departments. So they made sure that – I'm kind of thinking about Community Services and making sure that you got all the things that you are working on in there. Okay. I see Rachel nodding yes, so I'm happy about that.

MS. CLARKE: Madam Chair, they all had a lot of stress between Thursday and today to get me a lot of edits, so I thank them all for doing that and being good sports.

CHAIR HANSEN: Yes. Thank you all for the hard work. I am very impressed. There's a lot of intense work that was done. So any other comments from anyone?

COMMISSIONER ROYBAL: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Roybal.

COMMISSIONER ROYBAL: I just want to – I said this earlier in my earlier comments but I just want to reiterate that I do appreciate all the hard work that staff put in on getting this document complete. It's is quite a bit and I have to review and digest a little bit more and I'll have probably questions at that point. But thank you. I really appreciate it.

CHAIR HANSEN: Thank you. Job well done. Are we ready to move on to item III?

MS. MILLER: Madam Chair, yes. If there's no other questions or comments at the moment on the draft strategic plan, as Stephanie said, we'll be bringing this back to you and it may take a few iterations before you feel comfortable approving it as the document we start working from, but we are working from it as we go because it's simultaneous with their budget preparation. So we're ready to go to item III and I'll just say that Erika is going to present and then about half-way through I'll take over but we're not going to go A, B, C, D. She's just going to go through the presentation, and it covers all of those items.

CHAIR HANSEN: That's great. Thank you, Erika.

III. Presentation and Discussion on FY 2019 Budget Development [Exhibit 2: Power Point Presentation]

A. Review of Budget Calendar

ERIKA LOVATO (Budget Director): Thank you. Good afternoon, Madam Chair, Commissioners. What you have before you is the interim budget presentation, and we'll just go ahead and go on through the presentation where it follows the agenda. So on page 2 it's just a reiteration of the population goals that Stephanie just went through and just a reminder, it does tie to budget because everything costs money and so we tie those into dollars. And so we have being proficient, transparent and accessible government; provide a safe community; provide a sustainable community; and provide a healthy community. These were passed by several resolutions in 2011 and 2015.

The next item on page 3 is our budget calendar. Our budget season started a little

