

SANTA FE COUNTY

BOARD OF COUNTY COMMISSIONERS

MEETING

November 13, 2018

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

Henry Roybal - District 1[Excused]

340 CLERK RECORDED 12/14/2018

SANTA FE COUNTY
REGULAR MEETING
BOARD OF COUNTY COMMISSIONERS

November 13, 2018

I. A. This regular meeting 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
Commissioner Ed Moreno

Members Excused:

Commissioner Henry Roybal

C. Pledge of Allegiance

D. State Pledge

E. Moment of Reflection

The Pledge of Allegiance was led by Audrey Esquibel, the State Pledge by Irene Mueller and the Moment of Reflection by Margie Romero of the Human Resources Department.

There was a moment of silence for those affected by the California wildfires.

F. Moment of Poetry

Beata Tsotsie-Peña from Santa Clara Pueblo and Tewa Women United read her poem on environmental justice and protecting the most vulnerable, entitled "Winter Light."

SFC CLERK RECORDED 12/14/2018

G. Approval of Agenda

- 1. Amendments**
- 2. Tabled or Withdrawn Items**

CHAIR HANSEN: Are there any changes or tabled or withdrawn items to the agenda?

KATHERINE MILLER (County Manager): Madam Chair, no. The agenda was posted on November 6th at 1:29 pm and we have no changes to the agenda since that posting.

CHAIR HANSEN: What's the pleasure of the Board?

COMMISSIONER HAMILTON: I was wondering if we could – II. B. 2, because it seems to be related also to Number III. B. 1. I just had some questions, if we could pull that off Consent.

CHAIR HANSEN: B. 1 and 2?

COMMISSIONER HAMILTON: No, just Resolution II. B. 2. Just a little discussion.

CHAIR HANSEN: Okay. We can have discussion when we get to the Consent Agenda on that.

COMMISSIONER HAMILTON: So with the amendment I'd move to approve the agenda.

COMMISSIONER ANAYA: Second.

The motion passed by unanimous [4-0] voice vote.

H. Approval of Minutes

- 1. Approval of October 9, 2018, Board of County Commission Meeting Minutes**

CHAIR HANSEN: Does anybody have any changes to the minutes besides me?

COMMISSIONER HAMILTON: No, Madam Chair.

CHAIR HANSEN: On page 4, second paragraph, last line, Public Service warned people that – it doesn't have a y on County – is not beyond these rules. Page 14, second paragraph, the last line, five words from the end. County, it says Count; it should have a y.

Then on page 41, Joe Eigner is speaking. He's just begun. He's on the second line. It says I'm on the ex com. I think he said executive committee of the Sierra Club. Okay. So then on page 42, he's still speaking, we're at number 3. I know, Madam Chair, and Commissioner Hamilton, instead of ~~Hansen~~ should be there – and Moreno. Since I'm the Chair and Commissioner Hamilton and Moreno was who he was speaking about. And that's all the changes I have. What is the pleasure of the Board?

COMMISSIONER ANAYA: Move for approval, Madam Chair.

COMMISSIONER MORENO: Second.

CHAIR HANSEN: I have a move to approve by Commissioner Anaya, second by Commissioner Moreno.

The motion passed by unanimous [4-0] voice vote.

II. CONSENT AGENDA

A. Miscellaneous

- 1. Request Approval of a Santa Fe County Line Extension and Water Delivery Agreement Between Santa Fe County and John Ballew for JJR Development Greenhouse (Utilities Division/John Dupuis)**
- 2. Request Approval of a License Agreement Between Santa Fe County and the New Mexico Department of Transportation Authorizing Construction of Drainage Improvements on County Road 55A (Public Works Department/Terry Lease)**
- 3. Request Acceptance of Grant of Easement, Equipment, and Appurtenances to Allow the Incorporation of the Santa Fe Metro Center Private Water System into the Santa Fe County Water Distribution System. (Utilities Division/John Dupuis)**
- 4. Request Approval of Lot Line Adjustment Plat and Declaration of Water Restrictions and Conservation Covenants for County of Santa Fe, Pojoaque Valley Recreation Complex and James Langenbrunner Tracts (Public Works Department/Colleen Baker)**
- 5. Request Approval of Multiple Source Award, Multiple Year and Indefinite Quantity Contracts Nos. 2019-0097-A-PW/MAM, and 2019-0097-B-PW/MAM with Dunn-Edwards and Big Jo True Value, Respectively for Miscellaneous Construction Tools and Supplies and Granting Signature Authority to the County Manager to Sign the Purchase Orders (Purchasing Division/Bill Taylor)**
- 6. Request Approval of Amendment No. 2 to the Professional Service Agreement No. 2017-0062-CSD/RM Between Santa Fe County and Elizabeth Peterson Consulting, Extending the Term of the Agreement an Additional Year and Increasing the Compensation an Additional \$125,000.00, Exclusive of NM GRT for a Total Agreement Amount of \$375,000 and Granting the County Manager Authorization to Sign the Purchase Order. (Bill Taylor, Purchasing Division/ Rachel O'Connor, Community Services Department Director)**

B. Resolutions

- 1. Resolution No. 2018-116, a Resolution Requesting a Budget Increase/Decrease to EMS Fund (206) to Adjust the Budget for the Current Year Allocation to the Actual Distribution Amount / (+6,139/- \$18,182). (Finance Division/Stephanie Schardin Clarke)**
- 2. Resolution No. 2018-____, a Resolution Approving a Budget Increase to Capital Outlay GRT (313) to Budget Funds for Insurance**

Recoveries for Floods in the Amount of \$165,530 (Finance
Division/Stephanie Schardin Clarke) **ISOLATED FOR
DISCUSSION**

CHAIR HANSEN: Commissioner Hamilton, you had just a brief question on Resolution B. 2? We take it off? Okay. So can I have a motion to approve the Consent Agenda with the changes?

COMMISSIONER ANAYA: So moved, Madam Chair.

COMMISSIONER HAMILTON: Second.

The motion passed by unanimous [4-0] voice vote.

COMMISSIONER ANAYA: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER ANAYA: He wasn't here when I walked in but I wanted to congratulate Commissioner-elect Rudy Garcia on his election. I wish you nothing but the best, Commissioner-elect Garcia. Thank you, Madam Chair.

III. ACTION ITEMS

- A. Items from Consent Agenda Requiring Extended Discussion/Consideration**
- II. B. 2. Resolution No. 2018-117, a Resolution Approving a Budget Increase to Capital Outlay GRT (313) to Budget Funds for Insurance Recoveries for Floods in the Amount of \$165,530**

COMMISSIONER HAMILTON: Stephanie, maybe you can answer this. I assume this is sort of procedural, just to move monies that are coming from the insurance to cover, but there are some questions that I have that are also attendant to the next item, which is up for discussing, which is spending the money – the damages that were done to the greenway project and whatever as part of the flood. So it's not really a question that the repair shouldn't be done but kind of in my mind the sequence of doing it, because I view the big picture of the climate change issue is that these floods are going to happen frequently, so this is going to get damaged again.

Some of the reason the issue was severe was because of patterns of development and what not that let to accumulating flood waters from the whole area through this area. And so – we've talked and there are other people – this idea is not unique to me. Lots of senior staff including the County Manager and the Assistant Manager and other Commissioners have had this same idea that now that we have information from this particular flood about where water moved and how it moves that we should do something to mitigate this.

So my question, after that whole long prologue is the timing of when this is going to be done. The only reason I asked to pull this off Consent was not to hold up the process but to question, are we just forging ahead with spending this money and we're going to have to spend it again, or are there other activities that are going to be attended

that might mitigate this problem so that we're not threatening the situation?

STEPHANIE SCHARDIN CLARKE (Finance Director): For my part, Commissioner, I'll just say that you're correct that the resolution that was moved off of Consent is really procedural. We received insurance claim money and the request is to budget the money towards both of the projects – the River Greenway and Los Pinos Road, but for questions on the project itself I would defer to Mr. Montano.

P.J. MONTANO (Public Works): Madam Chair, Commissioner, the timing of this, we want to get this in now. The reason why – you're right; we are going to have some damage. But other parts of the trail did not sustain that type of damage that we did here because it didn't have enough time to armor itself. So the vegetation – a lot of the stuff hadn't take place yet. Therefore the waters came in and just eroded everything. So further down, in San Ysidro, we did have minimal damage but nowhere near what this one had.

So I think the timing now, and we checked to make sure that the planting and everything is okay for this to happen now, if that's what you're asking.

COMMISSIONER HAMILTON: In part. So I recognize the different between newly planted saplings and those that have had time to root and hold things, but that doesn't address the whole issue. I could be wrong. There's engineering work to be done to map where floodwaters were accumulated from and how they could be redirected and dispersed more effectively to protect areas that are – collecting everything in one area is not the way to route floods when storms are bigger and there's more floodwaters in shorter periods of time. It becomes problematic.

MR. MONTANO: You're correct. So this was done to the industry standard of 100-year flood. We are requesting additional engineering to assist for some of this if it comes up. The idea is to put this back to the original design. There is going to have to be some additional engineering.

COMMISSIONER HAMILTON: Right. I appreciate that. I have no problem with passing – I recognize this as procedural. But I really do want to avoid having this procedure go through, and spending this money and the lump that we're going to discuss in the next item of business. It wasn't a 100-year flood. It's designed to a 100-year flood and the problem is we're designing to pass standards and things now are not what they were in the past. FEMA hasn't even come completely on board with redefining the flood intervals and magnitudes and what not. So it will be inadequate engineering if we don't account for that. So I really encourage that we take the next step and do something that's a little more foresighted than FEMA.

COMMISSIONER ANAYA: Madam Chair, on this point.

CHAIR HANSEN: Commissioner Anaya.

COMMISSIONER ANAYA: Madam Chair, I think Commissioner Hamilton's comments are spot on. I think that there has to be a comprehensive evaluation of the whole area and very careful, methodical thought to how and where money is invested going forward so that we're not redoing the things that we may do going forward. So I think her comments are well placed and this is going to take a more comprehensive analysis on the part of the Commission, the City, the state, the federal government and everybody involved to do a more comprehensive review analysis and plan moving forward.

COMMISSIONER HAMILTON: Madam Chair, if you don't mind. In staff's defense and all of our defense. I fully recognize that it is really easy to sit back and sort of conceptually say, oh, climate change is a problem; we have to account for this. But when it comes down to actually operating a county there are real practical considerations where you have time limits and you have resource limits and I fully appreciate those. So I'm just wanting to encourage that we think a little bit outside the box, even though we are clearly constrained by practical considerations.

MR. MONTANO: I think that's something we can definitely look at in the future for the upcoming phases.

COMMISSIONER HAMILTON: Thank you.

CHAIR HANSEN: Thank you, Commissioner Hamilton and Commissioner Anaya. I agree that we need to look at that. I think what you were talking about is the conveyance of water all meeting in one location is one of the things that happened in La Cienega where we had numerous conveyances of water coming together, where the Arroyo Chamisa, the Santa Fe River, and it was a huge impact. Whereas, with the river near Frenchie's and Siler we did not have that same kind of conveyance of so many areas coming together at one spot. We had them coming in along different sections of the Santa Fe River and entering. Whereas, in La Cienega they had a much stronger impact. I saw that on Los Pinos Road where they completely moved the culvert. It was a huge impact.

I did have one other question on the memorandum. I guess we've already passed it but it says the background, under July 23rd, Santa Fe County experienced a 100-year flood. I think it's supposed to say 1,000-year flood. So I meant to mention that as a mistake. So if that could be changed.

MS. CLARKE: Madam Chair, just one more point of information. To date, to my knowledge, the \$165,530 is how much has been received. However, we are expecting, in communications from the Risk Management Director, that another check is going to be received in the amount of \$80,000-some, maybe \$89,000. And so we'll be bringing that back as another BAR in the future once the check is received.

CHAIR HANSEN: Thank you.

COMMISSIONER HAMILTON: So we want to pass this?

CHAIR HANSEN: Yes. Could I have a motion?

COMMISSIONER HAMILTON: I'll move, with those comments made as part of the public record. I'll move to approve the removed item.

CHAIR HANSEN: We have a motion to approve II. B. 2, a resolution approving the budget increase to capital outlay GRT 313 to budget funds for insurance recovery for floods in the amount of \$165,530.

COMMISSIONER ANAYA: Second.

The motion passed by unanimous [4-0] voice vote.

III. B. Miscellaneous

3. Santa Fe River Greenway Trail:

- a. Request Approval of Change Order No. 3 to Construction Services Agreement No. 2017-0281-PW/KE between Santa Fe County and Kimo Constructors, Inc., in the Amount of \$614,462.37, Exclusive of GRT for the Santa Fe River Greenway, Section "A" and Authorizing the County Manager to Sign the Purchase Orders**

BILL TAYLOR (Purchasing Director): Thank you, Madam Chair, Commissioners. Before you is what's been discussed. We're asking for change order number 3 to be approved to increase the construction contract with Kimo Constructors, which would add an additional \$614,462.37, exclusive of tax. There's \$28,786.79, part of that amount, was for the original contract pre-flood, that were over and under during the construction phase. The additional services to repair after the flood is a \$585.675 for your approval.

This increase would total their contract of \$4,398,032.05. With that, I will stand for any questions, Madam Chair.

CHAIR HANSEN: Commissioners, questions from the Board?
Commissioner Hamilton.

COMMISSIONER HAMILTON: Thanks. I have two questions, three questions, maybe, depending on how you look at them. So the timeframe of when these repairs are going to be done? And a very, very brief description of what's going to be done.

MR. TAYLOR: Yes, Madam Chair, Commissioner Hamilton, currently, the contract with Kimo is current; it hasn't expired. And so we're extending that contract through – we're actually going to extend it through the spring of 2019 so that they can begin the construction phase of it and then do the planning at the optimum time of the year to plant new seedlings. So it will go through March for the planting in March, if you're looking at that phase. The extent, we pretty much are going to extend it, probably through – I believe this approval on the amendment, through June 2019.

COMMISSIONER HAMILTON: So while you're covering just a little bit besides planting, what they're going to do, how durable those changes you think they might be. This is a lot more than what the insurance paid for, so this is sort of an over-budget item. Where is that coming from?

MR. TAYLOR: That will be coming from capital outlay gross receipts tax. And of course the construction is going to put it back – what was originally designed by the engineer for the items that were removed from the flood.

CHAIR HANSEN: Any other questions?

MS. MILLER: Madam Chair, Commissioner Hamilton, actually, the funding for this is from the general obligation bond and that portion in the general obligation bond question was for the river. And so some of it is coming from what was put forward for the design of the next segment. We actually had put that on hold anyway, because we've had this issue with the river changing course, and once we get a design

done, by the time we get to construction, when we have full funds for construction, we haven't been able to use the original design. We've actually had to modify it.

So we weren't going to do the design of the next phase yet anyway, so we're using insurance recoveries, those funds to pay for this repair. So that we can get the segment that we did construct reopened.

COMMISSIONER HAMILTON: So given my earlier comments, that actually makes some sense. Are you comfortable with this simply being restored to the previous design level?

MS. MILLER: Madam Chair, Commissioner Hamilton, yes and no. I know that sounds like a stupid answer but part of the problem is we need to actually fix it so that it doesn't erode more. And redoing it to a much higher standard – I believe the current design and what we did was for a 100-year flood. Correct? To take it up to something like a 500- or a 1,000-year flood would be cost prohibitive. We wouldn't even be able to do that with the funds we currently have.

So leaving it like it is really isn't an option because it's just going to get worse and what construction has been done will erode away if we can't get it back to the 100-year flood status. Going forward though I think we're really going to have to look at what we can do in the next phases to avoid this happening.

One of the problems with that area of the river, versus other areas, it really did need to be completely cleared. We've received some criticism for that. There was so much trash, so much garbage in the river there that that was a major portion of the cost. It was essentially used as a landfill. It was a dump. And so we were constantly, the contractor was constantly taking debris out of the river, and so that is probably one of the most challenging segments of the river as well because of that. But we need to at least restore it to pre-flood construction status to keep and preserve what is still there, and to take it up to an even higher level would take us back to going back to redesign it and considerably more money than to actually install it.

So as I said, am I comfortable? Yes. This is the best – with what we have funds for, I think this is the best thing we can do right now.

COMMISSIONER HAMILTON: I appreciate the response. It gives us something to think about going forward. Thank you.

CHAIR HANSEN: Thank you, Commissioner Hamilton. Thank you, Manager Miller. Also I want to share that I know from speaking with P.J. and others that other sections of the river further down in Agua Fria Village held. The section between San Ysidro and Romero Park did hold, and they were designed to the 100-year flood standard also. So I do agree with P.J. that it did not have time – none of the plantings. We had finished it a month before the 1,000-year flood. Therefore nothing had settled or nothing had time to – you used, P.J. the word armor, I think that that was a big effect. But I do think we have to be aware of what could possibly happen with these 500- and 1,000-year floods because I don't think this is the last one that we are going to see.

I have one other question. I want to make sure that March 2019 and June 2019 is enough time to actually make sure that we get everything put back in place and that all the contracts that the contractor and the engineer can do everything in that amount of time, considering that we might have a severe winter.

MR. MONTANO: Madam Chair, that's what they propose. They said they'd be done by February 28th. The contractor has also given us a warranty through leaf-out. So that's with all the vegetation that's going to be planted by April, we should know if it's starts leafing. Anything that doesn't bloom will be replaced. So that is their timeframe that they gave us is February 28th.

CHAIR HANSEN: Okay. So if plants do not start leafing out, start getting deep roots going in, then they are going to replant again, and they have until then June to make sure that those plants are taking hold?

MR. MONTANO: That is correct.

CHAIR HANSEN: Okay. And then how long is the warranty for after that?

MR. MONTANO: For the vegetation there would be no warranty. We would have a year warranty on all the construction done out there. We'd have our 11-month warranty, from substantial completion. From substantial completion I would anticipate would be done in March, so we would have a one-year warranty from March of 2019.

CHAIR HANSEN: Okay. So March of 2020.

MR. MONTANO: Yes.

CHAIR HANSEN: And from that time, when will we be able to turn it over to the City?

MR. MONTANO: That is our goal, yes.

CHAIR HANSEN: Is to turn it over to the City at that time?

MR. MONTANO: Correct.

CHAIR HANSEN: Okay. Any other questions from Commissioners?

COMMISSIONER ANAYA: Move for approval, Madam Chair.

COMMISSIONER HAMILTON: Second.

CHAIR HANSEN: I have a motion to approve, a second by Commissioner Hamilton.

The motion passed by unanimous [4-0] voice vote.

CHAIR HANSEN: Thank you very much. I also want to mention that tomorrow evening, November 14th at 6:00 p.m. I will be having a townhall at the Commons at 2300 West Alameda. So please join us. We will be speaking about the River Trail at that time.

III. B. 2. b. Request Approval of Contract Amendment No. 5 to Professional Services Agreement No. 2016-0173-PW/BT between Santa Fe County and Weston Solutions, Inc. in the Amount of \$100,040, Exclusive of GRT for the Santa Fe River Greenway, Section "A" and Authorizing the County Manager to Sign the Purchase Order

CHAIR HANSEN: Can I have a motion to approve?

COMMISSIONER ANAYA: Move for approval, Madam Chair.

COMMISSIONER HAMILTON: Second.

CHAIR HANSEN: I have a motion to approve from Commissioner Anaya, a second from Commissioner Hamilton.

The motion passed by unanimous [4-0] voice vote.

II. MATTERS OF PUBLIC CONCERN

CHAIR HANSEN: Andy? Are you here for Matters of Public Concern?

ANDY OTTO: Yes, Madam Chair. My name's Andy Otto. I'm executive director of the Santa Fe Watershed Association and I just wanted to speak briefly on the matter that was just approved.

So you know, we've been working with County staff and will continue to to see if we can help provide ongoing maintenance and watering for these plants once they're put in, which as you may remember was an issue last fall. So anyway, just so you're aware, we'll keep working on that and when we find our \$5 million that we need for the water – no, it's not that much – then we'll work with staff. So thank you.

CHAIR HANSEN: Okay. Thank you, Mr. Otto. Thank you for being here. Is there anybody else that would like to speak on Matters of Public Concern? I'm closing that.

III. MATTERS FROM THE COUNTY MANAGER

A. Miscellaneous Updates

1. Presentation of Fiscal Year 2019, First Quarter Performance Results and Strategic Plan Update [*Exhibits 1: Pricing Sheet on Bonds; Exhibit 2: Strategic Plan Update*]

MS. MILLER: Madam Chair, first one – I'm going to have Stephanie come up. First one, I want to have her hand out a pricing sheet, given that at the last BCC meeting I gave you the update of how the sale went. This is just the actual breakdown of the maturities of the bonds and what interest rates they got. I gave you the total interest but this one gives you the individual breakdown and I just wanted to make sure you could see that. In summary, again, it's about \$13 million worth of bond proceeds that we'll be putting towards those projects that were approved by the voters back in 2016. This is the last of that authorization given by the voters and we anticipate we'll start construction on a lot of the road projects that were in this bond issue as soon as the weather is good enough for us to do so. So we're looking forward to getting that set of projects all done and completed before we go to the voters for our next bond authorization.

Then the next item is the presentation of fiscal year 2019 first quarter performance results of the strategic plan. Stephanie as always is the bird-dog on this project and keeps everybody on task. All the departments and elected officials that participate in this put in all their updates and then we had about a 3 ½ hour meeting on Friday to go through it all. So Stephanie is here to just give you the highlights. We won't put you through 3 ½ hours of updating the strategic plan but rather give you – although our illustrious Clerk was there and participated for probably a good three hours of it,

which was nice. So Stephanie is just going to give you the highlights but feel free to look through this and ask any questions that you have as well.

MS. CLARKE: Thank you, members of the Commission. It's a little daunting to try to boil down a 3 ½ hour meeting into like five minutes of highlights. But basically again, big picture, this is the second month of quarterly reporting we're presenting to you after you adopted the strategic plan in late June. On the cover page, again, we have the core values of the County. I won't go through them in detail but they are integrity, respect, innovation and excellence. And then the report is organized, again, through the population goals that were adopted by the County several years ago: safety, health, proficiency, transparency and sustainability.

So the safety goals relate mostly to items under the Fire Department, the Corrections Department, RECC – those departments. But then of course all of the population goals are kind of cross-cutting across all four. So you might see areas where CSD and Public Safety for example, might be working together across different goals.

We're using again color coding so if something is green, it's either on track or expected in the future to be on track. In the two quarters past though, you'll see certain things are yellow or red. That means not necessarily – it doesn't mean there's necessarily a failure but it's something to call attention to that through the strategic planning sessions that you had in the spring something that you agreed was a great priority. We're not there yet. So maybe you pay particular attention to those.

We've tried to be concise but informative in the notes to kind of give a little color to what's actually going on. It's a living document again, so we make minor tweaks, I think I would say each time. There were a few lines that we deleted because they were no longer relevant for example, or we changed some of the measures to be either easier to measure or more meaningful, more precise. Like for example, on page 1, one of the tweaks that came out of the 3 ½ hour long meeting was splitting fire acreage mitigated between what's being mitigated by hand and with saws, versus prescription burns, because they're two very different things and if you lump them together it's not very meaningful. So things like that.

There's a couple measures where the measurer – the thing we're measuring is really important but the data is not available for one or two years out. Like for example, traffic fatalities or alcohol-related deaths or suicides or things like that, we definitely want to measure, but if I'm only able to tell you what happened in 2017 it's hard to know how that correlates to the choices we're making today. So we're going to work with the departments to try to come up with some supplemental measures that are more timely so that you get a bigger, more timely picture. And with that, I would stand for any questions on specific areas.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: Thanks. This is good. I think this is just one of the most useful ways I've ever seen an organization manage and keep alive the strategic plan. I'm so grateful for the ways you guys have implemented this. I was going to suggest supplemental measures, and I assume you had some specific discussions of them because actions taken as opposed to results might be a somewhat – it's not the same; you still want to look at results but if you can say, well, we have done these things. We won't see the results for a year out but at least we could keep up where there's some

of the required actions to achieve those results on time, so that's just one thought.

MS. CLARKE: Commissioner, we didn't get too into specifics yet, but I have this list in here through the notes of the measures that we have are very dated. One thing that did come up in the big meeting though was that the CAD system, once it's loaded and operating, it might be a good source of some of the reporting that we need.

COMMISSIONER HAMILTON: I'm sorry the CAD system what?

MS. CLARKE: Computer Aided Dispatch system, once that is up and running and we're able to get data from it, it might be a good source or reporting some of this stuff.

COMMISSIONER HAMILTON: Right. Right and obviously, there might be a bunch of specific questions or things various of us might want to talk to departments about but I know, especially since you just brought up Fire that these are the big overarching strategic goals which we all got together to do, but I know various departments have – I'm not sure what the right word is – subsidiary? – more detailed level for their strategic plan, and I was involved, for obvious reasons in recent efforts to develop a Fire strategic plan, the Fire Department plan. Do you know what the status of that is? Are you involved in that?

MS. CLARKE: Madam Chair, it came up during the meeting that they're working on the five-year plan. I think it covers fiscal years 19 through 23 and they're quite a ways through it.

MS. MILLER: Madam Chair, Commissioner Hamilton, yes. I specifically asked for the status of that. They are working on that and anticipate in December to have a rough draft of the plan to present to me, and then I asked that they put that on an agenda, either – since we only have one meeting in December it's likely to be early January, to the BCC, so that before they finalize that plan they get input from the County Commissioners.

In addition, it's going to be another – Chief Sperling is working on a strategy or an action item to put on the overall plan the implementation – the completion and implementation of the Fire Department's five-year strategic plan. So it will be one of the items on here, not each thing in the plan, but basically where they stand on implementing actions in their strategic plan. So that will be one item on here as an opportunity to report back to the Board the status of implementation of their strategic or five-year plan. In addition, they will be bringing that plan to you in draft form as well as final form for approval.

COMMISSIONER HAMILTON: I really appreciate that because that's exactly where I was driving towards, so I'm really glad to hear that we'll get that. And also, getting this summary is just fabulous. It's what's needed, right? There are some strategic plans, and Fire is one of them, and Emergency Management, which is considered a component is another that would – getting some additional briefing for those subsections of the plan, I think would be something we might want to strategically – every pun intended – think about, because the pertinence of the content of at least some aspects of those plans to Commissioners and to the County. So I think that's something we should think about for the coming year, to get some of those briefings and obviously the County Manager was a step ahead and did that for Fire.

CHAIR HANSEN: Other questions? I have some questions. On page 14,

on the reduced greenhouse gas emissions from County operations. I see there's a number of red blocks and a few yellow blocks, but the red blocks, I did believe that we have submitted something to get some electrical vehicles. We just have not purchased any yet; is that correct?

MS. CLARKE: That's correct, Madam Chair. We have a price agreement now that allows us to buy electric vehicles off the price agreement, or lease. And I know that they are underway right now purchasing the first vehicle and I think they do expect they're on target to buy two per year starting this year. The charging stations, they're waiting to obtain funding from that Volkswagen Mitigation Settlement and they're kind of planning on using the settlement funds if they're received for charging stations and for some other vehicles – heavy trucks.

CHAIR HANSEN: Okay. And then also on our affordable housing stock, providing affordable housing, I see that we're still a little short since our target at 2.1.2.4, performance measure: average number of privately owned affordable housing units assisted by the County, target 1,000 or more. And we're at 12. So has anything else been done? I know that's a more challenging issue since we're speaking about privately owned affordable housing.

MS. CLARKE: This, and also the measure above it, 2.1.2.1, which is the number of affordable units owned by the County I think are both measures where my comment before, it makes sense. It's not to say that – it's not like it's a surprise that we didn't do that yet. The red or yellow coloring isn't meant to alert someone to someone's immediate failure. It's to remind us that in our strategic planning, all kind of agreed as a consensus that that was a goal we wanted to reach but we don't expect to reach it right away.

I know on the one that I mentioned above, the number of affordable housing units owned by the County, we're at 200. We'd like to add about 50 per year and I know that is underway. There's different ways to get there that are being considered. But as far as the private units being assisted, that one I know a little bit less about than developing the County owned units.

MS. MILLER: Madam Chair, Commissioners, this one is one of those ones that perhaps looking at the target or the way that it's even worded probably needs some finessing because there's numerous ways that the County assists in creating affordable housing without actually – just our inclusionary zoning. So having inclusionary zoning that requires a certain percentage of units built to be affordable, while we're not the ones building it, that's assisting in making that happen. Our down payment assistance makes that happen. Keeping affordable units that we already have as affordable units by when somebody leaves and sells it, if we help subordinate the affordable housing lien and all that. So one thing, I don't know that we're capturing all the data here that in that, 12 or 2 is not necessarily the right number because I don't know that we're capturing all those things that we're doing, not just in the county but in the city with assistance with the Affordable Housing Coalition – I think that's what they're called, or the Housing Coalition.

So I don't think we're capturing everything in there and I'm not sure that the number of 1,000 – clearly that wouldn't be an annual number that would even be achievable, because we're not going to have a thousand affordable homes built in Santa

Fe and the county. So this is one I think we need to go back and look at what were we trying to capture with that goal and that target.

CHAIR HANSEN: That's kind of what I was trying to bring up because I think affordable housing is a big issue that we need to start thinking about, but 1,000 privately owned affordable homes is maybe not something we have control over and maybe we need to move that towards something that we do have control over and where we can develop affordable housing in the county and look at it in that manner.

Go ahead, Commissioner Hamilton.

COMMISSIONER HAMILTON: Well, Stephanie, I was wondering, in the 3 ½ hour meeting, were there any particular problems or roadblocks or challenges that were brought up that were of particular interest that we might think about moving forward?

MS. CLARKE: One of them that we discussed but that has sort of been removed is a quarter ago we were still waiting on the Department of Health to promulgate regulations for our behavioral health crisis center to move forward. That has since happened and I think it's fair to say we view them favorably, so that's kind of getting back on track.

One of the areas where I think we have a real challenge to move the needle is – I'm going to page 8 where we talk about some of the safety within our Adult Detention Facility, and right now we only have two quarters to compare but we had set a target of the assaults decreasing by five percent a year, and in both quarters, in both measures, they moved up. And you can see that the vacancy rate for detention officers is also higher than our target of not higher than ten percent vacancy, so it's incredibly challenging to recruit and then keep people in those positions. And I think you'd probably find that the higher the vacancy rate goes also the higher the number of assaults that might be happening. Not that they're completely correlated but they need numbers to keep the facility safe. And so that's one area that really kind of calls for attention, I think.

COMMISSIONER HAMILTON: When we have things like that I wonder if there could be sort of small brainstorming sessions, sort of with you and that department and one or two Commissioners or some other cross-department – the old thinking outside the box of getting a few people to brainstorm potential solutions that County resources we might need to bring to thinking about that, especially if it's stuff that we have to come back to the Commission to help resolve. Just a thought.

MS. CLARKE: Well, in the case of the one I was just talking about with the correction officers in the Adult Detention Facility, there's a conversation for example, going on right now between HR, Corrections, Finance about pay schedules, things like that.

COMMISSIONER HAMILTON: That's great. I really feel like this being a living document, not in the glib sense that it's often used but that fact that we really do want to be thoughtful about what we do and make a plan and work the plan, there's something to be said for that. Having sessions to really work over problems. There's no way that we planned everything that's easy to do, so to put some additional effort into getting together and solving problems as the year goes along I think would be a good thing to do. Obviously you guys are doing it to a great extent. I got that part of the response.

MS. CLARKE: One more example along those lines I guess that I could call attention to is on page 1 where we're looking at the measures as far as fuel mitigation to prevent fires and then deployments. In 1.1.1.3, number of private properties assessed, it came down pretty considerably from one quarter to the next, and the reason is the staff couldn't do that because they were deployed on fires.

COMMISSIONER HAMILTON: Yes.

MS. CLARKE: So it kind of calls into attention pro-active versus reactive work. And so it would be great if they had unlimited resources and go on deployments and not slow down their mitigation, but there's a tension between their ability to do both. So you don't want them to get further and further behind because of more and more deployments. But we might see that if we don't plan ahead.

COMMISSIONER HAMILTON: On the other hand, there are other things to be brought to that, like other types of staff, like Fire administrative staff might be open to help in communities getting state grants to do that kind of mitigation. So there's potentially more than one way to skin that particular cat.

CHAIR HANSEN: Also, I wanted to – I don't see Pablo in the audience but I see that we have been a little lax in being able to hire at the jail.

MS. MILLER: Madam Chair, it's not a matter of lax. It's a matter of – and I just sent an email this morning to HR and Finance – I really think it's a matter of that in the competition for Public Safety employees is really high. You've got in just about every local jurisdiction as well as the state offering more and more money to detention officer, police officers, all that. And it's tough to stay competitive. One of the things that you don't necessarily want to do is just throw money at a problem like that, but I told staff we need to look at how we compare, because there's different things particularly with 24/7 staff – differentials, trainings, academies. They go through that and then they get out, and different organizations have been kind of putting money in different places so many of your initial recruitment, your salary is good, but once you finish an academy and you come out of that, some other entity like Bernalillo or the state offers a much bigger incentive once you're out of the academy. So they can almost pull, sometimes right away from us. So we might recruit and get somebody pretty well – but we're not as able to retain them because we're not as competitive in different areas.

So we're doing a – in this one in particular, doing a salary analysis including all those incentive pays and all those different differentials and seeing where we might be able to adjust our salaries in order to make sure we don't just recruit but we retain employees. So it's just right now a very competitive market to find people and retain them in detention facilities. And it goes in spells. Six months ago we didn't have any vacancies.

CHAIR HANSEN: That's good to know, because I don't have that information about how competitive it is in the public sector of the jails throughout the state so it's an important issue to understand of how can we work to find people who can provide us the kind of services we need at the jail.

MS. MILLER: And it's difficult too, because one of the other things is dispatch is another area we really struggle to keep consistently fully staffed. People often come in either through Corrections as a detention officer or through dispatch to get their foot in the door to get into Public Safety but their ultimate desire is either to be in the Fire

Department or in the Sheriff's Office. So we also sometimes poach our own employees. So those are two areas that we really have to keep an eye on, how do we make sure we not just recruit but retain and some of it's pay and some of it's other things. It's the type of job.

CHAIR HANSEN: Yes. It's challenging. Are there any other questions from the Board? I also want to comment on what an important document this is and I think it's really important that we have this kind of process that we can keep ongoing to see what our standing is and how much progress we have made and where we're falling behind. So I think that's really important, so thank you so much, Stefanie.

MS. CLARKE: Thank you, and I'll expect to make another report of this sort in January, maybe late January, early February, would be the target.

CHAIR HANSEN: That sounds fantastic.

MS. CLARKE: Thanks.

MS. MILLER: Madam Chair, and I'd also like to, before Stephanie leaves just draw your attention to the very last strategy in the strategic plan, because it does affect the Board and that is transitioning to an electronic Board meeting materials, so that you won't be lugging around a big binder. It's not just one of our goals under being more transparent and efficient but it's also one of our sustainability goals, to use a lot less paper. But we are moving forward with that and have done an RFP and are evaluating the different responses for the actual agenda management software.

So you're going to hopefully start the new year with electronic agendas and electronic packets.

CHAIR HANSEN: So with that, will they be the latest iPads, or what are we looking at?

MS. MILLER: Madam Chair, we're hoping to get you the most old-fashioned, cumbersome computers we can. No, actually what we are going to try to do is get something that's light and fast but that's some kind of tablet but that also best works with the software. We do want to make it easy for you to use – easy to read, easy to carry around, but we really are trying to get away from printing trees-worth of paper packets.

CHAIR HANSEN: As somebody who really prefers the paper, I recognize how important it is to move to digital and to save our trees and in that regard I completely support this. I just want to make sure that we have the ability on the software to, when I'm reading the minutes that I can flag it and highlight it.

MS. MILLER: Then you can just transmit to us.

CHAIR HANSEN: Yes, and I could transmit it. That would be fantastic.

MS. MILLER: Madam Chair, we do want to make it something that's easy for you to read too, because we attempted to bring this previously and the Board was all for it except then everybody said, but I want a paper one. And we thought, well, that kind of defeats the whole purpose if what we're doing is going to a digital format and electronic format and then everybody still wants a printed packet. So we want to make sure that the software as well as the hardware is easy for you to use, easy to read, not hard on your eyes, and actually becomes more convenient and easier for you to use than a paper packet.

CHAIR HANSEN: I'm looking forward to that. I hope that that is true, that we can find it's easier on the eyes and that we'll be able to read that. But thank you

for working on that. I think it's an important part of our strategic plan and thank you for making those efforts, because I know that it's a challenge.

IV. A. 2. Legislative Update

MS. MILLER: Madam Chair, Tony's going to brief you on all the things that we're going to be doing and then I want to follow up with a little bit of discussion on the – maybe some process relative to legislators or other entities outside of the County requesting capital outlay and asking the County to be the fiscal agent. So I want to have a little discussion about that just to get your feedback because the word on the street is there's going to be a lot of capital outlay, which is good, but then again it also means a lot of things get funded that might be a little challenging for us to manage, because they're not necessarily our priority projects. So I'm going to let Tony start.

CHAIR HANSEN: Welcome, Mr. Flores.

TONY FLORES (Deputy County Manager): I've asked my current employee, who's still my current employee to assist me in this process if there's any questions. So, Board, a couple of important dates. We have set the legislative reception meeting with our delegation members for Monday, December 10th, at 6:00 pm at La Fonda. That's the day before the last BCC meeting of the month and the way the calendars are working we tried to coordinate a bunch of different ideas, but because LFC is in session – that's their last full LFC meeting that week we were trying to coordinate that.

We did reduce the size of the room because I think last year when we were at the La Fonda it was a great venue. However, staff outnumbered the delegation members. So we're trying to go to a more intimate setting for this year's event. So again, it's December 10th, 6:00 pm, the Santa Fe Room at the La Fonda. The save the date invites have gone out or are going out to the delegation members, and then they'll RSVP back and we're working on the details. So more to come at the November 27th Board meeting.

Important time, interims are wrapping up through the month of December. December 17th, if you can believe that, in a month approximately, legislation can be pre-filed all the way up to January 11th, there's a pre-file of legislation. January 15th is opening day of the session. February 14th is the deadline for introduction of normal pieces of legislation. Capital outlay, as Katherine was alluding to, we are getting quite a few requests from outside entities to act or serve as fiscal agent for those non-profits which we haven't done since I believe my tenure here the first time.

Capital outlay requests actually have to be in by 5:00 pm on February 11th. So we've already begun the process of taking the ICIP, the priorities that were adopted by the Board back in July, and I have lists for the liaisons if you do not recall what those are. They started created the capital outlay forms and strategizing to see what delegation members overlap a certain project so we can approach those delegation members that can serve a project area.

The problem with capital outlay, as we know, these forms are intended to be an all amount and we have to strategically ask the delegation members, between three of them. If the project is a million dollars and it affect three delegations or Representative or Senate districts how much each of them would contribute before we put that form in. So a

lot of work has already begun. And of course the session ends on March 16th.

There were no big changes in the election other than we have greater numbers in the house now for the Democratic side. The leadership, I believe had, this past weekend – they had the elections for the House? I think the leadership for the House remained the same after this past weekend and the Senate will have a Senate president now there's a Democrat to lead the Senate.

CHAIR HANSEN: But one thing we should mention is that half of House is now women.

MR. FLORES: Excellent point. So with that, the key dates, December 10th, pre-file of legislation. You're going to hear a bill or a resolution in a moment that is actually part of the legislative packet. We'll bring back on November 27th all the items that the Board would consider of actually putting forward as legislative pieces. As you recall, the Board directed me to go ahead and submit to the New Mexico Counties authorization on behalf of the Board that we would adopt or accept their five priorities. We'll bring that back formally at the end of the month and we're trying to compile other pieces of legislation, including Pam's that's on the agenda today for a complete packet for the legislation.

I would like to have – Katherine has directed me to have and Rudy's not going to help me have an entire legislative packet by December 10th so we can actually hand to our delegation members the priorities of this Commission. So with that I'll stand for any questions. I'm not quite sure how Katherine wanted to dive into the other topic.

MS. MILLER: Madam Chair, so the Board already approved the ICIP and your top five priorities. But since then we've had legislators who've come to us and said they want to do bills, have capital outlay bills for other things than your top five. And those are things that the County is doing but not necessarily what we put in as our top five. I don't know if you would like us to bring them to you and say whether you would like to support that or not, because it's what the legislators would like to do. That's one.

So you'll see that there are legislators who have things in their district that the County – they are County projects and that the County is taking on but that they want to be a part of. And I don't think we ever want to discourage that. So that's one thing.

Second is we also have non-profit entities in the county and I'll give one that's a good example because this would also be something that we would want. For instance, Boys and Girls Club wants to go to the legislature and get funding for the teen centers and those teen centers are for improvements to the teen facilities or the facilities that are in County buildings. But those also were not on the Board's top five. And anything that we get that we – if you pass a resolution that says, yes, we support that too, that would be in competition with our own top five, because there's only so many dollars to go around.

And then the third scenario too is just non-profits that aren't in necessarily any County facility but that are seeking the County to be their fiscal agent if they receive any funding. Those are always challenging because in some way you have to have some agreement that those types of appropriations don't violate anti-donation.

So we're getting these requests now. Different staff members are being asked and then they're coming to me and I feel that that's something that should be a Board decision as to whether you want the County to be fiscal agent for certain things and whether you want us to put forward resolutions that say, yes, we support these entities

going and getting funding for these projects that aren't our top five on our ICIP or may not even be on our ICIP. That's also another challenge, because it's likely to get vetoed if they're not on our ICIP even if there's an appropriation made.

So I just wanted some of your thoughts about that. I was thinking we could, each time we get a request, draft up a resolution and bring it to the Board and let you decide, and also we would have some staff recommendation that went with that, pointing out the pros and cons of doing so. Or if you would like to just delegate that to me. It's entirely up to the Board how you want to handle it but I did want to bring it up because numerous staff members are being asked and they're kind of like, what do I do now? And for the most part, like I said, I think we want to be supportive but we also don't want to compete with our own priorities.

CHAIR HANSEN: Commissioner Anaya.

COMMISSIONER ANAYA: I guess I'm confused as to what you're asking, and it's not going to be for me, it's going to be for Mr. Garcia and the rest of the Commission, but legislators get requests from non-profits absent our process. We don't control that. But are you saying that if a non-profit makes a request for a project and the County becomes the fiscal agent and if it's not on the list they're going to kick it out because wouldn't LFC or the Council Service tell the legislator you can't get this money because it's not going to work? I guess I'm confused. Because typically, legislators will do what they want to do in their districts, and I think it's a Catch-22 for us to not support them if they need help with a fiscal agent. So I get what you're asking, but typically, there are legislators who may never ask what the Commission thinks. Is there a process where the Council Service, shouldn't they kick it back and say, well, this isn't on a priority list, or how does that part work? I guess I'm confused.

MS. MILLER: Madam Chair, Commissioner Anaya, there has been an effort by Council Services, LFC and all that, and legislators to say, hey, if a non-profit is going to come forward they have to have an entity, a local government entity that says they'll be the fiscal agent. So they go out looking for a fiscal agent and they want us to have said yes or no before that appropriation gets into a bill. So that's one piece of that. There's been instances where nobody's asked and it still gets through and we're just not able to accommodate and not because we don't want to help them. It's more that the actual appropriation, the way that it's written can't be spent.

We had one a few years ago that a legislator, a couple legislators I think put in for it, but it was actually buying a security system for a private facility. We couldn't do it. So no matter how much we were asked, even if we agree to accept an appropriation there was no way it was going to be able – we can't outfit somebody's private building with public dollars. So that one was kind of like our hands were tied, predominantly because we couldn't accommodate it.

Others are, well, we're going to build you a building or a facility which requires it be owned by a local entity. And so you'll get a request, for instance, for an appropriation to build a – I'm making this one up – build a youth facility for – well, shoot, I can use an actual example. I was going to say the shelters or the Mountain Center. We own the buildings and then we lease them. So we did accept the appropriations and that was back at a time when there were years with a lot of funding. But what it does mean is we end up accepting the appropriation, being the fiscal agent, building the building, owning the

building and then leasing it to a non-profit that qualifies for what that facility was built for. We have several of those.

And so I just want Santa Fe County to be pro-active, not reactive to whether we want to accept appropriations along that line and take that on because those will be outside of our current projects that we have and outside of – and tend to replace your priorities.

And then the third item that Commissioner Anaya mentioned, it's like they'll get vetoed. That has been a practice of governors for a while that if it's not on the ICIP. So the Council Services and LFC really do use local government's ICIPs. They try to make sure you have it on there. But the problem is we've already turned the ICIP in. And so now, people start going, hey, I could get money for those. We can't get them on the ICIP now. So additionally, they would be asking to get the money.

So in that particular case, what I would think, if it's not on our ICIP we should not agree to be their fiscal agent because we can't make it appear on the ICIP at this late a date, and it's likely to get vetoed. Because that's been one of the criteria where legislators and the governor – not just this governor but the previous governor looked at, okay, those are competing with things that were planned and anticipated. So I don't know if that helps you but that's where we're kind of struggling a little bit.

COMMISSIONER ANAYA: Madam Chair, just to finish my thought, when you meet with them you might bring this up as a topic of conversation and cast it in the light of – consistent with your requirement, you've asked us to create projects and put them on a list and then be consistent with implementing projects throughout our program off our ICIP which we do, but this continually comes up. Then ultimately what it comes down to is does a state agency want to administer money? They used to do that and they do that less and less. They used to have Environment Department or whoever oversees the funds but now more and more they're looking to the counties to oversee the funds. It's a Catch-22, but thanks for the clarification. Thanks, Madam Chair.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: So I think what you're asking is – it has a lot of parts to it and to me it's got a little bit of complex question, because on the one hand we're sort of faced with many of the projects that are being brought forward, they're all important; right? There's value to a lot of them, and it's reasonable, I think, to ask the County to do this as a service to people who otherwise aren't in the fiscal position to manage that level of funding but they still need the project.

The other side of it is that's there's only a certain amount of capital funding to go around and the County – I think especially over the last decade, Santa Fe County has been pretty good to a great extent trying to plan what we do, and we've gotten more serious about it. We committed to a big strategic planning process, and it's not because departments, as a whole county we had never done that before, but we really wanted to kind of integrate what we perceived as our really big needs and our priorities. Right? So the counter side of this is everybody has ideas of what they need to do but the County has put a lot of effort into thinking about what we need to do and trying to serve our county the best way we can and fill people's needs.

So we have limited bandwidth to achieve that and we frankly want to compete, to a certain extent for the capital funding to be able to achieve those strategic goals. And for

some things, some of those money – there is word that there will be a lot of capital funds because the state – oil and gas has done very well, but there are a lot of other things where funding is being stretched. Federal funding is being cut, so there are a lot of reasons for us to want to make the best use of an opportunity.

And so I guess my feeling is that it would be – I would love to have some of these things brought to the Commission but I'd like to think about them with inputs about how it fits into the strategic plan and what kinds of things that the Commissioners have indicated are important to move forward, how it competes with those things and how it competes with our County bandwidth, the things that it's not otherwise competing directly for dollars but it would prevent us from doing other things and use that information as the questions come up to be able to make the judgment.

Because it's never an issue of – well, sometimes it is, but it's not really an issue for the most part of whether they're good projects, but whether it fills some of our core goals moving forward.

CHAIR HANSEN: So I would just like to say a few things about this. One, staff and the community went out into the community and asked our community what do you want on the ICIP. And we spent – staff went out and gathered this information and came back and brought it to us. And we listened to that and put those items on the ICIP. We have already turned that in and so that's what we have at the moment. I understand if there is extra money, if there are legislators who have – legislators have the right to do whatever they want with the money they have and so I think we have to be open in some way to the projects that they're bringing us and I think we need to look at each one individually and see where it fits into our strategic plan, where it fits into what we have been listening to from the community, because we are here to serve the community and so what are the things that we have already heard? We're going to hopefully pass a resolution in support of the food for New Mexico, which is part of our strategic plan for the New Mexico grown fruit and fresh vegetables, which is part of our strategic plan.

So keeping all of these things in mind I hope they will be brought forward to us and we can talk about how we can move forward with these items with the amount of money that supposedly exists. We also have a new governor who might have a different way of managing these things and not automatically rejecting something if it's not on the ICIP. There's a lot of variables that we do not know. And so I think we need to be able to take all of those into consideration when we move forward. Commissioner Moreno, do you have anything you wish to say?

COMMISSIONER MORENO: I have a few brief thoughts. I like the idea of tying our approach to the legislature based on what we have been talking about, the priorities that are on paper that we can tell people this is why we're doing this and being able to make a really cogent, put-together-by-adults, and I think that's number one.

Number two, I think the corollary, maybe: be flexible. I'd like our team to be excellent as they already are. Give us information that we can use when we're out and about. But the flexibility bit would help if we could have more interaction with them, and along with that, another thought: Have you – what is the Association of Counties doing in this regard? Trying to put a round peg in a square box?

MS. MILLER: I could say relative to capital outlay, the Association of

Counties doesn't really get involved in that. It gets very specific to each county and the state has mandated that we do the ICIP, and they're the ones who have said you must do it, you must do it by this date, and if you want any capital outlay, counties and cities, you must have those projects on the ICIP. So that's what we're instructed but that's not the reality of how it works when you get into the legislative session because there isn't really that great of an avenue for these other entities to come forward unless they have a sponsor through a local government, which legislators have said, sometimes their local government doesn't work with them. So we don't have that issue here but having been there I know there were cases of that where the local government was not the best advocate for their legislator to get things to their district. Usually that was if they were from different parties.

But the Association of Counties doesn't really get on the capital outlay issue. They have given us the priorities for the Association which you guys have adopted and that's in the area of tax reform, funding to detention fund, restoring a better level of funding to the EMS fund, that type of – I don't know them all off the top of my head but it's those kinds of things.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: Commissioner Moreno alludes to a question we haven't really asked which is what are the alternatives? If the County doesn't agree to serve as the fiscal agent are there other alternatives for funneling the money appropriately to these groups?

MS. MILLER: Well, Commissioner Hamilton, there's the municipalities, if they're appropriate. If they're not – so usually, if you look, a lot of the things that we have received funding for that we have been fiscal agent and have built are in the City of Santa Fe too, so they're in the city limits as well. So there's that option as well. Or if the Town of Edgewood or Española.

COMMISSIONER HAMILTON: That's pretty much it?

MS. MILLER: Yes. But then you've got a lot of other area that that's not the case. But it is challenging, because frequently what's being asked for is something that it would be difficult to not violate anti-donation, which essentially DFA won't let us do that. So you spend a lot of time trying to fit the square peg in the round hole and it's difficult.

CHAIR HANSEN: Okay. Thank you.

MS. MILLER: Madam Chair, I wasn't asking actually for a vote on anything. You gave me a lot of good feedback. I have some ideas how we can work through these. I think anybody who does pick up the phone and call us about it or ask to meet with us, we'll meet with them and see where it does fit in our priorities, in our strategic plan, in our ICIP, and then look at bringing those to you guys with some recommendations of how we might be able to help or how somebody else might be better suited to help them.

CHAIR HANSEN: Thank you. And then you have the calendar year 2018 holiday schedule?

IV. A. 3. Calendar Year 2018 Holiday Schedule

MS. MILLER: Yes, Madam Chair. The last thing that I just wanted to bring to the Board for an okay. Typically we close a little earlier on Christmas Eve before the actual holiday of Christmas and sometimes a little early on New Year's Eve. But this year Christmas Eve falls on a Monday. And then Christmas Holiday is on the Tuesday, and rather than having people come in for four hours on Christmas Eve, I was hoping that the Board would be okay if we actually closed the County the 24th and the 25th, and we would still be open the 31st and more than likely the whole day of the 31st because that's also the day we need to have everything ready for the Board meeting on January 8th, just the way that the Tuesdays fall. The second Tuesday is January 8th and with the Tuesday, January 1st being a holiday, really shortens our time to get the agenda posted and get the packets ready and all that. So I wouldn't request that we close on Monday, the 31st but I would request that we close on Monday the 24th.

CHAIR HANSEN: I think that is an excellent idea and I completely support that. My other Commissioners –

COMMISSIONER HAMILTON: Yes, I agree completely.

COMMISSIONER MORENO: I'm good with that.

CHAIR HANSEN: Okay. And I also want to thank Tony. Mr. Flores, I want to thank you for moving the meeting to the Santa Fe Room which is actually my favorite room at La Fonda, so I really appreciate that and I meant to say that to you. I think it is a much more intimate room and it has this beautiful fireplace in it where we can have a nice fire and make it quite warm and inviting. So thank you for that.

Is there anything else from the County Manager?

MS. MILLER: Madam Chair, no, that's it, unless you have some questions for me.

IV. MATTERS FROM COUNTY COMMISSIONERS

A. Resolutions

1. Resolution No. 2018-118, 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" and Related Education Programs

CHAIR HANSEN: Welcome, Patricia and Pam. It's so great to see you both again.

PATRICIA BOIES (Health Services Division Director): Thank you, Madam Chair, Commissioners. This resolution before you is similar to ones that we have brought before you in each of the past several years as part of our Santa Fe County *Health Action Plan*, increasing the percentage of adolescents who are consuming fresh fruits and vegetables, specifically five or more a day. It's part of our plan – our Health Policy and Planning Commission, as well as the Food Policy Council on which I sit, which has been supportive of this resolution which would allow for a legislative appropriation for the specific purpose for New Mexico grown fresh fruits and vegetables

in school meals.

So as I say, it's similar to what we have brought before you in the past and Pam Roy, who is the executive director of Farm to Table and has been the coordinator for the Food Policy Council has more information as you might need on the specifics of the appropriation and how it would be used.

CHAIR HANSEN: Welcome, Pam. It's great to see you again.

PAM ROY: Madam Chair, Commissioners, thank you very much for the invitation to be here, and certainly I can answer any questions. A couple things, as Ms. Boies mentioned, so one, the Santa Fe Food Policy Council which I help to coordinate, really appreciates the work that you all do in support of the food plan, our City and County food plan, which is multi-dimensional of course, but it also very much includes the priorities of the County's health plan as well.

So just briefly, a little bit of an update and then what we're really proposing this legislative session. An update, and thanks to you all for the last few years of really supporting a resolution which helps to prioritize your advocates, your professional advocates, your lobbyists to be with us and I'll tell you, it is so helpful to have them at the capitol. They're great strategists. They're a super support to us and really help us think through when we go to committee, next best steps and how to make sure that these are winning options and bills for our county and our state.

So with New Mexico Grown Initiative, the last legislative session approved \$425,000. It had been zeroed out the year before because of course the budget, state budget, and what I want to report is right at the time that that funding came through this year the Public Education Department, which my organization has worked closely with for many years, we finally ended up with a position within the Public Education Department, permanent Farm to School and Nutrition Education position.

So 18 years, honestly, of our work and building out these programs over this period of time. So we now have a permanent home, and also, in coordination with the Department of Agriculture, the Department of Health, Healthy Kids, Healthy Communities Initiative, so we've got multi-agency and organizations working together in support of this program. PED did a very brief baseline study across the state of school food service directors, spending local produce. So thinking about this in this last less than a decade of getting this program off the ground and having a bit of state funding. In 2017 to 2018 schools spent well over \$875,000 in budget funding. That's without the state funding.

So we think that we'll see our school food service directors having spent over a million dollars this school year on New Mexico fresh fruits and vegetables for school meals.

And the state funding has helped to really develop an incentive. So Santa Fe Public Schools this year received \$21,750. Moriarty received \$4,859. Monte del Sol received \$5,000. Even though it's not quite in our county, Pecos received \$5,000 and Estancia received \$5,000 as well. So if you think about spreading the wealth a little bit, Santa Fe Public Schools received \$21,750 and they've spent \$70,000 on New Mexico grown produce in school meals.

October was National Farm to School Month. Our Santa Fe Public Schools, Santa Fe County, Torrance County, all across the state did really amazing projects and

programs in the schools to really highlight what ends up in the cafeteria.

So coming into this 2019 legislative session, the Economic and Rural Development Committee has already endorsed the New Mexico Grown Fresh Fruits and Vegetables for School Bill. It's \$350,000. That's going to build on a base of \$200,000 that's in the base budget of PED. So our hope is, after this legislative session, that there'll be \$550,000. So a little bit add-on to what they have now.

And then, secondly, and the word "education" was built into the resolution, there is a complementary bill that's been introduced. The Economic and Rural Development Committee also endorsed it. It's called New Mexico Food and Agriculture Education Grant program. And again, it's a collaborative of organizations across the state working on it, and the goal is a \$350,000 appropriation. This one would go to the Department of Agriculture and it would be home to schools being able to apply to the Department of Agriculture for education programs like gardens on the school grounds, cooking with kids in the classroom, ag in the classroom, 4-H, FFA, things like that, that could use a little bit of a boost. And it will be highly coordinated with the Public Education Department's New Mexico Grown program.

So if the school district applies for fruits and vegetables, the program, they will have to actually match that application with their own funds, and it would give them the option to apply for funding with the Department of Agriculture for the education program if funding is appropriated. So we're really trying to link these things up across the state, across jurisdictions, across programs, so kids learn, when they see it on the plate in the cafeteria, and they see it in the classroom's education programs and curriculum, and out in the school garden, that all these things begin to link up and our kids really just get to build on where their food comes from and become a part of that.

In the high schools the goal is to help young people see that agriculture is also a profession and as a person who was a Future Farmers of America person, the reason why my profession is food and agriculture, and I have a master's degree in international agriculture is because of FFA, because of that education and experiential learning in high school. So I'm not sure I'm the greatest example, but in any case you really can lead young people into a profession. We need farmers and in New Mexico right now our average age for farmers in New Mexico is 61 and so we really need these young people moving into this as a profession. We feel like this is a good way of making that happen.

So thank you very much for the time today.

CHAIR HANSEN: Thank you very much. I'm happy to hear all of those wonderful things that are happening. And with that, what is the pleasure of the Board?

COMMISSIONER HAMILTON: I'd like to move for approval of this and to thank you for all that information. It's hugely important and it really kind of answered a lot of the questions about the status that I had had. So that was just really appreciated.

COMMISSIONER MORENO: Second.

The motion passed by unanimous [3-0] voice vote. [Commissioner Anaya was not present for this action.]

VI. B. Commissioner Issues and Comments, Including but not Limited to Constituent Concerns, Recognitions, and Requests for Updates or Future Presentations

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: I don't have anything. Thank you.

CHAIR HANSEN: I want to acknowledge a few things. First of all, the Fix It Clinic was a great success. I actually went and they repaired something for me, so I want to give a shout-out to the Fix It Clinic and thank you to Claudia and Neal and Ashley for organizing that and to Zane Fischer for donating the master space. It's a really great space, If you haven't been over there please go by.

Sara Smith, my new constituent liaison and I went to the Rio Grande Water Fund Conference in Albuquerque and that was incredibly informative. I also want to give a shout-out to everybody for Halloween, which was fantastic, all the costumes, everybody who participated and once again, the County is a great place to work and Halloween is a fantastic event here.

And I wanted to also just comment on yesterday I had the honor of going to Tesuque Pueblo for the Buffalo Dance which was incredibly moving. They only do the Buffalo Dance every four years and even though it was quite cold it was really a wonderful event to see. So I want to just recognize our pueblos and how fortunate we are to live 15 minutes from such a beautiful site and a religious and cultural ceremony. And I think that is all I have at the moment.

V. MATTERS FROM OTHER ELECTED OFFICIALS

A. Elected Officials Issues and Comments, Including but not Limited to Updates, Concerns, Recognitions

CHAIR HANSEN: Clerk Salazar, do you have any comments.

GERALDINE SALAZAR (County Clerk): Yes, Chair Hansen, Commissioners, I'd like to state that currently my staff are at the warehouse canvassing the election, so that should be complete by the 16th of the month. I'd like to give some numbers. If they change they would be very minor. In Santa Fe County we had a total of qualified voters, 99,991. Absentee voters were 5,353. Early voters were 40,836, and on election day, 19,699.

The total voters who went out to vote during early voting, absentee and election day were 65,888. So we almost made it to 66 percent of eligible voters in Santa Fe County. That's pretty good.

CHAIR HANSEN: That is fantastic and I just want to acknowledge you for running a really good election.

CLERK SALAZAR: My staff, all of us. We're a team.

CHAIR HANSEN: And your staff. I think that you really deserve recognition because we obviously have had issues throughout the country and other

places and we did not have any of those issues here. It's to you and your staff and I want to recognize them.

CLERK SALAZAR: And also we're very fortunate to be in the State of New Mexico. State of New Mexico honors voters and we have every which way that people can vote. There's no excuse not to, in other words. Thank you.

CHAIR HANSEN: Thank you.

MS. MILLER: Madam Chair.

CHAIR HANSEN: Yes.

MS. MILLER: Commissioner Anaya just let me know he had to leave. He had an emergency, but he has asked if we could table the second land use case. He does want to be present for that, but he can't be, so is it possible to do that.

COMMISSIONER HAMILTON: I'd be happy to, because apparently he had to leave and since Commissioner Roybal isn't here because he is ill, it seems like a matter that would be best presented when all of us are here. So I would like to move to table the second public hearing case.

CHAIR HANSEN: We are talking about BCC Case #APP 18-5071 with Angelo Ortega.

COMMISSIONER HAMILTON: That's correct.

CHAIR HANSEN: I second that.

The motion passed by unanimous [3-0] voice vote. [Commissioner Anaya was not present for this action.]

VIII. MATTERS FROM THE COUNTY ATTORNEY

- A. **Executive Session: Limited Personnel Matters, as Allowed by Section 10-15-1(H)(2) NMSA 1978; Board Deliberations in Public Hearing(s) on the Agenda, as Allowed by Section 10-15-1(H)(3) NMSA 1978; Discussion of Contents of Competitive Sealed Proposals Pursuant to the Procurement Code During Contract Negotiations as Allowed by Section 10-15-1(H)(6); 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:**

1. Aamdor Settlement / Pojoaque Basin Regional Water Authority

BRUCE FREDERICK (County Attorney): Thank you, Madam Chair. We're requesting to go into executive session under item VIII. A to discuss the items mentioned there pursuant to the authorities listed.

COMMISSIONER HAMILTON: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER HAMILTON: I'd like to move that we go into executive session to discuss the matters listed by the County Attorney and on the agenda.

COMMISSIONER MORENO: I would second the motion.

CHAIR HANSEN: Roll call.

The motion to go into executive session pursuant to NMSA Section 10-15-1-H (2, 3, 6, 7 and 8) to discuss the matters delineated above passed by unanimous roll call vote as follows:

Commissioner Anaya	Not present
Commissioner Hamilton	Aye
Commissioner Hansen	Aye
Commissioner Moreno	Aye
Commissioner Roybal	Not present

[The Commission met in executive session from 4:10 to 5:35.]

CHAIR HANSEN: Yes.

COMMISSIONER HAMILTON: I'd like to move that we come out of executive session with the assurance that all we discussed in the executive session was that which was listed on the agenda and expressed by the County Attorney.

COMMISSIONER MORENO: I second the motion.

The motion passed by unanimous [3-0] voice vote. [Commissioner Anaya was present for this action.]

IX. PUBLIC HEARING

A. Land Use Cases

- 1. CDRC CASE # S 15-5052 Univest-Rancho Viejo La Entrada Subdivision Phase 1, Sub-Phase 2 Final Plat. Univest-Rancho Viejo, Applicant, Jessica Lawrence, Agent, Requests Final Plat Approval of Sub-Phase 2 of the La Entrada Residential Subdivision Phase 1 to Create 24 Residential Lots within A Previously Approved 404-Lot Residential Subdivision. The Property is Located within the Santa Fe Community College District Planned Development District, on Camino Cerro Escondido and Via Orilla Dorado, Within Sections 19 & 20, Township 16N Range 9E (Commission District 5)**

VICENTE ARCHULETA (Case Manager): Thank you, Madam Chair. On April 11, 2006, the Board of County Commissioners granted Master Plan approval for Rancho Viejo Village West, for a mixed-use development consisting of 1,250 residential units and 117,250 square feet of commercial space on 668 acres to be developed in three phases within Rancho Viejo.

On September 12, 2006, the BCC approved the La Entrada Subdivision Phase 1, which was part of Rancho Viejo Village West. The BCC granted preliminary plat, final plat, and development plan approval of 456 residential lots within a commercial community center, on 249 acres with the approved master plan and variance to permit a

cul-de-sac road exceeding 300 feet.

On December 19, 2006, the plat for the southern portion of La Entrada Phase I consisting of 238 lots was recorded.

On June 10, 2014, the BCC approved the vacation of the platted archaeological easement located within La Entrada Phase 1 residential subdivision, which has been mitigated.

On June 9, 2015, the BCC approved the requested amendment to the preliminary plat, final plat, and development plan for La Entrada, Phase 1. The request was for a reduction in the number of lots from 456 lots to 404, an increase of undeveloped open space from 139.78 acres to 146.36 acres, an increase of developed open space from 5.69 acres to 7.87 acres, and a reduction of the private park area from 4.13 acres to 3.94 acres. In addition to the lot size changes the applicant requests the removal and realignment of several roads within the subdivision

On November 10, 2015, the BCC approved the request for the master plan, preliminary plat, final plat and development plan amendment to sub-phase the previously approved La Entrada Residential Subdivision Phase 1 into four sub-phases. Sub-phase 1 consisted of 58 lots. Sub-phase 2 will consist of 24 lots, Sub-phase 3 will consist of 35 lots and Sub-phase 4 will consist of 49 lots for a total of 166 lots. The final plat for La Entrada Phase 1, Sub-phase 1 was recorded on September 5, 2017 as Instrument No. 1833488.

The applicant now requests final plat approval per Chapter 5, Section 3.8, final plat, of Ordinance No. 2016-9, the Santa Fe County Sustainable Land Development Code for sub-phase 2, which consists of 24 lots on 6.2 acres.

Recommendation: Staff recommends approval of the amendment to the master plan, preliminary plat, final plat, and development plan of the La Entrada Phase 1 Subdivision subject to the following conditions:

1. Compliance with all conditions of approval of the Master Plan, the previous Preliminary Plat, Final Plat, and Development Plan.
2. Each Phase of the Final Plat and Development Plan must be recorded in the Office of the County Clerk.

The recordation of this plat shall extend the Preliminary Plat for three years per Chapter 5, Section 5.7.12.

Thank you, Madam Chair.

CHAIR HANSEN: Any questions? I want to open this up for public hearing. Is there anyone from the public that wishes to speak? I need to go to the applicant first.

KARL SOMMER: We don't have anything to add. We agree with the conditions of approval. We'd answer any questions you might have.

CHAIR HANSEN: Do you have any questions? Okay, the public hearing is still open. Is there anybody from the public who would like to speak? Seeing none, I'm closing the public hearing. What's the pleasure of the Board?

COMMISSIONER MORENO: Madam Chair, I would move approval of this project.

COMMISSIONER HAMILTON: Second.

The motion passed by unanimous [3-0] voice vote.

VICKI LUCERO (Building & Development Supervisor): Madam Chair.
CHAIR HANSEN: Yes.

MS. LUCERO: Can I just get clarification; did that motion include the staff's recommended conditions?

COMMISSIONER MORENO: Yes.

MS. LUCERO: And also I just wanted to clarify that the request was for final plat approval for sub-phase 2.

COMMISSIONER MORENO: Yes.

MS. LUCERO: Thanks.

IX. A. 2. BCC CASE# APP 18-5071 Angelo Ortega, Appeal. TABLED

X. CONCLUDING BUSINESS

A. Announcements

CHAIR HANSEN: I just want to mention once again that I'm having a townhall tomorrow evening, November 14th, 6:00 pm at the Commons on 2300 W. Alameda. It will be addressing the Santa Fe Greenway and the river section between Frenchy's and Siler. Any other announcements?

B. Adjournment

Having completed the agenda and with no further business to come before this body, Chair Hansen declared this meeting adjourned at 5:43 p.m.



TEST TO:
Geraldine Salazar
GERALDINE SALAZAR
SANTA FE COUNTY CLERK

Approved by:

Anna Hansen
Board of County Commissioners
Anna Hansen, Chair

Respectfully submitted:

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



COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

BCC MINUTES
PAGES: 73

I Hereby Certify That This Instrument Was Filed for
Record On The 14TH Day Of December, 2018 at 04:04:54 PM
And Was Duly Recorded as Instrument # **1875035**
Of The Records Of Santa Fe County

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

SFC
CLERK
RECORDED
12/14/2018



\$12,985,000
SANTA FE COUNTY, NEW MEXICO
GENERAL OBLIGATION IMPROVEMENT BONDS
SERIES 2018

PRICING CERTIFICATE

All terms not defined herein shall have the meanings given them in the Resolution adopted on September 11, 2018 (the "Bond Resolution") by the Board of County Commissioners (the "Board") of Santa Fe County, New Mexico (the "County") authorizing issuance of the \$12,985,000 Santa Fe County, New Mexico General Obligation Improvement Bonds, Series 2018 (the "Bonds").

WHEREAS, on September 11, 2018, the Board adopted the Bond Resolution authorizing the issuance of the Bonds and delegating authority to the County Manager to determine the final terms of the Bonds, subject to the parameters of the Bond Resolution; and

WHEREAS, the County Manager has received and reviewed bids to purchase the Bonds and has accepted the bid and awarded the Bonds to Morgan Stanley, the best bidder for the Bonds (the "Purchaser"); and

WHEREAS, the undersigned has determined that it is in the best interest of the County to proceed with the sale of the Bonds pursuant to the Bond Resolution, the Notice of Bond Sale and this Certificate.

NOW THEREFORE, the undersigned hereby certifies as follows:

1. Details of the Bonds. The Bonds shall be issued in the aggregate principal amount of \$12,985,000, shall be dated their date of issuance and delivery to the Purchaser, shall bear interest from the date of delivery, at the rates described below, payable semiannually on January 1 and July 1 of each year until maturity, commencing January 1, 2019, and shall mature on June 1 in each of the designated amounts and years as set forth below:

SEE CLERK RECORDED 12/14/2018

Year Maturing (June 1)	Amounts Maturing	Interest Rate (Per Annum)
2019	\$1,500,000	5.000%
2020	650,000	5.000%
2021	450,000	5.000%
2022	150,000	5.000%
2023	400,000	5.000%
2024	-	-
2025	400,000	5.000%
2026	250,000	5.000%
2027	1,020,000	3.000%
2028	1,020,000	3.125%
2029	1,020,000	3.250%
2030	1,020,000	3.375%
2031	1,020,000	3.500%
2032	1,020,000	3.500%
2033	1,020,000	3.625%
2034	1,020,000	3.750%
2035	1,025,000	3.750%

2. Prior Redemption. The Bonds maturing on and after June 1, 2026 shall be subject to redemption prior to maturity at the County's option in one or more units of principal of \$5,000 on and after June 1, 2025, in whole or in part at any time, in such order of maturities as the County may determine (and by lot if less than all of the Bonds of such maturity is called, such selection by lot to be made by the Registrar in such manner considered appropriate and fair) at a redemption price equal to the principal amount of the Bonds or portions thereof to be redeemed plus accrued interest, if any, to the date fixed for redemption.

3. Sale of the Bonds. The Bonds in the amount of \$12,985,000.00 are hereby sold to the Purchaser at a purchase price of \$13,223,597.25, being the par amount of the Bonds of \$12,985,000.00, plus a net premium of \$238,597.25.

4. Net Effective Interest Rate. The net effective interest rate on the Bonds is 3.432324%, which is less than 12% as required by the Bond Resolution.

5. Terms of Bonds within Parameters of Bond Resolution. It is hereby found and determined that the above terms established for the Bonds are within the parameters established by the Bond Resolution.

6. Approval of Documents. The form, terms and provisions of the Continuing Disclosure Undertaking, the Escrow Agreement and the Preliminary Official Statement relating to the Bonds are in all respects approved, authorized and confirmed.

WITNESS my hand this 23rd day of October, 2018.

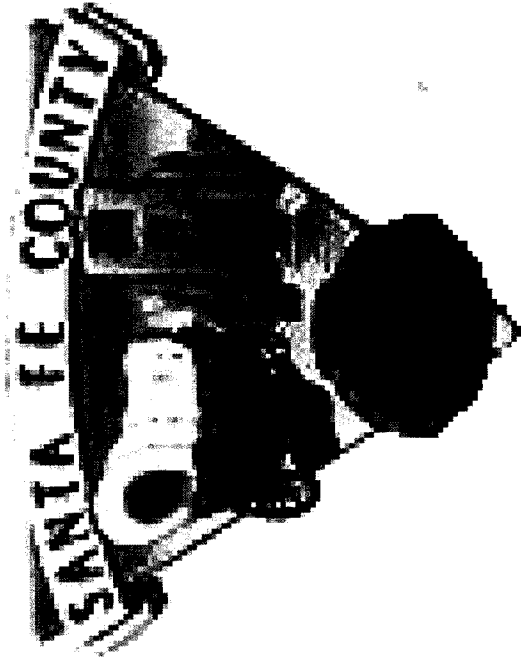
SANTA FE COUNTY, NEW MEXICO

By: Katherine Miller
Katherine Miller, County Manager

Time of Award: 3:15pm Prevailing Mountain Time

SEC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan and Performance-Based Budgeting Report for Fiscal Year 2019, Quarter 1



Mission Statement

Our mission is to provide a safe, sustainable, healthy community through a proficient, transparent and accessible government.

Core Values

Integrity - We will do the right thing, even if it is difficult

- Be Accountable by following through on our commitments
- Be direct, honest, and transparent in our communication
- Maintain ethical standards of public service at all times

Innovation - We are open to new ideas, technologies and methods

- Envision what is possible
- Cultivate creativity and the flexibility to take intelligent risks
- Encourage and value the contributions of each person

Respect - We will treat all persons with dignity

- Act fairly and impartially without favoritism or discrimination
- Develop an inclusive, safe environment
- Listen well treat others as we would like to be treated

Excellence - We strive to exceed customer service and performance expectations

- Consistently give our personal and professional best
- Commit to continuous improvement of our programs and services
- Support one another to bring out the best in everyone

SFC CLERK RECORDED 12/14/2018 810Z/1/21

ADOPTED 6/26/2018, UPDATED THROUGH SEPTEMBER 30, 2018

Santa Fe County Strategic Plan

Responsible Parties	FY18		FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					

POPULATION GOAL 1: PROVIDE A SAFE COMMUNITY

Objective 1.1: Enhance Fire Protection Programs																									
Strategy 1.1.1: Create year-round sustained wildland program																									
Action: Obtain FY2019 funding for six person year round team	Fire Chief/ Budget Administrator																								Included in FY2019 final budget
Action: Reclassify temporary positions to permanent for six person team and fill	Fire Chief/ HR Director																								6 grant funded YCC positions: four filled, 2 to be filled as of 10/27/18.
Action: Identify and request FY2020 funding to support second year round wildland team	Fire Chief/ Budget Administrator																								
Action: Implement the second wildland team	Fire Chief/ HR Director																								All positions created in HR
1.1.1.1 Performance Measure: Hazardous fuel acreage mitigated by hand or mechanized means. Target: 10 acres per quarter	Fire Chief																								
1.1.1.2 Performance Measure: Hazardous fuel acreage mitigated through the managed use of prescription (Rx) fire Target: 2,000	Fire Chief	NA																							
1.1.1.3 Performance Measure: Number of private properties assessed. Target: 50 properties per quarter	Fire Chief	27																							Result down due to staff being deployed
1.1.1.4 Performance Measure: Number of local, regional, and national fire suppression deployments. Target NA	Fire Chief	6																							

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

Strategy 1.1.2: Create hazard mitigation strategy and program	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Action: Adopt hazard mitigation plan and review annually	Fire Chief																			Approved at 5/8/2018 BCC meeting			
Action: Update and improve vegetation analysis, including land cover mapping and canopy analysis	GIS Manager																			Fire/Open Space identifying county properties for fuel mitigation. UNM land cover mapping contract ongoing			
Action: Identify Wildland Urban Interface areas in need of hazardous fuels mitigation	Fire Chief/ GIS Manager																			Land cover mapping work during FY2019Q1 will support identification of WUI areas. Meetings in progress			
Action: Enter contract for GIS data set updates with deliverables due Fall 2020	GIS Manager																						
Action: Conduct wildland fire prevention community outreach in Urban Interface areas	Fire Chief																						
Action: Collaborate with State Forestry Division, US Forest Service, Bureau of Land Management, County Open Space, and City of Santa Fe	Fire Chief																						
Action: Work with Forestry Division and Forest Service to derive fuel loads from canopy analysis	Fire Chief/ GIS Manager																			Obtaining data from partners			
Action: Apply for Youth Conservation Corps funding through State Forestry Division	Fire Chief																			YCC application submitted in April 2018			
Action: Implement and administer Youth Conservation Corps grant funded team	Fire Chief																			Awaiting grant award			
Action: Identify internal or external grant funding	Fire Chief																						
1.1.2.1 Performance Measure: Number of Wildland Urban Interface projects identified and prioritized. Target: 4 per quarter	Fire Chief	NA		3																Thinning on Talaya Trail, Ortiz Mountains, and Little Tesuque Creek over next two years			
1.1.2.2 Performance Measure: Number of community contacts made. Target: 50 per quarter	Fire Chief	NA		50																3 community meetings resulted in 56 contacts in FY2019Q1			
1.1.2.3 Performance Measure: Number of property owners taking mitigation actions on their property after community outreach contact. Target: 10 per quarter	Fire Chief	NA		NA																Wildland working on method to collect this data			
1.1.2.4 Performance Measure: Average ISO rating of County fire districts. Target: 5 or higher	Fire Chief	5		5																			

Santa Fe County Strategic Plan

Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 1.1.3: Improve commercial property fire prevention inspection program																							
Action: Conduct life safety inspections in accordance with adopted fire code requirements	Fire Chief	X	X																				
Action: Map, catalog, and maintain perimeters and dates of inspections	Fire Chief/GIS Manager																						
Action: Adopt International Fire Code	Fire Chief			X																Approved by BCC on 10/30/18			
1.1.3.1 Performance Measure: Average number of business days to complete inspections. Target: 30 business days or less 90% of the time	Fire Chief	NA	90%																	30 days or less 90% of the time			
1.1.3.2 Performance Measure: Percent of identified life safety problems rectified through inspection process. Target: 100%	Fire Chief	NA	100%																				
1.1.3.3 Performance Measure: Number of inspections conducted. Target: 150 per quarter	Fire Chief	62	150																	Expanded inspection program proposed with new fire code adoption in FY2019Q2			
Objective 1.2: Provide High Quality First Responder Services																							
Strategy 1.2.1: Install new RECC computer-aided dispatch (CAD) system																							
Action: Obtain matching funds due from Cities of Santa Fe and Edgewood	RECC Director	X	X																	Funding is identified and committed, not yet received			
Action: Install and configure CAD hardware and software	RECC Director/ IT Director/GIS Manager	X	X																	CAD hardware is installed. Vendor to install software December 2018			
Action: Extract, transform and load GIS data into CAD system	GIS Manager																			Task not yet scheduled, equipment not yet there			
Action: Train RECC staff on use of new CAD	RECC Director		X																	Training is limited to date due to ongoing implementation, but have access to CAD cloud network to begin			
Action: Maintain and update GIS/E911 data for periodic loading to CAD system	GIS Manager																						

8/12/11/11 11:11 AM 11/11/11

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 1.2.2: Transition to Next Generation 911 (NG911) compliant system																						
Action: Propose and support NMAC 2019 legislative efforts to preserve/ increase/ recover E911 Funding	RECC Director/GIS Manager																					
Action: Use CAD workgroup to plan NG911 transition (public safety, IT, GIS)	RECC Director/ IT Director/GIS Manager																			CAD working group meets regularly, assists with ongoing projects. This will continue through NG911 transition in our center and statewide		
Action: Conduct public awareness education campaign, including press releases, media day, text message alert system pamphlets with utility bills, and radio print and television advertisements																				Includes public outreach at job fairs and other events. Participated in panel discussion on mental illness and suicide prevention promoting use of Smart911 for at risk individuals in October 2018		
Action: Engage stakeholders through attendance of RECC Board, City Public Safety Committee, County Public Safety standing meetings, NMAC affiliate, and legislative committee meetings	RECC Director																			Active participation occurring in all forums.		
Action: Identify and obtain funding sources for software, hardware, and equipment	RECC Director																					
Action: Install and configure NG911 hardware and software	RECC Director/ IT Director/GIS Manager																					
Action: Extract, transform and load GIS data into NG911 CAD	GIS Manager																					

Santa Fe County Strategic Plan

Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 1.2.3: Sustain emergency management plans																							
Action: Collaborate with governmental and private partners to identify opportunities and threats		X	X																		Meetings and trainings attended and scheduled throughout year		
Action: Amend emergency management plans to align with best practices																					Revisions underway. Will incorporate experiences from July 2018 flooding		
Action: Provide GIS data to support emergency management plans			X																		GIS provided mapping for Public Works flooding for cleanup efforts		
Strategy 1.2.4: Conduct regular DWI saturation patrols																							
County Sheriff																							
GIS Manager																							
County Sheriff			NA																		9 in calendar year 2016		
Strategy 1.2.5: Update countywide interoperable public safety land mobile radio system																							
Action: Identify possible funding sources for hardware, software, infrastructure and equipment			X																		Design-Build RFP issued for radio project in conjunction with Public Safety expansion project to complete 12/19.		
Action: Obtain funding for hardware, software, infrastructure and equipment																					City FY19 budget includes \$2.2 million		
Action: Establish City/County joint working group with elected official and management																					Need action plan with County Manager's Office to approach partners		
Action: Discuss renegotiation of RECC JPA with City officials																					Not started		
See also Strategy 1.2.2: Transition to NG911 system																							

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 1.2.6: Respond promptly to service calls																							
Action: Revise RECC operating procedures to improve dispatch time, including consideration of dispatching units prior to ascertaining the Clawson Code	RECC Director																				Procedures updated to reduce dispatch time. Still working on further revisions		
Action: Train RECC staff on revised operating procedures	RECC Director																						
Action: Revise and enforce Fire Department procedures with Fire Service Standards	Fire Chief																				Working on updates		
Action: Train fire staff on revised operational procedures	Fire Chief																						
1.2.6.1 Performance Measure: Average Fire Department response times measured in accordance with industry standards from dispatch to arrival. Target: 10 minutes or less	Fire Chief	11:20 minutes	10:15 minutes																				
1.2.6.2 Performance Measure: Average County Sheriff's response time for medical priority 1 from dispatch to arrival. Target: 10 minutes or less	County Sheriff	11:40 minutes	12:16 minutes																		Reported by RECC		
1.2.6.3 Performance Measure: Average County Sheriff's response time for medical priority 2 from dispatch to arrival. Target: 15 minutes or less	County Sheriff	18:20 minutes																			Reported by RECC		
1.2.6.4 Performance Measure: Percent 911 calls answered in 10 seconds. Target: 90% or more	RECC Director																						
1.2.6.5 Performance Measure: Average 911 medical priority 1 call start to dispatch time. Target: 45 seconds or less	RECC Director	54 sec.																					
1.2.6.6 Performance Measure: Average 911 medical priority 2 call start to dispatch time. Target: 60 seconds or less	RECC Director	65 sec.																					

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Strategy 1.2.7: Study Fire Department organizational structure																						
Action: Complete Fire Department Five-Year Plan for FY2019-2023	X	X																				
Action: Evaluate structure and number of fire districts		X																				Evaluation underway in five-year plan update
Action: Evaluate organization of career fire staff and management		X																				Evaluation underway in five-year plan update
Objective 1.3: Operate Adult and Youth Detention Centers to Ensure Safety of Detainees, Employees, and the Public																						
Strategy 1.3.1: Enhance Adult and Youth Detention Center internal safety																						
Action: Develop process to individually assess incidents of assault in ADF and YDC for corrective action	X	X																				Enhanced training on investigating incidents, identifying assaulters, and removing predator-based inmates
Action: Train staff on process to individually assess incidents of assault for corrective action	X	X																				Training and drills with staff ongoing
Action: Implement assault corrective action process	X	X																				Assault tracking log created to help staff review incidents case by case and identify common denominators
Action: Train staff on inmate mood assessments and de-escalation techniques	X	X																				Ongoing. Training conducted during academy and 40 inservice training. Reviewing curriculum update
Action: Enhance inmate programming associated with crimes and additions related to their incarceration	X																					Adding programming associated with inmate crimes. Vacant volunteer services coordinator and programs manager positions affecting progress
Action: Improve recidivism tracking to target re-entry programming		X																				Ongoing
Action: Continually monitor vacancies to fill positions																						Working with HR on reorganization, will advertise positions in FY2019Q2
Action: Schedule regular communication between senior management and new hires to provide mentorship and assessments	X	X																				Warden meets with new employees 7 days after employment and again after 30 days. Regular meetings with Sargents/Lieutenants

SEC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
1.3.1.1 Performance Measure: Year-over-year change in the number of serious inmate on inmate assaults. Target: 5% decrease per year	Warden																						
1.3.1.2 Performance Measure: Year-over-year change in the number of inmate on staff assaults. Target: 5% decrease per year	Warden																						
1.3.1.3 Performance Measure: Vacancy rate of detention officers. Target 10%	Warden					14%																	
Strategy 1.3.2: Maintain accreditation/certification for detention facilities																							
Action: Seek NMAC reaccreditation of adult detention facility biannually	Warden																			Reaccreditation occurs every 3 years			
Action: Participate in CYFD annual inspection/certification of youth detention program	Warden																			Next audit will be January 2019			
Action: Plan for and obtain adult detention facility accreditation through American Correctional Association	Warden																			Currently preparing. Will apply for accreditation in August 2019.			
1.3.2.1 Performance Measure: Continued NMAC accreditation of adult detention facility. Target: Yes	Warden	Yes																					
1.3.2.2 Performance Measure: Continued CYFD certification of youth detention program. Target: Yes	Warden	Yes																		Next audit will be January 2019			
Strategy 1.3.3: Ensure Medicaid enrollment and coordination with private insurers to provide inmate health care																							
Action: Continue Medicaid enrollment efforts through booking process and weekly verification	Warden	X																		17 inmates enrolled in Medicaid during FY2019Q1			
Action: Navigate inmates with private insurance to providers	Warden	X																					
1.3.2.21 Performance Measure: Number of inmates enrolled in Medicaid. Target: 20 or more	Public Safety Director	25	17																				

Santa Fe County Strategic Plan

Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 1.4: Provide Public Safety Prevention, Education and Intervention Services																							
Strategy 1.4.1: Create a Youth Services Division within Community Services Department																							
Action: Establish working group to evaluate current youth programs and recommend FY2020 restructuring																				RFP for strategic plan submitted to Purchasing			
Action: Identify and request funding for enhancement of youth programs																				Included in FY2019 budget			
1.4.1.1 Performance Measure: Number of youth served by Teen Court program. Target: 125 or more per quarter			84																	Clarify in future: are fluctuations related to school year?			
1.4.1.2 Performance Measure: Number of youth served by Santa Fe County youth programs. Target: 2,400 or more per quarter																				Clarify: Are services increased due to new program at Santa Fe High?			
Strategy 1.4.2: Conduct neighborhood watch meetings																							
Action: Provide quarterly maps of neighborhood watch group activity to Sheriff's Office																				Task not yet scheduled			
Strategy 1.4.3: Conduct Safety Training Enforcement Program (STEP)																							
Action: Provide quarterly traffic fatality and pedestrian heat maps to Sheriff's Office from CAD																							
1.4.3.1 Performance Measure: Number of traffic fatalities. Target 16 or less per year			NA																	23 in calendar year 2016, the most recent data available. New CAD system may improve data collection			
1.4.3.2 Performance Measure: Number of pedestrian fatalities. Target 3 or less per year			NA																	1 in calendar year 2016, the most recent data available. New CAD system may improve data collection			

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 1.5: Improve Adult Detention Facility Re-Entry Program																							
Strategy 1.5.1: Assess re-entry program and wrap around service needs and gaps																							
Action: Meet with all re-entry staff to identify concerns, issues, gaps in service upon release, possible expansion areas, and tracking methods	Warden	X	X	X																			
Action: Develop tracking of individuals receiving substance abuse services/Medicaid assistance treatment program (MAT), naltrexone, vivitrol while incarcerated	Warden	X	X	X																Vivitrol program awaiting procurement finalization			
Action: Identify and request additional funding sources	Warden																						
Action: Consider requesting additional re-entry positions as efforts prove success	Warden																			Currently have three re-entry positions with one vacancy			
Action: Educate community providers/public on measures ADF is taking to combat opioid use dependency in inmates	Warden				X															Re-entry staff meets regularly with community providers			
Action: Develop program for former inmates who have been successful in recovery for a certain length of time to tell their stories through public schools	Warden																			Beginning to track inmates			
1.5.1.1 Performance Measure: Percent of eligible incarcerated adults participating in Medicaid Assistance Treatment Program (MAT). Target: 100%	Warden	NA	NA																	Began tracking inmates in May 2018			
1.5.1.2 Performance Measure: Percent success rate for eligible incarcerated adults participating in MAT. Target: 50% or more	Warden	NA	NA																	Began tracking inmates in May 2018			

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
POPULATION GOAL 2: PROMOTE A SUSTAINABLE COMMUNITY																						
Objective 2.1: Provide Affordable Housing																						
Strategy 2.1.1: Bolster Housing Fund																						
Action: Identify revenue sources and annual amount targeted	X																		\$250,000 PILT in FY2019 budget			
Action: Expand and clarify the scope of fund eligible activities: rental and ownership		X																	Reviewing first draft of rental policies			
Strategy 2.1.2: Provide additional County affordable housing units																						
Action: Develop land opportunity matrix with pros and cons of sites to assist in identifying land for development																			Reviewed 6 parcels and analyzed two			
Action: Provide mapping analysis based on parameters specified																			Task not yet scheduled			
Action: Identify land for development		X																	Reviewed parcels, made offer on one			
Action: Apply for tax credits and all other financial resources for new projects		X																	Proposed partnership with Santa Fe Civic Housing, reviewing application			
Action: Create financial packages																						
Action: Enter partnership agreements for each new housing development		X																	One agreement under review			
2.1.2.1 Performance Measure: Number of affordable housing units owned by the County Target: 250 units or more	200	200																	Target 50 new units per year			
2.1.2.2 Performance Measure: Average percent occupancy of affordable housing units owned by the County. Target: 98% or greater	99%	99%																				
2.1.2.3 Performance Measure: Average percent of available vouchers used by County residents. Target: 98% or greater	96%	97%																				
2.1.2.4 Performance Measure: Average number of privately-owned affordable housing units assisted by the County. Target: 1,000 or more																						
2.1.2.5 Performance Measure: Dollars leveraged for every \$1 expended by the County on Affordable Housing. Target: \$5 or more	NA	\$ 3.45																	Leveraging currently over target, will come towards target as County funding is added			

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 2.1.3: Increase awareness and flexibility of Happy Roofs and down payment assistance programs																							
Action: Review and update policies and procedures	Housing Director																						
Action: Expand program parameters, leverage funding, and consider contracts to assist program implementation	Housing Director																			Creating workplan to revise all current housing regulations			
Strategy 2.1.4: Maintain and enhance existing affordable housing stock																							
Action: Apply for external funding for rehabilitation of existing units from CDBG, energy efficiency funds, etc.	Housing Director																			Applied for and received four sources: CDBG, ROSS FSS, Energy, Mainstream			
Action: Request County funds for street, curb, gutter, sidewalk, and ADA requirements	Housing Director																						
Action: Develop and maintain five-year housing capital and maintenance plans for current assets	Housing Director																			Plan to apply for additional CDBG funds, may access County ADA funds			
Action: Seek State capital grants for County housing improvements	Housing Director																			Coordinating capital outlay request with Boys and Girls Club			
Action: Apply for HUD Rental Housing Demonstration (RAD) funding for all County-owned housing sites	Housing Director																						
2.1.4.1 Performance Measure: Minimum HURs rating or energy star rating and score on all County-owned housing units. Target: 75 or higher	Housing Director	NA	NA																	Submitted energy assessment to US Department of Housing and Urban Development for review			
2.1.4.2 Performance Measure: Obtain passing REAC scores for all public housing units owned. Target: Yes	Housing Director	NA	NA																	Last measure is dated. Expect a measurement during FY2019			

Santa Fe County Strategic Plan

	Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 2.2: Address Threats Associated with Climate Change																								
Strategy 2.2.1: Develop additional backup water supply																								
Action: Compile official documents addressing backup water supply (current plans, previous studies, ordinances, contracts, etc.)	Utilities Director/ GIS Manager																					List of documents addressing back-up supply is under review		
Action: County Manager and BCC meet with City Officials to review current state of backup water supply to collective utilities and options to expand	Utilities Director																							
Action: Build internal team of SFC experts to create and analyze list of options for additional backup water supply (utilities, GIS, sustainability, finance, planning, legal, etc.)	Utilities Director																							
Action: Meet with regional partners to discuss options for additional backup water supply (City, mutual domestics, BDD, PBRWS, EAWS, large well water users)	Utilities Director																							
Action: Determine and locate resources needed	Utilities Director																							
Action: Create plan	Utilities Director																							
Action: Secure water supply with water rights, infrastructure and wet water with regional partners	Utilities Director																							
Action: Implement domestic well metering use program including pilot program, allocation verification for utility customers, and updated meter installation requirement	Sustainability Manager																					Developed reporting form and letter to domestic well owners. Working with vendor on web reporting portal		
See also Objective 1.1, Enhance Fire Protection Programs																								
2.2.1.1 Performance Measure: Backup water supply available as a percentage of Buckman Diversion deliveries. Target: 100% of annual deliveries from BDD	Utilities Director																					FY2018 result based on CY2017 deliveries. FY2019 results pending CY2018 deliveries		

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Santa Fe County Strategic Plan

Strategy 2.2.2: Reduce greenhouse gas emissions from county operations	Responsible Parties	FY2019																FY2020				FY2021				FY2022				FY2023				Notes
		FY18		FY19		FY20		FY21		FY22		FY23		FY24		FY25		FY26		FY27		FY28		FY29		FY30								
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Action: Adopt fleet management policy determining countywide fuel efficiency standard and policy for use of alternative fuels	Public Works Director/Sustainability Manager																														Policy and implementation plan 80% drafted, collecting information			
Action: Improve facilities and fixed asset database catalog and mapping	IT Director/ GIS Manager	X		X																											IT and GIS have begun to discuss fixed asset database			
Action: Contract for investment grade audit of major County facilities	Sustainability Manager			X																											Submitted to purchasing 8/28/18. Vendor selection underway			
Action: Work with energy service companies to implement improvements recommended in investment grade audit	Sustainability Manager																																	
Action: Install solar generation on County facilities, including using statewide price agreement	Sustainability Manager	X		X																											Nancy Rodriguez interconnected on 10/18/18. Eldorado being negotiated			
Action: Conduct analysis of solarizing County facilities to prioritize and determine size of funding requests	Sustainability Manager																														10 facilities identified and analysis underway			
Action: Develop County employee ride-sharing and alternative transportation program	Sustainability Manager																																	
Action: Establish healthy building and energy efficiency guidelines for all new county buildings	Sustainability Manager																														Researched EnergyStar requirements, creating new building checklist			
Action: Calculate triple-bottom-line cost benefit analysis in County buildings and facilities	Sustainability Manager	X		X																											Discussing AutoCase software with management and project managers			
Action: Support legislation to increase New Mexico renewable energy portfolio standards through NMAC and other stakeholders	Sustainability Manager																																	
2.2.2.1 Performance Measure: Year-over-year change in average County passenger and light-duty truck miles per gallon. Target: Reduce by 2 or more miles/gallon per year	Sustainability Manager	NA		NA																											Establishing baseline from FY2018 fleet. Applied for VW Mitigation grant for 4 heavy trucks			
2.2.2.2 Performance Measure: Change in number of County vehicles that are electric. Target: Increase by 2 vehicle per year	Sustainability Manager																														First electric vehicle being procured. Expect to meet target in FY2019			
2.2.2.3 Performance Measure: Number of electric vehicle charging stations at County buildings. Target: 5 or more	Sustainability Manager																														Will use extension cord to charge electric vehicles for now. Will seek funding from VW Mitigation grant			
2.2.2.4 Performance Measure: Number of County buildings or facilities solarized per year. Target: 2 buildings or facilities per year	Sustainability Manager	1																													10 are solar as of 9/30/2018. Edgewood Fire Station was solarized during FY2018. Expect 2 in FY2019			

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 2.3: Ensure County's Long-Term Financial Stability																						
Strategy 2.3.1: Amend Sustainable Land Development Code/lodger's tax ordinance to regulate short-term rentals																						
Action: Consider commercial valuation of short-term rental properties to increase revenue collections and flexibility of funds																						
Action: Form working Group of Lodger's Tax Advisory Board, Fire, Legal, Sustainability, Finance and Assessor																						
Action: Collect rules from other jurisdictions																						
Action: Develop SLDC regulations for short-term rentals for public review and adoption																						
Action: Outreach and inform public of importance																						
Action: Identify location and number of short-term rentals in unincorporated area																						
Action: Create and adopt appropriately-targeted changes for lodger's tax																						
See also Strategy 2.1.4: Maintain and enhance existing affordable housing stock																						
Strategy 2.3.2: Consider changes to solid waste fee structure																						
Action: Hold workshops with partners to review 2014 Solid Waste Assessment and Management Study (SWMA, City, County)																						
Action: Consider fee structure options	X	X																	Received direction from BCC on 8/14/18, brought ordinance amendment to BCC on 10/30/18			
Action: Cost-benefit analysis of options																						
Action: Propose revised fee structure and/or franchise fee			X																Ordinance amended by BCC on 10/30/1/8 to revise fee structure			
Action: Adopt any necessary ordinances		X	X																Ordinance amended by BCC on 10/30/1/8. About \$200,000 annual reduction in solid waste fees			

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 2.3.3: Consider additional gross receipts tax increments																							
Action: Analyze increments available, revenue generation, allowable uses, boundaries, approval process	Finance Director			X																Monitoring statewide tax reform efforts. BCC may endorse legislation			
Action: Compare County rate to statewide rates	Finance Director			X																Comparison underway			
Action: Obtain feedback from the public on any proposed increments/uses as necessary	County Manager/ Finance Director																						
Action: Adopt necessary resolutions	County Manager/ Finance Director																						
Strategy 2.3.4: Implement County's reserve policy																							
Action: Monitor reserve levels on a quarterly basis against reserve policy requirements	Budget Administrator		X				X																
2.3.4.1 Performance Measure: General Fund Contingency Reserve as a percentage of General Fund operating budget, including transfers. Target: 10% or more	Budget Administrator																			In addition to State reserve requirements			
2.3.4.2 Performance Measure: General Fund Disaster, Uninsured Loss, and Major Infrastructure Repair reserves as a percentage of General Fund unrestricted fund balance. Target: 25% or more	Budget Administrator																			In addition to State reserve requirements			
Strategy 2.3.5: Revise water and sewer rate structure																							
Action: Seek approval of updated water and sewer rate ordinances	Utilities Director		X																	Approved at 6/12/18 BCC meeting			
2.3.5.1 Performance Measure: Percentage of recurring utility operating expenses covered by recurring utility revenues. Target: 100% or more	Utilities Director																			Recurring revenues of \$4.9mm versus recurring expenses of \$4.0mm			

Santa Fe County Strategic Plan

Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 2.3.6: Collect receivables owed to the County																							
Action: Collect delinquent property taxes		X	X																				
Action: Analyze collection rate for ambulance compared to similar jurisdictions		X	X																		County collection rate slightly above national average of 45-50%		
Action: Based on analysis of collection rate for ambulance, develop action plan to improve collections			X																		RFP underway for countywide credit card acceptance services. Expect contract award by 1/1/19		
Action: Analyze collection rate for utilities compared to similar jurisdictions			X																		99.7% collected in July-August 2018. Awaiting rates from similar jurisdictions		
Action: Based on analysis of collection rate for utilities, develop action plan to improve collections		X	X																		RFP for countywide credit card acceptance services currently being evaluated		
See also Strategy 4.2.2: Increase County Acceptance of Payment Cards																							
2.3.6.1 Performance Measure: Percent of billed property taxes collected as of each fiscal year end. Target: 95% or more		96.7%		NA																			
2.3.6.2 Performance Measure: Percent of ambulance billings collected as of each fiscal year end. Target: 56% or more		52%		NA																			
2.3.6.3 Performance Measure: Percent of utility fees billed collected as of each fiscal year end. Target: 95% or more		99.7%		NA																			

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Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 2.3.7: Maintain County roads, facilities, vehicles and equipment to maximize service life																							
Action: Develop annually updated maintenance plan for all road districts	Road Maintenance Manager																				Updates occur in January - February annually		
Action: Develop weekly pre-trip vehicle inspection form	Fleet Manager																				50% developed		
Action: Update facility assessment every five years using contractor, including incorporation of ADA transition plan	Property and Facilities Manager																				ADA deficiencies identified through Title VI plan. Would like to contract to reassess facilities every 5 years		
2.3.7.1 Performance Measure: Average Pavement Surface Evaluation Rating (PASER) for all paved County road facilities. Target: 6 or higher	Road Maintenance Manager																				Roughly half are currently measured. Will report rating when complete. Rating scale is 1-10		
2.3.7.2 Performance Measure: Countywide pavement miles repaired, resurfaced, chip sealed, and fog sealed. Target: 24 or more miles per year	Road Maintenance Manager																						
Strategy 2.3.8: Maintain or improve County bond rating to ensure affordable access to credit markets																							
Action: Communicate with rating agencies and ensure adequate disclosure	Finance Director																						
Action: Draft debt management policy for BCC consideration	Finance Director																						
See also Strategy 2.3.4: Implement County's reserve policy																							
2.3.8.1 Performance Measure: Rating on County general obligation bonds. Target: AA+ or higher rating	Finance Director																				GOB rating upgraded by S&P to AAA in October 2018		
2.3.8.2 Performance Measure: Rating on County gross receipts tax bonds. Target: AA or higher rating	Finance Director																						
Strategy 2.3.9: Improve County risk management efforts																							
Action: Train employees on slips, trips, falls and other workplace hazards	Risk Management Director																				Training schedules on sharepoint for department employees		
Action: Create process to ensure timely follow up on workers' compensation claims	Risk Management Director/ HR Director																				Light duty process implemented through HR and shared with Risk Management		
Action: Review claim data quarterly with County Manager and County Attorney	Risk Management Director																				RMIS software not yet set up, expected in January 2019		
Action: Appoint staff safety monitors in each County building	Risk Management Director																				Safety committee liaisons in place		
Action: Conduct bi-annual safety inspections through safety monitors in each County building	Risk Management Director																						
2.3.9.1 Performance Measure: Average workers' compensation costs per employee per fiscal year. Target: \$1,200 or less	Risk Management Director																						

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019			FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Objective 2.4: Incentivize Sustainable Economic Development																					
Strategy 2.4.1: Utilize special districts when appropriate																					
Action: Create checklist and implementation workflow materials for public improvement districts, tax increment development districts, local economic development act projects, and county improvement districts																					
Action: Create developer toolkit to guide through approvals and buildout																					
Strategy 2.4.2: Improve county-targeted economic development clusters																					
Action: Update economic development plan to prioritize economic development strategies																					
Action: Create joint affordable housing and economic development constructs to leverage LEDA for live/work projects																					
Action: Leverage existing county economic development projects including broadband, ecotourism, film, recreation, agriculture, open space and trails by combining with other projects																			Working on broadband expansion through REDI Net, concept plan for agricultural uses at La Bajada Ranch		
Action: Review funding availability to support appropriate public/private partnerships through county policies and regulations																			Will begin after updating Economic Development Plan		
2.4.2.1 Performance Measure: Dollars expended by film industry in the County. Target: \$25 million per quarter	\$27.5 million	\$30.0 million																			
Strategy 2.4.3: Maintain or expand nonresidential, mixed use and institutional zones																					
Action: Facilitate implementation of community plans through SLDC and zoning map and identify nonresidential areas through community, area, and district planning	X	X																	Two community plans underway, review of uses allowed in zoning districts		
Action: Facilitate commercial development in appropriate areas	X	X																	Review of non-residential permits ongoing		
Action: Identify other potential locations for nonresidential development as community plans are completed																					

Santa Re County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021		FY2022		FY2023		Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	
Action: Revise SLDC Use Matrixes for appropriate scale nonresidential uses in all zoning districts	Growth Management Director																
2.4.3.1 Performance Measure: Change in acreage within County nonresidential, mixed use and institutional areas. Target: 0 or less reduction	Growth Management Director	0	0														

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 2.4.4: Implement AgriGate web-based tool highlighting food producers, buyers, resources																						
Action: Launch AgriGate tool	X	X	X																	Launched in October 2018		
Action: Increase user participation of AgriGate through outreach to local food producers, buyers, and agricultural resource providers	X	X																		Ongoing outreach		
Strategy 2.4.5: Improve workforce training and education programs																						
Action: Identify needs of local employers through survey																				125 responses received to survey of local businesses on their needs		
Action: Encourage internship programs that bridge local certificate and associate programs to local small business needs																				Looking into future SFCC agricultural partnership at La Bajada Ranch		
Action: Continue to fund Protec job preparatory program at Santa Fe Community College	X																			Four years completed, fifth year designing program around local business needs. \$50,000 for Protec Program included in FY2019 budget		
2.4.5.1 Performance Measure: Percentage of individuals trained through Protec program that retain jobs. Target: 80% or more	NA	NA																				
Strategy 2.4.6: Meet adequate public facilities requirements of SLDC																						
Action: Complete 20-year Capital Improvement Plan (CIP)		X																		20-year CIP plan draft in progress		
Action: Identify capital improvements and associated costs needed for new development																						
Action: Develop phased schedule to complete CIP																						
Action: Complete Impact Fee study																						
Action: Consider County Impact Fees																						
Action: Consider all funding sources																						
Action: Adopt necessary resolutions/ordinances																						

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

POPULATION GOAL 3: SUPPORT A HEALTHY COMMUNITY

Objective 3.1: Connect Residents With Services Needed for Health and Well Being

Strategy 3.1.1: Implement Accountable Health Community

Action:	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		FY18 Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action: Procure IT system for Accountable Health Community	Health Services Director/ IT Director	X	X																				Vendor selected, contract negotiations underway
Action: Install and configure IT system for Accountable Health Community	Health Services Director/ IT Director																						Vendor selected, contract negotiations underway
Action: Contract with FQHC's for navigation services	Health Services Director	X	X																				Three under contract: La Familia, First Choice, and Pecos Valley
Action: Complete storyteller project	Health Services Director		X																				Contract executed, work has begun
Action: Contract to develop evaluation plan for the Accountable Health Community	Health Services Director	X																					Contract executed, work has begun
Action: Implement evaluation plan	Health Services Director																						
Action: Implement six priorities identified in the County Health Action Plan	Health Services Director	X	X																				
3.1.1.1 Performance Measure: Number of people navigated to resources needed for health and well-being. Target: 200 or more per quarter	Health Services Director	200	356																				

Strategy 3.1.2: Increase babies born healthy in the County

Action: Provide programs targeted to at-risk women including Medication Assisted Treatment	Health Services Director	X	X																				La Familia and Las Cumbres contracts
Action: Contract with clinics to provide pre-natal care for high risk women	Health Services Director	X	X																				La Familia and Las Cumbres contracts

See also Strategy 3.1.1: Implement Accountable Health Community

See also Objective 3.2: Reduce Drug and Alcohol Abuse

See also Objective 3.5: Increase Consumption of Healthy Food

3.1.2.1 Performance Measure: Percentage of babies born in Santa Fe County weighing less than 2,500 grams (~5.5 pounds). Target: 8.7% or less	Health Services Director	10.8%																					Most recent data is from 2016
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Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 3.2: Reduce Drug and Alcohol Abuse																						
Strategy 3.2.1: Train Public Safety Department staff on crisis intervention techniques and mental health related issues																						
Action: Procure contracts for training services																						
Action: Consider increased funding for drug and alcohol abuse treatment services, including detoxification, residential, outpatient, and Medication Assisted Treatment																						
3.2.1.1 Performance Measure: Percent of adults who engaged in binge drinking during the last 30 days. Target: 14.2% or less	14.7%																		Submitted RFP request for residential out patient treatment to Purchasing			
3.2.1.2 Performance Measure: Rate of overdose deaths per 100,000 population. Target: 35 or less per year	27.2																		Most recent data is from 2017. Consider supplementing with additional current performance measure			
Strategy 3.2.2: Combat DWI through public awareness and enforcement																						
Action: Issue RFP for public awareness activities																						
Action: Provide quarterly DWI arrest heat maps from CAD																			RFP underway. Submitted to Purchasing.			
See also Strategy 1.2.4: Conduct regular DWI saturation patrols																						
3.2.2.1 Performance Measure: Number of DWI checkpoints conducted. Target: 5 or more per quarter	NA	NA																				
3.2.2.2 Performance Measure: Number of DWI saturation patrols conducted. Target: 10 or more per quarter	NA	NA																				
Strategy 3.2.3: Participate in drug take back events with Drug Enforcement Agency			X																One held in October 2018, another scheduled in April 2019			
See also Strategy 1.4.1: Create a Youth Services Division within Community Services Division																						
See also Strategy 1.2.4: Conduct regular DWI saturation patrols																						
3.2.3.1 Performance Measure: Alcohol-related death rate per 100,000 population. Target: 52.9 or less per year	NA																		There were 55.9 deaths per 100,000 from 2012 through 2016			

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 3.3: Provide Services for Aging Population																							
Strategy 3.3.1: Identify geographical areas with service need gaps and current facility utilization																							
Action: Provide mapping and demographic analysis	GIS Manager																			Ongoing through SAMS database. Navigator tracking individuals served by zip code			
Action: Implement mechanism to track senior services provided by location	Senior Services Program Manager	X	X																	Navigator attending Health Tracks Navigator meetings to gain information. Met with hospital navigators, working with NMALTSd on program			
Action: Train County staff on full array of senior services available to make effective referrals to partners and non-profit providers	Senior Services Program Manager																						
Action: Collaborate with partners and nonprofits to provide services identified in gap analysis	Senior Services Program Manager																			Congregate: 593 individuals/9,644 units. Home delivered: 228 individuals/16,944 units. Transp.: 143 individuals/2,866 units			
Strategy 3.3.2: Construct and operate Cerrillos Senior Center																							
Action: Issue RFP for construction services	Public Works Director/ Senior Service Manager																			Solicitation cancelled due to bids exceeding budget. Coordinating to reissue solicitation as design build			
Action: Construct Cerrillos Senior Center	Public Works Director/ Senior Service Manager																						
Action: Secure FY2020 operational funding	Senior Services Manager/ Budget Administrator																						
Open Cerrillos Senior Center	Public Works Director/ Senior Service Manager																			Opening is behind schedule, estimated to open FY2020Q3			

Santa Fe County Strategic Plan

		Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Strategy 3.3.3: Serve healthy delivered and congregate meals through senior centers																									
Action: Procure and enter contracts with local produce for senior services		Senior Services Program Manager			X																		Used school district contract to obtain fresh produce, starting in July 2018. Depleted \$5,000 encumbrance		
3.3.3.1 Performance Measure: Percent of senior satisfied with delivered and congregate meals pursuant to annual survey. Target: 80% or more		Senior Services Program Manager	85%																				85% "very satisfied" in Feb. 2018 survey. Next survey will be Spring 2019		
3.3.3.2 Performance Measure: Number of congregate meals provided. Target: 10,000 or more per quarter		Senior Services Program Manager	9,300		9,644																				
3.3.3.3 Performance Measure: Number of home delivered meals provided. Target: 16,800 or more per quarter		Senior Services Program Manager	16,182		16,944																				
Strategy 3.3.4: Analyze costs and benefits of new senior center in Santa Cruz																									
Action: Establish work group to identify any unmet service needs and priorities		Senior Services Program Manager			X																		Surveys provided to participants ahead of forming work group. A group of seniors has been identified to discuss unmet needs. Recommendation will be provided during FY2019Q2		
Action: Identify funding beyond the \$1.3 million currently funded if appropriate		Senior Services Manager/ Budget Administrator																							
Action: Request and obtain FY2020 funding if appropriate		Senior Services Manager/ Budget Administrator																							
Action: Design and construct new facility if appropriate		Public Works Director																							
See also Strategy 4.3.1: Create staff steering committee to monitor and prioritize staff work																									
Strategy 3.3.5: Develop standard staffing level for senior centers																									
Action: Review existing staff levels at senior centers and propose revisions if appropriate		Senior Services Manager/ HR Director																					Restructure of Community Services Department underway with Human Resources		
Action: Request an obtain additional FY2021 funding if appropriate		Senior Services Manager																							

SEC CLERK RECORDED 17/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 3.4: Provide Behavioral Health Services																							
Strategy 3.4.1: Complete Behavioral Health Crisis Center																							
Action: Form Design-Build workgroup to define building parameters and establish bridging documents	Community Services Director	X	X																	Workgroup established, met twice, but were delayed while awaiting NM Department of Health Regulations. Preliminary floor plans drafted.			
	Community Services Director					X														RFP was awaiting NM Department of Health promulgation of regulations			
Action: Remodel 2052 Galisteo	Public Works Director																			Were delayed while awaiting NM DOH regulations.			
Action: Identify temporary location for CSD if needed	Community Services Director																			Temporary location may not be necessary with County Administrative Complex scheduled for completion			
	Community Services Director																			Awaiting NM Department of Health regulations			
Action: Negotiate contract for Crisis Center operations	Community Services Director																			Awaiting NM Department of Health regulations			
Action: Open Crisis Center	Community Services Director																						
Action: Operate mobile crisis response team	Community Services Director	X	X																	Contract in place with Presbyterian Medical Services			

Santa Fe County Strategic Plan

Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 3.4.2: Reduce suicides in County																							
Action: Enhance partnerships with schools, state, and other programs	Behavioral Health Program Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Contracts with Santa Fe Prevention Alliance and SOS. Proposed partnership with NMDOH for youth and opiate use/suicide. Will recommend agencies to NMHSD specific to youth opiate services.		
	Behavioral Health Program Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Action: Participate in prevention alliance activities	Behavioral Health Program Manager		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Action: Coordinate youth program funds with Santa Fe Public Schools and other stakeholders	Teen Court Manager		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X			
Action: Contract for mobile crisis services	Community Services Director	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	Contract in place with Presbyterian Medical Services through FY2019Q3		
Action: Obtain funding for Zero Suicide program	Behavioral Health Program Manager	X																			Funding approved for FY2019.		
Action: Provide annual suicide heat maps from CAD	GIS Manager																						
See also Strategy 1.4.1, Create a Youth Services Division within Community Services Division																							
3.4.2.1 Performance Measure: Suicide rate per 100,000 population. Target: 19.2 or less	Behavioral Health Program Manager																				Most recent data is from 2016		

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 3.5: Increase Consumption of Healthy Food																							
See Also Strategy 3.3.3: Serve healthy delivered and congregate meals through senior centers																							
Strategy 3.5.1: Coordinate County food and agricultural priorities with City/County Food Policy Council																							
Action: Serve on Food Policy Council	Health Services Director/ Community Planner	X						X															
Action: Contract for coordination of Food Policy Council	Health Services Director							X												RFP request is with Purchasing			
Action: Implement goals identified in Food Policy Council Food Plan	Health Services Director/ Planning Manager	X						X															
3.5.1.1 Performance Measure: Percent of adolescents consuming 5 or more servings of fruit and vegetables per day. Target: 27% or more	Health Services Director																			Most recent data is from 2017. Consider supplementing with current performance measure			
3.5.1.2 Performance Measure: Percent of adults consuming 5 or more servings of fruit and vegetables per day. Target: 20% or more	Health Services Director	18.8%																		Most recent data is from 2017. Consider supplementing with current performance measure			
Strategy 3.5.2: Provide community nutrition education																							
Action: Provide education at senior centers	Senior Services Manager	X						X												Working with NMSU ICAN program for monthly training at each center			
Action: Coordinate with NMSU to provide quarterly training at County meal sites	Senior Services Manager	X						X												Working with NMSU ICAN program for monthly training at each center			
Strategy 3.5.3: Collaborate with local farmers to provide fresh, locally-grown produce																							
See also Strategy 2.4.4: Implement AgriGate web-based tool																							
Strategy 3.5.4: Promote healthy food for youth, including Lunch Box Express, Farmers Market, and Cooking With Kids programs																							
Action: Prioritize youth funding to meet Health Action Plan goals, including healthy food	Teen Court Manager	X						X												Youth program grant has been allocated for FY2019. Watching for FY2020 NOFA in January 2019			
Action: Implement Edgewood Senior Center demonstration garden	Senior Services Manager/ Planning Manager							X												Raised bed installed. Fall planting will take place FY2019Q2			
See also Strategy 1.4.1: Create a Youth Services Division within Community Services Division																							
3.5.4.1 Performance Measure: Number of individuals receiving nutritional education from County. Target: 250 or more per quarter	Senior Services Director	427						250															

Santa Fe County Strategic Plan

Responsible Parties		FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 3.6: Provide Recreational Amenities																							
Strategy 3.6.1: Maintain existing open space trails and parks		Planning Manager/ Public Works Director/ Community Services Director	X	X																			
Action: Adopt Open Space Trails and Parks (OSTP) strategic plan		Planning Manager																			OSTP strategic plan draft is complete, public review in FY2019Q2		
Action: Implement OSTP strategic plan		Planning Manager/ Public Works Director/ Community Services Director																					
Action: Develop and implement OSTP management plans		Planning Manager/ Public Works Director/ Community Services Director	X	X																	Implementation in progress		
3.6.1.1 Performance Measure: Percent of OSTP strategic plan task list items completed per year. Target: 30%																							
Strategy 3.6.2: Maintain and operate parks and recreational facilities																							
Action: Coordinate rentals of community centers, Stanley Cyclone center, and Pojoaque ball fields		Community Operations Program Manager	X	X																	Finalized contract for Stanley Cyclone event coordinator. Launched marketing campaign for Stanley Cyclone Center April/May 2018. Leagues using Pojoaque fields.		
Action: Maintain level of service for approximately 6,600 acres of OSTP		Public Works Director	X	X																			
3.6.2.1 Performance Measure: Percent year-over-year change in miles of trails maintained by County. Target: 0% or greater		Public Works Director	29.6%																		Increased from 46.5 to 60.25 miles during FY2018: El Camino Real Trail Head and 1-25/NM14 interchange		
3.6.2.2 Performance Measure: Percent year-over-year change in acres open space maintained by County. Target: 0% or greater		Public Works Director	0%																				

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 3.6.3: Improve opportunities for recreation with social opportunities																							
Action: Develop and coordinate social opportunities at Stanley Cyclone Center and Pojoaque ball fields	Community Operations Program Manager																				Obtained event coordinator. Launched marketing campaign for Stanley Cyclone Spring 2018. Leagues using Pojoaque fields. Fall harvest celebration November 2018		
Action: Provide social, educational and recreational activities for seniors	Senior Services Program Manager																						
See also Strategy 1.4.1, Create a Youth Services Division within Community Services Department																							
Objective 3.7: Provide a Comprehensive Wellness Program Benefitting County Employees and Their Families																							
Strategy 3.7.1: Provide education and training for healthy lifestyles																							
Action: Support Bike-To-Work week via annual Commission resolution	HR Director																						
Action: Offer gym membership in employee health plan	HR Director																						
Action: Continue annual step tracking activities	HR Director																						
Action: Offer financial wellness training and activities	HR Director																				Working with local banks to offer in January 2019		
Action: Offer mental health resources to County Employees	HR Director																				EAP now offers video visits		
See also Objective 4.1, Recruit and Retain Highly Qualified Employees																							
3.7.1.1 Performance Measure: Number of County employee gym membership visits through health plan. Target: 5,000 or more																							
	HR Director	5,105	5,020																				
3.7.1.2 Performance Measure: Percent of County employees participating in County wellness activities. Target: 10% or more																							
	HR Director	12%	14%																		12% of employees participating in Million Steps Challenge, 9% of employees participating in Manager's Commit to Be Fit challenge		

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

POPULATION GOAL 4: BE A PROFICIENT, TRANSPARENT, AND ACCESSIBLE GOVERNMENT

Objective 4.1: Recruit and Retain Highly Qualified Employees																						
Strategy 4.1.1: Provide well-rounded, consistent, market-relevant employee compensation																						
Action: Consider annual COLA, merit pool, benefit changes, and collective bargaining agreement changes	HR Director/ Finance Director	X																				COLA, insurance tier changes, and earmark for collective bargaining included in FY2019 budget
Action: Obtain employee feedback on insurance benefits	HR Director																					Gathering data from open enrollment in Fall 2018. Survey to occur
Action: Analyze positions that are difficult to fill, have high vacancy rates, or high turnover rates	HR Director	X																				Evaluated and recommended appropriate salary changes
Action: Conduct compensation classification studies	HR Director	X																				Recently studied classifications at Fire Department and RECC
4.1.1.1 Performance Measure: Percent change in medical insurance premium. Target: 2% or less increase	HR Director	1%																				1% increases effective January of 2018 and 2019
4.1.1.2 Performance Measure: Countywide turnover rate in first year of employment. Target: 10% or less	HR Director	2%																				
4.1.1.3 Performance Measure: Countywide turnover rate. Target: 10% or less	HR Director	1%																				
4.1.1.4 Performance Measure: Countywide vacancy rate. Target: 20% or less	HR Director	10%																				
Strategy 4.1.2: Enhance employee evaluation and performance management process																						
Action: Evaluate employee review process (electronic processing, more frequent feedback, etc.)	HR Director																					In process to automate form
Action: Implement process improvements	HR Director																					
Strategy 4.1.3: Document and review business processes and procedures																						
Action: Emphasize importance of employee desk manuals to all staff	County Manager	X																				Discussed in director's meetings. Hired Compliance Coordinator to assist in documenting policies and procedures
Action: Create system to receive and compile documented business processes and procedures	Compliance Coordinator																					Business process template created
Action: Create schedule for employees to document business processes and procedures	Compliance Coordinator																					
Action: Populate list of business processes and procedures to be documented	Compliance Coordinator																					
Action: Compile set of business processes and procedures for employee reference	Compliance Coordinator																					

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Action: Update Accounting Manual	Accounting & Finance Reporting Manager																						

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019			FY2020			FY2021			FY2022			FY2023			Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Strategy 4.1.4: Enhance employee morale to increase retention																	
Action: Develop career ladders within compensation classes	X	X															Working through reorganizations with Corrections and Community Services
Action: Educate employees on value of retirement benefits	X	X															Added PERA classes to training
Action: Conduct regular recruitment initiatives for key positions with high vacancies		X															Wage increases approved through collective bargaining. Upcoming AFSCME 1782 financial reopening
See also Objective 3.7, Provide a Comprehensive Employee Wellness Program Benefitting County Employees and their Families																	
4.1.4.1 Performance Measure: Percent of County employees satisfied with County internal services as measured through annual survey. Target: 80% or more	NA																Survey awaiting input from Finance and IT, will be sent in late 2018
Objective 4.2: Use Technology and Business Processes Wisely																	
Strategy 4.2.1: Improve internal purchasing processes																	
Action: Schedule monthly procurement meetings with senior management of each department	Procurement Manager																
Action: Schedule and complete quarterly trainings of procurement user group	Procurement Manager	X															Purchasing trained department administrators, liaisons, etc in Fall 2018
Action: Initiate implementation of eProcurement after studying costs, security issues, and confidentiality requirements	Procurement Manager/ IT Director																Scheduling procurement optimization training from Superior Fall 2018
Action: Research unused capabilities of Superior procurement module	Procurement Manager/ IT Director																Scheduling system optimization training with Superior
4.2.1.1 Performance Measure: Number of Countywide emergency procurements. Target: 3 or less	Procurement Manager	3	2														Emergency repairs in response to 7/23/18 floods throughout the County
4.2.1.2 Performance Measure: Average number of business days to create a small purchase Purchase Order from receipt of complete packet. Target 2 business days or less	Procurement Manager	NA															First quarter of every fiscal year will always be highest
4.2.1.3 Performance Measure: Average number of business days from advertisement to contract award using RFP process. Target: 72 business days or less	Procurement Manager	78	65														8 RFPs awarded ranging from 27-92 business days
4.2.1.4 Performance Measure: Average number of business days from advertisement to contract award using IFB process. Target: 43 business days or less	Procurement Manager		47														6 IFBs awarded, 2 cancelled ranging from 32 - 55 days

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 4.2.2: Modernize County banking processes																							
Action: Issue RFP for countywide payment card acceptance services	Treasurer/ IT Director																				RFP was issued and proposals are being evaluated		
Action: Review County IT infrastructure compliance with Payment Card Industry-Data Security Standards	IT Director																				Credit card processing will be handled by third party vendor		
Action: Develop payment card acceptance policy	Finance Director																						
Action: Train employees on handling of payment card information	Finance Director																						
Action: Begin widespread acceptance of payment cards at County offices	Finance Director																						
Action: Conduct vendor ACH pilot project	Finance Director																						
4.2.2.1 Performance Measure: Percentage of Countywide accounts receivable payments received by payment card. Target: 5% or more	Finance Director	3.2%	3.8%																		449 card payments out of 11,704 total payments		
4.2.2.2 Performance Measure: Percentage of County permanent and term employee payroll distributions paid by direct deposit. Target: 90% or more	Finance Director																				Excludes volunteer firefighters and temporary employees		
4.2.2.3 Performance Measure: Percentage of County vendor payments paid by ACH or debit card. Target: 5% or more	Finance Director	3.7%																					

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019			FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Strategy 4.2.3: Streamline land development review process for customers																					
Action: Review business process and customer experience																				Website update underway	
Action: Increase access to information for staff and public																				Preparing new checklists for applications	
Action: Identify permits that can be accepted through on-line applications																				Online film permit application pilot launched in August 2018. About 77% applications are coming online	
Action: Analyze success of on-line film permit applications																					
Action: Develop online application process																					
Action: Implement IT/GIS architecture																				IT and GIS are working on this and infrastructure has started to arrive	
See also Strategy 4.2.2: Increase County Acceptance of Payment Cards																					
4.2.3.1 Performance Measure: Percent of permits issued within timeframe allowed by SLDC. Target: 90% or more	92.6%	84.2%																		Excluding permits with violations brings measure to 85.8%	
4.2.3.2 Performance Measure: Percentage of film permit applications processed online. Target: 100%	NA	77%																			

SFC CLERK RECORDED 12/14/2018

Santa Fe County Strategic Plan

	Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 4.2.4: Aid constituents in accessing public information																							
Action: Fully comply with the Inspection of Public Records Act	County Attorney	X	X																	Provided training to Sheriff's Office			
Action: Maintain a user-friendly and updated County website	Communications Coordinator	X	X																				
Action: Provide interactive mapping tools for ease in identifying zoning, floodplains, terrain, and permit tracking	GIS Manager	X																		County staff map tool developed			
4.2.4.1 Performance Measure: Percent of IPRA requests responded to timely. Target: 100%	County Attorney	100%	100%																	County attorney 100% timely. Sheriff's Office received complaint from Attorney General's Office on timeliness			
Strategy 4.2.5: Maintain current and correct property values																							
Action: Train employees on best practices and supervisors on leadership development	County Assessor		NA																				
Action: Review deeds, affidavits, building permits, and mobile homes	County Assessor		NA																				
4.2.5.1 Performance Measure: Number of real property parcels reassessed quarterly. Target: 3,700 or more	County Assessor	3,759	NA																	Reassessments vary greatly by quarter. Expect to reassess 8,500 parcels in FY2019Q1-Q2			
4.2.5.2 Performance Measure: Number of constituent walk-ins to Assessor's Office. Target: ? Or less	County Assessor	NA	NA																	Daniel Fresquez to provide information and target			
4.2.5.3 Performance Measure: Percent of constituents satisfied with Assessor's Office customer service measured through annual survey. Target: 100%	County Assessor	93.10%	NA																	76 out of 81 reviews during FY2018 rated CAO 4 or 5 star.			
Strategy 4.2.6: Maintain public records in a secure and accessible manner																							
Action: Train employees on public records retention and destruction process	County Attorney		X																	Finance received training August 2018. Corrections and CSD trainings being planned			
Action: Revise County records retention schedule	County Attorney																						
Action: Seek BCC approval of revised records retention schedule	County Attorney																						
Action: Remind employees to review documents eligible for destruction	County Attorney		X																				
4.2.6.1 Performance Measure: Number of records boxes properly destroyed. Target: 15 boxes or more	County Attorney	5	14																	66 boxes destroyed during FY2018			

Santa Fe County Strategic Plan

Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Strategy 4.2.7: Ensure County cash balances and investments are safe, liquid, and generating return																						
Action: Procure new Custody Banking Services contract	X	X																	RFP issued, contract negotiations			
Action: Implement Investment Policy		X																				
Action: Enhance reporting to Investment Committee																						
Action: Analyze liquidity needs to increase County core portfolio if appropriate																						
Performance Measure: Portfolio yield exceeding federal fund rates in basis points. Target: 20 bps	-32 bps	NA																	FY2018 average fed funds rate 1.39%, County portfolio yield of 1.07%			
Strategy 4.2.8: Enhance performance-based budgeting																						
Action: Develop template for performance measure reporting																						
Action: Determine performance measures for programs, divisions, and departments	X																		Strategic plan adopted by BCC 6/26/18			
Action: Implement departmental quarterly performance-based budgeting reporting		X																				
Strategy 4.2.9: Provide exceptional Human Resource services																						
Action: Streamline Human Resource processes by increasing use of electronic processes	X	X																	Implemented electronic request to fill and add/change job form in FY2018Q4. Working on automating evaluation form.			
4.2.9.1 Performance Measure: Average number of business days to fill position from date advertised. Target: 30 business days or less	21 days	18 days																				
Strategy 4.2.10: Transition to Electronic Board Meeting Materials																						
Action: Obtain quotes for software and hardware	X	X																	LOI issued and quotes received			
Action: Receive demo, receive requirements from County Manager's Office, purchase software and hardware and train users on use of software		X																				

5/14/21 09:00 AM JMD

Santa Fe County Strategic Plan

		Responsible Parties	FY18	FY2019				FY2020				FY2021				FY2022				FY2023				Notes
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4					
Objective 4.3: Prioritize Work to Focus on Essential Functions																								
Strategy 4.3.1: Prioritize staff work and communication related to projects, procurement, and planning																								
Action: Establish project teams for high-level projects		Deputy County Manager	X																		Expanded attendance at project regular staff meetings			
Action: Train project managers on project management skills		Deputy County Manager		X																	Training curriculum being developed			
Strategy 4.3.2: Complete capital projects on time and on budget																								
Action: Prioritize capital requests to target health and safety		County Manager	X																		FY2019 capital package prioritized			
Action: Tailor capital planning to meet long-term infrastructure needs in accordance with SLDC, Sustainable Development Areas, and Adequate Public Facilities Assessments		Growth Management Director	X																					
Action: Consider funding for grant services position in FY2020 budget		Finance Director																						
Action: Evaluate utilization of existing facilities for relocation or closure based on geographic, demographic, and other data		Public Works Director																			Property control building relocation in progress			
Action: Address accessibility and code compliance issues throughout County facilities		Public Works Director																			Projects identified in Title VI plan. Developing schedule and funding			
Action: Procure design-build team for County Administrative Office construction and remodel		Deputy County Manager	X																					
Action: Empty Catron Street Courthouse of all stored materials		Deputy County Manager																						
Action: Demolish Catron Street Courthouse		Deputy County Manager																						
Action: Construct County Administrative Office		Deputy County Manager																						
Action: Remodel Grant Street Complex		Deputy County Manager																						
See also Strategy 4.3.1: Create staff steering committee																								
4.3.2.1 Performance Measure: Percent of capital projects on schedule. Target: 80% or more		Public Works Director	NA																		Coordinating to develop project tracking database.			
4.3.2.2 Performance Measure: Percent of capital projects on budget. Target: 80% or more		Public Works Director	NA																		Coordinating to develop project tracking database.			
4.3.2.3 Performance Measure: Square footage leased office space for County operations. Target: 20,000 square feet or less		Public Works Director	19,016	19,016																				