

SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS
SPECIAL MEETING – STRATEGIC PLANNING

June 3, 2022

Anna T. Hamilton, Chair - District 4
Rudy Garcia, Vice Chair - District 3
Anna Hansen - District 2
Hank Hughes - District 5
Henry Roybal - District 1

SFC CLERK RECORDED 06/29/2022

COUNTY OF SANTA FE)
STATE OF NEW MEXICO) ss

BCC MINUTES
PAGES: 9

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Katharine E. Clark
County Clerk, Santa Fe, NM

Deputy Destiny Romero



SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS
SPECIAL MEETING

June 3, 2022

1. A. This special meeting of the Santa Fe Board of County Commissioners was called to order at 12:09 pm. by Chair Anna Hamilton in the Conference Room at 102 Grant Avenue, Santa Fe, New Mexico.

B. Roll Call

Roll was called by Deputy County Clerk Evonne Gantz and indicated the presence of a quorum as follows:

Members Present:

Commissioner Anna Hamilton, Chair
Commissioner Rudy Garcia, Vice Chair
Commissioner Anna Hansen
Commissioner Hank Hughes
Commissioner Henry Roybal [late arrival]

Members Excused:

None

Others Present:

Cindy McKee, Strategic Planning and Operational Director
Greg Shaffer, County Manager
Katherine Miller, Manager Emerita
Leandro Cordova, Deputy County Manager
Elias Bernardino, Deputy County Manager
Rachel Brown, Interim County Attorney
Sara Smith, Operations Manager
Evonne Gantz, Deputy County Clerk

C. Approval of the Agenda

Commissioner Garcia moved to approve the agenda and Commissioner Hansen seconded. The motion carried by unanimous [4-0] voice vote. [Commissioner Roybal was not present for this action.]

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2. Discussion and Potential Action on Santa Fe County Strategic Plan

Strategic Planning and Operational Director Cindy McKee stated the purpose of this meeting is to review the work done in March and begin prioritizing objectives and strategies. The goal is collaboration and to prioritize in anticipation of beginning the operational steps. She said she will be taking the priorities to the departments and divisions in June and July to ascertain the resources necessary to carry out the tasks and determine the staff and funding required. The plan will return to the Commission in August for further review. She discussed the graphic illustrating the pyramid of mission and population goals; objectives; strategies/patterns of purpose; actions; and performance measures.

In addition to prioritization, Ms. McKee asked the Commissioners to review the language of the population goals and objectives. Items may be amended, removed or added. She stressed the strategic plan is always a work in progress. Commissioner Garcia asked about the timeframe and Ms. McKee said staff will be instrumental in determining that as the plan goes forward.

Chair Hamilton asked if, in addition to prioritizing objectives and priorities, it would be possible to prioritize the population goals themselves, taking into account what is practical and what is aspirational.

Ms. Miller noted that some departments and divisions have their own plans, for instance Community Services. Commissioner Hansen pointed out that it is important to keep in mind what staff can actually do. Commissioner Hughes recommended concentrating on areas where Commission policy is required.

Ms. McKee said this plan should represent what should be happening across the County, not just what the Commission needs to get done. Areas requiring Commission action should be called out.

Chair Hamilton indicated this goes beyond new initiatives; it should cover areas where changes need to occur. Ms. Miller said that some communities have strategic plans that go into plotting man-hours for the proposed actions.

Population Goal #1: Provide a Safe Community

Ms. McKee recommended leaving prioritization of the actions to the various departments and concentrating on objectives and strategies. Commissioner Garcia mentioned that each community has different needs. Commissioner Roybal brought up the unique situation in his district where the Nambe-Pojoaque-Tesuque Basin has problems with affordable housing. Ms. McKee said that will figure under the Sustainability goal.

Ms. Miller observed that under this goal some objectives apply overall and some only pertain to one department or division, i.e., Fire, Sheriff, or RECC. She provided

suggestions for organizing actions under each strategy per division. Chair Hamilton said some of the strategies are so general as to be meaningless. Referring to objectives promoting recruitment and retention, for instance, Mr. Bernardino said some are functions of Human Resources, and some department heads. Chair Hamilton stated HR needs to be a part of the process but knows nothing about what goes on at the department level. For instance, the Fire Department has two completely separate entities.

Referring to HR, Commissioner Hansen said attention to job descriptions is paramount when it comes to recruitment.

Ms. McKee noted that while population goals are reflective of departments, they are very much interdepartmental.

Chair Hamilton suggested moving the Office of Emergency to under the County Manager's Office rather than the Fire Department.

Under 1.1, Commissioner Hansen agreed that recruitment and retention figure across the board, however, soil temperature, a function of climate change, is also a factor in fire protection. She added that inclusion of the shooting range study under 1.2 is superfluous because it's already happening. Ms. Miller suggested a strategy recommending working collaboratively with BLM and Game & Fish/state and federal agencies, to develop facilities. Some of the strategies under 1.2, 1.3, and 1.4 have already begun. Essentially, it will be up to the Sheriff to decide his priorities.

Referring to Objective 1.2 the first strategy regarding education citizens on risk reduction, while important, is wholly inadequate. Active County-sponsored programs need to be implemented.

Manager Shaffer said he would broaden the focus of the first strategy under 1.3 to include other areas where technology can be used in Corrections. Given the increasing costs and expectations regarding corrections facilities, he anticipates regionalization to take advantage of scale. A strategy would be to explore regionalization and partnerships with other communities.

Ms. McKee said the action regarding RECC could be elevated to a strategy.

Manager Shaffer suggested language for retention: To evaluate and modify staffing needs and schedules to attract diverse applicants. He added Deputy County Manager Bernardino is already working with RECC staff in that direction. Mr. Bernardino said they are meeting biweekly for three hours to re-imagine policies and procedures.

Commissioner Hughes spoke to 1.3, strategy 2, regarding review of jail policies and procedures, noting this should be a priority given the number of lawsuits that have occurred. He recommended exploring medically assisted detox.

Commissioner Roybal mentioned that instead of individually deciding priorities, the process would be better served by deciding as a group.

Ms. McKee reviewed the suggestions made so far:

- Separate out the functions in Public Safety
- Have an overarching objective to look at outreach and Human Resources
- Add a strategy to explore regionalization of Corrections
- Split out risk reduction and retention
- Evaluate and modify job descriptions to attract and retain diverse applicants

Population Goal 2: Promote a Sustainable [and Equitable] Community

Ms. McKee noted this is the most extensive goal and said the language comes from the sustainability field. The Community Development Department is working on a plan that will align with these objectives on affordable housing and that strategies are phrased in a general way for flexibility.

Chair Hamilton recommended a strategy geared toward optimizing federal support for housing. Ms. McKee said that could then go to the department for advice on how that would get done. Commissioner Hansen said the Housing Department is paying attention to federal funding opportunities. The priorities should be delegated to the department level. Commissioner Hughes pointed out that Director Montoya of Community Development has a consultant on board for the affordable housing, which could make their current effort moot. Ms. McKee agreed there was no need to rank the strategies in 2.1.

Regarding 2.2, Chair Hamilton said conservation should be mentioned along with protecting water supply. She stated getting renewable energy to everyone in the county would run up against the Anti-Donation Clause.

Commissioner Hansen pointed out there was no mention of soil health in 2.2, nor is the MS4 permit and WOTUS concerns. She spoke of the primacy issue which prevents state oversight of water, and the fact that on the federal level, New Mexico is grouped with the mid-West rather than the Southwest. Other areas that could be included are the plastic bag ban and elimination of pesticides.

Regarding increase renewable energy access, Commissioner Hughes said he's been working with groups that are promoting a green bank as a financing mechanism to help with that access. Chair Hamilton suggested adding that as something to support.

Ms. McKee asked about the policy for reviewing codes, which figures among the strategies. The SLDC mentions periodic review and it gets amended as need arises.

[The Commission recessed from 1:50 to 2:05 and Commissioner Garcia was excused from the remainder of the meeting.]

Turning to 2.3, Ensure County’s Long-Term Financial and Capital Stability, there was consensus that this section belongs under the fourth population goal which treats governmental functions and as Ms. Miller said, “keeping our internal house in order.” Within that section, there was agreement to delete the strategy calling for combining the police force and the Sheriff’s Office, and the strategy pertaining to the Black Canyon Wildland Crew. Additionally, the first strategy, regarding short-term rentals, the ordinance has been done and they are now on to the licensing and regulation aspect.

The third strategy about GRT increments could be removed. The reserve policy undergoes review and approval periodically, as does the utility rate structure. Manager Shaffer suggested the language: “Revisit the reserve policy, especially the presence of catastrophic risk.”

Ms. Miller pointed out the receivables come in from many different departments.

Discussion ensued on “Design and construct County projects for service life/best ROI and energy efficiency.” Ms. Miller said the number of people served by a project plays into the return on investment, for instance, is it in SDA-1? Chair Hamilton noted there has been a lack of input on those questions in the past. Suggested language: “Evaluate County projects for best ROI and energy efficiency.” An example of that is the Roads Division has moved to a more objective evaluation of pavement and roads.

Ms. Miller enumerated the factors that go into the ninth strategy, maintaining high bond ratings, and she said the actions need to be modified to reflect that. The last strategy under 2.3 refers to the exploration of impact fees. Manager Shaffer said it is a matter of striking a balance. Commissioner Hansen asked if there should be a strategy mentioned in this category. Ms. McKee said she would make a note about financial planning, and Ms. Miller suggested it could be an action under the bond rating maintenance.

Regarding 2.4, Manager Shaffer suggested adding emphasis on SDA-1, given that’s where the infrastructure is. Ms. Miller compared the Santa Fe County development environment to that of Rio Rancho, where everything is already in place. Concentrating development in one area has political implications, but it is development that generates long-term revenue. Commissioner Hansen noted they have traditionally relied on the developers to do the infrastructure. She added once District 1 gets a water system development will occur and the question will be who provides the infrastructure. Chair Hamilton noted that developers could be offered incentives to provide housing for County employees, which would help with the objective of improving recruitment and retention.

Ms. Miller said the 50 percent open space requirement has promoted clustering. Chair Hamilton brought up the economic difficulty of funding infrastructure in rural areas.

Ms. McKee pointed out an economic development plan is coming soon and can be aligned with this strategic plan.

Chair Hamilton recommended adding something about broadband under 2.4, with a mention of working with state and federal agencies.

Commissioner Hughes said the reference to AgriGate could be broadened to include initiatives that support local agriculture, and Chair Hamilton said the soil topic could fit in with that.

Population Goal #3: Support a Healthy Community

Ms. McKee said the concise strategies featured here reflect the strategic planning done previously by Community Services. An interdepartmental planning group is working on an open space plan and many action steps fit under that.

Commissioner Hansen said mention of the shooting range could come under objective 3.2. Chair Hamilton said purchasing additional water should have priority over purchasing additional open land, given that the County already owns quite a bit of land.

Chair Hamilton spoke of the importance of universal healthcare as a fundamental need. Ms. McKee said there is an action about signing people up for Medicare and Medicaid under the social determinants of health objectives. Ms. Miller noted that was high priority in the community survey. Ms. McKee said there is also mention of healthcare vis-à-vis the jail. Suggested language: “Advocate for comprehensive healthcare.”

Manager Shaffer indicated in addition to access to healthcare is the importance of providers.

Population Goal #4: Be a ~~Proficient~~ High Performing, Transparent and Accessible Government

A discussion ensued regarding the word “proficient” that Ms. McKee said had a connotation of “average.” Manager Shaffer said it means “well advanced in a branch of knowledge” so it is not a low bar. It was agreed to substitute the word “excellent.”

In addition to the three objectives listed, 2.3 will go in this section.

Commissioner Hansen noted job descriptions could go under 4.1. Manager Shaffer pointed out analysis of job descriptions was included in the class and compensation study recently performed. Ms. Miller noted that recruitment and retention struggles are universal in today’s market. Workforce housing assistance or housing dedicated to County employees, and childcare, senior care, and property tax breaks came up as options. Commissioner Roybal brought up straightforward career progression paths.

Manager Shaffer identified a traditional impediment to career advancement was that experience was required to be a supervisor, and that was changed to allowing EDGE

classes as a substitute. Other measures are being contemplated, such as defined progression through the pay ranges.

Turning to 4.2, Ms. McKee said this could be fleshed out with actions. Chair Hamilton said streamlining permitting processes and being able to transact business online have been recommended. Delays are also experienced between departments.

Mr. Bernardino listed various suggestions for using data to improve customer service. Chair Hamilton mentioned a possible solution of software that communicates between departments. Ms. McKee agreed there were technological innovations that can make a big difference, and Ms. Miller cited the Assessor's Office as a success in cutting costs and becoming more efficient. Ms. McKee pointed out that emphasis on technology helps recruit a younger workforce. Mr. Cordova called it "IT over FTE."

Ms. Miller pointed out data can be used to maximize efficiency in structuring shifts in the Sheriff's office for example. Drones could be utilized in a number of County departments.

There was discussion of potential uses for the old juvenile facility.

Ms. Miller provided written suggestions for additions.

3. Overview of Next Steps

Commissioner Hansen cited Reunity Resources as an example of productive use of County land where youth can be engaged and agriculture promoted.

Ms. McKee gave directions for viewing the most recent iteration of the strategic plan on SharePoint. The updated working document will be available next Wednesday or Thursday on an Excel spreadsheet.

4. Concluding Business

- A. Announcements** – None were offered.
- B. Adjournment**

This special strategic plan meeting adjourned at 3:37 pm.

Approved by:


Anna Hamilton, Chair
Board of County Commissioners

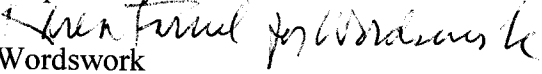
ATTEST TO:



KATHARINE E. CLARK
SANTA FE COUNTY CLERK



Respectfully submitted:


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