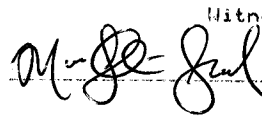


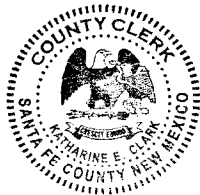
**SANTA FE COUNTY**  
**BOARD OF COUNTY COMMISSIONERS**  
**SPECIAL STRATEGIC PLANNING MEETING**  
**September 29, 2023**

Anna Hansen, Chair - District 2  
Hank Hughes, Vice Chair - District 5  
Camilla Bustamante - District 3  
Justin Greene - District 1  
Anna T. Hamilton - District 4

COUNTY OF SANTA FE ) BCC MINUTES  
STATE OF NEW MEXICO ) ss PAGES: 126

I Hereby Certify That This Instrument Was Filed for  
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Deputy  )  
Witness My Hand And Seal Of Office  
Katharine E. Clar  
County Clerk, Santa Fe, NM



SFC  
SFC CLERK RECORDED 12/08/2023

**SANTA FE COUNTY**

**SPECIAL MEETING**

**BOARD OF COUNTY COMMISSIONERS**

**September 29, 2023**

1. A. This special strategic planning session of the Santa Fe Board of County Commissioners was called to order at approximately 9:13 a.m. by Chair Anna Hansen in the County Commission Chambers, 102 Grant Avenue, Santa Fe, New Mexico.

**B. Roll Call**

Roll was called by Strategic Planning Manager Cindy McKee and indicated the presence of a quorum as follows:

**Members Present:**

Commissioner Anna Hansen, Chair  
Commissioner Hank Hughes, Vice Chair  
Commissioner Anna Hamilton  
Commissioner Camilla Bustamante  
Commissioner Justin Greene

**Members Excused:**

None

**C. Approval of Agenda**

Commissioner Bustamante moved to approve the agenda and Commissioner Hughes seconded. The motion carried unanimously.

**D. Welcoming Remarks**

CHAIR HANSEN: We had a long day yesterday with a lot of information. I hope that everyone had time to think about it last night and go through their own idea of processing all of this information. And here we are today to discuss what was presented. Manager Shaffer, would you like to say a few words?

GREG SHAFFER (County Manager): No, I'd just re-emphasize for everyone that we have staff available remotely if you have any questions about either the updates that were provided with regard to existing strategies or proposed changes and new strategies, next steps, what have you. Again, we can the lines out as necessary and that includes for any strategy that you would like to put into the hopper, so to speak.

I think, just to remind everybody, the idea was that this is very much a working session and we want to capture all of the potential strategies and ideas. It's not a decision-making day. We'll then work with everything that's put on the table to try and come up with some scoping. In other words, this is what we think this initiate might take in terms

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of staff resources and other resources, and then I think, if I'm not mistaken, Cindy, and maybe you want to talk about this, we'll provide some ideas about how we might think about prioritizing some of the work in terms of impact, what we can control, likelihood of success, what have you. But then finally the strategic plan will be finalized in a future meeting or two. So just to again set the stage for what today is and what it isn't. Did I get what you'd envisioned?

CINDY MCKEE (Strategic Planning Manager): Got it. I'm going to envision it with a little bit more detail. Just to give you an overview of what's happening today, staff is online right now and to those of you who are out there on Webex, I just want to remind that we have two pre-recorded workshops with regard to Envisio. They are a total of about half an hour, less than. And then you have a live question and answer session at 10:00 am with our Envisio representative.

Those of you in the room, what I did for today is organize our work beginning with low-hanging fruit and then leaving lots of time for big discussions. So if you see on the list projected, there are two prioritization models. One called RICE, one called ICE. We do not need to talk about those much today except that I just want to lay the foundation that if we use these eventually for prioritizing, they really look at the reach of a project, the impact of a project, our confidence in our data, and the amount of effort that is required to implement the project. So I just wanted to lay that groundwork of reach, impact, confidence of the data and effort as we throw out new ideas.

What I envision is that you will take a little while to just go through the population goals and objectives. That's the print out that you have in front of you that is gold and blue. Just to do a double-check, are we happy with our population goals and the objectives that we have set to accomplish those? In most cases things that we add to our work come at the strategy level, so I'm inviting you to do a review of population goals and objectives first, finish that, then review the information you received yesterday at the strategy level.

And then my suggestion would be either combining your new ideas during your conversations about strategies, or even getting through all the current strategies and doing the new ideas last. So Daniel, if you could give me another slide.

I wanted to just arm you with some definitions that we adopted last year because the truth is everybody's strategic plan uses different words. For Santa Fe County, population goals are an expression of our organization's values and they are directly related to our mission statement, which is to provide a safe, sustainable and healthy community through proficient, transparent, and accessible government.

Objectives in our strategic plan, are ongoing objectives with a time horizon of several years. They provide direction and definition towards achieving the population goals. They are in the middle. And then strategies define the tasks employed to achieve the objectives and thus the mission and values. They are the tasks; that's the word that matters there. The strategy level is where there are boots on the ground doing the work. You all may have lots of ideas about where that may go. So I just wanted to remind you that we could certainly take a class on redefining all those terms but this is what we've landed on for this plan.

And then I'm just going to leave you all know. I'm going to step back and – that's a great question. The Manager just clarified, these are the old objectives. We have not

rewritten them because you all haven't made that decision, but they reflect sort of where we're at close enough until you've gone through your objectives and made your changes. Right? So the first task I suggest is to look at the objectives, the input you've received on objectives, and their relationship to population goals.

COMMISSIONER HAMILTON: One of the things that was really in the presentation and I know that's what's open for discussion today is staff was confused where they provided recommendations for changes, and it was mostly to strategies, I believe, recombining them. Did they do the same thing with objectives? So do we have any standing recommendations on objectives as well?

MS. MCKEE: So you have those in the notebooks you have.

COMMISSIONER HAMILTON: I don't remember there being as many.

MS. MCKEE: Yes. There are not nearly as many. You see one reflected here, collapse 4.4 into 4.3. Some of the others are a little bit more nuanced and therefore aren't reflected in quite the same way. So the first task is really to say what do we want to adopt with objectives? Because those objectives drive the strategies. Yes.

MANAGER SHAFFER: Do you want to put up the deck from yesterday so everyone's looking at the same material at the same time?

MS. MCKEE: We could certainly do that. Does it make sense for us to pull up the deck from yesterday and give you guys the clicker so you can move through it? And then the other thing you have in your binder as you do this work today is a summary overview of the work that is happening, the big work that's happening in departments. So after making these decisions and proposals you can also look back to see what's happening in departments. We're going to put that slide deck up from yesterday, give you the clicker, and then turn the conversation over to you, Madam Chair.

COMMISSIONER HAMILTON: But are we working in the same order we went through yesterday?

CHAIR HANSEN: I believe we are.

COMMISSIONER HAMILTON: That makes sense.

COMMISSIONER GREENE: Like a strategic, organizational.

CHAIR HANSEN: Yes. The same order we went through yesterday.

**2. PRESENTATIONS AND DISCUSSIONS OF POPULATION GOALS**  
**A. BE A HIGHLY SKILLED, TRANSPARENT AND ACCESSIBLE GOVERNMENT**

CHAIR HANSEN: We'll start with **Population Goal 4** and with the objectives. The objectives look like 1. Ensure County's long-term capital stability. What I felt strongest about that was that management has recognized the important need to upgrade and enhance our financial capabilities to advance us to a new system. I think that it is a heavy lift but it is a really important lift to do now before we get bogged down. And I think we are already a little bogged down, but I think that motion is really important. So I'm starting there with that because I felt like that's an overarching –

COMMISSIONER HAMILTON: Where did we fall down in?

CHAIR HANSEN: The finances.

COMMISSIONER GREENE: The mechanisms, the systems that we have

in place, the ERP system is outdated and needs to be moved to a new system, both in time, energy and things like as a task down the line. It's an upper level strategy that will probably do. It is something that will clean up a lot of stuff at an upper level.

COMMISSIONER HUGHES: Yes. We should do that. A new system. It's a pretty acronym. It's called ERP.

COMMISSIONER GREENE: Enterprises Resource Planning: can I take a –

CHAIR HANSEN: Yes.

COMMISSIONER GREENE: At an even more upper level, just before we go into these tasks, if I may. One of the things when I went back over strategic planning documents that I've worked on in the past, one of the areas that I saw at this level, and I had two comments at this level. One was we are a very internally focused organization in a world of partners on the outside. So whether that's – we're a county with three municipalities inside of us. We're a county with seven Native American tribes that touch us at some level. We are a county that deals with the state. We are a county that deals with neighboring counties. We are a county that deals with JPAs and COGs and so on. And I didn't quite find in – where I think it would be in Population Goal 4, a place to talk about our partnerships and the way that we work with even the federal government. We deal with the feds all time, whether it's the [inaudible] or Department of Transportation or – everything.

So I wondering if there was a place for highly skilled, transparent and collaborative and accessible government. Accessible in theory. It talks about accessible but it's not the collaborative comment to say how do we work with our key strategic partners? These are not like individual people, companies, but people that we work with year after year. We're stuck with them. We love them. Sometimes they're difficult. Sometimes they're easy. I'm just wondering if the collaborative.

COMMISSIONER BUSTAMANTE: Commissioner Greene, this feels like a digression from what we just adopted, but I think it's really important and I'm prepared to continue this because I'm hearing the need. I hear you solidly and I definitely was thinking about it, an intergovernmental, like to have a government relations, but that seems silly being within a government. But to have some type of thing that's clearly established. But some of that happens at the Manager's Office. So I don't mean to digress, but I do support where the Commissioner is going on having somewhat of this –

CHAIR HANSEN: We're talking about really high level. We're talking about a population goal being a skilled, transparent, cooperative and accessible government.

COMMISSIONER GREENE: Collaborative.

CHAIR HANSEN: Collaborative. Okay. So you're wanting to add a word.

COMMISSIONER HAMILTON: Yeah, under discussion on this. So that in principle I agree. We should be a collaborative government. What I'm trying to work out, so I'm just bringing it up for discussion is really, for each goal, and probably de facto we do have a lot of collaboration goals. Then you need to have – we were pretty careful, objectives and then strategies for each of the main terms that we had in our goals. So a direct line links. It's not like an overarching statement beforehand. We value people and we recognize being collaborative with people. But those statements – so I'm wondering,

because the way we've structured this, is it philosophical? It's really supposed to be concrete and capture the – and we do do things to be collaborative. So I'm just wondering where it belongs though. Because if it goes in the top 4 statement, do we need to set up objectives that talk about active initiatives to increase it or is that in our places like in our strategies that have to do with – like with water, we have specific strategies to work collaboratively on water. Maybe on sewer things. On sustainability things. So there are specific things a little further down. So I'm just putting that on the table. I'd really appreciate a little bit of input on that.

CHAIR HANSEN: I'm going to go to the Manager.

MANAGER SHAFFER: I was going to suggest, for what it's worth, maybe it's an objective and maybe objective 4.4 which is going away could be replaced with: Establish collaborative and effective intergovernmental relationships. Or relations and partnerships, which I think captures the idea. Then you could potentially have underneath that sort of generalized strategy, right? A strategy could be: host forums of governments. It might be something that is just sort of overarching. But then to your point, Commissioner, within individual strategies you might have something more specific, like pursue a joint water-wastewater facility. Something like that.

So I think it could potentially be in both places appropriately. In other words as an overarching strategy but then also in specific instances where you're – does that make sense?

COMMISSIONER HAMILTON: It totally makes sense.

COMMISSIONER GREENE: It totally makes sense and the other part of this document that I hope that we start utilizing is that how it cross-references things. It's like these do not live in silos. These are almost overarching in Population Goal 4, but they then pertain to goal 1, goal 2, goal 3, that are much more specific to their healthy, sustainable –

CHAIR HANSEN: And what I heard yesterday very clearly from staff was that there is a lot of breaking down of silos. Like that is a goal that is already being utilized. And that was pretty apparent yesterday during the conversation on numerous different things.

COMMISSIONER GREENE: And like to the point of the collaborations, every time that there's a police or a Sheriff's Office thing we work with three other police organizations, or four different fire things. So how can we serve our community safer and better collaborating with the Rio Arriba Sheriff? Our sheriff, their sheriff, things like that. Don't duplicate. When we talk about, and you've talked about more vociferously, the regionalization of the detention center or things like that, that's a place that this then has a place for that to live that doesn't exist currently now.

COMMISSIONER HUGHES: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER HUGHES: I like the direction we're going and I had the same comment that a lot of the strategies and goals and objectives were very inward-facing and we didn't have very many, so I a lot of mine are more outward suggestions to be more outward-facing. But if we do make a new objective 4.4, I wouldn't want to limit it to government, because I have community organizations in my district that we need to

COMMISSIONER GREENE: Right. Under 4.4, the tasks might be work intergovernmentally, right? With other governments, other acequia associations are governments in theory. [inaudible] organizations, tribes, federal government, school districts, community colleges, you name it.

COMMISSIONER BUSTAMANTE: Madam Chair, if I'm hearing correctly, so I'm hoping that I'm hearing that we would include it in both skilled, transparent, collaborative would be in the goal. Because I completely agree and I did hear it throughout the day. There's a ton of collaboration going on and it's also our way to leverage resources outside of the County that make things a little easier for everyone, as well as objectives that meet those collaboration standards.

COMMISSIONER GREENE: Thank you.

COMMISSIONER HAMILTON: I'm good with that. And the discussion made sense. There were objectives and strategies also [inaudible]

MANAGER SHAFFER: Could we move it along then as a working document. So we're going to be a highly skilled, transparent, collaborative and accessible government. Objective 4.4 is Establish collaborative and effective relationships and partnerships with other governments and community organizations. And on this objective, we had one suggestion from staff on 4.3, under this population goal, which was to broaden the focus from just processes to services and outcomes. So that again, we're continuing not just focusing on process for process sake but we want to also focus on the services and the outcomes that we get.

CHAIR HANSEN: And I think that's a good addition to add on to this particular objective.

COMMISSIONER HUGHES: I think that's good.

MANAGER SHAFFER: So if we want to, again, it's your meeting, we could just continue to go through it at this level, go through the population goals and objectives, or we're on Population Goal 4, we could just go through the whole thing.

MS. MCKEE: Whichever works best for you.

CHAIR HANSEN: I'd like to go –

MS. MCKEE: High level first?

COMMISSIONER GREENE: High level first. We can always go back, and then we go back to 4.

CHAIR HANSEN: I feel like we're on this.

COMMISSIONER HAMILTON: Okay.

COMMISSIONER GREENE: Okay.

CHAIR HANSEN: And then –

COMMISSIONER BUSTAMANTE: Weeds and then roots.

CHAIR HANSEN: Then move up and down the chain.

MS. MCKEE: There's a nice [inaudible]

CHAIR HANSEN: Because if we're going to talk about collaborative in this highly skilled, transparent and collaborative accessible government. I think we should approach it in this first group and then move to the next one and see if there's things that are relative to that also. Does that make sense for everybody?

COMMISSIONER HAMILTON: Yes.

COMMISSIONER BUSTAMANTE: Sure.

CHAIR HANSEN: So we are on proposed strategy for – I don't know exactly where this is. I don't see a number.

COMMISSIONER HAMILTON: Page 6.

#### **4.3 Implement Solutions to Continuously Improve Processes, Services and Outcomes**

MANAGER SHAFFER: It would be under 4.3, I think is where we were going to talk about implement solutions to continuously improve processes.

COMMISSIONER GREENE: Population goal number 4.

COMMISSIONER HAMILTON: The second tab.

CHAIR HANSEN: On page 6. Okay. So this is what we're talking about, the financial system.

#### **Proposed: Implement a New, Cloud-Based ERP (Enterprise Resource Planning) System**

COMMISSIONER HUGHES: Right. So I think we already said we all like the ERP idea.

MANAGER SHAFFER: The next proposed strategy was the overarching strategy of data analytics and program performance.

#### **Proposed: Develop a Countywide Data Analytics and Program Performance Evaluation Functions**

MANAGER SHAFFER: To state the obvious, but you saw it in Elias' presentation about public safety. It came up also relative to some things in Sustainability, and so it is an overarching strategy. It may have some specific needs in different areas, but I think from where we sat is that we want to approach it from a holistic perspective, and we want to make sure that we're maximizing our resources and we're looking at things holistically. And so not that we're making budgetary decisions today but if you think about the duties of what an energy officer has been described as. Take an example, it may be a need but it's likely not a full-time FTE. So by having some sort of consolidated effort, someone who actually has the bandwidth, skill set, that's what they do. They analyze data and they have the ability to do that. You're going to be able to potentially provide that service to a lot of different customers.

Now, there may be an entity like the Public Safety Complex that has specific needs, but it may well also be able to be served centrally. We can work out those details, but I just wanted to make that connection that you heard that need but it's a need that goes beyond even the places even it was spoken about.

COMMISSIONER HAMILTON: Madam Chair.

CHAIR HANSEN: Yes, Commissioner Hamilton.

COMMISSIONER HAMILTON: So this is a question for clarification, not about the idea. I think it's a great concept. Certainly, in my other life, not everybody does all their own analyses. There are certain number of data, obvious GIS specialists,



statisticians, who work on multiple projects across the larger group and provide their expertise and they have some subject matter and expertise or they develop it, depending on the application. Is that the business being proposed? It's essentially like a person that conducts the – and then the question becomes where do they sit? Like who would they be under?

MANAGER SHAFFER: That's the next level of discussion. That's not something that we – so what we will do, if we move forward from here is we'll involve all the stakeholders and discuss internally how might this work. Where would it live? Is it all centralized or is it partially centralized with some decentralization where it's really needed, but this is just to say, yeah, we're all on board with moving forward with this concept.

COMMISSIONER HAMILTON: And part of the reason I asked was also backwards or inverted because it's a function that does cross-cut like that in GIS. Several individuals in GIS work across and it's a certain kind of analysis. But that doesn't mean this person should be there necessarily. Or in IT necessarily. Like it could be the Manager's Office because it's central. And so that's part of the reason I brought it up.

MANAGER SHAFFER: That is Cindy looks to continue to grow the empire. She will likely –

CHAIR HANSEN: And also it's a way to break down the silos.

MANAGER SHAFFER: Correct.

MS. MCKEE: Absolutely.

COMMISSIONER GREENE: It's something that can apply to everywhere.

CHAIR HANSEN: Right.

COMMISSIONER GREENE: Like Procurement, like HR. These are these specialty things that the upper level management have to be able to contribute, and that's where you get a full-time employee that sort of does it across the –

COMMISSIONER HAMILTON: I'm completely on board in part. I didn't want to limit thinking about this has to be in the staff like in GIS when maybe it should be, like you said, in the Manager's Office. Or in Public Works, but some place where everybody has access. It doesn't matter to me. That's a future conversation. I think it's a great idea. I think this is a little bit of a –

CHAIR HANSEN: It is.

COMMISSIONER HUGHES: I'm fine with this idea. I do want to express my concern about too much data-driven decision making because as you know, I've worked in homelessness for 30 years. HUD made decisions based on bad data and so it made homelessness worse instead of better. And so your data-driven decisions are only as good as your data.

COMMISSIONER HAMILTON: Yes.

COMMISSIONER HUGHES: And that needs to be kept in mind, because if you say, oh, well, the data shows this, but your common sense tells you that the data is wrong. And maybe the data is wrong.

COMMISSIONER HAMILTON: That is such a good point and I will add that data, like science doesn't tell you what to do. And so it has to be framed and analyzed and presented and then used as a piece of evidence with everything else. So I

totally agree.

CHAIR HANSEN: We have many examples of that. Especially in northern New Mexico where we do not get good data. And then – we do get data, but it's not always as accurate as we would like it to be.

COMMISSIONER HAMILTON: And it used to be people didn't get data. To be honest, we started out people wanted a – one example. In fact TDRs were an example. It's a really good idea but we have no idea what's going on with it in reality. It's just – so I think that's what we're trying to address is the times when we don't actually – we haven't made the facility to have the information we to contribute to data decision making.

CHAIR HANSEN: Okay. Is there any wordsmithing that needs to be done in these two proposed strategies as we move forward?

COMMISSIONER HUGHES: I don't know that we even need to wordsmith things unless we have a big disagreement.

CHAIR HANSEN: Okay. I'm going to go on to page 8 and 9.

**Proposed: Periodic Space Assessment, Space Need Projections, and Maintenance and Operations Standards**

CHAIR HANSEN: So that is something that I have supported for a long time.

COMMISSIONER HUGHES: I take it we don't already do that.

CHAIR HANSEN: Well, I'll give you an example. This is my favorite example. When we built the new building and we put people in there, Penny's office was in completely the wrong place, wrong design, wrong setup. Everything about it was wrong for her as the director. Or as the director of Growth Management. It was a really bad decision, whoever made that decision. And so I hope she's been moved out of there and into somewhere else because she was put in the worst office possible.

COMMISSIONER HAMILTON: What does that have to do with –

CHAIR HANSEN: Well, that space –

COMMISSIONER GREENE: There's two things in that and somewhat related. I don't think we keep an on-staff architect and programmer, right? We're sort of managing things with engineers and technicians.

CHAIR HANSEN: Well, we had a designer. And we had a Deputy County Manager who put Penny there.

COMMISSIONER HUGHES: Maybe they just didn't like Penny.

CHAIR HANSEN: That's possible.

MS. MCKEE: I think we should stay in macro-level.

COMMISSIONER BUSTAMANTE: Was that an individual that was upset about their office?

CHAIR HANSEN: There was not a huge push-back, and Penny was even quite –

MANAGER SHAFFER: I think the short answer is we don't do it on a systematic basis.

COMMISSIONER HAMILTON: Okay.

MANAGER SHAFFER: I would say, and Elias, you may be able to provide some concrete examples of this, but Public Safety as an example. Now, the need has been known for some time but the reality is that it is not set up to maximize efficient operations. And there are big examples of that that we have part of the Fire Department, which is really part of admin somewhere else, but even on the micro-level, IT is not positioned well so that they can support Public Safety.

So it's that. it's also sort of – I forget the term – it's the growth by accretion. It's that we start putting more people in different spaces but we don't periodically really assess: is this now the space we have optimized for our current operations. But the second part of it just that forward-looking planning of where do we think we're going to be several years out in terms of what type of facilities are we going to need so that we're starting that planning again in advance of there being a critical need.

So I don't want to say it hasn't happened but I don't think that it's really been operationalized as a strategy. And then the other part of it is – I would just change it to perhaps Conduct periodic space assessments and space need projections; establish maintenance and operations standards. So that when we're making a decision like we're going to build a community center, that we automatically put that on the operating budget side. What does that translate into in terms of custodial staff, other operational expenses, so that we're capturing that. Those were the ideas and I don't think that those standards, that we've adopted them. So that again, we're making fully informed decisions and that's part of what we're trying to catch up on now, where you're getting requests like this past budget cycle, we need more custodians, because the amount of space that they're expected to maintain is just greater than is feasible.

CHAIR HANSEN: I'm going to give another example. Like Austin has a tremendous amount of overuse of space once the pandemic happened, and they found that by doing and continuing remote work they were actually saving money, reducing the greenhouse gas. So they changed their process in the County of Austin – I think it's Travers County, to include remote work. That might not be something that we need to do because we're not a big, huge metropolitan area, but it is an example of what Greg is talking about. Okay, so where are we at with the space that we have and how are we using that in a reasonable way? I'm going to go to Commissioner Greene.

COMMISSIONER GREENE: Thanks. So there's sort of two parts to this. One is sort of operational staffing and things like that, which is related to the other part of this, which is facilities, and how that works for people and how we operate. So I don't know if this is all meant to be struck into one of these things but it could be broken out into one that talks about equipment facilities, capital stuff, and then have one about operational processes, service levels and things like that. Whether it's return to work or return to office versus return to office in Austin's case means that people can't find somebody in the office to solve their problems.

So we could go do that but in terms that it lowers our level of standard of service and says why isn't there anybody in Growth Management? Go to the City and try to get a permit right now –

CHAIR HANSEN: Right. But they limited it also to only people who were not outward facing.

COMMISSIONER GREENE: Right.

CHAIR HANSEN: They categorized it. But it is a – I'm just using that as an example. I don't think it's an example for us. It's just an example of space and facilities and issues. But Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: Yeah, Madam Chair. The opportunity that the Manager is talking about is taking it back to this 30,000 foot level. It's operationalizing the review of all of that. I think that we've seen, and I really have to just commend the effort that's been done with what's happening with the Clerk's Office, that we have seen how the Clerk has made requests, there've been various reviews, but this is the opportunity – please correct me if I'm wrong – to operationalize that type of work on a consistent basis so that when there are such requests or needs it's already been done with some pre-perspective, if you will. So pre-analysis of how things are going to come on board, where things need to be, and it's about operationalizing that effort so that it's not in the moment. We have this need; what's going to happen? Move them out there, that things are operationalized so that we're starting to review things in advance and I think that's what you're referring to.

MANAGER SHAFFER: Exactly. It's forward-looking so that you're not operating in a reactionary mode but hopefully, if your projections are done right and you're asking the right questions, you're anticipating the need several years out.

COMMISSIONER BUSTAMANTE: Great. That's how I see that.

COMMISSIONER HUGHES: And Madam Chair, it seems like we all agree that we want to keep this one.

CHAIR HANSEN: Yes, this proposed –

MANAGER SHAFFER: And we'll make those changes that I went over just so that the English makes sense.

COMMISSIONER BUSTAMANTE: I liked the edit.

### **Proposed: Increase County Grant Identification, Application, and Management Capacity**

CHAIR HANSEN: The next proposed strategy on page 9. So, this is progress, partnership with grant writing team at North Central, expand the responsibilities of capital planners, refine processes to disseminate grant opportunities and make expedited strategy decisions about which grants to apply for. So capacity is definitely an issue.

COMMISSIONER HAMILTON: [inaudible]

CHAIR HANSEN: Of anything. Capacity of personnel to implement – so let's say we get a grant for \$2 million to install broadband. We might not have the capacity. Or we might have the capacity.

COMMISSIONER HAMILTON: Yeah. And I see it as two different – I actually read this as – I over the years have suggested it but there's something to recognizing the benefit of having an individual who is primary responsibility was recognizing grants, organizing information, and organizing efforts to pursue grants. The decision about whether to go for grants is definitively impacted by whether staff decides they could do it if they got it. So it's worth going for them. But over the years I think I was the only one who said we would benefit from somebody who knew how to pursue

outside support for things.

Why do we go for CDBG grants? Because somebody on staff knew about them. It's obvious somebody – for all I know, I don't think this is the case but I – think the County was already doing it.

CHAIR HANSEN: They were.

COMMISSIONER HAMILTON: No. No. Well before I was a Commissioner. When I was [inaudible] Commissioner Greene has said this any number of times recently, so it's an idea that has surfaced, I think since I've been a Commissioner. So I see this as the need for not in a department but in the Manager's Office having somebody who [inaudible] to go look at it. It makes sense to me, whether we can afford – if we need firefighters it's a choice, a trade-off.

MANAGER SHAFFER: If I could, Madam Chair, so this is just to begin strategy. I want to make it so Leandro can speak a bit more to the ongoing efforts. I think it relates to the collaboration, right? North Central has really invested a lot in grant writers to provide a common service for folks who need it.

COMMISSIONER HAMILTON: Right.

MANAGER SHAFFER: And we want to continue to leverage that and support that because it raises everybody's boats. In terms of the internal processes, we're also looking at existing team members and bandwidth and interest and Leandro is working with our capital planner Maxx to potentially broaden the scope of her responsibilities a bit, because it fits naturally. It's not just capital grants that we pursue. But nonetheless, it fits naturally with work that she's already doing. But then also making sure that ultimately somebody's going to implement it and it's not going to be Maxx, right. It's going to be Rachel. It's going to be Public Safety. It's a process to make sure that we're identifying the potential opportunities that then working with the departments to say, hey, we've identified this, analyze it. What are the pros and cons of the grant? So it's going to go beyond one person is all I'm trying to articulate, but it will be managed from the Manager's Office is how we're currently envisioning it. But what this does is just reiterate for us that this is the strategy of the Board and you're going to measure our performance against how well we implement this. So again, it's already a work in progress but putting it here has real value because if a year from now we've not made any progress then you can look at me and not look at Leandro and say this is something we're being judged on and we haven't met that.

COMMISSIONER GREENE: So two to three points on the same thing. So one, it's a great collaboration and resource with North Central, but that is a year to year and a very shared, fractional budget over there. They do not have a recurring fund. They go to the legislature every year. This was something that came out of a REDI-Net conversation with Monica when she started at North Central and said that, man, every county and every jurisdiction that was sitting in the room with REDI-Net said, boy, do we wish we had somebody that could do grant writing. But that's grant writing. It is not identification and it is not administration and that thing goes to us and to, I would say, again, an overarching person that is in the County Manager's Office and probably under somebody who's like Leandro, focused in finance, and a whole spectrum of things but also Elias would have access to and say, oh, this is a grant for firefighters. This is a grant for healthcare and so on.

So I'm all for this capacity and one of the things from NACo and actually that was brought up that I discussed briefly with these large counties this week was that these people, all these large counties, have these people. And right now, it's not something that we have to do for thirty years but the money is there, both in terms of federal money for the next three to five years, because of these infrastructure bills.

And New Mexico is also relatively wealthy right now and so a mining thing. I'll give a great example. So we can go, and I agree at this point, we have Agua Fria sewers in our ICIP list. Worthy case. It's actually an EPA. We could do it without going to the state of any money by going to the EPA for the grant and to fund the whole thing.

And so I would hope that we don't waste our opportunity with state money when we could go to federal money to do the entire project at that level. And then you get your sewers for Agua Fria Village, but we don't do it as our number one priority for ICIP because we know that we can go for an EPA grant.

CHAIR HANSEN: I'm not taking it off of the –

COMMISSIONER GREENE: That's fine. Until we find the money in another way.

CHAIR HANSEN: Because I don't have faith that the EPA is going to fund us. Just because the federal government has not in general been very generous to us.

COMMISSIONER GREENE: Let's work on that. But I'm just saying, that's just an example that comes to mind. There are other projects. We can put a road or bridge on our ICIP list, but there's huge money at the federal DOT thing that we can go, let's go get the money from these different sources. Or it can come out of general fund. And so having somebody that knows how to go when the getting's good for federal money.

CHAIR HANSEN: We also have the Senators' offices who do scour grants for us and send us information, and I always forward that on, because that's one place. Okay, I have the Manager and I have Commissioner Bustamante and then Commissioner Hughes. So who wants to go first?

MANAGER SHAFFER: Oh, please, Commissioner.

COMMISSIONER BUSTAMANTE: The only thing, I completely with all this, working on a relatively large grant myself, the only thing that I would add in that proposed strategy would be not just management capacity, but requirements in capacity. We don't want to just look and say, well, Maxx can't do it; we're not going to be able to do it. There are often – well, we would need a finance oversight specifically for this project. We would need an xyz, specifically for this project. So what would be the requirements?

MANAGER SHAFFER: So is that compliance? Would that be acceptable word here?

COMMISSIONER BUSTAMANTE: I wouldn't say – either management capacity and requirements, like add requirements to that, so that we don't limit it to just what capacity we have internal. This is what's required. We would get consultants to carry all of these. So many of these new grants – and I say new like in the last ten years. Kind of funny. So many of the grants these days are leveraged grants, that they're expecting that we're working with external and other entities to have some success. So it's not always just based on our capacity. It's on what are the requirements to make this

work? We would need an outside entity doing xyz. So I would add requirements so that we're able to evaluate this individual and I do really see the opportunity for somebody who can really scope out the big picture, establish this is what's you're going to need to be able to do at the end of the day to be successful, and these are the types of people from these areas who are going to be the ones doing it. And that's where they evaluate this notion of requirements. What's required to really fulfill this? Internally, we may not have the capacity but collaboratively we can get a lot more done.

MANAGER SHAFFER: I wrote down identification, application, management and requirements capacity.

COMMISSIONER BUSTAMANTE: Capacity and requirements? And additional requirements? I don't know. It needs to be reflecting that we have someone who's reviewing our internal capacity and additional requirements. Or what are the requirements that we have and how do we meet that internally, so that what are the requirements? What is our internal capacity? And what external needs would we have? But it has to be comprehensive to that.

COMMISSIONER HUGHES: I think you'd want to say at the end, and management requirements and capacity.

COMMISSIONER BUSTAMANTE: That's what I have on my notes. Yeah. Management requirements and capacity.

MANAGER SHAFFER: Management requirements and capacity.

CHAIR HANSEN: That might mean that –

MANAGER SHAFFER: Capacity was kind of modifying everything that came before. So it in other words, in the way I wrote it but I understand the concept. Okay.

COMMISSIONER HUGHES: And identification, application. And requirements could also apply to everything.

CHAIR HANSEN: But I want to make sure that we would go outside of the capacity that we have internally.

MANAGER SHAFFER: Absolutely.

CHAIR HANSEN: Into the outside.

COMMISSIONER BUSTAMANTE: What additional requirements –

COMMISSIONER HAMILTON: It could be subcontractors, consultants –

COMMISSIONER BUSTAMANTE: Exactly.

COMMISSIONER GREENE: And those partnerships. Because some of these are like, oh, we've got to do a workforce thing and it's going to work with North Central, the Community College and Santa Fe –

COMMISSIONER BUSTAMANTE: It requires leveraging other people's resources to make sense, which is proving to be more sustainable over time. More systems change.

COMMISSIONER HAMILTON: And I know everything's a trade-off but I do agree some things should be addressed opportunistically and there is, we're reflecting now, it could well go away and it is built in capacity to be able to take advantage of that sort of thing. So this kind of thing has for quite a while made sense to me.

COMMISSIONER GREENE: There have been years where those no

money. And so this is a position that almost changes its focus to make do with less.

CHAIR HANSEN: Right. And a lot of times these grants take a long time to get, and then – so it gives you time to build the capacity, and it also – they have a lifecycle. Like some of them will last ten years. And so therefore by building in and recognizing that –

COMMISSIONER BUSTAMANTE: If I may just share, Madam Chair, a quick lesson that I've learned over this Good Jobs Challenge Grant. Over 500 applications, 32 awarded, one thing that those who are awarded have in common is they had pre-identified the need and had already started working with collaborative partners on meeting that need. So it's really the logic of, wow, if this could be done, this grant that said, hey, if somebody's going to do this, put out your best plan for getting it done, without exception, 32 had similar work on the ground to what was being requested from the government.

So we know what the needs are. How do we address these issues, and so much of this is that.

LEANDRO CORDOVA (Deputy County Manager): Madam Chair, [inaudible] that we realize is understanding and don't get a grant and taking that downloaded so when the opportunity comes so that we have a better understanding of how to approach it. A lot of what I hear you saying makes all the sense and I completely agree. Breaking it down into the different functions of the grant, writing it is just one portion. Definitely, we have some strength in administration of federal grants. That's a strength of Maxx in particular, but also what we ask for can be spent in appropriate ways so that when we go ask for it again we've proven our abilities. So capacity is one thing, certainly, but also making sure that we do right by those grants.

There's been a couple opportunities I guess in the past that we might have jumped ahead of so we want to [inaudible] the grant before we're ready to administer it. We were following and we're chasing instead of leading and that wasn't successful and we realize that.

CHAIR HANSEN: And especially when we do wrong with the DOT grant for the bridge at San Ysidro and the work in –

COMMISSIONER GREENE: El Rancho.

CHAIR HANSEN: Highway 84 I think it was. Like I've been asking for months, like, have you gotten information from DOT why we didn't get that grant? And so far nobody has gotten back to me to say, well, yeah, we had that meeting and now we know why, but I agree with you 100 percent.

COMMISSIONER HAMILTON: They usually offer debriefs.

COMMISSIONER GREENE: They do, yeah.

CHAIR HANSEN: But locally.

MR. CORDOVA: But that case kind of goes to how many people actually applied for that. We're still in line to get our debrief. It was that and it kind of goes back to how competitive some of these grants are too. As you brought up, it's not always a sure thing. And to put a lot of hope and faith into something that isn't guaranteed sometimes creates that disappointment and that's something else. If we identify earlier on in the process of developing the project we know when to – how much to invest at this time versus investing it later perhaps.



COMMISSIONER HAMILTON: Actually, I know that we may be beating a dead horse because we all agree, but that's actually a really great point.

COMMISSIONER HUGHES: The horse is starting to decay, actually.

COMMISSIONER GREENE: The horse is alive and well, but we're just trying to revive it.

COMMISSIONER HUGHES: Okay.

COMMISSIONER HAMILTON: That's a really great point and one of the reasons the County functions so well, has such a high bond rating, has survived ups and downs better than many other places is because of the way things are planned and what not. And so there's no implication in my mind, but maybe it's just worth saying, looking for alternative sources, they're supplemental, honestly Commissioner Greene's sewer line example is probably good, because EPA can be a really mixed bag. Say you pursued the plan the way we've been doing, if somebody recognizes and evaluates that grant opportunity and it becomes successful you can shift. You really need extra money you would never do when you had planned for it. So this is a suggestion to do pie in the sky and going after bullshit, excuse my French of whatever it is nowadays.

MANAGER SHAFFER: That was fluff.

COMMISSIONER HUGHES: I think we all like this idea.

MANAGER SHAFFER: We'll do the wordsmithing. I think we've got the concept. And we'll bring it back and I would just echo those two thoughts because I think we're all on the same page. Public safety radio system upgrade. We need to do it. We have to plan as if we're going to spend it all on our own, but if there's money we can find, so much the better. We can do something else. To Commissioner Bustamante's point, that is why we were successful, I believe with the Building Bridges Grant is because when we wind up their criteria against where we were in terms of need and work that we're already doing we were going to be very competitive. So I think we're all in agreement.

COMMISSIONER GREENE: It goes to the shovel-ready concept, right?

COMMISSIONER BUSTAMANTE: Exactly. Exactly.

COMMISSIONER GREENE: You're ready, and they go, we're going to give you the money. Go do it. This is a line, and you're ready to go.

COMMISSIONER BUSTAMANTE: There's been a long pattern of what they're asking for.

COMMISSIONER HUGHES: And I'll do something we're going to apply for which is broadband.

**Proposed: Optimize Broadband Service to Santa Fe County Facilities**  
**Proposed: Develop External Broadband Plan for Santa Fe County**

CHAIR HANSEN: We're going to go on to page 10. Obviously we all agree that needs to happen. I wrote down we need to change providers. We need to be using our own provider. We need to be using REDI-Net. We need to get rid of Century Link. They are not really providing us the services that we need, and we're paying and we have REDI-Net and we have the capability there, I believe, and I'll let Commissioner Greene speak to this, but over the years that I have been here there has been so much

frustration with Century Link, continually. Okay, that was the first thing I thought, like how can we get this to be a more reliable service that we have and working with Century Link has not provided that. So I know you have a comment, Commissioner Greene.

COMMISSIONER GREENE: Thank you. So organize broadband service and capacity to Santa Fe County. This is not a singular internal focus. This is if I were going to discuss broadband on four fronts, there are four specific things. One is our own needs, so that's Century Link or whoever our service provider is to our facilities, we definitely need to work through. That's one bullet. All internal need.

The second one is the needs of our constituents. So depending on where you live you have great service or you have terrible service or you have expensive service or you have no service. And so we need to be, especially with federal funding that's available now, focused as a second task on a plan to then partner with probably ISPs and other providers to build into the community.

The third part is in sort of Elias' space of public safety. So it's County facilities but it's really cell phone towers. It's First Net. It is the ability to be up in Chupadero and to have a tragic shooting, it doesn't take somebody 20 minutes to go find a cell phone signal. So it goes to – that's not broadband to the home or to the business, and it is not to County facilities. It is to cell phone providers and the network of whether it's 4G or 5G or whatever it is, but that is a third task in a broadband plan. And it's –

And then the fourth one then goes to these external partners where the internet does not survive in Santa Fe County alone. We need to get to Albuquerque or Clovis or to Denver, and we also need to help our partners in REDI-Net interconnect. So Rio Arriba County needs a way to get to us and we need to get out to Colorado through Rio Arriba County. Los Alamos County has a deficiency that they need urgently and they have not money to go spend on it, and if they don't work with us they will find a way around us. And so we can leverage their need that then connects us to Albuquerque. Suddenly they may be willing to put a million or two million dollars into a line to Albuquerque that we don't really think that we're going to put the money to do that.

So if I were breaking this down into broadband, develop a comprehensive broadband strategy and plan that then goes, 1) internal needs; 2) community and constituent needs; 3) public safety needs and that whole space of public safety and cell phone access; and then 4) strategic partners and neighbors and communities. And some of those are even internal. The City of Santa Fe is a partner inside this conversation.

City of Española is part of REDI-Net, the school district, the Community College, all of those external partnerships that can be used to leverage all of the three bullets above.

COMMISSIONER BUSTAMANTE: Bravo, and I would say the same for energy.

CHAIR HANSEN: Can REDI-Net do any of these things?

COMMISSIONER GREENE: REDI-Net at this point is an operator of a system. That is it. They can help buy internet and they can help be a technical support system for us so that we don't necessarily have to hire a broadband officer for ourselves. There's some discussion of whether the City and County want to share a broadband person. Not a bad idea, but also expensive and of limited availability. Everybody who's in this space has already got a job and three offers behind them. So to compete for that is

not so necessary because we have partners such as Los Alamos County has Jerry Smith who is very capable and who could be a consulting resource for us to put our own plan together. REDI-Net has Gerald Baca, who is their administrator. He's a technical services guy. He knows how to operate a system. So he could then be the technical specifications person for the operational day to day sort of thing for our assets that are already on REDI-Net, so we don't have to have our own assets operated by ourselves; REDI-Net operates them. We don't have to have our own broadband person developing a plan. We could work it ourselves and then we could also have Jerry and Gerald and all these other people and the state broadband has that resource as well.

CHAIR HANSEN: I'm going to go to Manager Shaffer.

MANAGER SHAFFER: Thank you. There are two proposed strategies and what I would suggest is the first one captures County facilities. With regard to the interconnection, maybe the second proposed on 11 could be developed. The external broadband plan which was meant to be outward facing, including middle mile and long-haul connections which I think is what you were describing if I'm not mistaken, in terms of going to Denver, going to Albuquerque.

COMMISSIONER GREENE: That was bullet four.

MANAGER SHAFFER: Right. And public safety – I'm trying to work within what we have. The public safety, we didn't break that out because we're so close to implementing it and Elias can speak to that. In terms of our actual radio needs we're working with an independent consultant to identify those opportunities that's going to involve a variety of things, switching to the state system but also providing some greenfield sites which will increase the robustness of the entire statewide system. But in conjunction with that we'll be looking at cell phone communications as a backup as well as local towers. So I think the third point is already being covered through very specific work by a third party contractor that we're consulting with to help us put that plan in place.

COMMISSIONER GREENE: That's fabulous. I think most of that [inaudible] our own radio system is great and doing that, but then also making sure that we're working with these tower operators to build and facilitate the towers in these dead zones, right? And so I don't know if the strategy on page 10 and 11 need to be broken out into two. I think that a comprehensive broadband plan that addresses all four of the bullets that were spoken about could be put in there in a single broadband strategy and then we make progress on each of them.

CHAIR HANSEN: Right. When I saw a Commissioner from Rio Arriba over the weekend he wasn't very clear but he clearly wanted some kind of connection. Like he said, oh, we need to work on 911, like I'm trying to figure out what he's talking about. But I knew what he was talking about; he was talking about the interconnection of Rio Arriba to Santa Fe County and to getting services to them even though he couldn't exactly express it. Commissioner Hughes.

COMMISSIONER HUGHES: Thank you. I wanted to, just in thinking about page 11, not limited to wires because in Eldorado we have the La Cañada wireless internet, which is what I have in my house and my wife and I can conduct two simultaneous Zoom meetings. So it's probably not technically broadband but it –

COMMISSIONER GREENE: It is in the broadband spectrum that is being

funded right now. If it is a licensed spectrum it is considered already covered. If it is unlicensed spectrum it is then considered somewhat at risk and then there can be some conflicting traffic that can –

COMMISSIONER HUGHES: Anyway, what my point is that I think in implementing our strategy would should also think about expanding things like LCWA or recreating it in other parts of the county where it's rally note economically feasible to get a wire there.

CHAIR HANSEN: What's LCWA?

COMMISSIONER HUGHES: La Cañada Wireless Association.

COMMISSIONER GREENE: So yes. So that would be in a comprehensive broadband plan.

COMMISSIONER HUGHES: Right.

COMMISSIONER GREENE: The vision that would say how do we deal with constituent businesses and so on at the same time as we have our internal needs. Some of our internal needs, if you want to get up to the community centers up in Rio en Medio, we're not probably going to build fiber in the next few years, so for now we should solve it with fixed wireless. Then maybe when we do a road project all the way up there we put fiber up the road there. So there's a lot of different ways to do this.

COMMISSIONER HUGHES: Yeah, I just didn't want to lose track of that because we always talk about fiber in the road and it's not always necessary.

CHAIR HANSEN: I'm going to go to Commissioner Hamilton.

COMMISSIONER HAMILTON: So I wonder if there reasons that these two strategies were presented to us as separate strategies. Because when I looked at it I thought, they're related. I wonder why they were separated. It hit me that it could have been because there are separate strategies and there's no chance that they would be planned like [inaudible] that any needed relationship between the two.

COMMISSIONER GREENE: They're totally related.

COMMISSIONER HAMILTON: Well, of course they're totally related but the point is there could be different ways of going about them or different needs because of the current status. So there's a reason even if it's just [inaudible] I have no issue with these being apart. One other thing that also hit me was one, that stuff like the radio communications for public safety is a very different issue than broadband, and despite the fact that it's clearly related and [inaudible] we should communicate internally about them as we are developing. The way you go about it is really different and the reason for doing it is so different. We're already further along on it so I just don't see the value of putting it all together just because those communications are related.

And there's one other really important thing and that is the business about – I just want to throw out the business about using all the external people. We don't have to have an internal person do this. That kind of thing is always a good idea that has to be looked at with a really jaundiced eye, really scrutinized because you always want to [inaudible] those who's managing those interactions with outside people and getting that work, and not having the expertise is like there are times when external expertise can provide you everything you need and times when you can't go and say, hey, Mr. Person at Los Alamos County. We want to do broadband also. What do we need to do? That's just lame.

COMMISSIONER GREENE: I agree. I would love to have an internal person. I'm just saying that we have a capacity to partner.

MANAGER SHAFFER: If I could, I just wanted to answer, the reason we proposed to break them out is really measurability in success. So in other words, as we measure progress on success, having them separate strategies in terms of our software allows us to isolate. We may be knocking it out of the park when it comes to our internal facilities but there may be issues that are causing us to lag when we're looking at the external part of County operations. So it was very practical, to answer your question, is why we proposed to break it out is really in measuring progress on this strategic plan.

COMMISSIONER HAMILTON: And actually that's critical, because strategies aren't the overarching things. Those are the objectives. These are the specifics that have to be measurable, so having them separate makes more sense, and I keep forgetting. Strategy sounds so overarching.

CHAIR HANSEN: Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: Yes. So these are the strategies and they are specific, but I don't want us to lose sight of this macro-operation. Nobody was saying we would go to Los Alamos, with all due respect to the Commissioner, to ask them, hey, we need to do this; what can we do? This goes back to the conversation about leveraging and networking. Really, I am absolutely appreciative because I'll just say I'm slow enough that I really need information boiled down and succinct. Like, I've got a lot of things I've got to figure out on a short amount of time most of the time, and if it's very clear to me, because even in relation to the conversation about what would happen on the operational level for a public safety, well of course it's going to be different from internal operations or constituent needs. That's minutia. In the breakdown of how things are done, but in the interest of this 30,000 foot level that we're talking about I completely appreciate the way Commissioner Greene has boiled it down to at the end of a cycle I want to be able to review where we are, because there is this commonality called broadband that has to do with the technology. At the micro level there are different uses, different ways of implementing it, different needs, etc. But at this macro level, where are we in our overall big picture of being able to optimize broadband services in Santa Fe County, both within, external, public safety, and governmental partnership. Because if we don't work with the governmental partnerships, it's not so much. I'm sorry.

The relationship that we have with Rio Arriba County and that they're looking to us for support, the big dollars are in Los Alamos and everybody knows that. There's no – what's happening now at the legislature is we all need to get together and find a way to get Los Alamos to provide more money. Are you guys on board? Well, I'm saying, really? How do we leverage those capabilities? How do we say I'm not trying to take it; I'm trying to – we stay in these silos that keep us from being able to leverage capacity for strengthening operations regionally. It is not about the boundary, it's about the – all right. Now we're networking. How is it going to make us stronger to access their resources in both their interest and our interest? That's beautiful, and I think it's an opportunity that we lose if we don't somehow keep this comprehensive. I have not heard a comprehensive broadband plan or seen it for Santa Fe County.

So what does it take to get to that comprehensive broadband plan that breaks it down that says, and we're going to leverage resources. However, wherever, or what those

specific uses are. That's brilliant. And that's succinct. And that's where somebody who works really slow and can't filter a lot of detail can understand it. And I'm speaking for myself.

COMMISSIONER HAMILTON: That's great. What's the objective that these strategies fall under?

COMMISSIONER GREENE: So I get the practicality that the Manager is discussing and I just think that it is a singular plan, with four major areas of focus. And we can make progress on it in either of those areas.

MANAGER SHAFFER: But they're not mutually exclusive.

COMMISSIONER GREENE: Exactly.

MANAGER SHAFFER: How the document comes to you or how we organize that plan, it's different for purposes of having it as a strategy because then again on your dashboard reports that you're going to get, we're going to be tracking it separately and this is the way to do that, I guess is the practical way.

COMMISSIONER GREENE: Absolutely.

COMMISSIONER BUSTAMANTE: And I can just see them broken into these areas. Comprehensively, here's the big picture, we know this is the only wire that's in town, but how is it serving each of these areas?

COMMISSIONER HAMILTON: That's what I asked what the objective that's under there, because that's the place to look at the organization. These two strategies, two are workforce specific and there are two other some place else, so what you're saying, do we need to look at more above and make sure it's covered in a way that promotes seeing interactions in the overarching aspects you guys are suggesting.

MANAGER SHAFFER: So this is under proposed objectives, which is continuous improvement, and it could fit in a lot of different places, but we think it fits there.

COMMISSIONER GREENE: In a sort of tasked way, I would say that if we consolidate pages 10 and 11 as to a comprehensive broadband and telecommunications plan, that then addresses the four bullet points that I brought up, and those are the tasks under there, then you have even further minutia of tasks in there, working with this partner on this project and working on this wireless solution versus this broadband solution. Sorry, I forgot to even put up item #4 which is incorporating broadband into our SLDC, right? We have not put in fiber to the home as part of somebody that does a development plan when they put in 100 homes. Why aren't we require that they wire each of these houses?

COMMISSIONER HUGHES: I guess my question is though isn't it desirable to have them separate so that we can look at them separately?

COMMISSIONER GREENE: That's 4 or 5.

COMMISSIONER HAMILTON: But we do. We definitely have an objective specifically for #3. They're just in a different place. They're in the public safety place. But they're specific objectives, specific strategies.

COMMISSIONER GREENE: So I get the internal radio solution that we're working on 100 percent. I'm talking about the other side of it, the external radio. It is the emergency communications that our constituents need to communicate with themselves. It is not that I need to call the Sheriff all the time. It's I need to call my wife

because there's a fire raging in my neighborhood.

COMMISSIONER HAMILTON: Not over radio, but over cell phone.

COMMISSIONER GREENE: So it is not our system only. It's external partners as well.

CHAIR HANSEN: Okay, are we good. Can we go on? Have we come to a conclusion? We keep these two strategies separate?

COMMISSIONER BUSTAMANTE: I don't see the rewrite. I think there's an opportunity for capturing this in a different way but the strategies as they stand are fine. They're just lacking in the structure and clarity that is being proposed for being able to – as strategies, I think they're fine. As something more overarching, then at some point I'd like to see the same breakdown that's been discussed. I think it provides clarity.

MANAGER SHAFFER: I think that's going to be in the plan.

COMMISSIONER BUSTAMANTE: Very good.

MANAGER SHAFFER: So I think we're captured –

COMMISSIONER HAMILTON: And we've taken notes so we can look at it in November.

#### **4.3.1 Provide Excellent Customer Service to External and Internal Stakeholder**

CHAIR HANSEN: 4.3.1, is that where we're at?

COMMISSIONER HUGHES: Or are we just doing the new ones?  
Because we skipped a whole bunch at the beginning.

CHAIR HANSEN: I didn't skip anything.

MANAGER SHAFFER: I don't think we skipped anything.

COMMISSIONER HUGHES: Oh. Okay.

MANAGER SHAFFER: Does anybody recommend any changes to this Strategy 4.3.1?

CHAIR HANSEN: The only thing I have is update the SLDC, that I wrote down during the meeting.

COMMISSIONER GREENE: Which I agree, and I think one of the issues with the SLDC that I've been told by some external stakeholders is that we are implementing an electronic system that does not allow for parallel review as well as integrate with the state system. So there's external –

COMMISSIONER HAMILTON: Parallel review of what?

COMMISSIONER GREENE: Of like permits. When you put in a permit it is very linear. It's desk to desk to desk. And then it goes to – our system doesn't integrate with the state system at CID. Also it's almost another –

COMMISSIONER HAMILTON: And electronic replacement would allow for the same time or what?

COMMISSIONER GREENE: My understanding is our electronic is a dead end for us. I've been told that. I haven't heard. I've been in discussions we've had, but I'm not 100 percent.

CHAIR HANSEN: So if we're updating the financial system, is that going to allow other areas to be updated? It would affect.

MANAGER SHAFFER: The short answer is yes.

MR. CORDOVA: Yes. Right now, the software that we have is independent of our system. It does need to be worked on the back end to communicate with Central Square. It also needed to be worked to be able to communicate with the state. I believe we're working on creating connectivity but it was extra work because it was a standalone software that wasn't part of our –

MANAGER SHAFFER: So if I could put it in context, we have some legacy things that we're not going to stop implementing the online permitting system even though we're going to go to an ERP, because a lot of work has been invested into it and it will improve outcomes even in the short term. Now, if someone came forward with a new idea and said I want to this or that, they're going to be told you have to wait because we're doing this large procurement for an ERP. What the opportunity is is you go out and you look at your ERP there may well be legacy systems that we do away with. So we might replace the online permitting system. It's within the realm of possible, and as we evaluate systems and what modules are on offer, we may also find one that has its own recruiting software we do away with NeoGov. So that is part of that entire process and I think that's the opportunity we would have to look at, is the way I envision it. If that makes sense.

CHAIR HANSEN: And I see this – it's part of finance. When people apply for a permit they're paying money, so it's got to be connected.

COMMISSIONER GREENE: But money is a very easy thing. Get somebody a receipt.

CHAIR HANSEN: No, but if it's not connected to the inner finances when we do audits, then it's just sitting there.

COMMISSIONER GREENE: It's different things though. It's like to get a visual plan review system that goes in and it's not money into a certain account for a certain type of permit and that's it.

CHAIR HANSEN: No, I know that.

COMMISSIONER GREENE: But it is a different – and maybe these modules you see, our key systems have that. That should probably be one of the investigations that we do as to what sort of ERP that we have in module to make sure it's more comprehensive. But the example I was given is Los Alamos and Denver. So Denver has a system where you do not print six copies of a set of drawings that end up going person to person to person like it does here and at the City. You put an electronic version in and if there's corrections in there it never gets printed until the final set is in there and they get distributed to every one of those people. So there can be the six stations that are reviewing this and reviewing it at the same time electronically and it even does – it highlights the word fire. It does optical scanning, so when these people are looking at things they don't have to look at it like this, it highlights where they're looking for things. It makes it much faster for review. An architect puts a code reference on there, it says, okay, what code reference, and it checks it. It does a lot more artificial intelligence sort of helping that go faster.

CHAIR HANSEN: And I think it is really, since we depend so much on the state for enforcement, we need to be connected to them, however that works. Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: Madam Chair, I'm looking at pages



12 and 13 and I don't see where update to the SLDC is.

CHAIR HANSEN: It's my note to myself during the meeting.

MANAGER SHAFFER: It's captured somewhere else.

COMMISSIONER BUSTAMANTE: That's why I say we're going to address that in more conversation.

COMMISSIONER HUGHES: So 4.3.1 is really just the customer service and hiring [inaudible]

MANAGER SHAFFER: We're not recommending any changes to the strategy. This was primarily an update report of where we've been and where we're going.

COMMISSIONER HUGHES: All right. It sounded good to me.

#### **4.3.2 Develop Outreach Campaigns, Including Social Media, to Communicate the Services Available from SFC and How to Access them**

CHAIR HANSEN: So then we're going to go on to page 13 where we do have a recommendation. Staff recommends broadening the strategy to revise it to align the communication plans and procedures to ensure that communication efforts are strategically planned, consistent, and well coordinated across Santa Fe County.

COMMISSIONER BUSTAMANTE: Sounds great.

COMMISSIONER HUGHES: And that's because we already did the first. Okay.

#### **4.3.3 Create Systems and Structures to Encourage Communication and Collaboration**

CHAIR HANSEN: We have a recommendation of staff recommends broadening the scope of 4.3.3 to revise it to develop organizational culture of cross-departmental collaboration and communication.

COMMISSIONER BUSTAMANTE: Bravo.

COMMISSIONER GREENE: This is great, where collaboration starts to come in. Again, it is a very internally focused, which is good, but also having something that starts to talk about external collaboration would not be a bad idea in my opinion.

MANAGER SHAFFER: So what I might suggest, if we want to keep times, we captured that idea and so we have a [inaudible] objective. Perhaps we can go back and work on some potential strategies, just to keep things moving and we can bring things back when the plan comes back, if that makes sense.

COMMISSIONER HUGHES: Right. Because we did talk about that earlier. [See below.]

#### **4.3.4 Support Count Initiatives Through Efficient Internal Purchasing and Procurement Systems**

CHAIR HANSEN: There's no recommendation.

COMMISSIONER BUSTAMANTE: If I may, on the last one, the only

thing then would be add cross-departmental and external collaboration and communication. That's all I was thinking of.

COMMISSIONER GREENE: That's probably all that's necessary.

COMMISSIONER HAMILTON: I would actually disagree with that, because strategies are the specifics. They the ones we track. They're not the objectives. So I would say you would almost have to add a strategy, not expand this one. Because those would have to be tracked separately. Or if everybody disagrees and it doesn't have to be tracked separately we could just do what you said. But it strikes me as something that would be something that you would track separately. Because breaking down internal silos is different from working with the City and working with Los Alamos and working with – it might require something more specific. So I agree with that. I just am not sure.

COMMISSIONER BUSTAMANTE: It's developing a culture, okay? So it's a culture of cross-departmental and external collaboration and communication, is what the wording says.

COMMISSIONER HAMILTON: I know.

COMMISSIONER BUSTAMANTE: And if there is an opportunity to collaborate with the City on addressing their miserable sewer treatment plant issue, it's something we could take on because it's a culture.

COMMISSIONER HAMILTON: I agree. I'm not denying it. I agree completely. I'm just saying we should make it –

COMMISSIONER GREENE: To both of your points, this is a broad title change, but there are bullets here, and so the bullets go to your point and the overarching strategy title goes to Commissioner Bustamante's point.

MANAGER SHAFFER: So if we could, we'll jot that down as an idea and then we'll think also about other potential strategies, and when we come back we'll present those as alternatives and we can pick and choose among them. Obviously, it's your strategic plan but I think we've captured that idea and as we think about other potential strategies then I think you have the ability to look at it holistically. I heard very much what you were saying and I understand the logic of it.

CHAIR HANSEN: Okay. 4.3.4, there's no recommendation. The progress that has been we went over yesterday.

COMMISSIONER GREENE: And the new ERP system will address this.

CHAIR HANSEN: Yes.

#### **4.3.5 Modernize County Banking Processes**

CHAIR HANSEN: There was one recommendation to revise Strategy 4.3.5 to optimize County cash receipts and disbursement processes.

COMMISSIONER HAMILTON: That's very specific.

COMMISSIONER GREENE: I liked the word modernize, but it doesn't matter. Optimize is just as good.

COMMISSIONER HUGHES: Modern is too 20<sup>th</sup> century. We're in a new age now.

COMMISSIONER GREENE: We're in optimization.

CHAIR HANSEN: Modern is an old world.

COMMISSIONER BUSTAMANTE: Modern hasn't always proven itself to be the best strategy either.

COMMISSIONER HUGHES: If it makes it easier for the staff to know what they're doing I think that change is fine.

#### **4.3.6 Streamline Land Development Review Process**

CHAIR HANSEN: We all agree with that; there's no doubt. Staff recommends revising Strategy 4.3.6 to expedite Growth Management Review and decision making processes. So I think the change to expedite is really important.

COMMISSIONER GREENE: Expedite the revisions and the prioritization. I think I had two real bullets here from yesterday was start to decompartmentalize within Land Use. So for instance, we have a housing crisis and we're starting to have decisions being made purely on housing that are not taking in other aspects of our priorities. So for instance, housing at all costs, but at the cost of sustainability is not the way to do it. To always have other filters that things come through. So sustainability, walkability, mixed uses and typologies, access to lifestyle amenities. A bedroom community that has no amenities shifts the burden to other parts of the community, whether it's in retail, that people are spending their money in the city and not in the county when we have bedroom communities that need the city.

CHAIR HANSEN: I tried really hard at Oshara to make that happen and the ten, fifteen years that it's happened we have one restaurant out there. We wanted a grocery store. We wanted a number of other things, and I do think we're coming to the point where that can happen, finally, but at the same time we took away a tremendous amount of square footage out of Oshara that now some large company that we would like to come in there if we wanted economic development to lop it down inside of Oshara, which there was room for, is gone, because of exactly – because developers just want to build housing.

COMMISSIONER GREENE: So we need to mix those things in there to preserve it.

CHAIR HANSEN: So like I didn't have the votes on the Commission and people didn't understand what I was trying to do because of the new urbanism idea. And it was very frustrating to me because I didn't want to do that, and I voted against it.

COMMISSIONER HAMILTON: Didn't we get, in one of the presentations yesterday the lack of availability? Like these things that aren't happening? We got some feedback yesterday. Can somebody repeat that?

MANAGER SHAFFER: I think you may be talking – if I could, about what's allowed. Let's take the Community College District as an example. There's project-specific – are you going to require Bustamante Developer, I'm going to force you to have this amount of non-residential set aside, whether you have a market for it or not. It's going to stay there until somebody wants to come and develop it, which means it's going to cut into your return on investment and we may have to leave something that you could turn into more housing, because there's no market for it, right? Versus if, say, Oshara, they say, you know what? There's no market for this. We want to focus on

residential for now. Well, then you might reach that critical mass with the next development, Soleil Which is right next door, say, okay. Now the people are here. And we have the tools within the Community College District to now allow for mixed use and here's what we're going to do right along 14.

I just think that's the discussion that I think you're referencing, Commissioner Hamilton. What staff was saying is that developers – to say we're going to require you to hold it; that's one thing. To provide that as a menu of options in your overall plan where people can come in and that can then be on offer when the market is there for it, is a difference. And I hope that helps kind of frame the discussion because the slides you were thinking about were specific to development that already exists and they're like, there's no market for that, and I'm just sitting on an asset that I could turn into housing.

CHAIR HANSEN: Right. But you're also talking about Highway 14 and you're talking about the northeast-southeast connector, and those are two different areas.

COMMISSIONER GREENE: Types of roads.

CHAIR HANSEN: And types of roads. And accessibility and all kinds of things.

COMMISSIONER GREENE: And to the point, there's probably not a market for a big box store currently on Highway 14, but it's coming. But these high traffic roads, even if somebody says, well, I just want to put a wall and a no-retail or commercial amenity on that road, and you're just driving down Richards Avenue and it becomes Zia Road with no streetscape. That's the obligation of us to keep that streetscape, even if that just means it's three small commercial things that can have an evolutionary thing. One's a coffee shop and the coffee shop doesn't work. Okay. They don't have to build it now but they do have to preserve it to allow for that in the future. Things take time to evolve and so on, but if you give up that commercial corridor, and you say, well, now that the density is three blocks back from here, because the northeast-southeast connector is there, you've lost that here, the traffic actually is because you've built the housing out.

MANAGER SHAFFER: Understood.

CHAIR HANSEN: And part of it was it's taken us 20 years to get the northeast-southeast connector built. So that is definitely an issue. Who goes first?

COMMISSIONER BUSTAMANTE: It's super important to recognize completely what the Manager said, and I've been in the business of opening these little convenience grocery stores with one success. Actually two successes but one of them closed. The issue and the market for it, and we can't assume just because the traffic's there that it will stay open. We saw that at the housing development on the way to the Community College right across from Amy Biehl.

COMMISSIONER GREENE: Rancho Viejo.

COMMISSIONER BUSTAMANTE: Rancho Viejo. Closed. Tried to open again. Closed. Tried to open again. Looking at the do not – believe it or not, it as remote out there, as well as work on getting a small grocery store on the parcel that was left for commercial development at Las Lagunitas, back in the 1900s had a full proposal and just do not have, even though it's still ten miles to the closest grocery store. This was before Walmart was there, do not have the population to sustain even a small Tesuque Village like community market.

So it's not as easy when you get to the business planning structure to say, all right, Developer X, and by the way, here's your commercial, the plan for your commercial area. They're saying the only way we're going to get this approved, i.e., Las Lagunitas was the one I was working directly with, was if I have a certain portion of this property to be commercial. It has yet to be developed and that was again in the 1900s.

So it's kind of if it makes market sense, but it's not that easy to get done. Now, I feel like we've gone into a rabbit hole on what we're talking about with regard to this streamlined land development review process, and when I look at the recommendation to call it expedite Growth Management, expedite sounds like you've given us everything but to expedite it we're going to keep moving it. And I would like to recommend that we change the word from expedite to accelerate. Expedite to me says we're going to go ahead and dismiss something, or I've just got to expedite this so we're not necessarily going to give it the attention. Accelerate says I'm going to do everything that still needs to be done but in a faster mode. So that to me is, as much as it is to me an issue of semantics, I think it's an important one. So that's my contribution.

MANAGER SHAFFER: If I could, I think that's consistent with where staff was going is that the acceleration or expedite, whichever, and accelerate is a fine word choice as well. We were just saying, we want to look at everything that potentially impacts the speed of the process. And some of that is our processes, some of that is, as we discussed, public education. There's a whole range of potential things we could do to accelerate the process.

CHAIR HANSEN: And maybe hire some outside consultants.

MANAGER SHAFFER: In terms of the continuous improvement, if you set aside money for Growth Management is the next department to be looked at.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: So just, I think Commissioner Bustamante started to say that the evolution of this particular strategy was because when we started the strategic planning one of the things that was identified was just that when you put in for permits and what not, it is a laborious process that's highly inefficient. One person will say, here, this is ready to go to this office next. Then they go to that office and they say, no, you need this first. And so it's back and forth and it was just a horrible process. So this – I saw this strategy as being that kind of practical logistics, the improvement of our process.

What we exacted in discussion of the nature of the kind of [inaudible] we want which sounds to me like part of the SLDC. I just wonder if it should be two things. That's all.

COMMISSIONER GREENE: And just to – in one of these expeditious things – I'll be as quick as I can. So we talk about things by right. Right? Instead of having to go to the Planning Commission or even to the BCC, that we could have these processes. If I want to put an ADU in my backyard or something like this, there's a set of plans, some communities have plans that you can already purchase that are ready to go that don't need to go to the state for this, and so on, as long as you have a water tap. There are other things that can be a checklist that then allow us to sort of say administratively you're getting a sustainability asset on your project. You have a walkability score. You have mixed uses and typologies in your project. Check, check,

check, check, check. Somebody can look like they've checked the boxes, and then it expedites because of our priorities and ways of compliance, that things can be made much faster.

CHAIR HANSEN: So when my father built the second home where they lived outside of LA, he just bought the plans.

COMMISSIONER GREENE: Right. From Sears.

CHAIR HANSEN: From whoever it was and built the house. It wasn't Sears, but that was the same thing of what you're talking about.

COMMISSIONER GREENE: More stylish.

#### **4.3.7 Maintain Current and Correct Property Values**

CHAIR HANSEN: There's no recommendations there. That's Isaiah.

#### **4.3.8 Provide Effective and Efficient Human Resources Services**

CHAIR HANSEN: Staff recommends broadening the scope to provide effective and efficient human resources services to maximize human capital, and combine Strategy 4.3.8 in that objectives.

MANAGER SHAFFER: So Cindy, if you could explain that. It's a little weird where we're suggesting that go. The change – so this in this objective we're recommending that we change the objective.

MS. MCKEE: So we have the circumstance in which we have an objective for human resources and we have strategies for human resources. This in minutia that as long as I know your priorities about human resources I will organize, but you'll see that we have an objective that is about recruitment and retention, clearly an issue that cuts across every single thing we do at the County. The question is do we want to keep that specific function of Human Resources articulate as an objective, because it is incredibly important to everything, or do we want to pull out that function of Human Resources and make that the objective.

MANAGER SHAFFER: So I see now why it's a little confusing is that we're not talking at this level. So objective 4.2 currently says recruit and retain highly qualified employees.

MS. MCKEE: Which is kind of a strategy.

MANAGER SHAFFER: And the suggestion is to make this objective, Provide effective and efficient human resources services to maximize human capital.

MS. MCKEE: Capturing recruitment and retention.

MANAGER SHAFFER: Plus career development and all of those other things.

COMMISSIONER BUSTAMANTE: May I just make one –

CHAIR HANSEN: Commissioner Bustamante, then Commissioner Greene, then myself.

COMMISSIONER BUSTAMANTE: I hate to get into the detail of wordsmithing, but I think optimize is better word than maximize, because maximize sounds like burn-out. If we optimize it in the best way possible, we're in a continuous

growth process.

COMMISSIONER GREENE: So one of the things that Cindy and I have talked about is the idea of building a team, a better, stronger, cohesive team across different areas of the County, is the idea of creating a mentoring program. And I don't know if this is the place for it, as a program where you don't have a direct report, somebody that reports directly to you, but you start to say, I have a young prospect that's working for me over in Public Works. I would like to have somebody in Community Services mentor them and start to have a deeper team. So you have this cross-generational, cross-platform, cross-everything mentoring program. This could be the place for it, maybe.

MANAGER SHAFFER: If I could, I'm sorry, just to – I think it's captured, and we can expand upon exploring, one of the next steps was specifically about career counseling, and I think we can take that feedback back to what we're doing and add a potential mentoring program. But I think that's where that idea fits.

COMMISSIONER GREENE: Great.

CHAIR HANSEN: Okay. So my turn. When we were going through this I wrote down, I think class and comp is not working. I get a lot of employees complaining to me about it, and where they're complaining is for those people who are at the top of their level and there's no place for them to go. They're stuck. And when they want to go some place higher, or they want to change their classifications, it's a no. And so I think there are – I think we have to think that class and comp – it's like data. Yeah, it's good to have that information, but I think we have to be more effective and realize that we have employees that need a different recognition and need to be able to move up the ladder. I think they need to be able to feel comfortable to be able to give really honest feedback without being penalized and without the fear of being penalized. And I think that that is something that we need to think about. Job descriptions, I heard Sonya talk about job descriptions but I also hear the frustration from employees that it takes too long to get a job description, to get help.

And so I think that we really need to analyze the class and comp, because, yes, definitely it works for some employees, but definitely it didn't work for other employees, and so to figure that out and not say, oh, well, we'll go to the vendor and talk to him, when he doesn't really understand our internal processes or the needs of civic workers. And I completely agree with this mentoring program and making sure that when somebody comes to their supervisor and says, this person really needs to be mentored, and they get pushed back, and they say, no, we need them in that position, but they're capable of going forward, then we need to like listen to that. We need to be more flexible, more open-minded and not so stuck in the silo. So I know that Commissioner Greene, Commissioner Bustamante, and Manager Shaffer, so I'll go to the Manager first.

MANAGER SHAFFER: And it's just my response. The other part, if you're talking about in the pay grade, midpoint was defined as market salary for fully functional employee and so that's where we were targeting to get folks. The move beyond that is through the revised employee evaluation system and merit system, which indicated when class and comp was going to be implemented would be happening this fiscal year and that was another slide where an update was made relative to that progress. And again, the idea was not that everybody was going to meet the maximum pay band.

We were targeting midpoint and we provided a path for all employees to get there sustainably, and that corrected a big deficiency in the previous system as there was no defined career path.

We reserved the second half of the range for truly exceptional performers, but to do that we needed to have a system in place that helped us define that. So that the evaluations were fair, they were objective, and what we've told folks is we're not all all-stars. And so the expectation is not this is just going to be a new avenue so that now everybody is paid at the top end of the pay range. So that work is ongoing.

In terms of individuals who feel as if, well, okay, but I'm in this pay grade. Where do I go from here? And the answer is once the system is in place – and it was hard to do. I don't want to understate how hard it is to identify and say, Leandro, you're knocking it out of the park, Elias, you're getting singles. That's hard to define in a way that you can be objective and consistent. So it's a heavy lift but it's ongoing and Sonya reported on that.

But that's one way. In terms of where do I go from there? You're going to reach a point where you stop making more money. In terms of the job that you do, either unless again, the market has changed, so that the market now tells us we need to pay more for that service, or you demonstrate through your performance, no, I am an all-star and I should be paid higher than midpoint, or you find a higher level opportunity to pursue. So in other words, I'm an administrative assistant now; how do I become a department administrator? And if I'm a department administrator now, what skills do I need to get to be an operations manager?

And so I just want to respond to that philosophically because – and in terms of comp and class, it was not distributed evenly and that was because we had some positions that the data showed we were paying what the market said we should be paying. So that was by design. You could look at that a lot of different ways but those folks seemingly were compensated where the data said they should have been.

With regard to folks feeling Leandro's dealt with these; Elias has dealt with these. The process here, and I think I'm not an appropriate grade for these reasons. The vendor data is considered, but then so is the input of management as well as the Deputy County Managers, and no one has brought to my attention that folks feel a fear of reprisal for suggesting that the data is wrong. Sometimes the requests have been granted because they were supported. Sometimes they haven't, but the process is the same. And there's no retaliation towards anybody that I've been made aware of for someone asking the question, Am I in the appropriate range? I want to respond to that very specifically.

CHAIR HANSEN: But I also feel that there are people, like when we instituted the class and comp, this is one of the things I heard was, oh, people got raises up to my level and I've been here for 20 years and now they're paid the same as I am, and there's no way for me to get a raise. And so that is one of the issues that I think we really have to look at.

MANAGER SHAFFER: And I would just respond to that, we can and we will, but I want to focus back as to where we were, and where we still are. It's the vacancies that are eating our lunch. And in terms of really trying to focus efforts, it's to make sure that we're externally competitive, and the more weight you put on internal years of service, the harder it is potentially, to recruit from the outside world. Over time



you can build in longevity pay concepts, and I wouldn't necessarily be opposed to that within reason, but right now the focus has been on how do we try and maximize the benefit to everyone, but also how do we maximize the external competitiveness, and that has also been by valuing external experience.

So we can look at all those changes but I do want to put it in that context because it was by design that we focused very much on how do we get as many people to midpoint, not only internally, but also externally, and that's to try and meet both of those objectives, but certainly longevity-type pay can be something we can look at as we move forward.

COMMISSIONER GREENE: To that point, I've heard a lot of what Commissioner Hansen has heard as well, very similar, and that is like when it's great to get new people in. Definitely. We need to do that. We need to fill those vacancies. But losing somebody at the top of their game that has 15 years in, you will take three new hires that may not last to get somebody five years trained to get them up to that level. And so actively pursuing and retaining people who are at the best of their game – they may not necessarily have career advancement to go, but that institutional knowledge and operational effectiveness is irreplaceable at any level. Almost impossible to replace.

CHAIR HANSEN: Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: So due to that point, I get that we've been some place in getting people to midpoint, but then there are those – I've heard the same exact things. Why midpoint? I've been beyond midpoint for years, as far as my time, effort and experience. And those are people who see themselves and I think that there's something the County has been known for is recognizing people's longevity in a particular position. How does one optimize or even at this point maximize if they've been in this work area for a certain amount of time, why are we holding people at midpoint?

And I get the importance of being able to recruit, but again, at the expense of losing those who are already here. I recognize it's a tough job, but I have heard exactly the same things. And it's not – it's about we're going to lose good talent if we don't and it's been the history of the County to be a place where a person knows that if they go and they're really committed to doing a good job that they're going to be able to retire there at a level that makes them feel valued, and then they value in turn the County.

On a different note, with regard to this notion of mentorship, I want to really just caution or just be aware, mentor requires relationships. And having been in this academic world for the last 20-some years, if we don't form, and I'm going to say people get into academia to want to mentor and help, and even there we don't get people developing the mentorship relationships. In an employment type of capacity, I don't know if there's a way to incentivize a good, positive relationship. It has to happen. It has to be something that a manager is committed to. There are human factors, i.e., ego, that will keep people from supporting someone's ability to grow because then they're going to feel threatened, etc., etc., etc. You get into all the organizational behavior type of psychology that doesn't have a whole lot to do with, I want to mentor this young person coming up and da da da, because I'm starting to see that I'm getting ready to fall off the edge here. And I want to be able to keep my job and I'm not going to support this.

So mentorship in itself of a concept as it is, isn't even really something you can throw money at. It is something that is about relationships. That is a whole different

organizational structure. I really like and have, since I was even at the Community College these notions that allow people to take their own strategy in working with the County and the Community College and I'm going to go ahead and credentialize myself and whether he or she likes me or not, now I'm qualified to do X. And I can do a really strong job and they're going to put me in this position because, heck, I know I'm good and they know I'm good. That's a whole different thing. But mentorship is beautiful. I just don't know how to operationalize it, because I don't believe it's operationalizable if you don't have the relationships.

COMMISSIONER GREENE: To that point, there are a couple models that are out there. It's the idea of the intention of our organization to say that we would like to explore it, one. Find the best practices. Find the sort of guardrails. Find the willing participants. Not everybody is going to want to be a mentor; not everybody is going to want to be a mentee. Right? It's not obligated, but it becomes part of the loyalty. It builds that brand loyalty internally to us to have that opportunity, that Greg says, I'm going to find somebody that is – everybody is a direct report to Greg – but I'm going to have people that I'm going to want to have lunch with once a month, that we're going to sit here and we throw money, as it may be, to an opportunity to leave the site, go have lunch, say how are things going? What can I help you with? Where can I give you advice? Whatever those mentoring things. But it's training the mentors. Part of that is training the mentors to understand that this is – there's a value to us and a value to them to do this, and it's training the mentees to say there's a value to that as well.

COMMISSIONER BUSTAMANTE: Madam Chair, in response. Because I do. Los Alamos did exactly that. It was part of a grow your own program. It was exactly what they did, and someone who had had the longevity in the organization – to our prior conversation – connected with someone who was new to the organization, and it was about grow your own. And then didn't call it mentorship, and that model did help people get along. In the interests of full disclosure and for no other reason – it's not like it's something that wouldn't be disclosed anyway – but the current director of Berkeley Labs was my mentor. It was brilliant. And it's the kind of thing that he was a guy at the lab. So it really does something to help people get that support. So I do take that information right-

CHAIR HANSEN: I feel like I need to say something about time because

COMMISSIONER BUSTAMANTE: We have a lot to do.

CHAIR HANSEN: So –

COMMISSIONER BUSTAMANTE: I'll withhold my comments on mentorship.

CHAIR HANSEN: Okay.

COMMISSIONER HAMILTON: But it's a little – you have to be more specific for this to be viable. Because somebody's primary job description isn't taking somebody in Public Works and making them into a Community Services person. It gets a little – and some of the things that we're talking about, like growing your own, is part of not just the succession plan but part of professional development which we do have specific strategies for.

MANAGER SHAFFER: But I would give you a micro-level of how it

might work and what we've done, to use the County Manager's Office as an example. We have regular group meetings to talk about issues or they can request feedback from us at a high level. The Deputy County Managers and myself, about things that they might be interested, what have you. But one of the things we've expressed to your liaisons is that to the extent that you want to grow in a skill set or an area, and you have some available bandwidth, just raise your hand and say, Elias, is there something that you're doing in Public Safety that I might be able to work on? The point is to sort of not only maybe broaden perspectives, but also give an opportunity to see how a particular project works.

And so I think it's – to a certain extent it's trying to find those opportunities where you give someone the opportunity to work on a project that may not be exactly within the scope of their responsibilities. So there are some micro-ways that you can achieve that as well.

COMMISSIONER GREENE: That's definitely one of them. Some of them are just like, hey, I've never worked in government service before. I'd I'm not settling in but I want to – I've always felt like I wanted to do that. Who can take me under their wing? And take me to lunch once a month just to make sure that I don't burn out and turn into a lost cause.

#### **4.3.9 Enhance Performance-Based Budgeting**

CHAIR HANSEN: I don't have any comments. I think the recommendations were good. Commissioner Greene.

COMMISSIONER GREENE: We're on page 20? Just to expand a little bit on that. It's not only money, it's staff time and these sorts, especially in a world where we keep hearing capacity is an issue. So impact is also measurable, to be measurable. So is staff time, the impact and budget. There may be tons of money but if we can't get the right people the impact may be focused on one neighborhood or one district or one sort of project, so having some way of measuring those performances and matrix.

MANAGER SHAFFER: If I could, with respect, I think that's covered by the data analytics as well as the performance and program evaluation.

COMMISSIONER HAMILTON: But this was recommended to be changed from performance based budget into minimize the gaps between budget and resources and expenditures.

MANAGER SHAFFER: And so what we're trying to take is the performance the data would have you – it impacts the budget, but in terms of – if you look at the General Appropriation Act of the state, in every agency's appropriation they have specific performance measures. Nobody pays any attention to them, but it's in the budget, but that is in fact the way that it works. And so what we're really saying is let's take that. It has a purpose and it feeds into the budget, and maybe it's just semantics is what we really want to focus on as a strategy is we want to get better at really being able to tell policymakers here are the resources that you have available. Because if you look over the material we presented in the budget this year there is a big disconnect between the resources we request and the resources that we spend, and that's outside of the context of personal services and vacancy rates. It's just in general, that's what we want to minimize, that gap.

You've seen it happen at the BDD, and that's the strategy we're recommending. Again, we're still going to focus on data and performance, but that's going to be captured in that overarching function that we discussed earlier.

COMMISSIONER HAMILTON: Okay. The reason I asked the question is I totally agree with the concept but neither of the wordings really do it for me. Because there's a whole area of people, not here, that we look up the focus-based budgeting and the places that get the best performance ratings get the most budget. No. That's not – we need to improve performance but we put budget in places that they're needed for other reasons. So I was happy to see the change but we usually try to budget to not skip what we're going to make. That is the goal we have. So I just wanted to ask what we're trying to go for there.

MANAGER SHAFFER: What I – and maybe if we break for lunch I can bring it back. What we're trying to minimize, and you would recall this from BDD is that if this is your budget level, here's the expenditures.

COMMISSIONER HAMILTON: Oh, you're talking about budgeting to actual-

MANAGER SHAFFER: I'm saying that we want to minimize this, so that

COMMISSIONER HAMILTON: Not overspending, not over-budgeting.

MANAGER SHAFFER: Not over-budgeting. Right. It's really, we want to be as close as possible so that the budget we're requesting matches the expenditures that we're making.

COMMISSIONER HAMILTON: Got it.

MANAGER SHAFFER: So that policymakers have a realist sense of, oh, okay, we have this much more money that we can spend to these other initiatives.

COMMISSIONER HAMILTON: It did a flyby. I got it.

COMMISSIONER GREENE: And I do define impacts and effectiveness. That's what I've always heard is the performance. Not the budget to capability and so one.

CHAIR HANSEN: Okay. I want to get to 4.1 before we go to lunch.

#### **4.3.10 Develop an Inter-Departmental Records Management Team**

CHAIR HANSEN: There was no changes. I note that the strategy was corrected since data are part of the records as follows: Develop an inter-departmental records and ~~data management team~~. Okay, we can move on from there. And then –

COMMISSIONER GREENE: If I may, just as a quick thing. I think the digitization and the modernization – bad word; whatever it is – but the digitization of our systems will help with that, so there's digital systems, whether it's the ERP or whatever it is, everything old will be old and archived, but everything new will be at a click of a button. So some digital initiatives.

#### **4.3.11 Create More Effective Vetting and Prioritization of IT Databases**

CHAIR HANSEN: Staff recommends revising the strategy to create an

effective and screening and implementation system for information technology solutions and identification and addressing of information technology security concerns. The only thing I wrote down is use REDI-Net and get rid of Century Link.

COMMISSIONER HAMILTON: That's not here. That has nothing to do with IT.

COMMISSIONER GREENE: Modernization of IT systems and digital platforms, right? I mean that's sort of, again, the organization or whatever. It is definitely [inaudible]

COMMISSIONER HAMILTON: It is effective screening, so –

COMMISSIONER GREENE: That covers security, accessibility.

COMMISSIONER HUGHES: The new title is better.

COMMISSIONER BUSTAMANTE: Yeah, I agree with the recommendation.

COMMISSIONER HUGHES: Let's just go with the recommendation.

CHAIR HANSEN: We'll go with the recommendation.

#### **4.3.12 Review and Update Ordinances and Resolutions to Reflect Best Practices in Growth Management**

CHAIR HANSEN: Staff recommends changing strategy to develop annual workplan to update select ordinances and resolutions.

COMMISSIONER BUSTAMANTE: Good.

COMMISSIONER HUGHES: And I would just like to add in there, we have affordable housing and a lot of other good things in the list, but I think sustainability also needs to be in the list of things we're going to look at.

COMMISSIONER BUSTAMANTE: Good.

COMMISSIONER GREENE: Some of those things are in there – rainwater catchment is a sustainability sort of thing.

COMMISSIONER HAMILTON: It is, and that's really important, but –

MANAGER SHAFFER: I think adding it. It wasn't meant to be exhaustive. So we'll make that note in terms of going back as to we develop that workplan. We'll make sure that that's captured as a broader area –

COMMISSIONER HAMILTON: Including but not limited to.

COMMISSIONER BUSTAMANTE: To not have something referencing climate change – things are changing. That should be a part of this review each year.

COMMISSIONER HUGHES: Right. Right. Things like not expanding fossil fuel infrastructure would be something I would want to put in the SLDC.

COMMISSIONER GREENE: Land use policy starts with land use. Sustainability is we don't have to – we've got 1,900 square miles in the county.

COMMISSIONER BUSTAMANTE: I had a long talk about that yesterday. On we go.

CHAIR HANSEN: In the review of the update I think we should also pay attention to gender issues, like it doesn't say "he" it doesn't say "her."

COMMISSIONER BUSTAMANTE: Where is that?

CHAIR HANSEN: It's not on this. But it says –

COMMISSIONER HUGHES: On the updated ordinance make sure –  
CHAIR HANSEN: On the updated ordinances and resolutions, when we're updating them to pay attention to the gender specific that some ordinances are –  
COMMISSIONER BUSTAMANTE: Oh. The language. I see.  
CHAIR HANSEN: Yes, language. Gender language.  
COMMISSIONER GREENE: And then just if I may this isn't specific to Growth Management; this is something specific to everything.  
COMMISSIONER BUSTAMANTE: Everything.  
COMMISSIONER GREENE: Is that a separate one? Update all ordinances and resolutions to address –  
MANAGER SHAFFER: What I would suggest, and it depends on what we put on that. So you could, say, go through and amend every ordinance in order to make those changes, or you could say as we amend ordinance, that's just going to be an operationalized –  
CHAIR HANSEN: That what –  
MANAGER SHAFFER: So there's gender-neutral language.  
COMMISSIONER HUGHES: Yeah. Not to go through everything and try and rewrite it.  
CHAIR HANSEN: That's why I brought it up here.

#### **4.1 Ensure County's Long-Term Financial and Capital Stability**

CHAIR HANSEN: Okay. We're now on 4.1 and we still have ten minutes so maybe we can make some progress.

##### **4.1.1 Ensure County Cash Balances and Investments are Safe, Liquid and Generating Return**

CHAIR HANSEN: There were no changes or recommendation for 4.1.1.

##### **4.1.2 Maintain Highest Bond Rating to Ensure Affordable Access to Credit Markets**

CHAIR HANSEN: Next, there were no changes on Strategy 4.1.2.

COMMISSIONER GREENE: So, if I may, there was a comment made by some of our legislative delegation saying one of the reasons we don't get all the money we ask for is that we have too much reserves. There is a right sizing of reserves. When we were talking about budget to performance based. There is a right size –

[Cross-talk]

CHAIR HANSEN: It came from Stefanics, I think.

COMMISSIONER BUSTAMANTE: Well, it doesn't really matter who it came from. I heard the same exact thing. It's like, you have a lot of money in reserves. We are not going to prioritize to Santa Fe County. Quote unquote.

COMMISSIONER GREENE: Right. And so in a competitive market with a lot of our delegation, with overlap, whether it's the City or the tribes or other people

going for the same pot of money, if we go and can get a recommendation that says, look, knock your reserve down 15 percent and you'll still be good enough for the bond rating and all these things. That is just like we had performance based budgeting on stuff, this is performance based budgeting of a different sort.

COMMISSIONER HUGHES: So what I wanted to do, because I had the same thought from slightly different is going ahead a little bit to 4.1.7 was review annual reserve policy. The recommendation was to take that out, but I would like it to stay in in some regard, because I have never really understood our reserve policy. I look at the audits and I see that we have about \$200 million just sitting there that's not serving any purpose, and I'm really glad that you brought forward all the capital projects. That was about \$60 million. But we still have a lot of money sitting there and is it serving our constituents in any way?

COMMISSIONER HAMILTON: It is, but it may be more than needed.

MANAGER SHAFFER: Well, what I would say is there are a couple things in play. Some of those reserves were unplanned insofar as you had a confluence of rapidly increasing revenue coupled with one of the tightest labor markets ever. So you had vacancy savings as well as revenue increasing that weren't budgeted because we didn't have a comfort level that they were going to hit those levels. So my own personal view then – okay, so you have those. In terms of what you do is it makes sense to spend them. So a couple of things that you've heard us talk about, just again, to put it all in context. The Public Safety radio project – Elias, help me – is going to be \$12 to \$15 million if I'm not mistaken, all in. We're going to self-fund that from reserves. So we have a need and we have a resource, so they're going to be spent down.

When we look at medication assisted treatment or detoxification services in the jail, as well as increasing our medical capacity in the jail, that's going to involve substantial capital expenditures in the order of magnitude of millions of dollars. We're going to self-fund that from reserves will be the recommendation. We have accumulated resources so the Fire Chief recommended yesterday, we've got aged equipment and we've got equipment that needs new fire bags. We're going to prioritize that. We're going to spend that from reserves.

So the point is they're not going to stay at that level forever and we will present a plan to say these are legitimate, real expenditures and needs, and we're going to make the recommendation that many of those very large ticket items be self-funded. So I think it's going to be self-correcting, but I would respectfully submit you don't spend the money unless you have a real need for it simply to appease the legislators, would be my –

CHAIR HANSEN: I agree with that.

COMMISSIONER HUGHES: But I think having us understand the reserve policy and knowing how much – like I know how much we need for the state mandate, which is very small compared to what we actually have, but there may be another level that we need for our bond rating. So if we sort of know, okay, we have \$100 million we can spend on projects when it's appropriate, or do we have \$200 million? Or is it only \$50 million? I think it would be good for us as Commissioners to understand that a little better. Because I think – and I really think you've done a good job of opening up all this process, because I think Katherine held her cards very close to the chest in terms of – for good reason. Maybe she didn't have as honest a Commission and didn't

want them raiding the piggybank for personal projects to pave roads to their cousin's house and stuff.

CHAIR HANSEN: Leandro.

MR. CORDOVA: I just want to make one comment, because I understand and I certainly appreciate the conversation. I think the biggest difference between the way the state's able to budget and the way we are, and one of the reasons why I think our reserve policy is so important to our rating is we don't have the ability to manage our revenues. The state has capped our GRT. They have a property control/yield control formula that doesn't really allow us to generate more revenue, but that's what makes the revenue so darn important and when the rating agencies and say, you have limited revenue, but you do have great reserves. That's just a comment I wanted to make. We are constricted in how we get revenue.

COMMISSIONER HUGHES: Exactly. And that's the kind of thing I think that we as sort of citizen Commissioners who aren't in government all the time need to understand, rather than –

MANAGER SHAFFER: So if I could just sum up. And agreed, and I committed to you and that's not going to change so long as I'm honored to have this position, we're going to be transparent and we very much try to identify for you this round, here are all the resources that are available, and then we'll make recommendations from there. I really just wanted to respond to the point because I don't think it's a strategy to say we're going to target reserves to appease legislators. I think we should spend money on real projects.

COMMISSIONER BUSTAMANTE: Good.

MANAGER SHAFFER: When it's appropriate to do and I just wanted to allude to the fact that we've got a bunch coming down the pike that is going to spend millions of dollars.

COMMISSIONER HUGHES: No, and I appreciate that.

COMMISSIONER HAMILTON: I only wanted to add that I think that's critically important to know that that's policy and what Leandro said is really important, and that on top of it there have been times just this last year where we had the upfront discussion about the way we looked at reserves because of economic uncertainty, just on the annual budget. Holding some in the debt. And that's a dynamic aspect of it.

COMMISSIONER HUGHES: And my only point in terms of our discussion today is I'd like to keep 4.1.7 for another year, which is the reserve policy.

CHAIR HANSEN: We haven't quite gotten there. We're at 4.1.2, so there's no recommended changes.

#### **4.1.3 Amend Sustainable Land Development Code and Lodger's Tax Ordinance to Regulate Short-Term Rentals**

CHAIR HANSEN: I completely agree with that. I think we do. I have seen part of what I don't think constituents listen to is we said we wanted to get something in place and then we're bringing it back and it's part of the reason why we put this moratorium on it so that we had a chance to see what was happening to the short-term rental ordinance and where we needed to improve it, where we needed to fix it, where we



needed to change it. There are things that I definitely think need to be changed about it. But it's a heavy lift and it's a heavy lift throughout the United States. Short-term rentals. It is a huge discussion at NACo. It is a huge discussion because there are so many minute and big – all kinds of issues with it.

And so the fact that we've got a regulation in place and we've got an opportunity to get some feedback and start to figure out what to do, and now we have an opportunity to work on something that is going to be right for Santa Fe County.

COMMISSIONER HAMILTON: Do you agree with the recommended change?

COMMISSIONER HUGHES: I think the change is good.

COMMISSIONER HAMILTON: I do too.

COMMISSIONER HUGHES: It just updates it where we are.

COMMISSIONER HAMILTON: It heads more toward what you're saying.

CHAIR HANSEN: Yeah. I want to see how we need to further regulate it and what we need to do, the changes we need to make.

COMMISSIONER GREENE: I'm open-minded. It is part of the greater strategy to update the entire SLDC and it's wonderful it's under there. So the SLDC is due for its revision. It was supposed to have revisions after five or so years and we didn't do those in previous years and so one of them would be short-term rentals. One of them would be expediting and making it faster to apply for things. And just a comprehensive look at the SLDC over the next year or two with these areas and a bunch of bullet points under there. I don't know if it needs to be its own single task.

CHAIR HANSEN: I think it needs to be its own single thing.

COMMISSIONER BUSTAMANTE: It's good.

CHAIR HANSEN: I think it needs to stay the way it is, then nothing is ever going to get done.

COMMISSIONER GREENE: Okay.

CHAIR HANSEN: We have been here, Commissioner Hamilton and I, and I think that setting this up and looking at it – and we all agree the SLDC needs to be updated. There's no disagreement on that.

COMMISSIONER HAMILTON: It seems to be more effective to go after chunks, specifically because there are tons of problems that are recognized and it's a priority to do this section before we redo the whole thing. It kind of goes back to like, oh, how long was it? The first time was a year or so. You have to go piece by piece anyway.

COMMISSIONER GREENE: I hear from the stakeholders, like you've already spent time on short-term rentals. Please spend some time on some other parts now.

COMMISSIONER HAMILTON: I'm just saying I think it would be useful to identify priorities [inaudible]

CHAIR HANSEN: And maybe that's what we need to put in this.

MANAGER SHAFFER: And I think that's what we were trying to capture by that workplan idea. There were ordinances that were listed but there were specific components of the SLDC. So that was the idea, that, let's do it by chunks, because I think if you say let's do cover to end, then it just becomes a grab bag of –

COMMISSIONER GREENE: That was one thing that covered except for short-term rentals. Short-term rentals have sort of, in a way, still have their own spot, but those two spots could go back to that other catchall of the SLDC is a priority.

COMMISSIONER BUSTAMANTE: If I may offer a perspective. I heard Paul kind of cringe in the whole revise the SLDC. I feel like doing it this way are small bitable chunks. When he said it's a really big deal I heard it completely. But you start serving a meal a piece at a time. Let's just get these things done. It's more palatable.

CHAIR HANSEN: It is, totally.

#### **4.1.4 Develop Sustainable Solid Waste Fee Structure That Considers Potential Need for Subsidy**

MANAGER SHAFFER: If we move on to 4.1.4, this was a specific request to look at the word sustainable. I may just say that we change this to evaluate solid waste fee structure and leave it at that, and shorten it, because the point is you don't want to hard-wire a particular concept but sustainable could mean a couple of different things, right? Sustainable could mean that we turn it into an enterprise fund, which nobody has ever supported doing. Sustainable could also mean we want to make sure people dispose of their solid waste so make it free. And that's going to be sustainable because more people are going to throw their trash out. So I'm just saying the word – that was what caught everybody's eye was what does sustainable mean?

CHAIR HANSEN: Solid waste is another heavy lift.

COMMISSIONER HAMILTON: It is but it isn't.

COMMISSIONER BUSTAMANTE: Evaluate it for what, though? I like that this gives us an outcome, even though most of them are at least –

MANAGER SHAFFER: So what we do – thank you, Commissioner Bustamante. We're going to come back – what I envision and what Brian discussed is here's our cost of service, so you could on one end say for those who don't have curbside pickup – outside SDA-1. That's what I think we're generally talking about. Because if you're within SDA-1 a requirement of getting your subdivision approved is you pay basically full freight. You're going to have curbside and you're going to pay all the costs associated with that. So these are folks who use our convenience centers. So on the one hand you could say we could make it free and we're just going to pay for it out of the general fund. And reasons to do that could include we want to encourage people – we don't want costs to be a reason why people illegally dump. On the other end of the spectrum is it would be like we hope our water utility is, which is it's an enterprise fund, meaning I'm going to charge Commissioner Hughes full freight. Whatever it takes to cover my costs and expenses, I'm going to cover it. And then in between you could say, well, maybe the sweet spot is we want to cover 30 percent from fees.

So the evaluate is that you're going to have a whole menu of things to consider and you could legitimately pick both extremes, as well as some place in the middle, and that's why we suggested just now during this conversation to maybe broaden it, but obviously take any feedback. But that's what we were trying to say we want to bring forward to you, because it's a philosophical question in part; it's a revenue question in part. But I'll leave it at that. Is that helpful?

COMMISSIONER BUSTAMANTE: Yes. Very much.

COMMISSIONER GREENE: And to this point, I think one of the things that we learned about yesterday – I hadn't heard it before, is the fact that we're only generating ten percent to the operating fund. We need to communicate this better. So people understand that even at this rate they're getting a ten times subsidy.

CHAIR HANSEN: Oh, they know that. People think it should be free.

COMMISSIONER GREENE: Well, people think it should be free but I start to wonder at this point, if it's costing us ten times this, what is the cost of just doing curbside across the county?

[Laughter]

But literally already, an order of magnitude of what is being generated from the tickets. So we're giving it sort of an expectation of service and the reality check for the community to understand where this is is like a good reality check. It's transparency. It says, look, it's coming out of our pocket here. It could be going to other things. Do you want to double it? No. Well, then guess what. This is –

CHAIR HANSEN: So one of the things that we did in the past is that we did do curbside. We designated any of the areas that are surrounding the city, but the curbside that we so is private homes. Like Las Campanas has MCT. It took me a while to get them to understand, it's better to hire one private hauler so you don't have so much impact on your road. They did that. Others, in Rancho Viejo and Eldorado, they have curbside also, but they –

COMMISSIONER HUGHES: They have curbside but it's optional. Not everybody signs up.

CHAIR HANSEN: But it's a private hauler and they have the right, if they want to go to the transfer station and haul it themselves they can do that, right?

COMMISSIONER HUGHES: Yes.

CHAIR HANSEN: And so each community around the city, close in did that and I think it's been successful with those communities.

COMMISSIONER HUGHES: It seems like we need to keep this priority in here because we're talking about it a lot.

COMMISSIONER BUSTAMANTE: I just like the revise, evaluate the structure.

CHAIR HANSEN: Is lunch here or where are we?

MS. MCKEE: So lunch is here. We haven't really scheduled a lunch outside being a working lunch but it is here whenever you're ready for it. I would just like to point out that we are not all the way through our first population goal. I do think that the others will go more quickly. We started with the most complex ones. But we just want to keep in mind that we either need to change our pace or look at our schedules for another day. My guess is you would love to change your pace a little bit. I will also say that we could absolutely accommodate a working lunch if you want to serve yourselves and come back. We'll take a short break and come back.

[The session recessed from 11:40 to 12:12.]

#### 4.1.5 Review and Manage Staffing, and Revenue Plan for Sustainable Water and Sewer Rate Structure

MANAGER SHAFFER: 4.1.5, as we sat here and base on our conversation today, while it wasn't reflected here, the word sustainability kind of captured the same thing. So our recommended change, based upon the dialogue and conversation today is to change this strategy to develop five-year staffing and revenue plan for water and wastewater. I think that captures what already exists, but it also allows the Board to consider and evaluate other options than through rate structure.

And to unpack that a little bit, depending upon a variety of factors, the Pojoaque Basin Regional Water System is going to be larger than what is necessary to meet immediate needs on the basin or all of the partners. So as you develop alternatives and look at strategies there are a couple things that you could do, and I'll take a step back in history as I understand it. When the Buckman Direct Diversion first came online the customer base was so small that it was not an enterprise fund. The cost of our contributions to the BDD came from rates but also the County general fund.

Over time, our customer base has grown and our rates have increased to the point that now water, not wastewater because of similar problems, but water is pretty much self-sustaining at this point.

COMMISSIONER HAMILTON: Just to be clear to everybody who's not on Buckman, it's not the rates to Buckman. Buckman's revenue is from the partners.

MANAGER SHAFFER: Correct.

COMMISSIONER HAMILTON: It's the County rates to people in the county.

MANAGER SHAFFER: It's how do we meet our obligation to Buckman. And I was using that as an analogy. And so I think it's just to paint that picture and that's why we proposed making it generally plan for water and wastewater because you may be looking at potential subsidies as demand wraps up and other issues. So it captures what is there now but again, looks at a five-year time horizon, which is what I believe they're doing in their cost of service studies in any event.

COMMISSIONER HAMILTON: I have a question on this. Most people here know that – I think John Dupuis started it. There's some discussion being batted around making wastewater a regionalized undertaking. And it is an idea with no specifics developed underneath. This is a place where the strategy under which the County would evaluate this sort of thing but this is really just – I guess not. I guess it's not.

MANAGER SHAFFER: Madam Chair, Commissioner Hamilton, I think this would be flexible enough to capture whatever the inputs are. And so those could change. In other words if that developed and came to fruition, if it was going to come on line within five years then that could impact this. But I think you would plan for the knowns that you have now as to here's what our current state is; here's what our projection is that we have confidence in. And again, that could be one of those things but I think it's flexible enough that it would capture all the inputs.

COMMISSIONER GREENE: So this one sort of looks at the existing systems, and I'm wondering about the potential systems. So we're already starting to talk about the – we have money in the budget for the engineering study for the Tesuque

Basin. So Tesuque from the pueblo. So there's an external partner and an internal and some major stakeholders. So that may be something that we want to put in here as another strategy, look at regional partnerships and projects, whether it's a City, County, for a new system that takes the City's system off line and builds a partnership, like you were saying that John Dupuis is talking about, or whether it's a County-led initiative with the pueblos and people. But a bullet for this thing, a strategy is look at new systems of wastewater to see if viability, engineering and so on.

COMMISSIONER BUSTAMANTE: I guess my question is with regard to this, it says rate structure. I think we're talking about details on overall structure, and if we would just recommend removal of the word rate or keep it with just rate structure and as you've just stated, the stuff that we're talking about are things that we're moving towards but they're not really part of a rate structure at this time.

MANAGER SHAFFER: That's correct, Madam Chair, Commissioner Bustamante. Maybe develop five-year staffing and revenue structure for water and wastewater, which allows for the possibility that it could be rate, it could be a subsidy to ramp up the network.

COMMISSIONER BUSTAMANTE: That works for me.

COMMISSIONER GREENE: And then how about for new systems? Is that a whole separate strategy.

MANAGER SHAFFER: That could be a whole separate strategy. I think that that's correct, and we'll work on what that might look like just, explore regional systems.

COMMISSIONER GREENE: I think these are two big –

CHAIR HANSEN: Well, San I needs –

COMMISSIONER GREENE: So there you guy. Tesuque, San I –

CHAIR HANSEN: San I has plans to do a wastewater system.

COMMISSIONER GREENE: And they're doing one that's internal to them. It's just a question of whether we partner with them.

CHAIR HANSEN: They're just doing ones at the pueblo, period. I haven't heard anything about that.

COMMISSIONER GREENE: It's delayed.

#### **4.1.6 Consider Additional Gross Receipts Tax Increments in 2027**

CHAIR HANSEN: Staff recommends replacing this strategy with developing a five-year expenditure and revenue forecasts beginning in FT 27. The strategy is arbitrary. Five-year expenditure and revenue forecasts will help evaluate needs for revenue enhancement. Relates to overarching facility analysis and planning strategy. That all sounds fine to me.

COMMISSIONER HUGHES: My own question is it mentions gross receipts tax, but can we look at property taxes, or are we maxed out on our property tax?

MANAGER SHAFFER: Madam Chair, Commissioner Hughes, we're maxed out on our property tax, so we've proposed the rate possible. It's less than what you would look up in the statute due to yield control, but we don't have any more property tax capacity for operations.

COMMISSIONER HUGHES: We don't have any flexibility – I'm pretty sure I know the answer. We don't have any flexibility to make property tax any different than it is, right? So the number of mills.

MANAGER SHAFFER: Madam Chair, Commissioner, the maximum is set by statute and is further constrained by the constitution, if I recall correctly. There's a constitutional max and then it's divvied up amongst governmental entities. But our share of that is set by statute. You flexibility is to do something less, but you can't go above.

COMMISSIONER HUGHES: Well, I like the change.

COMMISSIONER GREENE: In terms of the change, I think some of the bullets on this lower section would be gross receipts tax is one of them. Bonds and other revenue sources, so that we look at the cycle of retired bonds versus new bonds and all these other things that are going to be coming up over the next five years. That's what we should expect for that.

MANAGER SHAFFER: With regard to bonds, we do that and so we have a target rate. That's on the capital side, but we try to maintain a pretty steady range to manage voter expectations but also to keep the levy consistent. And so as we look at capacity with that mindset in mind we are always considering what debt is rolling off the books.

COMMISSIONER GREENE: Does it have a home in here?

MANAGER SHAFFER: I think in part, but because we're developing both revenue and expenditures we would capture all revenue.

#### 4.1.7 Review Annual Reserve Policy

MANAGER SHAFFER: I believe I heard the feedback from Commissioners that you'd like to keep this.

COMMISSIONER HUGHES: Yes.

COMMISSIONER BUSTAMANTE: Yes.

COMMISSIONER HAMILTON: Is there a need to revise the wording at all, relevant to what we were talking about?

MANAGER SHAFFER: Personally, I think review captures everything that you might want to consider as you set those reserve requirements.

COMMISSIONER HUGHES: I just wonder if there's a way – it certainly captures it but for some reason, even though we had it presented on June 27<sup>th</sup> I don't think I got the whole picture of our reserves. If we could capture the – it would be nice once a year for us to get the full picture of what our balance sheet looks like.

CHAIR HANSEN: I think that happens in the Investment Committee.

MANAGER SHAFFER: It also happens in our audits that are presented, that went to the Board. So our audited financials, they're audited, number one, and then they're presented and approved by the Board. So that's happening already on an annual basis. And certainly I'm happy to set up time. We could give a presentation to the entire Board or meet with individual Commissioners, as you'd like to discuss that. But that information is reported to the Board already on an annual basis.

COMMISSIONER HUGHES: Well, right. That's why I saw it in the audit.

COMMISSIONER BUSTAMANTE: Madam Chair, Manager Shaffer, then may I ask for some clarification on reviewing the annual reserve policy, versus reviewing the annual reserve. Because I'm hearing two different conversations here. Are we in favor or reviewing the policy every year? Or are we looking at just reviewing the reserves and the process?

MANAGER SHAFFER: There were two different ideas that were put forward. You're right. So we have a reserve policy that says this is what our targeted reserves are, and that puts forth how we go about committing that, so that they can't be used for other purposes on an annual basis. So there's a process, which is that we implement the existing policy, and there can be added to this. What this entails is reviewing the policy to see if the levels are right.

But the reasons we discussed earlier, our actual reserve levels, as reflected on our annual audits are far in excess of what our policy would require because of a combination of those – the confluence of those two events that we had unanticipated. Revenues that were increasing at levels we weren't certain what the sustainability was, and our expenditures were reduced due to the nationwide, statewide staffing crisis. So now we have reserves that are in excess of that, which as we discussed we're going to spend down. So I think you're right. There are a bunch of different things that were thrown through there. What I read this to mean is that as the policy comes forward we would evaluate our – is what are we requiring of ourselves. Is that at the right levels? That's the policy review part of it.

COMMISSIONER BUSTAMANTE: Thank you.

MANAGER SHAFFER: So maybe an example is necessary; maybe it's not at this point, is that we have an amount, I believe, set aside for – if we need more detail we can throw a lifeline to Yvonne – for basically uninsured catastrophic property losses. So you could look at that as it comes forward and you could say, jeez, with the wildfire risk where it is we might need to double that. Because if we were to have a catastrophic wildfire, yes, we could potentially get assistance from the federal government, maybe not, but we want to have enough – we want to have a lot of resources of our own that we could help to rebuild. So I think that's what the review would entail is looking at where are those reserve levels set? And is there a reason to adjust them up or down.

COMMISSIONER BUSTAMANTE: Sounds good. Thank you.

#### **4.1.8 Collect Receivables Owed to the County**

CHAIR HANSEN: The recommendation is evaluate and enhance County's accounts receivable policies. That seems reasonable.

#### **4.1.9 Maintain Roads, Facilities, Vehicles, and Equipment to Maximize Service Life**

MANAGER SHAFFER: The recommendation is to break this out into everything that's covered, and it's really more – not only because they have different potential sub-tasks, but back to that tracking is that the recommendation is to track roads,

facilities and vehicles and equipment separately, because they really are their own thing, even though the overarching strategy is the same, so that we can track our progress, but also track the different sub-tasks, if you will, if that makes sense.

#### **4.1.10 Evaluate County Projects for Service Life, Best ROI, and Energy Efficiency**

CHAIR HANSEN: The County administration is currently utilizing a state-adopted HERS 70, and energy rating building codes. Is that correct? I thought it was 61. What was it called when we changed it?

COMMISSIONER HAMILTON: There was some discussion about the commonality between the two measurements.

COMMISSIONER HUGHES: Yes, it was the other one.

CHAIR HANSEN: It was E-something. ER. And we changed it to – I have ERI, and we changed it to 61.

COMMISSIONER HUGHES: Well, that was for –

MANAGER SHAFFER: Everyone else.

COMMISSIONER HUGHES: Everyone else.

MANAGER SHAFFER: This is for us.

CHAIR HANSEN: What do you mean, for us?

MANAGER SHAFFER: This is for our projects.

CHAIR HANSEN: So we're not doing the same as everybody else? Seventy is better?

COMMISSIONER GREENE: Yes.

COMMISSIONER HUGHES: The higher the better.

COMMISSIONER GREENE: Yes.

COMMISSIONER HUGHES: Is it better or is it worse?

COMMISSIONER HAMILTON: No, the higher –

CHAIR HANSEN: Okay. On HERS, but on the 61, isn't that lower.

COMMISSIONER BUSTAMANTE: 61 is lower than 70.

COMMISSIONER HUGHES: On one of them the lower is better.

COMMISSIONER BUSTAMANTE: On HERS rating the higher the HERS –

COMMISSIONER HUGHES: The other thing we'll have to do is change – I think the state is changing theirs, so we'll have to change our SLDC when we're making all the other changes to match the state's Environment Department.

CHAIR HANSEN: When are they changing it?

COMMISSIONER HUGHES: I think this fall is what Steve Onstad told me.

CHAIR HANSEN: So maybe we need to have a recommendation in here that we change it to meet the new state code.

MANAGER SHAFFER: Madam Chair, this is specific to County projects, so that may well be – I think that would be captured under the annual work plan, in terms of updating our code to reflect those changes. [See 4.2.5.]



#### **4.1.11 Improve County Risk Management Efforts**

CHAIR HANSEN: There's no changes recommended.

#### **4.1.12 Explore Impact Fee Increases to Cover Expenditures Related to Growth, Including Public Safety, Infrastructure, and Open Space**

CHAIR HANSEN: No changes recommended.

#### **4.2 Recruit and Retain Highly Qualified Employees Proposed: Reorganize Human Resources along functional lines**

CHAIR HANSEN: Strategy proposed: Reorganize Human Resources along functional lines.

MANAGER SHAFFER: This idea as Sonya articulated yesterday was to move away from our current structure which is – we have HR generalist, and then a lot of responsibility that rolls up to the Human Resources and Risk Management Director. And so the idea is to look at functions, like talent acquisition, career growth. You can phrase these many different ways, as well as classification and compensation and have people specialize in those areas so that, number one, we increase our subject matter expertise; number two, there are folks that own the processes and responsibilities for it; and number three, in doing those two things we should increase our level of service.

And so you used an example earlier of job description revision and that was one of the examples that Sonya used yesterday is there were folks that, that's what they specialized in, that was their responsibility. You would have decentralized decision making but you would have an expert – hey, this is what I do. I write job descriptions all the time, and I'm there to provide that service so that if Commissioner Bustamante was the head of Department XYZ could say this is what I want to accomplish, you would have a higher level of service by a subject matter expert. That's the general thought behind the reorganization along the functional lines, is to try and again improve our performance by improving the specialization as well as the responsibility for those different tasks.

CHAIR HANSEN: Okay, so this combines strategies 4.2.1, 4.2.4, 4.2.6, and 4.2 gets moved into that strategy, and then 4.3, there's no recommendation.

MANAGER SHAFFER: That's correct.

CHAIR HANSEN: And then 4.4 is moved to the recommendation.

#### **4.2.5 Develop Career Ladders Within Compensation Classes and Opportunities for Growth**

CHAIR HANSEN: I think we talked about that, that we'd like to see – I appreciate what you said about class and comp but I do think we need to pay attention to long-term employees.

MANAGER SHAFFER: And as I said, I explained the focus that we had and the Board set aside money, and what I would recommend that once we get the results

from the class and comp study – again, my recommendation would still be, if we needed \$3.5 million in order to raise all the boats that needed to be raised that we do that, but if we don't need that amount of money, because of the six percent COLA, then that would be the money that would potentially be available to look at some sort of longevity pay. And we would have to negotiate that with our AFSCME 1782 union, but that would be my recommendation.

MR. CORDOVA: Brian is on now if we wanted to go back.

MANAGER SHAFFER: Thank you, Brian. We just wanted clarification on the statement relative to County administration is currently utilizing the state's adopted HERS 70 and energy rated building code. Then again, this focuses on internal County projects and that in fact we are exceeding what the County requires of private development via the SLDC. That was the understanding that we had and we were just hoping you could confirm that or correct us if our understanding was wrong.

So Brian, we were looking at Strategy 4.1.10, and under progress it says County administration is currently utilizing the state's adopted HERS 70 and energy-rated building code. And what we understood that to mean in the context of this strategy which focuses on County projects is that right now in our own projects we're going above what we require by the SLDC of private development. Is that understanding correct and if not how is it wrong?

BRIAN SNYDER (Public Works Director via Webex): My understanding is that we're at least meeting the SLDC requirements. I don't want to commit that we're going above and beyond. I know that at least we're following SLDC at a minimum.

CHAIR HANSEN: So Brian, so the SLDC, we changed it to the state ERI 61, per SLDC. I don't know what it's called. I know that it was 61, the energy efficiency [inaudible]

COMMISSIONER HUGHES: Yeah, the lower the score the better.

MR. SNYDER: Okay. Right.

COMMISSIONER HUGHES: Because it's a percentage of the 2004 home or something. It's uses 50 percent of the energy.

CHAIR HANSEN: Right, so –

COMMISSIONER HUGHES: I think this 70 here is probably wrong.

CHAIR HANSEN: I think that this strategy is wrong.

COMMISSIONER HUGHES: Maybe we should just say the state adopted HERS rating and not put the number.

CHAIR HANSEN: But we went away from the HERS rating because the state doesn't use the HERS rating.

COMMISSIONER HUGHES: Oh, right. It's ERI. Yeah

CHAIR HANSEN: Is it ERI? Am I using the right initials?

MANAGER SHAFFER: I think what Brian said and maybe we'll move forward from here, that statement – Brian, if you could look into that and maybe report back. It might be factually inaccurate, but we'll confirm. But it doesn't affect the strategy, because we're still evaluating County projects for service life, best ROI and energy efficiency, and what I heard Brian say is that we're at least meeting what we require of others in the SLDC. But maybe we'll break there so we can continue to progress, and if that needs to be corrected just so that the record, if you will, is not incorrect, then you can

get back to us on that. Is that okay, Brian?

MR. SNYDER: Yes. That sounds good.

MANAGER SHAFFER: Great. Thank you.

MR. SNYDER: Thank you.

CHAIR HANSEN: This may be a Penny question. But we don't have Penny. So where are we?

MANAGER SHAFFER: So 4.2.3, there's no recommended change, and 4.2.2 I believe there's no recommended change to the strategies.

#### **4.2.6 Develop a Culture with a Nimble, Adaptable Approach to Work**

COMMISSIONER HUGHES: I think we're at 4.2.6, which is to be combined into the other ones.

COMMISSIONER GREENE: I like the nimbleness. I like the idea of working with contractors when necessary, just to be people tasked to certain things but not necessarily give them a 30-year career if they're not interested, especially given the changing workforce. And then something that we're discussing that I think is this PM training, project management training. Don't make people so good that we lose them; make them good enough for our tasks at hand so that we have a full-on project management, certified people that have assistants that understand project management. So a full project manager can have four or five people under them that one does scheduling, one helps with procurement, or one helps with all of the different functions of project management, and then it grows the pipeline.

CHAIR HANSEN: So we're supposed to combine this.

MANAGER SHAFFER: I'm hearing keep this separate.

COMMISSIONER GREENE: Yeah. As long as it's incorporated I don't care.

COMMISSIONER BUSTAMANTE: I had a little bit of a flag there too. So combining these, that was a little bit of a standout in all those that were being – the others seemed to be more about morale, but what you just said sort of tied it closer together, which didn't say separate it to me.

COMMISSIONER GREENE: Right, the other things we were separating things out, I kind of like the idea of keeping things – these are individual things. Morale is different than career ladders and training and it's different than this. And just like in some things we were keeping things separate, we can keep things separate.

COMMISSIONER HAMILTON: You're talking about 4.2.6 and combining the. So one of the questions I had, staff recommends combining these three strategies into one overarching goal, but a goal is a specific thing, and so we're using the word two different ways. And generically I have no problem with that, but we're working so hard to specifically – are we talking about combining them into one strategy?

MS. MCKEE: Do you remember earlier when we addressed the fact that we had an articulated strategy that was recruit and retain?

COMMISSIONER HAMILTON: That's on the objective level.

MS. MCKEE: So you are correct; this is a strategy. That –

COMMISSIONER HAMILTON: That's the simple answer?

MS. MCKEE: Yes. That is the simple answer.

COMMISSIONER HAMILTON: We're not talking about elevating –

MS. MCKEE: No. We're not talking about making this a goal in any way.

COMMISSIONER HAMILTON: Because every once in a while, people think of strategies as broad but we're using it a specific way, which is fine, which makes sense.

MS. MCKEE: It should be a strategy.

CHAIR HANSEN: Okay. But we're going to keep it separate.

COMMISSIONER HAMILTON: Yes.

#### **4.4 Adopt a Strategic Plan and Manage Resources and Decision-Making Accordingly**

##### **4.4.1 Complete Capital Projects on Time and on Budget Through the Capital Improvement Plan (CIP) Management Process**

CHAIR HANSEN: Okay, so the first strategy, staff recommends reorganizing strategies in objective 4.4 to objective 4.3. Did we get rid of an objective?

MS. MCKEE: All we're suggesting is that everything that's 4.4, anything could be in 4.3. All of that pertains to improvement. And so keeping it as it is, but just moving it into 4.3. – whatever number.

COMMISSIONER HAMILTON: And that's partly because we have – 4.4 is do the strategic plan and it becomes a little self –

MS. MCKEE: It made sense the first year we needed to get it rolled out but now it's just a part of what we do, and so we can call it out in one strategy under 4.3.

CHAIR HANSEN: Okay. So the same with that, the same with the next one.

##### **4.4.2 Document and Review Business Processes and Procedure to Reflect Best Practices**

CHAIR HANSEN: Staff recommends reorganizing strategies to the same thing.

##### **4.4.3 Develop Department and Division Level Strategic/Operational Plans**

CHAIR HANSEN: This is the same, reorganizing Strategy 4.4 to 4.3.

COMMISSIONER HAMILTON: Yeah, but you still want to – does anybody have any problems with the specific strategies, because renumbering them is fine but we don't want to blow past them.

CHAIR HANSEN: Right. I didn't have anything.

COMMISSIONER HUGHES: I didn't have anything for these either.

COMMISSIONER HAMILTON: Yeah. Okay. I was just making sure.

#### **4.4.4 Implement Online Strategic Plan and Project Management Software to Track County Progress and Efficiency**

CHAIR HANSEN: This also gets moved to 4.3. They're suggesting maximum use of Envisio software to communicate with the public and manage operational plans, performance data, and progress monitoring. Okay.

COMMISSIONER HAMILTON: It makes sense because it was previously communicate and track progress and Envisio is what we're using now. Right?

CHAIR HANSEN: Right.

COMMISSIONER HAMILTON: It's just getting more specific.

#### **4.4.5 Develop Strategic Coordination Team and Process**

CHAIR HANSEN: And then the last one in this category, I think we have done that. Staff recommends archiving this and discontinue this strategy because we're doing it. Or it's done.

COMMISSIONER GREENE: Madam Chair, may I for two seconds?

CHAIR HANSEN: Yes.

COMMISSIONER GREENE: So something that is sort of in the general plan, sort of concept, that the cities have, that the counties can have and I was thinking in California for this, is creating a general plan that takes a lot of this operationally and puts it on a map, and puts in demographics and data, and so it starts to inform this a little bit more as we have a rising tide of kids going to school, which we don't. We have a rising tide of seniors needing medical care here.

COMMISSIONER HAMILTON: The silver tsunami.

COMMISSIONER GREENE: The silver tsunami, exactly. But you star to put these on maps and it's part of the strategic planning but it's in the general plan, sort of 20-year sort of plan that starts to talk about –

MANAGER SHAFFER: Are you talking about something other than the Sustainable Growth Management Plan?

COMMISSIONER GREENE: So it is more –

MANAGER SHAFFER: Just to use the technology. I mean the terminology for it, you mean the general plan.

COMMISSIONER GREENE: Correct. We have a general plan, but in a general plan of another level. So it's taking the strategic plan, and the general plan, and putting it at a 20-plan of sort of – because we have some things that are 20 years out. We have some capital projects that are 20 years out. And that we start to look in those terms and in the case of – it's demographic information. It's working with the school district. It's working with all these partners. Very similar to this, which is a one- to three-year plan and –

COMMISSIONER HAMILTON: Technically, this is a five-year rolling plan.

COMMISSIONER GREENE: A five-year rolling plan. So – but this is not map-based. And there could be a map-based version aspect to it. In the cases in California, I have to pull one up to do it, but they look at all of these operations of the

County and start to look at them at a very upper level with a map, with services, service delivery, expectations, staffing expectations, looking at your HR. How many people would be expected to be retiring from the County? It's really put in a bigger level than the general plan. I saw one for San Diego years ago and it was beautiful. I mean it's a heavy lift, but it really gives the expectations and knowing all of your most detailed sort of things.

CHAIR HANSEN: So what I'm thinking when I hear that, so we're moving to this financial, this more –

COMMISSIONER GREENE: The ERP thing.

CHAIR HANSEN: The ERP thing. Then, once we get there we might have the data much more accessible to what you're talking about doing than what we have now, because we have manual systems now that are not as –

COMMISSIONER GREENE: Data-driven.

CHAIR HANSEN: Yeah.

COMMISSIONER HAMILTON: But what – to my mind, what you're talking about is different. It's essentially GIS analysis of our strategic/operational plan. General plan.

COMMISSIONER GREENE: There's a GIS aspect to it, yes.

COMMISSIONER HAMILTON: Well, putting everything like that on a map, and what I've seen, but I don't know the San Diego thing, so I'm not against it; I'm just trying to get a handle.

COMMISSIONER GREENE: So just to throw it out there. It may not be for this year. That's fine. It is looking at a general plan which is usually a zoning map, right? It's very basic. But starting to put all County functions – economic development, all tax revenue, all of this into a comprehensive plan so instead of a general plan, call it a comprehensive plan. Okay, It may be too much to –

COMMISSIONER HAMILTON: But wait. I never got to finish, because if you're doing it on a map, and that's where you're drawing the data from, it's putting it on GIS links. And if that's not what you're talking about I'm really not getting it, because – can you bring the San Diego thing in?

COMMISSIONER GREENE: I will pull it up.

COMMISSIONER HAMILTON: Because I want to – before we put this in as a goal or objective on strategic planning, I want to know what we get out of it.

MANAGER SHAFFER: That's why we have the scoping sheet. So if you have an idea that we're not going to be able to completely work through today you can put that in and then we can help gather some information regarding it. I think some of what you're describing, Commissioner, we are capturing by other strategies which is five-year looking forward revenue and expenditures, are going to include FTE counts. Where are we going to need the services? And then the other side of it is that forward-looking facility needs, what have you. So I think some of what you're describing is in line with what we've recommended, but maybe there's a nuance to it. So why don't we talk about that off line?

COMMISSIONER HAMILTON: Because having things accessible so that they can be compared is a really solid concept. I just am missing some of it.

- 2. B. SUPPORT A HEALTHY COMMUNITY**
- 3.1 Provide resources to address all social determinants of health through the CONNECT network**
- 3.1.1 Increase the Number of Clients Served through CONNECT**
- 3.1.2 Grow the CONNECT Network with New Community Service Partner Organizations**
- 3.1.3 Increase and Diversify CONNECT Funding**

CHAIR HANSEN: Okay. So I think most of us were here yesterday for 3.1, Provide resources to address all social determinants of health through the CONNECT network. I felt like Rachel and Patricia Boies gave a great presentation.

COMMISSIONER BUSTAMANTE: Exceptional.

CHAIR HANSEN: I don't see any –

COMMISSIONER HAMILTON: When Rachel talks, don't you always wonder if she's doing that or whether she's written it down and memorized it or whether she's just shooting from the hip because she knows it so well? It's really impressive.

CHAIR HANSEN: So basically, there's no recommendations or no changes throughout.

**Strategy 3.1, Proposed: Explore Medicaid Reimbursement as an Option for Eligible Santa Fe County Healthcare Programs**

**3.1.4 Support Efforts to Increase Resident Enrollment for Health Insurance/Medicare/Medicaid**

MANAGER SHAFFER: Just a few. We can go to them very quickly. So one was, and it is here and it's not inappropriate here, but was to look at whether or not we should pursue Medicaid reimbursement.

COMMISSIONER HAMILTON: Yeah, I made the note that she said it was like that was the bigger discussion.

MANAGER SHAFFER: Right. So I think that we recommend it as a strategy that we evaluated so that you know that we're going to invest time and resources looking at it, but that would be a decision that would be made another day. So again, it's just to confirm that you want us to invest the resources to look at it.

COMMISSIONER HUGHES: Yes, definitely.

COMMISSIONER BUSTAMANTE: Yes.

COMMISSIONER HAMILTON: Yeah.

COMMISSIONER HUGHES: Medicaid is the big gift that keeps on giving.

COMMISSIONER BUSTAMANTE: Exactly.

CHAIR HANSEN: Thanks to President Johnson.

COMMISSIONER HAMILTON: And the thing which, if I'm not mistaken, I just want to know if I got it wrong. It sounded like the case she was presenting showed that it was a logically consistent thing to do. So that's what was I –

MANAGER SHAFFER: It is, if I could, Madam Chair, I'm not a subject matter expert, but that's what I heard not only from Rachel but from others and as she

alluded to yesterday, it's not a small thing to become the Medicaid enrolled.

CHAIR HANSEN: Exactly.

COMMISSIONER HUGHES: There's a lot of work.

MANAGER SHAFFER: It's a lot of work; there are a lot of restrictions. There's a lot that goes into the building. There is the potential liability that comes with it if you're doing it wrong, so that's what she was alluding to. Yes, it's a natural fit to look at, but she also didn't want to sugarcoat that there are some strings, if you will, and some risks that come with it. And that's what she was just trying to communicate.

MANAGER SHAFFER: And I think we go to 3.2.4.

COMMISSIONER BUSTAMANTE: If I may just add one tiny, tiny – the only thing though is the cost, but truly the benefits. They said they would evaluate the costs and the benefits, especially if you're providing that care in the jail for people who wouldn't have anything to pay.

COMMISSIONER HAMILTON: Yes.

[Discussion of what comes next.]

CHAIR HANSEN: I'm just going through all of Rachel's changes because we all agree that she gave an exceptional presentation and now –

COMMISSIONER HAMILTON: Medicaid was under 3.1.

COMMISSIONER BUSTAMANTE: We're jumping to the ones that they recommend changes to.

COMMISSIONER HAMILTON: Thank you. I finally got it.

CHAIR HANSEN: The first one that she recommends changes is on page 13.

COMMISSIONER HAMILTON: I'm with you. I'm so sorry.

- 3.2 Support Behavioral Health Needs and SFC Residents**
- 3.2.1 Increase Public Awareness of La Sala through Outreach Campaign**
- 3.2.2 Increase Public Awareness of La Sala through Outreach and Training to Community Stakeholders**
- 3.2.3 Monitor La Sala Crisis Center**
- 3.2.4 Fund Detox and Substance Use Disorder Program at La Sala Center**

CHAIR HANSEN: Staff recommends removing La Sala Crisis center to broaden the scope of Strategy 3.2.4. So fund detox and substance use disorder program. Period. Makes sense, because now we have La Sala. 3.2.3, there's no changes.

COMMISSIONER HUGHES: Just one quick comment on 3.2.4, and I don't know if this is the right place for it, but I think we need to consider inpatient housing, those kinds of things as well.

COMMISSIONER GREENE: Transitional housing.

COMMISSIONER HUGHES: Transitional housing. Because I know Rachel was working with the City at one point and then it kind of got dropped, to have a place for people who go to La Sala to live.

COMMISSIONER BUSTAMANTE: Right. That's separate from –



COMMISSIONER HUGHES: I don't know if we could just add in there, consider housing options for –

CHAIR HANSEN: I think that might fall under a different topic,

COMMISSIONER HUGHES: It might.

CHAIR HANSEN: Because this is really at La Sala.

COMMISSIONER GREENE: Well, no, we're taking La Sala out, but it could be –

MANAGER SHAFFER: I just want to be clear. Are we talking about inpatient and residential treatment? Or are we talking about housing with a different focus? I just want to make sure that I'm –

COMMISSIONER HUGHES: Well, I want to be talking about something probably a little in between that, which would be like supportive housing, where it's housing specifically for people who are mentally ill or have a substance use disorder. They're not necessarily getting treatment at the housing but the services – there are some services.

CHAIR HANSEN: So that was like we went to some ribbon-cutting when you first got elected. Is that what you're talking about? That kind of transitional group housing?

COMMISSIONER HUGHES: Yeah, kind of like that but maybe specifically for clients of La Sala, the people who are – there's nothing in Santa Fe for people who are really, really sick, and that's why they're all camped out on Harrison Road. And I don't know where – I think it might go in this. But if staff decides it goes somewhere else.

MANAGER SHAFFER: So why don't we capture that. Maybe that's to evaluate supportive housing.

COMMISSIONER HUGHES: Supportive housing for all

COMMISSIONER GREENE: Maybe look at best practices for this subset.

COMMISSIONER HUGHES: Right.

COMMISSIONER BUSTAMANTE: Isn't that what Carlota's place –

COMMISSIONER HUGHES: Consuelo's.

CHAIR HANSEN: I think that's what – I don't remember the name of the place we want to.

COMMISSIONER GREENE: Pathways is sort of that way. Pathways Shelter in Española.

CHAIR HANSEN: This wasn't that. This was a residential type housing off of Highway 14.

COMMISSIONER HUGHES: Oh, yes. That is pretty much like that. Right. Casa Milagro.

MANAGER SHAFFER: And the strategy will be, for working purposes: evaluate supportive housing.

COMMISSIONER BUSTAMANTE: There you go. Very good.

COMMISSIONER HUGHES: Right but that only serves 12 people.

CHAIR HANSEN: When we let people out – well, the detox is where people who live. La Sala is more of a –

COMMISSIONER HUGHES: Right. But you only live in detox for a short time.

CHAIR HANSEN: Right. And you need to have some place to go.

COMMISSIONER HUGHES: You need to have some place to go. Otherwise you –

CHAIR HANSEN: We used to call them halfway houses.

COMMISSIONER HUGHES: Yeah. And now it's called supportive housing.

COMMISSIONER GREENE: How about develop a progressive care pipeline of best practices that include housing, treatment and other things to enable recovery for substance abuse disorder.

COMMISSIONER HUGHES: Right. The only change is some people don't really recover. They just have to have a place to be.

COMMISSIONER HAMILTON: Okay, I don't know why I'm the only one struggling with this. That sounds like a wonderful thing, but that sounds like an objective for this is one strategy. Because that's multiple things. You can't accomplish them without having specific components that are implementable. And that's what the strategies are.

MS. MCKEE: I think we could go two ways on this. I think we could build it into this strategy to investigate and report back on, or if it's something that's a high priority, I would ask that you maybe fill out a scoping sheet and we scope it out. Housing folks is a really big lift and we want to accomplish that as a new initiative then I would ask that we take that to staff for scoping.

CHAIR HANSEN: I mean it might be under the affordable housing plan.

COMMISSIONER HUGHES: Right. It fits in with the affordable housing plan but it would really – I mean affordable housing is for everybody sort of. There's a very specific need for people with serious mental illness.

MS. MCKEE: I think if you wanted to fill out a scoping sheet we could figure out where it fits, where the funding would come from, what staff would be involved. So anything that's a new initiative, I think let's let our subject matter deal with.

COMMISSIONER HAMILTON: I think that's a great idea, because at some point it's going to come down to that as a great new initiative, but that's another big lift you're adding. Like we're going to say in our five-year strategic plan we should be working on this. That has to be part of the conversation. What are we going to work on first? Are we going to continue working on housing? Will we work on La Sala and look toward the future? So there are timeframes we have to target.

COMMISSIONER HUGHES: I had originally put it under 3.2.9, so it might even go better there, which is support evidence-based programming for adults with mental health needs. I will fill out a scoping sheet but I think you all get an idea of what I'm talking about.

COMMISSIONER BUSTAMANTE: I think it's huge. It's going to affect so much and be so important.

CHAIR HANSEN: But it's also something I think we need to work with the City on.

COMMISSIONER GREENE: The City, Española, you name it.

COMMISSIONER HUGHES: The state.

COMMISSIONER GREENE: There's lots of places up and down the – I think it's almost a comprehensive plan to figure out a five-year plan on what is going to happen. It's like plan to plan, little parts.

COMMISSIONER HUGHES: I'll fill out a scoping sheet and then you'll have all of that to work with.

MANAGER SHAFFER: And it may be that Phase 0 in strategy would just be to evaluate needs, so that that might be an initial goal so that – okay. We'll work with you on that.

### 3.2.5 Support LEAD-Santa Fe County Program

CHAIR HANSEN: Staff wants to change LEAD to engage – my question was, what does engage stand for? Engage is just a word?

COMMISSIONER HAMILTON: No, it must be something.

MS. MCKEE: We can ask Patricia.

CHAIR HANSEN: I don't know –

COMMISSIONER GREENE: They weren't clear about it.

CHAIR HANSEN: They did not give a name or anything. They just said to change it to engage, because they were getting push-back from somebody.

COMMISSIONER GREENE: I think the concept for it was law enforcement.

MS. MCKEE: I'm just going to ask Patricia. Hi, Patricia. Is engage an acronym?

COMMISSIONER HAMILTON: It's a loaded question because you have no idea what we're talking about. You have no context for that.

MS. MCKEE: She's been on.

PATRICIA BOIES (Community Services via Webex): So "engage" does not stand for anything. It's not named for something and for something. It is really because it is to engage participants and the whole community in this process. What would be great, and if we could maybe defer this for a minute, I will just get with Elizabeth. She could share. We had these wonderful brochures that speak to why we're using "engage." And we went through a whole process with our policy group to come up with engage, and then the tag line is: Hope, community, partnership.

So we could do a whole presentation on our outreach.

COMMISSIONER BUSTAMANTE: Patricia, semantically, the recommendation isn't making sense to me. Change the name from LEAD to engage at the request of the Sheriff's Office. So the LEAD hybrid Santa Fe County. So support engage-Santa Fe County program? Isn't it changing LEAD to engage? It's not making sense.

MS. BOIES: The idea would be to just say support engage.

MANAGER SHAFFER: Program.

MS. BOIES: engage is the name of our LEAD-Santa Fe County program. So it's kind of like saying support La Sala. engage encompasses our LEAD-Santa Fe County program. If you want to put in that engage, which is the name of the LEAD-Santa

Fe County program, that would be fine. It's just we are trying to switch to using – and I can explain. The reason we wanted to do that is the Sheriff's deputies were finding that some people did not want to be involved with LEAD because they thought it was a snitch program. Like giving leads to law enforcement. So it was a concerted decision to move away from using LEAD.

COMMISSIONER BUSTAMANTE: Understood.

CHAIR HANSEN: Okay. Are we good?

COMMISSIONER BUSTAMANTE: So engage is the name of the program.

CHAIR HANSEN: And it's not an acronym:

MS. BOIES: It's not.

CHAIR HANSEN: We could come up with an acronym if we wanted to.

COMMISSIONER BUSTAMANTE: I'll just say that having it bolded and not capitalized as a name is confusing. If it is to me it will be to others.

CHAIR HANSEN: So maybe it should be capitalized.

MS. BOIES: Well, they're already really branded it lower case. Sometimes what I do if I'm typing something is just put it in italics so people can understand that. But I wish I could just share with you right now our – and I'll try to do that –

CHAIR HANSEN: No, no. That's okay.

COMMISSIONER BUSTAMANTE: We understand.

CHAIR HANSEN: We got it. I'm sorry. We're just going to keep moving forward because we have a lot to deal with.

MS. MCKEE: Thanks, Patricia.

CHAIR HANSEN: Thank you. Are we ready to move on for 3.2.5? We all understand why they're changing it?

COMMISSIONER BUSTAMANTE: Yes.

CHAIR HANSEN: Okay. Good.

### **3.2.6 Fund Behavioral Health Programming in Edgewood**

CHAIR HANSEN: So no change.

COMMISSIONER GREENE: May I? Is there a reason it was only Edgewood at the time and not Española or other communities of need?

CHAIR HANSEN: We were working on a specific –

MANAGER SHAFFER: I think, if I could, and Patricia, you can unmute yourself and address this as well. The description provided was that most of our services are centered in the northern part of the county. So Edgewood really was meant to capture a geographic region. It could just as easily be southern part of the county.

COMMISSIONER GREENE: Underserved communities to sort of make sure that we're filling the gaps as opposed to targeting one community.

MANAGER SHAFFER: It was a geographic targeting. The need is there and the need exists everywhere is how I understood it, and that's where that strategy came from, but Patricia, if you want to speak to that. I'm sorry, Chair. Go ahead.

CHAIR HANSEN: Also we built, through First Choice we build a

behavioral health center there. We renovated a number of buildings. You want to say a few words, Patricia?

MS. BOIES: Yes, and just following up on both what the County Manager just said and what you just said, Commissioner Hansen, we did want to really have a focus in the Edgewood area, because there's a lot going on elsewhere in the northern part of the county and there was a sense that there wasn't enough Santa Fe County government focused attention in the Edgewood area, so that's number one. Number two, yes, First Choice is the other federally qualified health center within Santa Fe County. La Familia being the one everybody knows about. And we've had First Choice be a partner in CONNECT and they offered to have a space in their facility, which is the one that we all went to for the grand opening, and the Mountain Center does a lot of mobile stuff and also has the office in that facility.

So it was really a determined effort to reach out to that part of the county.

CHAIR HANSEN: Okay. Is everybody good?

COMMISSIONER GREENE: It makes sense.

### **3.2.7 Coordinate Community-Based Stakeholders to Establish Comprehensive System of Behavioral Health Services**

CHAIR HANSEN: No change from that.

COMMISSIONER GREENE: Just as a thing that coordinate community-based stakeholders, that seems to be the kind of language that would be great for that substance abuse disorder system. Maybe that's where Commissioner Hughes' housing fits under that. Right? It's like it's the full spectrum of services from housing to medically assisted treatment. Whatever all the support mechanisms are.

COMMISSIONER HUGHES: Yeah. It all has to go together.

CHAIR HANSEN: Right so they already have a team here that meets monthly. That's one place where this recommendation could fall.

### **3.2.8 Work with NAMI to Support Families of Those with Behavioral Health Needs**

CHAIR HANSEN: So at this time there's no changes there, unless anybody has –

COMMISSIONER HUGHES: No, that's good.

### **3.2.9 Support Evidence-Based Programming for Adults with Mental Health Needs**

CHAIR HANSEN: We have all the programs that they're talking about that we've been working on, so that's good.

COMMISSIONER HUGHES: This is where I put housing because it fits the list, but it's up to staff whether they want it there or

CHAIR HANSEN: 3.2.9?

COMMISSIONER HUGHES: Yes.

COMMISSIONER GREENE: But very targeted at mental health, not

behavioral health. So it's –

CHAIR HANSEN: So we have a proposed strategy here, for detainees leaving the Santa Fe County detention center. This is kind of in some ways related to people leaving La Sala, which is mentioned in this list also. So I think this is something we have to think about, because we don't want recidivism and we lost a really good person at the Life Link.

COMMISSIONER HUGHES: Bagel?

CHAIR HANSEN: Yes. Bagel.

COMMISSIONER BUSTAMANTE: Bagel Schwaegel.

COMMISSIONER HUGHES: Bagel Schwaegel. That's how she went.

CHAIR HANSEN: So we need another Bagel Schwaegel.

COMMISSIONER BUSTAMANTE: I'm in support of this.

CHAIR HANSEN: Okay, we say yes to that.

COMMISSIONER HUGHES: Yeah. For sure.

**Proposed: Increase Community-Based Supports for Detainees Leaving the Santa Fe County Detention Center**

**3.2.10 Develop Training to Educate SFC Employees on Mental Health Support Services for All County Employees, Including Public Safety and Law Enforcement**

CHAIR HANSEN: No changes. We just keep moving forward.

**3.3 Provide Services to Support Youth Population**

**3.3.1 Reduce Death and Injury Due to DWI**

CHAIR HANSEN: What Rachel said was the number one killer in Santa Fe County. I think we do a lot of good service, but what I have suggested in the past and I suggest again, is having floats in the parade with our DWI because there is a lot of people who come to those parades, like the Rodeo Parade, the Historical Hysterical Parade, that never read the paper, don't even know that we have services, and there's a whole population. I have walked many of those parades for many times and there's people I've never seen before who I think we could reach another level of population.

COMMISSIONER GREENE: Those are one-offs and have some effect, no doubt, but if I were going to say, like going back to the inside out, like hit those partners, develop a coordinated strategy with the Santa Fe Public Schools, bring our DWI program to the schools.

CHAIR HANSEN: We do that.

COMMISSIONER GREENE: Okay, then great. That's where it should be. It doesn't hit us because we're not at the public schools, but that's where the kids are all the time.

CHAIR HANSEN: We have a really good DWI program. I was just trying to think of some out of the box ways to reach people that we don't reach that are not normally – they might not get the information from their kids at the school. Or might not have kids in the school system who are at the parades.

MS. MCKEE: Would it be helpful for us to schedule a short presentation at a BCC meeting for them to – because they're doing incredible work.

CHAIR HANSEN: I think they're doing incredible work and I think that would be great.

MS. MCKEE: Perfect. I'll let them know.

CHAIR HANSEN: Okay, so there's no changes there. We're going to get a presentation which is fantastic.

### **3.3.2 Operate SFC Teen Court Program to Interrupt Patterns of Criminal Behavior**

CHAIR HANSEN: No changes. Everybody good with this? Commissioner Greene and I went to opening of the new teen center. I liked the old teen center better.

COMMISSIONER GREENE: So in sort of the youth empowerment future sort of space, the teen center down on the south side was a beautiful new building but seemed to be lacking in arts facilities and it's like, my comment was in a neighborhood with six gymnasiums within five blocks of there, all of them in the public school district, why did we need another gymnasium when in the most recent history of Santa Fe and probably the long history of Santa Fe, it is places like Warehouse 21 that have created career paths for folks to become leaders at Meow Wolf, in the arts.

CHAIR HANSEN: Exactly.

COMMISSIONER GREENE: So I don't know if it's an arts facility that we need to start looking at to sort of get kids engaged in their own expression. It's less likely that we're going to make an NBA star than we are going to make a lot of great artists. And the fact that we don't have Warehouse 21 anymore sort of makes a big gap in our thing. It doesn't have to be in the railyard but we should be doing something in the arts.

CHAIR HANSEN: I can completely verify that. I know at least four or five of my close friends' kids who went to Warehouse 21, now work at Meow Wolf, leaders there, and so it really was a valuable tool, and thank you Ana Reinhardt.

### **3.3.3 Increase Youth Well-Being Through Behavioral Health Support**

CHAIR HANSEN: No changes.

COMMISSIONER GREENE: The only question I have about that is do we have any specific anti-bullying programs?

CHAIR HANSEN: I believe we do.

COMMISSIONER GREENE: Okay. If we do then –

COMMISSIONER HUGHES: Yeah, I think we've heard about those.

COMMISSIONER GREENE: Okay. Then we're good.

### **3.4 Provide Services to Support Aging Population**

#### **3.4.1 Develop Tool to Identify Geographical Areas with Service Need Gaps and Current Facility Utilization**

CHAIR HANSEN: I know I get requests right now about West Alameda being closed and people not being able to get to senior services because of West Alameda, but soon West Alameda will be open, we hope. So no changes there.

COMMISSIONER HUGHES: Just real quick, on that one, I think there's also confusion even among our staff about how senior centers and community centers, especially like in Eldorado where they're actually the same building but there's two entrances, how they work together. It would be good to make the maximum use of the facilities we have, I guess.

MANAGER SHAFFER: The senior centers are, as I understand it – Patricia, maybe you can speak to this.

MS. MCKEE: Rachel is on.

MANAGER SHAFFER: Rachel. Outside of working hours I believe our senior centers are typically available for community use. So maybe it is naming it senior and community centers, but that is my understanding is that outside of the designated hours that are senior centers are dual purpose. But Rachel, if I'm mistaken, could you correct me?

RACHEL O'CONNOR (Community Services Director via Webex): No. So it is complicated, as the Commissioner pointed out that in some locations such as Eldorado, there's co-located facilities and the community centers are only available after hours. And so I think that's where the complication has arisen. I think it is only specific to the fact that we were transferring services and we had some confusion there, and I contributed to that confusion. But I think that was the clarification and both Public Works and CSD are now on the same page regarding that.

CHAIR HANSEN: So maybe by the move, moving community centers, senior centers – senior centers are not under Public Works, correct?

MS. O'CONNOR: No, senior centers are still under the Community Services Department. The Public Works Department is overseeing the community centers.

COMMISSIONER HUGHES: And I think there was some desire to look at that policy, whether it's just after hours or – I don't know. When we were talking, Rachel, didn't you want to review the policy?

MS. O'CONNOR: Commissioner, yes. I think that there's a resolution in place that Public Works Director Snyder and I have talked about looking at that governs the use of the community centers, and I think in time we will do that. And also look at what parameters, if any, Triple A in terms of the use of the centers. But I think recently we had an event that occurred and both the Public Works Department and CSD have been talking to look at ensuring that that doesn't happen again. And I think that there is a certain amount of confusion that has ensued during the transition time period as it would for any program. I see that Public Works Director Snyder is on. Do you have anything to add to that, Brian?

MR. SNYDER: I don't, Rachel. I think you explained it well. I think the



transition was a challenge. I think with the Eldorado specifically, a separate community center from a senior center caused confusion at how it works and we were trying to rent out community centers separate because we [inaudible] and we were told that it was a senior center. So we're in line now and our calendars are blocked so that can't happen again. And there are policies in place, internal, as well as we're in the process of reviewing the resolution that as it exists now, we're looking at some changes that will work with Community Services, as well as [inaudible] for consideration.

COMMISSIONER HUGHES: And I appreciate that you both worked on resolving that one issue with a very upset constituent who had to move her luncheon on 24 hours notice. I guess my real question is should there be anything in any of our strategies that says we're going to review those resolutions, or are you already just going to do it and we don't need to put it in?

MR. SNYDER: My recommendation is that it not be put in the strategy but I'll leave that up to you and Manager Shaffer and Leandro. We're in the process, as I said, drafting those changes internally. I spoke with P.J. Griego this morning about that specifically and hope to have a draft here in the near future and then work with Rachel and her team just to make sure we're on the same page before we would bring it forward for consideration.

MANAGER SHAFFER: If I could, I think it's also captured by your general proposed strategy, which was born out of the relocation of this function. I forget it's name, but Cindy will pull it up. But we're coming up to it, which is to look at all of the operations.

COMMISSIONER HUGHES: Okay. I just want to make sure it's covered.

CHAIR HANSEN: Okay, so I think we're at 3.4.2.

COMMISSIONER GREENE: Can I ask a question about the Nambe Center, because it's listed as a senior center, but currently seems to not have any senior services.

CHAIR HANSEN: I don't know. Rachel, we need you back. We want to know about the Nambe.

MS. O'CONNOR: Madam Chair, I am on and we will make that correction. Thank you.

CHAIR HANSEN: Because Commissioner Greene wanted to know about the Nambe Senior Center-

COMMISSIONER GREENE: Senior center is listed as a senior center but it is currently not having senior services, and maybe it needs to be rebranded as a community center.

MS. O'CONNOR: Madam Chair, that's correct. It is only a community center and has never been used for senior services. There was an initial designation as the intent early on was to use it as a senior center, but that did not come to fruition and so it remains a community center only.

COMMISSIONER GREENE: I think it's not necessarily in this but if we're going to effectively operate our senior center, I think the sign out in front of Nambe, and Leandro can check it on his way home today, says senior center there, and I've had constituents say, what's -

CHAIR HANSEN: So we just need to change the sign.

COMMISSIONER GREENE: Or designation or whatever. So I think we need to do that.

**3.4.2 Navigate High Risk Seniors to Appropriate Resources**

CHAIR HANSEN: There's no change there.

**3.4.3 Increase Healthy Delivered and Congregate**

CHAIR HANSEN: There's no change there.

**3.4.4 Increase Enrollment of SFC Seniors in County Funded Services**

CHAIR HANSEN: There's no change there.

**3.4.5 Operate Senior Centers**

CHAIR HANSEN: There's no change there.

**3.4.6 Increase Programming and Services to Santa Fe County Seniors**

CHAIR HANSEN: We have the progress and then there's no change recommended.

**3.4.7 Build and Improve Senior Center Facilities Based on Needs Assessment**

CHAIR HANSEN: There's no change there.

COMMISSIONER HAMILTON: Doesn't that fall under the overarching – I'm not making the suggestion we take it out, necessarily. Never mind. The overarching one is for County needs and this is constituent needs.

COMMISSIONER GREENE: Just as a – if I may on this. We –

MANAGER SHAFFER: You're not incorrect. It's broken out specifically because it's underway but it could go either.

COMMISSIONER GREENE: We have a senior center in Chimayo that probably needs some upgrades but it is probably a half a mile from a senior center in Rio Arriba. Again, a partnership that could work to solve things and maybe –

MANAGER SHAFFER: Madam Chair and Commissioner Greene, and Rachel you can speak to this, or Mattie, if she's on line. That's exactly what the needs assessment needs to look at. So as I understand it, senior services don't know any geographic boundaries so a county resident can go to a city senior facility, county resident could go to Rio Arriba County. The funding is coming from the state. As long they're enrolled they're able to get the services that they apply for. So I believe that can happen in practice. Maybe there are ways to augment that but Rachel can speak to that, but my understanding is you are correct. You can't just look at your own senior service centers. You have to look at as you evaluate and even in Rancho Viejo, well, what does

the City offer, because that's a service that's available to the same community. Did I get that wrong?

MS. O'CONNOR: Madam Chair, Manager Shaffer, no. That's absolutely correct, and Commissioner Greene is absolutely correct as well that there are two senior centers in Chimayo that are very close. Both counties have had a long history of looking at that and trying to take action to resolve that. I believe as the County Manager stated the needs assessment will provide us with ample information to make decisions about our centers, including the situation in Chimayo.

COMMISSIONER GREENE: And just as a follow-up, our senior center in Chimayo would serve perfectly well as a replacement post office, which would get Leandro lots of gross receipts.

#### **3.4.8 Develop Staffing Level Guidelines for Senior Centers**

CHAIR HANSEN: There's no recommended changes and we're just continuing to review the policies.

#### **3.4.9 Expand Transportation Services**

CHAIR HANSEN: There's no changes to recommendations.

#### **3.5 Maintain and Manage Existing Open Space, Trails and Parks to Provide Recreational Amenities and Access to the Natural Environment**

CHAIR HANSEN: Recommendation to add conservation to reflect the fact that some open space properties are managed for conservation and are not open to the public. So they want to add "as well as conservation and access to the natural environment." This is another conversation that happened at NACo, is what is the definition of conservation? That's a bigger lift, so to speak. I think in this particular avenue we understand what they mean. Commissioner Hamilton.

COMMISSIONER HAMILTON: I actually have a sub-question that maybe builds on yours, but that is perfectly valid because in the traditional application in environmental science conservation was preserving [inaudible] And a fundamental [inaudible] adaptation to climate change is what you've had in the past is not a representation of what you can retain in the future. An example around here is the ponderosa pine forests. The climate no longer supports regeneration in the southern areas of the extent of ponderosa pine. It doesn't support regeneration of ponderosa pines. They go to savannah or some other things.

So environmental stewardship of those area, if you have a fire go through it might not involve conserving what you used to have. So there's a big question. I think you said we understand what it means. It means like it's for habitat management. You might consider we could pacify Jacqueline and what not and say if there's an intent, the problem with intent is that you can manage for change but you're not managing it for human use. You're managing it for the habitat. That would be one alternative.

And while we're on that, this kind of feeds into one of my pet things, which is

restorative management. So one of the huge climate change impacts and things that lend to water conservation as well is the impact on soils and on habitat quality. So other people think of what happened in the 1920s drought, the dust bowl. Right? Why did that happen? What can we do to preserve habitat in the southwest? But I don't mean it to be grandiose. I'm actually trying to suggest that for Santa Fe County it ought to become a somewhat higher priority to manage the open space we have to conserve and restore some of that because it would go a long way to making Santa Fe County resilient to climate change, including things that are not just aesthetically important and recreationally important to people but also water needs and what not.

COMMISSIONER BUSTAMANTE: And to wildlife.

COMMISSIONER HAMILTON: So I would like to see that injected some place.

CHAIR HANSEN: And the definition of conservation, it is a big discussion in the environmental movement so to speak. What does conservation actually mean? So I think it would behoove us to be clear about the definitions of some of these words.

COMMISSIONER BUSTAMANTE: I just think that the case made by Commissioner Hamilton is the only reason we're readdressing the question of what it means, because as long as I've ever been an environmental science student in the early eighties, it was pretty clear, but it's not clear any more.

CHAIR HANSEN: No, it's not.

COMMISSIONER BUSTAMANTE: And that just speaks to, if I may just drop this right here, is maybe it's because there's political denial against climate change, but specifically there's no statement – I haven't heard the words climate change since yesterday. I guess maybe in one of the presentations someone might have said something, but it's not evidence that we're making plans, making decisions based on watching how our seasons have changed, And that's just something I want to say out loud. It really needs to be something we're either going to acknowledge or just work around and never say the words. So onward ho.

CHAIR HANSEN: So I feel like a part of the basis for a lot of this strategic plan is because we passed the Paris Agreement in 2017 and made a commitment to be a climate resilient county and meet the goals of the Paris Agreement. And that is part of the basis of this. And maybe it's not being said. Maybe it needs to be said right up front, but it has been part of the basis of everything that we have been doing at the County for the last 6 ½ years.

COMMISSIONER BUSTAMANTE: Yes.

COMMISSIONER GREENE: So in my opinion, the open space plan for us should have a very specific set of uses. There could be a restorative aspect to it. There could be an access and recreation aspect to it. There could be a cultural properties that we want to protect because there's petroglyphs on some landscape out there. But everything should be ranked for what its use is. And when we end up buying property in somebody's backyard that they donate to the County but they say I want no access to it, they should deed it to another organization in my opinion.

COMMISSIONER HAMILTON: I know. I think I agree with most of your concept, but I respectfully disagree on designating restorative management as a use.

Because what I'm suggesting is it's sort of separate from listing conservation or habitat management or something is indicating the use, but incorporating strategies that acknowledge the importance of doing restorative management can apply to places that have human use as well as that are preserved as natural spaces.

It should apply to both, and the reason I think – and maybe it's something I ought to do one of your forms for if it needs to be a separate thing, one of the reasons I'm suggesting it is because, as an example, we just acquired the two most recent open spaces. One of them was free. That's kind of a no-brainer. That's a good idea. They wanted it to be preserved and we're not putting out a cost. It's more to manage, so that's a cost. But I actually voted against buying the other space because I honestly felt that \$100,000 ought to be – the emphasis ought to be on an additional management approach that's needed in the space we have.

So it's a little bit of two different things there, conservation and adding a type of – we need to put additional money into all the spaces we have, because what's there is largely degraded and just preserving what's there is not going to really address long-term needs. So anyway, that's all.

CHAIR HANSEN: And I also feel that just because we buy open space that does not mean it needs to be open to the public. I don't agree with that. We would not have fireflies now in Santa Fe County if we didn't –

COMMISSIONER GREENE: So that would be one where you're saying there's an ecological benefit of restorative wetlands and there should be an access plan that says because it's environmentally sensitive, or culturally sensitive or whatever, there is going to be no access. [inaudible]

COMMISSIONER HAMILTON: That's a use. I'm talking about something additional.

MANAGER SHAFFER: I think what I heard, and I think we still need to scope it, but the concept is to incorporate restorative management into open space management plans.

COMMISSIONER HAMILTON: Yes.

CHAIR HANSEN: Yay.

COMMISSIONER GREENE: Yes.

COMMISSIONER HAMILTON: That's how he gets paid the big bucks.

MANAGER SHAFFER: I think we should still scope it so that we can evaluate what the level of effort is, and then we can include timelines so that you know what those resources would look like.

CHAIR HANSEN: And then there's also tribal/cultural value that we have to recognize in the open spaces that we have.

COMMISSIONER GREENE: That's another use. It's protected –

COMMISSIONER BUSTAMANTE: I beg to differ, but we can get into that conversation. I think that restorative – indigenous people don't really think of use. It's been the commons and it's been protected and it's been restored, and it's been about handling it as a mutual part of it. We think of it being instead of its value – it's more of a use value that our culture has, instead of an intrinsic value it is a value unto itself. It's more instrumental. Well, of course, that's how they use it. It's like, no, it's actually got an intrinsic value that doesn't even need to have use. But I would love to have that

conversation on another value day because I love teaching that class.

### **3.5.1 Maintain and Manage Open Space Properties According to Annual Open Space Work Plans and the Open Space Strategic Management Plan**

MANAGER SHAFFER: If I could, Madam Chair, and I just wanted to address this next point that was kind of captured here, because there wasn't a good place to fit. And what we wanted to get from the Board under 3.5.1 is some direction as to the priority level for La Bajada Ranch. To be clear, it's an asset the County owns. It's being preserved from developer-driven development, but what we're asking the Board is guidance as to – if you think about our open space properties, right? We sometimes have properties that we know we won't develop for years, and I guess because the La Bajada Ranch is there, there has been some work done over the years. There was a resolution passed that I'm told didn't have complete community support, to put it mildly, but it was before any of you were on the Commission. It's a property that's out there and I guess what we're asking for is is it okay for it to continue to be followed, if you will, and we'll preserve it from development, or if you want us to invest resources to assess what potential uses are from open space to what have you, that we get that direction and that we scope that effort so that we're all aware that we're doing it. And that's really the ask, is what category is it in? Something we're actively planning? Or something that we know that we have that we'll actively plan in a future year. And whichever way we go, we just want to have that clear direction and that everybody understands, if it's actively moving forward now and dusting off old plans, more community planning as to what might go into that space, and that we allocate those resources appropriately.

COMMISSIONER BUSTAMANTE: Not in the interest of getting into the detail, but to address the question, there has been a substantial amount of time, effort and energy. I sat on the planning group that included everyone from every district on how and what would be done. There have been a number of even viability studies for different types of projects, and I would like to move forward on taking some of those that have already been determined to be acceptable, sustainable land use and also beneficial to the County, as far as business incubation based on agricultural aspects, etc.

That came a long way until it didn't, and that was because, and had been part of the conversations with the current oversight of that property, the neighbor who very much values those entities and has worked with Green Tractor, etc. but I think there is an opportunity to continue to move forward on that in a way that makes it make sense because it has – it sits out there as a question and an asset to the County.

MANAGER SHAFFER: We'll scope that so it can be – and again, how we're going to allocate resources, what that looks like. And I was aware of that work. I didn't mean to suggest it didn't because I don't think I did. But I just want to – I also just want us to know if that's where we're going to invest resources we want to have that clear direction, because I don't want to say it's this lift but it's not this lift. That's all I wanted to get at.

COMMISSIONER BUSTAMANTE: I got it.

COMMISSIONER HUGHES: And I want to just sort of build on what you said. Some of us took a tour of ReUnity Resources and their farm just a couple days

ago, and the need for more things like that and I note that agriculture has been mentioned in terms of La Bajada Ranch. Whether that would be a use, because it does seem like it's always more cost-effective to build houses on your land than it is to build a farm that grows vegetables, especially the kind of healthy stuff we want in our schools and at our senior centers. And so to the extent that we might support some of that activity on La Bajada Ranch or on other property we buy I think is really worth exploring.

COMMISSIONER HAMILTON: Like community gardens?

CHAIR HANSEN: No, not community gardens.

COMMISSIONER HUGHES: It's like a non-profit operating a farm.

CHAIR HANSEN: Regenerative agriculture.

COMMISSIONER HAMILTON: Is the place – one of the ideas had to do with an open winery, grapes –

COMMISSIONER BUSTAMANTE: There still is an interest in that, and paid for and worked with the Community College north of La Bajada we have a whole different vinifera that grows here and a real opportunity in supporting a wine industry interest, as well as any other type of food based incubator process.

COMMISSIONER HAMILTON: Sure.

COMMISSIONER BUSTAMANTE: Those are not cheap processes. Oversaw the fruit incubator in Española but still, after going through that exercise and working with a viticulture oenology national group and tying all of this in for that bigger picture support, we don't want to go backwards to try to identify a food business. It's very, very expensive but doesn't necessarily provide a value added to the land as much as integrated approach, which I'll say the current guy who's next door neighbor who's overseeing it right now, really has a dynamic vision of it. And there is a plan being done on the property next door on Tres Rios, and someday we should all go take a tour.

CHAIR HANSEN: Is this Brancusi?

COMMISSIONER BUSTAMANTE: He's the one, Mancuso, who's currently right now leasing it, but it's all part of an integrated ecological system that's food based that really does have opportunity to be a demonstration. But those are all aspirational.

COMMISSIONER HUGHES: And if you grow grapes and make wine it's going to be more appropriate to the senior centers.

COMMISSIONER HAMILTON: I was just going to say that.

MANAGER SHAFFER: So we will scope that. That's the direction I'm hearing now and that will be a future conversation when we look at those ideas and allocation of resources. Thank you.

[Commissioner Greene excused himself from the meeting temporarily  
and the Commission recessed from 1:46 to 1:58.]

### **3.5.2 Maintain and Manage Parks to Provide Recreational Amenities and Access to the Natural Environment**

**Proposed: Manage and Operate Community Centers, Fairgrounds and Recreational Facilities.**

COMMISSIONER BUSTAMANTE: That was a great report that he gave

yesterday, and all the projects that they're working on and everything.

CHAIR HANSEN: Yes.

COMMISSIONER BUSTAMANTE: I appreciated the level of detail.

CHAIR HANSEN: The proposed strategy is manage and operate community centers, fairgrounds and recreational facilities. In July 2023 the management of community centers, fairgrounds and recreational facilities was transferred from Community Services to Public Works. The proposed objective is to capitalize on that reorganization.

COMMISSIONER HAMILTON: So this is just to capture the fact that it was moved to Public Works, right?

MANAGER SHAFFER: I think what it is as I read it and I focus on it, it's really evaluate management and operation of community centers, fairgrounds and recreational facilities. And I think that's what was intended is now that we've moved it to a new owner, let's look at everything that we do, and that wasn't captured in the title.

COMMISSIONER HAMILTON: That sounds right. That sounds good.

COMMISSIONER BUSTAMANTE: Yes.

COMMISSIONER HUGHES: So you're going to change the title to evaluate management of operations?

MANAGER SHAFFER: Yes. That's right.

CHAIR HANSEN: Okay. We're good with that.



## **2. C. PROMOTE A SUSTAINABLE AND EQUITABLE COMMUNITY**

### **2.1 Provide Affordable Housing**

#### **2.1.1 Repair and Maintain Current Housing Authority Assets and Resources**

CHAIR HANSEN: Staff recommends combining strategies 2.1.1, 2.1.2, 2.1.3 and 2.1.10 into one strategy to represent HUD requirements. Okay, so I think that that is a good goal.

COMMISSIONER HAMILTON: I have a question on these before we move on. Yeah, they're all good strategies, but you can read 2.1.1, 2.1.2, 2.1.3 and they're different activities that are all within HUD, but this just goes back to my question that aren't strategies as specific – they're the actionable items. And so it's almost like combining them might be maybe there'll be a separate objective that's a HUD objective so they can be managed together, but unless they would be tracked together –

MS. MCKEE: They track – putting them together made sense because they're doing this overarching HUD tracking.

COMMISSIONER HAMILTON: Fine.

MS. MCKEE: That's why we combined them. But that's a great question because often we're separating them out –

COMMISSIONER HAMILTON: I just didn't want to go on without asking.

CHAIR HANSEN: Yes, it was a good question. Since HUD has its own phenomena.

COMMISSIONER HUGHES: Probably collecting all the wrong data.

CHAIR HANSEN: Would you like to let the federal government know that?

COMMISSIONER HAMILTON: Before they close, quickly.

#### **2.1.2 Provide Services to Tenants in Santa Fe County Properties**

#### **2.1.3 Update Planning, Finance, and Administration Operations to Provide Excellent Service to Tenants**

#### **Proposed: Operate Housing Authority to Meet All HUD Requirements and Benchmarks to Become a High Performing Agency**

CHAIR HANSEN: We're on the new strategy proposed: Operate Housing Authority to meet all HUD requirements and benchmarks to become a high performing agency. So this is a new heading for all of those items that we just melded into one.

MS. MCKEE: And the words high performing agency, those are HUD words.

COMMISSIONER HAMILTON: So I thought in one of our most recently presentations from Director Barela was that we got a high performing. So as a minor edit, should be consider that come/remains, whatever's appropriate? Because we already are?

MANAGER SHAFFER: To be.

COMMISSIONER HAMILTON: Because we are, so we can get rid of become, and just be a high performing agency.

**2.1.4 Develop New Resources and Programs within the Housing Authority**

**2.1.5 Develop New Assets for the Housing Authority**

CHAIR HANSEN: Staff recommends combining 2.1.4 and 2.1.5 into one strategy. And what it would be it would be develop new assets and resources for the Housing Authority. So that would be the heading where these two items would fall under.

COMMISSIONER HUGHES: Sure.

**2.1.6 Create Policies to Increase Cash Flow and Fiscal Soundness and Programs to Leverage Funds**

**2.1.7 Improve Technology, Hardware and Software for Increased Efficiency and Customer Service**

CHAIR HANSEN: Okay, so what they're recommending is we're combining 2.1.6 and 2.1.7 into a new strategy. Implement software to manage workflow, loan processing and tracking, and file management to increase cash flow. So that's – and this is all under affordable housing.

COMMISSIONER HAMILTON: But I have a question. What it leaves out is under 2.1.7, it leaves out increase efficiencies and customer service. So I kind of thought, again, it's just my question as I saw them being different. I don't object to putting them together, because staff usually would be recommending what they're most comfortable with and what they think is appropriate.

COMMISSIONER BUSTAMANTE: But what is more measurable. So I hear you. When I see things mooshed together, how does that allow us to have something that's distinctly measurable? You know what I'm saying?

COMMISSIONER HAMILTON: Yes, and in this case you take the metrics you're going to use from what the goal, what the objective is or whatever. In this case it's to increase cash flow.

COMMISSIONER BUSTAMANTE: So both would be measured under the same –

COMMISSIONER HAMILTON: But it's different from customer service by a long way.

COMMISSIONER BUSTAMANTE: Right.

COMMISSIONER HAMILTON: And I know customer service – so anyway, I'm just putting that question out there. Probably staff, if you would at least attach the question – we have no objection to doing this, unless you –

MS. MCKEE: Is Jordan on? We could ask Jordan?

CHAIR HANSEN: We can leave them as two separate strategies.

COMMISSIONER HAMILTON: If Jordan has a good reason I'm willing to honor staff's suggestion. It just seems to me that efficiency in customer service is a significant and important thing. It just makes sense to me. And that's why I'm asking about if losing it is a problem.

MS. MCKEE: We could certainly ask Jordan and Paul. I don't recall if Jordan was in the room when these were combined, but Paul definitely is. Do we want to pull him up?

COMMISSIONER HAMILTON: Sure.

MS. MCKEE: We've asked him to hang around all day. Let's pull him up. Let's just hear from Paul and Jordan, or Paul. :

PAUL OLAFSON (Community Development via Webex): I think adding that customer service into the proposed new language would be a solution. We certainly don't want to minimize at all customer service and it's always our goal. And I think that we can reword that to include customer service. The point of the software is to increase efficiency and to work more expediently with our clients and folks who are using our services. So whether the Commission decides to keep it two individual items or combine into one and give us a chance to do some wordsmithing, I think that would work.

COMMISSIONER HAMILTON: So it sounds like part of the reason they're being combined is because it's being achieved through a process of incorporating the software. That's fine. Doing some wordsmithing by combining it is great with me. Thanks, Paul

MR. OLAFSON: You got it.

CHAIR HANSEN: So we're just going to combine those and add a couple words.

**Proposed: Implement Software to Merge Workflow, Loan Processing and Tracking, and File Management to Increase Cash Flow and Fiscal Soundness**

**2.1.8 Provide Technical Assistance to Make the Development Entitlement Process More Efficient**

CHAIR HANSEN: Staff recommends removing and archiving this strategy as it's redundant with 4.3.6. That was one of the ones we went on earlier.

MS. MCKEE: That's the one where we changed the word expedite to accelerate.

COMMISSIONER HAMILTON: 4.3, streamline land development review process. Expedite – yes, I got it. Accelerate Growth Management review.

CHAIR HANSEN: Ongoing coordination between Growth Management and Community Development to assist affordable housing projects and navigating the entitlement process. So that already might – either that is being moved to 4.3.6 –

MS. MCKEE: [inaudible] housing to say let's help people get through the process. The conversation was we want to help all people get through the process.

COMMISSIONER GREENE: So in our last meeting we had a discussion – I forget it if was a Housing meeting or if it was a Commission meeting. It was our Housing meeting, where we talked about creating a support system, a developer assistance program, and is that something that – that sort of sounds like this, but in a different format. Instead of just navigating the entitlements it's actually navigating the whole thing. Is that a good way to repurpose this bullet? Paul.

MR. OLAFSON: Commissioners, yes. The intent there, the idea is that we would work directly with Growth Management and any other County departments and resources needed to help affordable housing projects get into the pipeline and pass continually through, whether that's development review or entitlement agreements, etc. Affordable housing agreement, whatever it might be. And so it's just to make the process

easier, specifically for affordable housing projects and to streamline processes where possible.

COMMISSIONER GREENE: So it takes some wordsmithing here. So provide technical assistance to build development partnerships and process – external partnerships.

CHAIR HANSEN: We already have that in here, earlier on. Am I wrong?

COMMISSIONER HAMILTON: We did the external partnerships.

COMMISSIONER GREENE: But not specifically for housing.

COMMISSIONER HAMILTON: It was a different context and circumstance, but this is again, this is a place where there's –

MANAGER SHAFFER: Excuse me, if I could, it could be provide technical assistance for affordable housing projects. So that could be I need help getting through the Growth Management process. Could you help me? Maybe I can put you in contact with Growth Management, or could you explain to me a little bit about how your direct support programs work? Or, it could be can you help me get in touch with DOT because they have a slither of land that I need and it might be that –

COMMISSIONER GREENE: All the way to tax-exempt bonds, and can you help me put you into that program?

MANAGER SHAFFER: Provide technical assistance to affordable housing.

MS. MCKEE: So we'll keep it and change

### **2.1.9 Create and Implement the Programs Identified in the affordable housing Plan**

CHAIR HANSEN: There's no changes here so we can just move forward.

### **2.1.10 Achieve Organizational Excellence Relative to HUD Benchmarks and Become a High Performing Agency**

CHAIR HANSEN: We've already moved that, so we can move on.

### **2.1.11 Update Chapter 13 of the Sustainable Land Use Code (SLDC)**

CHAIR HANSEN: I think everybody – we want to change that to collaboratively evaluate the Sustainable Land Development Code and update to support the development of affordable housing.

MANAGER SHAFFER: We already said that in an earlier goal about the SLDC.

COMMISSIONER GREENE: This is very specific.

COMMISSIONER HAMILTON: Yes, I agree. I just had one question which in a way is overtaken by renaming it, but I just noticed, it says Chapter 13 in the title and Chapter 12 in the progress bullets.

COMMISSIONER HUGHES: Yeah, TDRs are in Chapter 12.

CHAIR HANSEN: And Chapter 13 is another section.

COMMISSIONER HAMILTON: I get it, so I was just saying something's being left out one way or the other.

COMMISSIONER GREENE: The focus on Chapter 13 is necessary, but we could actually scratch Chapter 13. It could just be update the Sustainable Land Use Code to address priorities.

CHAIR HANSEN: Well, they took this out.

COMMISSIONER HAMILTON: They did. They took it out.

CHAIR HANSEN: They took it out in the recommendations. That's why – did I not read it right?

COMMISSIONER HAMILTON: No, you did.

CHAIR HANSEN: Just checking. So one of the things I really liked that Paul said was that maybe 15 percent or higher for affordable housing might be something to think about.

COMMISSIONER HUGHES: Right. That was mentioned.

CHAIR HANSEN: I'm just supporting that idea.

COMMISSIONER GREENE: I'm going to go back to my ADU thing. If somebody wants to incorporate 15 percent of units with ADUs, solves the problem and it's inclusionary housing, as opposed to fee in lieu and all of these other things.

CHAIR HANSEN: I have fee in lieu.

COMMISSIONER GREENE: Well, that's – but if it keeps people from building then all you're doing is stifling building. We need housing. But if somebody puts it as I'm going to build 100 units but I'm going to do 115 units –

COMMISSIONER HAMILTON: Yes.

CHAIR HANSEN: So this is fine. We're going to change the title.

## **2.2 Mitigate Santa Fe County's Contribution to Climate Change and Increase Equitable Adaptation and Response**

CHAIR HANSEN: Staff recommends adding "...through active implementation of the countywide climate action plan and greenhouse gas emissions reduction plan, which is included in the climate action plan.

MS. MCKEE: Yes. We heard of that yesterday.

CHAIR HANSEN: Right. So I think we just need to have the countywide climate action plan and on with that.

COMMISSIONER GREENE: Before we do that, can I ask one question about housing? Is this the place to put a thing about ADUs? Incorporating the ADUs as a focus of the update to the SLDC?

CHAIR HANSEN: No, because this is back chapter, this is affordable housing.

COMMISSIONER GREENE: I know. I'm just wondering if we missed that.

COMMISSIONER HAMILTON: Yes, if it's something new, maybe we'd rather do a form. Something about having a – or evaluate the inclusion of ADUs to help –

MANAGER SHAFFER: I think where it's captured, and it's Strategy

4.3.12. So we've listed a bunch of things that have been put out to potentially evaluate, but that strategy in particular was to develop a work plan. So what we would say, right as we come forward and say, Okay, this is all the stuff that you've identified that you might want to work on in terms of ordinance. What do you want us to focus on over the next year? And if that is an area of focus then that would be prioritized. And so it has been captured as it's something that is for consideration but what we recommended doing – and there's a little bit of tension here with this idea but it was an existing strategy, but it relates to affordable housing. But ADUs could be looked at as part of that. They're not mutually exclusive. But the point was you could do it through the strategic plan or you could do it as part of an annual planning cycle. And they both get you to the same place.

COMMISSIONER HAMILTON: Madam Chair, if you don't mind, could I add one thing to that, since we're mentioning it now and I realized that we skipped – that's where this other thing that I have notes about is probably belongs, is when they review TDRs and density, so there's – it's kind of a thing, just like ADUs is something that could be added to consider, they should review – there are criteria they use for getting increased density, so taking in TDRs. But there are other logical things that mitigate the negative impacts of density and we've talked about it and I've talked about it with Land Use and they liked the idea and that is water infiltration things, and flood contributing runoff is one of the negative impacts. So that is one thing that should be added into things that should be reviewed.

MANAGER SHAFFER: Is that captured under the general idea of the sustainability look or is that a different focus?

COMMISSIONER HAMILTON: I don't know. It could be here under the sustainability look.

COMMISSIONER BUSTAMANTE: There's a lot of overlap between Section 4 and then Section 2, Housing, and then Section 2, Sustainability.

COMMISSIONER HAMILTON: Yeah. I mean at some time I think it would be a good collaboration between Sustainability and Land Use. But it's a concept that's a little bit – it's not included in the SLDC in terms of – but it could be.

COMMISSIONER GREENE: Something to that point is is a 6,000 square foot eight bedroom 12 bath house equivalent to a three unit one bedroom, 3,000 square feet? We may be measuring things wrong. It's lot coverage and it's bathrooms and fixtures versus the units. We need units. We don't need a 6,000 square foot home.

COMMISSIONER HAMILTON: That's one review that is kind of separate. This is actually a new concept that I would like to see.

CHAIR HANSEN: Then I think you need to fill out one of these –

COMMISSIONER HUGHES: Scoping forms.

CHAIR HANSEN: You need to fill out a scoping form.

COMMISSIONER GREENE: When are scoping forms due? By 5:00 today?

MANAGER SHAFFER: Actually, it was 2:00.

CHAIR HANSEN: Commissioner Hamilton, because I want to keep moving.

### **2.2.1 Implement an Integrated Countywide Climate Action Plan**

CHAIR HANSEN: Staff recommends removing/archiving strategy as it is redundant with objective 2.2. So that's our main objective.

### **2.2.2 Implement Sustainable Practices Throughout Santa Fe County**

CHAIR HANSEN: This is the work that the Sustainability Plan has been working on. Staff recommends removing Strategy 2.2.2 as it is redundant with the objections. So another one that is just going into the main heading.

### **2.2.3 Protect and Conserve Water Resources**

CHAIR HANSEN: Staff recommends moving 2.2.5 as a work plan task in Strategy 2.2.3. So over here, on the next page, implement domestic well metering and reporting, but I thought that would be moved to Public Works.

COMMISSIONER BUSTAMANTE: That's a big conversation. I need to fill out a proposal on one of the change forms. This is something that's a big question for me. We tend to have all of our water management in Public Works when so much of either conservation/reclamation is really a Sustainability question. Does it really belong in Public Works as a utility, or does it belong in Sustainability as an oversight management for sustainability purposes? So I'd like for us evaluate that.

CHAIR HANSEN: Okay, so I want you to fill out a form.

COMMISSIONER BUSTAMANTE: Thanks, ma'am.

COMMISSIONER GREENE: Sort of to that point, all of these areas where we start to see these overlaps, this is Sustainability and Public Works. Okay. Great. Should this be one of these – maybe that's in the collaborative aspect of this that we talked about earlier. Is there a place for us to start to identify where these things actually should be collaborating very directly. So Land Use and Sustainability go hand in hand. Utilities and Sustainability go hand in hand on four or five different levels.

COMMISSIONER HAMILTON: Yes.

COMMISSIONER GREENE: And so that's part of the strategic plan is to say these people should start working together to break down these very direct silos. It's not like every silo needs to be broken, It's these are the silos that need to be intertwined.

MR. CORDOVA: Madam Chair, if I may. The reason that we recommended moving it from Sustainability to Public Works was that was the suggestion from the third party contractor that we were working with on both MS4 and the well monitoring. So from the report of the third party that was a suggestion that we create the environmental compliance officer and move it to Public Works.

MANAGER SHAFFER: So to that point, looking it, if I could –

CHAIR HANSEN: They're not moving to Utilities.

MANAGER SHAFFER: It's going to be more of an environmental plan section at Public Works. It could be placed somewhere else but the rationale is that a lot of our environmental impacts, as I understand it, are associated with Public Works. But that's the idea is to where it will ultimately be stood up.

COMMISSIONER HAMILTON: But it also brings up another thing. There's – and it's almost like a staffing level question because we currently have one person who knows anything about water resources in the whole County and that includes having to do everything from project development and compliance and monitoring –

CHAIR HANSEN: And then we have Utilities, which is a kind of separate thing.

COMMISSIONER HAMILTON: Well, no she works under –

CHAIR HANSEN: I know. That's the point.

COMMISSIONER HAMILTON: No, but there's one person who could then collaborate with Sustainability that's also Public Works on issues that are development beyond compliance things. So it might just be, like I said, a staffing issue.

MANAGER SHAFFER: I think there's a need and it was prioritizing the need relative to generally a bigger environmental game, so to speak. But there's the cross-cutting thing with which management agrees and I think it's embedded throughout a lot of the suggestions is that for a lot of these issues it's going to be cross-departmental. And you may have a project leader but you're going to have people from various departments who are involved in seeing that move forward and the well monitoring is such a program. Regardless of where it resides, you're going to be pulling in resources from other potential areas.

COMMISSIONER GREENE: If only for – I've seen somewhere that there are owners of these topics some place. And maybe it's Jacqueline and so on, but when we have a thing that says protect and conserve water resources, and it's Jacqueline, but it's really Michelle and Utilities. And so –

MANAGER SHAFFER: This was just the presenter.

COMMISSIONER GREENE: The presenter. Yeah, I got you. But is there a way for us to start – when we look at this we've got half a page of blank page to really start to say, for your organization, for our organizational understanding, that these are the three – like this is all 100 percent Utilities. Or this is the team leader and consultants, internal, our own people that are experts at it, and then an external consultant when we need one. And so we see how it – and then it sort of gives a guiding principle to somebody to say, look, the team's already scoped out here.

MS. MCKEE: Madam Chair, if I may. To answer that question specifically, what you have in front of you are simply the sides from the presentation. If you engage in the software, those work plans are built out. In some cases the owner is chosen based on a department where the project resides. In other cases, based on the staff judgment, that owner might be the person who is monitoring the progress and then entering that data. And so the software we're using to manage the program allows us to build out far more than what's here.

That said, and I'm really now just thinking about – well, first of all, there are some folks with their hands raised if you want to bring them into this discussion, but I would also say one way to go about the work we're trying to accomplish today is for you all to say, here's what we want you all to accomplish, and then bring staff to present you how they are accomplishing it. I think we don't have to figure out which department is going to allocate staff. What we really need to know from you all is what exactly do you want us to do? And then sometimes we'll be to ask you, and you should always be asking



us, and when we are really using our plan management software well, we'll be able to just log in and see that. So hopefully that is helpful.

CHAIR HANSEN: Thank you. That is helpful, but also here on Strategy 2.3 it says working with water resource manage to move domestic well monitoring program and MS4 to Public Works, six-month work plan to stand up Water Resource Utility Division. Well, the water resource manage is already in the Utilities Division. That's a little confusing to me.

COMMISSIONER HAMILTON: Maybe to stand up the work plan in the division.

MR. CORDOVA: Madam Chair, if I may, the suggestion I believe from Brian in Public Works was to put it under Public Works as opposed to Utilities for a few reasons. One, the revenue source for Utilities is rates. We didn't feel like that would be appropriate to bill that to the ratepayer when it's going to serve more than just Utilities' benefits. So having that under Public Works would be the environmental compliance officer position that was created that is about to be advertised. We finalize the job description and we're about to advertise that. So I think that was maybe an edit that we needed to make. Instead of it being Utilities Division it would be Public Works.

[Cross talk]

CHAIR HANSEN: Stall has their hand raised so I'm going to call on whoever staff has their hand raised.

JACQUELINE BEAM (Sustainability via Webex): I can just jump in real quickly, Madam Chair, Commissioners. Regarding the MS4 and the domestic well monitoring programs it was determined by the third party as well as staff that the best locations for the leadership in this would be with those systems that already have a hydrologist on board, already have the systems in place for measurements and more boots on the ground. And so we would absolutely continue to support education and awareness and helping with data in any way that we can, but we don't have a hydrologist on our team. I don't have a water expert, and it's definitely, even in doing this whole process I realized it was out of my expertise level. So I really feel like it's important that this be housed in an area where there is an expert.

CHAIR HANSEN: I agree with you Jacqueline, 100 percent, and I understand your reasoning because I sit on the River Commission and I know how the City deals with their MS4 permit. But we don't have a hydrologist on staff. Period.

COMMISSIONER HAMILTON: Yeah, we do.

CHAIR HANSEN: Since when?

COMMISSIONER HAMILTON: Since months ago. There's what's his name.

CHAIR HANSEN: Since months ago. Okay.

COMMISSIONER HAMILTON: I don't know. I've had several –

CHAIR HANSEN: Okay. Good. I'm happy to hear that. We haven't had one for six or five years.

COMMISSIONER HAMILTON: I don't know very much about him but he's been in my last two quarterly – ask Brian. Maybe he left already. But I thought –

CHAIR HANSEN: Okay, I'm happy to hear we have a hydrologist because that's really important. Yes, Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: The question that I have, I feel like the conversations that I've been in recently, I hear Sustainability saying, well, we don't have a hydrologist and I hear our Water Utilities saying, well, we don't have an outreach person. We all received a letter from the WPAC saying you need somebody to do this, and I'm asking specifically to evaluate water conservation, reclamation and monitoring for appropriate oversight, population goal #2, and have someone look at the scope of work for water use, water conservation, reclamation and ability to monitor the use, because everybody knows, yeah, you've got to put in a meter, but it doesn't necessarily have to work. In fact you can actually throw it and take a picture of it and say you put in a meter, and I've actually seen that.

What [inaudible] said, and the delivery would be a clear job task analysis in the role of conservation, reclamation, monitoring, and a recommendation for where it will reside, if it in fact this is a position. Now, this is asking for something in the next six months. Putting together the money for the position is a different conversation, but that's something that I think can be done internally. I don't think we need necessarily additional financial resources to have folks come together to say what would this scope really look like if we're really going to put this together. I apologize for my scrappy handwriting. I would have taken it and typed it but I'm the first one to [inaudible] in completion. Do you have one in completion? I just did just now.

CHAIR HANSEN: She's the first one.

[Banter about scoping sheets.]

CHAIR HANSEN: So we're clear, the water, the MS4, the well monitoring, the water conservation, the hydrologist – obviously an important topic to everyone at this table. We all care about water, how we're dealing with it and so I think we have expressed that to management.

COMMISSIONER HUGHES: I had one other thing, unfortunately, to add, which is I don't think we've considered keeping water rights in our high value agricultural areas, and I don't know that it necessarily goes under here, but there's nothing about Agri-Gate or agricultural programs.

COMMISSIONER GREENE: This was a topic at ReUnity Resources. So this goes to almost the sustainability. This is one of the resources. Sustainability is about resources in my opinion, half the time, or three-quarters of the time. Sometimes it's waste, of course, but like we have water resources and we have land resources, we have air resources. We have all sorts of – we have petroleum in the ground in Galisteo but we don't want to use it, and we make these judgments in that and somebody needs to take ownership of that and agricultural land is a special type of land. And we need to not be converting that to housing at all costs because we have a housing crunch. It's like there are plenty of places to build housing; there's very few places to farm.

COMMISSIONER HUGHES: Right. Build houses in the desert and farm in the valleys where there's water.

COMMISSIONER BUSTAMANTE: Fourteen century Law of the Indies.

COMMISSIONER HUGHES: Do we need another form or does that fit anywhere in here?

COMMISSIONER HAMILTON: Where are you going with this? I understand the principle. Not the concept. Tell me specifically –

CHAIR HANSEN: I'm going to go Commissioner Hughes.

COMMISSIONER HUGHES: Yeah, because I started the conversation. Anyway, at ReUnity Resources we saw an example of a very small farm providing lots of healthy organic vegetables and we talked about the need to just expand that type of thing, and so they're having a summit on October 19<sup>th</sup> when I spoke about the specific recommendations I thought of are we buy open space for some uses. Would we want to buy open space to keep it in agriculture, for example. And would we want to preserve water rights?

CHAIR HANSEN: That's kind of what we did with La Bajada but there was no water rights.

COMMISSIONER HUGHES: So right. La Bajada is an example of something that –

COMMISSIONER HAMILTON: And what would you do with the water rights.

COMMISSIONER HUGHES: I know it doesn't do any good unless it's with the land, but the idea is –

COMMISSIONER HAMILTON: There are some technical questions that come to mind. So I'm not sure I think it's a good idea but it's an intriguing concept. The idea of we would have to have someone do the agriculture because the County's not going to farm.

COMMISSIONER HUGHES: Well, right.

COMMISSIONER HAMILTON: And now is that important to a private enterprise?

COMMISSIONER HUGHES: It could be as simple as helping ReUnity Resources expand, right? Let's provide them money to expand.

COMMISSIONER HAMILTON: I can honestly tell you that what I wrote as notes for the thing that you're talking about, with respect to ReUnity, there are other opportunities, find similar opportunities for community gardens and what not. Those still – ReUnity Resources is basically a private enterprise.

CHAIR HANSEN: No, it's non-profit.

COMMISSIONER HUGHES: It's non-profit but it's not a –

COMMISSIONER HAMILTON: It's not a government – so anything between a non-profit and groups of individuals who've gotten together in communities, so if there's something the County can do to facilitate that appropriately.

COMMISSIONER HUGHES: Well, one thing the County could do is if somebody is getting – a farmer, say, he's on a family farm. He's on a family farm. His kids aren't interested in farming. They leave to go to the city, make big bucks. They get too old to farm. They want to sell the farm. Maybe the County buys it and then leases it back to people who want to continue farming without somebody saying I want to be a farmer forever and I'm going to buy this farm, because that doesn't happen very much. It's a lot of money to buy a farm. And people don't want to necessarily farm their whole lives. They might want to just do it for five years.

COMMISSIONER HAMILTON: Well, that will change when the population exceeds the food supply and there's violence.

CHAIR HANSEN: Okay. I think we're off topic.

COMMISSIONER GREENE: But just to extend the thought two seconds to where Land Use goes and Sustainability. The example we gave up at ReUnity Resources is that the City of Española owns a large farm on the Rio Grande. They are willing to sacrifice the agricultural land for housing.

CHAIR HANSEN: But that's not us.

COMMISSIONER GREENE: I know it's not us, but we have cases where we can look at our land use map and go, wow, these are agricultural lands that would make great places to be bulldozed and turned into houses, and we need to actually start putting overlay of sustainability of agricultural land because on top of a mountain you're not going to grow something but down by the river with acequia water you are going to grow something, and those places should be preserved.

COMMISSIONER BUSTAMANTE: I understand that Rio Arriba County has a percentage that has to be maintained as agricultural and it's irrigable land.

COMMISSIONER GREENE: So this is in Española so I don't know if that pertains.

CHAIR HANSEN: This is off topic, and I have Paul Olafson who has his hand raised, and I believe that – I don't know if Brian still has his hand raised. But Paul, do you have something you want to say?

MR. OLAFSON: I just wanted to suggest that Cindy's idea of having staff work and reorganize these to bring back together, because there is a great deal of overlap on everything you're discussing. And agriculture does include Sustainability. It does include economic development and land use. And I know that through the TDR program, Agri-Gate, and our economic development plan, they're all addressing these things. So it might be most efficient to ask staff to kind of re-combine these or identify the cross-overs and bring it back to you all for the next level of the plan adoption.

CHAIR HANSEN: Okay. I think that sounds good.

COMMISSIONER HUGHES: I'm filling out a form. So keep the discussion going.

CHAIR HANSEN: Good. I want to keep moving.

#### **2.2.4 Develop Backup Water Supply**

CHAIR HANSEN: There's no changes recommended. One question I had, Santa Fe County has partnered with the City of Santa Fe in a regional water planning effort. Water 2100 is a 40-year and 80-year water planning effort. Who's working on this?

COMMISSIONER HAMILTON: To my understanding, this is something we've put some resources and effort into it. It had been John Dupuis and Michelle, and now it's, I assume, Brian Snyder and Michelle working with John Dupuis and Jessie. My understanding is further that there was some kind of period of months where we stopped working with them because there was some bureaucratic thing that had to be done.

MANAGER SHAFFER: It is the Utilities Division, is the short answer.

COMMISSIONER HAMILTON: I can never give short answers.

CHAIR HANSEN: Okay, so fine. That is okay. Do we need to change anything?

COMMISSIONER HAMILTON: No, but I have a question about the [inaudible]. So there are other things that our favorite ex-employee tried to create is talking about including the possibility of under – or not literally under the auspices of BDD, because we do joint City-County stuff, literally under BDD. Is it possible to go for grants and to work with them, but not just on planning but on doing projects like ASR. So the County has an ASR grant to do an investigation. He's talking about a bigger one that would be using the joint BDD – the way the City and the County work together in the shared pool agreement and get money to look at increasing essentially onsite storage.

So I just put a note here because this is a new concept. I don't know whether you can apply for money like that, like whether the BDD Board has ever applied for money. Because he was saying that instead of just the City going after money, whether it would have to be City-County just like agreeing to go after a grant together, but it is a big part, conceptually of backup water supply, because there are limited – and I'm being sarcastic in case anybody at the table doesn't know. Everybody at the table knows options for backup water supply in a desert state are limited. And keeping water onsite and targeting it for backup water supply, there are other places in the country that keep water on site with dams ASR. So I'm putting this on the table so everybody knows about it –

CHAIR HANSEN: So I don't know if this – so what I find a little confusing here is that we have all this backup supply under Sustainability, but then we have under Sustainability, we have Utilities and Public Works, so this is a little confusing because I feel like we need to separate things out and make sure they're at least in the right department so we understand these are all important. We all consider water sustainability. There's no doubt about that. But what we're hearing and what we're saying is that some of these issues have been put under Sustainability but then they're moved to Public Works –

COMMISSIONER BUSTAMANTE: May I just address that?

COMMISSIONER HAMILTON: I see it says Brian Snyder here, and I see it says Jacqueline Beam, so what we're doing is –

MANAGER SHAFFER: The strategic plan is organized by population goal and not by department, so that's not the way it's organized. So you would have to get into – number one, just general, and that's why we tried to have the presentation about progress so everyone had a common, base-level of where things reside, but Cindy said if you go into Envisio you would see who the owners are, and you'll track it at a level of detail that is far beyond what the power point has.

MS. MCKEE: And those things are simply who spoke yesterday.

CHAIR HANSEN: Right.

COMMISSIONER HAMILTON: I really don't want – I don't think what I suggested is a separate strategy. I actually think it belongs under this strategy. But to the extent that notes are being taken and captured.

MANAGER SHAFFER: If I could, it would be under potential next steps. Explore additional ASR projects.

COMMISSIONER HAMILTON: Exactly.

MANAGER SHAFFER: With the City and BDD.

CHAIR HANSEN: And request a scoping.

MANAGER SHAFFER: I don't think so. That's just something we need

to capture and follow up on because the strategy is the same.

### **2.2.5 Implement Domestic Well Metering and Reporting**

CHAIR HANSEN: So here staff recommends combining Strategy 2.2.5 to Strategy 2.2.3. Okay. This is where it's getting confusing to me.

COMMISSIONER BUSTAMANTE: Madam Chair, if I may, I feel that the sheet that I put in asks that we evaluate all of this with those other measures to make sure they're all in the right place.

CHAIR HANSEN: Right. I agree. All of these things are important. They just need to be – Jacqueline has said that domestic well monitoring has moved. That has moved to Public Works? Or is that one of the ones that's not moving to Public Works.

MR. CORDOVA: It's planned to move to Public Works.

CHAIR HANSEN: Okay, so it's planning to move to Public Works. And that's going to go under this compliance.

MR. CORDOVA: Yes. So right now it's just a third party contract that's being managed. So it will remove the contractor.

### **2.2.6 Reduce Greenhouse Gas Emissions Countywide**

CHAIR HANSEN: I think Jacqueline has done an outstanding job on this and she wants to change – staff recommends adding Strategy 2.2.6 to objective 2.2. to mitigate Santa Fe County's contributions to climate change and increase equitable adaptation –

COMMISSIONER GREENE: Does the vehicle transition plan sort of fit under there? Because that's usually a Public Works sort of space, even though it's a Sustainability goal.

MS. MCKEE: Just a reminder, try to let go of which department is doing what and try to focus on the outcomes, because remember one of our huge goals here is breaking down the silos. And so in fact, I'm sorry that the name of the speaker is on your slide because I feel like it gives you a false direction. Don't worry about where the staff sits. Worry more about exactly what you want from us. And then we will be pulling people from – our goal eventually is every single department, that we're going to have some things that touch all of us and other things that are really specific. And so specifically, to your question, when it taps a vehicle, certainly it's informed by Sustainability, but those vehicles are probably serviced in Public Works. So we'll capture where it lives; you tell us exactly what you want it to look like.

COMMISSIONER BUSTAMANTE: That's what was in the interest of supporting Commissioner Greene's concern and as I fill out this thing I think it's important. Accountability is a whole lot easier if it were – and the reason we keep going this way is we've bought cars in the last few months and if that car was being purchased by Sustainability we probably wouldn't have to have the questions that we have each time about whether or not it's an electric vehicle and whether or not it's being researched, and whether or not someone's looked into a truck that's electric, etc.

So I'm glad that you're saying what you're saying and at the same time, we've

seen very linear processes. I say that out loud in the interest of just making sure that we're really hearing what the Commission is saying. It's been ongoing.

CHAIR HANSEN: Right. And we have a fleet policy, but I think maybe it needs work.

COMMISSIONER GREENE: And that is at a place to say specifically as a singular task, since that is probably our largest or our weak point in our sustainability plan is a new strategy here, 2.2.12, or whatever, develop a new fleet policy, five-year, ten-year plan to get to fully electric vehicles, or 90 percent electric vehicles, or whatever. Some goal that at least gets us –

COMMISSIONER HUGHES: Yes. We should do that. Yeah, I think you should do a sheet.

COMMISSIONER BUSTAMANTE: There should be some demonstration that that is going to be evaluated.

COMMISSIONER HAMILTON: Make sure that you're specific enough so that we don't think we have a 2040 goal of getting to electric fire trucks and road graders and stuff.

COMMISSIONER GREENE: No. But light vehicles. I joke in my business, I deliver a two-pound burrito with a two-ton vehicle. Even if it is an electric vehicle it's still over done.

MR. CORDOVA: Madam Chair, just – that it is something that is being worked on through Public Works in collaboration with Sustainability. We requested that the plan be part of that infrastructure charging grant that we've applied for. However, in a recent meeting of staff we would probably suggest that we move forward on the plan, even without getting the grant, based on your – it's that's important to us to have the plan upfront to understand the best way to transition our fleet, and not just our fleet. We talked about all motorized operations, whether it be small motors – what would be our plan to move from gas-powered. Weed-eaters and chainsaws. Everything.

CHAIR HANSEN: It's like the beautiful machine that P. J. showed me that they had bought to get rid of weeds on the side, a steam process that's not toxic in any way. I don't remember what it's called. But Public Works has bought this machine to help reduce weeds, but it's sustainable.

MANAGER SHAFFER: I think, again, filling this sheet out works, but then we'll capture this and I think in the interest moving forward as Paul had suggested earlier, this isn't the last time you're going to see this. We can take a lot of this feedback and work it into a revised version.

## **2.2.7 Implement the Initiatives and Strategies from Federal, State and Partners in Climate Programs**

CHAIR HANSEN: Staff recommends changing Strategy 2.2.7 to evaluate initiatives and strategies from federal, state and other partners on climate programs and implement those that are consistent with objectives of Santa Fe County. Okay. That sounds good. Any other comments here?

### **2.2.8 Ensure the Protection and Enhancement of Pollinator Species and Habitats**

CHAIR HANSEN: No changes here.

COMMISSIONER HUGHES: Just one change.

CHAIR HANSEN: From you.

From me. I just had one of my friends in Colorado was telling me that they're experimenting with inter-planting pollinator species with their solar panels because the shade from the panels actually benefits certain pollinators. So I would just say maybe add investigate pollinator plants on solar farms.

COMMISSIONER HAMILTON: There are also a lot of places I've seen recently that are experimenting with putting pollinators on their road rights-of-way so they don't have to mow them anymore and having – and like on median strips.

COMMISSIONER BUSTAMANTE: But then they're going to steam them.

COMMISSIONER HUGHES: That's just something to think about.

CHAIR HANSEN: I agree with somebody here who said I don't know if we're going to come to it, but Agri-Gate is a really important investment that this County has made but never has really taken off.

COMMISSIONER GREENE: What is that?

CHAIR HANSEN: I know, like you don't even know.

COMMISSIONER HAMILTON: It's like Watergate, but –

COMMISSIONER HUGHES: It's our agriculture program, basically.

CHAIR HANSEN: And it's to connect farmers with buyers. And it's a really good program but we've never had enough staff to keep it alive. Lucy worked on it. Before Lucy worked on it it was somebody else in open space, so it's kind of like –

COMMISSIONER GREENE: Sounds like Nate in the food policy.

CHAIR HANSEN: Nate said he was going to work on it at some point but he got taken away because he's working on STRs. But it's one of those things like you don't even know about it. It's really – when we handed out those little seed packets on Earth Day, they all said Agri-Gate on them. Did you notice?

COMMISSIONER BUSTAMANTE: I thought it was just a political statement.

CHAIR HANSEN: There's things that seem to be missing, but –

### **2.2.9 Support Energy Efficiency Upgrades, Electrification, and Water Conservation Measures of the Built Environment throughout Santa Fe County**

CHAIR HANSEN: No recommendation; no changes, so we'll just keep moving forward with that.

### **2.2.10 Increase Renewable Energy Access and Usage throughout Santa Fe County**

CHAIR HANSEN: There's no changes; we'll keep doing that. I love our Solar Direct program. Maybe we can buy more Solar Direct.



COMMISSIONER HUGHES: I asked PNM but I don't think they're going to do it anymore.

CHAIR HANSEN: Why? Did they not like working with the Jicarilla Apache?

COMMISSIONER HUGHES: No, I think they figure they can make more money with their own solar projects.

CHAIR HANSEN: Too bad.

### **2.2.11 Increase Compliance and Enforcement of Sustainable Land Development Code**

CHAIR HANSEN: There's no changes here but there's a list of things that staff is working on. Maybe this is where Agri-Gate goes.

COMMISSIONER HUGHES: Some of this – we already updated the Junk Vehicle Ordinance.

CHAIR HANSEN: I kept wondering why that kept getting brought up. Did we not do it enough? Do we need more attention to junk vehicles?

MS. MCKEE: [inaudible]

CHAIR HANSEN: Oh, okay. I get it.

### **2.2.12 Reduce Single-Use Plastics throughout Santa Fe County**

CHAIR HANSEN: We're moving forward on that.

COMMISSIONER GREENE: That's a place to me that we could go into the schools and partner with the school districts and we do it with the DWI program but we should be doing it with the plastics, and how to recycle and how to bring that home.

CHAIR HANSEN: I think they have a program at the schools. At least they did when Lisa Randall was there, and I don't know who their new sustainability manager is at the schools but we could invite her to come and tell us what they're doing.

COMMISSIONER GREENE: And how we could help.

CHAIR HANSEN: Yes.

COMMISSIONER GREENE: I have some guests from California who went a month without taking their trash out.

CHAIR HANSEN: I go often a month without taking my trash out.

COMMISSIONER HUGHES: I do too.

[Banter]

### **2.2.13 Update Codes to Encourage Higher Density Development Where Water, Sewer, and Available to Minimize Driving and Transportation Needs (SMART Development)**

COMMISSIONER GREENE: So I'm all for this. I think that one of the issues in my opinion right now is all – maybe Commissioner Hughes likes this, but it's all in District 5, and we need to start distributing some of these growth areas into every district. Otherwise all our growth is going to be in District 5.

COMMISSIONER HUGHES: The trouble is there's no sewers in Commissioner Hansen's district.

COMMISSIONER HAMILTON: That's what I was going to say.

COMMISSIONER GREENE: What are the other things that we can do? Like how can we increase density that is not at that level of density, but again it goes to the ADU. It goes to just these incremental densities that it is not necessary a fixture count; it's a unit count. We need more units with the same number of fixtures.

CHAIR HANSEN: Staff recommends removing Update Code, as this is but one strategy, and change to encourage high density development where water/sewer is available to minimize driving and transportation needs. Smart development. I agree with the change to the name, but we also do need to update the code.

COMMISSIONER HAMILTON: So this was another place where this was something specific but we have a generic area of updating the code. And when I originally put my notes about using rain gardens and other incentives that would, because of their mitigation would make smart, higher density development, so I don't know if it goes here or in the general, but somebody in staff might know why this should still be here.

MANAGER SHAFFER: This strategy I think relates to some other things that are already ongoing, so again, investing in SDA-1, so the infrastructure is there. That was the recommended change was that we want to encourage higher density development and there are multiple ways in which we could do that. So the code update may be a component of it, but that was why the recommended change.

COMMISSIONER HAMILTON: So it's smart development, but smart development isn't just minimizing driving and transportation needs. Part of the concept of smart development does achieve that by having services, the local mixed development, walkability stuff. All that kind of thing. I don't know. I just think there's more to encouraging smart, higher density development, which is also to mitigate foreseeable impacts – flooding and what not. So having the water and sewer utilities available makes sense but there are – at the moment we're kind of driven by developers putting in sewer. That's how we get sewer.

COMMISSIONER HAMILTON: We've been talking about alternatives too.

COMMISSIONER GREENE: Extending lines, but also over-capacitizing. Over-building, or encouraging, or giving people an added credit opportunity if they're building a development and say, look. You're going to be restricted by driving, parking or roads or things like that, but you're willing to overdo it with either water sourcing or with sewer or septic. You're not on our sewer and you're not on our water. That we try to find the right balance and trade so it's not only where we have water and sewer, but it actually can be other pockets of denser communities, at a small scale. Not 20,000 homes in the Community College District.

CHAIR HANSEN: Like in Agua Fria.

COMMISSIONER GREENE: 200 homes in Agua Fria would be great. Or a thousand even probably.

CHAIR HANSEN: But then you're coming up against the idea of agricultural land.

COMMISSIONER GREENE: So land was agricultural.

CHAIR HANSEN: All of the land was –

COMMISSIONER GREENE: Was, but contaminated, probably.

COMMISSIONER HAMILTON: Most of the open land, undeveloped acreage in Santa Fe County is not agriculture. There's a lot of ranch land in the southern part but that's not what I'm saying. It's not like all of the land we take for development is a subversion of agriculture.

COMMISSIONER HUGHES: No, that happened many years ago that they built all through the river valley and took out the farms.

COMMISSIONER HAMILTON: And that's –

CHAIR HANSEN: The river valley is where the farms were. Agua Fria was a food basket for Santa Fe.

COMMISSIONER HUGHES: Maybe we just want this –

COMMISSIONER HAMILTON: Yeah, but it's a desert state. So the concept – what happens is different than what happens in the Ohio Valley or Mid-Atlantic and stuff. So we're not talking about that level of trade off as our biggest issue in my mind. But there are huge numbers of areas in District 4 that you could build a damn house, you can take water to it. And you're not taking it out of any kind of agriculture. It's a different issue.

COMMISSIONER HUGHES: Do we want to just maybe suggest that the staff flesh out 2.2.13 with some of these ideas.

MS. MCKEE: We can do that.

COMMISSIONER HUGHES: Yeah. It just seems there's a lot –

COMMISSIONER GREENE: Implement smart growth in a countywide strategy that is appropriate for each area.

COMMISSIONER HAMILTON: Yeah. That's nice. That's one possibility.

**2.2.14 Revise TDR Section in Chapter 12 of the SLDC to Execute Growth Management Policies to Conserve Open Space, Agricultural Land and Environmentally Sensitive Areas in Sending Areas and to Direct Growth to Designated Receiving Areas with Adequate Public Facilities and Services n SDA-1**

CHAIR HANSEN: Staff recommends archiving this strategy as it is complete. Revise TDR section –

COMMISSIONER HUGHES: Well, it's complete except we haven't done it yet.

CHAIR HANSEN: What do you mean?

COMMISSIONER HUGHES: We haven't voted on it.

CHAIR HANSEN: Well, then it needs to come forward.

MANAGER SHAFFER: By the time we bring this back to you it should be complete.

COMMISSIONER HUGHES: Okay, if we've voted on it then you can take it off.

CHAIR HANSEN: It says next steps: Planning Commission October 2023; Board of County Commissioners, November 14, 2023.

COMMISSIONER HAMILTON: We surely don't need it going forward in the strategic plan.

CHAIR HANSEN: Then we're coming to proposed new strategy: As part of the implementation of the Santa Fe County climate action plan, we recommend adding the following new strategy: Create a cross-departmental team to implement climate solutions within Santa Fe County departments and across Santa Fe County. I think this is something that we have been talking about the entire time we have been here. This is something I completely support and the recommended teams – do I need to read it?

MANAGER SHAFFER: No, no.

COMMISSIONER HAMILTON: We all read it. It's good.

COMMISSIONER BUSTAMANTE: I do see something missing though, and I don't think it's going to be really in love with this, but the problem I have with this is we're not integrating preparedness. Emergency preparedness – we have climate change; adaptability is a big deal but emergency preparedness in light of climate change is a big issue right now and we've all felt nationally. We've all – the fires that are happening, floods, etc. and frankly whether or not it is seen as something that needs to be part of our sustainability planning, because this is all on the aspirational. We're going to take care of it and we won't have emergencies.

But in the event that we do, because of exactly what we're trying to address, emergency preparedness needs to be a front-facing thing that the County is also working with the community members in light of all of these changes. What it does is it actually bolsters the community's awareness of what could go wrong if they do not take actions as recommended.

COMMISSIONER HAMILTON: Don't we have emergency preparedness under a separate –

COMMISSIONER BUSTAMANTE: I have that too, because I don't see – and we might get to it, but I don't see it as upfront in the conversation of sustainability. But frankly, seeing we have all kinds of emergency management stuff in here, but what about the emergency preparedness, front-facing, this is what your community is facing if we don't take care of these measures in light of climate change. And I'm looking forward to getting into that. I didn't hear it yesterday and I don't see a real front-facing capability or addressing it, if you will.

COMMISSIONER GREENE: I think that there's two aspects to this. I think there's one, which is that front-facing emergency preparedness, and then on this side, where it's more on the sustainability side of it is let's make sure that we don't screw up all of our wetlands that are all the places that deal with flood control and things like that. So it's like so the floods aren't as bad.

COMMISSIONER HAMILTON: There are so few wetlands. Wetlands are not a veil. There is no availability of wetland mitigation of flooding in Santa Fe County or in most areas. That's just ecologically naïve. It's not even what happened naturally here. You want to mitigate flooding in Santa Fe County, it's just like the July 2017 flood we had in La Cienega. It was because all the new developments, each development contributed to a single runoff shed. Not natural water but that it all went into

one area. You want to mitigate that flooding for the next time a storm sits over there you either have to rechannel water to other places and/or preferably infiltrate it so you change your flood. And that's what a wetland would do, but you're never going to have wetlands to do that.

You can have Two-Mile Pond for habitat, you can have Two-Mile Pond and you're going to still flood Santa Fe County.

CHAIR HANSEN: Right. Because it's not – it's like what's happening out at Oshara. We're building all these new roads that we need to really think about exactly what you're talking about because all that water is going to go into the Arroyo Chamiso and it's going to go right now to La Cienega. Even more water is going to be funneled in if we don't think about that in the SLDC, and we don't think about how we design these drainage systems.

COMMISSIONER HAMILTON: Yes. Drainage. If you would think about the climate change-driven emergencies the County needs to be prepared for, it's fire and flooding. Flooding is not because of sea level. We're in the floodplain. It's a completely different source and it's that integration of having –

COMMISSIONER BUSTAMANTE: From where I'm sitting I'm seeing this from the La Cienega perspective and from those areas that have seen this, and the big part of that preparedness, and everything you said is completely accurate as well as people who actually built in and around these areas that caused that water to even channel more deeply and go into people's homes because they hadn't acknowledged that waterways had naturally been put there. So it has to do with preparedness in the event of, and making sure – and a big part of their initiative right now are clearing brush, keeping things away, that both issues – the backlog, if you will, of where water does go when we do get it, and then it goes in another direction and goes through someone's home, as well as the fire issue. So both of those are very relevant in that particular community but if it's limited to that community –

COMMISSIONER HAMILTON: No, I'm not talking about – I'm agreeing with you. I'm not arguing against you at all. I'm saying preparedness is not – it's different for the two different big emergencies and for if – to really think broadly a strategy the County could think of is to investigate the possibility – it was genius to do the rain garden demonstration for the County buildings for this Earth Day. It's keeping all the water on that property on that property. To do that throughout the county you will mitigate. So preparedness is like – we're prepared. We adapted. When that flood happened out emergency response was out there and it took care of people and then Emergency plus Public Works took care of cleaning up the flood and put everything back together and everybody was good, and now it's just waiting to be flooded again.

COMMISSIONER HUGHES: Some of that's actually – where it says green stormwater and infrastructure and stuff. So we could just add something about mitigation.

MANAGER SHAFFER: I almost hear Commissioner Bustamante to be saying, and I might be off base, but I'll just offer this if it helps is that it's most public service and outreach for the lack of a better word so that individuals understand the increased risks that might be associated with climate change, which could be, oh, I didn't think about reinforcing this wall. I didn't think about I might have to address this

situation, is what I heard you describe as helping the constituent understand.

COMMISSIONER BUSTAMANTE: I live right along this waterway. I was saying respectfully from Commissioner Garcia's role, 6:00 in the morning, two eighty-year-old people, literally standing on their furniture, right next to the arroyo. The water is raging through their house. I was on my way to the Community College, and there was the Commissioner helping them try to get out of their house when water was literally four feet up on the wall.

Now, when I say that, when we think about everything that cause that flooding, but what do people need to be aware of and how to make sure –

COMMISSIONER HAMILTON: Okay. I get it.

COMMISSIONER BUSTAMANTE: And maybe this isn't the place for it, but I do thing that somehow, some way –

MANAGER SHAFFER: We can evaluate that, but did I get that – I think we got the concept right.

[Cross talk]

COMMISSIONER GREENE: The high tide of where the last –

COMMISSIONER BUSTAMANTE: Yeah, something that.

CHAIR HANSEN: But the developers upstream have to be made aware of what they're doing. They need to be installing rain gardens.

COMMISSIONER HAMILTON: They're not going to. That's just –

CHAIR HANSEN: Unless we put it in the code.

COMMISSIONER HAMILTON: That's what I'm saying. What seemed it was considered the right thing to do from 20 years ago and it's different now.

CHAIR HANSEN: It's certainly different now.

COMMISSIONER BUSTAMANTE: Water barrels that are borrowed from the neighbor to put in while you're getting your permit, and given back to the neighbor are about [inaudible] and calling a rain garden. I'm just saying things that I know that people have done to try to meet County code so that they could get their permit. It's not working. And if we have things that are enforceable and we're able to somehow incentivize people's willingness. Like I think where do we start saying, hey, you can get a tax write-off for putting these things in.

COMMISSIONER HAMILTON: Incentives.

COMMISSIONER BUSTAMANTE: Incentives that say – we've done it with solar, why not with this type of fire and water mitigation.

COMMISSIONER HAMILTON: That's a really good idea.

MS. MCKEE: May I ask, are we asking that we add emergency preparedness.

MANAGER SHAFFER: I think it's going to be a different –

MS. MCKEE: Different strategy.

MANAGER SHAFFER: It might be a different strategy, but we're going to look at it and we'll bring it back. We captured the idea.

COMMISSIONER BUSTAMANTE: Do you feel that you have it adequately in your notes, Manager Shaffer? So I don't have to do a –

MANAGER SHAFFER: Unless you want to move the gold star.

COMMISSIONER BUSTAMANTE: I lost the gold star.

COMMISSIONER HUGHES: You've got to catch up to me.

[Banter]

CHAIR HANSEN: We have worked on this proposed strategy for 2.2 which will get another number, and then we have another proposed strategy that is to meet the objectives of equitable adaptation and response. We recommend the following new strategy. Okay, I'm not reading them but here are the new strategies. I think they're a good thing.

COMMISSIONER HAMILTON: Resiliency hubs.

COMMISSIONER BUSTAMANTE: This is where I had a note with combine with front-facing emergency management, or emergency preparedness. It's about resilience, a community's ability to be resilient in these types of situations, given the circumstances that humanity has imposed on ourselves.

COMMISSIONER HAMILTON: I don't know what the question is.

CHAIR HANSEN: So, yes, we accept this proposed strategy.

COMMISSIONER BUSTAMANTE: Moving on.

COMMISSIONER HAMILTON: Could try. Resiliency is a word a little bit like sustainability. What the hell does it mean?

CHAIR HANSEN: Or conservation.

COMMISSIONER BUSTAMANTE: It means you're not dead when it's over. That's a nifty one for me.

COMMISSIONER HAMILTON: An assessment tool for resiliency hubs to provide responsive support in extreme weather and other natural disasters.

COMMISSIONER HUGHES: Does that mean like shelters?

COMMISSIONER HAMILTON: I don't know. It sounds like something that is directly linked to emergency response, not to the Sustainability Office's development.

CHAIR HANSEN: So at NACo they couldn't use the words climate change they used resiliency.

COMMISSIONER HAMILTON: Yes, I know that. When I was at EPA we did the same thing.

CHAIR HANSEN: So that's how this word gets interchanged.

COMMISSIONER HAMILTON: That's not my problem with it. It's just like, what are we talking about? A resiliency hub? Is it something like where we're achieving –

MS. MCKEE: We're going to bring Jacqueline.

COMMISSIONER HUGHES: I think Jacqueline is going to tell us, what she thinks it is.

CHAIR HANSEN: Okay. Jacqueline, welcome.

MS. BEAM: Hello, Chair, Commissioners. Yes, Madam Chair, Commissioners, so the Climate Action Plan involves a recommendation – or proposes a recommendation for resiliency hubs because it is as we face climate change becoming increasingly needed within communities. And so I definitely envision this as being spearheaded by an emergency response type of organization or department but there are also components of this that Sustainability certainly would be a part of in that resiliency hubs have the most success if they've already got programming. And so identifying our

locations that already have programming where the community understands that this is a place to go to for services. And then there would be other additional programming that might be needed around training the community where they need to evacuate to, that type of thing.

A resiliency hub typically has a resource for energy. It has oftentimes – I think Edgewood is a perfect example because we're moving that towards being almost 100 percent solar. We just installed a solar PV system there and then having EV charging stations. It has a community garden. It has a water catchment system. So that's what you're thinking of when you think of resiliency. It is a location that can operate on its own without support for a period of time.

COMMISSIONER HAMILTON: So is it defined in our Climate Action Plan, the term?

MS. BEAM: It is somewhat defined, but I think we could – because that was a Phase 1 Climate Action Plan. I think we definitely need to drill down on the details.

MANAGER SHAFFER: So to take one example that we talked about internally, and Jacqueline, if I've got the concept wrong you'll correct me, but again, it is looking at locations. So new senior centers potentially have the ability to function as cooling centers, if we're talking about extreme heat. It's a place where people are already used to going and could be used to ameliorate the health effects associated with heat. That's what we're talking about, Jacqueline, as I understood it, was to identify those places that could potentially serve those purposes.

COMMISSIONER HAMILTON: Well, that makes sense. But that's really why I asked the question. It's not – this is not supposed to – the way it's written you could almost make it sound – I think it's a great idea. I love this as a strategy. I just was – specifically, I read it a few times and one time it sounded like what Jacqueline was just saying, a place where maybe like an enclave of development. Like Agua Fria would be a place that could, because they're already organized with the homeowners where you do all these initiatives to make them energy neutral or carbon neutral and water conservation and they do extra things. But the example Manager Shaffer just gave is something completely different. But you could read it as saying it's a place where you stockpile response materials you need if you're in a flood situation or something. Around the county so it's there. The response resources are decentralized. And I didn't that's what it meant, but I just wanted a little bit of clarification.

COMMISSIONER GREENE: That's what I thought. It could be. So it's that definition. Do we need to put fires and flood?

MANAGER SHAFFER: So maybe we could conduct an assessment to identify locations throughout the county to provide response and support in extreme weather and other natural disasters. So I'm suggesting let's just remove the word –

COMMISSIONER HAMILTON: But what Jacqueline just said doesn't sound like that. Like it goes in the other direction.

MANAGER SHAFFER: But it could be a mix and match. And it's just a suggestion.

COMMISSIONER BUSTAMANTE: We need a strong definition of



resiliency hub.

COMMISSIONER HAMILTON: Okay. Because I like the term.

COMMISSIONER BUSTAMANTE: Develop this resource as a part of our infrastructure, including definition, types of resources needed, types of staffing.

MS. MCKEE: We need to [inaudible]. That's what I'm hearing. We did not do our homework on this.

COMMISSIONER HUGHES: You guys need to fill out a form.

CHAIR HANSEN: You need to fill out another scoping –

COMMISSIONER HUGHES: But I think we all agree this is a good –

COMMISSIONER GREENE: I'm anxious or very – or I feel inadequate with my handwriting so I'm going to do them all when I get home on my computer.

MS. MCKEE: We sent it last week but we'll resend it.

COMMISSIONER GREENE: Thank you.

COMMISSIONER HUGHES: We must be on to economic development.

CHAIR HANSEN: So is everybody good here with that?

## **2.3 Incentivize Sustainable Economic Development**

CHAIR HANSEN: So staff recommends changing the objective to: Support economic development consistent with the population goals of the County. Okay?

COMMISSIONER HAMILTON: Sure. Whatever.

COMMISSIONER HUGHES: They sound like they mean exactly the same thing.

### **2.3.1 Maximize Use of Financial Special Districts**

CHAIR HANSEN: Recommendation: Staff recommends to revise Strategy 2.3.1 to maximize the use of economic development tools, programs and special districts. Okay.

COMMISSIONER GREENE: Yeah. That's leveraging all the different programs that are out there and – great.

CHAIR HANSEN: Okay.

### **2.3.2 Implement and Enhance County-Targeted Economic Development Industry Clusters**

COMMISSIONER GREENE: So I would say that, yes, we're working on the outdoor economics. That's progress. I think that this list here, it should also always list each individual area.

COMMISSIONER BUSTAMANTE: This is so weak.

COMMISSIONER GREENE: Yeah. It needs to be very specific about the areas and we should have milestones and accomplishments on each area for each year.

COMMISSIONER BUSTAMANTE: Agro-economy.

CHAIR HANSEN: Film, outdoor recreation.

COMMISSIONER GREENE: What are the other points? Green business.

COMMISSIONER BUSTAMANTE: Green business. Agriculture.

COMMISSIONER GREENE: Arts and culture, tourism is even under there. How does tourism then become sustainable?

COMMISSIONER HUGHES: You could put also remote work like software engineering that can be done from here.

COMMISSIONER GREENE: Green business.

CHAIR HANSEN: I know this doesn't fit right in here, but nowhere in here have I seen my shooting range.

COMMISSIONER BUSTAMANTE: It's not economic development.

MS. MCKEE: [inaudible] safety which is first, and it is not going to show on the slide or the work plan. [inaudible] work plan. I'm happy to print it for you.

CHAIR HANSEN: I know that's not economic development but it is economic development because it relates to tourism.

COMMISSIONER BUSTAMANTE: Is it because of the targeted –

COMMISSIONER GREENE: That spurred the thought in her brain.

COMMISSIONER HAMILTON: She's really pulling ahead of you now, Hank.

COMMISSIONER BUSTAMANTE: We don't need people to fly in from other cities to shoot in La Cieneguilla.

CHAIR HANSEN: Absolutely not.

[Cross talk]

CHAIR HANSEN: I didn't want to promote it as economic development, but it popped into my brain and I haven't seen it.

MANAGER SHAFFER: What I might suggest, because our economic plan, and this relates to this is potentially updating that plan. But perhaps Paul, at a BCC meeting in the very near future if we could provide just an update and presentation of our existing economic development plan, which goes into, obviously far greater detail than this and includes film, includes other – that might be a jumping off point for further discussion around this topic, if that makes sense.

COMMISSIONER BUSTAMANTE: That's important. Thanks.

MR. OLAFSON: We certainly can do that.

CHAIR HANSEN: Okay. Can we move on?

### **2.3.3 Incentivize Green Economic Development and Sustainable Job Growth**

CHAIR HANSEN: Okay, no changes.

COMMISSIONER GREENE: And I don't know if this fits in here in the sustainable job growth, but I'm a big advocate for finding local resources and vendors, as opposed to area imports. And it's not – it can be from California, it's still an import. Like how do we – and maybe it's own thing. How do we buy local? How do we create a really good buy local program?

CHAIR HANSEN: Right. And we used to have that buy local in the early 2000s and there was – there were incentives. Don't we still have incentives on our purchasing?

COMMISSIONER BUSTAMANTE: That's for the state.

COMMISSIONER HAMILTON: Isn't there a New Mexico True thing that's part –

COMMISSIONER BUSTAMANTE: There used to be unless the Martinez administration removed it.

CHAIR HANSEN: Martinez got rid of it.

COMMISSIONER HAMILTON: Are you sure?

CHAIR HANSEN: Yeah.

COMMISSIONER BUSTAMANTE: Because they wouldn't have done that for agriculture, I don't think, and I think that the agro-economy, especially because there's been a lot of effort in putting food into the schools, from local sources.

CHAIR HANSEN: But that wasn't done under the Martinez administration.

COMMISSIONER BUSTAMANTE: I want to know if it was removed, because there have been procurement incentives that if you have a New Mexico priority there's – it moves faster through the procurement process, through state procurement.

CHAIR HANSEN: I don't know if it's still there.

COMMISSIONER GREENE: I would love to see one that goes to the level of, if it's in Santa Fe County, it's two steps up. New Mexico, and then like LEED certification goes to how far did this stuff travel to get to you? And so –

CHAIR HANSEN: So we used to have things like that in the procurement code.

MANAGER SHAFFER: We have procurement preferences, so local. So we'll provide you information on what currently exists.

COMMISSIONER BUSTAMANTE: The other thing that Commissioner Hansen said at a meeting over the cannabis at our very first meeting, was that this was a micro-economy, that the reason that that had been passed for the ability to do that was because it was micro-economy and I think that there's nothing here that says that micro-economy, which is an agro-economy, matters. And I think it doesn't have to go without saying, but if I have to make the case for agricultural economy, Green Tractor Farms was a construction guy, and they are one of the larger food producers now in Santa Fe County and get adopted by anyone who will have them. So I don't want us to lose that as a green – putting and keeping water and making sure that future generations have food available where we are. We're not going to be the Jetsons.

COMMISSIONER GREENE: And no doubt we should lead by example and should be our procurement, our own stuff that we buy at the County, but we are minuscule to the economy of Santa Fe County. We are just a small fraction. And so creating the tools to make it easier for people to not automatically go to the Amazon website and do that. It's like I can buy paperclips. Sure the paperclips are all made in China. It doesn't matter. But at least that incremental purchase is made locally as opposed to on the internet. How can we create those tools for everybody to shop as local as possible

CHAIR HANSEN: Don't buy on Amazon.

COMMISSIONER GREENE: Right, but if I need something quick I'm going to buy on Amazon.

CHAIR HANSEN: I'm not.

COMMISSIONER BUSTAMANTE: Or are we being punitive if the box has a big Amazon sticker on it, and you want to recycle it, of course then it will end up in the landfill. Or in the Caja del Rio.

COMMISSIONER GREENE: Yes. Anyway, my point is if we were able to creating sourcing solutions that made it easier and marketed it that way, that would make our local businesses stronger by saying, look, Santa Fe County is supporting shop local. Not only do we shop local but we make it easier for everybody else to shop local.

COMMISSIONER BUSTAMANTE: Yes. Los Alamos County is doing a lot about that.

CHAIR HANSEN: and the film industry is great at doing that, in supporting local.

COMMISSIONER BUSTAMANTE: One of the things – that's a big deal, and it wasn't a few years ago and I'd like to relook at it. They didn't bring in – I mean they didn't use, oftentimes, more often than I would have thought, because we have really good food in Santa Fe County, and they were bringing caterers from California.

COMMISSIONER GREENE: They still do it. They still –

COMMISSIONER BUSTAMANTE: And that's like – but they have all the incentives in the world, so folks come in and bring their food.

CHAIR HANSEN: But if it's not sourced or bought locally they don't get credit.

COMMISSIONER GREENE: Oh, yes. You have to be a resident of New Mexico for one day. Not even seven days.

CHAIR HANSEN: Okay. Unfortunate. Okay, we've added things to that.

#### **2.3.4 Create an Arts and Culture Commission within the Economic Development Division**

CHAIR HANSEN: Recommendation: staff recommends –

MANAGER SHAFFER: I think if I could, just to keep us moving, because there was some conversation around this, and maybe it's just as simple as evaluate an Arts and Culture Commission within the Economic Development Division. But what Paul put forward was let's go do the legwork and we can bring that back as to here are best practices; here's what this might look like, and then give you a range of potential options.

COMMISSIONER BUSTAMANTE: The sponsor of HB-8 is also ready to support.

COMMISSIONER GREENE: And this is something that is a good collaborative area between the City and the County because at the end of the day, it's probably not a full-time position.

COMMISSIONER HAMILTON: That's a good point but I would think evaluation is –

COMMISSIONER HUGHES: It's always a good first step.

CHAIR HANSEN: Okay. I'd like to see it before I leave the Commission.

### 2.3.5 Maintain and Expand Non-Residential, Mixed-Use and Institutional Zone

COMMISSIONER HAMILTON: This is one I asked about earlier. The staff recommendation was that it's not always economically viable. Manager Shaffer said something about it, so I don't know what we have to do here, but I think –

COMMISSIONER GREENE: This goes to, I think part of looking at the land use map, and looking at agricultural lands like we were talking about, versus industrial lands, and really looking at the mix of those available lands and the appropriateness of that. So telling somebody that they should build a farm and they go to the desert is different than saying to do it by a river or an acequia.

COMMISSIONER HAMILTON: But basically, mixed-use zone and usage refers to having what our requirement is to have services and not purely residential development. That's really –

COMMISSIONER GREENE: I'm the biggest support of that.

COMMISSIONER HAMILTON: I know. I hear that all the time. I guess what I'm saying though is it says it's not always economically viable. What are we supposed to do with this?

MANAGER SHAFFER: And maybe we can move on from this and it's a larger conversation as it goes to the question of focus. You can pull up the zoning map and say, here's where all the industrial is. Here's the light industrial. Here's the commercial. Here's the mixed use, etc. Or was this meant to be focused more on within individual developments, which is what we were talking about before. That we're going to require you, if you're coming forward with something in the Community College we're going to force you to have a certain amount of mixed – of non-residential. So I think that was really the point was to help refine and focus the strategy on are we talking within an individual subdivision or are we looking more broadly at, we have uses and do we have enough industrial versus light industrial. Enough commercial space.

COMMISSIONER HAMILTON: So should this strategy be revised to instead of maintain and expand, say, re-evaluate and make recommendations on non-residential use? I was [inaudible] that entirely off of Manager Shaffer'.

### 2.3.6 Support Workforce Training and Education Programs

CHAIR HANSEN: There's no changed recommendations. We have a number of programs that we're working with and collaborating with different people, so it looks good, unless somebody has some changes or additions.

COMMISSIONER GREENE: We're working on this project management concept, PROTEC doing its things. I know that, again, Los Alamos County and Rio Arriba make great partners for this.

CHAIR HANSEN: It says collaborate. Yes, ma'am.

COMMISSIONER BUSTAMANTE: I'm afraid that this is going to sound like a conflict of interest but this is a federal grant and I'm not receiving any money directly with the exception of compensation for the role of overseeing this. But we have this \$6.4 million grant in the interest of helping people who have been underserved in workforce that the County as it is a systems change grant, the County is a player in the

ability to – and we’re integrating and looking – that wasn’t stated in our previous review of things like Santa Fe CONNECT and helping people who would otherwise fall out of a system or go back to the bad system that they were in, move forward into job opportunities. And I see this as something that clearly hasn’t been communicated well enough at this level, but it is a resource, a capability that, boy, oh boy, did Jennifer Romero and team have a whole lot to do with with that Santa Fe CONNECT and getting it to people who as they come out of the prison system are now getting connected to the training programs and into jobs, ultimately. The jobs are barely started.

COMMISSIONER GREENE: Is that part of what the CONNECT is doing? Are they getting to the workforce side of that?

COMMISSIONER BUSTAMANTE: When we started this conversation they hadn’t been working directly with the jail. Since then, since our visit and subsequent conversations, now Santa Fe CONNECT is actually connecting with people coming right out of the jail as well.

COMMISSIONER GREENE: Doing workforce too?

COMMISSIONER BUSTAMANTE: Exactly.

COMMISSIONER GREENE: That’s brilliant.

COMMISSIONER BUSTAMANTE: So now, and again, the workforce component, but yes, people have been – all right, what do you want to do? And I’ll tell you the conversation was that – can go back to the system I was in at the prison or the jail, or getting a new system. And that’s where we did a lot of work with Bagel Schwaegel, met with people who were in transitional housing. This is very much a systems change in how we utilize Santa Fe CONNECT and getting people into workforce. It’s brilliant, and frankly it was already being done by the County. It was just about connecting dots. So it’s not reflected here. I’m afraid that Economic Development may not be aware, but it is one place that the County, and frankly, now the seven counties in the North Central New Mexico Economic Development District are called.

CHAIR HANSEN: Does Juan come to the North Central? I don’t remember seeing him there.

COMMISSIONER GREENE: He has. He’s only been on there once. We’ve only had one meeting since he’s been on.

CHAIR HANSEN: Really.

COMMISSIONER GREENE: He came on, we’ve had March or so, July.

COMMISSIONER BUSTAMANTE: We have a meeting every – well, we had one just this past month.

COMMISSIONER GREENE: No, we have every three months.

CHAIR HANSEN: Juan needs to be going to North Central Economic Development.

COMMISSIONER GREENE: There’s an October meeting.

MANAGER SHAFFER: He was appointed and I believe, if I’m not mistaken.

COMMISSIONER GREENE: I think he is. I think he’s now on there.

CHAIR HANSEN: I was at the last meeting I was at. I didn’t see him there. So.

COMMISSIONER GREENE: So he was there at the last meeting. You

were at the meeting two meetings ago.

CHAIR HANSEN: I was there at the meeting before that.

COMMISSIONER GREENE: I don't think he was on board then Either he just started or –

CHAIR HANSEN: Okay. Whatever. I just wanted to make sure –

COMMISSIONER GREENE: Yeah, he needs to be there. That's right.

COMMISSIONER HUGHES: Are we making any changes then to

2.23.6?

COMMISSIONER BUSTAMANTE: I would want to add –

COMMISSIONER BUSTAMANTE: I think, not only, with all due respect and just to expand it from beyond your program, I think the CONNECT program should also have a workforce aspect of helping people. If that's the weakness in their system –I need food support, I need housing.

COMMISSIONER BUSTAMANTE: It's not a weakness. It is now part of it. So CONNECT is literally connected to [inaudible]. It's not my program. That's the beauty of this. This program is really a connection of all existing things that support people and making sure that that safety net is stronger. So CONNECT, they are doing it, now that they're connected to this effort. Like literally, it's about putting the plugs, these existing programs are now accessible to everyone CONNECT has already been working with. So it's good. It's actually good.

CHAIR HANSEN: Thank you.

### **2.3.7 Meet Adequate Public Facilities Requirements of the Sustainable Land Development Code (Chapter 12 SLDC)**

CHAIR HANSEN: So this relates to strategy something – a couple of question marks.

COMMISSIONER HAMILTON: Well, there's a recommended revision.

MANAGER SHAFFER: We want to evaluate the adequate public facilities, both to make sure that they're appropriate for the County but also how they relate to developer requirements.

COMMISSIONER GREENE: And I would love to get the definition of that slightly tweaked. Walkability to a small-scale grocery store. That may not be considered an adequate public facility, but it is. You don't want to build food deserts. You don't want to – we talk about parks and trails and sewers.

CHAIR HANSEN: That's also dependent up on the developer.

COMMISSIONER HAMILTON: Technically I live in a food desert.

CHAIR HANSEN: We tried for years to get –

[Cross talk]

COMMISSIONER GREENE: It doesn't mean you have to build it. But it means you can't preclude it.

CHAIR HANSEN: Right.

COMMISSIONER GREENE: So if you have to leave an empty lot so someday –

CHAIR HANSEN: It's left there.

COMMISSIONER GREENE: It's left there. You don't get that –

CHAIR HANSEN: Oshara has empty lots –

COMMISSIONER GREENE: Empty lots made for that.

CHAIR HANSEN: For a grocery store.

COMMISSIONER GREENE: And now that the northeast-southeast is going to be there, there's going to be –

CHAIR HANSEN: I hope so.

COMMISSIONER HUGHES: But my public facilities, do we mean grocery stores or do we mean like schools and universities?

COMMISSIONER GREENE: All of the above. It's what makes a –

COMMISSIONER HUGHES: I think I got an answer to my question.

MANAGER SHAFFER: So currently, looking at the list of adequate public facilities, no, grocery stores would not be captured.

COMMISSIONER HAMILTON: Yes. More like schools and that sort of thing.

MANAGER SHAFFER: Open space, water, sewer –

COMMISSIONER HAMILTON: And roads.

MANAGER SHAFFER: Roads, fire, sheriff.

COMMISSIONER HUGHES: Okay.

MANAGER SHAFFER: What I believe is on the list –

COMMISSIONER GREENE: I think I've heard that before.

MANAGER SHAFFER: But in evaluating it we could look at other things. I don't think that we could – I understand what you're saying, and I think we're saying two different things in the sense that you're saying preserve it, which is the conversation about mixed use and zoning. Not build it, but preserve it so it's not precluded. Whereas, adequate public facilities is looking at do we have –

COMMISSIONER HUGHES: Already in place.

MANAGER SHAFFER: Already in place or should we require someone to get [inaudible] or should we be planning to do it.

COMMISSIONER HUGHES: The extension. Okay. So I think changing it to evaluate is good.

CHAIR HANSEN: Okay. Next.



**2. D. PROVIDE A SAFE COMMUNITY**

**1.1 Create an Organizational Structure to Provide High Quality and Timely  
Emergency and Crisis Response**

CHAIR HANSEN: I want to say, I'm wondering, should we renumber all these since we started from the back and we went to – These are okay, the numbers as they are?

MS. MCKEE: We just presented it backwards, but we know we can change it.

COMMISSIONER GREENE: I think to her point, it's almost like safety seems like a first priority, the first, number 4, seems to be upper level, like literally strategic things, as opposed to these seem next tier down.

MS. MCKEE: We can do anything you want. You are the Board of County Commissioners. And should you choose to do that, [inaudible]

COMMISSIONER HAMILTON: Every single thing, including all the new words already entered this –

[Cross talk]

CHAIR HANSEN: I won't bring that up right now, but it's a thought.

MS. MCKEE: It's your call. I will do whatever –

COMMISSIONER HUGHES: I think the numbering is just for organizational purposes and we should just leave it the way it is.

COMMISSIONER HAMILTON: And actually, you want to know what the legacy is from? The legacy is from the way they listed the population goals, the four overarching County goals in the first damn place, which we inherited. They were developed before we were Commissioners, because they were presented to us the very first planning thing. So it's just a legacy numbering system.

COMMISSIONER BUSTAMANTE: Sorry the Manager isn't here because when we're talking about the numbering, there's one thing that then I think it should be 0.01. I am really taken aback that we didn't start from emergency preparedness. And I said it in my last one, and this is where it is just glaring. We are in emergency response. Really, what are we doing? And I'm going to say this. I think it's so important for you to hear this, but since I've come on, I have seen an absolute – my interface with the emergency preparedness group with Ignacio and Chief Vigil, has started, but when I was the director at the Bureau of Health Emergency Management, I worked with [inaudible] wasn't there but I was there at the EOC, working with the County and making sure we had preparation. This really doesn't address preparedness.

When we get into, sure, this is how we're going to run in and take care of things in our – but our efforts in making sure that our community response is there, and we have things like the Santuario walk, and when I tell you that I have seen and can't believe that this guy, like one individual, and where Martin would show up in every corner you look for him, when a community says, how do we make sure we have the resources we need to get out of this community? He'll show up with his teams in force, and I see nothing that says that there is any strength or support for the effort that emergency preparedness, emergency operations, not response, but preparedness for this County. And I'm going to call it out right now, and I wish that Greg was here. I have said it in meeting after

meeting that I see an under-appreciation. At this point I'm going to call it what I see it. Today is the day, but we do not – there's a lot where –

CHAIR HANSEN: So we have a task force and a workforce.

COMMISSIONER BUSTAMANTE: I'm going to tell you, we have someone coming in to review the operations. I got feedback on how much time was actually spent. I asked our Manager to spend some time reviewing what they were doing. I understand that it wasn't a full day's work in evaluation, but emergency preparedness in our communities that have every potential, I would say as not being as aligned with how much flooding we actually may have. Fires I feel pretty dang confident that we're going to have more than we expect in some of the areas where we live.

COMMISSIONER HAMILTON: Absolutely.

COMMISSIONER BUSTAMANTE: I have District 3 – well you have districts with trees in them too. I am so concerned that we are not – and it's really problematic to me. At this point on this day, like the wall has been hit for me. I have – I heard that we were understaffing it. I had heard that we were under – I'm not going to say it because these were never the words used, but to me it was just a lack of respect of the effort that this happens. Chief Vigil goes out to these community meetings where I've stood there and he'll bring out equipment, show community members how to be prepared, how to do their emergency response pack for their home. This is what you'll need when you're going to leave. Going on and on. And I continue to be.

Because anything anybody is going to say tells me that it never got better since the day I came on and this was an issue for me in January

COMMISSIONER HAMILTON: So hang on.

COMMISSIONER HUGHES: You should fill out the form.

CHAIR HANSEN: I'm going to go to Commissioner Hamilton.

COMMISSIONER HAMILTON: This is really important, and I've been talking about this and participated in helping the County get into a bigger place on this for a long time. And a year ago I talked about basically what you're saying, that we actually had through the foresight of things, tremendous development of individual capabilities but had gotten to the point where it's big enough that it really has to change. We're not putting enough – there isn't enough basis for understanding how to expand emergency management and where to put the effort, and how to organize the effort and exactly what's missing. Because what we had were too few people and a lot of trees, but not an organized forest. And we have more capabilities than Martin knows about than many, many other places, but it's not organized and where do we go from here? That is why the effort was put into the task force. The task force is not just going to be coming out with little bits of like, well, Martin should do this and here's what we should call and here's where we should put it. But it's going to become the basis for being able to say we need these kinds of resources and planning and ops, which is response, planning and response have to be different or they don't, and it should be this much bigger, and we are going to need to give –

CHAIR HANSEN: This is an overall strategy.

COMMISSIONER HAMILTON: Yes, have an overall strategy and a basis for understanding how much to give to not just fire response but the reorganization of the preparedness end. We actually have tremendous preparedness in some areas. Not every

county has the full [inaudible], the mass casualty. We have a whole bunch of things like that. But at this point we need more than that. We need to understand, document what we have and make sure we have the people that match the physical resources and the training and the structure. We have one person who does all the planning and all the responses, which is not typical. So we've got a task force together to do that.

In my conversations, it's not just acknowledgement of one individual and what he's done, there have been times that has been a tremendous problem. But it's also moving forward objectively. And with what the County Manager and everybody else who's worked on it, from him down, have said to me is this could be one of the biggest areas of investment the County has to do, and we don't do it, anything like that on incomplete information and one person's say-so. That's why the task force was developed.

COMMISSIONER BUSTAMANTE: Sincerely, and I regret bringing up one individual. There have been two individuals that I see front-facing. My concern is I see nothing in here, task force aside, we are now on our tenth month coming up since I've been in office, and emergency preparedness is such that we could spend the next three years planning on how to be prepared. There's nothing in our strategic plan. I'm very concerned. This is not about the individuals. Even though I absolutely –

COMMISSIONER HAMILTON: [inaudible] it's in here. There is stuff in here, but I don't –

COMMISSIONER BUSTAMANTE: I don't see anything that is strategically calling out, straightforward –

COMMISSIONER HAMILTON: Okay.

COMMISSIONER BUSTAMANTE: Front-facing entity, or entities, or support for such that are helping community members be prepared in the event of these inevitable fires and smoke, floods –

COMMISSIONER HAMILTON: It's going to be here. I totally agree.

CHAIR HANSEN: I'm going to Elias.

MR. BERNARDINO: Madam Chair, Commissioner Bustamante, I echo your sentiment on the County's preparedness. Just to define the problem within the County, we haven't evolved in various areas. As you know, our manual systems, when it comes to financial budgeting processes and so forth. Some of them are even manual, unfortunately. OEM is one that we haven't evolved. There is an ordinance, 1998-11 if I remember correctly. Please don't quote me on the number, but somewhere along that line, that specifies that any policy or any structural changes to the Fire department needs to go to the Board. If you'll remember we went through a variation of meetings to get the restructuring of the Fire Department. OEM as it stands today is under that structure. So for us to make any changes or any type of evolution or progress, would require to go through that process. It's not an easy one. That's one issue.

The other part is we haven't really focused on the what is OEM really defined for the County, and this is the way we've inherited it. The other part is we haven't really supported the OEM staff adequately, I believe, and that's poor leadership, unfortunately and I can't identify specifically who to point the finger at, but the bottom line is those three factors create where we are today. However, there is a strategy to reimagine on what OEM is going to look like and it's the second strategy within population goal 1.

And I think part of the climate change, I think that's more of another layer, at least in my head, is the resiliency part of things. But we do have a strategy, 1.1.2.

COMMISSIONER GREENE: The office to me is slightly different than the plans. So create an organization, so 1.1, is create an organizational structure to provide high quality and timely emergency and crisis response. I think the addition to that is preparedness and response. It's like being ready is being trained and ready and having the plans so that they can just muscle memory sort of happening. And then the response is what – it's ready to go.

COMMISSIONER HAMILTON: Yeah, but so there might even be more here though. Like I'm not sure – Commissioner Bustamante, are you saying there are some things? Because I see what's classically called emergency preparedness as part of County strategy that's developed within the scope of the Office of Emergency Management. But if you're – we have like lots of strategies in other departments that become more specific. If you're talking about having more specific strategies to include what we do to assist constituents in implementing fire-wise and home-hardening, fire-hardening procedures. I've had a whole bunch of conversations with Chief Black over the last few months on those, and some of those are things that they are in fact working on. That doesn't mean there wouldn't be good strategies to call out if they're not specified. So if that's where you were going, and I can see where there aren't enough things potentially laid out as goals or strategies. I don't know if I'm misreading what you're saying, because I was arguing with you but not on concept. I was thinking that what you were after is covered and it may not be.

COMMISSIONER BUSTAMANTE: So yes to all the above. Emergency response is not emergency preparedness. Front-facing community involvement, the largest problems with the fires in northern California – it turns out that the electric company had a line down. Yay. Because the county was going to get sued up the wazoozy because no one knew how to get out of that community. What was it called? Paradise. And I think that was one of my biggest concerns coming in because I had been – in fact I started this conversation when I was the Valley Association president. I didn't even know I was going to run for office yet. It became apparent to me, given a lot of the concerns that we have in our community, given a lot of the dry brush that some people aren't taking care of, etc.

That being said, our OEM Chief came in and met with the community and we started preparing these exercises so the community would know what had happened 26 degrees outside, a fire sustained, kept burning, and people couldn't get out of Paseo C de Baca. No egress. There's no egress. Communities start to get together, saying if we really have something like that again what is our chance of getting out alive. And that one was like, good luck. You're going to have start climbing over the hills here.

So it started a conversation, and then, lo and behold, I run for office. Here I am, and I'm driving to Edgewood and I go through the San Pedro, and I'm going holy cow. This is not a La Cienega issue; this is a countywide issue. And it's that front-facing community preparedness element that was the hugest factor in Paradise. People did not have emergency response system, like their phone didn't go off. They didn't – all of a sudden people were in their homes and things are burning around them.

We're in better shape than that now, at least in La Cienega. I do understand that other parts of our community within the COs are preparing to have these conversations and doing exercises that is saying how we're going to either strengthen, bolster, support – whatever it takes, and I'm working on the sheet – to make that stronger. I understand there has been a consultant. I referenced that. If he could please go visit that operation. The current staff feels as though there's not enough attention given to what is happening with them, whatever those issues may or may not be. It's about really understanding – and I'll say this – I was the director of Health Emergency Management for the Department of Health, the Bureau of Health Emergency Management, supplies, etc. The stockpile, which would have included our ability to get out all of our COVID response but frankly that tanked during the Martinez administration. The fact is it was the current manager, the current chief who was front-facing for a lot of those initiatives even back then.

Then at the Community College we had a really strong community emergency response to the CERT. At the Community College, big events happened. The CERT got together when we first started with COVID, from passing out food, doing things, and I'm saying how do we strengthen that and keep that going? You and I have had this conversation a few times. I open up – I'm here yesterday and I'm still kind of waiting to hear something about emergency preparedness because I didn't have my book. I just had to listen. And here I am, I'm looking at it. It's still not there.

So I'm saying what are we going to do to make sure the front-facing elements, the part that says –

COMMISSIONER HAMILTON: Education and all that stuff.

COMMISSIONER BUSTAMANTE: Absolutely. To know that we couldn't have Chief Vigil at our thing because they had to be out at Glorieta giving shots on certain days. That says, what can we do to strengthen this system, and if it's – what does it take to get there from here? To say Santa Fe County is in a strong public health position when it comes to emergency preparedness. And I speak from a public health perspective. That's what I'm trained for. So I'm looking for it. And I fell in hard in disappointment, going, we have nothing here. We have absolutely nothing. I'm going to ask for it on this with my poor handwriting and all, and I'm not going to take it back and type it. But it is something that when I've asked the question before, and the response, well, we're listening. Those aren't my fields, those aren't my problems. What is my problem is how to make sure what happens next and how we're going to get there from here, consultants aside, that we're working with current personnel who have proven to be – and I've said when you were absent – to be in corners I didn't expect. It's like, whoa, you were just at that yesterday. And it's like, yep, and now I'm at this one, making sure that we are front-facing to the community saying, something happens, the County's got your back.

COMMISSIONER HAMILTON: Actually, there's a planning and programming development aspect to that where it's not just reactive where everybody invites Martin once in a while to come talk to the community because the community asks for it. What's the evacuation plan? Well, we can't really give you an evacuation – there's a company line. We don't designate evacuation routes for fires, because – but it's got to be, and he gives all the reasons. But you're talking about much – beyond that.

More broadly. So that we may need something that says, one of the things we should focus on is developing the plan for what needs to be brought to the community to assure our constituents are prepared and knowledgeable for when these emergencies happen, and how do we bring it to them? What now? And maybe that's a piece – not that people in OEM currently haven't thought about that sort of thing. We don't have it captured in the strategic plan, maybe.

COMMISSIONER BUSTAMANTE: It's not captured in the strategic plan.

COMMISSIONER HUGHES: Right. So it's going to be a whole new strategy.

COMMISSIONER BUSTAMANTE: It's just called an opportunity. And quite frankly, other days in working at a national lab that every potential, because we had that big old Cerro Grande, CERTS popped up like mushrooms. CERTS, community emergency response teams. And more community emergency response teams, where folks who are in Tesuque who all of a sudden, grab your green bag, put your hat on, and we're going to start helping people evacuate the community. You have one good fire close by, they pop up, and now we've had this long thing where life seems good but, I'm sorry. It is good. But we should still have community –

COMMISSIONER HAMILTON: It's good until you're trapped into the fire.

COMMISSIONER BUSTAMANTE: Until you're trapped in fire, and the beauty is, with all due respect, I will just say, Chief Vigil trained well a whole bunch of folks who felt really important at the Community College. So whatever it takes to get there from here, let's get some more of that support.

COMMISSIONER GREENE: I'm supportive of your sheet right there so it definitely needs to be added.

COMMISSIONER BUSTAMANTE: Will you go type this up tonight?  
Just kidding.

COMMISSIONER HUGHES: Give it to Cindy. She'll handle it.

CHAIR HANSEN: So I think this is a really important conversation and I really appreciate it but I'm going to take us back on track and go through –

COMMISSIONER BUSTAMANTE: This was on track. I put objective 0.0 [inaudible]

COMMISSIONER GREENE: Before you can do anything you better be prepared.

### **1.1.1 Develop a Public Safety and Recruitment and Retention Plan**

CHAIR HANSEN: Strategy 1.1.1 is staff recommends revising Strategy 1.1.1 be called develop strategies and practices for recruiting, incentivizing and engaging the current and future County Public Safety workforce. I'm on page 4

COMMISSIONER HUGHES: Of population goal 1.

### **1.1.2 Consider Expansion and Relocation of Office of Emergency Management**

CHAIR HANSEN: So staff recommends revising Strategy 1.1.2 to implement recommendations concerning the structure, staffing and responsibilities of the Santa Fe County Office of Emergency Management. I think we have a number of strategies here plus others that I won't bring up because they were discussed in executive session. Is everyone good with that?

COMMISSIONER HAMILTON: Yes.

COMMISSIONER HUGHES: Yes.

### **1.1.3 Create and Implement Communications and Outreach Plan to Address Internal and External Communications in Public Safety, Including Emergency Communications and Risk Reduction and Prevention**

CHAIR HANSEN: Staff is recommending adding align the communication plan and procedures to ensure that communication efforts are strategically planned, consistent, and well coordinated across Santa Fe County.

COMMISSIONER HAMILTON: I have at least a question because the idea of combining stuff, there's lots of good reasons to be [inaudible] and for some kinds of communications I have no problem with that, but I would hold off and specifically ask our OEM Task Force what they think about that, as well as Martin, our in-house expert speaks. Because my concern would be if there were specific types of communications that are required for preparedness but also during an emergency, and when you activate – like we don't have an emergency management center, so I know the previous request for having a communications person specifically associated with that was because of the very, very specific needs of types of communications during an emergency. So I can understand, like, when you're planning you're not in the middle of an emergency, but that would be my concern about just totally combining it. Some of it might be consistent. Like an educated way of doing outreach and a consistent way of – I'm all good on that. This is a very specific question. I think you might understand where that's coming from. I'm not saying to reject it. I just would like to get that technical information so we're not missing something. Emergency communications during an emergency

MS. MCKEE: Madam Chair, if I may, I think that [inaudible] we're also training fire staff [inaudible] while this is being stood up so that my team is [inaudible] a couple of years ago, but my team is going to do that, because when we have to [inaudible]

COMMISSIONER GREENE: If I may circle back to something that I'm seeing here that is pretty consistently missing. That progress is great to see here, but everything, if it isn't done, almost should be – a lot of places there are next steps. Everything should have a next step. I think. As opposed to just changing the title. Like what are those next steps that we can expect to see within the next year or at least between now and the next time we do a strategic meeting like this.

COMMISSIONER BUSTAMANTE: The thing that's really good about this County right now with the emergency thing that comes up on my phone and now on my watch, is there's a good system in place. In fact yesterday I was just told to make sure

my 911 contact is fresh. That for any community member is available to their phone. It's a great [inaudible] The FEMA training, what concerns me about that, and I don't know if this is your experience, for every emergency I ever showed up to – now, I haven't done neighborhood. I've done Cerro Grand, Louisiana, other larger things that FEMA was the last one in the room. Even for the stuff in Mora, FEMA shows up months later. So FEMA's not the – when we think about emergency response training, I think more of the ICS structure in being a first responder that my mom could be. It's just no one else goes into this grocery store; a tank went down. Or something. I don't know. But something that gives people that basic community level and maybe I'm overstepping here, or not stating correctly, or going to deep into too big of weeds. But the communication strategies I think are good for the – for what happens in the system, at least in the drill that we did. When people got on radios and then it's all right, who's phone went off and who is already hooked up on the pretend system they had sent a call to on their phones and people showed up where they needed to be.

So I think that the changing of the name, the way it's stated, just helps them clarify for those purposes, because I think that the communication capability is pretty strong in Santa Fe County. At least for how they communicate with people to get out and then the responders coming from far and wide for that exercise anyway.

MANAGER SHAFFER: Just for the sake of time, we'll evaluate that before we bring it back. And then separately, again, it's just useful to levels that – this was a power point presentation. If you go into Envisio, there's work plans and there are monthly updates to those, so this is not all of the activity and it wasn't purporting to be. We were trying to hit some highlights, and Cindy, if you just want to make sure to reach out to each individual Commissioner to make sure that we've provided adequate resources as well so that you can go in at any time and you can look to see where things stand and what's going on.

MS. MCKEE: [inaudible]

COMMISSIONER GREENE: Just as another added on, we get all these reports from different divisions and departments. They are reports that are in our packets or online.

CHAIR HANSEN: Right.

COMMISSIONER GREENE: There are sort of milestones that you hit. Glorify yourself. Go hit 'em. Just say keep track of them for us and say we've made progress on these things. Check. Here's where we are and monthly or whatever – quarterly – this is great, if you're making progress.

MS. MCKEE: Belatedly our goal is that those monthly reports you see come directly out of the strategic planning software. So that it all aligns, so that in fact our saying check. You sent it to us in September, here it is accomplished in November. So absolutely.

COMMISSIONER GREENE: Yeah. That'd be great.

CHAIR HANSEN: Okay. I'm going to move us on to proposed strategy: Develop a data strategy and framework to increase Public Safety's analytics IQ. Okay. So I think this sounds good. Any comments, questions?

The next proposed strategy is develop and update comprehensive emergency telecommunications plans and procedures that address the evolution of risks, capabilities



and technologies across the emergency communications ecosystem. Another long strategy but important.

COMMISSIONER HUGHES: It's a good strategy.

COMMISSIONER HAMILTON: It's a great strategy.

CHAIR HANSEN: It really is.

COMMISSIONER HAMILTON: I just said having an emergency communications ecosystem is great jargon. It's like resilience. I was just poking.

COMMISSIONER BUSTAMANTE: Just say system.

COMMISSIONER GREENE: One of the bullets under there would be work on the broadband plan to put 5G.

COMMISSIONER BUSTAMANTE: I'm going to put ecosystem.

COMMISSIONER GREENE: – cell towers and [inaudible] in the dead spots.

CHAIR HANSEN: Okay, moving right along. Next proposed is conduct work place and facility capacity planning for Public Safety Department. Okay, so –

COMMISSIONER HAMILTON: Yes.

CHAIR HANSEN: Yes.

**Proposed: Develop a Data Strategy and Framework to Increase Public Safety's Analytics IQ**

**Proposed: Develop and Update Comprehensive Emergency Telecommunications Plans and Procedures that Address the Evolution of Risks, Capabilities, and Technologies Across the Emergency Communications System**

**Proposed: Conduct Workplace and Facility Capacity Planning for Public Safety Department**

**FIRE DEPARTMENT**

**1.2 Provide High Quality Fire Protection, Prevention and Suppression Services**

CHAIR HANSEN: So Fire Department Okay, capital outlay for water suppression in Madrid was requested. Staff recommends revising objective 1.2 to continually improve emergency and non-emergency services by innovating and incorporating cutting edge technology and best practices to deliver exceptional fire prevention, community health programs and emergency fire and medical services. Yay.

COMMISSIONER GREENE: I don't know where this falls, but one of the things that somebody told me, or Chief Black told me. Eighty percent of all calls are medical, and we send a fire truck.

COMMISSIONER HAMILTON: It's not stupid, guys.

COMMISSIONER GREENE: You don't have to.

CHAIR HANSEN: You do have to.

MANAGER SHAFFER: This will take the rest of our time.

COMMISSIONER GREENE: I'm located the furthest, but I know that there are systems, ambulance persons.

COMMISSIONER BUSTAMANTE: And it won't happen here.

COMMISSIONER HAMILTON: Let m just say this about that. You do

that because what you need are – when you need bodies for lift assistance, stuff like that. The reason we’ve worked for years to get it shifted over, because there are lot of ways to transport bodies that don’t tie up an engine, and it is a discussion, it is a discussion. It is a very long discussion with –

COMMISSIONER GREENE: We don’t have to have it today but I just want to put it on our radar.

COMMISSIONER HAMILTON: With the unit, because they want to have basically work for their new engineer position and what’s not.

MANAGER SHAFFER: It’s true, and also if I could – it’s a long discussion is that if you only have so many bodies at any station. And so if you respond to a medical call at Commissioner Bustamante’s house you’ve got that under control. She’s got the support.

COMMISSIONER GREENE: And you get another call.

MANAGER SHAFFER: And you get a call for a fire, you want them on the apparatus that they might need.

COMMISSIONER HAMILTON: That’s one of the ways they justify it and it’s actually perfectly valid.

Because you can caught either way. You take –

CHAIR HANSEN: I want to keep going.

### **1.2.1 Create a Dynamic Recruitment and Retention Plan for Regional (Career) Emergency Responders**

CHAIR HANSEN: Yay. Of course. We all support that.

COMMISSIONER HAMILTON: And the recommended change is fine. Title change is great. It’s the same difference.

### **1.2.2 Create a Dynamic Recruitment and Retention Plan for District (Volunteer) Emergency Responders**

CHAIR HANSEN: Staff recommends execute the plan, approve a resolution supporting the volunteer component. We did that. We passed this resolution.

COMMISSIONER HAMILTON: They’re just saying change the name to cite the resolution. I have no problem with it but I’m not sure I see the different.

MS. MCKEE: 1.2.2 says create.

COMMISSIONER HAMILTON: Oh. Okay. Thank you.

CHAIR HANSEN: Okay. Implement is always good.

### **1.2.3 Develop an Equipment Sustainability Plan to Ensure Up-To-Date and Operable Equipment**

CHAIR HANSEN: Obviously, develop a comprehensive and forward thinking plan that ensures the continued optimal performance of current Fire Department operational equipment and apparatus. Yay.

#### **1.2.4 Maintain and Equip Year-Round Wildland Crews to Address Increased Wildland Fire Threats**

CHAIR HANSEN: Staff recommends archiving this strategy. Okay.

MS. MCKEE: Maintain, so we would archive the need to maintain.

COMMISSIONER HAMILTON: Well, because the actual – it was put in when there was no wildland crew, and the idea was to develop it and equip them. I know it says maintain but it goes someplace else now.

MS. MCKEE: [inaudible]

COMMISSIONER HAMILTON: Got it.

#### **1.2.5 Develop and Deliver Programming to Address Increased Wildland Fire Threats**

CHAIR HANSEN: Staff recommends revising to improve resilience against escalating wildland –

COMMISSIONER HAMILTON: This is part of what you wanted to achieve –

CHAIR HANSEN: ...by developing and implementing targeted programming, engaging external stakeholders, conducting community exercises, planning and outreach initiatives. Commissioner Bustamante, do you approve?

COMMISSIONER BUSTAMANTE: [inaudible]

#### **1.2.6 Continuously Review and Aim to Improve ISO Ratings Countywide**

COMMISSIONER HUGHES: I approve.

CHAIR HANSEN: Very good. Okay.

COMMISSIONER HAMILTON: And the change is good, the retitling is good.

#### **1.2.7 Utilize Data to Monitor Coverage and Improve Response Times Countywide**

CHAIR HANSEN: Staff recommends overarching public strategy, etc.

COMMISSIONER HAMILTON: Yeah, yeah, yeah. It's all good.

#### **1.2.8 Develop Fire and Life Safety Education and Outreach Programs**

CHAIR HANSEN: Staff recommends revising strategy to extend the reach of fire and life safety education and outreach programs. Yes. And the proposed strategy is to develop and expand a mobile integrated health program to address the evolving needs of our community.

COMMISSIONER HUGHES: Yeah, that's a great ideal

CHAIR HANSEN: Okay.

COMMISSIONER HAMILTON: This is something that's been –

COMMISSIONER HUGHES: And hopefully we will begin a budget

request for such an expansion.

COMMISSIONER GREENE: We actually already have one. At least I have one more.

MANAGER SHAFFER: [inaudible] this is also I think an area where Chief Black has really targeted as a potential means to harness volunteer assets. Because it may be a better fit, rather than responding to a fire or emergency call you can do some of this mobile integrated health.

COMMISSIONER HAMILTON: I think responding mostly to medical calls. The place you need bodies is fires.

MANAGER SHAFFER: I mean in terms of getting volunteers that may or may not want that, but this would be a good –

COMMISSIONER HAMILTON: Who many not be firefighters. Yes. Absolutely.

MANAGER SHAFFER: Yes, exactly. Exactly.

**Proposed: Develop and Expand the Mobile Integrated Health Program to Address the Evolving Needs of Our Community**

**REGIONAL EMERGENCY COMMUNICATIONS CENTER**

**1.3 Provide High Quality Regional Emergency Communications**

CHAIR HANSEN: Regional Emergency Communications Center. We have spent a lot of time –

COMMISSIONER BUSTAMANTE: You mean the wreck?

CHAIR HANSEN: A number of years –

COMMISSIONER HAMILTON: Don't go there. You're just going to get me started.

CHAIR HANSEN: Provide high quality emergency regional communication.

**1.3.1 Maximize Use of Data and Technology to Provide Advanced Emergency Communications for Members of the RECC**

CHAIR HANSEN: Staff recommends combining Strategy 1.3.3 with overarching public safety strategy, develop a data strategy and framework to increase public safety, Analytics IQ. Yes.

COMMISSIONER HAMILTON: I had a question. The Public Safety Analytics was much earlier. Right?

MR. BERNARDINO: Correct.

COMMISSIONER HAMILTON: And so this strategy, doesn't this strategy include the emergency communications? It's more than just the analytics. So combining the analytics is great, but this included the progress on the CAD server, the Motorola service, those have nothing to do with only doing data analytics. It's a separate action. So you already have –

MR. BERNARDINO: Three slides down you'll see there's a new

proposed strategy that addresses the optimization of technology.

COMMISSIONER HAMILTON: So it's just the data analytics. This one goes away and one part of it goes to analytics and another goes to a different strategy. Thank you. I didn't catch that.

### **1.3.2 Evaluate and Modify Staffing Needs and Schedules to Attract a Diverse Applicant Pool for Communications Specialists**

CHAIR HANSEN: Develop a Public Safety recruitment and retention plan, yes.

### **1.3.3 Integrate Mobile Crisis Unit into Emergency Communications and Response**

CHAIR HANSEN: Staff recommends archiving this strategy as it has been completed. So that's completed.

Proposed strategy: develop a protocol for understanding the impacts of 988 calls and training staff to respond. 988 New Mexico, it's a mental health emergency. Right.

COMMISSIONER HUGHES: That sounds like a logical thing to do.

COMMISSIONER BUSTAMANTE: Yeah, I do want to clarify one thing. I think I heard yesterday, 988 is the new suicide help line, or something like that. It wasn't an accurate statement. 988 is not just the suicide referral. It's all mental health. So let's say you have someone at Denny's who's starting to really throw things at people and cause a lot of problems. You don't call the police department, you call 988 so that somebody will respond with mental health services. The statement yesterday kind of led one to believe that it was more like just to keep someone from killing themselves.

COMMISSIONER GREENE: It's marked that way.

COMMISSIONER BUSTAMANTE: It should be mental health for any reason. People get arrested for doing something that was more of a mental health concern that throws them in the regular – I just want to make sure somehow that that's communicated and conveyed.

MANAGER SHAFFER: I appreciate that and I noted maybe it wasn't talked that way but the first line under the bullets talks about nationwide help line for emotional, mental or substance use crisis.

COMMISSIONER BUSTAMANTE: Yeah.

MANAGER SHAFFER: So I think as we talk about it, to make sure we're not limiting its reach.

COMMISSIONER BUSTAMANTE: And I saw that here that it's good. It more when people try to do the elevator pitch, they're summarizing it to suicide, and it's like, no, no, no, no. There's more to it.

MANAGER SHAFFER: Right.

### **Proposed: Develop a Protocol for Understanding the Impact of 988 Calls and Training Staff to Respond**

### **1.3.4 Review and Revise Joint Powers Agreement with City of Santa Fe to Provide Effective Emergency Communication**

**Proposed: Review and Revise Joint Powers Agreement with the City of Santa Fe to Provide Effective Emergency Communication**

CHAIR HANSEN: This is an ongoing issue that Commissioner Hamilton and I have suffered through continually and I hope someday that we have a new JPA.

COMMISSIONER HAMILTON: So, do you like the – I happen to like the recommended rewrite. Reimagine a new governance and funding structure.

COMMISSIONER HAMILTON: Yes, I like that. I don't know if we'll ever get a new JPA.

COMMISSIONER BUSTAMANTE: Would you say put it on paper? Because one of our –

MANAGER SHAFFER: I think that it will ultimately result in a revised JPA. But –

CHAIR HANSEN: I'm not going to hold my breath.

MANAGER SHAFFER: But you're correct. We can tinker with that but I think it will likely have to if the reimagining that folks have in mind –

[laughter]

CHAIR HANSEN: Proposed strategy: develop a disaster recovery and continuity of operations for RECC.

COMMISSIONER HUGHES: Of course.

CHAIR HANSEN: Proposed strategy #2, implement a plan to enhance operational effectiveness and technology optimization at the RECC. Okay. Yes.

COMMISSIONER HAMILTON: Yes.

MANAGER SHAFFER: So this is what – you're right. It wasn't called out in the reference but I think this is what Elias was referring to in terms of the technological component. It would be captured there. There's more than you want but this is what he was referencing.

COMMISSIONER HUGHES: It probably needs to be fleshed out more.

COMMISSIONER HAMILTON: Wait, wait.

MR. BERNARDINO: This is just proposed. We'll have to come up with some action plans behind it. Also, we're waiting for the consultant to provide some recommendations so we'll be able to have a comprehensive plan for this specifically.

COMMISSIONER HAMILTON: Okay.

COMMISSIONER HUGHES: Okay. Well, it's a placeholder for now.

**Proposed: Implement a Plan to Enhance Operational Effectiveness and Technology Optimization at RECC**

**SHERIFF'S OFFICE**

**Proposed: Analyze Santa Fe County Population Trends and Staffing Levels to Meet FBI and DOJ National Staffing Standards to Ensure Adequate Community Safety**

**1.4 Provide High Quality Law Enforcement to Secure Public Safety and Welfare**

CHAIR HANSEN: The Sheriff's Office, Objective 1.4, proposed policy, analyze Santa Fe County population trends and staffing levels to meet FBI and DOJ national staffing standards to ensure adequate community safety. Of course. I think we all would like –

COMMISSIONER HUGHES: Yes, that's a good idea.

CHAIR HANSEN: and then

**1.4.1 Serve as First Responders Including Crime Scene Processing, Motor Vehicle Crash Investigation and Emergency Response**

**1.4.2 Conduct Thorough, Expeditious Criminal Investigations**

CHAIR HANSEN: Increase capacity in specialized units

COMMISSIONER HAMILTON: That makes more sense, because those two strategies don't actually make sense.

CHAIR HANSEN: Right. So they're going to combine it into increase capacity in specialized units to respond to critical incidents with minimal delay. We all hope for that.

MS. MCKEE: The Sheriff's Office worked with me last year but really what we did is just outline their work units, so we've [inaudible] a few weeks ago and rewritten everything they had in the plan, so what you have in front of you from the law enforcement is really recommendations to get their plan typed up, instead of a progress report or what we've really done is just rewritten those strategies.

COMMISSIONER HAMILTON: And we're going to see this again as we comment on it and then we'll see it again in November.

MS. MCKEE: You're going to see it soon. The swag is from Rachel. I'm just putting it out there.

COMMISSIONER BUSTAMANTE: Since we're going to see that should be jump to adult detention?

COMMISSIONER HAMILTON: No. There's one thing – we can jump to  
1.4.5.

**1.4.3 Provide Community Support Services, Including Court, Recruiting, Training, Background Investigation and Outreach**

CHAIR HANSEN: I'm only going to read the recommendation.

**1.4.4 Provide Comprehensive Animal Control Services**

CHAIR HANSEN: Conduct the assessment and feasibility study concerning 24-hour animal control services. We really need to figure out how to work with the animal shelter to make sure there's at least a 24-hour drop-off.

COMMISSIONER HAMILTON: The way that's written though, captures that.

CHAIR HANSEN: Right.

COMMISSIONER HUGHES: Yeah, I think that's good.

COMMISSIONER BUSTAMANTE: The planning [inaudible]

#### **1.4.5 Utilize Data to Monitor Coverage and Provide Effective Traffic and Patrol Services**

CHAIR HANSEN: Develop a Public Safety recruitment and retention plan.

COMMISSIONER HAMILTON: Okay, so this – I put this note that this doesn't make any – going from effective traffic and patrol services, unless all they really – what they had in mind is that there having adequate people to cover, which would make having a recruitment and retention plan more logical.

CHAIR HANSEN: Don't pay any attention to what it says up on top because the new one is develop a Public Safety recruitment and retention plan.

COMMISSIONER HUGHES: Yeah, I think it makes sense to combine it with the first one.

COMMISSIONER HAMILTON: That's' really not fair. They're not saying –

MS. MCKEE: Elias can speak to it.

COMMISSIONER HAMILTON: Yes, please.

MR. BERNARDINO: Let me – I think we didn't write the right strategy there. It meant to be this is to be converged with the data and framework, not necessarily the recruitment and retention. So I think those two aren't aligned.

MS. MCKEE: Sorry, that used to be a different number.

MR. BERNARDINO: So I just wanted to clarify, to utilize the data and to monitor is to go under the data and we just made an error on describing that. A disalignment.

MS. MCKEE: We did not make an error; I did and I [inaudible]

#### **1.4.6 Public Records Management and Law Enforcement Administration Services**

CHAIR HANSEN: Yay. Okay, we know they have a lot of work to do in this section of the Sheriff's Office so we'll look at that again when they have some more –

COMMISSIONER BUSTAMANTE: Well, it's been difficult. This is one of those areas that it's painful to be in the staff. Not that the other ones aren't but what do they do?

### **ADULT DETENTION CENTER**

#### **1.5 Operate a Secure and Safe Adult Detention Center**

CHAIR HANSEN: Another heavy lift for the County, unfunded mandate, which also annoys me.

COMMISSIONER HUGHES: Well, under that, they talk about solitary confinement and the limits weren't passed, which is probably a good thing because I don't know how you set limits, but I wonder if we should have a goal on solitary



confinement. I brought this up at my first meeting when we were in the middle of COVID, so actually literally everybody was in solitary confinement to keep them away from each other. So you couldn't really track it in a meaningful way, but I think now we can. The last report I looked at there were some people who were in solitary for quite a while.

MS. MCKEE: We can ask for that.

COMMISSIONER HUGHES: Yeah. I think we should have a goal on solitary confinement.

### **1.5.1 Enhance Facility Operations through Technology for Inmates and Staff**

CHAIR HANSEN: There's no changes to that.

### **1.5.2 Ensure the Safety of Detainees, Employees and the Public through Review, Revision, Implementation and Quality Assurance of Best Practices and Compliance with Accredited Operating Procedures**

CHAIR HANSEN: Staff recommends archiving the strategy as it's been operationalized.

COMMISSIONER HAMILTON: I have a question on this one. Is there any modified strategy that we want to retain? Because I know we did the accredited piece and improved stuff, but do we want to modify it, like when we've gone from review to implement? That kind of thing, for any need to continue review, periodic review and improvement? If not, I'm fine with it. I'm just really –

MANAGER SHAFFER: You know what we can confirm and we'll get back to you. If I'm not mistaken one of the standards against which you're judged for accreditation is the fact that you review your policy on a regular basis.

COMMISSIONER HAMILTON: So maybe we shouldn't take it out altogether, just modify it.

MANAGER SHAFFER: It's already operationalized, because we're accredited. And correct me if I'm wrong. Part of being accredited is that you actually have to review your policies –

COMMISSIONER HAMILTON: So we don't need it as a strategy; it's in the policy now. Got it. Never mind. I appreciate it.

CHAIR HANSEN: Okay.

COMMISSIONER GREENE: And just as a little – maybe it's not the accredited solution here, but putting somebody on their first day alone with people at the jail seems to be maybe accredited but not a best practice.

COMMISSIONER HAMILTON: What do you –

CHAIR HANSEN: It happened. We had a problem.

COMMISSIONER HAMILTON: I don't remember.

CHAIR HANSEN: He's talking about a new hire coming in –

COMMISSIONER GREENE: First day on the job.

CHAIR HANSEN: They're not supervised. They need to be supervised.

COMMISSIONER HAMILTON: Got it.

### **1.5.3 Provide Inmates with Support and Programs for Successful Re-Entry into the Community**

CHAIR HANSEN: Staff recommends organizing and expanding support and programs into Project READY. See next slide.

### **1.5.4 Project READY**

CHAIR HANSEN: Okay, Project READY is the next slide and thank you, Warden, for all you do and I can't read any of these on Project READY.

COMMISSIONER BUSTAMANTE: I even took a slide shot on this.

MS. MCKEE: We can bring it up.

CHAIR HANSEN: I couldn't read it on the screen either.

COMMISSIONER BUSTAMANTE: It was beautiful

CHAIR HANSEN: It's not readable.

COMMISSIONER BUSTAMANTE: I can. This is where we – the other opportunity that I have here, because READY, and tying that to CONNECT, and work that's already being done, just strengthens County operations. It's like how do you make sure that somebody has housing, employment, all of those are referrals. We literally have partners in Santa Fe CONNECT who get people to all of those things and it ties right into READY.

It just strengthens everyone's capacity.

COMMISSIONER HAMILTON: It seems like a really good approach.

COMMISSIONER BUSTAMANTE: It's brilliant. It really strengthens the opportunity – when it's time to say so the good work that's being done here, to make the recidivism with Project –

CHAIR HANSEN: Matrix.

MANAGER SHAFFER: It's a great point, Commissioner, and we can capture that to make it clear that it's happening, but our CONNECT, as I understand it, and Elias, you correct me and Rachel is on here as well. CONNECT is working with folks as they come out of the jail.

COMMISSIONER BUSTAMANTE: Yeah. I'm telling you that. That's where I'm saying there was such a nice tie here that I took a screenshot of it. We have partnerships with all these referrals. It was perfect. When I saw these come together, they're already married. It's a success. It's a gold star.

CHAIR HANSEN: Another gold star. So maybe it gets five gold stars.

MR. BERNARDINO: If I may, I don't think we did note on this, so the staff recommendation is to not replace but change the language from provide inmates with support and programs to successful re-entry into the community, to implement Project READY. I just want to make sure that's clear.

CHAIR HANSEN: Okay.

COMMISSIONER BUSTAMANTE: Is there any way to then add implement Project READY, and I want to say and connect it to CONNECT as appropriate?

COMMISSIONER HAMILTON: Isn't that part of READY?

COMMISSIONER BUSTAMANTE: It isn't.

MR. BERNARDINO: It is.

MANAGER SHAFFER: And that's what I was saying we could do something just for archival reason so that it's clear that CONNECT is already in the mix.

COMMISSIONER BUSTAMANTE: Very good.

MANAGER SHAFFER: We didn't specifically call it out but CONNECT is the mechanism by which the housing is met and other needs are met.

COMMISSIONER BUSTAMANTE: That's great.

### **1.5.5 Explore Regionalization of Adult Detention Facility Services**

CHAIR HANSEN: This is a heavier lift because it's dealing with a lot more people than just Santa Fe County. So staff recommends discontinuing and archiving this strategy with the understanding that County staff is always receptive to exploring regionalization.

MANAGER SHAFFER: I think that gets back to the objective we decided would be added and that would reflect our institutional mindset [inaudible]

COMMISSIONER HAMILTON: And they specifically said this because their evaluation of the contractor recommended not doing it.

MS. MCKEE: And I think that was born out of an initiative that was happening, that was [inaudible] I believe – so it's one opportunity. We want to say that opportunity didn't pan out but we are open to these kinds of collaborative activities.

MANAGER SHAFFER: And so I think that will be captured now for under that overarching strategy or objective of regionalization/partnership, what have you.

COMMISSIONER HUGHES: She's putting a DWI sticker on her mask, which is fine.

MS. MCKEE: If I may, in addition to all this really cool swag, there is an engage brochure there. Patricia felt that it was really important to get this to you, just so you understand that rebranding from LEAD to engage. So they brought this

COMMISSIONER HAMILTON: Thank you.

### **3. Concluding Business**

#### **A. Announcements**

CHAIR HANSEN: Thank you, everybody for the long day. It's Friday at 4:41.

COMMISSIONER HAMILTON: Before we adjourn, I really want to say that the whole staff did an incredible job.

COMMISSIONER BUSTAMANTE: Oh, yes.

COMMISSIONER HAMILTON: Reviewing things, pulling information together in a really useful way for us and implementing this first two days of the strategic planning process. So it was really productive and meaningful and frankly, this is one of the better secondary discussions, secondary after all the information. Because yesterday

was the exposition phase, right, and this was the plot. I just thought it was really well done.

CHAIR HANSEN: I wanted to thank you, everybody.

COMMISSIONER HUGHES: I just wanted to add that we didn't get to new strategies but I did put in two that we didn't discuss. Some of mine we did discuss because they came up in the process. Just a warning that there will be [inaudible]

COMMISSIONER HAMILTON: What new strategies?

COMMISSIONER HUGHES: That might start a whole discussion.

CHAIR HANSEN: Yes, so we're not going to do that right now.

COMMISSIONER HUGHES: I'll tell you privately after.

CHAIR HANSEN: You can add more strategies.

COMMISSIONER GREENE: And as we had some of the NACo guys here and girls from some of the largest counties in the country, they were impressed that we were doing this. They were, like, really? I said, I'm sorry. I have to go back to this and they were like, wow, we haven't had a strategic meeting, some of them said in their tenure. So we're punching above our weight.

CHAIR HANSEN: Or they're punching below their weight.

COMMISSIONER BUSTAMANTE: I first have to thank everyone who put this together and all the work, the pre-work you did for us to be able to get through this today. It's incredible. And even – I won't say more so, but like I can't believe how impressed that sincerely the good work that this County does at the operations level that I continue to just see the success and why things are so strong where they are and the commitment of staff. And that's when it's hard to hear someone complain on the outside. This place is really working it. You guys are really making headway on things that really matter in people's lives. And it sounds like it's hyperbole, and it's really not. Like these are the things people count on to have a civilized society where the water runs, the toilets flush, and it's not going to end up in the road.

CHAIR HANSEN: And the roads are paved.

COMMISSIONER BUSTAMANTE: And the roads are paved, where you want roads.

COMMISSIONER HUGHES: That was one of my new strategies.

COMMISSIONER GREENE: Oh, good.

COMMISSIONER HUGHES: Just to mention.

COMMISSIONER BUSTAMANTE: Good roads make good neighbors.

COMMISSIONER HUGHES: Bad roads make good neighbors.

COMMISSIONER BUSTAMANTE: But sincerely, this is very satisfying.

CHAIR HANSEN: Our roads in Santa Fe County are in good shape.

COMMISSIONER HUGHES: Maybe in your district they are.

MANAGER SHAFFER: Thank you very much, Commissioner Bustamante, and to the extent folks are still on line, obviously that was directed primarily at you and I appreciate the recognition of all the good work we're doing and that we have areas in which we can improve. Both those things can be true. But this effort was meant to lay all of that out, both what we're doing well and where we want to focus our efforts. Thank you for that. I appreciate it your kind works, and we'll make sure they're disseminated.

COMMISSIONER BUSTAMANTE: I appreciate that, and in the spirit of what Cindy started yesterday, that this is a continuous quality improvement, and not everybody approaches work that way. And when you have the room to improve it's such an offense. This is such as a: hey, we're open. What does it take to do better? It's not a –

COMMISSIONER HAMILTON: [inaudible]

COMMISSIONER BUSTAMANTE: This is a –

COMMISSIONER HAMILTON: The government and the private sector.

COMMISSIONER BUSTAMANTE: Show us the weaknesses because we're ready to address them, instead of this – it's good stuff.

CHAIR HANSEN: I do want to recognize Manager Shaffer because I think that one of the things that you said yesterday about staff and the loyalty of staff and the willingness to do the hard work that it takes to make transition, to change, is really accurate. Like we are lucky here to have the kind of staff that we have. And everything's not always perfect, and yes, we criticize comp and class studies because we know there's a problem but the fact that we can do that and grow, and figure out the situation and figure out the problem is really important. So I thank you for your leadership and your dedication to this County, because without that kind of loyalty we wouldn't be in this kind of situation.

COMMISSIONER BUSTAMANTE: Yeah.

COMMISSIONER HAMILTON: Absolutely. Hear hear.

COMMISSIONER BUSTAMANTE: It wasn't lost on me yesterday when you said, you know, to have reviews right here and know you're going to be criticized, and you're getting criticized from out here and it comes in one more step. I don't remember how you said it but I thought, whoo, those shoes are hard shoes. It's a tough one. So I'm so grateful for your good work. And then to say something, because I feel like this is our opportunity together to share something that Senator Stefanics shared with the group in La Cienega. And when we talk about growth management and the last two objectives here, people who show up for any type of enforcement, when we set these policies and these are the rules, and these people show up to enforce things. We're at a tough job. You just don't walk in and everybody's happy to see you.

And with these two gentlemen and what you said yesterday of knowing, hey, the first thing everybody is going to do is criticize what's going on, why you're not doing it the way you – so hat off. It's – you have no idea how much appreciated and valued you are because, again, it is to the civility of our County. It's to a quality of life that not everyone gets to have worldwide and I'm grateful to be a part of it. So thank you for your good work.

COMMISSIONER HAMILTON: And I have one more thing. Sadly, up until now, the County's strategic planning has been my best experience, and I've worked in the private-sector for decades and I've had as a result decades of strategic planning at that level, and the way we're carrying it out and the way it's organized, and then the way it's utilized, and I know that goes greatly to staff, but I think it's also been augmented by getting Cindy on board and the way you've organized this and managed it I think is truly outstanding. It's not a NFY. This is not the only system I've seen.

CHAIR HANSEN: I think from where we came, when Commissioner Hamilton and I started this in 2018, to where we are today.

COMMISSIONER HAMILTON: We started in January 2017.

CHAIR HANSEN: Yeah, but we started the first strategic plan –

COMMISSIONER HAMILTON: Oh, I'm sorry.

CHAIR HANSEN: I don't think it was until 2018, and it's come really a long ways and to have everyone on the Commission participate is not something that Commissioner Hamilton and had. Commissioner Hamilton and I have been there through thick and thin. And so to have every single Commissioner here is really valuable, because we all represent and bring a different level of expertise, each one of us has come from a completely different background. None of us are the same in our life experiences so to be able to have that here at the table is really valuable.

COMMISSIONER HAMILTON: Apparently you and I are very confusing. But then again – [Light banter]

CHAIR HANSEN: So does anybody else have any other comments?

COMMISSIONER GREENE: Before I make that motion again. But thank you, guys. This has been really great. Thank you, Cindy for taking the time with me ahead of this and we've spoken a little bit about some of these things, and I'm sure we have, and I don't talk to you enough.

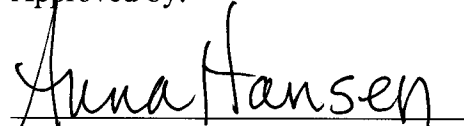
CHAIR HANSEN: Do we have any next steps that I need –

MS. MCKEE: I'll send you an email. So please read your emails from me.

## B. Adjournment

Commissioner Greene moved to adjourn and Commissioner Hamilton seconded, and with no further business to come before this body, Chair Hansen declared this meeting adjourned at 4:50 p.m.

Approved by:



Anna Hansen, Chair


Board of County Commissioners

ATTEST TO:



KATHARINE E. CLARK  
SANTA FE COUNTY CLERK

Respectfully submitted:



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

SFC CLERK RECORDED 12/08/2023