

SANTA FE COUNTY
BOARD OF COUNTY COMMISSIONERS
SPECIAL MEETING - STRATEGIC PLANNING SUMMIT

November 6, 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

SFC CLERK RECORDED 12/21/2023



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STATE OF NEW MEXICO) ss
BCC MINUTES
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County Clerk, Santa Fe, NM

SANTA FE COUNTY

SPECIAL MEETING – STRATEGIC PLANNING

BOARD OF COUNTY COMMISSIONERS

November 6, 2023

1. A. This Strategic Planning Summit of the Santa Fe Board of County Commissioners was called to order at approximately 9:10 a.m. by Chair Anna Hansen in the Agua Fria Conference Room, 102 Grant Avenue, Santa Fe, New Mexico.

B. Roll Call

Roll was called 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

CHAIR HANSEN: Actually this morning it was suggested by Commissioner Hughes that we don't go in order of every project since Commissioner Greene has 100 and the rest of us have ten or two, that we go around and go to each Commissioner.

COMMISSIONER HUGHES: Pick one and then go around.

COMMISSIONER GREENE: Madam Chair, I will feign offence but I completely agree. That is absolutely perfectly good.

CHAIR HANSEN: Okay. So that is my suggestion. I also know that Representative Lujan might show up and she is coming mainly to speak about the DOE Collaboration Center and so I want to be able to accommodate her if she comes. So we might move that item when she arrives. Besides that that's all the changes I have to agenda. Does staff or Manager Shaffer have any changes?

GREG SHAFFER (County Manager): No. Thank you, Madam Chair and Commissioners.

CHAIR HANSEN: Okay, so with that can I have –

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COMMISSIONER HUGHES: Sure. I'll move to approve the agenda as presented by Chair Hansen.

COMMISSIONER GREENE: And I'll second.

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

D. Welcoming Remarks

CHAIR HANSEN: As all of you know I'm not a morning person but I'm here and even if it's supposed to be 10:00 it's still not 10:00. So welcome everyone. Thank you for being here and thank you to all the staff for being here. I know you are here every morning by 8:00 so I'm grateful for all of your hard work and I appreciate everything that you have done on the strategic plan because it has taken a lot of staff time to help compile this, especially Cindy, and I will now turn it over to Manager Shaffer to say a few words.

MANAGER SHAFFER: Thank you and thank you for everyone dealing with the time change and making this your first substantive meeting after the end of daylight savings time. I'd just reiterate, perhaps unnecessarily, just how important this exercise is in terms of strategic planning. An organization that has 10,000 priorities doesn't have any and it's really an important effort to allow the Board as a body to establish our priorities over the next five years. This document lays the foundation for future budget decisions as well as the allocation of resources.

I wanted to just spend a few moments reiterating what Cindy has communicated by email concerning the modified RICE model, which was a tool that staff developed to help facilitate discussion about priorities. It's not intended, obviously, to dictate outcomes, especially given that there is some inherent subjective in some of the scoring. In fact in certain areas I wanted to note that confidence could be influenced by the fact that you may have two different strategies that are related sort of included in one scoping sheet as we go through and we talk about certain things. I want to be sensitive to that fact.

There is no absolute score or number that makes a strategy an obvious yes or no. All strategies are evaluated not in a vacuum but relative to each other and you have to look at the potential reach and impact in light of effort and confidence. That would be our suggestion as you make a decision about where to allocate resources.

We have a lot in terms of strategies to look at. I think Cindy, who is our resident timekeeper has identified that we have – if we go all day we have about 20 minutes per strategy. So that's a pretty healthy clip. What we hope to get from today for each strategy is a: yes, we want to include this in the strategic plan or not, but then secondarily, we would like a sense of direction from the Board, is this an immediate strategy, something that we should be working on in fiscal year 2025 and in some instances starting in fiscal year 24? Is it a midterm strategy, meaning something we should be looking at in 26 and 27? And those are fiscal years. Or is it a long-term strategy, something that we should be slotting in for fiscal year 28 or fiscal year 29?

And in that vein, what we're hoping to get, and this is a five-year strategic plan, is something that resembles our ICIP plan, which is you have projects with relative priority,

and those are prioritized by year and there may be a project that's on the ICIP but we don't intend to get to for several years out.

I would just caution against fatigue. We don't have to get done today, and so if we reach a point that we're not being productive, or if you would like additional information or if you've just had enough and would like to reconvene, we can always do that. We've endeavored to try and provide at the staff level hopefully useful information in terms of scoping some of these projects but also in thinking about their RICE scores, but again, if there's something that you want that we didn't provide, folks are obviously available to try and provide some of that information as we go but to the extent that it needs more refinement or more analysis, that would be another reason to take a break.

You'll look – we looked at each strategy independently as to what its impact would be in terms of our FTE resources. Obviously, depending upon what you adopt, those will be cumulative, so if you have multiple strategies that hit the same resources or the same business unit, as you add them up it might create the need for an additional FTE.

I again close by noting the obvious, is that the fact that a strategy isn't included, if the Board decides not to include it, or if its scored with a midterm or a long-term or a tentative implementation date it doesn't mean that it's dead. It doesn't mean that those things can't be looked at again in the future, because this is an ongoing process that we're going to repeat every year. So those are my very long-winded introductory comments.

CHAIR HANSEN: So I just have one, a couple questions and comments. So during the course of the year we passed resolutions and we in general, in the past, have supported and put those on the strategic plan because the entire Commission has supported those. So I see nowhere in this strategic plan, protection of the Caja del Rio. I see nowhere on the strategic plan my working with BLM on the shooting range and I looked everywhere and it does not exist and I want to know why. Like that is something that we have worked on for the last four, five years. It's not done. The protection of the Caja is not done. And so not that it's something that we have allocated a lot of staff time to, but we used to have in Planning – we used to have Paul and Maria working on the shooting range with BLM. I don't know – once Maria left, once Paul got moved, did it just fall through the cracks? Because it had a place.

So those are the two things that off the top of my head that I remember very clearly and I find frustrating.

COMMISSIONER BUSTAMANTE: Madam Chair, may I ask, and I'm just asking in the interests of process, would that be something that staff would have just picked up or is that something you would have put together a sheet for?

CHAIR HANSEN: I did not put a sheet together for it, but it has been on the strategic plan over the time. Like it was on the strategic plan last year.

COMMISSIONER BUSTAMANTE: And then it fell off the strategic plan or does it exist –

CHAIR HANSEN: So I can't find it anywhere.

CINDY MCKEE (Strategic & Operational Planning Director): So I can speak to the shooting range. The shooting range in the first iteration of the plan that lives in Envisio that I would call our old plan, right? We're kind of working on our new plan. It was buried pretty deeply in Public Safety and I don't believe that it was updated. Now,

that is in part because those owners that you mentioned, neither one were in those positions anymore.

CHAIR HANSEN: Right.

MS. MCKEE: So when we changed the plan – when I changed the plan, just in the last few weeks and created a plan called 2024, I elevated the shooting range to its own strategy and it is now under – it's where open space is. We have an objective to that is to create safe and accessible outdoor spaces.

CHAIR HANSEN: I looked there. On the computer. That's where I thought it should be.

MS. MCKEE: I can find that for you and I'll do that in just a few minutes.

CHAIR HANSEN: Okay.

MS. MCKEE: The Caja, as far as I can think, is not called out in the plan and I think you raise an interesting question beyond those two examples which is it has not been my practice to hear a resolution and add it to the strategic plan, that in fact anything added should come out of this body at this time.

CHAIR HANSEN: Okay. So that's a mistake on my part because when before we added – I wrote a resolution for the pollinator and protection of pollinators and it got added to the strategic plan. And so I'm wondering – that's my bad on my part for not doing a scoping sheet to make sure that the protection of the Caja del Rio is on the strategic plan.

COMMISSIONER HAMILTON: It does raise an interesting question because I don't believe that just in general principles, not anything specific that [inaudible] every resolution that defines an action that we're supporting needs to go into the strategic plan, because sometimes we're supporting actions that are centered somewhere else. So even our support of the Paris Accords, that doesn't need to be added to the strategic plan. We've captured, consistent with that resolution things in our strategic plan that we do at the County level for climate change and to further that, and so something like pollinators raises the question, because that's something the resolution is intended to support broadly but could also potentially be County-driven actions. So in terms of process, keeping it – adding it to the strategic plan sort of more specifically, but in full discussion, is this something that really should complete with everything – it's just an example. I'm not speaking for or against doing something specific with pollinators. But things like that.

I think it's probably a good process for them to be included by discussion here because it's one thing to support something generically and another to say in competition with everything else the County has to do, this should be something that we focus on. So I think we should keep that in mind.

CHAIR HANSEN: Commissioner Greene.

COMMISSIONER GREENE: Thank you, Madam Chair. To that point and two points now. One, I agree that when a resolution goes forward there should almost be a filter to how does this affect our budget, right? How does it affect our strategic plans, budget, ICIP, capital budgets, our priorities? And so there could be a filter for all of our future resolutions that says is this something that in a resolution, now, therefore be it resolved that we add this to our strategic plan? And accommodate it accordingly, so it becomes a mechanism of our resolutions, or not. We are consciously saying, should this

be on the strategic plan? We debate it, decide whether it goes onto it and there's an interim living document.

COMMISSIONER BUSTAMANTE: That's scary. Functionally, with all due respect, functionally, that could just build, build, build.

COMMISSIONER GREENE: Of course.

COMMISSIONER BUSTAMANTE: The process that's being done, we do question – I've had the Manager work with me and say that would be something to consider for the strategic plan or it usually says something in there. But to consider things just in time for the strategic plan requires that we're holding everything in our hand that's always already on the strategic plan. I think that might be staff's effort to look at where, but that already happens at some level and then to have that as part of what we're doing from the dais would start to really –

COMMISSIONER GREENE: I think it's part of the – rather than going it just from the dais it would be part of the prep of a resolution. And that is also a good way to then put timelines and milestones and goals behind a resolution, as opposed to I'm just throwing out some language that says I support Paris. It's like these are we want these on the strategic plan and these are the milestones that are in the short term, medium term, long term, to get us there that we think that we can do and how we can debate how much staff time, how much budget it needs, and so on.

The other comment goes to those two – or the example of the Caja and the shooting range are two examples of things that were in my book, even though these were County initiatives, were externally focused. And I find that this is going to be a shooting range on BLM land that we're supportive of, but this is a BLM project at the end of the day. So I find that most –

CHAIR HANSEN: But we're involved.

COMMISSIONER GREENE: Of course. Of course. Absolutely.

CHAIR HANSEN: Because it's in Santa Fe County.

COMMISSIONER GREENE: I got you. Absolutely. But I found that most of the things that are in the strategic plan are typically us and only us. We can debate whether that's – and it's in its entirety. But that is part of my hundred or so initiatives have less to do with us and only us, and us and collaborating with others on the outside that are community partners. So anyway, so that's why I think it may have fallen through the cracks.

CHAIR HANSEN: So the shooting range is on this other document that was just handed to me. So thank you. I did try and look at this. The print was way too small for me to deal with.

MS. MCKEE: Madam Chair, that is a printout of what's in Envisio, just so you know where that came from.

CHAIR HANSEN: Okay. So that was part of the problem. I did find the strategies yesterday and I went through each one of them and I never saw this. So it's still probably buried. But I agree that it's not something we're a lead on with the shooting range; we're a collaborator. Like the pueblos, like everyone else. BLM is in charge of it for sure. It's their project, it's their money, and we want it to stay that way. I just wanted to clear up some of these things because it was bothering me and I didn't want to go

through the day having those things at the back of my mind. So let's go on to Cindy, you're next.

COMMISSIONER BUSTAMANTE: Madam Chair, but may I ask a question? If we are to determine that we need additional time, is it possible that we would identify what that possible time would be in the interest of comfort, but working towards finishing today but to say look, if we really needed to it will be this time, at this point and just sort of maybe get that on the schedule? Is the County closed on Friday?

CHAIR HANSEN: Yes.

COMMISSIONER HAMILTON: Well, it's interesting but we have meetings on Friday.

CHAIR HANSEN: I don't have any meetings.

COMMISSIONER HAMILTON: It next week.

COMMISSIONER HUGHES: It's next week. I think it might be – to get as far as we can today and then see about a schedule.

COMMISSIONER HAMILTON: I get mixed up every time we talk about it.

COMMISSIONER BUSTAMANTE: With all due respect it just always puts stress on my – the farther we get towards the end of the day then things will have occupied my calendar. But that's okay. I'll work with. Thank you.

MANAGER SHAFFER: So if I could just, on that point of the resolution I think two thoughts. First, hopefully the number of things that are competing for staff time immediately during the course of the year, those should be the exception rather than the rule, because then they start to eat away at the point of the strategic planning is that we're allocating resources. So I think a question is does this relate to the strategic plan if there's a new outlay of resources requested.

But then the secondary question is if that's going to be an immediate strategy, well, what'd going to get bumped? Because the idea is that we're allocating resources certainly over the next fiscal year. I think relative to whether or not something gets captured on the strategic plan I do think that there's some judgment and we at the staff level can make sure that we're asking if this something that we should be tracking going forward. Having just looked at the Caja resolution it was a request for federal designation and protection and so I think I could understand why that wasn't captured in the strategic plan. I'm not speaking for Cindy but it didn't see as if there was any ongoing effort, other than we support this. In other words it wasn't work that we were going to have to continuously do to push something forward.

CHAIR HANSEN: Right. Okay. I get that.

MANAGER SHAFFER: Cindy, do you have anything you want to add?

MS. MCKEE: Simply to say that there is a lot of staff support available to you all today. Of course your liaisons, the Deputy and I appear and Sara of course is available. But also in departments. If anything comes up we can reach those.

2. Discussion of Objectives, Strategies and Priorities

MANAGER SHAFFER: So I think we can then proceed, Madam Chair, however you like. We can address the County Manager's Office initiatives, or we can

start by going through Commissioners' initiatives. Again I defer to the will of the Board and the Chair.

CHAIR HANSEN: So I think that some of the County Manager's Office's issues align with some of the other projects that are underneath it. Like from the Commissioners, such as La Bajada Ranch and so maybe if you feel like we could go through this in a relatively short manner, which I think a lot of us have looked at some of these. Let's try that and then see how it goes.

MANAGER SHAFFER: Thank you, Madam Chair. And most of these the Board had an introduction to during our strategic summit so I'm going to be exceedingly brief. And I'm actually going to start with probably the most significant and time consuming or resource consuming initiative that County Management is putting forward, and that's the scoping solicitation and selection and implementation of an enterprise resource planning system Countywide. This is a building block for a lot of things that we are endeavoring to do in Human Resources, in Purchasing, and elsewhere.

One of the observations that we anticipate getting from CliftonLarsonAllen in their business opportunity assessment is that we have both in Finance and HR numerous labor-intensive manual processes that are negatively impacting our efficiency and effectiveness, and are getting in the way of our shifting from a transactional mindset into more of a customer service/value added mindset. We have several systems that are not fully integrated and that increases the risk of potential data error and the like. Again, we feel that this is critical for the County's ability to streamline and improve its processes. I can't overstate, however, exactly the amount of the lift that it will take to implement that.

While it will take an FTE to potentially manage the project and manage outside contractors that are retained, the impact will be felt throughout the County, because you can imagine one to two employees dedicating 50 percent of their time to this project as we, number one, define our business processes, define our needs, and then reconstruct those business processes and needs to any ERP system that is implemented.

So to sum up, we think that it is mission-critical and long overdue to replace our onsite legacy systems and we'd recommend that it be included in the strategic plan as an immediate strategy.

COMMISSIONER HUGHES: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER HUGHES: I agree with the Manager. It makes perfect sense to start the process of updating our system, since it's been recommended by our consultants.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: I would actually support that. Working in the outside world in a large international consulting company, this kind of thing – transferring over time, upgrading was always moderately painful. It strikes fear in everybody's heart to know that some system is going to go down and before the next one's up there's going to be – Murphy's Laws exist for a reason. But the fact is when things are updated, integrated processes are up and running it makes all the difference in the world in terms of functionality, both individually and cross departments and stuff. So it's kind of like joining the 20th – I was about to say joining the 20th century. I guess we need to join the 21st century.

CHAIR HANSEN: Maybe the 22nd. Yes.

COMMISSIONER GREENE: I'm in support of this in a general fashion but also want to add a little comment of taking care in making that selection. And so finding what the best systems that are out there that other counties and jurisdictions use, and then those that are being used within our partner sphere, whether it's the state or other integration partners to make sure that we're not going down the wrong path and have to redo our work.

CHAIR HANSEN: I think that's why you would hire a consultant to find the –

COMMISSIONER GREENE: Without a doubt, but a consultant can be – have a product that they feel more comfortable with that doesn't necessarily – so choose your consultant wisely is part of that. Consultants say I use this. It's pretty good; it doesn't work with the State of New Mexico. You go: wrong consultant. Or I use this but it's a ten-year-old legacy system and there's new things coming out there.

CHAIR HANSEN: But I think that is the determination of the County Manager's Office to find the best system that is going to work with all of our partners, like the state, the City – to make sure that there's ability to have – when we go to the state and we want money that they know how this is going to integrate. Am I off base, Manager?

MANAGER SHAFFER: Madam Chair, Commissioners, that would be an evaluation and factor and consideration to the extent that we have that type of interface. Unfortunately – and Yvonne can speak more to this – and it's an ongoing source of consternation of local governments. The way we input budget data into the state does not tie with our budget at all in terms of the crosswalks that are necessary. And so again, to the extent that that's possible, yes, it will be a consideration but I just want to note that that won't be a driving factor, because we don't have a lot of those interconnections and some of them are beyond our control.

COMMISSIONER BUSTAMANTE: Madam Chair, if I may, I think – I appreciate that, Greg, what Commissioner Greene is saying is to just do whatever we can. I think it's worth just saying it out loud knowing that these issues are very difficult. I would say that we just went through this process – and frankly they maybe still be going through it – this process with all the academic institutions, the higher ed institutions, to include CNM in its nightmares. That's being said I think what the Commissioner is just asking is because we all have to follow procurement protocols that that is put in, whoever is driving the financial acquisition of this consultant that ensuring that integration is of the highest priority for whomever is driving that process, and that that is – I don't think it's a message you can say loud enough, often enough. Unfortunately because the experience has been, and it is exactly what Commissioner Hamilton was saying that it becomes really painful when things just aren't working where you are, but they're already up and running where they are, and all we have to do is try to align and to whatever end this recommendation is put in forefront to try to – I won't say resolve those issues before they even happen if you will, but just ensuring that that's part of the priority in procurement. That's all. I have to say I hear it loud and clear.

MANAGER SHAFFER: I won't disagree.

COMMISSIONER HAMILTON: I'm sure you guys were thinking about

that but even at the City – I think it’s good to say it out loud and to be a little bit forward-thinking also, because there’s nothing like going, hey, we knew this system was going to do all our current needs and by two years later everything’s up and running and it feels like it missed a whole bunch of these things that were slightly forward-looking. It’s hard to do anything perfectly but even at the City, they’re putting up all these financial systems and maybe they work generically but half of them don’t support like what BDD needs. Right? But did you talk to them before?

Anyway, it takes so much time to do that sort of thing but to be comprehensive has long-term consequences.

CHAIR HANSEN: Okay, so I think we’re good for that. We all agreed that that is a priority and can start immediately.

COMMISSIONER GREENE: Are we making motions to affirm these things?

MS. MCKEE: Just say check.

MANAGER SHAFFER: We’re taking the direction and that will be incorporated into the plan that we bring back to you at a meeting for action. That’s correct.

CHAIR HANSEN: So since we have Representative Lujan here, and I know she has many other meetings over at the Roundhouse, some of them I wish I could be at. I want to go to the reason she’s here, and since she was the person who allocated this money to the DOE Collaboration Center planning and feasibility stage.

DOE Collaborative Center [*Exhibit 1: Rep. Tara Lujan letter dated 11/6/23*]

CHAIR HANSEN: I’m just going to start this discussion off. There are a number of things that are very problematic with this request and one is the funding was received without Board support and was not respectful in that regard. You went behind the Commission’s back. That being said, I just think that needs to be recognized, that that put us in a difficult situation because there’s lots of projects that we do have already at the County that we’re working, especially on this issue already. And we already work with ICLEI, who is an international organization that does sustainability for cities and counties throughout the world. They held an incredible summit in April called summit of the Cities, and ICLEI has a direct relationship with the State Department, and they already work with us and help us. They wrote our Climate Action Plan that we already have, that we’ve approved. Have your read it?

So I think those are really important things to keep in mind. I have to say this: I work a lot with DOE constantly and they are not a global organization. They are a national organization and they work on national issues. The State Department works on global issues. And so calling it a DOE Collaboration Center for global work is like this is not – does not quite calibrate. Because DOE doesn’t work on global issues; they work on national issues.

So I think that on the other hand, I really completely understand what you’re looking for here, and I know that this is operational money that we got from the legislature that allows us to hire a consultant to work on this, but the consultant is then going to have to work with our Sustainability Department and at the moment they’re

already working on the Climate Action Plan. And so are we going to make them stop working on the Climate Action Plan? And move them to this, which seems like a lot of, to me, what I have read, by reading your resolution, is like not the related to the County.

I think if it had a different name, I think it would have gone through a process that was supported, which I think it could have, I wouldn't have some of these hesitations. Because a lot of it is on the things I do support of sustainability and climate resilience, and the things that I have spent my life working on. But I feel like you're trying to reinvent the wheel for something that is outside of the County discussion. So I think it might be beneficial before you respond to allow some of the Commissioners to say – or do you want to –

COMMISSIONER HAMILTON: In process, I think it would be nice to get a short presentation just like the Manager did for the first issue by the person who – so it gets us all on the same page. Is that reasonable?

CHAIR HANSEN: Okay. Yes. Especially since Representative Lujan is here, since she allocated the money. I have a long history of working with her on sustainability issues, so I care about sustainability. It's not like I don't, but personally I believe that we're doing a lot of really good work at the County. So between Commissioner Greene and Representative Lujan.

REPRESENTATIVE TARA LUJAN: Do you want to give the overview.

COMMISSIONER GREENE: If I may just start. Thank you. Thank you, Representative. Thank you, Madam Chair. First, I want to partially apologize for the fact that this did go forward early in my term. This is not a new initiative; this is something that Representative Lujan and a number of people and I have been working on for almost four years since this concept initiated at Los Alamos during one of their listening sessions regarding how they can invest in economic development initiatives.

Their economic development initiatives that they were looking at could have been STEM education, could have been a tech incubator as were demonstrated in other communities. They asked for what was more aligned with the Santa Fe-Los Alamos region that could leverage and complement initiatives that they were working on either at Los Alamos or across the country.

The original name of this was actually because Battelle Memorial Institute who was in the room and introducing their initiatives around the country, the original name of this was the Battelle Memorial Institute for Sustainability and Innovation. So DOE wasn't in the title originally, but the short name became DOE Collaboration Center, because we just needed a title that fit on a junior bill title. But it could be the New Mexico Institute for Sustainability and Innovation. It could be the Santa Fe; it could be the Hansen Institute. I'm agnostic to all of these things.

So the name I hope doesn't get us caught up with these things. It is the intention and it is the goal of this.

In terms of the scope of this, and I'm sort of answering to Chair Hansen's issues before I start the introduction. This is not going to be on Sustainability's plate for years. This is an economic development initiative at this point. This is an initiative to build an institution of higher learning and research. It is a research park that will be focused on global sustainability but it will take us years of planning before this really hits our local county's sustainability aspects.

So we would love to have the insight from them and the advice from our Sustainability team, but at the end of the day, I do not think that this lives in their purview for years.

So again, thank you very much for the opportunity today to present this. I want to thank Representative Lujan for being a part of this for years at this point and for persisting in bringing this to Santa Fe County to be the lead organization to help get this off the ground. Since then, under advisement from some of management and of trying to keep our capacity constraints at bay, I've sought out a key partner that would be a partner both in the operations of this but also now more importantly at this stage in the planning of this. So that partner is the University of New Mexico, the Anderson School, Professor Rob Del Campo is one of the leaders over there that works with community engagement and has taken on this project and other initiatives in the Santa Fe market as a champion for UNM. So UNM and Anderson School and Professor Del Campo have offered graciously to partner with Santa Fe County and to take – for us to put together a scope of work, a set of deliverables, a timeline, and to lead the facilitation of this for the next year for this junior money that came to us but that can be applied across a number of organizations.

As a government agency and a part of the state of New Mexico this is a relatively easy procurement solution. They're willing to work with us and all of us here at the Commission to understand what the scope of work should be, whether we want to change titles, whether we want certain foci of this, and how much they can do with this money and what our expectations are with this.

So back to the origination of this. This came out of a listening session at Los Alamos National Laboratories at the Feynman Center, their tech transfer division, where they were asking what a local, long-term, economic development initiative could be that was aligned to our thoughts and our ethos here in Santa Fe, and our needs. And so they gave demonstrations and updates on what their other eight labs that Battelle operates and what their communities wanted.

And so Seattle said that they wanted \$5 million worth of STEM education, and they received a \$10 million grant from Battelle and from Pacific Northwest National Laboratories. In the case of the Oakridge National Laboratories, that community said their community would not build them a tech transfer facility so they asked Battelle and the management of Oakridge build them a tech transfer facility. They liked the idea and they said, let's build to.

But they said to us in Santa Fe we don't want to tell you what you want; we would like to hear from you what you think is the right alignment of your ethos and what you need for your community. At the time, they invited Santa Fe County, the County Manager at the time, and they invited the City of Santa Fe, the Mayor at the time. They invited all the jurisdictions and the tribes in the area at the time. And sadly, at the end of this presentation when they said, well, what do you all think? There were very few communities in the room. The County was not there. The City was not there. I think Los Alamos was the only jurisdiction. I was representing Tesuque Pueblo at the time, working on economic development issues for them, and the conversation came to what is the right thing. And rather than having silence at the end of it we continued a conversation about ways to bring together lab research and leverage into our local ideas

of what we should be focused on for economic development. That's where the global sustainability focus came to.

This is not an exclusive thing for the labs of for Los Alamos or the DOE. This is a comprehensive, all-inclusive research park towards global sustainability that will include the labs, will include our universities and higher education facilities. It will include our local economic development organizations, and it will include other organizations that are outside of our region that we can attract here to participate in this in a way that we otherwise do not have access to.

This is not competitive; this is collaborative at its heart. This is complimentary to UNM and the things that we already do at the Community College and at the incubator, and other institutions that we have here. But it takes it to another level and it provides a center and a glue for all of these organizations and the professionals that work in them to work together in this.

The money that has been put aside for this is \$100,000 of seed money to just start the feasibility planning. It is money that can be leveraged with UNM, with their willingness to include this in their spring semester capstone class for strategic management in the MBA program. And my goal, our goal should be to ask for a set of deliverables that proves the feasibility, who the right partners are, what a timeline, what a scale, scope, budget and other – all of the details of whether this is feasible and good for our community and what we can handle and when we can handle it.

I have – at this point I've spoken to UNM's Anderson School. I have a letter of support from the Santa Fe Community College, New Mexico Tech has said that they're interested in this so we have three major universities or higher ed institutions that are interested in participating in this. Government jurisdiction, Santa Fe County, we would hope to be the lead in this but also to participate with the City of Santa Fe, Los Alamos County, and we have a letter of support from the State of New Mexico Economic Development Department.

In the economic development organizations I've spoken to the RDC and they are supportive. We have a letter of support from the Santa Fe Business Incubator. Los Alamos County CDC has shown an interest in this as well. I've spoken to folks at Los Alamos. I've spoken to folks at Sandia and years ago to the folks at Battelle where this originated from.

This initial funding allows us to organize these partners in a working group and in a steering committee that will prove out whether Santa Fe is up to the task to be a home of sustainability planning on a global scale. I pass it on to Representative Lujan to say a few comments for however long she wants to and I'm happy to answer lots of questions about this I'm sure.

REPRESENTATIVE LUJAN: I really appreciate that, and thank you for allowing me to come to speak with you all today. We all know each other pretty intimately I think. As you mentioned, Commissioner Hansen, you've been working with a vision of what resiliency means, what climate change is and how it's affecting all this and I have to say, Commissioner Bustamante, one of your keynote speeches that you gave influenced me beyond when you talked about grid planning and micro-grid planning and everything that encompassed that.

And Commissioner, you're our water scientist. You've influenced me in the

policies that we look at and the resiliency that we need to have right now. But we're at a crossroads right now and I don't want to get on a big soapbox but also, Commissioner, we've been working on a lot of things that influence what's sustainable. I know your purview on this. We're in a place right now – we've never had a Commission like this in Santa Fe ever before, and this is an opportunity to do something big. And it's our responsibility to do that and that's why I took the reins of this seat primarily for environmental justice and policy issues.

We're in a race right now to get to the goal to meet with the ETA that we have with the state and the goals that we have nationally to net zero. And finding that sustainability lies with all of us and it has to start with our local governments and move on up. Commissioner Hansen, you've identified some things regarding what the federal government does and everything but there are gaps and if we're not all on board then we're not going to be able to leverage the type of funding that we have right now that we see the billions and billions of dollars through the Inflation Reduction Act.

It's for us to work locally through our government dollars and it's way for us to work into the state and into the federal, and into the global economy, because that's what's going on here. With this type of money that's been given to us and the opportunity for economic development, we've never seen anything like this since the time of industrialization when we had to readjust and reform how we looked at the economies and the technologies that we had. We are in that place right now.

So if we're not all on full force and ready to come forward with our solution based approaches then we are doing a disservice to our public. That's personal. That's the way I see my role as a legislator. And it's been asked of me what we're doing. So this is a forethought. This is something that I have been talking with Justin and many others. I've been to many summits. I've been to – and they're all focused around economic development. And that's what this does. This gives a role to our County, Santa Fe County to be in a role of leadership, in partnership with the state and with the federal government. And also our City government as well.

We'll get into that; that's a different conversation. I look to the County right now for leadership and being able to bring these projects forward because as a sitting legislator I don't get to get all the projects and all the policies I need done, but there are other venues and there are other ways that we can get these things done. And that's why I rely on my partnership with you all and your focus on your finances and having everything in place has been demonstrated across the state as the leadership in our state.

The vision that we have here, the type of backgrounds we have, we all share here put us in that place and that position as well. I can't tell you what a lot of this is but we are on the state level looking at what we can do to implement and create an economic development plan for the state. That is something I've been engaged in. Not a lot of our states are doing that right now. I think New York is leading and we're looking at a model that they have brought forward.

So that was a good question that Commissioner Hansen brought forward to me. It's like what are you doing on the state level? Well, we're having discussions. We're looking to put proposals together. We've had our summits. We're really engaged because we're not going to have this opportunity for long and we're not going to be able to meet the goals that we have and win this race, because it's a winnable race. If we're not all

engaged on all levels of government we're not going to make our goals. And that's just – I've been saying this since I was a kid and coming in front of people since I was a kid and pleading and asking for help in coming forward with solutions. But we've never been given this type of money from the federal government to really use our resources and be wise about them. If we are to implement something like this with \$100,000 it is for operational budget to do what Commissioner Greene has said, and you will be partnering with UNM. That's strategy. That's building and developing the economic drives and solution-based opportunities of what our state needs.

Our state is an energy state. We have to get focused and I'm here to just support this.

CHAIR HANSEN: Okay. Thank you. I appreciate that. I'm going to go to Commissioner Hughes.

COMMISSIONER HUGHES: Yes, I just have a question because as Commissioner Greene and all of you know, I like this idea kind of in general. I think it addresses a really important issue. I also know that maybe the County doesn't have a whole lot of staff time and resources to devote to this. Is this something that could be – if we accepted the \$100,000 could we basically give it to the Anderson School of Management and say, figure it out? I don't know that Santa Fe County needs to be the leader. Maybe we facilitate the beginning of the discussion but I don't think – I don't see us ending up being the leader in this. And so –

COMMISSIONER GREENE: To answer that, if I may. So yes, that is absolutely – we should have a seat at the table and we should be helping create the first steps of the scope of work that Anderson would do. But if this money went to UNM inherently from the beginning this project may end up in Albuquerque. So if we – by having the beginnings of this start with us we have the opportunity to lay the groundwork for the steering committee and to make sure that UNM is this partner because we brought them in willingly. So yes, they can do 90 percent of the work. I think we should have some oversight on that, so I don't think it's 100 percent that they do it, but I would like that being part of their accountability that they would give at least quarterly, but maybe even monthly reports just like we get from all of our divisions and departments in our packets every month, but they could give quarterly, live updates about the status and the progress of this funding.

COMMISSIONER HAMILTON: I have a question on that.

CHAIR HANSEN: Commissioner Hamilton.

COMMISSIONER HAMILTON: So first of all, I've kind of assumed that you would remain involved in this.

COMMISSIONER GREENE: I'd love to be involved in it too.

COMMISSIONER HAMILTON: But the general point was – my question is sort of hard to frame appropriately in terms of staff involvement, compared to leadership involvement. Clearly you need – maybe you need a little of both but it's – I'm trying to think from a practical point of view how it would be – not how it would start working but I suspect it just starts with you and whoever else – all of are going to want to get involved. Everybody is interested.

But there has to be also some consistency, right? Which is good that you're in the early part of potential terms because otherwise staff provides consistency. Would the

feasibility planning include the kind of planning for this federal money, roles and responsibilities, the whole – everything that you would logically imagine? Because I'm trying to think also of evaluation by comparison. We often do that. And I'm not sure – like the Santa Fe Institute, it's kind of really cool, but it's like its own bubble. It doesn't have any impact.

On the other hand, I fully see that one of the foundational principles of climate change, of adaptation is business as usual doesn't work. That's almost impossible to get out of. It's very, very difficult for all kinds of reasons. The entire structure. It's also why we're so vulnerable, the entire structure is built on what the current planning is and the current thinking. So you have to –

So if that's the intent there is in fact a value to this sort of thing to be able to – if it's to deal with the specific changes that might be foundational to being able to make sustainable economic changes. It's one of the things that gives me heartburn about, just, oh, first we're going to do – I don't remember what the first one was. The second was hydrogen, but that sort of makes me feel like I'm taking crazy pills.

So this would be a non-crazy pill approach, which to me is actually – if there's real participation from other groups, and assuming the government doesn't first close down and then imploded, this could be a good thing. But there are other practical questions, like the buildings and the location and the involvement.

COMMISSIONER GREENE: So to answer that, like I have, as an architect and a planner, I can make a lot of assumptions. I've written business plans and I've written a scope of what I think this is, but I'm not here to dictate this. I'm here to bring the players together with this planning money to see what the right size is, test my assumptions. My sort of base thing, but also open it up to get this input to say UNM wants to do this. New Mexico Tech wants to do this. New Mexico State wants to do this. MIT called and they want to be participating as well, or the University of California and so on. That's the academic partners, Community College and so on. They all have a base role.

So part of that's the role. Part of that is then figuring out the buildings, yes. That is a scope/scale/budget. What do you need for this facility? I envision it as a research park. I do not actually think it is a laboratory. I don't think people are going to be testing things. I think they're more of the think tank of how to bring science that is proven in a lab, pair it with finance people who can figure out how to finance this and implement it, public policy people that will write laws and ways for communities to implement –

CHAIR HANSEN: Okay. I want to allow – Commissioner Bustamante do you have comments?

COMMISSIONER HAMILTON: I have a follow-up question too.

COMMISSIONER BUSTAMANTE: Go ahead and follow up because I might not stop.

COMMISSIONER HAMILTON: Okay, because one of the things that offers a little bit of heartburn is committing to something that actually has black boxes, and one of them is the governance of this. So while anything like this that I've ever been involved in needs to have a kernel of initial leadership. That's what – you keep saying that's what we're talking about, but then it has to become independent. Like a regional water authority, from the beginning, to be self sustaining, as opposed to be – I don't see

the value and need for this to become –

COMMISSIONER GREENE: This is not our project in the long term. This is our leadership to get the feasibility and the players to the table to say this is a university program, this is a lab DOE program, this is an NIH, this is a National Science Foundation, whoever these key partners are, this is that first year of feasibility to find out who are the willing and the people who fit their roles.

COMMISSIONER HAMILTON: Okay. Because for the County to have – you have a five-member or a seven-member governing board, and one of those positions to be a County position, like a Commission, it doesn't matter who to me. That's for you to figure out. That's one thing. But to have it be a County department. So that was what I was looking to clarify. Does that make sense?

CHAIR HANSEN: So one of the things, I have to say, I would like you to get rid of the word DOE. That does not belong in this.

COMMISSIONER GREENE: If you see the letter from UNM saying they

CHAIR HANSEN: I saw. They dropped it themselves.

COMMISSIONER GREENE: Yes.

CHAIR HANSEN: Because it's the wrong word.

COMMISSIONER GREENE: So just as a formal thing, the grant has it in the title. So we have to sort of at least explore it for a little while. If it's not feasible, that's part of the feasibility study.

COMMISSIONER BUSTAMANTE: If I may, but I don't think we necessarily want to get rid of DOE altogether, but that is a big major part of the heartache. We know what the Department of Energy is about. We know what they do. Sandia has done great work with the innovation center and SFCC. In the interest of going back on the history of what Battelle did, since 1994 it is not their philanthropic thing to come and say let us know what it is you want for your community. They are required by law to put in a bid for DOE management, and that happened because of the good work of frankly Concerned Citizens for Nuclear Safety, Tewa Women United, back in the 1900s, did some explicit work in saying if you're going to exist some place you're going to do both economic development and environmental management around those areas.

We kind of had some hiccups in the last management of it, prior to Triad, in that they let go of a lot of their economic development ventures, but at the last time we had this conversation at the dais, I mentioned that there were initiatives that had been underway – very similar to this.

With regard to the eco-industrial park that Beverly Ramsey was envisioning with Nambe Pueblo. This aligns very closely to that. The problems that I've had with this structure is it's got big gaps and holes, and as I mentioned to you, the way it's being stood up, apparently, like it looks like, but I'm hearing, I'm loving that you've now integrated now NIH and NSF in the conversation. When we have this, it looks like that empty buildings, Celebration, and I had a guy who said, look, I don't buy green bananas. Celebrations was the big success at Budaghers. It's a big old empty thing. No, but they're doing movies now. So we can figure out what to do with our innovation park.

But this is brilliant conceptually. I have to commend the leadership that have brought this to the room. The problems I have? I don't like things that say, yet operates

local. It's like, no. Early on, when things were being considered since 1994, and 95, 96, and then all the way to 2000, when I decided to jump the University of California boat to explicitly work on projects like this. This is why environmental epidemiology from a how does environment work with community health became such a passion.

And I would expect to participate with this, long any terms I would have with the County Commission. This matters not just to a global environment but to a local environment because I am not interested in something that has global impact yet uses up the water and the resources where we are and just brought a bunch of people in because we needed to grow. That's the mentality of a cancer cell. We're not doing that. We're doing something that says – and that's why the tribes were initially part of that conversation and why at that time a physicist who has since passed away was able to say, look, if this is going to matter globally it has to happen locally, and if I may invite the opportunities that we have with UNM.

Like my heart beats fast with regard to this. And it's like the -- [inaudible] How do you make something work that has an impact? We are a precious location with difficult environmental challenges that have this. Look at it from an aerial view. I invite – I used to do this with my students. Look at northern New Mexico from Google Earth and you see dry barren and these little cracks of green where life actually has been resilient. That's what our planet looks like right now, and there are big challenges.

To say DOE is unilaterally – NREL has five campuses. That's energy. That's all it is. But if we're really serious about doing something that involves other people, like other concepts – and I say sustainability. Skip it. Like why do we keep saying sustainability? DOE and sustainability – it's the only entity that's been able to blow the planet up multiple times over, and they're working on it right now. That is not the mission right up the hill. Like that is – sorry. With all due respect –

CHAIR HANSEN: Here's their budget.

COMMISSIONER BUSTAMANTE: That is not about sustainability.

CHAIR HANSEN: Nuclear weapons.

COMMISSIONER BUSTAMANTE: If the war started, this is how we would take things out real fast. So my point is – let me please get to my point.

CHAIR HANSEN: Yes, get to the point and then let's –

COMMISSIONER BUSTAMANTE: Let me get to my point, because it matters. And I'm going to say, I've been working this since 1994, so I apologize for any long-windedness. I promise not to repeat myself. And if I do then please cut me off. But the importance of this is grand. UNM has Project ECHO, is something that is now international. It is international healthcare. When we talk about what Anderson does, if we're really going to be collaborative, the other parts that I've had problems with is it apparently like stepped right over our academic partners. We have little peanut academic institutions in northern New Mexico that should be opportunities. Not MIT, but I'm sorry. I get offended every time. It's like I've seen President Martinez out at Luna Community College who's now president there, do – and you have too.

REPRESENTATIVE LUJAN: You're reading – you're going – if I may answer and interrupt, but that is my vision for New Mexico. I was just in San Miguel, did a flyover this weekend over our burn scars and everything, and talking about the curriculum that's being developed there. I just had my mug here from Northern New

Mexico College because – and let’s talk about San Juan College as well. Those are my focuses. We have the sustain – and when I say sustainability it’s for New Mexico to start. And these are – and why it’s so important to get into UNM and to start there is because they’re the incubator, if you will, for all this, to start this curriculum in the development of the economic incubator if you will, so that we get to these places, because if we do not, then the entities of DOE and the like are going to – and they already are taking over oil and gas. They’re already taking over these small colleges and preparing and training and changing the vision of our workforce.

COMMISSIONER BUSTAMANTE: So what is UNM’s financial commitment?

REPRESENTATIVE LUJAN: That’s something I want to work on, and through the discussion they have already given their letter of support.

COMMISSIONER BUSTAMANTE: I saw the letter of support. I’ve sat in that –

REPRESENTATIVE LUJAN: You want to see numbers, right?

COMMISSIONER BUSTAMANTE: What I appreciate, also being from an academic institution and someone sees me as the big dog in the room, and then someone has \$100,000 and absolutely, we’ll put that together. In fact I’ll write a multi-page letter of support. I want \$100 because I’ve got projects on the ground.

REPRESENTATIVE LUJAN: And I want to tell you – we need the local control is so important.

COMMISSIONER HAMILTON: So it doesn’t mean they are giving economic commitment.

COMMISSIONER BUSTAMANTE: Right. So in the interest, when we had working at the time that LANL was working on this, and again, DOE is not the one to carry this. It has to have something much bigger, is we had thought leaders from all over the planet in northern New Mexico, and I shared that with Commissioner Greene yesterday of how do we – if this is real, and just question and answer, then how do we get global thought leaders working on local a basis. Right? If there’s anything, with Vandana Shiva – when we talk about policy and food, and we’re talking about internationally renowned people who say these are the things that work and these are the things that don’t and to really have that local impact on a global scale, that takes a different dynamic than what was put here and what really is – I can’t even call it foundational. This was not a – this was like a what?

REPRESENTATIVE LUJAN: It’s a little seed and I’m sorry to interrupt again because I do have to get going – and you brought up Project Echo at UNM. They’re already involved in this, because I gave them a project to work on on sustainability and environmental resiliency. And so they’ve already been working on that. So –

CHAIR HANSEN: They have an amount of money that they’re working.

REPRESENTATIVE LUJAN: We gave the \$4 million from the state budget. That’s why I’m saying the intricacies in the webbing of all these – the idea of this, of this little seed, is huge. And I’ve been putting those seeds and putting the funding – not myself, but the state, through the state – to make sure that we are going to come to a place where we are paying attention to – Commissioner Bustamante, you know you have my heart in this, with the local. And that’s why I think it’s fundamental to have the

County and the local government start with the leadership here. You have my complete and total dedication to this.

As you're hearing me speak I am webbing this out and putting all these things together. Does it stay at UNM? We don't know. We need the work to be done, but nobody, even in the state, as big of a state as we are in energy we have not put together what we're going to do with an economic project or balance sheet, if you will.

CHAIR HANSEN: So how can this money be used? So can we be the pass-through? Can we accept this money and then send it to UNM and say okay, here's our parameters but to me, this scoping sheet needs to be rewritten and –

COMMISSIONER BUSTAMANTE: I agree. If it goes to them the way it's written it's a problem. I can't support it.

CHAIR HANSEN: So this has to be rewritten. I'm asking management can this money be a pass-through? Because I don't –

COMMISSIONER HAMILTON: I wouldn't make it an entire pass-through.

CHAIR HANSEN: We have to have some oversight.

REPRESENTATIVE LUJAN: That's the oversight. You need to have it. That's why it's so important.

COMMISSIONER HAMILTON: I want to throw in one more conceptual thing. One interesting thought is New Mexico is more of a microcosm of sustainability actions and economic considerations in response to climate change that are applicable worldwide, than New York City, Los Angeles.

REPRESENTATIVE LUJAN: That's right.

COMMISSIONER HAMILTON: Than almost any place else, both in terms of climate change impacts, its rural nature, its poor nature, blah blah blah.

REPRESENTATIVE LUJAN: And we don't have a plan.

COMMISSIONER HAMILTON: And we don't have a plan.

REPRESENTATIVE LUJAN: And we don't have a plan.

COMMISSIONER HAMILTON: And so what would be most beneficial considerations globally will be potentially beneficial considerations locally.

COMMISSIONER GREENE: We're the first use case.

COMMISSIONER BUSTAMANTE: I'm going to step up because I need to say this for the record. What became really apparent after many years of doing this work and why a physicist from Maryland came and did this in LEED, Northern New Mexico, and that's again, Cherokee Beverly Ramsey, was because, and frankly she pointed back and said I'm working with Nambe Pueblo because the indigenous ways of doing things – and I say this, this is not about going high tech and building all over the place. This is about – and things like 14th century Law of Indies. Getting into indigenous ways of saying we don't build where food can be grown, etc., etc. High tech and low tech, that was the vision.

Low tech means sustainability. So I have to say that for the record. I do not want that to be – because we need high tech. It's like, no, really? That's what we've done to blow things up over and over again.

CHAIR HANSEN: That's why we're in the mess we're in.

MANAGER SHAFFER: The short answer to your question is there aren't

a whole lot of restrictions on how the money can be utilized. It is \$100,000 for the Department of Energy Collaboration Center in Santa Fe County. So I think that gives us flexibility. It's not necessary that the money would have to flow through us but if it does flow through us then it gives us flexibility to determine how that would be worked.

CHAIR HANSEN: I think that that is really important. I request that the name be changed.

COMMISSIONER HAMILTON: I agree.

CHAIR HANSEN: Because I think that it is inappropriate. I don't know how we can do that and still allocate us the money.

REPRESENTATIVE LUJAN: I think the name change – I mean the allocation, is mentioned. As you asked for it I'll have this entered into your record. In the bill was \$100,000 for the Department of Energy Collaboration Center in Santa Fe County. That's the simplest. You can change that however you want because that's just the allocation of it to go towards that intent, and if the name a bit changes and if you ask for another allocation –

COMMISSIONER HAMILTON: We put in now known as the entertainer who used to be known as Prince.

COMMISSIONER BUSTAMANTE: I have one other question or recommendation.

COMMISSIONER HAMILTON: As a blockage. It's an addressable issue.

CHAIR HANSEN: I think it's an addressable issue, but somebody who has worked most of their life with DOE I have –

COMMISSIONER BUSTAMANTE: With or against?

CHAIR HANSEN: Both, mostly against.

COMMISSIONER GREENE: Not for.

CHAIR HANSEN: Not for, and I think this scoping sheet needs to be rewritten.

COMMISSIONER BUSTAMANTE: If I may, and if I have to offer with regard to that matter, and I gave this to the Commissioner yesterday, and this was part of the work that came from Ben Lujan, Sr., Representative Lujan. The thing that the scoping sheet, it's like we say we're going to do this and it's this magic thing out there, it's like saying we're going to sell a whole bunch of stuff at Celebrations, at Budaghers. This that Ben Lujan wrote has specific things that we're going to address, because climate, da da da da. Because food, da da da da, Because of these disparities. This – give me something to work towards, because right now this just says we're going to put up walls. And it's like, to collaborate. And it's like, then we didn't sell anything. And I gave this example to the Commissioner that talks about, like right now we're third in hunger in the nation. Like if this is really the case we need to fight really specific things here and if we're talking about sustainability it's not just about energy.

So we've got real local problems. This isn't built on data and I want to see the data. And yes, we can all now agree because we believe and we have faith in climate change, but the reality of it is give us the data and put it in here that says because of these issues, that way we can actually get a leg up with any naysayer out there because –

COMMISSIONER HAMILTON: That's a great comment.

CHAIR HANSEN: What I want to do is I don't think we need to make a

concrete decision on this. I think we can –

COMMISSIONER HAMILTON: But there's sure a trend here.

CHAIR HANSEN: We can roll it over. We're not denying it.

COMMISSIONER BUSTAMANTE: Get some new language and get another opportunity.

REPRESENTATIVE LUJAN: I agree. If I can help with any of that language I'm happy to do that.

COMMISSIONER BUSTAMANTE: You get to rename it.

COMMISSIONER HUGHES: Bring it back on the fifth day of these meetings.

CHAIR HANSEN: So Commissioners, I would like to kind of move on because otherwise we'll never, ever get through anything.

REPRESENTATIVE LUJAN: Again, I appreciate the time.

COMMISSIONER HAMILTON: Thanks so much for coming.

CHAIR HANSEN: And also – thank you, Representative Lujan. We are always happy to have you at our table.

COMMISSIONER BUSTAMANTE: And thank you for your leadership.

REPRESENTATIVE LUJAN: And I'll be in touch with you because there are some things that are going on at the state that I don't even feel that you've been notified of in this regard. I don't think that our leadership has or those – to move in this direction have even talked –

CHAIR HANSEN: Are we taking a break?

COMMISSIONER HAMILTON: I can still hear. I was just going to get a little bit of coffee. I'll be right back.

REPRESENTATIVE LUJAN: Thank you so much.

COMMISSIONER BUSTAMANTE: Thank you sincerely.

COMMISSIONER GREENE: If I may, as a sort of added revision to this, UNM would like to start the conversation so we have the opportunity to start the conversation with them to both refine this, get their insight about how they would move forward with this and so we could go with much more confidence when we listen to this.

COMMISSIONER BUSTAMANTE: I would love for you to please ask that if it's really collaborative that it's not just UNM, that there are thought leaders at Luna, like President Martinez who's worked environmental stuff for decades, that we actually get the thought leaders from the other institutions. I don't know who's left at Northern, but we had good scientists, like people who've done really good science and that matters. So yes, UNM is the big dog. Working with the big dog is always sexy but if we're going to make a big difference we need to work with the thought leaders in the neighborhood. And there are people at even Santa Fe Community College.

CHAIR HANSEN: Highlands.

[Cross talk]

COMMISSIONER GREENE: I totally agree to add local level of granularity needs to be there, but this is about the planning money. It's not necessarily about the actions on the ground.

COMMISSIONER BUSTAMANTE: Not including them in the planning is problematic.

CHAIR HANSEN: Is wrong.

COMMISSIONER HUGHES: Let's move on.

CHAIR HANSEN: Yes. I want to move on, because I feel like we have a lot to do and Manager Shaffer has suggested that possibly we put aside because Commissioner Bustamante asked, the 15th of –

COMMISSIONER GREENE: I'm on an airplane all day. The 13th?

COMMISSIONER HUGHES: Somebody has access to all our calendars, right? They can start looking for dates.

COMMISSIONER HAMILTON: Wednesday is one of the few days I'm available. Oh, I'm sorry. I missed that.

CHAIR HANSEN: The 13th is also a possibility. I don't know about others.

MANAGER SHAFFER: We'll continue to look.

CHAIR HANSEN: Okay, let's go to – I think this is a good transition to go to the development of resiliency hubs, because I fell like it kind of talks about the same issue that we've just been talking about with Jacqueline, so if you would like to present that, Manager Shaffer.

Resiliency Hubs

MANAGER SHAFFER: I've yet to thank you, Madam Chair and Commissioners. As it rolls forward, this may well become part of the emergency management strategic plan, but it warrants special emphasis now as we plan for the predictable challenges associated with climate change and potential natural disasters. And the idea is to identify locations and resources and programming that could support citizens in the event of a, again, natural disaster or even something that maybe doesn't reach that scale in terms of sustained heat wave. And so that might be an example that proves the need for this but as we think about what we might need in the event that we had a prolonged heat wave like we had last summer, one that was longer or even hotter, what could a resiliency hub look like?

And that could be a place where seniors, many of whom in northern New Mexico don't have air conditioning, could go to get respite from the heat. It could also be a place where food could be distributed to individuals who may be without. And so that's the idea behind this is to identify where those strategic locations may be. Ideally, I think we would be looking at centers that already exist. They could be community centers. They could be senior centers, places that we already have that the community is used to going to and used to utilizing but that could again, be potentially specially outfitted or augmented in ways that could make them suitable for those uses.

I'd be happy to stand for any questions but we would view this as something that we think is of immediate importance so that we are planning for those anticipated impacts of both climate change as well as natural disasters.

CHAIR HANSEN: I agree with that because it's a large topic that may go all across the country. Resiliency planning and how can we be ready because we know it's not going to change. Or it is going to change but it might get worse. Commissioner Hughes.

COMMISSIONER HUGHES: Okay, and then Commissioner Hamilton raised her hand the same time I did.

COMMISSIONER BUSTAMANTE: Actually, I'm on the other side of you. I did too.

COMMISSIONER HUGHES: Okay. I have to stand up to see you. I'll be quick. No, I think it's a great idea. I just wanted to say that the two townhalls I hosted about fire were well attended. Almost as well attended as when we transport nuclear waste, which was of course the biggest townhall. But I think there's real concern in the community and I think it's legitimate concern. We've never – the fire in Hawaii I think freaked people out because who thought there'd be a wildfire in Hawaii. And we know there can be wildfires here, mostly in the forest but that's not saying a brush fire couldn't take out one of our communities.

CHAIR HANSEN: That's totally possible.

COMMISSIONER HUGHES: And you're right. A lot of people don't have air conditioning and so the middle of the day can be pretty hot during the summer.

CHAIR HANSEN: And the older you get –

COMMISSIONER HUGHES: The harder it is.

COMMISSIONER BUSTAMANTE: The hotter?

COMMISSIONER HUGHES: The harder it is to do that. The one thing I would add and I assume this is in the planning is that the resiliency centers be made completely self-sufficient so there's like solar panels and batteries so that if the PNM power goes out we can still air condition a space for people to live.

MANAGER SHAFFER: You're absolutely right, Commissioner. Part of it being a resiliency hub is that it has to be able to withstand those sorts of interruptions in electricity, what have you. So absolutely.

CHAIR HANSEN: Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: If I may, I would like to offer that we combine with the one that I proposed for the increase and educate on emergency preparedness. That this could be a place where people go to get information. That when they see things at the community center – so this is aligned with that. That this is the front-facing location for emergency preparedness. So if you look at the increase and educate on emergency preparedness at these resiliency hubs being a location for people to get information on what you really need to get in your to-go thing. Or maybe we would advertise, you can pick up a –

CHAIR HANSEN: Along the lines of Ready, Set, Go.

COMMISSIONER BUSTAMANTE: Along the lines of Ready, Set, Go. Of all the information for preparedness and that this is a front-facing entity so that even when something happens, people know both that they go there, but in preparation they're getting information from that location as well, as well as support training, etc.

CHAIR HANSEN: And I did see that and that is part of the reason why I did want to go through the Manager's list because I felt like there was things that overlapped.

COMMISSIONER GREENE: To an earlier point of Commissioner Bustamante, one of the things that is, instead of being the technological solution of solar panels and batteries, which are all well and good, we should also be designing our centers

to be passively cooled and passively heated.

COMMISSIONER HAMILTON: Very good point.

COMMISSIONER GREENE: Using the skills and the knowledge base that we've done over the centuries to figure out how New Mexico operates so that we're not fighting that. So a whole big glass front that is solar gain, of course we're going to try to use the facilities that we have but then always make sure that in the future we're designing with those insights in hand.

COMMISSIONER HAMILTON: Actually, that's a great point. It wasn't what I was going to say but it's a great point and it's consistent with Commissioner Bustamante's point about sometimes adaptation has to be low tech as well as high tech, because in the worst kinds of disasters the first thing you lose is high tech. Cell phone towers, water pumps, all kinds of things, so it's really critical. I just think this is one of the biggest bugaboos in the whole climate change adaptation is it's so easy to plan and it's virtually impossible to implement anything. You look around nationally, it's like we can have all kinds of plans, a project list, but to actually set priorities and put something on the ground, and this actually does that and it does it consistently. It's being done in a context and with the awareness of the emergency management planning and all that. I just think it's really important to take something like this.

Because now, no matter what else happens we have something that's an actual service and adaptation to keep people alive while the emergency happens. So it's just so important. Kind of like putting your money where your mouth is. But I love your thought about that.

COMMISSIONER HUGHES: Well, it sounds like we're all in support of this as an immediate action. So then we can move on to whatever's left on the County Manager's list.

MANAGER SHAFFER: Thank you. I'm going to go then to data analytics and program performance evaluation. Again, this was one of our recommendations for an immediate strategy. It would be to have a Countywide program that would enable us to help support departments throughout the County in terms of planning to both capture data, analyze that data but also do program performance evaluation so that we get as good information as we can relative to the actual impact of the programs that we're underwriting.

So you may recall an example that was given during the strategic planning summit related to our CONNECT program and evaluating whether or not it is in fact actually making positive impacts relative to the social determinants of health. In other words, we have data relative to clients served, what have you, but now looking how effective is that program and actually moving the needle in those areas. So again, we'd recommend that as an immediate strategy and I'd be happy to answer any questions.

COMMISSIONER HUGHES: Any questions? Commissioner Hamilton.

COMMISSIONER HAMILTON: Very, very small question. So which department would this be in? Would it be retained in the Manager's Office?

MANAGER SHAFFER: So thank you, Vice Chair and Commissioner Hamilton. I think our working assumption is that it would be in the Manager's Office. It fits well, I think with work that we're undertaking through Cindy and her team and it really helps support the strategic planning as well as continuous improvement. And so

that is our working assumption as to where it would likely be located.

COMMISSIONER HAMILTON: That makes sense to me. I generally support this and it's not contingent on the answer to that question. Because as things get planned in good faith you have to be free to make changes but that makes sense to me. And this clearly does make sense for all the same reasons, having a 21st or 22nd century support.

CHAIR HANSEN: We went back to data?

COMMISSIONER HUGHES: We finished the other one and went back to data.

CHAIR HANSEN: The implementation of the ERP?

COMMISSIONER GREENE: No. Data analytics.

CHAIR HANSEN: We went back to this?

COMMISSIONER HAMILTON: We never did it before.

COMMISSIONER GREENE: We did the ERP. We didn't do the analytics.

MANAGER SHAFFER: I took them in the order that I thought was most important. So they didn't match the way they were listed on the list.

CHAIR HANSEN: Okay.

COMMISSIONER GREENE: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER GREENE: So Madam Chair, I'm fully in support of this because data is information and information is key. And just as a little bit of guidance, I hope that we again, go to the best practices of other communities that have tried and failed, tried and succeeded, worked with the data that we have, give us some guidance before we jump into a singular consultant that might miss the target. So I'm all for this but I hope it's an informed and that we take a little bit of time to figure out the timeline and the set of milestones and goals in year one, in year two, year three, and who the right consultant is and maybe staffing, how it should be organized. I'm sure you're going to do that but I thought I'd just say it.

MANAGER SHAFFER: Our goal is always to make original mistakes.

CHAIR HANSEN: Commissioner Hughes.

COMMISSIONER HUGHES: Mine will be quick, as usual. I like this idea. As you know, every time we talk about our social programs I want to know what's the data? Are they effective? Are we doing the best practices? I think this get at that and my only caveat – you've heard me say this before is that if your data is bad then you're not going to make the right decisions. So really looking at our data and making sure we trust it. As I said before, when HUD came up with its plans to end homelessness it used bad data and so we got bad outcomes.

COMMISSIONER BUSTAMANTE: I appreciate that. And I'm glad that you did go first, because that's something that I've thought about since you enlightened us to that when you shared that information, and the thing that I want to bring up and not in the interest of bringing up the whole issue, but last week when we heard about the data that we were about to get presented during our Commission meeting, there was no data. It was all about we heard a whole lot of this. We heard a whole lot of that. There was really no data in that report. So I'm hoping that what this does for us is that it really brings the

concept of data to the forefront, that we really are getting data and not just someone's interpretation of the data. That we all have the opportunity to evaluate data, whether it's qualitative and quantitative, and make those determinations so a data analytics system, having both qualitative and quantitative, because that is one of those areas and in Commissioner Hughes' enlightenment, like really, you can factor in a lot of good quantitative data but without qualitative assessments or when we get to issues of social and behavioral indicators of health, there are a lot – you can definitely go straight to numbers and get a whole lot, but without qualitative evaluation of circumstance in many cases, and the opportunity to – for lack of a better word – ruminate on what those conceptually are, bad decisions can get made.

So I'm grateful that this is even on the table because it became real apparent later on, there was like – they started the whole thing with two slides about how important data was and then told them what people thought. And that's okay. But really, was it really based on what kind of data? Give me some evaluation. So thank you for that.

COMMISSIONER HAMILTON: I think those are all important points but I just want to say two quick things. First of all, you never get data on anything you don't measure. So obviously, implicit in this is that we think about what you need and that's one of the places where expertise – the interpretation, the thinking starts. And I forgot the second one.

CHAIR HANSEN: So measurement is right.

COMMISSIONER BUSTAMANTE: You don't get data on anything you don't measure.

CHAIR HANSEN: Okay. So I think we're all in agreement on this.

MANAGER SHAFFER: I'm making up time on this.

CHAIR HANSEN: So let's go on to the last Manager's item, which is the CMO request for direction on what to do with La Bajada Ranch.

La Bajada Ranch

MANAGER SHAFFER: Thank you, Madam Chair and Commissioners. And this is really just to, again, it's all in the guise of allocating resources. So what we're asking from the Board is is this an immediate priority? Is it a mid-term priority that we would be targeting in fiscal year 26 or 27, or is it a long-term priority. And so it really is just that request for direction as to where does this rank relative to these competing strategies.

I think most are fairly familiar with the history of La Bajada Ranch. I won't go through that. Suffice it to say other than it's an asset that the County has owned since approximately 2009. There have been a variety of planning efforts over the years and different analyses and business assessments that have been done. And so again, really the request for the Board is is this something that you want us to allocate resources for immediately? Or is it something you want us to focus on in future fiscal years? That's really the question for staff.

It's not a small lift because there is a lot of things that we would have to dust off in terms of community planning efforts. Also all of the Commissioners who sit on the Board now are new to this. It's been a minute, I think, since there's been active

community engagement so you're going to want to probably do that as well. And from a development perspective, again, this isn't our strong suit because we're not developers and so to allocate those resources, again, it just would be a not insignificant investment to move that forward. So I'll stand for any questions, but it really is just a request for prioritization.

CHAIR HANSEN: I just want to give a little history also. Like over the years since Commissioner Hamilton and I have been on there have been things that have come up, but in general, the consensus from the community has been leave it alone. There's never been the community saying, oh, we want – they've never wanted housing there. And there's no water. At least in my time on the Commission I have heard that. And it is a piece of agricultural land that we have tried to do different things on and I of course will let Commissioner Bustamante speak because it's her district, but we have been using – at the moment it's protected and it's saved and that is how it has tasked for the last number of years, and from what I've heard from the community in La Cieneguilla and La Cienega, that's what they want.

COMMISSIONER HAMILTON: What's what they want?

CHAIR HANSEN: They don't want any development. Nothing.

COMMISSIONER HAMILTON: They want us just to hold on to it and do nothing.

CHAIR HANSEN: I mean I haven't heard. Commissioner Bustamante has a much closer relationship to the community.

COMMISSIONER BUSTAMANTE: Closer and frankly long, because at the time the County had development review boards I was on the LCDRC and there were over 600 homes proposed for that location. It was – I don't think it's in appropriate that it was considered by at least investigative reporters as a faux pas on behalf of the County to buy it.

CHAIR HANSEN: Of course.

COMMISSIONER BUSTAMANTE: But it did put, because it was and has been stated publicly, putting water resources in jeopardy but only at the so many acre-feet per year. And it was like, sorry, but they were going to draw down the water and they were acknowledging the impact on what it was going to do. So I personally don't agree that it was a major faux pas on the part of the County.

I did sit on the Evaluation Board, I don't remember what it was called, but there was a committee because it needed to be an asset to the County. And frankly, not drawing down the water from other places in the county is still an asset to the County. On the order of \$7 million, I'm not sure, and that is one of those, I would say, one of those intrinsic values that frankly the monetary doesn't – and frankly, it could have that kind of impact, so never mind on the question of that.

The point is this is something that I would consider to be midpoint – I'm going to change it to address it as an asset at midpoint. Because there are efforts currently to do something with the land that is proximate to it. Right? Immediately to the west that is privately owned that is absolutely an amazing pristine location. But there's private ownership. The housing development that was proposed for that as well is gone. It is the convergence, it's the confluence of the Acequia de la Cienega, the Arroyo Hondo and the Santa Fe River.

There are efforts, as Commissioner Hansen mentioned earlier, to protect the Caja, and when we look at things that really define sustainability at large, sustainable agriculture at large. The water didn't travel with it. I do have a question about what the status is of the current lease on that particular site. I will say that the –

COMMISSIONER HAMILTON: The lease on which site? Our La Bajada?

COMMISSIONER HUGHES: No, the one next to it.

MANAGER SHAFFER: There is a lease that is about to expire with Alamo Creek, LLC, I believe is the name of the entity, the principal of which I understand to be Frank Mancuso. He is current with the lease obligations. I don't believe that the anticipated uses came to fruition during the lease but it is about to expire and I haven't heard a strong expression of interest to continue.

COMMISSIONER BUSTAMANTE: The value of knowing what he and his aspirations are very much aligned with the previous conversation on what does it really mean to develop a location and be in line with the agro-ecological systems that are there and he had aspirations of working with a local farmer. There are other aspects in my time at the Community College, worked with Santa Fe County. It's listed in here. But in the interest of everything that's being planned, proximate to that site, I don't think it's a high priority that we really need to figure out tomorrow what we've got to do. It's doing really its best job in assuring that it isn't high development that's drinking up a ton of water. And that matters, because good studies have been done to show that the development that had been proposed would.

That being said, the strongest recommendation I'd have would be to move that to a midpoint in the planning process for something that we would expect, but I leave questions, concerns, comments, to anyone who wanted to.

COMMISSIONER HUGHES: Madam Chair.

CHAIR HANSEN: Commissioner Hughes.

COMMISSIONER HUGHES: I just wanted to agree with everything that's been said. I think it wasn't a faux pas on the County because it preserved land and prevented degradation of that groundwater system. But I don't think there's any emergency. I think if the press calls we say we're preserving the land for future use when something comes up. I would have to say that the idea of putting a winery out there seemed like the stupidest idea in the world because there's plenty of wineries. Maybe a vegetable farm if we decide we want to do agriculture or maybe it's just a nature preserve. I don't know. Whatever. But I'd say put it off for at least two years.

COMMISSIONER GREENE: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER GREENE: Thank you. I agree the priorities are in those outer years but I do not want to miss the opportunity to have it as a tool of the comprehensive planning for the Caja and this other private development that's out there. Does this private development have some land that is more culturally or environmentally sensitive? That there might be an opportunity to trade land and to say, let's move the development away from those culturally sensitive or environmentally sensitive areas.

So my first priority of this would be to get all of us in the community up to date as to where things are, what the leases are, what the uses are, get the newer folks on the

Commission some update about where things are. That could be within the next six months or so.

Then I'd move to a more medium term of understanding how it fits into – and that could be part of that first part – how it fits into this other private development, how it fits into the Caja preservation, and then from there we can start to see whether we need to start making some motions on things that happen in the first year to 2 to 3, or whether it starts to be a planning exercise in 4, 5, and 8, but not to put it so far out that it is not – we need to be updated. We need to bring the community back in. We need to understand who these other partners are, and then we can make some better judgments.

CHAIR HANSEN: I think the community is good.

COMMISSIONER BUSTAMANTE: Good word.

COMMISSIONER GREENE: But I think there are other things moving, right? And maybe they don't know about it. Or they may.

CHAIR HANSEN: I have been out to this other piece of land that is a culturally rich piece of land.

COMMISSIONER HAMILTON: That's privately owned?

CHAIR HANSEN: It's privately owned but they're trying to negotiate with BLM for them to buy it, but there's a number of conversations. It's a piece that should be preserved. It's historic. It has cultural resources. It's incredibly, incredibly beautiful. And it is kind of the tip of the Caja del Rio Plateau as you move forward. But I agree with Commissioner Bustamante and what she said at the moment the community is good exactly where it is and is not really – I have not heard any interest in movement or change or anything like that.

COMMISSIONER HAMILTON: And just for clarity, this is not something – is there internal pressure, either – is there a big financial pressure of the County keeping this up that would drive us to – like the motivation – it was years ago.

MANAGER SHAFFER: Madam Chair, Commissioner Hamilton, no. It's – the upkeep is negligible. We make sure the fences are in place. We look for signs of trespass. At this point the buildings that exist will likely have to be razed because of the decision – it's a house – was made years ago not to invest in ongoing maintenance. So, no. It really is just to make sure that we're in alignment with the Board because it is an asset that exists and there was efforts made over the years to analyze various issues. So again, it was my effort to just make sure that we're allocating our resources where you want us to allocate them. There's nothing more than that.

COMMISSIONER HAMILTON: Cool. It's just that I can't help but think that by putting it off till something midterm has the benefit of thinking about whether it could play a natural role in terms of a sustainability plan.

COMMISSIONER BUSTAMANTE: And if I may, Madam Chair, and not in the interest, but if someone wants to hear, because I'm going to say, as dumb as the wine business/incubator sounds, to give a history on that and why –

COMMISSIONER HUGHES: We could do that later.

COMMISSIONER BUSTAMANTE: I'm going to say I'm offering to give anyone at some time some insight as to why that is something that I would still very much support, given the history of grapes in that area, etc. And I'm very much interested in –

COMMISSIONER HAMILTON: I didn't think it was a dumb idea.

COMMISSIONER BUSTAMANTE: It has to do with our GDP in the state, our history. We were reached out to but I can give that information at another time if someone's interested.

COMMISSIONER HUGHES: Yes, I'll get together with you.

COMMISSIONER BUSTAMANTE: Yes, it was very much – if I'm going to share just one little thing, because it's cool. Sorry. You heard about it. Bigger than me, which is starting to get to be like a big deal. Like this thing is this big; it's a truck of an old grapevine from the late, like from the late 1700s/early 1800s. And they grew –

COMMISSIONER HAMILTON: Not that big.

COMMISSIONER BUSTAMANTE: And the big issue was the Catholic Church was all about wine but they wouldn't allow the wine to be used if it was grown locally, but the monks had their wine. And it is part of history. It is this gigantic trunk of a grapevine.

COMMISSIONER HUGHES: I want to see that now.

COMMISSIONER BUSTAMANTE: It's unbelievable. So it's that kind of thing that is part of the national conversation that I'm willing to share because we literally were approached by a group called VESTA, the Viticulture and Enology Research Group, out of NSF to create wine training, and NMSU sent them to us in northern New Mexico for the reasons that we had been one of the longest, the first state – and we weren't a state – to grow grapes. So end of story. But it's a beautiful thing. And I don't even drink wine.

CHAIR HANSEN: Okay. So I think that we all agree that – I would like to allow the lease to expire and that we just keep this piece of land as protected open space or Commissioner Bustamante can give us all tours.

[There was a short break.]

Arts Council and One Percent for the Arts

CHAIR HANSEN: We'll go to mine and Commissioner Bustamante's because both of us are interested in having an Arts Council and a one percent for the arts program. It's what every other county, the state does, everybody does throughout New Mexico and we are one of the few – there must be other counties that don't do it, but Bernalillo County does it, and they're, I have to say, it is so impressive to go into their county building and see art from local artists throughout the state in their building. I was never so impressed. They redid their entire building. They supported local artists. They invested in economic development and both Commissioner Bustamante and I have been at NACo meetings where some of the most amazing initiatives have started from an Arts Council.

MANAGER SHAFFER: If I could, the way we understood it at the staff level is that there would be two components to this. One would be one percent for arts in County buildings but also projects. So for example, it may not just be a physical building. You could have at in the roundabouts that are being constructed as part of the northeast-

southeast connector, and that the Art Council could play a role in selecting that art. And then the second part of it could be – the Art Council could play the role in addition as an advisory council to the Board relative to policy initiatives that the Board may want to pursue relative to the arts and creative industries generally.

So again I think the way staff understood it is that there would be two components relative to the Arts Council.

COMMISSIONER BUSTAMANTE: And in that interest – thank you – I concur. When we were at NACo, and it was really good. South by Southwest developers who bought and sold me. When they stood up and they said South by Southwest was just a concert on a popular street. We had people come in to Austin and it was fine. New Austin music. But when the county invested, when – what’s the name of their county? Travis. When Travis County became a partner it blew it through the roof in what it brings to the overall state’s GDP, with just music. When Texas, it’s a huge state, it has its own economic base. I’m not saying we’re going to have – no, I’m not not saying that. If it’s a concert or whatever, but that arts alone are such a – and here we are, Santa Fe, New Mexico, that the O’Keeffes and Cathers and some writers, painters, etc. and we’re not doing something commensurate to that? It’s like we’ve got a real opportunity here of what it really meant as an investment to Travis County. So I turned into a we need the arts zombie.

Besides the gentleman who I think just can’t let go of the fact there’s someone who emails me pretty much every week on what are you going about the Arts Commission, it was serendipitous to then, because he had approached – and it came from someone else who really wanted to see what could happen because he was working with a lot of artists, all the way along – and I mentioned this in a Commission meeting – the Madrid, Edgewood trail of artists. And he said we want to have our own District 3 if you think – and it’s like, this is countywide. They’re all over the place. This is art.

So it was new, right? Someone’s coming to us. But then serendipitously to go to Travis County to be at NACo and to hear what kind of impact this had on their gross domestic, that was amazing. And that is who we are.

COMMISSIONER HAMILTON: Could you give a perspective on one percent, on what that means in terms of absolute magnitude and relative to other investments and what it takes from potentially? How it multiplies itself? How it’s leveraged to be covered?

CHAIR HANSEN: So already, any money we get from the state has a one percent component with it that we put our – sometimes we put a photograph. That already exists. So any state money already has that component. What it would mean is any of our capital projects like when we would have built Catron, if we would have had a one percent for the arts, and then we would have been able to put art in that building which it desperately needs. So 64 – how many millions did we spend on that? Eight million? I think it was \$8 million.

COMMISSIONER HAMILTON: I can do that percent. That’s not exactly what I’m asking.

CHAIR HANSEN: If we do \$50 million worth of capital projects, just as a round number – it’s not that number, but it’s something around there, that’s \$500,000, right?

COMMISSIONER HAMILTON: I know. It's not the math that I'm asking for. I'm actually good at the numbers.

COMMISSIONER HUGHES: So what are you asking for?

COMMISSIONER HAMILTON: What I'm asking for is how that compares to other – what it's taking from. That – whether that ends of up paying for – the fiscal impact of taking one percent from projects. That's what I'm asking. Not impact. The fiscal implications.

CHAIR HANSEN: So what happens in the fiscal implication is that we invest in artists in our community who are economic drivers of Santa Fe. And so that in and of itself, is an economic driver that we are not taking advantage of to help artists as Tammy Fiebelkorn, councilor from Albuquerque said to me. She said the most important thing that we have done is we have invested in young artists to build their career, and then therefore they continue to invest in the community and build more sustainable resources. I see Leandro has his hand up. Go ahead, Leandro.

COMMISSIONER HAMILTON: I wasn't actually asking that. I know all those answers.

CHAIR HANSEN: So maybe Leandro will have –

COMMISSIONER HAMILTON: I'm asking staff for actual data, like we all want data, but when we're for something, it's like, I'm not asking for the data because I'm against it. I want the information.

LEANDRO CORDOVA (Deputy County Manager): Madam Chair, if I may, Commissioner, if I may, I'll just mention that we had a similar program in Taos. Taos County didn't have the kind of money to put in the one percent per se. The biggest, I guess role of the council was accepting donations of art. And a lot of times, even if we were purchasing something, procuring a piece of art, a lot of times we were just purchasing raw materials and the artists were putting in their own time because it promoted them in such a way that we couldn't quantify it.

And so we got amazing pieces of art and hundreds of thousands of dollars worth of donated art as well, and the council then started drumming up more and more support for free art. So in Taos we didn't have the money to invest but we had a lot of art displays that were able to be put in different areas around the county. So I think that's another component I would like to put out there. You may only purchase one or two pieces before the donations come flooding in. And then you actually have to manage those donations. What is it you want to accept, and what is it you may not want to accept.

Sometimes six figures worth of art does cost \$50,000 to install. So you might get a free piece of art that does still cost a significant amount to put into place or wherever you're going to put it. The biggest, I think, purchase we made in Taos was actually a piece out of the detention center, an artist that did a paño, a large triptych from a paño into a large – and we gave \$5,000 for that. That detainee used that to start an art business, a co-op type business that before you knew it there was other folks coming out of the detention center working with him, making money. They're becoming part of society with their own revenue.

And so just a few side – I didn't anticipate the value of it myself, I'll admit. As county manager I thought it was more of a pain. But then you start to see some of the benefits to the community, and the people that would come to the complex just to see the

oming area.

CHAIR HANSEN: So I get what you're asking, and you're asking like, okay, that one percent, what could it do for some other project?

COMMISSIONER HAMILTON: Not exactly, because it's not a direct trade-off, but in an indirect way that starts to answer the question of how it grows, how it becomes somewhat self-sustaining and what impact – what demands it puts back on the County. It's a great idea. Right? But we're also going to go through some incredibly difficult times and that's in the way I'm asking the question, just so that we're making informed decisions. Right? We asked the same question about the sustainability stuff. That's really motivational and I think this is a great idea. But like we're going to have all sorts of economic stresses in the next few years and I just wanted to know how it feeds itself. How it feeds back into the community to support local people. Because if we're putting out money that then makes local artists more self-sustaining, that's a good thing to know. That's a valuable thing.

CHAIR HANSEN: So from my experience sitting on the NACo Arts and Culture Committee, there are a lot of resources available to us, especially through NACo to develop the council, develop the program. There are tons of resources. Jay Dick who is Americans for the Arts has worked with us. We have DCA, the Secretary Garcia y Griego, her department has an arts department who can also help us set up – it's not like we're inventing the wheel. We don't have to invent the wheel. The wheel is already created. What we have to do is set up the council. I don't know who had their hand up first, Hughes or Greene.

COMMISSIONER GREENE: I want to go first because I like it when Commissioner Hughes agrees with what I say. So let's see what happens. If it doesn't happen then I know I – I'm very in support of this. I grew up in a household with my mother who is an artist and I grew up – my first home in Santa Fe was next door to Frederico Vigil, who graciously has an amazing mural on the wall behind us.

COMMISSIONER BUSTAMANTE: Some people don't like it.

COMMISSIONER GREENE: Right. So that brings me to the second aspect of this.

COMMISSIONER BUSTAMANTE: But that's what art's about.

COMMISSIONER GREENE: That's right. But there is a risk.

COMMISSIONER HAMILTON: I'm glad I'm not the only one.

COMMISSIONER GREENE: There is a risk. And so part of this is preparing the groundwork for figuring out how these recommendations are made, and then also recognizing that there will be a time when either us or a future Commission will make a decision on a piece of art that will offend. And these things will have to be dealt with in a manner that doesn't – oh, you've committed to buying this thing, or you've painted this on a wall; I find this offensive, and how to deal with that. And just like over at – DCA dealt with this with a mural over at the Vladem, what to do when something gets past its life expectancy. So it's a complex issue. All for it. One percent is a nice token amount to get the ball started, but we need to then think about all those things.

COMMISSIONER HUGHES: I don't disagree with anything you said, so I guess I agree, but I was going to make a more concrete suggestion, I guess, which was just that I think we definitely should set up the commission. I think I agree with

Commissioner Hamilton that there may be times when the budget should go up or down, so maybe we start out at one percent but every year – obviously every year the Commission looks at a budget and we say, well, if we’re going to budget \$200,000 for the arts, maybe that’s good for the first couple years, and then we say, oh, that wasn’t quite enough. Or we – maybe we’ll get to a point where we’re not spending that much money and we want to do a half of percent that year. So I would just say we should go ahead and set this up but I don’t feel like we should lock in stone the one percent number because –

COMMISSIONER HAMILTON: I think that’s a fair idea but I think once you set up something like that -

CHAIR HANSEN: In general, most places it’s 1 ½ percent.

COMMISSIONER HUGHES: Well, we might end up there, at 1 ½.

CHAIR HANSEN: Yes. Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: For the state of New Mexico, when we talk about one percent, and what it really means to support the arts in Santa Fe County, in the state, \$2.6 billion of our GDP, that matters. And when we look at Santa Fe compared to even Albuquerque, and when we think of the population in Albuquerque, so if you were to look at it per 100,000 people, we have 7,000 people plus people in Bernalillo who are arts-related businesses. We have 3,100 people in Santa Fe. So when we look at the size of Bernalillo County as compared to Santa Fe. In other words, if we were just to basically extrapolate what \$2.67 billion means, and this report is from 2020, so this is out of that particular year, we have the lion’s share of artists, and I would actually offer – I’d say Taos probably has a whole boat-load too. We know they do. But Santa Fe, here we are the arts capital of probably the world. That sounds a little hyperbolic, but there are people who say, oh, Santa Fe.

So part of it is why aren’t we doing this? Because we can already ride on coattails that exist off of people who’ve been artists for decades, centuries, frankly at this point. Or we put an investment to make sure that we remain – when I think of that GDP and you were mentioning – I was hoping you were going to fill the number in by being quick with math. Okay, \$2.67 billion, one percent to encourage – and we already know that a portion of that, a percentage, is straight out of this community, what does it take to substantiate that and continue to grow that.

And I say that as having a dad who was an electrician and an artist. It’s like, what does it mean to be able to make a living off of it and not have to –

CHAIR HANSEN: And it’s one of the great things that has happened with Meow Wolf is Meow Wolf has been a real generator for artists and a lot of people who learned their skills at Warehouse 21. So there are art organizations that we can partner with and one of the main components of the DOT transportation plan is that every roundabout should have a vertical feature and have an art piece or a vertical feature in it. And having – we already have that in the Community College District in a few roundabouts but to actually get real art in some of the roundabouts have some art outside our new County building on that area next to where the greens are. And we have somebody working at the County at the moment who has resources and knowledge and understanding about the one percent for the arts program, which we can –

COMMISSIONER HAMILTON: Who is that?

CHAIR HANSEN: He works in Public Works. Robert Lambert.

COMMISSIONER HAMILTON: Cool. I can totally support the art in every roundabout if you can guarantee that at least five percent of it is obnoxious. That's not the word I was going to use. Offensive.

COMMISSIONER HUGHES: I think it should be sturdy enough that you can't drive an SUV over it.

COMMISSIONER BUSTAMANTE: The statue of David is offensive.

COMMISSIONER HAMILTON: Who would be – well, to some it is.

CHAIR HANSEN: Okay. Let's stay on topic.

COMMISSIONER HAMILTON: Who would be on the Arts Council? What's the structure of the Arts Council?

COMMISSIONER BUSTAMANTE: I think that has to be an evaluation project.

COMMISSIONER GREENE: Right. Some recommendations brought forth to us with recommendations about youth and multi-cultural and multi-media.

COMMISSIONER HAMILTON: Is it a committee of the County's?

CHAIR HANSEN: It would be a committee of the County.

COMMISSIONER HUGHES: Like our Planning Commission or the Water Policy Advisory Board? Where we appoint people.

CHAIR HANSEN: It would be one that we would appoint people to. There would be applications. People would apply.

COMMISSIONER HAMILTON: Totally run through the County and there'd be a County staffer or something. Okay.

CHAIR HANSEN: Like this guy Robert Lambert.

COMMISSIONER HUGHES: Well, and it's important to do it soon because you're only one more year in office.

CHAIR HANSEN: Right. I'd like to have it started. Okay, so do we have a yes on that? Sounds like we have a yes. And we can start that immediately, after six years and seven years of requesting this.

COMMISSIONER HAMILTON: I think we know what the difference is now.

Countywide Customer Service

CHAIR HANSEN: Commissioner Bustamante and I just did one but we could do another one of hers.

COMMISSIONER HUGHES: She should pick which one is most important.

COMMISSIONER BUSTAMANTE: I think customer service is critical. I think the way we interface with the community – and it was my very first meeting in Cerrillos when people showed up and said, well, we want to know what the County wants, because we understand the County doesn't want – and da da da. And when I say it that way right now in this context it doesn't really have the gravity it had to me in that moment, given that this was what their decision was about a building that we were about to evacuate and that was no longer going to have any use.

When I really, and I just begged for some consideration but part of me feels like it's absurd to ask it that way, one thing that has become apparent, and I think – and I've heard it at various junctures and I hope that I don't every change my rhetoric, to start to adopt a rhetoric, well, let's see what the County wants and the community can understand what the County wants. There's an element – and it sounds so naïve here, but the County exists on behalf of the community it serves. I feel like that sounds like I'm coming out of some text book to tell people how to respond to community. And I really haven't seen or experienced – no, I'm lying. I have absolutely seen and experienced that very much so in many areas.

And it's the little areas that aren't so little. For example, to hear that someone out of a specific department would say yes, you can apply for it but don't even bother. Like to actually tell someone we're not here on your behalf. That's why we are here. We are here to serve those people who give a portion of their paycheck for us to exist. And to hear someone saying, well we want to know what the County is going to do. It's like, this is about to be evacuated by the County. What do you want to do? What is your interest? Because this thing sits plop in the middle of your village. What do you want to see here? Because the County has said we don't need it anymore. And there were no plans from anyone in the County at that point saying, this is what we're going to do, like we need this for that reason. Like in the interest again, of community service, that this building would be needed for community service.

So we don't go there. What we do is we start with these are the reasons why we can't, and we start from there. We do all too often. And relatively recently and from all the way up. No disrespect, but the answer to me has been if we demonstrate that from the managerial level it will get into the houses. And I'm like, actually, we all need to put – and if I say, well, these are the reasons we can't, then I better be able to follow up with these are the things we could do, or if you did it this way we might – but not the don't even bothers.

That has been such a problem and I get that when I brought into the Commission, we were coming off a COVID scenario where some people weren't in their offices, so I get that this was influenced greatly with regard to a lot of vacancies in offices. But we still have a little bit of the answers: no we can't. Or that would be an issue with this. And then, so how do we make it work for people who live here? And when I say, who live here, like I'm not going to go with a – that's not the point. The point is those people who we serve in this county should know that we are here on their behalf. It is not okay for someone to say, yeah, and when I got in a conversation with a person at this particular office, next thing I knew, my request took six months, and everybody's came out faster. It's like, that really happened?

And I get that that's a story I was told by a community member. And I get that it's difficult to be front-facing to community that is already anxious to come to the County to ask for a permit or I realize this might not be able to be done but, and people come with that anxiety so then they start shouting at us right away. I get all that. But we are here on behalf of this community. Period. And that is the conversation. We need to be welcoming, not pushed around, not already defensive which is human nature. But frankly, how do we start to change our way? And I say that in having been at Los Alamos and everybody stopped to ask me where they needed to – is there any way I can help?

And I'm not, I've already got somebody helping me. Thanks, anyway. But here, it's like, oh, my gosh. Here comes someone. Turn away. It's hard. It's hard work to be front-facing to community. We've got to do better. We've got to do the hard work and that's my point.

CHAIR HANSEN: Okay. I'll go to Commissioner Greene.

COMMISSIONER GREENE: So thank you, Madam Chair, and thank you for bringing this forward. I think this is part of our continuous improvement. So this is part of that initiative that we're working on already and a major metric of that is part of our constituent outreach. So it's not only improvement of our existing systems and trying to get a permit and feeling frustrated and so on. But it is also then going out there and trying to find out. Being pro-active and soliciting this information on the front end so that we can come into a conversation informed as opposed to showing up and saying, oh, we'll find out later.

So I like that. I'm for it.

CHAIR HANSEN: Okay. Commissioner Hughes.

COMMISSIONER HUGHES: Yes, just a comment and then a question for Greg. So my comment is I think this is very good and I know most of us are old enough to remember when you called customer service on the telephone and it was terrible. And then we started getting these little recordings at the beginning that said your call may be monitored for quality assurance and people got a lot politer. And so I think there are – I don't know how we do that for in person stuff, but there are techniques we can borrow from industry on how to make sure we're hiring people who will be polite and stuff like that.

But my question for Greg is, how does this fit into your plans already for improving the staffing in the County and all that? Because this is very much an internal project.

MANAGER SHAFFER: Thank you, Madam Chair and Commissioners. It's an existing strategy. Some of the work is already ongoing and we fully support it from the management perspective. So parts of it include learning from others. We will be meeting later this week with the Deputy County Manager from Los Alamos County to learn how they approach their customer service initiative and we will also be reaching out to other county governments, so again, we can learn from their experience.

We are providing leadership training as well as customer service training to different cohorts throughout the county. We started with Public Works and are now working through with Growth Management. It does involve, I believe, sitting in on our customer experiencing and soliciting that feedback. So long story short is we completely agree. And so again, it's an existing strategy and we think it's one that has already been receiving and merits continued immediate attention. So I hope that answers your question.

COMMISSIONER HUGHES: So I think we should go ahead.

CHAIR HANSEN: I mean we're already doing this and we have done numerous things to help that. But how are we testing to see that we're actually getting results? Like how are we going to find like that person B, when constituent A comes in and then the County Commissioner gets a phone call saying, County employee B was like rude to me. How do we –

COMMISSIONER BUSTAMANTE: It's the QAQC measure. What's the measure?

COMMISSIONER GREENE: So I work in my industry with basically a hospitality software platform called Ovation. I don't think that that's necessarily the platform for us but it might be. But it is a software platform that every time there's a phone call or every time you go on line you fill out this thing that says how did we do? And so there are things that you do in restaurants. There's things that you do in all these things that says please stick around and answer a few questions. Or would you be willing to answer a survey on that.

So there's a level of – you definitely want it to be automated. You don't want somebody to have to get on the phone and make a phone call, but every once in a while you can have those QA.

CHAIR HANSEN: Well, I see that we have that on a number of our liaison and probably throughout the County Manager's Office. It says how can I help? At the bottom of every email. Don't you see that when you get your mail?

MANAGER SHAFFER: Well, that's consistent with that idea. So that was an initial effort at, again, it was a test case as to whether that's the right method, but I don't disagree and that's part of the data analytics as well is to set up those systems so that we're continuously requesting it. It's automated. We are tracking it. And then it gets filtered in the whole way through the process in terms of performance evaluations, what have you. So again, we're all in agreement. This is a strategy, yes, but it's a work plan that we are continuing to build out.

CHAIR HANSEN: Okay. Thank you.

Climate Change/Water

COMMISSIONER HAMILTON: We might as we do them in order. So first of all, this is something that is consistent with overarching tensions that we have for adaptation, directly for climate change and also with specific respect to water. It's just something that after doing more and more research on it, having our sustainability group focus on doing a demonstration project. I became very enthusiastic about it for a couple of reasons because it hits two things that are really critically important in terms of keeping County water accessible to people in the county, which is not something that's going to be an easy thing to do. And frankly, it also becomes something that you can use as an incentive for development that's needed. You can get – that directly serves to conserve water and to mitigate some very important negative impacts of development.

So it just seems like – I hate the expression of win-win-win, but it's an important strategy to pursue within our larger intentions. And then Commissioner Hughes pointed out that it's consistent and probably could be combined with one of his, which I will let Commissioner Hughes speak to, which I have no problem with. But I didn't want to present it though like something I thought was trivial. I think it's an important strategy. I think it's something like our sustainability group was already thinking about, but it is one of those things that I think is worth thinking about with a little more emphasis and from a process point of view of the way we think about managing development, integrating some new thinking about what things can be – we thought about TDRs, right? We're not

going to develop – if you think about it, going to develop everywhere. And that’s a baseline. You take development. You don’t do it here but you do it here, now you double that density for the same square – that kind of thing.

That’s great, but that’s assuming that there’s a fixed ability to support a certain amount of resource and we’re just moving that capacity around, which isn’t always the way things happen. So this is something that is a specific application of mitigation strategies toward development. So there you go.

CHAIR HANSEN: So the first time I worked on a rain garden was in 2012 with the City of Santa Fe when we did this at the Parks and Open Space. And so what I’m wondering is what you’re suggesting because I think – do you suggest this needs to be part of the SLDC?

COMMISSIONER HAMILTON: I think it should be integrated quantitatively and qualitatively.

CHAIR HANSEN: Right. So a developer comes along and they need to put a pond, but right next to the pond could be – before it comes into the pond or it becomes the pond. I don’t know.

COMMISSIONER HAMILTON: I don’t happen – so there are applications, specifics where drainage ponds are the wrong thing to do. They don’t achieve what you want to do. And in an arid climate – those are flood control. And the concept generically is good. Oh, you catch the runoff, so now everything, like sediments and pollutants and what not settle out. But there’s an awful lot of – all of a sudden all of love data, right?

COMMISSIONER BUSTAMANTE: Why all of a sudden?

COMMISSIONER HAMILTON: Well, maybe not for some of us, but I’m just being a little snarky for emphasis. Those things are not necessarily appropriate. Like we have drainage ponds for flood control in all the developments that ultimately fed into the 2017 flood in La Cienega.

CHAIR HANSEN: And maybe if we’d had rain gardens along the way it would have slowed down the water.

COMMISSIONER HAMILTON: Yes, and infiltrated it. Nothing’s a panacea. This needs to be integrated with other things, like really, in 2017, I suggested what we needed to do not just to repair the flood damage but to fix it. All you need to do is a project to look at what the flow lines were that contributed to that flood and redirect some of the water. But you can’t just be taking the – the Corps of Engineers has worked on the – you get water off – you prevent, you manage floods by getting water off quickly to some place you can control it. And that’s also a failed – in many cases, a failed policy. We don’t want to get to send water quickly down a drainage. That sends it someplace else and it evaporates. We want to keep water on our land and infiltration is one of the few ways to do it. And there are all kinds of secondary benefits to it.

CHAIR HANSEN: Okay, I’m going to go to Commissioner Hughes.

COMMISSIONER HUGHES: Thank you. I think this is a great idea because it dovetails right into one of mine, which was to review the SLDC for sustainability. And I was thinking of two things, water and energy, but in terms of water, I think we do have an opportunity to look at that. You may remember that the homebuilders were asking us a couple years ago to redo the water section to make more

sense, because right now it's very proscriptive. You have to build a cistern at a certain level of roof area and they were saying, but there's so many more creative ways we could minimize water use and keep it on the land.

So I think that's part of it. So I think this is a great idea and I think we should look at that in conjunction when we get to mine.

COMMISSIONER BUSTAMANTE: Madam Chair, and I go with a win-win-win, because this – the one that I had completely aligns with that.

COMMISSIONER HAMILTON: Which one?

COMMISSIONER BUSTAMANTE: With the evaluate water conservation, reclamation and [inaudible] for appropriate oversight. It builds it all. These to me are three the same conversation. And when we have people – I'll go to our big issue is compliance, making sure. But if somebody actually has their well monitored, and I'm going to disagree thinking about that area but it will go everywhere. And you start to see that if they've implemented this and you see the water use being managed and they have a beautiful green place but their water use has gone down, that's kind of [inaudible] So I think to make that all measurable is very huge opportunity, so I'm liking win-win-win.

CHAIR HANSEN: Go ahead, Commissioner Greene.

COMMISSIONER GREENE: So to the win-win-win, I agree. I think rain gardens are an aspect of this, and so is the reclamation that producing water use. It's recharging the aquifer. It's creating a lush micro-wetland and so on. And it goes to wrapping into a bigger look, which I think is Commissioner Hughes' initiative and Commissioner Bustamante's initiative, to look at this comprehensive water use. And it's not just cisterns and it's not just ponds but it is also rain gardens and it's also harvesting and it's also all of these and how it can then be incorporated into our SLDC. And incentivized in multiple ways. So you used the word incentive. That's an important part of this. Like if somebody incorporates this, what are they getting in return? If somebody's harvesting the water on their project, do they get something for this? And so these are the tools that again go back to us and when we make a land use decision we say that water use – harvesting and so on becomes one of those things that says this is an important factor for Santa Fe County and we can add or subtract based on how somebody proposes to use water in their development.

COMMISSIONER HAMILTON: So I just want to – I agree, and I have absolutely no objections to integrating these three things together. I want to point out that I put this in specifically as an example of a little bit of thinking on something. Water harvesting is a generic term. But there are applications of rain garden. It's like oh, we're going to put in a nice little rain garden. Think about the demonstration project that was done at the fairgrounds. A hundred percent of the water that came off those buildings are retained on site. It was not just a – so it's one of those things where you can retain all of your water.

If it can be done there it can be done every place. It can be retrofit to almost every – not that that's practical. The point is from a technical feasibility point of view you can retain all the water that comes off a very high density sub-urban – since we're the county development area, it makes it a very feasible specific kind of incentive for higher density development. And that's why there is a potential win-win. This would direct some of the

thinking to more generic language about we have to conserve water.

We've been conserving water for a long time and this is something that can be a specific that's practical. It's not very expensive, that can be integrated into the SLDC, and hopefully actually be like a stepping stone thinking-wise for other things that could be added to it. I don't mean it to be too limiting.

CHAIR HANSEN: So what I hear is that, and I think this applies in other areas, is that we need a more creative approach to the SLDC.

COMMISSIONER HAMILTON: We need a fairly specific approach.

COMMISSIONER GREENE: For water as one of the examples of this.

CHAIR HANSEN: We need specific and we need creative. Because at the moment, the SLDC is very specific and limiting. And I feel like there are issues that come up that we're not allowed to touch because that's the way it is. And at the same time there are issues like this, which is a rain garden that is more nuanced in the fact that it is providing water onsite. It takes a little bit more creativity to create. It's not like you just slap a pond and put a liner in it and you're done. You've got to find the right location where the runoff is going to be and you have to set that aside.

COMMISSIONER HAMILTON: In urban areas you make the right location.

CHAIR HANSEN: Right.

COMMISSIONER HAMILTON: Rain gardens can be cheaper to install than cisterns, even for private individuals.

CHAIR HANSEN: Absolutely.

COMMISSIONER HAMILTON: And the idea of providing incentives for developers, there is an immediate benefit for the people who do it. Because their soils are better. Their water is better. But you end up also recharging the aquifer. So now we're incentivizing developers and individual people to do things we want to do anyway.

CHAIR HANSEN: Right. Which is a little more creative. And the City has under Melissa McDonald and other people, they have been a rain garden out at Constellation. They've built a rain garden out West Alameda. They were some of the early ones that were inspired to get the next part done. So these were done early on. They were done probably in 2012 and 2014 by the Parks and Open Space at the City when I served on that board.

So I'm completely in support of doing rain gardens because I see the benefit of what they've done. So I think in general, we're all in agreement that this is a good idea so we can move on.

COMMISSIONER GREENE: If I may be more comprehensive, I think that this is a great idea and I think harvesting and graywater, a comprehensive water use incentive and planning scope rewrite to the – since water is so important to us – to the SLDC. So it includes rain gardens for sure because they're beautiful and they serve a purpose, but there's graywater systems and there's water harvesting for irrigation off your rooftop, and just to say give everybody the option of all and create associated incentives.

Update the SLDC/ Sustainability

COMMISSIONER HUGHES: Since we're already talking about it, let's do the updating the SLDC, one of mine.

CHAIR HANSEN: For affordable housing?

COMMISSIONER HUGHES: For affordable housing, although the affordable housing part maybe already underway.

MANAGER SHAFFER: It is.

COMMISSIONER HUGHES: So we don't really need to talk about that because it's already coming to us in a couple of ways even this year. So I think looking at the SLDC for sustainability – we just talked a lot about water. I think we should also include energy because the two things I was thinking of, we're eventually not going to be using natural gas to heat our homes or heat our water or cook. And why do we permit developers to install new gas lines into new developments, because there's heat pumps powered by electricity are probably the most efficient and so they can be powered by renewable energy.

And then also, I think other locations have done this, why we should probably not allow new gas stations in the county. People have been emailing us like crazy about the dangers of lithium ion batteries, but if you look at that compared to the danger of a gas station.

COMMISSIONER HAMILTON: That's a good point.

COMMISSIONER HUGHES: A gas station is more than ten times as likely to catch on fire. Gas stations don't sometimes release toxic chemicals; they always release toxic chemicals, both into the groundwater and to the air when you're gassing up your car. So I don't know. I think, and I'm not saying we have to adopt what we're going to do right now but I think if we were to look at the SLDC particularly for sustainability, particularly with energy and water conservation, and I wanted to bring this one up first anyway because I think it's the one that's the most work for us as Commissioners to really think through with staff and a lot of expertise.

Like how do you write rain gardens into the SLDC so that they happen but aren't confusing to developers and the same with every other aspect of it. It takes a bit of thought.

MANAGER SHAFFER: If I could, Madam Chair and Commissioners, and I think this relates to Cindy's macro-level point is there's a lot that has been identified as potential work in the SLDC and I would, to your point, Commissioner Hughes, it's a matter of prioritizing what those areas are from the Board's perspective. Whether you want to help identify those priorities by doing some stakeholder outreach, what have you. But each of these things, again, as you go through the list relative to the SLDC, it's not a small lift. And so we're on the topic of prioritization and I think that's all we would suggest is that we approach it with that mindset: What is most important to us? Then we can focus our resources.

CHAIR HANSEN: And I think that what I'm hearing here, and the water section of the SLDC is important and something that Commissioner Hughes and I have brought up before when we wanted to talk about the HERS and the rating and water

harvesting and water conservation, and the rain gardens fit right in with that. They're all part of it. What I'm wondering, is there such a thing as a point system at the SLDC when a developer comes in and wants to get a permit, is there some kind of – maybe I'm thinking of an incentive. Like if you do these things that – you put in a rain garden, you put in some other things. Do you get some kind of incentive?

COMMISSIONER GREENE: Like a density bonus.

CHAIR HANSEN: Some kind of reward system. I think maybe that might be –

COMMISSIONER HAMILTON: That's what incentives are.

CHAIR HANSEN: Yes. Rewards.

MANAGER SHAFFER: You could approach it, Madam Chair, in a couple of different ways. You could have an incentive system. You could also have a performance based system that's not proscriptive. So in other words – and I think that's what's been adopted with the energy codes is that you need to meet this level. How you do that, we don't really care. But this is the standard against which you're going to be judged. So you could again, write it that way as well which is here's what you have to achieve relative to water. I don't want to use a word that gets me tripped up. But water capture, this is the standard you have to meet. Whether that's a combination of cisterns, rain gardens or something else, then it's another layer of analysis. I think you can do it a couple of different ways in terms of incentivizing folks to come up with plans that are creative and that make sense, but again, they're not proscriptive; they're performance-based. This is what you need to achieve.

COMMISSIONER HAMILTON: One thing to point out in that regard is that the County's participation is that right now, the County would provide, theoretically, expertise. How you calculate or where you get information to do rain gardens. And rain gardens aren't just you let the rain fall and capture. It is supposed to be harvesting water off rooftops and stuff. I happen to think it's a much wiser thing to do right now than cisterns. And so I think establishing incentives accordingly to try to incentivize where we prefer people to go. You have to basically capture 90 to 100 percent from an average 100-year rainstorm, or whatever.

There is some thought left to how you structure these, but it's well within the expertise of our Sustainability Department to do that.

CHAIR HANSEN: Commissioner Greene.

COMMISSIONER GREENE: So to just not necessarily preclude all this other conversation about this but just sort of to not limit us by our capacity limits at Growth Management and this revision, there are a lot of things here that are priorities. And so this is a – there almost needs to be a session of here are the 15 areas that we have of this: affordable housing, how do we make it faster, easier, cheaper – whatever those things to make affordable housing happen. Okay. Water. That's not even sustainability. That just one aspect of sustainability. So okay. Water, okay. Here are the five different ways that we could do that. How can we incorporate which comes first? Energy use. Oh, gas lines. That's one of the things. Solar, okay. Passive heating.

Fifteen different ways that we can solve these things. We need to – and this was something the City did not do for a long time but the City is now doubled and tripled down on it that they are literally hiring people into this.

COMMISSIONER HAMILTON: Into what?

COMMISSIONER GREENE: Into rewriting their code. Into all these different things: affordable housing, energy use, water use, land use – you name it. We need to do the same.

CHAIR HANSEN: And we did that with affordable housing. We did hire somebody.

COMMISSIONER GREENE: That's right. But it now – we did it at a planning upper level level. Now we need to do it at the nuts and bolts level of the SLDC. And that is almost an internal thing. You can go bring in best practices and ideas from outside of the organization, but it is how you bring it to the nuts and bolts of the SLDC, that we say, there's one, two, three people that become these people that are going to have a timeline of rewrites for these sections and are going to have these – every six months we're going to have these updates brought to us for us to debate, and then do this, and in two to three years here we are. We've rewritten the SLDC comprehensively.

Not from top to bottom, throw it out. But just say these are the updates and our priorities.

COMMISSIONER HAMILTON: I'm of two minds. I just want to throw this out on the table. I agree with the concepts about rewriting the SLDC. I'm not sure I want to support the idea that we need to do a complete rewrite of the SLDC.

COMMISSIONER GREENE: No, no. For sure not. For sure not. You have good bones, not the best, but good bones to start from and then when you throw those things out, you end up with unintended consequences. You want to protect what you have as opposed to start from scratch.

COMMISSIONER HAMILTON: Yes. And I didn't think you were saying start from scratch. But even to say, okay, we want to completely rewrite the water section. Because then it's like so much you have to consider that it becomes a three-year thing. Five-year thing. To be honest, I also see a bottom up, like picking at it a piece of the time. It wouldn't hurt anybody to think about we can integrate the idea of water harvesting and rain gardens because we know it mitigates flooding, because it would allow us to incentivize more dense development in a very specific way, and it would still take thought to think about what the incentives are for individuals. What are the programs we can tie into?

And it's kind of like we were able to revise the driveway thing. Commissioner Hansen, what was – we were getting variances constantly.

CHAIR HANSEN: Too narrow.

COMMISSIONER HAMILTON: Right. It was a specific thing and we could fix that piece of it.

CHAIR HANSEN: And we did.

COMMISSIONER HAMILTON: But there are many other pieces we haven't fixed, so I think we need to think about both ways. We have to fix things as we go along and think comprehensively, I guarantee if somebody were to take my rain garden idea and start putting it in and come and say, but the wording should be a little broader and include this and this. Wonderful. But a top-down fix as opposed to let's add something that has value is a very different timeframe.

COMMISSIONER BUSTAMANTE: I have a question about that that's

making me thing. When you have a chance. When it's time for me to talk.

COMMISSIONER HUGHES: She can go and then me. That's fine.

COMMISSIONER BUSTAMANTE: What it's making me think about, if you're familiar with the Purdue Agile Systems Lab, that for businesses to be responsive –

COMMISSIONER HAMILTON: Yes, yes, yes. Oh, my god.

COMMISSIONER BUSTAMANTE: And the one thing government is absolutely known for is not being agile. But is this our day? Like, is this an opportunity to look at –

COMMISSIONER GREENE: It's the customer service side. It is a new organizational culture to say be customer service oriented. Be dynamic to address the issues.

COMMISSIONER BUSTAMANTE: Yes. But when we see a change it has to happen in structure. That we're in a position knowing that we meet twice a month, but that we're able to integrate something. Like how do we get there from here from an agile – we have to be able to pivot to be responsive. To be able to address the issues as they're coming. Because when we talk about even climate change and a better idea comes along, government is always leap years behind and how do we get to the place where we're more agile in our ability to respond? And I think that's exactly what we're talking about.

We got this behemoth of a plan through, and we have to do that – it's massive and oh, my gosh. It was pretty slow going. But I think, how do we make those adaptations to say, the laboratory is safe. This is a living document. How do we make something a living document of sorts that allows us to be able to address things in a more responsive way that doesn't turn it into mush and that's not good product but that still meets its objective? So that's my statement.

CHAIR HANSEN: So one of the things that we did also early on when Commissioner Hamilton and I got elected, we got a lot of complaints about people – our staff – not understanding the SLDC. So we did training sessions every Friday afternoon for the entire staff of Land Use. We had these sessions – don't you remember? Well, I remember.

COMMISSIONER HAMILTON: I hate to admit but I don't remember.

CHAIR HANSEN: Because I felt it was a really important thing. And I feel like it's not a bad thing to revisit that if we want to change and make some changes to the SLDC is to have staff in training sessions with the SLDC and saying, well, this is not working. This is something that's not working. This is why the permit thing takes so long. That's one of the major complaints we get right now, is why does it take so long to get a permit? That's one of the complaints I get. I don't know if anybody else =

COMMISSIONER HAMILTON: Oh, yeah.

COMMISSIONER HUGHES: That's the complaint.

CHAIR HANSEN: If that's a complaint, how do we help the staff and Land Use and Growth Management figure out how the permitting could move quicker for them? And that might be something that can be done in a training session. They could say if this part could happen – because they experience it. They work with it all the time. They know what the problems are – I hope they know. And we can hear them also. So I found that was a really good strategy. It decreased the complaints that we were getting

tremendously by doing those training sessions. We did them for I think three or four months. I can ask Penny how long it lasted.

COMMISSIONER GREENE: Pardon me, if I could continue on this. There's a confluence of five different things that we've already talked about. Customer service, data analytics, right? So if every time somebody gets stuck on a land use issue, growth management issue, that there's a box that says: This was the issue. That's a data point. This was what held them up. So there's customer service, there's continuously improving our organization, there's updating the SLDC because that seems to be a problem area of this area, and really looking at how we serve our constituents, which is at the end of it. Thank you very much for letting me interrupt.

CHAIR HANSEN: Okay. Commissioner Hughes.

COMMISSIONER HUGHES: Our voices are about the same timbre, aren't they? I'm very hoarse today.

COMMISSIONER HAMILTON: And you look so much alike too.

COMMISSIONER HUGHES: Definitely.

COMMISSIONER HAMILTON: Just like Commissioner Hansen and I.

COMMISSIONER HUGHES: I was going to say, I think that in the staff comments here they were saying \$30,000 to \$50,000 to hire, I assume, a consultant to start looking at this, and I would just –

COMMISSIONER HAMILTON: Looking at your revising for energy and water?

COMMISSIONER HUGHES: Well, for revising the SLDC. Yes, for energy and water. And I think there's an advantage to doing at least those two together, because they all relate to sustainability and it's a little bit of efficiency if we can get someone to look at those sustainability options and we can do one set of hearings and get it all done in the year, whatever year that is. I don't think the energy part will be nearly as complicated as the water part because there's so many options for water. And also I just want to put in a plug that energy efficiency and converting to renewable energy is much more related to saving the planet than whether or not we let water runoff of Santa Fe County. They're both important.

COMMISSIONER HAMILTON: I kind of agree with you and then I don't agree with you. Because part of what we're talking about is retaining Santa Fe County as a livable space. And so everything's important and actually, the way you framed your strategy there, it's a very logical thing, like to hire a consultant and gather information. I was just putting on the development. So I think moving forward with your strategy makes sense. It's something you could hire. We could spend a very modest amount of money to hire a consultant to do a comprehensive but focused job and contribute to that piece of the SLDC.

So what I'm going to say now doesn't argue against that. I'm stipulating to that. I'm just throwing on the table that while we're all the kind of people who think about things and tend to integrate concepts and what not, there is a danger in saying, well all these things are related, so let's do them all at once. Because sometimes doing one small thing allows a benefit to be realized more quickly as long as that thing doesn't stand in the way of other things in the future. Like it doesn't foreclose other improvements in the SLDC.

And so that's all I'm saying is I don't want us to kill the good by trying to be perfect. And one of the problems and one of the reasons governments always aren't as agile as they feel they're driven to try to do things comprehensively because we're kind of like setting our regulations and what not. And I'm trying to avoid that. Like to be perfectly honest, while we're having a consultant do the rewrite on the SLDC, Penny's group could look at – we could do incentives for these rain gardens that very simply, for water harvesting, for developers, and then for individuals, here are the kinds of incentives and we could do this as a trial project.

As long as it's not against the SLDC it doesn't have to be written into it. When your consultant ends up with recommendations it could be incorporated then, but they could develop recommendations for the incentives and start a pilot project to include them.

COMMISSIONER HUGHES: So if I could just say, I agree with everything you said. I think what I would prefer is that if we hire a consultant we do give them the whole sustainability thing to look at, and if they say this needs to be done in two parts, water this year, energy next year, then we take that advice. If they say, no, it's going to be easier to just do this all at once we go that direction. I think that's fine either way. But I would like to move ahead. I think this is something that is very important to our constituents because everybody who lives here wants to be able to stay living here, with the forest fires and floods.

COMMISSIONER HAMILTON: Well, yes. I would agree with that. And I would say that if some of the intent of this conversation got transmitted to staff I really fully trust staff to say, hey, we could do this and here's how we'd like to break it up. So yes, I agree with what you're saying.

CHAIR HANSEN: Okay. So I think lunch is here, so I want to take a break. I want people to go get their lunch and come back.

COMMISSIONER HUGHES: Did we decide on this or do you want to discuss it more?

CHAIR HANSEN: Cindy?

MS. MCKEE: I was just going to ask exactly that.

COMMISSIONER HUGHES: Because it seems like we're almost to a conclusion here. We could come to a nice, natural stop.

COMMISSIONER HAMILTON: On your –

COMMISSIONER HUGHES: On my thing.

CHAIR HANSEN: Yes. We're supportive of that.

COMMISSIONER HAMILTON: We all love each other's ideas.

CHAIR HANSEN: Right. We were just having more – so when we come back –

MS. MCKEE: I just am curious, if we decided if that was immediate, mid or longer term.

CHAIR HANSEN: I think that's immediate.

COMMISSIONER HUGHES: Immediate.

MS. MCKEE: Perfect. I just wanted to know.

COMMISSIONER GREENE: If I may, a specific, comprehensive look at the SLDC as a separate topic to start to prioritize what those things are, and to lay out

short, medium, long term.

COMMISSIONER HAMILTON: Why? That's what we're doing here.

COMMISSIONER GREENE: Well, sort of. But we're throwing so many things out there.

COMMISSIONER BUSTAMANTE: [inaudible] we've got oh, so many things out there.

CHAIR HANSEN: We're going to take a five, ten minute break and get our lunch.

MANAGER SHAFFER: I would suggest we take a 15 to 30 minute break so people can eat and just step away for a second. That would be my recommendation.

CHAIR HANSEN: Okay. Fine.

[The Commission recessed from 12:15 to 12:45.]

CHAIR HANSEN: Okay, we're going back to District 1.

Airport Road Facility Master Plan

COMMISSIONER GREENE: Thank you, Madam Chair. This is just sort of looking at, instead of doing a piecemeal solution to the Airport Road Facility, looking at it comprehensively, creating a campus plan for it that also addresses most of our current needs but also looks at improving the image of it right now or in the future. Right now it currently has barbed wire and concertina wire along the street frontage, which I don't think anybody should have concertina wire along a pedestrian front. It's okay if it's the back. But the facility has its old history and being an adult and juvenile detention center.

Nobody really likes the memories of that, so short of tearing the thing down and given the fact that it has about 150 feet of depth of street frontage that could have a variety of front-facing facilities and customer-facing facilities and a lot of rear-facing, back-of-house sort of facilities in the back that we could do a plan that addresses these needs but also makes sure that we do not make it look ugly and revise its image.

COMMISSIONER BUSTAMANTE: I have a question. Can we assume that that's already being done?

MANAGER SHAFFER: Madam Chair, Commissioners, no, in terms of using it for front-facing purposes. We currently have a three campus model in terms of how our outward-facing services are structured, being our administrative complex downtown, Public Works and then Public Safety. And so we are not currently planning for any public-facing uses and staff has identified this facility as really being more to support core County operations, so focusing on that part of question, no. We have not as a staff looked at this as something that we want to develop for community or outward-facing uses and would respectfully suggest we preserve the space for those future core County functions that we're not anticipating now.

Having said that, making the streetscape something different isn't necessarily incompatible with saying we want to preserve this relatively large building area for future unknown needs. So I hope that answers your question, Commissioner Bustamante.

COMMISSIONER BUSTAMANTE: It does. Thank you. I have refrained from even bringing forward some of the community requests for that location, simply because I've understood that we have County needs that would probably be best suited for that and have done some walk-throughs with our Public Works staff in that interest. I don't have any problems with making it look more pleasant on the road. For whatever the security measures were one of those was going to be the County Clerk, but that doesn't appear is going to happen. But I don't really have any issues with it except to understand that there are County uses and that there have been conversations with community as part of a planning project that was initiated by the City, and I participated with the County. The residents do have interest but again, I wouldn't really bring those forward.

COMMISSIONER HAMILTON: Like what? The City was planning on what to use that building for?

COMMISSIONER GREENE: No, they're doing a master plan of the Airport Road Corridor.

COMMISSIONER BUSTAMANTE: Right.

COMMISSIONER HAMILTON: Got it.

COMMISSIONER BUSTAMANTE: The thing I really want to bring to light, because there are better locations for it, but they have an interest in ultimately, and I think in the long run, having some type of plaza area and I don't necessarily align with that being the location for it. And whatever other dreams that there were on paper. Honestly, there were things that were put down that I didn't register, just as far as not even making it a viable option for community access. And so the County determined what the needs were for County use.

COMMISSIONER GREENE: So along those lines, I was approached by somebody recently for the idea of a south side farmer's market location. There's a lot of community good and fit into our greater strategy of preserving food security, bringing –

COMMISSIONER BUSTAMANTE: Working that in District 3, there are a number of potential locations for that, and I would continue to support the one that's at the Presbyterian Hospital which seems to be doing well, when it's there.

COMMISSIONER GREENE: I'm all for it. Just demographically it's a different – it's close but it's not walkable to the neighborhoods that are near there and to folks in the Agua Fria Village, but sure. It's all – my goal of the Airport Road facility was just to say let's take down the chain link and barbed wire fence in the front, move it back 100 feet and start the master plan and to make sure it fits our needs in whatever form that takes.

COMMISSIONER HAMILTON: So can I get some clarity? Are you recommending specific uses for this facility?

COMMISSIONER GREENE: At one point the Clerk was going to use part of it but she's found something else. The Senior Services is using the kitchens over there. Great. Perfect. That's wonderful. I think Public Safety is using it for finance right now, but the building is sort of remnant space and being used as that right now.

COMMISSIONER HAMILTON: Yes, I know what it's being used for now. I was just asking whether you were proposing an alternate use. Because the County, we kind of make plans for the use of it and although those plans have clearly been altered tremendously over time, but the plans still – the way that planning's been going makes

sense to me. Are you doing the let's beautify it piece, or a completely different use?

COMMISSIONER GREENE: More on the let's beautify. And try to put something forward, front-facing, as opposed to behind a wall.

COMMISSIONER HAMILTON: Front-facing meaning you want public access to the building.

COMMISSIONER GREENE: There could be a satellite office there. There could be the Clerk's Office and things like that and there's definitely some things –

COMMISSIONER HAMILTON: Why?

COMMISSIONER GREENE: Just if there's a use that's in that neighborhood –

COMMISSIONER HAMILTON: It wasn't a snarky question.

COMMISSIONER GREENE: No, no –

COMMISSIONER HAMILTON: No, I meant it like do you feel like we need more than the three campuses – to move away from the three-campus idea? Even with the three campus idea, we have field offices.

COMMISSIONER GREENE: Right.

COMMISSIONER HAMILTON: So I don't know. I'm just trying to figure it out.

CHAIR HANSEN: I think there's a lot of things that have been brought to the table, like t the moment, I don't feel that the Airport Road facility is really a priority that needs to be moved up on the list. We have a lot of other priorities that I think are more important.

COMMISSIONER GREENE: I don't disagree one bit. I just want to make sure that we do not, a) leave it as an eyesore on the short term; and b) don't really ad hoc cut it up into pieces and so we don't do a good job with it.

COMMISSIONER HUGHES: Madam Chair.

CHAIR HANSEN: Madam Chair, is the Clerk, has she decided whether or not she's using that space? Because that was going to be one of the major uses.

MANAGER SHAFFER: We have some moving parts and so there's potential different space that we will be pursuing but nothing's final until it's final and we've acquired the property. So I think the short answer is we're moving in a different direction but all of that hasn't yet been consummated.

COMMISSIONER HAMILTON: But you may not want to foreclosure other existing options until one option is finalized.

MANAGER SHAFFER: Correct. I think that's a fair way to characterize it.

COMMISSIONER HAMILTON: I guess I would tend to agree. For better or worse I sort of see the Airport Road facility as a non-problem that we don't need to fix, because I think the planning that's being done for it, it's being viewed as a resource and it's one of the moving parts that's being juggled, and the reality of what the building is is the reality of what the building is. So there are some uses – like I don't see putting a high security building for a farmer's market.

COMMISSIONER GREENE: There's the front yard of there.

COMMISSIONER HAMILTON: Right. So right now the chain link and concertina wire is all the way to the curb. If that moves back 50 feet, and there was at

least some landscaping in front of that, that would start to help clear pedestrian –

COMMISSIONER HAMILTON: I'm copacetic with beautifying the neighborhood. It just seemed – I don't know, now that you've raised the question – there's that whole area behind the Public Works that could really use some rain gardens and stuff.

CHAIR HANSEN: Behind Public Works?

COMMISSIONER HAMILTON: Yes. There's a whole area around Public Works that could really use some landscaping.

CHAIR HANSEN: You mean where all the hard rock mining or the gravel

COMMISSIONER HUGHES: That can be next year's project, beautifying Public Works.

CHAIR HANSEN: Well, that's what they're doing at the moment.

COMMISSIONER BUSTAMANTE: I guess, with all due respect, if I were to say – because I'm grateful that you're thinking about projects in that area, but when I think of what the people in that community are asking for and what their priorities are and having sat in those planning sessions, I know they had an interest in the use of the building. Their priorities – if we were going to spend County money on things off of Airport Road, that didn't rank high. It wasn't a matter of at least please remove the barbed wire from the front. And I think we could. I'm not averse to making it look prettier, but I think that when we start talking about priorities for the south side, that those of us who were sitting there with a few people who have requests of what to get done, unless it's something that's directly for our use, it's a community front-facing thing, then we would use those funds or efforts in that interests that they've disclosed a number of projects.

There's a whole list of them that they've love to see happen and I think really what the really cool thing that's happening, and it's going to really make a lot of difference after tomorrow is even the conversations that I've had with those who are running to support the City, that the good news is is that we're in communication with City Councilors and myself on the part that does interface with District 3 and the planning that's been done as part of their Main Street funding, which is what brought people to the room, and if I may do a massive shout-out, what was so precious about it is it's both in Spanish and English legitimately. It is a huge bicultural, at least bilingual, and their visions for what they would like to see that community look like was precious.

There's work to be done but I don't think we need to move forward fast and spend money on something that hasn't had even the like of our overall comprehensive evaluation, for other parts of the County resources to be a part of. But when we know who their City Councilor is going to be after tomorrow we might have some things that will come to light sooner rather than later, if it's the ones who've been working in that interest.

COMMISSIONER HUGHES: Madam Chair, it just seems like maybe where we're going with this is that we really need to wait for the County staff to tell us what they want to use the building for, and we're all expressing an idea that whatever that is, make it look prettier.

COMMISSIONER BUSTAMANTE: There you go.

COMMISSIONER GREENE: That's exactly right.

COMMISSIONER HUGHES: I don't know how that fits in with our – where you put that in a strategic plan.

MANAGER SHAFFER: It's not a strategy but as we move forward and we look at potential projects for next year we'll make sure that Public Works is thinking about beautification projects that meet the goal of streetscape but also don't foreclose County uses. That's what I heard.

Broadband Plan

CHAIR HANSEN: Can you do this relatively quickly?

COMMISSIONER GREENE: So broadband planning came in two parts. One was the more comprehensive countywide solution here. We're kind of working on this already, but I wanted it to be put into a piece of paper that said that these were the five or six areas. Commissioner Bustamante was keyed into the five or six areas that I brought up when we had the first meeting or the second day of meetings a couple weeks ago, and the main thing there is that there are internal needs. There are external needs. There are public safety needs. There are SLDC revision and development planning issues that need to be in there, and we need to be comprehensive with our broadband plan.

There is money right now from the state to do this, and so the first thing we should be doing in my opinion is getting some of that planning money from the state. It is between \$50,000 and \$100,000 which it would be a good idea to have some money for this. And so that is just really a comprehensive broadband plan for Santa Fe County.

COMMISSIONER HAMILTON: So it says here that to be completed by County staff. Are there state, federal initiatives relative to this project? Please explain. Yes, it will require coordination with state broadband office and private providers, including REDI-Net.

COMMISSIONER GREENE: So REDI-Net and also some ISPs and some of the companies that build this, that are the Kelly Cables of the world. And other folks like that. And it's the comprehensive, bringing everybody to the table to say who wants to do what and who can do what. Some people provide capital. Some people provide know-how and engineering. Some people provide the construction.

CHAIR HANSEN: So one of my question is, which is in the past we had this other economic development. I don't know where broadband planning is at the County at the moment because I don't think it's under Economic Development.

COMMISSIONER GREENE: It is. It kind of is. Juan is taking it up a little bit.

MANAGER SHAFFER: Madam Chair, Commissioner Greene, it's Community Development. There are other stakeholders that are involved in the working group that includes our own IT for those things that are more inward-focusing. Public Works has a seat at the table to the extent that it is a Public Works related project. And so there are multiple stakeholders, but in terms of who's actually coordinating the effort and who would continue to coordinate the effort in my view in terms of putting a plan together, Community Development would be lead, but there would be more individuals and more County – not only external partners but internal County stakeholders would

play a role.

CHAIR HANSEN: Do we have dedicated FTEs for this project? Because there is a lot of money. I do agree with Commissioner Greene on that, for broadband development.

MANAGER SHAFFER: Do you mean dedicated FTE meaning 100 percent of their time? The answer is no. But there are multiple individuals who are dedicating time to that effort.

CHAIR HANSEN: Okay.

COMMISSIONER GREENE: It could be, with that, a sort of project manager lead and then a contractor that would do a comprehensive plan under that. Or there could be an FTE. So a different model. So Los Alamos County, for instance has somebody that is a specialist. That's all he does. He lives and breathes broadband. He is expensive and there aren't very many of them available these days. So one of the solutions that we came up with was to do it by committee. To have somebody to lead it internally but to have all of these aspects at least be touched by somebody who knows that. So for instance, Erle deals with the GIS aspect of this. It's something that's necessary in a good broadband plan. Juan and this Vista volunteer from Community Development and Economic Development. Noah, who is a new Vista volunteer.

CHAIR HANSEN: Okay, so we have a –

COMMISSIONER GREENE: We have the beginnings of it. It's like making sure that we have this documented as a priority and say let's go get the grants. Let's go do a comprehensive plan and really be focused on it.

CHAIR HANSEN: Okay. So you brought up something that Los Alamos has a lot of money, and they have been in the past requested to think about how to share. So if they have some specialist who is totally dedicated to that, is it possible that we could say, we would like you to help us with that resources as an investment in Santa Fe County?

COMMISSIONER GREENE: Very – very – you used the word possible. Very possible. Jerry is very responsive. When I ask questions he calls me back. He gives me his two cents and his knowledge about it. Gerald Baca – there's a lot of Jerrys in the REDI-Net world – from REDI-Net, also is a great technical resource. So a lot of these things we don't necessarily need as a key person here but we can cobble together with internal resources and a few external partnerships.

CHAIR HANSEN: So I think that this is something that we're already working on. I think – I'll go to Commissioner Hamilton, but I think we can move forward. Right? Because this is already a priority.

COMMISSIONER HUGHES: Let's keep it a priority.

COMMISSIONER GREENE: The main point, if I may, just to finish it, the main point where there were the five or six point in this, that we need to address. So in whatever plan that we do it's not so much about oh, we need broadband to our facilities. It's also we need to figure out how to go get BEAD funding and to build out to the areas in our community that have no broadband. And we need to update the SLDC to include broadband in all development plans. And we need to create a public safety plan that includes cell phones and aspects of the Public Safety radio network and so on. So these are five or six areas that are bullets or chapters of a comprehensive plan. That's all.

COMMISSIONER BUSTAMANTE: If I may.

CHAIR HANSEN: Yes.

COMMISSIONER BUSTAMANTE: Because I think you said something that's pretty brilliant with regard to what the opportunity is. And I think that's great that they're responsive on an individual basis. But there is a request in front of us to participate with Representative Sanchez' goal towards getting county monies from Los Alamos. They have a lot of money. And there is something that's going to the legislature. And I would like us – and I'm going to say this in a public forum, is that if we were really smart to leverage, because there is an all or nothing, or there is a what about the national laboratory is a source of risk in our neighborhood. It just is. It's a source of environmental security risk in our neighborhood.

And when we talk about those conversations in them having the resource like a broadband person, that it's not what you said, like get us out of the silo and say what are they willing to do to help Santa Fe? It's like no, what are you willing to do to regionalize? What do you do to regionalize this capacity to strengthen it in its biggest picture? And that, when I start thinking of the – and I'll just say it. I have had people approach me and say, boy, you guys better not be in support of Representative Sanchez' thing. And I'm saying this in public forum. I have been asked to please don't consider that. And the fact is I get that Los Alamos presents something to our neighborhoods so I'm not going to necessarily not.

But the reality of the day is how do we leverage for some real support? So maybe it is an all or nothing. Either we get their financial cut and we all participate at that legislative level. I don't know how that will pan out. Or we have other discussions that are concrete to the point of what we could actually use to access support in that interest. Given that they do have a lot of assets, what does it mean to regionalize and how to make that available to all of us?

COMMISSIONER GREENE: So to that point, one of the priorities of Los Alamos – they need broadband more than we do. They're cut off up there. They are part of REDI-Net. They've been a supporting member of REDI-Net for over a decade. Their system is disconnected from – they're an island up there. And so one of the ways that we can help them, and I've already started to help them on my own, is how to get them connected. So they have Plan A, Plan B, Plan C.

So one of plans is working with us, potentially, and getting connected to our system in Santa Fe County through the new power lines or the existing power lines that go over the Rio Grande on PNM poles.

CHAIR HANSEN: Through the Caja.

COMMISSIONER GREENE: Through the Caja. But they're existing poles. It's basically restringing the top wire to be instead of two cables it ends up being a package or eight cables. But there are other ways to do it, all of which can work with us and all of which – and so if we become a willing assistant in this and collaborator with them, we can help them and probably get something in return, to that point.

COMMISSIONER HUGHES: So we're keeping this as a strategy.

CHAIR HANSEN: Okay. So we have this as a strategy. We're moving and we're working forward. I think that we can move on. Unless somebody else has – like you don't want broadband.

COMMISSIONER HAMILTON: No, but it's – there are a lot of specifics. So I certainly had the questions about what this proposals does, fits in with what we're already doing. But the truth is what we were already doing, there was one important point made, which was by you, which is it's not just getting broadband to County facilities; it's getting broadband to all the communities.

A couple of years ago we applied for \$64 million worth of federal money with a fabulous grant proposal. It wasn't for the whole county but it was a big piece of it, that we lost because ISPs who you want to partner with said, hey, we already provide service. This is going to be – it was a tragic turn of events. I don't know. We need to do something to try to forward broadband and what our current – I don't honestly know, the way it's currently written in the strategic plan but I think that having something that shows the importance of trying to leverage money because we were already – I used to think we already had the people in County staff that were working on it. But there's been turnover, and we're kind of understaffed. So that might be a temporary hindrance.

But I really feel like if what's in there, we need to do broadband to County buildings. Well, we should expand it.

MANAGER SHAFFER: Madam Chair, Commissioners, if I could. I think that component of it and staff would support this is working with those who are actually going to provide service. So at the end of the day, if you think about the grant that was successful, Plateau, right? The only one in the state. It was \$100 million of private investment, \$50 million from the federal government. And they actually provide service. And so I think that's part of the plan. I don't want to pre-judge anything but it's unlikely that the County is going to be running or operating and that's really the outward-facing – REDI-Net has its potential but we need to be partnering with entities that actually can, number one, bring a lot of leveraged dollars to the table, but number two, can actually provide the service. And I think that's the key component that I'm trying to articulate is a different focus is how can we work with those individuals to help facilitate the actual provision of service, if that makes sense.

COMMISSIONER HAMILTON: It totally makes sense.

COMMISSIONER GREENE: The winning proposals recently have not been communities like counties outright. And counties that partner with ISPs and bring all those pieces together. So whether we want to come up with our own money and leverage it with an ISP, like a Plateau, and the federal money, we can make those things happen. But we may not even have to put money into the pool but we need to sort of divide the county up into project areas.

So I will use this as a segue, if I may, into the other broadband aspect. It was in the Aamodt area there are four pueblos and Santa Fe County, and a very large waterline project as you all know. So in using the dig-once best practice, the idea is to alongside of all these waterlines, at the same time let's put in fiber or conduit so that we can string fiber. Of course it's complicated because there are four sovereign nations that own the infrastructure in their land, and then there are the gaps in between that are Santa Fe County.

I've already started to get this conversation rolling and I thank the County Manager and the Utilities Department for getting this in front of the BOR and CDM, the engineers. But the idea is that if we lose this opportunity right now, that whole area,

which is considered a predominantly underserved or unserved area will lose this opportunity.

So we need to be ahead of this so that we can, when we are digging these waterlines that we can put in conduit along it. That's a project example that we should be doing out in Glorieta. And we should be doing out in Agua Fria Village when we're doing the sewer lines in Agua Fria Village. And we should be doing in all these different areas. But we can't do it so comprehensively as much as a plan that then dissects the county into project areas.

COMMISSIONER HUGHES: So we're keeping this as a strategy, right?

COMMISSIONER GREENE: I would love to keep both of them. Well, one is a strategy and one is a sort of sub-strategy of it.

COMMISSIONER HUGHES: I think we were just talking about the first one.

CHAIR HANSEN: So the first one, find the Pojoaque Valley internet project is more complicated, because it's dealing with the tribal nations. And when we did the Aamodt agreement for the roads, the tribes didn't want to talk about it. It might change.

COMMISSIONER GREENE: It has changed. They all have money now. Each one – so two have already received \$5 million grants, and two have received \$500,000 planning grants and will probably receive \$5 million grants on their own. So it's a question of whether they want to do it on poles or whether they want to do it buried along the waterlines at the same time. It's just a question of – they're a little ambivalent to paying for the engineering upfront because from one side they're just scared of ballooning the cost of the Aamodt build, but this is a parallel, simultaneous opportunity that should be taken advantage of.

MANAGER SHAFFER: I would suggest – it's your strategic plan. I don't know that this rises to the level of a strategy in so far as it's something that's ongoing in terms of we're already having the dialogue. The Pojoaque, specifically, in terms of facilitating or pursuing those conversations with the Bureau of Reclamation as well as CDM Smith, and then also with our partners. But again, that's for the Board to decide, but I think it's actively ongoing.

COMMISSIONER HAMILTON: I agree, and frankly, I don't think I would put it in the plan above any other particular area.

COMMISSIONER GREENE: It's an example of a –

CHAIR HANSEN: Commissioner Bustamante.

Evaluate Water Conservation

COMMISSIONER BUSTAMANTE: So the thing – and we've already discussed part of this. The issue with the WPAC, and they put together a proposal for a full-time – an FTE for the purpose. This proposal, and I look at it and it's kind of scant in what it's trying to address as it's described here, but water conservation, reclamation and monitoring. And it definitely ties into what you had, but it very much is addressing this issue with the wastewater treatment facility, all of these impacts that everything flows south. And being District 3, having all of that, my first question was well, what has this

Wastewater Policy Advisory Committee actually ever advised? I didn't put it that way. I said what is the advice that's been provided? What type of – and there hadn't really ever been – well, I don't know that we've ever had any.

COMMISSIONER HAMILTON: Sure. Of course they have.

COMMISSIONER BUSTAMANTE: According to the person I asked, and I said –

COMMISSIONER HAMILTON: I was on the committee. I can tell you several things.

COMMISSIONER BUSTAMANTE: And we've discussed this. You and I have discussed this because I wanted to know specifically around the wastewater treatment facility, water – I met with our County Manager and said, well, they have a plan that they meet and they work towards – the last two years they haven't really been working on specifically even those things that had been identified for them as priorities. And I don't know when your last day was with them. But when we got this –

COMMISSIONER HAMILTON: The first day I became a Commissioner.

COMMISSIONER BUSTAMANTE: Because I was going to say, because if you have insight to, we need a full-time employee, but we don't have any real – like, what are the objectives? What are they working towards? How do we have some type of active, given that water issues have been on the conversation since we started this conversation even when we just talk about sustainability, what does it really mean to have a good – this is saying we're requesting a full-time employee in the interest of water management.

We have a Water Policy Advisory Committee that looks at water but it hadn't been tied into. There was a whole different group who actually had members of the Water Policy Advisory Committee on this coalition, this consortium that works on the water – the pipeline, and it became really evident that this – pardon the use of this term but to streamline it in a way that all of these efforts, both the wastewater, the water, the bigger picture of what it means to manage water resources, all the way from even what you were saying, and I saw it tying in directly.

It's a behemoth. We have a policy advisory committee. We have issues around the wastewater treatment plant and a conversation and Commissioner Greene's stuff. How do we get a handle on that? A need to work more directly with the City. That's what this is trying to address. It's not just about we're getting this advice and we all saw the letter from them to go hire a full-time employee without having any real understanding of what this policy advisory committee actually does, and to have them actually pull together of what is their overall objective and what type of work can we actually satisfy in getting this done.

To me this is – and when I say getting it done, the bigger picture of conservation of clean water, reclamation of graywater, anything that we can reuse, and monitoring for appropriate oversight. Incentives for things like rain catchment systems, etc. That being said, what I understood is they were recommending a full-time employee, and I'm saying, can we just all redirect and align this capacity for something that takes care of this big picture called water, and then have them work on something either. And I will say this is where I have seen strategic doing work in a very strong way, to say, all right, what needs to be done between now and then, whatever the date is? And exactly how are we going to

do it? And getting these folks to really work together on a comprehensive strategy – not a plan, but a let's do this.

Who is officially talking with the City to make sure that they are focusing on and addressing it? I know that we've had that conversation to some extent, but there also has to be the personnel, the people base of how this is going to work together, if we're going to see this happen in any near future. Because I will say, honestly, I have talked to folks who are working now with the City who've been on the coalition, the pipeline, who are saying, oh, yes. No, the City is working and we're going to get money for it. It's like, where is the County in all these conversations? Where is this happening? And this is where there are members on this who are working for that, and ne'er the two shall meet. How do we get this to be a comprehensive thing and not just get a recommendation to hire an FTE? Maybe we do but how do we make that work?

CHAIR HANSEN: I thought that Michelle Hunter was working – was the lead on working with setting up the Pipeline Coalition.

COMMISSIONER BUSTAMANTE: No.

CHAIR HANSEN: No? Or yes.

COMMISSIONER BUSTAMANTE: No, she wasn't. She worked on the coalition but –

COMMISSIONER HAMILTON: In what way was she the lead on the Pipeline Coalition?

CHAIR HANSEN: Am I missing something?

COMMISSIONER BUSTAMANTE: She participated with them but she wasn't the lead. And Dupuis definitely worked with them –

COMMISSIONER HAMILTON: But he's gone.

COMMISSIONER BUSTAMANTE: Well, so is she. And the fact is –

CHAIR HANSEN: Michelle is gone?

COMMISSIONER BUSTAMANTE: I don't know. I don't know. The fact is I know she's not doing it. What I do know is that they don't have a structured capability for moving forward on this.

COMMISSIONER HAMILTON: So what is the – I don't understand what the recommendation is though. That's my problem.

COMMISSIONER BUSTAMANTE: I'm afraid that at this point, looking at this, I barely do either.

CHAIR HANSEN: Okay, wait a second. I'm going to let Commissioner Hughes –

COMMISSIONER HUGHES: Yes, I have a question. Because I think – do we still have open positions in Utilities that might fill some of this role? Is that part of why we're not so active?

MANAGER SHAFFER: Two things. I think Brian, if he is on may be able to speak to the Lower Santa Fe River Community Planning process, which is just about to or I think just about to kick off. And that is a collaborative effort between the City and the County. But I think what we understood the request to be is to analyze if there are any gaps in our internal resources that would be the basis for an FTE request, and then separately, which I don't think was captured in the scoping form but this dialogue has underscored is looking at what we ask of the Water Policy Advisory Committee in terms

of their work plans but also clear objectives in terms of when those will be brought forward.

And so I think there are two separate ideas but the one that we understood to be directly put on the paper was analyze between now and the budget cycle, do we have staff resource gaps that we should be looking to fill.

COMMISSIONER BUSTAMANTE: That is exactly – thank you.

MANAGER SHAFFER: To help stitch this together.

COMMISSIONER HUGHES: And I would agree that that’s an important thing for us to do.

COMMISSIONER HAMILTON: I would too. I totally support –

COMMISSIONER BUSTAMANTE: A job task analysis that includes wastewater, that includes reclamation and that. Who is the entity? If it’s deemed to be a full-time employee that needs to do this work, that’s what this is.

MANAGER SHAFFER: And that’s what we understood. That is what we’ll analyze and bring back.

COMMISSIONER BUSTAMANTE: Thank you.

COMMISSIONER GREENE: To this point, it is looking at this more very comprehensively, right? And so some of those are purely internal. There may be something that’s all about our own facilities. Some of these things are going to be, and probably most of them, are going to be in partnership, whether it’s the City and the County, or whether it’s the County and Tesuque Pueblo and Pojoaque Pueblo, there’s all of these different projects that are going to need to happen with water and wastewater and all of these things, making sure that we have the continuity and we have all of these in a sort of comprehensive plan, I would say. Like these are the five projects. Here are the strategies. Here are the ways that it should be, and then apply not only to Utilities but also to the SLDC.

Because these all touch different areas here. So just like broadband touches the SLDC. Water, wastewater, rain gardens, touch the SLDC as well as being capital projects. Good strategy. Comprehensive.

COMMISSIONER HUGHES: I think we’re at yes.

CHAIR HANSEN: Okay, so we’re good. We’re working on that, right?
Greg?

MANAGER SHAFFER: We will, yes –

COMMISSIONER BUSTAMANTE: And for clarification, it’s not solely internal because it’s so – the one thing about water is – and that was really good about the coalition, is that it isn’t a political boundary. It’s not to say, oh, my gosh. Now we’re in the city, turn into less or more.

CHAIR HANSEN: It’s just like the river. The river doesn’t know.

COMMISSIONER BUSTAMANTE: The person who oversees these resources needs to be able to work with all of the jurisdictions who are impacted by water in our region. In other words, everyone. So I just say that out loud. I know it doesn’t need to be but if it ends up coming down that we’re not having this as a comprehensive conversation then we missed a mark.

Add Restorative Management

COMMISSIONER HAMILTON: Yes, so it's come up any number of times, we already have pieces in our existing plan having to do with open spaces and what not. A lot of the planning for those open spaces in my mind are done. What's done is fine but the traditional way of how we're going to lay out human uses and single use trails or multi-use trails. Are we going to have rangers or do guided things, and what kind of access. And what are the purposes of that land and everything from parks to wild spaces and what not. Very, very traditional, which is fabulous.

But when I think about integrating, about doing things a little bit differently, because I think what the future is bringing, I think there is a need – when I think of what it's going to take to keep Santa Fe County habitable in increasingly arid conditions, it's going to require massive restorative land practices. Ranchers can do that. The County can do that on their open space. Some of them are fairly inexpensive and long-term investments, but we've already had at least one choice of purchasing additional open space, or putting that – which when two came up on the same meeting, and it's like if somebody's giving this land, that's great. But I didn't want to spend more money on additional land before I spent money on doing more restoration of the land we have. I just think it's more important now than it was in the past.

So we have a fair quantity and our commitment to buying land to preserve is really excellent, but at some point we're going to have a whole bunch of dust bowl land and there are very, very simple – you can look them up in restorative ranching, restorative agriculture, that we can incorporate into these plans. And it will cost a certain amount of money. But they're not expensive on the qualitative scale of restaurants, one dollar sign, two dollar signs, three dollar signs, it's in the inexpensive thing.

And we have a whole bunch of people who manage our open land who could look into this and make appropriate specific recommendations. I just wanted to put it forward as something we need to start thinking about, because it's a lot of open space and doing restoration, that will make the whole area more livable.

COMMISSIONER HUGHES: Madam Chair.

CHAIR HANSEN: Yes.

COMMISSIONER HUGHES: Yes. I think when we were discussing this during our debate over purchasing that land out near Golden, my thought had been, well, yeah, let's for sure do that too. As you know I wanted to buy the land. But I think we need to, once we buy the land we need to do restorative stuff and I visited Thornton Ranch as did Commissioner Bustamante with a whole bunch of other people back in the early summer and the land had started to come back because it hasn't been grazed for a long time but I'm sure there's things there that could be done to – we even saw something where there was arroyos forming and they needed to be stopped.

COMMISSIONER HAMILTON: Right. There is a whole range of things.

COMMISSIONER HUGHES: So, yeah, and it doesn't seem like this is a huge lift.

CHAIR HANSEN: So when Commissioner Hamilton and I first came to the County, we basically had a larger Planning staff and Open Space staff, and I think

that what I'm hearing, what it makes me think of, is that we need more open space staff. I don't know if that's actually true, but when we first came here we had somebody working on Agri-Gate. Somebody working on a number of different programs that aren't – kind of gotten dropped by the wayside. And so I agree with you on the need for maintaining resiliency of these in our open space, but does it mean we need more FTEs? Or does it mean we need more – I'm struggling a little bit because I don't know.

COMMISSIONER HAMILTON: Honestly, I feel like that's for them to figure out. They already planned for what they need to do to preserve various areas, right? To be honest, I feel like in our concept of developing the county better, professional development, all those sort, we're looking – and this doesn't come from me; this has come from staff to break down barriers and to increase working across departments and what not. There is every need for our Sustainability Department to work with a whole bunch of other departments, right? That doesn't mean like our Open Space people, a bunch of – we may not have enough. I'm not addressing that. They already are pretty educated on some aspects of land management.

That's not the focus when we read the Thornton Ranch management plan. It doesn't really address fixing certain problems. They probably know some stuff and they have a resource in the Sustainability Department to be able to say, well, what additional things do we need to do from various types of erosion control, to various things about water retention and infiltration, and planting of native grasses or things that have to do that allow longer-term soil development. And usually those things are done, like restorative ranching, in tandem. There are a couple of things that are done together.

When they develop that plan that means instead of just putting in trails there will be things that will cost some money. They'll have to get money for it and have to have planning for it to restore soils and that sort of thing. I'm just suggesting that's something that's like, this is a strategy because it's going to become very important to preserve our lands to take this somewhat different point of view. And I will just add that you and many others of us have over the years, some have suggested that many of things, there's grant money for from all sorts of sources, in this case not the Inflation Reduction Act but there are sources that support and that you can write.

So as a – is it still in our strategic plan that we should have a grant writer?

CHAIR HANSEN: I hope so.

COMMISSIONER HAMILTON: This is one of the things that would –

COMMISSIONER GREENE: Commissioner Hughes and I have a resolution in the hopper. It goes to address another level of open space management. My specific concern was, look, if we're going to go buy some land we need an access plan. You've heard me talk about this and of course not all land is appropriate for access, but you better have an excuse for why it isn't accessible. Is it culturally sensitive? Is it environmentally or ecologically sensitive? Okay, it makes sense. We've got an endangered species; let's not let dogs walk all over. Makes sense.

CHAIR HANSEN: Or cows.

COMMISSIONER GREENE: Or cows. Whatever. Right. But the restorative landscape sort of layer is another one that I'm going to guess that Commissioner Hughes and myself would love to have this as a part of the open space management planning, that if we go buy – it speaks about a whole bunch of things, about

selling land, about trying to make a mixed-use level to it, access, but the restorative landscape is another layer that I would support as a part of when we go buy land we should have that filter to look at the land to say, is there a small project or is there a big project that is needed here to adequately manage this property? Because just buying it and turning it into a dust bowl is not the right answer.

Buying it and preserving it with no access plan or no environmental sustainability is not the right answer. So having that as another layer that we add to, look, when COLTPAC says, do this, hey, what will it take to restore this property, needs to be one more aspect that COLTPAC or our open space team looks at.

CHAIR HANSEN: But our staff in Open Space over the years has written management plans for the property we have bought. They don't do it at the time, when we bought all this property, that was when we bought a lot of property. A lot of it. And it's taken them numerous years to write a management plan. So I think linking it to buying the land to writing the management plan at the same time is not feasible.

COMMISSIONER GREENE: It doesn't have to be a final plan, per se, but you should have an idea of whether –

CHAIR HANSEN: But making sure that there is a management plan is really important.

COMMISSIONER GREENE: Having a budget to plan it.

CHAIR HANSEN: Right. And that's what I'm saying is missing. I don't think we have the staff in Open Space to do that at the moment. The way we used to have the kind of staff. And Greg, you can correct me if I'm wrong.

MANAGER SHAFFER: I'm not necessarily going to correct you so much as to say that if this is adopted as a strategy then the resources follow. So if the analysis is, well, we need FTE, that would be built into the budget. If it is really we need more specialized resources, and that could be contractual consultants, all of that will come after it's adopted as a strategy. This is a building block for the budget, not necessarily that we're prescribing what the specific thing is that we need in the budget, is the only thing I would say.

COMMISSIONER HAMILTON: Let me just say that I don't know, and we need to know this, whether this implies many additional FTEs. I was responding to Commissioner Hansen's thing about it's up to them to figure out what they need, largely because I actually – first of all, because I know we're just generically understaffed. And so none of this stuff is going to get done – there's the liability of many of these things not being done until we staff up. And I was viewing that as a separate issue. I actually see this as not a specific action so much as a change in focus for the way we do management plans, that open space planners could look at and say our goal is not just to keep the land unoccupied, prevent development on it, make places for our citizens to plan in a semi-wilderness, but to actually restore condition.

Most of the time it doesn't cost a whole lot more to manage things that way than the way they used to be managed, which is why I felt fairly free to insert this. This is more like there's a certain conceptual aspect of this that's saying you guys need to plan a little differently. Whosever there planning can plan differently and they have the expertise and they have sustainability people to help them and yes, I could see if there's a point at which they need some additional expertise, because we don't have to hire a full-

time land restoration specialist, but you can get somebody to say, well, here are the best practices. It's like it isn't rocket science. A lot of people could give that for a fairly modest contract. And they could do that and then they would have the resource they need.

So I was putting this to offer direction and insight to what would be useful. So it's a little different than doing broadband, which is like, okay, that's a project.

MANAGER SHAFFER: If I could, two components of it. One is incorporating that into planning as you go, but you may have some legacy things that you have to go backfill. And that's what I was –

COMMISSIONER HAMILTON: That's a really good point. Totally. Yes. Because we have a fair amount of – that's a good point.

CHAIR HANSEN: Go ahead, Commissioner Hughes.

COMMISSIONER HUGHES: No, I was just going to say I think this is really important and I want to actually go back to something Representative Lujan said which is we have a very unique opportunity here in that we have five really smart people, or at least four plus me. But we only have two of you for another year. And so I think the fact that maybe we – I think this is really important to do. I don't think it's an emergency. I think it's something we could plan over the long term.

COMMISSIONER HAMILTON: It is a long-term plan.

COMMISSIONER HUGHES: And even the parts that Commissioner Greene and I are suggesting are not emergency type stuff. It's just little revisions to our open space planning, and yet I do feel like it would be good to get started on it while we still have both of you here.

COMMISSIONER HAMILTON: I appreciate that and I agree completely and frankly, it's the sort of thing where the planners could become aware of it, think about it, and start incorporating it immediately but have more resources put to it in the longer term as planning develops.

CHAIR HANSEN: Okay, go ahead.

COMMISSIONER BUSTAMANTE: Cindy has something to say.

MS. MCKEE: Madam Chair, Commissioners, I think we can take this and build it into the work plan level of the strategic plan, and then the resources – being at the work plan level does not mean the resources won't flow to it if they need it. But those plans are in place and what I hear is that we're going to manage those lands in a different way. That would still fit with – there's a work plan for every property, and what we can ask staff to do is please look at your work plans. That doesn't really change the strategy. What we're asking them to do is with a different philosophical outlook and set of tools, do those work plans in a different any maybe in many cases more appropriate way.

So I think we don't need to change the plan unless this is something you would just like to elevate to be a strategy, but I think you can accomplish it pretty efficiently simply by advising the staff to do their work plans.

MANAGER SHAFFER: If I could, I think I heard two separate things. The immediate implementation could just be as you build out any work plan that is in the works, this needs to be a component of it, but I think I heard Commissioner Hughes say is the legacy projects – my words; no one else's – that that could be a midterm strategy to go back and look at our existing book of open space that already have established work

plans on to evaluate what we might be doing from this approach. Does that make sense?

COMMISSIONER HAMILTON: Yes, that makes sense. And part of this is to give visibility to something that sounds so kind of semi-obvious but not that important is I think really important. It's kind of like putting the importance of planning and adapting to climate change in the actual plan.

CHAIR HANSEN: Okay.

COMMISSIONER BUSTAMANTE: The thing that I hope we'd be able to do, and this goes back to why I found this troublesome that it hadn't been. This is the very first one that we discussed that Commissioner Greene brought forth with his DOE Collaboration on sustainability. One thing when the sustainability started being discussed, how many decades ago now, Santa Fe was going to be the best model for it ever, ever. We're going to be the first ones who ever did this ever forever and ever, because we have sustainability, and that's what we do because we're sustainable. Look at us go. And this opportunity, when we talk about this, water, all of these, we can go ahead and move forward with our best foot on this plan, this comprehensive thing to get global impact, and then we're the ones who initiated that but now we're going to try to do this like it's some other separate trajectory.

These are really – as staff works together on water issues, on the reclamation of land issues, that this is part of this consideration for this bigger picture, global approach, that when we look at degradation of lands and integrating that into this bigger picture of opportunity. Like I hope we can have those. I don't want to say simultaneous conversations. We tend to think very linearly, but on a systems level, it makes absolute sense, and how could it not be a demonstration for other places that have seen degradation, and knowing that universally these are big issues.

So I see that as this, and then the water concerns, the water issues that we hope to address as part of that overall bigger picture plan, if we can start thinking in this comprehensive way. Or we can stay linear and that's fine too.

COMMISSIONER HAMILTON: No, no. I think what you're saying make sense, but I think both things are needed. And my example is the resilience centers that the Manager's Office recommended. That's a real specific but very necessary implementation of the bigger interrelated planning thing.

COMMISSIONER BUSTAMANTE: Yes. Absolutely.

COMMISSIONER HAMILTON: Right. And so this is kind of like – how would you – what are our opportunities. Because to implement something, we're not going to fix every environmental [inaudible] I guarantee we are not going to adapt so that we don't lose population to heat issues, to drier, lack of – you do what you can. So in a state like New Mexico, in a county like Santa Fe, what are the realistic opportunities for doing enough restoration to make a difference in how that land holds water, how that land doesn't become a dust bowl in the next 20 years. Blah blah blah.

And we have an opportunity that doesn't foreclose others. You can go out and try to educate ranchers and get them to do it. And the examples – if you go read some of the examples of ranchers who have done this over the last 20 years, there are some great stories of ranches that didn't get flooded, didn't get destroyed in these crazy rainstorms in the Midwest because they had done restorative land management over the last 20 years and their land absorbed the water and every place else lost. So the County has the specific

opportunity to do it on the lands we own.

COMMISSIONER BUSTAMANTE: And to be a model.

COMMISSIONER HAMILTON: That's all I'm asking.

COMMISSIONER BUSTAMANTE: Because there are interests, absolutely, there are interests – it's not about just removing cattle from the land. You don't tell people who have barely been able to access meat in their diets in the last hundred years, which doesn't sound like a lot. I mean it sounds like a lot but in the big picture, generationally, like meat's a luxury and now it's like – and by the way, meat needs to get out of your diet. You don't tell people whose last name is Baca you don't get to raise cows anymore. You just don't do that anymore.

The fact is we have ways and opportunities. The Quivira Coalition is somebody, an entity that I totally believe in.

CHAIR HANSEN: Right.

COMMISSIONER BUSTAMANTE: How do we do this, and frankly, internationally there's a need.

COMMISSIONER HAMILTON: By the way, most of the examples that I was reading that made me feel like this did not restore the land by getting rid of the cattle off the land, so I'm just saying, that's not what I'm talking about.

COMMISSIONER BUSTAMANTE: No. Exactly. There are a lot of people who immediately run to getting the cattle off the land.

COMMISSIONER HUGHES: Let's get the cattle of the wilderness though.

COMMISSIONER BUSTAMANTE: No, let's get the Forest Service out of the wilderness and then we can get the cattle where they need to be.

CHAIR HANSEN: Okay, so we're good with this. We're good with restoration of the land.

COMMISSIONER GREENE: If we would like to debate and put it on the agenda as a discussion topic on the 14th, so we could incorporate this into our resolution in the proper process, we're allowed to talk about it as two of us. We can talk about it as five of us at the 14th, that may be a time to take it not as a priority, per se, but as a part of this updated resolution.

CHAIR HANSEN: I think you talk to the Manager about that.

COMMISSIONER GREENE: Whatever way you want to do it. That's fine.

Supporting Housing for Behavioral Health Clients

CHAIR HANSEN: I had two that were related. The one is reducing child poverty but this one I think had a higher confidence level from the staff.

COMMISSIONER HAMILTON: I have a good way to reduce child poverty. Get every Democrat out to vote next time.

COMMISSIONER HUGHES: Well, there is that.

COMMISSIONER HAMILTON: I couldn't stop myself for behavioral health clients. I see that is part of our overall strategy around the jail, substance abuse and trying to help the people who are suffering the most but also causing the most problems

in our community. It's not something that's new to me or to Rachel O'Connor. I've been talking to her about this since before I was a Commissioner. I assumed at one point that with Kyra Ochoa at the City she was going to take the lead but she has not on this, and really what I'm proposing is that we look at the housing needs of some of our severest clients at the Crisis Center as well as at the jail.

You can't get well from behavioral health if you don't have a place to live. And some people – so we have lots of supportive housing that's in the county for people who aren't terribly sick. So in other words, like St. Elizabeth's Center now runs Santa Fe Suites which we bought during the pandemic and about half of those units go to people who were formerly homeless and have lots of problems and they have case managers there who assist them. Some people need an even more intense environment. I've seen some good examples like in Denver, and it wouldn't have to be a big project but if we don't ever plan for it we'll never have it, because there needs to be something sort of in between independent apartment living and the state psych hospital in Las Vegas.

And so I think that it would be good to start planning for this. We would obviously do it in collaboration with the City, because we'd probably put it in the city, because we need to have bus services for people who – if you're doing a lot of harm reduction and people are drinking actively you don't want them to have to drive ten miles to get services. So basically on the Number 2 bus route is the best place.

The Lamplighter is going to be a very small part of this need but in our data at the Coalition to End Homelessness, which is not ideal data, but there's probably about 100 people who need some kind of supportive housing and there's maybe 20 to 30 who need the really intensive type. And so I think it would be great if we could just move this a little bit higher so that the County is more of the leader, since we can't, apparently, count on the City to be a leader. And it also makes sense for us to lead this initiative, since we have the Crisis Center and they're already treating a lot of these people on an outpatient basis.

At one point there was talk of just buying the land across the street from the Crisis Center and putting it there. I don't know if that's still an option.

COMMISSIONER HAMILTON: I was just going to ask about that.

COMMISSIONER HUGHES: Yes, for some reason that got put on hold, maybe because the owner of the land wasn't amenable or something. But ideally, it would be very near the Crisis Center so people could walk across the street for their case management and psychotherapy.

CHAIR HANSEN: So how do you think we're going to pay for that?

MANAGER SHAFFER: If I could, Madam Chair and Commissioners, the way this is broken down is step one, which is what staff was indicating there was a confidence level on our ability to do it is a needs assessment. And so that really would be what we're pursuing at this point, as I understood the scoping sheet and what staff wrote. So this would be a needs assessment. That would be a building block for further conversation about an action plan and also who would create the supportive housing? What would the model be? But again, this is really focused on step one which is taking stock of our current assets and also what those needs are so that we would have a building block for further discussion and action.

COMMISSIONER HAMILTON: First of all, I would support the needs

assessment totally. And second of all, in my district in the city there's the old, used to be used by Public Utilities, controversial area on Galisteo. It's actually very close to the Crisis Center.

CHAIR HANSEN: The old Public Works Building.

COMMISSIONER HAMILTON: The very, very old Public Works Building. So the part of Galisteo that goes behind – like near the railroad. And we started talking about that when I first became a Commissioner, like that would be a great place for us to develop low income housing. And I worked on that for 5 ½ years until it was just like, okay – I don't know what the problem was. You could never get the idea off the ground. Well, we own the buildings but the City would have to work with us and they won't give us the permits for doing – I don't know if anybody ever asked the question. But that's not really relevant.

We've gone through all kinds of iterations of what those buildings in that area could be used for, and since the Clerk's going to be moved out of there I think that's opened again, and that might be a fabulous area to build more intensive care housing.

COMMISSIONER HUGHES: Well, it could be there, or we could build just affordable housing there and this somewhere else. That would be part of the needs assessment I think.

COMMISSIONER HAMILTON: There you go.

COMMISSIONER HUGHES: And in terms of Commissioner Hansen's question about how do you pay for it, there is lots of capital money. I think we would go to the state affordable housing trust fund and the City's affordable housing trust fund and our affordable housing trust fund.

COMMISSIONER GREENE: Twenty units isn't very much.

COMMISSIONER HUGHES: No, but everything's expensive nowadays. I think probably the part that would be harder is making sure we could staff it adequately and make sure that it was not a nuisance but a benefit.

COMMISSIONER BUSTAMANTE: Wow. I don't want to digress into the dream of it, but right there next to the rail, the hospitals, everything at that location.

COMMISSIONER HUGHES: Yes. But anyway, if we could put the needs assessment on the immediate or right now part and then maybe by the time I'm done we'll get something built. Assuming I get re-elected.

COMMISSIONER HAMILTON: Okay.

COMMISSIONER HUGHES: Is that cool with everybody?

COMMISSIONER BUSTAMANTE: It's cool with me.

Santa Fe Regional Amphitheater Project [*Exhibit 2: Lensic Performing Arts Center Letter of Support*]

CHAIR HANSEN: Commissioner Greene, which one do you want to go to?

COMMISSIONER GREENE: So since I just got it hot off the press, a letter of support, a second version of a letter of support on the Santa Fe regional amphitheater project. So that was initiated over the last few years, Jamie Lenfestey and Tim Franke who are now over at the Lensic. We've talked about – there's been an

architects' group trying to restore Paolo Soleri and we pretty much abandoned the concept of restoring Paolo Soleri because it's sovereign native land and they seem to want to shut it down.

So rather than pursue that, the conversation tacked and it moved toward can we build a new regional amphitheater for the Santa Fe market. Again, being the planner and not committing to any one specific site the idea is that we would start a planning effort with the Lensic potentially as a key partner on a public-private partnership and other performing arts organizations that might be interested in this. The Lensic – I have a copy of this letter and Joel, Tim and Jamie have all signed onto the concept.

COMMISSIONER BUSTAMANTE: Does this require condemning land? Who has the land for the County?

COMMISSIONER GREENE: No land sites have been decided on.

COMMISSIONER BUSTAMANTE: Because if we're – no land sites have been decided. Does it mean there could possibly condemnation of land for this purpose?

COMMISSIONER GREENE: I don't want to rule it out explicitly but I'm not thinking that that would be necessary. I don't think it would be necessary. I think this is an anchor tenant for somebody who wants to –

COMMISSIONER BUSTAMANTE: I'm just trying to think of where.

COMMISSIONER GREENE: There's been talk about potentially at the Downs and partnering with Pojoaque Pueblo. There's talk of – there's City land out by the airport.

COMMISSIONER BUSTAMANTE: I just wondered why I knew this was coming so close to our quiet neighborhoods of La Cienega and La Cieneguilla. Keep talking to me. So where would this actually –

COMMISSIONER GREENE: So it could be on the north side. There's land near Los Alamos as well but the idea is that we would do a needs assessment and feasibility study and site selection sort of study.

COMMISSIONER BUSTAMANTE: Again, not being a new type of proposal, in the interest of previous conversations and even the conversations of well, if we had to, we'd just condemn it near La Cieneguilla. There have been conversations about having a large project even before the pueblo bought the Downs and the Grateful Dead played out at the Downs and people actually had to –

COMMISSIONER HAMILTON: That must have been a while ago.

COMMISSIONER BUSTAMANTE: It was a while ago. Jerry Garcia was still alive but so was my dad, who had to tell people to leave our property because they were camping on our private land. And I didn't have a whole lot of land. Still enough for people to think they could just camp on it. And it's that kind of thing where that southern part of the city or the county, if you say the south side, it's because the people there are going to be the least likely to have the assets to fight this type of endeavor for having a loud amphitheater project in their backyard. And I have honestly – I don't believe that for a minute people would change their minds about what it meant to have concerts there.

That being said –

COMMISSIONER HAMILTON: You mean that community doesn't want to have a big concert venue.

COMMISSIONER BUSTAMANTE: It was not really – the traffic, the loudness. People live in that part of the county in the interest of being in a quiet part of the county. That being said, when we look at the other parts of the county, people tend to have more means. A lot of people migrated south because that's where land was more affordable. So as interesting a project it is it would be very difficult. Unless of course somebody outright said, and they wanted it, but historically people weren't completely in love with the idea of having an amphitheater and both the examples you've given thus far were Pojoaque Pueblo, or possibly that other south side.

I will tell you that I doubt that the largest landowners between Airport Road and the Caja would be amenable.

COMMISSIONER BUSTAMANTE: So I'm agnostic to this. I'm appreciative of –

COMMISSIONER BUSTAMANTE: I'm glad the Lensic is supportive, so if they have the land they can knock themselves out. But otherwise to put it in someone else's neighborhood is an easy prospect.

CHAIR HANSEN: I don't know if this is – what they said here, Santa Fe County has no expertise in this area. This is something I kind of agree with. It's like building an amphitheater is a for-profit enterprise.

COMMISSIONER GREENE: It isn't. It is not a for-profit enterprise. So Summit County in Colorado built the Dylan Amphitheater. These are things that counties and jurisdictions do all the time and they do it with a public-private partnership of a non-profit that will probably come in and operate it, but the county or the jurisdiction says this is how we're going to capitalize on it. This is how we're either going to do bonds or we're going to go for state money, and it is a public-private partnership. Do we actually build the thing? No. Well, we might actually. But we are the lead organization to champion it and to say that this is an initiative that becomes a priority.

COMMISSIONER BUSTAMANTE: Find out if the county really wants this and tell me who does, and let them propose who and where they're going to put it.

COMMISSIONER HUGHES: So I have a question. When I was first coming into office Katherine Miller said that there was a plan, or someone had a plan to use some County land near the rodeo grounds.

COMMISSIONER GREENE: It could be at the rodeo grounds.

COMMISSIONER HUGHES: But does anybody know who was involved in that?

CHAIR HANSEN: Oh, no. That was before – there was a piece of land that is now the tennis center.

COMMISSIONER HUGHES: Oh, that's where that was. So now it's a tennis center.

CHAIR HANSEN: Right.

COMMISSIONER HAMILTON: That was owned by the Horseman's Association?

CHAIR HANSEN: Right. So that's the land she was talking about.

COMMISSIONER HUGHES: She was talking about putting it there. Okay.

COMMISSIONER GREENE: So there are other sites, and to be honest,

the reason I brought up the south side sites was because when this conversation was being had by a few of us, they said wouldn't it be nice if we were trying to build and invest on the south side. So there are definitely north side sites as well. There are definitely sites that are further afield or closer to transportation. But that's part of the feasibility study is finding the demand for this, the right size of it, how it would be financed, who would operate it, and where it would go.

COMMISSIONER HAMILTON: Can I ask a question? Like the other places where concerts and outdoor performances are done, like I'm just assuming some of the big casinos and what not. They have performance centers and they bring – there are lots of shows. I don't know. So it just leads me to think that the market analysis for the need for this and the value – assuming, like if it were a business that developed it that's what would be done. Has that been done? Is there that kind of – you're going to tell me that's part of the feasibility study.

COMMISSIONER GREENE: That's part of the feasibility study.

COMMISSIONER HAMILTON: So why would the County do the feasibility study instead of an arts group? I've got the answer as to why the County would do the Arts Council.

COMMISSIONER GREENE: The arts group is on board with us to be a supportive organization.

COMMISSIONER HAMILTON: Would it be revenue for the County?

COMMISSIONER GREENE: Gross receipts, tourism, all sorts of things. Stuff for youth. Stuff for all demographics and diversities. Currently we have the Lensic operates, pulls three or four concerts at the opera at the end of the year. And there's a bunch of stuff that happens in Albuquerque. But if we all remember back to the days of Paolo Soleri there were 14, 15 shows a summer and Santa Fe was on the route and once that closed down that was all – it wasn't for lack of business. It was just because that was pulled out from under us. And so we didn't have access to that facility.

So I think all things being equal, I don't think things have changed so much but it's worth studying before you jump wholehearted into it. So studying it, finding out what the viability of it is. What would it need? Would it need to be subsidized? To what level? And so on.

COMMISSIONER HAMILTON: It's an interesting idea. I'm just trying to get a handle on the discussion on why now? Short term, long term, and priority in terms of – there's surviving and there's living, and if you want to live you support arts and science and culture and whatever. So that's not the level I'm asking this. But I'm asking how much we do right now to develop all these different arts things compared to the affordable housing.

CHAIR HANSEN: Right. Like where does this fall in the hierarchy?

COMMISSIONER HAMILTON: Right. And I haven't thought about it. I'm just trying to get a handle.

CHAIR HANSEN: Leandro would like to say something.

MR. CORDOVA: I was just going to mention again, my experience in Taos. There was a time the Town of Taos decided they wanted to get into the concert business and they utilized the park just north of the plaza with the idea of more GRT, more visitors, all these things. And I really think, looking back they would have loved to

have done a feasibility study first to realize all of the problems that they ended up having. They basically bottlenecked the entire city every time we had a concert.

CHAIR HANSEN: Absolutely.

COMMISSIONER GREENE: But that's a logistics issue.

MR. CORDOVA: Resources. All of that was a major weigh-down because I think they backed away from the concerts because of what ended up being a very expensive endeavor for them. So I just bring that up –

COMMISSIONER GREENE: I don't know that they backed out. They're continuing to do that. That is a key investment it appears in the last few years and I know that the Lensic guys were just up there the other day figuring out next summer's concerts.

MR. CORDOVA: They still don't have infrastructure. They're short of hotel rooms so most people that go up to a concert up there end up driving back to Española or all the back to Santa Fe for a place to stay.

CHAIR HANSEN: I couldn't find a place to stay when Sting performed. I drove home. I couldn't find a place to stay there. And I called my friends also but I couldn't even find a place with them.

COMMISSIONER GREENE: Taos is a town of 10,000 people. Santa Fe is a city of 80,000. There are 5,000 hotel rooms here to begin with.

CHAIR HANSEN: Yes. It's a little different. I do think that this needs to be involved with the City. I think that it's not very high on my priority list.

COMMISSIONER BUSTAMANTE: I just take – in the interest of using the word umbrage. I used it yesterday. But of course on the south side, that one has been a problem, but as far as it could be something that could be manageable, what does it mean? I guess I'm going to Leandro's point of a feasibility plan of looking at what traffic – looking at transportation. Like if it were some place – and I'm throwing this out just as a make-believe thing, not as a suggestion. But if it were something like Lamy where people could actually even take the train and come back and have something that just didn't have this huge impact. Like, why not a feasibility study to see. But I think as well, it's not highest on the priority for me either, but if it was something that was done in concert with – pardon the play on words. With the City of Santa Fe, because there's nothing wrong with a good venue, as long as it's not –

COMMISSIONER GREENE: That's all I'm asking is the first of these are all long term.

COMMISSIONER BUSTAMANTE: It always just takes me back whenever we want to do development and keep going to the south side where people – it's like let the people on the south side decide what they want. To have people from the north side tell people on the south side what they want, always, I take umbrage.

COMMISSIONER HUGHES: So Madam Chair, perhaps we could make this a longer term, medium term.

COMMISSIONER GREENE: Well, it's a long-term thing. We're not saying we're going to put \$25 million towards it now. The idea is to put –

COMMISSIONER HUGHES: No, but even the planning could be next year.

COMMISSIONER HAMILTON: I was just going to ask how many feasibility studies we've committed ourselves to over the last five hours, and I'm not

being snarky. I'm really being serious, because it's not like there aren't appeals to the idea. Lots of communities do it but I don't want to be a naysayer but I do want to study that. No, I don't want to study it. I actually – I only recommended things that were actually things like immediately doable, like implementable, but some things do have to be studied and we have –

COMMISSIONER HUGHES: But if we put this on the agenda for 2025 or 2026, we could perhaps have completed our other feasibility studies by then.

COMMISSIONER HAMILTON: Yes. Then I would tend to think it's such a new idea and I'm not sure –

COMMISSIONER BUSTAMANTE: If it were a high priority it would be something that we would say, and this again I got to the strategic doing mentality of where is the location? It's a process.

COMMISSIONER HAMILTON: Yes.

COMMISSIONER BUSTAMANTE: But if this was something that was a priority we'd say, all right, we're going to get together a group. Who's going to identify where it's going to be done and how much time does it take? How much is it going to cost? And then you have this plan for exactly doing every step along the way. But this isn't determined to be of enough importance that we're saying, well, let's see if it could be done. But if it were something that was a high priority we would plop on a strategic doing process and marry each step along the way to let's build. But I don't hear that here.

COMMISSIONER HAMILTON: Well, here's – let me from a practical point of view. We have the global sustainability and the global whatever institute idea feasibility. We have – now I forgot the other; there were two other. Broadband planning. We have the housing planning. There is a lot of planning. There is a lot of thinking that we're seeing is needed in the immediate, and not to mention the Arts Council. So I'm wondering if this should just come up again next year.

CHAIR HANSEN: And it's also something that once we create an Arts Council it could go underneath the Arts Council.

COMMISSIONER HAMILTON: Right.

CHAIR HANSEN: Because it's related to arts and it's theater and there was a lot of money for theater. And so I think we should think about putting it under that kind of planning.

COMMISSIONER BUSTAMANTE: That's great. That's smart.

COMMISSIONER GREENE: I'm always about planning. I'm working on playing long ball in this room.

COMMISSIONER HUGHES: You only have seven more years though.

COMMISSIONER GREENE: I've got three years and two months at this point.

Reduce Child Poverty

CHAIR HANSEN: Commissioner Hughes next.

COMMISSIONER HUGHES: Well, let's do reduce child poverty, and I put this on the list because several of us have been to a couple of events at the Food Depot where they asked us to seriously look at reducing child hunger but that really

means reducing child poverty. I liked staff's evaluation: Very high impact; very low confidence. And I bring it up because it's sort of the corollary to creating housing for people who are really, really sick. If you can catch people early in life and make their life experiences less traumatic when they're young they're much less likely to have mental health and substance use issues later in life and I think it's one of the reasons we have such persistent poverty and drug use and all these other problems in New Mexico because children grow up with very many adverse childhood experiences such as homelessness, drug-addicted parents, not enough food.

COMMISSIONER HAMILTON: New Mexico ranks 49th consistently. Forty-ninth or 50th.

COMMISSIONER HUGHES: Yes. So I made some suggestions here and the Food Depot made lots of suggestions. I think my thought was do we want to take on some small part of this so that we're – because it seems like whenever they presented we were all interested in doing something. I do agree with the staff's analysis that this is a much bigger problem than Santa Fe County, and that we are already of course doing lots with our CONNECT program. Some of our housing programs could be directed toward – if we decide to do our own housing vouchers, that was suggested at one point in the affordable housing plan. We could direct those towards families with children.

And then there's a question of do we want to try and raise the minimum wage among County staff? Do we want to try and work with the City to raise the minimum wage regionally? So there's a lot of questions here.

COMMISSIONER HAMILTON: So but given you've worked in the area a fair amount. You just said something a moment ago saying you wondered if we take a focus on a part of it.

COMMISSIONER HUGHES: Yes.

COMMISSIONER HAMILTON: How would you prioritize that? And even if it's just a matter of discussion. What would be one of the pieces the County could address? Especially maybe because we could link into either housing or to our CONNECT program or something.

COMMISSIONER HUGHES: Well, I think the CONNECT program is probably the logical place to start.

COMMISSIONER HAMILTON: But what would be one thing? When you said just do part of their suggestion.

COMMISSIONER HUGHES: Well, if we could add a little money to the CONNECT program to focus on the needs of hungry children, for example. It was suggested to us, one of the latest things we went to that the Farmers' Market put on, that we support people who get vouchers to buy stuff at the Farmers' Market. I don't know enough about our CONNECT program to know whether we already help – I assume we help people with food.

CHAIR HANSEN: We definitely do, and I feel like we have worked really diligently to build up the CONNECT program and that it is a successful program. And putting more things on their plate is going to dilute their ability to do the work that they're already doing. So I would strongly suggest you understand what the CONNECT program is already doing because just to say for us, like, oh, let's just give CONNECT more work is not fair to CONNECT, because I feel like Rachel and her staff are working

so hard in that department and doing such a good job that for us to say, oh, well, we want you to do even more. And then we're taking away from the good work that they're already doing.

COMMISSIONER BUSTAMANTE: Pardon me for stepping out but what is the part that's causing more work? What is that we're asking them to do that would be additional?

COMMISSIONER HUGHES: I think we're asking them to do more of what they already do and giving them the support to do that.

COMMISSIONER BUSTAMANTE: So what is it specifically?

CHAIR HANSEN: But at the same time he doesn't really know what they do.

COMMISSIONER HUGHES: Well, I don't know everything they do.

COMMISSIONER HAMILTON: There's opportunity for brainstorming and I certainly have an idea, but the County Manager has –

MANAGER SHAFFER: I was going to suggest that this may be an area where our focus should be on the legislature. In other words, I think we have a pretty good understanding from the pandemic of what is very successful in terms of reducing poverty and child hunger, and that's direct cash assistance. And that's what we can't do, because we don't have the resources to make it sustainable or afford to be very – to have a large impact. But the state is awash with cash, and has already assistance programs through the general fund and this may be an area where we want to focus efforts on the legislature because they may actually be able to achieve what with our resources I don't think is really achievable and that might be a better use of resources is to make that push and make that case in the legislature. It's a suggestion in terms of how we go about this.

COMMISSIONER HAMILTON: I think that's a great idea but I would add one other thing. We can't afford to give money and really it's bullshit to think that there are things that throwing money at is really helps solve the problem. I guess the argument comes to where you get the money from. You should take it from the top and put it at the bottom. But what we do have are County facilities all over. Like the Eldorado Senior Center and all the senior centers and all the – and maybe even other County facilities like fire departments all over the place where you could put aquaponics food-grow trailers that would feed children.

So you could do some kind of federal funding and say the state can support this kind of, say a food-grow program. Not community gardens, actually, concentrated grow programs. You can't do it at every school. They could do it at every school but that's a state issue, not a County issue. But share some land and support the program through CONNECT if the state would fund it, or we could get federal funding program. Just a thought.

CHAIR HANSEN: Okay, Commissioner Greene.

COMMISSIONER GREENE: Thank you. So one of the things – my wife serves on the board of the Food Depot and one of the things that's become apparent from hearing from folks over there is that food is half of the issue. The biggest issue, and some of you have already heard me say this, is time. So you can give somebody a box of food and ask them to cook it, and they don't have time to cook it. But food will sit in the refrigerator or on the counter and they'll still go to a drive-through because they don't

have the time to prepare the food and so the aspect here could be we do food for seniors. If we did prepared meals for families with children, we would save and bring time, buy time back for people at a much more cost-effective method than giving them \$300 a month or whatever, all of these different things. We would be literally giving them the direct assistance needed to solve child – not poverty – but child hunger.

So this is one of these aspects where I think that we can repackage and use the systems and the assets that we have. We have a commercial kitchen over at the Airport Road facility that is already making meals for seniors. Why couldn't we create a pilot project to focus on meals for families? It is healthier than fast food. It buys people their time back, and it uses things that we already do as opposed to starting a whole new system here. And it's a way to then also say oh, let's go source this from our local farmers. And let's make this as much of a closed loop as possible, but again, back to Greg's point of targeting what we do with things that we do and maybe get money from the legislature to make that happen, and say, look, let's quantify what this is. Is that a \$500,000 ask from the legislature? Between now and six weeks from now? And could we do this at the Airport Road facility.

COMMISSIONER HAMILTON: Oh. You prepare meals at all the senior centers. Do something in conjunction with what we already have.

MANAGER SHAFFER: Perhaps, or this may be an area of partnerships. It's really where the hungry kids in the public schools, and that's really where you want, I would think, your distribution network to be because they're already engaged with the children on a day-to-day basis and so that may be a way to move the conversation where we're leveraging. Again, pathways that already exist and touch points that already exist.

COMMISSIONER BUSTAMANTE: Pathways that already exist, and one of the partners already is here. So I have the benefit of working now with – we're expanding CONNECT into northern New Mexico. Thank you, Santa Fe County and City of Santa Fe for the model. But when we look – and I see that Innovate + Educate is on here, and we look at those partners – YouthWorks – in having that, both of those are on the Unite Us platform. When we look at what CONNECT is, it's really just a referral platform.

But when we look at the opportunity to have people – when we look at job training. So Innovate + Educate is working with us as a partner on the WIN, the Workforce Integration Network, but they're specifically working with folks who have come out of incarceration and becoming chefs, and getting them trained. And you have this aspect of getting people trained so that they're able to prepare food through that Innovate + Educate part of it, and then they're able to provide that food out of a kitchen that we have. This is something that why don't we leverage those models instead of saying everybody's going to go to a AAA restaurant or five-star restaurant, that they're actually providing food to people in the schools, for example. Things like that. So absolutely, everything that you said.

CHAIR HANSEN: And YouthWorks is about to build a new, big commercial kitchen on Cerrillos Road. That's part of their model of training and providing food. So there are ways that we could engage in the community to provide prepared meals. Because I do agree with you.

COMMISSIONER BUSTAMANTE: [inaudible] summer with the

schools. And it's absolutely true. In summer the schools are out. One thing that we experienced during COVID, and the Community College was a point for food distribution through the World – what's his name; he's been working out of Ukraine. The World Central Kitchen. But I thought at first, good luck. You're not going to – and the families lined up to take prepared meals was tear-jerking.

COMMISSIONER GREENE: And that's when people had time. Literally people were stuck at home and they didn't have time.

COMMISSIONER BUSTAMANTE: They were stuck at home and they still didn't have time. They didn't have resources. They didn't have what they needed. But in the summers, it's like it's great to go through the schools but I remember my mom saying, all right, now you're going to go to the park for the summer. Go play tennis so that they'll give you lunch. This is the kind of thing that families have to struggle with. How do we make sure that this is in their hands? If we work with partners that already exist on the CONNECT system, because the beauty of CONNECT is that it actually builds resources when you ask people to do more.

When people have to connect more, more actually gets done. So that's the beauty of CONNECT. I think CONNECT is still a good model. I think Rachel and Jennifer would actually agree. It means getting the other partners using CONNECT to provide more food because they need outlets for food that they make. Not that they don't have outlets, but like meaningful outlets, like hungry people. Yes, let's do this.

CHAIR HANSEN: Okay.

MANAGER SHAFFER: Well, I just was going to add, you have the main component of the Food Depot report, which I think I heard general consensus if it's poverty, that's probably a bridge too far, but if we focus on hunger, I think the recommendation from CSD is to begin by studying those things that are in the Food Depot report that also build on existing things that we do and request funding as part of the fiscal year 25 budget cycle to conduct that analysis and come back with a plan of here's how we can augment and leverage things appropriately.

COMMISSIONER BUSTAMANTE: There's more that has to go into that plan, with all due respect. And I apologize for cutting in, because to Commissioner Greene's point, and people not having time, and having had this conversation now for two weeks, pretty much this exact one. We are not underemployed. We are over-employed. In other words, people have three jobs to make ends meet. That is to that point of not having time. So when we get into that we can say, and poverty that's too far? That's actually right where we need to go. And I think you're getting there. We have to. We're not an issue of un- and underemployed. We're working on those issues. It is about being over-employed. And that is going to help childhood hunger.

These are all gaps in that system. If a parent has a job and somebody who's making the meals and we have time, but they're not. They're working multiple jobs.

COMMISSIONER HUGHES: So if we're going to lobby the legislature for direct cash assistance, which I think is a great idea, I think we should also lobby for them to increase the minimum wage statewide. Because that was the main recommendation of the Food Depot. They said the thing that's really going to help is to raise the minimum wage. But I think statewide is going to be much better.

CHAIR HANSEN: Statewide is going to affect the larger. So I think

lobbying for that is –

COMMISSIONER GREENE: I think there's a three-pronged part to this. One, lobbying for the statewide minimum wage. Two, working on a pilot project to do prepared meals through the CONNECT program and the schools and whatever the logistic system is to make that happen. And three is –

COMMISSIONER BUSTAMANTE: The food preparation training programs. Go with that and we're supporting the bigger picture.

COMMISSIONER HUGHES: But the first step is letting CSD do their analysis of the Food Depot report and everything we've talked about.

COMMISSIONER HAMILTON: Which would be what? A short-term goal.

COMMISSIONER HUGHES: That's the short-term goal is just to have them tell us what are some good steps for the County to take. We don't have to wait for that report to lobby for the two things we said we'd lobby for. Cindy had her hand up. Did you get –

MS. MCKEE: I'm good. Thank you.

Santa Fe Regional Wastewater Planning and Partnership

CHAIR HANSEN: I'm going to go back to Commissioner Greene, Santa Fe regional wastewater planning and partnership.

COMMISSIONER GREENE: There are two wastewater projects on my list. The first one is making a concerted effort to reach out to the City and start discussing how to assist on a regional wastewater City-County project that would help on so many levels. We don't know whether the City will take our assistance but if you don't try you don't get shut out.

CHAIR HANSEN: So what I would really like to see is the City work with us on our RECC, the regional call center, because that is one thing that they could show willingness on to work on that. Because we need a new JPA. We've talked about that for six, seven years and that is something that really needs to be worked on. I understand what you're saying here. The wastewater plant, we need a regional water authority. I think that we all live in the same basin. We all get our water from the same place and a lot of our water goes to the wastewater plant from the county.

COMMISSIONER GREENE: So to that point and to part of the point that I think one of our goals or the upper level things is that our strategic plan should have a chapter about specifically all of our external partnerships. So those include partnerships with the City. Or partnerships with non-profits. Or our JPAs with REDI-Net or the City and Buckman Direct and things like that. We should have a how do we strengthen and improve our partnerships across these areas? I'll go sit on the Mayor's doorstep on Wednesday after the election and bang and say, come on. Let's start working together.

COMMISSIONER HAMILTON: Why?

COMMISSIONER GREENE: Because put your money where your mouth is.

COMMISSIONER BUSTAMANTE: Why don't you just call him?

COMMISSIONER GREENE: Well, I could do that too.

COMMISSIONER HAMILTON: That was good, but that's not what I meant. To what end?

COMMISSIONER GREENE: Well, here are the five areas that we know that we need to work together on. RECC, wastewater, regional planning. We already work on these things a little bit but we need to work better on them, and choose one. Choose your person or your people at the County that you want to work with and let's move on from there. And I know there's a little bit of this that happens already between the City and the County Manager and through our departments but I've watched enough speeches recently by the Mayor saying we need to collaborate, and you go, yeah, well? How does that really hit the road?

COMMISSIONER HAMILTON: He says that? Yeah, sure.

CHAIR HANSEN: He says a lot of things.

COMMISSIONER HUGHES: Because he says a lot of things.

COMMISSIONER GREENE: And so, put your money where your mouth is and if you want me to go sit on his doorstep, or call, I'll do either. Or both.

COMMISSIONER HAMILTON: Okay, but I'm asking why in the bigger picture, because first of all, I'm not sure how I would want to see it worded in our strategic plan what our partnerships are with other groups. Those are I think embedded in the wording of things where it's relevant. So we have strategies and higher – I'm misusing the terms but I'm thinking of it more broadly.

CHAIR HANSEN: Objectives.

COMMISSIONER HAMILTON: Well, objectives and goals, and the whole thing. Just pick a word, but having to do with public safety. And when we talk about communications we have in there what we do across with the City and other jurisdictions and why we have strategies to go to the state, radio things and to work interactively, and it's the same in the CONNECT project. It's all in there specifically. So I just – first of all, the partnerships change somewhat and this may not seem very relevant but it's just a place to get people irritated. Like here's what we – what are we are trying to back the City into doing?

And so that's why I'm asking the question. It's just like there are unintended consequences of – we've done some stuff on water, for example, that's completely under the table because the moment you try to force their hand – in 2018, within the first year of serving as Commissioner, we forced an entire City-County meeting and regional planning including on water and how important it was and all the policy and strategy and strategic reasons and technical reasons it was a good idea, and like the next week, City Council went and passed a resolution – got a resolution passed that said we will never regionalize with the County.

It's just like, well, that was really useful. And –

COMMISSIONER HUGHES: I was wondering about that.

COMMISSIONER HAMILTON: Where do we want to go with it is all I'm asking.

CHAIR HANSEN: Yes, I mean I don't know if we forced their hand at that point. It was Mayor Gonzales who was willing to meet with us and more than willing to meet with us because he had been a County Commissioner and I didn't have to force anybody's hand to have that meeting. It was challenging because –

COMMISSIONER HAMILTON: It didn't go anywhere.

CHAIR HANSEN: But it didn't provide anything.

COMMISSIONER HAMILTON: What I summarized is what happened. We went through, and it was Joseph Maestas who drafted the resolution and got almost unanimous support for it. So even Councilors, they were perfectly willing to talk to us but the consequence was –

CHAIR HANSEN: They have a resolution on their books.

COMMISSIONER HAMILTON: That they will not work with the County.

COMMISSIONER BUSTAMANTE: Ever again?

COMMISSIONER HAMILTON: Of course not.

CHAIR HANSEN: Cindy has a comment.

MS. MCKEE: Madam Chair, Commissioners, a more subtle opportunity to capture those partners might be we could build a tag in Envisio and we could tag every strategy – so just in the coding of the software, it's very easy to tag something. And so we could tag our partners and then run a report. Here are all of our partners or here are our City partners. So without creating another element of the plan we could enhance the information in our strategies and capture exactly that. And Commissioner Greene, you actually had mentioned this to me before and I've already played around with building that tag. It's so do-able. So that's something –

COMMISSIONER HAMILTON: And I may have missed the reason for doing it, so if you –

COMMISSIONER GREENE: So again, our strategic plan is very internally focused, right? So whether it was the DOE Collaboration Center – scratch the “DOE” in the collaboration center, that was a we're not going to do this alone. We're just going to take the first step and the leadership position to organize all of the partners. The amphitheater project, that is not something that we are going to do all by ourselves. We're not going to run it – we could – but we're probably not. We're not going to build it – we could, but we're probably not. We're going to organize the partners and start that initiative. But that's a partnership, internal/external partnership. MOU, JPA, whatever, aspect.

And we already do a lot of external partnerships with the City and the pueblos and the state and the feds. And that to me was not necessarily very apparent in our strategic plan. Just like when we talked about broadband initially. Broadband was what do we need for broadband? It wasn't like how do we address our constituents' needs and how do we deal with the cell phone companies and how do we do the SLDC? It was we've got a broadband need for our streaming in the offices here.

So always having a recognition that most of what we do is for our constituents on the outside of our organization, and for our partners, that that was one aspect of the strategic plan that I hope would be at least a new layer and Cindy seems to be addressing that there.

MANAGER SHAFFER: If I could, and so I think it's being built out as a new objective and as Cindy said, as you go through the individual strategies, a way to operational that is to tag all of the different partners. So to come back to what I think Commissioner Bustamante was saying earlier in terms of taking a holistic view of water

resources to include wastewater and to include the entire region, so that is a place in which that could fit without, as you said, potentially flagging this is what we want to talk about and this is the only thing we want to talk about, which I think is what I heard you saying, is that that could have unintended consequences in terms of backing someone – perceiving backing them into a corner. I’m just trying to summarize and hopefully synergize what I’m hearing people say.

COMMISSIONER HAMILTON: Yes, and did we get on to this because of the regional wastewater planning thing?

COMMISSIONER GREENE: So the regional – there are two regional wastewater planning things. There’s one that’s City-County for the big city and our growth areas, and then there’s another one which is in the northern district where Tesuque, for an example, so prior to my term there was the work to help the resort, Bishop’s Lodge, get their own thing and some tax incentives and so on to do their thing. So their need hasn’t gone away. And we went to the legislature this past year and helped the opera get \$5 million for their water and wastewater facilities and it turns out that the Pueblo of Tesuque has \$5 million to upgrade their wastewater treatment facility.

And so while there are three major anchor users in this valley that need some upgraded system, it was John Dupuis and Michelle Hunter that said, by the way, the smart thing to do here would be to start talking about it regionally. So that conversation has started with the pueblo. That conversation has started with the opera. That conversation has started with the resort. The resort is doing their own thing but they recognize that it’s only going to work for them for up to about five years, and then in five years probably when we actually get this thing fully planned out would be the perfect time for them to tap into this system.

I’ve had a conversation with some of the folks at the Pueblo of Pojoaque who said well, our system at Buffalo Thunder is already big enough for this. They designed it big enough for this and so they’ve now asked me to start to broach the subject of doing this regional project with them as the operator or at least as where the facility is located. And so there’s a potential to either do it as a Tesuque only valley area or Tesuque to Pojoaque Valley area, but that start putting that as a regional water/wastewater system for the area.

COMMISSIONER HAMILTON: Certainly one thing, if you want to think about water conservation and water reuse, you’re thinking about every bit of water as a potential resource, one of the few untapped water sources is reusable water. And the only way to make it available is through regional wastewater treatment, access to that as a resource for further treatment.

COMMISSIONER GREENE: So just to finish the thought. In this year’s budget we did put \$250,000 into Utilities to do a preliminary engineering report to figure out the feasibility of this. So now it’s expanded in scope.

COMMISSIONER HAMILTON: Who’s doing it?

COMMISSIONER GREENE: We are. Santa Fe County.

COMMISSIONER HAMILTON: Oh. Cool. Okay.

CHAIR HANSEN: Other comments on this? Commissioner Hughes.

COMMISSIONER HUGHES: No, I just wondered how – it sounds like this is a very long-term strategy.

COMMISSIONER GREENE: As with everything that I’m putting out

there, this is not something that you put out years from now but you start the work now. So we have the \$250,000 to do a preliminary study. We need to go out to these major users and the pueblos that would be impacted by this and potential partners with this, and to start to get those agreements in place to say, are you interested? How do you want to participate? And so on. And then we then take on the lion's share of doing the planning and engineering and operational management scoping.

So it's not something you put into outer years per se but you put it to now, let's take the baby steps towards that now.

MANAGER SHAFFER: I was just going to say two separate things. So on the Tesuque, again, same question as we had with regard to the potential Pojoaque broadband project. Tesuque is already in the works. So we are having conversations with the opera, with Tesuque Pueblo, with Bishop's Lodge, and we've already allocated money to do a preliminary engineering report, which is the first step as to whether this would all work. So again, question for the Board, whether to put that in the strategic plan given that it's already moving forward.

I think that's slightly different than partnering with the City of Santa Fe because we're not as far along in terms of those discussions, but again, I'm just trying to facilitate and synthesize what I'm hearing people say and that's all I'm offering, is that there are two separate items there. One's already moving forward; the other we haven't really gotten a resounding, yes, we want to do this.

COMMISSIONER HAMILTON: We were already doing solar projects on County buildings when Commissioner Hansen first started we wanted to add climate change and doing that sort of thing to the strategic plan because it carries some weight of direction from the Board on where we think it's important to go. So sometimes, even if something is underway, it might be useful because frankly, I do think it's useful to think of how to handle that aspect of the water utility. You need water, drinking water, and you need to do something with wastewater, and it becomes a resource which nobody ever cared about 40 years ago and we should care about it.

On the other hand that doesn't necessarily carry weight everywhere. And the thing with the City and John Dupuis' idea of us – that's a sticky wicket, not because the concept is a bad one but I think we just have to think more carefully about that. So doing the thing up north, that's underway and I think it's useful and I think – being in the strategic plan, it's like, yes, that's going to give us more information on what people we need in Utilities to support – like this is where our planning knowledge needs to be supported by people, like County staff.

CHAIR HANSEN: I just want to say that the City owns the wastewater plant.

COMMISSIONER HAMILTON: They own their wastewater plant.

CHAIR HANSEN: They own Paseo Real.

COMMISSIONER HAMILTON: We own Quill. That's what Dupuis wants to put together.

CHAIR HANSEN: Right. We own Quill. And there has to be some willingness from the City.

COMMISSIONER BUSTAMANTE: They don't have money, and they are in a pickle, and they are making a mess of La Cieneguilla. And people, if that is going

to continue the way it's been – so I am 550 percent on board with what it means to be comprehensive because they are not unilateral in their efforts. Sure, they own it, but if I hear another mayor say, I am not the mayor of La Cieneguilla. I've heard them say that.

COMMISSIONER GREENE: Then get your shit out of our stream.

CHAIR HANSEN: Literally, but it's in my district. Paseo Real is –

COMMISSIONER BUSTAMANTE: It's in my district too. And it's in Lower La Bajada and it's all the way to Cochiti.

CHAIR HANSEN: Right. Because it all runs downhill.

COMMISSIONER HAMILTON: As in shit runs downhill.

COMMISSIONER HUGHES: Until they pipe it to the Rio Grande over the hill.

COMMISSIONER BUSTAMANTE: It's sort of a – it's got to be comprehensive, or frankly, let's get back to the conversation on what they're going to do to clean it up. But that is an old facility and it's got to be changed, and yes, Dupuis is talking about this other facility but the reality of the day is if it's not going to be done comprehensively it's a problem.

And the other part where it sort of sticks out for me, and I feel like I just need to say it, because we have to do these things together. For those areas where if we don't think of water comprehensively, which is what I was trying to say in that other, then we're still just missing the boat. We can have these conversations for the next 60 years.

But what about the Galisteo Basin, which is still also in our county. So yes, all of these things happen within this basin, and that's great. It's important. This is the population mass, but then when we talk about these comprehensive water issues, then we also have other parts of the county that we should be thinking about comprehensively and not just those areas in which we feel like we're immediately affected.

So I drop that off sort of like a –

COMMISSIONER GREENE: So to take that exact sort of thing. Like I mentioned two projects because those are the ones that came to my mind first. So there's the Tesuque Valley project that goes to as far as Pojoaque. Great. That's in my district. I know about that. And there's the City's – City-County potential project. By far those are not limited. And so I would almost argue that part of – whether it's a strategic plan, or whether it's a water use plan or whatever. However we want to couch it, is that we should have a comprehensive plan to deal with how we deal with water – wastewater, fresh water – and then that we then divide it into wastewater, freshwater.

Okay. Different projects and service areas, and there's not just one. It's a big county. We need to go and say Galisteo Basin, is that a logical basin to be working on for wastewater? Great. Here's the scope of that project. Is that a one to three year? Is that a three to five year? Is that a seven to ten year? Or is that something that we're going to get to, but that we should start to look at these things in a big picture.

COMMISSIONER BUSTAMANTE: We need to take the lead on that. We just do. We're talking – and this has come up, the way I see it, in three different proposals here, and they all kind of are getting at the same thing.

COMMISSIONER HAMILTON: Yes.

COMMISSIONER BUSTAMANTE: It's to address water comprehensively.

COMMISSIONER HAMILTON: And we do need to do it.

COMMISSIONER BUSTAMANTE: We need to take the lead on it.

COMMISSIONER HAMILTON: And one of them was the thing about looking at what people we need, which is what you had in mind. So yes, we need to look at water comprehensively.

COMMISSIONER GREENE: I don't care that it's the individual projects. I care that it's the comprehensive, upper level, happens now. Then whether we go and say what's the first project that's the easiest one at hand? If that's Tesuque because we've got the planning and the need and so on. If it's the City, because the City suddenly comes to us and say, you know what? We really need to work on this together. You guys have the money and the know-how or whatever. We're desperate. Whatever the issue is. Great. And then if Galisteo floats to the front.

COMMISSIONER BUSTAMANTE: Floats to the top. And here's the problem.

COMMISSIONER HAMILTON: Depending on which way gravity is operating.

COMMISSIONER BUSTAMANTE: I'll just throw it out again. This is so not new. We're talk way too much –

COMMISSIONER HUGHES: The wastewater flows to the top but the fresh water flows to the bottom.

COMMISSIONER BUSTAMANTE: But that E. coli issue, in the last month, October, was in the thousands again. We start the conversation because we're going to work with the City in a way that doesn't get the feds go in and pick on them because only the people from the City. This conversation is months old for me. And I'm going to tell you, I hear – and if I hear another week that – well, isn't Michelle Hunter working with Dupuis? That's not doing anything. It's like we are months away from we have a lot of E. coli and it's not in the parks it's now going down the river and it's been in the thousands through the month of October, but we're going to decide whether this is a priority, long term or short term. And I'm saying it was yesterday term. It was earlier this summer term.

COMMISSIONER GREENE: That's why I would like to have it as on our priority list, and again, we could do it as a comprehensive thing, but the priority also says that somebody – one of us in the room probably, whether it's Greg, myself, or Commissioner Hansen over here, goes and sits on the Mayor's doorstep and says look, we're here to help.

CHAIR HANSEN: I'll do that in January.

COMMISSIONER HAMILTON: Of 2025?

CHAIR HANSEN: Yeah.

COMMISSIONER HAMILTON: With a flak jacket.

COMMISSIONER GREENE: My point is that we say we're going to have

COMMISSIONER HAMILTON: Can we just throw in the additional – like you guys realize that the County is giving a little bit of money and theoretically working with the City doing their 2040 planning, because of some recognition of this long-term water planning that needs to be cross-jurisdictional and what not. But with the

lack of people with bandwidth and expertise, it languished for a long time. And the City's proceeding but I don't know how closely we're tracking that.

Like, Michelle Hunter has some expertise but she's only one person. We didn't have a hydrologist for a long time.

CHAIR HANSEN: I think Doug Crosby has some expertise.

COMMISSIONER HAMILTON: There are new people who have some expertise, the point is that that part of the discussion cycle is back to the need for evaluation of personnel needs, but there is that component that we're already doing but I think the idea of putting a need for comprehensive management of water and wastewater, water resources and planning should be in the strategic plan.

CHAIR HANSEN: Yes. So I kind of want to leave it there because I'm trying to get us through the strategic plan, and I think this is a topic that we could talk about for days.

CHAIR HANSEN: New opportunities. This has been valuable. I mean moving on is great but this has been really valuable.

Modern Road System for Santa Fe County

CHAIR HANSEN: Commissioner Hughes.

COMMISSIONER HUGHES: Modern road system for Santa Fe County and I think the rest of mine will be fairly quick. So thanks to the County my district mostly has County water, because Eldorado is hooked up to the County system and all the way over to Cañoncito. So now I'm talking – so roads are the next issue. You've all heard me talk about Spur Ranch Road, which is, I think, shortly going to be considered – up for our consideration as a connector road because it gets so much traffic now.

But there were some really good suggestions by staff. So my suggestion was that we have a plan to systematically look at some of the private roads in the county and see if they need to be adopted so that they can be taken care of. And with Spur Ranch Road that's probably the only option because it is such a high use road and it serves several developments back off there.

COMMISSIONER HAMILTON: But it is a private road at this point, isn't it?

COMMISSIONER HUGHES: It's a private road, so we would have to adopt it. I've talked to Leandro and the Transportation Advisory Committee. If we adopted it, it would immediately not meet our standards so we would probably want to pave it almost at the same time so that it was up to standards. That community is not particularly poor, although it's not necessarily wealthy either. There's a little combination of each on that road. But they do at least have a road association and they are trying to fix it up themselves. They're going to basecourse it this summer which will be a lot better than it was last summer during the monsoons, when we actually had monsoons. So that would be the summer before the most recent one. It got really, really hard to travel such that a fire truck wouldn't have made it down that road. I barely made it. One of my friends called me up and said, will you drive down the road? And I said sure, I'll try it, because I figured, well, if worse comes to worse I'll call the County to come haul me out and then they'll see how bad the road is. And I did manage to make it down the road.

COMMISSIONER HAMILTON: Good strategy.

COMMISSIONER HUGHES: Yes. But it was awful. I could only go one mile an hour. But there are other roads – and this is where the inequity sort of comes in, and Gary Giron brought this up when he said, I'd like to know how come all the roads in Eldorado got adopted by the County. Which is really weird, because Eldorado is not a low-income community.

So I live on – in Eldorado, on a County-maintained road and it's wonderful. It's a dirt road but when it needs grading the County comes out and grades it. No problem.

On the other side of my district, along Route 14, most of the roads are private and the issue there is that some of them don't even have road maintenance agreements. And so there's no – but what's happened is – Gabe and I went out and looked at Cedar Road which is particularly bad because we drove part way and then the resident came out and met us in their four-wheel drive to get us the rest of the way because the County car wouldn't have made it up that road.

So what's happened is I think the road was probably fine when ten people lived along it and all of the lots were ten acres. But over the years there's been lots of lot splits, and so very slowly it's turned into a much larger community. But yet there's no road maintenance agreement. So what I'm wondering – staff was suggesting we ask the state to pass a law like Pennsylvania has where you have to contribute to a road maintenance agreement if you live on a private road. But could we do that at the County level? Getting the state to do something takes forever, but could we do a County ordinance that says that if you live on a private road you have to contribute your proportionate share.

Because that would take care of some of these roads and we wouldn't have to adopt them if they just had road maintenance agreements where everyone kicked in a few hundred dollars a year so they could grade the road. Because that's what some of these roads need.

CHAIR HANSEN: It certainly would have solved some of the roads in San Marcos.

COMMISSIONER HAMILTON: It'll also mean that almost everybody will apply to have their roads adopted as County roads.

COMMISSIONER HUGHES: If we don't do the other thing. Oh, you mean if we force them to take care of their roads?

COMMISSIONER HAMILTON: Yes.

CHAIR HANSEN: But they have to bring them up to County standard before they can be adopted.

COMMISSIONER HAMILTON: Currently. Unless somebody can think of a better way.

COMMISSIONER HUGHES: My original proposal was just to adopt them and not even wait for them to ask. I'm saying I think if they had – on the smaller roads if they had road maintenance agreements, and it wasn't very expensive and their roads were drivable, I think a lot of people would be happy.

COMMISSIONER HAMILTON: I think that makes sense. I have no idea what the answer is. But it makes sense.

MANAGER SHAFFER: We can look into that and research whether that's within the scope of County authority to require that. So we can look at that.

COMMISSIONER HUGHES: Yes, I think that would be the first step, because that might be the simplest.

COMMISSIONER HAMILTON: Right. It just makes me think of -]

CHAIR HANSEN: I think it needs to be added to the SLDC.

COMMISSIONER GREENE: Can we do assessments? Like if you're on the -

COMMISSIONER HUGHES: We looked into that for Spur Ranch Road and the trouble is - and Greg could tell you because he helped do the analysis. It was going to be so expensive to put the assessment on them to fix up their road that they couldn't afford it. To bring it up to County standards. Because it requires paving. Spur Ranch Road has to be paved.

COMMISSIONER HAMILTON: Some of our road situation in the county is like a legacy problem. The way things are developed in a very poor and rural community over the last half a century. And some of it is - maybe there's nothing wrong with the system the way it is now, but it also means that there are some wealthy communities that have private roads and there's incredibly poor communities that have private roads. Not very many people. And if there's a lot of infrastructure money, is there any mechanism for jumping us ahead and maybe not adopting every road, but adopting some roads, if we could get a big slug of federal money to upgrade them instead of putting it all on individuals.

I've never suggested this outside of this room because the public discussion on that would be crazy.

CHAIR HANSEN: We are live.

COMMISSIONER HAMILTON: It's not about - I don't know about availability of money for that and I fully recognize that that means it's like - oh, my god, what kind of capacity would we have, presumably? We'd have to get contractors to do some of the work.

CHAIR HANSEN: We already have a large amount of roads to take care of as it is.

COMMISSIONER HAMILTON: So what's the problem with that? there's not a county on the east coast that I know that has the issue of private roads at the level, other than what you get to the County road to the driveways that go to farms. Literal driveways.

COMMISSIONER HUGHES: So I think this is part of the problem of as we grow, we say, oh, great. We're getting more tax revenue because we have more people, but we do have to fix up the infrastructure so they can get to their houses and the fire truck can get to their house and the ambulance can get to their house.

COMMISSIONER HAMILTON: I'm just wondering if there's a way to sort of change the equation a little bit, for fairness. Because like once again, wealthy communities can get their roads adopted and poor communities never do.

COMMISSIONER BUSTAMANTE: That is absolutely the case. Then the thing about, and I'll just say - and I'm not saying that District 3 is only a poor community. It definitely has its poor spots, but some of these, and I've said it before, and part of the stuff that doesn't happen when we're getting these approvals for new development and then what's being proposed here is just make sure they're of quality.

But we're not – I'm hoping that we can think about it much more comprehensively, in that some of these roads are very old roads. And development happened along these old cattle routes, literally, like these one stretch.

We can pave roads but then we also need to be thinking about all the health and safety and part of me is sitting here thinking, I recall seeing it in the ICIP for a comprehensive evaluation, engineer-based for safety. But when we go in – and I'm hoping it's still there – when we go in and we pave a street, and then we have to go back and see what people are getting killed. That happens constantly. It's like that thing that we talked about at 599 and the experience that I had.

As the improvements starting going south Santa Fe, all of a sudden we started seeing people drag racing, but people just trying to get home getting wiped out and getting killed. And that just happens, and it sounds like hyperbole and it's not. It's like now we're talking about Bonanza Creek because as things get built up there's more traffic and what we tend to do, and it's been my experience, at least 30 years now. Since like 1988, to continue watching areas improve by paved roads, and yet become structurally more dangerous to more people, less traffic control, and ability to make sure the people – and I feel like it's digressing, but it's not a holistic conversation if we don't.

We can go ahead and improve a road, but then you're going to have more traffic driving much faster, and then we have the hazards. And all of that should be thought of all at the same time when somebody saying, we're about to plan 20-some houses to 600 houses – whatever the case may be, to ensure that all those traffic areas are structurally sound for health and safety. That's the bottom line. And we just aren't. We're talking about paving a new road and then all of sudden people are hauling around. It goes back to the old adage of bad roads make good neighbors.

And that is not something I just made up. It's like bad roads keep people slower and you're not out peeling out around town. So it sounds like a digression, but I'm saying it's not a digression. Let's think comprehensively. Let's think about the bigger picture if we can. If we're not, and it's one policy at a time, then that's fine.

CHAIR HANSEN: So I'm going to suggest maybe we take a short break.

COMMISSIONER HUGHES: Do you want to finish this one and then take the break or are we finished?

COMMISSIONER HAMILTON: I'm so confused. This is one of those conundrums. This is I think the literal definition.

COMMISSIONER GREENE: It sounded like we had some direction, to let's see if there is standing for us to create a process.

COMMISSIONER HUGHES: Right.

COMMISSIONER GREENE: So that is definitely the first step in this. I don't know if these all need to be per se strategies, as much as a directive to focus on to find out what some viable end solutions are.

[There was a break from 3:11 to 3:22.]

CHAIR HANSEN: Let's finish this up because I'm really trying to get us out of here today. We do have one ability to have some more time – 11/13 in the afternoon. That's it. But I would rather not, depending on what happens. Let's wrap this

up on the road issue.

COMMISSIONER HUGHES: So I think we're saying staff will look into whether we can have an ordinance that requires people to contribute to private road maintenance if they live on a private road. And then are we going to – it sounded like people wanted to at least look at the idea of how we adopt roads, especially if there's money to pay for a few of them.

CHAIR HANSEN: I think that's a road policy.

MANAGER SHAFFER: We have a current road adoption policy that folks follow to apply for County adoption. One of the things that the policy allows is that folks can request a waiver of any requirement in the policy, but including bringing it up to County standards, which as Commissioner Hughes mentioned in many instances is going to be cost-prohibitive, and as Commissioner Bustamante mentioned, in some instances might have unintended consequences in terms of safety-related issues. So there is an existing policy.

So I think relative to adopting dirt roads, that I think we're not likely going to be in a position to do until our staffing levels in the roads department increases and is sustainable. And so if that's the suggestion I don't think that that's feasible in the short term at least.

COMMISSIONER HUGHES: So how about for the short term then we say look at the policy, like I said, whether we can do the requirement for people to pay into road maintenance agreements and make it priority this year to get our County road crews up to the level we need.

COMMISSIONER GREENE: One of the things I brought to Public Works at my quarterly was there is – I don't know if any of you have ever worked with Bob Sherwin, a realtor here in town, former realtor. But he has a product that has gone through testing at Los Alamos National Laboratories that is an additive to basically to basecourse that turns it into concrete. Not literally concrete.

COMMISSIONER HAMILTON: That's not a new thing.

COMMISSIONER GREENE: It's not, but this is one that's been tested now at the lab and it's just been adopted by the State of Texas. New Mexico is a little behind that.

COMMISSIONER HAMILTON: Have they been improving on the compound?

COMMISSIONER GREENE: It's pretty amazing. Yes. From what I've seen, I would love to be proven right because this is something that will cut down on dust and maintenance and a bunch of things. It has a variety of applications and so I put him in touch with Brian and P.J. and said, do your magic, guys. See what you can do. So the faster we can get that into our cycle, at least at one test road, maybe this road in Commissioner Hughes' district is the road, or maybe there's a small place to do this. So be it.

CHAIR HANSEN: Okay. So are we good with that?

COMMISSIONER BUSTAMANTE: Yes.

Limiting Solitary Confinement

COMMISSIONER HUGHES: Yes. I just brought this up because every quarter we get a report from the jail on how many people are in solitary confinement, and the list is very long. I don't think the list is giving us all the data we need, because as I talked to Greg about this it seems like some people ask to be there for their own protection. But if you look at the list, not only is everybody white, because they don't differentiate between Hispanic and Anglo on the list, everybody is there because they're a danger to the general population. And so maybe one of the things we need to do is get better data.

COMMISSIONER HAMILTON: But it's just the way that they fill it out, because it's an incontrovertible reason, they're a danger to the general population.

COMMISSIONER HUGHES: Well, the other reason they put was quarantine for COVID, but that's not happening much anymore. And I'm just sort of wondering, it seems to me that we as County Commissioners are supposed to look at this list every quarter. Should we have some sort of a goal for – and the response from the staff, which I assume the warden wrote was actually very good. They had lots of ideas for making life better for people in the special management units. I just brought it up because I think that it's something that we're supposed to –

CHAIR HANSEN: I agree. I read the report, and I looked at the length of stay, and that's kind of like was my – and many of the lengths of stay are maybe 24 hours. Or even –

COMMISSIONER HUGHES: Two days the main one.

CHAIR HANSEN: I didn't see anybody in there for a long period of time. And so trusting the warden –

COMMISSIONER HUGHES: There was a couple that were longer. Like one was 31 days.

MANAGER SHAFFER: If I could, Madam Chair and Commissioners, I think if you read staff response we've provided some concrete steps, including some things that are already underway. The top of that list is in fact, once we get the procurement mechanism in place we may be well coming to you in light of the interest in this area, to do a budget adjustment to be able to fully fund the construction of additional recreation yards. And so these are, if you will, private spaces for inmates who are in restrictive housing to have outdoor access. And the goal would be by building those additional rec yards, the hope would be that everybody who is in special management would be at least offered the opportunity to be in an outdoor setting for in excess of two hours a day. And again, that's key, because that's what state law defines as being restricted housing.

There are a few other things that are already in the works in terms of things that we want to implement. Number one is an RFID system, so that we have better data as to how much human interaction individuals in special management are actually getting. So that would be, if detention officer Hamilton goes by and cards "I'm speaking to inmate Greene," at the beginning it would just be data to say that's when that interaction started, he would then swipe when it's ended, so that we have better data about the amount of

time that individuals are actually interacting with the folks who are in special management.

In addition, the long-term goal also includes providing increasing inmate communication opportunities through the introduction of tablets throughout the facility so that folks have the opportunity to engage in different ways with loved ones.

So I think there are a variety of things that are already in the works to further bring those numbers down and to provide better data. So I share that for what it's worth but first and foremost, it is to fully fund and prioritize the construction of the additional recreation yards. Because that's what will allow people to actually exit their cell, get outdoor recreation for extended periods of time in a way that's safe for them and safe or other inmates.

COMMISSIONER HUGHES: And so if I could ask, when we visited the jail this last spring we saw an outdoor recreation cage. Is this going to be bigger than that? Because it seemed not much bigger than the cell.

MANAGER SHAFFER: I don't have all the specifications but we can bring that back to the Board at a future time. The key thing is it's an area to exercise in and it is outdoor with fresh air, but I can get the actual specifications.

COMMISSIONER HUGHES: Right. But the one we saw there wasn't enough room to bounce a basketball in or anything. It seemed a little – I would prefer – I imagine that what we're proposing is something a little bit bigger and better.

MANAGER SHAFFER: I'll get the specific specifications.

COMMISSIONER HUGHES: The only other thing I would request is that maybe we get, if possible, better data on why people are in – because just having everybody listed as a danger to the general population is not very specific.

CHAIR HANSEN: I did wonder why they were all white, but white and Hispanic don't get –

COMMISSIONER HUGHES: Right. I had asked about that earlier.

COMMISSIONER HAMILTON: Or Native American?

COMMISSIONER HUGHES: Well, Native American counts differently.

COMMISSIONER HAMILTON: They do?

COMMISSIONER HUGHES: But Hispanic and Anglo were both white and so you don't get that distinction I guess. If the software doesn't cover that maybe that's not a big deal, because whether they're white or Hispanic we don't want them in solitary confinement longer than they have to be and they don't have to suffer.

MS. MCKEE: Madam Chair, may I just ask a clarifying question? So we want to include this in the strategic plan or just respond to it so you all have the information?

CHAIR HANSEN: I think it was just something we can respond to.

COMMISSIONER HUGHES: Does that sound right?

COMMISSIONER BUSTAMANTE: I thought we were going for – sorry. I understood that you were asking for a year to look at this.

COMMISSIONER HUGHES: Well, I think the response we got from staff was pretty good, that we're already doing a bunch of this stuff and so if you just add a few other requests I think that's fine.

OEM – Increase and Educate on Emergency Preparedness

COMMISSIONER BUSTAMANTE: So the issue with that one, we were talking about at the time and looking at the Office of Emergency Preparedness and seeing that there may be – there are going to be proposed changes. We have had – and one thing that I've said in other things is making sure that we continue to assure the support to the Office of Emergency Management as it's been.

I had worked with Chief Vigil when he worked with the state, directly as the Bureau of Health Emergency Management making sure that – I think I've said it before. He and the gentleman that he works with, Ignacio, are everywhere all the time and what it means to set up these offices, and we did talk about it earlier, but making sure that their efforts are visible in these locations.

So that would be something that I would add to this conversation, and then I want to see if we're done with that. But to make sure that the work that Chief Vigil and Ignacio and the efforts and the support that they have, and whatever additional recommendations to make sure that their work is supported is visible in these offices.

COMMISSIONER HAMILTON: You mean in the resilience centers or whatever we call them.

COMMISSIONER BUSTAMANTE: In the resilience hubs. Right. That that effort is part of that and the work that's been done for entities that have been both giving shots and putting out fires all at the same time. So I don't know if there's any other additional discussion around that. Questions, concerns, comments? But that's why I would ask that we would make sure that we're seeing that the same way and how it would move forward as part of our strategic plan.

COMMISSIONER HAMILTON: So, obviously, if anybody doesn't know, I think substantially enhancing our OEM is a very high priority for me. That's why the County committed to doing the task force evaluation. I think it's natural, like the resilience hubs are one component of that, and because they'd be regionally distributed it's a great place for outreach, but I think part of the function of the Office of – like the education for the population. Like they have people who know what to do, what our preparedness is and what kinds of – there's a need to educate our residents on what they would need to do and what the County is doing. And I think that is going to be in what comes out of the task force development. There are some aspects that are already known, already done, but clearly what we had is the legacy of a one- or two-man effort, which was amazing. To grow beyond that things will be formalized a little more.

So I think the need – so I was only trying to understand what you were recommending. I think there is a clear need to do community outreach or else they don't know what to do but I'm pretty confident the report that came out includes that and where that is. It talks about the difference between management and response and that we need to do both, and it's really the management aspect that needs to be enhanced which includes the outreach and education and all that. So, yes. I guess I wasn't sure exactly what you were asking for here but if we –

COMMISSIONER BUSTAMANTE: So when we look at these resilience hubs, and we all looked at each other and agreed that we would have – that that would be an ideal location for the type of request that we have here. And when we talk about

specifics – right now, it’s been a piecemeal – La Cienega asked for Vigil and Ignacio to go do a presentation. And then it resulted, and this was back when I was the LCVA president. So the opportunities, and looking at this first from very specific deliverables, is that we would have a schedule at these resilience hubs for community involvement and preparedness so everybody knows in Edgewood that in November of that month at their community hub thing there is a training on X. Whatever the issue may be.

Or, for example, when we couldn’t get – and there were a lot of concerns because there had been this fire. It was really cold outside and it sustained in the middle of the winter in the bosque. People were like, well, why couldn’t we get the Chief here, and da da da? Well, because he was over at Glorieta giving shots. And that’s a whole other opportunity for having those folks, not just at Glorieta but to have – and you’re right. It’s been a two-person show, but to supporting those initiatives so that each community has its training, support, access on some type of schedule, for that kind of resilience.

So a plan with a schedule for community involved preparedness, community emergency response team development, that each team, that each community have had the benefit of being able to be on the CERT with the Santa Fe Community College as a result of Chief Vigil coming out and training us all, and frankly, that was the support where the guy who had a heart attack on the way to Chimayo – had it not been for the CERT tent the guy would have not made it. And it was – we were able to take him in, get him what he needed, and that was literally the Community College CERT, the Community Emergency Response Team.

So if we develop that for each community at our resilience hub, that strengthens our community’s ability to responds to these issues. And I say that in full support of those entities that have working that because real or perceived there has been concern that that aspect would go away.

COMMISSIONER HAMILTON: What aspect?

COMMISSIONER BUSTAMANTE: The aspect of emergency response as it stands and that there wouldn’t be support for whatever it would take to evolve that, which I can’t say I disagree or agree with, whatever the case may be. What I know is what I want to see is some stronger community presence, is the right word. Stronger community presence, that it’s not a matter of inviting someone to your community meeting on a particular date except that now the community has taken a lead, given something as strong as the resilience hub, we know that that entity exists where it is, and I don’t want to get too deep into the details. I see that this ties directly with the resilience hub, in the interest of supporting those initiatives that have already been done, but on an as invited, when needed basis and frankly, what we’ve all agreed in earlier conversations is it will be needed if it hasn’t been deemed to have been observed so yet.

That there is a reason for people to know how to clean the brush away from their homes, and that is a regular conversation because it all grows back, and that new people move in and they don’t know, and that we have some type of schedule for community preparedness, supporting OEM, in these resilience hubs. That’s the point here. And that we really put this on our strategic plan to create and assure that that structure is met.

COMMISSIONER HAMILTON: I just don’t feel like – the very first thing is the Santa Fe OEM Task Force recommends the County move forward on findings and recommendations.

COMMISSIONER BUSTAMANTE: Where is that?

COMMISSIONER HAMILTON: It's on the sheet.

COMMISSIONER BUSTAMANTE: Oh, okay.

COMMISSIONER HAMILTON: I feel very strongly that the kinds of things you're talking about are the sorts of things that we put the task force together to recommend. But I don't think – I agree with the concept. Potentially agree. With the concept that resilience hubs might be a place where community outreach could occur. But I don't think it ought to be coordinated separately in every hub. I think the OEM needs to coordinate that. The County's not so big.

COMMISSIONER BUSTAMANTE: Oh, I'm not saying that at all.

COMMISSIONER HAMILTON: I'm just clarifying.

COMMISSIONER BUSTAMANTE: I'm saying about a coordinated effort. If we were to work, which I hope we would not have to, with the resources that we currently only have. Because I say this needs to be structured –

COMMISSIONER HAMILTON: But the whole idea of the task force was to make the recommendations so that we could put more resources to emergency management in an objectively defined way.

COMMISSIONER BUSTAMANTE: And comprehensively, with a schedule at all the hubs. I think it has to be a common – I couldn't agree with you more and nothing in me was saying that these would be independent and unique at each one. That wouldn't make sense. Though I will say some communities have more potential to burn than others. Right? So they might have to –

[Cross talk]

CHAIR HANSEN: We're getting in the details.

COMMISSIONER BUSTAMANTE: Yes, that's weeds. Yes.

COMMISSIONER GREENE: So three things, if I may. I'm not so sure that the emergency management plan is going to get into the granularity that Commissioner Bustamante is getting into, but before it does, so I think that there is an opportunity here, one, to do the communications and the community outreach in a way that gets people engaged, but also starts to become content on our YouTube channel. A lot of this stuff doesn't need to be a once in a lifetime or once a year thing. It could be here's a list of best practices that the Emergency Management Office has in videos, and whether they work for Angel Fire or Santa Fe County doesn't matter. It could be tagged by Santa Fe County because we're the leaders in this communication effort and it works for all of New Mexico.

CHAIR HANSEN: I like that idea. I like it being a YouTube video.

COMMISSIONER GREENE: So creating this sort of content where people can do on their own time.

CHAIR HANSEN: Instead of I have to be at the community center at 5:30, oh, my god.

COMMISSIONER HAMILTON: You can train that way, from firewise around your house or what [inaudible]

COMMISSIONER BUSTAMANTE: Absolutely. Best practice is an annual exercise, if we were really going to be – that's best practice. So I couldn't disagree.

COMMISSIONER HAMILTON: We're going to do an annual exercise because that's best practice in our strategic plan when that's the whole point of having an Emergency Management Office, is for them to implement best practices, and staff –
[cross talk]

COMMISSIONER GREENE: The next concept I'd like to explore, just with this thing, is that while we're an office of two for emergency management, those guys, that team, cannot be everywhere at any given time. And so when the emergency happens, just like we have our district fire response, which you're a member of, right? Or were, or are. We should have the emergency response at a district level.

COMMISSIONER HAMILTON: We do.

COMMISSIONER GREENE: Well, okay. That's great. But –

COMMISSIONER HAMILTON: That's the whole point. And some of what they're evaluating, because they are firefighters and EMTs and tech rescue.

COMMISSIONER GREENE: But I'm talking at a different level. I'm talking like if you're going to respond to a fire, that's a trained, certain scope of work, and when there's, god forbid, a fire up in the mountains, you mobilize people to go up in the mountains, but the people that are evacuating that are the next level down that don't have to be necessarily trained to be actual firefighters or EMTs or all those things, could be these on the ground people, evacuation people. So when you get to –

COMMISSIONER BUSTAMANTE: The good news is the ICS all defined that structure. And I'm not arguing anything. I don't even see us cross on this.

COMMISSIONER HAMILTON: No, we're not. I'm just asking what we want to put in the strategic plan.

COMMISSIONER BUSTAMANTE: In the strategic plan is exactly what we said earlier. I spoke into too much detail, but that this would exist at these hubs in the interest of defining what would need to happen and in even making sure that those CERTS – I would say I love the idea of a community CERT, that like La Cienega has its little CERT. But maybe not. I'm with you. Let this group define this.

COMMISSIONER HAMILTON: I like the idea. I just don't understand everything – I'm trying get the discussion – are you talking about certifying each community in evacuation processes?

COMMISSIONER BUSTAMANTE: With the community emergency response team. A community emergency response team, at the lowest level of ICS, that they've all had 100 and 200 –

COMMISSIONER HAMILTON: And you have a district organization to support it.

COMMISSIONER BUSTAMANTE: Exactly. Because what happens, what you said is what happens. If they have to come from Alamogordo they will. And I'm using that as a – like if it gets bad enough, they're going to come from everywhere. The ICS structure allows for all this – I don't want to call it seamless, but that kind of working together. So we got into way too much minutia.

CHAIR HANSEN: So the time is up. We are working on emergency management plan. It's going to be presented to us. Let's see where we're going and what it suggests.

COMMISSIONER BUSTAMANTE: And getting the neighbors involved.

CHAIR HANSEN: Yes. Okay.

COMMISSIONER HAMILTON: Okay, so but I do want to ask, because I was the one who started not arguing but discussing to figure out. But one thing that surprised me, but I didn't go back to look, is how much is in our strategic plan. I want to make sure – this is a good time to make sure our strategic plan supports the task force and what it will develop. So if we need to add something let's definitely do it consistently.

COMMISSIONER GREENE: The report should include communication at the community level.

MANAGER SHAFFER: If I could, a couple of different layers of thoughts is that the recommendations are coming forward to the Board next Tuesday. We highlighted in staff's response a few of the high level ones to include an overall structure which would be to focus resources on emergency plans and planning, training and exercises, and communications, which I think address all three of the things that I heard Commissioner Bustamante mention in terms of being out in the community and coming up with CERTs, and then having regular training exercises and then also having communications.

But then in addition, one of the specific recommendations made is to have, if a newly formed Office of Emergency Management is created, to have a specific emergency management strategic plan, which gets down to this more granular level of detail as to here's what we're going to focus on and here's the order in which we're going to focus.

COMMISSIONER HAMILTON: Is it just like Rachel's group? What's in our level of plan, the Countywide plan is more overarching and hers becomes more specifically in emergency management?

MANAGER SHAFFER: I think that's a fair way to think about it. Yes.

COMMISSIONER HAMILTON: Or maybe not. So some of this detail might belong there, but something has to be in our plan that points to that.

CHAIR HANSEN: Cindy.

MS. MCKEE: Madam Chair, Commissioners, what's in our plan now and I would assume will continue to be in our plan is Strategy 1.1.2, Implement recommendations concerning the structure, staffing and responsibilities of the Santa Fe County Office of Emergency Management. And then we'll build out that detail at the next level.

COMMISSIONER HAMILTON: We didn't make any decisions on this.

COMMISSIONER HUGHES: It's already there, right?

CHAIR HANSEN: It's already there.

COMMISSIONER HAMILTON: Well, that's a kind of a – very specific – once we start implementing it does that go away.

COMMISSIONER GREENE: So I think we have an opportunity next week, if I may. We're going to hear these recommendations and we're going to add two or three more to them.

COMMISSIONER BUSTAMANTE: Are we going to get rid of the Office of OEM?

CHAIR HANSEN: No.

COMMISSIONER HUGHES: No, we're expanding it.

COMMISSIONER HAMILTON: We're expanding it.

COMMISSIONER BUSTAMANTE: As it stands? Are the people who are there going to still be there?

COMMISSIONER HUGHES: If they want to be.

COMMISSIONER HAMILTON: Unless they quit. I don't understand.

COMMISSIONER BUSTAMANTE: I want to make sure I know what I'm talking about because I hear concerns and I just want to make sure that –

MANAGER SHAFFER: I don't want to get ahead of that discussion but as reflected in the staff report, the highest level recommendation is to separate emergency response from Emergency Management, and to keep response in the Fire Department and to take Emergency Management out of the Fire Department and put it in the County Manager's Office, at the highest level. That doesn't address the individual human resources. That's just a functional level evaluation of where those different things might reside. But again, those are the recommendations from the independent consultant and from the task force. I hope that answers your question.

CHAIR HANSEN: I think we should all read that and be prepared to discuss it next time on the dais. I'm going to move on.

Preserve Agriculture

CHAIR HANSEN: I think there is nobody in this room who doesn't want to do that.

COMMISSIONER BUSTAMANTE: Onward ho. I couldn't agree with you more.

COMMISSIONER HUGHES: Yes. The reason I brought this forward is because I think we've talked about this in several contexts but I don't know if it's in our strategic plan very specifically. We do have programs like Agri-Gate. We're going to do the TDR program, which will help preserve, or at least has the potential to preserve agricultural land. I really like what you said to Commissioner Bustamante about you don't build houses where you can grow food. Because we have plenty of land where it's not appropriate to grow food and we should be building our houses there.

So I'm not sure – I think this requires a great deal of thought to see a) and that's what's suggested by the staff too. We have some programs but those need to be expanded? Or do we need to do other things, such as do we need to help land band, agricultural land and lease it out? That would be a most extreme, is if we were to buy open space that's suitable for agriculture and lease it to farmers. Do we need to support Reunity Resources more with some grants to help them do what they want to do, their regional processing center so farmers have a place to come bring their produce and prepare it for sale at local grocery stores?

COMMISSIONER HAMILTON: Have we had anybody who's done an analysis of how much land we are losing in Santa Fe County to development? And agriculture?

COMMISSIONER BUSTAMANTE: Good point.

MANAGER SHAFFER: If I could, Madam Chair and Commissioner. I'm sorry to interrupt but I do want to make sure we're capitalizing on the momentum. That was staff's recommendations. We have entire element of the Sustainable Growth

Management Plan dedicated to agriculture and ranching. And so the suggestion was why don't we start there, evaluate what we've done, and what the success of those programs have been, and that could include looking at how much irrigated land we have, and then also comparing it to the snapshots that are in the existing growth management plan. So that's staff's recommendation is that we spend some time looking at what we've already done and assessing whether it's been successful or not, and then making recommendations as to how we might build out on it.

COMMISSIONER GREENE: Adding it to a GIS layer of agricultural land or something like that that we can actually start to assess and say, these are the places that are appropriate to preserve or to grow cannabis or whatever.

COMMISSIONER HUGHES: Well, and also I think looking at new models of agriculture, because if you look at something like Reunity Resources, it's a non-profit corporation so people can work there for a couple years and then they get tired of being farmers they can go to something else. I think that we're getting away from the idea where people – there's not that many people who want to spend their entire life as a farmer, owning a farm, and so we may need to come up with – someone retires, an older farmer retires and they want to sell their land. They may not be able to find another farmer to buy it, and so then they sell it for housing. How do we –

COMMISSIONER HAMILTON: And there are a lot of other things to integrate into that, like hydroponics and aquaponics.

COMMISSIONER HUGHES: Yes. So there's all sorts of things. So I'm agreeing with what the Manager suggested is to look at that and to look at – think outside the box for how we preserve it.

COMMISSIONER BUSTAMANTE: If I may, and we jumped to hydroponics and aquaponics. That's an awful lot of plastic. And we haven't supported farmers who want to stay farming, who lost their lands because the value of the land to live under a cottonwood was so pristine and beautiful that and we took agricultural land out of production. Rio Arriba County actually has an ordinance that says you have to keep a certain amount of arable land able to grow food. When we mention that, why doesn't Santa Fe County do the same? The Tres Rios land for this purpose, the guy who's trying to get it back, because it was sold, because it had a high value and the family finds themselves in need, that whole notion of being land rich/cash poor, had everything to do with that.

And yes, I think it's fine that we have Reunity but one of the things that came up as an issue of contention during the whole food policy review thing a few weeks ago was to support Reunity Resources, but we're not supporting those farmers who want to and still have family who will come back and learn. And I know a few people who frankly drove up the hill to go to work and came back at night to farm. And there are a lot of those folks, just to keep their land in production.

So there is interest and there is – for some, yes. There are enough, but it's the one person that says there's not multi-generational interest in our family, and then all of a sudden it all goes out to market. But what does it mean to really keep that land in production? And the next conversation that someone has with me that I sat and really just tried to understand him, and I mean that, because this whole TDR is complicated, was this notion of right now the TDR and the way it is written and for our review and

conversation, because I contacted Growth Management. I said, explain this to me and why someone is saying that this TDR is more in support of the developer than it is of keeping land undeveloped, if you will, but agricultural or whatever the reason was.

And it was, well, yes, right now it is something where on a one-to-one, I can get a good TDR for something that could otherwise produce food. Or, even more so, the one that drew me way back and I don't have the notes in front of me. I'm going to be honest; it was complicated to me. But the whole notion of a water right being a TDR, and it's one water right, when you look at the value of what a water right would be, and the opportunity to have one more land development – I'm going to call it a coupon, if you will. Again, I'm trying to understand why that would be a one-to-one. You get a water right and you have a whole ability to build a house, or you have to do several water rights, and when water rights are the value that they have.

And the big issue to me on the one-to-one with this gentleman was when this was first conceived, and I remember when it was first conceived, Paul Olafson was in Planning and it was called the Planning Department, and he sat down and they started to look at this model that was both east coast and west coast. Different application to this model, in the interest of keeping land for its open use, not to put something on it, and how do to that transfer, in the interest of the land preservation, not so much in the interest of the density.

We have, right now the way it's written, put more of the value into the density. I get that for housing, but I don't get that for wait a minute. Now I'm not able to do the TDR that I've waited now a few – let's call it decades, but quite a while, for the County to finally stand this up and I'm not going to be able to do what I was hoping to do to keep my land in production.

So the answer to all this is yes, we need to support this. Yes, we need to support people. Reunity Resources is great but there are people who want to keep their land in production and who want to get their TDRs but aren't going to be able to afford it to raise the rest of their family, and they want to be able to get the value of the land, plus the water rights, and keep their farm in production.

COMMISSIONER GREENE: And the TDRs, you're saying, are now not going to be as valuable because they're going to be on the open market, more towards building more houses as opposed to preserving land.

COMMISSIONER BUSTAMANTE: Yup. And then the answer was, well, no, you get to establish how much you can sell it for. Well, people are going to go – it's like I can do it. And we're starting with \$20,000. It's like, really? \$20,000 for me to sell my right for something I could get a couple hundred thousand for? Like why would I sell it for \$21,000? So it's a – no, we have to help –

COMMISSIONER HUGHES: I think what you're saying is we need to study this more.

COMMISSIONER BUSTAMANTE: The bottom line is what I'm saying is it's part of the TDR conversation and the answer is yes, we would support your objective. That's my thinking.

CHAIR HANSEN: So I think we all support this objective and so –

COMMISSIONER BUSTAMANTE: And to keep TDRs on the top of mind because we hear it the next time we get together.

CHAIR HANSEN: So the last thing that we have is Strategic Housing.

Strategic Housing

COMMISSIONER GREENE: Yes, ma'am. Or at least the last one for me. So thank you, Madam Chair. So strategic housing is a concept where we would be building rental housing, relatively short-term rental housing – three-year maximum stay for young career – police, fire, medical, and education workers, first responders, critical civic workforce, that we need to get them established in Santa Fe. Some of you have heard of the concept of a teacherage, which the school district will build housing for this, or you've heard of workforce housing for the companies in mill towns do. This would be very similar in the sense that Santa Fe County would capitalize and invest in small clusters, four- or eight-plexes in the back of a fire station, in the back of a park, in the back of some remnant piece of property of Santa Fe County-owned property and would be able to capitalize, get money from the legislature or from bonds or other things, be able to put it on our balance sheet and then provide an affordable housing opportunity for these folks to get established in our community before they decide, wait a second. I can just buy a house in Rio Rancho.

The school district, Santa Fe Public School District has about a million and half dollars to do this, and they are raising more money from the legislature to do this on a very large scale, which I think is a little too big, but that's their choice. And the Pojoaque School District has gotten some money from the legislature to do this. I would love the opportunity for us to partner with these two groups so that we could start doing this around Pojoaque and Española and Santa Fe to provide housing for our early career fire and deputies and civic staff and workforce.

CHAIR HANSEN: Comments?

COMMISSIONER BUSTAMANTE: Short term?

COMMISSIONER GREENE: Well, not short term, but it's medium term. Like it's not permanent housing.

COMMISSIONER BUSTAMANTE: No, I mean early, like fast to move on? Work with partners we have, because right now with this Workforce Integration Network grant that we have in our region, that we work with entities who will build those houses, because North Central Economic Development has money to build, to put these areas, put these houses. You all are at that side of it to hear about the housing that can be paid for, that the contractors to do it will actually get a big cash benefit to create affordable housing for County, City, teachers, firemen, employees.

CHAIR HANSEN: Nurses.

COMMISSIONER BUSTAMANTE: Nurses, all what we're going to call

CHAIR HANSEN: Service –

COMMISSIONER BUSTAMANTE: I can't think of a better term.

COMMISSIONER GREENE: First responders, critical –

CHAIR HANSEN: Critical service workers.

COMMISSIONER BUSTAMANTE: And I think it's really – because right now, and why I say short term, like get it done now, is those resources are there in

the state.

CHAIR HANSEN: So do they have land?

COMMISSIONER GREENE: So currently, North Central RTD is doing this up there. Santa Fe Public Schools has lots of land. Pojoaque Schools – land is usually the –

CHAIR HANSEN: So people are doing this.

COMMISSIONER HUGHES: People are doing it.

CHAIR HANSEN: So do we need to be at the table?

COMMISSIONER HUGHES: Yes. Because otherwise our workers won't get housed.

COMMISSIONER GREENE: They're going to build a 40-unit complex down off Airport Road for teachers. Now, it's great. We could also help them capitalize and do ten of them for deputies, or five of them. I actually think 40 is a large thing. I think it should be more distributed and an eight-plex at the most. Two teachers, two firemen, two deputies and two medical workers. But whatever the right scale of that is.

I'd like to be able to say let's do this as a pilot project in this next year. Let's go get some money from the legislature so that we could collaborate with either Pojoaque or the Santa Fe School District.

CHAIR HANSEN: Do they not have money to do it?

COMMISSIONER GREENE: No, they have a little bit. They don't have everything that they need.

COMMISSIONER BUSTAMANTE: There's a lot more that's needed because the workforce is where we fall short for most of this. Everybody has the ambition. RTD showed up all ready to rock and roll.

COMMISSIONER GREENE: They did it. They're doing it.

COMMISSIONER BUSTAMANTE: But they don't have the people to build them. It's like, so part of it is, well, how do we work together, because we really want to do this. We need more drivers –

CHAIR HANSEN: Well, we don't have the people to build.

COMMISSIONER BUSTAMANTE: Exactly. So if we become part of this and put the resources, believe it or not, and I hate to get into a deeper conversation, but getting the folks who really need these jobs through CONNECT – believe it or not – and getting people connected into these jobs, we'll get there. When we have resources –

COMMISSIONER HAMILTON: When we have building jobs?

COMMISSIONER BUSTAMANTE: Building jobs.

COMMISSIONER GREENE: Also, we could be doing the B.Public Pre-fab or something. Just as a pilot project.

COMMISSIONER BUSTAMANTE: All of them.

COMMISSIONER GREENE: Like if we get a four-plex, then we could say, deputy, teacher, fireman, medical worker, we would prove the concept out and see if it works and then go from there.

COMMISSIONER BUSTAMANTE: If I may, I'm sorry. If I could just get some clarification. Are we saying then that this is specifically the housing for civic personnel? Like if I were to cut it to the skinniest bones, and then everything around it – like we're making that strategic.

COMMISSIONER GREENE: So, yes. The idea is that and after three years we would hopefully have gotten them to a position where they would be able to purchase a home within our community. About four or five years ago we proposed this and actually Santa Fe County was working on this. Joseph and Chris were working on this, with the Santa Fe School District, and we had the Santa Fe Community Foundation who penciled out what it would cost to refund every police officer, to say, oh, wow. This is \$18,000 in rent that would have been collected over three years. We'd be happy to give that back, they said, as a down payment assistance to keep them in the community.

COMMISSIONER HUGHES: So I have a question, Madam Chair.

CHAIR HANSEN: Commissioner Hughes.

COMMISSIONER HUGHES: And I don't know if this is for Justin or for the staff, but is there a way we could integrate this into our overall affordable housing plan? For example, like if when we build Nueva Acequia, maybe it would be great to say, okay, out of the hundred units there's ten that are for this purpose. They would all be for affordable housing but maybe there's ten that are reserved for first choice, for essential workers.

COMMISSIONER GREENE: I would love – personally I would love it. I hope that we would be able to do a pilot project on a small scale faster than Nueva Acequia can get built or faster than the school district is going to do their 40-unit complex. And even with Nueva Acequia we should be going and reaching out to the school district and saying, look, we can put in six units for teachers if you would like.

COMMISSIONER HUGHES: All right. Because I think when we're building Nueva Acequia that's – we probably have some disabled people in mind but the other people are going to be working people.

COMMISSIONER HAMILTON: How are we going to build something faster than Nueva Acequia?

CHAIR HANSEN: Go ahead, Manager.

MANAGER SHAFFER: I think what staff recommended to this point is perhaps we start with a baby step which is to assess what the actual demand is amongst County employees so that we can start to get a sense of what the appropriate scale is. And in particular, relative to the idea of a pilot, just some practical challenges are if we do – and we can only house four, right? How do you allocate that limited opportunity amongst County employees in a fair way? And then it comes back to our obligation to bargain. Because if you're getting this as a benefit of being a County employee it's something that we're going to have to discuss with our bargaining units because the folks that we're talking about targeting are all going to be members again of bargaining units.

And the issue to work through is are they going to support this or are they going to say, no, we want something that benefits the whole bargaining unit, not just folks that are living –

So I think there's a baby step there, which is to do some outreach to define –

COMMISSIONER GREENE: Feasibility study.

MANAGER SHAFFER: Well, it's even less than that. What's the market for this, right? What's the demand amongst our own workforce, if that's the place we're starting. Because I think that's going to feed into, as I understood it, and talking to Jordan and Joseph, the school district got to 40 in part because they were doing that sort of

ground building of what's the demand? What's the scale we have to actually get to in order to potentially meet the demand for this?

COMMISSIONER HAMILTON: That would meet only ten percent of the demand? That's an even harder discussion with the bargaining units about how there's no way to spread it out.

COMMISSIONER BUSTAMANTE: Let me give you a perspective about Las Vegas, New Mexico on the same exact conversation. And they don't see it. So it's interesting that you say, let's look at what our workforce demand is for this. But right now, what they're starting with is that we have a workforce demand. We don't have workforce. And what they're doing is they're looking at connecting it with their jail in getting people into their technologies programs at Luna for construction. And frankly hands-on training. You don't even have to go to Luna, which we'd support if they do, but they don't have to. If they go in and learn how to build stuff, and they start doing it as they come out of jail and they start working with them with all this wraparound stuff, then they will be working for the City of Las Vegas, or Town, whatever they call themselves. No disrespect.

CHAIR HANSEN: Town.

COMMISSIONER BUSTAMANTE: Town of Las Vegas. And then will be employed and have houses. That is part of their pilot. They engaged with the Workforce Integration Network system to how do we support people coming out of jail. We want to be – their pre-trial judge is working with the WIN to get people, like, you can go to jail, or you can get trained to do this. And by the way, you get the support and you have a job in the city. What? Like, that, if that works, if it works for ten people that's ten people you kept out of jail.

So part of it is not let's see how our existing workforce is, let's see how we're going to build our workforce.

COMMISSIONER GREENE: The potential workforce. The people that turn us down.

COMMISSIONER BUSTAMANTE: That's the way they propose it. I have to go do a presentation to them on Wednesday night, two days from now, on the 8th at night. So that's like the conversation that they want to have about getting people coming out of jail, working on houses, so that they'll have more employees, if people keep clean. It will be interesting to see how it rolls.

COMMISSIONER GREENE: I appreciate that the workforce that you have probably is already settled into this and so the question isn't necessarily you're asking somebody that is pleasantly not so thrilled about driving from Rio Rancho but is at least established. But it's the people that actually say no to us that we should be saying, well, why? And you say, well, if we'd given you a house would you have said yes? Or why did you go to Los Alamos? Well, they pay more and I can live in Española or whatever.

So I think there's a risk of asking the people that are already established because you're getting a biased group. There's value to is, no doubt. And I'm happy to work on those aspects with staff to understand how to make this happen. So whatever.

COMMISSIONER HUGHES: Just one quick think is that since the Regional Transit District is about two years ahead of us on this idea, and they have

unions as well, I think it would be good to check with them and see how they're thinking about including this as a benefit. And they're building it in Española because interestingly, they have enough bus drivers in the Santa Fe area but they do not have enough in Española. And it's partly because of the housing issues. But they are unionized.

MR. CORDOVA: Madam Chair, one thing we noticed in all of these other developments is that they all have gone and worked with the New Mexico Economic Development District. So we did reach out to them as well. They provided the plans for the COG, schools, there were [inaudible] schools. They're now doing one for Taos County and we're next in line. So they're willing to help us get started on the plan, so I think their experience will be valuable for us as well. They've learned a lot in all these other kinds of [inaudible] So I just wanted to put that – we're next in line after Taos which will probably be November next year.

CHAIR HANSEN: Okay, so we're moving forward on the strategic housing.

COMMISSIONER HUGHES: Baby steps, right?

COMMISSIONER BUSTAMANTE: Are you saying we're not going to meet again?

3. Concluding Business

A. Next Steps

CHAIR HANSEN: I'm trying to get us out of here.

COMMISSIONER GREENE: Do we have anything left on this list?

COMMISSIONER HUGHES: No. We went through everything.

COMMISSIONER GREENE: Okay, so pardon my discretion but –

COMMISSIONER HUGHES: Why don't you just let the Chair speak for a few minutes since it's her meeting? I'm getting very tired.

COMMISSIONER GREENE: Okay.

CHAIR HANSEN: So I think it's amazing that we made it through everything. Thank you, everybody for being patient with me and with yourself, and I think there's a lot still to think about. I don't – I think we can further have this discussion on the dais when this comes back up to in front of us. The County is already doing a lot and I think we need to be respectful of staff and staff's time and how much we are asking and demanding. So I will go around briefly. You can have like a sentence, if you have anything. Commissioner Hamilton. No. Commissioner Hughes.

COMMISSIONER HUGHES: My only question is do we need to – and maybe staff can tell us if we need to prioritize this further, or whether we've overloaded staff with all our requests.

MANAGER SHAFFER: I think we have what we need to take it to the next level.

COMMISSIONER HUGHES: Okay, well, wonderful. I appreciate that. Thank you.

COMMISSIONER BUSTAMANTE: I just want to thank staff, and like every office that will or could be impacted by those ideas and objectives that have been

deemed important enough to move forward, and if we're short-handed in that staff world, because it is on the strategic plan that we would find the resources to make it happen without overburdening someone, but with absolute gratitude for those who make the things work the way they do, because we have quality staff at this County. And I'm so impressed and I mean that sincerely, with the quality of work that people do.

CHAIR HANSEN: Thank you. Commissioner Greene.

COMMISSIONER GREENE: Thank you, Madam Chair. Thank you to staff. Thank you, Cindy for keeping this going and keeping this – Greg, doing great. Leandro, thank you over there. I just ask because it's the only issue that got rolled over is the collaboration center. What were the next steps and guidance, and if we're not going to have another meeting, is there some sort of directive that we can work from that we can then bring that back? One, I understood, let's take "DOE" off of the title. That's fine. The second would be how to collaborate and set a scope with UNM. And so is that the direction that we should start with UNM?

COMMISSIONER BUSTAMANTE: I heard a lot more things.

COMMISSIONER GREENE: Well, yes, but –

COMMISSIONER BUSTAMANTE: But those don't count?

CHAIR HANSEN: I think we're a little tired, and I would like to see how staff describes what we discussed and what they're going to present and then we'll go from there.

COMMISSIONER HAMILTON: Yes, but it's a little confusing. It's the only thing that we rolled forward, and I'm not sure why we did that.

COMMISSIONER BUSTAMANTE: Because it hasn't made sense to date. That's where I'm taking it. For me, that's my thinking.

COMMISSIONER HUGHES: Do we want to discuss it at the actual BCC meeting where we're considering the whole plan and we say there's Option 1, leave this out. Option 2, leave it in?

CHAIR HANSEN: I think it would be good for you to spend some time rewriting it, is what I'm going to direct.

COMMISSIONER BUSTAMANTE: Asking for some specifics. What are we really trying to address? Why is it Department of Energy heavy? How are you integrating other academic institutions? Specifically what target it measures, when we talk about – like I gave the example of the one that was written for agriculture. There's nothing there. We're going to get 600 to 800 employees and they're all going to deal with sustainability. And I'd like to see some more meat on those bones. I try to keep saying it nicely and it's just not coming out that way. It might even get rougher if I have to say it again.

COMMISSIONER HUGHES: Okay, that's enough of that.

CHAIR HANSEN: I think we've accomplished a lot today. I want to thank everybody for your time and let's –

B. Adjournment

Upon motion by Commissioner Hughes and second by Commissioner Greene, Chair Hansen declared this meeting adjourned at 4:22 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



SFCC CLERK RECORDED 12/21/2023



State of New Mexico
House of Representatives
Santa Fe



COMMITTEES:
Rural Development, Land Grants & Cultural Affairs
Appropriations & Finance

TARA L. LUJAN
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November 6, 2023

Santa Fe County
Board of County Commissioners
Anna Hansen, Chair
102 Grant Avenue
Santa Fe, NM 87501

Honorable Commissioners,

I am writing to encourage Santa Fe County to accept the legislative appropriation of \$100,000 to begin planning the Department of Energy (DOE) Collaboration Center. This money was part of my discretionary spending from the previous legislative session. In securing these funds, my intent was to spur the regional collaboration necessary to develop an institute focused on global sustainability.

Commissioner Justin Greene has included me in discussions of a global sustainability institute ever since the 2019 LANL "listening sessions," where the idea of such a project was proposed. I am excited by the positive impact the Department of Energy (DOE) Collaboration Center could have on our local community and beyond. By leveraging New Mexico's rich body of scientific research and our state's higher education network, the DOE Collaboration Center could further develop a diversified and sustainable state economy.

There are seven areas of development I am most excited about:

- Job creation and opportunities, both direct and indirect;
- Expansion of higher education in Santa Fe;
- Local economic depth and diversification;
- Institutional partnerships across labs, local, higher education, and industry;
- Transfer of technology, thought leadership, and know-how;
- Showcasing of local investment opportunities;
- Leveraging local insights.

SFC CLERK RECORDED 12/21/2023

The \$100,000 appropriation was granted to jumpstart the planning of the Center. Please accept the offered grant and convene a planning group to develop a scope and process to complete the feasibility planning. As "junior money," this project is guided by Santa Fe County and can be facilitated by a third-party contractor, a related government entity, or a private non-profit, pending proper procurement standards. I have heard that two local higher education institutions are interested in participating in this project. These higher education institutions could help with planning and facilitation, and I encourage you to seek them as stakeholder partners.

The Department of Energy (DOE) Collaboration Center is intended to be an inclusive and collaborative institute. Many regional partners have been identified in the scientific, academic, governmental, and economic development sectors. There are many other partners both locally, nationally, and internationally that we expect to attract with a successful planning effort.

In advance of this, let me thank the Santa Fe County Board of County Commissioners for its leadership on issues of sustainability and economic development. This initiative will be another step in the right direction. I look forward to working with you on this over the next several years.

Best regards and best of luck,

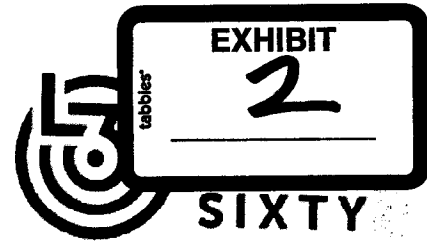
A handwritten signature in cursive script, appearing to read "Tara Lujan".

Rep. Tara Lujan

SFC CLERK RECORDED 12/21/2023



The Lensic Performing Arts Center
 Lensic 360
 211 W. San Francisco St.
 Santa Fe, NM 87501



Santa Fe County Commission
Commissioner Anna Hansen, Chair
102 Grant Avenue
Santa Fe, NM 87501

To the Santa Fe County Commission,

We are writing you to support the initiative brought to you by Commissioner Justin Greene regarding the planning and feasibility study for a new regional amphitheater for the Santa Fe area. As one of Santa Fe's leading performing arts organizations, the Lensic team is excited to participate in the planning of this facility.

We recently had a meeting with Commissioner Greene to discuss the process and timeline and understand that this is an early 'first step' for this initiative. We would like to explore the next steps as partners in such an initiative. We encourage Santa Fe County to continue to invest in the arts, especially through the investment in infrastructure that can serve multiple types of events, for the diverse communities that reside in Santa Fe. A new amphitheater can replace the 'loss' of the Paolo Soleri amphitheater that served Santa Fe so well for decades.

As you know, the Lensic operates the historic theater located across the street from your County chambers. This historic theater went through a multi-million dollar renovation over 20 years ago and has gone on to become not only an icon of downtown Santa Fe, but the flagship performing arts center in the state.

We recently created the Lensic 360 brand to extend our reach and focus to off site events in Santa Fe, Albuquerque and Taos, including the free Santa Fe Plaza and Railyard concert series known collectively as Santa Fe Summer Scene. Santa Fe was, for decades, the center of summer concerts when the Paolo Soleri Amphitheater would draw legendary artists to the area. The focus was shifted to Albuquerque when the Paolo Soleri closed. A new amphitheater will help us return Santa Fe to the fore as the live music capitol of New Mexico and would allow us bring larger concerts and events to the Santa Fe community, many of which will attract tourists and expand our cultural impact for all ages and demographics.

Please put the regional amphitheater project on your strategic plans. We are here to support this initiative in any way we can

Regards,

Joel Aalberts

Executive Director, The Lensic Performing Arts Center

Jamie Lenfestey
 Director, Lensic 360

Tim Franke
 Associate Director, Lensic 360

SEC. CLERK RECORDED 12/29/2023