

NO PACKET MATERIAL FOR THIS ITEM



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Commissioner, District 4

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Commissioner, District 5

Katherine Miller
County Manager

TO: Santa Fe County Board of County Commissioners
FROM: David Griscom, Economic Development Manager 
Via: Katherine Miller, County Manager 
RE: Draft Economic Development Plan and Presentation
DATE: January 28, 2014

Background

In April 2013, SFC initiated a Letter Of Interest process in order to hire a consulting firm to create a new economic development plan for the County. The contract, valued at \$49,000, was awarded to Breecker and Associates, a Santa Fe-based firm with experience in economic development, telecommunications, and film/media planning. Mr. David Breecker teamed up with Mr. Drew Tulchin from Social Enterprises Associates, as well as subject matter experts on each of the 5 target industries (Green industry- energy efficiency, renewable energy, water conservation, etc, film/media, arts/culture, agriculture, ecotourism/outdoor recreation) to complete the work. The Scope of Work for the contract included the following:

1. Prepare a Community Outreach Plan
2. Prepare an evaluation of prior efforts
3. Establish a process for the development of New Ideas
4. Establish a process for Feasibility Testing and Resource Identification
5. Develop a community based economic development plan in coordination with stakeholders for Santa Fe County that includes established goals, strategies, and specific and realizable implementation plans for each element in the Economic Development Plan so as to attract capital investment and business relocation, while supporting existing businesses and maintaining a community's quality of life.

Process

Santa Fe County coordinated with Breecker & Associates to accomplish the tasks above including a review of prior economic development efforts in the County, the Economic Development element of the Sustainable Growth Management Plan, the Community Outreach Plan and a review of the draft Economic Development Plan. Santa Fe County staff also coordinated and attended meetings with stakeholders and County Commissioners.

Economic Development Plan Highlights

The draft Economic Development Plan is composed of two parts: Strategic Plan and Action Plan. Some highlights in the draft Economic Development Plan:

- Health & Wellness identified as new key target industry
- Proactively work to promote the outdoor recreation/ecotourism sector by marketing the region to a younger demographic, designing shoulder season events focused on outdoor recreation, developing infrastructure, and recruiting outdoor gear companies
- Facilitate local post-production capabilities for the film/TV industry
- Establish a small grants fund for targeted economic development initiatives
- Support widespread adoption of broadband infrastructure
- Support expansion of farmers markets and availability of locally-grown food
- Promote cultural corridor through Santa Fe County and into Northern NM
- Update BBER Arts/Cultural Industries study
- Develop innovative financing mechanisms for green energy
- Promote and pursue distributed generation and utility-scale renewable energy generation
- Develop a showcase event or pilot around water conservation

Public Review:

The draft Economic Development Plan will be posted on the County website and public comments will be accepted through February 7th.

Recommendation

There is no action required at this time. A Resolution to adopt the Santa Fe County Economic Development Plan will be submitted to the Board for adoption on February 25th, 2014.



SANTA FE COUNTY
DRAFT
ECONOMIC DEVELOPMENT PLAN

January 2014 Prepared by David Breecker Associates

Presentation Outline

1. Introduction to Draft Economic Development Plan
2. Plan Structure & Approach
3. Foundations, Systems & Infrastructure
4. Growth Industries
5. Recommendations

Presentation Outline

1. Introduction to Draft Economic Development Plan
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Intro to Draft Econ Dev Plan

Plan Focus
 Place-based
 20 year time horizon

Builds on what already exists
 SGMP, earlier ED Plans
 Prior successes in SFC

Methodology
 Background research
 Stakeholder interviews
 Roundtable discussions
 Experts: national & local
 SFC staff input



Presentation Outline

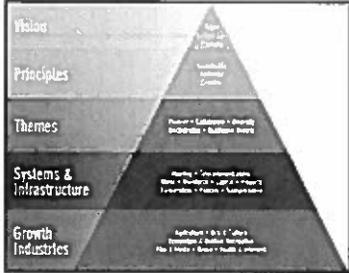
1. Introduction to Draft Economic Development Plan
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5. Recommendations

Plan Structure & Approach

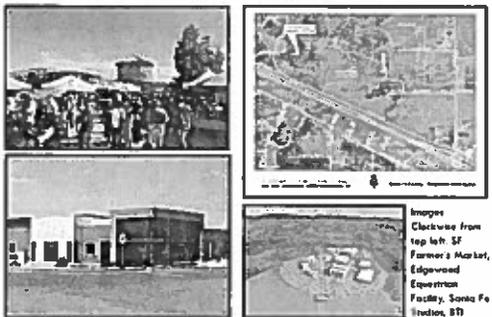
Plan Structure

1. Strategic Plan
2. Action Plan

Approach



Prior Successes



Images Clockwise from top left: SF Farmer's Market, Edgewood Equine Center Facility, Santa Fe Studios, ST

Presentation Outline

1. Introduction to Draft Economic Development Plan
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Foundations

Geography
Demographics
Data

Basic Demographic Data	County	City	State
Population 2012 (est)	146,373	69,204	2,085,338
Land area in sq miles, 2010	1,909	46	121,298
Pop density (persons / sq mile)	76	1,478	17
Total Households	60,594	21,264	762,003
Number of Families	36,012	16,276	501,798
Homeowner rate	71%	61%	70%
Employment (est)	71,194	34,687	886,837
Per capita income (2011 \$)	\$32,680	\$34,443	\$23,527
Unemployment rate	7.9%	7.3%	8.3%

Data 2011, unless noted

Systems & Infrastructure

- Housing
- Telecommunications
- Water
- Workforce
- Capital
- Partnerships
- Policies
- Property
- Transportation



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Growth Industries

1. Agriculture
2. Arts & Culture
3. Ecotourism & Outdoor Recreation
4. Film & Media
5. Green Industries (Construction, Energy, Water)
6. Health & Wellness

1. Agriculture

- Long local history
- Food insecurity
- Farmers aged 55+
- Sector Needs
 - Infrastructure
 - Policy/Advocacy
 - Capital Resources
 - Leadership
 - Next Generation



2. Arts & Culture

- Key driver for region - 1 in 6 local jobs
- National prominence - 3rd largest art market in US
- Artists need access to services
- Sector Needs
 - Business assistance
 - Map & coordinate the sector
 - Collaboration
 - Development outside City



3. Ecotourism & Outdoor Recreation

- Ideal climate
- Sangre de Cristos as growth area
- BTI as example/model for business growth
- Sector Needs
 - Partnerships
 - Shoulder season events
 - Supply chain development



4. Film & Media

- Growth in NM & SF region
- SF Studios, Garson Studios key drivers
- Supportive Climate w/tax incentives

- Sector Needs
 - Post-production
 - Collaboration
 - Leadership
 - Local & independent production



5a. Green Industries: Building

- Abundant assets, expertise here
- Lots of local businesses in the sector
- Sector Needs
 - Access to financing
 - Supportive County codes & enforcement
 - Lead by example

SFC Green Construction
Administration Building, Public Entry



Photo courtesy Architects Designers Contractors Network

5b. Green Industries: Energy

- Political support w/in SFC, City of Santa Fe
- High growth potential, fast-growing segment
- Carbon avoidance
- Sector Needs
 - Leadership
 - More financing options
 - Continue existing efforts
 - Research & innovation
 - Supportive regulatory efforts



5c. Green Industries: Water

- Drought risk
- Rich sector ecosystem = opportunities
- Quantity, quality concerns
- Sector Needs
 - Awareness
 - Conservation goals
 - Uniform management, decentralized systems
 - Research & innovation



6. Health & Wellness

- Large growth potential; well paying jobs
- Recent SFC study completed
- Aging pop (1/3 65+ by 2040)
- Alternative medicine strong locally; SFC as wellness destination
- Sector Needs
 - Further examination



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Recommendations

Methodology

200+ ideas collected

10 criteria for scoring

Portfolio approach: basket for diversity

Quick Win

Capacity Building

Game Changer

SFC staff input & review

All goals fit w/ SGMP goals & policies

Systems & Infrastructure

1. Stimulate entrepreneurial activity in Santa Fe County



Photo courtesy: Robyn Galtman

Systems & Infrastructure

1. Stimulate entrepreneurial activity in Santa Fe County

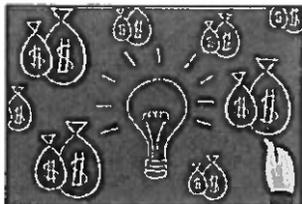
Example:
Streamline
business licensing
& registration
processes



Photo courtesy: Robyn Galtman

Systems & Infrastructure

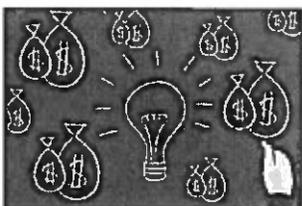
2. Catalyze new capital flows into SFC through innovative financing & grants



Systems & Infrastructure

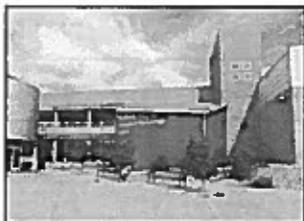
2. Catalyze new capital flows into SFC through innovative financing & grants

Example:
Dedicate funds to a small-grants cost-share pool for targeted ED



Systems & Infrastructure

3. Maintain a strong workforce to attract and retain businesses



Systems & Infrastructure

3. Maintain a strong workforce to attract and retain businesses

Example:
Engage training programs for internships, apprenticeships & entry-level professionals



Systems & Infrastructure

4. Make critical infrastructure improvements and capitalize on existing built environment



Systems & Infrastructure

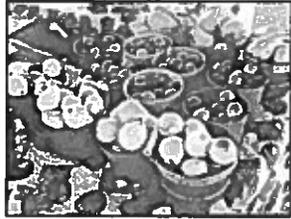
4. Make critical infrastructure improvements and capitalize on existing built environment

Example:
Support establishing ubiquitous, affordable high-speed broadband county-wide, particularly in targeted ED areas



Agriculture

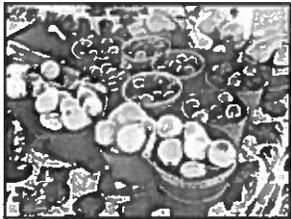
5. Maintain safe, continued use of lands for agricultural purposes, increase access to healthy foods by eliminating "food deserts" & provide more markets for local farmers/ranchers



Agriculture

5. Maintain safe, continued use of lands for agricultural purposes, increase access to healthy foods by eliminating "food deserts" & provide more markets for local farmers/ranchers

Example:
Support expansion and availability of local food & local farmers markets in SFC



Arts & Culture

6. Cultivate the growth and success of arts & culture related entrepreneurial efforts in unincorporated areas of the county



Photo courtesy of Sandra de los Guebarra

Arts & Culture

6. Cultivate the growth and success of arts & culture related entrepreneurial efforts in unincorporated areas of the county

Example:

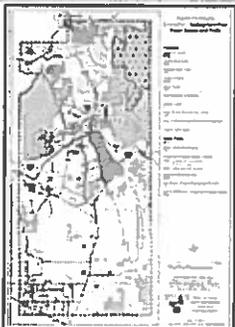
Map the arts sector.
Partner with Creative Santa Fe, City of Santa Fe to update BBER study on Arts & Culture, conducted in 2004



Photo courtesy of Barbara de los Ojuelos

Ecotourism & Outdoor Rec

7: Grow the ecotourism & outdoor recreation sector through partnerships and responsible development of County lands

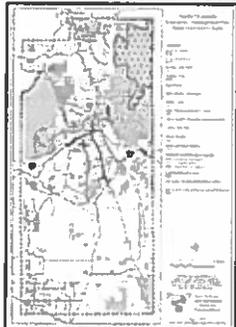


Ecotourism & Outdoor Rec

7: Grow the ecotourism & outdoor recreation sector through partnerships and responsible development of County lands

Example:

Support organization of, and promotion for, tourism shoulder season activities



Ecotourism & Outdoor Rec

8: Leverage SFC reputation and quality of life with outdoor recreation businesses



Ecotourism & Outdoor Rec

8: Leverage SFC reputation and quality of life with outdoor recreation businesses

Example:
Support growth of recreational experience and equipment companies



Film & Media

9. Develop a thriving independent, local Film/Media sector while growing the core studio business, diversifying into post & digital



Film & Media

9. Diversify a thriving independent, local Film/Media sector while growing the core studio business, diversifying into post & digital

Example:
Facilitate development of local post-production capabilities



Green Industries: General

10. Make sustainable conservation efficiency improvements; have green energy accessible and affordable for all



Photo courtesy Living Off Grid

Green Industries: General

10. Make sustainable conservation efficiency improvements; have green energy accessible and affordable for all

Example:
Allow for repayment mechanisms for financing (County or 3rd-party) of water, recycling & energy/efficiency improvements



Photo courtesy Living Off Grid

Green Industries: Building

11. Reduce energy footprint of SFC building stock

SFC Judicial Complex



Photo courtesy Jimmy Seaman

Green Industries: Building

11. Reduce energy footprint of SFC building stock

SFC Judicial Complex



Photo courtesy Jimmy Seaman

Example:
Evaluate feasibility
to mandate path for
energy self-
sufficiency of SFC
buildings

Green Industries: Energy

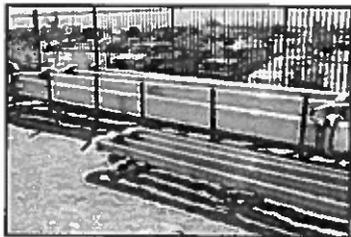
12. Energy independence & development of a thriving economy based on renewable energy



Green Industries: Energy

12. Energy independence & development of a thriving economy based on renewable energy

Example:
Support SFCC's Training Center Corporation energy programs



Green Industries: Water

13. SFC becomes a leader in water conservation, efficiency & recycling



Photo courtesy: Robin Schaefer

Green Industries: Water

13. SFC becomes a leader in water conservation, efficiency & recycling

Example:
Maximize the capture, use of rain and grey water through favorable codes, policies and education



Photo courtesy: Robin Schaefer

Health & Wellness

14. County should facilitate an environment that produces healthy residents & grants access to care for all who need it



Photo courtesy: iStockphoto.com

Health & Wellness

14. County should facilitate an environment that produces healthy residents & grants access to care for all who need it

Example:

Convene a focus group to determine feasibility of SFC as a health and wellness destination; explore ways to grow this target industry



Photo courtesy: iStockphoto.com



Q&A
THANK YOU!

November 2013

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DRAFT

**Santa Fe County Economic
Development Plan
Strategic & Action Plans**

December, 2013

Prepared By David Breecker Associates



Draft Santa Fe County Economic Development Plan

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ECONOMIC DEVELOPMENT STRATEGIC PLAN

This Economic Development Plan represents a concerted effort by Santa Fe County (SFC) to create a long-term foundation for economic prosperity, within the context of the County's Sustainable Growth Management Plan (SGMP). The SGMP is the policy document that guides growth within the County, and this Plan is the next step and implementation of the Economic Development element of the SGMP.

The Plan is designed with a 20-year planning horizon, with short term (one to three years), medium term (three to seven years), and long term goals (more than seven years), and is presented in two parts: the Strategic and Action Plans.

County planning staff have worked closely with the consulting team engaged for this project. Extensive community input was incorporated in the form of interviews and roundtable discussions, supplemented by research into other communities and prevailing best practices in economic development. It is designed to build on prior successes, while also charting new directions.

Previous Economic Development Successes

Santa Fe County passed the Economic Development Ordinance 1996-7, and has since had several projects that provided for increases in jobs, expansion of the tax base, and increase in GRT, all of which contributed to diversifying the local economy. Among the successes were:

A Media Park was created in the Community College District on Highway 14, and SFC worked with Santa Fe Studios to establish a television and film production facility, featuring 2 19,000 sq. ft. sound stages. Santa Fe Studios is now a successful business that is operating at capacity, having hosted both TV productions and major feature films. This project was funded in part through Local Economic Development Act (LEDA) funds and a LEDA loan guarantee.

Bicycle Technologies International (BTI) relocated from the incorporated area of Santa Fe and into the Community College District, and built a new distribution facility to accommodate its rapidly expanding business operations. BTI is one of the top bicycle parts distribution enterprises in the United States, and distributes products wholesale to markets worldwide. LEDA funds were also used for this project.

The **Santa Fe Farmers Market** and the SF Farmers Market Institute were established in the newly created Railyard District, and is now one of the largest farmers markets in New Mexico. LEDA funds were also used for this project.

LEDA

The Local Economic Development Act allows local governments the ability to provide public funds for economic development purposes and not violate the State anti-donation clause. Santa Fe County has adopted LEDA, and this Economic Development Plan is in line with LEDA requirements. In LEDA, section 5-10-6, B states that *"The Economic Development Plan or the Ordinance adopting the plan may:*

- (1) Describe the local or regional government's economic development and community goals and assign priority to and strategies for achieving those goals-

- See Pg. 3, Item IV of Economic Development Ordinance 2013-xxx for an explanation, as well as the Economic Development Action Plan chapter, Recommendations section for a list of goals and strategies.
- (2) Describe the types of qualifying entities and economic activities that will qualify for economic development projects-
 - See Pg. 3, Items V and VI of Economic Development Ordinance 2013-xxx for an explanation
 - (3) Describe the criteria to be used to determine eligibility of an economic development project and a qualifying entity to participate in an economic development project-
 - See Pg. 4, Item VII of Economic Development Ordinance 2013-xxx for an explanation
 - (4) Describe the manner in which a qualifying entity may submit an economic development project application, including the type of information required from the qualifying entity sufficient to ensure its solvency and ability to perform its contractual obligations, its commitment to remain in the community and its commitment to the stated economic development goals of the local or regional government-
 - See Pgs. 4-6, Items VIII, IX and XI of Economic Development Ordinance 2013-xxx for an explanation.
 - (5) Describe the process the local or regional government will use to verify the information submitted on an economic development project application-
 - See Pg. 6, Item X of Economic Development Ordinance 2013-xxx for an explanation.
 - (6) If an economic development project is determined to be unsuccessful or if a qualifying entity seeks to leave the area, describe the methods the local or regional government will use to terminate its economic assistance and recoup its investment-
 - See Pg. 7, Item XII, E and Item XIII of Economic Development Ordinance 2013-xxx for an explanation.
 - (7) Identify revenue sources, including those of local or regional government, that will be used to support economic development projects-
 - See Pg.3, Item V, and Pg.8, Item XIV of Economic Development Ordinance 2013-xxx for an explanation; additionally see Policy 2.3 of Economic Development Action Plan, Recommendations section.
 - (8) Identify other resources the local or regional government is prepared to offer qualifying entities, including specific land or buildings it is willing to lease, sell, or grant a qualifying entity; community infrastructure it is willing to build, extend or expand, including roads, water, sewers, or other utilities; and professional services contracts by local or regional governments necessary to provide these resources-
 - See Pg. 3, Item V of Economic Development Ordinance 2013-xxx for an explanation
 - (9) Detail the minimum benefit the local or regional government requires from a qualifying entity, including the number and types of jobs to be created; the proposed payroll; repayment of loans, if any; purchase by the qualifying entity of local or regional government-provided land, buildings, or infrastructure; the public to private investment ratio; and direct local tax base expansion-
 - See Pgs. 3-6, Items VI-IX of Economic Development Ordinance 2013-xxx for an explanation

(10) Describe the safeguards of public resources that will be ensured, including specific ways the local or regional government can recover any costs, land, buildings, or other thing of value if a qualifying entity ceases operation, relocates or otherwise defaults or reneges on its contractual or implied obligations to the local or regional government-

- See Pg. 7, Item XIII of Economic Development Ordinance 2013-xxx for an explanation.

(11) If a regional government, describe the joint powers agreement, including whether it can be terminated and, if so, how the contractual or other obligations, risks and any property will be assigned or divided among the local governments who are party to the agreement-

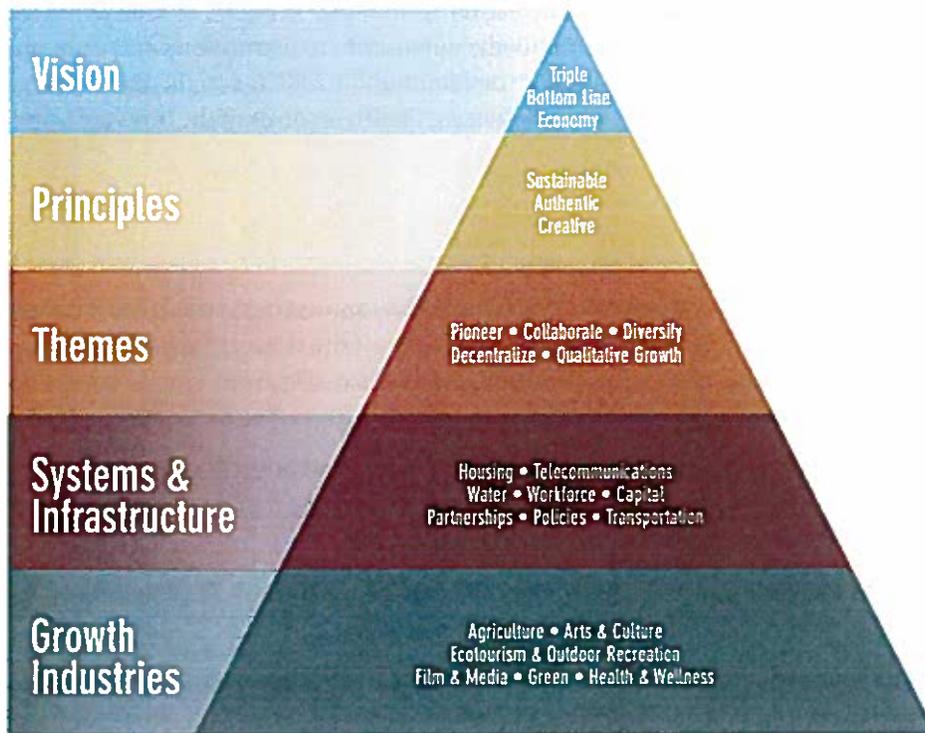
- Santa Fe County is not a regional government.

Economic Development Plan Structure

The Plan is structured so as to present research, analysis, findings, and recommendations along a continuum from general and conceptual, to specific and actionable, as follows:

- Vision & Strategy
- Systems & Infrastructure
- Target Industries
- Recommendations and Implementation

This framework for SFC economic development is illustrated in the graphic below:



VISION & MISSION

SFC's proposed Economic Development Mission and Vision Statements are:

Mission Statement: The economic development mission of Santa Fe County is to provide guidance and support for business development, offer a professional level of service for the business community, stimulate entrepreneurship, and provide a platform for economic growth that enables businesses to flourish.

Vision Statement: The economic development vision of Santa Fe County is to build on the rich cultural, arts, and agricultural heritage by creating a vibrant economy that is diversified, sustainable, and that promotes responsible business development.

Key concepts from these statements, the SGMP, and other salient findings can be summed up as a "Triple Bottom Line Economy," seeking benefits in the three areas of People, Profits, and Planet.

PRINCIPLES

In addition, three paramount *principles* have emerged. To wit, economic activity in Santa Fe County should strive to be:

- **Sustainable:** Providing for the needs of current residents without compromising those of future generations
- **Authentic:** Faithful to tradition, culture, and historical values
- **Creative:** Innovating in all areas, including the arts and extending to all sectors and industries

Among the many important goals of economic development in Santa Fe County, *diversification* is a high priority. While SFC has a healthy economy in many respects, it relies on a small number of industries and employers that are relatively vulnerable to disruptions and reductions. In addition, research revealed that economic development in SFC has to be part of a consistent *whole-system approach*, including social services, health, environment, transportation, and education.

THEMES

Strategic Factors

We are entering an “Age of Innovation,” in which new approaches, structures, concepts, and business models will be the key success factors. At the same time, there is a growing appreciation of tradition, culture, localization, and individuality nationwide and even globally. Santa Fe County is well positioned to capitalize on these trends with its unique attributes.

This Plan uses a place-based planning approach, customized for SFC’s distinctive resources and assets, and an assessment of its core identity and the historical patterns that have emerged in its development over time. These can be summarized as:

- Santa Fe has long been a place people came to (or through) for adventure, to start anew, to travel to the frontier, or to be a pioneer.
- The region has traditionally featured a uniquely rich mix-up of various cultures, ancient and modern practices, tradition and technology, and other unusual combinations.
- This has led to the development of a “nexus” of commercial activity, involving exchange between people living here, those passing through, or coming to Santa Fe for the purpose of trade or to visit; and ultimately, to a high level of creativity across a broad range of arts and sciences.

Taken together, these patterns describe a prevailing theory of creativity and creative problem solving, sometimes known as “combinatorial thinking,”¹ a powerful platform for future growth.

Major Exogenous and Competitive Factors

A number of large-scale external factors affecting the County’s economy must be taken into consideration, involving natural, structural, and financial systems. These include prolonged drought, climate change, and water stress; structural decentralization and localization trends, and disruption in financial industries and personal/business economics.

While Santa Fe lacks some of the standard assets for encouraging economic development, something attracts an exceptionally accomplished and cosmopolitan population, and makes many of our most talented locals want to stay despite the difficulties and challenges. This is due to our unique assets and attributes in culture, life-style, ambience, and natural setting, combined with an unusual science and technology presence; and we must play to these advantages. And, we must turn our challenges into opportunities.

The financial realignment caused by the Great Recession suggests that SFC’s historical reliance on population growth through in-migration, and the associated impacts in the construction and other related industries as a core economic driver, may need to be reconsidered. These effects will likely be amplified by the effects of climate change, drought, and water scarcity. Santa Fe can profit by shifting from a quantitative growth model to a *qualitative* one: a model that

¹ See for example: www.brainpickings.org/index.php/2013/08/14/how-einstein-thought-combinatorial-creativity/

constantly improves the quality of life (financial, social, and environmental) by selectively encouraging the optimal types and amounts of growth and development.

Pioneer Opportunities

As a way of approaching its challenges as opportunities, SFC can enjoy “pioneer” status in several emerging demographic/economic spaces, i.e., those where the County *leads a national trend*, and could find leadership advantages and/or export markets for solutions it develops to meet these challenges. These spaces include: minority white and large immigrant populations; an aging population, with extended active lives and healthcare needs; water stress, drought, climate change, and conservation; the urban/wilderness interface and forest fire risk; and a high density of social entrepreneurs, philanthropies, and NGOs.

The Missing Research University

Virtually every successful knowledge-based economy to date has at least one research university at its core,² and such institutions are prominent components of current standard technology-based innovation strategies. The absence of such an institution in the Santa Fe region³ need not be an impediment. To the contrary, SFC has an opportunity to create its own unique approach to this challenge that is ideally suited to its goals and capabilities. Such an approach would build on a model that has already proven successful in the region, engaging all local innovation assets (creative, cultural, and technical), and combining them with collaborative partners from outside Santa Fe.⁴

SYSTEMS & INFRASTRUCTURE

In addition to the conceptual framework described above, there are a number of overarching “systems and infrastructures” that affect all aspects of economic development and most of SFC’s targeted high-growth industries, if properly utilized with those goals in mind.

Property and Land

The county is 1,224,087 acres in size. Of that, 316,991 acres or 26% are national parks or other federally designated property. 86,371 acres (7%) are sovereign tribal nations.⁵ The Sustainable Land Development Code (SLDC), once approved by the Board of County Commissioners, will lay the foundation for sustainable growth that maintains important cultural and historical sites.

The County owns extensive assets, valued at over \$350 million⁶, much of it property. These assets have potential to contribute to economic development. Some notable properties include the Old Judicial Complex, La Bajada Ranch, the Old Public Works site on Galisteo Road, and Public Housing, along with 6,000 acres of open space and trails. In all County facilities, energy efficient upgrades and water saving measures are an opportunity to promote local businesses and increase sustainability.

² One need look no farther than Albuquerque for the latest example: Innovate ABQ is an “innovation hub” partnership between UNM, the City of Albuquerque, and other public and private sector partners.

³ Los Alamos National Laboratory does not meet this requirement for many reasons, prominent among which are its national security mission, basic science orientation, and organizational culture.

⁴ Past successful examples include the Santa Fe Institute, Santa Fe Opera, and the Indian, Spanish, and International Folk Art Markets

⁵ 2010 SLDP Final Draft.” Santa Fe County Sustainable Land Development Plan (SLDP). “2010. www.santafecountynm.gov/userfiles/SLDC/SLDCDraftChapters1_4bcc12.13.2011.pdf

⁶ Net, FY 2012. Santa Fe County Comprehensive Annual Financial Report. June, 2012. www.santafecountynm.gov/userfiles/Finance/SFCauditCAFRFY2012.pdf

In addition to County-owned property, certain “hot spots” show promise of strong growth and ED potential, including the Community College District, and merit focused attention. SFC anticipates substantial growth in the Edgewood area, and would benefit from close collaboration with and support of stakeholders in the southern part of the County on water infrastructure planning and industrial park/commercial land for development, as well as ongoing planning efforts related to the RT. 66 development from Moriarty to Albuquerque.

Affordable Housing

High home values produce major revenues for the County, but lead to affordability challenges. Housing costs in SFC are significantly above state averages. Many leading affordable housing entities operate in SFC, but resources need to be better utilized to ensure that adequate housing options are available for low income residents, particularly first-time home buyers, seniors, entrepreneurs, and artists, and including such areas as El Dorado and Edgewood’s section 16. Much of the projected growth in the County is expected to occur in the unincorporated areas, partially as a response to the high cost of living in the City of Santa Fe. New housing can provide a strong boost to the economy but sustainable development is of paramount importance.

Providing additional funds to build and rehabilitate existing housing, in addition to the social value provided, would drive an economic boost in GRT and goods and services associated with new housing while helping sustain or create homeownership opportunities for Santa Fe County’s workforce.

Workforce Development

Meeting labor needs in response to national trends and regional economic growth requires coordination among the County, local industry, other government bodies, and workforce training programs. SFC has a viable workforce and a vibrant ecosystem to address training and capacity building needs. Although lacking a major university, the County is well-served by Santa Fe Community College, the Institute of American Indian Arts, Santa Fe University of Art and Design, and St. John’s College. Other workforce organizations, including SER Jobs for Progress and YouthWorks, provide services and training that connect workers with jobs.

Finance and Funding

As noted above, the County has utilized capital tools successfully in the past for economic development, and opportunities abound to expand these efforts to fund new initiatives. SFC has raised funds directly through General Obligation Bonds and Capital Gross Receipts Taxes, such as for the Open Spaces program. Federal grants and philanthropic funds are available, many focused on specific local needs. The County is a good manager of federal funds, and more opportunity exists (e.g., via DOD, DOE, HUD), which SFC should aggressively pursue. State funds can also be tapped, such as from the NM Finance Authority. Financial innovations like crowdfunding (large numbers of small investors connected by the Internet), Impact Investing (seeking social as well as financial returns), and Local Investing (in the investor’s home community) are emerging methods available to nonprofits and small businesses in the County. Additional vehicles, such as a Local Option GRT Increment, could also be explored to supplement the resources available.

Telecommunications

Telecommunications infrastructure and high-speed affordable broadband are crucial assets in the innovation economy. Although basic broadband access is available throughout most of the County, faster speeds and redundancy will be needed; and key economic anchor sites like SFCC

and SF Studios require high-bandwidth fiber upgrades in order to provide a suitable environment for new businesses and entrepreneurs. Providing access and education for particular groups of residents with low broadband adoption rates is important to ensure that they have basic workforce skills. Select small, phased, cooperative investments and support could help the County reinvigorate existing industries and develop new businesses with enhanced broadband capabilities.

Transportation

Existing and proposed transportation systems, including an airport, roads, rail access, transit, interconnected pedestrian and bicycle networks, and trucking and freight accommodations, provide a foundation for economic vitality. Santa Fe County is host to multiple transportation planning agencies that provide program and project oversight for the growth of this network. Active participation with and investment in the New Mexico Department of Transportation, Santa Fe Metropolitan Planning Organization, The North Central Region Transit District, the Northern Pueblos Regional Planning Organization and the Mid-Region Regional Transportation Organization allow for a comprehensive approach to transportation and transportation infrastructure throughout the County.

Shifting County population demographics will demand greater access to alternate forms of transportation. Members of the Baby Boomer and Millennial generations will have a greater dependence on and desire for integrated transit modalities.⁷ SFC has an opportunity to account for varying transit needs through support of Complete Streets transportation planning, a concept which is designed and operated to enable safe access for people of all ages and abilities so they may safely move along and across streets in a community regardless of how they are traveling. SFC can also support planning that accommodates transit, ADA pedestrian facilities, and integrates existing transit with multi-modal functionality.

Water

Water is the single most important and potentially difficult element confronting the County's economic development, but also presents opportunities for smart economic growth. The effects of climate change and prolonged drought are likely to cause increased water scarcity and stress, and SFC's largely decentralized water system makes it difficult to respond in a coordinated fashion. However, by encouraging the development of innovative approaches to water efficiency and conservation, the County can grow local businesses that help resolve this challenge by encouraging technology innovation and assisting them with finding markets for export to an increasingly water-stressed world.

Partnerships

SFC is part of a closely linked, interdependent regional economy, with numerous critical stakeholders representing the public, private, and NGO sectors. The City of Santa Fe is only the most significant of these inter-related entities. This abundance and richness can also create problems if stakeholder interests are not properly aligned around specific areas of shared interest and importance; and the County's relatively constrained ED resources must be leveraged and amplified to produce optimal effects. Partnerships are therefore an essential prerequisite to the success of this Plan.

Policies

⁷ "Why Millennials are Ditching Cars and Redefining Ownership." Noah Nelson, NPR.org.

Effective policies, codes, legislation, and ordinances are among the most effective tools at the County's disposal for encouraging economic growth consistent with SFC's ED agenda. This begins with the SGMP, as well as the Sustainable Land Development Code (SLDC). A broad range of other measures can be considered and implemented, as discussed in detail in the Action Plan chapter below.

SANTA FE COUNTY OVERVIEW

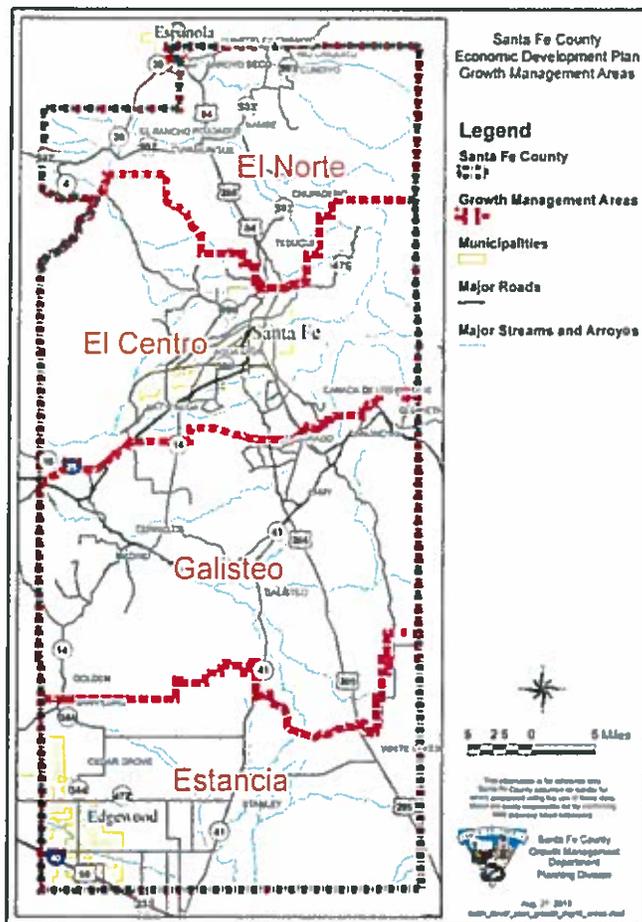
This section presents basic information on the County as a foundation for economic development analysis. For planning and management purposes, the County is divided into four Growth Management Areas (GMAs), based on geographic, political and land use boundaries: El Norte, El Centro, Galisteo, and Estancia. A GMA map and summary table of demographic data follow:

Table 1 Demographic Data

Basic demographic data:	County	City	State
Population, 2012 (estimate)	146,375	69,204	2,085,538
Land area in square miles, 2010	1,909	46	121,298
Population density (persons per square mile)	76	1,478	17
Total Households, 2007-2011	60,594	31,266	762,002
No. of families	36,012	16,276	501,798
Homeownership rate, 2007-2011	70.6%	61.2%	69.6%
Total employment (estimate), 2007-2011	71,194	34,687	886,857
Per capita annual income (2011 dollars), 2007-2011	\$32,680	\$34,443	\$23,537
Unemployment	7.90%	7.50%	8.20%

Source: United States Census Bureau

Map 1



Map of Santa Fe County Growth Management Areas

Santa Fe County residents are generally older and more educated than the rest of the State. County residents have higher incomes than others in New Mexico. Housing is much more expensive in Santa Fe than the State. Adjusted for inflation, income per capita in the County is slightly higher than it was in 2000 – \$32,680 in 2011 versus \$31,860 in 2000. 2011 per capita income is below the 2005 highest levels, pre recession, at \$36,339 real per capita income.

Population in SFC is projected to grow 1% per year 2010-2030, approximately half the rate of growth over 1990-2010.⁸ 146,375 current residents would rise to nearly 180,000 by 2020 and about 200,000 by 2030.⁹ Since 2000, the County has grown from about 130,000 to today's number (11.5% increase), of which nearly one-half of the population lives in the City.

Over the last 13 years, the greatest employment growth was realized in the U.S. Census categories of education/health/social services, scientific/management, and industries associated with creativity, tourism and hospitality (arts, recreation, accommodation, and food). Self employment is a strong component of the local job landscape, and data suggest it is becoming increasingly so. Self-employment increased 11% to 14% over the period 2005-2011. As much as

⁸ U.S. Census Bureau: Tables CO-EST2001-12-3, B01003; Geospatial and Population Studies Group, University of New Mexico: New Mexico County Population Projections, released Nov 2012.

⁹ "Impact Fees for Santa Fe County," James Nicholas, PhD, 2010.

one-fourth of all jobs in the City are sole-proprietors and owners of business partnerships (such as LPs and LLCs).¹⁰ After government employment, the largest three industries by number of positions and revenue are 1. Retail Trade, 2. Health Care and Social Assistance, and 3. Accommodation and Food Services.

GROWTH INDUSTRIES

This Plan focuses on the five Target Industries identified in prior SFC economic development planning efforts, including the SGMP. Research also identified a sixth high-growth opportunity-Health & Wellness. The six sectors are as follows:

- Agriculture
- Arts & Culture
- Ecotourism and Outdoor Recreation
- Film & Media
- Green Industries (especially building, energy, and water)
- Health & Wellness

Each shows promise for continued expansion, and new businesses, jobs, and tax generation, if the appropriate steps are taken.

Agriculture

Agriculture in New Mexico is thousands of years old -- its long history places high value and importance for the region, disproportionately more than its actual size today in the local economy. Interest in local food and local food security is rising. Agriculture plays a major role in local culture and therefore has a strong impact on tourism. Traditional agricultural products and practices influence the way of life and contribute to the authenticity and uniqueness of Santa Fe County, and have a greater impact than direct financial metrics would imply. A positive ecosystem of organizations is available for local action.

Of 489 farm owners in the County, only 209 (about 42%) listed farming as their primary occupation in 2007, down from 238 in 2002. Total farm operators in the county fell in that same period from 768 to 721 (farms may have multiple operators). Of these farms, two-thirds are smaller than 50 acres in size. Median farm size in Santa Fe County is just 17 acres. The average net income per farm is minus \$4,801 (as in below \$0). Average income per family with a farm has fallen, from \$27,991 to \$18,919.¹¹

Major challenges include fragmentation of interests and perspectives among farmers, ranchers, and other participants; the aging farmer and rancher population, with dwindling interest on the part of younger generations to participate; and the vulnerability of water supplies. The number of acres classified in agriculture decreased 25% over the last decade. It is estimated that only one-half of County land designated for cultivation is currently in use. Therefore, supporting existing farmers and bringing in new ones is valuable. Maximizing limited sales is important, including fostering specialty products, direct sales (e.g., farmers markets, mobile matanzas), and niche markets.

Key Directions for Sector Progress

¹⁰ BBC Research and Consulting. "Housing Needs Assessment Update." Prepared for the City of Santa Fe. March 2013.

¹¹ *ibid*

Because agricultural “food sheds” are not formed by county lines, this Plan recommends taking a regional approach to agriculture and joining with other organizations in a common agenda. In particular, the Regional Economic Development Initiative’s 2010 agriculture study prioritized four areas (Infrastructure, Policy and Advocacy, Capital Resources, and Regional Leadership Coordination), balancing potential for impact across a range of stakeholders. The four areas are listed below with County-specific approaches.

- **Infrastructure:** Continue the County’s work ensuring availability of water, maintenance of water rights, and continuation of water seniority on existing agricultural lands. Where necessary, support the continuation of farming activities on properties under cultivation.
- **Policy and Advocacy:** SFC’s farmers and ranchers would benefit from a public County stance on grazing permits on federal land, on which many depend; a plan to address noxious weeds; zoning policies to allow for urban farms/farmstands; and continuation of agricultural land tax valuation.
- **Capital Resources:** Farmers and agricultural organizations need help in raising federal and other grant funding to support local projects, and in promoting connections between farmers/ranchers and financial resources like the Permaculture Credit Union, La Montanita Coop, NM Loan Fund, ACCION, and WESST.
- **Regional Leadership Coordination:** SFC can play an important role in coordinating with other regional efforts, and acknowledging, tracking, and advocating for local organizations doing this work. This area also addresses opportunities in land restoration for agriculture, including forest rehabilitation/thinning, to capitalize on SFC as a leading “Fire Resistant Community” and “wild land-urban interface community.”

Arts & Culture

Arts and Culture (A&C) is core to the modern heart of Santa Fe. The industry is a key economic driver for the region. The City has among the highest concentration of museums per capita than anywhere in America and the region has the most art businesses per capita. Santa Fe has ranked third in art centers in the US, after New York and Los Angeles. Because so many sector activities occur in the City of Santa Fe and flow beyond city limits, City/County collective effort is imperative.

A&C brings significant capital into the region. One study, “The Economic Importance of Santa Fe’s Arts and Cultural Industries,”¹² (BBER, 2004) valued A&C locally at more than \$1 billion. Commercial activity generated \$54,656,000 in City, County and State taxes. A&C employs 12,567 people -- 1 of every 6 workers in SFC, extrapolating from the BBER report. A&C is the second largest sector employer after government.¹³ From 2007 to 2011, the number of total A&C jobs increased 20%. Local arts and cultural activities bring in 38% of capital from outside the region.¹⁴

Several major challenges affect the sector. Access to affordable housing is a significant impediment to growth. A lack of guest facilities in the County prevents visitors from spending as

¹² “The Economic Importance of the Arts and Cultural Industries in Santa Fe County.” Lee A. Reynolds and Jeffrey Mitchell. Bureau of Business and Economic Research, 2004. (BBER Study)

¹³ BBER Study

¹⁴ BBER Study

much time exploring SFC's A&C offerings as they might. Many artists and artisans are operating as small businesses without access to needed business assistance and infrastructure. And the County could do more to co-promote events and activities.

Key Directions for Sector Progress

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Map the sector/update the BBER study:** Collaborate with the City and others to create an update to the BBER report. Documenting the needs of this creative sector will help identify strategies to lift the most entities.
- **Explore potential for joint efforts:** As one example, the County Lodger's Tax annual capital is less than \$400,000, and City funds, although more than 10 times this amount, are limited for promotion due to dilution supporting many projects. Joint planning to create a stronger regional voice can increase efficiencies, and foster better return.
- **Artist/artisan entrepreneurship initiative:** Focus on building capacity of local artists' cultural enterprises and building markets for increased sales. Draw upon existing small business assistance entities and/or foster a local cooperative for education and instruction on topics including internet promotion, tax strategies, and product development for artists. Consider an artisan incubator, possibly at the Old Judicial Complex, and consider a SFC Folk Art Market/Festival for local creators.
- **Recognize and celebrate indigenous creativity in all forms:** Find opportunities to showcase SFC's long history of artisanal skills, handicrafts, and custom designs and processes, and to connect these skills with contemporary opportunities. These can be seen now in such forms as works of art and crafts; in the tradition of do-it-yourself adobe home building; woodworkers and traditional furniture, and in the creation of low-rider vehicles (cars, trucks, and bicycles).
- **Develop focused cultural destinations:** Support efforts to create and publicize more visitor destinations, including the cultural corridor between Albuquerque and Taos, Route 66 in the southern tip of the County, the Turquoise Trail running through the middle, and Chimayo's Fiber Trail in the north.
- **Explore the creation of a new Arts, Culture, Cultural Tourism task force:** Build on the previous work done by the Arts, Culture, Entertainment task force.

Ecotourism and Outdoor Recreation

Ecotourism and outdoor recreation is a promising and important growth area for the County. Promoting the County as a recreational destination for young people and families could supplement the traditional arts-based tourism associated with an older population (note that there are overlaps between this sector and Arts & Culture). The County has an ideal climate for year-round outdoor activities, a rich unique cultural legacy, and ample open space, much of it underdeveloped and underutilized. With the recent expansion of Bicycle Technologies International (BTI) and hosting of the International Mountain Biking Association (IMBA) World Summit, biking is emerging as a major activity in the County and opportunity for both ecotourism and local business development.

Tourism in all forms (the only classification available in local economic reporting) accounts for 12.4% of County employment. Wages totaled \$208.7 million in 2011, 8.5% of County registered

labor income, a potential reflection of salaries in this sector that are below local averages.¹⁵ Total visitor spending in the County increased from \$670 million in 2010 to \$692 million in 2011, returning to pre-recession levels.¹⁶ Tourism in the County in 2011 generated \$159 million in taxes (\$86 million Federal, \$50 million State, and \$23 million Local).¹⁷ Agritourism (bringing visitors to a farm or ranch) is a growing part of the national economy that generates over \$566 million in revenues for US farmers each year. Fewer than 25 NM farms cite revenue from it, indicating significant growth potential.

Outdoor recreation contributes \$3.8 billion annually to the state economy, including \$2.75 billion in retail sales and \$184 million in taxes, and supports 47,000 jobs. This accounts for 4.6% of the state's gross domestic product.¹⁸ Biking opportunities for road and trail are expanding in the County. 23% of New Mexicans participate in biking, which contributes more than \$300 million in equipment purchases statewide.

Major challenges include a lack of coordination between entities involved in the various aspects of tourism; underutilized off-season capacity in the October to June period; and inadequate recreational infrastructure.

Key Directions for Sector Progress

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Road and Mountain Biking:** This is a key area for the County, and one in which to invest capital and staff time, as the leading ecotourism strategy. It is a good shoulder- and high-season activity that could be promoted through marketing and PR.
- **Leverage available partnership opportunities:** Where possible, joint efforts between the City, NM Tourism Dept, non-profits, and the County increase the impact of investments made in this sector.
- **Partnerships:** Although corporate sponsors are lacking, many organizations with ties to the County can provide resources to advance ecotourism, especially when focused on biking. Strategic partnerships with private sector and other entities could provide needed funding and visibility for events and promotional efforts.
- **North Central Regional Transit District (RTD) and its partners** are building the local transportation network. "Blue Bus" services run during the week. These vehicles could serve as shuttles for tours, tourist destinations, and/or provide access to the ski basin on weekends.
- **Highlighting the Cultural Corridor** between Albuquerque and Taos links tourism for all participants -- local and visitor. It connects existing tour routes like the Turquoise Trail up from the south and the Fiber Route in the north. Work with existing organizers, such as the Global Center for Cultural Entrepreneurship, to coordinate promotion of events linked to the corridor, such as County based Gallery Tours, to reach a wider audience. SFC staff can participate in regional convening, in planning efforts by the Northern Rio

¹⁵ "The Economic Impact of Tourism in New Mexico." Tourism Economics. 2011.

¹⁶ *ibid*

¹⁷ *ibid*

¹⁸ "Trails for the People and Economy of Santa Fe." Ernest Atencio, Santa Fe Conservation Trust. 2012.

Grande National Heritage Area, and other government entities to ensure SFC based activities are “on the agenda.”

Film and Media

Over the past 10 years, the media industries, and particularly film, television, and their related sectors, have experienced tremendous growth in New Mexico. Santa Fe County and the surrounding regions have been primary benefactors of this growth: tens of millions of production dollars have been spent here, thousands of direct and indirect jobs have been created or supported, and hundreds of local businesses have been patronized during this period. The industry also provided a significant economic and job creation cushion as other sectors faltered during the economic downturn of 2008-2012.

While production declined significantly in 2011-2012 as the political climate destabilized and incentives were uncertain, it has rebounded with the reestablishment of a stable and supportive climate. In May 2013, the NM Film Office (which does not break out figures by county) announced 10 projects were filming in the state just that month, compared to 13 in all 2012. Santa Fe Studios President Jason Hool recently reported that the facility was at full capacity.¹⁹ Average direct spending into the NM economy for 2009-2013 was \$236 million each year. Worker days averaged 187,000 per year over the same period.²⁰ Statewide, the motion picture and television industry is responsible for 3,268 direct jobs and \$131 million in wages. IATSE Local 480 (the film technicians union) reported that in May 2013, 1,300 of its members were employed on productions in SFC.

Major challenges confronting the sector include a lack of digital and post-production equipment, facilities, and talent able to capture more of this value from studio production; limits on sound stage capacity, constraining growth in the number of productions that can be served; and frequent fragmentation of interests and agenda among the many stakeholders in the SFC film and media ecosystem.

Key Directions for Sector Progress

The following major areas of initiative emerged as holding the greatest potential for expanding and improving the sector:

- **Develop Post-Production Capabilities:** Work with Shoot SF members, IATSE, Santa Fe and Garson Studios and other entities to expand soundstage space, establish post-production facilities, and grow other support facilities and local businesses.
- **Form a “co-op” production entity with SFCC/SFUAD/IAIA for production of local content such as governmental PSAs and informational programming, local promotional and tourism programming, etc.:** This would provide cost-effective training and production opportunities for local filmmakers and students, and expand opportunities into post and digital production.
- **Establish a contract coordinating position to advance efforts across county, city, and regional assets.** Ideally this would be jointly supported/funded by the county, the city, and other regional partners via Shoot Santa Fe.

¹⁹ “Film Productions on Rise in New Mexico,” Jeri Clausing. Associated Press, May 2, 2013.

²⁰ New Mexico Film Office: www.nmfilm.com/statistics

- **Establish a Northern New Mexico PBS TV station:** Work with appropriate stakeholders to evaluate costs and benefits, including a conduit for locally-produced content.

Green Industries

The Green Industries sector includes three primary components: building, energy and water.

Building

This sub-sector includes materials, design, and construction methods to use fewer resources and healthier products for humans and the environment, while creating durable, high- performance buildings. Both new construction and retrofits/renovation for commercial, government, and residential purposes play a part.

The Santa Fe region has a range of professionals with deep expertise in Leadership in Energy and Environmental Design (LEED),²¹ adobe and other natural materials, historic preservation, Home Energy Rating System (HERS),²² zero emission or “net-zero” homes, Passive House (passive solar design), and other sustainable design and construction specialties. The most resource-efficient buildings are designed for the particular climate and built from regionally available materials, as has been done in this region for centuries.²³

Available data are as follows: green buildings made up 17% of residential construction in U.S. in 2011.²⁴ 480 construction entities in the County generated \$77 million in annual payroll with 2,201 employees.²⁵ 390 new construction jobs in SFC are projected by 2020, an 18% increase. (2011 figures).²⁶ Construction as an industry registered \$5.5 million in GRT, nearly 15% of total County GRT collected (2013).

Major challenges are in the areas of access to financing for retrofits and lack of knowledge about the economic benefits of green improvements and techniques; and the building code and regulatory environments. Key directions for progress in this sub-sector are:

- **Fund green rehabilitation and retrofits** of existing affordable housing from a variety of funding sources, including County funds, and finance new green affordable housing.
- **Improve access to financing** with existing resources, like the existing renewable energy financing district, to provide affordable capital for this work. Channel grants and other funding sources.
- **Review the Sustainable Land Development Code (SLDC)** to embrace green construction, and add new HERS requirements that save consumers money over the life of the building.

Energy

²¹ LEED, the green building certification. www.usgbc.org/leed

²² HERS www.energy.ca.gov/HERS

²³ "Santa Fe Green Building Guidelines." *GoRealty Santa Fe*. Santa Fe Area Home Builders Association & Sustainable Communities, Inc., 2002. Web. 25 June 2013.

²⁴ Thinkprogress.org reported on a survey conducted by McGraw-Hill Construction.

²⁵ United States Census Bureau:

<http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>. August 2013.

²⁶ "2020 In-Brief Santa Fe MSA." New Mexico Department of Workforce Solutions. PDF file.

This sub-sector includes renewable energy generation and decentralized energy systems. Nationally, renewable and clean energy have been among the fastest growing green industry segments in the past decade. Renewable energy and energy efficiency technologies generated 8.5 million new jobs, \$970 billion in revenue, and more than \$100 billion industry profits in 2006.²⁷

Over the past ten years, NM's renewable energy sector more than doubled in electricity generated. NM has the second best solar resource nation-wide, and the state ranks 12th as a wind resource, with especially good potential in the southeast portion of the County. As of 2011, the Santa Fe MSA had 2,820 green jobs, which made up 4% of all jobs in the MSA and 8% of green jobs in the state. Of those jobs, 410 are Renewable Energy, 370 are Clean Manufacturing, 1,820 are Energy Efficiency and 210 are Research, Development, and Administration.²⁸

National estimates indicate that each \$1 million invested in clean energy and energy efficiency creates 16.7 jobs compared with 5.3 jobs generated by spending on oil, gas, and coal. The American Solar Energy Society estimates the renewable energy and energy efficiency industries could create 37 million new jobs in the U.S. by 2030. NM's share would be 236,800 jobs.²⁹

Major challenges are in the areas of access to financing for residential and commercial improvements; the utility policy and regulatory environments; and lack of business and consumer incentives for adoption. Key directions for progress in this sub-sector are:

- **Support financing opportunities** that can accelerate renewable energy, construction energy efficiency, and other green improvements. Bring local banks and credit unions into the effort, thus helping everyone to participate in the green economy. Financing through tax bills, utility payments, bonding, and other County mechanisms can also be considered.
- **Evaluate the feasibility of an energy self-sufficiency mandate** for Santa Fe County Buildings that would incorporate solar and other renewable energy. This would show the County as a leader, "practicing what it preaches."
- **Champion local energy companies** and support their continued efforts and growth.
- **Continue to explore a City and County-owned and operated public power utility** that could help the County implement green initiatives and promote growth in the green economy.
- **Promote development of grid-scale renewables generation and transmission**, with solar and wind resources and location-appropriate transmission lines to access external markets.
- **Develop leadership** in the decentralized energy infrastructure domain, as this gives strong indication of being a major growth area globally while supporting local goals, and can drive export opportunities and the growth of economic base jobs.

Water Efficiency & Conservation

²⁷ Greenforall.org

²⁸ "New Mexico Green Jobs Report: 2011." NM Department of Workforce Solutions 2011

²⁹ "New Mexico's Green Economy." www.stateinnovation.org/Events/Event-Listing/New-Mexico-Workforce/Backgrounder/5-2-NMGreenJobsCabinetReport.aspx

Water resources, and the reality of SFC's arid, high-desert geography, are well-known concerns in Santa Fe County, the region, and State. The area is in its third consecutive record drought year, and climate predictions indicate a continuing trend. Water security is an immediate and pressing concern. Central elements for economic consideration include water supply quantity, quality, sources (watershed, surface and groundwater), sustainability, and access (residential, commercial, agriculture, water rights, etc).

Water conservation and efficiency measures can offer significant economic opportunities if the correct steps are taken; and through a research and innovation program, can lead to economic base jobs and export opportunities for products, services, and solutions to an increasingly water-stressed world. SFC already hosts a rich and diverse ecosystem of businesses, professionals, and NGOs working in this domain, some with regional and national reputations.

Major challenges are in the areas of awareness of potential water stress severity; consumer resistance to water reuse; the regulatory environment; and lack of business and consumer incentives for innovation and adoption.

Key directions for progress in this sub-sector are:

- **Communicate the severity of the challenge**, and climate change trends, to all sectors (residential, building design and construction, commercial, agriculture and ranching).
- **Catalyze the design, development, and deployment** of improved water efficiency, conservation, and reuse products, systems, and behaviors across all sectors.
- **Utilize the Pojoaque Basin Regional Water System** (and other water systems) in support of efficiency and conservation technology development and solutions, and to drive broad adoption and highlight new initiatives in the region.
- **Consider a Regional Water Utility** that uses decentralized community systems under a central management authority to achieve greater efficiency and economic development goals.
- **Choose a target and goal** and inspire innovation to improve upon it with competitions and media.
- **Export solutions** to markets outside the County.

Health and Wellness

This sub-sector includes formal medical treatment, care for the aging and retiree populations, "alternative" medicine and modalities, and recognition of the Santa Fe region as a locus for personal care and spirituality. Economic activities within health and wellness have grown significantly in recent years, and this sector is projected to be among the greatest areas for growth and jobs in the County. Beyond traditional medicine, the County's strong cultural reputation, emerging recreational opportunities, and high density of alternative medicine practitioners could make it a destination for wellness.

Health care is already the fastest growing industry in the County, and Santa Fe is a regional medical center for Northern New Mexico through Christus St. Vincent Regional Medical Center. A rapidly aging population and thousands of newly insured New Mexicans due to the Affordable Care Act present both challenges and opportunities for this sector. Accessibility of care for poor and rural residents is an ongoing challenge that must be addressed to help these communities reach their potential. The Health Care and Social Assistance Industry in the County is composed

of 642 establishments with 8,279 employees, or 14% of total employment. Wages in this sector average \$878 per week, and comprise 16% of total County earnings. Employment increased by 1,880 jobs over 2005-2010, an annual rate of 5%. In northern NM, such employment is expected to grow 27% by 2019, the highest rate among all occupational groups.

Key Directions for Sector Progress

Major challenges in developing this as a sector have mostly to do with the fact that it has never been approached as a growth *industry* per se (i.e., most participants have a social services perspective). In addition, the components of conventional healthcare, alternative modalities, and the needs of extended life-spans have never been integrated into a common concept.

The key direction for progress therefore seeks to address these challenges by convening the full range of stakeholders to begin discussions about how best to promote the County and the region as a destination for health/wellness.

ECONOMIC DEVELOPMENT ACTION PLAN

This chapter provides top-priority recommendations, and specific action items for implementation, based on the findings of the Strategic Plan (above). Tied to SGMP strategies and policies, the recommendations begin with overarching Systems and Infrastructure actions, followed by each of the six Target Industries.

METHODOLOGY

A large set – several hundred initial ideas – was generated by the consultants, community interviewees and roundtable discussion members, industry experts, and via research on other community initiatives elsewhere. Overlapping ideas were combined based on synergies and commonalities. Then, the most feasible, diversified, and impactful ideas, based on the consultants' and experts' informed judgment and SGMP guidelines, were scored along 10 dimensions. The highest scoring ideas were further developed for these Recommendations. Many of the other ideas compiled have merit, and should be revisited in the future for possible implementation.

Portfolio Approach

In addition to selecting a rich mixture of recommendations spanning systems, infrastructure, industries, and goals, these top-priority ideas offer a diversified mix, or "portfolio" of short and simple, more sustained, and ambitious initiatives, labeled as follows:

- **Quick Win** items can be acted upon right away. These are discrete, modest strategies that will rapidly show tangible results. Acting on them addresses immediate issues, and builds a track record of credibility, while starting the implementation of a comprehensive economic development agenda.
- **Build Capacity** items grow and strengthen County capabilities, using what is already in place, to maximize reach and impact. These strategies require investments of resources, and steady tactical advances, in order to realize the ultimate incremental gains.

- **Game Changer** items are newer, larger, and novel strategies that require greater effort and change. These are usually longer-term efforts that require development over time, and are capable of shifting the entire industry or system discussed.

The portfolio mix is summarized in the tables below:

Systems and Infrastructure	Game Changers	Capacity Building	Quick Wins
Small Biz & Entrepreneurs		Partnerships with local business organizations and support entities	Streamline business licensing and registration Procurement codes aligned to support strategic businesses
Collaborative Structures		Seek a regional brand w/ surrounding players to promote entrepreneurship	Ad hoc task forces on specific themes
Finance	Explore community impact investing via SFC corpus or bonds Local viability of GRT increment LEDA Funding vehicles for high-growth/potential areas	Small grants and sponsorship pool for community improvements Hire contract grant writers	
Workforce Dev		Increase Internship programs (Youthworks, AmeriCorps, SER Jobs for Progress, others)	
Infrastructure	Ubiquitous high speed broadband, fiber in target ED areas	Airport increased activity & improvements	
Built Environment		Increase availability of affordable housing Incorporate economic development objectives in uses of County property	

Arts & Culture		Support development of Cultural Corridor Support artists in unincorporated areas	Update BBER study
Ecotourism/ Outdoor rec	Support growth of recreational experience and equipment companies	Explore joint efforts and potential combined marketing efforts between City and County Promote SFC as year-round destination with shoulder season event(s)	Better way-finding for trails and open space
		Support better RV infrastructure	
		Support national sporting events in SFC	
Film & Media	Develop post-production capabilities	Explore co-funding film/media coordinator Facilitate Co-op production entity Evaluate costs/benefits of PBS license in SFC	
Green Industry- All	Foster third repayment mechanisms for energy and other improvements		
Green Building	Make green, affordable housing available	Evaluate feasibility to mandate path for energy self-sufficiency of buildings in SFC	Encourage retrofits to develop the local green building sector
Energy	Support in concept a local public municipal utility	Support SFCC Training Center Corp. programs Promote utility-scale renewable generation, transmission Phase 2 funding for Microgrid Systems Laboratory	Apply Qualified Energy Conservation Bond ED investments in renewables
Water	Create a Decentralized Regional Water Authority	Maximize capture, use of rain and grey water through favorable codes and policies Include ED Manager in Aamodt planning discussions	Develop showcase events around water
Health & Wellness			Focus group to develop industry

EXPLANATION OF THE FRAMEWORK PRESENTATION

Recommendations appear below under relevant top-level “goals,” i.e., critical directions for advancing the overall economic development strategy. Every goal is aligned with specific Sustainable Growth Management Plan goals, strategies, and/or policies for cohesion within SFC efforts, and to ensure a unified vision. The definitions of the terms “goal, policy, and strategy” are applied here as used in the SGMP.

In each section below, the goal is explained, and then the following information is provided for each recommendation:

“Portfolio Type,” as in the table above, classifies each type:

- Quick Win
- Build Capacity
- Game Changer

“Action Needed” details the type of action required by the County:

- **Legislation:** County rule, statute, ordinance and/or policy adoption/change; or passage of a resolution.
- **Collaboration:** County partners with other entities to implement the idea.
- **Investment:** County expends resources in some manner to implement the idea. This means fiscal or similar resources.
- **Facilitate:** County allocates staff time, but not money. It is similar to Collaboration above, but here the County takes a leadership role with active, consistent involvement.

In a few cases, an option is marked with more than one action, “Other” or “All.”

“Time Frame” indicates the period required to accomplish the accompanying recommendation:

- Short: 1-3 years
- Medium: 3-7 years
- Long: 7+ years

“Strategy” explains SFC’s specific action(s) for implementation.

“Resources Needed” provides a high-level assessment detailing resources and actions to implement the idea: funding, relationships, major steps, specific staff time, and/or other items.

“Key Collaborators” identifies major stakeholders to work with: businesses, non-profits, government entities, philanthropic sources, and/or others.

“Capital Needed” is a preliminary estimate of the level of investment required to carry the recommendation forward (by the County or other entities). It is indicated as low, medium, or high. In broad terms:

- Low is less than \$100,000
- Medium is up to \$500,000
- High is greater than \$500,000

Note that this does not imply that the County is obligated to provide any or all of this capital. It is simply a means to understand the scale of the effort itself.

“Metric for Success” identifies the indicators by which progress and implementation can be measured, assessed, and evaluated.

RECOMMENDATIONS

Overarching Recommendations:

Systems and Infrastructure, Multiple Sectors

GOAL 1: Stimulate entrepreneurial activity in Santa Fe County.

This goal is taken directly from SFC’s economic development mission statement. Entrepreneurial growth in Santa Fe County is a key to economic diversification and a reduced dependence on the traditional economic drivers such as Los Alamos National Laboratory, Tourism, and government. It is a foundational activity of economic development efforts by the County.

This is supported by:

- SGMP Goal 8, Policy 8.5

Policy 1.1 *Quick win: Streamline business licensing and registration processes and reduce the registration fees to an amount comparable with neighboring governmental entities.*

This is supported:

- SLDC Chapter 10, Sec. 10.6

Action Needed: Legislation

Time Frame: Short

Description: Make it easy and encouraging for small business in SFC to register, and then renew each year. User-friendly, “one-stop shop” process serves the dual purpose of reducing the number of scofflaws, which allows for better data collection for economic development purposes. At the same time, favorable interactions with the County pave the way for stronger, more positive future relationships. An easy renewal process keeps business owners coming back.

Strategy 1.1.1: Re-design current requirements and processes for greater ease of use by small businesses.

Strategy 1.1.2: Amend County Fee Ordinance so that business registration fees are in line with City fees and neighboring counties.

Strategy 1.1.3: Offer one-stop online registration or in person.

Strategy 1.1.4: Have occupancy requirements based on business type and size. For example, home-based service businesses that rarely have customers on-site are granted a lighter process that is still safe and complies with appropriate review.

Resources Needed: Ordinance and code change and staff implementation. Revenue projected to increase with more systematic annual renewals and an increasing number of business registrations each year.

Key Collaborators: Business organizations, business support entities for education/dissemination, and County internal departments.

Capital Needed: Low

Metric for Success: New fee ordinance adopted reflecting more appropriate business registration fees. New code adopted reflecting simple, streamlined business guidelines.

Policy 1.2 *Build Capacity: Foster active partnerships with local business support programs to enhance target industries.*

This is supported by:

- SGMP Goal 10, Strategies 10.1.1, 10.1.2, 10.1.3
- SGMP Goal 12

Action Needed: Collaboration

Time Frame: Medium

Description: SFC enjoys a rich mixture of support organizations and programs, which rely (in part) on public funding for their continued operations. The County can earn a strong ROI by supporting effective entities and their existing successful programs.

Strategy 1.2.1: Collaborate with and participate in local organizations through sponsorship of events, attending public efforts, connecting businesses and entrepreneurs with appropriate organizations, linking SFC website with others, staying current on ED initiatives, and other active contributions to the regional ED eco-system.

Resources Needed: Staff time, PR through regular communication channels, and small financial support as part of local sponsorships (see Policy 2.4, below).

Key Collaborators: SFC, BizMIX, Accion, Loan Fund, WESST, Velocity Project, SF Business Incubator, SBDC, SCORE, LANL/Sandia's small business efforts, and others.

Capital Needed: Low

Metric for Success: Number of collaborations/partnerships, attendance at events, support in dollars, press/media mentions.

Policy 1.3 *Build Capacity: Collaborate to enhance the Santa Fe brand to include both City and County, and feature their distinctive assets and attributes for entrepreneurial growth.*

This is supported by:

- SGMP Strategy 10.2.1

Action Needed: Collaboration, Investment

Time Frame: Long

Description: Santa Fe's brand is strong, but limited in topic and geography. It would benefit from more contributions to expand the image to include SFC (and the region), and from an identity that fosters the triple bottom line economy.

Strategy 1.3.1: Ensure SFC is "at the table" at discussions and events that shape this identity. SFC aligns its activities with others in the region. SFC staff reinforces the triple bottom line economy messaging in its and other communications and activities.

Resources Needed: Staff time and County wide collaboration, connections, and coordination with other stakeholders. Time and resources from County PR and marketing.

Key Collaborators: County PR and other departments, City of Santa Fe, Convention and Visitors Bureau, business organizations, and other local governments.

Capital Needed: Low

Metric for Success: Media attention and number of media hits, recognition in perception surveys, changes in attitudes by local business people as measured in surveys.

Additional recommendations supporting this goal:

Policy 1.4 *Quick win: Enhance SFC procurement and facilities codes for maximum market stimulus and support of Target Industries. Support County businesses with local preference. Align procurement code as much as possible with SGMP and economic development goals.*

This is supported by:

- SGMP Policy 12.2

Action Needed: Legislation

Time Frame: Short

Strategy 1.4.1: Allocate staff time to evaluating and modifying relevant codes.

Policy 1.5 *Quick Win: Organize ad hoc collaborative task forces for specific ED purposes, e.g., Shoot Santa Fe and a renewed, but more targeted ACE.*

Action Needed: Collaboration

Time Frame: Short

Strategy 1.5.1: Allocate staff time and cultivate political capital, then organize task forces around immediate and specific shared goals.

GOAL 2: Catalyze new capital flows into SFC through innovative financing and grants.

One of the greatest hurdles to growth for new businesses and mature commercial efforts is capital. SFC is well placed to increase the flow of investment financing, public funds, and philanthropy to advance its economic development goals. SFC has direct access to specific tools to use and is well placed to access certain funding. The nature of financing is changing, with the rise of impact investing and socially responsible entities, as well as technology mobilizing crowd-funding and direct public offerings.

This goal is supported by:

- SGMP Goal 12, Policy 12.1

Policy 2.1 *Game Changer: Explore potential allocation of County investment corpus and/or bonding capacity for community investment.*

This is supported by:

- SGMP Policy 12.1

Action Needed: Statutory Legislation
Medium

Time Frame:

Description: Community Investment is the fastest growing field within impact investing (also known as socially responsible investing, or SRI, which in itself is increasingly established in the industry). Today, 1 of every 8 professionally managed dollars is under SRI. Many studies document that SRI investing can generate market or higher portfolio returns.

Community investment focuses on viable local placement of capital that generates financial return while also deriving social and/or environmental benefits. This is not a new concept; the County has already done this with transactions like SF Studios. As one example, SFC could set up an Economic Development Fund to invest into local efforts with promise of return. There are community development organizations that offer a published rate of return for investors (such as the County), and which in turn invest directly into community projects, creating a win-win that includes a small financial return plus a potentially large social return. Supporting local films by providing short-term loans could be repaid by state production rebates. SFC could pursue investment in local renewable energy, and attract target innovators and companies. In addition, fossil fuel *divestment* would offer strong support for alignment with the sustainable elements of the SGMP.

Many public institutions already have such policies in place. One of the largest is CALPERS, the California state employees' pension fund with billions under management. In addition to numerous screening guidelines, 1% is allocated to California community investment.

Strategy 2.1.1: Review feasibility and potential with SFC finance officials. If pursued, SFC would need to establish investment, due diligence, allocation and management criteria.

Resources Needed: Initially, staff time, leadership, political will. Collective effort and internal education will be needed to have managers, financial professionals and leaders understand the goals, value and process directing investment corpus allocation that generates return.

Key Collaborators: Financial professionals, local impact investing community and initiatives, political leaders, County Management

Capital Needed: Very Low to start; grow with time and experience, but any costs should be covered by returns.

Metric for Success: feasibility reviewed, guidelines developed, portfolio requirements, portfolio performance, financial return on specific investments, and other types of return defined and generated.

Policy 2.2 *Game Changer: Explore viability of establishing a Local Option Gross Receipts Tax for Economic Development projects*

This is supported by:

- SGMP Policy 8.6 and 12.1

Action Needed: Legislation

Time Frame: Medium

Description: This recommendation could generate substantial funds dedicated to economic development in Santa Fe County which could be designated for specific purposes. While taxes are not popular, the return on investment for this is high.

Strategy 2.2.1: Facilitate efforts by seeking expert input

Resources Needed: To explore viability, this needs resources: some time from experts both local and nationally, and input needed from key politicians. To advance to fruition, will need high political will and social capital.

Key Collaborators: Internal County personnel, political leaders, technical experts and input from key community voices

Capital Needed: Low

Metric for Success: Viability understood, report generated, next steps to referendum documented.

Policy 2.3 *Game Changer: Explore how available financing mechanisms can be used to enable the Community College District and other projected high growth areas to achieve Economic Development objectives.*

This is supported by:

- SGMP Goal 11 and 12, Policy 12.1, 11.2

Action Needed: Legislation/Other

Time Frame: Long

Description: To accelerate advances in the fastest growing economic areas in the County, SFC can identify and support utilization of available financing mechanisms as appropriate. This facilitates greater, appropriate growth by attracting entities connected with the Target Industries as well as services that support the employees and students, including food, housing and other needs.

Examples of available financing mechanisms include Local Economic Development Act, Industrial Revenue Bonds, and Tax Increment Development District (TIDD). TIDDs are mechanisms to support economic development and job creation by providing gross receipts tax financing and property tax financing for public infrastructure. New Mexico Finance Authority is promoting financing and grants for government and private entities that foster economic development. Working with banks on existing deals accelerates transactions.

Strategy 2.3.1: Lead efforts to explore bringing new and additional funding mechanisms to the CCD and other projected high growth areas to help new businesses access capital.

Resources Needed: Leadership and political navigation, some money by County for administration, with emphasis on net gain for any County expenses.

Key Collaborators: SFC, SFCC, SF Studios, BTI, civic groups, Edgewood area stakeholders, Chambers of Commerce, planning entities

Capital Needed: Depending on financing mechanism, Medium to High)

Metric for Success: Identify feasible sources of supplemental funding.

Policy 2.4 *Build Capacity: Allocate funds to a small-grants and sponsorship pool for targeted ED.*

This is supported by:

- SGMP Goal 12, and Policies 12.2 and 12.4

Action Needed: Investment

Time Frame: Short/Medium

Description: The County should take a small amount of its economic development budget and combine it, when needed, with State, City and other sources to support small community initiatives and organizations through sponsorship, participation, and funding. "Investment" means taking monies and offering challenge grants, matching funds, returnable capital, and sponsorships where the County gets value, as well as increasing probability of successful initiatives. Making small community improvement grants available supports events, improves facilities, creates signage, and other specific uses to move economic development.

Strategy 2.4.1: Establish criteria for selection, administration processes and reporting requirements. This will be a light administrative effort, not a new bureaucracy.

Resources Needed: Small line item within the economic development budget, as State funding is often available. In addition, it requires staff time for the administration, management and tracking of capital. Some marketing/promotion effort will be needed, as well as education of local community entities.

Key Collaborators: SFC, County Commissioners, community groups, County internal staff

Capital Needed: Low

Metric for Success: Amount of money provided, report back on uses of money provided

Policy 2.5 *Build Capacity: Hire contract grant writers to catalyze local applications for large philanthropic and federal grants.*

This is supported by:

- SGMP Goals 8-13

Action Needed: Investment

Time Frame: Medium

Description: A very small portion of the economic development budget should be used to contract with grant writers on an as-needed basis, for specific applications of strategic value that have high probability of bringing in large grants from philanthropic, federal, or other sources.

The County will partner with local entities, such as the City and leading non-profit organizations to leverage its standing to channel new funds into the community. This has been done in many other communities, and captures the opportunity created by federal funding agencies, some of which report that "money is sent back from NM to Washington every year."

Strategy 2.5.1: Dedicate budget allocation.

Strategy 2.5.2: Work with key collaborators; establish decision-making criteria.

Resources Needed: staff time, small amount of funding that leads to greater capital brought in.

Key Collaborators: SFC, nonprofit organizations,, City of Santa Fe, local communities, NM state agencies, government agencies, foundations

Capital Needed: Low

Metric for Success Return on Investment: amount of money invested vs. amount awarded.

GOAL 3: Maintain a strong workforce to attract/retain businesses.

Any economic development plan is only as viable as the workforce available to execute it. Given the disproportionately low number of young people in the community, SFC economic development seeks to engage young professionals meaningfully in the community and attract more of them as a measure to counteract the outward flow of this population.

This goal is supported by:

- SGMP Goal 13, Policies 13.1, 13.2, 13.3

Policy 3.1 *Quick Win and Build Capacity: Engage Internship, apprenticeship, and entry-level professional programs; support SFCC and SER Jobs for Progress training programs.*

Action Needed: Other

Time Frame: Short

Description: This recommendation fosters an environment of professional development, and builds a broad coalition offering regular support for entry level jobs, professional development, and a path to advancement. A first step is to involve internships and apprenticeships in County government with groups including YouthWorks and national AmeriCorps programs (Americorps, VISTA and RSVP); in Santa Fe the EarthCare team is an example, in County government and local agency projects. This recommendation also supports training by local entities like SER Jobs for Progress and other workforce development entities.

The longer term effort envisions a collective ecosystem for young professional jobs, and regular entry opportunities that are well known and available in public, private and non-profit organizations.

Strategy 3.1.1: Facilitate efforts to secure grants for internships; design internship programs based on organization requirements; and include interns and professional development in other SFC funded efforts.

Resources Needed: High leverage opportunity for little investment. YouthWorks has established guidelines and an example at the County and City for apprenticeships, which can readily be replicated. Longer term, SFC staff time invested into collaboration brings together others interested in young professional development through the Chamber and other entities. To expand efforts, a grant writer is contracted to assist with securing internship funding; \$10,000 is the match cost per year to fund each AmeriCorps VISTA position, for example.

Key Collaborators: SFC, Youthworks, SFCC, County agencies NM state commission on volunteerism/Corporation for National Service (AmeriCorps), Chamber of Commerce,

City, labor unions, workforce development, educational institutions, private sector employers

Capital Needed: Low

Metric for Success: Number of interns, number of hires, number of trainings

GOAL 4: Make critical infrastructure improvements and capitalize on the existing built environment for economic development goals.

Maximizing existing physical resources for economic development is foundational to the overall strategy and vision. Strong, functioning and efficient infrastructure is a vital building block for local economic activity and tourism alike. The County will participate in and contribute to valuable infrastructure improvements that generate high return on investment. It will leverage its budget, work with others, and – where necessary – seek additional resources.

This goal is supported by:

- SGMP Goal 9

Policy 4.1 *Game Changer: Support establishing ubiquitous, affordable high-speed broadband county-wide, and particularly in targeted ED areas.*

This is supported by:

- SGMP Policy 9.1, Strategy 9.1.1

Action Needed: All

Time Frame: Medium

Description: This recommendation encourages expansion of high-speed internet access throughout the County, particularly in higher economic traffic zones. It specifically ensures adequate and affordable connectivity to and around the Community College District (CCD). It suggests exploring the viability of connecting REDI Net to National Lambda Rail. It also involves the establishment of additional wireless networks, especially for rural regions of the County. Given the County’s limited roles, responsibilities and capabilities regarding broadband, it should embark upon ways to partner or cooperate with other public sector entities and with the private sector interests, to achieve social and economic win-win outcomes.

Building on the success of the SFRTC and REDI Net, the County should perform a County-wide needs assessment to determine where the current gaps are in broadband connectivity, and where the County should target resources, which could include an open fiber network extension from the REDI Net Point of Presence (POP) at the County Fairgrounds to the CCD; other anchor sites should also be considered as the basis and focus for greater countywide broadband planning considerations and initiatives.

Strategy 4.1.1: SFC will facilitate collaborative action among regional stakeholders, particularly to ensure the right institutions and organizations are at the table; involve the private sector and support their lead; and work toward consensus around the idea.

Strategy 4.1.4: Consider leveraged investments in particular projects that offer strong return.

Resources Needed: Some staff time and political support are required at minimum; possibly capital at a later stage.

Key Collaborators: SFC, REDI Net, consultants, City of Santa Fe, SFCC, Santa Fe studios, businesses and residents in and around CCD and other priority areas, private providers

Capital Needed: High

Metric for Success: Comprehensive plan established that ensures all of SFC has access to high-speed broadband.

Policy 4.2 *Build Capacity: Actively work to increase availability of affordable housing in SFC.*

This is supported by:

- SGMP Policies 8.1, 8.2, 8.3, 13.1

Action Needed: All

Time Frame: Medium

Description: Housing is a significant portion of the County's tax base. Construction is a key component of the local economy. High housing prices make affordability a challenge, decreasing live-ability for some in this community. For this recommendation, SFC will actively foster an increase in affordable units through new development, rehabbing existing housing stock, and repurposing buildings throughout the County, including communities such as El Dorado and Edgewood. For funding, provide additional funding for existing and recommended affordable housing initiatives. Specialized efforts will be encouraged to support specific populations and create communities, such as artists, seniors, film workers, or immigrants, among others.

Strategy 4.2.1: Create supportive and logical policy; provide leadership; enable access to third-party financing; and offer facilitation to advance this agenda.

Strategy 4.2.2: Channel existing SFC budget line items to maximum effectiveness. For example, direct allocation of portions of the affordable housing budget to programs that attract/retain artists, entrepreneurs, filmmakers and seniors would directly support ED goals.

Resources Needed: This recommendation is best executed on a case-by-case basis to support specific developments with focused attention on targeted populations.

Key Collaborators: Santa Fe County Affordable Housing Program, Santa Fe County Housing Authority, Homewise, Homebuilders Association, Housing Trust, public agencies such as HUD, NM Mortgage Finance Authority, and other affordable housing NGOs.

Capital Needed: High

Metric for Success: Measurable reduction in Public Housing Authority waiting list, Number of projects, number of housing units, dollars invested in affordable housing, number of families served, targeted businesses, and entrepreneurs served.

Policy 4.3 *Build Capacity: Support increased activity at and improvements to the SFC airport.*

This is supported by:

- SGMP Goal 9, Policy 9.2

Action Needed: Facilitation, Investment

Time Frame: Medium/Long

Description: The FAA reports passenger visits at Santa Fe Municipal Airport are increasing. Commercial traffic was nearly 48,000 people in 2012 and more flights per day started in 2013. The Airport is a port of entry to the region. As such, it should be physically capable and have amenities of value to those local people who use it, and serve to enhance our visitors' experience. A visitor experience amenity or some similar outreach element would provide travelers information about destinations and events in the County and provides another opportunity for SFC to showcase its many activities.

Strategy 4.3.1: Partner with the City and regional stakeholders to make improvements to the airport, and consider ways to improve the visitor experience for arrivals, including providing County-specific information for tourists as well as an expanded and remodeled arrival area..

Resources Needed: Staff time. SFC would need to provide limited funding for improvements on case-by-case basis, while federal and possibly state funding is procured for major upgrades.

Key Collaborators: SFC, City of Santa Fe, Airport personnel, Aviation Association of Santa Fe, FAA, Convention and Visitor's Bureau

Capital Needed: Medium

Metric for Success: Visitor experience enhanced, and capital projects considered.

Other recommendations that support this goal:

Policy 4.4 *Build Capacity: Incorporate economic development objectives in uses of County property.*

Action Needed: Other

Time Frame: Medium

Strategy 4.4.1: Lease a portion of old judicial center to a developer for ED-congruent purposes, e.g., an artisan incubator with shared facilities and resource support.

Resources Needed: Mostly political will and staff time and diligence in promoting this idea. This has potential to generate income for the County through a lease, while supporting commercial activity, PR, and other benefits.

Target Industry Recommendations

Agriculture

GOAL 5: Maintain safe, continued use of lands for agricultural purposes, increase access to healthy foods by eliminating "food deserts," and provide more markets for local farmers/ranchers.

Despite a high level of farming activity in SFC, the overall acreage of land under active agricultural cultivation is declining. Many communities in the County are far from fresh food,

and in some cases, any food purchase at all. Lands are threatened by fire, degraded by poor management, and impaired by other natural disasters, like drought.

Efforts at addressing this gap are ongoing and have been successful, but could use support to grow and expand into new areas. Increased access to fresh food has indirect benefits too, as diets consisting of large amounts of processed foods are linked to illnesses like diabetes and obesity, which carry costs on the community.

This goal is supported by:

- SGMP Goals 14, 15, 16

Policy 5.1 *Build Capacity: Support expansion and availability of local food and local farmers markets in SFC.*

This is supported by:

- SGMP Policy 14.1, Strategy 14.2.3, Policy 15.1, 15.2, Strategy 15.2.1, Policy 15.4, Strategy 15.4.1 through 15.4.10

Action Needed: Collaboration

Time Frame: Medium

Description: This recommendation serves the dual purpose of connecting farmers to local markets to sell their products, and connecting populations with the fresh food that may be lacking in their community. Existing successful efforts can be easily replicated.

Strategy 5.1.1: Collaborate with organizations working toward this goal to identify priority areas for location of new farmers markets and capitalize on existing relationships within those areas to ensure the success of new markets.

Strategy 5.1.2: Support marketing and promotion of new markets, after sites are secured.

Resources Needed: The County's efforts would mostly be coordination of organizations with communities in need. A small co-funding/co-investment allocation would help advance existing programs (this relates to the community investment grant pool listed above).

Key Collaborators: SFC, SF Farmers Market and Farmers Market Institute, MoGro – the Mobile Grocery, Farm to Table, Community entities like Madrid Cultural Projects, farmers, individuals in target communities.

Capital Needed: Low

Metric for Success: Number of new farmers markets established.

Policy 5.2 *Game-changer: Pursue land restoration activities for agriculture, including forest rehabilitation/thinning, and capitalize on SFC as a leading "Fire Resistant Community" and "wild land-urban interface community."*

This is supported by:

- SGMP Goal 19

Action Needed: Facilitation

Time Frame: Long

Description: This recommendation is a safety measure to mitigate the damage to personal property and land that can result from wildfires that occur in the wildland-urban interface zone. It is also an economic development recommendation to build specialized knowledge so that the region can be known for fire prevention, training and abatement, while creating local jobs, products, and businesses. In addition, it can support the restoration of productive agricultural acreage.

Some existing efforts for this are already underway. The goal is to expand this towards positioning SFC as a destination for trainings, academics and other visitors, and a magnet for federal and philanthropic funding for woodlands restoration. Then, the next step is to build expertise locally in this topic. Last, this expertise can be exported from SFC to other locales. SFC is already one of 8 “hubs” nationally for a pilot program. Additionally, local NGOs, like The Nature Conservancy and Forest Guild, are advancing efforts to promote forest thinning and watershed protection, which lead to new job creation.

Strategy 5.2.1: Connect players to each other and make sure the right stakeholders are informed and at the table.

Strategy 5.2.2: Use this topic as an opportunity for grant-writing (see recommendation under infrastructure and systems/financial innovation, above) and apply for program funding.

Resources Needed: Staff time and some PR. As the initial suggestion is to support existing efforts and have others lead, could be very little effort for great activity in the County.

Key Collaborators: SFC, City of Santa Fe, USFS, Nature Conservancy, neighboring Counties, other non-profits

Capital Needed: Low

Metric for Success: Establishment of one forest thinning program in SFC. Total number of programs run in SFC, number of organizations involved in consortium, funding raised towards this topic, number of acres affected.

Arts and Culture

GOAL 6: Cultivate the growth and success of arts and culture related entrepreneurial efforts in unincorporated areas of the county.

The epicenter of this sector undeniably lies within the City of Santa Fe. One of the principal challenges to continued growth in this sector is connecting artists and artisans not represented in the City to markets – both physical and virtual. Many of the artists living and working in SFC lack the means and/or the business knowledge to sell their products themselves, or they lack access to regular markets. Growth and success of arts entrepreneurs in other areas of the County brings critical revenue to those communities, and also ensures continuation of those activities that draw visitors to the County in the first place.

This goal is supported by:

- SGMP Policy 10.2

Policy 6.1 *Build Capacity: Support development of a cultural corridor from Albuquerque to Taos.*

This is supported by:

- SGMP Strategy 10.2.1

Action Needed: Collaboration

Time Frame: Medium

Description: This existing endeavor, spearheaded by the Global Center for Cultural Entrepreneurship, is designed to promote cultural activities in Northern New Mexico for travelers seeking authentic experiences. The planned corridor has potential beneficial impacts on other identified target sectors: Agriculture via the development of agritourism, and ecotourism through the promotion of recreational activities that connect people to natural heritage.

Strategy 6.1.1: Collaborate in the development of this project region-wide and support the promotion of County Gallery Tours, Feast Days and other cultural draws.

Resources Needed: This recommendation inter-relates with other recommendations and, if successful, could greatly benefit unincorporated and incorporated areas. As a collaborative effort, it wouldn't need much funding, but it could be a source of investment.

Key Collaborators: SFC, GCCE and the network it has assembled around this project, Northern Rio Grande National Heritage Area, other government agencies

Capital Needed: Low

Metric for Success: Increase in tourism measured by visitations and LTAB receipts. Visits to major SFC based cultural events, PR and media attention for SFC based efforts, events and activities. Increased public awareness, knowledge and satisfaction with cultural opportunities throughout the County.

Policy 6.2 *Build Capacity: Explore how SFC can better support artists outside the City, e.g., marketing galleries and destinations other than Canyon Road, business training for artists, etc.*

This is supported by:

- SGMP Strategy 10.2.3

Action Needed: Collaboration, Investment

Time Frame: Medium

Description: Many artists living and working outside of the City of Santa Fe are removed from the potential buyers drawn to the galleries downtown and on Canyon Road, and so need help developing other means to reach markets – physical or virtual.

Strategy 6.2.1: Collaborate with individuals and organizations to identify how best to allocate funding for maximum benefit and impact.

Strategy 6.2.2: Facilitate connecting business service entities with appropriate artists and arts groups.

Resources Needed: Facilitation requires staff time. This recommendation requires County funding for business services for artists, e.g., training on how to market directly to buyers, how to use the internet to drive business, tax planning, etc.

Key Collaborators: SFC, GCCE, Creative Santa Fe, Santa Fe Business Incubator, Littlelobe, Gallery Tour organizers, art gallery association

Capital Needed: Low

Metric for Success: Number of business services classes offered to artists, number of people in attendance, artists' perception survey, and changes in revenue/GRT

Policy 6.3 *Quick Win: Map the arts sector. Partner with Creative Santa Fe and the City of Santa Fe for an update to the Bureau of Business and Economic Research study on Arts and conducted in 2004.*

This is supported by:

- SGMP Policy 10.2

Action Needed: Investment

Time Frame: Short

Description: Given the importance of this sector to the economies of the County and the City, as well as the greater region, SFC should endeavor to stay abreast of any changes or trends and understand the effects of the recession and the increased number of virtual storefront websites, if there are any.

Strategy 6.3.1: Contribute funding to the cost of updating the study, in partnership with other stakeholders.

Resources Needed: Funding

Key Collaborators: SFC, Creative Santa Fe, City of Santa Fe, NM State Tourism, other arts/culture organizations

Capital Needed: Low

Metric for Success: Completed Update

Ecotourism and Outdoor Recreation

GOAL 7: Grow the ecotourism and outdoor recreation sector through partnerships and responsible development of County lands as recreational opportunities.

The County's primary focus in development of this sector is as a facilitator, bringing together discrete public, private, non-profit and philanthropic interests for larger collective actions. The result is increased ecotourism and outdoor recreation with more local and visiting people accessing and using SFC, while growing businesses that support the sector, including equipment design, manufacture, and distribution. The objective is greater frequency of activity by locals and longer visits by tourists, leading to businesses and jobs. This leads to more money spent in the County and a growing recognition of SFC in a branded manner. A thriving recreational market requires good infrastructure including trails, way-finding signage, RV/camping facilities, and connecting transportation.

This goal is a confluence of multiple objectives in the SGMP, notably Strategy 10.2.1, Policy 9.2

Policy 7.1 *Build Capacity: Support organization of and promotion for tourism shoulder season activities, initially surrounding a specific event.*

This is supported by:

- SGMP Goal 9, Strategy 9.2.1, Policy 10.2, Strategy 10.2.1

Action Needed: Collaboration

Time Frame: Medium

Description: Development and promotion of off season-activities increases income for County businesses and entities. It stabilizes seasonal income with year-round visitations. The area around the SF Ski Basin especially can benefit from increased use during non-snow period. Many other similar winter ski locales have supported mountain biking, hiking, or infrastructure for summer activities – like zip lines and ropes courses. Additional access to open space brings more visitors during spring and fall.

Strategy 7.1.1: Work with partners to leverage private sector and public involvement toward the objective.

Strategy 7.1.2: Support specific high-ROI shoulder season projects, based on increased use or visitation, through coordination and marketing. This includes both one-off special events, annual initiatives, and new commercial activity. Support the development of a public transportation option to the SF Ski Area during the winter months.

Resources Needed: Staff time to convene and work with stakeholders. Grants for events (see the financial section for details). PR and marketing for new efforts.

Key Collaborators: SFC, local businesses, Convention and Visitors Bureau, Chamber of Commerce, State Tourism, and others; see eco-tourism chapter.

Capital Needed: Low to medium

Metrics for Success: Increased number of recreational tourists in shoulder seasons. Increased use of lands through visitation numbers.

Policy 7.2 *Build Capacity: Explore joint efforts and potential combined marketing efforts between City and County.*

This is supported by:

- SGMP Strategy 9.2.1, 10.2.1

Action Needed: Collaboration

Time Frame: Short

Description: The County should explore collective action so that SFC's limited marketing time and resources go further. To wit, SFC should explore OTAB/LTAB collaborative efforts, with an eye towards collective action and potential merging of efforts and planning. SFC doesn't have as much leverage with its existing budget of \$400,000 as it could if planning were coordinated with that of the City's OTAB. Further to this, the County should make a concerted effort to highlight promotion of cultural festivities and other activities in County (most websites address City events). Tourism marketing efforts should be merged so that Santa Fe – including City and County – is the destination.

Strategy 7.2.1: Collaborative with City officials on joint efforts; contribute to decision-making about marketing; gauge feasibility of combined efforts.

Resources Needed: Staff time.

Key Collaborators: SFC, City of Santa Fe, LTAB, OTAB, Convention and Visitor's Bureau

Capital Needed: None beyond existing resources.

Metrics for Success: Number of joint marketing campaigns. Amount of joint spending. Impact on County tourism, as measured by GRT.

Other Recommendations that support this Goal

Policy 7.3 ***Quick win: Improve way finding along trail networks, inter-connectedness between trail networks, and increased multiple use of trails.***

Action Needed: Collaboration, Investment

Time Frame: Short

Strategy 7.3.1: Provide staff time and minor investments/coordination

Policy 7.4 ***Capacity Building: Support establishment of expanded RV infrastructure in the County.***

Action Needed: All

Time Frame: Short

Strategy 7.4.1: Provide staff time to evaluate key issues, solutions, sites, and partners.

Strategy 7.4.2: Allocate potentially small amounts of capital to catalyze efforts; focus on facilitation to work with other entities, particular those with strong site potential.

Policy 7.5 ***Capacity Building: Support national sporting events and gatherings in SFC.***

Action Needed: Collaboration, Investment

Time Frame: Medium/Long

Description: This is a low-cost, high-return initiative with strong induced effects, that builds on the City of Santa Fe's recent success hosting a national mountain biking event.

Strategy 7.5.1: Facilitate assembly of the optimal public/private consortia for each event opportunity.

Strategy 7.5.2: Where necessary, make selected investments on good chances at appropriate scale to the size of the event to generate high ROI to the County.

GOAL 8: Leverage SFC's reputation and quality of life to attract and recruit businesses that add to the triple bottom line economy, such as building the outdoor recreation cluster and bicycle supply chain.

Existing economic development models have shown that successful business recruitment capitalizes on the existing strengths of that community, including existing businesses, stated

economic development goals, and shared values. SFC has an abundance of open space, and proximity to much more in the state and the region, and an initial success with assisting Bicycle Technologies Inc (BTI) establish a business presence in SF County.

This goal is supported by:

- SGMP Policy 10.3

Policy 8.1 *Game Changer: Support growth of recreational experience and equipment companies.*

This is supported by:

- SGMP Goal 10, Strategy 10.1.1, 10.1.3, Goal 11, Policy 11.1

Action Needed: Collaboration

Time Frame: Medium

Description: The County should work with other economic development entities and existing businesses to attract design/innovation and manufacturing companies making recreational equipment; this will in turn lead to spinoffs and startups by local entrepreneurs. Growing this sector would bring sustainable jobs and bolster ecotourism and outdoor recreation in the County.

Strategy 8.1.1: Facilitate recruitment of new companies and provide select funding and support for opportunities with high ROI potential.

Resources Needed: Primarily, SFC should provide staff time for facilitation and recruitment. Political will is required to support zoning efforts, as well as the utilization of available mechanisms – like LEDA and bonding to catalyze significant projects. For any capital to be expended on the part of the County, a structured due diligence process must be done, with verified ROI.

Key Collaborators: SFC, NM Partnership, RDC, City of Santa Fe, BTI, Outside Magazine, Chamber of Commerce

Capital Needed: Low to Medium

Metrics for Success: Successfully recruit one new outdoor recreation design/manufacturing business by 2016.

Film and Media

GOAL 9: Develop a thriving independent and local Film/Media Sector while growing the core studio business and diversifying into post- and digital production.

SFC should continue its progress in developing this sector by focusing on post-production and digital capabilities, and local and independent productions.

This goal is supported by:

- SGMP Policy 10.1

Policy 9.1 *Game Changer: Develop post-production capabilities.*

This is supported by:

- SGMP Policy 10.1

Action Needed: Collaboration

Time Frame: Long

Description: Grow post-production, digital, video gaming, and (to the extent feasible) emerging media in a cluster by working with existing film entities (SF Studios, Garson Studios, IATSE Local 480, Shoot Santa Fe) and assessing capabilities and facilities. This will allow the addition of more complementary entities, offering a range of post-production and digital services to the core production business. It can then support expansion in other locations as notable talent and businesses take root.

Strategy 9.1.1: Facilitate stakeholder consensus, market to and recruit target companies and experts, in collaboration with SF Studios, Garson Studios, IATSE, and Shoot Santa Fe.

Strategy 9.1.2: Make additional leveraged investments and/or loans, on reasonable terms, to catalyze a well-conceived and detailed expansion and development program.

Resources Needed: Staff time at first. Political leadership and consistent messaging. Active recruitment, PR and marketing. If an acceptable development plan can be prepared with acceptable financial terms, then leveraged debt or equity capital and/or loan guarantees to help fund execution.

Key Collaborators: SFC, IATSE, SF Studios, Garson Studios, Shoot Santa Fe and other key stakeholders.

Capital Needed: Medium-High

Metric for Success: Establishment or recruitment of post-production facilities capable of handling major film productions.

Policy 9.2 *Build Capacity: Form a “co-op” production entity with SFCC/SFUAD/IAIA for production of local content, such as governmental PSA’s and informational programming, local promotional and tourism programming, etc.*

This is supported by:

- SGMP Policy 10.1, 12.2, 12.4, 13.2, 13.3

Action Needed: Collaboration

Time Frame: Medium

Description: This follows an example set by Albuquerque’s Digital Filmmaking Institute. A cooperative production company would partner with regional film and media training programs to produce locally-themed content for commercial use and exploitation in the region, giving students entry-level professional experience and a career pathway, while producing useful media content.

Strategy 9.2.1: Facilitate the creation of such an entity with essential stakeholders.

Resources Needed: Minimal amount of staff time would be required for facilitation, and Shoot Santa Fe should be the prime mover.

Key Collaborators: Shoot Santa Fe, SFCC, SFUAD, IAIA

Capital Needed: Low

Metric for Success: Establishment of a new co-op production entity, increase in local content created, increase in crew positions for locals.

Policy 9.3 *Build Capacity: Explore, with Shoot Santa Fe, co-funding a film/media coordinator focused on the Santa Fe region, with range of skills to grow all aspects of the industry, and help facilitate financing, production, and distribution for independents and locals.*

This is supported by:

- SGMP Policy 10.1

Action Needed: Collaboration

Time Frame: Medium

Description: SFC should explore the establishment of a contract position to coordinate efforts in this sector, focus on the particular needs of the core studio business in the Santa Fe region (as a complement to the NMFO's state-wide perspective), guide the process for post-production and digital media diversification, and provide support and liaison services to independent and local filmmakers.

Strategy 9.3.1: Join with other Shoot Santa Fe members to assess the feasibility of the idea.

Strategy 9.3.2: If feasible, provide partial funding for the contractor, and general support for Shoot Santa Fe efforts toward this end, along with all other regional participants.

Resources Needed: Full execution of this recommendation requires funds to support the contractor. There is an expense, but also high ROI potential. Funding should be tied to specific performance, targets, and outputs from the contractor, to the extent that is reasonable.

Key Collaborators: Shoot Santa Fe members

Capital Needed: Low (assuming all contribute)

Metric for Success: Increase in all County media industry goals: core studio production, diversification, independent production, and local production, by number; associated job/crew positions, earnings, and GRT

Policy 9.4 *Build Capacity: Work with appropriate stakeholders to evaluate costs and benefits of establishing a northern New Mexico PBS TV broadcast station.*

This is supported by:

- SGMP Policy 10.1, Goal 12, Policy 12.4

Action Needed: Collaboration

Time Frame: Short/Medium

Description: Local PBS spectrum would provide a means to air locally produced content, and serve as an incentive for local production, while creating an additional media channel to publicize the County and the north-central region

Strategy 9.4.1: Facilitate and support a group effort to evaluate this idea.

Resources Needed: This recommendation requires staff time by County, as well as staff time from key collaborators. Possibly some marketing and promotion.

Key Collaborators: Shoot Santa Fe members, SFUAD, SFCC, IATSE, NCNMEDD, RDC, IAIA, Congressional delegation, Northern County governments

Capital Needed: Low

Metric for Success: Successful feasibility assessment, accurate cost/benefit analysis; success if pursued measured by amount of locally produced content and number of viewers

Green Industries – All

Goal 10: Make sustainable conservation and efficiency improvements such that green energy is more accessible and affordable for all.

Human behavior and consumer patterns are difficult to change. But with the right incentives and financing vehicles, coupled with education and promotion, significant advancement is possible in people’s awareness, use, and conservation with greater adoption of green products and practices throughout the community.

This goal is supported by:

- SGMP Policy 9.3, Strategy 10.1.4, Goal 23, Policies 23.1-7, Goal 24, Policies 24.1-10

Policy 10.1 *Game Changer: Allow for repayment mechanisms for financing (County or third-party) for water efficiency, recycling, construction, energy efficiency and renewable energy generation improvements.*

This is supported by:

- SGMP Strategy 23.2.2, Policy 24.10

Action Needed: Collaboration, Investment

Time Frame: Medium/Long

Description: This would offer consumers and businesses the option to have approved green industry improvements to their property be financed affordably with repayment through existing obligations like utility bills or other mechanisms, and by working with local banks and credit unions to develop or enhance green loan products and offerings. This method is already utilized by energy and other utilities across the country, as well as commercial PACE programs. It has a track record of success, a history of excellent repayment rates, and overcomes a stated primary impediment to green industry adoption – high up-front costs. It will in turn serve as a market driver, allowing more companies to innovate, develop, and sell solutions to consumers here, and eventually to export markets.

The ideal scenario is one where the monthly loan payments for an energy, efficiency, or water improvement are equal to or less than the reduction to the relevant bill.

Strategy 10.1.1: Work with utility and other entities, including energy efficiency companies, renewable energy installers, and builders. Coordination is needed to identify

and support financial partners to develop tailored products. Utility entities and private sector investors will eventually be able to handle such efforts.

Strategy 10.1.2: Raise grant dollars (see grant writing above) and possibly support an initial funding mechanism to catalyze pilot initiatives or guarantee mechanism to motivate other investors.

Resources Needed: Staff time at first. Then, can be done via County direct financing (bonding) or provided by a third party through County support.

Key Collaborators: Utilities, private investors, NM Finance Authority, NM Mortgage Finance Authority, Homewise

Capital Needed: Low.

Metric for Success: Number of participants, amount of energy or water conserved (if measurable or tracked through programs), and amount of financing made/repaid. Amount of Co2 emissions avoided, where tracked by others.

Green Industries – Building

GOAL 11: Reduce the energy footprint of SFC’s building stock.

One of the core principles outlined in the SGMP directs the county to reduce its carbon footprint through energy conservation and efficiency, as well as use of renewable energy sources. This supports the economic development agenda both by setting an important example, and also by stimulating the market for goods and services needed to achieve these goals. The built environment provides ample opportunity for carbon footprint reduction through efficiency gains, renewable energy and conservation of resources.

This goal is supported by:

- SGMP Goal 24, Policy 24.1, Policy 25.1

Policy 11.1 *Game Changer: Make green, affordable housing available throughout the County.*

This is supported by:

- SGMP Policies 23.4 and 48.1, Strategy 48.1.1

Action Needed: Investment

Time Frame: Long

Description: Support access to affordable financing for low-risk developers building and renovating green affordable housing. Increased access to affordable housing is core to the SGMP and stated economic development goals. Coupling it with Green Industries goals doubles the impact.

Strategy 11.1.1: Catalyze more affordable housing to be renovated and constructed by helping to navigate County steps, connect to financing, and – in appropriate cases only – supporting short term financing, while maximizing energy and water efficiency in design and construction.

Resources Needed: Dedicated staff time for careful selection of investments of short term financing in case-by-case basis for projects with high value ROI and community engagement.

Key Collaborators: Santa Fe County Affordable Housing Program, Santa Fe County Housing Authority, Housing Trust, Homewise, Homebuilders Association, Habitat for Humanity, construction industry broadly, SFCC

Capital Needed: Low-Medium, some of which is allocated for housing

Metric for Success: Number of projects developed, number of homes built/renovated, green performance standards achieved

Policy 11.2 *Build Capacity: Evaluate feasibility of a mandate that Santa Fe County Buildings develop a pathway to energy self-sufficiency by incorporating solar and other renewables.*

This is supported by:

- *SGMP Goal 23, Policy 23.1, Goal 23, Policy 24.1*

Action Needed: Investment; possibly Legislation

Time Frame: Short

Description: Santa Fe County has already stated its interest in building a thriving economy based on renewable energy. To that end, it can explore ways to lead by example by evaluating the requirements needed for its own buildings to become net zero consumers of energy. To the extent feasible, this standard would be adopted for new construction, as well as quality improvements for existing structures to improve their performance as much as possible. County staff would also be educated in behavioral and procurement measures that lead to reduced energy and water usage.

Strategy 11.2.1: Direct the evaluation of SFC building stock, assess feasibility, develop phased standards, and then conduct pilot efforts.

Resources Needed: Staff time to conduct the evaluation or funding for a third-party to do so. County staff education campaign.

Key Collaborators: County departments

Capital Needed: Low for feasibility assessment, moderate for standards development, potentially high for full implementation, but with predictable pay-back periods

Metric for Success: Completed evaluation with calculated cost/benefit and understanding of feasibility. Phased implementation standards. Selection of pilots.

Other recommendations that support this goal:

Policy 11.3 *Quick Win: Encourage retrofits of existing housing stock, to develop Green Building sector.*

Action Needed: Collaborate

Time Frame: Short

Strategy 11.3.1: Partner with SFCC, Home Builders Association, and sub-contractors to evaluate opportunities and challenges.

Strategy 11.3.2: Allocate possible staff time to identify potential financing options and partners.

Green Industries – Energy

GOAL 12: Achieve energy independence and a thriving economy based on renewables.

Taken directly from the SGMP, this goal has the dual benefit of supporting the County's renewable energy industry sector and avoiding carbon emissions. It will also serve as a magnet for innovators and entrepreneurs. It furthers the County's clean energy and economic development vision and goals.

Pursuit of this goal will also raise critical questions (and help to develop answers), such as: What percent of consumers' energy would they like from renewable energy and by when? How much of their electricity could be locally-sourced? How can energy efficiency renovations of existing buildings and locally-sited renewable energy deployment play a significant role in stimulating job creation and economic development To what extent can the County vision and goals be achieved under the existing private utility scenario, versus establishing a city/county-owned utility?

Strategies in this sub-section encapsulate the objectives of many of the elements of the SGMP, including:

- SGMP Policy 9.3, Goal 24, Policies 24.4, 24.S, 24.7

Policy 12.1 *Game Changer: Support, in concept, continued research into the viability and feasibility of a publicly owned and operated electric utility in the Santa Fe region, including an outreach campaign to the public and funding for further studies.*

This is supported by:

- SGMP Goal 23, Strategy 23.6..2, Goal 24

Action Needed: All

Time Frame: Long

Description: Both SFC and the City of Santa Fe have passed resolutions regarding investigating the feasibility of a City/County-owned local electric utility – this recommendation is a continuation of previous efforts.

Strategy 12.1.1: Explore the feasibility of a local public electric utility.

Resources Needed: Moderate amount of staff time including economic development and energy specialists; some funding for continued expert analysis, and public communications.

Capital Needed: Low for assessment stage; high for implementation

Key Collaborators: City of Santa Fe, New Energy Economy, utility companies, PRC

Metric for Success: Determine feasibility of regional utility, develop pathway for implementation, and identify funding sources.

Policy 12.2 *Build Capacity: Provide Phase 2 Funding for Microgrid Systems Lab.*³⁰

This is supported by:

- Goal 24, Policies 24.4 and 24.5

Action Needed: Investment

Time Frame: Short/Medium

Description: This partnership with SFCC is a Research, Development, Demonstration and Deployment lab for decentralized energy systems, that has completed its Phase 1 development with seed funding from Los Alamos National Security. The County would join with some of the collaborators listed below, and others TBD, to fund the next stage of technical and engineering planning and launch initial operations.

Strategy 12.2: Allocate ED funds (and, depending on level of funding, possibly serve as a member of MSL's governance structure).

Resources Needed: This recommendation requires a cash allocation for highly leveraged investment in the Microgrid Systems Lab (MSL) Phase 2 design and development activities.

Key Collaborators: MSL, SFCC, Los Alamos and Sandia National Laboratories, National Renewable Energy Laboratory, Duke Energy, Los Alamos Department of Public Utilities, General Microgrids, Santa Fe Innovation Park, Global Microgrid Center, Microgrid Innovation Consortium, Los Alamos National Security, Department of Energy.

Capital Needed: Low to Medium

Metric for Success: Completion of Phase 2 planning and subsequent financing for Phase 3 from federal and private sources; success of initial operations in developing collaborative problem-solving capacity with the partners listed and completing one or more funded pilot projects. Ultimately, number of new businesses spun out or relocated here, and jobs created.

Policy 12.3 *Build Capacity: Support SFCC's Training Center Corporation programs.*

This is supported by:

- SGMP Policy 10.3, Goal 12, Policy 12.4, Strategy 12.2.1

Action Needed: Collaboration, (possible) investment

Time Frame: Short/Medium

Description: SFC would collaborate with SFCC to encourage greater use of an existing resource, its Training Center Corporation and programs. The objective is to foster entrepreneurial ventures and workforce training, especially in smart and microgrid systems, Bioponics, and Algae/algal biofuels. In addition, the two entities should evaluate the prospect of a new program in water conservation research and entrepreneurial activity. This recommendation is highly correlated to SGMP economic development goals and those articulated in this Plan.

³⁰ Disclosure: David Breecker, lead consultant for this Plan, serves as General Manager of the Microgrid Systems Lab and President of the Santa Fe Innovation Park

Strategy 12.3.1: Support TCC programs in relevant industry sectors to maximize their potential and impact on the County economy.

Resources Needed: Variable depending on TCC program and status; a plan needs to be articulated by SFCC in biofuels and algae, and jointly developed with SFC for water activities.

Key Collaborators: Training Center Corporation, SFCC, private sector

Capital Needed: Low to Medium

Metric for Success: Performance measures of specific programs, including number of students trained or certificates and degrees awarded, job placements, number of new businesses, revenue generated

Policy 12.4 *Quick Win: Apply Qualified Energy Conservation Bond ED investments in renewable energy.*

This is supported by:

- SGMP Policy 24.8, Strategy 24.8.1

Action Needed: Legislation

Time Frame: Medium

Description: SFC can spur economic development by allocating its QECCB's funding to industry-stimulating projects. It is an innovative idea that would require political support, but is worth the undertaking due to the high value of impact and directly measurable financial results.

Strategy 12.4.1: Dedicate time from staff, County management and Commissioners toward this effort.

Resources Needed: This recommendation is anticipated to be low cost (in that funds are third-party) with great potential.

Key Collaborators: County staff and elected officials, green building and energy non-profits

Capital Needed: None (from third-party sources, Medium)

Metric for Success: QECCB money awarded. Funds deployed in renewable energy or energy efficiency ED programs or projects.

Policy 12.5 *Capacity Building: Pursue utility-scale renewables generation and transmission development in environmentally appropriate areas.*

This is supported by:

- SGMP Goal 23, Policy 23.6, Strategy 23.6.1, Goal 24

Action Needed: Collaboration

Time Frame: Long

Description: SFC can boost its overall renewable energy capacity by working with industry to encourage the development of its wind and solar resources, and connecting them to the grid for export markets.

Strategy 12.5.1: Collaborate with generation and transmission developers, Investor Owned Utilities, and Electric Coops to enhance and expand existing infrastructure, and work toward developing new capacity.

Resources Needed: Staff time for coordination.

Key Collaborators: County staff, developers, IOUs, Coops, potentially the NM PRC

Capital Needed: None

Metric for Success: Additional generation and transmission capacity developed.

Green Industries – Water

GOAL 13: SFC becomes a leader in water conservation, efficiency, and recycling.

The largest constraint to continued growth and development in SFC, as elsewhere in the Southwest and even the world, is availability of water. SFC's opportunity lies in development and deployment of innovative solutions, new organizational structures in the County, and adoption of policies which encourage the widespread use of such techniques and technologies, developing local markets as a driver for entrepreneurial efforts and ultimately export markets.

The following strategies promote the economic development objectives in these SGMP elements:

SGMP Policy 38.3, Goal 39, Policy 39.1, 39.2, Strategy 39.2.1, Goal 42, Policy 42.6, 42.7

Policy 13.1 *Game Changer: Create a "Decentralized Regional Water Authority".*

This is supported by:

- *SGMP Policy 41.7-8, 42.1-5, Strategy 42.3.1-3, 42.12.3*

Action Needed: Other

Time Frame: Medium

Description: The geographic scale and population density of SFC make a conventional water utility unfeasible. However, a decentralized system, relying on dispersed fresh water and wastewater systems and governed by a central regional water authority acting as a coordinating umbrella, offers many economic and environmental advantages. The economic development objective is to mandate efficiency, conservation, and reuse practices sufficient to drive local market development, producing innovations and solutions designed to meet these demands. The overall endgame is to see locally created solutions and companies export their products, thus creating base jobs.

Strategy 13.1.1: Coordinate with SFC and regional-based water entities to create aligned interests in an umbrella entity, and to ensure consistent efficiency, conservation, and reuse regulations and practices

Resources Needed: SFC personnel outside of Economic Development

Key Collaborators: Water entities in the region; relevant state agencies, local political and tribal governments, and local water businesses and utilities

Capital Needed: Low initially, potentially Medium in implementation

Metric for Success: Establishment of a Regional Water Authority

Policy 13.2 *Build Capacity: Include the Economic Development Manager in planning discussions for the Pojoaque Basin Regional Water System (Aamodt), so that ED opportunities, in support of the County's Green Water sector goals, can be identified and explored at the earliest possible stage of development.*

This is supported by:

- SGMP Policy 42.2, 42.37

Action Needed: Other

Time Frame: Short/Medium

Description: SFC should ensure government activities surrounding the Pojoaque Water System involve and connect with the ED agenda. The ED Manager could participate in appropriate meetings and events. SFC could convene a business working group that explores how to use Pojoaque Water System construction to promote water conservation and efficiency, leveraging the proposed water system's scale to drive market, product, and entrepreneurial development and partnerships, and eventually export businesses. This project could also serve as a regional or national educational opportunity to highlight the area's leadership on this topic.

Strategy 13.2.1: Coordinate internally to involve ED efforts; participate in related activities; convene key identified stakeholders to develop a coordinated local agenda advancing common interests.

Resources Needed: Initially modest staff time and political will

Key Collaborators: Settlement parties, State Engineer's Office, relevant state agencies, local political and tribal governments, and local water businesses and utilities

Capital Needed: Low

Metric for Success: Participation of ED Manager in relevant events; If advanced, business group convened; number of local firms involved in any resulting efforts, local and economic base (export) jobs created.

Policy 13.3 *Build Capacity: Maximize the capture and use of rain and grey water through favorable codes and policies.*

This is supported by:

- SGMP Goal 39, Policy 39.2, Strategy 39.2.1

Action Needed: Legislation

Time Frame: Short/Medium

Description: Water capture, re-use and recycling have great potential to alleviate SFC water stresses and grow its businesses and jobs. But, the County needs to ensure that its policies don't inhibit access, and should also focus communications efforts on keeping public attention on regional water stress. Such efforts foster a strong local market, increasing use of technologies

around water capture and reuse, and can lead to economic base jobs through innovation and export. SFC could also join with other local governments to advocate for more supportive codes and legislation at the State level.

Strategy 13.3.1: Ensure that new codes, policies, and ordinances maximize the economic development opportunity around water and not detract from innovations, with particular focus on the SLDC.

Strategy 13.3.2: Join with local entities to create and conduct an educational, promotional and awareness campaign, to educate political and community leaders, as well as decrease public misconceptions, on water re-use, while maintaining awareness of the potential water crisis ahead.

Resources Needed: Staff time to monitor codes and regulations, and to coordinate with local stakeholder organizations.

Key Collaborators: Water conservation businesses, policy makers, technical experts, Santa Fe Watershed Association, and other NGOs

Capital Needed: Low

Metric for Success: Increase in rain and gray water use, decrease in potable water use (per SGMP objectives).

Policy 13.4 *Quick Win: Develop showcase events around water conservation.*

This is supported by:

- SGMP Goal 40, Policy 40.3, Policy 42.37

Action Needed: Investment

Time Frame: Short/Medium

Description: A showcase event can take many forms: a “zero water” pilot or home building challenge could be a potential City/County project. SFC could help host and sponsor a Water Decathlon (based on solar decathlon in DC), or even offer a prize for a zero water office park. Third-party sponsorship opportunities are many and great, reducing the burden on SFC.

Strategy 13.4.1: Provide seed funding for one or more projects or events in order to attract other sponsors.

Resources Needed: Initial needs for this recommendation are staff time and initial sponsorship funding. Once successful, the County role could be taken over by another entity or partnership of entities.

Key Collaborators: City of Santa Fe, Green Chamber of Commerce, regional governments and local non profits.

Capital Needed: Low to Medium, depending on leverage

Metric for Success: Number of people who view/are involved in initiatives.

Health and Wellness

GOAL 14: The County should facilitate an environment that produces healthy residents and grants access to care for all who need it.

Demographic and policy shifts are dramatically impacting the health care industry. Strong partnerships with Christus St. Vincent Regional Medical Center, health organizations, and education institutions throughout the State are necessary to ensure that all residents currently and in the future have access to adequate health care, and extended life-span opportunities. Additionally, the County should promote a holistic attitude towards wellbeing that utilizes the strong quality of life and wellness resources available. These actions can support the development of a vibrant Health and Wellness industry and travel destination, while improving the quality of life for all residents. This is an important “pioneer opportunity,” as the U.S. and most industrial nations will face many of the same challenges.

This sector was identified as a potential future Target Industry, so does not explicitly align with elements in the SGMP. Broadly, it aligns with SGMP Goal 10: Actively pursue target industries within the County that provide the most relevant social and economic benefits.

Policy 14.1 *Quick Win: Convene a focus group to determine feasibility of SFC as a health and wellness destination and explore ways to grow this target industry as an integrated cluster.*

Action Needed: Collaboration

Time Frame: Short

Description: SFC should seek ways to collaborate with members of its existing health and wellness ecosystem to promote the growth of services and professions, new modalities and extended life-span care, and to position itself as a place people can come for healing.

Strategy 14.1: Spearhead identification of key focus group members and goals, facilitate proceedings.

Resources Needed: Staff time, coordination, and support in tourism efforts.

Key Collaborators: Practitioners and providers of conventional, alternative, and traditional medicine, and support systems and facilities; regulators.

Capital Needed: Low

Metric for Success: Explicit conclusions reached, ideas generated for implementation.



Daniel W. Mayfield
Commissioner, District 1

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Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

Pablo Sedillo, III
Public Safety Director

To: Santa Fe County Board of County Commissioners

From: Frank Susman
Chair, Corrections Advisory Committee

Via: Katherine Miller
SFC County Manager

Date: 1/15/14

Re: SFC Corrections Department – Corrections Advisory Committee Bi-annual Report

Pursuant to the provisions of Santa Fe County Board of County Commissioners, Resolution No. 2013-33, as amended, paragraph 9.g., the Santa Fe County Corrections Advisory Committee (hereafter the "CAC" or the "Committee") shall "Develop, publish and present a Santa Fe County Corrections Advisory Committee biannual report...".

SANTA FE COUNTY CORRECTIONS ADVISORY COMMITTEE
BI-ANNUAL REPORT – JANUARY 2014

June: At its first meeting on June 13, 2013, the CAC attended to certain housekeeping issues, including the election of Frank Susman as its Chair and Joni Morales as its Vice-Chair. In addition, its members decided on future meeting dates of the second Thursday of each month, commencing at 3:00 p.m., to be routinely held at the Youth Development Center, 4250 Airport Road in Santa Fe. The CAC has continued to meet each month since its initial meeting.

Opening, welcoming remarks were delivered by the Santa Fe County Director of Public Safety, Pablo Sedillo, and by the Warden, Mark Gallegos, and each answered any questions from the Committee's members. Believing that newly appointed members of the CAC would be benefitted by a tour of the detention facilities, it was decided that the July meeting would be held at the Youth Development Center, at which a tour would occur, the CAC members would partake of the routine dinner meal and key staff members would present and answer any CAC members' questions and that the August meeting would be at the Adult Detention Facility, at which a tour would occur and key staff member would present and answer any CAC members' questions.

At the suggestion of Director Sedillo, the Chair met on August 14th with Ms. Ardis Thomas, Continuous Quality Improvement Coordinator, and with Mr. Mario Lopez, IT Director. Ms. Thomas believed it would be helpful to the CAC to hear more detailed information from certain key personnel of the Department of Corrections and it was agreed that such a presentation would be made to the CAC during its November meeting.

July: Ms. Amanda Valencia, Youth Development Program Administrator, addressed the Committee

on the secure portion of the facility, relating that detainees had an average age of 17 and an average stay of approximately 12 days. She also reported on the alternative to incarceration program, which operates from 8:30 a.m. to 4:30 p.m., Monday through Friday, and currently has approximately four students in its program. It was noted that some of the incarcerated 17 year olds had no high school credits and severely lacked life skills. The Regional Juvenile Justice Board is currently working to establish a partnership with the Santa Fe Public Schools, the City of Santa Fe and Santa Fe County to establish an alternative school for this population.

A recommendation was made by the CAC to the facility to develop consistent detainee categories for reporting purposes to the CAC.

Administrator Valencia noted that the present detainee population is 16 youths, six from Santa Fe County, two from the U.S. Marshal Service and the remainder from other counties and from the Bureau of Indian Affairs. The average population is 20, ranging from 12 to 18 years of age.

The CAC toured the facility, observed the day program, inspected the medical center/behavioral health area and partook of the evening meal.

August: Mr. Tino Alva, Program Manager for Electronic Monitoring, outlined for the CAC the work of that division, which has seven employees, is open around the clock and is also involved in the posting of bonds. The facility currently offers a free "blue bus" to individuals bonded out or otherwise released from the facility.

There are currently 132 individuals in the program, although this number has in the past reached as high as 355. Mr. Alva explained the drug testing program, standby warrants, testing equipment, GPS tie-in and the various types of electronic monitoring employed.

CQI Coordinator Ardis Thomas explained her duties included the compilation of statistical data for quarterly reports and working with the compliance manager on policies and procedures. Work is continuing on achieving accreditation through the New Mexico Association of Counties, then scheduled for August 22nd.

Ms. Lisa Leiding, Nurse Administrator, oversees both the adult and the juvenile facilities. An initial medical assessment is done upon admission to the facility and the medical unit administers medications and handles after-hours emergencies.

Mr. Joseph Alaniz, Booking Manager, explained the booking process. There are approximately 10,000 annual intakes; 2,414 for the most recent quarter. Booking information such as social security number, identifying marks, aliases, date of birth and other information is sought and recorded. No request of immigration status is sought or recorded. For those without a permanent address, the last known address is recorded and the booking unit works with St. Elizabeth's shelter.

Ms. Melissa Oberg, Classification Supervisor, oversees seven case managers. Inmates are classified according to current offense, offense history, escape history and other relevant factors. Currently, there were 206 individuals in minimum custody, 93 in medium custody and 231 in maximum custody. Mr. Nelson Abeyta, Chief of Security, oversees the entire jail operation to ensure the quality of life in the facility. He currently has seven lieutenants reporting to him and was seeking to hire one more.

Ms. Tina Sanchez, Interim Behavioral Health Director, discussed individuals with acute issues, such as

suicide ideation, intoxication, drug addiction and other chronic issues for which they are receiving treatment. Eighty percent (80%) of the facility's population are in need of and are receiving behavioral health treatment. An Interdisciplinary Treatment Team ("IDT") meets regularly to review current case problems and possible after-release referrals. Effective treatment is adversely impacted by the average inmate stay of 9.5 days.

While the names of current inmates are available to the public and to Immigration and Customs Enforcement ("ICE") on the internet, the detention center is not involved in any immigration status notifications to ICE nor are jail interviews of prisoners by ICE permitted.

Director Sedillo reported that a medical triage assessment is done at time of in-take, with a complete assessment performed after 14 days. While medical personnel costs were previously running at \$38,000 a month, they were then currently down to \$6,000 to \$7,000 per month. A medical director is being sought and the facility prefers to have a vested, in-house employee.

Christus St. Vincent's will not accept anyone who is in the Electronic Monitoring program. The Adult Detention Facility's full-time psychiatrist is Dr. Dulanto and, at least, 200 individuals per calendar quarter are in need of advanced behavioral health care.

All staff receive critical intervention technique training (CIT).

Following staff presentations, the CAC took a tour of the entire facility.

September: The Chair noted a request from Ms. Ardis Thomas, CQI Coordinator, proposing an all-day training session to acquaint CAC members with jail procedures. The Chair proposed a 70-minute session, which suggestion was accepted by the Committee.

Director Sedillo commented on the well documented disconnect when inmates are discharged into the community and the need to bridge that gap. Warden Gallegos noted that classification officers work with Life Link, Hoy and other programs to facilitate after-release referrals. Interdisciplinary Treatment Teams ("IDT") endeavor to coordinate an individual treatment plan for each inmate, while incarcerated and after release. Approximately 70 cases are reviewed each month.

Vice-Chair Morales suggested that the October meeting be devoted to the upcoming changes in the delivery of behavioral health services and the Committee agreed to do so.

The Chair inquired of Director Sedillo as to his chief priority for the CAC to address and he responded that it was the need for behavioral health follow-up of inmates after release.

The CAC then did a self-examination of what it considered its priorities to be and they were recorded as follows:

Reintegration:

1. Medical
 - a. Follow-up
 - b. Assist with appointments
 - c. Medication
2. Employment
 - a. Skills
 - b. Education
 - c. Opportunities

3. Housing
4. Linkage to Services
5. Mental Health
6. Substance Abuse
7. Restorative Justice

Director Sedillo noted the increased incidence of opiate-addicted, pregnant female inmates and that the average educational level of all inmates is a sixth to eighth grade level.

Warden Gallegos reported that there are 61 volunteers who come into the facility to participate in mentorship programs. The facility works with other communities following the release of non-resident Santa Fe County inmates, but has no follow-up with US Marshal inmates, which constitute approximately 13% of the facility's population.

October: Vice-Chair Morales introduced guests, Tom Starke, Santa Fe County DWI Planning Council, and Lupe Sanchez, DWI Program Coordinator. Mr. Starke spoke of the new availability of additional healthcare services under the Affordable Care Act and that inmates can be signed up for Medicaid, as they leave the facility. Both Mr. Starke and Mr. Sanchez emphasized the need to increase communications the diverse and numerous behavioral healthcare providers within our community. Vice-Chair Morales noted that the Medicaid expansion will create an influx of patients into that service provider community. Both Mr. Starke and Mr. Sanchez emphasized the importance of working with the schools.

Deputy Warden Mark Caldwell noted that the State of Texas was recently able to close some of its prisons and save over two billion dollars by investing in behavioral health treatments and in diversionary programs.

The Chair inquired of Mr. Starke as to whether funding was a deterrent to greater cooperation among behavioral health providers in our community and he indicated it was not.

On October 17, at the invitation of the Chair, an informal meeting was held among the Chair, the Vice-Chair and Mr. Starke in an effort to provide a more integrated and effective approach to the delivery of behavioral health care in our community. That afternoon, the Chair and Vice-Chair met with District Judge Mary Marlowe-Sommer and explained the purpose and intent of the meeting held earlier in the day. Judge Marlowe-Sommer enthusiastically endorsed the concept, agreed to host the event by sending out an invitation on her court letterhead to the provider community, set aside the entire day of Wednesday, December 4th for the event and offered the Steven Herrera Judicial Complex as the meeting site.

November: The Chair and Vice-Chair explained to the Committee their recent meetings with and the extended cooperation of Judge Marlowe-Sommer in helping to put together the planned conference on December 4th. The CAC, the Santa Fe County Health Policy and Planning Commission and the DWI Coordinating Council all signed on as supporters of the conference.

Pursuant to prior agreement, Ms. Thomas, CQI Coordinator presented a program to the Committee, consisting of Warden Gallegos, who discussed various programs available within the facility. He indicated that inmates are classified within 24 hours of being booked and that on weekends, the average number of bookings is up to 50 to 70, which he attributed to Santa Fe's non-bond policy for DWIs.

Ms. Lisa Leiding, AFD Nurse Administrator explained the questionnaire screening tool used to ascertain an inmate's substance use, medications, allergies and any suicidal tendencies. Inmate screening also includes the federal Prison Rape Elimination Act and questions are repeated during different screening procedures. Inmates are tested for STDs, HIV, hepatitis and syphilis on a monthly basis. A suboxone program is being developed for individuals and their families. UNM Hospital admits heroin-using inmates for a three to five day detox and pregnant opiate-addicted women are served at La Familia through a contract with Santa Fe County.

Chaplain Robert Ortiz explained the in-house programs conducted by staff and volunteer/community programs, including AA, court-ordered education (anger management, parenting skills, *etc.*), GED, ESL, disease prevention, life skills, music appreciation, Narcotics Anonymous and bible studies.

Warden Gallegos referring to restorative justice, said the effort is to have the inmate take ownership of what they have done, to repair the harm they have caused the victim(s) and to re-enter the community. Vice-Chair Morales discussed the proposed, planned agenda for the December 4th conference and indicated that all CAC members were invited.

December: The Chair reminded all CAC members that they are encouraged to meet with any jail facility staff on their own to discuss matters of individual interest and to make reports on such meetings and any recommendations they may have to the Committee as a whole. To date, Dr. Spencer in September undertook a review of the medical areas and a copy of his report is attached hereto as Exhibit A.

The Chair and Vice-Chair reported to the Committee on the December 4th conference, which was attended by over 130 persons. Three members of the Committee, who also were in attendance all reported that they believed the event was highly successful and educational. A copy of the conference agenda is attached hereto as Exhibit B.

The CAC as a whole believes that the further success of the "It Takes a Village" project will have a significant and positive impact upon those individuals in our community in need of both behavioral health treatment and care and upon the Department of Corrections, by reducing the number and length of incarcerations and the costs related to incarceration.

The Chair inquired of the Committee members if they had any concerns about the roles being played by the CAC's Chair and Vice-Chair in the "It Takes a Village" project. No objections or concerns were raised and those members of the CAC involved in the project, the Chair, the Vice-Chair and Judy K. Williams (Chair of the Santa Fe County Health Policy and Planning Commission) were encouraged to continue their active involvement.

Respectfully submitted,

Frank Susman, Chair

EXHIBIT A

Report On Medical Care to Corrections Advisory Committee. October 1, 2013

On September 30 I visited the adult detention facility (ADF) to review medical care policies, programs and reports. My visit was hosted by Lisa Leiding, RN, BSN, the Health Service Administrator (HSA) and Anthony Martinez, Audit Compliance Manager.

I reviewed the quarterly activity reports, of 2012 and 2013, covering adverse patient outcomes, hospitalizations, and emergency room referrals. The last death was over a year ago. Grievances are infrequent, 2 in January and 2 in February and none since.

I also reviewed the Continuous Quality Improvement (CQI) program and the specific studies that have been done by the HSA, reflecting marked improvement in several outcome figures, including cost of care per diem and hospitalization costs. For example, the total healthcare costs per inmate per day dropped from \$24.77 in FY 2012 to \$14.34 in FY 2013. Pharmaceutical costs also dropped from \$1.99 to \$1.41. Off-site healthcare per inmate dropped from \$7.25 to \$4.37.

Staff credentials and education and training programs attended are carefully followed by the HSA. The staffing pattern was reviewed. With a new hire coming on this week there will be no vacancies. Medical physician, psychiatrist, and dentist positions are all filled by contract, and those contracts were reviewed. The medical director position is filled by three doctors with a total of 72 hours per month provided on contract. The psychiatrist has one FTE position. An effort is underway to recruit one full-time medical director.

Medical and mental health intake assessment forms, progress notes, off-site referral forms and mental health referral forms were all reviewed. Chronic illness care is provided using the guidelines of the National Commission on Correctional Health Care (NCCCHC). I reviewed sample records of this aspect of care.

Pharmacy and laboratory data are available electronically. The implementation of a complete electronic health record (EHR) is scheduled to be in place within a very few months, on contract with Quest Diagnostics.

Some documents were sent by e-mail to all CAC members. These included policies on continuity of care and on mental health screening and evaluation. While at the jail I reviewed the suicide prevention policy and program in detail. I was pleased to note that the small badge listing the outstanding suicide risk factors will be worn by all staff employees starting this month.

A variety of additional reports and data were reviewed, all reflecting an excellent state of affairs. It is clear that the medical care program at ADF is in excellent condition and ready for accreditation by the New Mexico Association of Counties (NMAC).

Steven S. Spencer, MD

EXHIBIT B

It Takes a Village, Revitalizing the Continuum of Care Conference
225 Montezuma St, Judge Steven Herrera Judicial Complex,
Wednesday, December 4, 2013
PROGRAM

- 8:30 a.m. -- Welcome Judge Michael E. Vigil, Judge Mary Marlowe-Sommer, Moderator. Carlos Gonzales**
CASE STUDY
- 9:00-9:30 a.m. -- Law Enforcement --** Law Enforcement is the first point of contact for those involved in the criminal justice system. The intent of this presentation is to have a better understanding of what the city and county officers respond to and deal with on a daily basis. It will express the strengths and the challenges that an officer faces in the line of duty that reduce his/her effectiveness. *Sgts. Jose Rodriguez and Mark Lewandowski*
- 9:30-10:00 a.m. -- Santa Fe County Adult Detention Center --** Once a person has been arrested and booked into the Santa Fe County Adult Detention Center. The intent of this presentation is to provide the judicial system, law enforcement, and mental health agencies insight on the day-to-day jail operations. The ADC would like to develop a networking relationship with identified agencies for inmate referrals as well as support with jail operations. The jail has many strengths and challenges that it will present. *Warden Mark Gallegos and Tina Sanchez*
- 10:00-10:15 a.m. -- Break**
- 10:15-10:45 am. -- Magistrate and District Court Process-**This presentation will focus on the basic mechanics of how a case proceeds through the Magistrate/District Court. Special attention will be paid to the different processes by which a felony case progresses, as compared to a misdemeanor case. It will highlight times when the legal system intersects with the treatment system. There will also be an overview of the strengths and challenges of the magistrate court process. *Petra B. Schwartz, Ethan Nissani and Joseph Walsh (.5 CLE)*
- 10:45- 11:15 a.m. -- Civil Competency Process/Criminal Competency Process-**Unfortunately and often, criminal defendants come into the criminal justice system with serious mental health conditions. This will be an overview of civil and criminal commitment procedure. Topics of discussion will include: Ways in which civil and criminal commitment proceedings originate; rights of persons during civil and criminal commitment proceedings; criteria for civil and criminal commitment; appointment of treatment guardians; and extension of civil and criminal commitments. *Sydney West (.5 CLE)*
- 11:15-11:45 a.m. -- Adult Probation and Parole-**This is an introduction and an overview of Probation/Parole, Regions and Districts, Offenders Initial Intake, Case Open, Judgment and Sentence, Probation and Parole Conditions, Dual Offenders, Standard Supervision, Community Corrections, Intensive Supervision, Gender Specific , Sex Offender, Interstate Compact and Supervision while an Offender is in Drug/Treatment Court, Parole Violations and Revocation Hearings. *Daniel Barela, Marcella Armijo, Melanie Martinez and Nadine Salazar-Ulibarri*
- 11:45 a.m.-1:00 p.m. -- LUNCH**
- 1:00-1:30 p.m. The Life Link --** The Life Link is a major provider of mental health, substance abuse, case management, housing, employment, and a variety of other services for homeless and indigent clients in

the Santa Fe area, and has been recognized nationally for evidence-based clinical practices. *Dr. Michael Debernardi CASE STUDY April*

1:30-2:00 p.m. -- Santa Fe Recovery Center -- How does a potential client get into treatment (residential and outpatient). Topics will include; appropriate level of care (ASAM criteria), the differences between social detox/residential and a medical/inpatient facility, assessments, eligibility guidelines, funding sources, costs, substances we can/cannot detox, wait time, medical clearance, criteria for completion, reasons for possible discharge, and after care plans. *Dr. Yolanda Briscoe*

2:00-2:30 p.m. Santa Fe Community Guidance Center-PACT -- The clinical director of the SFCGC will present on Program of Assertive Community Treatment of SFCGC-PMS from referral through treatment, highlighting a CASE STUDY Jonnie. Mark is the clinical director of various treatment providers throughout the district and will provide an overview of services they provide. *Mark Boschelli*

2:30-2:45 p.m. -- Break

2:45-3:15 p.m. -- Centennial Care and the Affordable Care Act -- This presentation will provide a general overview of the Affordable Care Act and the state's new managed care program, Centennial Care. The overview will address the new programs and delivery systems and will touch on their impact on the criminal justice population. There will also be a brief discussion on the effects on the current provider services. A brief overview of the state's new eligibility determination system ASPEN and YES NM, the state's updated online service, which allows individuals to screen for Medicaid eligibility, apply for public benefits, as well as view their current benefits and recertification dates. *Samuel Peinado and Joey Kellenaers*

3:15-3:45 p.m. -- DISCUSSION-Alternative Sentencing -- The discussion period of the symposium will be led by the current administrator of the San Juan County Alternative Sentencing Division. This is opportunity to see how other districts are addressing and effectively reducing recidivism. The purpose of this section is help the community decide where we go from here. *Rob Mitchell*

3:45 4:00 p.m. -- Where do we go from here? -- "Managing the challenges into solutions."



Public Works

We Make It Happen

Monthly Public Works Report

Jan 2014



Adam Leigland
Director

Daniel "Danny" Mayfield
Commissioner, District 1

Miguel Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

MEMORANDUM

DATE: *January 10, 2014*

TO: *Board of County Commissioners*

VIA: *Katherine Miller, County Manager*

FROM: *Adam Leigland, Public Works Director*

ITEM AND ISSUE: PUBLIC WORKS MONTHLY REPORT FOR JANUARY 2014

DISCUSSION

Capital Project Delivery

We are currently managing 85 procurements. Some highlights below:

1. **Los Pinos All-Weather Crossing:** - Staff completed the 50% review for the design of the CR54 all-weather crossing.
2. **General Goodwin Road:** - Topo survey for CR55A General Goodwin Road Improvements for the proposed drainage structure is 50% complete. Provided an e-mail to residents that attended the Public Meeting with an update of the projects
3. **Herrada Road:** - Completed process for amending Santa Fe Engineering's contract for Herrada Road to provide additional borings for the road design.
4. **Cundiyo Fire Station/Community Center:** – Staff met with Santa Fe Fire Department to discuss their concerns with the current design for this facility's parking lot and providing the required area for maneuvering the fire trucks into the bays. No additional area will be required (none is available) for turning maneuvers. Grading on the access road will still be required.
5. **Arroyo Alamo West, Drainage Study Report:** - Closed out project file for the Arroyo Alamo West, Drainage Study Report.
6. **NE/SE Connector:** – Staff hosted three meetings with the landowners/stakeholders to further discuss the SE Connector Alignment. The Community College Board has approved the preferred alignment. Resolution of issues with Warren Thompson is pending.

7. **Torcido Loop:** - Received comments from HPD on the Torcido Loop Archaeological testing plan. Office of Archaeological Studies will finalize the report and provide Santa Fe County instructions of areas to be avoided during design and construction phases.
8. **Ken and Patty Adam Senior Center/County Community Center:** Construction bids opened on December 30th. Staff is requesting a Schedule of Values from the low-bidding contractor with a deadline of January 10 to be submitted to Purchasing Division. Budget is short about \$88,000.00 from original MACC (Maximum Allowable Construction Cost), so staff is working with the contractor to see if value engineering can reduce the low bid. We are preparing the packet for BCC review and approval. We hope to have this in front of the BCC by February's agenda. The packet and final proposal will need to be reviewed by County Attorney to prepare the contract. We hope to have construction activity by mid-March 2014.
9. **Vista Grande Library Expansion:** Work is progressing. Weather conditions have caused some delays. Staff is coordinating the acquisition of furnishings for the completed project.
10. **La Cienega Fire Station Remodel #2:** Bids will opened on January 23, 2014.
11. **La Cienega Fire Station #1:** Waterline is installed and complete. Waiting on bacterial testing. Contractor anticipates temporary Certificate of Occupancy by January 14, 2014.
12. **Glorieta Fire Station:** Surveyor began work on survey. Purchasing is soliciting a design team through the County Architect On-Call Contract list .
13. **Hondo Fire Station # 1 Remodel:** Proposals received from three architects. Purchasing and Management will determine which architect will be selected.
14. **Human Resources Building:** Completed with the exception of a couple of items left on punch list.
15. **Old Courthouse Redevelopment:** Staff conducted town hall meeting on January 8, 2014 to solicit public input on the location of County government in the downtown area or elsewhere.
16. **DA remodel:** Staff have received 60% design development submittal and have requested edits.
17. **Greater Glorieta Waterline (CDBG):** Staff received DFA/LGD approval of bid documents. Rebidding is planned to advertise on Jan. 15 and staff anticipates contract for award to be presented to BCC on Feb. 25.
18. **Santa Fe River Greenway:** Consultant is preparing the Hydrologic Engineer Center River Analysis for the LOMR request from FEMA for Section A's river restoration. The required parcel exhibits and legal descriptions for sections B&D have been received. Dawson Surveys is working on Section C.
19. **SF River Property acquisition:** Tierra Right of Ways has received written confirmation from Teng and Lemus accepting County offers. The requests for Administrative Settlements have been prepared and reviewed.
20. **Stanley Center:** Contactor has started work on the Ph-1 (site work and utilities) portion of the work.

21. **Madrid Oscar Huber Phase 2:** Bid opening set for January 14th. Electrical issues introduced by PNM have delayed the bid opening until all issues were clarified.
22. **Oshara Play Equipment:** Playground equipment has been shipped and received. Installation is scheduled next week.
23. **Cundiyo Play Equipment:** Awaiting quotes from vendor.
24. **El Rancho Play Equipment:** Awaiting quotes from vendor.
25. **La Bajada Ranch Main House:** Staff is scheduled to meet with Contractor on January 15th to get quotes on the mold and asbestos remediation.
26. **Pojoaque Sports Fields:** Completed contract negotiations for design services and submitted to Purchasing for contract award.
27. **Rio Quemado Watershed Restoration:** Design was presented to Technical Review Team on 1/2/14. Pre-qualification for bidders to be advertised 1/12-13/14.
28. **Santa Fe River Greenway:** Wayside Exhibit Design and Fabrication. Quotes are due 1/17/14.
29. **Thornton Ranch Open Space Cultural Resource Investigations:** Contract negotiation meeting held 1/7/14. Consultant is revising their cost proposal.
30. **Nambe Community Center Park Site Improvements:** Bid opening was held 1/3/14. The Engineer has completed the bid analysis and recommended that the County accept the low bid. Contract award is scheduled for the January 28, 2014, BCC Meeting.
31. **La Cienega Water Trust Board Pipeline Project:** Three proposals were received on 1-8-14. Meeting to evaluate submittals and recommend award is scheduled for today, 1-09-14.
32. **Canoncito Waterline Design:** Encroachment agreement with State Land Office fully executed. Negotiations for Rancho Viejo Easement are scheduled – will involve Growth Management, County Attorney's Office, Public Works/Utilities – two meetings next week (1-16 and 1-17). CA#2 (SCADA design, geotech access) in draft stages – will not need to go before BCC; goes before County Manager for review and approval.
33. **Lamy Jct Waterline Design:** Contract Amendment #2 for inclusion of SCADA system has been executed. Another CA likely – CA#3 (EAWSD connection, NMDOT design, Ellis Tank resizing) will require BCC approval. Beginning bid process on Cañoncito/Apache Canyon Waterline Relocation Project as subset of Lamy Jct – NMDOT will rebuild interchange – need to relocate waterline prior to March 30. Bid advertisement scheduled for 1-15-14.
34. **Old Santa Fe Trail Waterline:** CA#1 (SCADA design) being submitted to County Manager for review/approval.
35. **CR 62 Caja del Oro Waterline Design:** 30% package submitted by Sullivan Design Group. Utilities and Projects staff have coordinated options for future service in the area.
36. **Las Lagunitas Wastewater Collection System:** Two scopes of work statements have been drafted – (1) design up to 30% with an Opinion of Probable Construction Costs, with an option to complete design and (2) Cost/Benefit Analysis for OPCC to consider formation of Capital

Improvement District – Budget Reallocation Request to go before BCC for consideration on Jan 28th meeting. Scopes sent to three firms for proposals. Pre-bid meeting scheduled for 1-15-14; bids due 1-23-14.

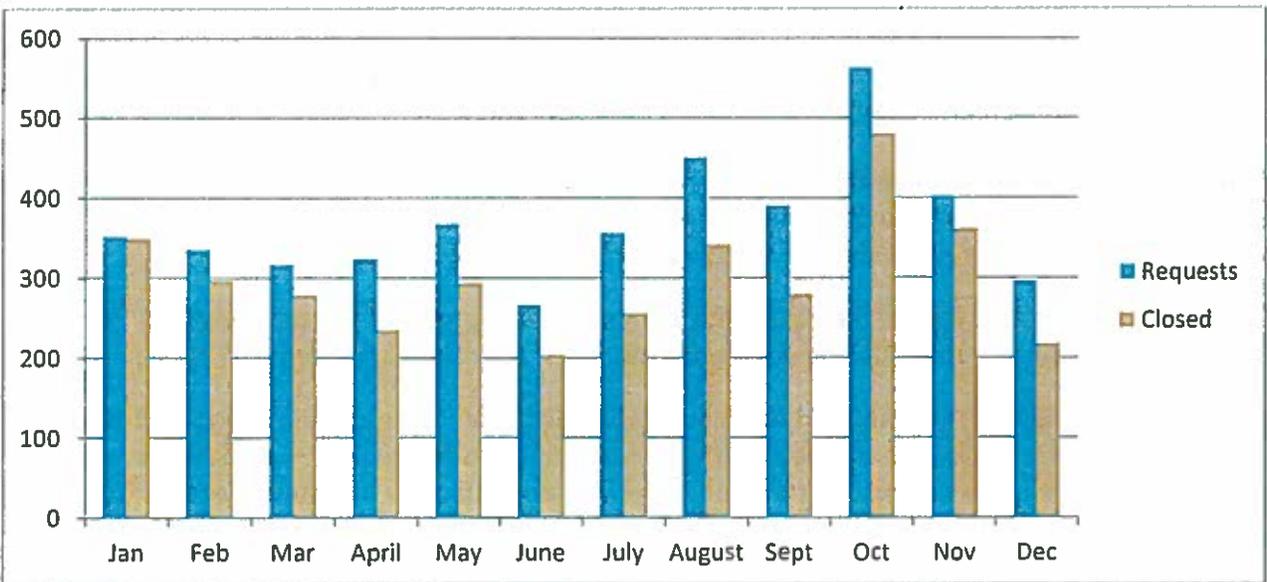
37. Valle Vista Force Main Project : Design at 30% review.

Information on all active projects can be found in the attached Table 2: Capital Project Status Update.

The Capital Improvement Advisory Committee (CIAC) met on January 9, 2014, and was presented an update on the SLDC passage and the impact fee process. Additionally, a presentation on the County’s capital planning process was given in preparation for the FY15 budget preparation. The CIAC is planning to meet again in early March.

Operation and Maintenance

Work order completion rates for the month of December are shown at Table 3 (attached), while the chart below shows the total monthly work order activity levels. The December completion rate was 73%, slightly below our goal of 75%.



The work order total for calendar year 2013 is shown below:

Total Work Orders	4415
On-time Completion	3599
On-time Completion Rate	82%

The Solid Waste Task Force will meet on January 29, 2014, to go over the solid waste study consultant’s reports. The draft reports will be submitted for staff review by January 17; there are four reports in total: a franchising report, a cost-of-service study, a waste shed review, and an operational analysis. The Solid Waste Task Force will prepare a recommendation for the BCC to be presented at the February 25, 2014, meeting.

Utilities

The liner of one of the treatment lagoons at the Quill Plant was replaced in mid-December, allowing the plant to approach its full capacity.

The Water Policy Advisory Committee met on January 9, 2014, to develop its calendar year 2014 work plan. That plan will be presented for approval at the January 28, 2014, BCC meeting.

A billing discrepancy with the Las Campanas Water Coop, a County bulk water customer, was discovered and corrected in December. The discrepancy arose from the allocation of fixed and variable BDD costs to the Coop and the County as outlined in the BDD Facility Operations and Procedures Agreement (FOPA). The FOPA is in the process of being revised and the source of this discrepancy should be corrected in the updated version.

A water line broke in the Aldea subdivision in early January. This is the second major infrastructure failure to occur in Aldea area since the County assumed the system from the City as part of annexation.

ACTION REQUESTED:

None; for information only.

Table 1: "Quick Start" GRT Project Status

Project	Budget (\$000)	Status
Highway 14 Senior Center Design and Land Acquisition	350	In negotiations for land purchase
Vista Grande Library Addition Construction	1,500	In construction
Ken and Patty Adams Senior Center Design	150	In design
Nambe Center Improvements	20	In design
DA Complex Improvements	850	In design
Corrections Upgrades	2,000	A series of small projects; 50% complete
Public Safety Complex Upgrade Design	200	Design in procurement
Old Judicial Courthouse Redevelopment Analysis	250	Redevelopment analysis contract in progress
Admin Bldg Computer Room Upgrade	325	In design
La Bajada Ranch Immediate Needs and Remediation	325	Remediation and reroofing in progress
Santa Fe Rail Trail Segments 2 and 3	821	In planning
Los Potreros Opens Space Master Plan	260	In design
Pojoaque Sports Fields Design	50	In negotiations for land purchase
Northern SF County Rec Fields Planning and Design	180	Planning contract in progress
Romero Park Planning and Development	100	In design
CR98 Phase II Construction	1,500	In construction
Ojo de la Vaca Road ROW purchase	15	Complete
Edgewood Senior Center Garden	45	Complete
Camino Real Monument Signs	100	In construction
Tesuque FS Solarization	12	Complete
CR 84/84J Intersection Study	14	In procurement
Oshara Playground	20	In procurement
Cundiyo/El Rancho Playground	70	In procurement
HR Building Renovation	100	In construction
Road Project Engineering	500	Series of projects; 25% complete
LGRF Local Match	100	Complete



SANTA FE COUNTY

Capital Project Status Update (As of 1/10/2014 12:56:24 PM)

PW ProjectNbr	Project Name	Nature of Procurement	% Comp	District	Project Budget	Over/Under	Current Contract Amount	Estimated Start Date	Estimated Completion Date	Project Manager
1	0131 Construct Playground at Cundiyo Community Center	Construction	5	1	\$25,000.00	0%		3/3/2014	4/15/2014	David Padilla
2	0135 Construct Playground Equipment in Oshara Village	Construction	15	5	\$20,000.00	100%	\$20,000.00	2/3/2014	3/28/2014	David Padilla
3	0150 Public Safety Complex Upgrade Design	Design	10	1 2 3 4 5	\$100,000.00	0%		1/15/2014	7/31/2014	Paul Olafson
4	0732 Romero Park	Design	42	2	\$175,000.00	93%	\$163,351.00	5/17/2013	6/30/2014	Colleen Baker
5	0736 Pojoaque Sports Fields	Design	9	1	\$50,000.00	0%		1/13/2014	8/30/2014	Colleen Baker
6	0736 Pojoaque Sports Fields	Construction	0	1	\$1,540,000.00	0%				Colleen Baker
7	0739 Vista Grande Library Addition / Construction	Construction	55	5	\$1,470,000.00	56%	\$828,665.59	4/30/2013	3/15/2014	Ron Sandoval
8	0751 Oscar Huber Phase II Construction	Construction	10		\$309,280.00	0%				David
9	0751 Oscar Huber Grandstand Phase II	Design	95	3	\$24,000.00	95%	\$22,719.38	1/31/2014	10/31/2014	David Padilla
10	0753 Construct Addition to Ken & Patty Adam Senior Center	Construction	0	5	\$1,275,531.00	0%		3/10/2014	1/30/2015	Ron Sandoval
11	0789 Cundiyo Parking Lot	Design	95	1	\$8,557.63	100%	\$8,557.63	2/18/2013	5/16/2014	Chuck Vigil
12	0798 Design Old Santa Fe Trail Multimodal	Design	98	4	\$264,692.00	95%	\$252,011.10	3/5/2013	9/27/2013	Chuck Vigil
13	0834 Design Hondo Fire Station #1 Addition	Design	5	4	\$325,348.00	0%		2/10/2014	5/30/2014	Ron Sandoval
14	0840 Remodel La Cienega Fire Station No 1	Construction	90	5	\$650,000.00	83%	\$541,230.88	6/30/2013	1/10/2014	Ron Sandoval
15	1430 Design CR62/Caja del Oro Waterline Extension	Design	25	2	\$212,636.00	11%	\$23,563.20	7/16/2013	1/15/2014	Scott Rivers
16	1449 Design Water Transmission Line TL6S	Design	45	4 5	\$333,080.30	100%	\$333,080.30	2/17/2012	2/28/2014	Dennis Romero
17	1457 Design La Cienega Water Line Improvements	Design	27	3	\$300,000.00	0%		1/8/2014	4/30/2014	Dennis Romero
18	1463 Design Valle Vista Force Main	Design	35	3	\$22,300.00	100%	\$22,300.00	7/15/2013	4/18/2014	Scott Rivers
19	1465 Construct Glorieta MDWCA Water System Improvements	Construction	27	4	\$424,759.00	0%		1/16/2014	3/28/2014	Dennis Romero
20	1472 Rio Quemado Watershed Restoration	Design	45	1	\$96,681.75	100%	\$96,681.75	5/8/2013	1/29/2014	Colleen Baker



SANTA FE COUNTY

Capital Project Status Update (As of 1/10/2014 12:56:24 PM)

PW ProjectNbr	Project Name	Nature of Procurement	% Comp	District	Project Budget	Over/Under	Current Contract Amount	Estimated Start Date	Estimated Completion Date	Project Manager
21	1473 Purchase and Install Quill Plant Utilities Office	Acquisition	25	1 2 3 4 5	\$75,000.00	0%		11/15/2013	2/28/2014	Scott Rivers
22	1473 Quill Water Reclamation Plant -- Treatment Improvements	Construction	10	5	\$500,000.00	0%		1/1/2014	10/31/2014	Dennis Romero
23	1473 PW Phase 2 Sewer line construction	Construction	10	1,2,3,4,5	\$81,429.00	0%		2/14/2014	3/31/2014	Scott Rivers
24	1473 Quill Plant South Field Effluent Distribution Valve Replacement Phase 2	Construction	15	3	\$50,000.00	0%		8/15/2013	4/30/2014	Dennis Romero
25	1473 Replace Pumps at Quill Wastewater Treatment Plant	Construction	90	3	\$85,000.00	65%	\$54,900.20	7/30/2013	4/30/2014	Dennis Romero
26	1474 Old Santa Fe Trail Water Line Design Lamy Junction Water Transmission Line	Design	90	4	\$190,000.00	88%	\$167,154.00	2/15/2013	1/31/2014	Dennis Romero
27	1474 Construct a Wastewater Collection and Water Reclamation System for Greater Gioneta	Design	37	4 5	\$411,368.96	100%	\$411,368.96	5/4/2012	6/5/2014	Dennis Romero
28	1476 Upgrade Penmitter & Interior Lighting at Adult Detention Facility Upgrade Penmitter Lighting at Youth Development Program	Construction		4	\$600,000.00	0%		1/1/2014	12/31/2014	Scott Rivers
29	1860 Upgrade Security Cameras At Adult Detention Facility, Upgrade Control Panel At Youth Development Program, Youth Development Center Perimeter Lighting	Construction	10	1 2 3 4 5	\$105,025.63	0%		10/1/2013	12/31/2013	Joseph Martinez
30	1870 Upgrade Old Judicial Courthouse Redevelopment	Construction	15	1 2 3 4 5	\$310,000.00	0%		9/23/2013	10/30/2013	Joseph Martinez
31	1870 Youth Development Center Shower Upgrade & Repair	Construction	10	1 2 3 4 5	\$200,000.00	0%		8/5/2013	9/30/2013	Joseph Martinez
32	1870 Renovate Old Judicial Courthouse Redevelopment	Construction	100	1 2 3 4 5	\$148,753.98	0%		8/5/2013	9/30/2013	Joseph Martinez
33	2219 Old Judicial Complex Redevelopment Study	Design	0	1 2 3 4 5	\$475,000.00	0%		8/29/2014	6/30/2015	Paul Olafson
34	2219 Arroyo Alamo West Drainage Study - FY14	Plan	90	1 2 3 4 5	\$125,000.00	75%	\$93,751.80	5/21/2013	12/31/2013	Paul Olafson
35	6104 Caja Del Rio - Project Management, QA & Inspection Services	Design	99	1	\$15,000.00	79%	\$11,813.75	7/29/2013	11/29/2013	Chuck Vigil
36	6166 CR 54 Los Pinos Road All Weather Structure Design	Construction	99	2	\$343,872.97	100%	\$343,872.97	8/1/2012	12/27/2013	Chuck Vigil
37	6167 CR98 Road Widening Phase II - PR, Inspection and QA Services	Design	50	3	\$95,000.00	84%	\$79,411.76	8/12/2013	12/31/2013	Chuck Vigil
38	6170	Construction	98	1	\$156,987.27	100%	\$156,598.27	9/16/2013	10/25/2013	Chuck Vigil



SANTA FE COUNTY

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PW ProjectNbr	Project Name	Nature of Procurement	% Comp	District	Project Budget	Over/ Under	Current Contract Amount	Estimated Start Date	Estimated Completion Date	Project Manager
39	CR 98 Road Widening Phase II - Construction Services	Construction	98	1	\$2,362,631.73	59%	\$1,386,728.56	9/16/2013	10/25/2013	Chuck Vigil
40	CR98 Road Widening Phase II - Eng During Construction Svcs	Construction	98	1	\$15,270.30	100%	\$15,270.30	9/16/2013	10/25/2013	Chuck Vigil
41	NE-SE Connectors Location Study	Plan	45	5	\$500,000.00	84%	\$420,000.00	2/4/2013	7/18/2014	Chuck Vigil
42	CR 55A General Goowin Rd Design Upgrade	Design	20	3	\$100,000.00	30%	\$30,357.55	9/23/2013	12/27/2013	Chuck Vigil
43	Torcido Loop - Archaeological Survey	Archaeology	95	3	\$48,683.69	100%	\$48,683.69	7/18/2013	10/31/2013	Chuck Vigil
44	Herrada Road Paving Design	Design	65	5	\$100,000.00	86%	\$86,474.16	8/12/2013	12/27/2013	Chuck Vigil
45	Upgrade County Road 26 - Simmons Road	Construction	0	3	\$460,000.00	97%	\$447,513.66	8/30/2013	9/16/2013	David Padilla
46	Vista Rendonda Drainage and Road Paving Design	Design	10	1	\$120,000.00	0%		12/16/2013	4/25/2014	Chuck Vigil
47	Design drainage and roadway improvements on County Road 89	Design		1	\$55,000.00	0%				Chuck Vigil
48	Improvements on County Road 89 C	Design		1	\$35,000.00	0%				Chuck Vigil
49	Design drainage and roadway improvements on County Road 84 D	Design		1	\$60,000.00	0%		1/13/2014		Chuck Vigil
50	Design and construct drainage and pavement improvements for County Road 105	Design		1	\$400,000.00	0%				Chuck Vigil
51	Design and construct drainage and pavement improvements for County Road 109 S	Design		1	\$260,000.00	0%				Chuck Vigil
52	Construct Pavement improvements for bike lanes on County Road 89 D	Construction		1	\$170,000.00	0%				Chuck Vigil
53	Public Works Programming & Master Plan	Plan	10	1 2 3 4 5	\$25,000.00	0%		12/18/2013	3/19/2014	Paul Olafson
54	Design La Bajada Ranch	Design	0	3	\$504,726.00	0%		6/15/2015	6/15/2016	Mark Hogan
55	La Bajada Ranch Planning & Programming	Plan	10	3	\$120,000.00	0%		9/28/2012	3/29/2015	Mark Hogan
56	La Bajada Ranch Remediation and Reroofing	Construction	20	3	\$70,000.00	0%		2/4/2014	4/3/2014	David Padilla
57	Santa Fe River Greenway Wayside Exhibit Planning, Design, Fabrication	Other	71	2	\$84,841.50	71%	\$60,131.50	7/1/2012	9/30/2015	Colleen Baker



SANTA FE COUNTY

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PW ProjectNbr	Project Name	Nature of Procurement	% Comp	District	Project Budget	Over/Under	Current Contract Amount	Estimated Start Date	Estimated Completion Date	Project Manager
58	7121	Design and Construct Stanley Community Wellness Center Phase 2	2	3	\$50,000.00	0%		9/2/2013	2/14/2014	David Padilla
59	7121	Stanley Wellness Center Phase 1	40	3	\$490,000.00	39%	\$188,963.00	5/7/2013	4/10/2014	David Padilla
60	7122	Construct a Senior / Community Center on HWY 14	0	3 5	\$494,839.00	0%		1/1/2014	7/1/2014	Ron Sandoval
61	7122	Highway 14 Senior/Community Center	10	3	\$350,000.00	0%		1/15/2012	5/1/2014	Agnes Leyba-Cruz
62	7123	District Attorney Complex Energy & Accessibility Improvements	0	1 2 3 4 5	\$650,000.00	0%		3/12/2014	9/30/2014	Paul Olafson
63	7123	District Attorney Complex Energy & Accessibility Improvements	50	1 2 3 4 5	\$120,000.00	65%	\$78,262.84	12/14/2012	8/30/2013	Paul Olafson
64	7124	Admin Building Computer & Communications Room	90	1 2 3 4 5	\$35,000.00	67%	\$23,540.00	4/30/2013	12/18/2013	Paul Olafson
65	7124	Admin Building Computer & Communications Room	0	1 2 3 4 5	\$275,000.00	0%		2/3/2014	7/31/2014	Paul Olafson
66	7701	Arroyo Hondo Trail	17	5	\$470,572.00	94%	\$442,524.00	12/13/2012	6/30/2014	Colleen Baker
67	7706	Mt. Chalchihuitl	25	3	\$988,499.00	5%	\$52,859.35	8/1/2012	9/30/2014	Colleen Baker
68	7707	Santa Fe Rail Trail Segment 4	2	5	\$471,213.00	0%		6/30/2014	12/31/2014	Colleen Baker
69	7707	Santa Fe Rail Trail Segments 2-3	7	4, 5	\$1,481,414.00	0%		7/1/2013	1/31/2014	Colleen Baker
70	7708	Santa Fe River Greenway Engineering Design Services	76	2	\$412,725.85	81%	\$333,601.57	10/3/2012	6/6/2014	Scott Kaseman
71	7708	Santa Fe River Greenway Acquisition	15	2	\$1,814,850.60	29%	\$531,756.83	10/9/2012	11/1/2014	Scott Kaseman
72	7708	Santa Fe River Greenway: Frenchy's Field to Siler Rd.	100	2	\$59,406.47	100%	\$59,406.47	3/1/2009	12/31/2013	Scott Kaseman
73	7711	Thornton Ranch Open Space Cultural Resource Investigations	6	3	\$100,000.00	0%				Colleen Baker
74	7711	Thornton Ranch Open Space Master Plan	8	3	\$100,000.00	0%		2/1/2014	1/30/2015	Colleen Baker
75	7716	Construct South Meadows Open Space Phase 1		2	\$400,361.00	1%	\$4,111.13	11/15/2013	5/12/2014	Scott Rivers
76	7723	Nambe Community Center, Park and Head Start Site Improvements	2	1	\$349,079.00	0%		2/1/2014	6/30/2014	Colleen Baker
77	7725	Construct Playground Equipment at El Rancho Community Center	5	1	\$45,000.00	0%		3/3/2014	4/15/2014	David Padilla



SANTA FE COUNTY

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PW ProjectNbr	Project Name	Nature of Procurement	% Comp	District	Project Budget	Over/Under	Current Contract Amount	Estimated Start Date	Estimated Completion Date	Project Manager
78	7732 Agua Fria Monument Signs	Construction	8	2	\$83,846.00	0%		9/16/2013	6/30/2014	Colleen Baker
79	8008 Renovate La Cienega Existing Community Center Library	Construction	0	3	\$462,500.00	0%				Ron Sandoval
80	8008 Add to and Renovate La Cienega Fire Station No. 2	Design	100	3	\$462,500.00	7%	\$31,590.75	6/30/2013	10/28/2013	Ron Sandoval
81	8009 Construct new Glorieta Fire Station	Design		4	\$300,000.00	0%				Ron Saqundoval
82	8009 Santa Fe County Glorieta Fire Station 2	Construction	0	4	\$300,000.00	0%		3/10/2014	9/30/2014	Ron Sandoval
83	8009 Construct Santa Fe County Glorieta Fire Station	Design	0	4	\$50,000.00	0%		2/10/2014	6/30/2014	Ron Sandoval
84	8010 Remodel volunteer quarters at pojoaque main station	Design		1	\$181,470.00	0%				Ron Sandoval
85	9692 CR67F La Barbana Drainage and Road Paving Design	Design	15	4	\$100,000.00	0%		12/16/2013	4/25/2014	Chuck Vrigil

Table 3: On-time Work Order Completion
December 2013

Property Control

COMM. DIST.	REQUESTS	ISSUED	CLOSED	ON TIME
1	8	8	6	6
2	5	4	3	3
3	1	1	0	0
4	10	10	5	5
5	20	19	7	6
All	45	42	26	26
TOTAL	89	84	47	46
		94%	53%	52%

Open Space

COMM. DIST.	Overall WO's from public & staff	Overall WO Issued from public & staff	Overall WO Closed from public & staff	Request from public only	On-time request from public only
1	7	7	4	6	3
2	2	2	0	2	0
3	16	16	8	16	8
4	7	7	6	7	6
5	8	8	4	8	4
All	40	40	22	39	21
TOTAL	40	40	22	39	21
		100%	55%		54%

Traffic

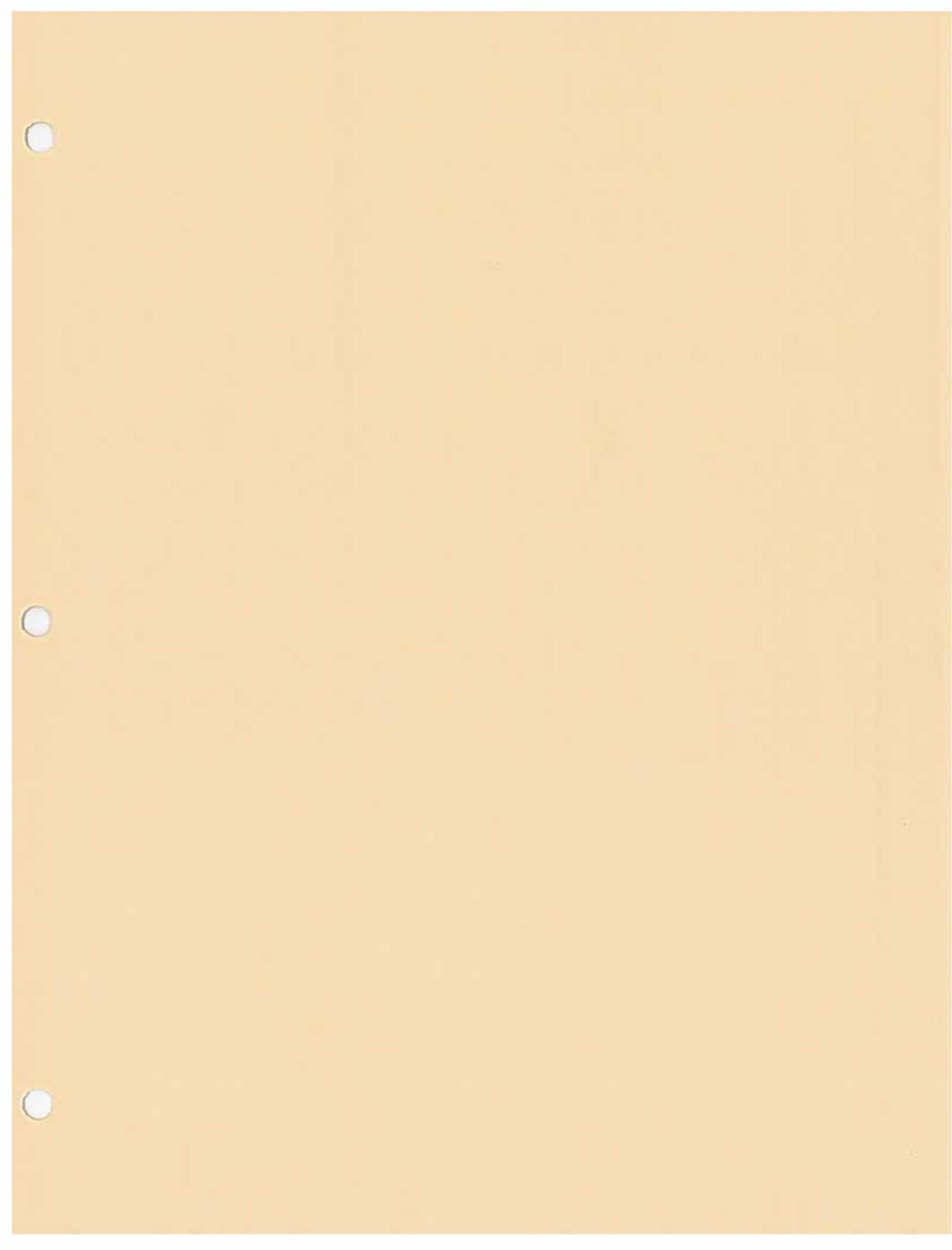
COMM. DIST.	Overall WO's from public & staff	Overall WO Issued from public & staff	Overall WO Closed from public & staff	Request from public only	On-time request from public only
1	21	21	21	0	0
2	8	8	8	0	0
3	8	8	8	0	0
4	9	9	9	0	0
5	3	3	3	0	0
All	62	62	62	0	0
TOTAL	62	62	62	0	0
		100%	100%		0%

Building Services

COMM. DIST.	REQUESTS	ISSUED	CLOSED	ON TIME
1	3	3	3	3
2	3	3	3	3
3	1	1	1	1
4	0	0	0	0
5	1	1	1	1
All	13	12	12	12
TOTAL	21	20	20	20
		95%	95%	95%

Open Space

COMM. DIST.	REQUESTS	ISSUED	CLOSED	ON TIME
1	35	35	28	28
2	16	16	12	12
3	13	13	10	10
4	5	5	4	4
5	10	10	9	9
All	84	84	67	67
TOTAL	84	84	67	67
		100%	80%	80%



Daniel W. Mayfield
Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Hollan
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

Pablo Sedillo, III
Public Safety Director

To: Santa Fe County Board of County Commissioners

From: Pablo Sedillo, III 
Public Safety Department Director

Via: Katherine Miller
County Manager

Date: 1/14/14

Re: SFC Public Safety Department Monthly Report for November & December 2013

The purpose of this memo is to provide you information relative to the SFC Public Safety Department for the months of November & December 2013.

CORRECTIONS DEPARTMENT

November

Adult Detention Facility

Administration

- The New Mexico Association of Counties conducted an initial audit which consisted of a tour to observe facility operations, audited 210 detention standards, and completed a close out briefing with staff, Warden, and the Director of Public Safety.
- Two Employee 40 hour In-Service classes conducted for 35 employees.

Programs

- Thanksgiving Food drive completed with staff who donated food to the Santa Fe County Housing Department for needy families.
- Thanksgiving meal prepared and served to the inmate population and staff which provided excellent feedback from the inmate population.

Medical

- Dr. Taylor was hired as a County Employee and the Medical Director for the Adult Detention Facility as well as the Youth Development Program.

December

Administration

- The Adult Detention Facility passed the New Mexico Association of Counties final audit with a 100% score on 210 detention standards, and will be awarded the Audit Certificate on January 22, 2014 at the New Mexico Association of Counties Conference.
- Employee Recognition Committee established within the facility to identify employees with outstanding service and performance that will be recognized on a quarterly basis within the facility and throughout the county.
- Officer Nanette Demague promoted to Lieutenant.
- Detention Officer testing completed; 11 tested and 5 passed the entire process.

Programs

- Volunteer Service Coordinator Robert Ortiz and Programs Manager Renee Fernandez completed annual training for 59 volunteers.
- The Adult Detention Facility sponsored the Coats for Kids drive and donated several jackets to Sweeney Elementary School as well as the Domestic Violence Center.
- New equipment was installed for video visitation for the deaf population that will meet the American Disabilities Standards Act.
- Christmas meal prepared and served to the inmate population and staff which provided excellent feedback from the inmate population.
- Programs assisted the Inmate population in the completion of 780 Christmas Cards sent to inmate's families.

Youth Development Program (YDP)

November

- Volunteers from SITE Santa Fe held an Art Group for residents at YDP
- Deacon Trujillo came in for Church services on Sundays
- Interviews were held for Day Reporting Supervisor, Life Skills Workers I & II, and an Assistant Supervisor

December

- Corrections Advisory Committee held a meeting in the YDP Conference Room on December 12, 2013.
- Choir from Archdiocese of Santa Fe visited YDP on December 22, 2013, for a Christmas presentation. The residents were provided individual gift bags of snacks sent by Archbishop Sheehan.
- Anasazi Housing Unit underwent extensive deep cleaning process, to include re-sealing of floors and painting of entire unit.
- YDP congratulated Life Skill Worker II, Deseray Gallegos' promotion to Assistant Shift Supervisor.

Electronic Monitoring (EM)

November

- There were 29 successful releases for November.
- Municipal bonds have increased for November (from 9 to 31).
- Municipal fees have increased in November (from \$100.00 to \$310.00).

December

- There were 29 successful releases for December.
- Arrests of clients that have violated and been taken into custody have decreased by 4 (from 20 to 16).
- Intakes have increased by 26 (from 31 to 57).
- Revenue has increased by \$3,349.00 (from \$16,952.90 to \$20,302.00).

FIRE DEPARTMENT

November and December 2013

Total emergency responses – 899

Fire – 83

EMS – 816

Operations and Administration

- 7 career recruits completed mentorship and working full time.
- 14 Volunteer Fire Academy students completed current VFA and prepared to graduate.

- Tested new officer candidates and promoted 2 new career Lieutenants.
- Posted and closed on 6 career positions. 60 applicants. Testing upcoming.
- Ambulance revenue of \$73,831 received.
- Budgeting underway for capital projects (Glorieta, Hondo, Pojoaque).
- La Cienega Station 2 remodel out to bid.
- La Cienega Station 1 remodel virtually complete.
- Grants awarded for Galisteo (PPE) and Tesuque (Thermal Cameras).
- Forestry grant awarded to Pojoaque (Pumps, Gear).
- EMS Fund applications completed – 14 districts totaling \$400k of requests.
- District Midyear Budget reviews underway.

Fire Prevention and Wildland

- Business registrations – 10
- Development Reviews – 30
- Lot line Adjustments/Land Divisions/Family Transfers – 16
- School Presentations – 17
- 25 wildland classes taught reaching 147 members
- 15 home assessments conducted
- 4 community outreach meetings

Volunteer Recruitment and Retention

- New member applications approved - 23
- New member applications received year to date – 123
- Recruitment ads placed in the New Mexican and on KOB-TV and website
- Captain Jaffa selected as President of the East Mountain Interagency Fire Protection Association (EMIFPA)

Emergency Management

- Attended NWCG S-133 Crew Boss Training, FEMA G-270 Recovery Process for Local Governments.
- Attended SF County/FEMA Applicant briefing (Sept. floods).
- Participated in SF Public Schools Emergency Training Plan, FBI white Powder Response Workgroup, and Active Shooter exercise at South Mountain Elementary School.
- Presented Highway Safety Refresher for Tesuque District.
- Conducted CDC Strategic National Stockpile/Santa Fe County Table Top exercise “Protecting the Responders”.
- Working on SFC Emergency Operations Plan update

RECC November

- Operations
 - Incoming calls
 - November – 31,238
 - 911 calls to date
 - November – 5,599
 - County calls for service
 - November – 6,353
 - City calls for service
 - November – 13,446
 - Town of Edgewood calls for service
 - November – 480
- Staffing

- Current vacancies
 - 3 Call Taker Positions
 - 2 Trainee Positions
 - 2 Candidates for hire
- New hires and candidates
 - Heidi Tahquechi

December

- Operations
 - Incoming calls
 - December – 34,459
 - 911 calls
 - December – 5,874
 - County calls for service
 - December – 6,755
 - City calls for service
 - December – 13,299
 - Town of Edgewood calls for service
 - December – 536
- Staffing
 - Current vacancies
 - 3 Call Taker Positions
 - 4 Trainee Positions
 - New hires and candidates
 - 2 Candidates for hire

If you have any questions, I can be contacted at 992-3092. Thank you.



Daniel "Danny" Mayfield
Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

Date: January 15, 2013

To: Board of County Commissioners

From: Penny Ellis-Green, Growth Management Director *PEG*

Via: Katherine Miller, County Manager

Re: Growth Management Monthly Report – November and December 2013

This report is a summary of projects for Growth management with statistics for November and December 2013. Growth Management consists of 3 divisions; planning, GIS and Building and Development services.

Planning Division

Affordable Housing

An affordable home was sold and closed in Turquoise Trail to an Income Range 1 buyer. The effective price, after subsidy was \$91,930, with the County taking back an affordability lien in the amount of \$69,570.

Three draft amended and restated affordable housing agreements for Oshara Village, Apache Springs and Spirit Wind and Tierra Bello were completed by affordable housing staff and reviewed by Legal.

Staff worked with an existing Turquoise Trail homeowner and the lender to facilitate a loan modification under the County foreclosure prevention program.

Open Space

COLTPAC reviewed the Sustainable Land Development Code (SLDC) draft Official Map for Open Space and Trails for completeness and consistency with the SGMP, amendments were recommended and incorporated into the final version of the Official Map.

Staff began work with COLTPAC to update the county-wide Open Space, Trails and Parks Strategic Plan.

Three COLTPAC terms will expire on December 31st, and the Planning Division has begun advertising to fill these. Letters of interest and resumes are due to the Planning Division by January 10, 2014.

Planning Division staff continued to work with National Park Service staff and other federal agencies to develop a retracement trail concept for El Camino Real de Tierra Adentro National Historic Trail (Buckman Road Segment). The Board approved Resolution 2013-141 directing staff to submit a grant for the Federal Lands Access Program for the proposed project.

Community Planning

The community planning program is working on two active community planning efforts:

Tesuque Community Plan: 100% complete

On December 10, 2013, staff presented the plan and the Board of County Commissioners adopted the plan as amendment to the SGMP via Resolution 2013-139.

Chimayò Community Plan: 75% complete

Current work is focused on developing strategies and identifying and mapping appropriate land uses to achieve goals and objectives. Meetings with key stakeholders, including Rio Arriba planning staff are on-going.

- o Staff continued research on housing, history, demographics and economic development in the Chimayo area.
- o Staff Facilitated 2 Community Meetings:
- o Staff held 2 key stakeholder meetings to discuss process and content.
- o Staff prepared and distributed material for community outreach.

Transportation

Planning has advertised to hire a new transportation planner as Erick Aune moved to the MPO. The Planning Manager is attending transportation meetings until we hire.

North Central Regional Transit District

The North Central Regional Transit District "Blue Bus" initiated a new stop in Lone Butte on Monday, January 6, 2014. The stop is located at the Turquoise Trail Fire Station located at State Road 14 and Turquoise Trail Road. NCRTD designated three parking spots adjacent to the RTD bus stop sign.

The NCRTD is considering a new service plan for adoption in February or March. A Technical Report for development of service and operational alternatives was completed in October 2013 and is being considered by NCRTD. The new service plan will be considered for an Action Item at the February or March NCRTD Board meeting. At the December NCRTD meeting the public was given an opportunity to share any recommendations or needs regarding service. Letters to the Board were also provided regarding changes and adjustments to service. Potential new routes in Santa Fe County include:

1. A new La Cienega/Las Golondrinas route that is proposed to connect to the Rail Runner 599 Station, the outlet mall, Wal-Mart and Santa Fe Transit Center. This proposed route would service a population of approximately 4,000 people in the La Cienega La Cieneguilla area. The route would require capital costs of a new bus for this route and an annual operating cost of approximately \$114,000. There is no identified source of funding for this route.
2. Service to Golden-this route is attached to an existing route and no capital costs are anticipated for this route. It would add approximately \$3,950 in annual operating costs to the existing Madrid service.
3. Ski Services-service to Ski Santa Fe-alternatives for this route are being discussed but there is no dedicated funding source at this time. It is anticipated that these services could be developed in conjunction with the Rail Runner and local ski destinations.

The NCRTD Board approved Resolution 2013-33 Authorizing the NCRTD to submit a grant relating to New Regional Service to Santa Fe National Forest and Ski Santa Fe to Federal Lands Access Program (FLAP) Application.

Economic Development

Staff initiated broadband planning discussions with City, SFCC, IAIA, SF Indian School, UNM GigaPop, NCNMEDD.

Staff initiated Phase 1 Environmental Assessment of Galisteo Road (Old PW site) property and NMED Petroleum Storage Tank Bureau bore hole tests for hydrocarbons of several sites within the Galisteo Road property

Participated in discussions relating to retaining existing AMTRAK service for northeast New Mexico, including Santa Fe County

In line with the draft Economic Development Plan and the SGMP, worked with the Northern Rio Grande National Heritage Area to develop marketing/outreach material in an effort to promote the region as a cultural tourism, outdoor adventure destination

Edited economic development plan, reflecting staff comments, this plan is proposed to be presented to the BCC in late January.

SLDC

The BCC approved the adoption of the SLDC on December 10, 2013. THE Ordinance is being prepared for recordation and will be published with the County ordinances on our web page.

The next steps are being coordinated with Finance, Public Works, legal and the Manager's Office and includes:

- Zoning map final draft, noticing and adoption
- Amendment of permit fees
- Creation of submittal checklists
- Procurement process for contracting with outside reviewers to review larger projects
- Procurement process to contract with a Hearing Officer
- Review and revision of community plans to be consistent with SGMP
- Prepare land Use assumptions in accordance with the Development Fees Act
- Approval of CIP
- Approval of Impact Fees
- Draft, conduct public review and approval process for the DCI sections.

Building and Development Services Division

Permits and Development Review

The following statistics are provided for permits and approvals issued in November and December, 2013:

	November 2013	December 2013
New Residential Permits - Stick Built Homes	9	5

New Residential Permits - Mobile Homes	5	1
Commercial Building Permits	0	0
Number of Lots Created – Subdivision Exemptions	9 lots	3
Summary Review Subdivisions	4 lots	8
Subdivisions	0 lots	0
Commercial Business Licenses	1	2
Home Occupations Business licenses	3	0
Film Permits	0	2

Code Enforcement

The following statistics are provided for code enforcement actions in November and December, 2013:

	November 2013	December 2013
Number of Initial Notices of Violation Issued	14	13
Number of Final Notices of Violation Issued	5	2
Number of Notices of Violation resolved without court action	11	10

GIS Division

GIS staff helped new Open Space planner get started with GIS, and reviewed the Open Space/Trails Official Map data for spatial and time accuracy. Participated in the Santa Cruz Irrigation District dam tour focused on the underlying concern about proper maintenance of the dams, drains and the inlets to the dam, which impact many SFC properties.

GIS staff Started tying old (1935 to 1975) air photos to “real-world” coordinates in Chimayo so we can put them into the GIS with current air photos and “slide” across the map from old to new, seeing the changes in the landscape patterns over time. This is being done in coordination with the Chimayo planning effort and helps with understanding community planning needs in the area. This is also part of the Weston Plan, which calls for georeferencing historic documents.

In November the E911 Addressing staff replaced 182 addresses, out of 282 checked and drove all Nambe Pueblo roads with Pueblo staff to determine best solution for placing Tewa and English road names on each sign, and reviewed all addressing in the Pueblo on the ground and on 50 maps that GIS printed for the field work. Addressing staff also checked all address signs in Madrid at the request of the Madrid Fire staff, and replaced those missing or faded.



Daniel "Danny" Mayfield
Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

Memorandum

To: Santa Fe County Board of County Commissioners

From: Katherine Miller, County Manager, SFC
Rachel O'Connor, Director, Community Services Department, SFC

Date: January 15, 2014

Subject: Community Services Monthly Report

Community Safety

Santa Fe County closed 2013 with 6 alcohol involved fatalities, which represented 66% of all crash deaths in Santa Fe County. This is down from 7 in 2012. There were 106 alcohol involved crashes, down from 128 in 2012. The number of DWI arrests decreased from 820 in 2012 to 781 in 2013, a 5% decrease. Overall 504 vehicles were seized, 50 of them by the Santa Fe County Sheriff's Department.

Beginning January 1, 2014 Cab Ride Home (formally known as CADDy) changed their rates for rides home from a bar, restaurant or drinking locations. Rates are now \$5 a cab for one or two riders and ten dollars a cab for three or more. Rides will remain \$1 during holiday and special occasions such as Fiesta. Over the New Year 269 riders took advantage of the \$1 rides.

The Santa Fe Regional Juvenile Justice Board will be providing gender specific programming for the Teen Court Program this spring. The curriculum will be geared toward high school girls who show need due to a natural or created trauma. The program will consist of 18 consecutive weeks of 90 minute group facilitation by Mary Louise Romero. The program will cover four modules; self, connecting with others, healthy living, and the journey ahead.

Community Operations

The Satellite offices recorded 708 visits by County residents in the second quarter of FY14. The Satellite offices have collected over \$119,000 for trash permits so far this fiscal year.

Community Centers were used by 179 residents for the first two quarters of FY 14.

Community Services partnered with Public Works to take action to repair and improve the Rail Trail which extends 17 miles from Rabbit Road trailhead to Spur Ranch Road and beyond. The 17 miles is broken down into 5 segments; we repaired a 250 foot stretch from Avenida Vista Grande to 1 & 1/2 miles South of 9 Mile Road. The trail is heavily used by hikers and bikers including a few die hard cyclists that ride the trail to work daily from El Dorado to Santa Fe.

All contracts and purchase orders are in place for Santa Fe County libraries including Eldorado, Santa Fe Public Library, Espanola Library and Edgewood.

Senior Services

In December we started the weekly food distribution to seniors at both Home Delivered and Congregate sites. The food distribution includes cabbage, potatoes, squash, cucumbers, tomatoes, bread oranges and beets. The project is ongoing and is distributed every Monday.

In November and December Senior Services provided 5,235 congregate meals, 7,224 home delivered meals and 1,284 transportation units.

Theresa Casados was appointed by AAA as a Committee member for AAA's Summit to End Hunger in New Mexico in 2014.

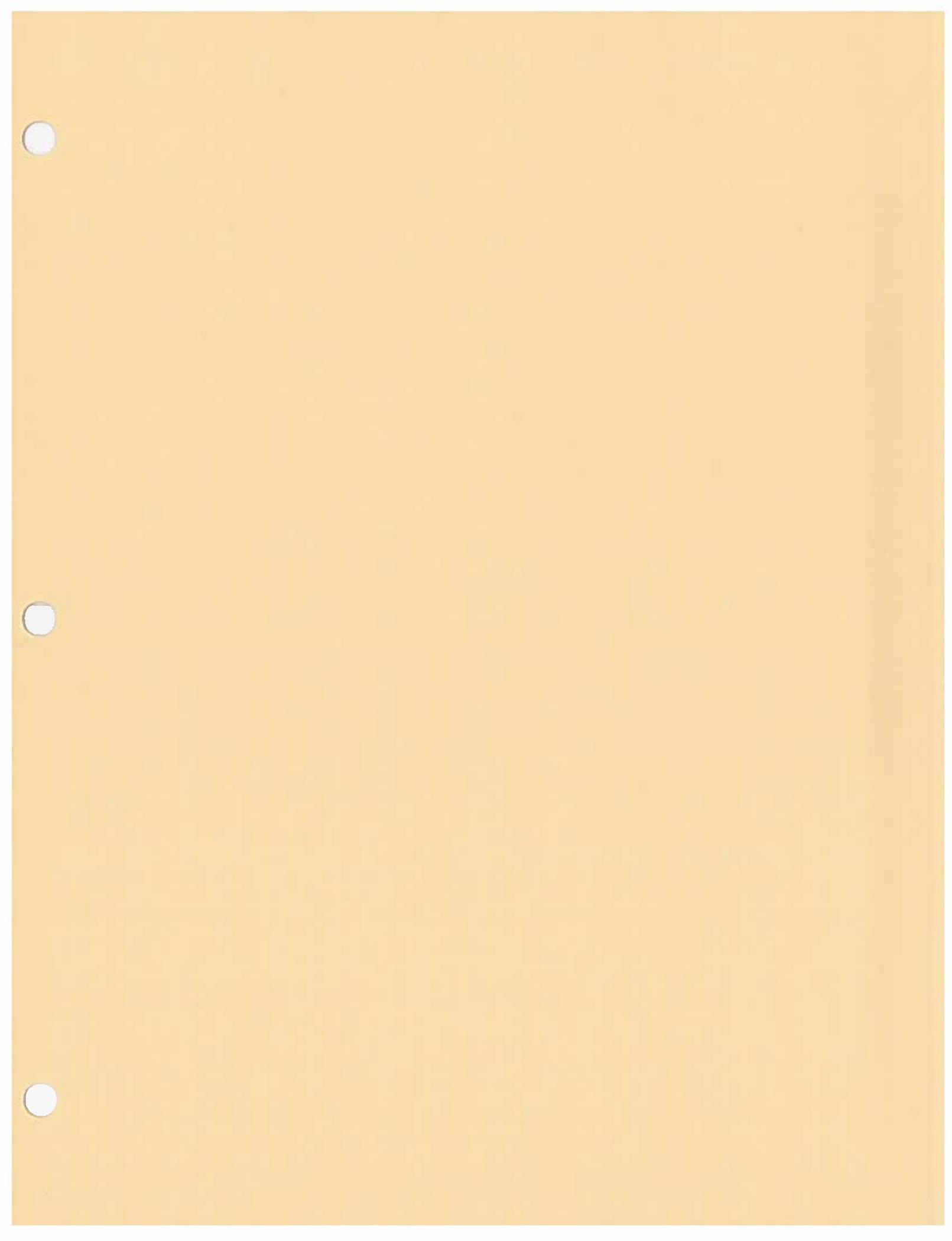
Health Services

Three of our indigent staff and one DWI staff were trained in doing Medicaid enrollment, including the expanded coverage. All passed the required certification test with flying colors—100%. We are contracting with La Familia to provide additional outreach in rural areas of the County, and received a \$3,000 grant from the New Mexico Association of Counties to do radio announcements to increase enrollment. We have sent out letters to 2300 people who have received assistance through the indigent program, letting them know about the expanded Medicaid coverage and where they can go to enroll.

La Familia reports that they are providing comprehensive treatment for pregnant women; they are currently serving 13 pregnant women who are addicted to opiates. The program demand is more than they anticipated; over the next six months they are hoping to have 30 women enrolled and to then extend to serve a total of 70. As of December one woman had delivered; her child was not born addicted.

The Community Services Department has hired a full time driver (Kevin Smith) and a part time nurse for the Mobile Health Van. The van is fully staffed and we are establishing new locations such as the Community College (which has yielded great results). We are also looking to provide some expanded services.

Rachel O'Connor was appointed to the LEAD Steering Committee and assisted in the drafting of the Request for Proposals. The review team met last week and has chosen a bidder to provide LEAD services.



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Commissioner, District 1

Miguel M. Chavez
Commissioner, District 2

Robert A. Anaya
Commissioner, District 3



Kathy Holian
Commissioner, District 4

Liz Stefanics
Commissioner, District 5

Katherine Miller
County Manager

MEMORANDUM

To: Board of County Commissioners

Via: Katherine Miller, County Manager
Bernadette Salazar, Human Resources Director 

Date: January 15, 2014

Re: HR Monthly Report for November and December 2013

Issue:

The HR Division provides the Santa Fe County Board of County Commission a monthly report regarding highlighted HR information and events.

Background:

The purpose of this memo is to provide you with information relative to various HR functions and statistics for the months of November and December 2013. Throughout the months of November and December, HR coordinated/conducted 10 training sessions. 168 employees attended these training sessions. Also in December, HR began the process to encourage employees to attend NM Edge courses in January 2014 during the New Mexico Association of Counties Conference. The statistics regarding participation will be provided in the January report.

In regards to recruitment for the months of November and December, we conducted testing and selected for the Detective assignment within the Sheriff's Office. In addition, Deborah Anaya was promoted to Sergeant within the Sheriff's Office. She began her career with Santa Fe County over 9 years ago as a Sheriff Deputy Cadet. HR, along with the Sheriff's Office is proud to announce that for the month of December, we were 100% staffed within the Sheriff Deputy classification. For the Corrections Department, we had 26 qualified applicants for the position of Detention Officer. 13 attended the testing process and 4 have been hired as of December 31, 2013. In addition, other positions throughout the County have been filled during these months.

In December, the HR Division conducted open enrollment for the ASI Flexible Spending Account Program. Due to the State of New Mexico Risk Management Division no longer offering this benefit to local public bodies such as Santa Fe County, we opted to continue to provide this benefit to our employees without any break in services. This did however; result in Santa Fe County entering into an agreement with ASI Flex directly. The benefits are similar to what was offered by the State, but there are some forms that employees are required to complete again because it is a new account. During the transition, we are providing individual assistance to employees to resolve problems and answer any questions.

Attached are the HR Statistics Report, the New Hire Report, and the Labor Statistics Report for November 2013. The December reports will be provided next month due to the last few days carrying over into the next pay period, which results in the data not being available until the next full pay period. If you have any questions, I can be contacted at 992-9886. Thank you.

HR STATISTICS FOR THE MONTH OF NOVEMBER 2013

Department	Division	Regular Employees	Part Time Employees	Full Time Employees	Elected/Officials	Temporary Employees	Vacancies	Total Positions	New Hires/Re-employments	Resignations	Retirements	End of term/temp status	Terminations	Total separations
MANAGER'S OFFICE	01-COUNTY MANAGER ADMINIS.	7		7			1	8						
	02-COMMISSION	5		5	5	1		5						
	15-HUMAN RESOURCES	8		8			3	11		2				2
	21-FINANCE	22		22			1	23	1					
CWO TOTAL		42	0	42	5	1	5	47	1	2	0	0	0	2
	01-LEGAL ADMINISTRATION	8		8				8						
LEGAL TOTAL		8	0	8	0	0	0	8	0	0	0	0	0	0
ADMINISTRATIVE SERVICES DEPARTMENT	00-ADMINISTRATION	2		2				2						
	02-INFORMATION TECHNOLOGY	11		11			2	13		1				1
	12-PURCHASING	7		7				7						
	16-MAIL ROOM	1		1				1						
	17-RISK MANAGEMENT	3		3				3						
ASD TOTAL		24	0	24	0	0	2	26	0	1	0	0	0	1
COMMUNITY SERVICES DEPARTMENT	01-ADMINISTRATION	4		4				4						
	20-INDIGENT HOSPITAL FUND	3		3				3						
	21-EMS-HEALTH CARE	3		3				3						
	74-MOBILE HEALTH FAIR VAN	2	1	1			3	5	1					
TOTAL		12	1	11	0	0	3	15	1	0	0	0	0	0
	04-DWI LOCAL	7		7			1	8						

HR STATISTICS FOR THE MONTH OF NOVEMBER 2013

Department	Division	Regular Employees	Part Time Employees	Full Time Employees	Elected/Officials	Temporary Employees	Vacancies	Total Positions	New Hires/Re-employmnts	Resignations	Retirements	End of term/temp status	Terminations	Total separations
TOTAL		7	0	7	0	0	1	8	0	0	0	0	0	0
	09-DWI TEEN COURT	3		3				3						
TOTAL		3	0	3	0	0	0	3	0	0	0	0	0	0
	89-SENIOR PROGRAMS - ADMIN.	10		10			1	11						
	90-SR SVCS-CONGREGATE MEALS	6	1	5		3	4	10						
	92-SR SVCS - HOME DELIVERED	2	1	1		1	1	3						
	93-SR SVCS - TRANSPORTATION	4		4		1		4						
TOTAL		22	2	20	0	5	6	28	0	0	0	0	0	0
	01-POJOAQUE SATELLITE OFFICE					1								
	02-EDGEWOOD SATELLITE OFFICE					1								
TOTAL						2								
CSD TOTAL		44	3	41	0	7	10	54	1	0	0	0	0	0
HOUSING DEPARTMENT		10		10			2	12		1				1
	49-HOUSING SECTION 8 VOUCHER	2		2				2						
	82-HOUSING CFP - 2012	1		1				1						
HOUSING TOTAL		13	0	13	0	0	2	15	0	1	0	0	0	1
GROWTH MANAGEMENT DEPARTMENT		4		4				4						
	02-PLANNING	7		7				7						
	14-GIS	8		8			1	9						

HR STATISTICS FOR THE MONTH OF NOVEMBER 2013

Department	Division	Regular Employees	Part Time Employees	Full Time Employees	Elected/Officials	Temporary Employees	Vacancies	Total Positions	New Hires/Re-employmnts	Resignations	Retirements	End of term/temp status	Terminations	Total separations
	15-AFFORDABLE HOUSING-COUNTY	2		2				2						
	16-BUILDING & DEVELOPMENT	14		14			1	15						
GMD TOTAL		35	0	35	0	0	2	37	0	0	0	0	0	0
PUBLIC WORKS DEPARTMENT	00-OFFICE OF THE DIRECTORS	5		5				5						
	01-PUBLIC WORKS ADMIN.	12		12				12						
	02-FLEET SERVICE	9		9				9						
	03-TRAFFIC ENGINEERING	6		6			2	8						
	05-SOLID WASTE	21	1	20				21	1				1	1
	11-ROAD MAINTENANCE	35		35		1	4	39						
TOTAL		88	1	87	0	1	6	94	1	0	0	0	1	1
	02-PROPERTY CONTROL	9		9			6	15					1	1
	62-MAINTENANCE DIVISION	5		5			2	7			2			2
	03-BUILDING SERVICES	17	2	15			1	18						
	18-PROJECT DEVELOPMENT DIV	9		9			1	10						
	26-OPEN SPACE	1		1			4	5						
	08-SANTA FE RIVER GREENWAY	1		1				1						
TOTAL		42	2	40	0	0	14	56	0	2	0	0	1	3
	10-WATER	14		14			5	19	1					
	15-AAMODT	1		1				1						

HR STATISTICS FOR THE MONTH OF NOVEMBER 2013

Department	Division	Regular Employees	Part Time Employees	Full Time Employees	Elected/Officials	Temporary Employees	Vacancies	Total Positions	New Hires/Re-employments	Resignations	Retirements	End of term/temp status	Terminations	Total separations
	20-WASTEWATER						1	1						
TOTAL		15	0	15	0	0	6	21	1	0	0	0	0	0
PWD TOTAL		145	3	142	0	1	25	171	2	2	0	0	2	4
PUBLIC SAFETY DEPARTMENT	01-FIRE ADMINISTRATION	27		27			2	29						
	08-EMERGENCY PREPAREDNESS						1	1						
	09-FOREST RESTORATION	3		3				3						
	11-FIRE REGIONS	67		67			6	73		1				1
	14-FEMA GRANT	1		1				1						
TOTAL		98	0	98	0	0	9	107	0	1	0	0	0	1
	01-ADMINISTRATION	9	1	8			2	11						
	60-ADULT FACILITY	127		127			29	156	3	4				4
	63-MEDICAL SERVICES	22		22			8	30	1	1				1
	65-ELECTRONIC MONITORING	9		9				9	1					
	70-YOUTH DEVELOPMENT FAC.	20		20			9	29					2	2
TOTAL		187	1	186	0	0	48	235	5	5	0	0	2	7
	01-RECC ADMINISTRATION	40		40			9	49						
TOTAL		40	0	40	0	0	9	49	0	0	0	0	0	0
PSD TOTAL		325	1	324	0	0	65	391	5	6	0	0	2	8
COUNTY CLERK'S OFFICE	01-REPORTING & RECORDING	17	1	16	1		5	22	1					

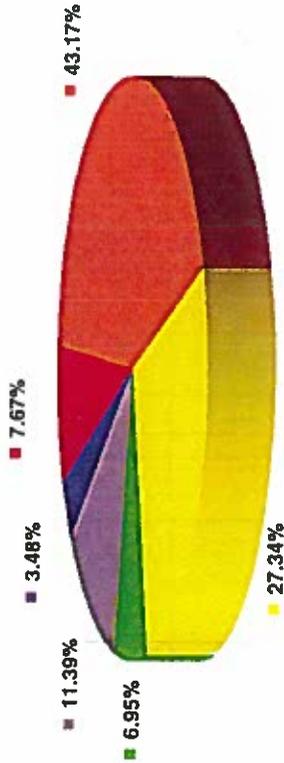
HR STATISTICS FOR THE MONTH OF NOVEMBER 2013

Department	Division	Regular Employees	Part Time Employees	Full Time Employees	Elected/Officials	Temporary Employees	Vacancies	Total Positions	New Hires/Re-employments	Resignations	Retirements	End of term/temp status	Terminations	Total separations
	02-BUREAU OF ELECTIONS	10	1	9			2	12					1	1
CLERK'S OFFICE TOTAL		27	2	25	1	0	7	34	1	0	0	0	1	1
COUNTY TREASURER'S OFFICE	01-COUNTY TREASURER ADMIN.	11		11	1		1	12						
COUNTY ASSESSOR'S OFFICE	01-COUNTY ASSESSOR ADMIN.	29		29	1			29						
	11-PROPERTY VALUATION	14		14				14						
ASSESSOR'S OFFICE		43	0	43	1	0	0	43	0	0	0	0	0	0
COUNTY SHERIFF'S OFFICE	01-ADMIN/ANIMAL CNTRL/ENFORC	114		114	1		2	116	1	1				1
	04-REG.III DRUG ENF GRANT-A	2		2				2						
	06-REG III-HIDTA GRANT	1		1				1						
SHERIFF'S OFFICE		117	0	117	1	0	2	119	1	1	0	0	0	1
13-COUNTY PROBATE DEPARTMENT	01-COUNTY PROBATE JUDGE				1									
17-COUNTY SURVEYOR	01-ADMINISTRATION						0							
COUNTY WIDE TOTAL		834	9	825	10	9	123	957	11	13	0	0	5	18

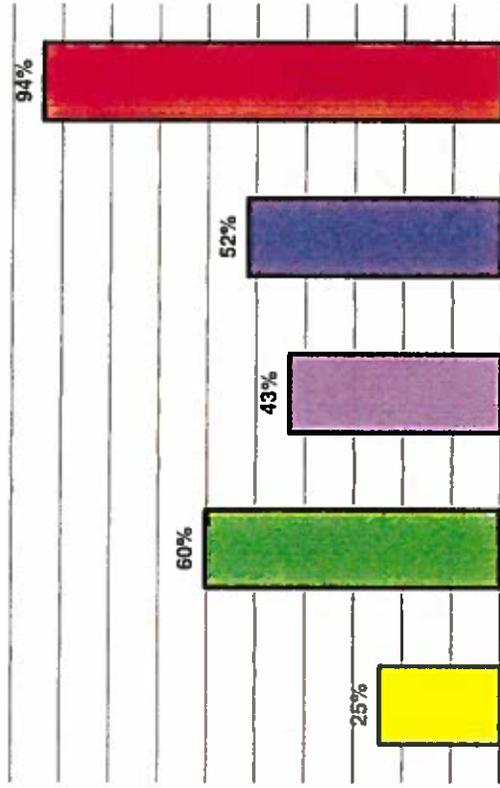
LABOR STATISTICS FOR NOVEMBER 2013

Union Status		Percentage of Union Status		Number of Employees Paying Dues		Percentage Of Employees Paying Union Dues	
AFSCME Employees	228	AFSCME Employees	27.34%	AFSCME Employees	56	AFSCME Employees	25%
CWA (Sheriff) Employees	50	CWA (Sheriff) Employees	6.95%	CWA (Sheriff) Employees	35	CWA (Sheriff) Employees	60%
CWA (Corrections) Employees	95	CWA (Corrections) Employees	11.39%	CWA (Corrections) Employees	41	CWA (Corrections) Employees	43%
CWA (RECC) Employees	29	CWA (RECC) Employees	3.49%	CWA (RECC) Employees	15	CWA (RECC) Employees	52%
IAFF (Fire) Employees	64	IAFF (Fire) Employees	7.67%	IAFF (Fire) Employees	60	IAFF (Fire) Employees	94%
Total Number of Union Employees	474	Total Percentage of Union Employees	56.83%	Total Number of Employees Paying Dues	207		
Non-Union Employees	360	Non-Union Employees	43.17%				
Total Number of Employees	834	Total Percentage of Employees	100%				

Union Status



Paying Members





Memorandum

To: Santa Fe Board of County Commissioners

From: Teresa C. Martinez, Finance Director *TCM*

Via: Katherine Miller, County Manager

Date: January 11, 2014

Re: *Financial report for the quarter ending 12/31/2013*

ISSUE:

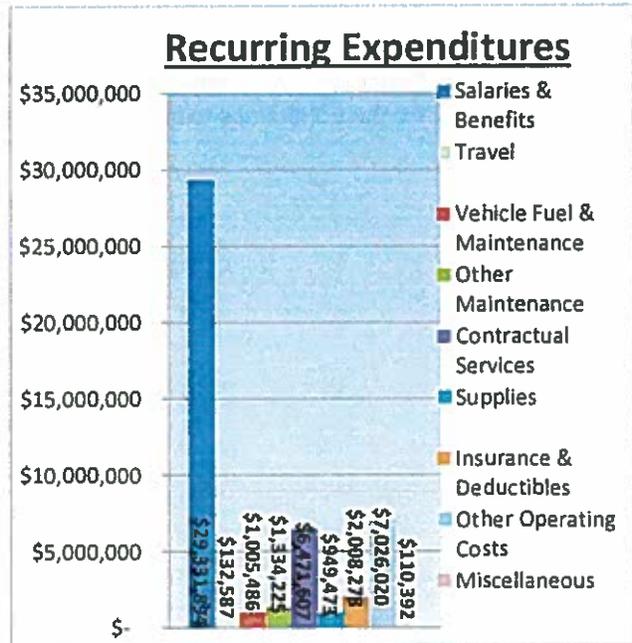
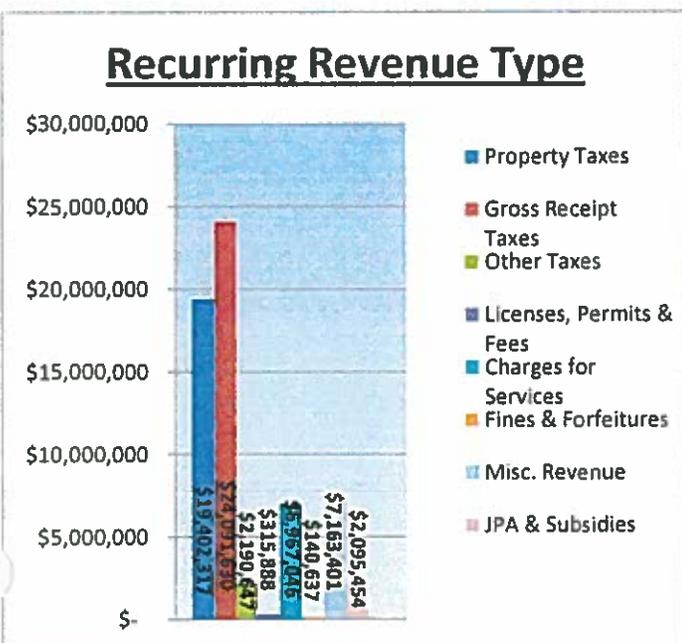
Enclosed is a report summarizing the financial activities of the County through the quarter ending December 31, 2013.

BACKGROUND:

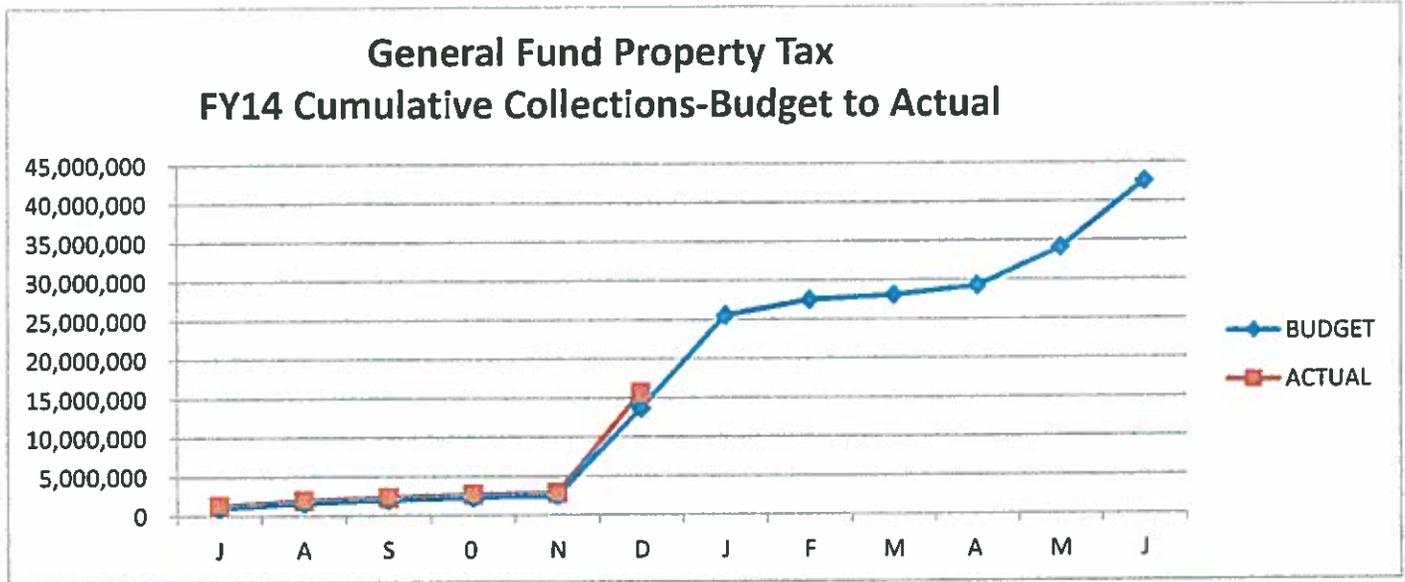
The following report will summarize total revenues and expenditures county-wide and by major fund. The numbers presented within this report are as of December 31, 2013.

ALL FUNDS:

For the first quarter ending December 31, 2013, the county collected a total of \$66.3 million from all revenue sources. The largest share of revenue sources were generated by taxes; property taxes of \$19.4 million and GRT's of \$24.1 million excluding \$367,600 which is a pass-through to the regional transit district. On December 31st, expenditures across all funds totaled \$73.6 million. Capital expenditures totaled \$14.3 million, debt service payments totaled \$10.9 million and operational expenditures totaled \$48.4 million. The capital expenditures were mainly for the Judicial Complex \$931K, Santa Fe County Town of Edgewood fire station \$881K, vehicles/heavy equipment for Open Space, Fire, Land Use, Public Works, Senior Services and Road Maintenance of \$1.9 million and other projects funded by the capital outlay GRT.

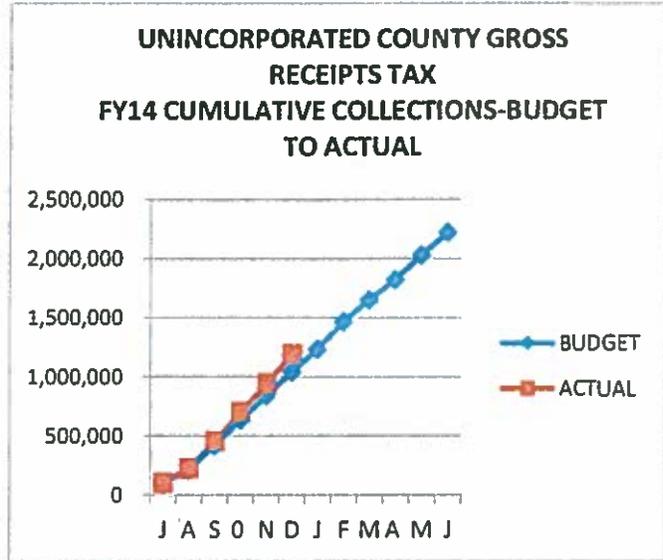
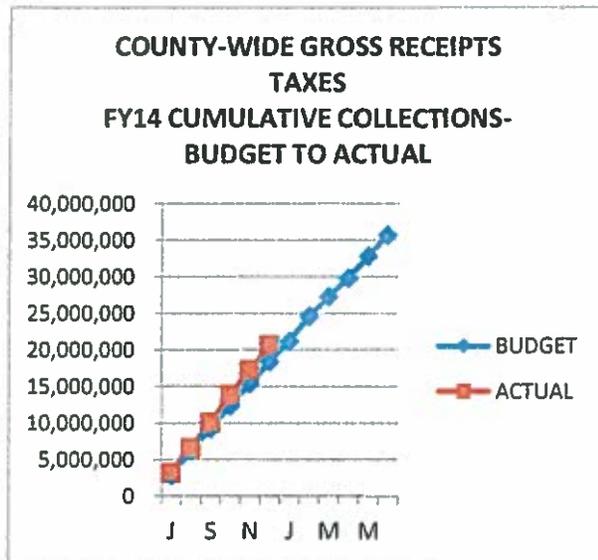


The following charts reflect how the two largest revenue sources fared when compared to the budgeted amounts. Actual property tax collections of \$15.7 million through the end of December exceeded the projected budget of \$13.7 million by \$2.1 million. The property tax collections for the months of July through December have consistently exceeded budget forecasts. The property tax collections of \$15.7 million through December 31st are \$174K less than the previous year's collections of \$15.9 million. This equates to a decrease of 7% when compared to the collections of the previous year.



Cumulatively, both the county-wide and the unincorporated gross receipt taxes collected through December total \$21.9 million (excluding \$367K which is passed through to the regional transit district). The GRT collections are \$2.5 million greater than the cumulative budgeted amount of \$19.4 million. The collections are above the prior year collections by \$1.9 million or 10%. The total county-wide GRTs collections of \$20.7 million are \$1.4 million or 8% greater than the prior year's collections. The unincorporated GRTs are up a total of \$532K or 80% from the previous year's collections of \$660,493. This large increase may be attributed to the newly enacted Fire Excise tax, which began witnessing actual collections on the average of \$100K in September. Fire Excise Tax collections total \$472,638 through December. The prior year collections of \$42K strictly represented penalty and interest still being collected.

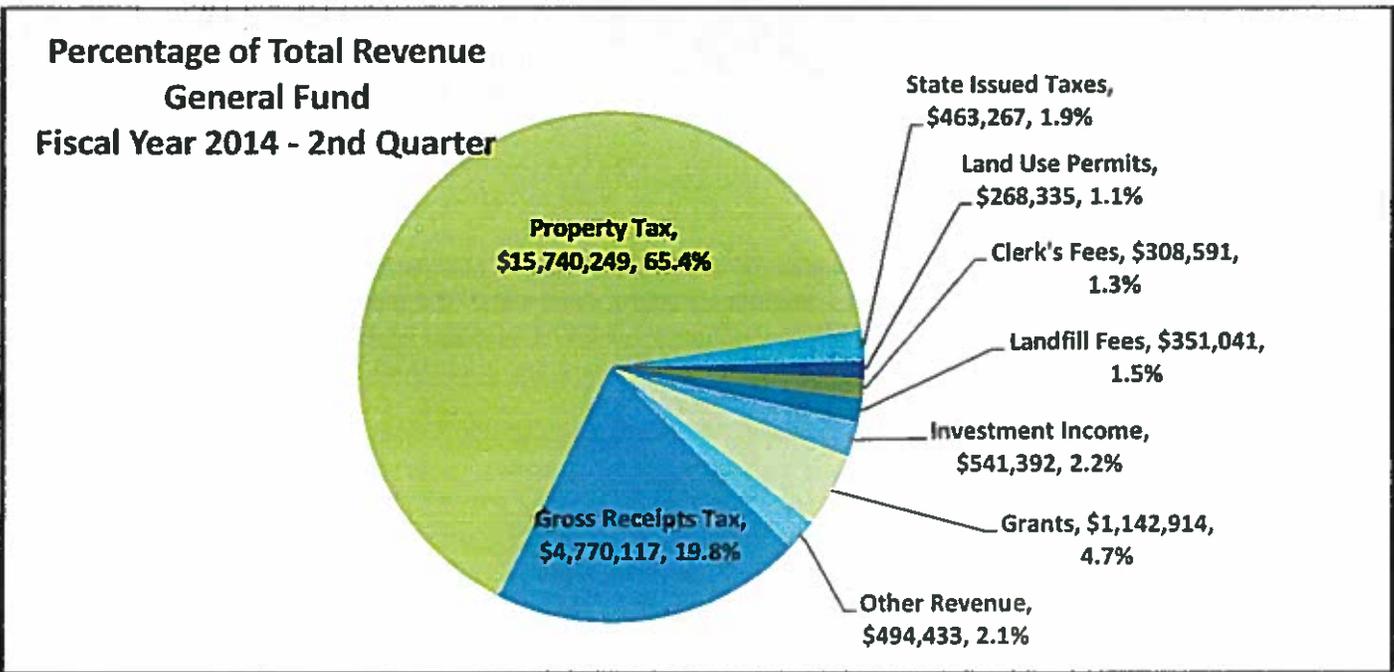
Lastly, the unincorporated GRT collections have exceeded budgeted amounts each month for an overall net excess of \$152,741. This is the first time the collections have been greater than the budgeted amount since the economic recovery began. Thus far the collections exceed the budgeted amount by 14%.



GENERAL FUND

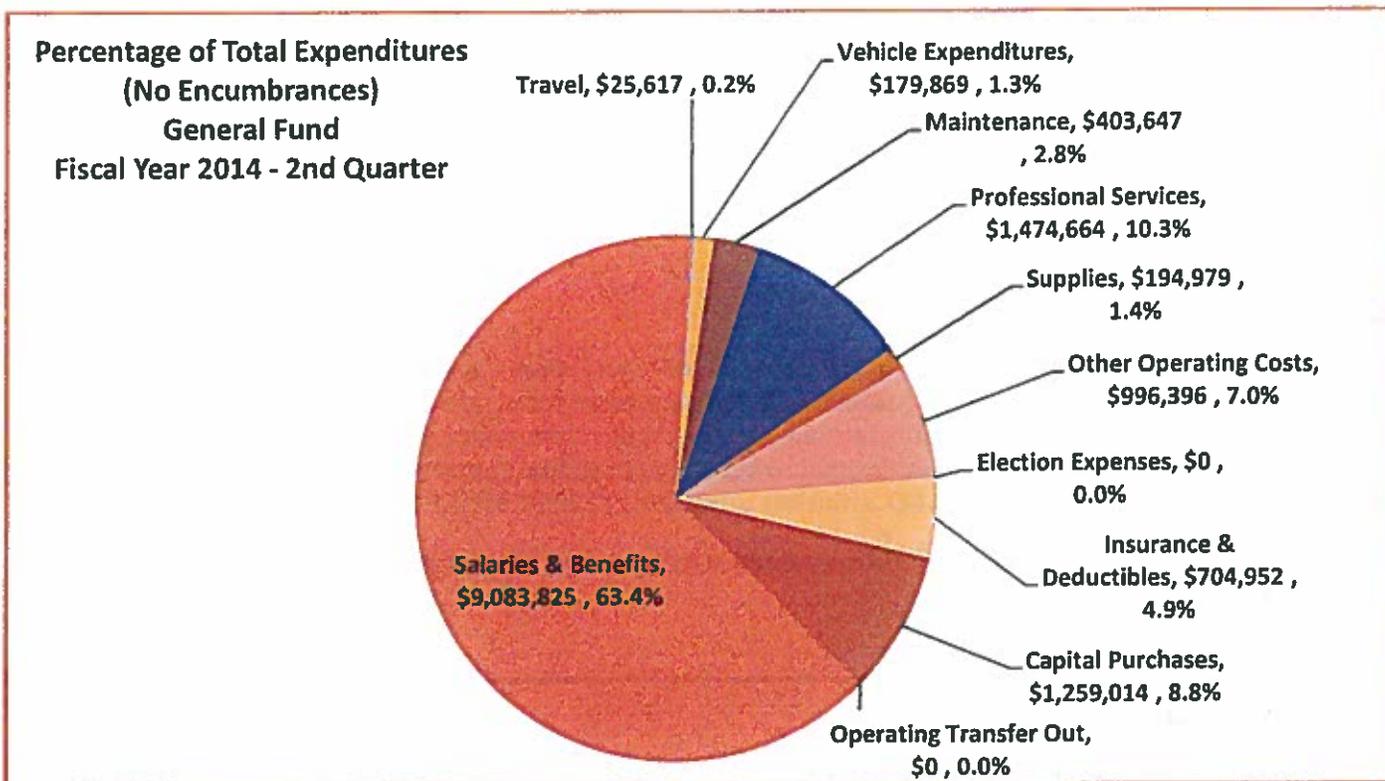
The chart below summarizes all revenue for the general fund; all revenue sources total \$24.1 million. Recurring revenue totaled \$22.4 million; recurring revenue includes property taxes, gross receipt taxes, state issued taxes, construction permits, clerk’s fees, landfill fees and other revenue. In recent years, with the recessed economy, investment income has been calculated in the total revenue picture and has supported recurring expenditures, and for the quarter ending 12/31/2013 totaled \$541K; which is a decrease of \$305K from the previous year.

Overall, total general fund revenues in FY 2014 of \$24.1 million are slightly greater than the previous fiscal year’s revenues by \$371K or 1.5%.



General fund expenditures totaled \$14.3 million. Recurring expenditures totaled \$13.1 million. Strictly based on actual expenditures incurred through December 31st, the general fund revenues plus budgeted cash supported operational expenditures. On December 31st, the Fund still had outstanding encumbrances just over \$5.1 million.

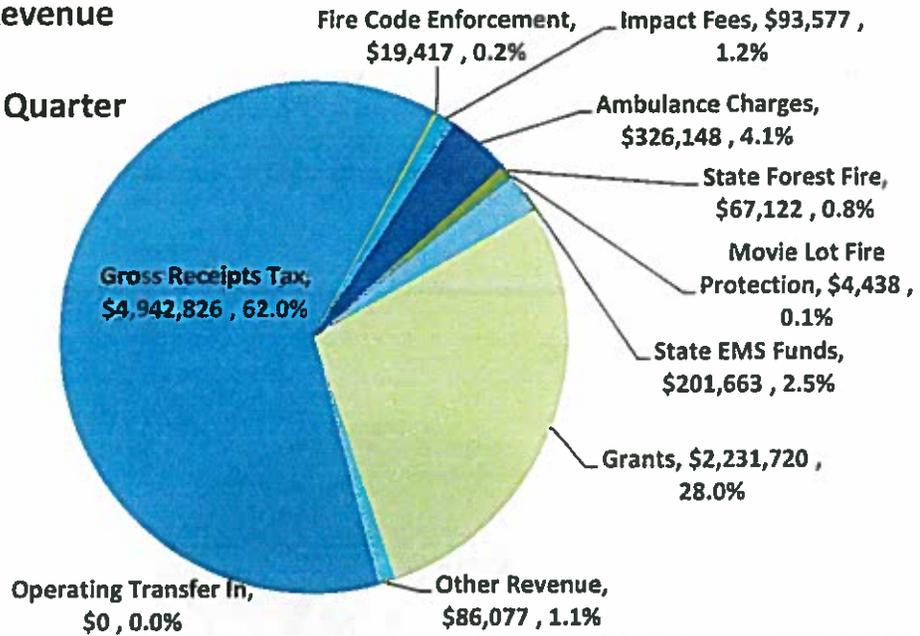
Total General Fund expenditures were \$161K or 1% greater than the expenditures incurred in the prior fiscal year for the same time period. The increase is mainly related to increased expenditures in the salaries and benefits category related to new FTE's and increases in the supplies, insurance and deductibles and other operating costs categories. These increases were additionally offset by decreased expenditures in the maintenance and contractual services categories.



FIRE FUNDS:

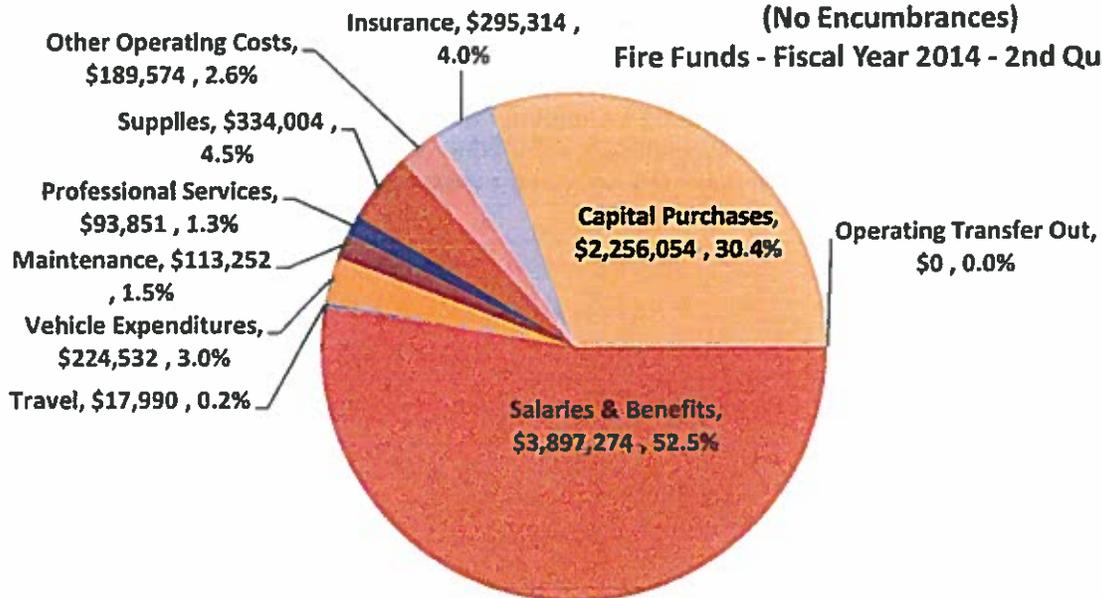
The chart below identifies the major revenue sources for all Fire Funds. Total recurring revenues of \$7.97 million were collected and consist of gross receipt taxes, ambulance charges and some of the grants. Through December 31st, the ambulance charges were less than the budgeted amount by \$49K and are \$149K less than the prior year's collections. The remaining revenue sources for the fire operations are considered non-recurring and are highly impacted by the economic activity.

**Percentage of Total Revenue
Fire Funds
Fiscal Year 2014 - 2nd Quarter**



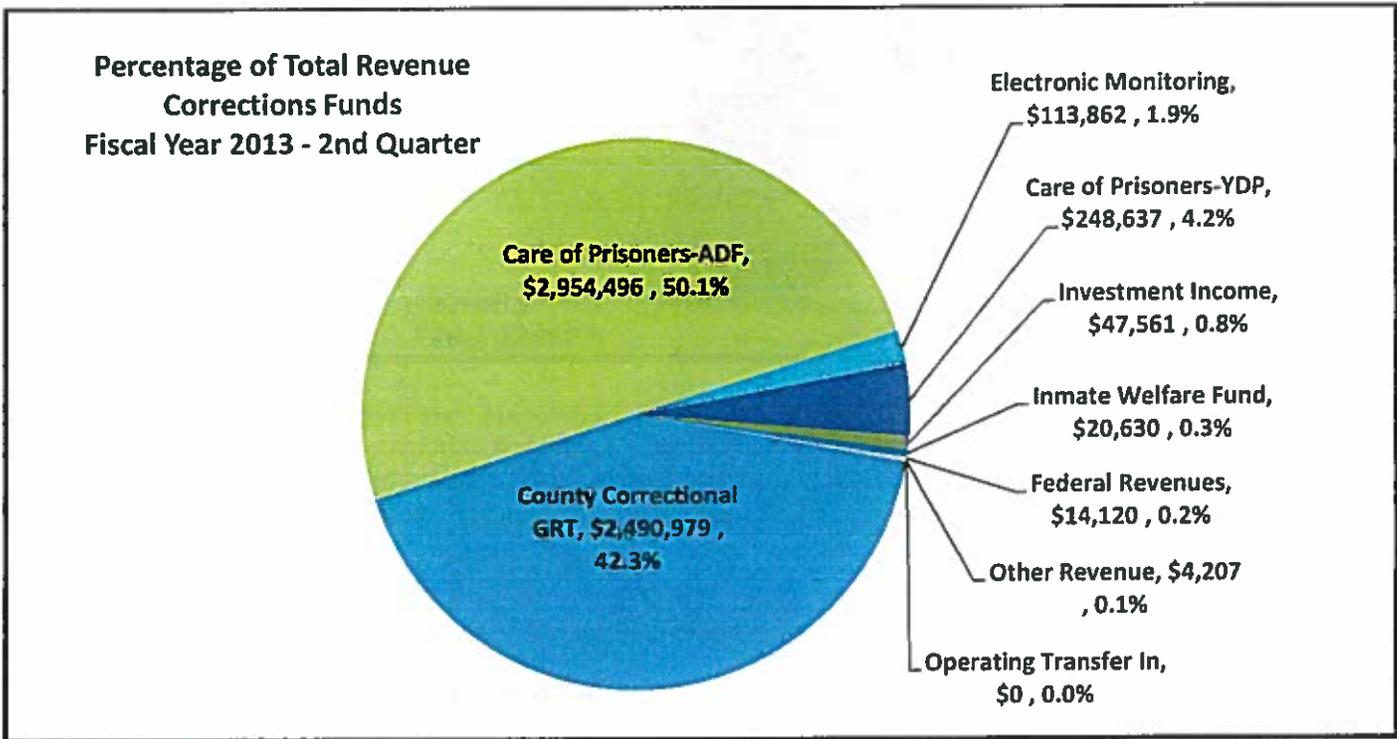
Expenditures for fire operations totaled \$7.4 million and included operational expenditures of \$5.2 million. The FY 2014 expenditures are \$861K more than the previous fiscal year. Capital expenditures of \$2.3 million were incurred and included such projects as the Santa Fe County Town of Edgewood Fire station \$881K, La Cienega Fire \$438K, \$90 for vehicle purchases, \$8K for equipment purchases and other miscellaneous capital expenditures of \$89K (e.g. air compressors, tank covers, etc.).

**Percentage of Total Expenditures
(No Encumbrances)
Fire Funds - Fiscal Year 2014 - 2nd Quarter**

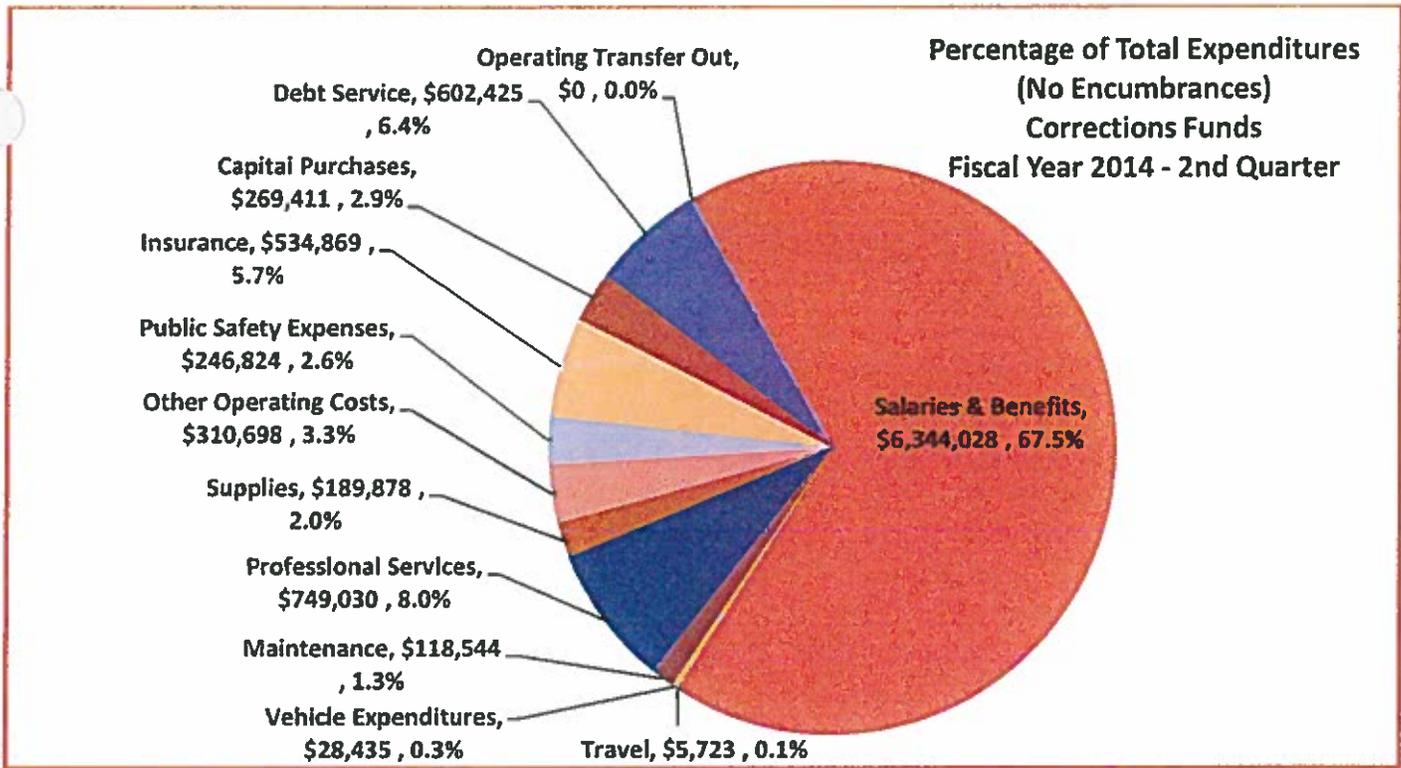


CORRECTIONS FUNDS:

The chart below identifies the major revenue sources for the Corrections Funds. Recurring revenue, which includes Correctional GRT collections, totaled \$5.82 million. The Care of Prisoner revenues of \$3.3 million in FY 2014 are \$1.1 million greater than the previous year's collections of \$2.2 million. The majority of the increase is related to the Adult care of prisoner (COP) revenue collections, which are \$1.3 million or 70% greater than the prior year collections. This increase can be attributed to the consistent population and collections from both the US Marshal and Bernalillo.



Total expenditures for the Corrections fund are \$9.4 million and the operational expenditures totaled \$8.5 million. Capital expenditures totaled \$602K. The expenditures are \$433K or 4.8% greater than the prior year expenditures. This increase can mainly be attributed to increased costs in the categories of salaries and benefits, supplies and other operating costs.



CLOSING:

The numbers reflected within this report reflect activity as of close of business on December 31st. Capital expenditures, one-time expenditures and debt service payments are not considered recurring expenditures.

In summary, the 2nd quarter revenues and expenditures were as follows:

- Property Taxes of \$15.7 million – collections exceeded budget by \$2.1 million and were less than the prior year’s collections by \$174K.
- Gross Receipt Taxes of \$21.9 million – cumulatively, collections have exceeded budget by \$2.5 million and are above the prior year’s collections by \$1.9 million.
- Capital expenditures totaled \$14.3 million and debt service payments totaled \$10.9 million.

NO PACKET MATERIAL FOR THIS ITEM

EXECUTIVE SESSION



NO PACKET MATERIAL FOR THIS ITEM



NO PACKET MATERIAL FOR THIS ITEM

9. Concluding Business

a. Announcements

b. Adjournment



